

BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is a Key Decision within the Council's definition and has been included in the relevant Forward Plan

**Report of the Director of Finance,
Property and Information Services**

NPS Barnsley Ltd Business Plan and Barnsley Norse Business Plan 2014 - 2015

1. Purpose of Report

- 1.1 To present to members the NPS Barnsley Business Plan and Barnsley Norse Business Plan for 2014-15.

2. Recommendations

- 2.1 That the draft version of the NPS Barnsley Business Plan (Appendix B) be approved, subject to consultations with scrutiny and other stakeholders.
- 2.2 That the Barnsley Norse Business Plan (Appendix C) be approved subject to consultations with scrutiny and other stakeholders.
- 2.3 That the Head of Strategic Property and Procurement, in consultation with the Cabinet Spokesperson for Finance, Property and Information Services be authorised to approve any final amendments or additions to the NPS Barnsley Business Plan and Barnsley Norse Business Plan that are required following any consultations

3. Introduction

- 3.1 On the 31st January 2011 the Council formed a Joint Venture Company with NPS Property Consultants Limited for the provision of Property and Procurement services for a period of 15 year. In addition on the 1st November 2011 the council entered into an agreement with NPS Barnsley for the delivery of Facility Management services through a partnership arrangement with Barnsley Norse.
- 3.2 On the 29th November 2013 a deed of variation was agreed between the Council and NPS Barnsley which resulted in Asset Management and Corporate Procurement services transferring back to the Council and residing in Strategic Property and Procurement Services.
- 3.2 Under the terms of the service agreement entered into as part of this arrangement NPS Barnsley Ltd and Barnsley Norse are required to produce an annual Business Plan for consideration by the Council. The business plan will allow the council the opportunity to:

- Measure performance against the targets and aspirations set out in the plan
- Understand both the opportunities and challenges facing both the Council and NPS Barnsley/Barnsley Norse.
- To quantify the resources necessary to deliver Property and Procurement Services through the partnership arrangement
- To identify the key risk and possible mitigation actions associated with the delivery of the service by NPS Barnsley and Barnsley Norse

3.3 During 2013 the Council has worked with NPS Barnsley Ltd and Barnsley Norse on the production of the Business Plan to ensure that it reflects both the continuing and new challenges that have emerged during 2013 and in particular to ensure that the it supports the objective of the Corporate Plan.

4. Consideration of Alternative Approaches

4.1 It would have been possible to have requested NPS Barnsley and Barnsley Norse to have produced a Business Plan for a longer period of time e.g. a three year period. However given the current economic climate and the Council's financial position it is felt more appropriate that an annual Business Plan is produced.

5. Proposal and Justification

5.1 The NPS Barnsley Business Plan is comprised of two sections:

- The main section sets out the vision for NPS Barnsley, the projected financial position, its key aims for the forthcoming year and how it will use its resources to support the delivery of these objectives.
- The second section – the business action plan shows in detail how it will achieve its key aims.

5.2 The Barnsley Norse Business Plan states how the company will deliver and market its services in 14/15

6. Implications for Local People/Service Users

6.1 NPS Barnsley and Barnsley Norse both play a key role in supporting and delivering the Corporate Plan objective of growing the economy. They do this through the employment of local people and through purchasing local supplies and services.

7. Financial Implications

7.1 Appendices B & C show the 2014/15 business plan and financial forecast for NPS Barnsley Ltd and Barnsley Norse Ltd respectively.

7.2 Under the initial agreement when NPS Barnsley Ltd was established, any profit made by the company is split 50/50 between NPS and the Council. The forecast for 2014/2015 is a profit of £370,000, with the 50% Council profit share of £185,000

being allocated to the HRA (£48,100 = 26%)0, with the remaining balance (£136,900 = 74%) contributing to the overall general fund position of the Council.

- 7.3 The projected profit for Barnsley Norse for 2014/15 is £76,000. Under the initial agreement with Barnsley Norse, it was agreed that in return for reducing the cost of the contract to the Council, Norse would retain the first £76,000 of profit. Any profit made above this figure is then split then split 50/50.

8. Employee Implications

- 8.1 There are none arising from this report

9 Community Implications

- 9.1 There are none arising from this report.

10 Consultation

- 10.1 Key users of NPS Barnsley and Barnsley Norse services have been consulted with as part of the process of developing the business plan.

11 Community Strategy and Councils Performance Management Framework

- 11.1 As stated in section 6 NPS Barnsley and Barnsley Norse play a key role in growing the economy

12. Risk Management Issues, including Health and Safety

- 12.1 The system for managing risk is outlined in section 10 of the NPS Business plan

13. Glossary

- 13.1 Not applicable.

14. List of Appendices

- 14.1 Appendix A – Financial Implications – Not required
14.2 Appendix B - NPS Barnsley Ltd Business Plan 2014 -2015
14.3 Appendix C - Barnsley Norse Business Plan 2014-15

15. Background Papers

- 15.1 There are no background papers associated with this report.

NPS BARNSLEY BUSINESS PLAN 2012 - 2013

Annex – Consultations

(a) **Financial Implications**

The Executive Director, Finance and Property have been consulted and details are shown in Section 14 of this report.

(b) **Employee Implications**

There are no employee implications as a result of this report

(c) **Legal Implications**

There are no legal implications as a result of this report

(d) **Policy Implications**

There are no issues arising as a result of this report.

(e) **ICT Implications**

There are no issues arising from this report.

(f) **Local Members**

There are no issues arising as a result of this report.

(g) **Health and Safety Considerations**

There are no issues arising as a result of this report.

(h) **Property Implications**

There are no property implications arising from this report.

(i) **Implications for Other Services**

NPS Barnsley and Barnsley Norse will continue to deliver services throughout the authority in accordance with the partnership agreement.-

(j) **Implications for Service Users**

There are no issues arising as a result of this report.

(k) **Communications Implications**

There are no issues arising as a result of this report.

Report of the Assistant Chief Executive - Finance, Property and Information Services

FINANCIAL IMPLICATIONS

NPS Barnsley Ltd Business Plan and Barnsley Norse Business Plan 2014 - 2015

i) <u>Capital Expenditure</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>Total</u>
	£	£	(£)	£
Land				
Works				
Fees - Loan Investment				
Equipment				
	<hr/>			
	<hr/>			

To be financed from:

ii) <u>Revenue Effects</u>	<u>2014/15</u>	<u>2015/16</u>	<u>2016/17</u>	<u>Full Year</u>
	(£)	(£)	(£)	Effect
				(£)
<u>Income</u>				
50% NPS Profit Share	-185,000			
	<hr/>			
TOTAL	-185,000	0	0	0
	<hr/>			
To be financed from:				
HRA Allocation	48,100			
Property & Procurement Income Budget	136,900			
	<hr/>			
	185,000	0	0	0
	<hr/>			
	0	0	0	0
	<hr/>			
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There is no impact on the Authority's Medium Term Financial Strategy as a result of this report

Agreed by: <i>D. Gately</i>	On behalf of the Assistant Chief Executive, Finance, Property & Information Services
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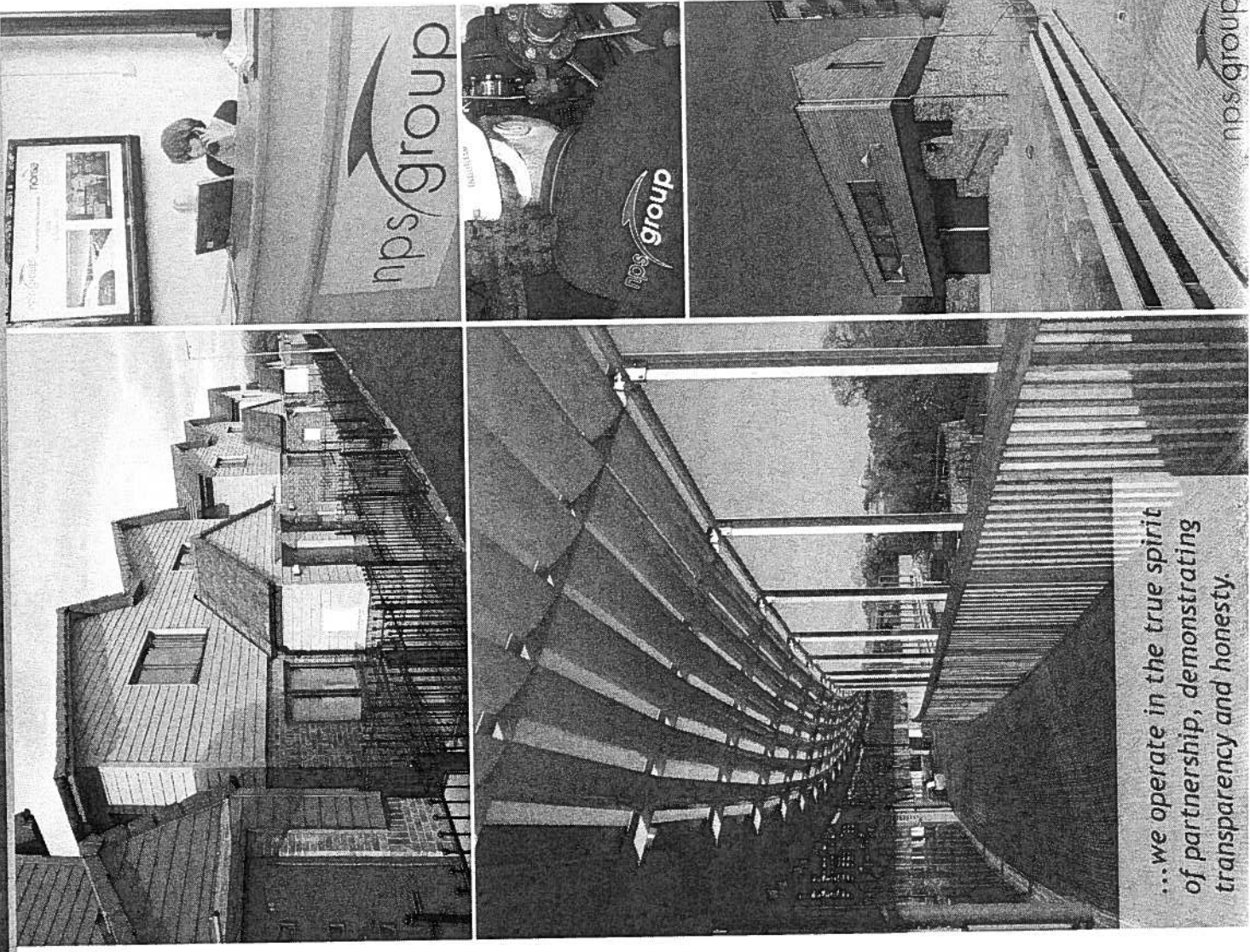


NPS BARNESLEY Ltd

Business Plan 2014/15

Contents

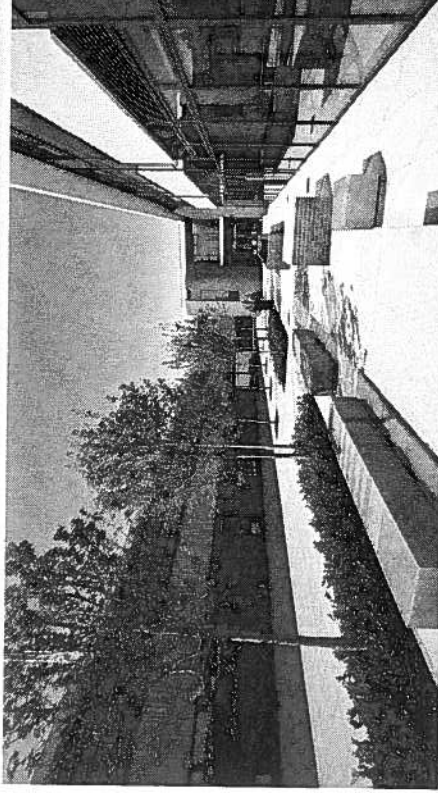
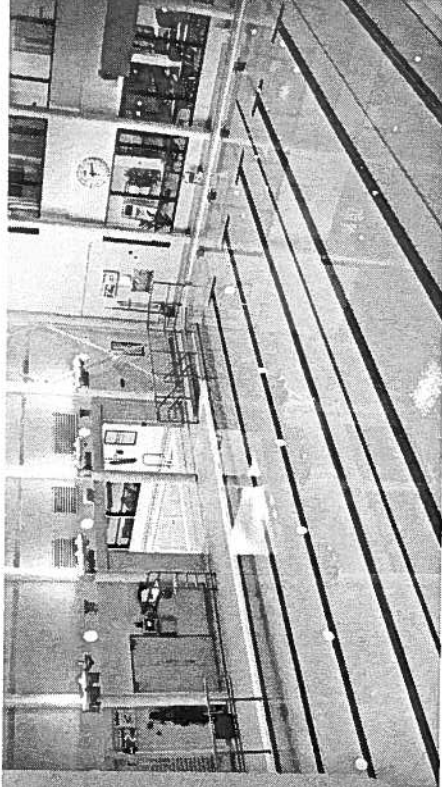
Who we are, our vision and values	03
Why we are different	04
Group Financial Performance	05
Finance and Customer objectives	06
Process and People objectives	07
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... we operate in the true spirit of partnership, demonstrating transparency and honesty.

