



Norfolk County Council

Business and Property Committee

Date: **Tuesday, 05 March 2019**

Time: **10:00**

Venue: **Edwards Room, County Hall,
Martineau Lane, Norwich, Norfolk, NR1 2DH**

Persons attending the meeting are requested to turn off mobile phones.

Membership

Mr B Stone (Chairman)

Mr T Adams

Mr M Kiddle-Morris

Ms C Bowes

Mr I Mackie

Mr R Brame

Mr C Smith (Vice-Chairman)

Mr F Eagle

Mr J Timewell

Mr A Jamieson

Mrs K Vincent

Mr T Jermy

Mrs C Walker

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Hollie Adams on 01603 223029
or email committees@norfolk.gov.uk

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

A g e n d a

1. To receive apologies and details of any substitute members attending

2. Minutes

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To confirm the minutes of the meeting held on the 15 January 2019

3. Declarations of Interest

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Any body -
 - Exercising functions of a public nature.
 - Directed to charitable purposes; or
 - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4. Any items of business the Chairman decides should be considered as a matter of urgency

5. Public QuestionTime

Fifteen minutes for questions from members of the public of which due notice has been given.

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Thursday 28 February 2019**.

For guidance on submitting a public question, please visit www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee

6. Local Member Issues/ Member Questions

Fifteen minutes for local member to raise issues of concern of which due notice has been given.

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Thursday 28 February 2019**

7. Update from Members of the Committee regarding any internal and external bodies that they sit on.

8. Forward Plan and delegated decisions

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A report by the Executive Director of Finance and Commercial Services

9. Finance Monitoring

Page 18

A report by the Executive Director of Community and Environmental Services and the Executive Director of Finance and Commercial Services

10. Performance management

Page 26

A report by the Executive Director of Finance and Commercial Services and the Executive Director of Community and Environmental Services

11. Risk management

Page 35

A report by the Executive Director of Finance and Commercial Services

12. France (Channel) England Programme – annual update

Page 44

A report by the Executive Director of Community and Environmental Services

13. Apprenticeships Training Agency pilot and next steps - Development of Apprenticeships Norfolk Network

Page 59

A report by the Executive Director of Community and Environmental Services

14. Disposal, acquisition and exploitation of Properties

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A report by the Executive Director of Finance and Commercial Services

15. Exclusion of the Public

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The committee is asked to consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the items below on the grounds that they involve the

likely disclosure of exempt information as defined by Paragraphs 1 and 3 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. The committee will be presented with the conclusions of the public interest test carried out by the report author and is recommended to confirm the exclusions.

16. County Farms Estate Management Update

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A report by the Executive Director of Finance and Commercial Services

17. Exempt Minutes

Page

To confirm the exempt minutes of the meeting held on the 15 January 2019

Group Meetings

Conservative 9:00am Conservative Group Room, Ground Floor
Labour 9:00am Labour Group Room, Ground Floor
Liberal Democrats 9:00am Liberal Democrats Group Room, Ground Floor

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 25 February 2019



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Business and Property Committee

Minutes of the Meeting held on Tuesday, 15 January 2019 at 10:03 am in the Edwards room at County Hall

Present:

Mr B Stone (Chairman)

Mr T Adams

Mr R Brame

Mr D Collis

Mr F Eagle

Mr A Jamieson

Mr T Jermy

Mr M Kiddle-Morris

Mr I Mackie

Mr C Smith (Vice-Chairman)

Mr J Timewell

Mrs K Vincent

1. Apologies

- 1.1 Apologies were received from Mrs C Bowes and Mrs C Walker (Mr D Collis substituting)

2. Minutes

- 2.1 The Minutes of the meeting held on the 6 November 2018 were agreed as an accurate record and signed by the Chairman.

2.2 Matters Arising from the minutes

- Appendix A, apprenticeships update from Cllr Clancy: the local area for each allocation was queried and progress with use of funding. The Employment and Skills Manager reported that £10,000 funding was allocated to the Local Enterprise Partnership area across Norfolk and Suffolk and was on track to be spent.

3. Declarations of Interest

- 3.1 Mr A Jamieson declared a non-pecuniary interest as non-executive director of Norse Group
- 3.2 Mrs K Vincent declared a non-pecuniary interest as Chair of the Norse Shareholder Committee

4. Urgent Business

- 4.1 No urgent business was discussed

5. Public Questions

- 5.1 No public questions were received

6. Local Member Questions

- 6.1 No Member questions were received

7. Update from Members regarding Internal and External bodies they sit on

- 7.1 An update on apprenticeships was circulated from Cllr Clancy and discussed:
- Apprenticeship starts had dropped nationally in 2017-18 but less so in Norfolk
 - Cllr Clancy updated Members on changes related to use of the apprenticeship levy
 - The Apprenticeships Norfolk website was now working
 - Morgan Sindell were due to work with Norfolk County Council on provision of construction apprenticeships
 - National apprentice week was starting on the 1 March 2019; a celebration would be held on 8 March 2019
 - Officers would work with contractors during procurement for the Great Yarmouth Third River Crossing to target local apprentices and apprenticeship providers
 - There was no new apprenticeship data since July 2018; problems with the Apprenticeship Norfolk website were likely to have affected apprenticeship take up
 - A sector-based approach was taken to target over 25s into apprenticeships

8. Greater Thetford Development Partnership Board

- 8.1 The Committee considered the appointment of a second representative to the Board of the Greater Thetford Development Partnership in addition to existing Member Cllr Roy Brame.
- 8.2 The Committee **APPOINTED** Cllr Martin Wilby as additional Member on the Greater Thetford Development Partnership Board

9. Forward Plan

- 9.1 The Committee reviewed the report showing the Committee's forward plan and delegated decisions taken by Officers
- 9.2.1 Plans to look at disposals moving forward with the new governance structure of Council were discussed; Member delegations would be likely to continue into the new system
- 9.2.2 A discussion was held over changing the wording of the recommendation related to delegated decisions; the Committee **agreed** to change this from "note" to "affirm"
- 9.3
1. **REVIEWED** the Forward Plan at Appendix A.
 2. **AFFIRMED** the delegated decisions.

10. Economic Development contribution to the Norfolk & Suffolk Economic Strategy

- 10.1 The Committee received the report showing how we Norfolk were making a fundamental contribution to the Norfolk & Suffolk Economic Strategy, which was adopted in October 2017.
- 10.2 During discussion the following points were noted:
- The Officer responded to Member questions about funding for economic development by clarifying that resources were sought from external funding bids
 - A Member question queried the value added by the Council; the Officer replied that this was shown by influencing access to EU (European Union), Local Enterprise Partnership and Government funding, and interventions in apprenticeships and the workforce to support development of the local economy
 - The Officer added that Hethel Engineering, which had been developed by Norfolk County Council's economic development team, contributed to the County's

engineering sector

- A Member was disappointed that Brexit was not mentioned in the report despite the County's reliance on EU funding
- A Member queried progress on the bid for funds to develop infrastructure improvements; three bids were being worked on and the second phase of the Broadland Growth Triangle bid would begin in March 2019
- Members queried funding availability after Brexit; the Officer discussed the Shared Prosperity Fund proposed by Government to replace EU funds; the Council had passed comments on to Government and were developing projects which would bring the biggest impact to Norfolk when it came into effect
- Tourism was queried as a sector for increased investment; the Officer noted that tourism was a key sector for Norfolk but did not provide high value jobs. The ICT and digital and wind and clean energy sectors were growing sectors which would provide high value jobs and companies for the County

10.3 The Committee **AGREED** the Council's contribution to the delivery of the Norfolk & Suffolk Economic Strategy

11. Inward Investment Activity

11.1 The Committee considered the report giving an update on Norfolk County Council's approach to attracting & retaining investment and giving an overview of recent activity, the County's performance in attracting Foreign Direct Investment and Invest East.

11.2 During discussion the following points were noted:

- Officers reported that staff were in place at Invest East and the first cohort of businesses had been selected
- The Committee watched 2 videos about food and drink producers who attended the Horecava event in the Netherlands in January 2019; most of the producers who attended had signed distribution deals in the Netherlands from this event
- Officers reported that EU funded Invest East had procured a means to capture all visits by agencies, to see how each company was growing and monitor data; this system would also allow monitoring of threats and successes
- The cost for Officers to attend Horecava was taken from external funding
- The Council was increasing their involvement in the Sync the City event
- Opportunities for new investment were queried; the Officer replied that the biggest opportunity for investment was offshore renewables
- Overall investment in 2019-20 would be lower

11.3 The Committee:

- 1) **ENDORSED** the approach being taken by the Economic Development Team and the identified priorities in the report, and
- 2) **SUGGESTED** any areas for further consideration.

12. Skills Update

12.1 The Committee considered the report providing an overview of projects currently underway, together with some emerging plans designed to ensure that Norfolk was capitalising on new opportunities for the benefit of business and individuals

12.2 During discussion the following points were noted

- The energy sector bid discussed in the report had now been submitted
- Quality of links with the Department of Work and Pensions was queried; the Officer confirmed they were a strategic partner of the Council; meetings had been held to

- discuss referral routes and they were involved in development of strategy
- Officers confirmed that deadlines to spend funding before Brexit had not changed
- A Member queried progress on spending funding for LIFT (Local Investment in Future Talent) before Brexit. The Officer confirmed that the number of people on the project had increased and the department was on track to spend all the money

12.3 The Committee

- 1) **AGREED** the direction of travel for NCC in supporting current skills projects and initiatives
- 2) **AGREED** future plans and considered what else could be developed

13. Strategic and Financial Planning 2019-20 to 2021-22 & Revenue Budget 2019-20

13.1 The Committee considered the report setting out information to enable them to take a considered view of all the relevant issues in order to agree budget proposals for 2019-20 and the Medium Term Financial Strategy to 2021-22 and make recommendations on these to the Policy and Resources Committee.

13.2 During discussion the following points were noted:

- All disposals would be brought through appropriate member processes following the change in Council Governance arrangements
- Approximately £4-5m a year was raised through asset disposals spread across the corporate and County Farms estates; the Executive Director of Finance and Commercial Services agreed to share a more detailed figure with Members after the meeting
- Officers acknowledged that some of the planned property savings may not be met in 2019-20, in which case money would be added back to the reserves fund
- The impact on carparking from increased staff based at County Hall was discussed
- Cost to communities of disposing of assets was noted; the ultimate decision on whether to dispose of an asset was made by Members
- The Chairman reassured Committee that assets would not be considered for sale without appraising all other options
- The contribution of the sale of assets to the Council's budget was noted

13.3 With 12 votes for and 1 against, the Committee:

- 1) **CONSIDERED** the content of this report and the continuing progress of change and transformation of Business and Property services
- 2) **CONSIDERED** and **AGREED** the service-specific budgeting issues for 2019-20 as set out in section 5 of the report
- 3) Considered and commented on the Committee's specific budget proposals for 2019- 20 to 2021-22
- 4) **CONSIDERED** the findings of equality and rural impact assessments, and in doing so, **NOTED** the Council's duty under the Equality Act 2010 to have due regard to the need to:
 - Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
 - Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
 - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it
- 5) **CONSIDERED** the advice of the Executive Director of Finance and Commercial Services, and recommend to Policy and Resources Committee that the Council's budget includes an inflationary increase of 2.99% in council tax in 2019-20, within the council tax referendum limit of 3.00% for the year;

- 6) **AGREED** and **RECOMMENDED** to Policy and Resources Committee the draft Committee Revenue Budget as set out in Appendix 1 of the report including all of the savings for 2019-20 to 2021-22 as set out

For consideration by Policy and Resources Committee on 28 January 2019, to enable Policy and Resources Committee to recommend a sound, whole-Council budget to Full Council on 11 February 2019

- 7) **AGREED** and **RECOMMENDED** the Capital Programme and schemes relevant to this Committee as set out in Appendix 2 of the report to Policy and Resources Committee for consideration on 28 January 2019, to enable Policy and Resources Committee to recommend a Capital Programme to Full Council on 11 February 2019

14. Finance Monitoring

- 14.1 The Committee received the report providing the Committee with information on the revenue budget position for services reporting to Business & Property Committee for 2018 -19, information on the use of reserves and the capital programme.
- 14.2 Officers introduced the report:
- All reserves were due to be used in 2018-19
 - The Executive Director of Finance and Commercial Services agreed to circulate to Members the date that the decision was taken to use all reserves
 - At the end of the financial year, unspent money would be put back into reserves
- 14.3 The following points were discussed and noted:
- The underspend for economic development was queried; the Officer clarified that most of this underspend related to Scottow Enterprise Park. Any underspend on external grants was on the department's balance sheet and carried over to the following year; the overspend shown in the report would contribute to the Council's overall position
 - To reduce reliance on reserves, Officers would continue with progress in income generation and work to look at exit strategy; getting out of buildings early created a disproportional increase in the budget
- 14.4 The Committee
- a) The 2018 – 19 revenue position for this Committee
 - b) The 2018 – 19 to 2020 - 21 capital programme for this Committee
 - c) The 2018 - 19 reserves position for this Committee

15. Performance Management

- 15.1 The Committee received the report based upon the revised Performance Management System, which was implemented as of 1 April 2016
- 15.2 The Committee **REVIEWED** and **COMMENTED** on the performance data, information and analysis presented in the body of the report and **DETERMINED** that the recommended actions identified were appropriate

16. Risk Management

- 16.1 The Committee received the report providing the Committee with the latest departmental level risks falling under the remit of the Committee as at January 2019,

following the latest review conducted in December 2018

- 16.2 The Risk Management Officer introduced the report:
- The score for risk RM021, "*Failure of Estate Management*", had changed from 6 to 4, reflecting progress with mitigating the risk; the prospects score of this risk had improved from amber to green with the implementation of the IT system as the only significant mitigation left to implement.
 - Mitigations for RM001, "*Infrastructure is not delivered at the required rate to support existing needs and the planned growth of Norfolk*", had been updated to reflect the latest infrastructure objectives; pooled business rates bids had been successful for 7 key transport projects including the Norwich Western Link and work underway for Transforming Cities
- 16.3 The following points were noted and discussed:
- The target date for RM001 was queried; the Risk Management Officer clarified that March 2019, was chosen as a suitable point to review progress at the end of the financial year; beyond March 2019, either a key date in 2019-20 would be added to the risk register as a new target date to reflect a significant point in the programme of infrastructure work, or a further target date of March 2020 would be set
- 16.4 The Committee **AGREED**
- a) the reconciliation report in Appendix A of the report, which is designed to detail any significant changes to the Committee's corporate and department level risks
 - b) details of the current risks for this Committee to consider, managed on the corporate and departmental risk registers as reported in Appendix B of the report
 - c) The list of possible actions, suggested prompts and challenges presented for information in Appendix C of the report
 - d) The background information to put the risk scoring into context, shown in Appendix D of the report

17. Repton Property Developments Ltd Update

- 17.1 The Committee discussed the report supporting Norfolk County Council priorities by focussing on key objectives of the Council's Asset Management Plan to pro-actively exploit the latent value of the property portfolio & release capital resources for other purposes.
- 17.2 Mr D Collis gave feedback that the work on the new school site in the West of Kings Lynn by Lovell had been excellent and asked the Chairman to pass this on
- 17.3 Business and Property Committee **NOTED** the appointment of Lovell Partnerships Ltd as development services provider for Repton Property Developments Ltd.

