



Norfolk County Council

Business and Property Committee

Date: **Tuesday, 09 October 2018**

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

Page 5

To confirm the minutes of the meeting held on the 4 September 2018

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

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

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 4 October 2018**.

For guidance on submitting a public question, view the Constitution at 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 4 October 2018**.

7. Update from Members of the Committee regarding any internal and external bodies that they sit on.	
8. Forward Plan and delegated decisions	Page 12
A report by the Executive Director of Finance and Commercial Services	
9. Finance Monitoring Report	Page 20
A report by the Executive Director of Community and Environmental Services and the Executive Director of Finance and Commercial Services	
10. Strategic and Financial Planning	Page 28
A report by the Executive Director of Community and Environmental Services and the Executive Director of Finance and Commercial Services	
11. Performance Management	Page 41
A report by the Executive Director of Finance and Commercial Services and the Executive Director of Community and Environmental Services	
12. Risk Management	Page 49
A report by the Executive Director of Finance and Commercial Services and the Executive Director of Community and Environmental Services	
13. Update on Business & Intellectual Property	Page 58
A report by the Executive Director of Community and Environmental Services	
14. Disposal, and Acquisition and exploitation of Properties	Page 68
A report by the Executive Director of Finance and Commercial Services	
16. Exclusion of the Public	Page
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 item (s) below on the grounds that it/ they involve(s) the likely disclosure of exempt information as defined by Paragraphs 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. The committee will be presented with the conclusion (s) of the public interest test carried out by the report author and is recommended to confirm the exclusion (s).


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|-------------------------------------------------------------------------|-------------|
| 17. County Farms Estate Management Update | Page |
| A report by the Executive Director of Finance and Commercial Services | |
| 18. Repton Property Developments Ltd; Update | Page |
| A report by the Executive Director of Finance and Commercial Services | |
| 19. Disposal of King Street Stores | Page |
| A report by the Executive Director of Finance and Commercial Services | |
| 20. Corporate Property Disposal Programme | Page |
| A report by the Executive Director of Finance and Commercial Services | |
| 21. Exempt Minutes | Page |
| To agree the exempt minutes of the meeting held on the 4 September 2018 | |

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: 01 October 2018

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Business and Property Committee

Minutes of the Meeting held on Tuesday, 04 September 2018 at
10:00 in the Edwards room at County Hall

Present:

Mr B Stone (Chairman)

Mr T Adams

Mr D Bills

Ms C Bowes

Mr F Eagle

Mr A Jamieson

Mr T Jermy

Mr I Mackie

Mr M Sands

Mr C Smith (Vice Chairman)

Mr B Spratt

Mr J Timewell

Mrs K Vincent

1. Apologies and Substitutions

- 1.1 Apologies were received from Mrs C Walker (Mr M Sands substituting), Mr R Brame (Mr B Spratt substituting) and Mr M Kiddle-Morris (Mr D Bills substituting).

2. Minutes

- 2.1 The minutes of the meeting held on the 3 July 2018 were agreed as an accurate record and signed by the Chairman subject to the following amendments:

- 7.1 amend Mr T Smith to Mr C Smith
- 14.4: Mr Jermy felt the minutes did not reflect accurately the discussion about the Vauxhall centre consultation process; he recalled that Members were told consultation “had” taken place with tenants; he had since been told they had not
 - Mr Jermy asked whether Cllr Corlett had received a full reply to her concerns
 - the Head of Property confirmed that Cllr Corlett was consulted in line with member protocol. Site users Independence Matters, Deaf Connections and Childrens Services were informed of, and attended a meeting about proposals for the future use of the site on 18 January 2018. Norfolk Property Services and the City were establishing whether existing planning permission was sufficient or whether a new planning permission application was required.

3. Members to Declare any Interests

- 3.1 The following interests were declared
- Mr A Jamieson declared a Non-Pecuniary interest as a Director of Norse
 - Mr C Smith (Vice-Chairman) declared a Non-Pecuniary interest as a Director and Board member of Repton Properties Ltd
 - Mrs K Vincent declared a Non-Pecuniary interest as a shareholder representative of Norse
 - Mr B Stone (Chairman) declared a Non-Pecuniary interest as a board member of Repton Properties Ltd
 - Mr J Timewell declared a Non-Pecuniary interest as director of company based at Scottow Enterprise Park

4. Urgent Business

4.1 There was no urgent business discussed.

5. Public Questions

5.1 No public questions were received.

6. Member Questions

6.1 No Member questions were received.

7. Feedback from Members of the Committee about Member Working Groups or bodies that they sit on.

7.1 The Vice-Chairman:

- had attended the first anniversary of Norwich Aviation Academy, also attended by Mrs K Vincent
- had attended his first board meeting as a member of Repton Properties Ltd
- was due to attend the Revo conference in Manchester as Deputy Leader of Yarmouth Borough Council

7.2 Mr A Jamieson, as Director of Norse, was working with Adult Social Care on the project to develop houses on the Herondale site in Acle and Woodland site in Kings Lynn.

8. Forward plan and delegated decisions

8.1 The Committee reviewed the report outlining the forward plan and delegated decisions.

8.2 In response to a query, the Executive Director of Finance and Commercial Services confirmed that none of the Broadland Northway (formerly Norwich Distributor Road, NDR) acquisitions were surplus to requirements and **agreed** to add Economic Development to the forward plan.

8.3 The Committee:

1. **REVIEWED** the Forward Plan at Appendix A of the report, with the addition of a report on Economic Development
2. **NOTED** the delegated decisions

9. Finance Monitoring Report

9.1.1 The Committee received the report reflecting the financial position relating to the Committee as at the end of July 2018.

9.1.2 The overspend was driven by pressures in the corporate property team. The budget was reduced by £1m the 2018-19 financial year but an unexpected extra £50,000 in surplus was due to be delivered from Scottow; it was hoped that non-delivery of savings could be clawed back later in the year. Reserves were used as a one off and could be topped up when accounts were closed down for 2018-19.

9.2.1 A Member **suggested** using reserves from Scottow to build up reserves if they were not ringfenced; the Executive Director of Finance and Commercial Services confirmed they were not ringfenced and **agreed** to consider this.

- 9.3 The Committee **NOTED**:
- 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

10. Strategic and Financial Planning

- 10.1.1 The Committee received the report outlining the Council's overall budget planning position, forecast budget gap for 2019-20 to 2021-22, and details of the strategic & financial planning framework for Service Committees as agreed by Policy and Resources Committee.
- 10.1.2 Assumed savings in the medium-term plan would be reviewed through Autumn to see if savings were still deliverable in the timeline; a high level of property savings had been assumed.
- 10.2.1 A Member was disappointed at the savings, which he felt were cuts to services; he felt a bespoke report on the Business and Property budget would have been helpful to see how the department could generate income to offset cuts across the Council. The Chairman replied that proposals in the report were savings and that Council policy was to make savings by improving services and providing services in a more efficient way which cost less. The Executive Director of Finance and Commercial Services clarified that most savings made over the past years were efficiency savings, not cuts to services.
- 10.2.2 The Executive Director of Finance and Commercial Services clarified that since the Council received a proportion from business rates an increase in the number of large retail and industrial developments would support the budget.
- 10.2.3 The Chairman mentioned the consultation on the Local Government Association green paper on proposals for Adult Social Care funding; the Government green paper was not yet published.
- 10.2.4 The contribution of Business and Property to the Council's overall budget and the work done in all service areas to generate savings was acknowledged. Adult Social Care and Children's Services gross budgets had been increasing over the years; investments had been made by Council and Government alongside savings and efficiencies to offset this.
- 10.2.5 The Chairman agreed that a fairer funding deal from Central Government would be welcome, but recognised this would not be easily achieved; the Executive Director of Finance and Commercial Services noted that in 2021 it was assumed the Council would lose £38m of Government grant and it was necessary to plan for this.
- 10.3 The Committee:
- 1) **NOTED** the Council's budget assumptions and the budget planning principles for 2019-20 which had been approved by Policy and Resources Committee (paragraph 3.3 and 3.4 of the report);
 - 2) **NOTED** the forecast budget gap of £94.696m (table 3 of the report), which reflects the changes from the 2018-22 Medium Term Financial Strategy, and the resulting indicative savings targets for the Committee over the period 2019-20 to 2021-22 (table 4 of the report);
 - 3) **CONSIDERED** and **AGREED** the key areas of risk in relation to 2019-22 budget planning for the Committee's budgets, including any additional pressures and the

robustness of existing planned savings as set out in section 5 of the report.

- 4) **AGREED** the proposed approach and key themes to focus on in developing savings proposals for 2019-20 to 2021-22, including how the principles of the Council's Strategy, Norfolk Futures, would inform and shape budget planning activity set out in section 5 of the report, having regard to the existing savings for 2019-20 and beyond which were agreed as part of the 2018-19 budget round (table 1 of the report);
- 5) **AGREED** to **COMMISSION** officers to develop detailed savings proposals to be presented to the Committee for consideration at the October meeting in order to help close the forecast 2019-20 to 2021-22 budget gap; and
- 6) **NOTED** the budget planning timetable (section 6 of the report).

11. Apprenticeships update

- 11.1.1 The Committee considered the report giving an update on apprenticeships in Norfolk.
- 11.1.2 The impact of reforms in 2017 had been seen in a fall in apprenticeship starts, as anticipated, but in Norfolk they had fallen less than nationally.
- 11.2.1 Demand for apprenticeships in health & social care and if number of apprenticeships at Norse was queried. The Employment and Skills Manager commented on the resource that would be available for health & social care apprenticeships if the European Social Fund specification was successful. She **agreed** to find out about apprenticeships at Norse; the Chairman **asked** for this to be circulated to the whole Committee.
- 11.2.2 In his role as Norfolk representative on the youth advisory board, Mr Jermy fed back that many young people were not taking up apprenticeships due to the cost of public transport which was sometimes higher than take home pay. the Employment and Skills Manager acknowledged the challenge of transport costs; she wanted to work with young people and local businesses to make more local opportunities available.
- 11.2.3 Ways to reduce bureaucracy for small businesses was queried. The Employment and Skills Manager reported that Officers supported small businesses to reduce bureaucracy through online and phone support. Feedback was gained anecdotally and through district colleague feedback from engagement with small businesses.
- 11.2.4 Cllr S Clancy gave an update; he reported from the Apprenticeship Forum that Norfolk County Council had a reputation as a trusted provider. It was important to present apprenticeships well in schools as a viable alternative to University and make the process of employing apprenticeships easier for Small and Medium Sized Businesses.
- 11.2.5 The Norse apprenticeship scheme was praised, and opportunities across the Council for work experience and apprenticeships noted. It was suggested that work to develop the Adult Social Care social work academy should be accelerated.
- 11.2.6 Information on apprenticeships at Norse to support people with disabilities was requested. the Employment and Skills Manager reported that Norse were involved in Project Search which gave opportunities to people with learning disabilities.
- 11.2.7 The Broadland Northway (formerly Norwich Distributor Road, NDR) contract had offered apprenticeships to people with learning disabilities.
- 11.2.8 The number of apprenticeships in Norfolk County Council had increased in 2017 in all departments and Learning & Development colleagues were developing this further. Work experience opportunities were also being developed. The University of East

Anglia business school offered social work apprenticeships as a leading way forward. Opportunities for apprenticeships in the construction industry were noted.

- 11.2.9 Contracts were in place to look at good practice in District Councils or other Local Authorities to build on the work done in schools and with colleagues across the public sector. Work with care providers to take on apprenticeships was being explored.
- 11.2.10 The Employment and Skills Manager confirmed there had been discussions with colleagues in procurement to ensure apprenticeships were included in the contracts for upcoming infrastructure projects such as the third river crossing.
- 11.2.11 A member **requested** information was sent to Councillors to promote apprenticeships. The Employment and Skills Manager **agreed** to information with Members.
- 11.2.12 It was noted as positive that Norfolk County Council was the first organisation to share its level of levy sharing. There were national companies interested in discussing levy sharing to support vulnerable groups or for their supply chain.
- 11.3 The Committee **AGREED** to **ENDORSE** the actions outlined in the report.

