

17/18

Annual Report



GYN
ASSET MANAGEMENT SERVICES



The 2017/18 financial year was another extremely busy year for the business and this report is the ideal opportunity to showcase our efforts. In this Annual Report we look back on a year that has seen GYN continue to grow, achieving many things with outstanding levels of performance.

As you read this report you will see the levels of performance we have achieved but I would like to highlight some of GYN's other achievements. We gained multiple accreditations throughout the year including CHAS, however, our biggest achievement was gaining the internationally recognised ISO9001:2015 Quality Management System accreditation. Additionally, we have added to our mainstream work by carrying out more disabled adaptations for the Great Yarmouth Borough Council Safe At Home team.

Aside from the benefits to tenants and leaseholders that our work provides, GYN continue to make a significant contribution to the local economy by using local suppliers and contractors where possible, and with 80% of our staff living within the borough we are a significant local employer.

Despite a successful year we cannot rest on our laurels. Whilst our recent transformation project has formally ended we continue to identify and implement ways we can operate more efficiently in terms of resource, use of IT and work processes.

An organisation is nothing without its staff and I would like to take this opportunity to thank all the staff at GYN. There have been some difficult times which has stretched everyone but when called upon, our staff have gone way beyond the call of duty. Our staff continue to offer suggestions on how the business can improve and their contributions are greatly appreciated.

Looking to the year ahead, GYN faces another challenging but exciting year and we will be working with our partners and stakeholders to ensure that the new year is full of success stories and it continues the trend of GYN growing and getting stronger.



Graham Hollingdale

Managing Director

GYN is delighted by the many achievements, big and small, that have improved individual properties and enhanced neighbourhoods throughout the Borough. Not including the many small-scale and relatively low cost Repairs that have been undertaken on behalf of GYBC, or the 398 Voids properties that have been returned for re-let, we have included a list of planned and cyclical investment activities that have been delivered throughout the year.

Average days to complete standard voids

16

16/17/ - 23



Average days to complete all voids

36

16/17/ - 47



% properties with a valid gas cert

99.6%

16/17/ - 99.75%



% Satisfied with call handling

98.59%

16/17/ -

New measure

% Repairs completed at first visit

85.1%

16/17/ - 83%



Average days to complete repairs

7

16/17/ - 9



% Repair appointments kept

91.7%

16/17/ - 84.9%



% Satisfied with Repairs

97.07%

16/17/ - 92.68%



“GYN continue to make a significant contribution to the local economy by using local suppliers and contractors where possible, and with 80% of our staff living within the borough we are a significant local employer.”

Graham Hollingdale
Managing Director, GYN

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Our People

Our people are the most important asset to our business. Without them – none of this would be possible.

We value and invest in our staff to ensure we can recruit, develop and retain talented people so they can grow and develop to be the best they can at what they do.

We provide comprehensive staff training and we aim to give all our people the opportunity to gain valuable knowledge and skills relevant to their role. Managers are committed to supporting this and we have a mentoring programme that allows our learners to flourish.

We are 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 within the Group is based on possessing the relevant skills, experience, qualifications, aspirations, potential and aptitude, and we treat all applicants with respect in an equal and fair manner.



Meet our Senior Management Team —



Graham Hollingdale – Managing Director

Graham has the overall responsibility for setting the strategic direction and the performance of GYN. Other responsibilities include ensuring GYN meets its legal obligations, particularly in respect of Health & Safety and formulating and successfully implementing company policy in line with Liaison Board expectations and existing Norse policies.



Richard Oliver – Asset Manager

Richard's role encompasses responsibility for legislative compliance and long-term asset management and investment for Great Yarmouth Borough Council and is lead on the design, implementation and control of systems.



Paula Myles – Voids & Investment Manager

Paula is responsible for the management and leadership of all void maintenance, disabled adaptations and designated planned and investment works to deliver a high performance service achieving high levels of customer satisfaction and value for money.



