

Care For Your Area Services – Efficiency, Improvement and Transformation Review.

Care for Your Area is an umbrella organisation that provides a large number of different front line services. The scope of this review is to consider the following services: Refuse Collection, Street Cleansing, Horticultural Services, Urban Parks, Recycling Services, Markets, Public Conveniences and Workshops and Vehicle Maintenance. This review will consider each of these separate services in turn. Other services that fall within CFYA that are subject to previous and ongoing reviews include Commercial Waste Services, Highway Maintenance, Countryside Parks, Bulky Household Waste.

VEHICLE WORKSHOPS

Service Baseline / Initial Challenge	Guidance	Information
Description of Current Service	Who provides the service?	The Service is provided through an in-house service provision by Care For Your Area Services based at Cowpen Lane Depot, Billingham.
Baseline	History - how was the service formed and why does it exist?	The service has been established for many years and was originally part of the Cleansing and Transport Division which became Care For Your Area Services in 1999. Initially responsible for the provision of servicing and maintenance for a small fleet of Direct Services vehicles, the service has now expanded to provide a range of vehicle maintenance functions for the entire fleet of Council vehicles as well as Tees Active and Tristar. We are currently responsible for the management and maintenance of the Tristar fleet although the arrangement with Tristar is currently under review. The service has always been the designated Council testing facility for private hire and Hackney Taxis

		<p>although this is another growth area of the service which has seen a gradual increase in levels of private vehicle testing functions. The service is a combination of scheduled maintenance as well as unscheduled vehicle repairs and general maintenance using the Council's own staff as well as the procurement of a range of sub contractors for certain specialist functions. The service has a Workshop Manager, 2 shift leaders as well as 6 fitters, 2 Admin Officers and 1 Apprentice Fitter operating on a 2 shift system to provide essential cover between 6am and 6pm. There is also a call out rota arrangement in place whereby we offer a 24/7 365 day emergency breakdown and repair facility for Winter Maintenance vehicles from October - April</p>
<p>Challenge</p>	<p>What influences impact on the service? (political, social economical, technological)</p>	<p>Technology is certainly an influencing factor with this service area in view of the ever changing types of vehicles, engines and parts which are used which does require constant refresher training on specialist vehicles for the team of fitters. Legal requirements are also a main consideration in view of national guidance on safety standards and vehicle limitations and legislation etc which are governed by VOSA.</p>

	How does the service perform?	The Service performs well in terms of meeting the needs of our customers; this can be measured in terms of turnaround time when vehicles are brought in for repair as well as vehicle downtime and analysis of overall productivity, as well as test pass rates for the various classifications which has always been extremely high. Furthermore, some cost analysis of the service has been undertaken though family group benchmarking as part of the APSE performance networks (this service was highly commended in the APSE Performance Network Awards in 2007).
	What does inspection tell us about this service?	This service has not been subject to any external inspection arrangements.
	What resources are used?	A range of resources and assets are used to deliver this service including plant, labour and a range of specialist equipment from the main site at Cowpen.
	What assets are used to deliver the current service?	As above.
	Are there any limitations or barriers affecting the delivery of the service?	The service is limited both in terms of the amount of available space in the depot to service, inspect and maintain the fleet of vehicles as well as technological and training factors i.e. some vehicles either require specialist knowledge or equipment which will always require a level of outsourcing.

	<p>If the service is outsourced or provided by a third party, how are service standards monitored?</p>	<p>Smaller vehicle repairs are outsourced on occasions and work is inspected by the Council's workshop manager and fitters when the vehicles are returned to the main depot.</p>
	<p>Could the service be provided through a different mechanism?</p>	<p>Yes – the Council could fully outsource the service to an external provider, therefore reducing salary and other revenue / capital costs or enter into some form of partnership arrangement – this is already done informally through the outsourcing of some smaller vehicle repairs tasks to a local vehicle maintenance company.</p> <p>The service could be delivered elsewhere and options could include a full externalisation of the service, a joint service consisting of a mixture in-house provision and external providers for some functions, outsourcing of some services including parts provision or the termination of the service with only statutory functions outsourced including services for community transport / education vehicles.</p>
<p>Customer Baseline</p>	<p>Who are the customers what are their needs now?</p>	<p>Customers for this service are predominantly fleet users within the Council, as well as a range of private customers including taxi's and motorists for MOT provision etc. In addition, other organisations are served including contract hire companies (for maintenance of contract hire vehicles), Tristar Homes and Tees Active Ltd. The needs of the customers are that their vehicles are maintained to high standards in order that they are able to fully deliver the range of services which they are responsible for which rely upon a range of vehicles.</p>

