

Business and Property Committee

Item No.....

Report title:	Disposal, Acquisition and Exploitation of Properties
Date of meeting:	8 September 2017
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 assets for service delivery there is now more 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 a particular property to support a service to delivers its aims.

By adopting a “single estate” approach internally, and sharing property assets with public sector partners through the One Public Estate programme, the Council is aiming to reduce net annual property expenditure by a further £4.2 million over the next three years.

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

This means that as well as continuing with the rationalisation of the operational property estate to reduce the number of buildings used by the 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 agree to:

- (i) Formally declare the land at London Road, Attleborough surplus to County Council requirements and instruct the Head of Property to bring**

forward appropriate proposals for disposals or development at a future B&P Committee Meeting.

- (ii) Formally declare the former Brockdish school playing field surplus to council requirements and authorise the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.**
- (iii) Formally declare the Filby Sailing Base surplus to council requirements and authorise the Head of Property to dispose of the property either by freehold or leasehold transfer to NSSA on terms to be agreed. In the event of the disposal values 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 bid and report the fact at a subsequent B&P committee meeting.**
- (iv) Note that the site known as the Land at Willows Business Park in Kings Lynn will not be brought to market until the site has been formally withdrawn from the Norfolk Minerals and Waste Development Framework.**
- (v) Endorse the disposal of the former Lingwood school site as surplus to NCC use and authorise the Head of Property to explore and implement its disposal at Market Value. 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 bid and report the fact at a subsequent B&P Committee meeting.**
- (vi) Formally declare the former Mileham School site surplus to Council requirements and authorise the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.**
- (vii) Formally declare 14 Chapelfield North surplus to County Council requirements and authorise the Head of Property to negotiate with the tenant to dispose of the property at market value. 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 bid and report the fact at a subsequent B&P Committee meeting.**

- (viii) Formally declare floors 1 and 2, and the ground floor (when it becomes available) of Vantage House surplus to NCC use and authorise the Head of Property in consultation with Director of Finance and Commercial services to agree sub-lets on the best terms possible.**
- (ix) Authorise the Head of Property to implement the disposal of 4 Minstergate at market value. 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 bid and report the fact at a subsequent B&P Committee meeting.**
- (x) Authorise the Head of Property to implement the disposal of Thetford Warehouse either by freehold sale or by lease on the best terms possible. In the event of disposal terms 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 bid and report the fact at a subsequent B&P Committee meeting.**
- (xi) Formally declare the Tin Barn, Hall Road, Toft Monks surplus to Council requirements and authorise the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.**
- (xii) Formally declare Croft Farm buildings site, Welney surplus to Council requirements and authorise the Head of Property to seek alternative uses and dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.**
- (xiii) Formally declare Old Croft Farm Barn site, Tipsend, Welney surplus to Council requirements and authorise the Head of Property to seek alternative uses and dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.**
- (xiv) Formally declare the 8 property assets as listed in Table 1 surplus to Council requirements and instruct the Head of Property to bring forward as appropriate proposals for disposals or exploitation at future B&P Committee meetings.**

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 a particular 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 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.

2.0 Proposals

Attleborough – Land adjacent to new primary school, London Road

- 2.1 A 3.8 hectare site was acquired by Children's Services from residential developer, Taylor Wimpey, in order to develop a new school. Ultimately 3 hectares will be used to develop a new 630 place nursery and primary school.
- 2.2 Options were examined to exploit the surplus 0.8 hectares (in two parcels) and an outline planning permission for 16 dwellings has been obtained which is to include 40% affordable housing (planning authority ref: 3PL/2016/0416/O).
- 2.3 The element of affordable housing could be used to offset the Council's supported living needs. This site may also be an appropriate site for direct development by the Council via its newly created property development company.
- 2.4 Further work is required to ascertain the value and viability of the development but in the meantime it is proposed that this asset is declared surplus to NCC requirements.
- 2.5 B&P committee is asked to formally declare the land at London Road, Attleborough surplus to County Council requirements and instruct the Head of Property to bring forward appropriate proposals for disposals or development at a future B&P Committee Meeting.