12. Disposal and acquisition of properties

- 12.1.1 The Committee reviewed and discussed the report with proposals for disposals, acquisitions and exploitations of property in Norfolk.
- 12.1.2 Member feedback was received about the land at recommendation iii) from Cllr T East: Costessey Town Council was interested in purchasing the land to use for Queen's Hill. It was policy to allow this but the sale would be at land value
- 12.2.1 Comments had also been received from Mr T Jermy on resolution viii):
- 12.2.2 Mr T Jermy felt the amount of information in the report was not enough for the Committee to make an informed decision; Mr Jermy updated Members that Norfolk County Council had applied for planning permission and architect's drawings for a respite centre for people with disabilities on the site in a proposal to save £250,000 a year in transport costs; he recalled that at the July 2017 Adult Social Care committee meeting, money was in reserves for this and queried why it was not proceeding.
- 12.2.3 Elm Road had been surplus since 2011 and with Adult Social Care since 2013; in March 2018 the Executive Director of Adult Social Care was asked to make a decision on the site but no firm proposals were brought forward. It was necessary to divest of the risk and holding costs associated with the empty building. Mr Jermy queried whether selling it with planning permission would provide a better return on the site. The Head of Property replied that the site had been looked at for 16 months, discussions held with NorseCare, and self-development and planning permission considered. He did not believe the planning process would add much value.
- 12.2.4 The Head of Property confirmed for Mr Jermy that the Asset for Community Value Process was managed by the District Council; it would give a period of time to express an interest and a 6-month moratorium to acquire the site at open market value; if the community were interested in acquiring it, as it was beyond economic use they would need to factor in cost of demolition and rebuild. The Executive Director of Finance and Commercial Services **agreed** to speak further to Mr Jermy outside of the meeting.
- 12.3 Mr M Sands **PROPOSED**, seconded by Mr T Jermy that "*a report on the Elm Road site*

was referred back to adult social care". The Head of Property pointed out that the original plans by Norfolk Property Services covered reuse of the existing building which was no longer possible as the building was beyond economic repair. With 3 votes for and 10 against the proposal was **LOST**.

- 12.4.1 The Head of Property clarified that the proposal at Attleborough (recommendation i) was for 200 homes; these would be policy compliant including affordable housing and there may be opportunities for housing with care, being discussed with Adult Social Care.
- 12.4.2 It was suggested that if there were to be self-build sites, that they could be available with less infrastructure costs
- 12.4.3 It was suggested it would be useful to look at Graydon Hill.
- 12.4.4 It was noted that 1/3 of capital receipts went to County Farms.
- 12.5 The Committee **AGREED** to:
- (i) Formally declare the land East of Hargham Road, Attleborough 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 was authorised to accept the most beneficial offer and report the fact at a subsequent B&P Committee meeting
 - (ii) Formally declare the land at A143 (area A and Area B), Brockdish surplus to County Council requirements and instructed the Head of Property to dispose of the property. In the event of a disposal receipt(s) exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee was authorised to accept the most beneficial offer and report the fact at a subsequent B&P Committee meeting.
 - (iii) Formally declare the land at Kestrel Avenue, Costessey 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 was authorised to accept the most beneficial offer and report the fact at a subsequent B&P Committee meeting.
 - (iv) Formally declare the land at Shrub Cottage, Long Stratton 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 was authorised to accept the most beneficial offer and report the fact at a subsequent B&P Committee meeting.
 - (v) Formally declare the land opposite Mill Farm, Litcham Road, Mileham 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 was authorised to accept the most beneficial offer and report the fact at a subsequent B&P Committee meeting.
 - (vi) Formally declare the land at Gravel Pits, Needham 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 was authorised to accept the most beneficial offer and report the fact at a subsequent B&P Committee meeting.

(vii) Formally declare the Strips of land at Old Lane, Reepham 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 was authorised to accept the most beneficial offer and report the fact at a subsequent B&P Committee meeting.

(viii) With 3 votes against and 10 votes for the Committee **RESOLVED** to **AGREE** to formally declare Elm Road, Thetford 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 was authorised to accept the most beneficial offer and report the fact at a subsequent B&P Committee meeting.

13. Exclusion of the public

13.1 The Committee **RESOLVED** to exclude the public from discussion of items 14 and 15, below, under section 100A of the Local Government Act 1972 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.

14. County Farms Estate Management Update

14.1 The committee considered and discussed the report.

14.2 The Committee **AGREED** the recommendations as set out in the report.

15. Exempt Minutes

15.1 The exempt minutes of the meeting held on the 3 July 2018 were agreed as an accurate record and signed by the Chairman subject to an amendment.

The Meeting ended at: 11.27.

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



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Business and Property Committee

Item No.....

Report title:	Forward Plan and decisions taken under delegated authority
Date of meeting:	9 October 2018
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 sets out the Forward Plan for the Business and Property (B&P) Committee. The Forward Plan is a key document for this committee to use to shape future meeting agendas and items for consideration, in relation to delivering business and property issues in Norfolk. Each of the Council's committees has its own Forward Plan, and these are published monthly on the County Council's website. The Forward Plan for this Committee is included at **Appendix A**.

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

Recommendations:

Business and Property Committee are asked:

- 1. To review the Forward Plan at Appendix A and identify any additions, deletions or changes to reflect key issues and priorities the Committee wishes to consider.**
- 2. To note the delegated decisions.**

1.0 Introduction

1.1 Forward Plan

1.1.1. The Forward Plan is a key document for this committee in terms of considering and programming its future business, in relation to business and property issues in Norfolk.

1.1.2. The current version of the Forward Plan is attached at **Appendix A**.

1.1.3 The Forward Plan is published monthly on the County Council's website to enable service users and stakeholders to understand the planning business for this Committee. As this is a key document in terms of planning for this Committee, a live working copy is also maintained to capture any

changes/additions/amendments identified outside the monthly publishing schedule. Therefore, the Forward Plan attached at **Appendix A** may differ slightly from the version published on the website. If any further changes are made to the programme in advance of this meeting they will be reported verbally to the Committee.

1.2 Delegated decisions

- 1.2.1 Subject: Property transactions (including sale, lease and acquisitions).
- Decision: As listed at **Appendix B**.
- Taken by: Relevant officers, as set out in the scheme of delegation.
- Taken on: As listed at **Appendix B**.
- Contact for further information: Simon Hughes, Head of Property.
Email: simon.hughes@norfolk.gov.uk.
Phone: 01603 222043.

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 paper 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

Forward Plan for Business and Property Committee

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Meeting: 6 November 2018			
Member briefings and site visits	No	To update members and view property assets.	Executive Director of Finance and Commercial Services (Simon George)
Forward Plan and delegated decisions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Committee Plan	No	To agree plan	Executive Director of Finance and Commercial Services (Simon George)/Executive Director of Community and Environmental Services (Tom McCabe)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Strategic and Financial Planning	No – all service committees will receive a report	To consider full budget savings proposals.	Executive Director of Finance and Commercial Services (Simon George)
Norwich Airport Industrial Estate	No	To consider proposed developers brief.	Head of Property (Simon Hughes)
Breckland and Norfolk Bridge	No	To consider proposals for a joint venture	Head of Property (Simon Hughes)
Repton Property Developments	No	To note progress	Head of Property (Simon Hughes)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Ltd update – appointment of development services provider			
Disposal, acquisition and exploitation of Properties	No	To consider proposals to dispose of and/or acquire properties	Head of Property (Simon Hughes)
County Farms update	No	To comment on performance and note any changing circumstances, consider and take action as required.	Head of Property (Simon Hughes)
Meeting: 15 January 2019			
Member briefings and site visits	No	To update members and view property assets.	Executive Director of Finance and Commercial Services (Simon George)
Forward Plan and delegated decisions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Performance management	No	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Strategic and Financial Planning 2019-20 to 202-23 and revenue budget 2019-20	No – all service committees will receive a report	To consider full budget savings proposals.	Executive Director of Finance and Commercial Services (Simon George)
Risk management	No	Review and comment on the risk information and consider any areas of risk that require a	Chief Internal Auditor (Adrian Thompson), Risk Management Officer (Thomas Osborne)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
		more in-depth analysis	
Disposal, acquisition and exploitation of Properties	No	To consider proposals to dispose of and/or acquire properties	Head of Property (Simon Hughes)
County Farms update	No	To comment on performance and note any changing circumstances, consider and take action as required.	Head of Property (Simon Hughes)
Meeting: 5 March 2019			
Member briefings and site visits	No	To update members and view property assets.	Executive Director of Finance and Commercial Services (Simon George)
Forward Plan and delegated decisions	No	To review the Committee's forward plan and agree any amendments/additions.	Executive Director of Finance and Commercial Services (Simon George)
Finance Monitoring report	No	To review the service's financial position in relation to the revenue budget, capital programme and level of reserves.	Finance Business Partner (Andrew Skiggs)
Performance management	No	Comment on performance and consider areas for further scrutiny.	Business Intelligence and Performance Analyst (Austin Goreham)
Risk management	No	Review and comment on the risk information and consider any areas of risk that require a more in-depth analysis	Chief Internal Auditor (Adrian Thompson), Risk Management Officer (Thomas Osborne)
Disposal, acquisition and exploitation of Properties	No	To consider proposals to dispose of and/or acquire properties	Head of Property (Simon Hughes)

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
County Farms update	No	To comment on performance and note any changing circumstances, consider and take action as required.	Head of Property (Simon Hughes)

Appendix B

Property	Transaction	£ cost	£ benefit	Date of Decision
Framingham Earl High School	Lease to Academy Trust	£0	£0	29/03/2018
Hoveton Broadland High School	Lease to Academy Trust	£0	£0	16/03/2018
Little Snoring Primary School	Lease to Academy Trust	£0	£0	29/05/2018
Norwich Postwick P&R	Underlease	£0	£0	13/07/2017
3099/046B & C Thetford Raleigh Infant School & Nursery	Lease to Academy Trust	£0	£0	04/05/2018

Business & Property Committee

Item No.

Report title:	Finance Monitoring
Date of meeting:	09th October 2018
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 £7.942m. 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 £34.297m. 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. 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 August 2018.

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 £7.942m, an increase of £0.041m to the Client Property Management budget since the last report due to a budget transfer from Norfolk Community Learning Services in respect of the Attleborough Community Enterprise Centre. The current forecast variance is a £0.169m overspend, (previous report £0.184m overspend), after use of reserves. Variances are explained in paragraphs 2.5 and 2.6 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	4.440	1.553	4.778	0.338
Estates Management	0.874	0.531	0.282	0.779	0.248
Building Maintenance	1.857	2.007	0.476	1.915	(0.092)
County Farms	(0.666)	(0.555)	0.472	(0.733)	(0.178)
Corporate Property Team	0.838	0.710	0.276	0.662	(0.048)
	8.119	7.133	3.059	7.401	0.268
Economic Development					
Ec Dev Programmes	(0.086)	(0.084)	0.000	(0.084)	0.000
Strategy & Commissioning	0.852	0.894	0.245	0.856	(0.038)
Employment & Skills	0.363	0.373	0.076	0.362	(0.011)
Scottow Enterprise Park	(0.274)	(0.374)	(0.177)	(0.424)	(0.050)
	0.855	0.809	0.144	0.710	(0.099)
	8.974	7.942	3.203	8.111	0.169

2.4. Other legal entities –

2.4.1. Client Property Management – Repton Property Developments Ltd is subject to separate reports to this Committee. The next Board Meeting will include a detailed finance report.

2.4.2. Economic Development - the forecast pre tax profit for Hethel Innovation Ltd (HIL) for 2018 – 19 is £0.349m, (unaudited 2017 – 18 £0.335m).

2.5. Client Property Management (CPM)

The CPM budget is 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.

We are currently reporting an overspend of £0.268m after use of reserves principally due to the shortfall of identifiable savings in 2018 – 19. 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. A more detailed assessment is being undertaken of the opportunities to reduce Corporate Offices expenditure and to capitalise building improvements wherever possible

County Farms includes the business transferred from Norfolk Energy Futures Ltd.

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.

Both Strategy & Commissioning and Employment & Skills are forecasting small staff cost underspends this year.

The Economic Development Programmes credit budget consists solely of funding drawdowns in respect of the Europe Fund and Future Jobs funds. Cost entries shown previously have been cleared against available project and grant funding.

An underspend of £0.099m overall is forecast for this budget, including Scottow Enterprise Park.

2.7. **Scottow Enterprise Park (SEP)** – the 2018 – 19 forecast is a surplus of £0.424m excluding financing costs, £0.004m better than the previous forecast. The forecast comprises revenues of £1.320m (2017 – 18 £1.253m), £0.863m is derived from buildings rental and service charges, £0.457m from the solar farm on site. Costs are £0.896m (2017 – 18 £0.979m), of which £0.185m relates to staff salaries and £0.711m relates to other labour and general premises costs. In addition Enterprise Zone funding of £0.125m per annum has been secured 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 is forecasting revenues from tenancy and funded programmes of £1.470m, (2017 – 18

£1.467m), and costs of £1.121m, (2017 – 18 £1.132m), comprising salary and overhead costs of £0.894m, (2017 – 18 £0.905m) and financing costs of £0.227m, (2017 – 18 £0.227m). Resulting pre tax profits are £0.349m for 2018 – 19, (2017 – 18 £0.335m).

