

Report to Cabinet
11 March 2020
Report of Director of people and neighbourhoods
Subject Norwich Norse (Environmental) Ltd Business Plan

Item

18

Purpose

To consider the Norwich Norse (Environmental) Ltd business plan for 2020/21.

Recommendation

To approve the Norwich Norse (Environmental) Ltd business plan for 2020/21.

Corporate and service priorities

The report helps to meet the corporate priority great neighbourhoods, housing and environment.

Financial implications

The services provided by Norwich Norse Environmental are funded through approved budgetary provision within the General Fund and Housing Revenue Account. Where there is a surplus at the end of each trading year, 50% is returned through a volume discount to the council.

Ward/s: All Wards

Cabinet member: Councillor Kendrick - Resources

Contact officers

Chris Eardley, Environmental services manager 01603 212551

Hannah Leys, Operations Director, Norwich Norse
(Environmental) Ltd 07768692811

Background documents

None

Report

Background

1. Norwich Norse (Environmental) Ltd was formed on 1 March 2013 as a joint venture to provide a range of environmental services on behalf of Norwich City Council. This joint venture is part of a wider group of companies including NPS Norwich Ltd and builds on the experience gained from other local authority joint ventures around the country with Norse Group Ltd.
2. From 1 March 2013, Norwich Norse (Environmental) Ltd took on the responsibility for delivering the grounds maintenance, streets and other cleansing, arboricultural and sheltered housing cleansing services. Other services have subsequently transferred into the service.
3. The full services now include grounds maintenance, streets and other cleansing, arboricultural services, pest control, stray dog service, building cleansing, lifebuoy management, park and playground inspections, sports bookings, car park cleansing and other associated works.
4. Having initially operated on a cost plus basis, the joint venture moved to a budget based process on 1 April 2014. Norwich Norse (Environmental) Ltd is financially stable and has held its profitability over the last three years.
5. The business plan for 2020/21 has been drafted recognising the council's decision to return control of the services delivered by the company to the Council in April 2021.

Purpose

6. The purpose of this business plan is to set out the overarching objectives and resources available to support service delivery in 2020/21.
7. The company prepares to enter the eighth year of operation. In accordance with the governance requirements of the joint venture contract the annual business plan for 2020/21 has been developed in collaboration with council officers for consideration and sign off by cabinet.
8. Should cabinet agree to the approval of the business plan, it will then be for the Norwich Norse (Environmental) Ltd board to then formally sign off the business plan ready for 1 April 2020.

Objectives

9. The past year has seen a continuation of the collaborative working between the council and Norwich Norse (Environmental) Ltd colleagues in order to further refine and determine the changing priorities and requirements of the

Joint Venture. The company will support the Council's objectives and this will be underpinned through delivery of the following:

- Maintaining an attractive environment for residents and visitors to enjoy
- Assisting the Council in delivering set service standards for all parts of the service
- Delivering a service that reflects the needs of a particular area
- Minimising the amount of waste arising and increase the amount that is recycled
- Providing high performing services recognised by residents of, and visitors to, the city as being effective and efficient
- Assisting in the delivery of key operational strategies
- Where possible, the joint venture service delivery will be integrated ensuring maximum efficiency is achieved especially with regard to housing and non-housing operations

10. Norwich Norse (Environmental) Ltd is committed to contributing to the community with its corporate social responsibility agenda in particular the employability agenda and removing barriers to work. A corporate social responsibility log is used to monitor and record commitment and successes.
11. Norwich Norse (Environmental) Ltd has identified key objectives, actions and performance measures for 2020/21. These are documented in a performance scorecard (also known as the balanced scorecard) which is reported on monthly to the Council and reviewed by the company board on a quarterly basis.
12. The business plan sets out the joint venture ambitions to return a company-operating profit of £223,000 of which 50% would be returned to the council.
13. Norwich Norse (Environmental) Ltd remain fully committed to delivering a successful final year of operations under current joint venture model and in line with the agreed priorities for the business.

Integrated impact assessment



NORWICH
City Council

The IIA should assess **the impact of the recommendation** being made by the report
Detailed guidance to help with the completion of the assessment can be found [here](#). Delete this row after completion

Report author to complete

Committee:	Cabinet
Committee date:	March 2020
Director / Head of service	Bob Cronk
Report subject:	NNE Business Plan 2020/2021
Date assessed:	11/03/2020

	Impact			
Economic (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Finance (value for money)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Other departments and services e.g. office facilities, customer contact	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
ICT services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Economic development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Financial inclusion	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Social (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Safeguarding children and adults	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<u>S17 crime and disorder act 1998</u>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Human Rights Act 1998	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Health and well being	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

	Impact			
Equality and diversity (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Relations between groups (cohesion)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Eliminating discrimination & harassment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Advancing equality of opportunity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Environmental (please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Transportation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Natural and built environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Waste minimisation & resource use	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Pollution	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sustainable procurement	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Energy and climate change	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
(Please add an 'x' as appropriate)	Neutral	Positive	Negative	Comments
Risk management	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

Recommendations from impact assessment

Positive

Negative

Neutral

Issues