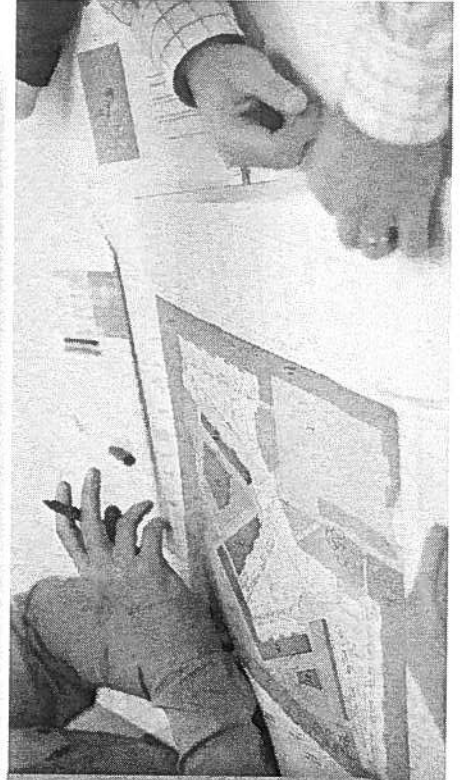
Who we are...

A dynamic, independent, publicly owned organisation designing, developing and managing buildings and assets.



Our vision...

To be the property consultant of choice in the UK, recognised for delivering high quality, excellent value solutions developed specially to meet client needs.



Our values...

We are customer focussed, innovative, act with integrity and strive for outstanding quality in everything we do.

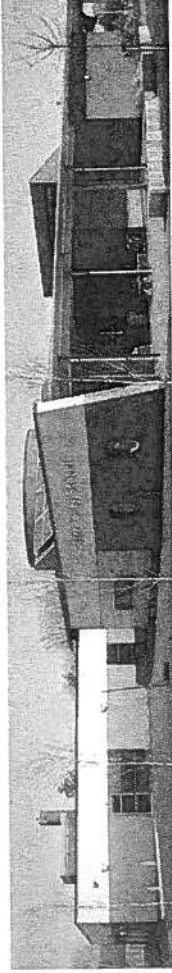
Why we are different

We achieve impressive commercial success whilst remaining in public sector ownership



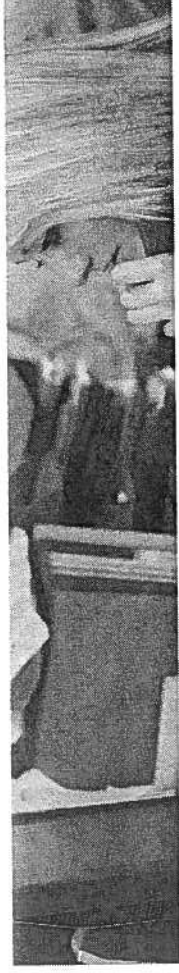
Our unique business model promotes continued development and investment to our partners, the communities we serve and our people

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



We operate in the true spirit of partnership, demonstrating transparency and honesty

We respect and support our clients, partners and people



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

Group financial performance

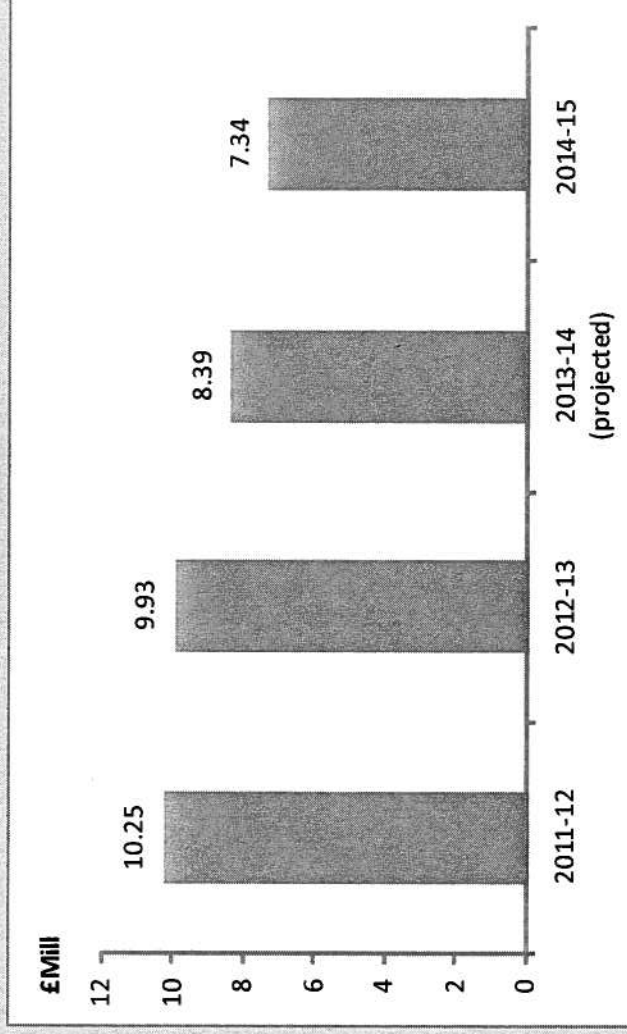


In 2014, the group will seek to improve its operational profit to 7.5%. This will improve the return to its shareholders and allow the necessary investment in the company to continue to develop new and cost effective services.

Performance indicators

- Rate of return in excess of 10% (excluding pension)
- Current ratio in excess of 1
- Gross operating profit in excess of £370k (NPSB)

Annual Turnover



Key business objectives

Finance objectives

- Achieve sustainable and profitable growth
- Improve operating margin
- Increase the return to shareholders

Customer objectives

- Stronger client focussed service
- Build a balanced client base
- Services adapted to client needs and development of new services
- Make a positive impact on society and the environment
- Greater economy of service
- Support for the local economy and communities in which we operate
- Improved governance arrangements to demonstrate partnership working and value for money

How we did in 2013...

NPS Barnsley achieved:

- Projected year end t/over of 8.39m - 104% of business plan
- Projected year-end profit of £379k - 101% of business plan
- Projected profit margin of 6.4% - in line with Business Plan

What we will do in 2014...

- Achieve income of £7.3m whilst increasing profit margin to 7.5% and maintain gross operating profit of £370k
- Increase staff productivity rates to 73%
- Expand into other business sectors (e.g. health; blue light) and broaden geographical coverage of delivery
- Increase levels of cross group work in terms of both fees and services delivered

How we did in 2013...

NPS Barnsley achieved:

- Customer satisfaction rating of 95%
- 98% of customers would use NPS again
- Increased amount of work won and delivered outside of BMBC
- 2 Apprentices recruited and 3 work experience students supported.

Note - all figures quoted up to end Dec 13

What we will do in 2014...

- Maintain and increase levels of Customer Satisfaction achieved in 2013/14
- Maintain commitments under the Barnsley Apprenticeship Pledge
- Develop and deliver new services regarding Procurement, Energy Management and support to Area Council Development

Process objectives

- Greater efficiency in service delivery
- Achieve excellence in all that we do
- Innovation in service delivery through increased use of technology and standardised systems

People objectives

- Provide graduate placements and apprenticeships to secure future managers and professional staff
- Actively promote the learning, development and well-being of our workforce

How we did in 2013...

NPS Barnsley achieved:

- Maintained ISO 9001 & secured 14001 accreditation
- Reduced overhead level by 0.9% against 2012/13
- Implemented reporting and monitoring of Resource Information through use of IT
- Achieved efficiencies through the use of handheld technologies in Surveying

Note - all figures quoted up to end Dec 13

What we will do in 2014...

- Achieve successful 3 yearly ISO 9001 & 14001 external assessment
- Achieve efficiencies through implementation of common Group CAD standards
- ✓ Access to NPS IT Infrastructure via Citrix
- ✓ Connect 2 Project Management
- ✓ Resourcing via the Timemaster system at Company, Project and individual level
- Further reduce overhead level by 1% against 2013/14 levels

How we did in 2013...

NPS Barnsley achieved:

- Sickness rate of 4.8%
- Appraisals and review of training and development for 96% of staff completed
- Two staff recognized in NPS Group Values Awards within the "Innovation" & "Integrity" categories
- Lead role in successful DCLG submission enabling BMBC to be named as being in the Government's Top 10 list of Best Councils to do business with

Note - all figures quoted up to end Dec 13

What we will do in 2014...

- Reduce staff absence rates from 2013/14 (target 3%)
- Ensure recognition of staff performance through initiatives such as the NPS Group Values awards
- Increase proportion of professionally qualified staff by minimum 2% from 2013/14
- Continue to value, develop and invest in our staff through training and CPD

Our five year plan

Grow the business by 60% over the next five years through:

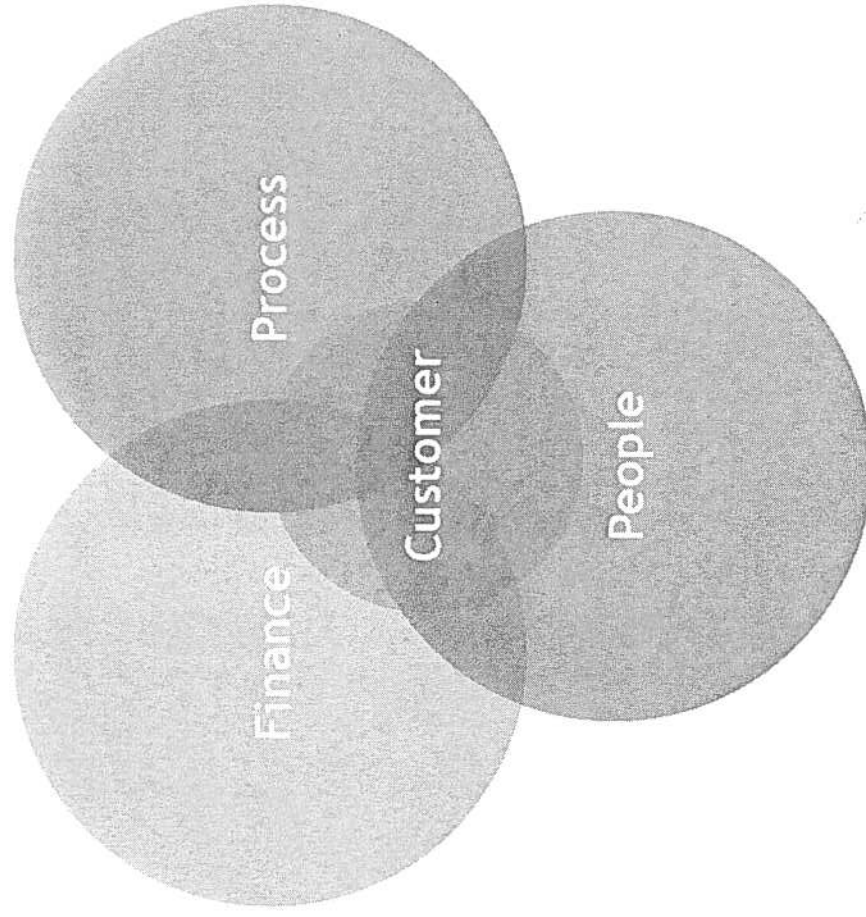
- Organic growth
- Developing new markets and services
- New joint ventures with both the public and private sectors.

Create an environment where our employees have exciting challenges and experience the satisfaction of a job well done.

Provide new, innovative and fully integrated solutions to help deliver improved public services.

Offer a full life-cycle asset management service.

