Executive Summary

We are pleased to report a strong set of results for 2018/19 despite an increasingly challenging environment, with NPS Barnsley emerging from its first formal Council Performance Review during 2018/19, and delivering the requirements of a challenging Performance Improvement Plan.

In this financial year we have fundamentally reviewed the structure of the company through the ‘Construction Review’. This exercise will embed ‘One NPS Barnsley’ and maximise the collective expertise of design, build and engineering. It will create capacity and sustainable growth. It will enable us to pursue and deliver larger projects more efficiently and effectively. It will improve our ability to collaborate, respond and leverage our technical capabilities for the benefit of our clients, and it will create more opportunities for employee mobility and variety in careers.

During the year we’ve also delivered on our key business objectives and achieved our operating margin goal. We continue to work to attract more people into pursuing a career in the construction sector. During the year we welcomed graduates and work experience students, we accelerated our apprentice programme and recruited two talented professionals returning to work following a career break through the 12 week Returners Programme.

A more diverse and inclusive workforce will help to address the critical skills shortage in our industry and our commitment to build a more diverse organisation continues to gain momentum. We aim to attract the best people and continually develop their capabilities so that we can deliver outstanding solutions for our clients and partner, and maintain our position as a high performing Barnsley business.

Through the ‘Norse Way’ local plan we showcase expertise and drive to support Barnsley Council deliver its ambitious plans to Build a Better Barnsley and a Brighter Future. The future depends on what we do today. With the hard work and support of our workforce we believe that we can make a difference to the communities in which we live, and we remain confident for the year ahead.

Karen Temple
Managing Director
Our Group Purpose
To provide innovative end to end property solutions that generate outstanding value for our customers

Our Group Role
To design, build and maintain property solutions and manage property services across all sectors

Our Group Vision
To be the property consultant and contractor of choice in the UK, recognised for delivering outstanding solutions

Our Group Aims
1. Achieve sustainable and profitable growth
2. Expand our customer base and meet our client’s needs while making a positive impact on the communities in which we serve
3. Always deliver high quality services efficiently
4. Maintain a culture where our people thrive and reach their full potential
Our Group Values

Quality - We strive to deliver outstanding quality and make business excellence the standard by which we measure ourselves.

Innovation - We embrace new ideas and have the courage to be creative so our services are delivered in the most effective and safe way possible.

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

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

Linda Pattison, Chief Officer of BIADS said: “BIADS is so grateful to NPS Barnsley for their ongoing support which is vital to keep our services alive. We had a fabulous golf day, everyone involved had a great time while raising funds to help those in Barnsley who are affected by dementia.”
Why we are Different
Why we are different

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

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

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

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

We respect and support our clients, partners and people.

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

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

CONSTRUCTING EXCELLENCE IN YORKSHIRE & HUMBER

Highly Commended at the CEYH Awards for Cannon Hall Porch

BRAND YORKSHIRE

Winner of the Property and Construction Business of the Year

apse

Celebrating Construction in South Yorkshire Awards

Winner of the Training and Project of the Year Under ESM Awards 2018

NPS Barnsley Local Support

“I Know I Can” Barnsley Hospital Charity

“Just want to give NPS a personal thanks on behalf of the Pavilion Group, these are very generous contributions and very much appreciated. It has enabled us to fulfil our ambitious plans.”

