



**Cabinet**

**Tuesday, 8 February 2022**

**Future Delivery Model for Grounds Maintenance and Street  
Cleansing services**

## **Report of the Chief Executive**

**Cabinet Portfolio Holder for Strategic and Borough-wide Leadership,  
Councillor S Robinson**

### **1. Purpose of report**

- 1.1. This report sets out proposals for the future of Streetwise Environmental Ltd (SWE). SWE is a wholly owned Council company set up in 2014, to deliver a range of environmental services including the Council's street cleansing and grounds maintenance functions with the additional purpose of operating commercially and generating growth in scale and revenue. There are actually two companies with Streetwise Env Ltd (trading) acting as the trading arm, and Streetwise Env Ltd (teckal) providing the main Council contract. It is proposed that the services are moved to an inhouse delivery model by 1 September 2022, the day after the Council's current prime contract expires and the companies are wound up with trading continuing in accordance with permitted exemptions.
- 1.2. This proposal is based on an overall assessment of how well suited the SWE model is to support the Council's current corporate priorities and whether the company model can continue to add value for the Council in this highly competitive sector.

### **2. Recommendation**

It is RECOMMENDED that Cabinet:

- a) approves the dissolution of Streetwise Environmental Ltd (teckal) with the service to move to an inhouse model of delivery by the Council by 1 September 2022;
- b) asks the Cabinet Portfolio Holder for Environment and Safety to provide Cabinet oversight to the insourcing project;
- c) authorises the Chief Executive to take all necessary steps to give effect to the transition in line with the core principles set out in Appendix B;
- d) authorises the Monitoring officer to work with the Streetwise Company Secretary to take all necessary steps to comply with the legal requirements arising from the dissolution of the companies including signing company filings;

- e) approves the use of £0.3m from the Organisation Stabilisation Reserve (to be incorporated within the MTFs to be presented to Full Council) to meet transition costs as stated at paragraph 7.1.3;
- f) puts on record its thanks to Mr Nigel Carter, Managing Director of Streetwise Environmental Ltd, Mr Keith Daniel, Chairman, and the Streetwise staff for continued high quality service delivery; and
- g) receives an update report on progress later this year including an update on the timeline for the dissolution of Streetwise Environmental Ltd (trading). The existing Streetwise Oversight Board will continue to meet during this period.

### **3. Reasons for Recommendation**

- 3.1. The Council's existing prime contract for grounds maintenance and street cleansing services is due to expire at the end of August 2022. In preparation for this event the Council commenced work during summer 2021, to review the contract and part of that work involved asking a third-party industry expert (Kelake Ltd) to undertake a full service, contract, and value for money review of SWE and consider whether the current service achieves value for money.
- 3.2. Kelake advised that the Council would be unlikely to achieve savings by going to the open market and that either a further contract extension or insourcing would be the most viable option and offer the best value for money.
- 3.3. Given the highly competitive nature of the ground's maintenance market and the recent loss of a sizeable contract, SWE's future business plan was predicated on expansion through the acquisition of similar businesses and further activity often outside of the Borough. Whilst this is a perfectly acceptable and legitimate private business growth model, recent high-profile reports into Council-owned companies have given rise to concern in government and the Chartered Institute of Public Finance Accountants (CIPFA) regarding the risks that council-owned companies can pose to the stability of a local authority. For example, Croydon and Slough are two councils where company failings were factors that contributed towards the issuing of s114 Notices. Whilst we are not in this position with SWE, these reports have led to a shift in approach to local authority commercialisation and a change to CIPFA guidance; it is therefore prudent to consider the companies' future at this time. SWE's emphasis on business acquisition as a key lever to potentially generate more return is perceived as a risk which is greater than the return and is not something the Council wishes to pursue as a direction of travel as this is not considered to fit with the Council's corporate priorities and company purpose
- 3.4. The Council's corporate priorities centre on the need to keep a sharp focus and prioritise maintaining the Borough in a well-cared for, clean and tidy state which is a key element of the environment corporate priority. Focussing on the Borough Council work and some ancillary contracts within the Borough would enable an inhouse SWE to prioritise this over business growth further afield.