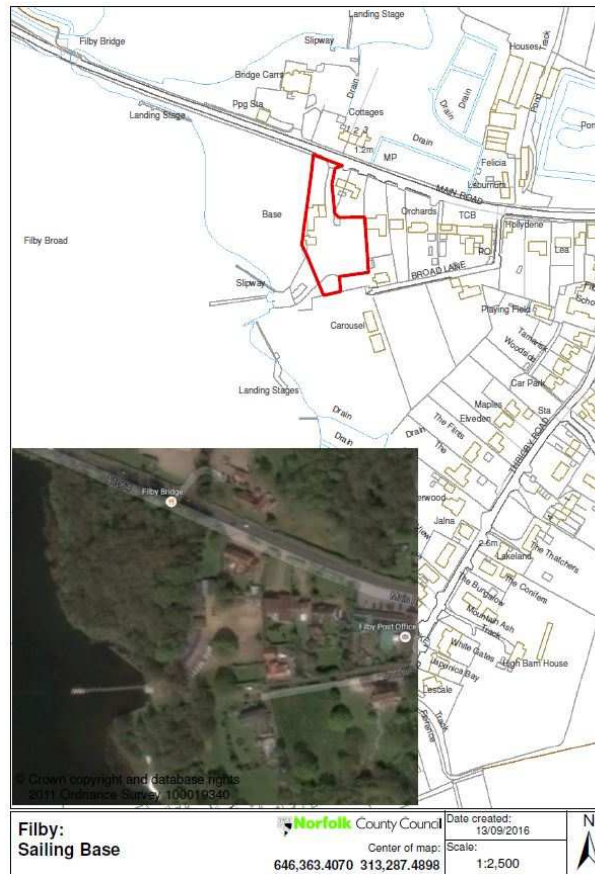
Brockdish – Former school playing field, Grove Road

- 2.6 Brockdish Church of England Primary School closed summer 2016. The school buildings are owned by the Norwich Diocese.
- 2.7 The playing field is owned by NCC and is 3,101m²/0.77 acre in size. The playing field is essentially land-locked and access is over adjoining land in separate ownership.
- 2.8 The playing field was declared surplus by Children’s Services on 28 August 2016. Following a review by the Head of Property in consultation with CPSG it has been confirmed that the site is not required for use by other NCC services.
- 2.9 Due to its “landlocked” nature there is limited use of the site. The market value, without a change of use is estimated to be around £10,000. The Head of property advises that sale at auction would maximise the Council’s capital receipts, with an appropriate clawback provision for recovery of any uplift in values should there be a future change of use.
- 2.10 B&P committee is asked to formally declare the former Brockdish school playing field surplus to council requirements and authorise the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.



Filby – Sailing Base, Main Road

- 2.11 This site was acquired in 1962 to deliver a service for Children's Services (and predecessor departments). As a result of a review of services the land was declared surplus to Children's Services on 1 August 2011. Following a review by the Head of Property in consultation with CPSG it has been confirmed that the site is not required for use by other NCC services. Development options have been investigated but these are limited due to flood risk.
- 2.12 The site covers an area of approximately 6,322m²/1.56 acres and is occupied by the Norfolk Schools Sailing Association (NSSA) under a Tenancy at Will since 2005. This arrangement needs to be regularised to ensure that their occupation continues on appropriate terms and conditions. The Broad itself is owned by Essex & Suffolk Water and NCC has no formal right of access to the Broad.
- 2.13 NSSA require certainty of occupation either by purchasing the site or taking a long term lease that would enable them to secure grant funding to grow their offering sustainably.
- 2.14 NSSA is also undertaking separate negotiations with Essex & Suffolk Water to arrange access to the Broad over 3rd party land.
- 2.15 B&P committee is asked to formally declare the Filby Sailing Base surplus to council requirements and authorise the Head of Property to dispose of the property either by freehold or leasehold transfer to NSSA on terms to be agreed. In the event of the disposal values 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 bid and report the fact at a subsequent B&P committee meeting.

