



Performance Management Board

5 March 2019

Streetwise Environmental Limited – Rushcliffe Prime Contract Annual Review

Report of the Executive Manager - Neighbourhoods

1. Summary

- 1.1. This report will provide Members with an opportunity to review the performance and partnership with Streetwise Environmental Ltd who deliver the Council's street cleansing and grounds maintenance functions under a prime contract arrangement.
- 1.2. John Scott Lee (Managing Director, Streetwise Environmental Ltd) will provide a presentation to Members on performance from April 2018 to present, across key services and outline future plans and initiatives.
- 1.3. Members are requested to comment on performance to date and any areas where the partnership could be strengthened to achieve improved outcomes.

2. Recommendation

It is RECOMMENDED that Members consider and make comments on the performance of Streetwise Environmental Ltd for 2018/19 as outlined in this report and the accompanying presentation.

3. Reasons for Recommendation

- 3.1. The transformation of the Council's Streetwise service into a social enterprise company was a key outcome from the work undertaken by the Environment and Waste Management Member Group during 2012 and 2013. The benefits of the proposal were identified as follows:
 - Creation of an innovative alternative service delivery model which will provide Streetwise employees with the opportunity to build a sustainable future
 - Retaining a significant level of Council influence
 - Maintaining quality standards
 - Improving value for money
 - Promoting improved social values
- 3.2. Following approval by Cabinet in December 2013 and after a period of transition and mobilisation in early 2014 which included the transfer of staff, vehicles and other resources Streetwise Environmental Ltd officially commenced on 1 September 2014.

- 3.3. The company maintains strong operational links with the rest of the Council through comprehensive service level agreements. Importantly the existing functions delivered by the 'in house' Streetwise team, for example, street cleansing and grounds maintenance have been detailed in an operational 'prime contract', which is designed to ensure clear and consistent continuity of service by the company.
- 3.4. Performance of the contract is managed by the Council's Contracts Hub and is measured against a range of performance indicators Following a detailed benchmarking exercise and discussions with the Streetwise Board, and the subsequent agreement of the Portfolio Holder Finance, a proposed extension to the current contract was agreed and will start in September 2019 for a further period of 3 years. The council have agreed such an extension based on the benchmarking report, current levels of performance and importantly have also agreed with Streetwise particular areas to focus on and develop on with immediate effect.

4. Supporting Evidence

- 4.1. Following its launch in September 2014 Streetwise has continued to perform strongly in all key performance and qualitative performance aspects. Since April 2017 contract performance monitoring has specifically demonstrated the following outcomes as outlined in **Appendix A**. In addition to the KPI outcomes other highlights in 2018/19 have included the following;

- The summer bedding display in West Bridgford which continues to provide significant visual benefits in the Town Centre and is very popular with local residents and businesses
- Promptly and efficiently dealing with an overall increase in fly tipping cases in 2018 and some particularly large and difficult cases involving unauthorised encampments
- Continued positive feedback on the Streetwise sponsored illuminated Christmas tree on Tudor Square and provision of a second Christmas tree on Melton Road shopping area
- Contributing to the success of many large events in Rushcliffe including the successful stage of the Tour of Britain across Rushcliffe.

- 4.2. Areas for further improvement highlighted by the Council for Streetwise during 2018/19 have been on the following key issues

- A review of mechanical sweeping schedules to ensure a sustained focus on detritus cleansing in key locations across the borough aligned with leafletting residents where it is particularly difficult to sweep due to the large number of parked cars present
- Closer collaboration with Highways England and Amey on trunk road cleansing to allow sharing of lane closures to allow for litter picking to safely take place on trunk roads
- A revised programme of autumn leaf sweeping based on local knowledge of hot spots and the use of different types of equipment
- Collection and separation of waste for recycling from the new litter/recycling bins being placed in the main town centres
- Ensure the main town centres are properly cleansed by 10 a.m. each day
- Look at improvements in the cleansing of glass recycling sites
- Deep cleansing of public conveniences in the Borough

- 4.3. As part of the detailed negotiations in awarding a 3 year extension to Streetwise and as part of client feedback, benchmarking data and a reduction in satisfaction highlighted in the residents survey 2018, the council took the opportunity to include a new contractual and performance management framework which will be introduced for September 2019. This will include further discussions around the following key areas which the council would like to see Streetwise focus on:
- Whilst currently on target, a commitment to target specific areas where detritus remains a problem such as roads with parked cars, main town centres and central reservations/roundabouts
 - a commitment from Streetwise to deliver sustained improvement in key performance areas such as overall borough cleanliness, toilet cleansing, land drainage, Arena & industrial site maintenance, and open space & grounds maintenance
 - continued commitment from Streetwise to invest in staff training, including front line and management team to increase knowledge, skill and understanding of the industry
 - a commitment to its awareness and use (as appropriate) of industry research & development, and best practice
 - continued commitment to support and engage in community activities to deliver environment benefits across the borough, and establish and work with community litter picking groups and champions to be build and grow on the good work already taking place in many of our communities
- 4.4. In addition to the data outlined in this report Streetwise Environmental Ltd will provide Members with a presentation and will take questions on the above areas and any matters as requested.

