

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 2017 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 2017/18 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 the resulting Streetwise Environmental Ltd is a new company limited by guarantee and wholly owned by the Council. The company has a small board of directors comprising the Managing Director, the Operational Director, the Council's Chief Executive and Service Manager (Finance and Commercial) along with a separate overarching Strategic Board comprising of four Council Members.

- 3.3. 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. The company continues to currently operate from the Council's Abbey Road Depot and maintains strong operational links with the rest of the Council through comprehensive service level agreements. It should be noted that Streetwise are currently considering re-locating to a Rushcliffe owned building on Moorbridge Road Industrial Estate in Bingham, as part of the council's overall ambition to vacate Abbey Road Depot.
- 3.4. 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 during the initial five year period of the contract. Performance of the contract is managed by the Council's Contracts Hub and is measured against a range of performance indicators.
- 3.5. In addition to promoting and developing a strong partnership approach with the Council the company continue to create links with a range of new stakeholders both public and private with a view to developing business opportunities and delivering added social value with local groups and communities.

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 have included the following;
 - The summer bedding display in West Bridgford 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 2017 and some particularly large and difficult cases involving unauthorised encampments
 - Continued positive feedback on the Streetwise sponsored illuminated Christmas tree on Tudor Square
- 4.2. Areas for further improvement highlighted by the Council for Streetwise during 2017/18 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
 - 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 review of autumn leaf sweeping which in general went well in 2017, although further work is needed to ensure an efficient and effective autumn leaf fall cleansing programme for 2018 to ensure residual problem areas are addressed via the use of intelligence from historical hot spots etc.

- Collection and separation of waste for recycling from the new litter/recycling bins being placed in the main town centres
- 4.3. In addition to the data outlined in this report Streetwise Environmental Ltd will provide Members with a presentation covering the following areas:
- Scope of services delivered
 - Performance in key areas
 - Engagement with stakeholders and partners
 - Areas for future development
- 4.4. In preparation for scrutiny Members were asked to submit questions for discussion with Streetwise Environmental Ltd. In addition to their presentation to Members, the Managing Director will take questions on the above areas and any other 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. These arrangements were recently audited and were found to provide a satisfactory level of assurance. 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 £1,357,900. The annual sum will rise by £26,800 in 2018/19 due to agreed contractual increases (inflation) and variations in the prime contract.

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

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

Streetwise KPI Averages / Target

KPI/Qualitative Measure	Yearly Average Target	2016 /17	2017 / 18 Achieved to date	
Percentage of streets passing clean streets inspections	97.5%	97.3%	98.0%	Cumulative score for the year
Improved street and environmental cleanliness : Litter	98%	99.5%	99.1%	Cumulative score for the year
Improved street and environmental cleanliness : Detritus	93.5%	90.2%	92.9%	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%	100%	96.7%	Average monthly score
Number of cases of fly tipping where evidence has been gathered	no target	0.6%	0.5%	Average tips per month with evidence
Assessment of the cleanliness of bring and glass recycling sites	4.00	4.4	3.6	Average monthly score
Assessment of Litter and Dog Bin emptying	4.00	4.2	4.1	Average monthly score
Assessment of Toilet Cleansing	4.00	3.9	4.0	Average monthly score
Assessment of Open space, grounds maintenance, shrub beds and hanging baskets	4.00	3.9	4.0	Average monthly score
Assessment of Land Drainage	4.00	3.9	4.0	Average monthly score
Assessment of Civic and Industrial Estates	4.00	3.9	3.9	Average monthly score
Assessment of Cemeteries	4.00	4.0	4.1	Average monthly score
Assessment of Rushcliffe Country Park	4.00	4.6	4.5	Average monthly score
Assessment of community halls	4.00	4.5	4.5	Average monthly score
Assessment of parks and nature areas	4.00	4.9	4.7	Average monthly score
Assessment of playing fields and	4.00	4.5	4.5	Average

KPI/Qualitative Measure	Yearly Average Target	2016 /17	2017 / 18 Achieved to date	
sports pitches				monthly score
Assessment of Hound Lodge	4.00	4.5	4.4	Average monthly score
Number of accident report forms completed - Streetwise staff	no target	28	17 (to end Dec 2017)	Annual Total
Number of days sickness due to work related accidents - Streetwise staff	no target	171	30 (to end Dec 2017)	Annual Total
Assessment of compliance with Waste Transfer Station requirements	4.00	4.3	4.2	Average monthly score