

Subject: GYBS Liaison Board 5th September 2016 – Report Back

Report to: Environment Committee 12th October 2016

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SUBJECT MATTER/RECOMMENDATIONS

This report seeks to inform Members of the Committee of the discussions held at the GYBS Liaison Board meeting on 5th September 2016.

The Committee is asked to note the contents of the report.

1. INTRODUCTION

This report seeks to inform members of the key discussions and outcomes from the last GYBS Liaison Board Meeting that took place on September 5th 2016.

As Members are aware, some local environmental services such as waste and recycling collection, grounds maintenance, street cleansing, footway lighting, public toilets, repairs and maintenance, cemeteries and crematorium and leisure are delivered by GYB Services as the Council's operational partner. The Council and GYB Services entered into a ten year joint venture (JV) agreement in 2013.

As part of the Governance arrangements of the JV, a Liaison Board was established to oversee the operational issues and as a forum to discuss the day to day management of the JV, quality issues, business plan and budgetary arrangements amongst other matters and to make recommendations as necessary to the Partnership Company Board.

The GYBS Liaison Board has scheduled meetings every quarter although informal, unscheduled meetings are called where serious issues arise that require airing.

2. REPORT BACK FROM MEETING ON 5TH SEPTEMBER 2016

Financial Position

As part of the JV any surplus is shared 50/50. The budget position is reviewed at each Liaison Board meeting. Whilst it is too early in the year to draw any conclusions, the overall position is that currently the figures are showing a lower than anticipated surplus although this is likely to change as the year progresses.

Performance Measures

The performance of GYBS is primarily measured using the balanced scorecard system. The Appendix details this and shows the measures used. The balanced scorecard uses the traditional traffic light system of red, amber, green to show compliance with performance targets. The balanced scorecard covers most of the services provided by GYBS and is not restricted to only issues within the JV. An issue of concern highlighted red is the number of garden waste bins that have been missed and not collected since May. The target is no more than 15 per month but as can be seen the actual figures are significantly higher. There are a number of possible reasons why the figure although dropping has been in excess of the target. It is believed that the issues members were previously advised of surrounding the methodology of the collection of the annual subscription to the service were responsible for the majority of the missed bins up to that time.

Performance indicators can be added to this list at any time with Liaison Board agreement.

Compliments and Complaints.

A further performance measure used by GYBS is the use of compliments and complaints. These help to identify the level and quality of the service provided and work undertaken. The table below details the numbers received for the period May to July:

Service	Compliments	Upheld Complaints	Comps. Not Upheld
Refuse	19	7	2
Building	8	1	2
Grounds	8	4	28
Cleansing	19	-	5
Customer Services	2	-	-
Toilets	4	-	-
Pest Control	2	-	-
Totals	62	12	37

Customer Satisfaction

GYBS also have their own procedures to monitor customer satisfaction using a call back system on a sample of 25 randomly selected service requests. The calls made to customers for the period May to July are shown in the table below.

Service	No. of Calls	No. Satisfied
Cleansing	21	21
Refuse	39	38
Pest Control	15	15
Building	0	0
Total	75	74

The one customer who was not satisfied had experienced a problem with a missed bin. This was eventually resolved to the customer's satisfaction.

Business Growth

GYBS continues to look for opportunities to make savings in the delivery of the service and to identify potential new markets and works. The income from these additional works provides the surplus share element that the Borough Council benefits from. GYBS have secured a million pound project jointly with other Norse companies for the grounds works to the new Norwich Northern Distributor Road

Operation 'Sparkle'

Members will recall receiving a report back at the meeting on the 12th September 2016 around Operation Sparkle and the additional street cleansing and grounds maintenance works carried out and funded by GYBS.

The Liaison Board received an update at its meeting stating that the project had had to be extended for a period of two weeks for two reasons. Firstly there was an equipment failure at the beginning of the project which resulted in the mechanical road sweepers being unavailable for over a week. In addition the anticipated costs were lower than budgeted so the decision was taken to extend the project to utilise the entire estimated budget. The project which was then undertaken over a six week period has now been completed.

3. FINANCIAL IMPLICATIONS

This report carries no direct financial implications for the Borough Council. However, difficulties identified by both the Borough and GYBS in the quality of works and issues raised by Members over the summer will be taken on board and will inevitably form part of the discussions around the budget setting process.

