

Corporate Select Committee

Date: **Monday 13 September 2021**

Time: **10am**

Venue: **Council Chamber, County Hall, Martineau Lane, Norwich**

Membership:

Cllr A Birmingham
Cllr S Blundell
Cllr S Clancy
Cllr E Colman (Chair)
Cllr N Daubney
Cllr B Duffin
Cllr L Hemsall

Cllr J James
Cllr T Jermy
Cllr K Mason Billig (Vice-Chair)
Cllr B Price
Cllr V Thomson
Cllr K Vincent

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and, in view of Covid-19 guidelines, we would encourage members of the public to watch remotely by clicking on the following link:
<https://youtu.be/Z5bNSC3rmVI>

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing committees@norfolk.gov.uk where we will ask you to provide your name, address and details of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be required to wear face masks when they are moving around the room but may remove them once seated. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

A g e n d a

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

2. Minutes

To receive the minutes of the previous meeting held on 12 July 2021

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3. Members to Declare any Interests

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. To receive any items of business which the Chairman decides should be considered as a matter of urgency

5. Public Question Time

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 Wednesday 8 September 2021**. For guidance on submitting a public question, view the Constitution at www.norfolk.gov.uk/what-we-do-and-how-we-

6. Local Member Issues/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 Wednesday 8 September 2021**.

7. Strategic Property Asset Management Framework 2021/22 - 2026/27 Page 10

Report by the Executive Director of Finance and Commercial Services

8. Forward Work Plan 2021/22 Page 21

Note by the Executive Director for Strategy & Transformation

Tom McCabe
Head of Paid Service
County Hall
Martineau Lane
Norwich
NR1 2DH

Date Agenda Published: 3 September 2021



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Corporate Select Committee

Minutes of the Meeting Held on 12 July 2021 at
2pm in Council Chamber, County Hall, Martineau Lane Norwich NR1 2DL

Present:

Cllr E Colman (Chair)
Cllr A Birmingham
Cllr S Blundell
Cllr N Daubney
Cllr B Duffin

Cllr L Hemsall
Cllr J James
Cllr T Jermy
Cllr B Price
Cllr V Thomson
Cllr K Vincent

Substitute Members Present:

Cllr Philip Duigan for Cllr Stuart Clancy

Also Present:

Cllr Andrew Jamieson
Cllr Margaret Dewsbury

Cabinet Member for Finance
Cabinet Member for Communities and Partnerships

1 Apologies for Absence

- 1.1 Apologies for absence were received from Cllr Stuart Clancy (substituted by Cllr Philip Duigan) and Cllr Kay Mason Billig (Vice-Chair)

2 Minutes

- 2.1 The minutes of the meeting held on 15 March 2021 were agreed as an accurate record and signed by the Chairman.

3 Declarations of Interest

- 3.1 There were no declarations of interest.

4 Items of Urgent Business

- 4.1 There were no items of urgent business.

5 Public Question Time

- 5.1 There were no public questions.

6 **Local Member Issues/Questions**

6.1 There were no local Member questions.

7 **2021 Staff Survey ‘Our Voice Our Council’: Summary Report and Next Steps**

7.1 The annexed report (7) by the Executive Director of Strategy and Transformation was received. The Director for People gave a [presentation which is available on the committee website pages.](#)

7.2 The staff survey ‘Our Voice Our Council’ had ran from 12 April 2021 until 4 May 2021, giving Norfolk County Council (NCC) the third consecutive year of insight into NCC employees’ perceptions of working as part of the NCC organisation. The survey data provided the senior leadership team with a statistically robust insight into areas of strength as an employer and areas for further work and development. The NCC survey data is compared anonymously with a bank of responses from 30,000 public sector employees and this provided a helpful context within which to view the NCC picture.

7.3. More needed to be done to encourage the remaining 45% of employees to undertake the survey. A higher percentage of responses had come from those working within corporate back office roles as opposed to front line service positions.

7.4 Although a four day week model had not been fully investigated, during the pandemic employees were given greater flexibility and many had chosen to work in the evening and at weekends.

