

Subject: GYN Annual Business Plan 2019/20 & Annual Report 2018/19
Report to: Management Team - 15th July 2019
Housing & Neighbourhoods Committee – 25th July 2019

Report by: Managing Director, GYN

SUBJECT MATTER/RECOMMENDATIONS

Attached are copies of the GYN Annual Business Plan 2019/20 and Annual Report 2018/19. Both documents are produced as a requirement of the Joint Venture. The Committee is asked to receive the documents and note the contents.

1. INTRODUCTION/BACKGROUND

GYN as the Council's Joint Venture partner for housing repairs, maintenance and asset management produce an Annual Business Plan outlining financial performance, five year business plan, key business aims, risk management and governance arrangements.

1.2 The Annual Business Plan for 2019/20 is in a format that reflects the Norse Group corporate standard and has been approved by the GYN Liaison Board.

1.3 The Annual Report 2018/19 outlines performance (financial & operational), development and delivery as well as setting out values, corporate strategy and future objectives.

1.4 Links to (copies of) both documents are attached for reference.

2. Current Position

GYN is now in its 5th year of operation and continues to grow in respect of the services it delivers and turnover, anticipated to be £15,970,776 in 2019/20 with a budgeted profit share of £206,875.

2.1 The Annual Report for 2018/19 shows GYN has continued to make significant improvements, particularly in the areas of performance and financial management.

2.2 Value for money, customer service, improving the standard and conditions of the housing assets and implementing new and improved ways of working to reduce costs and improve efficiencies remain key areas of focus for GYN.

- 2.3 Work to improve Strategic and Operational issues impacting on GYN and GYBC continue through the joint Improvement Group.

3. FINANCIAL IMPLICATIONS

Included within both documents. Committee Members are asked to note that detailed monitoring is undertaken on a monthly basis through joint Officer meetings which review, monitor and challenge all costs prior to approval.

4. RISK IMPLICATIONS

Included within the Annual Business Plan. Delivery of the increased Planned and Capital programme, long term voids and acquired properties remains a high priority for the Joint Venture. Delivery of these programmes and investment will lead to further improvement in the in the housing assets leading to a reduction in responsive repair volumes and costs.

5. RECOMMENDATIONS

To receive and noted the GYN Annual Business Plan 2019/20 and the Annual Report 2018/19

Area for consideration	Comment
Monitoring Officer Consultation:	N/A
Section 151 Officer Consultation:	N/A
Existing Council Policies:	
Financial Implications (including VAT and tax):	Considered
Legal Implications (including human rights):	None
Risk Implications:	Considered
Equality Issues/EQIA assessment:	None
Crime & Disorder:	None
Every Child Matters:	None



Annual Business Plan

2019 – 2020

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*A dynamic publicly owned
organisation maintaining,
repairing and managing
building assets.*

Prepared by: Business Support & Development Manager	Approved by: Managing Director
Issue Number: 1.0	Issue Date: 08/05/19

Executive Summary

This document sets out the 2019/20 Annual Business Plan for Great Yarmouth Norse (Asset Management Services) Ltd, a joint venture company co-owned by Great Yarmouth Borough Council and Norse Group.

The Company's primary aim is to deliver the asset management and building maintenance of the council's housing stock, approx. 5,800 units, and public buildings within a 10-year agreement. This comprises of planned and cyclical maintenance, capital improvements, responsive repairs, and voids maintenance. This years' estimated annual turnover will be in the region of £15.9 million.

GYN has laid out its assumptions and development aspirations, procurement efficiencies and cost savings. This builds on the solid foundations that are already delivering step change improvement in all of our service areas. Furthermore, we will continue to implement a process of transformation throughout the organisation thereby modernising our business, stripping out duplication, waste and non-value adding activities in order to achieve our aspiration of delivering top quartile sector performance.

This updated Business Plan:

-) Confirms compliance with the governance and financial viability of the joint venture.
-) Reflects the resourcing requirements of GYN.
-) Considers our modernisation agenda and increased commitment to provide value for money and service improvements.
-) Demonstrates continuing financial strength whilst achieving steady development-led growth.

About us

Formed in October 2014, Great Yarmouth Norse Asset Management Services Ltd (GYN) brings together key housing maintenance services from Great Yarmouth Borough Council and Norse Commercial Services.

GYN combines the functions of responsive repairs, voids maintenance services and the functions of design and delivery across capital investment and compliance activities to provide a complete Asset Management service for Great Yarmouth Borough Council's housing stock and associated buildings.

The creation of our Public Works Team in late 2018 gives us an increased service offer to undertake work to public buildings and other works tendered by Great Yarmouth Borough Council and external bodies.

Our purpose:

To repair, maintain and provide an asset management service for Great Yarmouth Borough Council's housing stock and associated buildings.

Our role:

To bring together the functions of design and delivery across capital investment, compliance, responsive repairs and void maintenance activities.

Our vision:

To achieve and maintain the highest standards of service to our customers at all times.

Our aims:

1. To deliver a top quartile service across our activities.
2. To ensure our services provide value for money and that our costs are transparent and proportionate.
3. To appraise our performance and processes to ensure our service remains innovative and able to respond to change.
4. To contribute to Great Yarmouth Borough Council's strategic objective of providing housing which is safe and suitable to tenants needs.



Our values

Quality – We strive to deliver outstanding quality across our services and maintain consistently high levels of customer satisfaction.

Innovation – We embrace new ideas and have the courage to be creative so our services are safe, efficient and offer value for money.

Respect – We value everyone as an individual respecting their rights, life choices and the personal contribution they make to our business success.

Trust – We want to be a trusted provider, partner and employer, recognising that to do so, our word must be our bond. If we say we will do something, we do it.



Why we are different

Among many advantages of Norse Joint Ventures is an attractive profit-share arrangement, in which an annual rebate from external revenues is returned to Great Yarmouth Borough Council and can be reinvested in local services. This is particularly welcome in times of unprecedented pressure on public sector funding.

