

Report of the Managing Director, Wellingborough Norse

ANNUAL REVIEW: WELLINGBOROUGH NORSE LTD

1 Purpose of report

To present the annual performance review relating to Wellingborough Norse Ltd for the year 2013-14.

2 Executive summary

The report highlights various aspects of the performance of Wellingborough Norse for the year 2013-14 and includes information relative to overall performance against objectives, financial performance, and other relevant areas that reveal accomplishments or where improvement or adjustments may be required.

3 Appendices

Appendix 1: performance information.
Appendix 2: team goals.

4 Proposed action:

The committee is invited to RESOLVE to note the report.

5 Background

- 5.1 1 March 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 community and resources committees and full council.
- 5.3 A Wellingborough Norse liaison board, consisting of members and officers of the council and Wellingborough Norse meets on a quarterly basis.
- 5.4 This report provides an update on progress for the year 2013-14. (Norse financial year runs from February-March.)

6 Discussion

6.1 Regular (quarterly) reports on Wellingborough Norse comprise:

- An update on how Wellingborough Norse is assisting the council in delivering the corporate objectives (and community strategy) as set out in the corporate plan.
- An account of what services are provided, last quarter's performance for these services, and forecast performances 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 improved enhanced or developed.
- Financial information.
- Human resources information (sickness, training, equalities, health and safety etc).
- Special initiatives and events undertaken or planned.

6.2 The annual business plan is developed and presented around October each year. The framework for the business plan provides for it to:

- Include the overall strategy of the company and how the company plans to assist the council in delivery of the council's community strategy and strategic objectives. *(To provide the best possible services, for the same or lower costs, whilst developing relationships and business growth.)*
- Set out all the outputs of the company, the performance indicators for the services, including any necessary explanation for how compliance with the service specifications is planned to be achieved and including methods for monitoring the delivery of the services and the performance indicators.
- Describe any improvements or enhancements in, or development of, the provision of any of the services.
- Include a financial and resourcing plan.
- Include a major investment plan if appropriate.
- Include a risk register relating to the services within the business plan.
- Include a marketing plan.

6.3 The financial performance during the year is encouraging and a robust budget monitoring procedure is in place with monthly accounts report meetings held. Wellingborough Norse has worked with the Borough Council of Wellingborough finance department in order to assist the balancing of the budget for this period.

6.4 The joint venture operates within a five year financial plan and the financial performance for 2013-14 has exceeded forecasted expectation. The profit forecast within the five year plan for 2013-14 was £135,000. The actual profit was £357,404.

6.5 The increase was in part due to:

- Delayed replacement of plant and vehicles.
- In-house vehicle and equipment maintenance.
- Careful management of staff resources.
- New business.

The partnership arrangement for profit return to BCW therefore sees a return £178,702. (50%)

6.6 In our five year financial plan with BCW, the plan was to create these efficiencies more evenly over the five years; however we have achieved them in the first two years. This is good because the income from new business has been lower than the five year plan expected due to difficult commercial conditions and tough competition.

6.7 As opportunities for efficiencies are depleted we need to concentrate on business growth, through large contracts sourced through our head office in Norwich and small local ventures that created capacity can absorb. This, coupled with our quality work, will give us the competitive edge. Business growth is what will secure all our futures and support our partner, the council.

6.8 The procurement of a new recycling materials processing tender is being undertaken by Wellingborough Norse and the Welland Partnership on behalf of the Borough Council of Wellingborough.

6.9 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. Nonetheless, there has been some success in securing the following:

- Trade waste contracts.
- Ad-hoc building cleaning works.
- Grounds maintenance contracts (schools).
- Cleansing and sweeping contracts.

Wellingborough Norse has been proactive in marketing its services. This has included innovative advertising and sponsorship opportunities.

6.10 The recent management structure re-engineering projects have resulted in a more fit for purpose structure that will support the front line services, in line with the company strategy.

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

6.12 The performance of the various services within the joint venture are measured within the performance framework operated by BCW and include:

- Recycling tonnages (dry recycling and green waste).
- Missed bins.
- Satisfaction surveys (grounds, cleansing and waste).
- Abandoned vehicles.

Appendix 1 provides data in regard to this performance over the year.

6.13 The key points of significance during the year have been:

- Innovative and powerful promotion and marketing campaigns.
- Management team training programme (BTEC).
- Purposeful and practical management restructuring.
- Re-engineering of operations to introduce flexible and cross service working.
- Introduction of team goals improvement programme.

7 Author and contact officer

John Casserly, Managing Director, Wellingborough Norse.