7.5 Whilst allowing employees to work flexible was important, service standards across the departments still needed to be maintained. The Smarter Working initiative will look at providing flexibility in a more formal way by examining ‘the deal’ and considering the need for change.

7.6 It was agreed that the scores from employees who had protected characteristics needed further investigation and that the committee would like to have more involvement to help shape future surveys. It was also thought the staff absences data and the remit to consider Health and Safety requirements particularly, with regard to mental health, could be brought together under one piece of work.

7.7 Employees had been offered additional support for home working during the pandemic, particularly for those who had to declare personal circumstances that had not always been known prior to home working. Although conversation with immediate line managers had been difficult in the virtual environment the survey had reflected that the Council was doing well in that area.

7.8 **The Committee agreed:**

- The item would return to the committee later in the year to include more

comprehensive data particularly on individuals with protected characteristics and also to include feasibility work around the life/work balance.

- To work alongside with the Corporate board to help scope out future surveys.

8. **Business Transformation (Smarter Working) Programme**

- 8.1 The annexed report (8) by Executive Director of Strategy and Transformation was received. Cllr FitzPatrick, Cabinet Member for Innovation, Transformation and Performance had given his apologies and a PowerPoint presentation was undertaken by the Director of Transformation and the Director of People. [\(The presentation was made available on the committee pages website\)](#)
- 8.2 The committee were reminded that the Smarter Working Programme was established following the adoption of the 2020-2024 Medium-Term Financial Strategy. A savings target was set to achieve through implementing more business-like Smarter Working; utilising physical space and technology to maximise flexibility for customers and staff whilst effectively delivering good outcomes. The current report had been delayed by both the local elections in May 2021 and the pandemic which had seen an increase in cases in January 2021 shortly after when the previous report had been received.
- 8.3 The report was well received by members and good progress was noted. In response to member's questions reassurance was given that any employee needing to work from an office for personal reasons or inappropriate working conditions at home, has been able to do so. In addition, the availability of Microsoft Teams has given both employees and members greater flexibility for communication. Productivity was being assessed on an evidence base basis and was conducted using a test and learn process. The apprenticeship levy had been used to help recruitment to the roles which have proved historically to be difficult to fill such as social workers and planning officers.
- 8.4 The Committee **RESOLVED** to
- 1.Recommend ways in which the Smarter Working Programme can maintain its focus despite the ongoing uncertainty created by the COVID-19 pandemic.
 - 2.Acknowledge the savings achieved in the 2020/21 financial year and suggest any further non-financial benefits of the Smarter Working Programme.
 - 3.Review the proposed approach to be taken by the Smarter Working Programme over the next 4 months and propose suggestions for improvement or additional focus.
 - 4.Agree that a further report be made to Select Committee, with an updated plan that takes our transformation forward during normalisation and recovery, in November 2021 (assuming we do not have to re-enter the response phase).

9. Digital Norfolk Strategy and Digital Inclusion

In her introductory comments Margaret Dewsbury Cabinet Member for Communities & Partnerships advised that Digital exclusion affected all aspects of an individual's life, from poor health outcomes to social isolation, education, employment and financial disadvantage.

- 9.1 The Committee received a PowerPoint presentation (by Ceri Sumner Director of Communication Information & Learning and Geoff Connell, Director of IMT and Chief Digital Officer) and a joint report by the Executive Directors of Finance and Commercial Services and Community & Environmental Services. [The presentation, was made available on the committee pages website](#)
- 9.2 The report requested that the committee should help shape the direction of travel for the next iteration of the Digital Inclusion Strategy; the revised strategy will be brought to the Select Committee in September to consider.
- 9.3 Members raise concerns that in a child's development, starting IT skills as early as possible was essential and that once behind, it was almost impossible for a child to catch up to their peers. This was considered to be an ongoing requirement for every child for now and in the future. Reassurance was given that NCC was using its bulk buying power to help with connectivity and schemes like the Every Child Online campaign were identifying and addressing need.
- 9.4 It was acknowledged that those in 65+ age group may have little motivation to use digital services and that more needed to be done to encourage them. Making residents aware of what was available was also key. However, those that choose not to engage digitally should be protected.
- 9.5 Safeguarding issues were taken seriously and NCC were working with schools to provide the best IT and software and working with agencies such as National Cyber Security to protect children and vulnerable adults with the increasing threat from scams and cyber crime.
- 9.6 To persuade the digitally reluctant to engage, it was thought that other channels such as libraries and the voluntary sector may have a better response rate, than the Council would directly.
- 9.7 Whilst good progress had been made, some cohorts may need more urgency such as those requiring treatment for cancer and that priority should be given to those individuals within the refresh of the strategy. Pilot schemes from libraries had been encouraging and more data from these pilots should be brought back to the next committee meeting.
- 9.8 The strategy showed that the County Council was committed to bringing world class digital connectivity to Norfolk to support business growth, social mobility, tourism, efficient public services and quality of life for our residents. The strategy also showed that the County Council was committed to digitally enabled new ways