Simon Baker – Business Support & Development Manager

Simon's responsibilities include ensuring all business support functions, such as quality and performance management, IT, workforce planning, material workflow and fleet management within GYN are delivered to a high level and that organisational culture, identity and customer services are exemplary.



GYN as an organisation are proud of the training we provide to our staff and offer a range of courses so that our staff can develop and flourish rather than just covering the basic, mandatory training required.

Norse Group has a dedicated training resource, The Skills Hub. GYN work closely with the Skills Hub to ensure training records are kept up to date, and training courses provided are relevant, modern and engaging.

We believe in enhancing prospects for our people at any stage of their careers. In 17/18 we had 12 learners on programmes funded by the apprentice levy.

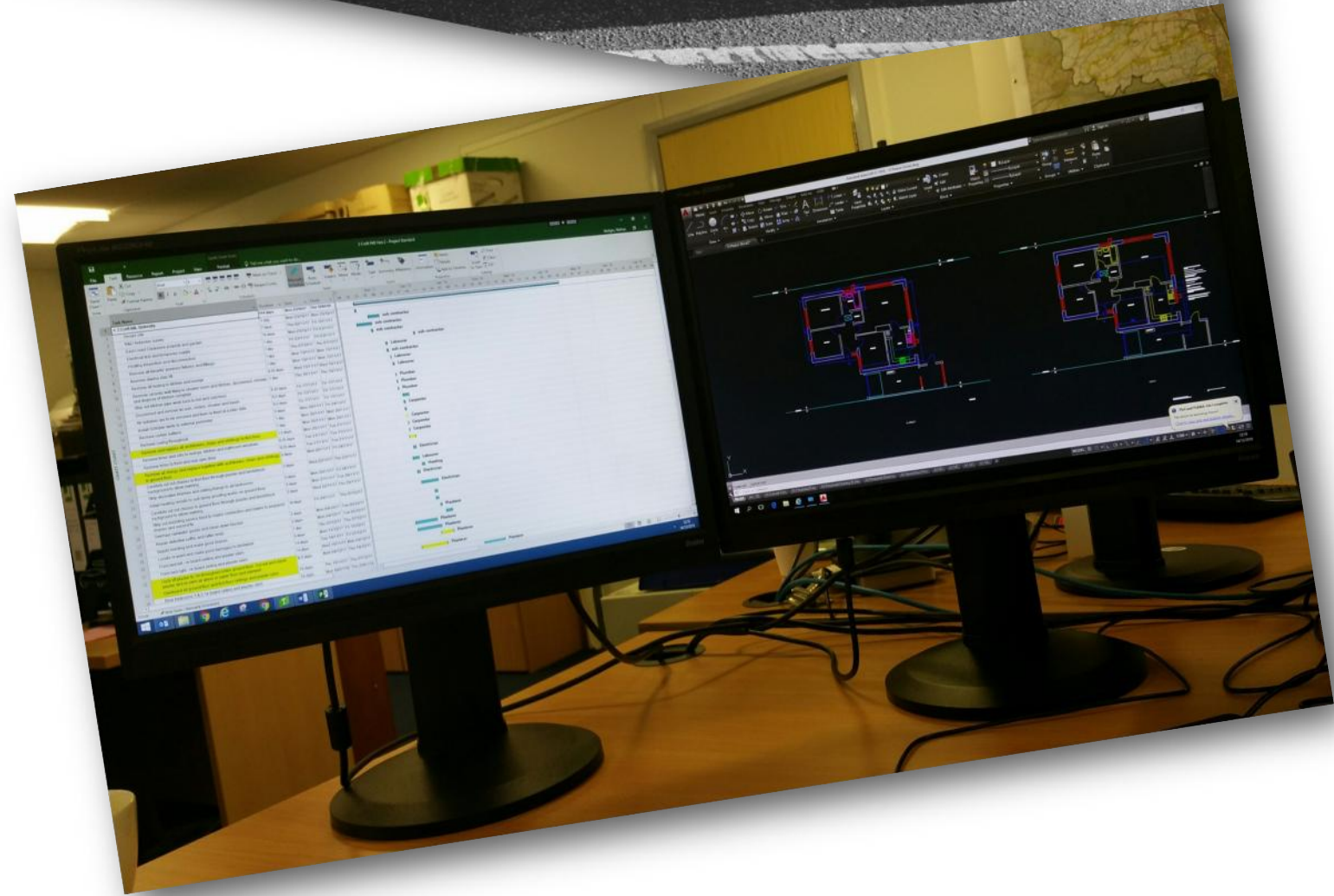
Some highlights and achievements we are proud of in terms of training and development are –