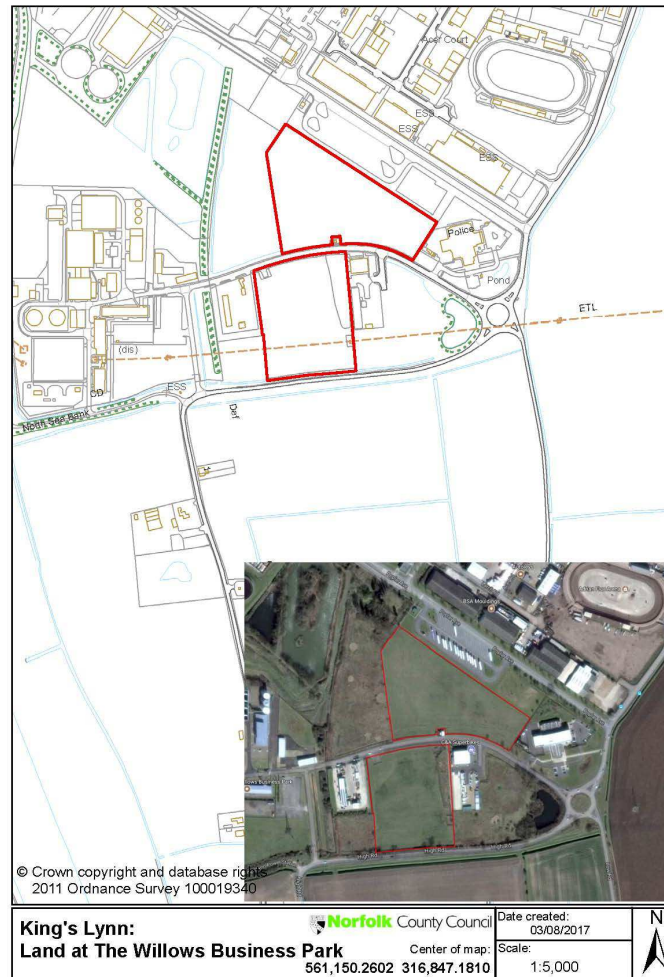


Kings Lynn – Land at Willows Business Park

- 2.16 The site is currently allocated within the Norfolk Minerals and Waste Development Framework. Norfolk County Council have indicated that they wish to remove the allocation and do not wish to see any ‘waste’ uses on the site in the interim.
- 2.17 An initial review was undertaken of the site to understand the opportunities around the redevelopment of the site. In particular an assessment was undertaken of alternative sites (including those with an existing planning permission) in the location, the availability of different types of business space and the specific location of the existing site. The Willows site is located next to a recycling centre and a power station, with a small number of businesses located nearby.
- 2.18 Given the location of this site, it was concluded the site would suit an owner-occupier who wished to develop the site for their specific business and who were looking to relocate or expand within the area. Given the cost of borrowing and the availability of other sites, a freehold acquisition would be their likely preference.
- 2.19 There are a number of alternative properties on the market at a variety of price points within Kings Lynn and a speculative build at this time would bring the risk of voids. The site to the west of the Willows has recently been sold (with the benefit of planning permission for a number of uses). As such the Head of

Property advice is to wait until the site has been removed from the Minerals and Waste Development Framework and to monitor the local market (particularly neighbouring sites) to identify the best pattern of development for this area. The costs of holding this site are minimal.

- 2.20 B&P Committee is asked to note that the site known as the Land at Willows Business Park in Kings Lynn will not be brought to market until the site has been formally withdrawn from the Norfolk Minerals and Waste Development Framework.

