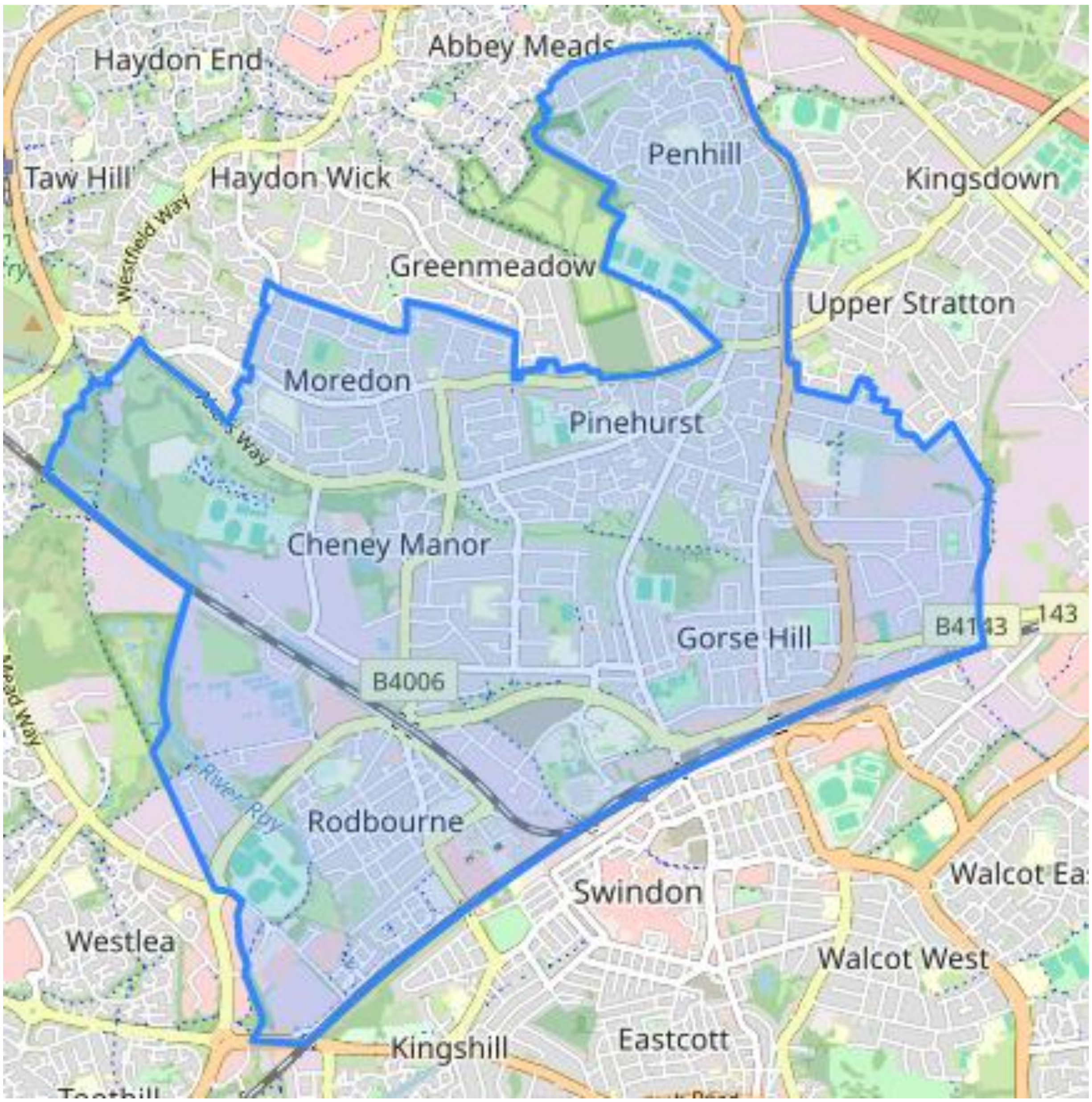
FGP-2026.41

Grounds Maintenance and Street Cleansing
Future Delivery Options Appraisal

Committee: Finance & General Purposes Committee
Wards Affected: All Wards
Report Author: Andrew Briggs, Head of Operations
Date: 16th June 2026



Central Swindon North Parish area - indicative map

1. Purpose of Report

1.1 This report presents Members with options for the future delivery of the Council's Grounds Maintenance and Street Cleansing services following expiry of the current contractual arrangement in July 2027.