In addition, Norse Group is a reliable, trusted and financially secure business, which can work in partnership with Great Yarmouth Borough Council to deliver the JV's services with dependability and integrity. Norse, indeed, is committed to long-term partnerships in communities around the country and currently has a healthy forward-order book totalling more than £2 billion of business over the next decade. Being part of Norse Group gives GYN access to a wide and cohesive set of services, such as procurement, thereby contributing to our commitment to achieving value for money.

We achieve impressive commercial success whilst remaining in public sector ownership.



As part of the Norse Group we can access a wide and cohesive range of services that deliver leading quality and value.

Our unique business model provides the opportunity for our partners and the communities we serve to directly benefit from our partnerships.



We understand partnership values and demonstrate transparency, honesty and integrity.



We respect and support our service users, clients, partners and people.



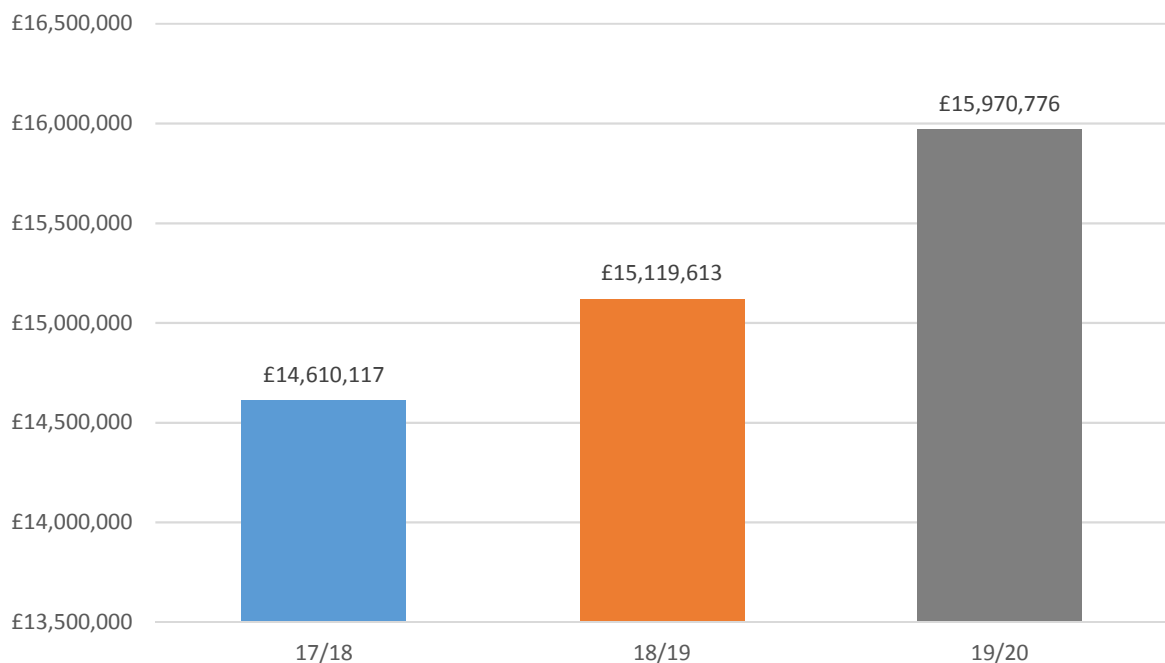
We take personal responsibility for our actions and deliver on our promises.

Our Group-wide Corporate Social Responsibility strategy, The Norse Way, is integrated throughout our business operations.



Financial performance

Turnover



In 2019/20, GYN will seek to increase sales by 5.6% and profit by 2.59%. This will improve the return to its shareholders and allow the necessary investment in the company to continue to develop new and cost effective services.

The Financial Proposal

2019/20

Responsive & Cyclical Maintenance	£6,739,109
Capital Investment Programme	£8,991,667
Inherited Third Party Contracts	£240,000

Total Sales	£15,970,776
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Cost of Sales	£11,830,282
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Local Overhead	£2,892,715
Central Overhead	£834,005

Profit/(Loss) for the Financial Year	£413,774
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GYBC Profit Share	£206,875
Norse Profit Share	£206,875

GYBC Savings on Budget	£250,000
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Total GYBC Savings	£446,887
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Financial summary

All profits generated by GYN Asset Management Services Ltd are shared between Great Yarmouth Borough Council and Norse Commercial Services on a 50/50 basis. As the profit-share is based on a guaranteed discount the annual Business Plan is drawn up, and the discount set, at the beginning of each financial tax year. This enables us to set clear financial and operational objectives – and to provide robust budgets for the company.

Our five year plan

“Setting goals is the first step in turning the invisible into the visible”

Tony Robbins

GYN is now in year five of a 10 year term (commenced on 1st October 2014), with an option to extend. Within that timeframe, and demonstrated through previous annual business plans, we have continued to develop our financial position specifically around value for money, improved our service delivery programs, actively engaged in partnership working including tenant engagement/participation and, with Great Yarmouth Borough Council, have continuously developed the Joint Venture as a successful Business.

We are immensely proud of our achievements however, we want to be more than just a developing company. We want to be and be seen as a great company therefore we are committed to continually reviewing our processes and services and delivering an ongoing programme of transformation and improvement.

We aim to grow the business over the next five years through:

-) Seeking out new business opportunities.
-) Maximising efficiency across our processes.
-) Investing in our people.
-) Actively controlling our costs and management overheads.



This ongoing program will not only look at all of our services in great depth using modernisation principles, but also, how the business performs and benefits our partners and stakeholders. We have created seven transformation principles that form the hierarchy of our transformation/modernisation principals.

