



Norfolk County Council

Business and Property Committee

Date: **Tuesday, 06 November 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

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To confirm the minutes of the meeting of the 9 October 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, to a greater extent than others in your division

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

Of which you are in a position of general control or management. If that is the case then you must declare such an interest but can speak and vote on the matter.

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

5. Public QuestionTime

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm Thursday 1 November 2018**.

For guidance on submitting a public question, please

visit www.norfolk.gov.uk/what-we-do-and-how-we-work/councillors-meetings-decisions-and-elections/committees-agendas-and-recent-decisions/ask-a-question-to-a-committee

6. Local Member Issues/ Member Questions

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

Please note that all questions must be received by the Committee Team (committees@norfolk.gov.uk) by **5pm on Thursday 1 November 2018**.

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

8. Member Briefings and Site Visits

9. Forward Plan and delegates decisions

Page 14

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

10. Finance Monitoring Report

Page 21

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

11. Rural Issues Update

Page 29

A report by Executive Director of Community and Environmental Services

12. Disposal and Acquisition and exploitation of Properties

Page 69

A report by the Executive Director of Finance and Commercial Services

13. 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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|---|-------------|
| 14. Norwich Airport Industrial Estate | Page |
| A report by the Head of Property | |
| 15. County Farms update | Page |
| A report by the Head of Property | |
| 16. Repton Property Developments Ltd - verbal update | Page |
| A report by the Head of Property | |

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: 29 October 2018

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Business and Property Committee

**Minutes of the Meeting held on Tuesday, 09 October 2018 at
10:00 in the Edwards room at County Hall**

Present:

Mr B Stone (Chairman)

Mr T Adams

Ms C Bowes

Mr R Brame

Mr F Eagle

Mr A Jamieson

Mr I Mackie

Mr M Sands

Mr C Smith (Vice-Chairman)

Mr J Timewell

Mrs K Vincent

Mrs C Walker

Mr T White

1. Apologies and Substitutions

- 1.1 Apologies were received from Mr T Jermy (Mr M Sands substituting) and Mr M Kiddle-Morris (Mr T White substituting).

2. Minutes

- 2.1 The minutes of the meeting held on the 4 September 2018 were agreed as an accurate record and signed by the Chairman.

3. Members to Declare any Interests

- 3.1 The following interests were declared:
- The Executive Director of Commercial and Financial Services declared an "Other Interest" as a Director of Equinox Enterprises in Great Yarmouth
 - The Chairman declared an "Other Interest" as a Board Director of Repton Property Developments
 - The Vice Chairman declared an "Other Interest" as a Board Director of Repton Property Developments
 - Mr Sands declared an "Other Interest" as he sat on the City Council where some of the topics on the agenda were discussed
 - Mr Jamieson declared an "Other Interest" as a Norse Groups Board member
 - Mrs Vincent declared an "Other Interest" as Norse Group Council Representative
 - Mr Timewell declared an "Other Interest" as a Director of a company leasing a premise at Scottow Enterprise park

4. Urgent Business

- 4.1 The Chairman proposed a change in membership on the Royal Norfolk Agricultural Association from Mr K Kiddie to himself. The Committee **agreed** the change.

5. Public Questions

- 5.1 One public question was received and the answer circulated; see Appendix A.
- 5.2.1 Mr Kearns asked a supplementary question; there was a dispute over the existence

of a restricted covenant on the land, for youth services. Mr Kearns had been told that the deeds did not contain information which restricted use of the site; he asked if the covenant had been filed elsewhere and what restrictions there would be if the land was used by other parties.

- 5.2.2 The Council was bound by transparency and openness rules and the Head of Property replied that the Council and Lead Advisors from NPLaw had carried out a thorough search; the covenant or information related to it had not been found. If any third party had information on this the Council would gratefully receive it.

6. Member Questions

- 6.1 No Member questions were received.

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

- 7.1 The Chairman had attended a Hethel Engineering board meeting. The site was at 100% occupancy in all 3 areas and Scottow Enterprise Park had 90% occupancy; both were on course to produce their stated income revenue streams and profits.
- 7.2 Mr F Eagle met with the Agritech East Board who had awarded money to Tropic Biosciences at the Norwich Research Park to help them investigate and protect against diseases in and protect the shelf life of bananas in transport, creating 4 jobs

8. Forward plan

- 8.1.1 The Committee reviewed the forward plan and delegated decisions taken by Officers.
- 8.1.2 A proposed forward plan of future reports was circulated; see appendix B.
- 8.2 The Committee
1. **REVIEWED** the Forward Plan at Appendix A
 2. **AGREED** the delegated decisions

9. Finance monitoring

- 9.1 The Committee received the report with information on the revenue budget position for services reporting to Business & Property Committee for 2018-19, use of reserves and details of the capital programme.
- 9.2.1 The forecast overspend was queried; the Executive Director of Finance and Commercial Services clarified that getting out of some buildings took longer than planned, making building costs higher than predicted; it was hoped the spending gap could be bridged by looking at phasing of expenditure and crediting of income.
- 9.2.2 A Member recalled discussions with Lotus about a land swap; the Executive Director of Community & Environmental Services reported that the last discussions were held some 2 years prior and Officers were awaiting further discussions with the new owners of Lotus. The Executive Director of Community & Environmental Services **agreed** to bring a report when more information was available on the matter.
- 9.3 The Committee **AGREED**:
- 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 2019-20 to 2021-22

- 10.1.1 The Committee considered the report providing an update on the Committee's detailed planning to feed into the Council's budget process for 2019-20.
- 10.1.2 Table 1 showed buildings targets for Repton Homes and for getting out of buildings, some of which were no longer achievable and would be moved forward 3 years. More capital receipts would be found in 2021 and 2022.
- 10.1.3 Table 5 indicated a new saving of increased surplus from Scottow Enterprise Park which would be delivered by reviewing site running costs & increasing site revenue.
- 10.2.1 The Executive Director of Finance and Commercial Services clarified that buildings for sale and timescales had not been agreed. Property savings of £10m per year had been agreed as achievable.
- 10.2.2 Concern was raised about selling off Council property too readily; the Chairman noted that all options were explored before disposal was considered.
- 10.2.3 Concern was expressed that cuts were being referred to as savings and gaps, and that the level of cuts should be conveyed to government.
- 10.2.4 The Executive Director of Finance and Commercial Services confirmed there was a 25-year business rate exemption for businesses on the Enterprise Park; this did not impact on forecasts as Government paid the rates they would have paid into the rent.
- 10.3 The Committee:
- 1) **CONSIDERED** the content of the report and the continuing progress of change and transformation of Business & Property services
 - 2) **AGREED** the Council's latest budget assumptions and pressures, and the resulting revised forecast budget gap of £45.322m, which had 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 of the report)
 - 3) **AGREED** the revised council tax planning assumptions set out in table 2 of the report
 - 4) **APPROVED** the proposed savings for the 2019-20 budget round for recommendation to Policy and Resources Committee in October 2018 (table 5 of the report), in particular, **CONFIRMING** those savings that were recommended to require consultation as set out in paragraph 6.4 of the report
 - 5) **CONSIDERED** 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 of the report, **NOTING** that any changes may impact on the overall budget gap and would require additional offsetting savings to be found
 - 6) **AGREED** the budget planning timetable (section 7 of the report)

11. Performance management

- 11.1 The Committee received the report based upon the revised Performance Management System, which was implemented as of 1 April 2016.
- 11.2.1 Setting targets for performance indicators was suggested; the Executive Director of Finance and Commercial Services **agreed** to bring information to a future meeting.

- It was queried whether the monthly apprenticeship targets could be met, noting that
- 11.2.2 the website had been experiencing technical issues. The Employment and Skills Manager replied that Officers were working hard, however, the service was unlikely

to meet targets due to changes brought about by national reforms. IMT (Information Management Team) were working hard to get the website operational; in the meantime, support could be given by phone or in person.

- 11.3 The Committee **REVIEWED** and **COMMENTED** on the performance data, information and analysis presented in the body of the report and **DETERMINED** that the recommended actions identified were appropriate.

12. Risk Management

- 12.1.1 The Committee reviewed the report showing the latest departmental level risks as at October 2018, following the latest review conducted in September 2018.

- 12.1.2 The Head of Property reported that the carbon reduction target had been met as of September 2018; Officers would monitor the trend and review in December 2018.

- 12.2 The Committee **CONSIDERED** and **AGREED**:

- a) The reconciliation report in Appendix A of the report, which is designed to detail any significant changes to the Committee's corporate and department level risks
- b) 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 at Appendix B of the report
- c) The summary of current corporate and departmental level risks for this Committee in Appendix C of the report
- d) The list of possible actions, suggested prompts and challenges presented for information in Appendix D of the report
- e) The background information to put the risk scoring into context, shown in Appendix E of the report

13. Update on the business and intellectual property centre

- 13.1 The Committee received the report on progress made with the British Library to develop and deliver a Norfolk based Business and Intellectual Property Centre (BIPC) in the Norfolk and Norwich Millennium Library; the Chairman recommended that Members visited the centre.

- 13.2 In response to queries by Members the following information was noted:

- Support was by appointment but staff were trained to discuss intellectual property; business, product & competitor information was available to take away
- A grant by the Arts Council and British Library was given in 2014 to develop the Business Library at the Millennium Library so the costs of running the BIPC came under the Library Service budget; grants were applied for to run training
- Information would be **sent** to Mrs C Walker on the costs of running the BIPC
- The centre relied on pro-bono work, such as from solicitors and legal firms
- The centre was marketed via a newsletter, Facebook, Twitter, the Norwich Chamber of Commerce, Job Centres and attendance at business events
- The centre hoped to roll out services across the County to areas which found it harder to reach the centre; the Head of Libraries and Information encouraged Councillors to promote the centre where possible.
- The Head of Libraries and Information **agreed** to find out whether the BIPC was promoted and linked to on the County Council website

- 13.3 The Committee **NOTED** the content of the report.

14. Disposal acquisition and exploitation of properties

14.1 The Committee considered proposals in the report to exploit properties surplus to operational requirements, pro-actively release property assets with latent value where operational needs could be met from elsewhere and strategically acquire property to drive economic growth and wellbeing in the County.

14.2.1 Discussion was held about Recommendation 1:

- The Head of Property clarified this land was acquired as part of a larger acquisition; part was used as a fire station and part for houses. Since the houses had been sold off the land in question was vacant and not of operational use.

14.2.2 Discussion was held about recommendation 4:

- The Chairman felt this would help to enhance Scottow Enterprise Park
- The Chairman clarified that Swift carried out aircraft maintenance and built small aircraft; Members discussed the possibility of a future visit to the company
- It was suggested that a Business and Property Committee meeting could be held at the Hethel Engineering Centre in the future and noted that development here would bring 90-100 jobs to Norfolk

14.2.3 Discussion was held about recommendation 6:

- Mr R Brame, as local Member, thanked the Committee for bringing this for discussion; the local Community and Community Organisations in Thetford were looking at ideas for the site and had asked for disposal to be postponed to give them time to put business plans together
- Mr Brame **proposed**, seconded by Mr Mackie, *that action on this site was deferred until the end of 2018 to allow the community and community groups to come forward with business plans, which would include a full purchase price of the value, for the Committee to appraise.* The Committee **agreed** the proposal
- Discussion was held over Adult Social Care's previous investigations into the site for use, and their decision that it did not meet their requirements
- The Executive Director of Finance and Commercial Services clarified that the site had been declared surplus at a previous Committee meeting; if the proposal was agreed, the site would remain surplus. The Head of Property confirmed that if a viable community interest was not brought forward, the building would be put up for auction

14.2.4 A Member suggested that if Councillors knew about sites in their constituency areas, they could encourage development on them, via the community or the Council.

14.2.5 Discussion was held on recommendation 7:

The Chairman clarified that the report recommended the site be disposed of in February 2019 only if local organisations did not come forward with suitable viable business options.

14.3 The Committee:

- (i) **FORMALLY DECLARED** the land at Jeffery Close, King's Lynn surplus to County Council requirements and instructed 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 Business and Property Committee was authorised to accept the most beneficial offer and report the fact at a subsequent B&P Committee meeting
- (ii) **FORMALLY DECLARED** the Land at Burlingham Barn. Lingwood and Burlingham 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 Business and Property

- Committee was authorised to accept the most beneficial offer and report the fact at a subsequent Business and Property Committee meeting
- (iii) **AGREED** 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 instructed 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 Business and Property Committee
 - (iv) **AUTHORISED** the Executive Director of Finance & Commercial Services and Head of Property arrange for Norfolk County Council to enter in to a lease with Swift TG Maintenance Limited for Hanger 3 at Scottow Enterprise Park
 - (v) **AUTHORISED** the Executive Director of Finance & Commercial Services and Head of Property arrange for Norfolk County Council 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) **REVIEWED** its previous decision to declare Elm Road, Thetford surplus and:
 - **ASKED** that action on this site was **DEFERRED** until the end of 2018 to allow the community & community groups to come forward with business plans, which would include a full purchase price of the value, for the Committee to appraise
 - (vii) **INSTRUCTED** 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 Business and Property Committee was authorised to accept the most beneficial offer and report the fact at a subsequent Business and Property Committee meeting

15. Exclusion of the Public

- 15.1 The Committee agreed to exclude the public on the grounds that items 16, (County Farms Estate Management Update), 17, (Repton Property Developments Ltd; Update), 18, (Disposal of King Street Stores), 19, (Corporate Property Disposal Programme), and 20, (Exempt Minutes), involved the likely disclosure of exempt information as defined by Paragraphs 3 and 3.5 of Part 1 of Schedule 12A to the Act Local Government Act 1972, and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

16. County Farms Estate Management Update

- 16.1 The Committee considered the report by the Executive Director of Finance and Commercial Services.
- 16.2 The Committee **AGREED** the recommendations as set out in the report.