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.

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 (SEP)	6.062	3.638	0.201	0.000	0.000
Infrastructure	4.308	0.181	0.095		
Buildings refurbishment	1.754	3.457	0.106		
Client Property Management	1.348	5.731	2.144	20.576	0.743
Space 2019	0.333	0.300	0.055	8.292	
Asbestos	0.538	0.978	0.145	0.000	
Other works	0.477	4.453	1.944	12.284	0.743
County Farms	4.317	3.037	2.312	0.572	0.000
Purchase of Farms	3.161	1.693	1.696		
Other capital	1.156	1.344	0.616	0.572	
	11.727	12.406	4.657	21.148	0.743

3.2. **SEP** - the reported figures are the same as the previous report. 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. Table 2 has been updated to reflect the position excluding site purchase costs and the latest information available from the site staff. The budget is currently allocated as follows –

- £4.489m for essential infrastructure work to the site, including water supply facilities, asbestos removal, security fencing, fire alarms, heating systems and utility metering to facilitate recharges back to tenants. £4.403m has been spent to date.
- £5.211m is earmarked for specific buildings to be brought into a lettable condition, the principle expenditure relates to Hangars 1,2 and 3. It should be noted that expenditure is only made against a business case from specific enquiries leading to lettings income. £1.860m has been spent to date.

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 receive 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 £1.311m at 31st March 2019.
- 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	0.000	1.102
Economic Development (including Scottow Enterprise Park)	1.889	1.680	0.209
Committee Total	2.991	1.680	1.311

The use of £1.102m of CPM reserves continues to smooth the effect of a reduced corporate offices budget.

The Economic Development reserves relate to specific project and grant

Business & Property Committee

Item No.....

Report title:	Strategic and Financial Planning 2019-20 to 2021-22
Date of meeting:	09th October 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services, Simon George – Executive Director, Finance and Commercial Services

Strategic impact

This report provides an update on the Service Committee's detailed planning to feed into the Council's budget process for 2019-20. The Council's budget setting activity is informed by a range of documents including the Medium Term Financial Strategy, and the Council's Vision and Strategy. Together these documents help to set the context for medium term service and financial planning, which support the development of a robust, balanced budget for 2019-20.

In particular, the report sets out Business & Property Committee's specific proposals for savings in the context of the approach to developing options that was agreed at the Committee's meeting in September. Savings are now presented for consideration and recommendation to Policy and Resources Committee, which will agree the savings to go into the consultation process for 2019-20 budget setting later in October.

The report also provides the latest information about the Council's overall budget planning position, including the forecast budget gap for 2019-20 to 2021-22.

Executive summary

This report forms part of the strategic and financial planning framework for Service Committees. It provides an update on the Council's budget setting process, and sets out details of the actions required by Service Committees to enable the Council to set a balanced budget for 2019-20. The report details the link between the Council Strategy, the Norfolk Futures transformation programme, and the development of transformation and savings plans relevant to this Committee.

Business & Property Committee is recommended to:

- 1) Consider the content of this report and the continuing progress of change and transformation of Business & Property services;**
- 2) Note the Council's latest budget assumptions and pressures, and the resulting revised forecast budget gap of £45.322m, which has been updated by Policy and Resources Committee to reflect the latest available information and following Service Committee input in September (paragraph 4.3 and table 1);**
- 3) Note the revised council tax planning assumptions set out in table 2;**

- 4) **Approve the proposed savings for the 2019-20 budget round for recommendation to Policy and Resources Committee in October (table 5), in particular confirming those savings that are recommended to require consultation as set out in paragraph 6.4.**
- 5) **Consider and identify any further key areas of risk in relation to 2019-22 budget planning for the Committee's budgets, including any additional pressures and the robustness of existing planned savings as set out in table 4, noting that any changes may impact on the overall budget gap and will require additional offsetting savings to be found;**
- 6) **Note the budget planning timetable (section 7).**

1. Introduction

- 1.1. The County Council agreed the 2018-19 Budget and Medium Term Financial Strategy (MTFS) to 2022 at its meeting 12 February 2018, at the same time as it agreed a new Strategy for the County Council, Norfolk Futures. The Council has a robust and well-established framework for strategic and financial planning which updates the MTFS position through the year to provide Members with the latest available financial forecasts to inform wider budget setting work across the organisation.
- 1.2. In July 2018, Policy and Resources Committee considered how the 2019-20 budget planning process would be aligned with the Council's Strategy, Norfolk Futures. The Committee agreed: budget assumptions and key areas of risk in relation to 2019-22 budget planning, the budget planning principles and guidance for 2019-20, and commissioned Service Committees to begin developing savings proposals.
- 1.3. In September, Business & Property Committee:
 - Agreed the proposed approach and key themes to focus on in developing savings proposals for 2019-20 to 2021-22, including how the principles of the Council's Strategy, Norfolk Futures, would inform and shape budget planning activity, having regard to the existing savings for 2019-20 and beyond which were agreed as part of the 2018-19 budget round; and
 - Commissioned officers to develop detailed savings proposals to be presented to the Committee for consideration at this meeting in order to help close the forecast 2019-20 to 2021-22 budget gap.
- 1.4. This report builds on the position reported to Service Committees in September and represents the next stage of the Council's budget planning process. In particular, the paper sets out details of the saving proposals identified for 2019-20 and subsequent years, for the Committee's consideration.

2. County Council Strategy and Norfolk Futures

- 2.1. The report to Policy and Resources Committee sets out how the Council's Vision and Strategy will inform the development of the 2019-20 Budget.

- 2.2. Caring for our County, the vision for Norfolk, approved by Members in February 2018, outlines the Council's commitment to playing a leading role in:
- Building communities we can be proud of;
 - Installing infrastructure first;
 - Building new homes to help young people get on the housing ladder;
 - Developing the skills of our people through training and apprenticeships;
 - Nurturing our growing digital economy; and
 - Making the most of our heritage, culture and environment.
- 2.3. The Council's Strategy for 2018-2021 – Norfolk Futures – will provide the mechanism to enable these ambitions for the County across all of its activities.
- 2.4. Norfolk Futures will deliver these transformational commitments in a context where demand for our services is driven both by demographic and social trends, and where increasingly complex and more expensive forms of provision are becoming prevalent.
- 2.5. Norfolk Futures is guided by four core principles that will frame the transformation we will lead across all our work:
- Offering our help early to **prevent and reduce** demand for specialist services;
 - **Joining up** work so that similar activities and services are easily accessible, **done once and done well**;
 - Being **business-like** and making best use of **digital technology** to ensure value for money; and
 - Using evidence and data to **target our work** where it can make the most difference.
- 2.6. Under the banner of Norfolk Futures we will deliver sustainable and affordable services for the people who need them most. The whole Council needs to change to keep up with increasing demands and ever better ways of working.
- 2.7. These principles frame the transformation that we must lead across all our services and activities. This is all underpinned by evidence and political support, to change how the Council works and how we work with the people of Norfolk.
- 2.8. By 2021 the strategy and underpinning Service Plans will have moved the Council towards a more sustainable future with affordable, effective services. This means that we will have radically changed the ways we do some things. We will know our citizens and manage their needs effectively using the best evidence to enable the most appropriate outcomes. We will be working jointly across the Council on our biggest challenges by default, and changing the way we work to reflect new technology and ways of working. This will enable us to work smarter, better and plan long term to be the Council the County needs.
- 2.9. These principles frame the transformation across all our services and activities and we currently have 7 priorities to help us to deliver the strategy:
- Safer Children and Resilient Families;
 - Promoting independence for Vulnerable Adults;
 - Smarter Information and Advice;

- Towards a Housing Strategy;
- Digital Norfolk;
- Local Service Strategy; and
- Commercialisation.

2.10. Further information about the Norfolk Futures priorities relevant to this Committee, and how they will inform and support 2019-20 budget planning, are set out below.

3. Service Transformation

3.1. The **Corporate Property Team** is responsible for the delivery of the Housing Workstream within Norfolk Futures – specifically –

- The development of the Council's Housing Company (Repton Homes) to bring forward development, whilst retaining the development profit on sites owned by the County Council. As noted elsewhere in the report, the Business & Property Committee have been instrumental in the establishment of this company

The Corporate Property Team - is working across a number of the key areas of Norfolk Futures, to support colleagues in the delivery of –

- Supporting colleagues in Adult Social Care around the provision of Housing with Care (HwC) to live more independent lives
- Working with Childrens Services to develop specialist housing provision, for key client groups across the County
- A reduction in the amount of back office space occupied by the Council, with a view to looking to provide services where they are most needed

Economic Development as an enabling service – is supporting both directly and indirectly the delivery of all of the Norfolk Futures workstreams.

4. 2019-20 Budget Planning

4.1. The Medium Term Financial Strategy (MTFS) was agreed in February 2018 including £78.529m of savings and with a remaining gap of £94.696m. The MTFS provided the starting point for the Council's 2019-20 Budget planning activity. Full details of cost pressures assumed in the Council's MTFS are set out in the 2018-19 [Budget Book](#).¹ The September report to this committee set out:

- Budget planning principles 2019-20
- Budget assumptions 2019-20
- Council tax assumptions
- Budget risks identified
- Indicative savings requirements

¹ <https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en>

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2018-19 budget position

- 4.2. The latest information about the 2018-19 budget position is set out in the budget monitoring report elsewhere on the agenda. Budget planning for 2019-20 is based on the assumption that the 2018-19 Budget is fully delivered (i.e. that all savings are achieved as planned and there are no significant overspends). Further pressures in the forecast 2019-20 Budget have been provided for as detailed later in this report.

Latest forecast budget gap 2019-20 to 2021-22

- 4.3. In September, following feedback from Service Committees, Policy and Resources Committee then considered the latest planning information and an updated budget position. The current position, taking into account the changes agreed by Policy and Resources Committee, and assuming that new savings can be identified at the required level of £22.089m for 2019-20, is shown in the table below. Changes in the Council's funding assumptions have mitigated some of the identified pressures.
- 4.4. Assuming that collectively Service Committees are successful in identifying savings at the indicative level required for 2019-20 (as identified in the July Policy and Resources report), the latest gap position indicates **a reduced forecast gap of £45.322m for the period 2019-20 to 2021-22, with a small £0.609m gap remaining to be closed in 2019-20.**
- 4.5. Policy and Resources Committee will receive a further update on the overall gap position for the County Council in October. The budget position and the associated assumptions are kept under continuous review, and will be updated to reflect any changes arising from the Government's Autumn Budget, or further information about the Council's funding position as it becomes available up until budget-setting by County Council in February.

Table 1: Latest forecast budget gap 2019-20 to 2021-22²

	2019-20	2020-21	2021-22	Total
	£m	£m	£m	£m
Forecast gap as reported to September Service Committees (agreed at 16 July 2018 Policy and Resources)	22.089	48.454	24.153	94.696
Pressures				
Children's Services budget pressures including LAC	5.000	2.000	2.000	9.000
Children's Preventing Radicalisation pressure	0.120	0.000	0.000	0.120
Children's Centres saving delay	1.700	-1.700	0.000	0.000
Adult market pressures	2.000	0.000	0.000	2.000
Leap year pressure in Adult Social Care	0.550	-0.550	0.000	0.000
Property savings (including income targets) at risk	1.500	1.000	0.500	3.000
Pressure from 2019-20 national pay award and associated salary scale changes	0.345	0.000	0.000	0.345
Total new pressures	11.215	0.750	2.500	14.465
Proposed mitigations				
Collection Fund	-4.688	0.000	0.000	-4.688
Council tax tax base (additional 1.5%)	-5.918	-6.305	-6.341	-18.564
MRP pressure reprofiled	0.000	-5.000	5.000	0.000
Additional capital receipts	0.000	-10.000	0.000	-10.000
2% Council Tax increase 2021-22	0.000	0.000	-8.498	-8.498
Total mitigations	-10.606	-21.305	-9.839	-41.750
Delivery of 2019-20 savings target (as identified at 16 July 2018 Policy and Resources)	-22.089	0.000	0.000	-22.089
Latest forecast gap for planning purposes (24 September 2018 Policy and Resources)	0.609	27.899	16.814	45.322

4.6. In view of the budget gap and the difficulty in identifying future year savings, Policy and Resources Committee has been recommended to consider incorporating a planning assumption that council tax in 2021-22 be increased by 1.99% as shown in the table above. The level of council tax is ultimately subject to agreement by Full Council each year, and there will be an opportunity to consider the required level of council tax in light of any future Government announcements relating to the Fair Funding Review and Comprehensive Spending Review. The MTFs planning position set out in this paper is therefore based on the following council tax increase assumptions (and also assumes there is no scope to increase the Adult Social Care precept in 2019-20 under the current terms set out by Government):

² As presented to Policy and Resources Committee September 2018 (please note this does not reflect any amendments arising from Policy and Resources Committee decisions in September).
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Table 2: Council Tax assumptions (as per Policy and Resources Committee 24 September 2018)

	2019-20	2020-21	2021-22
Assumed increase in general council tax	2.99%	1.99%	1.99%
Assumed increase in Adult Social Care precept	0.00%	0.00%	0.00%
Total assumed council tax increase	2.99%	1.99%	1.99%

- 4.7. The planned 2.99% increase in council tax is based on the current understanding of updated assumptions and flexibility offered by the Government in the 2018-19 local government finance settlement. Any reduction in this increase will require additional savings to be found. The assumed council tax increases are subject to Full Council’s decisions on the levels of council tax, which will be made before the start of each financial year.
- 4.8. Assumptions around increases in the council tax base have been increased to 2.0% (from the original assumption of 0.5% annual growth), based on recent trends.