-) **Develop a knowledge based, listening and learning culture** – We will actively engage with all of our stakeholders to understand how they perceive our business and how they would like to see our business operate in the future. We are learning from organisations within the sector demonstrating continuous quality and high customer satisfaction, and assess how they have delivered their own transformation journey. We are working with leading sector bodies to identify innovation, knowledge and new ways of thinking around areas such as business intelligence, asset management and the power of enabling IT.
-) **Company Branding** – We recognise that GYN needs to address its brand ownership with an increased and recognisable visual representation of the company. Our aspiration is that we are gauged around service quality through stakeholder feedback but this requires firstly an emotional and physiological association with the business.
-) **Customer Insight and Engagement** – We want to understand fully who the customers that use our services are, including those who only use it sparingly and sometimes not at all. If our teams and services are to deliver higher standards, it is imperative that our designs are based on understanding our customer base. Additionally we want to develop strong partnership and community working, and are looking to engage with tenants in shaping our designs and monitor the quality of our delivery through active engagement and participation.
-) **Value for Money** – We are creating not only enhanced services that demonstrate real and tangible quality but also services that provide value for

money. All of our service transformations imbed efficiency factors that look to drive out inefficiencies that stifle our business development.

-) **Digitalisation and Technology** – We will deliver a digitalisation program that creates seamless technology to our back office functions but also allows tenants and other stakeholders' greater access to our services through various platforms. Additionally we aim to reduce our office requirements and reliance, due to system infrastructures limitations, and mobilise our IT so that our staff can work remotely and we can deliver significantly more for tenants' within their homes.
-) **Benchmarking** – We will continue to compare our services nationally against similar organisations to assess how we compare with others financially, strategically and operationally.
-) **Great Place to Work** – We want to support, develop, value, train and work with our staff to develop a key principle of GYN being a great place to work. Through cultural change, we will look to all of our staff being ambassadors of GYN and delivering outstanding services.
-) **Access and Information** – We will aim to invest in key customer factors, such as improved access to our services through different methodologies, and ensure information, including self-help, is more readily available.

Key Improvement Projects for 2019-2023

Throughout the next five years GYN will use the modernisation principles detailed above to review all of its service delivery models to ensure increased value for money/efficiencies, an improved service offer to our stakeholders and, ultimately, to be seen as national sector top quartile organisation.

IT

-) To establish, maintain, and improve the IT infrastructure, systems and services, enabling GYN to achieve its goals and long term success.
-) To support the service areas in delivering excellent customer services by providing the best IT packages available.
-) To provide robust, reliable and well-managed infrastructure, systems and services, which provide accurate and appropriate information to staff, customers and other external stakeholders whilst maximising value for money.
-) To provide information support and training to allow systems to be utilised to their maximum potential.

-) To improve customer engagement by creating various multi-channel communications such as online repairs diagnostic tool, website information about GYN services etc.

Customer Services

-) To apply achieve a UK customer services accreditation recognising how GYN delivers its customer services promise.
-) To deliver a customer services strategy as well as other supporting policies and documents that captures our vision of developing all our staff as GYN ambassadors of great customer services, relaunching the branding of GYN, our customer insight and engagement processes based on full tenant and stakeholder engagement and the digitalisation and modernisation of customer services.

Business Support and Development

-) Customer Services Team – To modernise the service offer through an increased understanding of customer insight and a more personalised offer that meets equalities and diversity targets to be established, more accurate diagnostics of repairs, automation of processes through enabling IT and an enhanced offer of supporting functions across GYN operations.
-) Planning Team – To deliver sector best performance around allocation and coordination of works/tradespersons and drive down unproductive time to a bare minimum as well as maximising all enabling technology.
-) Resident Liaison – Restructuring of the service and offer to enable improved protocols when assisting tenants with current or future works as well as reaching a wider audience for those who rarely use our service.
-) Performance and Quality Management – To design through sector best practice performance quality frameworks and that of dashboards including benchmarking that allows the power of business data to transcend across GYN enabling enhanced operating models.
-) Materials Procurement – To design and implement either through an internal or external material solution an enhanced methodology that supports the business needs and provides greater efficiencies alongside value for money.

Repairs

-) To deliver a modern and sector recognised top performing repairs service through both improved strategic and operational business improvements. This will require a new structure with clearly defined operating requirements including new initiatives such as repairs MOTs, an increased offer to tenants around accessing the service through enabling technology and a focus on repairs being completed at first visit.

Voids

-) To collectively review not only void works but also areas such as sustainable tenancies' focusing on mirroring sector best practice in relation to prevention of voids activities through an enhanced tenancy focus but when voids do occur reducing rent loss or maximising time elements to deliver more works at the time the property is vacant. The aim is to work with GYBC to modernise the end to end process in its entirety, as well as assessing new initiatives which are common within the sector as well as innovation which will come from the transformation process.

Asset Management

-) GYN wish to bring the Asset Management discipline in line with the workings of the Chartered Institute of Housing, leading housing organisations and high-performing private companies. Strategic Asset Management is an area of considerable opportunity for GYN, not only in the modernisation of property portfolios but also in the management of data, the creation of strategy and of spend interrogation and structures for efficient delivery which will ultimately benefit Great Yarmouth Borough Council.

Capital Programme

Delivery of capital programmes remains a key priority for GYN. The table below reflects our committed programme, however, the actual numbers and programme content may differ depending on a number of factors such as accrued budgets, property demands and expenditure associated with void and repair work.

Work-stream	GYBC Budget (£)	No. of replacements
Kitchen	1,630,000	325
Bathroom	780,000	270
Roofing	970,000	160*
Windows & Doors	650,000	190**
ME- Boiler	950,000	c.400
ME - ASHP		c.20
EE - Rewires	310,000	60***

*Replacement number assumes replacement of primary and secondary roofs on individual properties, not to flats/maisonettes with shared roof structure

**Replacement number assumes the replacement of both windows and doors to individual properties. However, programme comprises windows & doors, windows only, doors only and fire doors. This will be reflected in progress updates through the year.