1.2 The report sets out the operational context, service scale, current and projected costs, specification requirements, procurement considerations, delivery options, risk profile and officer recommendation.

1.3 Members are asked to consider the options and determine the Committee's preferred strategic delivery model for recommendation to Full Council.

2. Executive Summary

2.1 Grounds Maintenance and Street Cleansing is one of the Council's largest, most visible and most financially significant recurring services.

2.2 Central Swindon North is a large urban parish serving approximately 38,000 residents across a substantial part of north and central Swindon. The Council manages and/or maintains a wide public realm estate, including parks, recreation grounds, play areas, sports pitches, allotments, pavilions, public toilets, grassed areas, shrub beds, meadow land, hardstanding, footpaths, cleansing routes and backland areas.

2.3 The current annual contract cost with Idverde is circa £772,000 against an approved annual budget of £799,000. A future full external re-tender is currently estimated at £850,000 to £950,000 per annum, subject to final specification, confirmed service volumes, market testing and procurement outcome.

2.4 Over a three-year term, a full external contract at this level would represent approximately £2.5 million to £2.8 million. Over a five-year term, it would represent a contractual arrangement in excess of £4.25m. This is a major recurring commitment in the context of a 2026 precept in the region of £2.4 million.

2.5 The Council is now in a more informed position than during the original 2019/2020 procurement. However, the future specification must be properly scoped before procurement, particularly in relation to adopted land, GIS mapping, service frequencies, resident expectations, enhanced standards and areas where responsibility between CSNPC and Swindon Borough Council needs clarification.

Updated dataset from IVD - 2026 Swindon Data (1).xlsx

2.6 The principal delivery options are:

- Option A: full external re-tender for Grounds Maintenance and Street Cleansing.
- Option B: split model, with Grounds Maintenance externally procured and Street Cleansing brought in-house.
- Option C: full in-house delivery of both services.

2.7 On balance, the officer recommendation is to proceed toward a full external re-tender under a revised and strengthened specification. This is currently considered the clearest route to market testing, legal compliance, operational resilience and manageable delivery risk.

2.8 If Members wish to explore a split or full in-house model, a detailed business case should be prepared before any final commitment is made.

3. Operational Context and Service Scale

3.1 The service covers a substantial and varied operational area.

3.2 Key assets and locations relevant to the wider service include:

- Moredon Sporting Hub
    - Princess Elizabeth Pavilion
- Pinetrees Community Centre
- John Moulton Hall
- Even Swindon Community Centre
- Gorse Hill Community Centre
- Moredon Community Centre
- Des Moffatt Western Community Centre
- Chippenham Close Community Centre
- The Reading Rooms
- Chapel Street public toilets
- Pembroke Gardens and Pavilion
- Southbrook Recreation Ground and Pavilion
    - HbuF
- Mannington Recreation Ground and Pavilion
- Seven Fields Recreation Ground and Pavilion
- Edinburgh Street Recreation Ground
- St Mark’s Park and Penhill Park
- Parkside Hub
- 16 play areas
- 9 allotment sites
- Moredon and Rayfield Meadows
- Other adopted or maintained public realm areas

3.3 The original 2019/2020 pricing tables remain an important baseline. These should be reconciled with the most recent Idverde operational dataset and any additional adopted land or enhanced requirements.

CSNPCP~1 Part C
Volume Four Financ

Service Area	Original Pricing Volume	Unit	Frequency
General cleansing	785,929	m²	2
Litter bins	200	No.	26
Annual leafing	406,007	m²	2
High amenity grass, boxed	2,162	m²	12
Parks amenity grass	344,482	m²	10
General amenity grass	855,391.49	m²	10
Rough grass Type 1	3,472	m²	10
Meadow grass	180	m²	1
Shrub beds	15,863.35	m²	2
Herbaceous beds	136	m²	1
Hedge cutting Type 1	18,224.39	linear metres	1
Hedge base maintenance	9,187	linear metres	10
Senior football pitches	15	No.	16
Artificial cricket wicket	1	No.	12
Play area maintenance and inspection	16	site basis	30