17. Repton Property Developments Limited; Update

- 17.1 The Committee considered the report by the Executive Director of Finance and Commercial Services.
- 17.2 The Committee **AGREED** the recommendations as set out in the report.

18. Disposal of king street stores

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

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

19. Corporate property disposal programme

19.1 The Committee considered the report by the Executive Director of Finance and Commercial Services.

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

20. Exempt minutes

20.1 The Committee **Agreed** the exempt minutes of the 4 September 2018

The Meeting ended at: 11.24

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



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MEMBER/PUBLIC QUESTIONS TO BUSINESS AND PROPERTY COMMITTEE: TUESDAY 09 OCTOBER 2018

5. PUBLIC QUESTIONS

5.1 Question from Mr Kearns

The proposed disposal of land at Trimingham under agenda item 14 will potentially have a number of negative impacts on young people in Norfolk generally and on the Kearns Foundation charity in particular.

Whilst accepting the Council's need to maximise its assets, how will it measure, the initial and long term impact cost to young people from many Norfolk schools and Norfolk voluntary youth organisations through the potential loss of an exceptional outdoor natural environment space which, since 1939, has been regularly used for activities promoting personal development, education positive mental and physical health, and recreational facilities for around 400 young people a year.

Response by Chairman of B&P Committee

The property was declared surplus to service requirements by Children's Services in March 2016. If the loss of this site had the potentially to negatively impact on any areas or aims of Children's Services it would not have been declared surplus. NCC would also note that there are other similar facilities around the County, including Holt Hall which is approximately 15 miles away.

By disposing of this land there is no intended impact on young people currently receiving a service from this tenant as it does not impact on the terms of the current lease. Any freehold sale would be subject to the lease to the Kearns Foundation which has approx. 22 years to run, with tenant only breaks.

Selling the site at auction provides the fairest and most transparent disposal method, providing a clear indication of the site's best value, and providing all interested parties with the equal opportunity to acquire the site.

Potential Economic Development items for Business & Property Committee Forward Plan

Topic	Author	Possible date
Rural Issues Update (<i>already added to the next edition of the Forward Plan to be published</i>)	Vince Muspratt	6 Nov 18
Economic Development contribution to the Norfolk & Suffolk Economic Strategy, Local Industrial Strategy and update on our Norfolk Delivery Plan	Vince Muspratt	15 Jan 19
International Trade Inward Investment, including the Invest East project (EU funding secured by the County Council for Inward Investment in Norfolk)	David Dukes/Dept of International Trade Interim Lead	15 Jan 19
Skills Update: New Anglia Sector Skills Plans, Skills Deals (and CHANCES funding, if we are successful with our ESF bid)	Jan Feeney	15 Jan 19
France (Channel) England Programme – annual update	Carolyn Reid	5 Mar 19
Apprenticeships Training Agency pilot and next steps Development of Apprenticeships Norfolk Network	Jan Feeney/Children's Services	5 Mar 19

Business and Property Committee

Item No.....

Report title:	Forward Plan and decisions taken under delegated authority
Date of meeting:	6 November 2018
Responsible Chief Officer:	Executive Director of Finance and Commercial Services Executive Director of Community and Environmental 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 The report is also used to update on any delegated decisions within the Terms of Reference of this Committee that are reported by the Executive Directors as being of public interest, financially material or contentious.

Subject: Norwich Northern Distributor Route (NDR) – land acquisitions

Decision: To acquire land needed to enable delivery of the NDR scheme. Formal notice (under Compulsory Purchase Order) was served on all landowners impacted by the NDR in January 2016. Since the update to Committee on NDR land acquisitions, one more acquisition has been finalised. A detailed list of acquisitions can be made available for Members to view, if requested.

Taken by: In line with the process agreed by Business and Property Committee in January 2018, all acquisitions have been approved by the Head of Property, Executive Director of Finance and Commercial Services, Chair of Business and Property Committee and Chair of EDT Committee.

Taken on: October 2018

Contact for further information: David Allfrey, Infrastructure Delivery Manager
Email: david.allfrey@norfolk.gov.uk
Telephone: 0344 800 8020

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
Telephone: 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: 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 more in-depth analysis	Chief Internal Auditor (Adrian Thompson), Risk Management Officer (Thomas Osborne)
Economic Development contribution to the Norfolk & Suffolk Economic Strategy	Links to the Norfolk Infrastructure Delivery Plan, overseen by EDT committee	To note and shape future activity	Vince Muspratt

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
Inward Investment and international trade	No	To note and shape future activity	David Dukes/Dept of International Trade Interim Lead
Skills Update	At the younger end of Skills, potential implications for Children's Services' committee	To note and shape future activity	Jan Feeney
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	Chief Internal Auditor (Adrian Thompson), Risk Management

Issue/decision	Implications for other service committees?	Requested committee action (if known)	Lead officer
		of risk that require a more in-depth analysis	Officer (Thomas Osborne)
France (Channel) England Programme – annual update	No	To note and understand implications of Brexit for the Programme	Carolyn Reid
Apprenticeships Training Agency pilot and next steps Development of Apprenticeships Norfolk Network	Potential implications for Children’s Services Committee	To note and shape future activity	Jan Feeney/Children’s Services
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)

Appendix B

Property	Transaction	£ cost	£ benefit	Date of Decision
Hopton CEVA School	Lease to Academy Trust	£0	£0	22/06/2018
North Walsham Junior School	Lease of Cadet hut	£0	£1,050/year	11/07/2017
Old Buckenham School	Lease to Academy Trust	£0	£0	14/06/2018
Norwich Nelson Infant School	Lease to Academy Trust	£0	£0	06/07/2018
Harleston CEVA Primary School	Lease to Academy Trust	£0	£0	22/05/2018

Note: A list of property acquisitions relating to the NDR scheme is held separately and can be made available for members, on request.

Business & Property Committee

Item No.

Report title:	Finance Monitoring
Date of meeting:	06th November 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 unchanged at £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 unchanged at £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 September 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, unchanged since the previous report. The current forecast variance is a £0.148m overspend, (previous report £0.169m overspend), after use of reserves. Variances are explained in paragraphs 2.5 to 2.7 below. The use of reserves to support this position is shown in Table 3.

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

	Outturn 2017 - 18	Budget 2018 - 19	Year to date 2018 - 19	Outturn Forecast 2018 - 19	Variance 2018 -19
	£m	£m	£m	£m	£m
Client Property Management					
Corporate Offices	5.216	4.440	2.177	4.678	0.238
Estates Management	0.874	0.531	0.290	0.780	0.249
Building Maintenance	1.857	2.007	0.625	1.889	(0.118)
County Farms	(0.666)	(0.555)	0.550	(0.649)	(0.094)
Corporate Property Team	0.838	0.710	0.331	0.682	(0.028)
	8.119	7.133	3.973	7.380	0.247
Economic Development					
Ec Dev Programmes	(0.086)	(0.084)	0.000	(0.084)	0.000
Strategy & Commissioning	0.852	0.894	0.325	0.856	(0.038)
Employment & Skills	0.363	0.373	0.156	0.362	(0.011)
Scottow Enterprise Park	(0.274)	(0.374)	(0.342)	(0.424)	(0.050)
	0.855	0.809	0.139	0.710	(0.099)
	8.974	7.942	4.112	8.090	0.148

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 £0.247m (previous report £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, with the expectation that the current revenue overspend will reduce.

County Farms includes the business transferred from Norfolk Energy Futures Ltd. The forecast surplus is £0.649m, a reduction of £0.084m since the previous report due to essential repair and maintenance expenditure.

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 continuing to forecast 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. Within available budgets specific funding for Sector Development and Inward Investment has been allocated.

An underspend of £0.099m overall continues to be 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. This forecast is being further reviewed with opportunities to reduce currently forecast premises expenditure.

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's forecast is unchanged from the previous report being 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	2.350	20.576	0.743
Space 2019	0.333	0.300	0.055	8.292	
Asbestos	0.538	0.978	0.233	0.000	
Other works	0.477	4.453	2.062	12.284	0.743
County Farms	4.317	3.037	2.855	0.572	0.000
Purchase of Farms	3.161	1.693	1.696		
Other capital	1.156	1.344	1.159	0.572	
	11.727	12.406	5.406	21.148	0.743

3.2. **SEP** - the budget and expenditure to date figures are unchanged from 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 received the income but are yet to incur the expenditure, or the grant was planned to be used over a period of time, not related to a specific financial year.
- 4.8. We will continue to review the reserve balances to ensure that their original objectives are still valid and would identify any reserves that could be considered available for re-allocation.
- 4.9. The committees' unspent reserves and provisions as at 1st April 2018 totalled £2.991m, and is forecast to be £1.621m 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	1.621	0.268
Committee Total	2.991	1.621	1.370

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

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

5. Financial Implications

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

6. Issues, risks and innovation

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

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Business & Property Committee

Report title:	Rural Development Update
Date of meeting:	6 November 2018
Responsible Chief Officer:	Tom McCabe – Executive Director, Community and Environmental Services
Strategic impact The Economic Development team contributes directly to the delivery of the new Norfolk and Suffolk Economic Strategy, as well as the County Council's corporate objectives. Rural Strategy and rural funding programmes are a key part of the team's remit.	

Executive summary

This report provides an update on rural economic development, the key funding programmes managed or brokered by Norfolk County Council, and an overview of key current strategic developments and initiatives with implications for rural businesses and communities in Norfolk.

This paper considers –

- The Norfolk Rural Strategy Steering Group, coordinated by Economic Development and its value as a lobbying and influencing vehicle and in providing strategic support for funding bids and other rural initiatives.
- The Agriculture Bill and other Government consultations on agriculture and the environment, showing how we work with the Rural Strategy Steering Group and other stakeholders to respond with a 'Norfolk' voice to proposals.
- Our rural funding programmes, and the impact they have on rural businesses and communities, showing the considerable success of these programmes in supporting economic growth and employability.
- Post- Brexit funding possibilities and concerns around the funding gap emerging between current and future programmes and work being done to raise these concerns in Government.

Key points

- The Norfolk Rural Strategy Steering Group, a private sector-led partnership coordinated by NCC, has developed a strong track record since 2013 in leveraging funding, lobbying on rural issues and holding key consultation and influencing events.
- The Government published a consultation on the future of food and farming in spring 2018, followed by the Agriculture Bill this September. The key direction of proposed legislation is to phase out direct payments to farmers and to focus future investment onto the delivery of 'public goods' connected with the environment and high welfare standards. The Rural Strategy Steering Group in collaboration with Norfolk County Council, has been coordinating the 'Norfolk response' to these proposals.
- The Economic Development department has a long track record of delivering programmes of support to rural businesses and communities. Current programmes include the LEADER programme for rural businesses, the LIFT Programme for employability and skills, and involvement in the Agritech

programme and Rural Growth Programme. All programmes are delivering well and achieving excellent results. However, there is a worrying gap between the end of current EU-funded programmes in 2019 and the likely start of future programmes in 2021, and Members are asked to endorse an approach to Defra to address this gap with transition funding.

Recommendations:

Members are requested to:

- i. Agree the approach outlined in the document for collaborative working and influencing to support rural businesses and communities.**
- ii. Support the approach outlined to respond to relevant Government consultations in collaboration with the Rural Strategy Steering Group.**
- iii. Endorse our approach to lobbying for transition and future funding**

1. Overview of Rural Development activity in Norfolk County Council

- 1.1 The Economic Development team at Norfolk County Council has a long track record of delivering rural projects and funding schemes, including a Landskills grant programme and our LEADER programmes supporting rural businesses.

In 2013, Norfolk County Council was instrumental in setting up the Norfolk Rural Strategy Steering Group, a partnership across private, public and voluntary sectors to promote and assist inclusive economic and business growth in rural Norfolk. The partnership commissioned a Rural Strategy for Norfolk, supported by Norfolk County Council, which identified key challenges and opportunities for our rural economy and communities.

The Steering Group includes members from the NFU, CLA, Broads Authority, LEADER Local Action Groups, Easton and Otley College, as well as key consultants and rural specialists, alongside member representation from NCC, currently Cllr Tom Garrod.

The 2013-2020 Norfolk Rural Strategy enabled us to leverage –

£9m for LEADER Local Action Groups to support rural businesses.

A unique £1.4m skills and employability grant scheme for rural Norfolk and North Suffolk, funded by the European Social Fund, and delivered through the LEADER Local Action Groups, the LIFT Programme.

The Rural Strategy has also provided the catalyst for key influencing projects, including –

A major 2015 Conference on the ‘silver pound’ and the opportunities it presents for rural businesses and entrepreneurs. Followed by a presentation to Norfolk MPs on this subject.

A workshop on Community Land Trusts and the potential they offer to deliver affordable homes in rural areas.

In both of these latter projects, the role taken by the Rural Strategy Steering Group was to bring together key stakeholders to influence and promote new

developments.

- 1.2 Recognising that there had been some fundamental shifts in the economy and Government policy affecting rural areas, the Steering Group decided to commission a refresh of the Rural Strategy in 2017, as always envisaged. Launched by Cllr Cliff Jordan and the Rural Strategy Chair, Clarke Willis, in front of an audience of rural stakeholders in November 2017, the new Strategy is entitled Strong Roots: New Growth, Norfolk Rural Strategy 2017-2020.

It has been developed by the steering group to respond to the opportunities and challenges facing rural Norfolk, and is the result of an extensive consultation exercise. An executive summary of the main recommendations in the strategy is also available. The strategy is supported by case studies which demonstrate the positive impact of rural business funding generated from the last strategy.