of delivering services and achieving outcomes that provided new opportunities to transform services to cope with funding cuts and growing demand. Good progress continued to be made in the delivery of the strategy, and the input of the Committee was welcomed as Norfolk moved forward.

- 9.9 The committee **agreed** to the recommendations to refresh the strategy to include :
1. Research into clearly identifying who is digitally excluded in Norfolk, where they live and the reasons why they are excluded. This work is being jointly led by NCC & our NHS ICS partners who have commissioned a specialist Digital Inclusion company called mHabitat to help collate the data and provide us with expert advice
 2. Mapping of existing support capacity across Norfolk to promote digital inclusion
 3. Identification of gaps of support to inform the strategic focus of the refreshed strategy
 4. Creation of a delivery plan against the strategy.

10 Strategic and financial planning 2022-23

- 10.1 The annexed report (10) report by the Executive Director for Finance & Commercial services was received.
- 10.2 The report provided proposals and considerations for the budget position for 2022-23 and the challenges around the savings required. Cllr Jamieson, Cabinet Member for Finance gave [a presentation, which was made available on the committee's website pages.](#)
- 10.3 In response to member's questions it was advised that 85% of savings are taking place through transformation to services rather than direct cuts to budgets. Additions to reserves represent just 5% of annual revenue and were essential to help offset future budget challenges to reduce risk to provision of essential services. Whilst it was acknowledged that borrowing rates are currently low, £280m was still being borrowed within the proposals taking overall borrowing for the council to £1bn.
- 10.4 It was suggested that the council could be more creative with its own assets and to increase the possibilities of more LED street lighting, solar farms and the use of solar panels on council buildings. Cllr Jamieson promised to return to individual members with questions concerning LED lighting and solar opportunities as he did not have the data immediately available.

11 Corporate Select Committee Forward Work Plan

- 11.1 The annexed note (11) by the Executive Director of Strategy and Transformation was received.
- 11.2 **The Committee RESOLVED**

1. To agree that meetings are structured as set out in the note.
2. To include marketing and communication within the digital inclusion work and to have early engagement in the scooping out process for future staff surveys working alongside the corporate board.

Meeting Ended 4.49pm

Corporate Select Committee

Item No. 7

Report title:	Strategic Property Asset Management Framework 2021/22 - 2026/27
Date of meeting:	13 September 2021
Responsible Cabinet Member:	Cllr Greg Peck Cabinet Member for Commercial Services and Asset Management.
Responsible Director:	Simon George Executive Director for Finance and Commercial Services

Introduction from Cabinet Member

At the Corporate Select Committee in January 2020 it was agreed to form a small task and finish Member working group to assist officers in developing a new Strategic Property Asset Management Framework for the council.

Several workshops, supported by the expertise of The Chartered Institute of Public Finance and Accountancy (CIPFA), were held in 2020 to examine best practice in creating a framework and helped the working group in exploring themes to be included.

A robust asset management framework is good practice and is an essential tool for the council to guide it in the use, management and exploitation of its property portfolio.

The draft framework demonstrates how the public assets held by the council will be used to best effect to deliver their priorities and services in a transparent way. The action plan element that will follow the adoption of the framework will set out the actions to be taken and enable progress to be monitored.

Executive Summary

A new Strategic Property Asset Management framework is required to replace the Asset Management Plan and its adoption will ensure it meets the needs and requirements of the County Council by helping to establish the rules, culture, behaviours and key principles for the management and exploitation of the property portfolio.