**Key performance areas
to achieve our vision...**

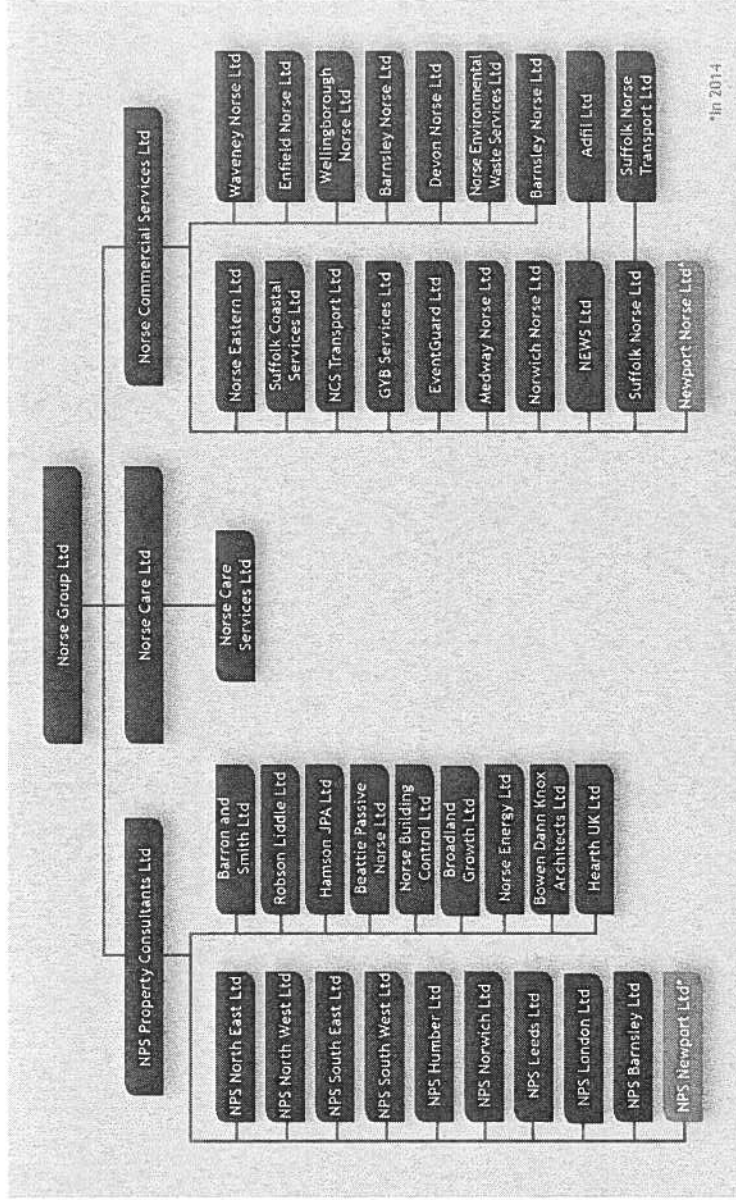


Governance

NPS Barnsley Ltd has completed its third year as a Local Authority joint venture company following the successful transition from the Property and Procurement section of Barnsley MBC on 1 February 2011.

NPS Barnsley is part of the NPS Property Consultants Group. NPS Property Consultants Ltd is part of the Norse Group Limited, which acts as the holding company. The following diagram shows the NPS group structure.

NPS Property Group and Barnsley MBC are represented on the Board of Directors of NPS Barnsley Ltd (see below).



Board of Directors



Clinton Powell
Chair



Karen Temple
Managing Director



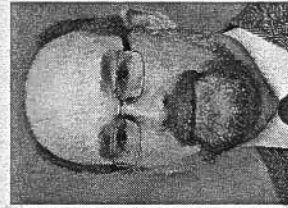
Mike Britch
Director



Cllr Alan Gardner
Director



Mahmood Azam
Director



Peter Hawes
Director



Hilary Jones
Company Secretary

Meeting our stakeholders' ambitions

NPS Barnsley Ltd will continue to work with our Partner Authority in order to contribute towards the delivery of strategic objectives and corporate improvement plans of Barnsley MBC under the shared vision for Barnsley of

"A successful, uniquely distinctive 21st century market town that offers prosperity and a high quality of life for all".

In particular, NPS Barnsley will contribute towards the following areas highlighted within the Authority's Corporate Plan 2012-15:

- Key Priority "Growing the Economy": creating conditions to safeguard existing jobs and stimulate additional growth through continuing to develop the business through winning additional work whilst maintaining quality and commitment to existing customers
- Improvement Objective "Planning for the Future": helping the Authority to do things differently including the use of different delivery models - delivering existing (and seeking additional) services through a partnership model
- Improvement Objective "Making the most effective use of resources": through delivering value for money and implementing BMBC plans regarding maintenance and development of building stock.

NPS Barnsley will deliver all services as listed in the 2013 revision of the Service Specification within the partnership service agreement.





NPS BARNESLEY Ltd

Business Plan 2014/15

Local Annex List:

- Annex 1: Key Performance Indicators**
- Annex 2: Organisation Structure**
- Annex 3: 2014/15 Project List**
- Annex 4: Financial Summary**
- Annex 5: Risk Register**
- Annex 6: Business Continuity**

Appendix B section three

NPS Barnsley Business Plan 2014/15 Annex 1 Key Performance Indicators

NPS BARNESLEY – KEY PERFORMANCE INDICATORS (KPI's)

A suite of KPIs has been agreed annually between the partners in order to help guide and monitor company performance in line with the requirements of the Local Authority Key Client. A formal report against the KPI's is presented by NPS Barnsley and reviewed by BMBC on a quarterly basis.

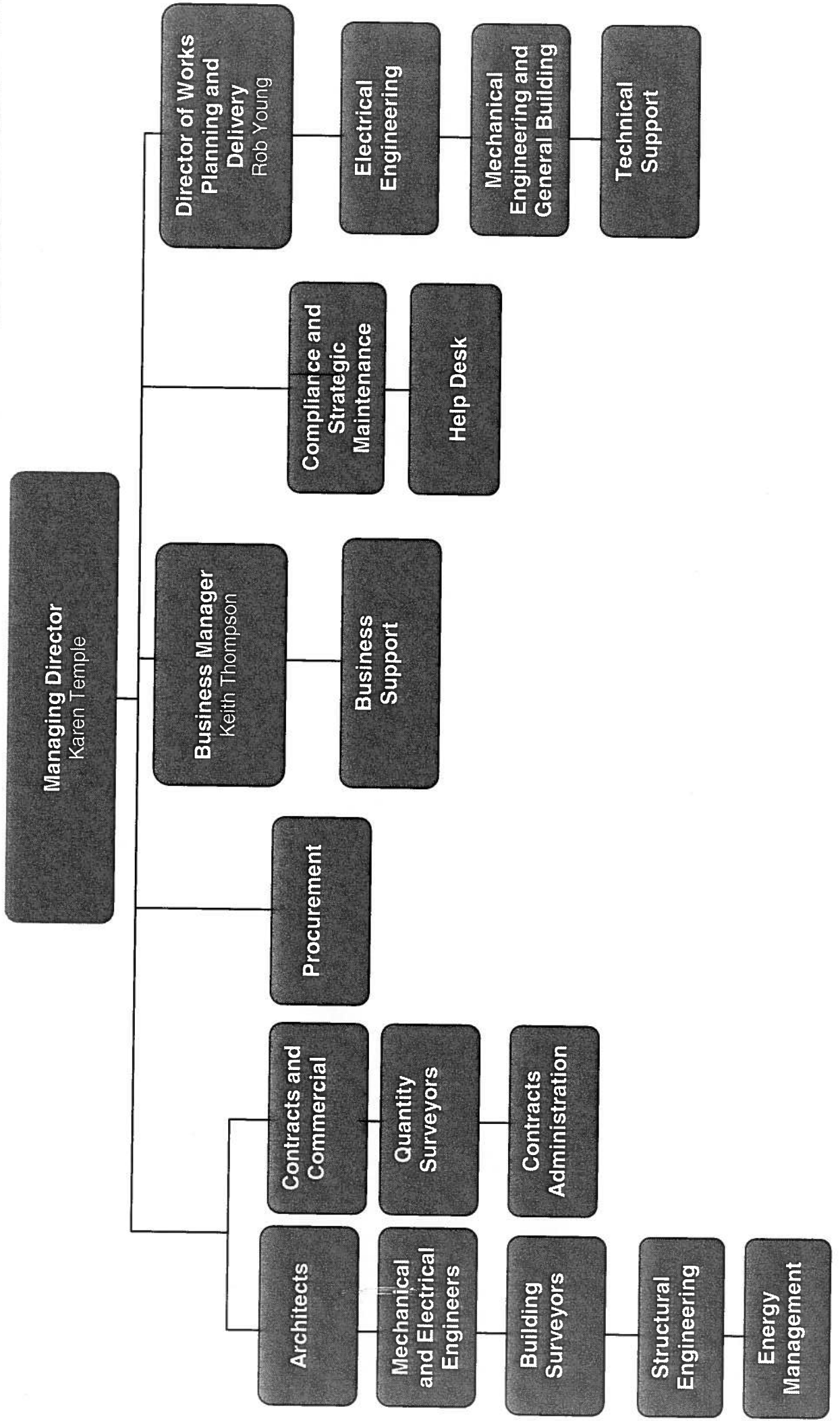
At the time of writing, the KPI list and associated targets for 2014/15 is in the process of being finalised. The table below shows the proposed KPI list for 2014/15 as at 18 February 2014, awaiting formal confirmation.

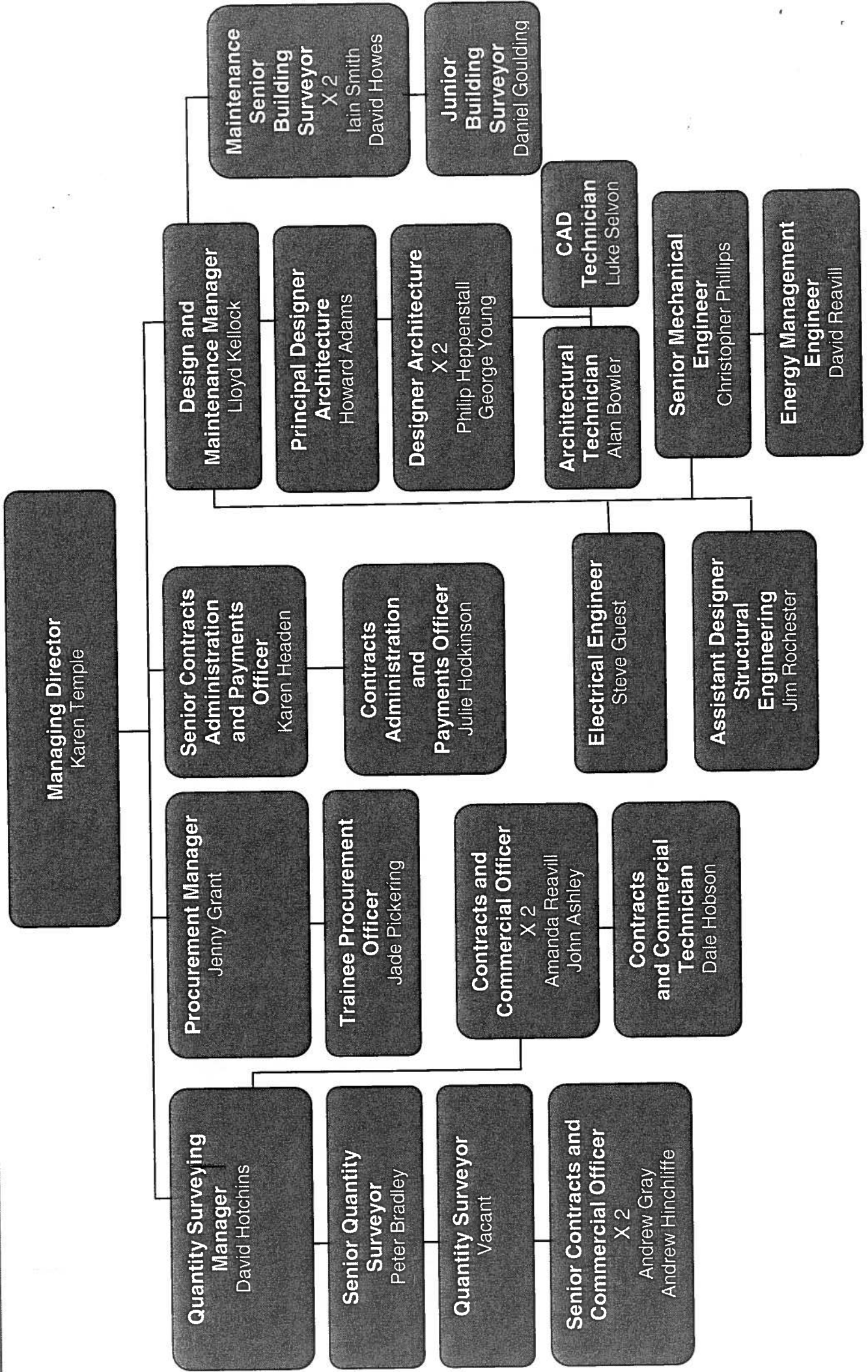
Ref	Source	Description	Performance Measure	Frequency	Target 2014/15
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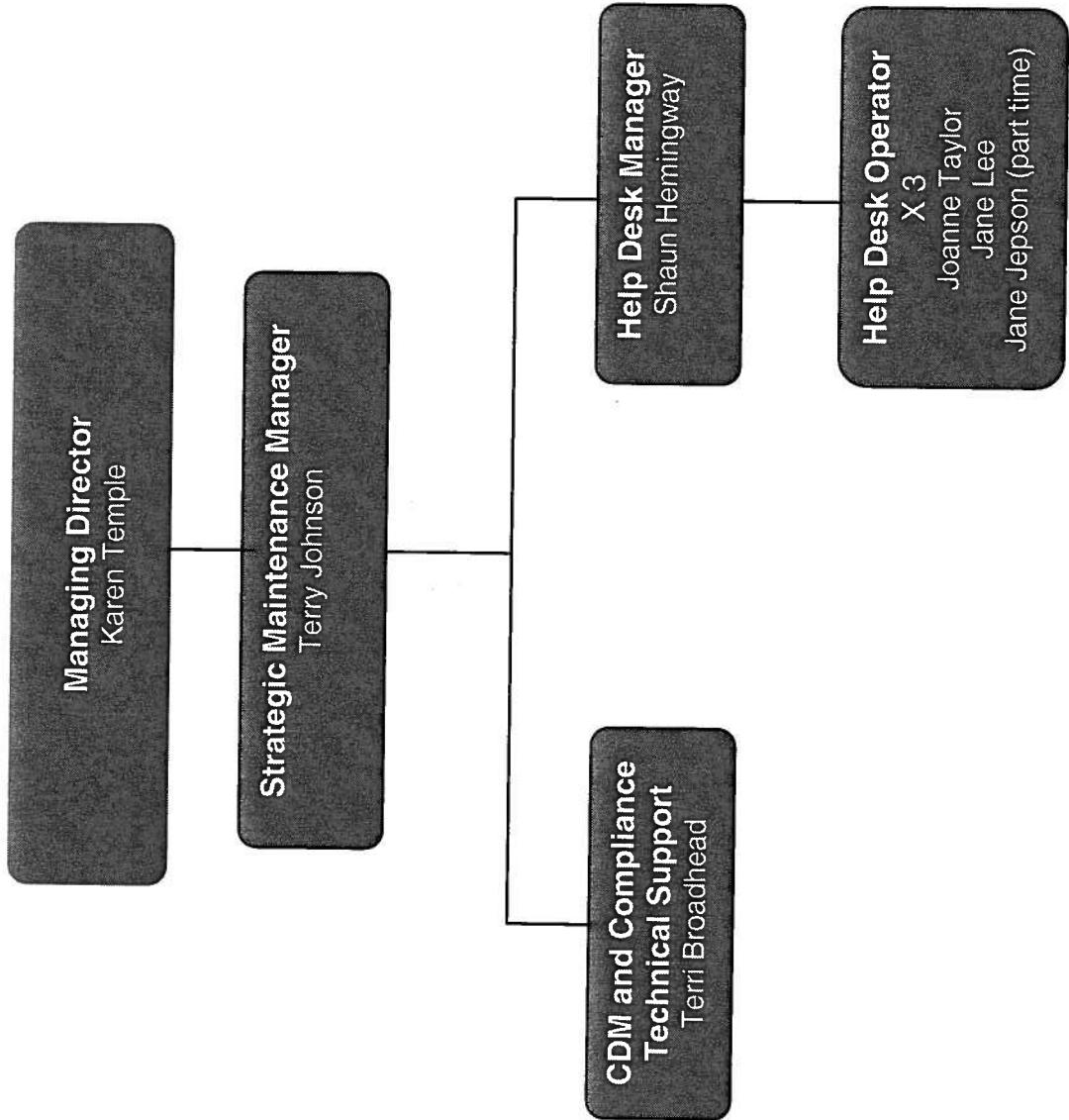
	STRATEGIC						
S1	Corporate Plan growing the economy	Tackling worklessness within disadvantaged communities	Number of apprentices recruited per annum	Annually	2		
S2	Corporate Plan growing the economy	Tackling worklessness within disadvantaged communities	Number of new posts created Total increase/decrease in number of posts – narrative only for context	Quarterly	2 – one of which to be someone previously unemployed for 3 months or more, or from education, or at risk of redundancy		
	STATUTORY/H&S						
SH1	Health and Safety	Health and Safety	Number of reportable serious accidents or injuries	Quarterly	n/a		
SH2	Health and Safety	Health and Safety	To report any breaches or potential breaches of legislation particularly but not exclusively in relation to asbestos, legionella, gas safety, electrical safety, construction design and management contractors	Quarterly and as they are aware of	n/a		
SH3	Health and Safety	Health and Safety Emergency Resilience Planning	Compliance with authorities emergency resilience planning processes	Annually	n/a		
SH4	Health and Safety	H & S inspections and reports	Action taken in response to inspections and reports	Quarterly	n/a		
	FINANCIAL						
F1	Service Agreement	Profit	50% of actual operating profit returned to council	Formal calculation annually with quarterly reported discount statement charged at year end	To be inserted from Business Plan		
	BUSINESS						
B1	Service Plan	Benchmarking APSE Works Planning and Delivery. Design and Procurement.	Summary report on benchmarking in each area with action plan addressing areas for improvement.	Annually	n/a		
B2	Service Agreement	Business Continuity plan (CI 5.10)	Provision of NPS Business Continuity Plan to BMBC	Annually	n/a		
B3	Service Agreement	Business Plan (CI 11)	Agreement of NPS Business Plan	Annually	February 2014		
B4	Business Plan	Workload profiling	Assessment of actual workload against targets set in the Business Plan	Quarterly	To be inserted from Business Plan		