All staff receive yearly training on asbestos, gas safety awareness and manual handling

All Customer Services staff undertake a Level 2 Customer Services Practitioner Apprenticeship

GYN continue to work with local training providers supporting trade apprenticeship opportunities

GYN have 4 staff undertaking level 3 & 5 management courses





The 17/18 financial year saw a continued shift in emphasis from responsive repairs to planned maintenance and capital programmes. This is reflected in the number of repairs completed in 17/18 falling from 23,500 to 22,001, however this still represents an average 1833 per month.

Performance in a number of areas remains strong with notable improvements in repairs completed within target, at first visit and number of appointments kept.

Voids operations saw a significant improvement in turn around times however this was countered by an increase average costs. Through the year we worked closely with our colleagues at Great Yarmouth Borough Council to identify improvements in the void process and this will continue to be a priority in the forthcoming year.



	17/18	16/17	
			●●●
Repairs completed	22,003	23,500	●
Average number of calendar days to complete a repair (responsive repairs only)	7	9	●
Repairs completed within target	94.5%	90.1%	●
Repairs completed at first visit	85.1%	83%	●
Average cost of a repair	£132.35	£134.57	●
Repair appointments kept	91.4%	84.9%	●
Properties with a valid gas certificate	99.6%	99.75%	●
Planned kitchens replaced	237	121	●
Planned bathrooms replaced	99	32	●
Boilers replaced	264	114	●
Electrical test and inspections completed	989	1251	●
Rewires undertaken	26	86	●
Average satisfaction with major works	97%	97%	●
Voids completed	398	400	●
Average cost of a void	£3,165.18	£2,695.81	●
Major voids completed	131	151	●
Average number of calendar days to complete a standard void	16	23	●
Average number of calendar days to complete all voids	36	47	●

Our Services Explained



Capital Investment—

GYN work with Great Yarmouth Borough Council and other organisations to manage strategic and capital improvements such as property improvements and new builds. Whether these planned works are required to enhance energy efficiency performance or reduce operation costs, optimise use of space or provide legislative compliance, GYN has the skilled staff to schedule and implement agreed improvements.

Cyclical Maintenance & Compliance Works—

Cyclical maintenance comprises the regular servicing of mechanical and electrical plant (such as boilers) and painting including any pre-painting repairs. Cyclical servicing occurs on regular pre-defined intervals, for example boiler servicing annually.

Responsive Repair Maintenance—

GYN manage and complete over 20,000 repairs every year on a stock base of approximately 6,000 properties utilising a team of various tradesperson including bricklayers, carpenters, electricians, plumbers, plasterers, roofers and multi-trade. We also use sub-contractors to undertake some of our work.

Void Maintenance—

Working in conjunction with Great Yarmouth Borough Council, GYN quickly and efficiently turn empty and voided houses, flats and bungalows into well presented, homes ready for new tenants. Around 400 void properties are delivered annually.

Disabled Adaptations—

During 2015 GYN in partnership with 'N-Able' from the wider Norse group were successful in winning a place on the Council's Safe At Home work contractor framework. This tender result represents GYN's first success in competing for additional works.



Customer Services

GYN aim to deliver a top quartile customer service to the tenants of Great Yarmouth Borough Council that is personalised and truly meets the needs of the tenants.