Cllr Caroline Makinson
NPS Barnsley
Key Achievements

£17m
Spent with local businesses*

70
Work Experience placements*

£2.05m
Profit share with BMBC*

£42k
Pro bono work for local community groups*

£1.2m
Invested in staff training*

£57k
Raised for local charities*

11%
Staff are apprentices

100
Volunteer hours annually

85
Clients

22%
of the workforce are women

£82m
Turnover*

101
Employees

*2011-2019
Financial Performance
## Financial Summary

### 2019/20 Business Plan

<table>
<thead>
<tr>
<th>Item</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Income</td>
<td>4,263</td>
</tr>
<tr>
<td>External Income</td>
<td>1,712</td>
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<tr>
<td>Contractors</td>
<td>5,012</td>
</tr>
<tr>
<td><strong>Total Turnover</strong></td>
<td><strong>10,987</strong></td>
</tr>
<tr>
<td>Staff Costs</td>
<td>(4,028)</td>
</tr>
<tr>
<td>General Running Costs</td>
<td>(1,505)</td>
</tr>
<tr>
<td>Contractors</td>
<td>(5,012)</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>10,545</strong></td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Gross Profit/ (Loss) before Vol. Discount/WIP</th>
<th>442</th>
</tr>
</thead>
<tbody>
<tr>
<td>GPM% (Excl. Contractors/ Materials)</td>
<td>7.4%</td>
</tr>
</tbody>
</table>

| Volume Discount (2019/20)                     | (221) |

### Profit / (Loss) for the Financial Year

| Profit / (Loss) for the Financial Year       | 221 |
In 2019-2020, NPS Barnsley will maintain an operational profit around 7.5%. This will maintain the return to its shareholders and allow the necessary investment in the company to continue to develop new and cost effective services.

**Turnover 2015/16 - 2018/19**

**Turnover 2019/20**

**Profit Margin**

**2019/20 Profit Forecast**

£442k
NPS Barnsley Finance Performance Measures

**Creditor Days**
- 35 2017/18
- 29 2018/19

< 30 Our target for 2019/20

**Debtor Days**
- 62 2017/18
- 46 2018/19

< 30 Our target for 2019/20

**Current Ratio**
- 1.24 2017/18
- 1.53 2018/19

> 1.50 Our target for 2019/20

**ROCE**
- 26.9% 2017/18
- 21.8% 2018/19

> 20% Our target for 2019/20

**Percentage of Barnsley Spend**
- 48% 2017/18
- 51% 2018/19

> 50% Our target for 2019/20

**Tender Success Rate**
- 76% 2018/19

> 70% Our target for 2019/20

**Turnover per Full Time Employee**
- £117k 2017/18
- £122k 2018/19

> £120k Our target for 2019/20
Our Three Year Plan
NPS Barnsley Three Year Plan

NPS Barnsley aims to achieve 20% sustainable and profitable growth over the next 3 years through:

- Developing new markets & services
- Developing New Work Streams with our Council Partners
- Increased exposure in the private sector
- Actively controlling our overheads

New Markets and Services

Developing New Markets

Building on current impressive success rates (+70%) in winning local work, NPS Barnsley is investing resources in further developing its local tender and bidding strategy with the aim of improving current market share and targeting new markets.

Housing Sector Developments

Build a strong reputation in new build housing development having successfully developed open market sale and social housing sites (5-10 unit sites). NPS Barnsley will broaden its housing sector offer with support from Barnsley Council:

- Source 10-15 unit sites and opportunities initially, and increase site size capability year-on-year
- Develop a 3 year pipeline of housing new build projects
- Form development alliances with local housing associations and contractors
- Refurbish existing private sector rental stock
- Move into change of use/renovation works

New Services

Priorities over the next 12 months are:

- Broaden Clerk of Works
- Strengthen Principal Designer
- Introduce Design Management
- Commercial Energy Assessment
- Conservation architecture
- Design & Build
- Disabled Adaptations

In addition, NPS Barnsley will undertake consultation and market research on the provision of:

- Project Management
- Landscape architecture
- Management contracting
- CCTV/Intruder and Fire alarms fitting and maintenance
- DPS development / management
New Council Driven Workstreams

NPS Barnsley will support delivery of the principal towns programme, also supporting national delivery of estate rationalisation and One Public Estate through Land Solve.

To maintain current levels of business from our partners we will undertake joint grant fund bidding to secure new monies and drive additional local development and projects for example:

- Sheffield City Region funding
- Local Growth Fund programme
- European Structural Investment Funds
- Future High Streets Fund.