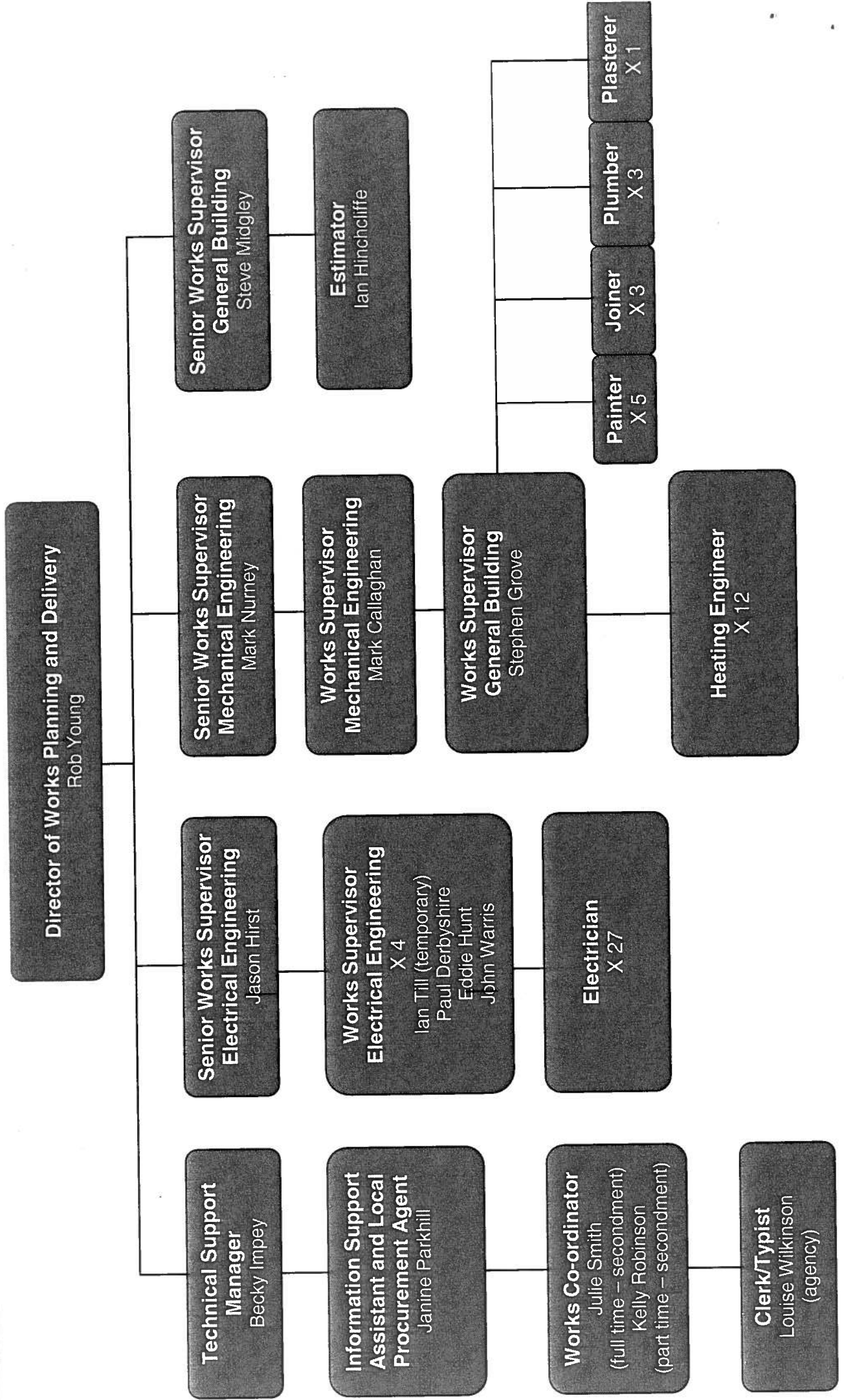
B5	Performance Management	Compliments/complaints	Number of compliments/complaints per quarter	Quarterly	n/a – this information to be presented separately for WPD and Professional Services
B6	Performance Management	Customer satisfaction surveys	To undertake a rolling customer satisfaction survey (commissioned projects)	Quarterly	Average Score of 3.7 as previous years
B7	Performance Management	Customer satisfaction surveys	To undertake a six monthly customer satisfaction survey (non-commissioned projects WPD)	Six monthly	Average Score of 3.5 as previous years
B8	Procurement	Performance on YoRtender	No. of contracts let through YoRtender, report on overall performance	Six monthly	Report on progress against objectives and targets in YoRtender Post Implementation Project Plan
B9	Accommodation	Planned maintenance budget	% expenditure on planned maintenance budget	Quarterly	100%
B10	Risk	RM Policy and Strategy	Review of RM arrangements, Policy and Strategy. Prepared in accordance with UK RM Standard	Annually	n/a
					n/a
B11	Risk	Risk Register	Identification, assessment and review of significant risks facing the JVC	Quarterly	
	SERVICE SPECIFIC				
SS1	Service Specification	Number of jobs and % achievement of response times for emergency, priority and routine reactive repairs	% achievement of response times	Quarterly	90% emergency 85% - 5 days 85% - 20 days <i>Further measure to be agreed relating to repair completion</i>
SS2	Service Specification	Legislative and regulatory requirements compliance for all mechanical and electrical systems, water hygiene and specialist areas in all council assets in line with a pre-determined schedule of works	to be confirmed	Annually	100% compliance

NPS BARNESLEY LTD OFFICE STRUCTURE (As at 19 February 2014)

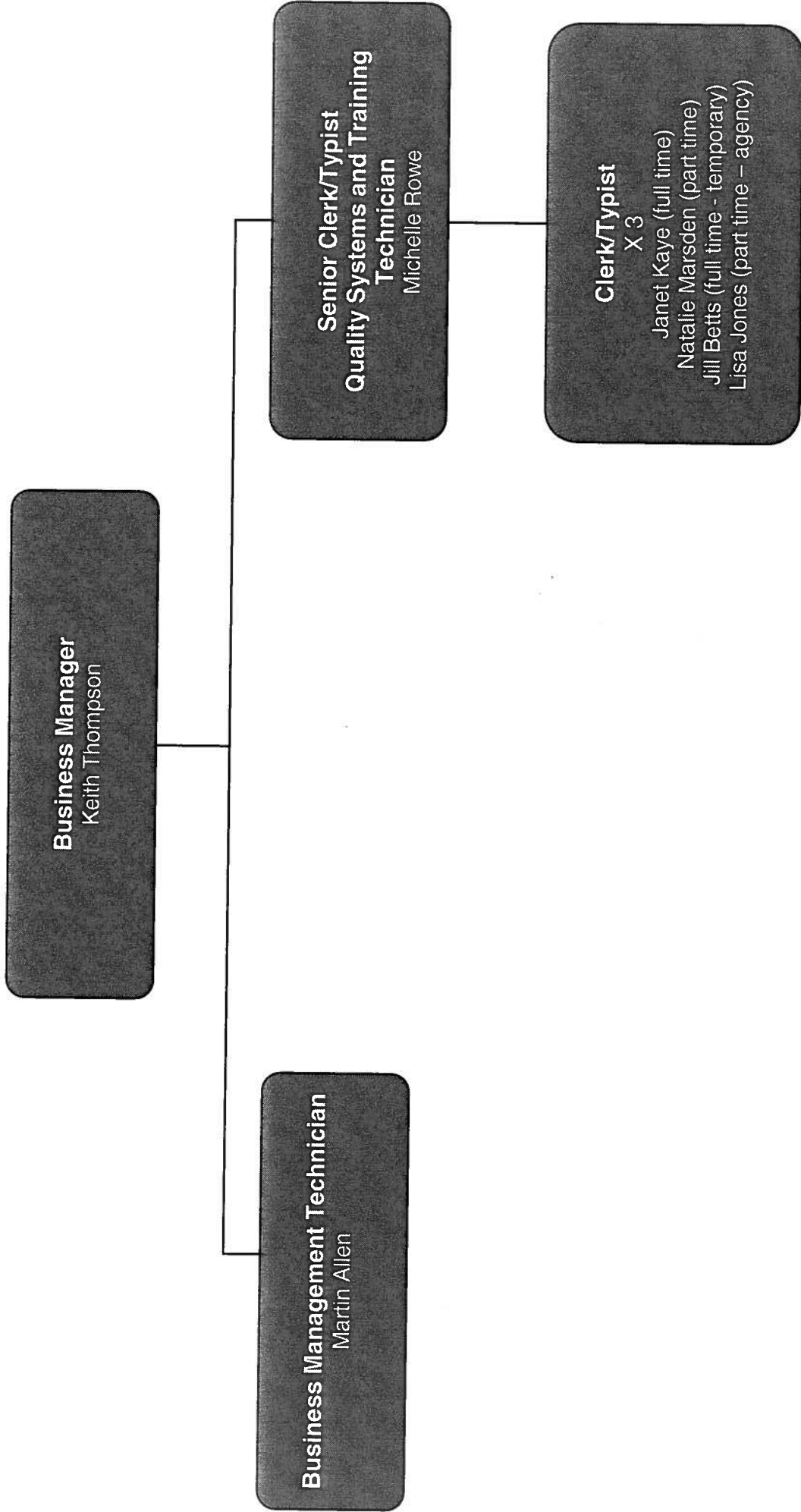








**NPS BARNESLEY LTD
BUSINESS SUPPORT STRUCTURE**



NPS BARNSELEY – 2014/15 Project List

Table 1 shows the list of Projects and Work streams upon which the NPS Barnsley 2014/15 Business Plan is based. This consists of a mixture of Projects already commissioned, and areas of work where assumptions have been made on the level of funding based on historical precedent and/or current discussions.

