

Business and Property Committee

Item No

Report title:	Business and Property Committee Plan
Date of meeting:	14 March 2018
Responsible Chief Officer:	Executive Director of Finance and Commercial Services Executive Director of Community and Environmental Services
Strategic impact The Business and Property Committee's three year forward plan, sets out how its areas of responsibility will be shaped by the ambition of <i>Caring for our County: A vision for Norfolk in 2021</i> and the principles of <i>Norfolk Futures</i> , the County Council's new strategy. The strategy sets out what will be delivered over the next three years in the resources available. It identifies key metrics against service transformation which will be monitored by Policy and Resources Committee over the period.	

Executive summary

Norfolk County Council (NCC) agreed a vision and strategy for the medium term in February 2018. *Caring for our County* communicates the Council's ambitions for Norfolk; the strategy *Norfolk Futures* sets out the principles and priorities to turn this vision into plans that deliver sustainable services, working with our partners across the public and private sectors.

Service committees have been commissioned by Policy and Resources Committee to develop Committee Plans which will set out objectives for the year, and specifically demonstrate how each area of the Council's work will change to deliver our Norfolk Futures transformation strategy.

Recommendations:

- **Agree Business and Property Committee Plan as set out in Appendix 1.**
- **Note the Committee's contribution to, and responsibilities, for Norfolk Futures, NCC's transformation plan.**
- **Agree the performance measures against which this committee will report to Policy and Resources Committee for monitoring purposes, as set out in para 1.1.8 below.**

1.0 Proposal

1.1 Norfolk Futures and Business and Property Committee-

1.1.1 Norfolk Futures sets out the principles and priorities that will change how Council Services are delivered in the future. The overarching principles underpinning the Strategy are:

- Offering our help early to prevent and **reduce demand** for specialist services.

- Joining **up** our work so that similar activities and services are more easily accessible, done well **and done once**.
- Being **business like** and making best use of **digital technology** to ensure value for money.
- Using **evidence** and data **to target** our work where it can make the most difference.

1.1.2 The Council has agreed seven corporate priorities to deliver these principles, under the *Norfolk Futures* strategy. The priorities ensure that there is intense focus and tangible delivery in specific areas that can only be delivered through whole Council cross department working. The priorities are:

- Safe children and resilient families
- Promoting independence for vulnerable adults
- Smarter information and advice
- Towards a housing strategy
- Digital Norfolk
- Local service strategy
- Commercialisation

1.1.3 The services reporting to Business and Property Committee are actively engaged in the Norfolk Futures programme. As well as providing support and input generally for all priorities, specific work and engagement is underway in the following areas:-

- **Towards a housing strategy** – the County Council care about the large number of people who are not able to afford a home of their own and are working towards a Housing Strategy. As a county council we can help by accelerating the delivery of new housing, in all forms, throughout Norfolk and highlight gaps in the type and location of accommodation to meet the needs of people of Norfolk today and in the future.

The County council will use its landholdings to undertake direct development via Repton Property Developments Ltd, Norfolk County Council's development company. Provide up-front finance for infrastructure development and acquiring strategic landholdings with a view to development. We will work in partnership with housing authorities, Homes England, and the Local Enterprise Partnership (LEP) to secure additional investment.

- **Local Service Strategy** – the County Council manages its property portfolio as a catalyst for service improvement and community prosperity, whilst also ensuring value for money. The council's asset management plan is aiming to
 - Reduce the number of larger buildings.
 - Ensure retained buildings are well maintained.
 - Buildings are intensively used to support multiple uses.
 - Ensure flexible use of buildings to adapt to future needs.
 - Buildings are Energy efficient / sustainable.
 - Located to optimise access and regeneration.
- **Commercialisation** – there are a number of services which this Committee oversees where a commercial approach has already been agreed. These include Hethel Innovation Ltd (operating as a wholly owned company),

Scottow Enterprise Park (part of the County Council by operated by Hethel Innovation Ltd under business principles) and Repton Property Developments Ltd. All these areas are commercially activity and focussed on generating an income for the County Council. We are actively sharing information and learning from our experience with other services across the county council, as part of the Commercialisation priority, to help others to move to a more commercial position. In addition, Hethel Innovation Ltd has carried out a number of specific programmes to help up-skill staff.