- 3.5. A further consideration is that the context of service delivery in local government has changed considerably over the last ten years, when previously authorities were being encouraged to explore the creation of companies to trade commercially to help their financial positions. However, since that time there has been a gradual move back towards inhouse models which give greater control and flexibility of resourcing and this has also been further driven by a significant tightening of the rules on local authority trading and borrowing by national regulators as detailed in paragraph 3.3.
- 3.6. The financial cost of the contract provided by either the inhouse or the company models is broadly similar, as the core elements of the prime contract service delivery (as set out in Appendix A) will continue. Even so there are anticipated to be further cost savings from both the use of the Council's existing staffing resource (e.g. financial services and systems) and the avoidance of additional governance overheads with an inhouse model. Section 7.1 details the financial implications.
- 3.7. Exposure to risk is reduced as the Council already underwrites SWE risks as the company's owner and main funder.
- 3.8. It is important to emphasise that SWE has operated relatively successfully over the last few years and that the proposal to insource the service is not due to any failure on the part of the existing company. However, the loss of a significant contract coupled with CIPFA guidance cautioning against the use of Council funding for commercial gain (e.g. company acquisitions), means that the SWE business plan is not considered to meet the overall priorities of the Council.
- 3.9. The outcome of the recommendations of the report would mean the dissolution of both the teckal company which delivers the Council's prime contract and the SWE trading company which facilitates wider private sector work. Private sector work can still continue within the guidelines and limits for local authority trading.

#### **4. Supporting Information**

- 4.1. In 2011, as part of the Council's previous Transformation Strategy, which was set in the context of local government emerging practice and national financial challenges at that time, the Council commenced exploring how its street cleansing and ground maintenance service (Streetwise) could be transformed into a social enterprise company, which in addition to delivering the Council's core environmental services could also commercially trade subject to any legal limitations using the Streetwise brand and reputation. The main benefits of this model of service were seen to be as follows:
- An innovative alternative service delivery model, which will provide employees with the opportunity to build a sustainable and thriving local business.
  - Retaining a significant level of Council influence.

- Maintaining quality standards.
  - Improving value for money.
  - Promoting improved social values – supporting community initiatives and events and local businesses through high standards and responsiveness.
- 4.2. A member working group was created to oversee the project and following reports which were approved by Cabinet on 11 September 2012, 3 December 2013 and 1 July 2014, the Streetwise Environmental Ltd company commenced operation on 1 September 2014, as a wholly owned company of the Council. To ensure appropriate governance a Streetwise Oversight Board was formed which included senior officers and Cabinet members and an independent non-executive Director was subsequently recruited to support SWE.
- 4.3. The company was established under a “teckal” procurement exemption which enabled the Council to directly award a contract for its services for a five year period with an option to extend. A detailed prime contract specification captures the broad range of statutory and non-statutory services delivered by SWE on behalf of the Council which includes street cleansing, litter and dog bin emptying, fly tipping removal, ground and pitch maintenance, floral displays etc (see Appendix A for a detailed summary). A robust contract performance management framework for prime contract services was put in place by the Council to ensure service delivery standards were maintained. A range of performance indicators were established to measure key service delivery outputs and regular operational and strategic contract management meetings were held and these continue. Regular performance data has been presented and reported through various channels and scrutiny was provided by the Council’s Partnership Delivery Scrutiny Group and more latterly the Corporate Overview Group, through the provision of prime contract performance information. Subsequently, Streetwise Environmental Ltd (trading) was set up to enable the company to expand its amount of commercial work.
- 4.4. Following a due diligence exercise in late 2018, involving a data review, customer feedback, and benchmarking information, sufficient independent evidence was gathered to support a decision to exercise the existing contractual extension clause for prime contract services for a further three-year period from 1 September 2019 to 31 August 2022. The decision was taken on 24 January 2019, following consultation with the Cabinet Portfolio Holder for Finance, in line with the Council’s scheme of delegation.
- 4.5. In terms of a summary of overall service performance in respect of the prime contract it has been variable, particularly over the first three years of the contract with an average compliance of 74.6%; however, internal client satisfaction has been slowly increasing from 29% in 2018 to 55% in 2020. From 2018, improvements in performance were evidenced and with further progress captured in an action plan, performance was deemed satisfactory to support a contract extension as detailed in paragraph 4.4. Progress has continued to be made with 81% in November and 91% in December 2021, of services either on target or at excellence; however, a key area for attention has been the ability to achieve service consistency for these very high profile public facing services.