3.4 The most recent Idverde dataset gives a more current operational picture:

Asset / Service Area	Quantity	Frequency / Notes
Amenity grass	1,200,586.99 m²	Every three weeks
High amenity grass	2,162 m²	Every alternate week
Rough grass	3,472 m²	2x a year
Meadow grass	180 m²	Every 52 weeks
Shrub areas	17,100.30 m²	Every 52 weeks
Hedges	14,077.99 linear metres	Every 52 weeks
Hard surfaces	741,340 m²	2x a year
Bins	199 bins	Varied - daily (no weekends); three times weekly; twice weekly

3.5 The November 2025 IDV bin usage review identifies 199 bin entries across the cleansing routes. This broadly aligns with the historic pricing baseline of 200 bins, although the dataset should still be checked for any duplicated locations, removed bins, replacement bins or route-coding differences before the final specification is issued.

3.6 CSNPC should formally require Swindon Borough Council to confirm all adopted areas relevant to Grounds Maintenance, Street Cleansing and public realm maintenance. This should include plans, adoption dates, maintenance responsibilities and any associated service implications. The Parish should not be expected to infer responsibility through assumption or informal operational practice.

3.7 The service has historically required contract management, a dedicated grounds team, a dedicated street cleansing team, specialist plant and seasonal resource. This demonstrates the level of operational resources required to maintain visible standards across the Parish.

4. Current Service Overview

4.1 In 2018/2019, the Council conducted a value for money exercise of the Grounds Maintenance and Street Cleansing arrangements, then delivered through Swindon Borough Council's Streetsmart service. That review identified that the existing arrangements were costly and didn't provide the Council with the level of direct specification control, performance management, flexibility or transparency required for a service of this scale.

Value for Money Report.pdf

4.2 At the time, the Streetsmart service was estimated to cost the Council in the region of £732,914 per annum. The subsequent outsourced contract with Idverde was awarded at circa £570,000 per annum. The move to an externally procured model allowed the Council to test the market, define the service through a formal specification and introduce clearer contract management.

MS 5.2 - GM Work Programme.xlsx

MS 5.1 - SC Work Programme.xlsx

4.3 The current contract includes:

- Horticultural services, including grass cutting, hedge maintenance, herbaceous borders, annual bedding and floral displays.
- Cleansing and general maintenance services, including litter removal, graffiti removal, leaf clearance and sweeping of paths and hard surfaces.
- General sports pitch maintenance, including football & cricket.
- Play area inspections and associated reporting.
- General maintenance of recreation grounds, parks and public open spaces.
- Ad hoc works and project support as instructed by the Council.

4.4 The original specification was based largely on information available from Swindon Borough Council at the point of transfer. The current contract period has provided the Council with a clearer understanding of operational volumes, mapping anomalies, adopted and newly transferred land, complaint-sensitive locations, seasonal pressures, cleansing demands and performance management requirements.

5. Specification Review and Future Service Requirements

5.1 A detailed specification review is required before procurement, or any alternative delivery model is implemented.

5.2 The review should include:

- Reconciliation of the original pricing volumes and current Idverde operational dataset.
- GIS and site-plan review.
- Confirmation of land ownership and maintenance responsibility.
- Formal SBC confirmation of adopted areas, adoption dates and funding implications.
- Review of General Fund, HRA, leased and adopted land.
- Review of service data, complaints and recurring operational issues.
- Review of resident and Member priorities.
- Review of current contract performance.
- Review of enhanced service expectations and affordability.

5.3 The future specification should consider whether the following are to be included, clarified or enhanced:

- Green Flag standard maintenance at St Mark's and Penhill.
- Roundabout maintenance.
- Compact mechanical street sweeping.
- Enhanced mowing and presentation standards.
- Dedicated / localized barrow operatives.
- First-of-season cut and collect on key spaces.
- Consistent follow-up strimming and blowing around obstacles and street furniture.
- Jet washing paths and street furniture, hand hoeing and weed control.
- Footpath edging.
- St Mary's Churchyard mowing and strimming.
- Street sign cleaning.
- Adopted back alleyways and backland sites.
- Public Rights of Way (where relevant to the Parish service).
- Additional adopted areas, including examples such as Trowbridge Close, Nightingale Rise, Parkside Hub, Moredon Sporting Hub, The Gardens and the Western Flyer.
- Bedding, shrub and tree maintenance.
- Weekend and bank holiday cleansing cover.