The key priorities identified in the Strategy are

- **Vision and lobbying for support** – ensuring that rural issues are embedded in decision-making at every level
- **World class environment** – making Norfolk an outstanding place to live, work and visit
- **Technology driven** – embracing technology-led growth in the rural economy
- **Agri-food competitiveness** – adding value in the supply chain and promoting competitive agriculture
- **Enablers of growth** – promoting rural infrastructure improvements which unlock growth

- 1.3 This paper explores in more detail some of the live strands of activity currently being delivered by the Rural Strategy Steering Group in support of the above priorities. These are –

1.3.1 **Vision and Lobbying for Support** –

- Held a stakeholder consultation on 23 April, with presentations on the Government’s major consultation on the future of food and farming, resulting in a joint response from Norfolk County Council and the Rural Strategy Steering Group to the consultation.
- Collating a further joint response to the Agriculture Bill published in September 2018.

The value of this joint lobbying is to enable us to present a ‘Norfolk response’ with the additional credibility of involving a wide range of stakeholders alongside Norfolk County Council.

1.3.2 **World Class Environment** –

- Holding a major event on 12 December 2018, hosted by Cllr Andrew Proctor and Rural Strategy Chair Clarke Willis, on Norfolk’s aspiration for a ‘world class environment’. The event is intended to bring together a new partnership to develop a local 25-year Environment Plan.

1.3.3 Enablers of Growth –

- Rural Strategy Steering Group members Martin Collison (Collison & Associates) and Ben Underwood (CLA) are involved in Water Resources East and linked initiatives to improve strategic planning of water management in Norfolk.
- Rural Strategy Steering Group member, Cllr Tom Garrod is actively promoting the needs of rural areas for great digital connectivity through a range of NCC project work.

2. Evidence – National Policy and implications for Rural Development

2.1 Health and Harmony: the future for food, farming and the environment in a Green Brexit

In spring 2018, Defra issued a consultation entitled ‘Health and Harmony: the future for food, farming and the environment in a Green Brexit’ which made some proposals on the future funding of food and farming and asked for detailed responses to a range of questions on how future arrangements might work.

The overarching policy direction proposed in the consultation was the principle of replacing basic payments to farmers with the new principle of payment for ‘public goods’, ranging from high animal welfare standards to measures to improve biodiversity. The consultation asked for feedback on which ‘public goods’ to prioritise.

Norfolk County Council and the Rural Strategy Steering Group held a consultation event with a wide range of stakeholders, and including involvement from Norfolk County Farms, to develop a response to the consultation. Members will note that a separate report from County Farms focusing specifically on the implications of the future approach for tenant farmers features elsewhere on the agenda for this meeting.

A detailed response (see link under Norfolk Rural Strategy in the Background section) was submitted to the many questions posed in the consultation, also factoring in some specific concerns raised by Norfolk County Farms on behalf of its members as well. Topics covered included the detail of phasing out basic payments to farmers, future priorities for research and development and priorities for ‘public goods’ to be supported with funding. A headline response was also submitted with several key themes our consultees felt strongly they wished to emphasise to Defra as priorities.

The following were the key headline points argued in the Norfolk response, asking Defra to ensure that future policy and legislation delivers on:

- 2.1.1 An **integrated policy for food** – a robust policy for agriculture and trade and a coherent vision for the quality and value of the food we buy. A **level playing field** for UK food producers, protecting them from subsidised imports from Europe and elsewhere, is essential to preserve and improve industry competitiveness alongside high environmental and welfare standards. **Norfolk is at the leading edge of agricultural innovation nationally** – Norfolk’s food producers are keen to compete internationally in the context of trade conditions

which enable their businesses to flourish in the global marketplace.

The Norfolk response explored the need to determine future agriculture policy alongside future trade policy to ensure Norfolk farmers and food producers are not disadvantaged in the global marketplace.

2.1.2 Local solutions to local challenges – ensuring value for money and economic impact through local decision making for future grants.

The Norfolk response made the case that our high level of success delivering outstanding projects through [LEADER](#) and the Rural Growth Programme shows the impact that locally determined and focused support can have on the rural economy. Vesting decision-making locally enables us to focus support on businesses and in communities where need and potential are greatest. Rural growth projects present outstanding value for money, with far reaching impact on local employment, supply chains and the visitor economy.

2.1.3 A wide-ranging programme of rural investment – investing in growth projects across the full range of rural businesses, and in rural communities and skills.

The Norfolk response explored the range of business growth initiatives funded by current programmes and made the case for this type of direct investment into rural businesses to continue. It also made the case for continued investment in locally determined projects which support rural employability and skills or invest in rural community services.

2.1.4 Investing in significant lowland landscapes – recognising the outstanding environmental significance of fragile landscapes like the Broads National Park.

The Norfolk response noted the emphasis on the particular needs of the uplands in the consultation, and made the case for the investment needs of the significant lowland landscapes in our County. This is being explored further in the work on environment planning detailed below.

2.2 Agriculture Bill

2.2.1 In September 2018, the Government launched the Agriculture Bill, which largely takes the policy framework established in the earlier consultation as its starting point.

The Bill is relatively short, and includes few detailed proposals for future funding or activity. It does however establish an outline framework for future funding and legislation, with some detail on urgent areas such as the proposals for transition funding for farmers after EU exit.

The Bill states that the agriculture sector will be supported to become more efficient and productive with a range of possible measures including grants, loans and guarantees that will be introduced from 2021. There is a clear transition issue here, with current schemes already winding up in 2018. This is discussed separately later in the paper.

Key powers introduced in the Bill include -

2.2.2 Public Goods model

This provides the authority for a new payment for public goods model where land managers will be paid for delivering environmental and other public

benefits, subject to the rules of any new scheme which are yet to be determined. The measures which could be eligible for payment include:

- Improving air and water quality and soil health such as reducing ammonia emissions or soil erosion
- Providing habitats for wildlife including maintaining hedgerows, nectar plots for pollinators or food sources for farmland birds
- Reducing flood risk by a range of measures including planting trees and hedges
- Preventing climate change through, for example, peatland restoration to protect the existing carbon store and reduce emissions of CO₂
- Improving public access to our countryside, which could include replacing access structures, enhancing public access
- Protecting iconic features of our countryside through, for example, maintaining drystone walls or other historic features.

In England, Environmental Land Management Contracts (ELMS) will be trialed and piloted before full implementation. There is no detail yet on the measures which will be used to assess impact.

2.2.3 Transition payments

The Bill sets out powers to phase out Basic Payments and introduce delinked payments. The policy statement for England gives more details on how this will be done:

- In claim years 2019 and 2020 Basic Payments will be made in the same way as they are now although the Government will look to make simplifications to make it easier to apply for and administer to increase value for money
- There will be a seven-year transition period from 2021 to 2027 when Basic Payments will be phased out completely
- Basic Payments will be “delinked” from the requirement to farm the land based on a reference year, and the Government will investigate the option of allowing a one-off lump sum payment in place of annual Basic Payments
- There will be changes to the administration of the Basic Payment Scheme to simplify, and greening requirements could be removed.

Basic Payments reductions will vary according to payment band as follows –

Payment Bands	Percentage Reduction	Example
Up to £30,000	5%	A payment of £15,000 will be cut by £750 (5%)
£30,000- £50,000	10%	A payment of £35,000 will be cut by £2,000 (6%)
£50,000- £150,000	20%	A payment of £85,000 will be cut by £13,500 (16%)
£150,000 +	25%	A payment of £210,000 will be cut by £38,500 (18%)

This Part of the Bill also provides the Secretary of State with the power to modify retained EU legislation in relation to Rural Development to repeal, simplify or improve them. No detail has been provided on how this will be done in relation to programmes which are already being terminated and the question of

transition funding in rural development programmes has not been addressed.

2.2.4 **Intervention in agricultural markets**

The Bill enables the Government to provide financial assistance or carry out other interventions in the case of exceptional adverse market conditions that will potentially cause significant damage to producers. It does *not* cover exceptional events such as extreme weather or disease outbreak unless they result in markets being disrupted and damage to producers.

The actions from the Government could include making payments, loans and guarantees to affected farmers, or to operate the public intervention and private storage aid schemes. Any interventions should last no longer than three months, although there is provision to extend it for a further three months. Some of this is retained legislation from the EU but there are powers to temporarily change them if necessary to suit the UK conditions.

2.2.5 The Rural Strategy Steering Group has prepared a response to the Bill to feed into its readings via Norfolk's MPs. Key areas where the Bill does not address our concerns include –

- A 'level playing field' for food producers in relation to imports; guarantees protecting standards in relation to imports are not covered in the Bill.
- We asked for clarity on future funding arrangements to be developed alongside trade policy. Assurance that the Bill's proposals for funding based around 'public good' can be modified in the light of emerging trade arrangements may be needed. Extra funding is promised to support farming in the case of adverse market conditions but more information on how this might be managed could be useful.
- The Bill does not acknowledge the considerable gap between the end of current rural development programmes and the proposed start of new programmes in 2021.
- The Bill focuses on agriculture, and does not develop the themes of the rural economy and skills which were covered in the spring consultation and welcomed in our response.
- The Bill does not address the particular environmental needs of certain landscapes and the need for a degree of local determination of environmental need and sensitivity.
- The proposal to 'delink' payments from ongoing land management raises a number of practical queries which need to be addressed.

2.2.6 Members are asked to support the approach of Economic Development and the Norfolk Rural Strategy Steering Group and to invite them to continue to monitor developments in food and farming legislation and policy and coordinate responses and lobbying where appropriate.

2.3 **25 Year Environment Plan and local environment planning**

2.3.1 It is clear from the Agriculture Bill and the consultation which preceded it, that a

great deal of post-Brexit funding for agriculture will be linked to 'public goods' including environmental actions. The Government has also recently published its 25 Year Environment Plan which sets out a blueprint for long-term responsible environmental management. Defra is keen to see Local Natural Capital Plans developed which provide locally relevant planning frameworks sitting under the national strategy.

Working closely with NCC's Environment team alongside key rural and farming stakeholders, it has been decided that the Norfolk Rural Strategy Steering Group is ideally placed to convene relevant organisations and individuals to start this planning process.

- 2.3.2 On 12 December 2018, Cllr Andrew Proctor will open a one-day 'Norfolk: World Class Environment' conference, hosting the event alongside Rural Strategy Chair, Clarke Willis. We have key speakers booked from the NFU, Broads Authority, UEA, Norfolk Wildlife Trust and are expecting 100 delegates to join us to begin the process of developing a Norfolk Environment Plan. There is a possibility that the plan may also extend to include all or part of Suffolk, subject to further discussions.

Once the Conference is concluded, the Norfolk Rural Strategy Steering Group will step back and allow the new emerging partnership to take on the detailed Environment Plan development, monitored by the Steering Group in relation to delivery of the Norfolk Rural Strategy.

3. Rural Development Funding programmes: update

- 3.1 Economic Development runs or is involved in delivering a number of key rural development programmes, which are detailed below. These are –

- The LEADER Programme, an £8m grants programme supporting rural businesses across rural Norfolk and North Suffolk.
- The LIFT Programme, a £1.1m skills and employability grant programme operating in rural Norfolk and North Suffolk.
- The Agri-tech Growth Fund.

NCC also oversees the delivery in Norfolk of the Rural Growth Programme (EAFRD) in collaboration with the Defra team running the Programme.

3.2 LEADER

The RDPE LEADER programme funds projects via a national (and indeed EU-wide) network of Local Action Groups - committees of local business people who use their local expertise to determine grants.

Norfolk County Council manages 5 of those Local Action Groups, covering all of rural Norfolk and some of north Suffolk. These are projected to fully commit the £8.1m budget available. The final deadline for Expressions of Interest was 27th September and the announcement of this deadline brought forward an additional 54 projects with anticipated grant requests in excess of £2.5m. The table below shows commitment to date and outlines the projected additional spend if all likely applications are submitted and approved. This figure exceeds the budget by £4.7m.

	Profile	Actual To Date	Achieved	Projected Add'l	Projected Total	Projected
Brecks	£1,575,978.50	£705,907.04	44.79%	£1,653,735.63	£2,359,642.67	149.73%
Broads	£1,362,975.30	£795,935.77	58.40%	£1,216,805.02	£2,012,740.79	147.67%
Waveney Valley	£1,590,736.04	£1,426,439.29	89.67%	£921,946.04	£2,348,385.33	147.63%
Wensum & Coast	£1,854,417.70	£1,488,827.51	80.29%	£1,810,492.84	£3,299,320.35	177.92%
West Norfolk	£1,731,850.66	£1,026,649.91	59.28%	£1,771,808.24	£2,798,458.15	161.59%
TOTALS	£8,115,958.20	£5,443,759.52	67.07%	£7,374,787.77	£12,818,547.29	157.94%

The deadline for final applications is 15th November with all decisions being communicated and projects contracted by the end of March 2019. The LEADER Programme has facilitation costs built into its delivery, which means LEADER Facilitators can work to ensure that only viable projects go through the application process. It is anticipated that there will be more successful projects than budget available and NCC is constantly in dialogue with the Rural Payments Agency exploring possibilities of bringing underspend from around the country into the county.

Also submitted to the Committee is a document containing a wide range of case studies from LEADER, showing the range and significance of projects funded. In all cases, applicants are tested very strongly on their financial need for the funding, as LEADER is a 'funder of last resort', so we can be sure that none of these projects would have proceeded without LEADER funding.

3.3 The LIFT Programme is a unique **£1.1m** grant scheme supporting small-scale employability and skills projects in rural Norfolk and north Suffolk. Supported by ESF, with match funding from NCC, South Norfolk District Council and Broadland District Council, LIFT harnesses the local knowledge of the LEADER Local Action Groups as decision makers on grant applications. LIFT runs to March 2020.