Importantly the triennial resident survey showed a small fall in public satisfaction in street cleanliness from 2015 to 2018, but this rose in 2021, from 63% to 67% and this was also matched by a small increase in public satisfaction with the cleanliness of parks and open spaces from 70% to 71%. Conversely there was an 8% increase in responses indicating a problem with rubbish and litter on the streets. This is still being investigated as a range of factors may be influencing this including pandemic related litter, particularly during the summer months when parks and open spaces were heavily used.

- 4.6. In addition to the prime contract at the time the company was set up, it was anticipated that there would be the opportunity for growth and expansion through replication of the social enterprise model with other local authorities along with developing environmental and place management services with developers, housing providers and other public sector partners. Despite some successes and growth, the competitive nature of the market has seen opportunities to be limited, private contracts are often let on an annual basis and other local authorities have sought to either keep their own environmental services in house or create their own company models. The Company itself has made very little profit after tax over the years it has been in operation. Admittedly there have been some mitigating factors such as Covid, although the main reason is that the nature of the street cleansing and grounds maintenance market is that it realises low level of profits and is very competitive.
- 4.7. As a result of these circumstances the SWE remains largely reliant on the prime contract from the Council meaning that financial and delivery risks ultimately remain with the Council. However, due to the necessary contractual and governance overlays between the two separate organisations, appropriate influence and control also requires more complex arrangements than direct service delivery.
- 4.8. In parallel the context of outsourcing in local government has changed considerably from 2010, and onwards, when it was championed at a national level by public sector policy. Latterly the trend has been more towards insourcing as evidenced from a report in 2019 by the Association for Public Service Excellence (APSE), which said 77% of UK councils were planning to bring services back inhouse that year. This has largely been driven by a desire to reduce costs, increase control and flexibility; however, in addition there have been some very high-profile cases such as the collapse of Carillion which has in part led to the National Audit Office and CIPFA to tighten their frameworks for outsourcing and financial controls.
- 4.9. With the strategic environment for commissioning services changing and in preparation for the end of the prime contract in August 2022, the Council commissioned an independent industry expert (Kelake Services) to undertake a review of the service and the prime contract arrangements. They made several observations including that:
  - a) Streetwise provides a service that is value for money compared to other private sector providers.

- b) Any savings on bringing the service inhouse may be offset by increases in other costs such as pensions.
- c) Clarity would be needed going forwards on the core purpose of SWE, if a social enterprise model can be delivered and the likely scale of any future profit that could be returned to the Council.

4.10. Taking these considerations into account and following a review of available options it is proposed that transitioning SWE to an inhouse model would offer the best approach to meet the Council’s objectives, enable control, flexibility, and adaptability in this very competitive sector. Importantly, by direct control the Council can set a clear focus on delivering a high-quality service that better meets the Council’s priorities of ensuring the Borough’s public realm is tidy, clean, and well cared for. Furthermore, SWE as an inhouse service will also continue to have the opportunity to collaborate more closely with public sector partners on service and collaborative initiatives whilst also charging for discretionary services such as tree maintenance etc when offered to the private sector using powers set out in the Local Government Act 2003 and the Localism Act 2011. This cost recovery model will help to support the efficiency, effectiveness, and value for money for the new inhouse service.

**5. Alternative options considered and reasons for rejection**

As part of the work undertaken by Kelake, in addition to the inhouse delivery model put forward in this report two other viable options were identified in terms of delivering the prime contract from 1 September 2022 onwards. In preparing the report the authors undertook a range of appropriate research and risk analysis in respect of these options and a summary of their findings are detailed in Table 2.