- Enhanced sports pitch maintenance.
- Meadow land maintenance.
- Graffiti, fly-posting and fly-tipping removal or response support.
- Clear SLA response times and rectification standards.
- Digital monitoring and reporting.
- Route optimisation and efficiencies.
- Enhanced environmental standards.
- Traffic management requirements.

5.4 A clearer specification will reduce the risk of inaccurate pricing, omissions, future variations, responsibility disputes and inconsistent standards.

6. Financial Context and Cost Benchmarks

6.1 The current annual contract cost with Idverde is circa £772,000. The current approved annual budget is £799,000.

6.2 For review purposes, a full external re-tender is estimated at £850,000 to £950,000 per annum, subject to specification, confirmed volumes, market testing and procurement outcome.

Contract Term	Estimated Total Contract Value
3 years	£2.55 million to £2.85 million
5 years	£4.25 million to £4.75 million

6.3 The Council reviewed the full in-house option in 2024. The AKS in-house model is a useful evidence base for Option C, although it would require updating before any final decision.

AKS 2024 In-House Model	Original Model Figure	Inflation-Adjusted Planning Position
Annual operating cost	c. £921,304	C. £1M
Mobilisation / setup requirement	c. £555,293	c. £594k to £615k depending on base-date assumption
Year 1 contract cost	c. £1.032m	c. £1.10m if uplifted from 2025 to 2027 at 3.4% p.a.
Five-year model total	c. £6.195m	c. £6.62m if uplifted from 2025 to 2027 at 3.4% p.a.
Average annualised cost	c. £1.239m p.a.	c. £1.325m p.a. if uplifted from 2025 to 2027 at 3.4% p.a.

6.4 The AKS model supports the view that full in-house delivery is likely to be materially more expensive than the current contract and may sit at, or above, the upper end of the external re-tender range once mobilisation, depot, fleet, staffing, insurance and support services are properly included.

CSNPC Swindon In House costs AKS 01.

6.5 The decision should be assessed on a whole-cost basis. This includes contract price or direct delivery cost, client-side management, procurement support, legal advice, TUPE advice, insurance, depot requirements, fleet, mobilisation, contingency, complaints handling, health and safety and support-service costs.

6.6 The Council is also managing wider financial pressures, including 2 x Public Works Loans, asset maintenance, building refurbishment, play area improvements, compliance works, decarbonisation projects and other operational commitments. The future service model must therefore be affordable within the Council’s medium-term financial planning.

6.7 South Swindon Parish Council Comparator

6.7.1 South Swindon Parish Council took a different delivery route at broadly the same time as CSNPC. As they moved toward an in-house delivery model for grounds maintenance and street cleaning

6.7.2 The comparison is not directly like-for-like. South Swindon has a different geography, asset base, staffing structure, formal park estate and operational history. However, it is useful because it demonstrates the scale of staffing, fleet, depot and recurring revenue costs associated with operating a direct public realm service at parish level.

South Swindon’s draft 2026/27 budget shows a total precept requirement of £3,752,904 and total budget expenditure of £4,082,494. The Band D equivalent is £190.40 per annum, or £3.65 per week.

The core Street Cleaning & Grounds Maintenance budget for 2026/27 is £1,326,054. This includes direct staffing costs of £843,491 for salaries, £105,666 for employer National Insurance and £148,882 for employer pension contributions. The total direct staffing cost within that budget is therefore approximately £1,098,039, representing around 82.8% of the Street Cleaning & Grounds Maintenance budget.

The same budget also includes operational costs such as staff expenses, training, insurance, digital service provision, consumables, general maintenance, health and safety, fuel, tools, vehicle maintenance, vehicle tracking, vehicle tax and planting.

South Swindon also has a separate Parish Maintenance budget of £493,743 for 2026/27. This includes salaries, employer National Insurance, employer pension, general maintenance, tree maintenance, tools, machinery purchase, equipment hire, street furniture, external inspections, play renewal fund, water and a £90,000 vehicle renewal fund.

