

Financial Information in the appendix is not for publication by virtue of paragraph 3 of Part 1 of the Schedule 12A of the Local Government Act 1972

BOROUGH COUNCIL OF WELLINGBOROUGH

AGENDA ITEM

8

Community Committee

9 December 2013

Report of Managing Director; Wellingborough Norse

UPDATE ON PERFORMANCE AND PROGRESS: WELLINGBOROUGH NORSE

1 Purpose of report

To provide an update to members on the performance of Wellingborough Norse.

2 Executive summary

- 2.1 The report highlights the performance of Wellingborough Norse between July and September 2013 and includes information relative to overall performance against objectives, financial performance and other relevant areas that reveal accomplishments and where improvement or adjustments may be required.

3 Appendices

Performance report. (Financial Information is not for publication by virtue of paragraph 3 of Part 1 of the Schedule 12A of the Local Government Act 1972)

4 Proposed action:

- 4.1 Members invited to RESOLVE to note the content of the quarterly report.**

5 Background

- 5.1 March 1st 2012 saw the commencement of a joint venture between the Borough Council of Wellingborough and Norse group to provide amenity and facilities management services.
- 5.2 The background, details and conditions of this joint venture have been the subject of a number of previous reports to Resources Committee and Council.
- 5.3 A Wellingborough Norse Liaison Board, consisting of members of the council and officers of the council and Wellingborough Norse meets on a quarterly basis. The Board met last on 5th November 2013
- 5.4 This report provides an update on progress for the period July-September 2013.

6 Discussion

6.1 The quarterly reports comprise:

- An update on how Wellingborough Norse is assisting the Council in delivering the corporate objectives (and community strategy) as set out in the council's corporate plan.
- An account of what services are provided, last quarter's performance for these services and forecast performance for the coming year, including explanations of non compliance with service performance where required.
- An action plan setting out proposals for how the service will be improve, enhanced or developed. An operational update is included in this version of the Strategic Action Plan.
- Financial information.
- Human Resource information (sickness, training, equalities, health and safety etc)
- Special initiatives and events undertaken or planned.

6.2 The current performance update report is attached as Appendix 1

6.3 The main points to highlight are

- The re-engineering of the management structure and the project to restructure the admin and customer service functions to ensure an effective support function is in place.
- Proactive marketing and business growth strategy.
- The good financial standing of the company and robust budget monitoring procedures in place with monthly accounts report meetings held.

6.4 The company has an objective to achieve business growth in any area of service provision it is involved in. It recognises that the current economic environment is a very difficult one to compete in and therefore has decided to concentrate on establishing a solid structure to base future competitive growth on.

6.5 The Liaison Board has met on a number of occasions and a relationship between the partners is one of mutual respect and a desire to achieve efficiencies at no detriment to service quality.

7 Legal Powers

7.1 Section 111 of The Local Government Act 1972 gives the Council power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

8 Financial and Value for money implications

8.1 There are no financial implications arising directly from this report. The Norse project as a whole though does have financial implications and delivery against this exercise is built into the budget which assumes that cost savings can be achieved by a more commercial approach. Financial update incorporated within the appendix.

9 Risk Analysis

Nature of risk	Consequences if realised	Likelihood of occurrence	Control measures
Cost savings/income not realised	The Council would need to find alternative means of raising income	Low	Monitoring and regular reporting to demonstrate that working practices are being reviewed and additional sources of income sought.
Reductions in service levels	Dissatisfaction by Community	Low	The same workforce will deliver services with regular monitoring
Insufficient control by members	Services not meeting council priorities	Low	Regular reports to council and members on Liaison Board

10 Implication for Resources

As outlined in the financial data in Appendix

11 Implications for stronger and safer communities

None directly from this report although the services carried out by Wellingborough Norse has a direct impact on quality of life and well being.

12 Implications for equalities

None directly from this report. EIA carried out at joint venture implementation.