Actions required

Corporate Select Committee is asked to:

- 1. Review the draft Strategic Property Asset Management Framework (Appendix A) and comment.**
- 2. Recommend the draft Strategic Property Asset Management Framework (Appendix A) subject to comment, is developed into a final draft and submitted to Cabinet.**

1.0 Background and Purpose

- 1.1. The County Council's current constitution recognises the value of an asset management plan and notes it is part of the council's policy framework (Constitution Article 4). The Executive Director of Finance and Commercial Services is responsible for preparing the asset management plan (Appendix 15; Financial regulations). The actual work to prepare, update and annually review the plan is the responsibility of the Director of Property.
- 1.2. The current asset management plan covers 2016 - 2019 and was approved by Policy and Resources committee at their meeting on 31 May 2016 and endorsed by Full Council 25 July 2016. Business and Property committee subsequently reviewed the plan at their meeting on 20 June 2017.
- 1.3. The council continues to follow the asset management plan's principles, which remain relevant until a replacement is put in place.
- 1.4. The term "Asset Management Plan" is now replaced by the term Strategic Property Asset Management Framework, as the concept of a framework is now considered best practice.
- 1.5. At the Corporate Select Committee in January 2020 it was agreed to form a task and finish Member working group to assist officers in developing a new Strategic Property Asset Management Framework
- 1.6. Several workshops were held with the working group in 2020 supported by The Chartered Institute of Public Finance and Accountancy (CIPFA). These workshops examined best practice in creating a framework and enabled the working group to shape the themes to be included.

2.0 Proposals

- 2.1. To build on previous good practice and to ensure the County Council can continue to strategically and operationally manage and exploit its property assets it is proposed that a new 5-year (2021/22-2026/27) Strategic Property Asset Management Framework is adopted (see **Appendix A** for the draft proposed framework)
- 2.2. The draft framework has a strong link to the county council's priorities and its business plan; Together, for Norfolk. The Action Plan that will follow adoption of the framework by Full Council will be regularly reviewed and will form the basis for reporting performance and regularly updated to reflect the Council's prevailing requirements.

3.0 Impact of the Proposal

- 3.1. Whilst it is true a good asset management framework does not necessarily make an organisation good at asset management, Norfolk County Council (NCC) has a good record of having robust property policies, strategies, processes and

systems in place that has guided the use and exploitation of the whole of the property estate.

3.2. Asset management is about supporting the delivery of the council's strategic goals and objectives using property assets which is a key resource.

3.3. The following is some advice from the **Chartered Institute of Public Finance Accounting (CIPFA)**:

"Asset management is a part of resource and business planning. It is setting a vision of where you want to be, and mapping out the journey to that place, identifying where value can be added and where investment is needed to achieve objectives. For most organisations this involves the adoption of a written asset management framework"

3.4. This is further supported by **The Royal Institution of Chartered Surveyors (RICS Public Sector Property Asset Management Guidelines, 2nd Edition)** who provide this additional definition:

"Strategic property asset management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation's property assets in a way which best supports its key business goals and objectives."

3.5. There is continual engagement with services to understand their property requirements and much of the framework reflects 'service needs', where the property helps to deliver critical service functions across the County. For example, the framework will help in the delivery of Children's Services and Supported Housing for Adults Services.

4.0 Financial Implications

4.1. The framework's overarching aim is to maintain and develop an economic, efficient and effective property and land portfolio. There are no financial impacts on considering the draft framework.

5.0 Resource Implications

5.1. **Staff:** There are no implications on considering the draft framework.

5.2. **Property:** There are no implications on considering the draft framework.

5.3. **IT:** There are no implications on considering the draft framework.

6.0 Other Implications

6.1. **Legal Implications:** The framework is part of the policy framework for the council and so will require to go through the formal corporate governance procedure for final adoption by Full Council.