When the Street Cleaning & Grounds Maintenance and Parish Maintenance budgets are combined, the total is approximately £1,819,797, representing around 48.5% of South Swindon's 2026/27 precept requirement.

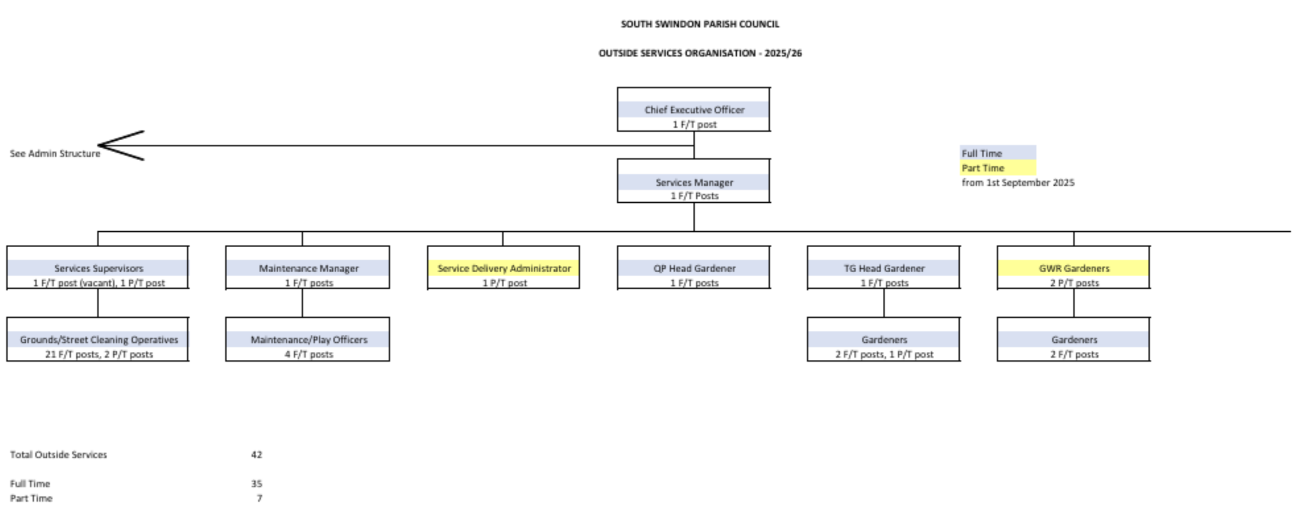
South also budget separately for their formal parks, including Town Gardens, Queen's Park and GWR Park. The 2026/27 budgeted overheads are £272,498 for Town Gardens, £204,853 for Queen's Park and £73,827 for GWR Park.

When these are added to Street Cleaning & Grounds Maintenance and Parish Maintenance, the wider public realm, parks and maintenance comparator is approximately £2,370,975, equivalent to around 63.2% of South Swindon's 2026/27 precept requirement.

PDF

07. South Swindon
Parish Draft 2026-27

The staffing structure for South's Outside Services shows the scale of resource required to support this model. The structure identifies 42 Outside Services posts, made up of 35 full-time and 7 part-time posts. This includes management, supervision, service delivery administration, grounds and street cleaning operatives, maintenance and play officers, head gardeners and dedicated gardening teams.



7. Procurement, Legal and Specialist Support

7.1 Given the value of the future service, any outsourced or hybrid arrangement is expected to require an above-threshold procurement process.

7.2 From 1 January 2026, the threshold for supplies and services contracts for sub-central authorities is £207,720 including VAT. The estimated contract value must include the full term, including any options or extensions.

7.3 Any procurement process will require:

- Confirmed scope, pricing volumes and service frequencies.
- A clear procurement strategy and route to market.
- Evaluation methodology and moderation process.
- Pricing model and contract terms.
- TUPE information where applicable.
- Environmental and social value criteria where appropriate.
- A clear audit trail and award report.
- Sufficient time for market engagement, tendering, evaluation, award and mobilisation.

7.4 A procurement exercise of this nature could take between 6 & 12 months, depending on the procurement route & complexity.

7.5 Given the scale and value of the service, specialist procurement and technical support should be considered. This may assist with tender documents, specification and pricing schedules, method statement questions, evaluation criteria, legal review, TUPE information, bidder clarifications, contract review, award reporting and mobilisation planning.