GYN has a Customer Services team that are the first point of contact for the tenants and our other customers and partners. Handling calls correctly whether that be internally or externally is vital for a business and that means call handling statistics / KPIs are monitored to ensure we provide the service required.

In addition to the call handling, the Customer Service team carry out feedback surveys. The answers provided in the survey allow GYN to make changes to the service we provide and learn from all answers give. We received feedback in a number of ways including face to face, internet surveys and telephone calls. Primary contractors who carry out work for GYN collect tenant satisfaction upon completion of works.

GYN is committed to meeting the expectations of our customers and we are therefore concerned when we receive complaints of any nature. We accept things do go wrong, however, when we are made aware of an issue we take steps to resolve it as timely as possible.

17/18 saw GYN receive an increased number of compliments from the previous year. On average we received 9 compliments per month.

Generally, the complaints we did receive were resolved quickly and to a high standard where the tenant / customer were more than happy with the outcome.



86.1% Service level within the CS team



98% tenants said CS staff were helpful



13 formal complaints received



108 compliments received

“Staff are polite, tidy and a good face for the business”

“Very helpful, no problems at all, very polite. Work done to a great standard”

“I am really happy with the service provided”

“Done a really wonderful job, well done! Very good workman and very polite”

“Operative went above and beyond expectation”



Paul Comerford, Repairs Manager (left) and Simon Baker, Business Support & Development Manager (right) presenting donations to Ward 2's Easter raffle



Lewis Williams, Performance and Relationship Manager (right) with two work placements—Stacey & Curtis



Office staff on Christmas Jumper Day

Corporate Social Responsibility (CSR) is very important to us and this year has seen us carry out a number of tasks and increase our CSR activities by almost double on the previous year.

As part of the Norse Group, who are a socially responsible employer, we have a core focus on CSR and treat it as a central part of our daily activities.

Not only focusing on training and developing our own staff we also look at how we can invest in employees' families, friends and other local citizens. Below are just a handful of activities that we have carried out this year with plans to expand even further in 18/19.

Macmillan Coffee Morning

GYN Raised £160 selling cakes donated by staff

Step Challenge

Office staff were split into teams lead by each member of the SMT and were challenged to do over 10,000 steps per person per day. £50 was donated to East Anglian Air Ambulance

Easter Egg Donation

Easter eggs were donated to Ward 2 at the James Paget Hospital for an Easter raffle to raise money for a new bladder scanner

Work Experience / Placements

We hosted a number of work experience / placements this year, in the office and out on site with trade staff.

One of the activities involved hosting 2 work placements for two weeks as part of the Business In The Community - Ready for Work programme.

Mock Interviews and CV Skills

Simon Baker, Business Support & Development manager attended Lynn Grove Academy and participated in mock interviews and feedback to 15 year 11 students

Christmas Raffle

GYN had their own Christmas raffle and raised £207 for East Anglian Air Ambulance

Christmas Jumper Day

Staff based at the Novus Centre wore Christmas jumpers to raise £80 for Save the Children UK

Financial Overview

The 2017/18 financial year proved to be slightly more challenging than initially anticipated with unavoidable delays mobilising some of the capital works impacting on outturns. Despite total profit share and savings being lower than predicted the position remained reasonably healthy with notable savings being made on both local and central overheads.