Within the Business Plan a modest assumption has also been made with regard to potential income for projects as yet unknown, based on historical precedent and development plans.

Notable individual projects to be taken forward in 2014/15 include:

- Town Centre Regeneration Scheme (multi-disciplinary services)
- Goldthorpe Primary School – new 300 place primary school
- Metrodome Atrium Renewable Project (multi-disciplinary services)
- Low Carbon Partnership – carbon reduction projects
- Design and Construction related projects under the:
 - BMBC Planned Maintenance Programme
 - BMBC Capital Programme
 - Bernaslai Homes Planned Maintenance Programme
- Delivery of professional procurement fee earning commissions (e.g. themes/projects resulting from Contract Management Review)

Table 1 – NPS Barnsley 2014/15 Work Stream and Projects listing

Commissioned Workstreams	
Project I.D	Project/Programme
	BMBC Timecharges - Professional Services Final Accounts completion
07-17-14-1-1192	Roy Kilner Road, Wombwell - New Build Housing (Post Contract Novation)
07-17-14-1-1070	Goldthorpe Area - New School
	Planned Maintenance 2014/15 - Management Of The Programme
07-17-14-1-1059	Worsbrough Common Primary - Alteration and Extension
07-17-14-1-1076	Roy Kilner Road, Wombwell - New Build Housing
07-17-14-1-1191	Saville Road, Gilroyd - New Build Housing (Post Contract Novation)
07-17-14-1-1220	Kexborough Primary - Ext to Schools Meals Kitchen, Windows and Rewire BMBC Asbestos Time Charges

07-17-14-1-1142	BMBC Industrial Portfolio - Refurbishment Works
07-17-14-1-1184	Revenue Retainer 2014/14 - YORtender System
07-17-14-1-1121	Meadow View Close - New Build Housing
07-17-14-1-1130	Baden Street - Internal and External Refurbishment
07-17-14-1-1140	Highstone/Kenworthy Road - New Build Housing
07-17-14-1-1131	Wellington House - Internal Fit Out for Central Library
07-17-13-1-1063	Wombwell Library - New Extension
07-17-14-1-1122	Green Street - New Build Housing
	BMBC Legionella/Water Hygiene Time Charges
	Management of Planned Maintenance Programme, Strategic Maintenance
07-17-14-1-1160	Hawthorne House, Shafton - District Heating Scheme
07-17-14-1-1221	Barugh Green Primary - Remodel/Refurbish School Meals Kitchen
07-17-14-1-1061	Gas Servicing 2013/14 - Construction Services Contract
07-17-14-1-1196	Security Services Tender - Procurement Support
07-17-13-1-1041	Shawlands Primary - Extension to Form a Foundation Unit
07-17-14-1-1093	The Avenues, Thurnscoe - District Heating Scheme
07-17-14-1-1075	Saville Road, Gilroyd - New Build Housing
07-17-14-1-1222	Cudworth Churchfields - Refurbish/Remodal Schools Meals Kitchen
07-17-12-1-1002	Provision & Installation of 4 District Heating Schemes
07-17-12-1-1001	Drainage Repairs and Renewal Works - Post Contract Admin 2011-2014
	Berneslai Homes - Barnsley Homes Standard Time Charges
07-17-14-1-1062	Gas Servicing 2013/14 - Kiers Contract
07-17-14-1-1183	Revenue Retainer 2013/14 - YORtender System
07-17-13-1-1039	Hoylandswaine Primary - New Hall Extension, Internal Alts & Windows
	Energy Management Services for Schools 2013/14
07-17-14-1-1161	Churchfields, Barnsley District Heating Scheme
	Old P&P Final Account - Negative WIP
07-17-14-1-1224	Carlton Park Bowling Pavilion - Relocation of Mobile Unit
07-17-13-1-1231	31 Vernon Close, Ward Green - New Disabled Extension
07-17-14-1-1216	Athersley North Primary - New Kitchen Ventilation
07-17-14-1-1138	Elsecar Pump House - Refurbishment Works
07-17-14-1-1008	Gate Crescent Community Centre - Conversion to 5 Bedroom House
07-17-14-1-1125	Metropolitan Centre - Procurement of Consultant to Carry out Surveys
07-17-12-3-1096	Smithies Gypsy - Travellers Site Redevelopment - Completion Contract
	Display Energy Certificates for Schools
07-17-13-1-1212	2&2A and 4&4A St Andrews Square - Shop Conversion to Residential
07-17-14-1-1151	Wellington House - Internal Fit Out for Citizens Advice Bureau
07-17-13-1-1216	Hovingham Primary - Temporary Mobile Classrooms
07-17-14-1-1219	Penistone St Johns Infants - External Works to Steps and Access Road
07-17-14-3-1360	Cudworth Churchfield Primary - Replace Facias, Soffit, Guttering etc
07-17-14-1-1119	Soft Facilities Management at the Lift Premises - Procurement Support
07-17-13-1-1131	Wellington House - Internal Fit Out for Central Library
07-17-13-3-1069	Ground Source Heat Pump Installations - 5 Nr Properties
07-17-13-1-1217	Little London Primary - Tempopary Mobile Classrooms
07-17-13-1-1209	Paper, Card and Glass Recycling Contract
07-17-14-3-1075	Greenfield Primary - Roof Replacement

07-17-13-1-1215	St Oswalds Primary - Temporary Mobile Classrooms
07-17-14-1-1109	Community Centre Budget 2013/14 (C.S.) Electrical Repairs/Maintenance
07-17-13-1-1006	Sunrise Manor - Works to Wardens Accommodation
07-17-14-1-1218	Various Primary Schools - Minor Works to Kitchens
07-17-14-1-1086	Huningley Pirmary - Alterations to Main Entrance & New Fire Alarm
07-17-14-1-1198	The Forest Academy - Roof Electrical Condition Surveys
07-17-14-1-1088	Burton Road Primary - Mechanical & Electrical Condition Works Phase 2
07-17-14-1-1085	Richard Newman Pirmary - Electrical Rewire of Nursery Block/Alterations
07-17-14-1-1080	Gawber Primary - New Kitchen Ventilation and Kitchen Alterations
07-17-14-1-1223	Brierley CofE Primary - Screening to Mechanical Plant
07-17-14-1-1024	Kexborough Primary - Heating Replacement
07-17-14-1-1197	69 Doncaster Road - Stabilisation Works
07-17--14-3-1369	Kexborough Primary - Replace Windows and Doors to Staff Block
07-17-14-1-1104	Gateway Plaza, Level 5 - Fit Out for E-Post Room and Printing Section
07-17-14-1-1113	Church Street Close, Thurnscoe - New Internal Scooter Store
07-17-14-1-1090	Cudworth & Brierley Locality Unit - Internal Alts & Window Replacements
07-17-14-1-1108	Community Centre Budget 2013/14 (Kiers) Electrical Repairs/Maintenance
07-17-13-3-1070	Gas Servicing 2012/13 - Construction Services Contract
07-17-13-1-1214	Locke Park Tower - Public Safety Works
07-17-13-1-1007	King Street and Pendon House - Provision of Scooter Stores
07-17-14-1-1078	Milefield, Brierley and Church Primary - New Kitchen Ventilation
07-17-14-1-1094	Horizon Community College - Internal Alterations to Block E, Floors 2 & 3
07-17-14-3-1079	Keresforth Primary - Replace Pitched Roof
07-17-13-1-1237	Barnsley Town Hall - Formation of Visitor Centre and Restaurant
07-17-14-1-1217	Mapplewell Primary - Minor Works to Kitchen
	Cudworth Churchfields - Remodel/Refurbish School Meals Kitchen
07-17-14-3-1077	The Edmunds Primary - Infant Block, Felt Roof Repairs
07-17-13-1-1073	Goldthorpe Branch Library - Internal Alterations
07-17-14-1-1081	Keresforth Primary - Electrical Rewire and Fire Alarm
07-17-14-1-1089	Brough Green Community Centre - Convesion to Residential Home
07-17-13-2-1246	Ladywood Primary - Tarmac Repairs to Main Driveway
07-17-13-1-1057	Highstone Lane - New Changing Rooms
07-17-13-1-1010	1/1A Clarehurst Road - Conversion Works to Create 4 Bedroom House
07-17-13-1-1191	Oxspring Primary - Extension to Existing Modular Classroom
07-17-14-1-1103	Thurlstone Primary - Conversion of Toilet and Cloakroom
07-17-14-1-1079	Hoyland Springwood Primary - New Kitchen Ventilation & Elec Rewire
07-17-14-3-1080	Kexborough Primary - Window Replacement Phase 1
07-17-14-3-1021	Berneslai Homes - Construction Services External Painting, CDM
07-17-14-3-1078	Thurgoland C of E Primary - Felt, Slate and Ridge Tile Roof Replacement
07-17-14-3-1081	Barugh Green Primary - Replace Windows, Doors and Fascias
07-17-13-1-1100	Cudworth Birkwood Primary - Classroom Refurbishment
07-17-13-3-1071	Gas Servicing 2012/13 - Kiers Contract
07-17-13-2-1247	Ladywood Primary - Installation of New High Bow Top Fencing
07-17-14-3-1076	Athersley South Primary - Replace Kitchen Roof
07-17-14-3-1361	Royston Park, Compound Area - Pallisade Fencing to 2 Sides
07-14-14-1-1084	Thurgoland C of E Primary - Electrical Rewire

07-17-14-1-1083	Athersley South Primary - Electrical Rewire
07-17-13-1-1118	Hoylandswaine Primary - Replace Existing Coal Fired Boiler
07-17-14-3-1085	Greenfield Primary - Toilet Improvements Phase 2
07-17-14-3-1022	Berneslai Homes - Kiers External Painting, CDM
07-17-14-1-1069	Kexborough Community House - Conversion to 4 Bedroom House
07-17-13-3-1201	14-16 May Day Green - Asphalt Repairs
07-17-13-3-1274	Worsbrough Youth & Community Centre - Upgrade Fire Alarm/Security
07-17-14-3-1083	Cudworth Churchfield Primary - Remodel/Refurbish School Meals Kitchen
07-17-13-1-1102	Hunni Bee Childrens Centre - Internal Alterations
07-17-13-1-1204	106 Gray Street, Elsecar - Conversion of Wardens Flat
07-17-13-1-1234	Digital Media Centre - Internal Alterations
07-17-13-1-1192	St Helens Primary - Formation of MI Room and Disabled Toilet
07-17-13-3-1200	Ladywood Primary - Provision of Access Control Barrier Access Driveways
07-17-14-3-1079	Hoyland Spingwood Primary - Kitchen Ventilation and Rewire
07-17-13-1-1236	Heather Garth Primary - Replace Heating to School Staffroom

Predicted Workstreams

Project / Programme

BMBC Finance SAP Trading Income (Works Planning & Delivery)
 BMBC CYP&F SAP Trading Income (Works Planning & Delivery)
 Berneslai Homes HRA SAP Trading Income (Works Planning & Delivery)
 BMBC CYP&F Capital Programme
 BMBC Finance Capital Programme
 West Yorkshire Police - Provision of Power and Data Services
 John Lang Integrated Services Speculative Trading Income
 Interserve Speculative Trading Income
 West Yorkshire Police - Provision of Heating and Boiler Solutions
 BMBC Development SAP Trading Income
 Berneslai Homes - Legionella/Water Hygiene, Risk Assessments/Monitoring
 BMBC Adult Social Services SAP Trading Income
 Wakefield Council
 Energy Management Services BMBC Monitoring Recharges 2014/15
 EN Procurement Framework Agreements - Framework Management
 Gas Servicing 2014/15 - Construction Services
 Highstone/Kenworthy Road - New Build Housing (Novation)
 Meadow View - New Build Housing (Novation)
 Green Street - New Build Housing (Novation)
 Berneslai Homes - New Build Housing, New Commissions
 Energy Management Services External Monitoring Recharges 2014/15
 Gas Servicing 2014/15 - Kiers
 YORCivils Contractor Framework Agreements - Framework Management
 Display Energy Certificates for BMBC Corporate Buildings
 Kenworthy/Highstone - New Build Housing, Post Contract Novation
 Meadow View - New Build Housing, Post Contract Novation