18. Disposal, Acquisition and Exploitation of Properties

- 18.1 The Committee considered the proposals in the report to support Norfolk County Council priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where operational needs could be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County.
- 18.2 The following points were discussed and noted:
- The Chairman confirmed that proposals and comments put forward by local Members would be taken into consideration when agreeing recommendations

- Some Members felt that suggestions or comments of local members should be included in the report
- The Head of Property agreed to find out how sale of the highway holdings would affect the Hemsby land public conveniences
- The site at North Lynn, Lawrence Road, had been vacant for several years; community housing had an interest in acquiring the site; the Head of Property suggested giving them time to come up with a proposal. The Chairman **proposed** giving community housing until the end of March 2019 to draw up a costed proposal for the site
- As a local member of the North Lynn Lawrence road site Mr D Collis recommended that allowing the community this delay would be beneficial
- There had been a lot of interest in Carrow Bridge House because of publicity around it; the importance of retaining the historical aspect of the site was noted
- Highways did not need to retain the site for bridge repairs

18.3 The Committee:

- (i) **AUTHORISED** the Head of Property to dispose of the northern land parcel (and if Children Services do not require it dispose of the southern land parcel), London Road Attleborough. In the event of disposal receipts exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offers and report the fact at a subsequent B&P Committee meeting.
- (ii) **AGREED** to the acquisition of a licence for the erection of a notice board on land owned by Mr & Mrs Pegg adjacent to the entrance to the St Mary's Priory Site, Off Cromer Road, Beeston Regis for an annual fee of £1.
- (iii) **AGREED** to the acquisition of a licence for part of the ground floor of Benjamin Court, Roughton Road, Cromer for use by Adult Support Services on an annual licence fee of £148,477.49.
- (iv) Formally **DECLARED** the Baron's Close Land, Fakenham surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.
- (v) Formally **DECLARED** the 15 former highway landholdings as listed in Appendix 1 surplus to Council requirements and **INSTRUCTED** the Head of Property to dispose of the land parcels. In the event of a disposal receipt for each land parcel exceeds delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offers and report the fact at a subsequent B&P Committee meeting.
- (vi) Formally **DECLARED** the Land rear of Great Crow Farm, Blakeney Road, Hindringham surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property to the adjacent owner for £25,000 (exclusive of any VAT that may be payable).
- (vii) **AGREED** to the acquisition of 1.6 hectares (3.95 Acres) of land north of the Broadland Northway, Horsham St Faith and Newton St Faith for a new recycling centre and 0.6 hectares (1.5 acres) for a new access road and **DELEGATED** the completion of the negotiations and final decision to acquire both sites to the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee and report the fact at a subsequent B&P Committee meeting
- (viii) Formally **DECLARED** Land at Baldock Drive, Kings Lynn surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the

property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.

- (ix) **AGREED** to allow the local community housing organisations until the end of March 2019 to draw up a costed proposal for the Redundant site, North Lynn, Lawrence Road King's Lynn
- (x) Formally **DECLARED** Land at Back Lane, North Elmham surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting
- (xi) Formally **DECLARED** Kings Head Barns and adjacent land, Dereham Road, North Elmham surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting
- (xii) Formally **DECLARED** Carrow Bridge House, Norwich surplus to Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting
- (xiii) Formally **DECLARED** the Allthorpe Road Land, Redenhall with Harleston surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting
- (xiv) Formally **DECLARED** Land West at Burlingham Road, South Walsham surplus to County Council requirements and **INSTRUCTED** the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting

19. Exclusion of the Public

- 19.1 The committee **AGREED** to exclude the public from the meeting under section 100A of the Local Government Act 1972 for consideration of items 20 and 21 on the grounds that they involved the likely disclosure of exempt information as defined by Paragraphs 1, 3 and 3.5 of Part 1 of Schedule 12A to the Act, and that the public interest in maintaining the exemption outweighs the public interest in disclosing the information

20. County Farms Estate Management Update

- 20.1 The Committee considered the report by the Executive Director of Finance and Commercial Services

20.2 The Committee agreed the recommendations as set out in the report

21. Exempt Minutes

21.2 The exempt minutes of the meeting on the 6 November 2018 were **AGREED** as an accurate record and signed by the Chairman

The Meeting ended at: 12.17

**Mr Barry Stone, Chairman,
Business and Property Committee**



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Apprenticeship Briefing for Cllr Clancy for B & P meeting 15/1/19

I will keep this brief as there is an item on the agenda today that provides detail on various skills initiatives both current and planned demonstrating the role apprenticeships play as part of wider skills agenda, supporting entry to employment, in-work progression and higher-level skills.

The latest **apprenticeship data** has recently been released for the period August 2017 – July 2018 the detail of which will be brought to members at the March meeting of this committee as it was not received in time to bring a report to this committee. However, the headline figures show that whilst the number of starts for Norfolk had fallen by 12.99% nationally starts were down by 24% so we are recovering at a faster rate than many areas which is good for Norfolk. Further good news is that we have only seen a small drop of less than 2% in the numbers of 16-18 year olds starting apprenticeships. Our challenges lie in the starts for 19-24 year olds and 25+ particularly at level 2 and 3 further analysis and details of the interventions to address these will be provided in March.

Apprenticeships Norfolk are running the first “Norfolk Apprentice of the Year” competition to showcase apprentices working throughout Norfolk and what an excellent contribution you make to businesses you work with. This is linked with National Apprenticeship week 2019 the theme of which will be ‘Blaze a trail’.

The theme speaks to all audiences at every stage of their apprenticeship journey...

- Blazing a Trail in my career
- Blazing a Trail in my business
- Blazing a Trail in my community
- Blazing a Trail in the economy

They will be set a series of tasks to complete to not only show their personal qualities in a range of activities but also helping to enhance confidence and promote apprenticeships within the county. We hope that by participating in this competition it encourage apprentices achieve more than they thought possible in their career.

This event is all about identifying and showcasing the tremendous breadth and depth of emerging talent Apprentices have to offer within Norfolk. If members know of any businesses that currently have apprentices or individuals who are undertaking an apprenticeship and might be interested to take part them do please put them in contact with the team who will be able to provide further information and support them through the process.

Members will be pleased to know that the **Apprenticeship Norfolk Network website** is up and running again, officers are working hard with providers, schools and employers to get them re-register on the site and to advertise their vacancies. We plan to increase usage of the site by promoting all of our activities, updates and good news stories asap.

Cllr Clancy

Business and Property Committee

Item No.....

Report title:	Decisions taken under delegated authority
Date of meeting:	5 March 2019
Responsible Chief Officer:	Executive Director of Finance and Commercial Services
Strategic impact Providing regular information about key service issues and activities supports the Council's transparency agenda and enables Members to keep updated on services within their remit. It is important that there is transparency in decision making processes to enable Members and the public to hold the Council to account.	

Executive summary

This report updates the Committee on decisions taken under delegated powers by the relevant Executive Director (or their team), within the scheme of delegation.

Recommendation:

Business and Property Committee are asked to note the delegated decisions.

1.0 Introduction

1.1 Delegated decisions

The report is used to update the Committee on any delegated decisions taken within the Terms of Reference of this Committee that are reported by the Executive Directors as being of public interest, financially material or contentious.

Subject: **Property transactions (including sale, lease and acquisitions).**

Decision: As listed at **Appendix A.**

Taken by: Relevant officers, as set out in the scheme of delegation.

Taken on: As listed at **Appendix A.**

Contact for further information: Simon Hughes, Head of Property.
Email: simon.hughes@norfolk.gov.uk
Telephone: 01603 222043.

1.2 Following a review of delegated decisions it could not be fully ascertained whether some decisions had previously been reported to committee. Therefore, to ensure proper governance several older decisions (5 from 2016 and 4 from 2017) have been listed in the appended table.

2.0 Evidence

2.1 As set out in the report and appendices.

3.0 Financial Implications

3.1 There are no direct financial implications flowing directly from members noting this report. However, the delegated decisions themselves often have significant financial implications, for example capital receipts from the sale of land/property.

4.0 Issues, risks and innovation

4.1 There are no other relevant implications to be considered by Members.

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:

If you have any questions about matters contained in this report, please get in touch with:

Officer Name:	Tel No:	Email address:
Simon Hughes	01603 222043	simon.hughes@norfolk.gov.uk



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Appendix A

Property	Transaction	Benefit	Date of Decision
Alburgh - Land at Homersfield Bridge	Disposal by sale	£10,000	04/06/2018
Aylsham - Drill Hall	Disposal by sale	£185,000	14/11/2016
Beetley - Land at Fakenham Road	Disposal by sale	£3,500	07/03/2018
Brisley Primary School	Lease to Academy Trust	£0	10/09/2018
Costessey - Land at Kestrel Avenue	Disposal by sale	£2,000	05/09/2018
Cranwich - Land at Lynn Road (woodland)	Disposal by sale	£10,700	05/03/2018
Docking - Former Highway Depot (Community bus garage)	Disposal by sale	£135,500	05/03/2018
Emneth - Former Elm Depot	Disposal by sale	£5,500	13/01/2018
Emneth - Permissive path land (former canal)	Disposal by sale	£10,000	23/08/2018
Fakenham - Land at Claypit Lane	Disposal by sale	£21,500	19/01/2018
Fincham - Marham Road site	Disposal by sale	£365,000	11/10/2018
Fulmodeston - Land at Stibbard Road	Disposal by sale	£8,500	10/07/2018
Gressenhall - Land at Fakenham Road	Disposal by sale	£5,000	05/12/2017
King's Lynn - Land at Wootton Drift	Disposal by sale	£13,000	08/08/2018
Kirstead - Woodland at Loddon Corner	Disposal by sale	£19,000	05/03/2018
North Wootton - Pre-School	Lease renewal to pre-school	£960/year	11/07/2018
Norwich - Essex Rooms	Disposal by sale	£201,777	09/02/2017
Norwich - Land at Bus Station, Plot 2	Disposal by sale	£541,090	01/03/2017
Old Catton - Land at Parkside Drive	Disposal by sale	£500	10/07/2018
Redenhall with Harleston - Archbishop Sancroft School	Lease to Academy Trust	£0	14/06/2018
Stow Bardolph - Wash Farm Barn, Dexter Road	Disposal by sale	£70,000	05/03/2018
Tacolneston - Land at Norwich Road	Disposal by sale	£14,500	16/02/2017
Taverham Nightingale Infant School	Lease to Academy Trust	£0	07/09/2018
Thorpe St Andrew - The Oaks Lot 1	Disposal by sale	£320,001	22/04/2016
Thorpe St Andrew - The Oaks Lot 3	Disposal by sale	£317,876	20/04/2016
Thorpe St Andrew - The Oaks Lot 2	Disposal by sale	£227,500	20/04/2016
Thorpe St Andrew - The Oaks Lot 4	Disposal by sale	£250,000	20/04/2016
Thorpe St Andrew- Land at Pound Lane - Plot 3	Disposal by sale	£2,500	02/07/2018
Toft Monks- Plot on east of A143 at Walnut Barn	Disposal by sale	£2,000	08/08/2018
Toft Monks - Haddiscoe Tin Barn	Disposal by sale	£90,000	08/08/2018
Winterton - Primary School	Lease to Academy Trust	£0	22/11/2018
Wymondham - Land at Ashleigh Infant School	Disposal by sale	£17,000	06/11/2018

Business & Property Committee

Item No.

Report title:	Finance Monitoring
Date of meeting:	05th March 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services
Strategic impact This report provides the Committee with information on the revenue budget position for services reporting to Business & Property Committee for 2018 -19. It also provides information on the use of reserves and details of the capital programme.	

Executive summary

The services reporting to this Committee are delivered by Community & Environmental Services, and Finance & Commercial Services.

The 2018-19 net revenue budget for this Committee is £8.560m. an increase of £0.618m since the previous report due to cost neutral changes to cover depreciation and revaluation charges. Details of the 2018 – 19 revenue position are shown in Table 1 of this report.

The total capital programme budget relating to this Committee for the years 2018 – 19 to 2020 – 21 is £34.850m. (previous report £34.749m) Details are shown in Table 2 of this report.

The balance of reserves and provisions relating to this Committee as of 1 April 2018 is £2.991m, and forecast to be £1.682m at 31 March 2019, (previous report £1.419m) Details are shown in Table 3 of this report.

Recommendations:

Members are recommended to note:

- a) **The 2018 – 19 revenue position for this Committee**
- b) **The 2018 – 19 to 2020 - 21 capital programme for this Committee**
- c) **The 2018 - 19 reserves position for this Committee**

1. Proposal

1.1. Members have a key role in overseeing the financial position for the services under the direction of this committee, including reviewing the revenue and capital position and reserves held by the service.

Although budgets are set and monitored on an annual basis it is important that the ongoing position is understood and the previous year's position, current and future plans and performance are considered.

1.2. This report reflects the financial position relating to this Committee as at the end of January 2019.

2. Evidence

Revenue budget 2018 – 19

2.1. The services reporting to this Committee are delivered by Community & Environmental Services, and Finance & Commercial Services.

2.2. This report reflects the forecast outturn position for the Services that are relevant to this Committee, which are:

- Economic Development Programmes
- Strategy & Commissioning
- Employment and Skills
- Scottow Enterprise Park

- Hethel Engineering Centre – operated as Hethel Innovation Ltd

- Client Property Management

2.3. The current 2018-19 net revenue budget for this Committee is £8.560m, an increase of £0.618m since the previous report due to cost neutral changes to both Client Property Management and Economic Development budgets to cover depreciation and revaluation charges. The current forecast variance is a £0.126m underspend, (previous report £0.102m underspend), after use of reserves. Variances are explained in paragraphs 2.5 to 2.7 below. The use of reserves to support this position is shown in Table 3.

Table 1: Business & Property Committee: Net revenue budget and forecast outturn position 2018 – 19

	Outturn 2017 - 18	Budget 2018 - 19	Year to date 2018 - 19	Outturn Forecast 2018 - 19	Variance 2018 -19
	£m	£m	£m	£m	£m
Client Property Management					
Corporate Offices	5.216	5.078	5.716	5.545	0.467
Estates Management	0.874	0.531	0.939	0.788	0.257
Building Maintenance	1.857	2.007	1.114	1.860	(0.147)
County Farms	(0.666)	(0.403)	0.322	(0.950)	(0.547)
Corporate Property Team	0.838	0.579	0.724	0.533	(0.046)
	8.119	7.792	8.815	7.776	(0.016)
Economic Development					
Ec Dev Programmes	(0.086)	0.000	0.622	0.000	0.000
Strategy & Commissioning	0.852	0.769	0.554	0.709	(0.060)
Employment & Skills	0.363	0.373	0.182	0.373	0.000
Scottow Enterprise Park	(0.274)	(0.374)	(0.165)	(0.424)	(0.050)
	0.855	0.768	1.193	0.658	(0.110)
	8.974	8.560	10.008	8.434	(0.126)

2.4. Other legal entities –

Client Property Management – Repton Property Developments Ltd is subject to separate reports to this Committee. Repton Board Meetings include a detailed finance report.

