

Environment, Development and Transport Committee

Minutes of the Meeting held on Friday, 08 March 2019 at 10am in the Edwards Room, County Hall

Present:

Mr M Wilby (Chairman) Mr M Castle Mr S Clancy (Vice-Chairman) Mr B Spratt Mr P Duigan Mr T East Mr R Price

Mr A Grant Mr T Jermy Mrs C Walker Ms J Oliver Mr A White

1. Apologies and Substitutions

- 1.1 As this was the last meeting of the Committee the Chairman thanked Members for their contributions at meetings; he thanked the Executive Director of Community and Environmental Services, his team and the clerk for their work over the years. The Vice-Chairman felt the Committee had been a "can-do" Committee where Councillors worked together to get things done in their own areas and across the County.
- 1.2 Apologies were received from Mr C Foulger (Mr R Price substituting); also absent was Mr S Eyre.

2. Minutes

2.1 The minutes of the meeting held on 18 January 2019 were agreed as an accurate record and signed by the Chairman.

3. Members to Declare any Interests

- 3.1 There were no declarations of interest.
- 4. Urgent Business
- 4.1 No urgent business was discussed.

5. Public Questions

5.1 No public questions were received.

6. Member Questions

6.1 One Member question was received from Mr M Castle and the answer circulated; see Appendix A.

- 6.2 Mr M Castle asked a supplementary question:
 - Mr Castle discussed problems to train services to and from Great Yarmouth and the impact on congestion in the town. He noted the aspiration to bring back longdistance rail journeys would bring better services to the area but would need support of MPs, the Borough Council and transport users and to be based on a strategic position to support sustainability of tourism and economy of the area
 - The Chairman was happy to work with Mr Castle and local Members to move towards meeting aspirations for rail travel in Yarmouth
 - The Executive Director of Community and Environmental Services reported that the Norwich to Liverpool route was expected to include a break at Nottingham.
- 6.3 Mr B Spratt congratulated Norwich Market for winning Best Large Outdoor Market in the Country in the Great British Market Awards 2019; the Chairman echoed his congratulations and voiced support for Norwich Market
- 6.4 Cllr A Kemp was invited by the Chairman to discuss a local Member issue:
 - Cllr Kemp discussed Setchey Antiques, whose request for a brown sign was not granted; she felt this should be reviewed, noting that they were situated off a major highway, the A10, and cars often overshot the junction; Cllr Kemp pointed out that this business attracted many visitors a year with historical antique displays and the area of Setchey Bridge was of historical significance
 - The Assistant Director of Highways & Waste reported that this business had not been considered applicable for a brown sign, but the possibility of a black and white sign had been discussed. The application would be considered under the new guidelines if the new policy was agreed by Committee under item 18

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

7.1 There were no updates from Members of the Committee.

8. Parish Partnership Programme 2019-20

- 8.1 The Committee received the report setting out the proposed parish partnership programme for 2019/20 following analysis and review of the applications submitted.
- 8.2 The following points were discussed and noted:
 - The Asset and Capital Programme Manager updated the Committee that the bid to the camera partnership funding would be finalised on the 11 April 2019
 - The Asset and Capital Programme Manager **agreed** to circulate a list of locations of part time 20mph signs to the Committee
 - 20mph speed limits were advisory where there was no traffic regulatory order (TRO) and were enforceable where a TRO was in place
 - The total value of bids would be added to the bids table in future reports
 - County Council Members could use their Member allocation towards work in partnership with Parish Councils to get more value for Parish Partnership projects.
 - Mr R Price thanked Jonathan Winnett for his work with parishes and delivering schemes in North Norfolk
 - It was pointed out as a disadvantage that some Councillors had no parishes in their divisions, and were therefore not able to fund larger schemes, such as those detailed in the report, from the funding or from their personal Councillor allocation
- 8.3 The Committee:

- 1. **APPROVED** all bids listed in Appendix B of the report for inclusion in the Parish Partnership Programme for 2019/20, including additional funding of £16,762.
- 2. **APPROVED** bids in Appendix C of the report for provisional inclusion pending the success of the bid to the Safety Camera Partnership

