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Appendix D

# Place Business Plan 2018/19



Northamptonshire  
County Council

# Our Vision and Strategic Outcomes

**Our vision:** To achieve sustainable improvements in the economic, social and environmental wellbeing of Northamptonshire communities by ensuring the right infrastructure and facilities are available in the right place, at the right time, for the right people in the most safe and cost effective manner

**Our priorities:** The range of initiatives that will be promoted include: the potential introduction of a renewable energy facility, a retirement village, new care facilities, new schools built, a programme of community hubs, the delivery of smart transport corridors, a billion pound infrastructure programme, closer collaboration between Police and Fire Services, and 100% coverage of Superfast Broadband. This will also mean working in continuing partnership with other public authorities including the NHS, South East Midlands Local Economic Partnership and the England Economic Heartland group of authorities.

We are also exploring the opportunity to create a new operating “Managing Agent Strategic Joint Venture” 50-50 public private sector business to lever in up-front investment to derive longer-term revenue benefit for the Council. This will significantly change the organisational arrangements and governance for the delivery of place-shaping functions from 2018-19 onwards, if implemented.

**Our plans:** We will ensure close collaboration between the Fire and Rescue Service and the Office of the Northamptonshire Police and Crime Commissioner and support a smooth transition upon receipt of Ministerial approval for the transfer of governance.

# Commissioning Intentions

- We will seek to achieve further efficiencies through improved processes, practices and procedures, by further rationalisation of work and activities currently undertaken across a range of delivery vehicles and Directorates.
- We will continue to deliver financial savings through more joined-up service delivery and re-engineering processes associated with the Council's strategic assets and properties.
- The Directorate oversees the entirety of the Council's Capital Programme and the majority of the Council's existing PFI programmes are managed corporately through smarter and more coherent management as a consequence of the benefits of single control and economies of scale.
- The Capital Strategy provides the Council with clarity of purpose over its Capital Programme and capital funding ensuring a '*one Council*' approach to funding and a corporate responsibility over debt financing.
- We are exploring a Managing Agent Strategic Joint Venture (MAJSV) with a private sector partner to deliver a new entrepreneurial approach towards service delivery and exploiting our assets to get things done for the people of Northamptonshire whilst at the same time securing significant savings and benefits for the Council.

# Capital Programme and Capital Strategy

The Capital Strategy is reviewed on an ongoing basis to reflect the consistently changing environment in which the Council operates.

The Council's Capital Strategy 2018-19 to 2021-22 forecasts a Capital Programme of £595m over the five year plan period, which comprises:

- A Development Pool totalling £481m and the prioritisation of 55 key schemes against the associated funding streams making up the Pool;
- Discretionary Funding Pot totalling £75m over the plan period including the announcement of £40m of new discretionary funding;
- Forecasted capital receipts of £58m over the plan period;
- 46 schemes/ priorities achieving programme entry into the Council's Pre-Qualification Group which the Council will consider for future capital investment.

The importance of high level corporate governance cannot be overstated in developing a strategic and seamless approach to efficient management of the Council's Capital Programme and capital funding. All capital schemes progress through corporate governance arrangements, ensuring robust business cases test schemes prior to approval and post investment reviews are undertaken upon major schemes completion.

## Outputs:

1,370 assets valued at £1bn including schools, libraries, residential units and major offices, plus 327 ha of Agricultural land

15 new schools required by 2021

69,476 premises able to take up Superfast Broadband as at March 2017

For more information see the County Council's Capital Strategy 2018-19 to 2021-22.

# Funding and Resources

## Place Services

|                                   | 2018-19<br>£000 | 2019-20<br>£000 | 2020-21<br>£000 | 2021-22<br>£000 |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|
| <b>Prior Yr Base Budget b/fwd</b> | 82,134          | 70,121          | 73,881          | 75,203          |
| Inflation                         | 2,014           | 2,155           | 2,233           | 2,299           |
| Service Pressure                  | 10,598          | 2,124           | 589             | 914             |
| <b>Total</b>                      | <b>12,612</b>   | <b>4,279</b>    | <b>2,822</b>    | <b>3,213</b>    |
| Efficiencies                      | (1,420)         | 150             | 0               | 0               |
| Income Generation                 | (493)           | (151)           | 0               | 0               |
| Service Transformation            | 0               | (500)           | (1,500)         | 1,000           |
| Service Reduction                 | (2,763)         | (18)            | 0               | 0               |
| <b>Total</b>                      | <b>(4,676)</b>  | <b>(519)</b>    | <b>(1,500)</b>  | <b>1,000</b>    |
| <b>Net Budget Requirement</b>     | <b>90,070</b>   | <b>73,881</b>   | <b>75,203</b>   | <b>79,416</b>   |

We will focus on making best use of resources and maximising use of physical assets.

At the same time, we will continue to streamline processes and services, whilst developing new innovative strategies around income generation and reduction in costs.

Movement in 2019-20 b/fwd relates to the transfer of Fire and Rescue Service governance to the OPCC