



Business

plan 2021/2022

NPS Peterborough

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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 securing a sustainable future for Peterborough through maximising opportunities from its' asset portfolio.

Through the **delivery of high quality Estates and Asset Management**, we will focus on **delivering savings and maximising income** from its commercial portfolio, **support intelligent investment** designed to maximise industrial income opportunities and support the knowledge and understanding of how the **Council can achieve it's net carbon zero estate by 2030.**

Business Plan Summary

To deliver our strategy, we will:

Recommend asset review options that seek to **maximise opportunities to generate greater income**; continue to provide **strategic advice and Project management; regularise market rate rents**; grow our own **external income sources**; and continue to **deliver returns back to PCC** in line with BP forecasts.

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We aim to:

Provide accredited advice and services that support the Council's **strategic objectives** that support **a financially and environmentally sustainable future for Peterborough**. We will continue to develop our staff who are at the heart of what we do, to ensure they are **empowered and trusted** to deliver their work to the highest standards.

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
- Actively support the Council's Strategic Asset Group to appraise investment and divestment opportunities

Commercial / Industrial Estate

- Consider redevelopment opportunities in improving assets (e.g. light industrial units) using existing Council assets
- Secure more favourable terms that minimise PCC's liability for repairs and maintenance and achieving market rents with regular rent review provisions
- Minimise the number of void units through active marketing with local agencies to identify and secure tenants
- Identify potential for PCC to maximise rental income for operational buildings and increase investment value and potential city centre footfall
- Work with finance colleagues to monitor and reduce rental arrears

Rural Estate

- Identify and promote initiatives that support environmental and decarbonisation benefits
- Identify and bring forward development / conversion opportunities
- Work closely with the tenants and the NFU to maximise opportunities to promote the rural estate, education initiatives and sustainable farming techniques
- Monitor condition programme of work to ensure assets are being maintained to deliver healthy revenue income
- Review and update the Rural Asset Strategy

Housing

- Identify land parcels and infill sites that can be brought forward for development opportunities to secure capital receipts
- Work with RPs and developers to identify opportunities that may lead to decreased reliance on costly accommodation solutions
- Work closely with Housing teams to determine needs / requirements to support the increasing housing agenda
- Identify opportunities to support the development of the HRA
- Provide Insurance valuations to ensure that units have adequate cover and are compliant with PCC insurers requirements
- Negotiate acquisitions, leases, disposals and hand-backs of costly housing stock

Building Management Services

- Monitor post COVID repopulation procedures to ensure safe working spaces
- Ensure that building management controls are in place and deployed efficiently
- Ensure compliance risks are highlighted and escalated in line with PCC H&S policies
- Monitor and oversee soft FM contracts and manage suppliers of soft FM services to obtain value for money services

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	£203,158

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

Financial BP

BP Forecast	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
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

Actuals	2016/17*	2017/18	2018/19	2019/20	2020/21
Income	£1,507,151	£2,654,742	£2,356,718	£2,518,156	£2,715,307
Total Costs	£1,425,435	£2,458,639	£2,137,241	£2,159,869	£2,348,799
Profit	£81,716	£196,103	£219,477	£358,287	£366,508
Vol. Disc	£45,599	£108,391	£121,300	£197,890	£203,159

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

- Support staff through their professional accreditation journey
- Team Communication Training to better facilitate and manage stakeholder expectations
- Company wide ISO training and development
- Post COVID office repopulation training
- Deliver equality and diversity refresher training for all staff

Risks to BP/potential opportunities

Risks

- PCC **Budget pressures** impacting core funding
- **Recruitment** challenges in competitive market
- Move away from **JV model** to different methods of delivery

Opportunities

- Offering **Asset Valuation** services commercially
- Identification of infill **sites to bring forward**
- Identification of **funding streams** to support decarbonisation agenda
- Maximise local **networking opportunities** through Opportunity Peterborough and sponsor Peterborough Bond Holders event to encourage local supply chain and deliver external services