Economic Development - the forecast pre tax profit for Hethel Innovation Ltd (HIL) for 2018 – 19 is £0.434m, prior to any charges arising from the proposed purchase of Phases I & II of the building by HIL from NCC.

2.5. Client Property Management (CPM)

The CPM budget was reduced by £1.027m in 2018 – 19, continuing to reflect planned savings to be met principally by reduced costs of corporate offices, including fewer properties via property disposals. CPM plan to smooth the impact of this significant reduction by the planned use of reserves as shown in Table 3 later in this report.

The budget has increased by £0.659m since the previous report by the addition of budgets to support revaluation and depreciation costs, as such these changes are cost neutral to the overall budget.

We are currently reporting a small underspend of £0.016m, (previous report overspend £0.006m), after a decreased use of reserves as shown in Table 3. Further progress has been made against the delivery of the savings targets for 2018 – 19 with planned exits from a number of key buildings including Vantage House.

Further progress has also been made in identifying areas of additional income generation and capitalisation, particularly in relation to County Farms, offsetting a forecast increase in costs of Corporate Offices. Some of these costs are one off exit costs and will be subject to further review to ensure all possible savings are realised before year end, which could reduce the use of reserves needed to achieve a balanced budget.

Outturn forecasting takes account of significant income and capitalisation values to be processed in the final two months of the year.

County Farms includes the business transferred from Norfolk Energy Futures Ltd. The forecast surplus is £0.950m, £0.547m better than budget largely due to the identification of capitalisation opportunities. Outturn forecasting takes account of half year tenant invoicing to be raised in February 2019, and foreseeable maintenance costs.

Economic Development

2.6. The main element of spend within Economic Development is staff related expenditure, with most spend related to planned programme activity. A number of staff are engaged in the delivery of externally funded projects where the spend profile does not always match a financial year, where this is the case project funding will be carried forward in reserves as an unspent grant.

A staffing underspend has been consolidated into the Strategy & Commissioning budget. This budget has been reduced by £0.125m which represents cost neutral changes to depreciation and revaluation charges transferred to Scottow Enterprise Park budgets.

Economic Development Programmes budget represents full cost recovery of a number of managed programmes, including France Channel England and Leader. The previous credit budget has been reset to zero as this represented drawdowns from the Europe and Future Jobs funds which will no longer take place in 2018 / 19.

An underspend of £0.110m (previous report £0.108m underspend) is forecast for this budget, including Scottow Enterprise Park.

2.7. **Scottow Enterprise Park (SEP)** – the 2018 – 19 forecast is an unchanged surplus of £0.424m (£0.424m) excluding financing costs. This forecast is being kept under constant review to identify opportunities to reduce overheads expenditure and to ensure that all tenancy revenues are collected within agreed terms.

The latest forecast comprises revenues of £1.270m (2017 – 18 £1.253m), £0.813m is derived from buildings rental and service charges, £0.457m from the solar farm on site. Costs are £0.846m (2017 – 18 £0.979m), of which £0.185m relates to staff salaries and £0.661m relates to other labour and general premises costs.

Additional Enterprise Zone and grant funding opportunities continue to be identified and pursued to support the financing of site development costs.

SEP is not accounted for as a separate legal entity, and is managed via HIL.

Hethel Engineering Centre (HEC) - is accounted for via the separate legal entity of Hethel Innovation Ltd (HIL).

For 2018 – 19 HIL’s pre tax forecast profit is £0.434m (previous report £0.408m), prior to any charges relating to the proposed transfer of ownership of Phases I & II to HIL from NCC. Revenues from tenancy and funded programmes are forecast at £1.562m, (2017 – 18 £1.467m), and costs of £1.128m, (2017 – 18 £1.132m), comprising salary and overhead costs of £0.996m, (2017 – 18 £0.905m) and financing costs of £0.132m, (2017 – 18 £0.227m). The year on year change of financing costs is due to the revaluation of Phase III of the building, already owned by HIL. Financing costs will increase in 2019 / 20 due to the proposed transfer of ownership of Phases I & II.

HEC is currently 100% let through to the end of this financial year, and there is demand from tenants within HEC and elsewhere, for the provision of ‘grow on’ space next to HEC Phases 1,2 and 3. HEC has created over the past 12 years 80,000 sq ft of offices and workshops space, and there is demand to create an additional 80,000 sq ft of space. Hethel Innovation Ltd (HIL), the entity that runs HEC and SEP, continues to consider the potential development of the Hethel Technology Park on the site.

3. Capital Programme

3.1. The capital programme for the services reported to this Committee is currently profiled to be delivered as detailed below. The total budget for the 3 years 2018 to 2021 has increased by £0.101m since the previous report, due to an increase to the County Farms 2018 / 19 budget.

Table 2: Business & Property Committee: Capital Programme

	Actual spend 2017 - 18 £m	Budget 2018 - 19 £m	Spend to date 2018 - 19 £m	Budget 2019 - 20 £m	Budget 2020-211 £m
Scottow Enterprise Park	0.787	3.638	0.201	0.000	0.000
Infrastructure	0.546	0.181	0.095		
Buildings refurbishment	0.241	3.457	0.106		
Client Property Management	1.348	5.731	4.162	20.576	0.743
Space 2019	0.333	0.300	0.736	8.292	
Asbestos	0.538	0.978	0.261		
Other works	0.477	4.453	3.165	12.284	0.743
County Farms	4.317	3.489	3.008	0.673	0.000

Purchase of Farms	3.161	1.696	1.696		
Other capital	1.156	1.793	1.312	0.673	
	6.452	12.858	7.371	21.249	0.743

3.2. **SEP** - the budget and expenditure to date figures are unchanged from the previous report as the remaining capital works consist of hangar refurbishment to be undertaken later in 2019. For clarity Table 2 shows only the actual expenditure in 2017 – 18 in the appropriate column, expenditure prior to this period totals £5.275m. The total expenditure to date is £6.263m and is unchanged from previous reports. These figures relate only to capital improvements to the site and exclude the original site purchase cost.

Total available corporate and Enterprise Zone supported capital funding for the redevelopment (excluding site purchase costs) of SEP is £9.700m, of which £6.263m is the amount spent on redevelopment and refurbishment to date. Essential infrastructure work includes water supply facilities, asbestos removal, security fencing, fire alarms, heating systems and utility metering to facilitate recharges back to tenants.

Buildings refurbishment expenditure enables specific buildings to be brought into a lettable condition. It should be noted that expenditure is only made against a business case from specific enquiries leading to lettings income.

A total of £7.900m is expected to be spent by summer 2019, the remaining capital budget at that point to be available for the final hangar refurbishment.

3.3. **Client Property Management** – the capital funding is in support of further refurbishment to allow rationalisation and facilitate cost reductions within the corporate property portfolio, in addition to routine general maintenance and minor works funded via capital. The principal identifiable expenditure relates to the Space 2019 programme. The significant reprofiling of the capital budgets should be noted, principally due to the Space 2019 programme.

3.4. **County Farms** – the capital funding represents the agreed refurbishment programme, including land drainage schemes, which maintains the value of the Farms estate. The budget for the purchase of Avenue Farm, Halvergate is included.

4. Reserves 2018 - 19

4.1. The Council holds both provisions and reserves.

4.2. Provisions are made for liabilities or losses that are likely or certain to be incurred, but where it is uncertain as to the amounts or the dates which they will

arise. The Council complies with the definition of provisions contained within CIPFA's Accounting Code of Practice.

- 4.3. Reserves (or Earmarked Reserves) are held in one of three main categories:
- 4.4. Reserves for special purposes or to fund expenditure that has been delayed, and in many cases relate to external Grants and Contributions - reserves can be held for a specific purpose, for example where money is set aside to replace equipment or undertake repairs on a rolling cycle, which can help smooth the impact of funding.
- 4.5. Local Management of Schools (LMS) reserves that are held on behalf of schools – the LMS reserve is only for schools and reflects balances held by individual schools. The balances are not available to support other County Council expenditure.
- 4.6. General Balances – reserves that are not earmarked for a specific purpose. The General Balances reserve is held to enable the County Council to manage unplanned or unforeseen events. The Executive Director of Finance is required to form a judgement on the level of the reserve and to advise Policy and Resources Committee accordingly.
- 4.7. The reserves falling under this Committee would fall into the first category. Additionally, balances may relate specific grant income where we have received the income but are yet to incur the expenditure, or the grant was planned to be used over a period of time, not related to a specific financial year.
- 4.8. We will continue to review the reserve balances to ensure that their original objectives are still valid and would identify any reserves that could be considered available for re-allocation.
- 4.9. The committees' unspent reserves and provisions as at 1st April 2018 totalled £2.991m, and is forecast to be £1.682m at 31st March 2019, previous forecast £1.419m. The reduced consumption of reserves relates to improvements in the Corporate Property Management budget.
- 4.10. The table below shows the balances of reserves and provisions and the actual usage for 2018 - 19.

Table 3: Business & Property Committee: Reserves & Provisions			
Reserves & Provisions 2018-19	Balance at 1 April 2018	Forecast Balance at 31 March 2019	Change during 2018 - 19
	£m	£m	£m
Corporate Property Management	1.102	0.255	0.847
Economic Development (including Scottow Enterprise Park)	1.889	1.427	0.462
Committee Total	2.991	1.682	1.309

The use of £0.847m of CPM reserves continues to smooth the effect of a reduced corporate offices budget, this is a reduction in use of reserves of £0.255m since the previous report.

The Economic Development reserves relate to specific project and grant funding, drawn down and carried forward as applicable to each project. Only currently known specific drawdowns have been shown above, the final use of reserves in 2018 – 19 is anticipated to be higher than currently shown.

Scottow Enterprise Park has reserves of £0.257k included in the total above.

5. Financial Implications

5.1. There are no decisions arising from this report. The financial position for Communities Committee services is set out within the paper and appendices.

6. Issues, risks and innovation

6.1. This report provides financial performance information on a wide range of services responsible to the committee.

Officer Contact

If you have any questions about matters contained in this paper, please get in touch with:

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Business and Property Committee

Item No.

Report title:	Performance management
Date of meeting:	05 March 2019
Responsible Chief Officer:	Simon George – Executive Director of Finance and Commercial Services, and Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact Robust performance management is key to ensuring that the organisation works both efficiently and effectively to develop and deliver services that represent good value for money and which meet identified need.	

Executive summary

This management report to Committee is based upon the revised Performance Management System, which was implemented as of 1 April 2016. Additionally, this is the fourth report to provide data against the 2018/19 Vital Signs list derived from measures contained within the 'plans on a page' previously presented to and agreed by Committee.

There are currently three Vital Signs indicators under the remit of this Committee.

Performance is reported on an exception basis using a Report Card format, meaning that only those Vital Signs that are performing poorly or where performance is deteriorating are presented to Committee. To enable Members to have oversight of performance across all Vital Signs, all Report Cards (which is where more detailed information about performance is recorded) will be made available to view upon request.

Of the three Vital Signs indicators that fall within the remit of this Committee, one indicator has met the exception criteria:

- Number of apprenticeship starts

Recommendations:

Review and comment on the performance data, information and analysis presented in the body of the report and determine whether any recommended actions identified are appropriate or whether another course of action is required - refer to the list of possible actions at Appendix 1.

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions.
- Suggested options for further actions where Committee requires additional information or work to be undertaken.

1. Introduction

- 1.1. This management report to Committee is based upon the revised Performance Management System, which was implemented as of 1 April 2016. Additionally, this is the fourth report to provide data against the 2018/19 Vital Signs list derived from measures contained within the 'plans on a page' previously presented to and agreed by Committee.
- 1.2. There are currently three Vital Signs indicators under the remit of this Committee:
 - Monitoring the job creation outputs of the projects and programmes that Norfolk County Council manages or Leads (Oct-Sep) and (Apr-Mar)
 - Delivery against New Anglia Local Enterprise Partnership (NALEP) and Hethel Engineering Centre (HEC) business start-up targets (Oct-Sep) and (Apr-Mar)
 - Number of apprenticeship starts
- 1.3. Work continues to see what other data may be available to report to Committee on a more frequent basis and these will in turn be considered for inclusion as Vital Signs indicators.
- 1.4. Of the three Vital Signs indicators that fall within the remit of this Committee, one indicator has met the exception criteria.

2. Performance dashboard

- 2.1. The performance dashboard provides a quick overview of Red/Amber/Green rated performance across all three Vital Signs. This then complements the exception reporting process and enables Committee members to check that key performance issues are not being missed.
- 2.2. The Vital Signs indicators are monitored during the year and are subject to review when processes are amended to improve performance, to ensure that the indicator correctly captures future performance. A list of all Vital Signs indicators currently under the remit of the Business and Property Committee is available at Appendix 2.
- 2.3. Vital Signs are reported to Committee on an exceptions basis. The exception reporting criteria are as follows:
 - Performance is off-target (Red RAG rating or variance of 5% or more)
 - Performance has two consecutive months/quarters/years of Amber RAG rating (Amber RAG rating within 5% worse than the target)
 - Performance is adversely affecting the County Council's ability to achieve its budget
 - Performance is adversely affecting one of the County Council's corporate risks.
- 2.4. Where cells have been greyed out on the performance dashboard, this indicates that data is not available due either to the frequency of reporting or the Vital Sign being under development. In this case, under development can mean that the Vital Sign has yet to be fully defined or that baseline data is being gathered.

Key to services on the performance dashboard:

- ED – Economic Development

2.5. The performance dashboard for the Business and Property Committee is as follows:

NOTES:

In most cases the RAG colours are set as: Green being equal to or better than the target; Amber being within 5% (not percentage points) worse than the target; Red being more than 5% worse than target. 'White' spaces denote that data will become available; 'grey' spaces denote that no data is currently expected, typically because the indicator is being finalised. The target value is that which relates to the latest measure period result in order to allow comparison against the RAG colours. A target may also exist for the current and/or future periods.