***Current commitment to rewire 60 properties in 2019/20. No provision (within the identified budget) for replacement of CCU's and stand-alone ventilation, however, it is anticipated that monies from 2018/19 will be accrued to meet these associated costs.

Finance and customer

A key aim of GYN Asset Management Services is to provide better value for money for Great Yarmouth Borough Council in the delivery of the specified services, through cost efficiency, reduced overheads and improved performance.

The experience gained in the first four years of trading has enabled GYN and GYBC to jointly identify cost reductions and/or service improvements, which can be implemented over the course of the partnership. The financial projections set out in this year's Business Plan show a further growth in direct delivery business from third parties. This not only helps to defray fixed costs but produces financial benefits for the Council in the form of a profit share.

2018/19 objectives review/targets for 2019/20

Finance	Achieve profitable and sustainable growth
Our 2018/19 objectives	<ul style="list-style-type: none">) To achieve sales of £15,756,826) To provide a profit share of £237,978) To effectively monitor costs and overheads to achieve budget savings of £250,000
How we did	<ul style="list-style-type: none">) Profit share of £201,664) Sales of £15,119,613) GYBC savings on budget of; £452,416 Revenue (projected)) £49,249 Assets (projected)
What we will do in 2019/20	<ul style="list-style-type: none">) Achieve sales of £15,970,776) Achieve profit share of £206,875) Continue to monitor costs, including overheads, reducing unnecessary costs through efficiencies to ensure ongoing maximum value for money
Customer	Ensure tenants receive a service that is comparable to top quartile performance
Our 2018/19 objectives	<ul style="list-style-type: none">) 95% level of satisfaction with call handling) 95% level of satisfaction with the repairs service) 100% of properties with valid gas certificate) 90% of responsive repairs completed at first visit) 90% of repair appointments kept
How we did	<ul style="list-style-type: none">) Achieved 98% satisfaction with call handling) Achieved 97.7% satisfaction with repairs service) 99.9% of properties with valid gas certificate) 92% of responsive repairs completed at first visit) 91.7% of repair appointments kept
What we will do in 2019/20	<ul style="list-style-type: none">) 95% level of satisfaction with call handling) 95% level of satisfaction with repairs service) 100% of properties with valid gas certificate) 90% of responsive repairs completed at first visit) 90% of repair appointments kept

Process and people

Staffing Resources

GYN will in this financial year review its staffing structure in order to reflect its agreed service level responsibilities for the coming year, ensuring its proper alignment in the context to deliver its housing asset management services through the JVC with the aim of providing high quality services to the residents of the Borough.

GYN is committed to providing employment opportunities for the Great Yarmouth community and especially for young people and to that end is seeking to win additional contracts, sharing generated profit with the Council. There continues to be an urgent need to recruit high calibre staff over the next year.

In addition to the seven trade apprenticeships employed during the last four years of operation, GYN will look to employ two office based business support apprentices in this financial year. GYN will also participate in the Norse Group work experience scheme, providing opportunities for local students to gain invaluable experience in the workplace and improve their chances of finding employment.

We will continue to place an important emphasis on developing our staff, particularly in respect of professional qualifications, and will ensure all staff receive the appropriate level of training.

Resident Consultation and Participation

GYN will continue to work hard to ensure that all tenants 'have their say' in how their homes are managed and the standard to which they are maintained. GYN is committed to tenant involvement in both day-to-day operations, such as choice of colour schemes and types of kitchen units; and at a strategic level, with tenants' groups meeting as necessary to review different aspects of the service.

2018/19 objectives review/targets for 2019/20

<div> <div>Process</div> <div>Continue to deliver high quality services efficiently</div> </div>	
Our 2018 objectives	<ul style="list-style-type: none">) Maintain ISO14001 accreditation) Carry out benchmarking exercise and produce report with HouseMark) Review processes to maximise efficiency
How we did	<ul style="list-style-type: none">) ISO 9001:2015 accreditation granted) ISO14001 accreditation maintained) Became 'Consultant' members of HouseMark and benchmark data collected
What we will do in 2019-20	<ul style="list-style-type: none">) Commence project to review structure of repairs and voids teams to identify improved processes in respect of allocating jobs and projects to appropriate work streams) Continue project to simplify processes in respect of delivery of Capital Programme and fully implement Programmed Asset Management (PAM) database) Roll out enhanced mobile working technology allowing enhanced capability around recording time and ordering materials
<div> <div>People</div> <div>Become the local employer of choice within the repairs maintenance industry</div> </div>	
Our 2018 objectives	<ul style="list-style-type: none">) Employ 4 apprentices) Publish 17/18 Annual Report to all major stakeholders) Be involved in 6 number of work placements) Create a draft Tenant Engagement Strategy
How we did	<ul style="list-style-type: none">) No new apprenticeships appointed however a number of staff undertook apprentice programmes to gain level 2 and 3 qualifications) Annual Report for financial year 2017/18 published) 4 work placements offered
What we will do in 2019-20	<ul style="list-style-type: none">) Continue to provide opportunities for staff professional development) Develop GYN people strategy to identify requirements, profiling and succession planning) Review structures and monitor service demand to ensure resources are appropriate to business needs

Risk management

GYN has a robust Risk Management Plan that is relevant to housing asset management. This register includes mitigation proposals and a severity impact assessment; this risk register will be reviewed and updated quarterly.