Increasing Exposure in the Private Sector

Through continuing pursuit of strong and mutually beneficial partnerships with developers and contractors. We will achieve growth in our external business to maintain a strong trading position.
Actively Control Overheads

Initiatives over the next 24 months include:

- Streamline the current ICT infrastructure and associated costs
- Phase 2 of the mobile technology initiative
- ‘Green’ the fleet and consider options such as hybrid/electric vehicles
- Review office accommodation
- Deliver phase 2 of the procurement strategy and managed supplier arrangements
- Establish an ‘Efficiency Dashboard’ to continually review, challenge and improve operational effectiveness
Finance

Our 2018 Objectives

- Achieve minimum Turnover of £9.7M
- Maintain profit margin around 7.5%
- Maintain Staff productivity rates at around 78%
- Increase levels of non-core client income by 10%
- Achieve £200k income from new service offerings
- Establish pipeline of Housing New Build/Development project
- Achieve debtor days target of 30
- Achieve savings through procurement of £200k

How We Did*

- Turnover of £11.2M
- Profit margin of 7.5%
- Staff productivity rate of 79%
- Non-core client income of £4.6M
- Income from new services of £390K
- Pipeline of Housing New Build projects under discussion (Beever Street, Billingley View and Moorland Avenue)
- Debtor days of 46 days
- Savings through procurement of £211K

What we will do in 2019-20

- Achieve Turnover of £10.89M
- Maintain Profit Margin of around 7.5%
- Maintain Staff productivity at 18/19 level
- Improve non-core client income from 2018/19 level
- Achieve £200K income from new service offerings
- Achieve wider housing sector work aspirations
- Maintain year on year savings through procurement
- Establish and deliver against “Efficiency Dashboard”

Achieve profitable and sustainable growth
2018 objectives review/targets for 2019

Customer

Our 2018 Objectives

- Maintain levels of customer satisfaction
- Further develop the local ‘Norse Way’ CSR plan
- Increase direct expenditure within the Barnsley area >50%
- A tender success rate of at least 35%
- Secure 12 new clients
- Increase private sector work by 10%
- Implement SCR energy and resource efficiency project
- Implement developments agreed within the performance review improvement plan

How We Did*

*Projected based on results to Dec 18

- Adopted Net Promoter Score for Customer Satisfaction - currently all ‘Promoters’ (Score of 100)
- Delivered full programme of CSR activity - credentials widely recognised in sector and through business awards.
- Year-end direct expenditure within the Barnsley area of 51%
- Tender success rate of 76%
- Secured more than 12 new clients
- Private sector client income increased by 10.3%
- Led successful SCR New Energy bid
- Performance Improvement Plan on target for delivery by end March 2019

What we will do in 2019-20

- Achieve Net Promoter Score of at least 80 (equivalent 90%)
- Champion the Norse Way CSR initiative through a programme of local activities
- Maintain direct expenditure within the Barnsley area of at least 18/19 levels
- Focused Tender/Bidding strategy
- Target service provision to Top 5 non-council clients
- Deliver on commitments to Stakeholder Ambitions

Expand our customer base and meet our client’s needs while making a positive impact on the communities in which we serve
Process and People
2018 objectives review/targets for 2019

Process

Our 2018 Objectives

- Extend BIM level 2 projects and 70% of staff Revit competent
- Continue to explore IT/technological design solutions
- Maintain ISO and construction accreditations
- Zero major non-conformances against ISO 9001
- Deliver full mobile technology implementation plan
- Implement outcome of review of Construction Services
- Implement recruitment application tracking system
- Introduce managed supplier arrangement for construction supplies

How We Did*

*Projected based on results to Dec 18

- BIM level 2 extended to cover projects valued >£750k
- Technological solutions to lone/agile working
- ISO Quality, Environmental and all Construction related accreditations maintained
- Zero major non-conformances against ISO 9001
- Phase 1 of Mobile technology implemented successfully
- ‘Construction Review’ delivered
- Kallidus recruitment system implemented
- Managed supplier arrangements introduced for electrical, general building, plumbing and heating supplies