#	Monthly	Bigger or Smaller is better	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Aug 18	Sep 18	Oct 18	Nov 18	Dec 18	Target
305 a	{ED} Monitoring the job creation outputs of the projects and programmes that NCC manages or leads (Oct-Sep)	Bigger	1.0	1.0	1.0	4.0	4.0	4.0	22.0	22.0	47.0	69.0				26
305 b	{ED} Monitoring the job creation outputs of the projects and programmes that NCC manages or leads (Apr-Mar)	Bigger	598.0	645.0	712.4	842.9	39.0	85.5	112.0	142.5	170.5	203.0	273.2	306.2	344.2	
306 a	{ED} Delivery against NALEP and HEC business start-up targets (Oct-Sep)	Bigger	6	6	6	6	14	17	17	17	17	21				7
306 b	{ED} Delivery against NALEP and HEC business start-up targets (Apr-Mar)	Bigger	106	119	128	138	150	163	172	179	182	191	201			
#	Quarterly / Termly	Bigger or Smaller is better	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Sep 18	Dec 18	Target
349	{ED} Number of apprenticeship starts	Bigger				7,670	2,440	3,830	6,120	6,850	2,100	3,240	4,660	5,960		8,319

3. Report Cards

- 3.1. A Report Card has been produced for each Vital Sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The Report Card follows a standard format that is common to all committees.
- 3.2. Each Vital Sign has a lead officer, who is directly accountable for performance, and a data owner, who is responsible for collating and analysing the data on a monthly basis. The names and positions of these people are specified on the Report Cards.
- 3.3. Vital Signs are reported to Committee on an exceptions basis. The Report Cards for those Vital Signs that do not meet the exception criteria on this occasion, and so are not formally reported, are also collected and are available to view if requested.
- 3.4. Provided at Appendix 1 is a set of prompts for performance discussions that Members may wish to refer to as they review the Report Cards. There is also a list of suggested options for further actions where Committee requires additional information or work to be undertaken.
- 3.5. The Report Cards for the indicators that meet the exception criteria are shown below, which include contextual information for the indicator, along with information about current and historical performance:
 - Number of apprenticeship starts - Performance is off-target (Red RAG rating or variance of 5% or more) – for Q4 Sept 2018 Red 5,960 against a target of 8,319
Data has recently been received for the period Aug 18- Oct 18 which shows a fall in apprenticeship starts from 2,080 in 2017/18 to 2,030 in 2018/19; a decrease of 2%. However, nationally starts have increased by 15% in the same period. Part of the challenge in Norfolk is that there are not enough higher and degree level opportunities which need to be seen as progression from levels 2 and 3. Stimulating employer demand is dependent on being able to access training locally which is largely focussed on levy paying organisations of which there are not vast numbers in Norfolk.
NCC is working in partnership on a number of strategies to increase the number of starts with a particular focus on 19-24 and 25+ levels 2 and 3

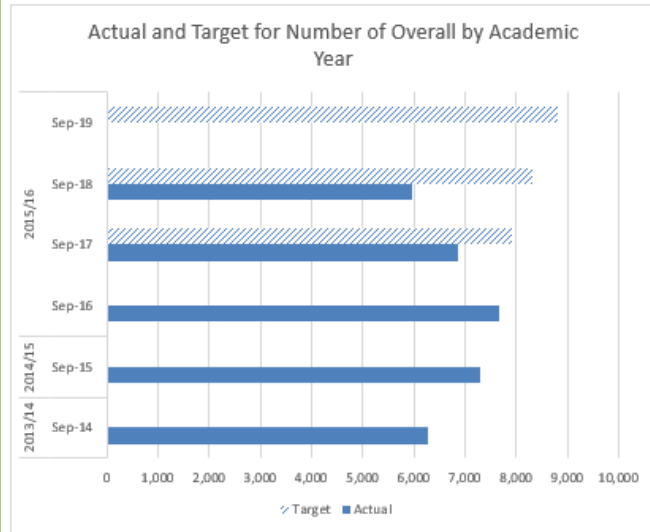
Vital sign: Number of Apprenticeship starts

Why is this important?

Better qualified staff are a key first rung on the ladder to our twin goals of higher value jobs and a reduction in the gap between Norfolk's and England's average earnings (weekly gross pay). In turn, better paid jobs enable more people to get onto the housing ladder and have a better quality of life more generally. The New Anglia Local Enterprise Partnership Strategic Economic Plan (SEP) highlights the need to increase the number, level, range and quality of Apprenticeship delivery and generate 5000 additional Apprenticeships across Norfolk and Suffolk by 2019.

Performance

What is the story behind current performance?



Apprenticeship Starts	2013/14	2014/15	2015/16	2016/17	2017/18 (Aug-July)	2018/19
	Actual	Actual	Actual	Actual	Actual	Target
All starts – all levels/ages	6,270	7,290	7,670	8,850	5,900	8,816

Data has recently been received for the period Aug 18- Oct 18 which shows a fall in apprenticeship starts from 2080 in 2017/18 to 2030 in 2018/19 a decrease of 2%. However nationally starts have increased by 15% in the same period.

In terms of the age breakdown starts for 16-18-year olds (760) have fallen by 13% compared to 2% nationally, 19-24-year olds (560) are down by 8% whilst nationally starts are up by 11%. Starts in Norfolk for 25+ (710) saw an increase of 24%, nationally starts were up by 43% for this age group.

Focusing on the levels, starts at Intermediate Level (Level 2) dropped by 6% (900), nationally the fall was 2%. Advanced (Level 3) saw a drop of 6% (800) against a national increase of 13% whilst higher level apprenticeships (level 4 and above) saw an increase of 26% (330), nationally figures had almost doubled at a 99% increase.

We are aware that it appears as if the figures don't add up to the total, however, this is the way that the Government releases the data. When adding up each area, they round up to the next 10 (e.g. 61 starts would be rounded up to 70).

What will success look like

Action required

Success will be measured by the overall achievement of annual target whilst maintaining quality, level and range.

Part of the challenge in Norfolk is that there are not enough higher and degree level opportunities which need to be seen as progression from levels 2 and 3. Stimulating employer demand is dependent on being able to access training locally which is largely focussed on levy paying organisations of which there are not vast numbers in Norfolk.

NCC is working in partnership on a number of strategies to increase the number of starts with a particular focus on 19-24 and 25+ levels 2 and 3, including

- Supply Chain Development
- Celebration event
- Health and Social Care Bid to support SME's

Responsible Officers Lead: Jan Feeney

Data: Jan Feeney 8/2/19

4. Recommendations

- 4.1. Committee Members are asked to:
Review and comment on the performance data, information and analysis presented in the body of the report and determine whether any recommended actions identified are appropriate or whether another course of action is required – refer to the list of possible actions at Appendix 1.

In support of this, Appendix 1 provides:

- A set of prompts for performance discussions.
- Suggested options for further actions where the committee requires additional information or work to be undertaken.

5. Financial implications

- 5.1. There are no significant financial implications arising from the performance management report.

6. Issues, risks and innovation

- 6.1. There are no significant issues, risks and innovations arising from the performance management report.

Officer Contact

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

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Appendix 1 – Performance discussions and actions

Reflecting good performance management practice, there are some helpful prompts that can help scrutinise performance, and guide future actions. These are set out below.

Suggested prompts for performance improvement discussion

In reviewing the Vital Signs that have met the exception reporting criteria and so included in this report, there are a number of performance improvement questions that can be worked through to aid the performance discussion, as below:

1. Why are we not meeting our target?
2. What is the impact of not meeting our target?
3. What performance is predicted?
4. How can performance be improved?
5. When will performance be back on track?
6. What can we learn for the future?

In doing so, Committee Members are asked to consider the actions that have been identified by the Vital Sign lead officer.

Performance improvement – suggested actions

A standard list of suggested actions has been developed. This provides Members with options for next steps where reported performance levels require follow-up and additional work.

	Action	Description
1	Approve actions	Approve actions identified in the Report Card and set a date for reporting back to Committee.
2	Identify alternative or additional actions	Identify alternative/additional actions to those in the Report Card and set a date for reporting back to Committee.
3	Refer to Departmental Management Team	DMT to work through the performance issues identified at Committee meeting and develop an action plan for improvement and report back to Committee.
4	Refer to Committee task and finish group	Member-led task and finish group to work through the performance issues identified at Committee meeting and develop an action plan for improvement and report back to Committee.
5	Refer to County Leadership Team	Identify key actions for performance improvement and refer to CLT for action.
6	Refer to Policy and Resources Committee	Identify key actions for performance improvement that have 'whole Council' performance implications and refer them to the Policy and Resources Committee for action.

Appendix 2 – Business and Property Committee Vital Signs Indicators

A Vital Sign is a key indicator from one of the County Council’s services which provides Members, officers and the public with a clear measure to assure that the service is performing as it should and contributing to the County Council’s priorities. It is, therefore, focused on the results experienced by the community. It is important to choose enough Vital Signs to enable a good picture of performance to be deduced, but not so many that strategic discussions are distracted by detail.

There are currently three Vital Signs performance indicators that relate to the Business and Property Committee. The indicator in bold (on the Table below) is a Vital Signs indicator deemed to have corporate significance and therefore will also be reported to the Policy and Resources Committee.

Key to services:

- ED - Economic Development

Service	Vital Signs Indicator	What it measures	Why it is important	Data
ED	Job creation in Norfolk	Monitoring the job creation outputs of the projects and programmes that NCC manages or leads.	SEP has a target to deliver 73,000 more jobs by 2026. This measure looks at those jobs the EDS service has had a hand in bringing forward.	Partly monthly
ED	New Anglia Growth Hub delivery – business start up	Delivery of New Anglia Growth Hub’s business start-up targets.	All programmes should deliver outputs that benefit the Norfolk economy.	Partly monthly
ED	Apprenticeships Norfolk Network Success Measures	Number of Apprenticeship Starts.	The New Anglia Local Enterprise Partnership Strategic Economic Plan (SEP) highlights the need to increase the number, level, range and quality of Apprenticeship delivery and generate 5,000 additional Apprenticeships across Norfolk and Suffolk by 2019.	Quarterly (subject to data release)

Business and Property Committee

Report title:	Risk Management
Date of meeting:	5 March 2019
Responsible Chief Officer:	Simon George, Executive Director of Finance and Commercial Services
Strategic impact One of the Business and Property Committee's roles is to consider the management of risks relating to Norfolk County Council's commercial property. Assurance on the effectiveness of risk management helps the Committee undertake some of its key responsibilities. Risk management contributes to achieving departmental objectives and is a key part of the performance management framework.	

Executive summary

This report provides the Committee with the latest departmental level risks falling under the remit of this Committee as at March 2019, following the latest review conducted in late January 2019. The reporting of risk is aligned with, and compliments, the performance and financial reporting to the Committee.

Recommendations:

Members are asked to consider and agree:

- a) **the reconciliation report in Appendix A, which is designed to detail any significant changes to the Committee's corporate and department level risks;**
- b) **details of the current risks for this Committee to consider, managed on the corporate and departmental risk registers as reported in Appendix B.**
- c) **The list of possible actions, suggested prompts and challenges presented for information in Appendix C;**
- d) **The background information to put the risk scoring into context, shown in Appendix D.**

1. Proposal

- 1.1. The Finance and Commercial Services and Environment, Development, and Transport Departmental Management Teams (DMTs) have been engaged in the preparation of the Business and Property Committee risks.

The summary of changes to risks reported within this Committee's remit since the last Risk Management report was presented in January 2019 can be seen in **Appendix A**.

Appendix B provides full details of all currently managed risks that fall under this Committee's remit including details of mitigations and progress.

A list of possible actions, suggested prompts, and challenges are presented for information in **Appendix C**, with a note of background information to put the risk scoring into context located at **Appendix D**.

Risk Reconciliation Report

Significant changes* to the Business and Property Committee risks since the last Business and Property Committee Risk Management report was presented in January 2019.

Since the last Business and Property Committee Risk Management report was presented in January 2019, there has been a change to one of the risks previously reported. This is as follows;

Risk Closure

RM14200 - Failure to meet Norfolk County Council carbon reduction target

Following the achievement of the 50% carbon reduction target from 2009/10 figures, with a further review having taken place as to future trends as per paragraph 2.3 in the covering Risk Management report for this Committee, this risk has now been closed.

* A significant change can be defined as any of the following;

- A new risk
- A closed risk
- A change to the risk score
- A change to the risk title, description or mitigations (where significantly altered).

Risk Number	RM001		Date of update		08 January 2019					
Risk Name	Infrastructure is not delivered at the required rate to support existing needs and the planned growth of Norfolk									
Risk Owner	Tom McCabe		Date entered on risk register		01 July 2015					
Risk Description										
1) Not securing sufficient funding to deliver all the required infrastructure for existing needs and planned growth leading to: • congestion, delay and unreliable journey times on the transport network • a lack of the essential facilities that create sustainable communities e.g. good public transport, walking and cycling routes, open space and green infrastructure. 2) Not meeting the funding profiles (e.g. Local Growth Fund) and losing the funding.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
3	5	15	3	3	9	3	2	6	Mar-19	Amber
Tasks to mitigate the risk										
<p>1.1) Work with other county council officers and partners including district councils to compile evidence for Local Growth Fund 3 (LGF3) schemes by LEP deadline to maximise the chance of success in autumn bidding round.</p> <p>1.2) Engage with Highways England over evidence base for RIS2 programme, and Network Rail for strategic rail delivery, and work with partners on advocacy and lobbying with government.</p> <p>1.3) Review Planning Obligations Standards annually to ensure we are seeking the maximum possible contributions from developers.</p> <p>1.4) Submit business cases for Pooled Business Rates (PBR) funding, and other funding bids as they arise through the year.</p> <p>2.1) Manage and oversee development and delivery of individual Local Growth Fund allocation schemes. Undertake consultation and feasibility work to determine priorities.</p> <p>2.2) Continue to build the relationship with the LEP to reduce the risk to the county council in having to fund budget increases on schemes. Build other strategic relationships.</p> <p>2.3) Periodically review timescales for S106 funding to ensure it is spent before the end date and take action as required. Periodic reviews for transport contributions and an annual review process for library and education contributions.</p> <p>Overall risk treatment: Treat</p>										
Progress update										

Progress update

1.1) 27 LEP pro formas have been completed for the highest priority LGF schemes. Growth Deal bidding round agreed by LEP Board 18 Oct, bids to be submitted by 21 January 2019. Working up bids for Sheringham Gateway Roundabout and Attleborough Link Road (dependent on gaining agreement from amongst others the development partners).

1.2) Business cases to support NCC A47 priority schemes (Acle Straight and East Winch to Tilney dualling) completed. NCC led Just Dual It campaign with EDP and Norfolk Chamber. Working with MPs to agree date for delegation to Westminster in the autumn, although getting date from Minister is proving difficult. Working on GEML (Great Eastern Main Line; Norwich to London) and Ely Task Forces (rail). Network Rail has been commissioned to look at priority infrastructure projects at both. Local Authority partners on the GEML Task Force in process of commissioning wider economic benefits work. Continuing to support East West Rail Consortium.

1.3) Annual review of Planning Obligations Standards programmed.

1.4) Pooled Business Rates bid were submitted, and have been successful, for the following key transport projects:

King's Lynn Transport

Norwich Western Link

Fakenham Market Town Study

Downham Market

Market Town Study

Wroxham / Hoveton Market Town Study

Wymondham Market Town Study

Long Stratton Bypass

Bid for Major Road Network funds submitted to government. WSP commissioned to develop work on business case. Still awaiting outcome of decision from DfT, which has been postponed. Currently assessing the implications of this, and the implications on the project and programme.

Bid for Transforming Cities successful: shortlisted for funds. Work is underway on developing the work programme, DfT visited the county in November to agree the way forward.

2.1) Delivery now complete at Attleborough town centre, positive feedback received; Great Yarmouth Transport; Norwich schemes; and Thetford Enterprise Park Roundabout. Remainder of schemes for delivery under development.

2.2) Relationship-building with LEP continues, with responsibility liaison with LEP's programme management team on delivery issues moved to Infrastructure Delivery Team. Continuing to work as a key member of Transport East, the emerging Sub-National Transport Body. Transport strategy and evidence base to be commissioned.