The key risks identified so far are:

-) Failure to obtain sufficient financial resources to meet the investment requirements of the stock;
-) Failure of GYN to procure and administer contracts that deliver good value for money;
-) Inappropriate design and specification of materials;
-) Re-investment in stock that is not viable;
-) Failure to manage areas of compliance, including but not limited to Gas and Electrical safety.
-) Failure to provide sufficient staff resources to manage asset management and the delivery programme;
-) Failure of GYN to collect, manage and maintain relevant stock condition data (including records of works completed);
-) Corruption of the stock condition data held within the asset management database;
-) Re-investment costs in excess of the budgetary allowances (e.g. reactive and void works budgets);
-) Expenditure upon items that are not included within the HRA Business Plan;
-) Expenditure upon cyclical maintenance just prior to the component being renewed (within the 5 year rule period);
-) Expenditure on components (on average) in excess of the rates (and therefore the HRA Business Plan allowances); and
-) Specification of components that do not meet the anticipated lifecycle.

Our governance

GYN Asset Management Services is a Limited Company. As a Joint Venture Company (JVC) Great Yarmouth Borough Council owns 20% of the shares and Norse Commercial Services 80%. This distribution of shares enables Norse to consolidate the company's accounts, while at the same time meeting the control test required by the 'Teckal principle'.

Governance is provided by the Board Directors, which is made up of two senior representatives from Norse, two from Great Yarmouth Borough Council, and the Managing Director of GYN.

Quarterly Board meetings are held, at which statutory duties are carried out and decisions made about the company's activities. Annual audited accounts are produced.

In addition to the Board of Directors, a company Liaison Board has been formed, reporting to the main Board. This comprises officers of the council, elected members (Councillors), representatives of Norse Group, GYN and other stakeholders, and provides the opportunity to involve end-users of the services, and to influence the Board of Directors.

In addition to the Liaison and main Board meetings there is a series of regularly held next tier meetings concentrating on areas such as finance and improvement. Operational governance is exercised through Senior Management Team meetings, team meetings, tool box talks and contract progress meetings.

Norfolk County Council		
Norse Group Ltd		
NPS Property Consultants Ltd	NorseCare Ltd	Norse Commercial Services Ltd
NPS Barnsley Ltd NPS Humber Ltd NPS Leeds Ltd NPS London Ltd NPS Newport Ltd NPS North West Ltd NPS Norwich Ltd NPS Peterborough Ltd NPS South West Ltd Broadland Growth Ltd Hamson Barron Smith Ltd Hearth UK Ltd International Aviation Academy Norwich Ltd Norse Development Company Ltd Norse Energy Ltd		Barnsley Norse Ltd Devon Norse Ltd Enfield Norse Ltd Eventguard Ltd Great Yarmouth Norse Ltd GYB Services Ltd Medway Norse Ltd Medway Norse Transport Newport Norse Ltd NEWS Ltd Norse Eastern Ltd Norse Environmental Waste Services Ltd Norwich Norse (Building) Ltd Norse South East Ltd Norse Transport Ltd Suffolk Coastal Norse Ltd Suffolk Norse Ltd Suffolk Norse Transport Ltd Waveney Norse Ltd Wellingborough Norse Ltd

Board of Directors



Andy Grant
Councillor
Great Yarmouth Borough Council



Dean Wetteland
Group Managing Director
Norse Group



Jane Beck
Head of Property & Asset Management
Great Yarmouth Borough Council



Gary Atkins
Operations Director (Building)
Norse Group



Graham Hollingdale
Managing Director
Great Yarmouth Norse

Other Governance

GYN Liaison Board

The purpose of the GYN Liaison Board is to:

-) Make recommendations regarding continual service improvement, delivered through the contents of current and future Annual Business Plans, and associated operational plans.
-) Review the ongoing performance of the Joint Venture Company (JVC), specifically in regards to achieving the objectives established in the Annual Business Plan.
-) Monitor, review and/or assist in mitigating risks to the JVC, and to the service delivered to GYBC and GYCH.
-) Monitor the relationship between key stakeholders, including GYN, GYBC, GYCH and tenants to ensure agreed objectives are successfully realized.

Shareholders' ambitions

Great Yarmouth Borough Council continues to work with GYN on a number of ambitions for the 2019/2020 financial year, the most significant of these being that they deliver the capital programme in full and on budget for continued improvement of the Community Housing Stock.

The successful delivery of the capital programme has seen a decline in the number of responsive repair jobs raised and, with further delivery, we would expect this to continue. We would therefore expect GYN to monitor and manage this by identifying ways resource and work can be reallocated to ensure other work streams are delivered and costs reduced. All local authorities face significant financial pressures and Great Yarmouth is no different, we therefore expect GYN to continue to identify improvements to processes, drive efficiencies and improve value for money.

High levels of customer satisfaction are important and we will support GYN in maintaining and improving levels, recognising that there is always room for improvement.

Jane Beck

Head of Property & Assets



GREAT YARMOUTH
BOROUGH COUNCIL




2018/19

ANNUAL REPORT



A dynamic publicly owned
organisation maintaining, repairing and managing
building assets.



Norse Group is a dynamic holding company, bringing together Facilities Management provider Norse Commercial Services, property consultancy NPS Group, and care provider NorseCare, creating a combined group turnover in excess of 250 million and providing employment for over 9,500 people.

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Graham Hollingdale
Managing Director

I'm sure you will have noticed that housing continues to feature prominently in the headlines for one reason or another. GYN does not own any housing stock, we don't allocate social housing nor are we a developer but we do work closely with our colleagues at Great Yarmouth Borough Council (GYBC) through our core activities of repairing and maintaining their housing stock, formulating and delivering investment and refurbishment programmes and leading on tendered works to properties the council purchases, adding to their portfolio.

It barely seems possible that in June 2018 marked one year since the Grenfell Tower tragedy. Whilst there are no high rise developments in Great Yarmouth we have been paying close attention to the findings of the public enquiry and analysing the implications of Dame Judith Hackitt's review of building regulations. There is no greater duty than to ensure the health & safety of GYBC tenants.