LIFT encompasses three separate grant opportunities –

- LIFT Jobs, supporting employability projects to help people back into or towards work. Beneficiaries to date include the Charles Burrell Centre, Thetford, for a project to support local people back into work, and Clinks Care Farm for on-farm support with skills and confidence.
- LIFT Trials, supporting rural businesses to offer workplace trials. LIFT Trials has supported Moore Networking Ltd to deliver the Apprenticeships Norfolk Apprenticeships Training Agency pilot, supporting care leavers and other vulnerable young adults into work placements in rural businesses.
- LIFT Skills, offering support for training projects in rural businesses. Among the projects supported is a training programme for tourism businesses in the Waveney Valley and a project to support bespoke business coaching for productivity and growth in a number of rural businesses.

LIFT Jobs and LIFT Trials are now close to being fully committed, and we are working hard to bring forward more LIFT Skills projects for funding.

Programme Finances	Jobs	Skills	Trials	Total
Programme Team - Budget	£122,633	£182,844	£182,844	£488,321
Programme Team - Spend to Date	£51,399	£77,098	£77,098	£205,595
Programme Team - Balance	£71,234	£105,746	£105,746	£282,726
Total Grant Budget	£293,413	£440,185	£440,185	£1,173,783
Grant Committed (approved projects)	£271,465	£115,516	£293,414	£680,395
% Committed	93%	26%	67%	58%
Pipeline (EoI/FA received and inc committed)	£271,465	£133,931	£370,561	£775,957
% in Pipeline	93%	30%	84%	66%
Available grant if all EOI and FA approved	£21,948	£306,254	£69,624	£397,826
% Available if all EOI and FA approved	7%	70%	16%	34%

3.4 Rural Growth Programme

NCC Economic Development also works with DEFRA, the LEP and Suffolk County Council to ensure effective delivery of the Rural Growth Programme, with £13m available for rural businesses in Norfolk and North Suffolk in this Defra-managed programme. Contracted projects include a new packaging store for Anglia Free Range Eggs in Norfolk, and a production project for Yare Valley Oils. Other food processing, business development and tourism projects are in the application process, including a number of footpath and signage projects from the Norfolk Trails team under the tourism priority. The programme closed to new applicants in May 2018, with a high level of commitment nationally and certainly in New Anglia.

The commitments table shows projects which have received at least outline approval from Defra. Some projects will not make it through to the contracted stage, which is why Defra has over-committed at outline approval stage. Proactive support and promotion of the Programme from Norfolk County Council has helped to ensure high take-up from Norfolk businesses, as shown below.

	Norfolk projects outline approval	Suffolk projects outline approval	New Anglia projects total outline approval	New Anglia LEP allocation (funding available)	Total left in this priority
Food Processing	£5,434,087	£886,404	£6,320,491	£7,682,598.00	£1,362,106.66
Business Development	£1,779,969	£1,813,118	£3,593,088	£2,928,102.00	-£664,985.58
Tourism infrastructure	£3,564,686	£219,000	£3,783,686	£2,413,441.00	-£1,370,245.00
Totals	£10,778,743	£2,918,522	£13,697,265		
Total funds available				13,015,878	
Total funds remaining				-£681,386.92	

- 3.5** The Agri-tech Growth Fund provided grants between £10,000 and £150,000 to support product development and improve agricultural productivity. Economic Development has promoted the scheme, undertaken assessments of projects across Norfolk and Suffolk (for which we earned income), and carried out monitoring. In 2016/17 we supported 9 projects, creating 55 jobs. Between January 2014, and April 17, 22 Norfolk companies benefitted from the scheme, obtaining R&D grants totalling £579,000, and growth grants equating to: £658,865. The applicants anticipated creating or protecting 77 fte jobs and 132 part-time jobs. Future funding for this scheme is not currently secured, opening up another funding gap for rural businesses seeking support to grow.

4. Post-Brexit funding and transition period

- 4.1** Funding from LEADER and the Rural Growth Programme (EAFRD) have been key to supporting the food, drink and agriculture sector and the broader rural economy for many years. Here in New Anglia we have successfully committed our full allocation of Growth Programme funding, and have more than enough applications in to spend the £8.1m LEADER funding available to the Norfolk and North Suffolk Local Action Group areas.

There is a lack of clarity for future financial support to the rural economy. The UK Shared Prosperity Fund should in theory support business growth across the whole economy, including rural areas, but is only at the earliest possible stage of consultation. Defra's consultation on the future of food and farming did pose questions about future support for rural communities, but no further detail on this is included in the Agriculture Bill. In any case, the Agriculture Bill states that new programmes will commence in 2021.

Defra had set an earlier end date for the end of its schemes than every other EU funding programme and had planned a last contracting date of 29 March 2019 in line with the date that the UK leaves the EU. The deadline for contracting projects has recently been extended to the end of 2020 in line with other EU Programmes, however NCC had worked towards the original date and is highly unlikely to have any funding remaining to allocate having published a final call for full applications closing on 13 November. There may be limited additional opportunities for further projects to be accepted, but essentially rural funding programmes are now closed for new business.

The prospect of several years without support for a wide range of farming and business growth projects in the rural economy is imminent. The process of developing a pipeline of projects for support for a new Programme takes a considerable time - and in rural areas it is harder for publicity to reach potential applicants. Awareness of and interest in funding opportunities will be lost.

We are also in danger of losing many years of expertise if key staff delivering rural programmes lose their jobs. Our staff are on fixed term contracts which will start to expire from March 2019. Without clarity around funding, staff, and the expertise that they hold, will be lost from the programmes. Staff who have no job security will obviously seek new posts elsewhere well before the deadlines.

For all of these reasons, it is imperative that transition funding is put in place from March 2019, with clear information available very soon so we can continue to develop a pipeline of projects. Otherwise, we will reach a point where we do not have established support in place for businesses trying to grow during the Brexit process.

A letter is being prepared for consideration by the Leaders of Norfolk and Suffolk

County Councils and the Chair of New Anglia LEP to jointly put pressure on Defra for transition funding for current rural programmes. The LEP's Food Drink and Agriculture Board, chaired by LEP Chair Doug Field, has already offered its full support.

Members are asked to endorse the approach taken to lobbying for transition funding to enable us to offer continuity of support to the rural economy while the new funding regime is being prepared.

5. Background

- 5.1 [Norfolk Rural Strategy](#) including Norfolk response to Agriculture consultation.
[LEADER Programme](#)
[LIFT Programme](#)

Annex 1 – case studies of LEADER funding.

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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Email address : vince.muspratt@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.

LEADER 2014-2020

Brecks Local Action Group

Project Summaries



GROWING THE RURAL ECONOMY

107382 Bacon's Firewood, based in Hingham, was contracted in January 2018. Their project aims to increase firewood production with the purchase of a timber handler and firewood processor. The equipment will allow the business to take on contracting working assisting with woodland management.

Status: Completed

Outputs: 2 new techniques

Total project costs: £46,970.00

Total grant: £18,716.00



105363 Animal Welfare Improvement & Farm Diversification at Oak House Farm, based in Larling, was contracted in July 2017. The project was made up of two parts. First, to install a specialist cattle crush to hold cows in place whilst they receive veterinary care, helping to provide earlier detection of medical issues. Second, to purchase a milk vending machine at the farm, helping the farm to diversify and provide a new income stream for the business.

Status: Ongoing

Outputs: 2 new techniques, 0.5 job, wage bill increase of £6,000

Total project costs: £17,824.59

Total grant: £7,129.84

105953 Bedingfeld Arms- new restaurant kitchen facility, based in Oxborough, was contracted in January 2018. This project is to build a 90 m² single storey extension on the back of the Bedingfeld Arms, to be fitted with a new larger, more efficient commercial kitchen.

Status: Ongoing

Outputs: 6.0 jobs, wage bill increase of £140,950

Total project costs: £197,384.63

Total grant: £78,953.85



105461 Digital Heritage Trail for Wymondham was contracted in October 2017. The LAG is funding the development of a state-of-the-art augmented reality mobile app and the purchase of 2 virtual reality headsets for Wymondham Museum, bringing historical stories to life.

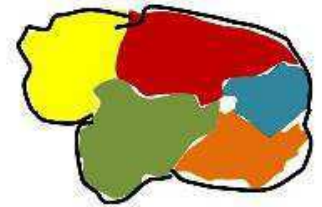
Status: Ongoing

Outputs: 0.5 job, 4.27 indirect jobs, 15,289 day visitors

Total project costs: £116,550.00

Total grant: £116,550.00

LEADER 2014-2020 Brecks Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

100937 Sunset Barn Care Farm, based in Lakenheath, was contracted in March 2016. This project supported the erection of purpose-built accommodation for farm workers, volunteers and staff who attend the Care Farm.

Status: Completed

Outputs: 2.26 jobs (achieved 1.66 to date), wage bill increase of £35,612.00 (achieved £30,936.00 to date)

Total project costs: £170,475.00

Total grant: £68,190.00



104347 Ashley Sawmills Local Timber Transport, based near Brandon, was contracted in November 2017. This project aims to submit the timber transport services that the business can offer to its customers, by purchasing a purpose-built skeletal road haulage trailer with crane. By purchasing this piece of equipment, the applicant will develop a new export market for large poplar logs.

Status: Ongoing

Outputs: 0.6 job, wage bill increase of £9,000

Total project costs: £83,120.00

Total grant: £33,248.00



106449 Flaming Good Firewood, based in Thompson, was contracted in October 2017. This project is purchasing five pieces of firewood processing equipment that will enable the business to expand.

Status: Ongoing

Outputs: 2.0 jobs, wage bill increase of £48,000.00

Total project costs: £56,125.63

Total grant: £22,450.25

107039 Swan Cottage, based in East Harling, was contracted in November 2017. This project involves the conversion and expansion of an old laundry building into a one bedroom self-catering cottage with a small garden. The building work is currently underway making good progress. First guests are due to be staying in June.

Status: Ongoing

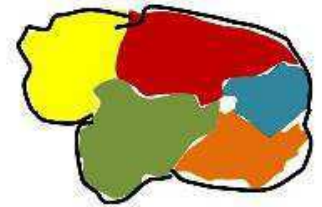
Outputs: 0.3 jobs, wage bill increase of £4,983.00

Total project costs: £52,905.66

Total grant: £15,871.70



LEADER 2014-2020 Brecks Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

104288 Firewood Processing, based in Ingham, was contracted in January 2017. The LAG funded the purchase of a log splitter, a firewood processor and conveyor, and a their tree surgery business into firewood.

Status: Completed

Outputs: 1.5 jobs, wage bill increase of £28,569, 1 new product

Total project costs: £55,937.60

Total grant: £22,375.04



1060827 New Machining Centre, based in Watton, was contracted in October 2017. This project enabled the purchase of a new CNC (computer numerical control) machining centre, associated tooling and electrical upgrade. The new equipment have meant the business is able to keep up with existing and take on new workload.



Status: Completed

Outputs: 2.0 jobs, wage bill increase of £48,000, 3 businesses benefitting

Total project costs: £51,655.53

Total grant: £20,662.21

106457 Coston Hall Farm Trailing Shoe for Slurry Spreader was contracted in October 2017. The applicant has purchased a dribble bar attachment for a slurry spreader allowing manure to be placed precisely on the soil, to improve crop yields, reduce air and water pollution and reduce nitrogen losses to the environment.

Status: Ongoing

Outputs: 1 new technique, 1 business directly benefitting

Total project costs: £16,486.75

Total grant: £6,594.70



Coston Hall
Farm Ltd

106459 Frederick Hiam Improving Onion Packing Performance, based near Brandon, was contracted in October 2017. The LAG funded the purchase of bespoke onion grading and packing equipment in order to automate the business' service in response to rising labour costs. The system will also enable the business to start producing 1kg and 5kg bags of onions to appeal to a wider variety of retail preferences.



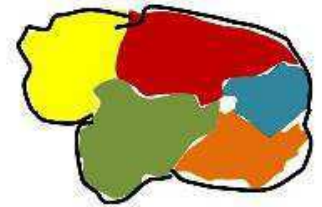
Status: Ongoing

Outputs: wage bill increase of £60,098.00, 7 business benefitting, 2 new products, 1 new technique

Total project costs: £277,915.00

Total grant: £111,165.60

LEADER 2014-2020 Brecks Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

104347 Paws for Coffee, based near Wymondham, was contracted in April 2017. This project involves the conversion and development of a set of formerly disused agricultural barns into a café aimed primarily at dog owners. The renovation will also include an area to be rented out to an existing dog grooming business looking to expand and improve their offer. The project was originally due to be completed in September 2017, however they have experienced some delays during the building refurbishment phase so now hope to be up and running by the end of April 2018.

Status: Completed

Outputs: 3.6 jobs, wage bill increase of £58,500

Total project costs: £93,890.25

Total grant: £37,556.10



108355 South Pickenham Estate Cattle EID & Weighing System was contracted in April 2018. The LAG has funded the purchase of cattle handling and weighing equipment to enable the farm to modernise, and to increase productivity and profitability of the business' commercial beef enterprise.

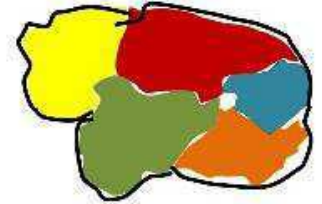
Status: Ongoing

Outputs: 1 business directly benefitting, 2 new techniques

Total project costs: £23,868.40

Total grant: £9,547.36

LEADER 2014-2020 Broads Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

104462 North Norfolk Logs Online, based in Marsham, was contracted in June 2017. The objective of this project is to manage farm woodland sustainably and cost-effectively by providing a return on silvicultural operations (thinning and coppicing) which are otherwise uneconomic, through processing Roundwood into wood fuel logs.