Key budget risks 2019-20

- 4.9. Uncertainties remain about a number of items **which have not currently been reflected in the budget planning assumptions**, but which could potentially result in an increase in the overall gap. As a result, additional pressures, which have not currently been provided for, may arise in 2019-20 relating to:
- Further pressures arising within Service Committee budgets including:
 - SEN High Needs pressures (Children's)
 - Pressures relating to the Health system (Adults)
 - Increasing the level of the General Fund reserve; and
 - Changes in the forecast 2018-19 level of savings delivery to allow for any mitigation of undeliverable savings.
- 4.10. The risks and assumptions relating to the 2019-20 Budget will continue to be monitored and updated as budget planning activity proceeds.

5. Savings allocation

- 5.1. The following table sets out indicative savings required to close the identified gap by Committee which were agreed by Policy and Resources Committee and reported to Service Committees in September. As set out above, there may be an opportunity for the level of savings required in 2020-21 and 2021-22 to be reduced in future years based on the latest budget planning position.

Table 3: Indicative savings by Committee

	2019-20 £m	2020-21 £m	2021-22 £m	Total £m	Proposed share of new savings %
Adult Social Care	-9.626	-19.527	-9.745	-38.898	41%
Children's Services	-5.726	-12.064	-6.037	-23.827	25%
Environment, Development and Transport	-2.820	-5.988	-2.962	-11.770	12%
Communities	-1.647	-6.262	-3.115	-11.025	12%
Digital Innovation and Efficiency	-0.369	-0.736	-0.373	-1.477	2%
Business and Property	-0.154	-0.180	-0.045	-0.379	0%
Policy and Resources ³	-1.747	-3.697	-1.875	-7.319	8%
Total	-22.089	-48.454	-24.153	-94.696	

5.2. Existing savings in the Council's MTFs are shown by Committee in the table below. These are the savings agreed as part of the 2018-19 (and earlier) budget process, and will need to be delivered **in addition** to any new savings proposed to close the remaining budget gap.

Table 4: Planned net recurring savings 2018-19 to 2021-22

Committee	2018-19 Saving £m	2019-20 Saving £m	2020-21 Saving £m	2021-22 Saving £m	Total Saving £m
Adult Social Care	-27.290	-9.351	-13.700	-3.900	-54.241
Children's Services	-2.641	-4.342	-2.000	-2.000	-10.983
Environment, Development and Transport	-1.440	-0.310	-0.350	-1.850	-3.950
Communities	-1.803	-0.435	-2.786	-1.500	-6.524
Business and Property	-1.051	-2.075	-2.050	-1.150	-6.326
Digital Innovation and Efficiency	-0.726	-1.000	-0.700	0.000	-2.426
Policy and Resources ⁴	4.952	1.356	-0.387	0.000	5.921
Grand Total	-29.999	-16.157	-21.973	-10.400	-78.529

6. Committee response

6.1. Service Committees considered service-specific budgeting issues in September.

³ Including Finance General

⁴ The net savings position for Policy and Resources Committee reflects the reversal of a number of significant one-off savings from 2017-18, such as the use of the Insurance Fund and the use of Capital Receipts totalling £11.299m. The gross savings to be delivered by Policy and Resources Committee budgets in 2018-19 are £6.347m.

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As noted within the report, a substantial amount of property savings have been identified and built into the budget to date. Delivery of additional savings is unlikely without substantial reduction in the footprint of NCC, however, NCC regularly reviews its portfolio to identify opportunities, including with other public sector partners.

- **The Corporate Property Team** is working to achieve £10m of capital receipts in both 2020 / 21 and 2021 / 22 to underpin other corporate savings.

Over the past four years, the council has released capital receipts averaging £4.5m per annum. As a way of bridging the gap whilst government funding is reduced, it is proposed to increase this by £10m per annum in 2020-21 and 2021-22 as set out above. £10m represents approximately 1.5% of the Council's assets on its balance sheet (land and buildings and surplus assets as at 31 March 2018). Further details of which assets are to be proposed for disposal will be brought forward for members' consideration. **A variety of options will be considered prior to recommending a disposal including 'self-development' or commercialisation.** All asset disposals will be undertaken in line with the Council's Financial Regulations, which set out that:

- Land and buildings declared surplus by a service are considered by the Corporate Property Strategy Group and reported to the Business and Property Committee.
 - Disposals will have due regard to the provisions of the Local Government Act 1972 (section 123) concerning best consideration, subject to the discretion afforded by the General Disposal Consent (England) 2003.
 - **NCC operates an 'open market value' disposals policy whereby all assets sold or transferred to community groups (including Parish and Town Councils) are done so at the market value of the site.**
 - All disposals are to be made by the Corporate Property Officer (Head of Property).
 - All disposals over £0.500m require approval by the Business and Property Committee (disposals below this threshold but above £0.025m require consultation with the Chair of the Committee).
 - All decisions to dispose at less than best consideration are referred to the Business and Property Committee.
- **Economic Development** – there are a range of activities carried out, including working with district council colleagues and the Local Enterprise Partnership. Successful activities can deliver a number of positive economic benefits, including jobs and skills. In addition, it helps to secure income for the Council through business rates, which is increasingly important given the Government's intention to move from Revenue Support Grant funding to Business Rate Retention.
 - **Enterprise Parks** – the two Enterprise Parks – Scottow Enterprise Park and Hethel Engineering Centre – provide facilities and support for businesses to operate and grow. They are focussed on incubating start-ups and supporting STEM business development. As previously reported to Committee, both Parks operate at a profit. In addition, successfully supporting businesses has a number of positive economic benefits (as above).

2019-20 Budget proposals

Corporate Property Team - the content of paragraph 6.1 above should be noted in relation to new savings proposals.

Economic Development – a new saving proposal is proposed in Table 5 below.

Table 5: New 2019-20 Saving Proposals

Proposal Note: savings are shown as a negative figure	2019-20	2020-21	2021-22	2019-22 Total	Risk Assessment
	£m	£m	£m	£m	RAG
Economic Development – additional contribution from Scottow Enterprise Park	(0.200)	(0.000)	(0.000)	(0.200)	Green
Total new savings proposed	(0.200)	(0.000)	(0.000)	(0.200)	

6.2. As previously discussed at Committee, **Scottow Enterprise Park** remains part of the County Council, but is operated under business principles. Based on the current profit and loss account and forecasts, it is considered that the Park could deliver a £0.2m contribution to the County Council without any negative impact on operations at the Park. In particular, a contribution of this level would ensure that there continues to be sufficient budget/income available to fund site and building repairs and maintenance on what is a large and complex site, with some continuing legacy issues in terms of condition of buildings etc.

6.3. The Committee's discussions about proposed new savings will be reported to Policy and Resources Committee in October 2018 and used to inform development of the Council's 2019-20 Budget to enable an overall assessment of the budget position to be made.

2019-20 Budget proposals requiring consultation

6.4. It is considered that none of the savings proposals require consultation.

7. Budget Timetable

7.1. The Council's overarching budget setting-timetable for 2019-20 was agreed by County Council in February as part of the 2018-19 Budget. The timetable is updated as further information becomes available (for example about the timing of

Government announcements). The latest version of the timetable is set out in the table below.

Table 6: Budget setting timetable 2019-20 to 2021-22

Activity/Milestone	Time frame
County Council agree recommendations for 2018-22 including that further plans to meet the shortfall for 2019-20 to 2021-22 are brought back to Members during 2018-19	12 February 2018
Spring Statement 2018 announced	13 March 2018
Consider implications of service and financial guidance and context, and review / develop service planning options for 2019-22	February – June 2018
Member review of the latest financial position on the financial planning for 2019-22	July 2018
Development of savings proposals 2019-22	June – September 2018
Member review of service and budget planning position including savings proposals	Committees in October 2018
Consultation on new planning proposals and council tax 2019-22	Late October to December 2018 / January 2019
Chancellor's Autumn Budget 2018	TBC November / December 2018
Provisional Local Government Finance Settlement	December 2018
Service reporting to Members of service and financial planning and consultation feedback	January 2019
Committees agree revenue budget and capital programme recommendations to Policy and Resources Committee	Mid-January 2019
Confirmation of District Council tax base and Business Rate forecasts	31 January 2019
Final Local Government Finance Settlement	TBC February 2019
Policy and Resources Committee agree revenue budget and capital programme recommendations to County Council	28 January 2019
County Council agree Medium Term Financial Strategy 2019-20 to 2021-22, revenue budget, capital programme and level of council tax for 2019-20	11 February 2019

8. Financial implications

- 8.1. Potentially significant financial implications for the Committee's Budget are discussed throughout this report. Any implications of the Autumn Budget and the three changes expected to be implemented in 2020-21 will be reflected as far as possible in the Council's 2019-20 budget planning, and these impacts will need to be refined as further information is made available by Government.
- 8.2. Specific financial risks in this area are also identified in the Corporate Risk Register, including the risk of failing to manage significant reductions in local and national

income streams (RM002) and the risk of failure to effectively plan how the Council will deliver services (RM006).

- 8.3. Risks relating to budget setting are also detailed in the Council's budget papers. There is a risk in relation to the Comprehensive Spending Review and the Fair Funding Review that a failure by the Government to provide adequate resources to fund local authorities could lead to a requirement for further service reductions, particularly where the Fair Funding Review results in a redistribution between authority types or geographical areas.

9. Issues, risks and innovation

- 9.1. Significant risks, assumptions, or implications have been set out throughout the report.
- 9.2. Equality issues were considered in the Equality Impact Assessment of 2018-19 budget proposals. Decisions about significant savings proposals with an impact on levels of service delivery will require public consultation. As in previous years, new 2019-22 saving proposals, and the Council's Budget as a whole, will be subject to equality and rural impact assessments later in the budget-setting process.