Highlights of the past year include the creation of our Public Works Team (PWT) in November. Having transferred in from GYBS, our sister JV, this team has been a great addition to the business and you can find out more about the services they provide on page 14. Of particular note for this year was the delivery of our capital programme. After a later start than was hoped for the relevant teams, including our contractors, rose to the challenge to deliver the numbers. All round a fantastic achievement.

“Again I would like to personally thank each and every member of staff at GYN. They are our most important asset and despite some challenging situations they have contributed to the excellent performance figures we have achieved this year”

9.21 Days

Average number of calendar days to
complete standard voids

Target - 10 days

27.85 Days

Average number of calendar days to
complete all voids

Target - 20 days

99.9%

Of properties have a valid
gas certificate

Target - 100%

91.7%

Repair appointments kept

Target - 90%

92.3%

Repairs completed at the first visit

Target - 90%

7.63 Days

Average number of days to complete
repairs

Target - 10 days

97.73%

Tenants that were very or fairly
satisfied with the repairs service

Target - 95%

98.00%

Tenants that were very or fairly
satisfied with call handling

Target - 95%



Our People



Our people are GYN's most important asset. Without them we simply would not be able to do what we do.

We value and invest in our staff whether that be on the job training or professional qualifications. It is important that we develop and retain talented people to grow not just the business but the individual.



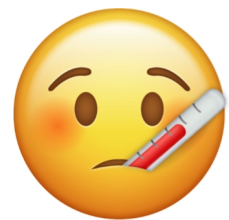
Headcount

125



Turnover

1.51%



Sickness

5.01%

Our headcount increased slightly with the introduction of the Public Works Team however our turnover remained low. Sickness was higher than anticipated and above the Norse Group target however we know the reasons for this and continue to reduce levels of absence through supporting staff and offering access to a number of health initiatives.

We remain committed to offering equal pay for men and women and have a zero-tolerance policy towards discrimination and harassment of any kind. Recruitment and promotion is based on possession of the right skills, experience, qualifications and potential. We treat all applications with respect and in an equal and fair manner. In the year ahead we will be formulating a People Strategy to strengthen our approach to recruiting, developing and retaining the best people for the business.



Graham Hollingdale - Managing Director

Graham has an extensive background in construction and surveying having worked in the industry all his working life. During that time he has qualified as a building surveyor, is a Chartered Member of the Institute of Housing and held a number of senior posts at Director level. More latterly a highly respected consultant Graham was instrumental in the mobilisation of GYN in 2014. He has overall responsibility for setting the strategic direction and performance of GYN. Graham is also responsible for ensuring GYN meets its legal obligations, particularly in respect of health & safety and formulating and implementing company policy in line with Board expectations and existing Norse Group policies

Richard Oliver – Asset Manager

Qualified in Architecture, Richard has worked at senior level across the country and is an experienced property professional. Having joined GYN in 2016 his role encompasses responsibility for the legislative compliance of, and long term asset management and investment for Great Yarmouth Borough Councils housing stock leading on the design, implementation and control of associated systems.



Paula Myles - Voids & Investment Manager

Paula has considerable experience managing void maintenance having previously held similar roles within a top quartile performing neighbouring local authority and the Ministry of Defence before Joining GYN in 2014. Paula is responsible for the management and performance of the void maintenance team ensuring voids are made available for re-let in a timely and cost effective manner. Paula also manages designated investment works and the Public Works Team.

Simon Baker - Business Support & Development Manager

Simon has held a range of management positions having worked in the private, third and public sector. Having spent seven years working as Housing Support Services Manager and then Housing Property Services Manager Simon was an original member of the GYN senior management team when the JVC was set up. Simon has overall responsibility for ensuring all business support functions such as quality, performance management, IT, workforce planning and customer service and responsive repairs teams.





Working with our colleagues in the Norse Group Skills Hub we ensure our staff have access to a comprehensive range of training opportunities ensuring our people have the opportunity to gain valuable knowledge and skill relevant to their role.

In addition to regular job specific training in 2018/19 we developed 11 staff through a range of level 2, 3 and 5 apprenticeships, some of which are ongoing. Other staff are currently studying for professional qualifications in building surveying.

All of this training represents a significant investment in our staff, not just financially but also in respect of time for their learning.

Managers are committed to supporting this and we have a mentoring programme that allows our learners to flourish. We believe that all staff should have the opportunity to enhance their prospects at any stage in their careers and will continue to help identify opportunities and funding streams such as the apprenticeship levy.

Some highlights and achievements we are proud of in terms of learning and development are –



Learning & Development

All staff receive regular training on a number of topics including asbestos awareness, gas safety awareness, manual handling, conflict resolution and safeguarding

All Customer Service staff undertake a level 2 Customer Services Practitioner Apprenticeship

GYN continue to work with local training providers supporting trade apprenticeships

GYN continues to support a number of staff undertaking professional courses

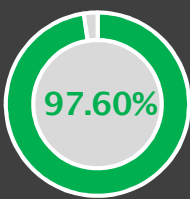
Responsive Repairs *

16,154

Repairs completed

Repairs completed within target

Target - 85%



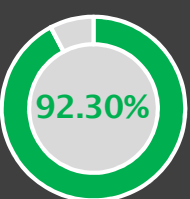
7.63 Days

Average number of days to complete a repair

Target - 10 days

Repairs completed at first visit

Target - 90%

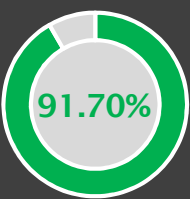


£121.48

Average cost of a repair

Repair appointments kept

Target - 90%



*Not including subcontractor works or major repairs

Voids

337

Voids completed

9.21 Days

Average number of calendar days to complete a standard void

Target - 10 days

27.85 Days

Average number of calendar days to complete all voids

Target - 20 days

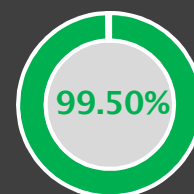
Capital

213

Planned bathrooms replaced

Average satisfaction with major works

Target - 95%



329

Planned kitchens replaced

Cyclical

285

Boilers replaced

Properties with a valid gas certificate

Target - 100%

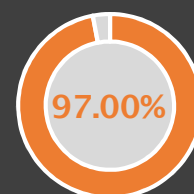


1193

Electrical test and inspections

Properties with a valid electrical test and inspection certificate

Target - 100%



Public Works*

358

Jobs completed

12.55 Days

Average number of calendar days to complete public works

*Data only from November 18 to March 19. Includes Council street lighting repairs