Status: Completed

Outputs: 1 job split between 2 posts, wage bill increase of £25,000

Total project costs: £59,100.00

Total grant: £23,640.00



106279 Martham Ferry Services was contracted in December 2017. The project will see the purchase of second-hand day boats and picnic boats, as well as converting the day boats to electric power, for use on the River Thurne.



Status: Ongoing

Outputs: 6,000 additional day visitors over 3 years

Total project costs: £147,820.00

Total grant: £59,128.00

106221 Hall Farm Poultry House, based in Repps with Bastwick, was contracted in October 2017. The applicant is introducing a free range egg facility at Hall Farm. The LAG are funding the purchase of various pieces of equipment that will make the poultry house more productive and effective in handling and packing eggs, introduce bio-security measures, install software that will enable the facility to be monitored remotely and provide the cleanest environment for the birds.

Status: Ongoing

Outputs: 1 new technique

Total project costs: £144,563.00

Total grant: £57,825.20



106258 Hirst's Farms Ltd. Development, based in Great Ormesby, was contracted in December 2017. The project is facilitating the creation of a butchers shop on the site of Hirsts Family Fun Park, improving the current meat display facilities. Hirsts Farms Ltd. have recently submitted a second Full Application to expand their food and play facilities at the Family Fun Park.

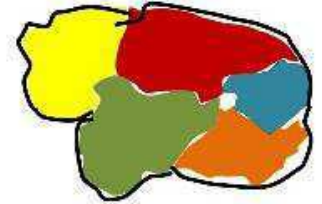
Status: Ongoing

Outputs: 0.5 jobs, wagebill increase of £12,500.00

Total project costs: £40,641.04

Total grant: £16,256.42

LEADER 2014-2020 Broads Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

106261 Crane & Sons Farming Irrigation Project, based in Marsham, was contracted in December 2017. The applicant is to installing underground irrigation systems at Wood Farm, Oxnead Farm and Valley Farm in order to create water and energy efficiencies, enabling the supply to further farmland to grow crops.

Status: Ongoing

Outputs: 2 businesses benefitting, 325 ha concerned with saving water

Total project costs: £160,263.95

Total grant: £64,105.58

103922 Buxton Potato Processing Facility was contracted in September 2016. This project has allowed the business to add a local processing arm to its current potato production. The new processing line allows the production of frozen local potato products, adding value to misshapen/part-damaged potatoes, previously deemed to be waste.

Status: Completed

Outputs: 1.0 jobs, 1 new technique, 4 new products (2 achieved to date)

Total project costs: £23,045.82

Total grant: £13,818.33



100911 Norfolk Bluebell Wood Burial Park, based in Skeyton, was contracted in July 2016. This project is seeing the build of a 120 seat cedar-clad ceremonial hall at Bluebell Wood Burial Park, fitting in well with the environment. The project experienced some initial delay having lost slots with suppliers and the applicant needing to focus on the operational side of the business. The business now has an established Burial Park that is gaining exposure steadily, resulting in a more sustainable business – socially, environmentally and financially.



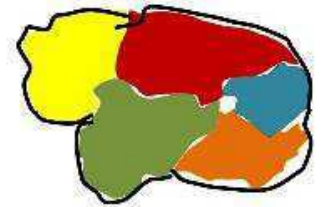
Status: Ongoing

Outputs: 7.0 jobs

Total project costs: £214,330.05

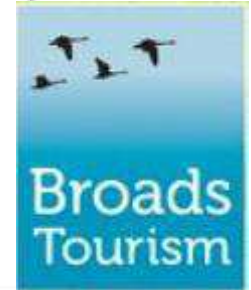
Total grant: £85,732.02

LEADER 2014-2020 Broads Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

104177 Broads Tourism Membership Development, based in Stalham, was contracted in February 2017. The project has supported the recruitment of a temporary full time Membership Development Officer, whose role is to increase membership of Broads Tourism, a Destination Management Organisation which seeks to promote the Broads area to a wider audience. This was the first multi-LAG project covering both Broads and Waveney Valley LAG areas. Due to delays with recruitment, the project has been extended by 3 months. As of December 2017, the organisation has reached 130 members – up from 68 at the time of the application.



Status: Ongoing

Outputs: 0.5 jobs, wage bill increase of £15,000.00

Total project costs: £24,500.00

Total grant: £19,600.00

105054 C N Beck, based in Smallburgh and Happisburgh, was contracted in June 2017. The project objective is to install underground pipework to link up with two neighbouring farmers' irrigation systems and bring water on to C N Beck's land, providing additional irrigable land to the current tenant to grown pre-packed potatoes.

Status: Ongoing

Outputs: water saving across 343 ha

Total project costs: £24,623.00

Total grant: £9,545.30

106992 The Nest - Community Hub Facility Development, based at Horsford Manor, was contracted in December 2017. This is a large project being carried out by the Community Sports Foundation, which has been split into two phases. The Broads LAG is supporting phase 1, which involves the refurbishment of a disused clubhouse. The applicant is also installing several bunk houses to accommodate up to 70 people during this first phase. Phase 2 of this wider project will see the construction of a large building which will house a full-sized 3G pitch. An adjoining building is also planned to be constructed, which would include a changing area, a five court sports hall suitable for the local cricket and netball teams, two further rooms to be used for classes/training and a gym.

Status: Completed

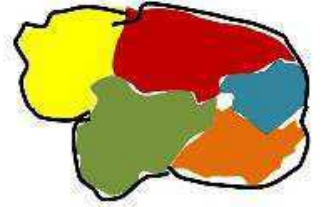
Outputs: 4.80 jobs, wage bill increase of £107,457.00

Total project costs: £372,300.67

Total grant: £149,040.27

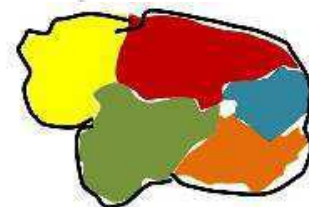


LEADER 2014-2020 Broads Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

LEADER 2014-2020 Waveney Valley Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

102072 Waveney Valley Business Park Incubator Units, based in Ditchingham, was contracted in May 2016. The aim of this project was to create a new business incubator hub for Bungay, converting an existing disused agricultural building into 8 business units, to be leased to local micro and small businesses with a strong focus on new business start-ups.

Status: Completed

Outputs: 4.0 jobs, wage bill increase of £70,330.00

Total project costs: £127,768.67

Total grant: £51,107.47



103907 Project Brew, based in Bungay, was contracted in December 2016. The applicant has established a micro-brewery offering a range of specialist craft beers for distribution to sales outlets throughout the region and export. In order to make this brewery distinct from others, they have added a shop, brewing demonstrations and hold social events on the adjacent meadow to the brewery.



Status: Ongoing

Outputs: 2.5 jobs, wage bill increase of £36,750.00

Total project costs: £55,142.79

Total grant: £22,057.12 (grant amended by variation of £10,739.12)

104432 D-Agri-S Ruminant Monitoring System, based in Mettingham, was contracted in April 2017. This project aided the applicant to purchase a ruminant monitoring system, which offers an early window of diagnosis of any health issues. A drop in rumination frequently precedes any drop in milk production and often occurs before physical healthy symptoms appear.

Status: Completed

Outputs: 1.0 job, wage bill increase of £20,000.00

Total project costs: £17,070.00

Total grant: £6,828.00

105462 Dairy Development - Crawford, based in Topcroft, was contracted in August 2017. The project will introduce a herd navigator to the farm, completing the new robotic system providing total managerial control. As well as this, variable speed vacuum pumps and gel plate cooling technology will be installed.

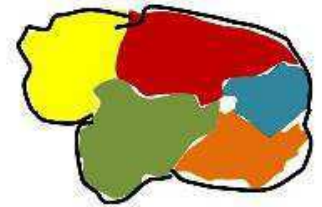
Status: Ongoing

Outputs: no programme outputs, however various positive outcomes

Total project costs: £76,498.00

Total grant: £30,599.20

LEADER 2014-2020 Waveney Valley Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

104425 Fen Farm Rumination Monitoring, based near Bungay, was contracted in April 2017.

The LAG funded a new rumination monitoring system, which offers an early window of diagnosis of any health issues. A drop in rumination frequently precedes any drop in milk production and often occurs before physical healthy symptoms appear.

Status: Completed

Outputs: 1.0 job, wage bill increase of £20,000.00

Total project costs: £21,320.00

Total grant: £8,528.00



104438 Fen Farm Dairy Phase 2, based near Bungay, was contracted in August 2017. The second project from Fen Farm Dairy funded in this LEADER Programme is seeing the development of a second cheese production facility in one of the steel-framed buildings on site. The project has come about due to the growth in the business and demand for the company's key product. Costs include building works, coldstores, industrial flooring, refrigeration, electricals, specialist cheese-making equipment, a pasteuriser, commercial dishwasher and associated plumbing works.

Status: Ongoing

Outputs: 6.0 jobs, wage bill increase of £150,000.00

Total project costs: £380,657.97

Total grant: £152,263.19



107648 West Farm Produce Ltd - Herb Processing Efficiency Upgrades, based in Pulham St Mary, was contracted in February 2018. This project has recently been approved by the LAG to invest in 4 new pieces of equipment – a bunching line for fresh product, pallet vacuum cooler, herb cleaning shaker table and heat recirculation unit. This will improve the techniques used to process and store herbs on the farm,

helping to provide a consistently higher quantity of product to the customer at a lower cost.

Status: Ongoing

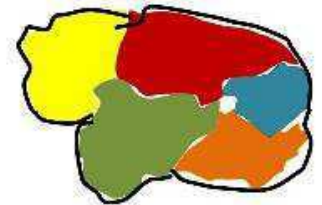
Outputs: 2.92 jobs, wage bill increase of £85,572.00

Total project costs: £172,892.89

Total grant: £69,157.16



LEADER 2014-2020 Waveney Valley Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

104437 Herd Navigator & Gel Cooling System - RJ Barnes, based in Tharston, was contracted in April 2017. LEADER funding is supporting the applicant buying a gel cooling system, increasing energy and time efficiencies. The project is also supporting the purchase of a herd navigation system, which will provide the farmer with an advanced management tool to “navigate” his large herds, pinpointing when cows need special attention.

Status: Ongoing

Outputs: 2 new techniques

Total project costs: £71,311.00

Total grant: £28,524.40



100864 Vineyard establishment and winery installation for Flint & Vine, based near Earsham, was contracted in March 2016. The aim of this project was to establish and equip a state-of-the-art winery at the applicants’ 2.5 hectare vineyard. A visitor centre was also created to enable visitors to enjoy and learn about wine. They have welcomed over 600 visitors last summer, won the East Anglia Wine of the Year for their Bacchus 2016, and had sold out of the entire first vintage by September 2017.

Status: Completed

Outputs: 2.5 jobs, with an additional 4.0 to be achieved by 2023

Total project costs: £106,250.46

Total grant: £42,500.18



103645 Woodfuel Production and Storage Area, based in East Carleton, was contracted in November 2016. The application was for the purchase of a log splitter, forestry trailer and crane. It was also for the construction of storage bays at the business’ premises. This project will enable the business to increase the Woodfuel production by improving efficiencies with the log splitter and the extraction of wood with the trailer/crane. It will also aim to improve the way wood chip is stored and sorted to prevent contamination thus reducing waste.



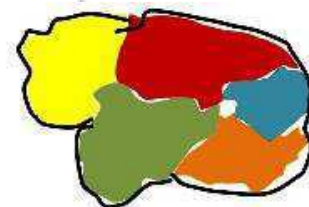
Status: Ongoing

Outputs: 2.0 jobs

Total project costs: £34,095.55

Total grant: £13,638.22

LEADER 2014-2020 Waveney Valley Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

107692 Dairy Development at Killarney Farm, based at Forcett St Peter, was contracted in February 2018. This project will oversee the installation of glycol water cooling technology (CWC), which will cool milk on entry to the bulk tank before collection. This will save energy associated with water cooling (£1,800 per annum) and also water used.

Status: Ongoing

Outputs: 1 new technique

Total project costs: £20,165.00

Total grant: £8,066.00

106749 Floating Glamping Pods, based near Beccles, was contracted in November 2017. The project will introduce a floating glamping pods to the holiday accommodation available at Gillingham Dam to attract a different group of visitors to the Waveney Valley.

Status: Ongoing

Outputs: 0.2 jobs, wage bill increase of £2,688, an additional 231 overnight visitors over 3 years

Total project costs: £47,600.00

Total grant: £19,040.00

104551 Winbirri Vineyards Growth Project, based in Surlingham, was contracted in June 2017. The LAG have funded the applicant to introduce a mechanised production process ('disgorging') to the winery at Winbirri Vineyards, replacing processes previously done by hand. This will improve efficiencies and produce a more consistent product.

Status: Ongoing

Outputs: 1.5 jobs, wage bill increase of £19,500.00

Total project costs: £67,985.51

Total grant: £27,194.20



106819 Introducing Robotic Milking at Ciudad Rodrigo, based in Tharston, was contracted in December 2017. The project will modernise the dairy unit Ciudad Rodrigo Farm, in order to create efficiency savings,



raise income and futureproof its financial viability. Specifically, the project costs relate to the purchase of 2 robotic milking systems and associated equipment in order to ensure a healthy herd of cows.

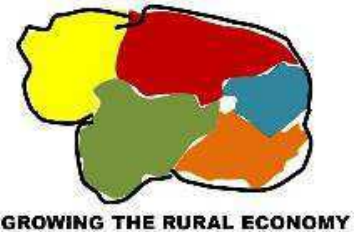
Status: Ongoing

Outputs: wage bill increase of £25,000.00, 1 business directly benefitting, 7 new techniques

Total project costs: £258,038.00

Total grant: £103,215.20

LEADER 2014-2020 Waveney Valley Local Action Group Project Summaries



104436 Herd Navigator & Gel Cooling System - RD & J Burridge, based in

Fundenhall, was contracted in April 2017. The project involved the purchase of a Herd Navigation and Gel Cooling System, both of which reduce costs associated with energy, veterinary fees and medicine, and increase productivity.