7.6 An indicative initial allowance of up to £10,000 is proposed from budget code 100/5525 for specialist procurement and technical support. If wider legal, HR, TUPE or detailed business-case support is required, further budget may need to be considered.

8. TUPE and Workforce Implications

8.1 TUPE stands for the Transfer of Undertakings (Protection of Employment) Regulations. In simple terms, TUPE protects employees when a service, contract or business changes hands.

8.2 TUPE may apply where the Council changes contractor, brings a service in-house, or splits the service between different providers, provided there is an organised grouping of employees assigned to the service.

8.3 Where TUPE applies, affected employees would usually transfer to the new employer on their existing terms and conditions, with continuity of employment preserved.

8.4 The implications may include transfer of employees, preservation of terms and conditions, inherited employment liabilities, consultation obligations, pension considerations, redundancy risk and legal / HR support costs.

8.5 A split model could create additional complexity if staff are assigned across both Grounds Maintenance and Street Cleansing. Specialist HR and legal advice should be obtained in this instance.

9. Depot, Fleet and Operational Infrastructure

9.1 The main practical difference between an outsourced model and any direct delivery model is the requirement for Council-owned or Council-managed operational infrastructure.

9.2 Under the current outsourced model, the contractor is responsible for depot provision, staffing, vehicles, plant, equipment, storage, servicing, business continuity and much of the day-to-day operational risk.

9.3 If the Council brings any part of the service in-house, it would need to secure or provide:

- Depot or operational base.
- Vehicle and equipment storage.
- Welfare facilities.
- Fuel or charging arrangements.
- Waste and chemical storage.
- Security and utilities.
- ICT and reporting systems.
- Health and safety compliance.
- Increased insurance cover.
- Business rates where applicable.
- Fleet maintenance and replacement planning.

9.4 A direct Street Cleansing operation would likely require vans or cage tippers, mechanical sweeping access, handheld equipment, PPE, bins, fuel or charging arrangements, insurance and maintenance. A full Grounds Maintenance operation would require a significantly larger and more specialist fleet, including mowing, hedge-cutting, sports pitch and grounds equipment.

9.5 These requirements are a significant cost, mobilisation and risk consideration for any split or full in-house model.

10. Performance, Environmental Standards and Social Value

10.1 The future specification should include clear performance, environmental and social value requirements.

10.2 Performance requirements should include KPIs, SLAs, inspection arrangements, rectification timescales, escalation procedures, reporting requirements, complaints handling, resident satisfaction measures and contract review arrangements.

10.3 Environmental and social value requirements may include low-emission or electric vehicles where operationally viable, route optimisation, reduced idling, fuel and emissions reporting, proportionate chemical use, biodiversity-sensitive maintenance, green waste management, apprenticeships, local employment opportunities and community engagement.

10.4 These requirements should be balanced against practical delivery, affordability and value for money.

PDF
CSNPC KPI Ideas - 160820 (003).pdf

11. Resident, Member and Responsibility Issues

11.1 Resident perception is shaped by visible issues such as grass cutting, hedge trimming, litter, bins, detritus, weed growth, graffiti, fly-tipping, path presentation and overgrown spaces.

11.2 Member feedback has previously identified the need for clearer responsibility boundaries between CSNPC and SBC, better information on adopted land, improved visible standards and clarity over enforcement responsibilities.

11.3 The future model should clearly define what is included in the service, what remains with SBC or another landowner, what is chargeable or additional work, and how issues outside the Council’s control are escalated.

PDF
2023 Survey.pdf

12. Options Appraisal

Option A - Full External Re-Tender

12.1 Under this option, the Council would externally procure both Grounds Maintenance and Street Cleansing under a revised specification.

Indicative cost: £850,000 to £950,000 per annum.

Advantages:

- Clearest route to tested market value.
- Lowest direct infrastructure burden on the Council.
- No requirement for the Council to establish a depot and fleet model.
- Operational resilience, staffing, plant and equipment remain largely with the provider.
- Most deliverable route within the July 2027 timeframe.
- Allows stronger KPIs, SLAs, environmental standards and digital reporting to be built into the contract.