2.3) Longwater S106 was reviewed and it was confirmed that these contributions are all still valid to contribute to the Dereham Road scheme.

Appendix B

Risk Number	RM021		Date of update		30 January 2019					
Risk Name	Failure of Estate Management									
Risk Owner	Simon George		Date entered on risk register		21 June 2016					
Risk Description										
There is a risk that the Council does not have a clear policy around estate management, is not acting in line with the expectations of a landlord, and does not have sound tenancy agreements in place.										
Original			Current			Tolerance Target				
Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Likelihood	Impact	Risk score	Target Date	Prospects of meeting Target Risk Score by Target Date
4	3	12	2	2	4	2	2	4	Mar-19	Met
Tasks to mitigate the risk										
1) Install and establish new property database for the management of the estate.										
Progress update										
1) The major outstanding action is the replacement of the IT system, which is procured and awaiting installation.										
2) County Farms meetings are in place.										
3) New tenant recruitment process in place and established.										
4) Apprentice and County Farms Manager have been recruited.										

Risk management discussions and actions

Reflecting good risk management practice, there are some helpful prompts that can help scrutinise risk, and guide future actions. These are set out below.

Suggested prompts for risk management improvement discussion

In reviewing the risks that have met the exception reporting criteria and so included in this report, there are a number of risk management improvement questions that can be worked through to aid the discussion, as below:

1. Why are we not meeting our target risk score?
2. What is the impact of not meeting our target risk score?
3. What progress with risk mitigation is predicted?
4. How can progress with risk mitigation be improved?
5. When will progress be back on track?
6. What can we learn for the future?

In doing so, committee members are asked to consider the actions that have been identified by the risk owner and reviewer.

Risk Management improvement – suggested actions

A standard list of suggested actions have been developed. This provides members with options for next steps where reported risk management scores or progress require follow-up and additional work.

Suggested follow-up actions

	Action	Description
1	Approve actions	Approve recommended actions identified in the exception reporting
2	Identify alternative/additional actions	Identify alternative/additional actions to those recommended in the exception reporting
3	Refer to Departmental Management Team	DMT to work through the risk management issues identified at the committee meeting and develop an action plan for improvement
4	Refer to committee task and finish group	Member-led task and finish group to work through the risk management issues identified at the committee meeting and develop an action plan for improvement
5	Refer to Shadow Corporate Board	Identify key actions for risk management improvement and refer to Shadow Corporate Board for action

Background Information

A **departmental risk** is one that requires:

- strong management at a departmental level thus the Departmental Management Team should direct any action to be taken.
- appropriate management. If not managed appropriately, it could potentially result in the County Council failing to achieve one or more of its key departmental objectives and/or suffer a significant financial loss or reputational damage.

Each risk score is expressed as a multiple of the impact and the likelihood of the event occurring.

- Original risk score – the level of risk exposure before any action is taken to reduce the risk
- Current risk score – the level of risk exposure at the time the risk is reviewed by the risk owner, taking into consideration the progress of the mitigation tasks
- Target risk score – the level of risk exposure that we are prepared to tolerate following completion of all the mitigation tasks.

The prospects of meeting target scores by the target dates reflect how well the risk owners consider that the mitigation tasks are controlling the risk. It is an early indication that additional resources and tasks or escalation may be required to ensure that the risk can meet the target score by the target date. The position is visually displayed for ease in the “Prospects of meeting the target score by the target date” column as follows:

- Green – the mitigation tasks are on schedule and the risk owner considers that the target score is achievable by the target date.
- Amber – one or more of the mitigation tasks are falling behind and there are some concerns that the target score may not be achievable by the target date unless the shortcomings are addressed.
- Red – significant mitigation tasks are falling behind and there are serious concerns that the target score will not be achieved by the target date and the shortcomings must be addressed and/or new tasks introduced.

Business & Property Committee

Report title:	France (Channel) England Annual Update
Date of meeting:	5 March 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact	
<p>The County Council has a strategy of drawing down funding to support the economic growth aspirations of the county. By managing the France (Channel) England INTERREG programme, the Council is able to secure additional funds for the county and raise the Council's profile with the UK and EU authorities.</p>	

Executive summary

This report accompanies the presentation on the France (Channel) England Programme (FCEP), an EU INTERREG programme, which is worth **€209m** over seven years.

The County Council successfully bid to manage the FCEP and is the first Managing Authority (MA) in England for European Territorial Cooperation programmes. The team works closely with the national bodies for the UK and the EU.

Part of the rationale for bidding was that, historically, the MA has been able to shape the programme and draw down significant amounts of funding. The programme pays up to 69% of the cost for "common projects" and management costs are covered by the programme.

The FCEP has an emphasis on impact and being able to measure the long term economic impact of projects, of delivering change. Some examples of live projects are included in the presentation.

The programme can commit funding until the end 2020 (the final bidding round is likely to be June 2020) and projects can run through to 2023.

Brexit is clearly a concern, and we are working closely with the UK and EU authorities to:

- Develop large-scale targeted projects that will maximise drawdown of funding as quickly as possible
- Plan for exiting the EU, both with and without a deal.

Recommendations:

Members are invited to ask any questions on the presentation and to determine whether there are any issues they would like to explore further.

1. Proposal

- 1.1. The attached slides provide an overview of the France (Channel) England programme performance to date, including steps being taken to maximise spend to 2023 and mitigate risks, such as Brexit.

2. Financial Implications

- 2.1. None as a result of this report.

3. Issues, risks and innovation

- 3.1. The programme prioritises Innovation as one of its key themes and the presentation touches on some examples of innovative projects.

In terms of risks, the Council maintains a detailed risk FCE register, which is regularly reviewed.

4. Background

- 4.1. Presentation to Economic Development Sub-Committee, November 2016.

Officer Contact

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

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If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

INTERREG VA France (Channel) England Programme

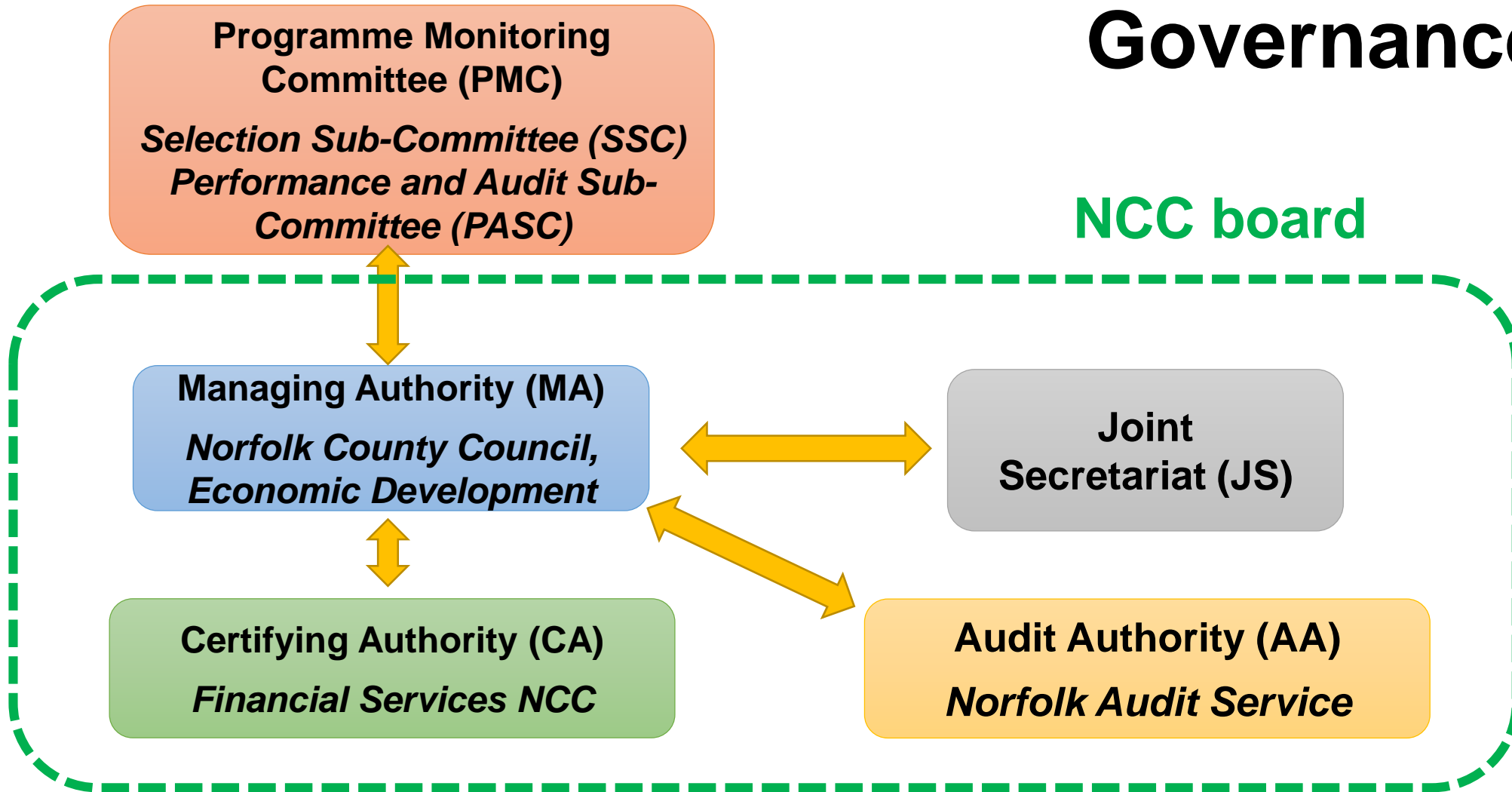
Annual Report to Business & Property Committee
5 March 2019

What is the France (Channel) England Programme ?

- NCC is the first Managing Authority (MA) in England for European Territorial Cooperation programmes
- Management costs covered by the programme
- Historically, the MA has been able to shape the programme and draw down significant amounts of funding
- **€209m** available over a 7 year period for cross-border projects
- Co-funding rate up to 69% for 'regular projects' and 80% for 'micro projects'
- Emphasis on impact - importance of being able to measure long term economic impact of projects, of delivering change
- Programme can commit funding until end 2020
- Projects can run through to 2023

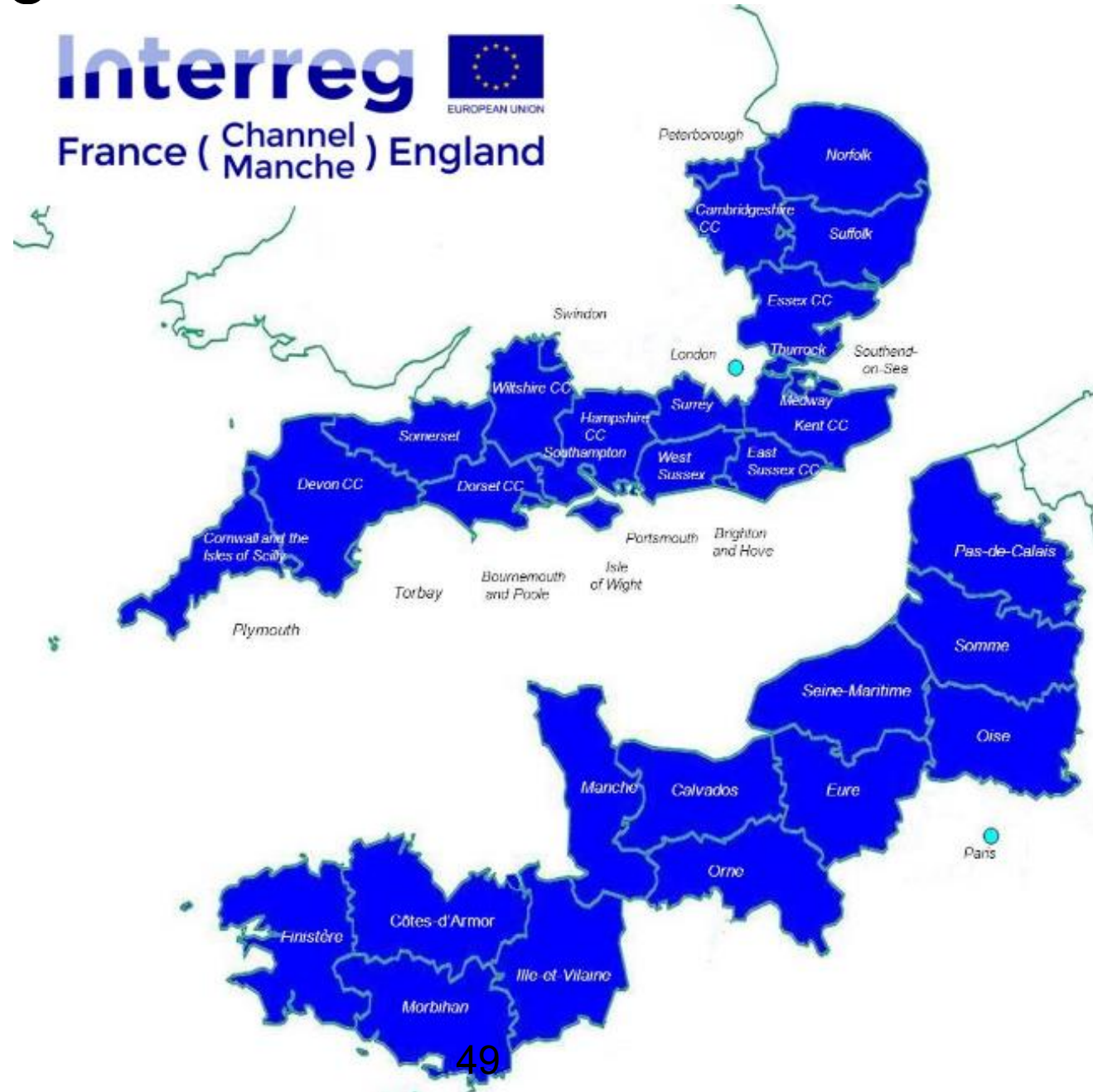
Governance

NCC board



FCE Programme Area

Interreg 
EUROPEAN UNION
France (Channel
Manche) England



What is the focus of the Programme?

- Address societal challenges
- Pilot new ways of working / test new systems
- Carry out joint working with France



Specific Objectives



Innovation: To support the economy of the Programme Area by building upon its existing research excellence and stimulate innovation.



Social Innovation: To support and increase the ability of organisations that currently seek to tackle social exclusion



Low Carbon Technologies: To support the development of renewable energy sources and energy efficiency



Natural and Cultural Assets: To develop the potential of the area's cultural and natural heritage, including through a more competitive tourism offer.



Coastal and Transitional Water Ecosystems - To protect the environment and its eco-systems.

How is the FCE Programme relevant to NCC?

It can provide funds to address issues related to a growing ageing population:

- Develop new technology to support independent living to enable people to stay living at home for longer
- Pilot new ways of working and training staff, eg using Augmented Reality
- Pilot IT solutions to manage hospital discharges





The story so far...