Status: Completed

Outputs: 2 new techniques, secured the future of a 230 cow dairy herd

Total project costs: £71,311.00

Total grant: £28,524.40



100928 Waveney River Centre Facilitation Hub, based in Burgh St Peter, was contracted in May 2016. With the help of LEADER funding, the business constructed a new facilitation hub to serve the whole of the

Waveney River Centre with administration, storage of linen and other peripheral items, and staff facilities. This has helped with the continuous growth of the Centre.

Status: Completed

Outputs: contracted to achieve 1.0 jobs, achieved 3.0 jobs!

Total project costs: £140,415.00

Total grant: £56,166.00



101859 Havensfield Free Range Liquid Egg, based near Hoxne, was contracted in May 2016. The LAG

funded Havensfield Pigs Ltd. Introducing pasteurised liquid egg in order to meet increasing demand for the product, particularly from Environmental Health Officers who are requesting it in premises like hotels, hospitals and commercial kitchens. This production is unique to the Waveney Valley, with no other producer within at least a 100 miles radius.

Status: Ongoing

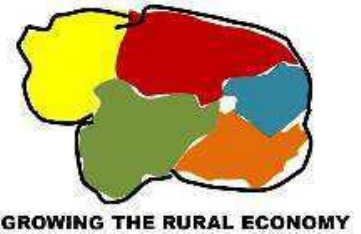
Outputs: 3.75 jobs

Total project costs: £152,041.40

Total grant: £60,816.56



LEADER 2014-2020 Waveney Valley Local Action Group Project Summaries



106789 St Peter's Brewery - New Bottling Line, based in St Peter South Elmham, was contracted in February 2018. This project will support the

installation of a new hi-tech bottling line, which will double the speed of the brewery's existing line. This new line is capable of 4,000 bottles per hour and is more environmentally friendly as it uses less electricity and gas. Thus the LEADER funded project is increasing employment and profitability with several new contracts already confirmed.



Status: Ongoing

Outputs: 6.0 jobs, wage bill increase of £74,870.00

Total project costs: £316,582.63

Total grant: £126,633.05

106631 Project HAT, based in Raveningham, was contracted in February 2018. Recently awarded LEADER grant funding, this project will introduce roller racking to increase capacity of the archive, modernise the scanning equipment allowing for more of the material to be digitised, and increase the security of the facility.

Status: Ongoing

Outputs: 2.3 jobs, wage bill increase of £40,000.00

Total project costs: £57,502.00

Total grant: £46,001.60

History of Advertising Trust

104492 Green Farm Pig Building, based in Ilketshall St Lawrence, was contracted in April 2017. The project is installing a new cutting-edge ventilation system in order to improve animal and staff welfare as well as raising the standards within the industry. The applicant later had a variation to increase his grant to include



a misting system to keep the pigs and staff extra comfortable in the summer by keeping the temperature lower and reduce the risk of ammonia emissions.

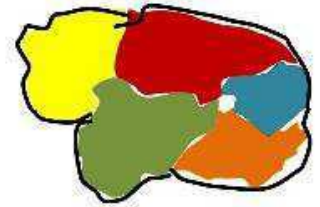
Status: Ongoing

Outputs: 2.0 jobs, 1 new technique

Total project costs: £224,085.82

Total grant: £89,634.33

LEADER 2014-2020 Wensum & Coast Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

100862 Squilla & Squidge Catering, based in Swanton Morley, was contracted in March 2016. This project turned a 1969 VW Adventure Wagon into a high quality artisan food wagon selling healthy food to the vegetarian and gluten free market. LEADER funded a full mechanical refurbishment, the addition of a serving hatch, a kitchen, and marketing in the form of a new website.



Status: Completed

Outputs: 2.8 jobs, wage bill increase to £80,116.00

Total project costs: £25,614.00

Total grant: £10,245.00

101725 Branthill Farm Micro-Brewery, based near Wells-next-the-Sea, was contracted in September 2016. This farm diversification project set up a micro-brewery in a redundant barn close to an existing real ale shop. LEADER funding supported micro-brewery, bottling, labelling and capping equipment, together with solar panels to heat water and reduce costs and carbon footprint. The project enabled the production of 3 ales and some seasonal specials to be sold through their shop and local farm shops and pubs.

Status: Completed

Outputs: 3.0 jobs, wage bill increase of £35,640.00

Total project costs: £55,868.00

Total grant: £22,347.00



102367 Dann's Dairy, based in North Tuddenham, was contracted in October 2016. This project supported bringing together two dairy herds (200 cows in each) that were previously being run on two separate units.



By housing both herds together, the business has achieved significant efficiency savings and improved hygiene standards. The applicant purchased a slurry separator, water filtration system, variable speed vacuum pump, cluster flush system, plate cooler and heat recover system.

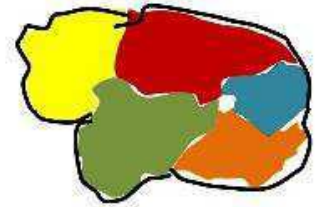
Status: Completed

Outputs: 1.0 jobs, 6 new products and techniques

Total project costs: £115,252.00

Total grant: £46,097.00

LEADER 2014-2020 Wensum & Coast Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

105524 Kickstart was contracted in December 2017 as a multi-LAG project. This project is supporting the Kickstart Charity Rural Scheme to purchase 12 mopeds per LAG to help people seeking work, for whom transport is a barrier to employment, getting to interviews/training.

Status: Ongoing

Outputs: 76 service users (70%) to secure employment

Total project costs: £15,499.32 per LAG (£77,496.60 in total)

Total grant: £12,399.46 per LAG (£61,997.30 in total)



101218 Lambert's Farm Livery, based in Marsham, was contracted in May 2016. The project has enabled the development of a DIY livery business, supporting farm diversification and making efficient use of redundant farm buildings. The new livery accommodates up to 14 horses, providing stabling, tack and rest room facilities. The project supported the construction and installation of an outdoor menage, paddock fencing and field shelters, as well as car parking for customers.

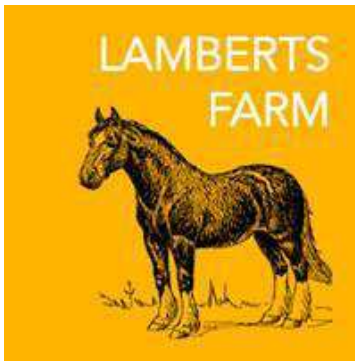
The project supported the construction and installation of an outdoor menage, paddock fencing and field shelters, as well as car parking for customers.

Status: Completed

Outputs: 1.0 jobs, wage bill increase of £25,257.00

Total project costs: £40,632.00

Total grant: £16,252.00



101994 Godwick Hall Luxury Accommodation & Elopement Wedding Venue, based in Tittleshall, was contracted in August 2016. The LEADER grant supported this licenced wedding venue and luxury B&B to offer smaller, more intimate weddings and whole-house lets. This include building refurbishment providing additional ground floor accommodation with ensuite bathrooms, a family relaxation room and a service kitchen, together with parking, more efficient heating systems, upgraded road signage and website.

Status: Completed

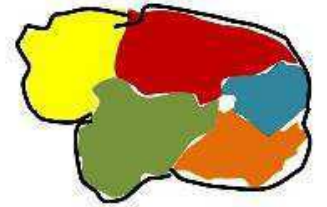
Outputs: 1.0 jobs, wage bill increase of £25,250.00, 180 additional day visitors, 278 overnight visitors

Total project costs: £64,721.00

Total grant: £25,888.00



LEADER 2014-2020 Wensum & Coast Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

104845 Swannington Farm to Fork Expansion was contracted in May 2017. This project supported the redevelopment and conversion of buildings onsite at Woodlands Farm, to increase storage and processing space with speciality lifting equipment and hanging rails for the butchery. This has allowed the business to be more efficient and to have more space to grow.

Status: Completed

Outputs: 6.0 jobs, wage bill increase of £106,488.00

Total project costs: £135,562.37

Total grant: £54,224.95



Swannington Farm to Fork

*Our own meat - bred for taste
matured for flavour. Altogether better.*

106030 Additional Equipment for Aylsham Community Gym was contracted in October 2017. The project is supporting increasing and improving the equipment at Aylsham Community Gym. This includes a second-hand treadmill, cross-trainer, recumbent bike and spin bike. The project will benefit the gym's current



members and enable membership to increase from 110 to 125. The Gym also aims to expand its offer further by introducing another 4 hour session per week. Aylsham Community Gym is aimed at local residents of all fitness levels who may feel too intimidated to go to a larger more commercial gym. They also take referrals from GPs.

Status: Ongoing

Outputs: 0.18 job, wage bill increase of £3,000.00

Total project costs: £5,700.00

Total grant: £4,560.00

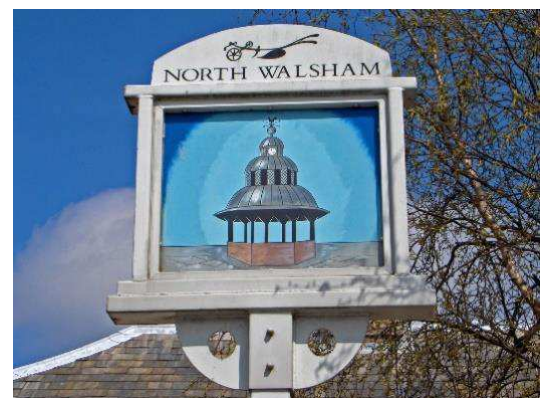
105523 Create, Cook and Prosper, based in North Walsham, was contracted in February 2018. The project will create a café focused on healthy, wholesome, locally grown food. This will involve installing a commercial kitchen, bar, public toilets and making the listed building fit for purpose including a new entrance. The business has been set up as a social enterprise company, and their long term aim is to develop the first floor into a venue for the community and the arts.

Status: Ongoing

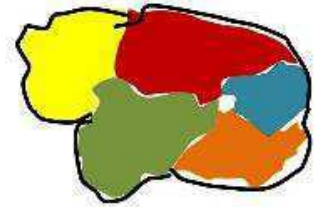
Outputs: 8.0 jobs, wage bill increase of £128,847.00

Total project costs: £148,427.26

Total grant: £59,370.90



LEADER 2014-2020 Wensum & Coast Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

106156 AOT New Business, based in Fakenham, was contracted in November 2017. The LAG has supported the purchase of a new lathe (a tool that rotates the workpiece to perform various operations such as cutting, sanding, drilling, facing, turning, etc.), to help the business improve performance in milling and turning, therefore increasing productivity. The fabrication section of the business will also be able to expand.

Status: Ongoing

Outputs: 4.0 jobs, wage bill increase of £80,000.00, 2 businesses directly benefitting

Total project costs: £66,000.00

Total grant: £26,400.00



107589 Expansion at the Norfolk Brewhouse, based in Hindringham, was contracted in January 2018. The LAG have supported the Norfolk Brewhouse purchasing new brewing equipment to help the business expand and meet the increasing demand from customers.

Status: Ongoing

Outputs: 1.5 jobs, wage bill increase of £29,400.00

Total project costs: £56,977.33

Total grant: £22,790.93

102619 Residential Cheese-making Courses, based in Honingham, was contracted in December 2016. The project funded the construction of an accommodation block, to be used as part of week-long residential cheese-making courses delivered by Field Cottage. Unforeseen costs and price increases pushed the budget up considerably for this project, causing some difficulties for the applicant to complete the build on schedule. However, the project has now been completed and the units are being let as holiday accommodation, whilst the course material is developed.

Status: Completed

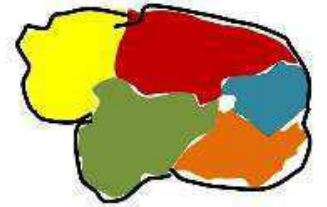
Outputs: 2.2 jobs, 1322 overnight visitors

Total project costs: £214,500.00

Total grant: £85,800.00



LEADER 2014-2020 Wensum & Coast Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

105799 Roughton Irrigation was contracted in July 2017. The project is bringing land back into irrigation following the loss of access to a well irrigation system, by drilling a borehole, connecting electricity and installing a new inverter pump and control panel. This will support the tenants growing potatoes.

Status: Ongoing

Outputs: Benefitting 2 businesses (the applicant and the tenant), leading to an annual increase in profits of £5,152.00 and energy savings of £500.00.

Total project costs: £62,889.63

Total grant: £25,155.85



106647 Precision Input Management, based in Suffield, was contracted in January 2018. The Wensum & Coast LAG is supporting the purchase of a Trimble TMX system, a satellite receiving system allowing precision application of seed fertiliser and spray, to fit onto existing farm machinery.

Status: Completed

Outputs: Wage bill increase of £19,640.00, 1 business benefitting, 1 new technique

Total project costs: £14,750.00

Total grant: £5,900.00

106056 Community Centre Modernisation, based in Cromer, was contracted in February 2018. The project will modernise the Cromer Community Centre through installing men's toilets, refurbishing ladies' and disabled toilets, modifying the kitchen with new cabinets and a serving hatch, rebuilding and extending the entrance hall, and installing an external electronic notice board.



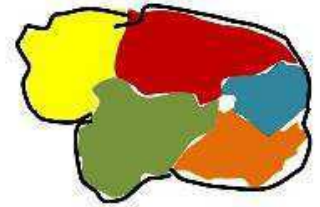
Status: Ongoing

Outputs: 1.5 jobs, wage bill increase of £20,475.00, rural population of 2,700 benefitting.