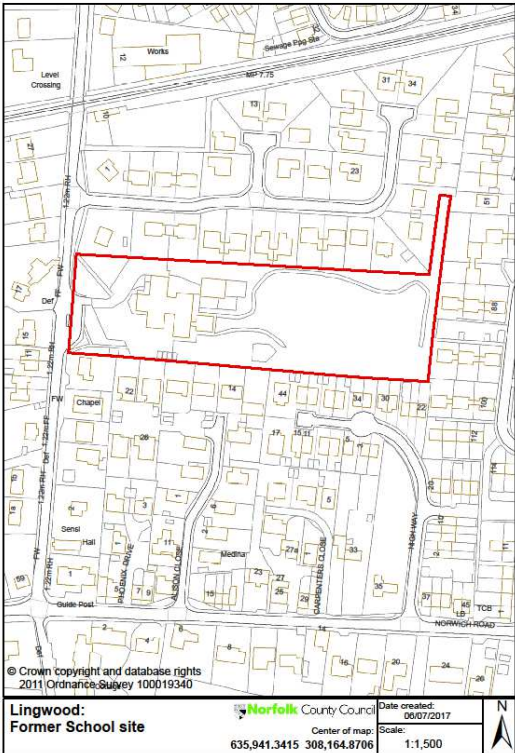


Lingwood – Former School site

- 2.21 The school was relocated to a new site and this site has remained vacant for a number of years. The property area is approximately 12,357m²/3.05 acres. A planning permission was obtained to develop the site for up to 20 dwellings (planning authority ref: 20140979).
- 2.22 Policy and Resources (P&R) Committee at their 30 November 2015 meeting resolved to “Authorise the disposal of land at Lingwood.....and authorise the Corporate Property Officer to directly negotiate with Broadland Growth Ltd on terms and conditions to be agreed in consultation with the Executive Director of Finance and the Chair of P&R Committee”.

- 2.23 Ultimately the negotiations did not achieve the desired outcome and the Head of Property has been exploring the means of disposal to achieve best consideration. In the meantime the Council has received an unsolicited unconditional bid whilst is in the area of the estimated market value it is the view of the Head of Property that this disposal should be marketed requesting best and final offers.

- 2.24 B&P Committee is asked to endorse the disposal of the former Lingwood school site as surplus to NCC use and authorise the Head of Property to explore and implement its disposal at Market Value. 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 bid and report the fact at a subsequent B&P Committee meeting.



Mileham – Former School site

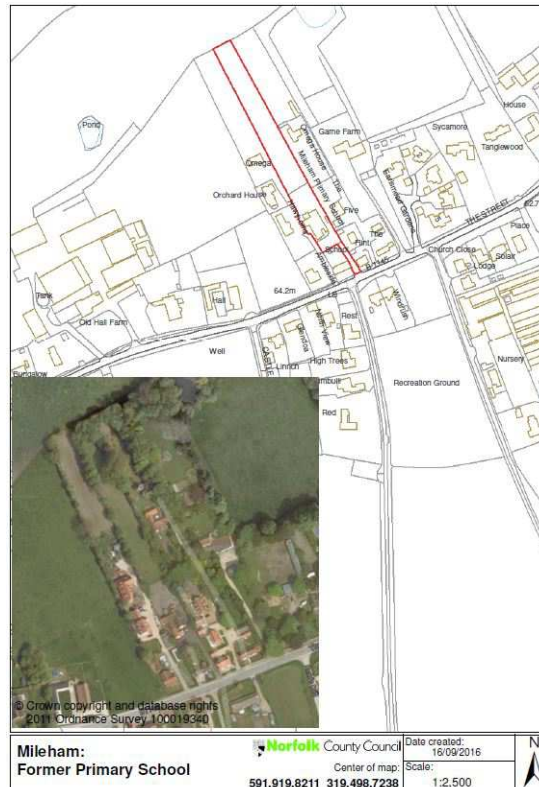
- 2.25 Mileham Primary School closed on 31 August 2015.

- 2.26 The property was declared surplus by Children’s Services on 16 September 2015. Following a review by the Head of Property in consultation with CPSG it has been confirmed that the site is not required for use by other NCC services.

- 2.27 The property area is approximately 4,275m²/1.03 acres in size. The site is narrow and may require access road improvements if the site is to be repurposed. The Head of Property advises that sale at auction would maximise the Council’s capital receipts, with an appropriate clawback

provision for recovery of any uplift in values should there be a future change of use.