Liaison Board will be considering options to identify an increased flexibility in service, GYB Services are looking closely at delivery to find solutions to some of the difficulties experienced this year.

4. **RISK IMPLICATIONS**

The issues raised over the summer months by members of the public and elected members do identify the reputational risk to both the Council and GYBS. For many residents, visitors and businesses, the Borough Council and GYBS are seen to be part of the same organisation. The issues raised and the need to carry out additional works this summer will lead to a review of the risks affecting both parties.

5. **RECOMMENDATIONS**

Members are requested to note the contents of this report.

6. **BACKGROUND PAPERS**

Agenda of the GYBS Liaison Board meeting of 5th September 2016

Area for consideration	Comment
Monitoring Officer Consultation:	No
Section 151 Officer Consultation:	No
Existing Council Policies:	No
Financial Implications:	No
Legal Implications (including human rights):	No
Risk Implications:	Yes see report
Equality Issues/EQIA assessment:	No
Crime & Disorder:	No
Every Child Matters:	No

GYB SERVICES LTD - 2016/17 BALANCED SCORECARD

Dept	Measure	Target	Report Freq	May-16	Jun-16	Jul-16	Comments (if applicable)	Lead
Cleansing	Recorded 'Standard of Service' Inspections, Public Toilets	10 Per month	M	15	12	16	All ok, no major issues	SN
Cleansing	Fly-tip removal (total for month)	Remove within 3 working days	M	97% (450)	100% (546)	99% (596)	Figures exclude Bbits	AH
Grounds & Leisure	Achieve budget for non-contracted sales £275k	£95k	M	£20k	£80k	£109k		PK
Grounds & Leisure	Maintain grass cutting frequency	21 calendar days	M	28 days	24 days	21 days		PK
Domestic Waste	Service growth (additional properties served within existing resource) - max 500 (cumulative)		M	18 (36)	20 (56)	17 (129)		AH
Domestic Waste	Monitor tonnage of garden waste (cumulative) April - Mar		M	334 (569)	421 (990)	398 (1388)		AH
Domestic Waste	Service Growth - Increase take-up of garden waste service within existing resource - 8000		M	6936	7106	7464	As at 3/8/16	PS
Domestic Waste	Monitor number of garden waste bins missed monthly	15 per month	M	45	43	31		AH
Domestic Waste	Monitor number of missed bins monthly (weekly equiv)	20 per week	M	64 (14)	103 (24)	70 (16)		AH
Domestic Waste	Missed bins collected within 24 hours	95%	M	97%	99%	98%		AH
Trade Waste	Ensure labour costs are within budget of £350k	£116k	M	£56k	£86k	£114k		SF
Trade Waste	Trade waste customer satisfaction (Nov)	95%	A	96%	96%	96%		SF
Trade Waste	Disposal cost as percentage of collection income	40%	M	41%	50%	43%		SF
Trade Waste	Business Growth Summary	£9k	M	£4k	£1k	£15k		SF
Trade Waste	Achieve profit target of £49k	£25k	M	£5k	£12k	£15k		SF
Building & Engineers	Emergency same day repairs - total (attended in target time)	100%	M	91%	87%	100%		AC
Building & Engineers	Asset inspections - car parks (35) (F,M, A, N)	100%	Q	100%	100%	100%		AC
Building & Engineers	Legionella inspections - 28 locations (18 General, 10 Housing)	100%	M	100%	100%	100%		AC
Building & Engineers	Street lighting - above ground repairs within target time (7 working days)	90%	M	77%	66%	77%	24 out of 31	AC
Building & Engineers	Play areas inspection - independent annual audit - number of risks identified moderate or above - rectified within target time	100%	A	91%	91%	91%		AC
Corporate	O' licence rating	Green	M	Green	Green	Green		PT
Corporate	Vehicle accidents (monthly equivalent)	< equiv month	M	1 (0)	3 (0)	5 (1)		AH
Corporate	Staff accidents	< equiv month	M	0 (1)	2 (4)	0 (1)		LC
Corporate	Compliments/Complaints	compliments> complaints	M	17 -17	14 -16	22 -16	13 out of 16 complaints <u>not</u> justified.	AH
Corporate	Achieve 2016/17 partnership surplus of £66k	£-40k	M	£327k	£282k	£-38k		AH
Corporate	Reduce sickness levels	< 3%	M	4.07%	3.13%	2.53%		AH