Background Papers

Norfolk County Council Vision and Strategy

<https://www.norfolk.gov.uk/what-we-do-and-how-we-work/policy-performance-and-partnerships/policies-and-strategies/corporate/council-vision-and-strategy>

Norfolk County Council Revenue and Capital Budget 2018-22 (Item 4, County Council 12 February 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/592/Committee/2/SelectedTab/Documents/Default.aspx>

Norfolk County Council Budget Book 2018-22

<https://www.norfolk.gov.uk/-/media/norfolk/downloads/what-we-do-and-how-we-work/budget-and-council-tax/budget-book-2018-22.pdf?la=en>

Strategic and Financial Planning 2019-20 to 2021-22 (Item 10, Policy and Resources Committee, 16 July 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1419/Committee/21/SelectedTab/Documents/Default.aspx>

Strategic and Financial Planning reports to Committees in September 2018

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings.aspx>

Strategic and Financial Planning 2019-20 to 2021-22 (Item 9, Policy and Resources Committee, 24 September 2018)

<http://norfolkcc.cmis.uk.com/norfolkcc/Meetings/tabid/128/ctl/ViewMeetingPublic/mid/496/Meeting/1420/Committee/21/SelectedTab/Documents/Default.aspx>

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Business and Property Committee

Report title:	Performance management
Date of meeting:	9 October 2018
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 second report to provide data against the new 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 second report to provide data against the new 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	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	Jun 18	Jul 18	Target
{ED} Monitoring the job creation outputs of the projects and programmes that NCC manages or leads (Oct-Sep)	Bigger	168.0	168.0	0.0	0.0	1.0	1.0	1.0	4.0	4.0	4.0	22.0	22.0	
{ED} Monitoring the job creation outputs of the projects and programmes that NCC manages or leads (Apr-Mar)	Bigger	195.7	290.2	364.9	547.7	598.0	645.0	712.4	842.9	39.0	85.5	87.5	91.0	
{ED} Delivery against NALEP and HEC business start-up targets (Oct-Sep)	Bigger	10	12	1	6	6	6	6	6	14	17	17	17	
{ED} Delivery against NALEP and HEC business start-up targets (Apr-Mar)	Bigger	50	60	83	95	106	119	128	130	150	163	163	163	
Quarterly / Termly	Bigger or Smaller is better	Sep 15	Dec 15	Mar 16	Jun 16	Sep 16	Dec 16	Mar 17	Jun 17	Sep 17	Dec 17	Mar 18	Jun 18	Target
{ED} Number of apprenticeship starts	Bigger	7,290				7,670	2,440	3,830	6,120	6,580	2,100	3,240	4,660	6,738

3. Report Cards

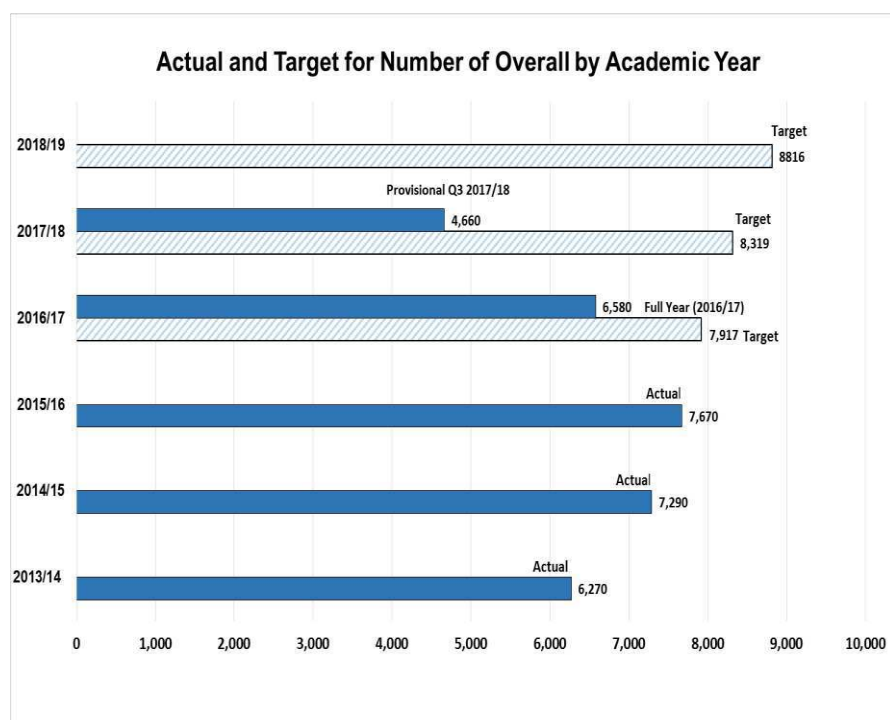
- 3.1. A Report Card has been produced for each Vital Sign. It provides a succinct overview of performance and outlines what actions are being taken to maintain or improve performance. The Report Card follows a standard format that is common to all committees.
- 3.2. Each Vital Sign has a lead officer, 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 the quarter covering June 2018 Red 4,660 against a target of 6,738)
 - Changes in legislation nationally, including a switch from frameworks to standards and the implementation of the apprenticeships levy indicate the ongoing high profile of apprenticeships as a tool for changing the way we work and learn. Currently, the scale of these changes has resulted in a reduction in the take-up of apprenticeships both nationally and locally - the number of starts in Norfolk has reduced by 24% during the period August 2017 to April 2018, compared with a fall of 33% nationally. In Norfolk, we have developed a number of approaches in collaboration across all stakeholder groups to ensure that the changes to national policy are implemented successfully, addressing the recent decline in the number of starts, as reported to Business and Property Committee 04/09/2018.

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-April)	2018/19
	Actual	Actual	Actual	Actual	Actual	Target
All starts – all levels/ages	6,270	7,290	7,670	6,580	4,660	8,816

During the 2016/17 year, Norfolk had 6,580 new Apprenticeship starts, against a target of 7,917. Nationally the number of starts fell due to the reforms and the introduction of the levy but the drop in Norfolk was greater. This was due to NHS (Norfolk's biggest Apprenticeships Employer) holding back starting apprentices until after the levy had started.

Recently published data for the period August 2017-April 2018 shows 4,660 Apprenticeship starts in Norfolk, compared to 6,120 at this stage last year, a decline of 24%, compared to a national decrease of 33%. However, we are unlikely to reach our target of 8,816 for the year.

A breakdown of figures show that Higher Apprenticeships have risen across all age groups compared to this time last year. However, there has been a decline starts in intermediate and advanced level apprenticeships.

What will success look like

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

Action required

The two apprenticeship advisers who are now funded through the NEACO project will be supporting young people in schools and colleges to aspire to and access higher education through an apprenticeship route. We will continue to work with colleges and training providers through the Apprenticeship Norfolk Network to develop strategies to increase the number of starts and to support the whole system.

Responsible Officers

Lead: Jan Feeney

Data: Kieren Buxton – 20/08/2018

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

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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:

- PE – Planning and Economy

Service	Vital Signs Indicator	What it measures	Why it is important	Data
PE	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
PE	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
PE	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

Item No.

Report title:	Risk Management
Date of meeting:	9 October 2018
Responsible Chief Officer:	Simon George, Executive Director of Finance and Commercial Services and Tom McCabe, Executive Director of Community and Environmental 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 and economic development. 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 relating to the committee's remit as at October 2018, following the latest review conducted in September 2018. The reporting of risk is aligned with, and compliments, the performance and financial reporting to the Committee.

Recommendations:

Members are asked to consider:

- 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) Risk RM14200 - Failure to meet NCC Carbon Reduction Target presented for information purposes to provide Members with sight of the latest carbon reduction percentage figure (Appendix B)
- c) the summary of current corporate and departmental level risks for this Committee in Appendix C;
- d) The list of possible actions, suggested prompts and challenges presented for information in Appendix D;
- e) The background information to put the risk scoring into context, shown in Appendix E.

1. Proposal

- 1.1. The Finance and Commercial Services and Community and Environmental Services Departmental Management Teams (DMTs) have been engaged in the preparation of the corporate and departmental level Business and Property Committee risks.

The summary of changes since the last Risk Management report was presented to this Committee in July 2018 to risks reported within this Committee's remit can be seen in **Appendix A**.

Appendix B shows the latest update on the Carbon Reduction risk for Members' information.

A summary of the current corporate and departmental level risks relating to this

Committee can be found at **Appendix C**. It is proposed that these current risks continue to be reported to Committee until mitigated to the point where they pose minimal risk to this Committee's objectives and can be closed.

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

The Risk Management Officer is in discussion with the Head of the Corporate Property Team to identify any risks to the two corporate priorities of "Towards a Housing Strategy" and "Commercialisation", both of which are relevant to this Committee. The significant risks identified to achieving these priorities will be presented to this Committee in due course.

2. Evidence

- 2.1. The Business and Property risk data detailed in this report reflects those key business and property risks that are managed by the Departmental Management Teams of the Finance and Commercial Services, and Community and Environmental Services departments, and Senior Management Team of the Corporate Property Team. Key business risks materialising could potentially result in the two departments failing to achieve one or more of their key objectives and/or suffer a financial loss or reputational damage.
- 2.2. Progress has been made with reducing the risk of RM14200 - Failure to meet NCC carbon reduction target materialising, and is summarised in the risk progress section of Appendix B.
- 2.3. The Finance and Commercial Services departmental risk register contains one departmental level risk (RM14200 - Failure to meet Norfolk County Council carbon reduction target) and one corporate level risk (RM14282 – Failure of Estate Management) relevant to this Committee, with the Community and Environmental Services risk register containing the other corporate risk (RM14250 - Infrastructure is not delivered at the required rate to support existing needs and the planned growth of Norfolk). Appendix C provides the Committee members with a summary of these risks. Of these three risks, there are currently two at corporate level for this Committee to consider.
- 2.4. Of the three corporate and departmental risks currently reported to this Committee, two currently have an overall amber prospects score of meeting the target score by the target date, with the carbon reduction risk moving from an amber prospects score to green, as per Appendix C.

3. Financial Implications

- 3.1. There are no significant financial implications arising from this Committee report.

4. Issues, risks and innovation

- 4.1. There are no other significant issues, risks and innovations arising from this Risk Management report.

5. Background

- 5.1. Background information regarding risk scoring, and definitions can be found in **Appendix E**.

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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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 July 2018.

Since the last Business and Property Committee Risk Management report was presented in July 2018, there has been a change to one of the risks previously reported. This is as follows;

RM14200 - Failure to meet NCC carbon reduction target

Norfolk County Council has now met its target of a 50% reduction in carbon usage for measurable service sectors, with a 50.5% reduction as at September 2018, compared to 44% at last report in July 2018. Whilst this target has now been met, it is proposed to continue monitoring this risk, with a review point in December 2018 to ensure that the trend of the reduction of carbon consumption is continuing before putting this risk forward for closure.

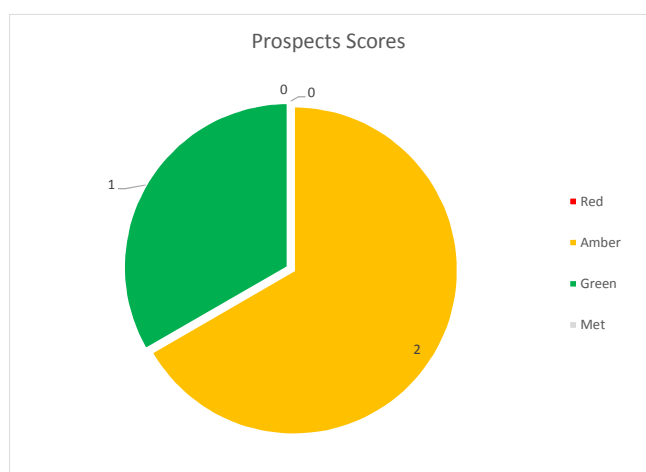
* A significant change can be defined as any of the following;

- 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	RM14200		Date of update		11 September 2018					
Risk Name	Failure to meet NCC carbon reduction target									
Risk Owner	Jeannine de Sousa		Date entered on risk register		01 April 2016					
Risk Description										
There is a risk of a failure to address energy efficiency as part of operational practice, leading to increased energy and tax costs, against a background of a flexible buildings portfolio. The risks reside around the principal impacts associated with the use of buildings, transport and street lighting in support of service delivery. Reporting responsibility resides with the Corporate Property Team who oversee the delivery of statutory reporting; impact is organisation-wide.										
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	4	12	2	4	8	2	3	6	Mar-20	Green
Tasks to mitigate the risk										
To reach a 50% reduction by 2020. To achieve this, we should have;										
Project management delivered through interface with existing programmes, such as through the work of the Corporate Property Team. The Corporate Property Team have responsibility for the delivery of the carbon reduction programme.										
Increasing usage of electricity generation fuels, and use less coal in the electricity generation process. A switch to the use of LED bulbs in street lights, and trimming the number of hours on, where practical.										
Progress update										
The baseline is 2009-10 data for buildings and street lighting and is on electricity, gas, oil and propane data. Each fuel usage is converted into CO ₂ e (Carbon Dioxide equivalent which includes other greenhouse gases, such as methane) using official yearly DEFRA conversion factors. Based upon the latest figures available there has been a 50.5% reduction overall. This is due to a number of factors, such as:-										
<ul style="list-style-type: none"> • Energy reduction due to properties benefiting from CERF (Carbon and Energy Reduction Fund) investment; • Reduction in the overall property portfolio; • Improvements to the heating, lighting and insulation levels at County Hall; • Improvements to the electricity CO₂ conversion factor due to the mix of electricity generation fuels (ie. more renewables, less coal was used to generate electricity in 2016-17 than in 2009-10); • Street light energy reductions due to lantern upgrades to LED and initiatives including dimming and part night lighting. The overall electricity usage for street lighting has reduced by 10% since 2009-10, despite an overall increase in the number of street lights from new road adoptions. 										