- 2.28 B&P Committee is asked to formally declare the former Mileham School site surplus to Council requirements and authorise the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.



Norwich – 14 Chapelfield North

- 2.29 14 Chapelfield North was acquired by Norwich City Council in the early 1970's but it transferred to the County Council as part of the 1974 Local Government reorganisation. It was subsequently utilised as a highway depot. The site has a gross internal area of approximately 800m².
- 2.30 The site was declared surplus by the Highways and Transportation sub-Committee on 25 November 1981. In 2004 the Council entered into a 125 year lease to the Theatre Royal (Norwich) Trust, at a peppercorn rent and the building is now occupied by The Garage Trust (having been established by the Theatre Royal and the former North Earlham, Larkman and Marlpit Development Trust to develop the venue). Following a review by the Head of Property in consultation with CPSG it has been confirmed that the site is not required for use by other NCC services.

- 2.31 A report was presented to P&R Committee November 2016 requesting the site be formally declared surplus to NCC use. Whilst at the time there were no plans to sell this property, if it was declared surplus by Members it would have provided flexibility in the future, for example if a tenant should approach the Council seeking to acquire. However it was acknowledged that this was precipitous as the council had failed to properly consult the tenant and subsequently the recommendation was withdrawn.

- 2.32 Recently the current tenant has indeed approached the Council to purchase the Council's freehold interest in order from their point of view to secure the future of the site. Negotiations are currently taking place but it is expected any disposal will be at market value, supported by independent expert valuation advice to reflect the special purchase status, and the terms will include an overage clause.

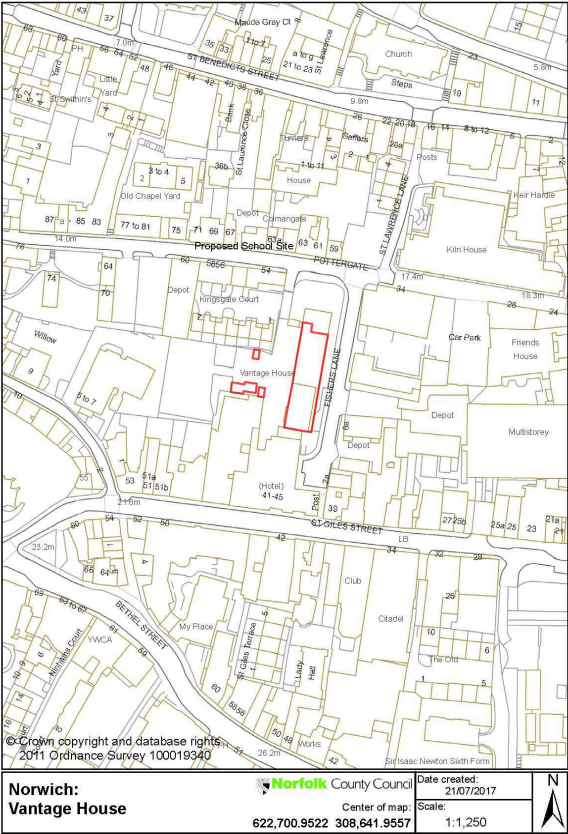
- 2.33 Should The Garage Trust not wish to acquire the site, NCC will not seek to dispose of the freehold of the site.

- 2.34 B&P Committee is asked to formally declare 14 Chapelfield North surplus to County Council requirements and authorise the Head of Property to negotiate with the tenant to dispose of the property at market value. 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 bid and report the fact at a subsequent B&P Committee meeting.