Green Street - New Build Housing, Post Contract Novation
Completion of Health and Safety Manuals, CDM
Barnsley Central Market - Redevelopment
Barnsley Market - Redevelopment
Barnsley Metrodome - New Extension
Berneslai Homes - Construction Services External Painting, CDM
Berneslai Homes - Kiers External Painting, CDM
Berneslai Homes Capital Programme
Berneslai Homes Capital Programme (PRIP)
Berneslai Homes Capital Projects, CDM
CYPF Capital Programme
CYPF Capital Programme, CDM
Investment Portfolio - New Capital Spend 2014/15
South Yorkshire Police - Barnsley Custody Suite
South Yorkshire Police - Sheffield Custody Suite
Strategic Housing - Disabled Adaptation Budget, CDM
Timecharges - BMBC All Client Areas
Wellington House - Relocation of Adult Learning from Eldon Centre



In a Class of Our Own

Norse brings quality services to Barnsley

Business Plan 2014 /15

Business name:

Barnsley Norse

Address:

Rockland House
1A Redbrook Business Park
Barnsley, S75 1JN

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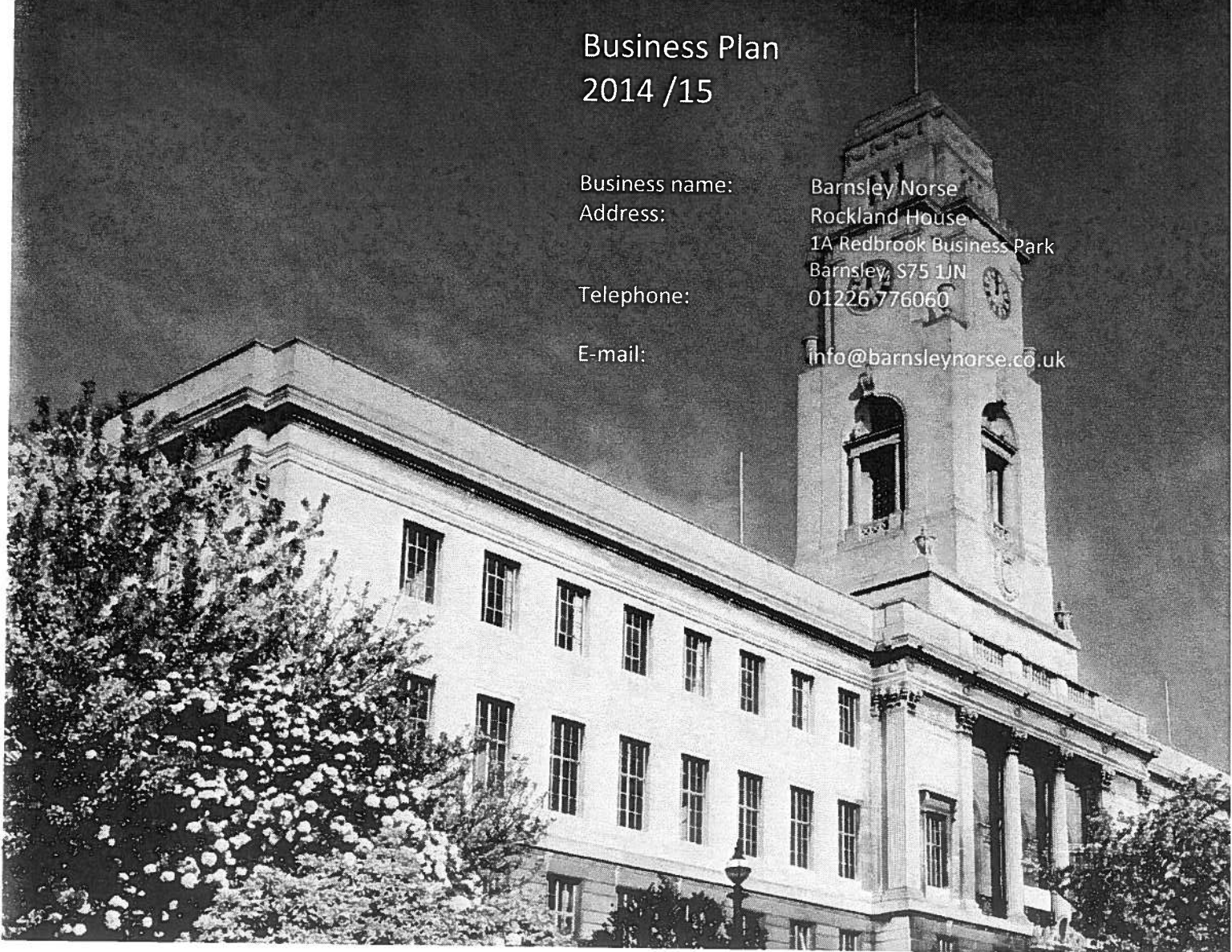


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Executive Summary

This is the third business plan produced since the company was formed in November 2011.

The business profile of the company is largely based on the existing contracts with schools, external customers and a number of corporate agreements with Barnsley MBC.

Whilst we continue to recognize the difficulties of trading with schools and newly formed academies, our recent contract success in Sheffield City Council suggests that the coming year may see a slowing down of those schools wishing to withdraw; some even considering returning and early indications suggests further growth of this contract.

This Business Plan for 2014/15 is predicted on maintaining 100% of the cleaning, courier, caretaking agreements and catering business. Growth in these areas is difficult to predict, however we expect the market to remain stable. The success rate of cleaning and caretaking during 2014 is expected to continue. With the geographical growth of business across South Yorkshire, we will have the infrastructure and expertise to deliver a range of services. The Sales Plan identifies the strategies to be adopted to deliver the expectations of the Business Plan and budget assumptions. Growth, while desirable, should not be at the expense of the quality and commitment to existing customers.

While Barnsley Norse continues to have a solid base to work from, however, we should not underestimate the pressure from our customers to deliver more efficiencies. This could result in more group agreements, outsourcing arrangements and pressure to cut standards, all of which could compromise our financial position as well as leaving us to deliver service below what we feel is appropriate.

We believe that significant opportunities exist to increase turnover and profits by growing the operation.

The key sources of sales opportunities are the YORTender portal, ESPO and the Official Journal of the European Union (OJEU), the publication in which all contracts from the public sector, valued above a certain financial threshold must be published by law. Around 3,000 new notices are advertised in OJEU every week and Norse monitors all notices for those services that meet our criteria with regard to:

- Type of service
- Location
- Estimated value
- Contracting body

This allows us to be selective in our applications. To maximise the growth opportunities for Barnsley Norse, we have extended the geographical criteria to include Sheffield, Rotherham, Wakefield, Doncaster and other areas.

Growth objectives will be achieved through:

- Competitive pricing
- Increasing the range of services offered
- Moving into other business sectors, both public and private
- Increasing geographical coverage
- Developing an effective sales process
- Building a local sales operation
- Improving marketing and brand management
- Promoting the quality of services
- Exploiting the unique position of NPS Barnsley, with its public sector roots combined with a commercial approach
- Utilising Norse's central sales and marketing resources and experience

Norse has an outstanding track record in achieving business growth within joint ventures, in each case exceeding targets in both sales and contract retention.

It is clear that there has been significant opportunities to tender for additional work in and around Barnsley, resulting in the awarding of the cleaning contract for a number of Sheffield City Council schools. With Norse's track record, we are confident of further success in the future.

Norse sees growth as key to financial success but clearly understands that this has to be gradual and in harmony with the growth of the current work portfolio, in order to maintain Teckal compliance.

General Company Description

Vision Statement

"A unique and innovative provider of high quality, customer-focused services throughout the North of England"

OBJECTIVES

Financial

- To maintain a sound financial base across our diverse range of operations.
- To ensure the organisation's resources are used to deliver high quality services in the most cost-effective way.

Internal Business Processes

- To continuously develop an operating environment which enables the company to perform commercially and deliver high quality services.

Customers

- To satisfy the quality and service expectations of our customers.
- To be proactive in seeking opportunities and design solutions that enable us to develop and diversify.
- To provide market moderation for our public sector partners.

Learning & Growth

- To value and develop our staff to meet the needs of the business.

Barnsley Norse Ltd

The company was established to meet the demands of cleaning, caretaking, courier and catering within the borough of Barnsley. The Board has representation from Barnsley Metropolitan Borough Council, Norse Commercial Services and NPS Barnsley Ltd. The key business objectives are:

1. Diversify the client and geographical base and develop new products and offerings.
2. Achieve profitable growth and increase efficiencies.
3. Achieve excellence through performance management.
4. Exploit technology to promote efficiency and effectiveness.
5. Maximise customer satisfaction.

- 6. Actively promote learning, development and wellbeing.
- 7. Provide job security and stability for our workforce.

Operational Targets

While the main feature of the business is to service the needs of cleaning, caretaking, courier and catering within the borough of Barnsley, the company's ambition is to widen its scope both within the LA and other areas, across the private and public sectors.

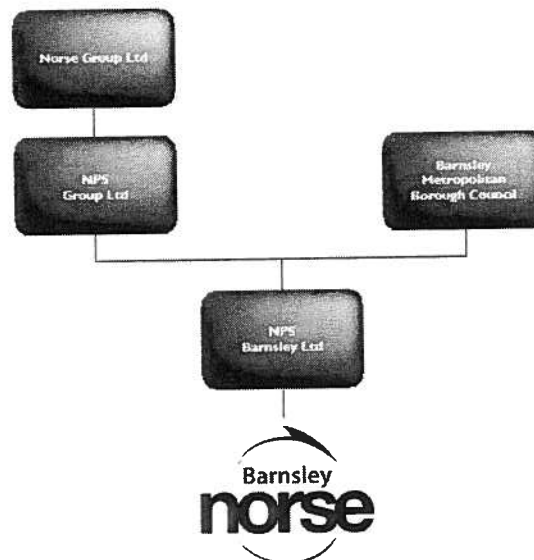
With more authorities moving towards a commissioning strategy, Barnsley Norse needs to be able to be flexible and increase its offerings, adding greater value for money – particularly in Facilities Management. This applies to schools and local authorities.

Business Specification

The current business has roots within Barnsley MBC, where it struggled to increase its market share due to the difficulties of getting commercial commitment. Being aligned with Norse Commercial Services and NPS Group will allow the “best of both worlds” to come together to provide a competitive company, with flexibility and skills to flourish.

Business Status

Barnsley Norse is a subsidiary company established, after a corporate review, between Norse Commercial Services and Barnsley MBC. It was formed in November 2011 with the transfer of cleaning, caretaking, courier and catering services.



Strength and Core Competences

Barnsley Norse has a successful history of providing services to schools, local Authority and external clients, and whilst the market is currently very competitive the organisation's specialism has helped maintain its market share in school business and in other cleaning, caretaking and catering activities. Barnsley Norse has a strong, motivated and flexible workforce with ability to meet new opportunities that lie ahead.

Norse have a robust training strategy, with all levels of employee receiving the desired level of training for their job.

The company continues to develop Quality Assurance and IIP and will be audited in February 2014.

Continued professional development

In addition to the planned ongoing professional training, managers will attend the following;

- An LRQA internal auditors course
- Managing safely – refresher courses
- Management Competency- update

This will be undertaken by the company's training academy and external provider.

Managing Risks

Barnsley Norse maintains a comprehensive register in order that service activities and issues that pose a significant risk are recorded. These are categorised and scored to establish likelihood and impact and what appropriate action should be taken to mitigate this happening. As a fundamental principal to manage risk, Barnsley Norse has adopted a Business Resilience approach which incorporates the appropriate activities to ensure the company has the ability and agility to survive and prosper, proactively adapting and evolving over a sustained period of time and not just to respond to a crisis.

The pressure to cut costs, this has been apparent from the recent tendering activities, can sometimes be at odds with medium and long term goals to develop and grow the business. To meet the challenges, Barnsley Norse have adopted a number of processes that provide the bedrock of operational resilience which need to be integrated, are intelligent and efficient which together focus on a overall strategic plan understood and actioned by managers and staff.

As an established company within an extremely secure and profitable organisation, we have tried to mix operational resilience, which aims to address shorter-term risks and impacts with

more strategic resilience factors which define the business and can guide the decision-making process.

The Business Resilience Activity, demonstrates the relationship each component has within the business, each having a dependency on each other combining to minimise risks, and supporting the prospects and growth of Barnsley Norse.

Long-Term Goals

Barnsley Norse is committed to ensure all our customers receive a value for money service, this will be achieved by continuing to build and develop a sustainable and viable company, investing in our workforce and sharing the benefits. This year, as in previous years we will continue to work with the company's procurement team to maximize our purchasing power keeping our expenditure to a minimum. The plan reflects our optimism for the year ahead, which is reflected in our projected profit margin. The Sales Plan covers our ambition, which reflects our excellent geographical position in the North.

Charging Strategy

With the majority of our current workforce, having been TUPE transferred across under excellent terms and conditions, baseline costs have been difficult to reduce.

The whole charging system for the school customers is vastly different to those previously experienced by the school contracts (previously internal transfers). Barnsley Norse believes that it can maintain these services under acceptable margins, which will allow some flexibility to secure long-term agreements with schools, these could include:

- Zero inflation on charges for 2014/15
- Ability to negotiate loyalty agreements
- Pricing favourably for long-term agreements

With regard to catering, the prices within the 'coffee shops' are commercially very low. Ongoing analysis will take place to identify whether these prices will be sustainable going forward.