What we will do in 2019-20

- Implement and embed Principal Designer best practice
- Establish and deliver Phase 2 mobile technology plan
- Maintain ISO Quality, Environmental and all Construction related accreditations
- Zero major non-conformances against ISO 9001
- Embed new operational structure and working practices (arising from the ‘Construction Review’)
- Deliver procurement strategy and best practice contract management
- Champion BIM and achieve Norse Group accreditation

Continue to deliver high quality services efficiently
2018 objectives review/targets for 2019

People

Our 2018 Objectives

- Increase staff satisfaction level by 5% on 2017/18 levels
- Reduce staff sickness rates to <3%
- Maintain existing level of apprenticeships, and sponsor internships, work experience placements, Year out student and graduate opportunities
- Increase the number of professionally qualified staff
- Conservation architect registered on the RIBA register
- Expand training plan to support aspirations for new services

How We Did*

*Projected based on results to Dec 18

- Launched new Employee Satisfaction survey - action plan in place to build on results
- Staff sickness rates reduced to 1.2%
- Maintained existing level of 11 apprenticeships, and undertook a programme of schools development activity
- Supported and invested in professional training for staff
- Actively pursuing registration of conservation architect
- Training plan includes support to new services
- Hosted two placements on NPS Returners to Work programme

What we will do in 2019-20

- Improve Employee satisfaction ratings from 2018/19 levels
- Maintain investment in training at or above 2018/19 levels
- Maintain staff sickness rates below Norse Group target
- Individual Training Plans reflect new service aspirations
- Maintain level of apprenticeships
- Maximise conversion rates from Apprenticeships to employment
- Workforce profile is representative of local diversity and demographics

Continue to deliver high quality services efficiently
Our Governance
NPS Barnsley Ltd has completed its eighth year as a Local Authority joint venture company following the successful transition from Barnsley Council on 31 January 2011.

NPS Barnsley is a subsidiary of Norse Group Limited, the diagram above shows the group structure. Norse Group Limited is wholly owned by Norfolk County Council.

The Board of Directors of NPS Barnsley and Barnsley Norse Limited (which is a wholly owned subsidiary of NPS Barnsley) meet every quarter to consider and review the strategies and activities of both companies. Barnsley Council and Norse Group both appoint Directors to the Boards. Barnsley Council and Norfolk County Council have direct controls over certain activities of both companies and these controls are set out in the articles of association.

All Directors have a duty under section 172 of the Companies Act 2006 to act, in good faith, in the way they consider would be most likely to promote the success of the company for the benefit of its shareholders as a whole, and in doing so have regard (amongst other matters) to:

- The likely consequences of any decision in the long term
- The interests of the company’s employees
- The need to foster the company’s business relationships with suppliers, customers and others
- The impact of the company’s operations on the community and the environment
- The desirability of the company maintaining a reputation for high standards of business conduct
- The need to act fairly as between shareholders

Norse Group Limited has adopted the Waste Corporate Governance Principles for Large Private Companies as its Code of Corporate Governance with effect from 1 January 2019.

External financial audits are undertaken by Price Waterhouse Cooper. KPMG are appointed to provide internal audit services to the Norse Group.
Stakeholders’ Ambitions
Whether it’s helping people to achieve their potential, building strong and resilient communities or a thriving and vibrant economy, NPS Barnsley have a key role to play.