- 1.1.4 The Business and Property Committee Plan attached at **Appendix 1** brings together core information and overview of services, current operating context, challenges, risks, innovation and priority actions within the resources available. This is information which is felt to be helpful background for Members to inform decision making. The plan is intended to be a living document and it is expected that it will updated during its life to reflect the Committee's and the Council's work and progress.
- 1.1.5 To enable a more detailed understanding of the key areas of priority for services in more detail, 'Plans on a Page' have been prepared. These Plans are used by the relevant senior managers and their teams to set out the direction of the service over the coming year, and are actively used as part of service performance management and planning. Copies of these Plans are included at **Appendix 2**.
- 1.1.6 The Committee Plan includes some key actions that are expected to be delivered in the coming year. The Committee may wish to consider whether it would be useful to receive a regular update on these key actions, e.g. as part of the regular performance report.
- 1.1.7 Consideration has been given to what performance measures it may be useful for the Committee to regularly monitor. These are set out in the Plan. It is intended that these measures form the basis of any future performance reporting.
- 1.1.8 The Committee needs to identify which, if any, of these measures it would also be useful to regularly report to Policy and Resources Committee, to enable them to carry out their oversight role. The following measures are suggested:
 - **Number of apprenticeship starts.**
 - **Reduction in the size of the property estate (gross internal area and number of holdings/properties).**
 - **Capital receipts.**

2.0 Financial Implications

- 2.1.1 The County Council continues to spend around £1.4 billion (gross) delivering vital services to Norfolk residents. As in previous years, around £400 million of the total budget is passed directly to schools. At a high level, the proposed revenue budget for 2018-19 is broadly the same year-on-year, and full details of changes in Committee budgets are set out in the January 2018 Policy and Resources Revenue Budget report.
- 2.1.2 The Council faces very significant cost pressures over the next four years. These are the result of:

- Inflation (which arises both on staff salaries and on the prices we pay for contracts and services).
- Legislative changes and policy decisions, including the National Living Wage.
- Increasing demand for services (including demographic changes).

2.1.3 The impact of the cost pressures experienced between 2011-12 and 2018-19 total £308 million.

2.1.4 In addition between 2011-12 and 2017-18, government funding has reduced by £189 million. Further reductions of £31 million are forecast for the period 2018-19 to 2019-20.

2.1.5 The Council agreed to freeze Council Tax (0% increases) for the years 2010-11 to 2015-16. Since 2016-17, annual increases have been agreed. Since 2014-15 Revenue Support Grant has declined significantly (by 67%), while funding from Business Rates has only increased by 8%. In total, between 2014-15 and 2018-19, funding from these three sources has been relatively static, reducing by £27m (4%). However this represents a real terms reduction in funding when inflation is taken into account. It is these cost pressures and reduced funding that require the Council to transform the way it works.

3.0 Issues, risks and innovation

3.1.1 These are set out in the Committee Plan included at Appendix 1.

4.0 Background

Our Vision, Strategy and Service Plans

Report by Managing Director to Policy and Resources, 29th January 2018

Caring for Your County

Report by Managing Director Policy and Resources, 3rd July 2017

Strategic and Financial Planning 2018/19-2021/22

Report by Executive Director of Finance and Commercial Services to Policy and Resources 25th September 2017

Strategic and Financial Planning 2018/19 - 2021/22

Report by Executive Director of Finance and Commercial Services and Strategy Director to Policy and Resources 30th October 2017

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, e.g. equality impact assessment, please get in touch with:

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