13 Author and contact officer

John Casserly – Managing Director: Wellingborough Norse

14 Consultees

Steven Wood – Head of Planning and Local Development

15 Background papers

Wellingborough Norse Business Plan

APPENDIX 1



Performance report: July –Sept 2013

CONTENTS

1	Delivery of the Council Corporate Objectives
2	Key Performance information
3	Strategic Action plan
4	Human Resource information
5	Financial information

1. Delivery of the Borough Council Corporate objectives

The overall strategy of Wellingborough Norse will be **“to maintain or improve services for the same or lower cost whilst developing business growth”**

It is also imperative that the provision of services that Wellingborough Norse provide assist the council in delivering its corporate objectives and community strategy.

The aspects of the corporate plan that relate to the Wellingborough Services are tabled below.

What do we want to achieve	Corporate Priority	When to be achieved by	Actions required	update
Increase support for environmental wardens to enforce the by-laws in parks and open spaces.	Reducing crime & anti-social behavior.	April 2013	Implement programme of environmental enforcement and engagement.	Successful prosecutions for flytipping. Enforcement activity pending regarding Victoria Park. Ongoing investigations and Litter Control Notices served.
Explore opportunities for closer working with the voluntary sector.	Delivering efficient and responsive services	April 2013	Seek opportunities to partner with the voluntary sector in the delivery of services.	Wellingborough Norse actively involved in LSP delivery group involving voluntary sector (Your Neighborhood) Involved as partner in Health & Well Being Board.
Improve the quality of town centre cleansing.	Enhancing the environment	April 2013	Review the operations for town centre cleaning to improve quality of litter picking, graffiti and fly-posting removal and general environmental	Re-engineering of structure to provide more support for front line services complete. Chargehand specifically for town centre. Continuation of

			quality. Promote the personal responsibilities of the public and businesses to keep the town centre clean.	'No Excuses' litter reduction campaign. 3 Ways with Waste Action days.
Continue to encourage an increase in recycling.	Enhancing the environment	April 2013	Target, education and enforcement activities towards those who do not comply or comply poorly with the adopted recycling arrangements. Encourage and raise awareness, through education and engagement, of how to develop a waste minimization culture.	Various roadshows undertaken including, composting, recycling awareness. Increase in garden waste collection season. Schools visits.
Deliver a programme of improvements to parks and open spaces.	Enhancing the environment	April 2013	Allocate relevant finding (S106) in accordance with community priorities to improve parks and open spaces in our urban and rural communities.	Re-engineering of structure to provide more support for front line services completed. Includes chargehand for Cemeteries/Parks
Provide a good standard of cleanliness across the borough.	Enhancing the environment	April 2013	Work with local residents to help keep out town, villages and rural areas clean and tidy.	Re-engineering of structure to provide more support for front line services completed. Chargehands to oversee and monitor standards and working practices.

2. Key Performance information

Dept	Measure	Target	Report Freq	July	Aug	Sept	Lead
Cleansing	Maintain customer satisfaction with cleanliness across the borough	70%	A	79%	79%	79%	John Casserly (Managing Director) Nicola Holden (General Manager)
Cleansing	Maintain customer satisfaction with cleanliness in town centre	70%	A	87%	87%	87%	JC/NH
Cleansing	Percentage of abandoned cars removed within 24 hours	90%	M	100%	100%	100%	Mark Reneerkens (Senior Support Officer)
Grounds	Maintain grass cutting frequency	7 cuts per season	A	7 cuts achieved	achieved	achieved	Steve Benamore (Grounds Manager)
Grounds	Maintain customer satisfaction with Grounds and Open Space	70%	A	78%	78%	78%	JC/NH
Domestic Waste	Monitor tonnage of recyclable materials	40%	M	44.46%	40.10%	39.57%	Lisa Bignell (Waste Services Manager)
Domestic Waste	Monitor tonnage of garden waste (cumulative - A-M)	20%	M	25.46%	24.92%	24.34%	LB
Domestic Waste	Monitor number of missed bins monthly (weekly equiv)	20 per week	M	64 (ave 16 per week)	58 (ave 14 per week)	38 (ave 9 per week)	LB