	<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? What do Viewpoint Surveys/ internal audit reports tell us about the service?</p>	<p>Customers are consulted in a range of ways including informal discussions when vehicles are brought in to the site, as well as more formal methods including a regular Transport User Group where service improvements are discussed and customer satisfaction surveys which provide end users with the opportunity to comment on the service they have received.</p> <p>There is currently no satisfaction data for this service although there are no complaints that have been raised about standards of service and comments from users are always very positive.</p> <p>On daily basis through regular face to face and telephone contact as well as through Transport User Group Meetings which are facilitated through the Fleeer Manager</p> <p>The service is predominantly marketed internally only though user departments as well as through Transport User Group.</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>Yes, there is much scope to bring new business into the service including an expansion of private vehicle MOT testing, vehicle servicing as well as testing of Class 5 and 7 vehicles. The lack of operational space and capacity prevents this being possible.</p> <p>There are no customers who we currently serve who should not be using the service.</p>

	<p>Who are the customers of the future and what are their needs?</p> <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 ever expanding range of service provided by the Council has resulted in significant increases in the workload of the fitters – examples include CFYA services and the introduction of more waste and recycling services which, in turn, results in more specialist vehicles being brought into use. The future customers internally are dependent upon the range and scope of service and functions which are to be delivered which rely upon the use of vehicles.</p> <p>Complaints and compliments do not tell us a great deal although comments have been used to identify a range of improvements to the provision of the 'spot hire' provision in terms of overall cleanliness of hire vehicles which are provided to the council. Overall satisfaction with vehicle maintenance as a whole remains high.</p>
<p>Aims & Objectives</p> <p>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>This service is not required by statute although there are a range of statutory functions which rely upon the workshop service, such as Refuse Collection and Community Transport.</p> <p>Yes there are a range of statutory service levels which are directly linked to national standards of vehicle testing i.e. VOSA requirements as well as specific legislative requirement in terms of vehicle use, type and license conditions</p> <p>A combination of both through the provision of regular maintenance, inspection and servicing as well as an out of office service for</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>emergencies and breakdowns</p> <p>Yes the service is needed although it doesn't necessarily need to be provided directly by the Council.</p> <p>The service is needed in order to support vital front line services and enable the Council to meet its statutory road traffic obligations.</p> <p>There is already significant pressure on the service which is currently provided which is principally due to the increase in the level of fleet vehicles, as well as the wide range of specialist vehicles that the Council use – this requires the fitters to have specialist knowledge. Clearly, any options appraisal on options for how this service should be delivered in the future, and whether this could be delivered using external / partnership arrangements, would need to bear these factors in mind</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>The arrangement in place at Stockton would be regarded as the 'norm' for this service industry. However there are several other LA's across the UK that use alternative methods including outsourcing of servicing or partnership arrangements.</p>
<p>Relevance / Context Baseline / Challenge</p>	<p>How does the service fit with the overall aims of the Council?</p> <p>How does the service contribute to key policy areas?</p>	<p>The service is integral to all of the Councils objectives which would rely upon the use of vehicles.</p> <p>The effective maintenance of the Councils vehicles enables the effective delivery of a range of key functions including Refuse Collection, Street Cleansing, Highway</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>Maintenance, Community Transport and Education.</p> <p>Although there are no specific plans and strategies which directly link to this service, there is by virtue of the fact that most policies and plans require vehicles for their delivery, there are a majority of plans and strategies which rely upon this service to achieve overall aims and objectives.</p> <p>No</p>
<p>Financial / Resource Considerations Baseline</p>	<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>The service costs £976,448 and has an income target of £1,123,973.</p> <p>A full budget breakdown has been included for review purposes.</p> <p>The projection for third party expenditure will be around £170k which relates to a range of smaller functions including minor repairs to smaller vehicles, specialist repairs as well as specialist services such as tyre exchange.</p> <p>There are several contract hire arrangements in place with SFS and Riverside Truck Rental for the repair of leased vehicles as well as smaller contract arrangements for a range of equipment. These are in place following formal procurement exercises.</p> <p>Various contract hire duration periods exist dependant on the type of vehicle. Refuse collection vehicles for example are procured over a 5 year contract hire period.</p>

	<p>Do you have any charging policies?</p> <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>Yes, the charge out rate which is applicable for all fitter functions is £34.60 per hour. We also undertake private hire / hackney taxi and private vehicle MOT's.</p> <p>Impact across the service as a whole as opposed to this individual service.</p> <p>No significant reduction in business as the majority relates to the maintenance of the council fleet of vehicles as opposed to external sectors.</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>The hourly charge out and MOT charge compare extremely favourable with the private sector.</p> <p>The contract hire arrangements as well as the use of sub contractor for various functions is subject to regular formal procurement exercises.</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>The current delivery model for this service needs to be examined to determine whether that is the best model for the Council or whether some other means of delivering the service is more effective.</p>