

**APPENDIX 1 – SERVICE BASELINES AND INITIAL CHALLENGE DOCUMENTS**

<b>HEATING, VENTILATION AND ELECTRICAL SERVICES</b>		
<b>Service Baseline / Initial Challenge</b>	<b>Guidance</b>	<b>Information</b>
<b>Description of Current Service</b>	Who provides the service?	<p>HV&amp;E Unit is a commercial trading unit specialising in mechanical and electrical services. It provides the following:</p> <ul style="list-style-type: none"> <li>- Domestic Rewires and Refurbishments;</li> <li>- Periodic Inspection, Testing and Repairs;</li> <li>- Commercial Heating Repairs and Boiler Replacement;</li> <li>- Legionella Control and Monitoring;</li> <li>- Legionella Asset Management and risk assessment;</li> <li>- Plumbing, both Commercial and Domestic;</li> <li>- Heating Cyclical Maintenance, both Commercial and Domestic which includes Gas, Electric and Oil boilers;</li> <li>- Commercial Catering Equipment Installation, Servicing and Repair;</li> <li>- Street Lighting, Installation and Maintenance;</li> <li>- Commercial Electrical Installation and</li> </ul>

	<p>How was the service formed and why does it exist?</p> <p>How is the service provided?</p> <p>What influences impact on the service (political, social, economical or technological)?</p>	<p>Maintenance; and  - Design and Specification.</p> <p>HV&amp;E has been trading in its current form for 12 years, following the amalgamation of SBC Electrical Unit and Cleveland County Mechanical Unit. HV&amp;E exists to provide mechanical and electrical services (outlined above) to in-house, social landlords and the private sector.</p> <p>The service is provided through skilled and experienced mechanical and electrical technical staff with a dedicated support team and management structure. Workings from a centralised depot based at Stirling House Thornaby, services are provided to customers throughout the northeast.</p> <p>The principal influences on the service are technical and economical. Both the mechanical and electrical industry is heavily regulated .The dynamic nature of the industry necessitates ongoing training of operatives and supervision to gain knowledge of new methods and products. Working within the private sector we are subject to both negative and positive changes in the economic climate.</p>
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	<p>How does the service perform?</p> <p>What does inspection tell us about this service?</p> <p>What assets are used to deliver the current service?</p> <p>Could the service be provided through a different mechanism?</p>	<p>HV&amp;E is primarily a trading unit and as such performance generally measured against our ability to contribute a surplus to the authority. Over the past five years HV&amp;E has played a significant role in the public sector refurbishment market. As a regional contractor for this type of work our ability to win work in open competition remains buoyant.</p> <p>There have been no recent relevant inspections of HV&amp;E services.</p> <p>In terms of assets, HV&amp;E Unit works out of a number of premises managed by SBC, including a transient store and general offices at Stirling House and a store for festive decorations at York Rd Thornaby. HV&amp;E own 8 vehicles, lease 32 fleet vehicles and spot hire a number of supplementary hire vehicles. The Unit owns and manages a comprehensive list of plant and equipment. Over and above physical assets we have a well-trained and experienced work force including a number of specialist disciplines</p> <p>By, or in partnership with, other public sector and private service providers.</p>
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<p><b>Customer</b> Baseline</p>	<p>Who are the customers what are their needs now?</p> <p>How are service users consulted and how do their views shape delivery?</p> <p>How satisfied are the customers?</p>	<p>Works that are outlined above are carried out for a range of customers including internal clients: partners such as Tees Active; external organisations for example Dunelm Property Services; and Social Housing Groups. Our customers need an efficient, cost effective and technically proficient service. With all the associated back office and managerial support necessary.</p> <p>Needs of the customer include price, quality and delivery on every job but the percentage breakdown of these components vary from customer to customer and sometimes job to job depending on the needs of their client. They demand a well trained, qualified contractor to carry out work in a professional manner with all the associated back office and managerial support necessary to make this happen.</p> <p>Our almost 100% retention of customers would indicate a high degree of customer satisfaction. Surveys conducted by our partners reflect a high degree of customer satisfaction.</p>
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	<p>How do you communicate with your users?</p> <p>How are these services promoted/marketed?</p>	<p>Communication between ourselves and our customers is varied and can range from formal structured meetings to informal chats communication is a vital tool and our continued support from our customers is down in no small part to the continued open lines of communication.</p> <p>Formal promotion and marketing is limited. However within the relatively close-knit community of HV&amp;E services reputation is the single most important feature to promotion.</p>
<b>Service Baseline / Initial Challenge</b>	<b>Guidance</b>	<b>Information</b>
<b>Customer Challenge</b>	<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>There are a number of providers, which include private, local authority, charitable organisations and in-house clients which could utilise the services of the HV&amp;E Unit but don't e.g. For these income streams to be tapped into HV&amp;E need to increase their profile in this marketplace.</p> <p>No</p> <p>Customers of the future will fit the existing customer profile local authorities, social landlords and larger private social based companies.</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>Demand for the services that are provided by HV&amp;E will continue but in the current economic climate, competition is likely to increase.</p> <p>Very small numbers of complaints and compliments are received relating to HV&amp;E, although feedback from customers on the whole is positive. As we are based primarily on price, the fact that work is continually won demonstrates a level of customer satisfaction.</p>
<p><b>Aims and Objectives</b> Baseline</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>No</p> <p>Yes in certain aspects of HV&amp;E work.</p> <p>A mixture of responsive and proactive.</p> <p>Although there is not a statutory requirement for the HV&amp;E Unit to exist it does provide an efficient means by which Service Managers can ensure necessary works are carried out in a cost effective and efficient manner. Also work sourced from outside the Authority generates a real additional income.</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>If this service were lost there would be a negative effect on income generated by SBC and a loss of contribution towards other services.</p> <p>The section is already set up to manage pressures on capacity. There is a management structure in place and there is flexibility within the workforce to deal with peaks and troughs in workload. This works with the achievement of a predetermined baseline.</p>
<b>Service Baseline / Initial Challenge</b>	<b>Guidance</b>	<b>Information</b>
<b>Aims and Objectives</b> Challenge	Who provides a similar service to this using a different delivery mechanism e.g. external partnerships, shared services etc.?	In the main competitors to HV&E Unit are medium to large scale private limited companies. Although a number of local authorities still have the ability to deliver these services, most are limited in capacity.
<b>Relevance / Context</b> Baseline / Challenge	How does the service fit with the overall aims of the Council?	<p>HV&amp;E fits into the Service Improvement Plan – Service Stockton 2009/10-2011/12:</p> <p><b>SS3:</b> Support and contribute to the delivery of the sustainability agenda  <b>SS4:</b> Pursue business development opportunities in all services  <b>SS5:</b> Foster a culture of excellence in service delivery and contribute to the</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>Council's organisational development.</p> <p>By providing a financial surplus for contribution to key policy areas.</p> <p>Commitment to use in-house services, annual spends on maintenance and improvement to public buildings, H&amp;S, legislative issues.</p> <p>No</p>
<p><b>Financial / Resource Considerations</b> Baseline</p>	<p>What are the costs of the service?</p> <p>Capital and revenue costs?</p> <p>What is the level of 3<sup>rd</sup> party expenditure?</p> <p>What contracts or other arrangements are in place (spend analysis)?</p> <p>What is the Council's commitment to contracts / other arrangements?</p> <p>Do you have any charging policies?</p>	<p>There is an expenditure budget of £3,608,350 which includes £31,123 for third party payments, but no costs for Central or Departmental overheads. There is also a budgeted income target of £4,366,954</p> <p>We currently have SLA's and contracts for electrical and mechanical for 2009/10 to value of £855,000.</p> <p>Works are carried out under various SLA's and construction contracts</p> <p>Yes</p>