Capital Programme & Investment

Planned maintenance of, and capital investment in the council's housing stock is a key activity for GYN. In 2018/19 GYN managed Capital Programmes covering a range of work streams including 329 kitchen and 213 bathroom replacements, window and door replacements, 285 boiler replacements, roofing and whole house refurbishments. The 2018/19 financial year saw the highest level of capital investment in GYNs history.



Void Maintenance -

In 2018/19 GYN completed 337 voids ranging from properties needing little more than gas and electrical tests to complete refurbishment. GYN recognises the need to quickly and efficiently turn void properties into homes for new tenants and continues to work with Great Yarmouth Borough Council to reduce the overall time that a property stands empty.



Responsive Repair Maintenance -

Whilst still a key part of our business the number of responsive repairs undertaken by GYN in 2018/19 fell to 16,154. This is due to a number of factors, not least the increased delivery of capital programmes, and was expected. We continue to ensure that we productively utilise our range of tradespersons to maintain the current 97% satisfaction with the repairs service.

Cyclical Maintenance & Compliance Works -

The main areas of cyclical maintenance continue to be the regular testing and servicing of mechanical and electrical components, the highest profile being annual gas appliance testing. In 2018/19 99.90% of eligible properties had a current gas safety certificate and we continue to liaise closely with Great Yarmouth Borough Council to maintain this figure, obtaining and executing warrants of entry when required.

Public Works -

The newest team within GYN provides a range of construction based services to both the council and private clients such as First Bus. The main focus of their work is the maintenance and refurbishment of the Council's non-housing stock, for example buildings such as the Town Hall and street lighting which the council has responsibility for. Since joining GYN in November 2018 the team completed some 358 jobs up to the end of the financial year.



Customer Services is an area that GYN places great emphasis on as this team is often the first point of contact for those accessing our services be that in person at our offices or by telephone.

Despite our best efforts there will always be times when something goes wrong however the level of formal complaints received by GYN fell to 7 in 2018/19 whilst the number of compliments we received rose to 132.



95.74%
Incoming calls
answered



98% tenants said
Customer
Services staff
were helpful



7 formal
complaints
received



132
compliments
received

“The lady who dealt with my call was extremely helpful and understanding”

“The two operatives who attended did a lovely job and were extremely pleasant nice men”

“I just want to say what a lovely, polite man the electrician was”

“The operative went out of his way to help and done a brilliant job”

“Operative went above and beyond expectation”

Being part of Norse Group, who are a socially responsible employer, GYN has a core focus on our Corporate Social Responsibility. This means we support a range of community based charities and initiatives as well as offering our staff support to become involved in volunteering through being able to take a paid volunteering day each year or applying for a grant through the groups Community Fund.

Here are some of our CSR highlights for 2018/19

Macmillan Cancer Support Coffee Morning

A coffee morning supporting the Macmillan Worlds Biggest Coffee Morning campaign raised a magnificent £185 to support the vital work Macmillan Cancer Support provide.

WORLD'S BIGGEST
COFFEE
MORNING



Training & Meeting room

GYN provided the Collingwood Room as a training facility for local voluntary and community groups including Business In The Community (BITC), MIND and Your Own Place an organisation supporting young people sustain tenancies.

Preparing for Opportunities

Lewis Williams, GYN Performance & Relationship Manager attended an event at Lynn Grove Academy holding mock interviews with, providing feedback to 15 year 11 students.



Norse Group Litter Pick

Some GYN staff braved the elements and took part in a litter pick around the South Beach Parade area of Great Yarmouth filling a number of rubbish sacks.



Christmas Jumper Day

Staff based at the Novus Centre showed off their Christmas jumpers and other seasonal attire whilst taking part in Christmas related activities to raise a splendid £77.70 for Save the Children UK