- **25 projects approved across the Channel area**
- **3 projects involving Norfolk partners**
- **€3.6m investment in Norfolk (€2.5m from Programme funding)**

Intelligent Community Energy



Project:

Design and implement innovative smart energy solutions for isolated communities

Aims:

Make communities less vulnerable to fluctuating fuel prices

Reduce greenhouse gases (aim by more than 50%)

Norfolk Partners:

UEA



Supports the 'clean energy' priority of the Norfolk & Suffolk Economic Strategy

Outputs:

- Network of 'ICE certified' companies
- Business model to address energy issues of isolated communities while supporting the shift to low carbon energy
- A Smart Grid to cover the energy cycle, from production to storage and consumption
- Commercial offer of the ICE methodology – trigger the adoption of ICE by other isolated areas

Go Trade



Project: Create unique brand of markets

Aims:

Attract 327,000 new visitors to town to boost to local economies

Support existing and new market traders to build sustainable businesses

Norfolk Partners:

- Gt Yarmouth Borough Council
- Gt Yarmouth Town Partnership








- **Boost to the local economy**
- **Promote Norfolk as an appealing tourist destination**

Outputs:

- Create a network of high quality markets across the Channel area
- ‘Click and Collect’ service
- Training programme for market traders

Spend to date

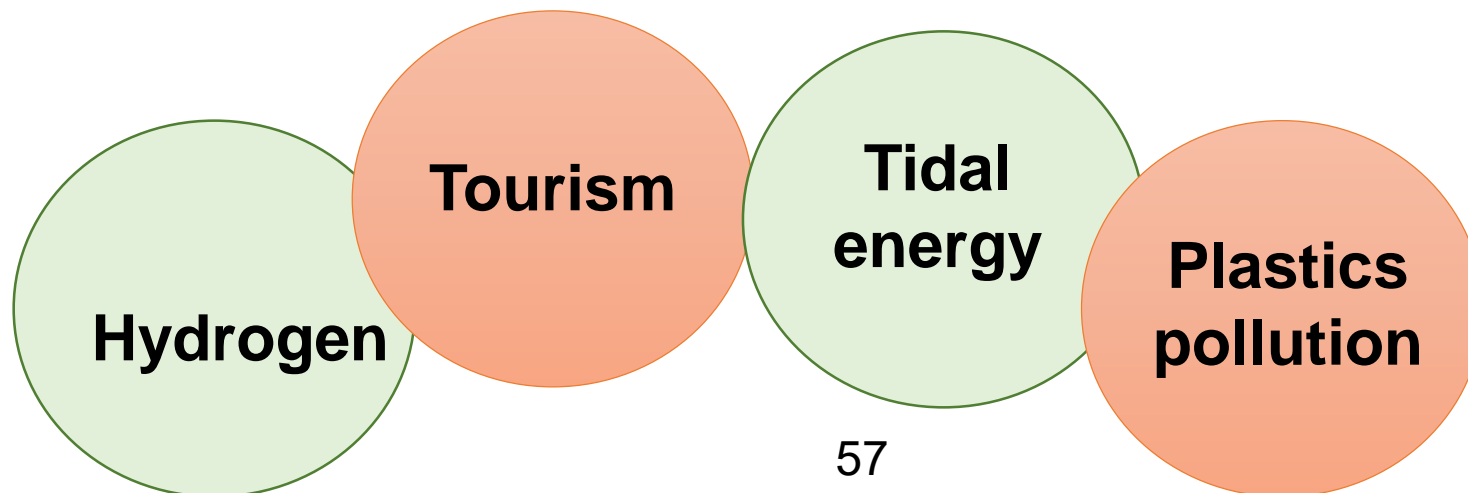


Objective		€ budget	€ committed	% of budget committed
Innovation	 	€104.8m	€36.3m	34.6%
Low carbon		€41.9m	€10.5m	24.9%
Natural & cultural assets	 	€62.9m	€30.0m	47.7%
Total		€209.7m	€76.8m	36.6%

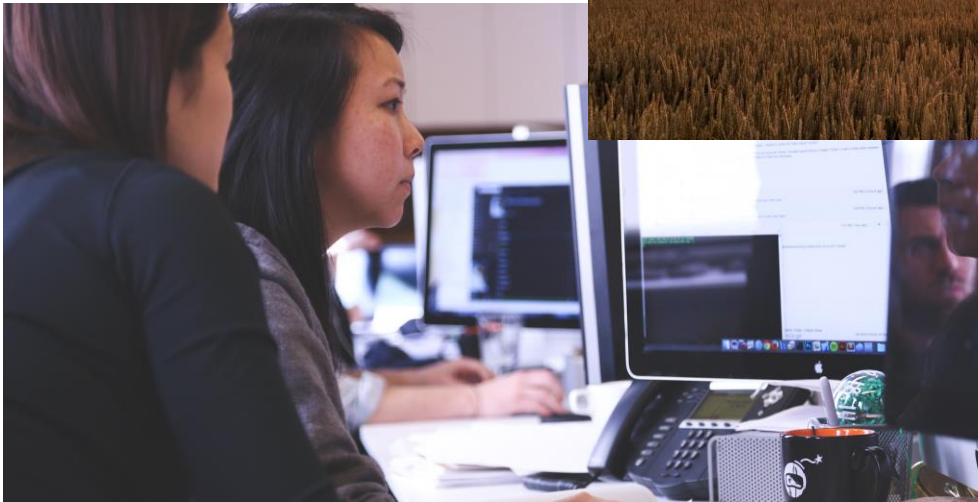
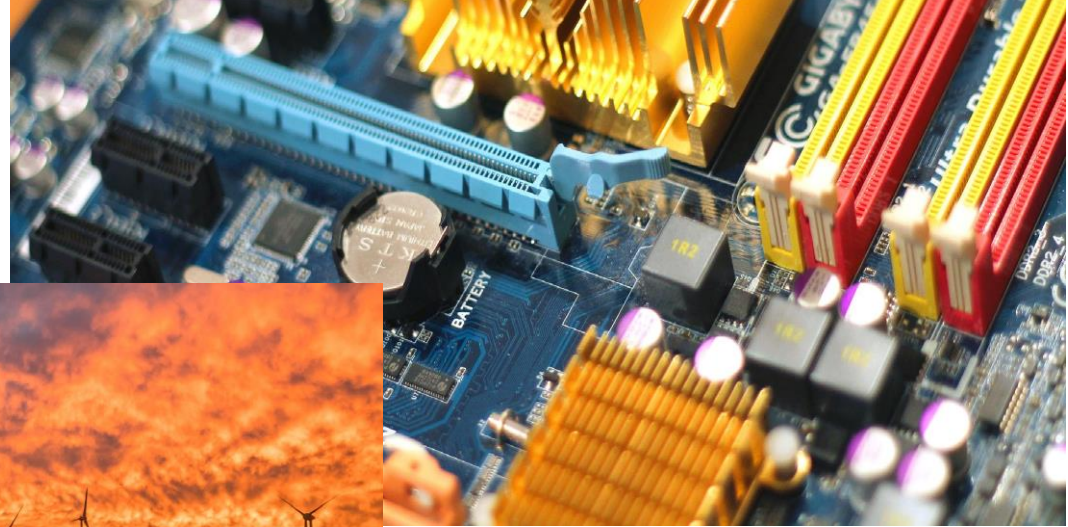
Targeted Projects

- New 'top down' approach to encourage the development of larger-scale 'targeted' projects
- Themes tackling issues important to the Channel area.
- Programme works closely with partners to build the project

Events have been held on four themes:



Interreg FCE: Funding Opportunities



Business and Property Committee

Report title:	Apprenticeship Training Agency Pilot and Next Steps
Date of meeting:	5 March 2019
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact: <p>The Apprenticeship Training Agency (ATA) pilot project focuses on developing and testing a model that provides skills and employability support for young people aged 16-24 who are highly dependent on public services and need additional support to access and maintain an apprenticeship.</p> <p>The ambition has always been to take the learning from the pilot and to explore upscaling the model to a wider cohort, many of whom will be economically inactive and consistently struggle to engage with mainstream provision and to access the workplace.</p> <p>Promoting social mobility and helping people to get into, and to remain in work (thereby reducing the cost to the public purse) are important priorities within the NCC strategy 'Caring for our County, A Vision for Norfolk in 2021.</p>	

Executive summary

<p>This paper provides an update on progress with the ATA pilot project and outlines progress to date with upscaling the model.</p> <p>Recommendations:</p> <p>Members are requested to</p> <ul style="list-style-type: none">• Note the progress to date with the pilot ATA project• Endorse the direction of travel to develop and upscale the model to a wider cohort

1. Proposal (or options)

- 1.1. A proposal, which was agreed, was presented to members in September 2017 for the development of the pilot ATA project, setting out the need and rationale for developing wrap-around support for vulnerable young people, to enable them to access and sustain an apprenticeship.
- 1.2. In December 2017 NCC entered into a strategic partnership with TrAC, a registered ATA in Norfolk, to support vulnerable young people (predominately care leavers) into an apprenticeship and to support SME's that may have short term opportunities, or specific business needs, to experience the benefits that an apprentice can bring. The outputs for the project, which is due to complete at the end of February 2020, are as follows:

Output	Main Age Group	Cumulative amount by end of project (Feb 2020)
Work Trial/Traineeship	16 to 24	60
Apprenticeship Starts	16 to 24	30
Apprenticeship Completions	16 to 24	20
Progression into work or further training	16 to 24	34

1.3 **Progress to date**

As with many new and innovative projects it has taken a while to develop referrals procedures and processes and to generate interest from the business community and the various agencies working with and supporting young people. In the first few months progress was slow but the last three months have seen a substantial increase in the numbers of young people accessing the various elements of the programme all are currently above target as detailed below. However, it should be noted that due to the length of time it takes for a young person to complete an apprenticeship it is too early to monitor completions and progression into further work or training.

Measure	Number as at December 2018	Target to Feb 2019
Work Experience or Traineeships Started	31	25
Work Experience or Traineeships Completed	21	17
Apprenticeship Starts	13	10

1.4 **Challenges**

The pilot has now been in place for a year and, whilst the measures detailed above are all above target, a number of challenges have arisen that provide important learning for upscaling the ATA to support a wider cohort:

- The nature of this cohort of individuals is that they are often harder to reach, support and engage with than mainstream learners due to their experiences and sometimes turbulent personal life.
- This has caused several young people to drop out of placements or not be able to commit to the project after 2 weeks work experience.
- Supporting these individuals into another destination and recruiting and supporting new individuals to the project has therefore required greater capacity and resource than was predicted.
- Housing costs for learners living independently, and the lack of support given to young people who move into employment has meant that some learners have felt unable to continue with their apprenticeship as they were in effect worse off in employment than when receiving benefits. DWP have assured us that nobody should be worse off in employment but this issue remains unresolved.
- The numbers of young people being referred to the project has been far higher than anticipated and as at December 2018 the project had received

170 referrals, this has put pressure on TrAC to organise individual placements.

- Many of the referrals have been for young people who are not apprenticeship ready and need a package of support and training in order to be able to take advantage of the programme. NCC has received funding from the Norwich Opportunity Area for one year to offer a Positive Activities programme for 16-18-year olds living in or educated in the Opportunity Area. The programme aims to build soft skills and increase work readiness in order for the individual to receive a re-referral to TrAC on completion. We are exploring ways in which this pre-apprenticeship work can be factored into the upscaled ATA and available to the wider cohort.

1.5 **Development of the upscaled version of the ATA**

It has always been an ambition to test the concept within the pilot ATA and, if successful, to upscale to a wider cohort but still continue to provide wrap around support to the most vulnerable. Whilst it is still too early to take into account completion rates, the model of providing additional support appears to be successful in attracting and retaining some of the most vulnerable young people who are often defined as the hardest to reach and engage. On the evidence available to date we are exploring various models and costings for the upscaled version that will continue to offer the additional support for those who need it as well as catering for a mainstream cohort.

Our research and financial modelling to date predicts that the costs associated with the mainstream cohort will be met through a combination of levy contributions and charging out to employers that will cover the apprentices' wages.

The ATA will, in effect, generate surpluses in the same way that a recruitment agency would. We are modelling options that provide an indication of the numbers of apprentices across the client groups that would need to be achieved to create surpluses that enable us to support the vulnerable cohort.

Another funding source that could contribute to supporting vulnerable cohort are outcome payments generated through Social Impact Bonds (SIB's). This approach is currently being developed for testing, supported by the National Lottery Life Chances fund. It is hoped this may generate evidence for service departments that outcome payments are a good investment that will deliver the outcomes they are seeking.

NCC has successfully bid to The Life Chances fund for an in-principle award of £4.13m for a multi-strand SIB. This award will be used as a 36% subsidy for outcome payments that are returned to a social investor as a result of agreed outcomes being achieved through the multi SIB entitled 'Promoting Independence'.

The multi SIB will secure up-front service delivery funding for the 5 years and, outcome payments will only be made when agreed outcomes are met. If the outcomes are not met, no payments are returned to the investor.

In the ATA strand of the multi SIB, the Life Chances funding will be utilised to provide the additional support for individuals and businesses for the vulnerable cohort. In addition, the principle of an ATA that supports a wider cohort has been accepted by the Life Chances fund.

Further reports will be provided to members as the project continues to evolve.

2. Evidence

- 2.1. Apprenticeship starts have fallen both locally and nationally over the past year and are predicted to continue to do so as the apprenticeship reforms predominately encourage larger employers to upskill their existing workforce.

Providing opportunities, with appropriate support, for vulnerable young people is key to helping them to become economically active and to reduce their reliance on accessing public services. Many vulnerable young people have expressed an interest in accessing an apprenticeship as the number of referrals to the pilot project demonstrates. Progress to date against the targets for supporting young people into a work experience/traineeship and apprenticeships suggests that the model is working. Developing a model to upscale the project to a wider cohort is vital if we are to continue to fund the additional support for a vulnerable cohort and will ultimately begin to address some of key priorities for NCC.

3. Financial Implications

- 3.1. There are no financial implications currently. The funding for the pilot ATA project was fully secured at the outset from a number of sources including an NCC grant (approved by members in the proposal mentioned in paragraph 1.1) and employer contributions. TrAC successfully applied for Skills Deal (which focuses on participants) and ESF LIFT funding (which focuses on employers) to complete the funding package for the project. The funding was utilised to support setting up of the project and to employ staff to work with and provide ongoing support for both young people and employers.

Under the 5-year SIB model NCC will be required to fund 64% of the cost of the additional support as outcome payments related to engagement, sustainment, achievement, employment and training for each vulnerable individual that completes each element of activity. The balance will come from the 36% Life Chances subsidy. Many of the vulnerable individuals that will require the additional support from the ATA will be accessing funded services from NCC from across a range of departments and services.

We are currently in discussion with a number of departments that are supporting vulnerable individuals to identify where there are savings to be made in the amount of support required if those individuals are in employment with the ATA and receiving support to sustain an apprenticeship. The savings generated will be used to make the 64% outcome payments thus saving the department 36% whilst supporting the individual to attain a nationally recognised qualification that will help them to move into, and sustain, economic independence. At the end of the 5-year SIB the financial modelling indicates that if the mainstream cohort numbers are sufficiently robust the income from the employer contributions will be sufficient to fund the additional support required for the vulnerable cohort.