<b>CIVIC CATERING</b>		
<b>Service Baseline / Initial Challenge</b>	<b>Guidance</b>	<b>Information</b>
<p><b>Description of Current Service</b></p> <p>The provision of Catering for Civic events, hospitality, training and private functions. Also providing the in-house council tea service to three main admin buildings, catering service within Wynyard Woodland Park, Preston Park and John Whitehead Park</p> <p>Also providing a catering service within Stockton central Library, Blades within Billingham Forum, and Splash Café.</p>	<p>Who provides the service?</p> <p>How was the service formed and why does it exist?</p>	<p>All services listed are delivered by the Council's Catering department within Development and Neighbourhood Services.</p> <p>Civic Catering was rebranded in 2006 and became "Tees Cuisine". Catering services in Leisure establishments have been delivered since refurbishment of the sites. Blades within Billingham Forum, Splash within Splash Swimming Pools, Book Ends Café within Stockton Library. The parks cafes are a fairly new area, taking over Wynyard Woodland Park's Station House Tea Rooms in Oct 2007 and Preston Park now known as Café Tees @ Preston Park in Oct 2008. The Café at JWP has been a huge refurbishment project and opened in May 2009.</p> <p>The Civic Catering establishment also provides staff catering within Stirling House.</p> <p>Function and event catering is available throughout the year providing a wide</p>