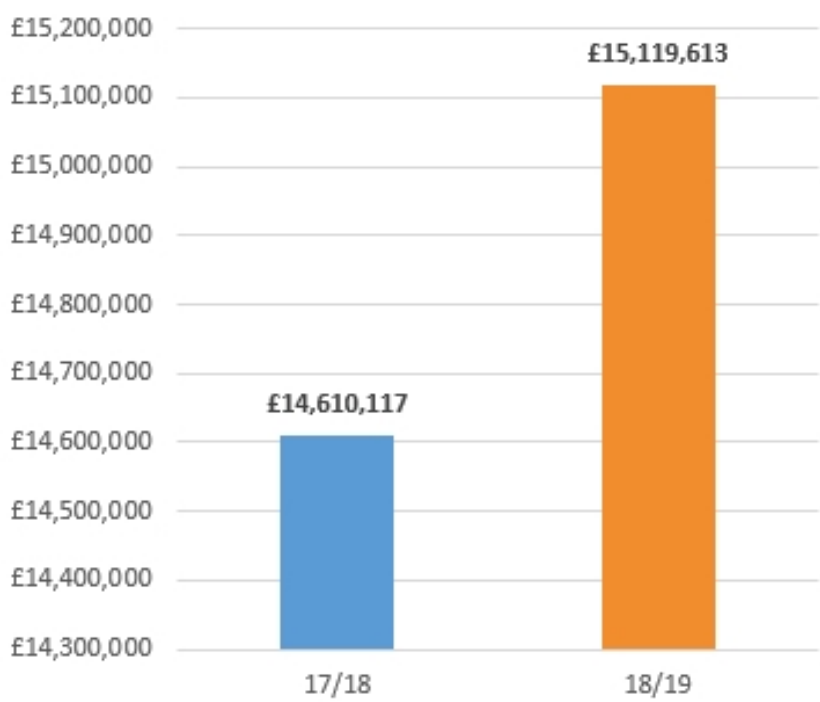


2018/19 was a year of challenges and highlights. Set against a background of economic uncertainty and pressure on budgets we are always looking to improve processes and maximise efficiency whilst reducing cost in its widest sense. The number of responsive repair orders raised, and associated income, fell however this was anticipated and resulted in savings in that particular budget heading. This is offset against a slight overspend on major repairs therefore for 2019/20 we are looking to adjust budgets. The highlight of the year was the level of sales relating to Capital Investment as a result of the mobilisation and delivery of the Capital Programme in a limited timescale, a significant achievement. GYN’s total turnover was second highest in the group and saw us shortlisted in the Business of the Year category at the annual Pride of Norse Awards.

Our Annual Business Plan enable us to set clear financial and operational objectives and to provide robust budgets including forecast profit share. All profits generated by GYN are shared between Great Yarmouth Borough Council and Norse Group on a 50/50 basis.

In addition to profit share and budget savings GYN also contributed to GYBC income by raising some 246 recharge requests with a value of approximately £53,984. Whilst GYN does not receive this income it illustrates how we work with GYBC to maximise their income allowing increased levels of future investment.

Turnover



	18/19 Actual
Responsive & Cyclical Maintenance	£6,420,686
Capital Investment Programme	£6,071,139
Other	£2,627,788

Total Sales	£15,119,613
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Cost of Sales	£11,190,734
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Local Overhead	£2,653,719
Central Overhead	£871,831

Profit / (Loss)	£403,329
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GYB Profit Share	£201,664
Norse Profit Share	£201,664

GYBC Savings on Budget	£501,665
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Total GYBC Savings	£703,329
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Our corporate strategy is continually reviewed to ensure it remains a relevant and fit for purpose document which encompasses a number of sub-strategies which are informed by meaningful business information and form part of our decision support systems.

Our Purpose:

To repair, maintain and provide an asset management service for Great Yarmouth Borough Council's housing stock and associated buildings

Our role:

To bring together the functions of design and delivery across capital investment, compliance, responsive repairs and void maintenance activities

Our vision:

To achieve and maintain the highest standards of service to our customers at all times

Our aims:

1. To deliver a top quartile service across our activities
2. To ensure our services provide value for money and that our costs are transparent and proportionate
3. To appraise our performance and processes to ensure our service remains innovative and able to respond to change
4. To contribute to Great Yarmouth Borough Council's strategic objective of providing housing which is safe and suitable to tenants needs

Quality

We strive to deliver outstanding quality across our services and maintain consistently high levels of customer satisfaction

Innovation

We embrace new ideas and have the courage to be creative so our services are safe, efficient and offer value for money.

Respect

We value everyone as an individual respecting their rights, life choices and the personal contribution they make to the success of our business.

Trust

We want to be a trusted provider, partner and employer, recognising that to do so, our word must be our bond. If we say we will do something, we do it.

GYN Asset Management Services Ltd is a Joint Venture Company (JVC) between Norse Group and Great Yarmouth Borough Council (GYBC). Norse Group hold the majority stake of 80% whilst GYBC hold 20%. This distribution of shares allows Norse Group to consolidate the company's accounts, while at the same time meeting the control test required by the Teckal Principle.

Governance is provided by the Board of Directors which is made up of two senior representatives from Norse Group, two from GYBC and the Managing Director of GYN. Board meetings are held quarterly at which statutory duties are carried out and decisions made about the company's activities. Annual audited accounts are produced.

A second tier of governance comes from the Liaison Board which reports to the main Board. The Liaison Board comprises Board Directors, senior officers from GYN and GYBC, elected members (Councillors) and other stakeholders. Main functions of the Liaison Board are to;

**Agree and monitor relevant KPIs
and receive additional performance
reports as required**

**Monitor and review the JV's
performance in respect of achieving
the Annual Business Plan**

**Make recommendations regarding
the delivery of the services**

**Provide communication links to all
interested stakeholders**

Our Board of Directors



Andy Grant
Councillor
Great Yarmouth Borough Council



Dean Wetteland
Group Managing Director
Norse Group



Jane Beck
Head of Property & Asset Management
Great Yarmouth Borough Council



Gary Atkins
Operations Director (Building)
Norse Group



Graham Hollingdale
Managing Director
Great Yarmouth Norse

GYN is now in year 5 of a 10-year term (it commenced on 1st October 2014), with an option to extend. Within that timeframe, and demonstrated through previous annual business plans, we have continued to develop our financial position specifically around value for money, improved on our service delivery programs, actively engaged in partnership working including that of tenant engagement/participation and with Great Yarmouth Borough Council developed continuously the Joint Venture as a successful Business.

We are immensely proud of our achievements however we want to be more than just a developing company we want to be and be seen as a great company and therefore we are committed to continually reviewing our processes and services and delivering an ongoing programme of transformation and improvement.

Over the next year will we be:

- Creating scrutiny panels and working closely with tenants and leaseholders
- Expanding our area of operations
- Embedding changes
- Reviewing the IT systems to ensure they are fit for purpose and provide us with meaningful data
- Begin working towards the Customer Services Accreditation

We aim to grow the business over the next five years through:

- Seeking out new business opportunities
- Maximising efficiency across our processes
- Investing in our people
- Actively controlling our costs and management overheads



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Working in partnership with Great
Yarmouth Borough Council



GREAT YARMOUTH
BOROUGH COUNCIL

Part of the Norse Group