Appendix C, Business and Property Committee Risk Summary, July 2018

Summary Name		Business and Property Committee Risk Summary							Red		↓ Worsening		
Prepared by		Thomas Osborne							Amber		↔ Static		
Date updated		September 2018							Green		↑ Improving		
Next update due		December 2018							Met				
Area	Corp. / Dept.	Risk Number	Risk Name	Risk Description	Current Likelihood	Current Impact	Current Risk Score	Target Likelihood	Target Impact	Target Risk Score	Prospects of meeting Target Risk Score by Target Date	Direction of travel from previous review	Risk Owner
Environment, Development and Transport - Strategic Infrastructure	C	RM14250	Infrastructure is not delivered at the required rate to support existing needs and the planned growth of Norfolk	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.	3	3	9	3	2	6	Amber	↔	Tom McCabe
Finance and Commercial Services - Corporate Property	C	RM14282	Failure of Estate Management	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.	3	2	6	2	2	4	Amber	↔	Simon George
Finance and Commercial Services - Corporate Property	D	RM14200	Failure to meet Norfolk County Council carbon reduction target	There is a risk of a failure to address energy efficiency as part of operational practice, leading to increased energy and tax costs, against a background of a flexible buildings portfolio. The risks reside around the principal impacts associated with the use of buildings, transport and street lighting in support of service delivery. Reporting responsibility resides with the Corporate Property Team who oversee the delivery of statutory reporting; impact is	2	4	8	2	3	6	Green	↔	Jeannine de Sousa



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.

All actions, whether from this list or not, will be followed up and reported back to the committee.

Suggested follow-up actions

	Action	Description
1	Approve actions	Approve recommended actions identified in the exception reporting and set a date for reporting back to the committee
2	Identify alternative/additional actions	Identify alternative/additional actions to those recommended in the exception reporting and set a date for reporting back to the committee
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 and report back to committee
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 and report back to committee

5	Refer to County Leadership Team	Identify key actions for risk management improvement and refer to CLT for action
6	Refer to Policy and Resources Committee	Identify key actions for risk management improvement that have whole Council 'Corporate risk' implications and refer them to the Policy and Resources committee 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 and Property

Report title:	Update on the Business and Intellectual Property Centre
Date of meeting:	9 October 2018
Responsible Chief Officer:	Tom McCabe, Executive Director – Community and Environmental Services
Strategic impact The Business and Intellectual Property Centre supports new businesses to start up successfully and increases their chances of viability and sustainability. Business growth, particularly new business, is vital the prosperity of the Norfolk Economy, not only in terms of attracting inward investment, but also in providing employment for people.	

Executive summary

To advise on progress made with the British Library to develop and deliver a Norfolk based Business and Intellectual Property Centre (BIPC) within the Norfolk and Norwich Millennium Library. The BIPC is part of a national network of similar centres, providing specialist business information and resources for anyone thinking about self-employment, setting up, or growing a business.

While BIPC Norfolk was officially opened in October 2017, it has been in operation since 2014/15. It was the 10th offer of its kind in the UK, and the first in the Eastern Region.

Norfolk Library and Information Services is also working with external partners, such as Google to get more businesses online.

Recommendations:

Members are recommended to note the content of the report.

1. Introduction

- 1.1. In 2014/15 the Norfolk and Norwich Millennium Library entered a partnership relationship with the British Library and 10 other major city libraries to create a Business and Intellectual Property network across England modelled on the British Library's flagship Business and Intellectual Property Centre (BIPC). The BIPC is a business and innovation advice centre which provides support to small businesses, inventors and entrepreneurs. BIPC Norfolk was officially launched in October 2017 at an event funded by the British Library and supported by local businesses.
- 1.2. In 2017 the Norfolk and Norwich Millennium Library also became a member of the national network of Patent Libraries (PATLIB) offering intellectual property advice and information to support business growth. PATLIB advisers are also available at Great Yarmouth, Thetford and Kings Lynn Libraries.
- 1.3. BIPC Norfolk, based on the second floor of the library, is a dedicated space designed to support entrepreneurs and small businesses from that first spark of

inspiration to launching, running and growing in business.

1.4. It has resources to enable entrepreneurs to research their initial ideas, reach new customers, consider and research competitors and suppliers and to check whether their IP (Intellectual Property) is protected including – copyright, trademarks, designs and patents. Expert staff are on hand to guide people to the resources they need, and the centre offers space to work and meet with others.

1.5. **Resources and facilities**

The Business & IP Centre is equipped to enable businesses to conduct their own research and offers PCs with office software, free access to the internet and study spaces as well as:

- Trade and company directories listing local, national and international businesses.
- Market Research reports.
- Current and back copies of several of the most popular business periodicals.
- Information on company and business law including Health & Safety at work.
- A comprehensive collection of business books available for reference and loan.
- Key service offers include, help to:
 - Target customers in specific business sectors.
 - Research competitors.
 - Research a product or service.
 - Source a product.
 - Perform statistical analysis on business sectors.
 - Research grants available.
 - Run financial status reports and credit checks on potential partners, customers and suppliers.
 - Identify what protection may be appropriate for products and services and how to go about getting patents, trademarks, designs or copyright. Free patent and trade mark search advice is also available by arrangement.

1.6. Entrepreneurs can also attend workshops, networking events and one-to-one advice sessions in the Centre covering all areas of business – from self-employment and knowing your market to business planning.

More information about the BIPC Norfolk offer can be found at **Appendix 1**.

2. Evidence

2.1. A recent survey by the British Library indicates that using the BIPC gives people a better than average chance of success: on average, of those who had used a BIPC, only one in ten had failed after year three, compared with just under four in ten across the UK

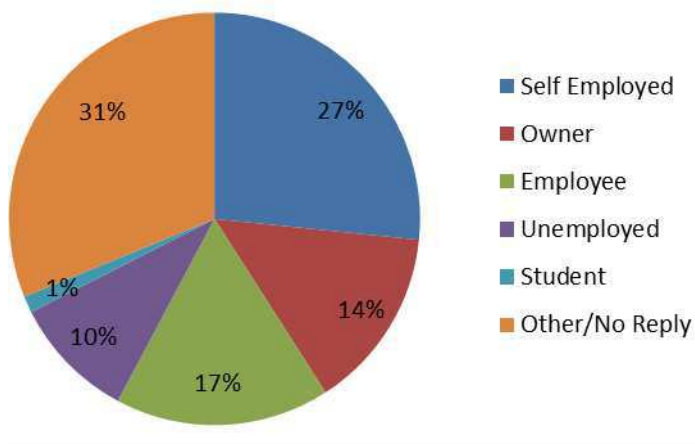
2.2. BIPC Norfolk makes a contribution to supporting economic growth in Norfolk and sustaining new businesses, offering information and advice and helping people to

consider self-employment.

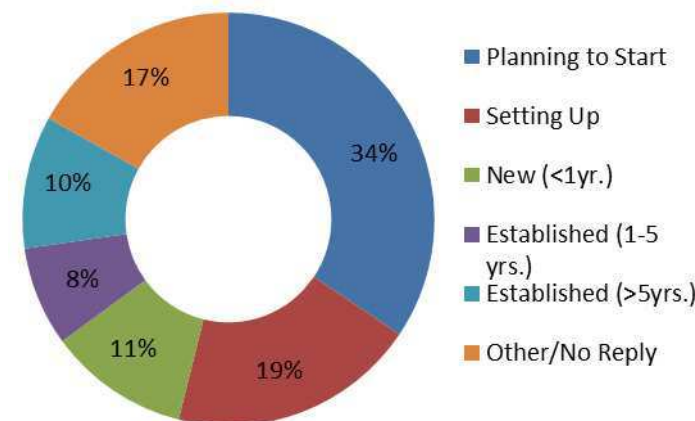
2.3. In the year from April 2017 – March 2018

A total of **501** people attended an event or activity at BIPC Norfolk with **147** people receiving one to one advice
58% of clients were female
26% were aged between 16 and 34
And **12%** were BAME

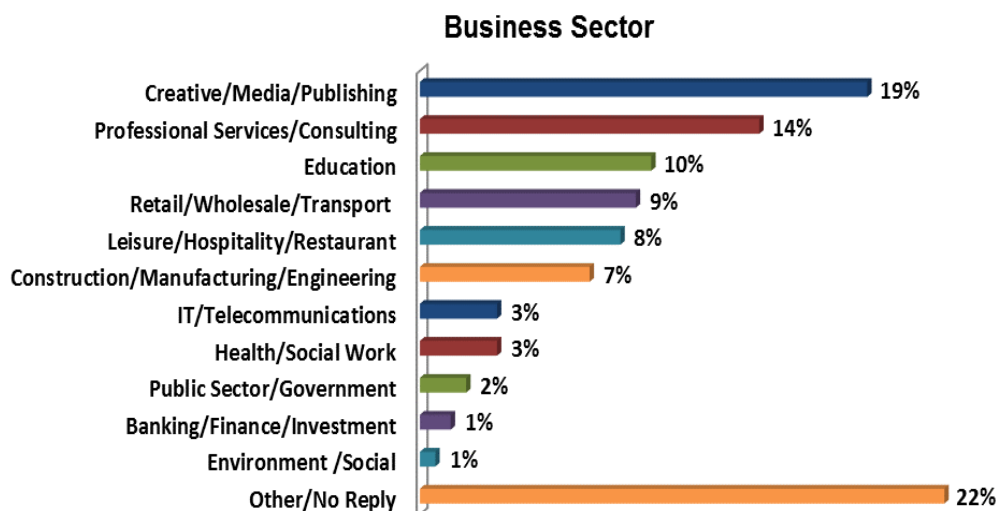
2.4. The employment status of clients was



2.5. Business Lifecycle



2.6.



- 2.7. In addition, Norfolk Library and Information Service has been working with Google to get more businesses online. There have been sessions in libraries across the county supporting micro businesses to fully understand the potential for growth and success by being more digitally focussed. **48** local businesses have already benefitted and have an increased awareness of online trading, marketing, and customer service, enabling them to remain competitive.
- 2.8. Over the past year BIPC Norfolk has developed new ways of contacting its audience, a regular e-newsletter is sent out monthly to over 1000 contacts and it has 1313 followers on Twitter.
- 2.9. BIPC Norfolk is able to deliver a wide-ranging programme of activity to support the development of enterprise in Norfolk through the generosity of its partners.

Partners include:

- **ip21:** Intellectual Property Advice
- **New Anglia Growth Hub:** Growth advice.
- **Larking Gowan:** Business finance advice
- **Genix:** Business start-up and growth advice
- **Leathes Prior:** Legal advice
- **NWES:** Business start-up and growth advice
- **Norfolk Knowledge:** (UEA Business School): Spotlight business courses
- **Women into Business:** women start ups
- **Content Connective:** Spotlight business courses

2.10. **Feedback from Users:**

“(BIPC Norfolk) supported me with ideas and filled me with confidence and enthusiasm to go ahead and expand”

“I regularly make use of the free databases such as Cobra where I research ideas and find out more about marketing trends in the sector I am interested in. It is really invaluable and has given me lots of information to get going”

‘Very helpful and informative, with good suggestions on how to take the idea forward’

“Feeling in a safe place to share my concerns and confusions about my enterprise idea. Very motivating!”

“The awesome content - positive message - amazing women sharing experiences + support. Confidence to take the next step.”

Lorraine Finch – owner of LF Conservation and Preservation based in Great Yarmouth which provides conservation and preservation of archives, film, sound and photography to institutions and individuals said

“I attended a Genix business advice session as I’ve been considering diversifying into providing conservation training courses as well as events encouraging young people to pursue careers in the field. We went over my list of potential courses and it was really useful to have positive feedback and reassurance that I was on the right track.

I’m also booked on to the upcoming ‘Spotlight: Social Media for Business’ course as I’d love to know how to make more of my social media marketing. I’m

particularly interested in finding out whether Instagram will be suitable for my business.”

2.11. **Evaluation**

An evaluation of the economic impact of BIPC Norfolk was undertaken in 2015/16 as part of the British Library partnership process. BIPC Norfolk continues to deliver the same services. Highlights from the evaluation can be found at Appendix 2.

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:

Officer name : Jan Holden

Tel No. : 01603 228910

Email address : janet.holden@norfolk.gov.uk



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.

Business & IP Centre Norfolk



LIBRARY
HSILIRB

The Business & IP Centre Norfolk, situated on the second floor of the Norfolk and Norwich Millennium Library, offers a full reference and lending service for individuals or organisations. We hold workshops and events and offer advice on a whole host of subjects from setting up your own business to protecting your intellectual property. So whether you're looking to start, grow, or run a business, Business & IP Centre Norfolk can help.