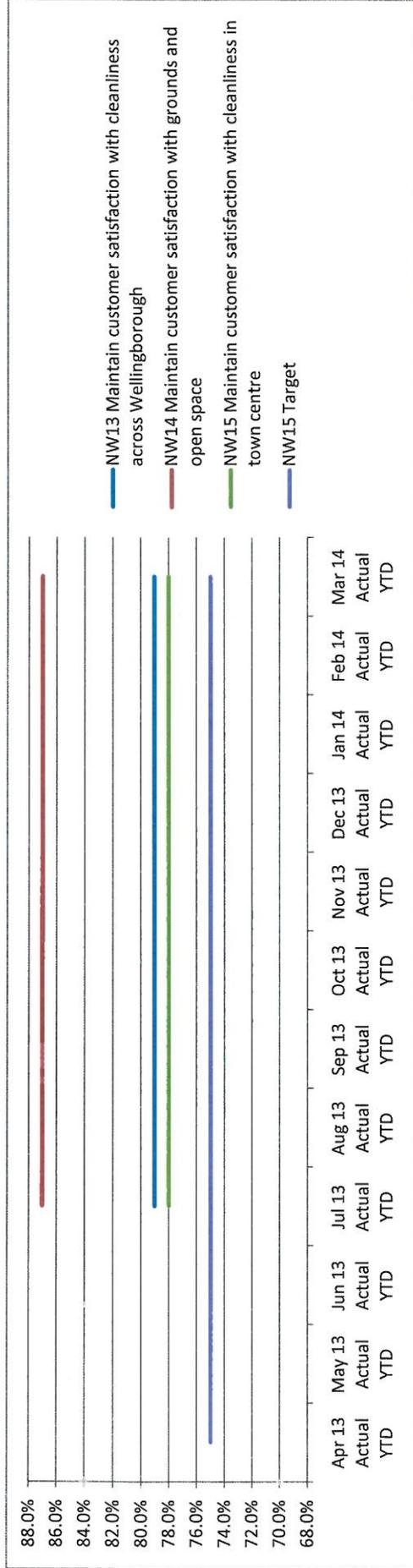
8 Consultees

John Campbell, Chief Executive.
Bridget Lawrence, Head of Resources.
Liz Elliott, Head of Finance.

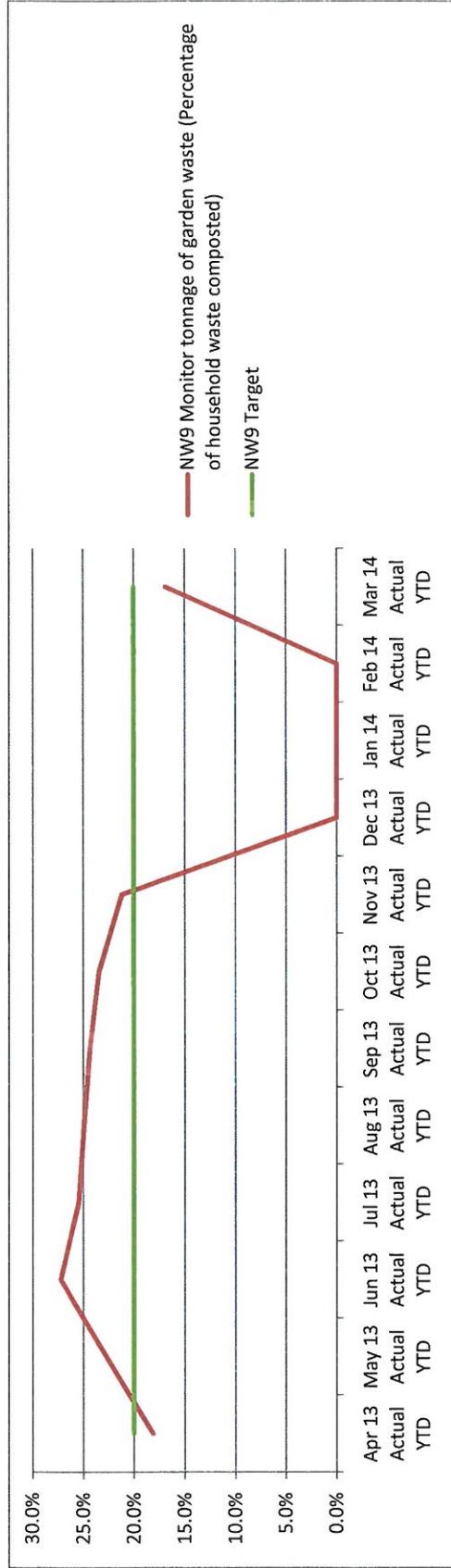
9 Background papers

Wellingborough Norse Business Plan.