- 6.2. **Human Rights implications:** There are no implications on considering the draft framework .
- 6.3. **Equality Impact Assessment (EqIA):** The Strategic Asset Management Framework ensures that the County Council will meet its statutory responsibilities including the Equality Act.
- 6.4. **Data Protection Impact Assessments (DPIA):** There are no implications on considering the draft framework.
- 6.5. **Health and Safety implications:** There are no implications on considering the draft framework
- 6.6. **Sustainability implications:** There are no implications on considering the draft framework .

7.0 Actions required

- 7.1. Corporate Select Committee is asked to:
1. Review the draft Strategic Property Asset Management Framework (**Appendix A**) and comment.
 2. Recommend the draft Strategic Property Asset Management Framework (**Appendix A**) subject to comment, is developed into a final draft and submitted to Cabinet.

Officer Contact

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

Officer name: James Belcher, Head of Estates **Tel No.:** 07919 492266

Email address: james.belcher2@norfolk.gov.uk



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Appendix A: Draft Strategic Property Asset Management Framework (2021/22-2026/27)

To maintain and develop an economic, efficient and effective property and land portfolio which will:						
Policy aims	Be managed corporately to deliver the County Council's priorities ¹	Support strong communities	Drive out inefficiencies and deliver value for money	Support housing, infrastructure, jobs and business growth	Reduce our impact on the environment	Join forces with our partners
Policy objectives	1.0 To manage property as a corporate resource to deliver the County Council's priorities	2.0 To provide the right property, fit for purpose, in the right place, to meet current service needs and to plan for the future	3.0 To provide a property portfolio that is, effective, efficient and economic; that optimises financial returns and commercial opportunities	4.0 To use land and buildings to stimulate housing, economic development and growth	5.0 To use and exploit the property portfolio sustainably	6.0 To promote partnership joint working where it will provide benefits for service delivery and in securing efficiencies
Behaviours	<ul style="list-style-type: none"> • Recognising that property is a corporate resource • Managing all NCC properties through 	<ul style="list-style-type: none"> • Working with services to ensure that property is suitable and sufficient for service delivery and identify future needs 	<ul style="list-style-type: none"> • Managing property in accordance with corporate governance • Managing and maintaining within 	<ul style="list-style-type: none"> • Using suitable surplus property assets to stimulate and support regeneration and inward investment 	<ul style="list-style-type: none"> • Managing and improving retained property to reduce energy consumption • Acquiring property to meet prevailing 	<ul style="list-style-type: none"> • Working with other public services, voluntary and not for profit organisations to promote co-location and joint service delivery

¹ Priorities in "Together for Norfolk" Business Plan

	<p>the Corporate Landlord</p> <ul style="list-style-type: none"> • Ensuring an effective balance between financial, commercial and service priorities • Using property information to support evidence - based decision making • Managing capital projects efficiently and effectively, and prioritised to support the Council's priorities • Ensuring property is kept secure, safe to use and fulfils statutory requirements 	<ul style="list-style-type: none"> • Designing property space to be flexible and planned to respond to future need • Hearing community views through service consultations, the local planning process, development control and Divisional Councillors 	<p>budget constraints to ensure value for money</p> <ul style="list-style-type: none"> • Harness new ways of working and technology to deliver efficiencies • Constantly seeking to optimise financial return and commercial opportunities • Challenging the cost of property management activities to drive performance improvement 	<ul style="list-style-type: none"> • Using suitable surplus property assets to support housing growth 	<p>insulation standards.</p> <ul style="list-style-type: none"> • Ensuring new builds and developments meet the needs of the present without compromising the ability of future generations to meet their own needs 	<ul style="list-style-type: none"> • Working closely with all levels of local authorities in Norfolk to optimise the use of assets and drive savings
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Strategies

Strategic property asset management objective:

1.0 To manage property as a corporate resource to deliver the County Council's priorities.

How we will achieve this:

1.1 Continue to manage NCC properties through the Corporate Landlord model.

The Asset management plan 2016-2019 continued the concept of the Corporate Landlord Model which has successfully centralised the majority of non-school estate related budgets, operational property management and activities within a central team – the Corporate Property Team. The corporate landlord model has reduced costs and ensured statutory compliance.

1.2 Provide a facility management regime that assures safety, statutory compliance and supports front line service delivery.

