

Business plan 2020/2021

NPS Peterborough



Business Plan Summary

Our Strategy

The NPS Peterborough Business Plan is designed to **support key strategic priorities of Peterborough City Council** that drive growth and economic regeneration; improve educational attainment and skills; and promote, healthy, safe and cohesive communities; whilst building on the strengths of the JV partnership, our staff, and the Norse values.

With 6 years to run on the existing arrangement, NPS Peterborough are seeking to **deliver high quality Estates and Asset Management services** to Peterborough City Council, whilst seeking to grow our external income through the **provision of consultancy services**.

Business Plan Summary

To deliver our strategy, we will:

Improve our **reputation** and build on our **relationship** with Peterborough City Council; provide **strategic advice** to the Council and its City Centre Development Framework (which sets the future vision for the city); to conduct **asset review options** for all property asset types; to **regularise market rate rents** on commercial and retail investments; to grow our external **market share**; and **continue to deliver returns back to PCC** in line with BP forecasts.

We aim to:

Maintain a healthy and **sustainable profit margin**

Deliver **high quality** Estates and Asset Management services and facilitate work for other disciplines across the Norse Group

Develop our staff who are at the heart of what we do, to ensure they are **empowered and trusted** to deliver their work

Strategic Asset Management

- Conduct options appraisals for different asset types to identify alternative uses, consolidation or commercial / development opportunities
- Work with PCC officers to attain best value in negotiating terms for strategic acquisitions and disposals
- Assess and appraise property investment and regeneration opportunities, working closely with developers and providers to bring forward schemes
 - Examples such as Northminster car park and the market redevelopment through PIP or the acquisition of TK Maxx site on Bridge Street as a library and community hub
- Actively support the Council's Strategic Asset Group

Commercial / Industrial Estate

- Promote a strong and healthy local economy through supporting local enterprise
- Minimise the number of void units through active marketing with local agencies to identify and secure tenants
- Maximise the number of units paying benchmarked market rent through securing inflation linked tenancies with regular rent reviews
- Working to find potential subtenants for PCC to maximise rental income and bring additional footfall into the city centre (CITB, Pintec)
- Work with finance colleagues to monitor and reduce rental arrears

Rural Estate

- Review and update the Rural Asset Strategy
- Work closely with the tenants and the NFU to maximise opportunities to promote the rural estate, education initiatives and sustainable farming techniques
- Seek to amalgamate the holdings in line with recommendations as tenants exit the estate
- Identify development / conversion opportunities
- Develop a business case for sustainable energy initiatives on the estate

Housing

- Ensure PCC compliance data is compiled as properties come on stream and reviewed annually to minimise risk
- Provide Asset and Insurance valuations to ensure that units have adequate cover and are compliant with PCC insurers requirements
- Carry out fabric condition surveys to understand and support the programming of any capital improvements required
- Provide asbestos surveys to ensure risk is managed in properties built prior to 2000
- Source properties for housing services teams that meet the demand profile provided

Building Management Services

- Monitor and provide safe spaces for staff to occupy
- Ensure that building management controls are in place and deployed efficiently
- Monitor and oversee soft FM contracts and manage suppliers of soft FM services

2020-21 Success Stories

COVID Related

- Assisted in the set up of the Temporary Body Storage unit at Fletton Centre
- Assisted in setting up a COVID testing facility for Schools at unit 5 Royce Road
- Implementing the integrated traffic light-one way system at Sand Martin House
- Implementing safety measures in all corporate/staff occupied buildings.
- Assisting with Corporate/Staff occupied building closures and preparation for building repopulation

Building Related

- PM delivery of Town Hall North (completion April 2021)
- PM delivery of Marshfields School expansion (completion April 2021)

Asset Management

- Conducted Options Appraisals on Asset portfolio
- Conducted Asset Valuation programme – visiting all major sites
- Continued to engage and push Community Asset Transfers to mitigate running costs for PCC

Other

- Managed investment portfolio and continued to let space during lockdown
- Increased rent roll at EIC by £23.5K pa & saved £10k pa on telephony and internet provision
- Worked closely with Aragon to deliver on going programme of rural and housing condition surveys

Financial BP

	2016/17*	2017/18	2018/19	2019/20	2020/21
Income	£1,622,341	£2,203,102	£1,951,555	£1,877,229	£1,719,343
Direct Costs	£1,253,087	£1,807,656	£1,523,605	£1,478,652	£1,303,952
Indirect Costs	£96,210	£96,300	£90,985	£70,113	£81,719
Fixed Costs	£114,541	£125,249	£155,178	£145,180	£143,932
Total Costs	£1,463,838	£2,029,205	£1,769,768	£1,693,945	£1,529,602
Profit	£158,503	£173,897	£181,787	£183,284	£189,741
Vol. Disc	£79,252	£86,949	£90,894	£91,642	£94,870
Actual Vol Disc	£46,000	£108,000	£121,000	£198,000	

2016/17* BP based on full financial year though the service commenced from 6 July 2016.
Actual Vol Discount is based on 9mths trading

Learning and Development Plan

Learning and Development Objectives - NPS Peterborough					
Strategic Objective	Activity	Source	Cost	Deadline	Outcome
Succession planning for senior management	* Consider strengths of management team * Provide opportunities for senior colleagues to lead activities * Provide management and development training	Mix of skills hub and external mentoring	£20K	31-Mar-21	Creation of opportunities resulting in retention of staff and succession planning for senior team
Support Staff through Professional Development	* Support Building Surveyor Apprentice through course offering opportunities to maximise learning in a supervised environment * Support staff with other professional accreditations / affiliations	External providers	£5k	Ongoing	Competent, professionally staffed business
Embed Estates Best Practice and Group ISO into everyday working	* Internal CPD from Estates BPG * Internal ISO CPD	Internal staff	£2k	Ongoing	Ensure staff are fully cognisant of best practice guidance and that NPS Peterborough is operating in accordance to Group standard for ISO accreditation
Greater understanding of Housing agenda	* Selected staff to attend CPD and Conferences to understand the strategic drivers and tools to further facilitate Housing support to PCC	External conferences	£5K	31-Mar-21	Provide competent strategic advice to PCC on property related housing issues
Enhance the NPS Peterborough reputation	* Communications training for all staff focussed on managing client expectations	NPSP Management Team	£5K	30-Sep-20	Better able to manage client expectations through effective communications and stakeholder management

Risks to BP/potential opportunities

Risks

- PCC **Budget pressures** impacting core funding
- Suitably **qualified staff** to fill current vacant posts
- **Reputation** of NPS Peterborough with Leader of PCC
- **Housing** works offered elsewhere (£50k pressure)

Opportunities

- Offering **Asset Valuation** services commercially
- Further develop and implement **Housing services offer** (including Building Surveying)
- Continue developing external relationships
- Maximise local **networking opportunities** through Opportunity Peterborough and sponsor Peterborough Bond Holders event