Norwich – Vantage House, Fishers Lane

- 2.35 NCC lease three floors (ground, first and second) of office accommodation at Vantage House and is part of the Council’s corporate office portfolio. The current rent is £175,000 per annum with service charges and business rates payable in addition to this. The lease expires in December 2024. The lease contains a break option in December 2019 but early engagement with the Landlord indicates that it will be prohibitively expensive to break the lease at that time. Alternatively to seek to surrender the lease by mutual agreement with the Landlord will require a surrender premium equivalent to all sums due under the lease until the expiry date, which renders this option prohibitively expensive.
- 2.36 The space was originally used by a number of NCC services, but they have been largely relocated into County Hall and Carrow House, and the first and second floors of Vantage House are now vacant. The ground floor will become vacant once the remaining staff have been relocated as part of the County Hall Space 2019 project.
- 2.37 To reduce the holding cost of this property it is proposed to sub-let the currently vacant floors and the ground floor when it becomes available.
- 2.38 B&P Committee are asked to formally declare floors 1 and 2, and the ground floor (when it becomes available) of Vantage House surplus to NCC use and authorise the Head of Property in consultation with Director of Finance and Commercial services to agree sub-lets on the best terms possible.



Thetford – 4 Minstergate

- 2.39 4 Minstergate was acquired as part of the ‘Moving Thetford Forward’ project, and the development of a bus interchange. It has remained empty since acquired. The permitted use remains residential though Breckland District Council planning authority have provided informal advice that alternative uses may be possible.
- 2.40 The site was declared surplus to NCC use in May 2016. The Head of Property has reviewed options and advises that this property should be marketed for disposal. As the original acquisition was funded through the original ‘Moving Thetford Forward’ project it is expected the capital receipt will be returned to the project budget to offset compulsory purchase liabilities.
- 2.41 B&P Committee is asked to authorise the Head of Property to implement the disposal of 4 Minstergate at market value. 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 bid and report the fact at a subsequent B&P Committee meeting.

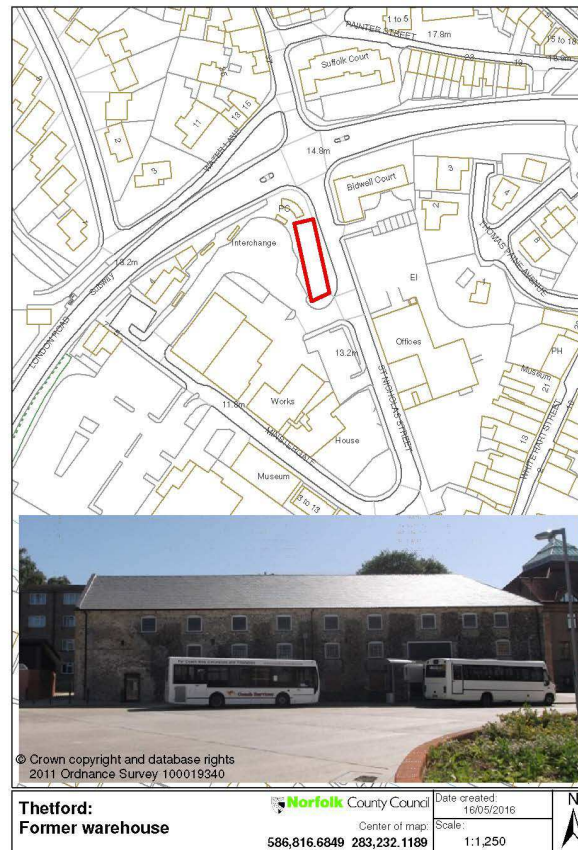


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2011 Ordnance Survey 100019340

Thetford: 4 Minstergate	Norfolk County Council Center of map: 586,753.8850 283,219.1117	Date created: 16/05/2016	
		Scale: 1:1,250	

Thetford – Warehouse, St Nicholas Street

- 2.42 Thetford Warehouse was also acquired as part of the ‘Moving Thetford Forward’ project.
- 2.43 This building is a Grade II listed property, consisting of a ground floor and a mezzanine. As part of the original project the building was repaired and received a ‘first fit’, so services are supplied but not connected.
- 2.44 The site was declared surplus to NCC use in May 2016, however whilst options for the building were being considered a meanwhile use provided some rental income, however, this has now come to an end.
- 2.45 The property has a lot of potential for internal re-use, possibly with public sector partners, or as a third sector hub, and some interest has already been received. However due to its listed status and the fact it is basically an “empty shell” the likely capital receipt or rent income is likely to be modest and the building remains a liability
- 2.46 In the event of a freehold sale and as the original acquisition was funded through the original ‘Moving Thetford Forward’ project it is expected the capital receipt will be returned to the project budget to offset compulsory purchase liabilities. If in the event it is leased out the rental income will revert to NCC.
- 2.47 B&P Committee is asked to authorise the Head of Property to implement the disposal of Thetford Warehouse either by freehold sale or by lease on the best terms possible. In the event of disposal terms 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 bid and report the fact at a subsequent B&P Committee meeting.