Disadvantages / risks:

- Less direct day-to-day operational control.
- Success depends on specification quality and contract management.
- Pricing may increase due to wider scope and market conditions.
- Poor contractor performance would still create reputational risk for the Council.

Assessment: This is currently considered the strongest option in value-for-money, deliverability and risk terms.

Option B - Split Model: Grounds External / Street Cleansing In-House

12.2 Under this option, Grounds Maintenance would be externally procured, and Street Cleansing would be brought in-house.

Cost Element	Indicative Cost
External Grounds Maintenance contract	£550,000 to £700,000 per annum
In-house Street Cleansing revenue cost	£250,000 to £350,000 per annum
Initial cleansing capital / setup cost	£100,000 to £200,000

12.3 This could place the total annual revenue cost in the region of £800,000 to £1.05 million before contingency, scope growth, claims or additional support costs.

Advantages:

- Greater direct control over the visible cleansing function.
- Improved ability to respond to local hotspots.
- Avoids taking on the full specialist grounds maintenance burden.
- May allow a phased approach to direct delivery.

Disadvantages / risks:

- Requires depot, fleet, staffing, supervision and insurance for cleansing.
- Exposes the Council directly to cleansing failures, claims, incidents and sickness cover.
- May reduce economies of scale from a combined contract.
- Creates an operational interface between the Council and grounds contractor.
- Requires TUPE, HR, legal and financial advice before any final commitment.

Assessment: This is a possible alternative model, but it is not automatically better value. A detailed business case would be required before any final decision.

Option C - Full In-House Delivery
12.4 Under this option, the Council would bring both Grounds Maintenance and Street Cleansing fully in-house.

Indicative cost: Based on the 2024 AKS model, a full in-house model could average approximately £1.32 million per annum when rebased from the modelled 2025 start to 2027 at 3.4% inflation. The original model also included a mobilisation / setup requirement of c. £555,000, which would be c. £594,000 to £615,000 once adjusted for inflation depending on base-date assumption.

Advantages:

- Greatest direct control.
- Direct ability to reprioritise work.
- Full alignment with Council priorities.
- Direct accountability for service delivery.

Disadvantages / risks:

- Highest cost uncertainty.
- Highest mobilisation risk.
- Full depot, fleet, plant, equipment and staffing burden.
- Direct exposure to sickness, vacancies, claims, accidents and service failures.
- Significant health and safety, insurance, HR and management requirements.
- Substantial capital / mobilisation requirement in the context of the Council's existing borrowing commitments and wider capital programme.

Assessment: This isn't currently considered the strongest option in value-for-money or deliverability terms. It should only be progressed following a comprehensive updated business case.

13. Comparative Summary

Issue	Option A: External Re-Tender	Option B: Split Model	Option C: Full In-House
Indicative annual cost	£850k-£950k	£800k-£1.05m plus £100k-£200k setup	c. £1.32m average p.a. when AKS model is rebased to 2027; c. £0.6m setup
Direct Council control	Medium	Medium	High
Infrastructure burden	Low	Medium	High
Staffing burden	Low	Medium	High
TUPE complexity	Medium	Medium / High	High
Mobilisation risk	Low / Medium	Medium	High
Operational resilience	Provider responsibility	Shared	Council responsibility
Financial risk	Medium	Medium / High	High
Deliverability by July 2027	High	Medium	Low

14. Risk Summary

14.1 The main risks to be managed through the next stage are:

- Incomplete or inaccurate service volumes.
- Differences between historic pricing tables and current Idverde operational data.
- Unconfirmed adopted land responsibilities.
- Specification growth increasing final tender prices.
- Underestimating future market pricing.
- Underestimating inflation-adjusted in-house cost.
- Insufficient procurement and mobilisation time.
- Procurement challenge or audit risk.
- TUPE complexity.
- Depot, fleet and support-service costs under any direct delivery model.
- Failure to define clear KPIs and SLAs.
- Reputational risk if visible standards do not improve or become worse.
- Affordability within the Council's wider financial position.

14.2 These risks can be reduced through early specification work, formal adoption confirmation from SBC, realistic cost planning, specialist procurement support, appropriate legal / HR advice and a clear procurement timetable.