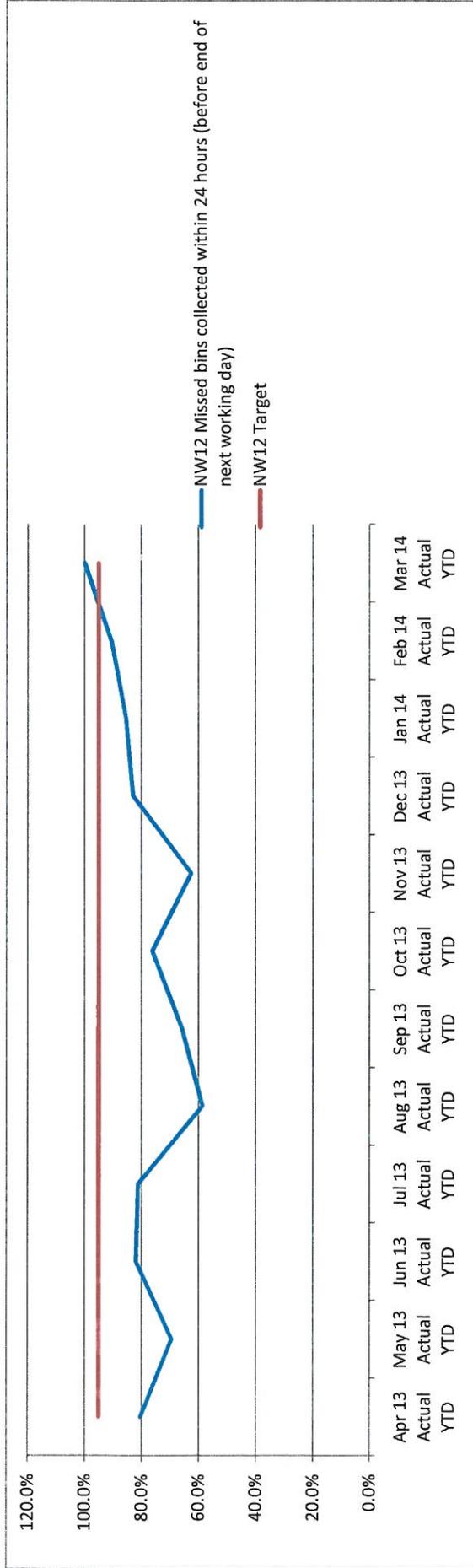
Customer Satisfaction 13/14



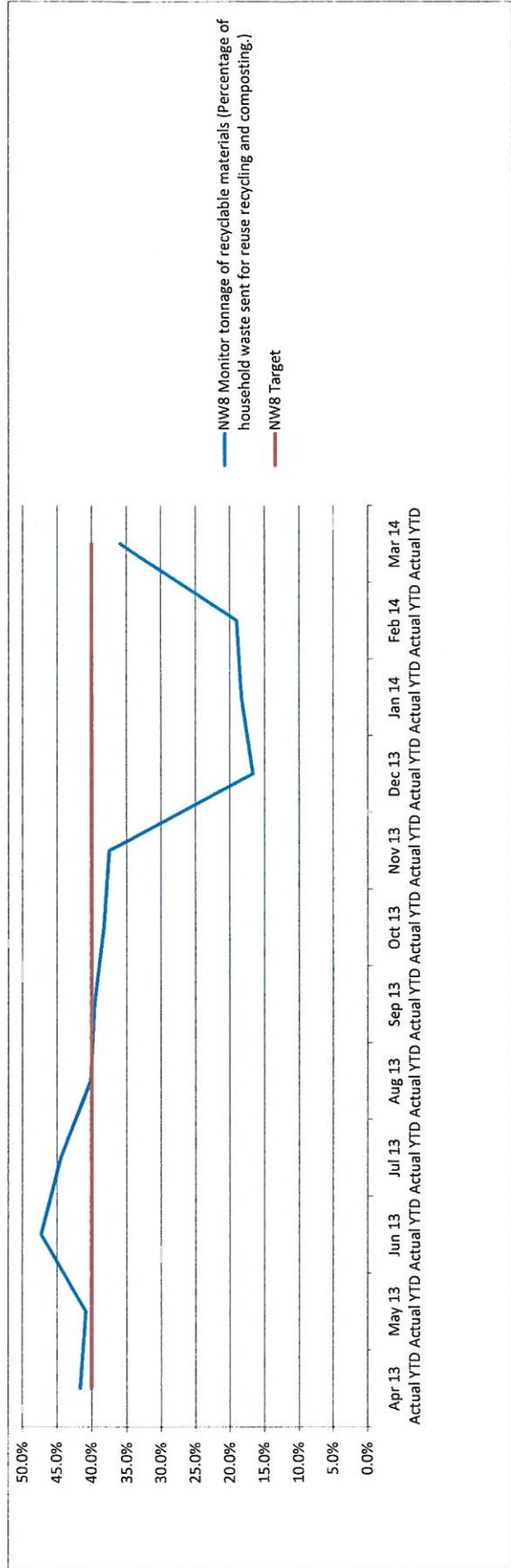
Percentage of waste composted 13/14



Missed bins collected within 24 hours 13/14



Percentage of waste recycled 13/14





Team Goals

- To provide a polite, courteous and professional response to customers and colleagues
- To understand trends from customer feedback and promote problem avoidance
- To identify opportunities for new business
- To respectfully challenge work practices and make suggestions for improvements
- To demonstrate a positive and proactive approach to problems and challenges
- To provide constructive cost-effective solutions
- To take responsibility and continue learning and self-development
- To actively support positive and effective teamwork, sharing ideas and expertise
- To (continue to) adapt to evolving business needs
- To be ambassadors for the Borough Council of Wellingborough and the Wellingborough Norse brand