**STRONG & RESILIENT COMMUNITIES**

What we do...
- Barnsley hospital heart sponsor
- Proud of Barnsley sponsor
- Barnsley Young Champions Sponsor
- Pro bono work i.e. Rayston Pavillion ‘Volunteer it’ Project
- Annual programme of volunteering
- Staff Charity of the Year
- Member of Better Barnsley Bond Board

What we will also do...
- Embody public health principles within workforce
- Support Berneslai homes initiatives
- Develop councils website and intranet for NPS Barnsley
- More agile workforce initiatives
- ‘Green’ the Fleet
- More low carbon ideas & schemes i.e. explore modular housing and renewables
- Energy audits & wider energy management support

**PEOPLE ACHIEVING THEIR POTENTIAL**

What we do...
- Delivery of Education Capital programme
- Work experience placements
- SCR enterprise advisors
- School internships
- Schools ‘Meet the Employer’ and mentoring initiatives
- Barnsley Big Challenge/Take over challenge
- Workplace wellbeing charter accreditation
- Dementia champion
- Stepjockey sponsorship
- OOH emergency/silver team response support
- Staff DBS enhanced

What we will also do...
- Safeguarding through procurement
- Barnsley College joint working
- Support the Council’s biomass review
**THRIVING & VIBRANT ECONOMY**

**What we do...**
- Workforce of 101
- 75% of staff live in Barnsley & £1.2m invested in training
- 12 Technical & Craft Apprentices
- Member of work & Skills Board
- Signatory of Employer Promise
- Targetted local spend = >£2.5M annually
- Profit Share >£2m to date
- 2 female ‘Returners’ encouraged back to work
- Provide employment in skillsets underrepresented in the region
- Promote opportunities for women in construction (WISH Board)
- Support culture, museums, heritage initiatives
- Social Housing Repairs and Improvement Contract

**What we will also do...**
- Growing business by 20% over next 3 years
- Cross partner work shadowing
- Maximise social value through construction procurement
- Support Barnsley Skills Village
- Inclusive growth - Upskill to retain work within JV
- Joint initiatives with Barnsley Norse
- Workforce succession planning
- New build housing development pipeline
- Deliver Glassworks, courthouse, principal towns, Landsolve
- More planned/preventative maintenance of core assets
- Improve quality of private sector empty homes

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**ONE COUNCIL**

**What we will do...**
- Support the delivery of property related investment funds (Joint grant bidding)
- Establish strategic group (BMBC/NPSB/Bernesial Homes)
- Agree NPS Barnsley 3 year business plan
- Joint Community engagement/volunteering initiatives
- Closer working with Local Education Partnership
- Develop earlier engagement and longer term vision for the partnership (Place shaping)
- Specialist advice/best practice/training initiatives

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**Develop it**  **Protect it**  **Live it**  **Imagine it**
## NPS Barnsley Business Plan 2019/20 - Project List