9. Recommendations of the Single Use Products Member Task and Finish Group

- 9.1 The Committee discussed the report setting out recommendations of the Single Use Products Member Task and Finish Group on a balloon and lantern free charter and about single use products and plastics in buildings owned or operated by the Council.
- 9.2 The following points were discussed and noted:
 - The Vice-Chairman highlighted the initiatives carried out by Norse to phase out single use plastics in catering as part of an ongoing exercise for the Council and that initiatives should be reviewed in September 2019 and March 2020
 - Cllr S Squire thanked the Committee for setting up the task and finish group and noted the good cross-party working; she noted balloons were the most damaging plastic in the marine environment causing 40% of marine wildlife deaths
 - Assessment of phrases in the charter such as "as much as possible" was queried; the Head of Waste replied that the task and finish group agreed that such terms did require evidence to justify the degree of progress being made
 - A Single Use Products Charter for voluntary sign up by businesses including SMEs (Small and Medium Enterprises) should become part of the process to encourage good practice
 - The Chairman noted the changes that had been taking place at County Hall

9.3 The Committee:

- 1. **RECOMMENDED** to Full Council on 15 April 2019 that it supports:
 - a) Adoption of a balloon and lantern free charter
 - b) Updating the County Council's Environmental policy and Norfolk Fire and Rescue Service Advice on lanterns
 - c) Adopting a single use products policy for procurement and facilities management
 - d) Development of a charter for good practice on single use products as a Norfolk wide voluntary sign up quality scheme and use of County Hall as a demonstration project to establish good practice and principles
- 2. **REQUESTED** that the Member Task & Finish Group meets in September 2019 and March 2020 to assess progress and make any further recommendations required
- 3. **AGREED** that the County Council becomes a signatory to the Courtauld Agreement which brings together organisations involved in the food system to make food and drink production and consumption more sustainable and reduce food waste

10. Adoption of the Norfolk Access Improvement Plan (NAIP)

- 10.1 The Committee considered the report detailing the Norfolk Access Improvement Plan 2019–2029, replacing the Rights of Way Improvement Plan 2007–2017 and fulfilling the statutory duty for Norfolk County Council as County Highway Authority to review and publish a Rights of Way Improvement Plan every 10 years under the Countryside and Rights of Way Act 2000
- 10.2 The following points were discussed and noted:
 - A Member asked how many Public Rights of Way (PRoW) were blocked; the Assistant Director of Highways & Waste reported there was no specific category

for a blocked PRoW, however at that time there were 201 customer enquiries about PRoW awaiting inspection, 20 PRoW jobs awaiting completion, 51 customer reports about trails, and in 2018-19 191 contacts had been made with landowners about ploughing and cropping issues related to footpaths or rights of way on their land

- The Environment Manager (Green Infrastructure Strategy & Advice) reported in response to a question that most funding was not from the EU (European Union); he felt it unlikely that there would be a shortfall after Brexit and thought grant funding would be available in other forms in the event of a "no-deal" agreement
- The Dilham-North Walsham canal was not mentioned in the report. Funding had been obtained to improve Weavers Way and some would be used to improve circular walks in the area including canal paths of the Dilham canal which were close to Weavers Way; there were also ongoing discussions with the Dilham Canal Trust
- The Council could not close footpaths during maintenance as they were part of the public Highway; a warning or safety notice could be displayed
- The Chairman thanked the Environment Manager (Green Infrastructure Strategy & Advice) and team for their work on the plan

10.3 The Committee:

- 1. **ADOPTED** the Norfolk Access Improvement Plan and **INSTRUCTED** Officers to work to reference it across (and integrate it with) other Council plans, publications and initiatives
- 2. **AGREED** to assist with promotion of the plan wherever possible

11. Endorsement of new Members / refreshed Members on the Norfolk Local Access Forum (NLAF)

- 11.1 The Committee received the report seeking endorsement of 18 recommended appointees and appointment of 3 Norfolk County Councillors to the Forum.
- 11.2 The Committee:
 - 1. ENDORSED the 18 recommended appointees to the NLAF
 - 2. **APPOINTED** the recommended Councillors to the NLAF representing the indicated interest areas. Regular attendance at NLAF meetings by Councillors is requested to bring total newly appointed Forum Membership to 21