**Table 2 Alternative option appraisal summary and reason for rejection**

A	Continue with the local authority company model and offer a contract extension	This was presented as potentially viable option subject to a number of challenges including revising the vision and purpose of the business, the robustness of the companies’ future business plan, the need for any future capital investment and where this would come from, an assessment of current and future pension liabilities. However, notwithstanding these challenges this option does not meet the Council’s current political and corporate priorities due to the reliance on the acquisition of other small companies to grow the business
B	Open Tender	This option was assessed as likely to increase Council costs, reduce value for money and reduce even further the Council’s control over the service. Any new commercial operator would be looking to achieve a much

		higher return on their investment over the life of the contract than the existing local authority company model
D	Do Nothing	Not a viable option as the prime contract ends on 31 August 2022

## 6. Risks and Uncertainties

- 6.1. The recommendation to move to an inhouse structure will simplify the reporting and performance management arrangements in place.
- 6.2. There are several transitional risks both known and inevitably currently unknown relating to operations, staff resources, other contractual work, asset condition, leases held etc that would all need to be clearly and quickly assessed and documented in a risk register with appropriate mitigation, if the recommendations of this report are approved. An early assessment of the value of contracts shall need to be undertaken to understand trading options going forward. However, the Council has robust management of change organisational procedures and project management best practice arrangements that would be followed as part of any transitional plan. This would include the formation of a project team of Rushcliffe Borough Council (RBC) and current SWE staff under the direction of a senior responsible officer with regular reporting to the Cabinet Portfolio Holder for Environment and Safety.
- 6.3. The risks as stated in paragraph 6.2 will also impact on the budget going forward (see 7.1 Financial Implications). Prudent assumptions have been made with regards to budget projections. Key financial risks include:
- A higher number of FTE frontline staff as recommended in the Kelake report are included in the inhouse offer.
  - Prudently it is assumed that employees transferring to RBC will join the Local Government Pension Scheme and therefore there are increased pension costs (higher employer's contributions).
  - There will be both company tax and balance sheet issues to resolve as the Company is wound down, for example, the re-acquisition of Streetwise vehicles, the transfer of cash balances and the repayment of Council loans.

## 7. Implications

### 7.1. Financial Implications

- 7.1.1. Detailed work has been undertaken in terms of understanding the SWE existing budgets and the Council determining an inhouse comparative budget. There are inevitable risks (covered at paragraph 6.3) as there are with any budget. In undertaking this work the Council has been prudent in its assumptions.

7.1.2. Appendix C gives a breakdown of the overall position summarised as follows:

- a) The anticipated budget for Streetwise for 2022/23 is £1.884m, this compares to the inhouse bid of £2.005m (£0.121m cost deficit, subject to the comments at (b) and (c) below).
- b) The inhouse bid does include support service and management recharge estimates from existing RBC staffing (£0.211m). This is not an additional cost to the Council and therefore improves the financial position for the Council with an overall net surplus of £0.09m (from the £0.121m cost deficit).
- c) It is anticipated further savings could be realised through leaf sweeping and tree maintenance efficiencies (£0.110m). Therefore, giving a potential overall budget surplus of £0.2m (from 0.09m).
- d) Further savings may accrue once the Council has more fully interrogated the position on existing contracts as it transitions to providing the service internally and moves away from the company.

7.1.3 Inevitably there will also be costs of change with the potential for additional project management, legal and financial support being required as well as any staffing organisational change costs. £0.3m is therefore requested from the Council's Organisation Stabilisation Reserve to cover such costs. Based on £0.2m of anticipated annual budget efficiencies this should be paid back within 2 years. The Council's Transformation Programme will also be amended as part of the MTFS for 2023/24, to incorporate the additional budget efficiencies anticipated.

7.1.4 A vehicle replacement programme is required whether the service is provided by a Company or the Council. The Capital Programme will be updated as part of the 2023/24 MTFS. Costs are estimated at £1.2m over four years with £184k per annum built into the inhouse budget, as a contribution to reserves (over a seven-year repayment period, linked to the expected life of the assets).

## 7.2. Legal Implications

7.2.1 Governance arrangements of the SWE companies have evolved, most recently an Oversight Board has been established with Councillor and Statutory Officer representation to represent the interests of the Council and to provide strategic oversight of the companies' activities. These arrangements will fall away and shall be removed from the Council's Constitution when appropriate.