<table>
<thead>
<tr>
<th>Project / Programme</th>
<th>Total Income</th>
<th>Design</th>
<th>Procurement</th>
<th>Construction</th>
<th>Category</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Housing Development - Bingley</td>
<td>£705,000</td>
<td></td>
<td></td>
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<td>Probable</td>
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<tr>
<td>Barnsley Homes HRA IN705</td>
<td>£705,000</td>
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<tr>
<td>Capital Improvement Programme</td>
<td>£569,094</td>
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<tr>
<td>Farnworth Close - Conversion and Refurbishment</td>
<td>£239,040</td>
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<td>New PRP Contract 2020 - 2023</td>
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<tr>
<td>Billington View - New Build Housing Development, 11 Units</td>
<td>£67,900</td>
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<td>The Glass Works - New Market Coin Bridge, RIBA Stages 4 - 6</td>
<td>£32,490</td>
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<td>Completion of Fixed Fee Final Accounts 2019/20</td>
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<td>CYPF - Mitchell School, Roof Replacement and Mechanical Works Say £200k</td>
<td>£41,856</td>
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<td>Barnsley Close, Old CO Office - Conversion and Refurbishment to Create Apartments</td>
<td>£34,745</td>
<td></td>
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<tr>
<td>Barnsley Close, Old CO Office - Conversion and Refurbishment to Create Apartments</td>
<td>£34,745</td>
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<td>Gas Servicing and Domestic Water Hygiene Risk Assessments 2019/20 - Construction Services Contract</td>
<td>£22,970</td>
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<td>Barnsley Homes, New Refurbishments or Disabled Adaptations</td>
<td>£22,250</td>
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<tr>
<td>The Core Building - Proposed Internal Fit Out/Refurbishment</td>
<td>£30,475</td>
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<tr>
<td>Central Heating Replacements 2019/20 Say £100k</td>
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<td>Provision of Stair Lift Contract 2015 - 2023 (Time Charges)</td>
<td>£16,950</td>
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<td>Planned Maintenance 2019/20 - Management of Asbestos (Time Charges)</td>
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<td>Annual Service and Maintenance of Lifts - Contract Administration 2019/20 (Time Charges)</td>
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<td>CYPF - Condition and Health and Safety Works Say £200K</td>
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<td>Gas Servicing and Domestic Water Hygiene Risk Assessments 2019/20 - Kiern Contract</td>
<td>£10,600</td>
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<tr>
<td>Kennedy Road, Wombourne Common - New Build Development, 3 Units</td>
<td>£13,075</td>
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<tr>
<td>BMBC Site Team - Building 19, Pits for People, Elsecar Market, Cooper Cottage etc.</td>
<td>£12,900</td>
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<td></td>
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<tr>
<td>Planned Maintenance 2019/20 - Management of Legninnia (Time Charges)</td>
<td>£12,800</td>
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<tr>
<td>BMBC Corporate Buildings - Provision of Energy Services 2019/20</td>
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<tr>
<td>CYPF - Mechanical and Electrical Works Say £200K</td>
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<td>Meadowside Drive &amp; Manor Grove, Rayton - New Build Bungalow Development</td>
<td>£7,500</td>
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<tr>
<td>Woodfield Flat - Proposed New External Lift, Pre and Post Contract</td>
<td>£7,210</td>
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<td>Penistone St John the Baptist C of E Primary - Phase 4, Extension to Junior School</td>
<td>£7,200</td>
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<tr>
<td>Disabled Access Funding 7 Extensions Per Annun</td>
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<td>PRP Projects 2019/20 (Time Charges)</td>
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<td>The Glass Works Retail and Leisure Development - DMO Contract Administration 2017 - 2021</td>
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<td>Barnsley Homes Buildings - Provision of Energy Management Services 2019/20</td>
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<tr>
<td>Meadowside Drive &amp; Manor Grove, Rayton - New Build Bungalow Development</td>
<td>£5,650</td>
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<tr>
<td>BMBC Clients Building Maintenance Day to Day Time Charges</td>
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<tr>
<td>Principal Towns Programme Other Workstreams - Design, GIS and Construction</td>
<td>£5,000</td>
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<tr>
<td>EPS Sates 2010 - Works Involved with Architectural - Time Charges, £15k cap</td>
<td>£4,600</td>
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<tr>
<td>Electrical Support on main PRP Projects 2019/20</td>
<td>£4,600</td>