12. Recycling Centre Improvement Programme

- 12.1 The Committee reviewed the report which detailed plans for replacement sites and site improvements and service enhancements for delivery of an improved service.
- 12.2 The following points were discussed and noted:
 - The Head of Waste clarified that the 50% recycling target for 2020 was a national target not imposed on local authorities; the County Council's Recycling Centre service exceeded the target and the proposed actions would improve performance further; national policy measures which Government is consulting on are expected to drive national performance, for example requiring collection of food waste
 - Robustness of marketing and Public Relations related to recycling centres was queried; the Head of Waste reported that the policy change on charging for DIY type waste had made that part of the service clearer, that the website is being redesigned to make it simpler and that a customer satisfaction survey was

currently open and would be used to inform further improvements

- Defibrillators have been provided to sites for installation; following a discussion about the risk of vandalism to any units installed outside sites it was explained that even though sites had monitored CCTV installation would be located on a site-by-site basis
- The Head of Waste updated Members that there had been a decrease in flytipping since the changes to the DIY waste charges and that it was the lowest for three years; the "SCRAP" fly-tipping campaign had been introduced to further drive reduction in incidents of fly-tipping
- Mr B Spratt **asked** to be kept up to date on where Wymondham Recycling Centre would be moved to
- The Head of Waste took on board suggestions from Mr A Grant about low level bins being easier for customers; a need for Sheringham Recycling Centre redesign to allow the site to stay open when bins are being moved; an additional car lane at Caister and a comment on the price of Plasterboard; he reported that Recycling Centres were moving away from 40-yard skips to compactors for garden waste to make for easier use and to increase cleanliness on site and that the proposal for Sheringham would be focussing on improving the site for customers.
- The Vice-Chairman **asked** for Committee to have sight of business plans for the site improvements
- It was clarified that Norfolk sent the 4th lowest amount of waste to landfill of all Counties in England
- The Chairman thanked the Head of Waste and his team for their work
- 12.3 The Committee **AGREED** that the Member Task and Finish Group for the Norwich Recycling Centre replacement is concluded following successful completion of the land agreements.

13. Market Towns Transport Network Improvement Strategies

- 13.1 The Committee considered the report providing an update on the programme looking at the transport impacts of growth in market towns.
- 13.2 The following points were discussed and noted:
 - The Infrastructure Development Group Manager reported that the programme of future activity in Dereham had been agreed and transport improvements for Thetford had been scoped out
 - Concern was raised about the delay of the North Walsham scheme; the Infrastructure Development Group Manager reported that the issue of the rail bridge's impact on HGV routing through the town had caused delay however the report was due to come forward in May 2019
 - The budget agreed by Members for schemes did not cover all work that Town Councils and Stakeholders hoped to carry out, but match funding had been gained to enhance the scope of some schemes. Clarification on funding for the Aylsham scheme was being sought relative to the Business Rate Pool
 - Mr P Duigan noted the need to address issues at the Drayton Hall Lane junction onto the A47; the Infrastructure Development Group Manager agreed to feed this into discussions with Highways England
 - The Executive Director of Community and Environmental Services reported that regular discussions continued with Highways England to encourage implementation of a range of improvements across the County; he encouraged Members to push for improvements to support delivery of these commitments

13.3 The Committee

- 1. **AGREED** and adopt the final Dereham Network Improvement Strategy
- 2. **NOTED** the key findings from the remaining first round studies for Diss, Swaffham, Thetford and North Walsham
- 3. **NOTED** progress with the second round of studies in Aylsham, Downham Market, Fakenham, Wroxham/ Hoveton and Wymondham.

14. Highways Winter Service Review

- 14.1 The Committee received the report setting out proposals for arrangements for the end of the current 20-year duration Salt Private Financial Initiative contract in Spring 2020.
- 14.2 The following points were discussed and noted:
 - The risks of obtaining salt during a harsh winter were queried; the Highway Services Manager replied that Option 2 of the review was suggested, to establish a longer-term relationship with a supplier and introduce penalty clauses to ensure the best possible service for the County
 - The salt market was a limited market with a small number of suppliers

14.3 The Committee AGREED that

- a) Norfolk County Council seeks to take forward Procurement under OJEU Tender;
- b) The new contract should be for salt supply only;
- c) Norfolk County Council continues to treat the highway network with treated salt;
- d) Norfolk County Council exercises the option to take on the leases at the Saddlebow and Sculthorpe sites and secures the lease on the strategic salt store at Swaffham.
- 14.4 Mr S Clancy in the Chair