Total project costs: £74,976.66

Total grant: £59,981.33

LEADER 2014-2020 Wensum & Coast Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

105518 Neil Thompson Boats Marine Centre, based near Wells-Next-The-Sea, was contracted in September 2017. Funding was awarded for the expansion of a boat building business which had outgrown its current premises. This project enables the relocation and restructure of Neil Thompson Boats Ltd by creating a new marine centre in a building that is three times the size of the current facility. The applicant has had claim 1 of 2 paid out which covered the cost of the electrical works and constructing the office building.

Status: Ongoing

Outputs: 3.0 jobs, wage bill increase of £72,000.00

Total project costs: £79,853.80

Total grant: £31,941.52



102280 Energy Efficient Stiffkey Irrigation Pump was contracted in June 2017. The project has replaced an inefficient pump with a more environmentally friendly system. The new system uses an inverter to allow the motor to run at lower speeds, therefore using less electricity, and has a built-in monitoring system to ensure the agreed extraction rates are not exceeded.

Status: Completed

Outputs: Water saving for 400 ha of land

Total project costs: £42,255.03

Total grant: £16,902.01



106173 Bathymetric Survey Capability, based in Stibbard, was contracted in September 2017. The project has allowed the applicant to expand their services to provide new and existing clients with specialist surveying equipment. The additional services include the provision of bathymetric surveys to complete the set of services 'expected' from dredging and environmental consultants.

Status: Completed

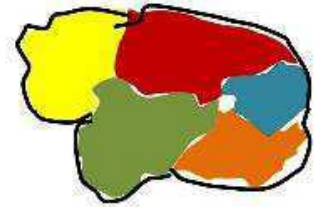
Outputs: 0.5 jobs, wage bill increase of £11,400.00

Total project costs: £42,019.50

Total grant: £16,807.80



LEADER 2014-2020 Wensum & Coast Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

104803 Irrigation at Lexham was contracted in June 2017. This project has extended the irrigation system, bringing additional land in to use for the tenant farmer and a potential new tenant farmer, improving the quality of the crops grown.

Status: Completed

Outputs: Increase applicants' income by £35,014.00, sustain and create jobs for 2 tenant farms.

Total project costs: £35,604.24

Total grant: £14,241.70

103511 Improving Sennowe's Soils, based in Gateley, was contracted in September 2016. The project supported the acquisition of a no-till drill to be used initially on half the business' cereal and OSR crops, which is expected to increase over subsequent years. The business plans to work with students from Easton and Otley College to monitor organic matter levels, worm counts and other studies to establish trends. The estate will also keep accurate records of costs of both no-till and conventional systems, and holding a field day and annual seminar to publicise the results.

Status: Completed

Outputs: 1 new technique

Total project costs: £77,000.00

Total grant: £28,205.10



103654 Brisley Bell Development was contracted in September 2016. Funding for this project specifically supported the building of a new restaurant. The extra room will provide increased dining covers for guests and the focus on local, fresh produce and healthy eating options will cater for differing dietary needs. This will enable the business to grow and make the pub more commercially viable going forward.

Status: Completed

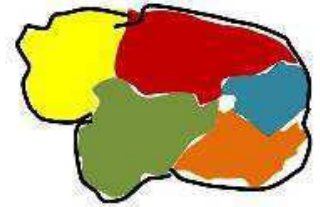
Outputs: 2.0 jobs

Total project costs: £51,462.72

Total grant: £15,883.09



LEADER 2014-2020 Wensum & Coast Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

100942 Panther Brewery Expansion, based in Reepham, was contracted in March 2016. The LAG funded a new bottling line to automate the bottling and labelling facility, making it possible for the brewery to introduce new products.

When not working at full capacity, the bottling facility will be offered to other breweries who may wish to contract the line as the only 'real ale' bottling line in the county.

Status: Completed

Outputs: 3.0 jobs

Total project costs: £65,740.00

Total grant: £26,296.00



107338 High House Farm Green Bedding Equipment, based in Tittleshall, was contracted in February 2018. The project will allow the applicant to produce bedding material for his dairy herd from slurry generated by the cows. This will improve animal welfare, leading to increased yields and cost savings for the business.

Status: Ongoing

Outputs: 1 new technique

Total project costs: £31,790.00

Total grant: £12,716.00

104794 Norfolk Herbs – Rainwater Harvesting, based in Dillington, was contracted in June 2017. The LAG has funded installation of a large steel rainwater aboveground tank to capture rainwater from a 700m² polytunnel. Delays with contracts and an unforeseen issue with power supply and weather have delayed the start of this project.



Norfolk Herbs
GROWING IN QUALITY SINCE 1986

Status: Ongoing

Outputs: 1 new technique, 0.5 jobs, 0.07 hectare saving water

Total project costs: £10,942.33

Total grant: £4,376.93

104968 Heydon Rural Business Incubators was contracted in June 2017. The project will provide high quality, flexible, serviced business space specifically for rural start-ups, by the creation of 3 business units.

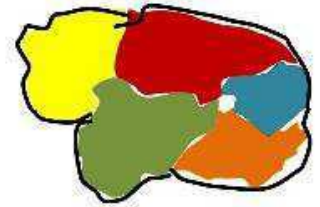
Status: Ongoing

Outputs: 0.2 jobs, wage bill increase of £5,000.00

Total project costs: £176,627.00

Total grant: £46,806.16

LEADER 2014-2020 Wensum & Coast Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

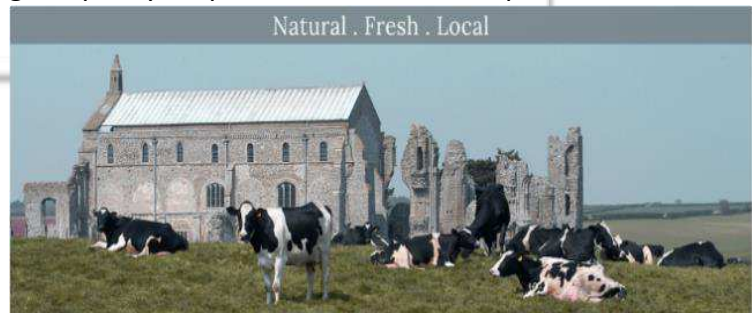
106276 Abbey Farm Café, based in Binham, was contracted in December 2017. Abbey Farm dairy is home to over 100 cows. The business supplies milk to Arla Foods on contract. Due to fluctuating milk prices seen in the dairy industry over recent years, the business recently invested in a milk vending machine as a way of generating additional income to the farm. This proved to be popular with a range of customers. As a result, the farm has decided to add a new coffee machine and fresh farm produce vending machine and installing them in a converted lean-to overlooking the priory. Improvements to the car park for Binham priory, which is owned by the applicant and would be used by visitors to the coffee area, also form part of this project proposal.

Status: Ongoing

Outputs: 0.5 job, 1 business benefitting

Total project costs: £40,208.00

Total grant: £16,083.20



106430 Venison/Water Management, based in Stanhoe, was contracted in February 2018. This project is split into two parts. The first part involves a deer handling unit to be installed in the newly built roundhouse to improve handling practices. A new meat cutting room will allow us to increase the value of venison produced from an expanding deer enterprise on the farm by processing the animals for the wholesale market. The second part is the installation of an irrigation mains extension.

Status: Ongoing

Outputs: 1.0 jobs, wage bill increase of £16,380.00

Total project costs:
£123,657.92

Total grant: £49,463.17



G. W. Harrold & Partners
Farmers, Contractors and Hauliers

107703 Tonnage Bridge Glamping, based in Dilham, was contracted in April 2018. The project will support the business diversifying by investing in 10 wooden glamping pods and 3 smaller pup pods. The glamping site will be based alongside the Walsham and Dilham canal.

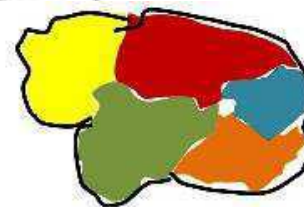
Status: Ongoing

Outputs: 4.8 jobs, wage bill increase of £81,212.00

Total project costs: £392,445.08

Total grant: £154,976.56

LEADER 2014-2020 West Norfolk Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

107188 Houghton Organic Farm - Automated Dairy System was contracted in January 2018. The project will introduce automated technology into the dairy enterprise. This will help to reduce fixed costs, increase milk yields and improve animal welfare.

Status: Ongoing

Outputs: 3 new techniques

Total project costs: £51,500.00

Total grant: £20,600.00



106085 New reservoir for Hillgate Nurseries, based in Terrington St Clement, was contracted in October 2017. The project has installed a new reservoir at Hillgate Nurseries, a plant propagation business in West Norfolk.

Status: Completed

Outputs: 2.2 ha concerned with investments for saving water

Total project costs: £52,603.00

Total grant: £21,041.20

106339 Facilitate Training Manager, based in Wereham, was contracted in October 2017. The purpose of this project is to create a bespoke system that will enable businesses to manage their staff training needs more effectively. LEADER funding is enabling Facilitate IT Ltd to recruit 2 members of staff as well as improve the skills levels of rural business that purchase their system.

Status: Ongoing

Outputs: 2.0 jobs, wage bill increase of £41,512.00

Total project costs: £96,620.00

Total grant: £38,648.00

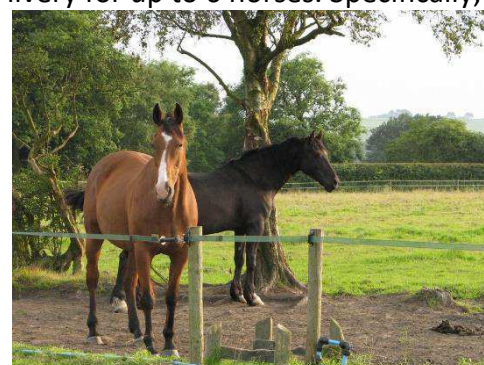
107168 Stanton Farms Ltd - New Timber Stables and Storage, based in Snettisham, was contracted in December 2017. The LAG has funded the provision of additional DIY livery for up to 6 horses. Specifically, the project will provide 6 timber stables along with post and rail boundary fencing and a hard standing area for grooming horses.

Status: Ongoing

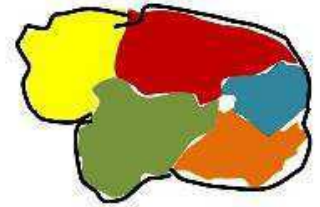
Outputs: 0.4 jobs, wage bill increase of £6,344.00, 2 businesses directly benefitting

Total project costs: £21,505.46

Total grant: £8,602.18



LEADER 2014-2020 West Norfolk Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

105524 Kickstart was contracted in December 2017 as a multi-LAG project. This project is supporting the Kickstart Charity Rural Scheme to purchase 12 mopeds per LAG to help people seeking work, for whom transport is a barrier to employment, getting to interviews/training.

Status: Ongoing

Outputs: 76 service users (70%) to secure employment

Total project costs: £15,499.32 per LAG (£77,496.60 in total)

Total grant: £12,399.46 per LAG (£61,997.30 in total)



102431 More efficient use of rain water, based in Terrington St Clement, was contracted in September 2016. The project is improving the capture of rainwater on the business' site, and sharing it with neighbouring farmers, using it to irrigate crops, minimising waste. The applicant has installed a network of underground pipes to share the water supply. The grant has contributed towards a booster pump system, a pump-house, a reservoir floating pump, control panel system and the associated pipework and installation costs.



The project is improving the capture of rainwater on the business' site, and sharing it with neighbouring farmers, using it to irrigate crops, minimising waste. The applicant has installed a network of underground pipes to share the water supply. The grant has contributed towards a booster pump system, a pump-house, a reservoir floating pump, control panel system and the associated pipework and installation costs.

Status: Completed

Outputs: 2.0 jobs, wage bill increase of £26,000.00, 1 new technique

Total project costs: £92,382.97

Total grant: £36,953.19

104281 We're Wereham, We're Together was contracted in July 2017. This project is seeing the construction of one of the UK's first accredited Passivhaus village halls which will replace the existing village hall.

Status: Ongoing

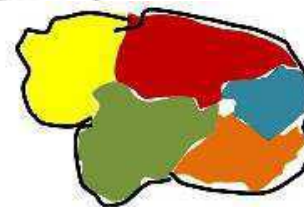
Outputs: 1.25 jobs, wage bill increase of £39,540, rural population of 3,921 benefitting

Total project costs: £668,041.00

Total grant: £95,129.15



LEADER 2014-2020 West Norfolk Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

104025 Foras Growth Development, based in Stowbridge, was contracted in April 2017. This project is funding the construction of a new multi-purpose store and workshop, to enable the business to bring some of the manufacturing side of the business to Norfolk from India and introduce local materials. This will result in job creation and business growth. The project has been delayed and is currently going through written procedures for a variation. It is therefore still in the early stages.

Status: Ongoing

Outputs: 3.0 jobs

Total project costs: £181,268.65

Total grant: £70,897.46



103798 Laurels Water Efficiency Scheme, based in Terrington St Clement, was contracted in October 2016. The project enabled the business to purchase equipment to improve water efficiency at Laurels Farm by

enabling the business to more accurately assess the need to irrigate more at night when there is less water evaporation, apply more water at once depending on weather conditions, and improve working conditions and staff safety, due to a reduction in night time movement and resetting of equipment.

Status: Completed

Outputs: 1 new technique, 40 ha concerned with investment for saving water

Total project costs: £80,782.31

Total grant: £32,312.92



105303 West Norfolk Explorer Tourism Trails was contracted in October 2017. This project is developing a number of tools to promote the area to visitors around three key themes – churches and religious sites, the history of the area, and opportunities to explore the countryside and village communities. The aim is to promote 130 points of interest as well as up to 170 additional venues (e.g. retail, food, accommodation, event venues).