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<td>The Glass Works, Water Public Realm (Cheapside) - Post Contract Services RIBA Stages 5 - 6</td>
<td>£4,600</td>
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<tr>
<td>Community Centre Budget 2019/20 (CS) - Electrical Repairs &amp; Maintenance &amp; 5 Year Testing</td>
<td>£3,500</td>
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<tr>
<td>Southborough Drive Repairs and Renewals - Post Contract Administration 2016 - 2019</td>
<td>£3,500</td>
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<td>Bellebower Avenue, Darfield - New Build Housing Development</td>
<td>£3,621</td>
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<td>Boston Road, Wombourne Dock - Demolition Works and New Build of Ernec Terns Dualings</td>
<td>£3,000</td>
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<tr>
<td>The Courthouse Redevelopment Pre and Post Contract - Cost Consultancy Procurement Advice</td>
<td>£3,000</td>
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<td>Through Floor Lifts and Ceiling Hosta Contract 2018 - 2021 (Time Charges)</td>
<td>£3,000</td>
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<tr>
<td>External Painting Programme 2019/20 (Construction Services) - CMD Service</td>
<td>£2,520</td>
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<tr>
<td>Barnsley Homes - Structural Inspections (Time Charges)</td>
<td>£2,200</td>
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<tr>
<td>Completion of Health and Safety Manuals</td>
<td>£2,180</td>
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<td>Keever Street, Goldthorpe - New Build Goldthorpe Development</td>
<td>£1,255</td>
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<td>External Painting Programme 2019/20 (Kern) - CMD Service</td>
<td>£1,620</td>
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<tr>
<td>Cannon Hall - New Pet Creches</td>
<td>£1,544</td>
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<tr>
<td>2F - 32 Rufford Avenue, Athersley North - Conversion of Shop Units to Create Residential Homes</td>
<td>£1,052</td>
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<tr>
<td>Barnsley Metamondoo - CHP Project (C.O.W)</td>
<td>£1,000</td>
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<tr>
<td>Installation of Automatic Sprinkler Systems in Ern Shoreding Housing Complexes</td>
<td>£1,200</td>
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<tr>
<td>Supporting Procurement Unit</td>
<td>£1,050</td>
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<tr>
<td>Cannon Hall 2019/20 - Monitoring and Maintenance of Kitchen Ranges &amp; Boiler Flueway</td>
<td>£460</td>
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<tr>
<td>79 Beeston-Square, Athersley - Ground Floor Extension</td>
<td>£451</td>
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<tr>
<td>3a and 3b Park Road, Thornes - Conversion to Two 3 Bed Houses</td>
<td>£389</td>
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<td>Meadow Primary - Existing Existing Playground and Create Fenced Ball Area</td>
<td>£370</td>
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<tr>
<td>50 Hope Avenue, Gomersal - Internal Alterations and Ground Floor Extension</td>
<td>£345</td>
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<tr>
<td>Gaeser Primary - Replace Roof Covering</td>
<td>£200</td>
<td></td>
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<tr>
<td>Burton Green Primary - Replace Roof Covering</td>
<td>£777</td>
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<tr>
<td>Burton Road Primary - Replace Roof Covering to Sports Pitch</td>
<td>£764</td>
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<tr>
<td>Unit 2 Carlton Industrial Estate - Replacement Roof</td>
<td>£280</td>
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<tr>
<td>Woodfield Flats - Conversion of 2 Studio Flats Into 1 Bedroom Unit, Say £200k</td>
<td>£498</td>
<td></td>
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<tr>
<td>Mapledown Primary School - Remove 5or Windows, Blinds/Opening, Insert Aluminium Doors/Screen</td>
<td>£443</td>
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<tr>
<td>Hawthorne House - Below Ground District Heating Replacement 2018/19</td>
<td>£449</td>
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<tr>
<td>Bank Hall Primary - New Security Fencing and Site Entrance Works</td>
<td>£286</td>
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<td>Athersley South Primary - Boiler Replacement</td>
<td>£236</td>
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<tr>
<td>Withthorpe Junior - Boiler Replacement</td>
<td>£236</td>
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<tr>
<td>Lumby Primary - Replace Lighting and Ceilings Phase 1</td>
<td>£230</td>
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<tr>
<td>Millhouse Primary - Replace Roof Covering To Flat Roof</td>
<td>£200</td>
<td></td>
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<td>Probable</td>
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<tr>
<td>Wombourne Common Primary - Replace Roof Covering Over Nursery Toilet and Adjacent Classroom</td>
<td>£200</td>
<td></td>
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<td>Probable</td>
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<tr>
<td>Summer Lane Primary - Re-cover Asphault Roof</td>
<td>£200</td>
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<tr>