15. Great Yarmouth Third River Crossing

- 15.1 The Committee discussed the report setting out an update to the preliminary findings reported verbally to Committee on 18 January 2019, as well as seeking delegated authority to make the Development Consent Order application in Spring 2019.
- 15.2 The following points were discussed and noted:
 - Delegated approval was needed for the Executive Director of Community and Environmental Services for the Development Consent Order application
 - The Executive Director of Community and Environmental Services confirmed that, under the new constitution, authority would be provided to Cabinet to make decisions on the project; including the Leader and Deputy Leader under recommendation C gave a steer for delegation
 - Consultation reports would capture detail from the consultation and environmental mitigations
- 15.3 Mr M Wilby in the Chair.
- 15.4 The approval process to be followed included mitigations and considerations around the environment to ensure the scheme was robust.

15.5 The Committee:

A. **NOTED** the summary of the results from the statutory preapplication consultations undertaken between 20 August and 9 December 2018

B. NOTED a further consultation in relation to minor scheme changes is currently

being undertaken, which is due to finish on 22 March 2019. The full results of the pre-application consultation, including the results of the further consultation, will be documented in a Consultation Report that will form part of the Development Consent Order application documents

C. **AGREED**, on completion of the Consultation Report, to provide delegated authority to the Executive Director of Community and Environmental Services, in consultation with the Leader, Deputy Leader and Head of Law, in relation to the decision to submit the Development Consent Order application

16. Norwich Western Link

- 16.1 The Committee considered and discussed the report setting out an update on work to develop the Norwich Western link project. The report also proposed the work to be undertaken in financial year 2019/20 namely determination of a preferred route, development of the business case for submission to DfT and initial procurement activities to facilitate the future appointment of a contractor.
- 16.2 The following points were discussed and noted:
 - The Infrastructure Delivery Manager gave feedback from a local liaison group meeting of Parish Council representatives within the quadrant area of the Western Link; they felt the decision making about the preferred route should include environmental and other issues as well as information from the consultation outcome and there should be proper analysis of written consultation responses
 - It was acknowledged that improvements might be needed in areas in the quadrant to mitigate against issues caused by rat running in the time leading up to completion of the road
 - It was raised that it will be important to choose the least environmentally damaging route to get sign off from statutory environmental bodies; route c was suggested to have the least impact on wildlife sites, Sites of Special Scientific Interest (SSSI) and natural habitat. Officers confirmed they have engaged with statutory environmental bodies who had submitted information and feedback throughout the process and in response to the consultation
 - Complementary measures would be considered alongside the project, including public transport, walking and cycling
 - The Infrastructure Delivery Manager reported that the final report would be brought to Cabinet for agreement; Cabinet would be the decision-making body
 - Large Local Major schemes would expect a local contribution of around 15% and the remainder would be from the Department for Transport
 - It was felt that a clear timetable of delivery should be made available to the public
 - The Infrastructure Delivery Manager confirmed that the current year spend for 2018-19 was £1m in funding, half of which was from pooled business rates. The 2019-20 budget was £2m, half of which was from pooled business rates

16.3 The Committee:

- 1. **NOTED** and **COMMENTED** on the progress of the project
- 2. **NOTED** the new funding requirements from the Department for Transport for this type of road project, namely a Large Local Major
- 3. **AGREED** to continue with the project, with funding provided for the next stages of the project for a further year to the end of financial year 2019/20.

17. Streetlighting review

17.1 The Committee discussed the report providing an update on streetlighting initiatives to

make energy cost savings and reductions to CO2 emissions, underway since 2008.

- 17.2 The following points were discussed and noted:
 - A discussion was held over the possible use of solar power on the streetlighting network in the future; Officers were looking at developments in this area, but battery technology was not sufficient at the time to sustain the lights during the winter months
 - Suffolk County Council had secured funding through the Department of Transport for a solar street lighting technology trial and would share data with Norfolk County Council; Officers would also work with Bedfordshire County Council on their project to have solar panels on footways
 - Savings could be made by dimming lights without affecting pedestrians or drivers
 - It was queried whether areas with part-night lighting would continue with this policy once they had converted to LED lighting; the Assistant Director of Highways & Waste confirmed that part-night lighting was introduced by Members to realise savings and changing this would be a decision for Members
 - Concerns regarding out-of-order lighting in Great Yarmouth were discussed; there
 appeared to be confusion regarding who was responsible for their repair. The
 Assistant Director of Highways & Waste felt Officers had a good understanding of
 who was responsible for repairing which light but noted that faults with the wider
 electricity network could delay repairs

17.3 The Committee

- 1.**DISCUSSED** the progress made in delivering environmental benefits and financial savings by introducing new technology and other streetlighting initiatives
- 2. **APPROVED** the adoption of the latest streetlighting design standards for use in the Norfolk Streetlighting Private Funding Initiative contract.