7.2.2 The Council is the sole shareholder of the Streetwise companies holding 100% of the shares, the transition shall therefore need to consider the obligations this presents and take any steps appropriate to company law. A number of administrative steps will need to be taken in order to dissolve the companies, which are within the Council's powers and duties. The Council has a general competence powers in s1 Localism



Act 2011 which empowers it to undertake the actions recommended in this report.

7.2.3 The winding-up process must be carried out in accordance with the Companies Act 2006, and any tax implications for both the Council and the Streetwise companies as a result of dissolving them should be considered with specialist advice being obtained.

7.2.4 All contracts held by the companies shall need to be considered and novated as appropriate. Continuity of service provision to existing clients will be maintained.

### **7.3. Equalities Implications**

7.3.1. There are no immediate implications from the report recommendations; however, equality considerations will form a key part of any future project plan and if any equality implications are identified the appropriate equality impact assessment will be undertaken.

7.3.2. Any decision to bring SWE back to the Council will be covered by The Transfer of Undertakings (Protection of Employment) Regulations 2006. There are 49 members of Streetwise staff and the Chief Executive as Head of Paid Service at the Council will work directly with the Managing Director of SWE, supported by East Midlands Councils to ensure that the transfer is undertaken smoothly with the appropriate communication, consultation, and support in place for staff.

### **7.4. Section 17 of the Crime and Disorder Act 1998 Implications**

In addition to ensuring that Rushcliffe's public spaces are tidy and well cared for, which helps to create an important foundation for a positive community safety feeling, the Streetwise service includes several functions such as fly tipping removal which have a direct impact on crime and disorder investigation and prevention. A change of future service delivery model will not impact negatively on this situation.

### **7.5. Other implications**

There are currently a number of small external contracts delivered by SWE to parishes, schools, and other organisations. The priority will be business as usual for both the Council work and these existing external contracts. During the period to the transfer it is proposed that SWE would not actively seek further contracts beyond the Rushcliffe geography unless there is a clear synergy that adds value to Rushcliffe and its residents. After the transfer, the charging arrangements and amount of external work undertaken by an inhouse Streetwise team will be governed by the existing powers set out in the Local Government Act 2003 and the Localism Act 2011.

## 8. Link to Corporate Priorities

Quality of Life	A clean, tidy, and well-maintained public realm is a key foundation that should positively enhance our local residents' quality of life.
Efficient Services	It is vital that any future in house Streetwise service is organised and resourced in an efficient and effective manner to maximise their service delivery impact
Sustainable Growth	Streetwise will continue to explore opportunities to work closely with developers and other public and private sector partners to deliver environmental services which support sustainable development and growth
The Environment	Streetwise's core service functions including cleansing and grounds maintenance have a significant and positive impact on the Boroughs environmental quality. In addition, the operation and delivery of the service to meet environmental standards and the Council's carbon management commitments will be of paramount importance.

## 9. Recommendation

It is RECOMMENDED that Cabinet:

- a) approves the dissolution of Streetwise Environmental Ltd (teckal) with the service to move to an inhouse model of delivery by the Council by 1 September 2022;
- b) asks the Cabinet Portfolio Holder for Environment and Safety to provide Cabinet oversight to the insourcing project;
- c) authorises the Chief Executive to take all necessary steps to give effect to the transition in line with the core principles set out in Appendix B;
- d) authorises the Monitoring officer to work with the Streetwise Company Secretary to take all necessary steps to comply with the legal requirements arising from the dissolution of the companies including signing company filings;
- e) approves the use of £0.3m from the Organisation Stabilisation Reserve (to be incorporated within the MTFS to be presented to Full Council) to meet transition costs as stated at paragraph 7.1.3;
- f) puts on record its thanks to Mr Nigel Carter, Managing Director of Streetwise Environmental Ltd, Mr Keith Daniel, Chairman and the Streetwise staff for continued high quality service delivery; and
- g) receives an update report on progress later this year including an update on the timeline for the dissolution of Streetwise Environmental Ltd (trading). The existing Streetwise Oversight Board will continue to meet during this period.