<td>Churchfield Primary - Boiler Replacement in Hall Block</td>
<td>£200</td>
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<tr>
<td>6th Building Levels Project</td>
<td>£200</td>
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<tr>
<td>Drapping Primary - New Fire Alarm System</td>
<td>£200</td>
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<tr>
<td>Lumby Primary - Nursery Toilet Refurbishment</td>
<td>£100</td>
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<tr>
<td>Kenworthy Primary - Replace Cladding to Nursery Block</td>
<td>£100</td>
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<tr>
<td>Wombourne Common Primary - Refurb Ponte Works School Menu Kitchen</td>
<td>£200</td>
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<tr>
<td>Siddal Primary - Remove Asbestos From Sub-Floor</td>
<td>£120</td>
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<tr>
<td>Siddal Primary - Internal Refurbishment to KIS2 Classroom</td>
<td>£120</td>
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<td>Project / Programme</td>
<td>Total Income</td>
<td>Design</td>
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<td>Construction</td>
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<td>Misc External Income (SAP)</td>
<td>£885,600</td>
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<td>Speculative Bidding to win new work</td>
<td>£540,000</td>
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<tr>
<td>West Yorkshire Police</td>
<td>£540,000</td>
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<td>Malfield School Roofing</td>
<td>£250,000</td>
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<td>Schools Repairs &amp; Maintenance</td>
<td>£220,684</td>
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<td>West Yorkshire Police</td>
<td>£165,910</td>
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<td>Various one stop shop projects (20m pipeline)</td>
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<tr>
<td>West Yorkshire Police</td>
<td>£106,000</td>
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<tr>
<td>South Yorkshire Police</td>
<td>£106,000</td>
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<td>Amey</td>
<td>£86,670</td>
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<tr>
<td>North Yorkshire Police</td>
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<td>Engie</td>
<td>£48,910</td>
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<td>NPAS</td>
<td>£48,910</td>
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<td>Rocherham NBC</td>
<td>£40,500</td>
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<td>Rocherham Lottery Solutions</td>
<td>£23,800</td>
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<td>Land Solve Cell Offs - New Projects</td>
<td>£24,900</td>
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<td>BIC Phase 5</td>
<td>£21,525</td>
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<td>Big Local - refurbishment of Thurnscoe Hotel</td>
<td>£15,900</td>
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<td>Retention Release</td>
<td>£15,900</td>
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<td>BAGS Proj Midterm</td>
<td>£15,900</td>
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<td>BIC Projects (various refurbishments)</td>
<td>£12,750</td>
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<tr>
<td>Arnold Clarke - Motor Dealers</td>
<td>£12,800</td>
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<td>Penistone Leisure Centre projects</td>
<td>£7,900</td>
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<tr>
<td>Design services working directly for Main Contractors</td>
<td>£4,000</td>
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<tr>
<td>Energy Management for Schools 2019/20</td>
<td>£4,000</td>
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<tr>
<td>Darton College Science Classroom</td>
<td>£3,800</td>
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<td>EPL Premises - Energy Management Services (Trend) 2019/20</td>
<td>£3,404</td>
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<td>BBC Premises - Energy Management Services (Trend) 2019/20</td>
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<td>Works Direct For Main Contractors</td>
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<td>Display Energy Certificates for Schools 2019/20</td>
<td>£1,680</td>
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<td>Shadfa Procurement Support</td>
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<td>Eden Street, New Build - Architects Design Novation</td>
<td>£1,000</td>
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<tr>
<td>Meadowside Drive &amp; Manor Grove, Royton - Architects Design Novation</td>
<td>£1,000</td>
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<tr>
<td>Luttrell Primary Academy - Repairs to External Fabric of Building Phase 2</td>
<td>£118</td>
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<tr>
<td>Luttrell Primary Academy - Phase 2 Roofing Works</td>
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<td>NPS Intercompany Work Horse Energy</td>
<td>£80,950</td>
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<td>Cultural Line, Elsecar - New Build Housing Development, 6 Units</td>
<td>£4,947</td>
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<tr>
<td>WoodBark School - Classroom Extension</td>
<td>£1,250</td>
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