18. Brown Tourist Information Signs Policy

- 18.1 The Committee considered the report setting out the review of the Brown Signs Policy carried out to ensure it remained up to date and reflected the objectives of the Council.
- 18.2 The following points were discussed and noted:
 - The Highway Services Manager reported to Committee that the Council had won an award for reducing sign clutter on its road network
 - The Vice-Chairman and other Members noted the importance of sustaining the rural economy through use of signage where appropriate
 - The Highway Services Manager reported that the proposed policy was as accommodating to local businesses as possible while complying with Department for Transport requirements. Introducing different types of signs into policy should support more businesses while still complying with Government legislation
- 18.3 The Committee **AGREED** to **APPROVE** the updated policy document attached to this report which includes scope for signs to retail destinations

19. Recommendations of the Greater Norwich Development Partnership Board

- 19.1 The Committee received the report containing information and proposals from the 29 January 2019 meeting of the Greater Norwich Development Partnership Board, which oversaw production of the Greater Norwich Local Plan
- 19.2 The following points were discussed and noted:

- The ambitiousness of the economic development targets were queried. The Principal Planner described how the emerging plan and the activities of the Greater Norwich partnership (GNDP and GNGB) has strong economic development aspirations, and discussed how the City Deal was committed to delivering a range of interventions with all authorities working with the Local Enterprise Partnership to deliver jobs
- A discussion was held about commissioning work to support North Norfolk villages, shops and small builders to be more sustainable; The Principal Planner **agreed** to raise this at the Norfolk Strategic Planning Officer Group for investigation across Norfolk as part of the Norfolk Strategic Planning Framework
- 19.3 The Committee **SUPPORTED** the Greater Norwich Partnership Board's endorsement of the proposed approach for developing the planning strategy for growth for the Draft Greater Norwich Local Plan to be consulted on in Autumn 2019.

20. Review of Norfolk County Council's Planning Obligations Standards (April 2019)

- 20.1 The Committee considered the report outlining proposed amendments to the County Council's Planning Obligations Standards, introduced in 2000 and updated annually.
- 20.2 The following points were discussed and noted:
 - The Senior Planner, Infrastructure Development, reported that there were 452 sites with section 106 agreements totalling £152m in obligations for the County Council. Of this amount over £54m had been collected. Key changes to note about the 2019 standards included: a change to demographic multipliers meaning high school figures had reduced and primary school figures had increased; a section on healthcare had been added based on the newly agreed health care protocol; the final figure for fire hydrants was £824; the Standards reflected the Budget Statement and the Government's proposals for reforming Planning Obligations (December 2018)
 - The addition of the health section was welcomed; issues were discussed about developers delivering health infrastructure in a timely manner.
 - The Vice-Chairman voiced concerns about some of the changes in the report and **proposed**, seconded by Mr T White, that a workshop was held to discuss the proposals in further depth before taking them forward to an appropriate body such as a Select Committee or Task and Finish Group.
 - A discussion was held about the increased cost of CILs (Community Infrastructure Levy) and the potential impact on small builders; the Infrastructure Development Group Manager clarified that planning obligations for section 106 were sought on large scale applications; contributions for section 106 were not sought on developments of less than 20 dwellings, mitigating the impact on smaller builders.
 - The Executive Director of Community and Environmental Services advised that that the Committee agreed the recommendations and asked an appropriate body such as a Select Committee or Task and Finish Group reconsider the report at a future meeting; putting a freeze on the changes would result in a shortfall to the taxpayer.
 - There was protocol through the Greater Norwich Development Partnership, Clinical Commissioning Groups and NHS to prescribe where new GPs would be located; Yarmouth and Waveney Health and Overview Scrutiny Committee urged medical providers to consider all aspects of population growth.
 - The Executive Director of Community and Environmental Services confirmed that the document could be amended in-year.
 - It was suggested that the Committee was encouraged to set up a Task and Finish