Toft Monks – Tin Barn, Hall Road

- 2.48 This site was acquired as part of the County Farm estate. It was subsequently let to the owner of Walnut Tree Cottage under licence for use as garden land. The site has an area of approximately 0.2 acres/0.08 hectares.
- 2.49 Outline planning consent has been obtained for conversion of the existing building into a single dwelling (planning authority ref: 2014/1668/MB).
- 2.50 B&P Committee is asked to formally declare the Tin Barn, Hall Road, Toft Monks surplus to Council requirements and authorise the Head of Property to dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.



Welney – Croft Farm, Wisbech Road

- 2.51 There are a number of existing agricultural buildings of various styles/ages within the site. Four buildings (Farms estate ref: 2002, 2003, 2004 and 2032) have been erected by Norfolk County Council, but there are also a number of other buildings within the site which have been erected by previous tenants.
- 2.52 The County Farms Team have reviewed this site and determined it is no longer required for operational use and can be made available for alternative uses.
- 2.53 B&P Committee is asked to formally declare Croft Farm buildings site, Welney surplus to Council requirements and authorise the Head of Property to seek alternative uses and dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.



Welney – Old Croft Farm, March Road, Tipsend

- 2.54 This site is located to the north-east side of March Road. The building takes the form of a single storey brick and concrete sectional structure, with lightweight cement fibre roof. Vehicular access is obtained from March Road. The surrounding pattern of development includes open agricultural land to the north and east.
- 2.55 The County Farms Team have reviewed this site and determined it is no longer required for operational use and can be made available for alternative uses.
- 2.56 B&P Committee is asked to formally declare Old Croft Farm Barn site, Tipsend, Welney surplus to Council requirements and authorise the Head of Property to seek alternative uses and dispose of the property. In the event of a disposal receipt exceeding delegated limits the Head of Property in consultation with the Executive Director of Finance & Commercial Services and Chair of B&P Committee is authorised to accept the most advantageous bid and report the fact at a subsequent B&P Committee meeting.



Service Buildings and land Holdings

2.57 As a result of ongoing review of properties with service departments 8 property assets have been identified as surplus to service needs, listed in table 1 (location plans in **Appendix 1**). Following a review by the Head of Property in consultation with CPSG it has been confirmed that none of the sites listed are required for use by other NCC services.

Table 1: Service properties to be declared surplus to County Council use (CPSG has confirmed no NCC service use)					
Parish	Site Name	Status	Site Area (m ²)	Service Dept.	CPSG Date
Acle	Herondale	Freehold	7,179	Adults	12/07/2017
Bircham	Former school site	Freehold	20,200	CS	17/5/2017
Hopton on Sea	Former County Farm land at Links Road	Freehold	138,124	Finance	-
Kings Lynn	Bryggen Road site	Freehold	10,116	Adults/CS	28/9/2016
Kings Lynn	North Lynn Community Centre	Freehold	3,984	CS	28/9/2016
Mileham	Former school playing field (remote from former school site)	Freehold	11,065	CS	2/3/2017
Quidenham	Playing field of former Eccles, Hargham & Wilby Primary School	Freehold	2,858	CS	28/7/2016
Tattersett	Former playing field	Freehold	22,247	CS	17/5/2017

- 2.58 For some of these sites there has already been some interest expressed by local community groups and other interested parties wishing to use or purchase the properties.
- 2.59 Further work is required to ascertain the potential value of these property assets but in the meantime it is proposed that these property assets are declared surplus so that they can be progressed as part of the disposals programme or exploited to derive an income.
- 2.60 B&P Committee is asked to formally declare the 8 property assets as listed in Table 1 surplus to Council requirements and instruct the Head of Property to bring forward as appropriate proposals for disposals or exploitation at future B&P Committee meetings.