<b>For more information contact:</b>	Katherine Marriott 0115 914 8291 <a href="mailto:kmarriott@rushcliffe.gov.uk">kmarriott@rushcliffe.gov.uk</a>
<b>Background papers available for Inspection:</b>	Previous reports referenced.
<b>List of appendices:</b>	<b>Appendix A</b> – Streetwise Prime Contract Service Areas - Summary <b>Appendix B</b> – Core Principles <b>Appendix C</b> - Financial Analysis – Streetwise Contract Compared to Inhouse Service

## Appendix A

<b>STREEWISE PRIME CONTRACT SERVICE AREAS - SUMMARY</b>
<b>Public Toilets Cleansing</b>
<b>Hostel Hound Road</b> – Grounds Maintenance – mowing, shrub beds, hedge, moss clearance
<b>Recreational Open Spaces</b> – grounds maintenance - mowing, strimming, weed spraying, hedge and shrub maintenance, litter picking, clean street furniture
<b>Grantham Canal</b> – litter picking and dog foul clearance
<b>Estates Open Spaces</b> - Grounds Maintenance - mowing, strimming, weed spraying, hedge and shrub maintenance, litter picking, clean street furniture
<b>Nature Reserves</b> – grounds maintenance of nature and sensitive sites
<b>Rushcliffe Country Park</b> - Grounds Maintenance - mowing, strimming, weed spraying, hedges
<b>Tree Works</b> – management of Council tree work across the Borough
<b>General-Amenity Cleansing</b> – Cleansing all Zone 1 town and village retail areas by 10am, public bin management (installation, repair, emptying), cleansing of all county highways and footpaths (litter and mechanical sweeping), cleansing of Highway Agency Trunk Roads A46, A52 and A453 (litter, mech sweeping, central res clearance), fly tipping management, cleansing encampments, fly posters, dead animals, graffiti, dog foul, public sporting and other events cleansing, community signage installation.
<b>Arts and Events</b> special Council-led events – support and cleansing
<b>Hanging Baskets and Planters</b> – annual beautification programme with planters, troughs, baskets etc.
<b>Bingham Market Stalls</b> – litter cleansing, ice/snow management
<b>Industrial/Business Estates</b> – grounds maintenance – mowing, weed spraying, strimming, shrubs and hedges, litter picking, mechanically sweeping car parks.
<b>Car Parks</b> – mowing, hedges and shrubs, litter picking, mechanically sweeping
<b>Cemeteries</b> – grounds maintenance – mowing, strimming, weed spraying, litter picking.
<b>Land Drainage</b> – maintenance of watercourse, grills, culverts, banks. Includes inspection, repairs, clearance work, strimming.
<b>Eastcroft Depot</b> – mechanically sweep yard
<b>Bring and Glass Recycling Sites</b> – cleansing
<b>Bridgford Park</b> (high priority site) – grounds maintenance – mowing, weed spraying, ornamental lawns, wildflower meadows, hedgerows, plant beds.
<b>Sports Fields</b> – grounds maintenance and grounds management of pitches – mowing, strimming, weed spraying, hedgerows, shrub beds, litter picking, pitch marking and goal post management, sanding and forking, spiking and rolling, soil analysis and fertilising, solid tine, reseeding etc..

<b>Play Areas</b> – RoSPA inspections, play equipment repair and replacement programme, grounds maintenance, synthetic brushing, play bark and sand top-ups.
<b>The Hook Park</b> - grounds maintenance – mowing, weed spraying, wildflower meadows, hedgerows.
<b>Community Halls</b> - grounds maintenance – mowing, weed spraying, shrub beds, litter picking, mech sweep car parks
<b>Community Safety</b> – community trailer to events and cleansing, signage installations.
<b>Elections</b> – support as requested by the Elections Team
<b>Emergency Works and Standby Service</b> – people for the out of hours duty roster, labour materials and plant for emergencies (snow/ice/flooding/removal of dead animals).
<b>EH Camera Surveillance Support Service</b> – monitoring and replacing camera batteries, retrieving hard drive data.