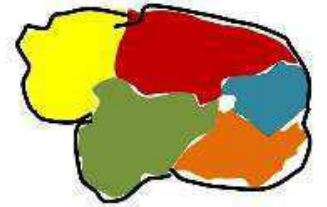
Status: Ongoing

Outputs: 16,800.00 day visitors

Total project costs: £81,544.00

Total grant: £81,544.00

LEADER 2014-2020 West Norfolk Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

103167 Happy Valley, based in Grimston, was contracted in February 2017. The project plans to grow the applicant's existing glamping business to include a roundhouse and a tree house. The treehouse will offer tourist accommodation with the unique attraction of disabled access. The roundhouse will be used for community events as well as being available for wedding receptions.

Status: Ongoing

Outputs: 2.0 jobs, 1288 day visitors, 643 overnight visitors

Total project costs: £120,584.06

Total grant: £48,233.62



107151 The Castle Acre Plaice was contracted in April 2018. This project is fitting out a newly leased premises, next to the local village shop, to create a fish and chip shop. The business will be selling locally sourced ingredients within the village of Castle Acre.



Status: Ongoing

Outputs: 5.0 jobs, wage bill increase of £100,087.00

Total project costs: £85,445.96

Total grant: £33,789.28

108078 Newcombe-Baker Farms Ltd - Direct Drill, based near Sedgeford, was contracted in March 2018. The LAG has funded the applicant to purchase a John Deer 750A seed drill, known as a No Till Drill. This will enable the business to reduce the cost of production of the crops through reduced fuel consumption and wear on machinery. In addition, the project will improve the natural fertility of the land, reducing the reliance on man-made fertilisers.

Status: Ongoing

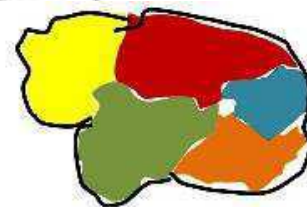
Outputs: 3 business benefitting, 1 new technique

Total project costs: £76,997.06

Total grant: £30,798.82



LEADER 2014-2020 West Norfolk Local Action Group Project Summaries



GROWING THE RURAL ECONOMY

105643 West Acre Barn Refurbishment was contracted in April 2018. This project involves the renovation of a currently disused and dilapidated barn, making it fit for purpose. Upon doing so, the intention is for the barn to be rented out to a start-up brewery on a long term basis.

Status: Ongoing

Outputs: 2 businesses benefitting

Total project costs: £272,566.00

Total grant: £109,026.40



105642 West Acre Brewery was contracted in April 2018. This project will see the setup of a new craft brewery, Duration Brewing, in a listed barn on the Westacre Estate. The costs include carrying out building renovations to the barn in order to make it suitable to house the brewery, the installation of the brewery equipment, building a cold store and purchasing some brewing vessels.

Status: Ongoing

Outputs: 12.0 jobs, wage bill increase of £279,000.00, 15 new products, 3 new techniques, 1 business benefitting

Total project costs: £455,473.95

Total grant: £175,977.16

108066 Sheep Handling / Weighing / EID Reading / Sorting, based in Hilgay, was contracted in March 2018. This project is for the purchase of an integrated sheep handling system, which features weighing and sorting facilities, as well as tag-reading technology. This will allow the best performing sheep to be identified in order to breed from the most disease-resistant, functional and best-growing animals.

Status: Ongoing

Outputs: 1 new technique

Total project costs: £9,270.00

Total grant: £3,708.00

Business and Property Committee

Item No.....

Report title:	Disposal, Acquisition and Exploitation of Properties
Date of meeting:	6 November 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 within the Council and sharing property assets with public sector partners through the One Public Estate programme, the Council is aiming to reduce net annual property expenditure by £4.25million over the next four years (2018/19 to 2021/22).

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

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

Recommendations:

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

- (i) **Formally agree to the leasing of the roof area of Northgate Community Primary School, Great Yarmouth to Solar for Schools CBS Limited for a**

term of 25 years at a rent of a peppercorn per annum (if demanded).

- (ii) Formally declare the Land at Church Lane, Potter Heigham surplus to County Council requirements and instruct the Head of Property to dispose of the property to an affordable housing developer (Housing Associations and other registered social landlords). 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) Formally declare the Land at Market Lane, Salthouse surplus to County Council requirements and instruct the Head of Property to dispose of the property to an affordable housing developer (Housing Associations and other registered social landlords). 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.**
- (iv) Agree to the transfer of the Land abutting Barnby Road, Scottow Enterprise Park at nil consideration to Coltishall Barnby Residents Company Ltd
or
In the event of a substantive objection the land to be transferred to Buxton with Lamas Parish Council.**

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.

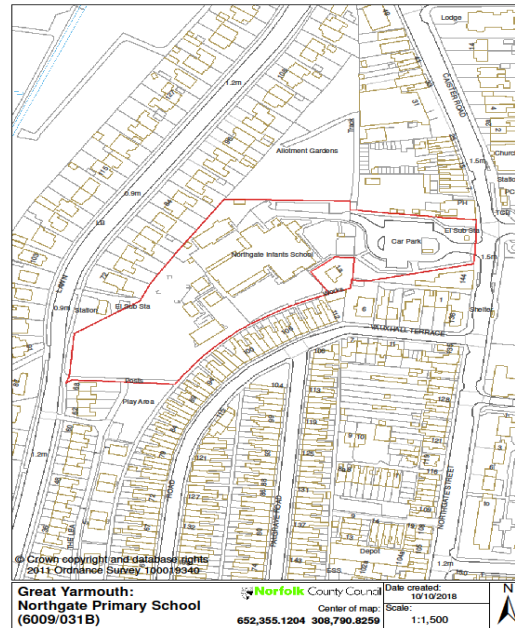
- 1.4 The Corporate Property Officer reviews options for maximising income from surplus properties usually by open market sale to obtain the best consideration possible. These will range from selling immediately on the open market (to the bidder making the best offer overall), enhancing the value prior 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

Great Yarmouth – Northgate Community Primary School (6009/031B)

- 2.1 Northgate Community Primary School is owned by NCC on a site amounting to 1.34 hectares (3.31 acres) in area.
- 2.2 It is proposed to enter in to a lease with Solar for Schools CBS Ltd (company number RS007364) where by the company will install, free of charge, solar panels on the roof of the school building.
- 2.3 The School governors will enter in to an agreement to buy the electricity generated at a specified rate.
- 2.4 Solar for Schools CBS Limited is registered with the Financial Conduct Authority as a community benefit society and is registered at Companies

House as a Registered Society. Each school that participates in the scheme becomes a member with voting rights. The company raises money from investors through the issue of social impact bonds with their revenue coming from the purchase of power agreements and income from feed in and export tariffs.



- 2.5 The terms of the lease are the grant of a lease for 25 years at a peppercorn rent. This is the standard model for this sector where by the provider leases the roof at nil rent and the building occupier receives cheaper electricity. For the latter to charge the former a rent would only increase the cost of electricity supplied, therefore the model is based on nil rent and hence this is considered to be the market rent for such transactions.
- 2.6 The company will install, maintain, manage and insure the solar panels. NCC will have the right to require the panels be removed at the end of the lease. Should the property ceased to be a school the lease can be determined.
- 2.7 B&P Committee is asked to formally agree to the leasing of the roof area of Northgate Community Primary School, Great Yarmouth to Solar for Schools CBS Limited for a term of 25 years at a rent of a peppercorn per annum (if demanded).

Potter Heigham - Land at Church Lane

- 2.8 The property (part of field nr 83), edged red on the plan, forms part of the County Farms estate, the site area is 0.45 hectares (1.7 acres).
- 2.9 North Norfolk has an acute need for housing and North Norfolk District Council have confirmed that the needs register includes qualifying households on their housing list using the local allocations agreement for this and the adjoining parish demonstrating significant need for affordable housing in the area. This site has the potential to help address this situation.
- 2.10 The County Farms team have reviewed the property and have confirmed that it can be readily removed from operational use without detriment to the remaining holding.
- 2.11 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.

2.12 An initial investigation has been undertaken with North Norfolk District Council to ascertain options for an alternative use for the site. They confirm the site lies outside of the Potter Heigham settlement area and could only be brought forward for development as an exception site for affordable housing.

2.13 The County Council has undertaken initial investigations with Victory Housing Trust who confirm the site is viable for affordable housing to meet local needs.

2.14 It is proposed to undertake a negotiation for a direct sale with Victory Housing Trust, however if agreement cannot be reached it is then proposed to undertake a tender exercise restricted to affordable housing developers (Housing Associations and other registered social landlords).



2.15 B&P Committee is asked to formally declare the land at Church Lane, Potter Heigham surplus to Council requirements and instruct the Head of Property to dispose of the property to an affordable housing developer (Housing Associations and other registered social landlords). 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.

Salthouse – Land at Market Lane (1083/033)

2.16 The property (field nr 26), edged red on the plan, forms part of the County Farms estate, the site area is 0.28 hectares (0.7 acres).

2.17 The topography of the site is challenging and as result has not been used for farming operations, remaining vacant for several years, and is overgrown.

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

2.19 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.

2.20 An initial investigation has been undertaken with North Norfolk District Council to ascertain options for an alternative use for the site. They confirm the site lies outside of the Salthouse settlement area and could only be brought forward for development as an exception site for affordable housing.

2.21 It is understood Broadland Housing Association have, for several years, been interested in acquiring this site to help meet the acute need for affordable housing in North Norfolk. They are currently undertaking a viability assessment and will share the results with the County and District Councils.

2.22 North Norfolk District Council have confirmed that the needs register has 39 households that qualify for their housing list using the local allocations agreement for this and the adjoining parish demonstrating significant need for affordable housing in the area.

2.23 It is proposed to undertake a negotiation for a direct sale with Broadland Housing Association, however if agreement cannot be reached it is then proposed to undertake a tender exercise restricted to affordable housing developers (Housing Associations and other registered social landlords).



2.24 B&P Committee is asked to formally declare the Land at Market Lane, Salthouse surplus to County Council requirements and instruct the Head of Property to dispose of the property to an affordable housing developer (Housing Associations and other registered social landlords). 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.

Scottow Enterprise Park (1084/013B) – Land abutting Barnby Road

2.25 Policy and Resources Committee at their meeting on 17 February 2017 resolved to declare the Former Officer’s Mess site surplus to Council use and authorised its disposal.

2.26 The disposal work for the whole of the Formers Officer’s Mess site is in progress.

2.27 Part of the site on the north side abutting Barnby Road (hatched on the plan) and amounting to 793m² in area has been the subject of a separate negotiation undertaken in 2013 between NPS and Buxton with Lamas Parish Council. From the available evidence it appears the County Council offered to transfer the land for community use at nil consideration as it was determined

at the time this would mitigate the costs of maintaining this area of land. This area of land is excluded from the sale of the Former Officer's Mess site.

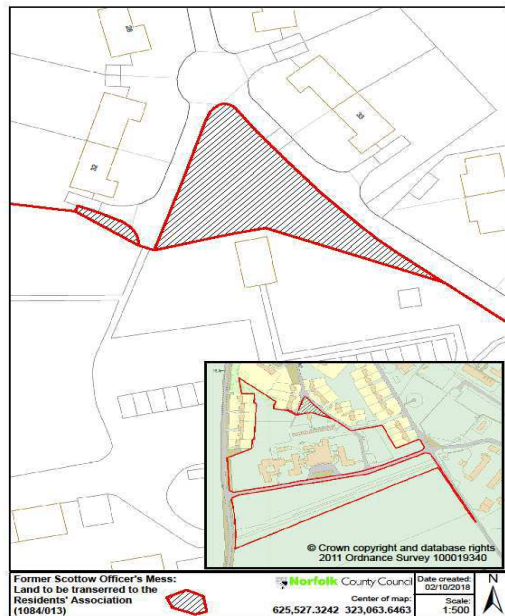
2.28 The market value for this land is considered to be nil to reflect that access is over 3rd party land, it will be covenanted as amenity land for community use with an obligation to maintain it, and will be subject to an overage agreement giving NCC a proportion of any increase in value on change of use, which NCC would, in any event, need to consent to.

2.29 Because of the proposed agreement between NCC and Buxton with Lamas Parish Council, the Coltishall Barnby Residents Company Ltd (no.06231132) have been maintaining and using the land, at their expense, ever since.

2.30 The initial proposal was to transfer the land to the company but at the time it had only a limited track record and it was preferred to transfer the land to Buxton with Lamas Parish Council. The parish council at their meeting on 9 September 2013 resolved to approve the transfer in principle.

2.31 On investigation it has been determined that the actual legal transfer was not formally agreed or transacted. This proposal is aimed at regularising the decision and arrange for the transfer to be completed thereby honouring the original decision to transfer this small area of land for use by the local community.

2.32 Subsequently Coltishall Barnby Residents Company Ltd has requested the land be transferred to them rather than the parish council, on the basis that the company now has a longer track record and is in a financially stronger position than it was in 2013.



2.33 Buxton with Lamas Parish Council were consulted on 8 October 2018 and are due to consider the issue at their meeting on 26 November 2018. It is anticipated the parish council will have no objection to the land being transferred to Coltishall Barnby Residents Company Ltd. Therefore, on this basis of no objection, it is proposed to transfer the land to Coltishall Barnby Residents Company Ltd. However, in the event of a substantive objection then it is proposed to transfer the land to Buxton with Lamas Parish Council.

2.34 The transfer document will include a covenant to restrict the land to community use and will include an overage clause to cover off any future change of use. Each party will pay their own legal fees.

- 2.35 B&P Committee are asked to agree to the transfer of the Land abutting Barnby Road, Scottow Enterprise Park at nil consideration to Coltishall Barnby Residents Company Ltd
or
In the event of a substantive objection the land to be transferred to Buxton with Lamas Parish Council.

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.