4. Issues, risks and innovation

- 4.1. Whilst the pilot project is, at this stage, meeting its targets for supporting young people to access work experience/traineeships and apprenticeships there is a risk that young people will fail to complete their apprenticeship or not progress into further work or training. This will not become apparent until the latter stages of the project due to the time necessary to complete an apprenticeship which has been extended with the move from frameworks to standards and which

could not have been anticipated in the design phase of the project.

Without the development of the upscaled ATA model to a wider cohort there is a risk that the pilot project will be stand alone and short term. The level of interest from young people indicates that there is demand for a consistent supply of apprenticeship opportunities with the bespoke support that many of this client group need. Upscaling to a wider cohort will generate the resource required to provide the support for the vulnerable client group.

5. Background

- 5.1. Apprenticeships provide nationally recognised routes to sustainable employment and the number of referrals for this project confirms there is significant demand from young people in these client groups. The pilot demonstrates that, with the provision of bespoke support for both individuals and employers, young people within these client groups are able to access and sustain an apprenticeship.

Officer Contact

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

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Tel No.: 01603 222178

Email address: jan.feeney@norfolk.gov.uk



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Business and Property Committee

Item No.....

Report title:	Disposal, Acquisition and Exploitation of Properties
Date of meeting:	5 March 2019
Responsible Chief Officer:	Executive Director of Finance and Commercial Services
Strategic impact Proposals in this report are aimed at supporting Norfolk County Council (NCC) priorities by exploiting properties surplus to operational requirements, pro-actively releasing property assets with latent value where the operational needs can be met from elsewhere and strategically acquiring property to drive economic growth and wellbeing in the County. One of the key strategic actions within the Asset Management Plan is a sharp focus on maximising income through adoption of a more commercial approach to property.	

Executive summary

As part of corporate management of property and a systematic approach to reviewing the use and future needs of property assets for service delivery there is a continued emphasis on minimising the extent of the property estate retained for operational purpose. However, on occasion there will be the requirement to acquire or reuse an individual property to support a service to delivers its aims.

By adopting a “single estate” approach within the Council and sharing property assets with public sector partners through the One Public Estate programme, the Council is aiming to reduce net annual property expenditure by £4.25million over the next four years (2018/19 to 2021/22).

Consideration is also given to the suitability of surplus property assets for reuse or redevelopment to meet specific service needs that could improve the quality of services for users, address other policy areas and/or improve financial efficiency for the County Council, for example, facilitating the supply of assisted living accommodation and other housing solutions for people requiring care, or undertaking re-development to support jobs and growth.

This means that as well as continuing with the rationalisation of the operational property estate to reduce the number of buildings used by the County Council, a more commercial approach is being adopted over the sale or redeployment of surplus property assets.

Recommendations:

Business and Property (B&P) Committee is asked to:

- (i) Agree to the disposal of Herondale, Bridewell Lane, Acle to Norse Care Ltd and authorise the Head of Property to agree the terms of the disposal in

consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder and report the agreement at a subsequent Committee/Cabinet meeting.

- (ii) Agree to the sale of the freehold interest in the Hethel Engineering Centre to Hethel Innovation Ltd for £2,700,000.
- (iii) Agree to the freehold transfer of the 17 care homes (listed in the table) to Norse Care Ltd at £1 each and authorise the Head of Property to agree the details of the transfer in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder.
- (iv) Formally declare the land adjoining East Harling Fire Station (3042/013) surplus to County Council requirements and instruct the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder is authorised to accept the most advantageous offer and report the fact at a subsequent Committee/Cabinet meeting.
- (v) Formally declare the 15 former highway landholdings as listed in **Appendix 2** surplus to County Council requirements and instruct the Head of Property to dispose of the land parcels. In the event of a disposal receipt for each land parcel exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder is authorised to accept the most advantageous offers and report the fact at a subsequent Committee/Cabinet meeting.
- (vi) Formally declare Land at Hardingham Road, Hingham surplus to County Council requirements and instruct the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder is authorised to accept the most advantageous offer and report the fact at a subsequent Committee/Cabinet meeting.
- (vii) Agree to the leasing of Loddon Library Annexe, Church Plain (7066/027) to Loddon Parish Council for 15 years at a rent of £6,000 per annum on the terms agreed.
- (viii) Agree to the leasing of part of the site at Roydon Primary School to UK Power Networks for 99 years to accommodate a new electricity substation.

1.0 Introduction

- 1.1 The Council actively manages its property portfolio in accordance with the adopted Asset Management Plan. Property is held principally to support direct service delivery, support policy objectives, held for administrative purposes or to generate income. Property is acquired or disposed of as a reaction to

changing service requirements, changing council policies or to improve the efficiency of the overall portfolio.

- 1.2 The County Council challenges the use of its property on an ongoing basis. In the event of a property asset becoming surplus to an individual service need there are internal officer processes to ascertain whether other service areas have an unmet need that could be addressed by re-using the property asset for that service. This may lead to a change of use of individual properties, for example, an office building may be reused for operational service delivery. Any proposals for retention are only agreed if supported by a robust business case showing the benefits to the County Council and are funded from approved budgets. This assessment will also consider whether a property could be offered at best consideration to public sector or third sector partners.
- 1.3 The above assessments are carried out by the Corporate Property Officer (the Head of Property) in consultation with the Corporate Property Strategy Group (CPSG). Once it is confirmed there is no further County Council requirement this Committee is asked to formally declare property assets surplus or re-designate for alternative purposes.
- 1.4 The Corporate Property Officer reviews options for maximising income from surplus properties usually by open market sale to obtain the best consideration possible. These will range from selling immediately on the open market (to the bidder making the best offer overall), enhancing the value prior to sale, strategic retention for a longer-term benefit through to direct development of the land and buildings and selling/letting the completed assets, in the expectation of enhanced income for the Council.
- 1.5 For properties to be sold immediately there is sometimes a need to consider selling directly to a specific purchaser instead of going to the open market. This may be justified where the third party is in a special purchaser situation and is willing to offer more than the assessed market value. Conversely this might be to a purchaser who is in a unique position of control for the unlocking of the full latent value of the Council owned site (ransom situation). A direct sale without going to market can also be justified if there are specific service benefits or a special partnership relationship which is of strategic value with service/community benefits.
- 1.6 In making recommendations for direct sale without going to market, or direct property development, the Corporate Property Officer will consider risks, opportunities, service objectives, financial requirements and community benefits.
- 1.7 The recommendations for all disposals, acquisitions and exploitation of NCC property in this report follow detailed assessment by officers of the range of options available. The recommendation for each property is based on existing policies and strategies and judged to provide the best return to the council in financial terms and, where appropriate, taking account of community and economic benefits.

2.0 Proposals

Acle – Herondale, Bridewell Lane (5001/016)

- 2.1 Business and Property Committee, at their meeting on 8 September 2017, resolved to formally declare Herondale surplus to Council requirements and instruct the Head of Property to bring forward as appropriate proposals for disposals or exploitation at a future Committee meeting.
- 2.2 Previously Norse Care Ltd had viewed the property and confirmed it did not meet their requirements at the time. Following the committee decision Officers reviewed alternative uses for the site, however no suitable use had been determined.
- 2.3 Broadland District Council on 16 January 2019 re-listed Herondale as an asset of community value, the listing period will expire 15 January 2024.
- 2.4 Norse Care Ltd have subsequently renewed their interest in acquiring the site.
- 2.5 B&P is asked to agree to the disposal of Herondale, Bridewell Lane, Acle to Norse Care Ltd and authorise the Head of Property to agree the terms of the disposal in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder and report the agreement at a subsequent Committee/Cabinet meeting.



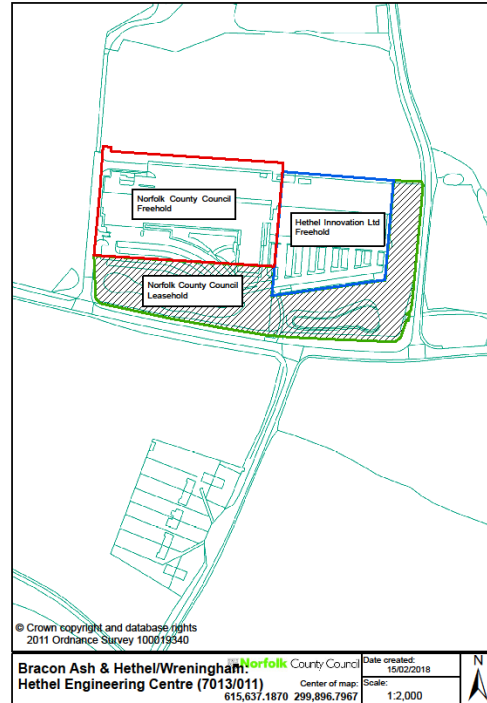
Bracon Ash & Hethell/Wrenningham - Hethel Engineering Centre (7013/011)

- 2.6 Business and Property Committee, at their meeting on 14 March 2018, agreed the following resolution:

“AGREED to the sale of their freehold interest in the Hethel Engineering Centre for £3,000,000 and assign the leasehold interest in the site to Hethel Innovation Ltd.”
- 2.7 Subsequently discussions have been held between NCC and Hethel Innovation Limited (HIL) in respect of the freehold interest and a revised sale price of £2,700,000 has been agreed. This variance has arisen due to the unusual and complex nature of the asset and its related legal agreements, which makes direct comparison with similar transactions very difficult. Furthermore, the assumptions around the future maintenance of the buildings

and the treatment of the Centre's income and expenditure have been confirmed.

- 2.8 The Head of Property believes that a sale at the revised sum of £2,700,000 continues to represent best consideration for the asset given the potential contingent maintenance obligations at the property and due to the economic development outcomes, that the centre will continue to generate over future years, with no further reliance upon NCC funding for these activities going forward. With HIL being wholly owned and controlled by NCC, any future financial surpluses arising within HIL because of the lower sale price may be reinvested into economic development activity within Hethel Engineering Centre (HEC) or through other activity delivered by HIL on NCC's behalf. Surpluses may also be returned to NCC if required.



- 2.9 B&P Committee is asked to agree to the sale of the freehold interest in the Hethel Engineering Centre to Hethel Innovation Ltd for £2,700,000.

17 Care Homes leased to Norse Care Ltd

- 2.10 All 17 care homes, as listed in the table (site plans in **appendix 1**), are owned freehold by NCC and each are let to Norse Care Ltd, in accordance with a lease dated 10 October 2013, on a on a full repairing and insuring basis for a 25-year term commencing 1 April 2011, ending on 31 March 2036. Each lease constitutes the entire agreement for the property and supersedes any previous agreements.
- 2.11 Norse Care Ltd (company number 07445484) was incorporated 19 November 2010 and is wholly owned by Norse Group Ltd which in turn is wholly owned by NCC.
- 2.12 The lease granted an option to Norse Care Ltd to acquire the reversion i.e. take a transfer of the freehold. Norse Care Ltd can exercise the option in one of two circumstances:
- (i) By serving notice within an option period identified in the lease as “the period from and including 1 September 2035 up to and including 28 February 2036.” In this situation the transfer would then occur after 31 March 2036, or

- (ii) By serving notice within three months of the property being closed as an “Existing Residential Home” by NCC. In this situation the transfer will take place 20 working days after the date of serving the option notice.

In each scenario the consideration for each property will be £1.

	Location	Name	Address	UPRN
1	Attleborough	St Edmunds	Surrogate Street, Attleborough NR17 2AW	3002/018
2	Brundall	Springdale	Cucumber Lane, Brundall NR13 5QY	5013/011
3	Chedgrave	Beauchamp House	Proctor Road, Chedgrave NR14 6HN	7025/012A
4	Dereham	St Nicholas House	Littlefields, Dereham NR19 1BG	3025/034
5	Downham	High Haven HFE	Howdale Road, Downham Market PE38	2022/018A
6	Fakenham	Cranmer House	Norwich Road, Fakenham, Norwich NR21	1029/021
7	Heacham	Rebecca Court	9 Staithe Road, Heacham King's Lynn	2037/012
8	Long Stratton	Harker House	Flowerpot Lane, Long Stratton NR15 2TS	7067/012A
9	Mundesley	Munhaven	Munhaven Close, Mundesley NR11 8AR	1071/013A
10	North Walsham	Rose Meadow	64 Yarmouth Road, North Walsham, NR28	1074/019
11	Norwich	Bishop Herbert	34 Globe Place, Vauxhall St. Norwich NR2	4113/014
12	Norwich	Ellacombe	Ella Road, Norwich NR1 4BP	4114/02
13	South Wootton	Woodlands	Grimston Road, South Wootton, King's	2045/090A
14	Stalham	Sydney House	Brumstead Road, Stalham NR12 9BJ	1093/017
15	Swaffham	Westfields	Westfields Road, Swaffham PE37 7HE	3097/014
16	Terrington St	Burman House	Burman House, Mill Road, Terrington St	2079/014
17	Watton	Linden Court	Church Walk, Watton Thetford IP25 6ET	3104/020

- 2.13 Therefore, under the terms of the lease in the event an individual property is decommissioned, and the site sold during the lease the disposal proceeds would be retained by Norse Care Ltd to purchase and build a new care home(s). In the eventuality the lease expires before a property is decommissioned the freehold title will pass to Norse Care Ltd.
- 2.14 As a consequence of these lease terms each care home has a book value of £1 and at the end of the lease NCC will “loose” the freehold to its wholly owned company. There is no practicable reason for this situation to remain and it is proposed to formally transfer the freehold for each property to Norse Care Ltd at a consideration of £1 each to reflect its book value.
- 2.15 This proposal is a continuation of the process commenced in 2011 to outsource these facilities to Norse Care Ltd and on this basis the local Members have not been consulted.
- 2.16 B&P is asked to agree to the freehold transfer of the 17 care homes (listed in the table) to Norse Care Ltd at £1 each and authorise the Head of Property to agree the details of the transfer in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder.

East Harling – Land adjoining Fire Station (3042/013)

- 2.17 This parcel of land (edged red on plan) is owned by NCC and has an approximate area of 513m².
- 2.18 Community and Environmental Services have confirmed the site is not required for their purposes.
- 2.19 Following a review by the Head of Property in consultation with CPSG it has been confirmed that the land is not required for NCC service use.
- 2.20 It is proposed to dispose of this parcel of land by open market sale either through auction or by tender.
- 2.21 The Division Member has been informed of this proposed disposal.
- 2.22 B&P is asked to formally declare the land adjoining East Harling Fire Station (3042/013) surplus to County Council requirements and instruct the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder is authorised to accept the most advantageous offer and report the fact at a subsequent Committee/Cabinet meeting.



Former Highways Land Holdings

- 2.23 The Council's property portfolio includes a number of land parcels that were acquired by NCC for highway schemes but were not directly utilised. In **Appendix 2** are tabulated 15 sites that fall in to this category.
- 2.24 All 15 sites have been declared surplus by Community and Environmental Services. Following a review by the Head of Property in consultation with CPSG it has been confirmed that all 15 sites are not required for NCC service use.
- 2.25 The savings in property costs from disposal of these holdings is likely to be small, however, their continued ownership does require management and there are risks of periodic expenditure to deal with grounds maintenance, fly tipping and health and safety works.
- 2.26 Based on initial disposal work and unsolicited enquiries received it is expected that there will be interest from adjoining landowners and other interested parties to acquire some of the land parcels however it is proposed to dispose

of these sites through open market sale by auction or tender. It is anticipated some land parcels will be disposed of individually whilst others will be combined to form larger lots.