The prices for the caretaking and portering services have been significantly reduced to provide the council with better value for money.

For new business, Barnsley Norse will need a clear strategy to ensure that any recovery is enhanced to include an acceptable return over costs.

Products and Services

Barnsley Norse has a sound base from which to expand the core business and develop new services. With improved purchasing capacity, cleaning materials, consumables and food items, these are likely to be competitive – thus giving Barnsley Norse a significant advantage over many competitors.

The services are well regarded and the quality of the services being offered compares favourably with competitors. Barnsley Norse will have an advantage of considerable experience in the LA market, particularly schools, which should put the company in a good position for the future.

More time will be needed analysing customer feedback to understand better future needs – either on the current service(s) or those that will be needed in the future. Such feedback should be mapped out in order to reflect the Budget Forecasts for the next five years.



Norse Values & Culture

As a key part of the Norse Group, Barnsley Norse continues to uphold the values and culture of the group as a whole:

Norse knows exactly how to deliver the very best services into the hearts of communities. Close partnership working is central to our success – with public sector values and commercial expertise running through every strand of our operations.

Norse's combination of expertise, innovation, value-for-money and flexibility is ensuring that a growing number of local authorities keep within their ever-tightening budgets while enjoying first-class services and real dedication to duty. Our managers and their teams are resourceful, motivated, fully trained and always prepared to "go the extra mile" to ensure that partners are well served.

Powerful process monitoring systems have been designed so that quality audits and performance targets are constantly achieved (and surpassed) by Norse's dedicated workforce, including our loyal cleaning, caretaking and catering personnel. There is also an emphasis on Continuous Improvement and looking at better ways of working.

While Key Performance Indicators are jointly agreed as important, set-down standards to be achieved, Norse uses its experience, flexibility, sound judgment and a "common-sense approach" with partners at all times to ensure that budgets are used as efficiently as possible and to prioritise workloads. We adapt to ever-changing needs.

In catering, Norse insists on quality, tailor-made operations with the emphasis on healthy, fresh and locally sourced food.

In an industry not always renowned for commercial flair and innovation, Norse takes a refreshingly different approach – challenging traditional concepts, making the most of technology and initiating new ideas wherever possible.

Norse people are at the heart of our culture, our values and our day-to-day operations. We not only focus strongly on staff development but also look at what we can do to invest in employees' families, friends and the citizens of the communities we serve.

As a major employer providing front-line services in cities, towns and villages around the country, we take our Corporate Social Responsibility very seriously. We help and sponsor numerous charitable and community projects, we work hard to improve our environmental credentials and we address social issues, such as work inclusion.

Marketing Plan

Introduction

When the original plan was produced over two years ago, it could not have accurately predicted the business performance of Barnsley Norse. We expected the number of customers to remain the same and even though we have suffered some loss of contract, we have gained in other areas to maintain a similar number of contracts in our portfolio.

With continued cuts announced in public finances nationally, never before has there been so much pressure on senior managers within the public sector to deliver savings in front-line services – finding efficiencies and innovative ways of working while avoiding a major impact on the communities they serve.

By working in harmony with companies such as Norse, Barnsley MBC is looking to increase cost efficiency and raise standards of delivery, protecting front-line services and ensuring value for money for its residents, while nurturing and developing its workforce.

With Norse strong public sector roots, Norse knows how to deliver the best services into the hearts of communities, and our commercial flair and public service ethos are a powerful combination.

This will enable Barnsley Norse to work to the same strategies as current NPS Barnsley operations in delivering these front-line services:

- Connecting with local communities
- Providing excellent customer services
- Delivering through people
- Providing excellent value for money

Moreover, because our joint ventures can trade in wider markets and compete for external contracts we are able to provide better returns to Barnsley MBC through the profit-share arrangement, and ensure long-term security and stability for employees.

The basis of the Barnsley Norse venture is a profit sharing arrangement, which will result in improved value for money for both Barnsley MBC, external customers and schools. A major feature of the business plan is the opportunity to achieve considerable growth of the business which, due to a number of restrictions, has stagnated over the last five years.

The anticipated growth in business is predicted on combining the commercial approach of Norse Commercial Services with the local knowledge and reputation of the Barnsley Norse management team, many of whom transferred from the council's contract service operation.

The Sales Plan is designed to provide a proactive strategy for planned and sustainable growth, with realistic achievable targets. The Barnsley Norse management team continues to receive central support from Norse's sales and marketing operation for the duration of the partnership and, as finances permit, local sales resources will be added.

Key Points

- Increase and improve service offering
- Introduce competitive and market-led pricing strategies
- Target specific sectors (public and private)
- Develop a Facilities Management approach
- Broaden geographical coverage
- Potential partnerships between Barnsley Norse and NPS
- Develop market and competitor intelligence
- Identify and monitor prospects
- Utilise direct marketing/telesales operations
- Develop tender/sales process
- Involve entire local management and support staff
- Exploit Norse's central resources
- Raise Barnsley Norse profile through marketing and brand management
- Set realistic sales targets
- Engage with those in the Borough Council who can influence future service transfers

The Business Plan for 2014/15 includes financial projections predicated on a stable business platform, based on achievable outcomes.

Projected Profit

£76,262

Projected Barnsley MBC Rebate

£0

This will be achieved through:

- Competitive prices, good value for money
- Increasing the range of services offered

- Moving into other business sectors, both public and private
- Increasing geographical coverage
- Developing an effective sales process
- Building a local sales operation
- Improving marketing and brand management
- Full engagement of employees
- Promoting the quality of service
- Exploiting the public sector connection, together with commercial flair
- Using Norse's central sales and marketing resources and experience
- Maximising the underdeveloped Northern market

Marketing Information

Barnsley has a population of approximately 250,000 and sits in the favorable location between numerous large cities and towns – Sheffield, Manchester, Rotherham, Wakefield, Huddersfield are all within 20-40 miles. The road links around Barnsley are very good via the M1 and provides easy access to numerous locations and neighbouring authorities.

While previously none of these authorities has traditionally collaborated with Barnsley, 2013/14 saw the awarding of schools cleaning contract from Sheffield City Council. In respect of public services, the development of Academies and full-delegated budgets leaves each authority and school with the responsibility to make their own purchasing decision. These should also be targeted.

Additionally, there are still authorities employing staff in the sector Barnsley Norse specialise in. Given the current economic climate, these are likely to be considering other options.

Sheffield is considered an area for particular interest and has number of prominent businesses in the area. With the potential of further work following our developing relationship with the City Council, this forms a key area for expansion.

Barnsley Norse will have a number of advantages in competitive tendering:

- Locally based
- Norse track record and resources
- Public sector roots
- Established good local supply chain for cleaning and catering supplies
- Improving local references
- Large client base which, for cleaning, is very diverse

- Large and stable workforce on excellent Terms & Conditions

The present economic climate means that attracting staff poses no real difficulties and realigning Terms & Conditions with industry norms gives Barnsley Norse an advantage in long-term savings.

Barnsley Norse currently provides cleaning, caretaking and catering services to a diverse range of customers. These include:

- Cleaning and caretaking in schools
- Cleaning in a number of council buildings
- Catering in civic buildings
- Catering for functions and civic events
- Catering for a library

The number of sites is about 150.

This comprehensive range of activities lends itself to develop a broader strategy and Barnsley Norse will be well placed to provide other related services, which will easily complement those currently undertaken. These could include:

- Commercial courier services
- Recycling services
- Removal/Relocation services
- Building clearances
- Painting and decoration
- Security
- Premises management
- Catering equipment repair, maintenance and replacement
- Grounds maintenance
- Basic building maintenance

Offering a broader service will allow more scope to compete, driving down management and support costs.

Prospects

The success of the sales operation and marketing plan will greatly depend on building a comprehensive and accurate prospect database comprising potential customers which fit into

Norse criteria with regard to location, size, type and risk. This will be undertaken generally by the Norse sales team in Norfolk using the existing prospect management system, and linking directly to the telemarketing team.

Details of any potential customers, including those currently within the borough council, will be collated locally, providing as much data as possible:

- Contact name and type
- Address and postcode
- Contact name
- Telephone number
- E-mail address
- Approximate value
- Current contractor
- Tender due date
- Any relevant market intelligence

Action

- Scope out all the schools separating those which are currently customers and to those making their own arrangements send agreed marketing letter.
- Purchase local newspapers and scan for small local contracts.
- Subscribe to the Caterer and Hotelkeeper trade magazine.
- Subscribe to the tendering webmail, not duplicating that undertaken at Norse.
- Distribute cleaning and catering leaflets to managers in order they can present if they hear of potential business opportunities.
- Ensure the Barnsley Norse website is completed and contains useful marketing information.
- Establish a strong working relationship with NPS (Northern)

Other Authorities

- Make arrangements to meet representatives from local services.
- Make arrangements to attend schools group meetings, working with NPS.
- Encourage members of the Board of Directors to promote Barnsley Norse, particularly among neighbouring district councils.

- Consider a “finder’s fee” for those schools whose support increases business.
- Contact each local authority, suggesting we give them a presentation about our offering.
- Encourage local authorities to allow access to their service to schools’ websites or brochures
- Sent out a mailshot to all Academies.

Criteria

Due to the very nature of the work, it is important that any business we pursue should be either large enough to sustain a reasonable support team or should be able to link with existing business. This will require careful planning and a strategy to ensure that such arrangements have similar time-lines.

In neighbouring authorities, the branding will need to be carefully planned – taking into account regional pride, with delivery reflecting the commitment to sustainability and local sourcing.

Operational Plan

1. In general, services currently provided by Barnsley Norse are undertaken at customers' premises either using company equipment, cleaning and caretaking, or using facilities provided.
2. Assets – there are no assets associated with the catering service with both equipment and plant being owned and maintained by Barnsley MBC.
In respect of cleaning/caretaking, the company provides and owns the cleaning equipment, which is maintained to working standards.

Service provision

As part of the history of Barnsley MBC, the organisation combined the catering and cleaning/caretaking services under one senior manager.

In essence, Barnsley Norse provides its customers with a complete solution (including labour, materials and professional management). While catering uses a commercial approach, cleaning is generally based on a charge, which is based on agreed levels of staffing, cleaning materials and consumables. Monthly accounts are used to recover management and operational costs, though in some cases customers choose to pay in advance.

Quality Control

Norse Commercial Services has introduced a customer performance approach, requiring the manager to visit each site monthly and ascertain the level of satisfaction from the customer's representative. Company targets exceed 98% satisfaction, with individual responses below this being dealt with by the Operations Manager. The results form part of the monthly feedback to the main board and managers are set performance targets.

Customer Perceptions

Customers are valued by Barnsley Norse. They are required to be treated with respect and positive relationships are encouraged in order to develop an ethos of partnership working. Customer care training forms part of the induction and there is continuous awareness of customer care among all staff.

Customer Satisfaction

To gauge the level of service provision to our customers, Barnsley Norse carries out an annual telesurvey. Over the last 12 months overall customer satisfaction has risen from 97% to a very respectable 99%. This further demonstrates Norse's high level of service delivery and understanding of our customers need and requirements.

Service Development

As with all businesses, the product continues to be regularly challenged in order that it meets the latest legal, technical and environmental standards. Barnsley Norse recognises its customers have a right to expect an efficient and effective service using modern techniques and products, which offer value for money

Legal Standards

In addition to working to service contracts, both cleaning and catering are subjected to numerous legal conditions. Professional and legal advice and support is available both locally and from the Norse Commercial Services head office in Norwich, giving customers the comfort that appropriate standards are being followed.

Communication with Managers

The Commercial Director attends a monthly meeting with Norse Commercial Services directors in Norwich and this is followed up with regular visits from the Managing Director. Information, relevant to the company, is summarised and cascaded to Operations Managers to include in their regular meeting with managers.

For front-line staff, a newsletter is sent out when necessary.

Financial Plan

The financial projections include forecasts of efficiency and growth. We are confident that by bringing a more commercial approach to the operation we will retain existing contracts and increase profits.

By using our buying power and expertise in procurement, we believe that there will be further savings, and our local purchasing policy means that, again, Barnsley's economy will benefit.