Domestic Waste	Missed bins collected within next working day	95%	M	81.25%	58.60%	65.79%	LB
Domestic Waste	Residual H/H waste (per H/H) in kilos	500.0	A	179.78	239.73	281.81	LB
Domestic Waste	Maintain customer satisfaction with Waste Collection Service	75%	A	87%	87%	87%	LB
Market	Number of Stalls sold on a 4 weekly basis including casuals		M	417	391	387	Steve Dunkley (Cleansing Manager)
Corporate	O' licence rating	Green	Q	amber	amber	Green	JC
Corporate	Vehicle accidents	YTD - Jan - Dec (this month)	M	24(2)	28 (4)	30 (2)	Stewart Scott (Refuse Supervisor)
Corporate	Staff accidents	< equiv month	M	7	4	3	JC/NH
Corporate	Achieve 2012/13 partnership surplus	£150k	M	£124K	£189K	£245K	JC/NH
Corporate	Reduce sickness levels	< 3%	M	5.10%	5.74%	6.53%	JC/NH
Corporate	Business growth		M				JC/NH

3. Strategic Action Plan (action plan setting out proposals for improvement , enhancement or development of services)

The business plan has 4 overall strands:

Financial Information	Performance Information (Direction of travel)
Action Plan	Risk Register

Objective: To provide the best possible services, for the same or lower costs, whilst developing relationships and business growth.

Objective	Outcome	Responsible persons	Timescale Start	Timescale Finish	Progress
Develop and implement effective Customer Service.	Reduced complaints/ increased compliments. Improved reputation and subsequent commercial attractiveness. Trend analysis for continuous improvement. Consistent polite, courteous and professional response. Increased resolution of enquiries at first contact.	John Casserly Lead: Nicola Holden/ Mark Reneerkens	Jul 2013	Oct 2013	Tech support/admin review within the SAP. Item to be placed on Team Meeting agenda in Sept (JC) "Customer Awareness and Complaints Acknowledgment" Presentation and Q&A session held at team meeting in September.
Cleansing Service Review	Positive attitude/ethos Improved quality of service: <ul style="list-style-type: none"> Supervision/oversight (monitoring) Through efficiency/ improved performance create capacity for: <ul style="list-style-type: none"> commercial works and/or Improved service standards 	Nicola Holden Lead: Stephen Dunkley	Mar 2013	Jan 2014	Exercise to Identify and prioritize task that individuals should be involved in and allocate accordingly has been initiated. 'Working Practices' paper and discussion presented to JCC and feedback exercise under way.
Refuse Service Review	Positive attitude/ethos Improved quality of service: <ul style="list-style-type: none"> Supervision/oversight (monitoring) Through efficiency/ improved performance create capacity for: <ul style="list-style-type: none"> commercial works and/or Improved service standards 	Nicola Holden Lead: Lisa Bignell	Mar 2013	Jun 2014	Exercise to Identify and prioritize task that individuals should be involved in and allocate accordingly has been initiated. Team Goals published and distributed. 'Working Practices' paper and discussion presented to JCC and feedback exercise under way.
Grounds Service Review	Positive attitude/ethos Improved quality of service: <ul style="list-style-type: none"> Supervision/oversight (monitoring) Through efficiency/ improved performance create capacity for: <ul style="list-style-type: none"> commercial works and/or Improved service standards 	Nicola Holden Lead: Steve Benamore	Mar 2013	Jan 2014	Exercise to Identify and prioritize task that individuals should be involved in and allocate accordingly has been initiated. Team Goals published and distributed. 'Working Practices' paper and discussion presented to JCC and feedback exercise under way.
Technical Support/ Admin Review	Positive attitude/ethos Flexible range of skills and expertise Through efficiency/ improved performance create capacity for: <ul style="list-style-type: none"> commercial works and/or Increased service technical support 	Lead: Nicola Holden	Sep 2013	Nov 2013	Exercise to Identify and prioritize task that individuals should be involved in and allocate accordingly has been initiated. Team Goals published and distributed. Review Project initiated and ongoing.