The corporate landlord model has provided a consistent proactive facilities management regime, focused resources on essential repairs and maintenance and provided a facilities life cycle replacement programme. The facilities management regime requires the support of an adequate building maintenance fund (BMF) to maintain statutory compliance and quality.

1.3 Ensure effective data for the entire property portfolio and develop key metrics to measure the performance of the property portfolio.

To ensure we fulfil our statutory obligations and actively manage the portfolio of properties efficiently, we will ensure effective and up to date data is maintained and utilised. Key metrics will be developed to help us further maximise the utilisation of the portfolio, to drive out cost and reduce our environmental impact.

1.4 Ensuring property capital projects are efficiently and effectively delivered and support the Council's priorities.

The Capital Strategy provides a framework for the allocation of resources to support the council's objectives. It gives a high-level overview of how capital expenditure and financing contribute to the provision of services and demonstrate that expenditure decisions are in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. The Corporate Property Team will support the Corporate Accounting Team in the development of the council's capital strategy. We will also use industry standard programme and project management techniques to deliver capital projects.

Strategic property asset management objective:

2.0 To provide the right property, fit for purpose, in the right place, to meet current service delivery needs and to plan for the future.

How we will achieve this:

2.1 Lead property reviews with services to plan and deliver the properties they need to meet their policy objectives.

It is vital that the council's portfolio of land and buildings actively supports the delivery of services. A strategy of undertaking regular property reviews with services will help to ensure services have access to the buildings they require to deliver services and to support an effective balance between the council's financial, commercial and service priorities.

2.2 Work with Members and partners to identify opportunities for collaboration in the use, reuse and potential for meanwhile use of property.

Communities, through their locally elected councillors, often identify how council property and land can be used collaboratively to support the council's priorities. By providing publicly accessible data on the council's land and buildings we can help identify opportunities to utilise assets to further support the council's priorities.

Strategic property asset management objective:

3.0 To provide a property portfolio that is effective, efficient and economic; that optimises financial returns and commercial opportunities.

How we will achieve this:

3.1 Consolidate our office rationalisation to focus on key office hubs in the county.

The Asset Management Plan 2016-19 outlined how the council was reducing the cost of its accommodation by rationalising the number of offices it needs, to focus on key hubs. The accelerated roll out of technology during the COVID 19 pandemic has fundamentally changed the way our staff work and their ability to work from home and other locations. The aim is to now consolidate the office rationalisation programme by vacating ancillary office accommodation, whilst fully utilising the key hubs.

3.2 Develop design principles for accommodation to ensure they support new ways of working and the flexible use of space.

With the adoption of new ways of working and new technology, the Corporate Property Team will work with services to develop design principles that ensures all our buildings and workplaces delivering front line services can support collaboration and effective service delivery.

3.3 Maintain an efficient and effective disposal programme of surplus land and buildings that realises the real value (best consideration) of the assets.

The Council's property portfolio is constantly reviewed to ensure assets are only held where necessary to meet service and council priorities.

Once it is confirmed there is no further council requirement for a particular property, Cabinet is asked to formally declare it surplus to council use. Any surplus land and property is then marketed for sale through a disposal programme, generating a capital receipt or rental income. This process also provides reductions in the overall revenue cost of the operational property portfolio.

The process for disposing of surplus property and land is governed by the Council's constitution and financial regulations.

3.4 Undertake strategic management reviews of county farm estates

The County Farms team will review county farm estates to identify opportunities to consolidate holdings to provide viable farms of different sizes, to work with tenants to identify the contribution a farm can make to the council's wider policy objectives and to enable tenants to plan and invest in their businesses for the future. These reviews will identify any investment required to improve the infrastructure, buildings and storage capacity for crops as well as the potential for development land.

Strategic property asset management objective:

4.0 To use land and buildings to stimulate housing, economic development and growth.

How we will achieve this:

4.1 Support delivery of the 'Living Well: Homes for Norfolk' and supported living programme to accelerate extra care and specialist housing development across Norfolk.

By working closely with Adult Services, appropriate surplus council land will be proactively identified for disposal to provide for Independent Living (extra care accommodation) and specialist housing.

4.2 Facilitate housing growth by releasing public land and working with our partners to develop new sites for development.