## Core Principles

<b><u>1</u></b>	<p><b>Protecting and improving front-line services delivered “inhouse”</b>  <b>Positive Impact:</b> The proposed change will not impact negatively on service delivery. The focus will continue to be on front line services, protected from market forces. Delivery of services inhouse also offers greater flexibility than exists under the current contractual arrangements.</p>
<b><u>2</u></b>	<p><b>Strengthening the focus on maintaining a high-quality public realm</b>  <b>Positive Impact:</b> An inhouse service will ensure its top priority is to keep the borough well cared for, clean and tidy. The service will under direct control positively integrate with other internal services such as parks and open spaces, estates etc to ensure that appropriate and consistent service standards are maintained</p>
<b><u>3</u></b>	<p><b>Strengthening the voice of staff and protecting their employment status</b>  <b>Positive Impact:</b> Employment terms and conditions will be protected under TUPE and staff will be welcomed into, and have a voice through well established vehicles and as part of, the Council</p>
<b><u>4</u></b>	<p><b>Strengthening the delivery and value for money of ‘environmental’ services</b>  <b>Positive Impact:</b> Greater opportunity for streetwise to work collaboratively with Council colleagues on service developments and offer enhanced discretionary services on a chargeable basis to target markets.</p>
<b><u>5</u></b>	<p><b>Enhancing the opportunities for joint working across key partners e.g. Town and Parish Councils, Via, Highways England</b>  <b>Positive Impact:</b> To be further work in partnership with strategic asset and environmental services and seize opportunities as they emerge to work more collaboratively and effectively with a resulting improvement in efficiency and effectiveness .</p>
<b><u>6</u></b>	<p><b>Protect the brand of “Streetwise”</b>  <b>Neutral Impact:</b> The Streetwise brand will be maintained and will continue alongside Recycling2go as a highly regarded service delivering a positive impact on resident’s quality of life and the environment around them.</p>
<b><u>7</u></b>	<p><b>Protect the joint and close working with the voluntary and community sector</b>  <b>Positive Impact:</b> Retain the close working with the voluntary and community sector on issues such as community clean ups and enhance this via closer links within and across the Council’s Directorates and via shared values as one organisation. Enable a ‘one council’ approach to working with the voluntary and community sector and better support opportunities to join up this work with other environmental partners</p>
<b><u>8</u></b>	<p><b>Protecting and maintaining our assets:</b>  <b>Positive Impact:</b> Removes complexity of leases and duties across the two organisations and look to invest in ‘green’ technology to meet the Council’s carbon reduction targets</p>
<b><u>9</u></b>	<p><b>Streamline the bureaucracy and processes to focus on front-line services:</b></p>

<b>Positive Impact:</b> Joined up approach across systems and processes, removing duplication whilst ensuring quality and performance standards are maintained
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## Financial Analysis – Streetwise Contract Compared to Inhouse Service

### 1. Prime Contract Budget and Impact on the Council's Overall Budget

<b>Rushcliffe Costs</b>	<b>£</b>
Employees	1,182,215
Premises	71,880
Supplies and Services	154,664
Support Costs	182,140
Transport	367,188
<b>Total Cost</b>	<b>1,958,087</b>
Estimated increase in RBC costs - pay award, fuel etc	46,693
<b>2022/23 RBC Prime Contract Budget (A)</b>	<b>2,004,780</b>
Current Prime Contract Cost	1,767,138
Increase required for contract renewal	116,862
<b>Streetwise Budget (B)</b>	<b>1,884,000</b>
<b>Net Cost Comparison to Prime Contract C = (A-B)</b>	<b>120,780</b>
<i>Internal recharges (already included in RBC budgets)</i>	
Staff Costs included above already in RBC establishment	(70,000)
Support Costs included above already included in RBC budget	(141,000)
<b>Total Recharges (D)</b>	<b>(211,000)</b>
<b>TOTAL OPERATIONAL SAVINGS E = (C + D)</b>	<b>(90,220)</b>

### 2. Additional Income from other work

<i>Planned Future Savings:</i>	
Leaf Sweeping	(70,000)
Potential expansion of external contracts	(40,000)
<b>TOTAL PLANNED SAVINGS (F)</b>	<b>(110,000)</b>
<b>NET OPERATIONAL SAVINGS G = (E + F)</b>	<b>(200,220)</b>