Facilities Management Review	Positive attitude/ethos Planned maintenance programme Through efficiency/ improved performance create capacity for: <ul style="list-style-type: none"> • commercial works and/or • Improved service standards • savings Improved understanding of priorities with BCW	John Casserly Lead: John Casserly/ Tom Earl	Jun 2013	Jan 2014	Exercise to Identify and prioritize task that individuals should be involved in and allocate accordingly has been initiated. Team Goals published and distributed.
Develop and implement effective Stakeholder/partnership engagement process.	Improved reputation and subsequent commercial attractiveness. Increased customer base and opportunities for business growth. Increased understanding of and working within partnership ethos.	John Casserly Lead: John Casserly	Jun 2013	Sep 2013	Actively involved in Finedon Rd Industrial Estate BID exercise. A programme of active involvement in a variety of forums including parish councils, CSP, Health & Wellbeing Boards is in place. JC representative at Wellingborough Partnership Annual Seminar Oct 2013 (former LSP forum)
Develop and implement Sales and Marketing strategy.	Increased trade waste sales. Increased grounds work. Increased FM and building cleaning work. Increased cleansing work. Increased range of services provided through commercial or partnership opportunities.	John Casserly Lead: Nicola Holden	Jun 2013	Jan 2014	Sales and marketing strategy to be incorporated in SAP Progress documented against Trade sales. Business Development forum held at Norwich Oct 2013. Business Development Strategy document formulated Oct 2013.
Budgets	Reduced costs to BCW through efficiencies/income generation rather than service cuts. Sufficient funding available to meet BCW aspirations/objectives related to environmental services. Improved SLA and budget understanding with BCW and Wellingborough Norse.	John Casserly Lead: Nicola Holden	Jul 2013	Dec 2013	Adequate financial management system in place. Regular communication with BCW Finance. Clear direction on quality standards commensurate with financial input. Five year financial forecast prepared

Notes:

- Objectives and targets need to be linked with priorities.
- Objectives and targets need to be linked with financial resources available.
- When considering outcomes, ask, how has this happened? Was it due to something we did or not?
- Review what we have done with what we have spent?
- Rather than hope for good results, plan and forecast problems...and solutions.

Operational update: September 2013

- Supporting various events such as Party in the Park, Wellingborough Homes Fun Day, No excuses campaign, Community litter picks and action days (Bozeat), young citizens scheme/ school assemblies.
- Finedon Road Industrial Estate BID – Work continues, Wellingborough Norse is on the Shadow BID board to prepare the proposal to go to other companies in the Industrial Estate for a final decision to be made in approx 6 months.
- Pride of Norse Ceremony on 25th October. Winner – Alan Marriott for his outstanding attitude towards change.
- New livery on vehicles advertising the commercial waste service.
- Radio ad on Connect FM
- JCC/ Team Goals – Progress
- Cessation of garden waste has caused additional calls
- Grass cutting coming to an end, winter bedding planting started, football season, winter maintenance programme commencing.
- S106 monies have been secured to carry out major improvement works on the football pitches and new adult gym equipment in Croyland Park which we have had positive comments from users.
- Street cleansing re-organisation to area based teams to improve coordination with grounds and over all impact on environmental quality.
- Management Development programme complete – Ongoing training and BTEC planned for next year.

4. Human Resource Information

During the period March to June 2012 the following activities have occurred in relation to HR matters.

Leavers	Refuse Loader. Retired.
New starters/ posts established	
Disciplinary action	1 written warning
Health & Safety activity	Review of multi-story car park air quality. Health & Safety Forum created and meets monthly. HSE inspection of Waste Services completed Sept 2012. Positive report.
Sickness	Currently at 4.7%
Structure	A review of the structure inherited from the Borough Council has been completed with a view to aligning the structure with the company objectives. A re-engineering project has been implemented that will result in a more fit for purpose structure. This structure has enhanced the support for front line services and enabled management to focus on the essential elements of service provision and business growth. The next phase is to ensure support services is a fit for purpose structure.
JCC	A JCC forum has been established and meets quarterly.