Opening times:

- Monday 10.00am – 7.00pm
- Tuesday 10.00am – 7.00pm
- Wednesday 10.00am – 7.00pm
- Thursday 10.00am – 7.00pm
- Friday 10.00am – 7.00pm
- Saturday 09.00am – 5.00pm

Resources and facilities

The Business & IP Centre is equipped to enable you to conduct your own research and offers PCs with office software, free access to the internet and study spaces as well as:

- Trade and company directories listing local, national and international businesses.
- Market Research reports.
- Current and back copies of several of the most popular business periodicals.
- Information on company and business law including Health & Safety at work.
- A comprehensive collection of business books available for reference and loan.

We can help you:

- Target customers in specific business sectors.
- Research your competitors.
- Research a product or service.

- Source a product.
- Perform statistical analysis on your business sector.
- Research grants available to you.
- Run financial status reports and credit checks on potential partners, customers and suppliers.
- Identify what protection may be appropriate for your products and services and how to go about getting patents, trade marks, designs or copyright. Free patent and trade mark search advice is also available by arrangement.

Online resources:

The Business & IP Centre provides access to a great selection of free online subscriptions to help you access up-to-date business information. These include:

- **COBRA** (Complete Online Business Advisor). 1:1 Introduction to COBRA sessions also available on Wednesday afternoons (booking essential, please visit our Eventbrite page).
- **MINT** (MarketingINTelligence). Free access but there is normally a £30 charge to download specific search data. For a limited time only there is funding available for one free search for each individual or organisation. Email: askus@norfolk.gov.uk with your search parameters and our Information Team will do the work for you!
- **MINTEL** (Market research). Free access, offering expert analysis of high quality data and market research to help you grow your business

Events

At the Business & IP Centre we have a year-round programme of events including Spotlight workshops, live webcasts and 1:1 advice sessions with Genix, Leathes Prior Solicitors & Larking Gowen Chartered Accountants.

Business 1:1 Appointments. All bookable through Eventbrite.

- Free 1:1 Business Start-Up and Growth Advice with Genix – Alternating Wednesdays.
- Free 1:1 Business Accounting Advice with Larking Gowen – Second Thursday of the month.
- Free 1:1 Legal Information for Business with Leathes Prior – Third Thursday of the month.
- Free 1:1 Business Growth Advice with New Anglia Growth Hub – Fourth Thursday of the month.

BIPC Intellectual Property Clinics. 1:1 confidential IP sessions with a BIPC Norfolk advisor. Booking essential through Eventbrite.

Spotlight business courses. Wednesdays on a six week rotation, see Eventbrite for details:

- What the Business & IP Centre Norfolk can do for you
- Is starting a business right for you?
- Business planning
- Protecting your idea
- Funding & finance - sources and practicalities
- Promoting yourself & your business

For further details about upcoming events and to book where applicable, please visit our Eventbrite page:

www.bipcnorfolk.eventbrite.com

You can also keep up to date with all our latest developments on twitter and Facebook.

Please email us if you would like to be added to our contacts list for regular newsletters.

Events across the county

The BIPC uses Norfolk's network of libraries to work with champions in other branches across Norfolk, so, if your business is not city-based, keep an eye on events at your local library.

Contact us

Business & IP Centre Norfolk
Norfolk and Norwich Millennium Library
The Forum
Millennium Plain
Norwich
NR2 1AW

Tel: 01603 774740

Email: bipcnorfolk@norfolk.gov.uk

Web: www.norfolk.gov.uk/bipcnorfolk

Twitter: @BIPCNorfolk

Facebook: @norwichbusinesslibrary

BIPC Norfolk Update - Impact

A web survey of BIPC Norfolk customers was undertaken Adroit Economics in 2016 as part of the library's membership of the BIPC network.

When asked about what services respondents had accessed at the library, the most accessed service was Library databases and market research (64%), followed by networking events (36%) and practical workshops and one to one advice (both on 18%).

Most (82%) said they benefited from free access to information, followed by 53% from making valuable business contacts and 52% finding all resources in one location.

1. Business starts, employment and turnover

- a. 55% of respondents had started a business and 32% intended to do so.
- b. Of those respondents who had started a business, 50% were Sole Traders and 50% Private Limited Companies.
- c. 91% of respondents who had started a business said the primary location from which their business operates was their home.
- d. When respondents, that had started businesses, were asked about the number of employees they currently employ, 75% said just themselves (0-1) with the remaining 25% employing between 2 and 5 workers.
- e. Respondents were then asked how many people they anticipated employing in 3 years' time. 58% said 2 to 5, whilst 42% said just themselves (0-1).
- f. When respondents, that had started businesses, were asked about their current turnover, 17% said £0-9,999, 58% said £10,000-£49,999; 25% said £50,000-99,999.
- g. Respondents were then asked what they thought their turnover would be in 3 years' time. 8% said £0-9,999 50% said £10,000-49,999; 33% said £50,000-99,999. One person said £100,000-249,000.
- h. The largest proportion (33%) of businesses that had been set up since using the library were in Creative / Media / Publishing / Fashion; the second largest proportion with 22% each were in professional services and IT/ Telecommunications.

2. Overall perceived contribution of the library's services and support

- a. All respondents were asked their view of the overall contribution of the support received from the library's services. 5% felt that they would have achieved similar results anyway; 95% felt that use of library services had contributed and of these, 23% felt that they would probably not have achieved similar results.
- b. Overall satisfaction levels were high. 86% of users were satisfied with the help and support offered by the library, 45% were very satisfied, and nobody was dissatisfied.
- c. One of the features of the services and support offered by the library is the opportunity for users to receive direct, face-to-face support. 68% felt this was either very or extremely important.

3. Economic Impact

Adroit Economics estimated that during the survey period

- a. 10 new businesses were created as a result of use of library services
- b. That a further 15 new businesses were anticipated to be created
- c. £300,000 turnover had already been created
- d. £1m was anticipated to be created over three years
- e. 14 jobs had been created by users (including the proprietor), as a result of use of library services over the evaluation period
- f. Users anticipated that they will create a further 39 jobs over the next three years, as a result of use of library services
- g. £86,000 net additional GVA had been generated by BIPC Norfolk customers
- h. Adroit estimated that BIPC customers were likely to create a further £310,000 GVA

Business and Property Committee

Item No.....

Report title:	Disposal, Acquisition and Exploitation of Properties
Date of meeting:	9 October 2018
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 internally, 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 suitability of surplus property assets for use or redevelopment to meet specific service needs that could improve 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 are asked to:

- (i) Formally declare the land at Jeffery Close, King’s Lynn surplus to County Council requirements and instruct the Head of Property to dispose of the**

land. 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.

- (ii) Formally declare the Land at Burlingham Barn, Lingwood and Burlingham 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 is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.
- (iii) Agree to the acquisition of a lease with Norwich City Council for the Castle Museum and Art Gallery, Norwich for 25 years at a rent of a peppercorn (if demanded) and instruct the Head of Property to agree the final details of the lease in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee.
- (iv) Authorise the Executive Director of Finance & Commercial Services and Head of Property arrange for NCC to enter in to a lease with Swift TG Maintenance Limited for Hanger 3 at Scottow Enterprise Park.
- (v) Authorise the Executive Director of Finance & Commercial Services and Head of Property arrange for NCC to enter in to a lease with Swift Technology Group Limited for Hanger 2 at Scottow Enterprise Park and agree to the change of break clause provision to any time on 12 months-notice.
- (vi) To review its previous decision to declare Elm Road, Thetford surplus and either:
 - (a) Agree to retain the site in County Council ownership. In this eventuality the County Council will retain the liabilities and costs for maintaining this site until such time it can be let to a third party.
 - Or
 - (b) Confirm the site is 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 is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.
- (vii) Instruct the Head of Property that in the event of no acceptable offer to dispose of the Trimmingham campsite. 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.

1.0 Introduction

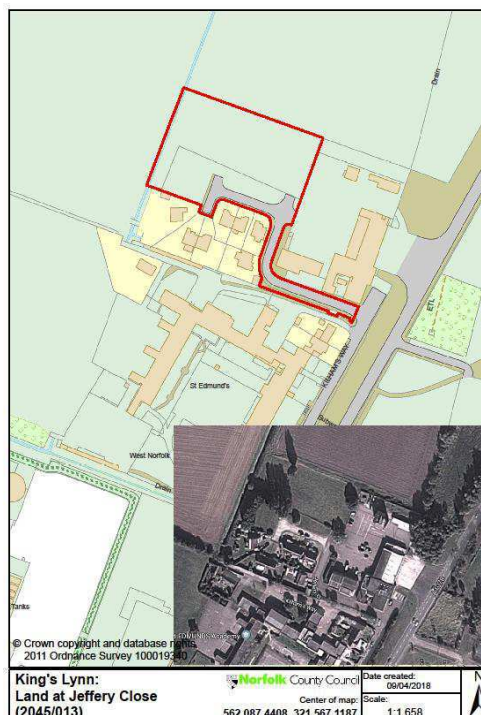
- 1.1 The Council actively manages its property portfolio in accordance with the adopted Asset Management Plan. Property is held principally to support direct service delivery, support policy objectives, held for administrative purposes or to generate income. Property is acquired or disposed of as a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

King's Lynn - Land at Jeffery Close (2045/013)

- 2.1 This property was acquired as part of a larger acquisition. The Fire Station, access road and houses were built on part of the land obtained. The remaining area of land, edged red on plan, amounts to 0.76 hectares (1.88 acres).
- 2.2 In the intervening years the houses have been sold and the road remains un-adopted. The maintenance of the roadway and adjoining footpaths is split between NCC and owners of the houses on a 51/49% split.
- 2.3 Following a review by the Head of Property in consultation with CPSG it has been confirmed that the property is not required for NCC service use.
- 2.4 B&P Committee is asked to formally declare the land at Jeffery Close, King's Lynn surplus to County Council requirements and instruct the Head of Property to dispose of the land. 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.



Lingwood and Burlingham - Land at Burlingham Barn (Burlingham Estate), The Green, North Burlingham

- 2.5 The property (Field Nr 124), edged red on the plan, forms part of the County Farms estate, the site area is 0.22 hectares (0.54 acres).
- 2.6 This land is situated adjacent to the garden area of Burlingham Barn and has been managed as garden land let under an annual licence.
- 2.7 The current licensee has made enquiries about purchasing the land directly.

2.8 The County Farms team have reviewed the property and have confirmed that it is no longer required for operational purposes.

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

2.10 B&P Committee is asked to formally declare the Land at Burlingham Barn. Lingwood and Burlingham 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 is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.



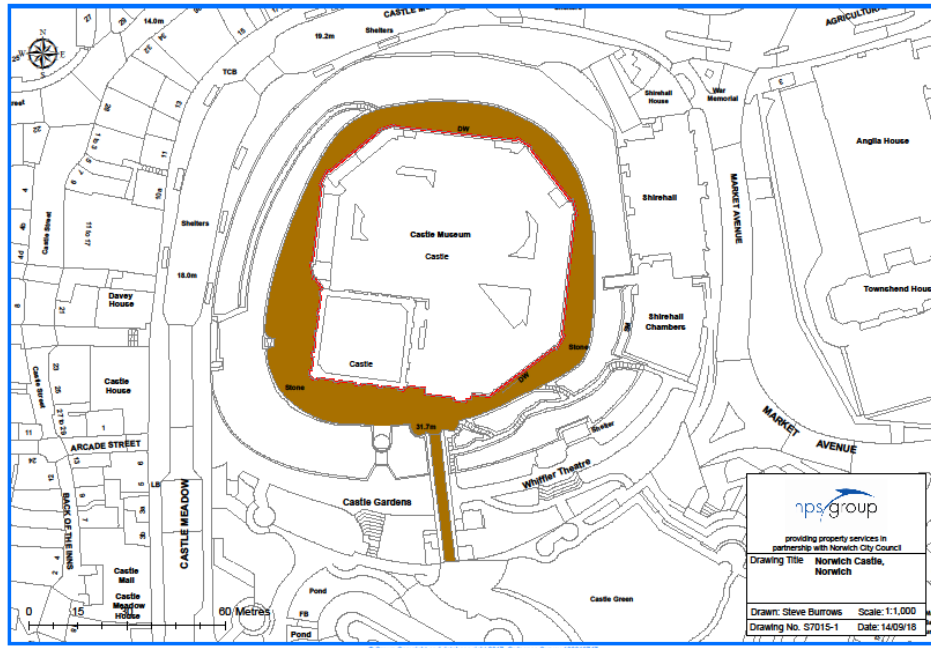
Norwich – Castle Museum and Art Gallery (4109/043)

2.11 Norwich Castle Museum & Art Gallery is one of 10 museums in the care of Norfolk Museums Service. Norwich Castle has been a museum since 1894. The site is owned by Norwich City Council.