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 Councils priorities of **Excellence in Education, Real Jobs, Good Infrastructure and Supporting Vulnerable People**.
 - Norfolk County Council Asset Management Plan 2016-19.
 - The adoption of an updated property savings plan, that calls for £4.2m of savings for the next three years.
 - 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.
- 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.
- Develop options for “top 5” sites with development potential.
- Deliver strategy to promote surplus/fringe sites for housing.

Officer Contact

If you have any questions about matters contained or want to see copies of any assessments, eg 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



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.

Appendix 1

Maps/pictures relating to properties listed in Table 1



This block contains a map of the Herondale area with a red outline around the property. Below the map is a photograph of a brick building with a paved area in front. The map shows surrounding streets like 'HARWOOD CLOSE' and 'BIRCHWOOD CLOSE', and landmarks like 'Tennis Courts' and 'Bowling Green'. The photograph shows a modern brick building with a flat roof and a paved driveway.

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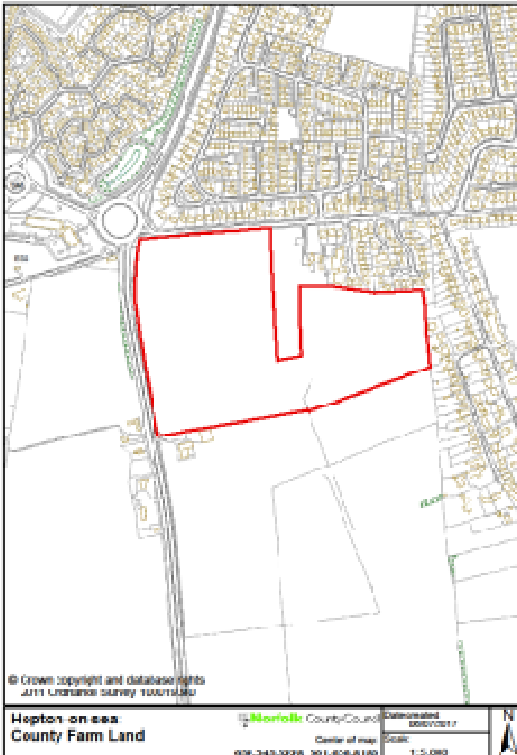
Acle: Herondale	 Norfolk County Council	Date created: 29/08/2017	N ↑
	Center of map: 640,249.8151 310,623.6935	Scale: 1:2,000	



This block contains a map of the Bircham area with a red outline around the former school site. Below the map is an aerial photograph showing a large green field and surrounding residential areas. The map shows streets like 'Queen's' and 'Birchwood'. The aerial photo shows a large green field with some buildings and trees.


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Bircham: Former School site	 Norfolk County Council	Date created: 24/04/2017	N ↑
	Center of map: 576,696.6563 332,342.0779	Scale: 1:2,500	



This block contains a map of the Hepton-on-sea area with a red outline around the County Farm Land. The map shows a large open area with some buildings and roads. The map shows streets like 'Hepton-on-sea' and 'County Farm Land'.

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Hepton-on-sea: County Farm Land	 Norfolk County Council	Date created: 05/03/2017	N ↑
	Center of map: 939,343.3928 301,826.8189	Scale: 1:2,000	



This block contains a map of the Kings Lynn area with a red outline around the former training centre. Below the map is an aerial photograph showing a large industrial or training site with several buildings and a parking area. The map shows streets like 'Bryggen Road' and 'Kings Lynn'. The aerial photo shows a large industrial site with several buildings and a parking area.

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Kings Lynn: Former Training Centre, Bryggen Road	 Norfolk County Council	Date created: 21/09/2016	N ↑
	Center of map: 562,961.5868 321,575.8434	Scale: 1:2,500	