- 2.27 The Division Members have been informed of the proposed disposals.
- 2.28 B&P is asked to formally declare the 15 former highway landholdings as listed in **Appendix 2** surplus to County Council requirements and instruct the Head of Property to dispose of the land parcels. In the event of a disposal receipt for each land parcel exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder is authorised to accept the most advantageous offers and report the fact at a subsequent Committee/Cabinet meeting.

Hingham – Hardingham Road Land (7055/011)

2.29 This parcel of land (edged red on plan) was acquired by NCC as part of a larger area of land which was used for Adult Social Care.

2.30 The adjacent care property was sold; however, this parcel of land was retained by the County Council.

2.31 The site area is approximately 398m².

2.32 Following a review by the Head of Property in consultation with CPSG it has been confirmed that the land is not required for NCC service use.

2.33 It is proposed to dispose of this parcel of land by open market sale either through auction or by tender.

2.34 The Division Member has been informed of this proposed disposal.

2.35 B&P is asked to formally declare Land at Hardingham Road, Hingham surplus to County Council requirements and instruct the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee/Portfolio Holder is authorised to accept the most advantageous offer and report the fact at a subsequent Committee/Cabinet meeting.



Loddon Library Annexe, Church Plain (7066/027)

2.36 The annex is part of a larger building, owned freehold by Norfolk County Council that accommodates Loddon Library and is the subject of a lease with Loddon Parish Council and Loddon Preservation Trust, shown edged red on the attached plan. The tenant uses the space for offices and community activities and for other such purposes as may be approved by the Landlord.

2.37 The lease expired on 31st August 2018 and the tenant is currently holding over. In the interim NPS, on behalf of the County Council, has negotiated a new lease and agreed terms with Loddon Parish Council based on a market rent. Loddon preservation Trust no longer wish to hold the lease jointly and this change has been agreed.

- 2.38 The terms are:
- (i) 15-year term commencing 1st September 2018.
 - (ii) Rent of £6,000 per annum.
 - (iii) Rent review in year 2 and thereafter on the 5th and 10th year of the term.
 - (iv) Fully repairing and insuring lease.



- 2.39 The Division Member has been informed of this proposed transaction.
- 2.40 B&P Committee is asked to agree to the leasing of Loddon Library Annexe, Church Plain (7066/027) to Loddon Parish Council for 15 years at a rent of £6,000 per annum on the terms agreed.

Roydon - Primary School, Manor Road (7082/011)

- 2.41 Children’s Services are progressing a capital project to develop new classrooms to increase Roydon School to a 420-place primary.
- 2.42 The larger school requires additional electricity supply capacity which will be met by the installation of a new substation.
- 2.43 To accommodate the new equipment, it is necessary to grant a lease of part of the site, adjacent to the boundary, to Eastern Power Networks.

For thsi

- 2.44 It is proposed the lease will be for a 99-year term at a peppercorn to reflect the substation is being constructed as a direct requirement of the capital project.
- 2.45 B&P is asked to agree to the leasing of part of the site at Roydon Primary School to UK Power Networks for 99 years to accommodate a new electricity substation.



3.0 Financial Implications

- 3.1 Decisions in this report will ultimately result in sale proceeds which will support funding of the Capital Programme or the repayment of debt. Other financial implications include:
 - Reduction in property expenditure and financial efficiency through reduction in the number of sites and buildings retained.
 - Generating revenue income/capital receipts from the exploitation of surplus property assets.
 - Disposal and development costs to fund planning and assessment work. The cost of these will be funded from future receipts.

4.0 Issues, risks and innovation

- 4.1 For disposals and acquisitions in the usual way the legal implications are around the parties agreeing to the terms of the agreement for each acquisition and disposal and entering a contract.

5.0 Background

- 5.1 There are several strands forming the strategic background to these proposals, namely:
 - The overall Council’s priorities under the Norfolk Futures Strategy of:
 - Safer Children and Resilient Families.
 - Promoting Independence for Vulnerable Adults.
 - Smarter Information and Advice.
 - Towards a Housing Strategy.
 - Digital Norfolk.
 - Local Service Strategy.

- Commercialisation.
- Norfolk County Council Asset Management Plan 2016-19.
- The adoption of a property savings plan, that calls for savings of £4.25m over the next four years (2018/19 to 2021/22).
- The Norfolk One Public Estate Programme that is supporting the joint strategic exploitation of the combined public-sector property estate.
- The medium term financial strategy includes commercialisation of NCC property assets as a priority to help diversify the Council's funding.

5.2 Strategic asset management is focussed on:

- Releasing properties that are costly, not delivering services efficiently or in the wrong location.
- Exploiting the latent value of the property estate with an emphasis on using the retained estate more intensively or identifying opportunities to generate revenue income or increasing the capital value.
- Reducing future maintenance liabilities and reducing the overall carbon footprint.
- Directing spend on “core” property assets that are to be retained over the long term.

5.3 There are several key targets in the prioritised work plan in the Asset Management Plan that support these proposals:

- Ongoing implementation of the property savings plan.
- Continued focus on property rationalisation.
- Property commercialisation.
- Reduce cost of retained property.
- Ongoing implementation of a 5-year disposals programme, allied with seeking opportunities for development.
- Surplus Highways land – implement disposals of packages of land parcels no longer required for road schemes.
- Deliver strategy to promote surplus/fringe sites for housing.

Officer Contact

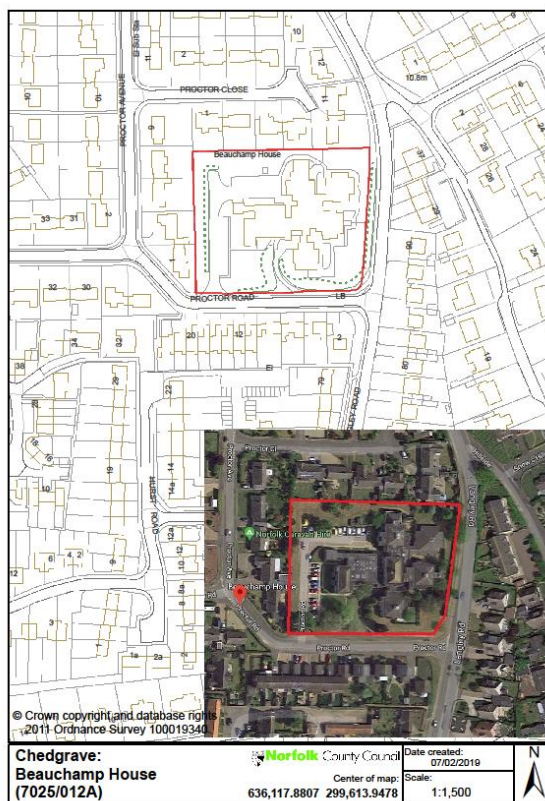
If you have any questions about matters contained in this report please get in touch with:

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Appendix 1 – Care Homes

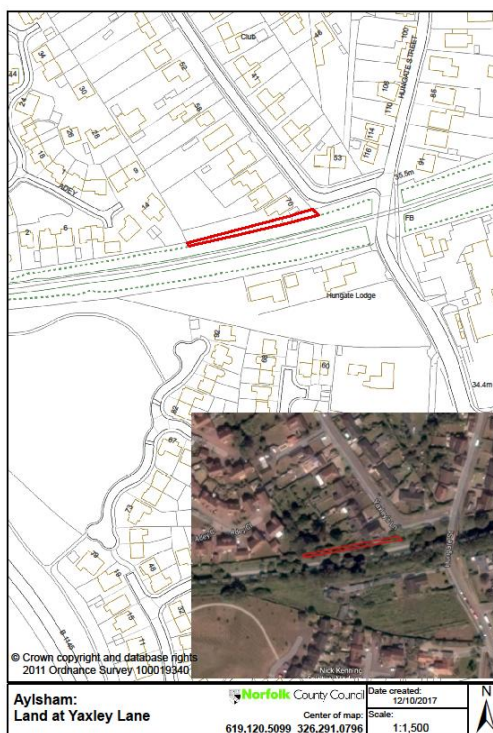


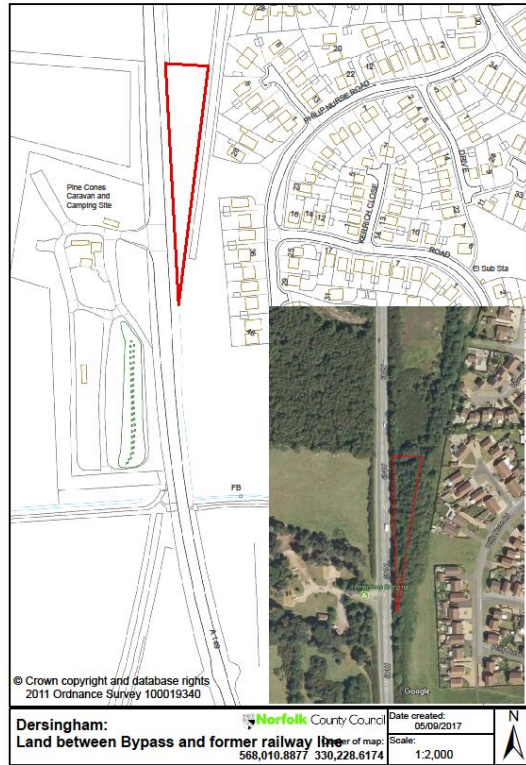
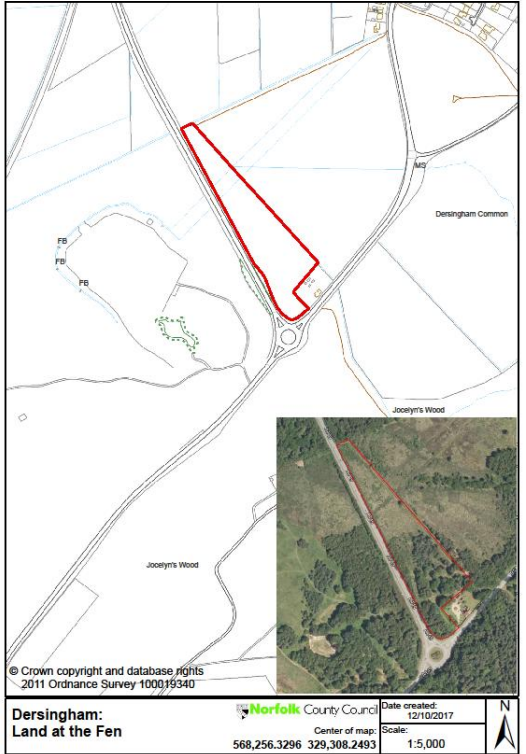




Appendix 2 - Former Highways Land

Highway land assets declared surplus to County Council use (CPSG has confirmed no NCC service use)					
Parish/Town	Site Name	Site Area (m ²)	Declared Surplus by Service Dept	Service Dept.	CPSG Date
Aylsham	Land at 70 Yaxley's Lane	255	11/01/2019	CES	01/02/2019
Aylsham	Land at 70 Hungate Street NR11 6EA	42	11/01/2019	CES	01/02/2019
Bacton	Land at Milk Bottle Cottage	4	04/12/2017	CES	07/03/2018
Brundall	Land at 38 Postwick Lane, NR13 5RQ	22	11/01/2019	CES	01/02/2019
Dersingham	Land at The Fen Nature Reserve	26207	11/01/2019	CES	01/02/2019
Dersingham	Land adj Bypass	2948	11/01/2019	CES	01/02/2019
Great Witchingham	Land at Blackwater Lane/Marriotts Way crossing	995	11/01/2019	CES	01/02/2019
Great Yarmouth	Land at Tar Works Road	176	11/01/2019	CES	01/02/2019
Hainford	Land at Buxton Road	157	11/01/2019	CES	01/02/2019
Hethersett	Land at 1 West Croft	41	04/12/2017	CES	07/03/2018
Hindringham	Land at 2 Bowling Green Lane	19	04/12/2017	CES	07/03/2018
Horning	Land at Horning Falgate	3616	11/01/2019	CES	01/02/2019
Norwich	Land at A140 Bridge	2868	11/01/2019	CES	01/02/2019
Stow Bedon	Land adjoining Pingo Trail	5134	11/01/2019	CES	01/02/2019
Toft Monks	Land opposite School	1063	11/01/2019	CES	01/02/2019





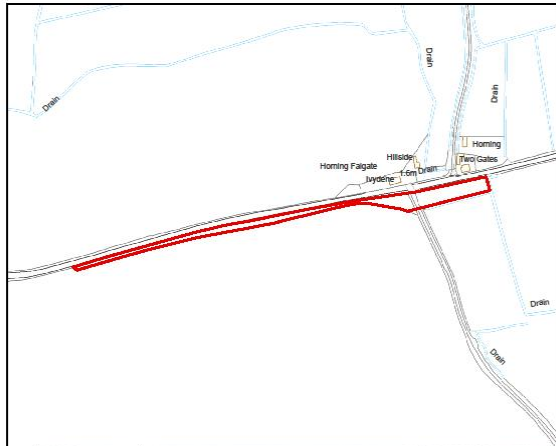




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Hindringham:
Land at 2 Bowling Green Lane

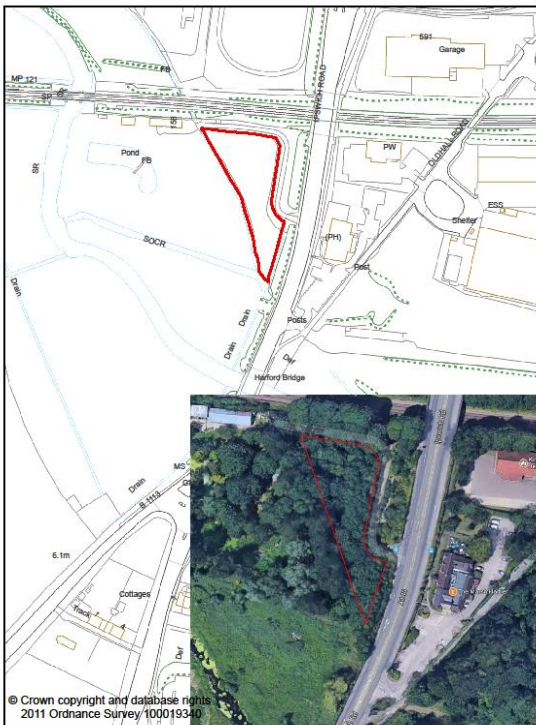
Norfolk County Council Date created: 05/09/2017
Center of map: 598,247.0019 335,846.8497 Scale: 1:500



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Horning:
Land at Horning Falgate

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Norwich:
Land at A140 Bridge

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Stow Bedon, Pingo Trail:
Surplus land

Norfolk County Council Date created: 05/10/2017
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