2.12 The Museums Service is in the final stages of fundraising for a major £13.5m project to develop the Keep at Norwich Castle. The Norwich Castle Gateway to Medieval England project will recreate the Norman royal palace, create a permanent British Museum Gallery of the Medieval Period and make the 12th century building fully accessible for the first time in its history.

2.13 The major funder of the Norwich Castle Gateway to Medieval England project is the Heritage Lottery Fund. As part of the project funding, the Heritage Lottery Fund require a 25-year lease. This lease would sit alongside the Norfolk Joint Museums Agreement, the legal document which defines the governance of the Museums Service and has done so since 1974.

2.14 The lease would reflect and enshrine the current responsibilities which already sit with the County Council and the City Council in terms of management and maintenance of the historic site, i.e. the existing financial and operational responsibilities related to Norwich Castle would not change on either side.



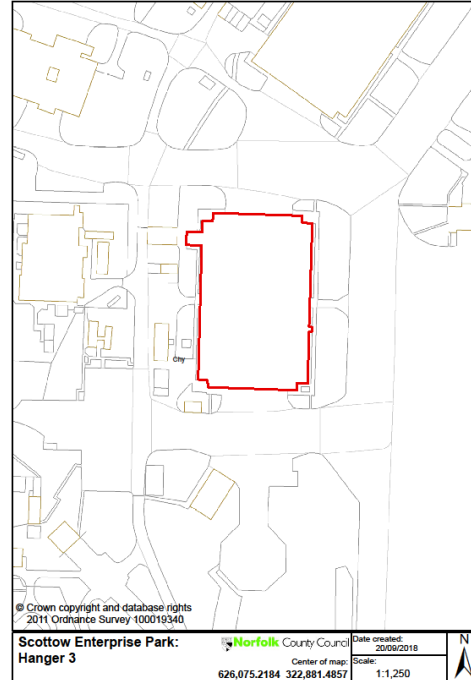
- 2.15 This project, and the proposed lease, will protect the historic fabric of Norwich Castle for future generations and will enable Norfolk Museums Service to continue to operate a first-class museums service at Norwich Castle for the people of Norfolk, supporting the visitor economy of the County and Norfolk's wider skills and learning programmes for children and young people.
- 2.16 The heads of terms for the new lease are:
- The term will be for 25 years.
 - The rent will be a peppercorn (if demanded).
 - Maintenance and repairs will be in accordance with the existing joint provision of museum services agreement (as amended).
- 2.17 B&P Committee is asked to agree to the acquisition of a lease with Norwich City Council for the Castle Museum and Art Gallery, Norwich for 25 years at a rent of a peppercorn (if demanded) and instruct the Head of Property to agree the final details of the lease in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee.

Scottow Enterprise Park (1084/013) - Hanger 3

- 2.18 Scottow Enterprise Park is owned freehold by the County Council. It is a large and diverse space, operating as an enterprise park providing a place where businesses can grow. It also provides a financial return to the County Council.
- 2.19 Hethel Innovation Ltd (a company wholly owned by Norfolk County Council) manages the Scottow Enterprise Park on behalf of the County Council under a formal management agreement. The agreement authorises the company to negotiate tenancy agreements subject to final approval by the County Council.
- 2.20 For granting of leases business cases are to be submitted by the company to the Executive Director of Finance and Head of Property. If the business case

is satisfactory the proposed tenancy agreement will be put forward to the Council's Business and Property Committee for a decision. Should the Committee accept the recommendation, the tenancy shall then be approved by the Council's Executive Director of Finance and Commercial Services and Head of Property.

2.21 Authorisation is being sought to grant a lease of Hangar 3 to Swift TG Maintenance Ltd. This company was formed in 2009 and provides scheduled and unscheduled maintenance and repairs to light aircraft. It is part of the Swift Technology Group Ltd, which operates from Hangar 2 at Scottow Enterprise Park, following expansion earlier in 2018. The group is principally based in Norwich and Swift TG Maintenance Ltd is relocating from York to be closer to the other group companies so that it can support their growth and, in turn, grow itself. The group anticipates the need to employ an additional 90-100 employees over the next two years.



2.22 Hethel Innovation Ltd have advised that Swift TG Maintenance Limited have a credible business plan and are a viable company.

2.23 The lease will be at an initial rent of £118,358 per annum on a 7-year lease (break option at any time after first anniversary) plus a contribution to site running costs at 10% of the annual rental figure. The rent will increase to £147,948 in year 3 and to £177,537 from year 4 onward.

2.24 NCC will spend £350,000 preparing the building for occupation, as it has been vacant for a long time and has poor utility connections. Swift will then fit the building out for their intended use, and it is proposed to grant them a 9-month rent-free concession to allow them to do this.

2.25 Hethel Innovation Ltd have obtained external expert advice on rental levels for properties at SEP, which were assessed at £3.00 per ft². However, a soft-start rent of £2.00 per ft² has been agreed for years 1 and 2, rising to £2.50 per ft² for year 3 and £3.00 per ft² thereafter up to the market value.

2.26 Hethel Innovation Limited advise that they have reviewed the company's business plan and consider that the company is able to meet the financial commitment arising from the lease. Due to the tenant break option at any point from the first anniversary, and the initial 9-month rent free period, there is a risk that the initial capital expenditure of £350,000 will not be recouped. However, NCC would need to incur this cost to ready the building for

beneficial occupation, whoever the tenant, so it is proposed to treat this investment as a sunk cost to get the property back into use.

- 2.27 The proposed lease will support business growth and wider economic development objectives
- 2.28 Based on the submitted business case, the Executive Director of Finance and Commercial Services and Head of Property are satisfied to recommend Business and Property Committee agree to the leasing of the building to Swift TG Maintenance Limited.
- 2.29 B&P Committee is asked to authorise the Executive Director of Finance & Commercial Services and Head of Property arrange for NCC to enter in to a lease with Swift TG Maintenance Limited for Hanger 3 at Scottow Enterprise Park.

Scottow Enterprise Park (1084/013) - Hanger 2

- 2.30 Business and Property Committee, at their meeting on 18 January 2018, received a report recommending the letting of hanger 2 to Swift Aircraft Limited (company number 05317138). The committee's resolution was as follows:

“AUTHORISED the Executive Director of Finance and Commercial Services Head of Property to arrange for NCC to enter in to a lease with Swift Aircraft Ltd for hanger 2 at Scottow Enterprise park.”

- 2.31 Subsequently the County Council has been informed by Hethel Innovation Ltd of two requested alterations:
- (i) The proposed tenant has requested that the lease be granted to its parent company, Swift Technology Group Limited (company number 06700944) as the building will be used by a number of group companies for activities benefiting the wider group.
 - (ii) The break clause to be brought forward to be exercisable at any time from the first anniversary, rather than any time from the second anniversary - thereby being on the same basis as for the lease for hanger 3. All other terms are as previously notified to committee.
- 2.32 The Head of Property and the Executive Director of Finance and Commercial Services have reviewed the proposed changes and are satisfied to recommend Business and Property Committee agree to the alterations.
- 2.33 B&P Committee is asked to authorise the Executive Director of Finance & Commercial Services and Head of Property arrange for NCC to enter in to a lease with Swift Technology Group Limited for Hanger 2 at Scottow Enterprise Park and agree to the change of break clause provision to any time on 12 months-notice.

Thetford - Elm Road (3099/022)

2.34 Business and Property Committee, at their meeting on 4 September 2018, received a report on this site and the draft minutes for the meeting record the debate. The committee resolved to:

“AGREE to formally declare Elm Road, Thetford 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 was authorised to accept the most beneficial offer and report the fact at a subsequent B&P Committee meeting.”

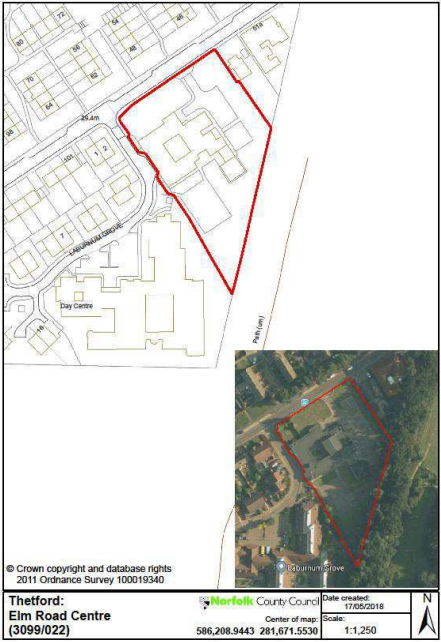
2.35 Subsequently there has been discussions on the future reuse of the site and ideas put forward. These ideas are still being worked up and as a result further information will be verbally reported at the meeting. It is, therefore, appropriate for the committee to review its decision.

2.36 Business and Property Committee are asked to review its previous decision to declare Elm Road, Thetford surplus and either:

(a) Agree to retain the site in County Council ownership. In this eventuality the County Council will retain the liabilities and costs for maintaining this site until such time it can be let to a third party.

Or

(b) Confirm the site is 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 is authorised to accept the most advantageous offer and report the fact at a subsequent B&P Committee meeting.



Trimingham - Campsite (1108/011)

2.37 This site is owned by Norfolk county Council and is approximately 1.5 hectares (3.7 acres) in area, edged red on plan, including the red hatched area which is let for 25 years (from 2015).

2.38 The site was previously used by Children’s Services. A review by the Head of Property in consultation with CPSG in December 2015 determined that the whole site was not required for NCC service use. Subsequently Policy and Resources

Committee at their 31 May 2016 meeting declared the site surplus for County Council use.

2.39 In the intervening period the Head of Property considered how the site could be exploited and subsequently sought tenders to lease out the site. Four tenders were submitted and B&P Committee resolved to accept a bid that offered a rent of £10,000 per annum plus 5% of turnover (less the base rent), for a 15-year term and the tenant being responsible for full repairs and insurance.

2.40 Subsequently the company concerned withdrew their offer. On examination the Head of Property determined the other bids, being substantially less than the recommended bid, did not provide the best return for the council.

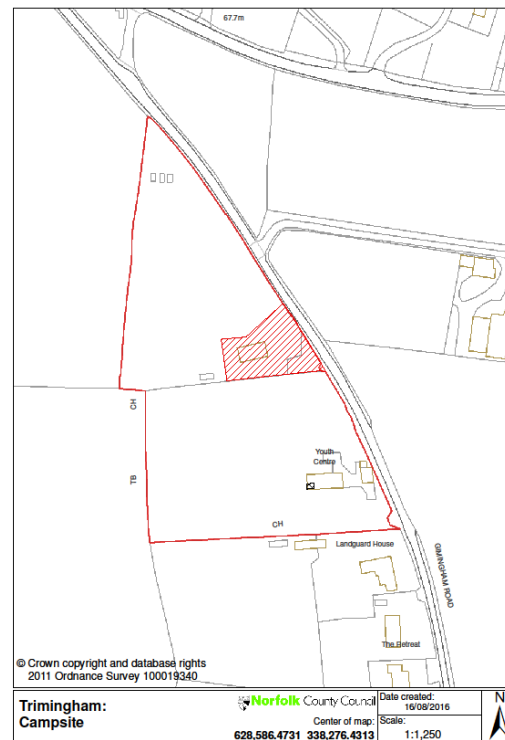
2.41 In considering any future disposals the council must have due regard to the provisions of the Local Government Act 1972 (section 123) concerning achieving best consideration.

2.42 NCC have received approaches from the local community around acquiring the site (lease / freehold purchase). Should these turn in to confirmed offers these will be considered and reported to the Chair of the B&P committee, prior to any final decision for the site being brought to auction.

2.43 In the event of no acceptable offers it is proposed to dispose of the site by way of public auction, however the County Council will delay doing so until at least February 2019 to allow time for local interested organisations to consider their options and be in a position to bid if they so wish. To this end the County Council will formally contact local organisations making them aware of the intention to sell.

2.44 A public auction will provide a transparent process and demonstrate best consideration. As part of the process the Council will seek a valuation to set a reserve price. The sale agreement will include an overage clause.

2.45 B&P Committee is asked to instruct the Head of Property that in the event of no acceptable offer to dispose of the Trimmingham campsite. 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.



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 an updated 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 paper 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.