5. Risk and Uncertainties

- 5.1. The Council has developed and implemented robust client/contractor monitoring arrangements to ensure the delivery of the prime contract. A new performance management framework is being established to coincide with the planned extension of the prime contract due to commence in September 2019. This will help to further address performance across the contract and focus on areas where historically we know improvements may be required. Client/contractor relationships are further enhanced by close partnership working with the company to ensure that the partnership continues to grow in strength.

6. Implications

6.1. Finance

There are no direct financial implications to this report however it should be noted that the net annual cost to the Council for the Streetwise contract is £1,587,929. The annual sum will rise by £82,219 in 2019/20 due to agreed contractual increases (£52,401 inflation) and variations in the prime contract (£29,818).

6.2. Legal

None.

6.3. Corporate Priorities

6.3.1. **Supporting economic growth to ensure a sustainable, prosperous and thriving local economy** – The creation of a company in the borough which has the potential to grow and expand into new markets bringing jobs and growth into the borough.

6.3.2. **Maintaining and enhancing our resident's quality of life** – The core services delivered by Streetwise Environmental Ltd are fundamental in creating and maintaining an attractive and clean environment which in turn has a significant positive impact on our residents' quality of life.

6.3.3. **Transforming the Council to enable the delivery of efficient high quality services** – The transformation of Streetwise into Streetwise Environmental Ltd is a key example of how the Council has transformed a number of services as part delivering its Transformational Plan.

6.4. Other Implications

None




7. Recommendation

It is RECOMMENDED that Members consider and make comments on the performance of Streetwise Environmental Ltd for 2018/19 as outlined in this report and the accompanying presentation.











For more information contact:	David Banks Executive Manager - Neighbourhoods 0115 914 8438 DBanks@rushcliffe.gov.uk
Background papers Available for Inspection:	None
List of appendices (if any):	Appendix A - Streetwise KPI Averages / Target / Performance Summary

Streetwise KPI Averages / Target / Performance

Score	Classification
1	Poor
2	Weak
3	Fair
4	Good
5	Excellent

	On/Above target
	Just below target
	Below target

KPI/Qualitative Measure	Yearly Average Target	2017 /18	2018 / 19 Achieved to date	On Target	Measured
Percentage of streets passing clean streets inspections	97.5%	98.2%	98.5%		Cumulative score for the year
Improved street and environmental cleanliness : Litter	98%	99.4%	99.4%		Cumulative score for the year
Improved street and environmental cleanliness : Detritus	93.5%	93.6%	94.6%		Cumulative score for the year
Improved street and environmental cleanliness : Graffiti	100%	100%	100%		Cumulative score for the year
Improved street and environmental cleanliness : Dog fouling	99%	100%	100%		Cumulative score for the year
% of fly tips responded to within 48 hours	100%	100%	100%		Cumulative score for the year
% of offensive graffiti removed within 24 hours	100%	100%	100%		Average monthly score
% of Zone 1 areas achieving grade A by 10.00am each day	100%	97.6	95.2		Average monthly score
Number of cases of fly tipping where evidence has been gathered	no target	7	2		Average tips per month with evidence
Assessment of the cleanliness of bring and glass recycling sites	4.0	3.7	3.9		Average monthly score
Assessment of Litter and Dog Bin emptying	4.0	4.1	4.0		Average monthly score
Assessment of Toilet Cleansing	4.0	4.0	3.8		Average monthly score
Assessment of Open space, grounds maintenance, shrub beds and hanging baskets	4.0	4.0	3.8		Average monthly score
Assessment of Land Drainage	4.0	4.0	3.9		Average monthly score

KPI/Qualitative Measure	Yearly Average Target	2017 /18	2018 / 19 Achieved to date	On Target	Measured
Assessment of Civic and Industrial Estates	4.0	4.0	3.7		Average monthly score
Assessment of Cemeteries	4.0	4.0	4.0		Average monthly score
Assessment of Rushcliffe Country Park	4.0	4.5	4.9		Average monthly score
Assessment of community halls	4.0	4.6	4.4		Average monthly score
Assessment of parks and nature areas	4.0	4.8	4.8		Average monthly score
Assessment of playing fields and sports pitches	4.0	4.4	4.7		Average monthly score
Assessment of Hound Lodge	4.0	4.5	4.9		Average monthly score
Number of accident report forms completed - Streetwise staff	no target	27	17 (end qtr 3)		Annual Total
Number of days sickness due to work related accidents - Streetwise staff	no target	146	21 (end Qtr 3)		Annual Total
Assessment of compliance with Waste Transfer Station requirements	4.0	4.2	4.3		Average monthly score