Programme / Area	Details works	17/18 Actual
Kitchen & Bathrooms	Kitchens	£2,126,210.18
	Bathrooms	£385,510.65
Electrical Rewiring	Rewiring dwellings	£182,059.52
Heating	Communal Heating	£170,879
	Heating One offs (MRA) & replacement of open flue boilers	£390,445.25
	Replace VOEKRA boilers	£203,123.70
Major Voids	Refurbished properties	£1,161,320.52
Major R&M	MRA	£75,963.69
Neighbourhood Plans	Estate regeneration, installation of external wall insulation (hard to heat) & parking improvements	£1,704,306.78
Major Refurbishment	Whole house refurbishment & long term voids	£104,421.50
Grand Total		£6,504,240.79

	17/18 Actual
Asset Management	£1,922,936
In-House Services	£5,454,720.21
Sub-Contracted Services	£428,000
External Contracts	£300,220
Total Sales	£14,610,117
Cost of Sales	£10,580,857
Local Overhead	£2,741,733.50
Central Overhead	£850,305.50
Profit / (Loss)	£437,221
GYB Profit Share	£218,610.50
Norse Profit Share	£218,610.50
Total GYBC Savings	£253,492.40



We are creating not only enhanced services that demonstrates real and tangible quality but also services that provide value for money. All of our service transformations will be imbedded by efficiency factors that look to drive out inefficiencies that stifle our business development.

GYN is committed to continuing to improve its services to residents.

GYN will ensure that all projects and key service improvements will be monitored routinely and progress reported through the Project Status Update Reports and other approved reporting tools.

GYN will undertake regular surveys of residents using model questions in order to assess key services that are provided to residents. This performance information will form part of a planned annual report to residents. The outcome of the surveys will be analysed by GYN and actions formulated that are agreed and implemented with input where appropriate from residents.

In addition, a resident involvement framework will be established by GYN. All policy formulation and reviews will involve resident feedback given directly to the appropriate staff within the JV.

Our Value for Money objectives are to—

- J Be business efficient
- J Enhance our management of assets
- J Procure materials and service that demonstrate value for money
- J Review our operating costs

Corporate Strategy

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.

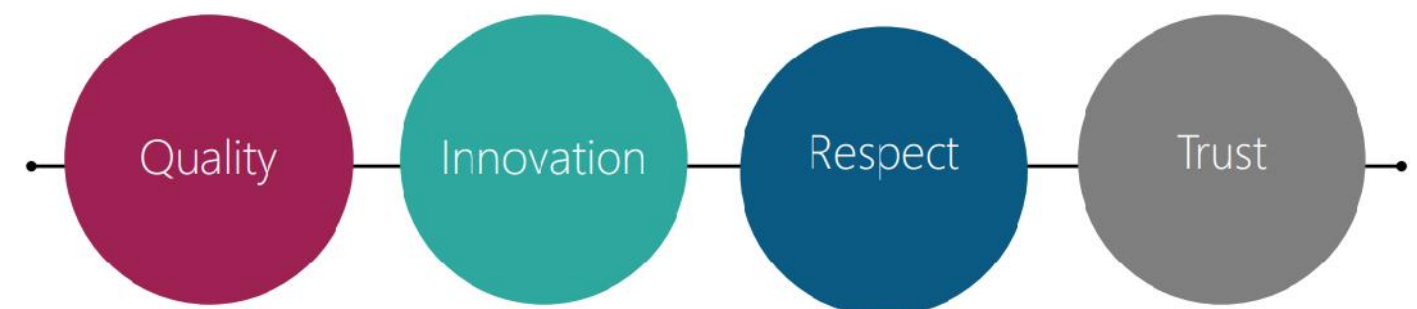
Respect

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.

Our Values



Governance & Liability

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'.

GYN Asset Management Services is a Limited Company. Governance is provided by the Board of five Directors, which is made up of two senior representatives from Norse, two from the authority, 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 Liaison Board has been formed, reporting to the main Board. This comprises officers of the council, representatives of Norse and other stakeholders, and provides the opportunity to involve end-users of the services, and to influence the Board of Directors. The function of this Board is to:

-) Agree and monitor relevant KPIs and receive additional performance reports as required;
-) Monitor and review the JVC'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

Challenges & Risks

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.

Some of the key risks for the following year have been identified -

-) 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



Looking to the Future

GYN is now in year 4 of a 10-year term (it commenced on 1st October 2014), with an option to extend. Within that timeframe, 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 out 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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