

Service Baseline / Initial Challenge	Guidance	Information
	<p>What resources are used</p> <p>What assets are used to deliver the current service</p> <p>Are there any limitations or barriers affecting the delivery of the service</p> <p>If the service is outsourced or provided by a third party, how are service standards monitored</p> <p>Could the service be provided through a different mechanism</p>	<p>£1.3M structural maintenance allocation from LTP. £6M scheduled and unscheduled maintenance from revenue resources. £150K from SBC capital.</p> <p>The highway assets of the Council are valued at £780M. Over and above that the only assets utilised are staff.</p> <p>The backlog of maintenance required to bring the highway assets up to standard is in the region of £22M. The resources made available mean that all requests for services and assets in need of attention are not able to be funded. A priority system for repair and maintenance is therefore in place which does not cover all of the highest priorities identified.</p> <p>For street lighting, service standards are monitored through a series of performance measures, ie response times for repair etc with an aim to continuously improve.</p> <p>The service could be externalised or delivered through partnership working.</p>
<p>Customer Baseline</p>	<p>Who are the customers what are their needs now</p>	<p>Every resident and member of the travelling public is a customer of the highway asset related services.</p>

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	<p>How are service users consulted and how do their views shape delivery</p> <p>How satisfied are the customers</p> <p>How do you communicate with your users</p> <p>How are these services promoted / marketed</p> <p>What do Viewpoint Surveys/ internal audit reports tell us about the service?</p>	<p>The views of users are sought through a series of mechanisms</p> <ul style="list-style-type: none"> • Viewpoint • MORI • Pre scheme implementation questionnaires • Post scheme implementation questionnaires <p>2008 MORI survey revealed a nett satisfaction of xxxx %</p> <p>Website, specific letter drops, scheme information boards, satisfaction leaflets, service user groups.</p> <p>As above.</p> <p>Nett satisfaction</p>
<p>Customer Challenge</p>	<p>Are there customers who could use the service but don't</p> <p>Are there customers using the service who shouldn't be</p> <p>Who are the customers of the future and what are their needs</p>	<p>Residents who do not wish to or know how to engage with the Council for matters relating to traffic, highway and lighting schemes and maintenance.</p> <p>No.</p> <p>A safe functional highway asset.</p>

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	<p>What is likely to impact on demand for these services in the future</p> <p>What do complaints/ compliments tell you about these services</p>	<p>The demand will increase as the gap between asset condition, increased traffic congestion and the resources to deal with it increase.</p> <p>The level of satisfaction is positive, however the negative comments always relate to the need for more infrastructure and increased levels of maintenance.</p>
<p>Aims & Objectives Baseline</p> <p>Challenge</p>	<p>Is the service required by statute</p> <p>Is there a statutory level of service</p> <p>Is the service responsive or proactive or a mixture</p> <p>Is the service needed</p> <p>What would happen if the service was not provided either in whole or part</p> <p>How would the service react to new pressures what capacity would be required to deal with additional / new demands</p>	<p>Yes – Highways Act 1980.</p> <p>Yes the role of the Traffic Manager is statutory.</p> <p>Both.</p> <p>Yes</p> <p>Transport and Highway network would be unmanaged and deteriorate into an unsafe, congestion environment.</p> <p>Ongoing</p>
<p>Aims & Objectives Challenge</p>	<p>Who provides a similar service to this using a different delivery mechanism e.g. external partnerships, shared services etc</p>	<p>Other Local Authorities, the Highways Agency and with regard to responsive maintenance private contractors.</p>
<p>Relevance / Context Baseline / Challenge</p>	<p>How does the service fit with the overall aims</p>	<p>CAA Environment block and the Sustainable</p>

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	<p>of the Council</p> <p>How does the service contribute to key policy areas</p> <p>What policies, plans and strategies impact on the service e.g. statutory, policy, function , other services</p> <p>Are there any political judgements / decisions involved in determining the level of service</p>	<p>Community Strategy objectives of Regeneration and Transport, Safer Communities, Older Adults etc</p> <p>Highways Act, Traffic Management Act, Road Traffic Act, LTP, Regeneration Strategy, Network Management Plan, Carbon Management Plan.</p> <p>Yes capital and revenue programmes agreed with Cabinet Member for Regeneration and Transport. Policies set by Cabinet and Council as necessary.</p>
Financial / Resource Considerations Baseline	<p>What are the costs of the service</p> <p>Capital and revenue costs</p> <p>What is the level of 3rd party expenditure</p> <p>What contracts or other arrangements are in place (spend analysis)</p> <p>What is the Councils commitment to contracts / other arrangements</p> <p>Do you have any charging policies</p>	<p>£3.5M LTP, £150K SBC Capital, £6M SBC Revenue.</p> <p>Developer funding (variable).</p> <p>Service Stockton, Street Lighting, Structural Maintenance, Lead Authority arrangements.</p> <p>Annual and 3 +1 years for tendered services.</p> <p>Yes for dropped crossings, legal orders etc.</p>

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	<p>How have Gershon efficiency savings impacted on the service and how were the service planning to meet future Gershon efficiency targets?</p> <p>How will the current financial climate affect the service?</p>	<p>VFM Frameworks???</p> <p>Associated Central Government RSG, DfT SBC funding is at risk of being frozen or reduced.</p>
<p>Financial / Resource Considerations Challenge</p>	<p>How can you demonstrate that the service is cost effective overall?</p> <p>Do external contracts offer value for money?</p>	<p>A VFM framework needs to be reviewed.</p> <p>Yes these are market tested on a price quality basis at each procurement cycle.</p>
<p>Service Drivers</p>	<p>What do we need to change and why?</p> <p>What are the main drivers of change?</p>	<p>Review the staff engaged on the service areas.</p> <p>Efficiency of systems and resources.</p>