12-month projected profit

Norse Commercial Services Ltd Budget 2014-15														
Company: 80 Barnsley														
Total	Weeks	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7	Period 8	Period 9	Period 10	Period 11	Period 12	Total
		4	4	5	4	4	5	4	4	5	4	4	5	
Total Income	3,037,487	244,525	244,525	277,571	244,525	244,525	274,739	238,509	241,693	274,739	241,693	239,009	271,435	3,037,487
Total Materials	217,501	17,286	17,286	21,597	17,286	17,286	20,447	16,358	16,358	20,447	16,358	16,358	20,434	217,501
Total Labour Costs inc. Agency	2,222,246	172,515	172,515	189,810	172,515	172,515	212,201	170,289	170,289	212,201	170,289	170,289	212,200	2,222,246
Total Equipment Costs	22,595	1,738	1,738	2,171	1,738	1,738	2,171	1,738	1,738	2,171	1,738	1,738	2,178	22,595
Total Direct Costs	2,540,516	197,571	197,571	221,058	197,571	197,571	242,299	194,417	194,417	242,299	194,417	194,417	242,280	2,540,516
Total Indirect Costs	298,692	24,528	24,528	25,618	24,528	24,528	25,618	24,528	24,528	25,618	24,528	24,528	25,614	298,692
Total Central Overheads Reallocation	122,016	9,466	9,466	11,801	9,466	9,466	11,668	9,333	9,333	11,668	9,333	9,333	11,683	122,016
Profit/Loss	76,262	12,960	12,960	19,094	12,960	12,960	-4,847	10,231	13,415	-4,847	13,415	10,731	-8,152	76,262

2014/2015 Business Plan

NPS Barnsley

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BUSINESS PLAN

Turnover	4,891,523
Contractor & Materials Income	2,450,000
Total Turnover	7,341,523
Salaries	3,149,745
General Running Costs	1,371,503
Contractor & Materials Expenditure	2,450,000
Total Expenditure	6,971,248
Gross Profit (before Volume Discount & WIP)	370,275
GPM% (excl Contractors / Materials)	7.57%
Volume Discount	
Volume Discount payable to BMBC	(185,137)
Forecast Profit / (Loss) for the Financial Year	185,137

Risk No	Risk Identification (Lack of ... Failure to ...)	Impact or Implication (Leads to ... Results in ...)	Likelihood	Impact	Severity	Control Method and or actions	Progress against control actions	Ownership	Current Status
5	<p>Category: Client Side Risk Negative perception of NPS by key individuals within major clients/ partners</p>	<p>LEADS TO: Threats to current work undertaken for BMBC, some manager wish to see other consultants employed rather than NPS RESULTS IN: Loss of critical mass of workload</p>	M	M	B	<p>Implement senior manager to deliver "Relationship Management" - KMT</p> <p>Include the value NPS delivers to the Clients with in Key media messages</p> <p>Develop a strategy for promoting success of NPS projects to key clients and balance any focus of negativity</p> <p>As part of our suite of KPI's client satisfaction is closely monitored</p> <p>BMBC have commenced regular focus groups with key BMBC client areas of NPS to ensure that relationship matters run smoothly.</p>	<p>1. Senior managers have had key clients identified to engender relationship management.</p> <p>3. KPI update - There has now been prepared an enhanced suite of KPI and summary reports on customer feedback and NPS performance</p> <p>3. Client Satisfaction surveys have been implemented to enable feedback to be used to improve service delivery3.</p> <p>Have KPI's in place around client satisfaction that gives ownership to teams in terms of performance</p>	Temple, Karen	On Track
6	<p>Category: Client Side Risk Diversification - Major reliance on small number of clients</p>	<p>LEADS TO: having high proportion of workload dependent upon small number of clients RESULTS IN: 1. Exposes NPS Barnsley to over reliance on those clients 2. Being seen as specialists in certain areas which could restrict other opportunities</p>	M	M	B	<p>Undertaking Business development planning - identifying other markets and business opportunities to diversify</p> <p>Monitor the level of none core clients on the balanced scorecard</p> <p>Business Action plan - 1.1 & 1.2 - Diversification</p>	<p>1.1 Monthly marketing and business development meetings</p> <p>1. New clients have been gained in 2013/14 and team members have developed relationships to progress opportunities with these new clients</p> <p>2. Non core clients are measured on the company balanced scorecard</p> <p>3. Have secured places on Frameworks such as YORConsult and Inbusiness for Yorkshire</p> <p>3.1 Business Action plan is in place</p>	Temple, Karen	On Track
8	<p>Category: Client Side Risk Design Quality - Failure to meet client expectations</p>	<p>LEADS TO: inability to be able to meet increasing client expectations with available skills set and resource RESULTS IN: Failure to secure work in a more competitive market due to lack of design reputation</p>	L	M	C	<p>New commissioning process identifies key stages for client sign off. The requirement for formal design reviews, involving both clients and line manager is widely understood.</p>	<p>1. New skill sets have been implemented through recruitment and inter office resourcing</p>	Temple, Karen	On Track

Risk No	Risk Identification (Lack of ... Failure to ...)	Impact or Implication (Leads to ... Results in ...)	Likelihood	Impact	Severity	Control Method and or actions	Progress against control actions	Ownership	Current Status
						<p>Use Client feedback to improve service delivery.</p> <p>NPS Group Insigating Group Design Reviews</p> <p>A restructure within NPSB design team is to take place in the 1st quarter or 2013/14 which will embed skills and abilities and will refresh the team dynamics</p>	<p>2. Client feedback questionnaires have been implemented and feedback is being used to facilitate service improvement.</p> <p>3. Design representative attending Group Design Reviews chaired by Group Design Director</p> <p>3.1 Progressing Northern discipline meetings so that the discipline can work more closely with colleagues in neighbouring offices and share ideas, methods of working, and better ways of working to ensure client expectations are met. In addition there is an initiative to be rolled out to help raise practices across the north in the design disciplines, and mainstream best practice ideas on design reviews and meeting client expectations.</p> <p>3.2 There has been the appointment to the new post of Design and Maintenance Manager where a combined team will report to this manager enabling better alignment of resources and skillsets. This has already started to have some effects on the resource management.</p>		

Risk No	Risk identification (Lack of ... Failure to ...)	Impact or Implication (Leads to ... Results in ...)	Likelihood	Impact	Severity	Control Method and or actions	Progress against control actions	Ownership	Current Status
13	<p>Category: Client Side Risk Poor Service Delivery and / or customer care</p>	<p>LEADS TO: Perception by certain individuals of inferior service delivery has negative impact on reputation within Partner organisation, and/or with external client organisations RESULTS IN: non-renewal of contracts and loss of reputation</p>	L	M	C	<p>Managers to ensure teams focus on taking ownership and responsibility for customer care. Must lead by example. Clients always invited to all post completion reviews ACTION: Review of process for post completion reviews to be completed and implemented Customer Care training to be implemented for wider services following on from the successful training for staff in the WPD area. Implement rigorous procedure for management of projects. Following of ISO procedures to mean that all projects have: Written brief Project Plan Resource plan Ongoing ISO Audits Seek support from other NPS Offices as required Management of client expectations. Clear and pro active communications ISO Client management mechanism regarding to brief/ programme ISO 9001 processes -Customer Satisfaction collection and analysis. Appropriate project monitoring reports available to Directors and Project Managers through Timemaster Effective monitoring of project resourcing Effective training, utilisation and delegation of and to managers at Team and project leader level</p>	<p>1. Implemented and embedded into delivery processes 1.1 Customer Care training for the works planning and delivery team has been implemented. 1.2 Support requested and received from other NPS offices when required 1.3 Audits and reviews of work areas by other NPS offices have been implemented 2. ISO 9001 accreditation achieved. 3. Utilising IT to bring about service improvement including new software package for Legrontella Management and tablet PC's for survey work.</p>	Temple, Karen	On Track

Risk No	Risk Identification (Lack of ... Failure to ...)	Impact or Implication (Leads to ... Results in ...)	Likelihood	Impact	Severity	Control Method and or actions	Progress against control actions	Ownership	Current Status
10	Category: Finance Reduction in fee levels due to a fall in construction costs	LEADS TO: Potential reduction in income received for project work RESULTS IN: lower margins with which to deliver projects which therefore affects profitability	L	M	C	Accuracy in budgeting/ forecasting of schemes. Timely production of revised fee calculations to avoid overclaiming. Managers to closely monitor staff working within targets Adjustment of resources to suit the projected fee level	1. Ongoing use of control methods 1. Staff fee rates taken into account in business plan projection 2.Following a review of the structure a new CAD Technician resource is in post to support more cost effective delivery of service - diverting some work aspects to lower cost base will help mitigate against market forces relating to construction tenders. In addition there is the new design and maintenance manager which will allow for a better deployment of resources and staff 3. This has been implemented	Temple, Karen	On Track
12	Category: Finance Low margins required to win bids in current economic climate	LEADS TO: difficulty or inability to win bids, or run successful bids at a profit RESULTS IN: Threat to future business viability	M	M	B	The introduction of the Ofica resourcing module will assist in prudent targeting of hours in the event that tenders received fall below latest estimate Bidding strategy to be put in place that accounts, for example, for frameworks where low initial bids secure places on framework for subsequent mini - tendering opportunities and direct enquiries.	1. Careful consideration of business opportunities to submit bids for. 1. Ongoing monitoring of tendering performance 1.2 Monitoring of market conditions	Temple, Karen	On Track
24	Category: Finance Effect on the customer base due to the transfer of schools from BMBC to Academy status	LEADS TO: Threats to current work undertaken for the schools by income being devolved directly to schools RESULTS IN: Potential reduction in work and income to NPS	M	M	B	1 Formulating marketing plan for services to Academy 2. Understanding of the Academy set up and how the sponsored and converter academies work	1.1 Additional meetings and marketing plans being formulated in addition - certain Academies continue to use the service of NPS Barnsley and this base is being developed further. 1.12 Progress has been made with Norse to jointly market services 1.13 Relationship managers have been put in place relating to academies. 1.14 Work has been retained on schools prior on transfer to Academy status at a 95% success rate. 1.0 Maintained effective communication with existing schools that buy services from NPS	Temple, Karen	On Track

Risk No	Risk Identification (Lack of ... Failure to ...)	Impact or Implication (Leads to ... Results in ...)	Likelihood	Impact	Severity	Control Method and or actions	Progress against control actions	Ownership	Current Status
28	Category: Information Technology Failure to implement Building Information Modelling (BIM) into our operations and procedures	LEADS TO: Potential loss of competitive edge in delivering a new service that other practices can provide RESULTS IN: Not being a BIM enabled practice and therefore unable to open up new work areas	H	M	B	Bespoke offering for Academies and their sponsor businesses The Group Executive is steering the roll out of this area of operation.		Temple, Karen	No Progress
7	Category: Operational Damage to people and property	LEADS TO: potential prosecution/compensation RESULTS IN: Loss of reputation/finance	M	H	A	Establishment of health and safety committee for NPS Bamsley Ltd Seek to adopt best practice in the field of Health and Safety Develop an annual local action plan	1. Regular meetings of the Health and Safety Committee- Implementation of a Health and Safety Policy - Have a buy back arrangement for assistance from Bamsley MBC's health and Safety team 2. The majority of staff have been accredited to the CSCS card scheme for health and safety including managers and site operatives 3. 1 The annual local plan has been prepared and now implemented 3.2 Delivery of a programme of health and safety training across all teams of staff 3.3 There is a risk management action plan now in place and this is monitored through the health and safety committee	Young, Rob	On Track
16	Category: Operational IT Hardware / Software systems performance and availability	LEADS TO: A downturn in the ability to work RESULTS IN: Loss of income to the business	M	M	B	Periodic meetings with BMBC Strategic IT	1.0 Citrix access is to be rolled out to employees replacing VMware. Bull TCL are working with the IT team at Norwich to implement.	Thompson, Keith	Some Progress

Risk No	Risk Identification (Lack of ... Failure to ...)	Impact or Implication (Leads to ... Results in ...)	Likelihood	Impact	Severity	Control Method and or actions	Progress against control actions	Ownership	Current Status
17	Category: Personnel Unplanned loss of key management individual:	LEADS TO: Critical operational and/or strategic activities lose focus. RESULTS IN: Dilution of other management effort in attempts to mitigate loss.	M	M	B	Review of critical management responsibilities at individual level. Then instruct a nominated deputy in these activities. ACTION: Develop mitigation plans arising from output of the above (KT/ Management team)		Thompson, Keith	No Progress
18	Category: Personnel Failure to manage poor performance	LEADS TO: Under performance RESULTS IN: detrimental effect on others (performance and morale)	M	M	B	One to One's, appraisals. Support from HR when performance issues are identified Planned team manager leadership training	1. Proactively managing attendance and identifying individual performance issues and dealing with them appropriately. 3.0 Planned team manager leadership training has now been undertaken by all team leaders. Action plans to roll out their training has also been implemented.	Thompson, Keith	On Track
20	Category: Personnel Staff "Burn out" - loss of performance/motivation of key staff through workload expectation	LEADS TO: potential loss of key staff through stress and/or finding other employment RESULTS IN: Loss of key skills to the business	M	M	B	Continued implementation of 1-2-1 meetings Using resources from other offices and resourcing planning module on Orica Resourcing module to be implemented on time recording system to align resources and workload appropriately	1. All staff have regular 1-2-1's 2. Have implemented using resources from other offices as and when required	Temple, Karen	On Track

Appendix B Section 8

NPS Barnsley Business Plan 2014/15 Annex 6 Business Continuity Plans

NPS BARNESLEY – BUSINESS CONTINUITY PLANS

The current Business Continuity Plans, approved by the Managing Director NPS Barnsley, is available on demand (copies were provided to the BMBC Client Team on 29 February 2013).

At the time of writing, the Continuity Plans are being reviewed and updated and fresh copies will be approved and copied to the BMBC Client Team by the end of March 2014 in line with agreed targets.