Where land has been declared surplus, the Corporate Property Team will work closely with partners to dispose of the land to support local housing development. The one public estate strategy and central government initiatives, such as the land release fund, will be utilised to rationalise the councils' portfolio and release land for housing.

4.3 Continue to provide incubation and grow on space at council-owned sites at Scottow and Hethel. Explore the opportunities for further incubation space on existing council-owned sites.

Scottow and Hethel successfully provides business incubation and grow on space to support small business to grow and to succeed. When land and property is no longer required by services, the Corporate Property Team will work with Economic Development to consider whether sites can be used to provide additional incubation and grow on space to support small businesses.

4.4 Through our property development company "Repton Property Developments Ltd" we will support housing growth through the reuse of council assets.

Where surplus land is deemed viable, the council will sell land to its development company to build new homes.

4.5 Utilise NCC land and property to support the delivery of the council's Digital Norfolk Strategy.

We will work closely with Information Management Technology to assist in delivering their 10-year Digital Norfolk Strategy, utilising NCC property to enhancing service delivery through improved broadband and mobile coverage.

4.6 Review the use of Council owned land/property for green energy generation and storage.

As grid connections continue to improve in Norfolk, we will review the opportunity for green energy generation and storage on council owned land and property.

4.7 Promote the adoption and development of agricultural technology (Agri-Tech) across the County's Farms estate.

By working closely with partners such as New Anglia Local Enterprise Partnership and Agri-tech we will promote the adoption of agricultural technology amongst tenants of our county farms; supporting them to access opportunities to improve yields, the sustainable management of their farms and improving efficiencies.

4.9 Provide a means of entry and progression in farming for those who may not otherwise have the opportunity to farm on their own account.

The County Farms estate will provide a range of farm sizes, from smaller holdings to support new entrants, to larger estates to support progression and to encourage a variety of business models to support rural development and economic regeneration. New tenancies will be typically based on a period of 10 years (with breaks for appropriate cases), with preference given to applicants who meet the Council's tenant selection criteria whilst generating a return to the County Council.

Strategic property asset management objective:

5.0 Reduce our impact on the environment.

How we will achieve this:

5.1 Review the County Farm Estate considering the Agriculture Act 2020.

The Agriculture Act 2020 replaces European Union subsidies with the Environmental Land Management Scheme (ELMS). We will review the management of the estate considering the changes introduced by the Act to ensure compliance, support for tenants to operate in the scheme and to identify opportunities to reduce our impact on the environment.

5.2 Develop an energy strategy for the council's property portfolio.

To help the council to achieve our aim of 'net zero' carbon emissions from the council's property portfolio by 2030, we will develop an energy strategy that will include implementation of energy efficiency measures, transitioning to fossil fuel free environments and carbon offsetting technologies.

Strategic property asset management objective:

6.0 To promote partnership joint working where it will provide benefits for service delivery and in securing efficiencies.

How we will achieve this:

6.1 Continue our delivery of 'One Public Estate'.

The 'One Public Estate' concept has supported Norfolk local authorities and the National Health Service to come together to identify ways to share accommodation, release land and property, improve service delivery and to reduce costs. We shall continue with the strategy of delivering 'One Public Estate'

CORPORATE SELECT COMMITTEE – FORWARD WORKPLAN 2021/22

Corporate Select Committee	13 September 2021	15 November 2021	17 January 2022
Corporate	<p>Part A –</p> <ul style="list-style-type: none"> • HR & Finance system replacement – implementation planning • Strategic Asset Management Framework <p>Part B –</p> <ul style="list-style-type: none"> • Committee forward plan 	<p>Part A –</p> <ul style="list-style-type: none"> • Business Transformation and Smarter Working • Digital Strategy & Digital Inclusion update • Financial Regulations 2021 update • Strategic and financial planning 2022-23 <p>Part B –</p> <ul style="list-style-type: none"> • Committee forward plan 	<p>Part A –</p> <ul style="list-style-type: none"> • Staff survey update and planning for 2022 <p>Part B –</p> <p>Committee forward plan</p>

To be rescheduled from March 2021:

- Norfolk Plc update