Group to look into the standards and make recommendations to Cabinet

- The Vice-Chairman withdrew his proposal based on the recommendation below.
- 20.3 The Committee **AGREED** that the amended Standards set out in the Appendix to the report are adopted from 1 April 2019 (including updated Fire hydrant figures). Officers will write to the respective District Councils to inform them of the new Standards **with the proviso** that an appropriate body such as a Select Committee or Task and Finish Group bring a report of any suggested amendments to Cabinet.

21. Performance management

- 21.1 The Committee received the report based on the revised Performance Management System implemented from 1 April 2016 and providing data against the 2018/19 Vital Signs list derived from measures contained within the 'plans on a page'.
- 21.2 The following points were discussed and noted:
 - Target 371, "percentage of dangerous highway defects dealt with within the timescale set out in the Transport Asset Management Plan" was now at 99% and recorded as green, better than the target.
- 21.3 The Committee **REVIEWED** and **COMMENTED** on the performance data, information and analysis presented in the body of the report and determine that the recommended actions identified are appropriate.

22. Risk management

22.1 The Committee received the report providing information from the latest risk register as at March 2019, following the latest review conducted in February 2019.

22.2 The Committee **CONSIDERED** and **AGREED**:

- a) The risk reported by exception in Appendix A of the report
- b) The summary of EDT departmental risks in Appendix B of the report
- c) The list of possible actions, suggested prompts and challenges presented for information in Appendix C of the report.
- d) The background information to put the risk scoring into context, shown in Appendix D of the report

23. Finance monitoring and Decisions taken under delegated authority

- 23.1 The Committee discussed the report containing financial monitoring information for services reporting to the Committee for 2018-19.
- 23.2 The following points were discussed and noted:
 - It was suggested that unused money from the winter budget was moved to reserves; the Committee agreed with this suggestion.
 - The Executive Director of Community and Environmental Services confirmed that safety measures had been introduced to roundabouts on the Broadland Northway and the roundabouts had been reviewed; revised signs and lines had reduced incidents; a report would be brought to Members at a future meeting.
 - The Chairman noted that the final account had been agreed with Balfour Beatty and this was within the £205m budget; he thanked Officers for their work.
- 23.3 The Committee **NOTED**:

- a) The 2018-19 revenue budget for Environment, Development and Transport Committee and the current forecast outturn position.
- b) The Capital programme for this Committee and the projected out-turn position for the Broadland Northway
- c) The balance of reserves brought forward to 2018-19 and the forecast use for 2019-20
- d) The delegated decisions taken as set out in Section 1 of Appendix A of the report.

The meeting closed at 12.54

Mr Martin Wilby, Chairman, Environment Development and Transport Committee



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MEMBER QUESTIONS TO ENVIRONMENT, DEVELOPMENT AND TRANSPORT COMMITTEE: FRIDAY 8 MARCH 2019

6. MEMBER QUESTIONS

6.1 Question from Councillor Mick Castle

Restoring longer-distance rail links to Great Yarmouth

It appears that the forthcoming 2025 rail franchise bids offer Gt Yarmouth a key opportunity to become the eastern terminus for a new cross-country Stansted rail link.

Given Norfolk County Council's strategic role with regard to Transport & Infrastructure will the Chairman pledge support for drawing up the case for this link being included in the 2025 franchise specification?

Response by Chairman of EDT Committee

The County Council is currently reviewing both the Norfolk Local Transport Plan and the Norfolk Rail Prospectus. The Rail Prospectus in particular, will set out in detail the measures that the County Council supports, and will be working for, across the rail network. This will be brought to Members for agreement towards the end of this calendar year following consultation.

I will ask officers to assess the case for extending the Stansted service to Great Yarmouth, and engage with the rail industry to understand the benefits and the constraints that will need to be overcome. Should this identify the need for further technical work to be commissioned through appropriate consultants on the business case, a proposal can be brought to Members to consider.

The final County Council position can then be stated in the Norfolk Rail Prospectus and the Local Transport Plan when they are agreed at the end of 2019 and 2020 respectively, both in advance of the franchise renewal process starting in readiness for 2025.