15. Timeline and Next Steps

Period	Proposed Activity
June / July 2026	Members determine preferred strategic direction and make recommendation to Full Council.
Summer 2026	Specification, volume, mapping and adoption review.
Autumn 2026	Procurement strategy and evaluation model prepared.
Late Autumn / Winter 2026	Tender documents finalised and procurement launched.
Spring 2027	Tender evaluation and award process.
Spring / Summer 2027	Mobilisation and TUPE process, where applicable.
July 2027	New service model commences.

15.1 If Members wish to explore a split or in-house model, a detailed business case would be required and the timetable may need to be adjusted accordingly.

15.2 Members should note that there may be additional costs for third-party business case preparation, particularly if detailed modelling of a split or in-house option is required.

16. Officer Comments

16.1 On balance, the officer recommendation is that the Council proceeds toward a full external re-tender for both Grounds Maintenance and Street Cleansing under a revised and strengthened specification.

16.2 This option provides the clearest route to market testing, legal compliance, operational resilience and manageable delivery risk. It avoids the Council needing to establish its own depot, fleet and direct operational structure, while still allowing improved specification, stronger performance management and clearer environmental standards.

16.3 A split model may be worthy of further consideration if Members wish to explore direct control of Street Cleansing. However, this would require a separate business case covering staffing, depot, fleet, TUPE, insurance, management capacity, risk and whole-life cost.

16.4 Full in-house delivery is not recommended at this stage due to cost, mobilisation risk, infrastructure requirements and direct operational liability. The 2024 AKS model indicates that, once rebased to 2027, full in-house delivery could average around £1.32 million per annum with a significant mobilisation / setup requirement. This would need to be considered in the context of the Council’s existing borrowing commitments and wider capital programme.

17. Recommendations

Members are recommended to:

1. **Note** the contents of this report.

2. **Note** that the current Grounds Maintenance and Street Cleansing arrangement expires in July 2027.

3. **Note** the current annual contract cost with Idverde of circa £772,000 and the current approved annual budget of £799,000.

4. **Consider** the three delivery options set out in this report: Option A full external re-tender; Option B Grounds Maintenance external / Street Cleansing in-house; and Option C full in-house delivery.

5. **Note** that indicative costs for all options are subject to final specification, confirmed service volumes, market testing and procurement outcome.

6. **Determine** the Committee's preferred strategic delivery model for the service from July 2027 onwards and make a recommendation to July 26 Full Council Committee.

7. **Authorise** officers to formally write to Swindon Borough Council requesting confirmation of all adopted areas within Central Swindon North relevant to Grounds Maintenance, Street Cleansing and public realm maintenance, including plans, adoption dates, transferred responsibilities and any associated funding or service implications.

8. **Authorise** officers to continue preparatory work on the specification, mapping review, procurement timetable, contract management requirements and market engagement, aligned to the preferred strategic direction agreed by Members.

9. **Agree** that, should Members wish to further explore a split or in-house model, officers bring back a detailed business case covering indicative costs, inflation, staffing, depot requirements, fleet, TUPE, support services, liabilities, insurance, mobilisation, risk and value for money, using the 2024 AKS in-house cost model as a starting benchmark. Noting the potential timeline impacts.

10. **Approve** an indicative initial allowance of up to £10,000 is included from budget code **100/5525** for specialist procurement and technical support, with any additional legal, HR, TUPE or detailed business-case support to be considered separately if required.

11. **Delegate** authority to the Clerk/RFO and Head of Operations to obtain any necessary procurement, legal, HR or technical advice required to support the next stage of the process.

18. Embedded files (included within report)

- 2018 Value for Money Report
- Existing pricing volume baseline and current Idverde operational dataset.
- Indicative specification.
- South Swindon draft budget.
- Performance and KPI Ideas.
- 2024 AKS in-house cost model summary & cost comparison
- 2023 Residents feedback survey

19. Notes

19.1 The indicative financial figures in this report are for planning and options-appraisal purposes only. They should not be treated as final tender prices or final business case costs.

19.2 The Procurement Act 2023 threshold referred to in this report is based on the 2026 threshold for sub-central authority supplies and services contracts, which is inclusive of VAT.

19.3 The AKS in-house figures have been used as a benchmark and should be refreshed if Members wish to explore Option C or a split model further.