	<p>How is the service provided?</p> <p>What influences impact on the service (political, social, economical or technological)?</p>	<p>choice and a fully managed service at any venue in the Borough. A number of high profile Council functions and events are catered for each year including Mayoral Installation and High Sheriff Dinner.</p> <p>Civic Catering, hospitality and event catering is produced in a large catering kitchen within Stirling House. All major catering is despatched from here across the borough. The site also provides fresh food daily to leisure sites and Preston Park. Wynyard Woodland Park has a small on-site production kitchen.</p> <p>The service impacts on the Council's healthy living agenda as although the Nutritional Standards do not apply to other catering, they are linked to the obesity strategy and healthy options are available at all sites.</p> <p>During the current financial climate reductions in budgets have resulted in a reduction of civic catering. Leisure Centre take up is influenced by major sporting events taking place and also as example; Dancing On Ice increases volumes into</p>
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	<p>How does the service perform?</p> <p>What does inspection tell us about this service?</p> <p>What resources are used?</p> <p>What assets are used to deliver the current service?</p>	<p>Billingham Forum which has a knock on effect to the volumes through the café area. Splash Café has seen an increase due to the free swimming for Under 16's being introduced. Within the park cafes, the weather can have a major influence on service delivery.</p> <p>The services across all these areas of catering offer an additional public service in parks and leisure therefore, adding to the service offered to the public and improving accessibility. Although some areas are non profitable, some areas are price sensitive, and particularly civic, enhances the reputation of the councils to its customers and visitors to the borough.</p> <p>No recent relevant inspection of the services.</p> <p>Buildings, machinery, equipment, food and labour.</p> <p>A large production kitchen within Stirling House, six smaller kitchens and service areas. The service holds a large amount of equipment in all areas and a vast amount</p>
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	<p>Could the service be provided through a different mechanism?</p>	<p>of crockery, glassware, cutlery and service equipment for events. The service has two delivery vehicles, one being refrigerated for food transportation.</p> <p>By, or in partnership with, other public and private sector service providers.</p> <p>The service could be provided to all leisure centres and park cafes via full distribution from Stirling House. Civic Catering can be produced within schools and dispatched from those sites.</p>
<p><b>Customer</b></p>	<p>Who are the customers and what are their needs now?</p> <p>How are service users consulted and how do their views shape delivery?</p> <p>How satisfied are the customers?</p>	<p>Civic Catering customers are generally in-house ordered by Council departments running training and development days. Also high profile events for Civic functions, presentations etc. Areas of Leisure and Parks provide catering to the general public visiting the parks.</p> <p>Users are consulted via questionnaires and face to face contact. This data is collated and menus developed to meet the needs of the customers.</p> <p>From feedback received, customers appear to highly satisfied.</p>

	How do you communicate with your users?	Via telephone, e-mail, civic brochures, website, face to face, formal and informal consultation.
	How are these services promoted / marketed?	Website, brochures, verbally and special offer promotions on sites.
<b>Service Baseline / Initial Challenge</b>	<b>Guidance</b>	<b>Information</b>
<b>Customer</b>	<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>What is likely to impact on demand for these services in the future?</p>	<p>Yes, there is the opportunity to increase our customer base, particularly within parks who use the service. The recent purchase of a marquee should increase civic catering customers.</p> <p>No, there are currently no customers using the service who shouldn't be.</p> <p>More outside catering for private events and functions, i.e. weddings, christenings and funerals.</p> <p>Providing a picnic service to schools within the country parks for school trips.</p> <p>Budget restrictions and current financial climate nationally. Customers do have less money to spend.</p> <p>Demand fluctuates considerably with the change of seasons.</p>

	What do complaints/ compliments tell you about these services?	More compliments are received than complaints but generally complaints are viewed as constructive criticism and are used to improve the performance of the service.
<b>Aims &amp; Objectives</b>	<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>No.</p> <p>There is no statutory level of service as such, nor specific standards, but the Council's healthy eating policy and Healthy Living Strategy have links with all aspects of catering delivery. All areas are tailored to meet the needs of our customers including special requirements e.g. religious beliefs. All areas promote and deliver healthy options which also links to the Council's Obesity Strategy.</p> <p>The service is a mixture of the two, responding to the needs of our customers and being proactive.</p> <p>If the Council continues to host and hold civic functions, visiting dignitaries etc the answer is yes. The need for high quality catering reflects the image and high reputation of the Council. If staff organise events, training, seminars, then there is always a need to provide</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>refreshments and lunches. Catering in parks is essential to ensure the public “experience” is improved as more services are readily available. Outside catering presents a positive image to visitors to the parks and the borough as a whole.</p> <p>If the service was not provided there would be a gap in the daily enjoyment in visiting our country parks. These catering facilities add to the enjoyment of a day out to the Borough’s visitors attractions. Civic Catering has a very good reputation of offering high profile services and this has been recognised nationally.</p> <p>The service would react positively to any new pressures. The service would need to undertake a review to deal with excessive new demands.</p>
<b>Service Baseline / Initial Challenge</b>	<b>Guidance</b>	<b>Information</b>
<b>Aims &amp; Objectives</b>	Who provides a similar service to this using a different delivery mechanism e.g. external partnerships, shared services etc.?	Similar services to this can be provided by a private contractor.
<b>Relevance / Context</b>	How does the service fit with the overall aims of the Council?	It fits in with health and well being and an improved quality of life giving access to

	<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>healthy eating options. It also links with the Council's children and young people priority and we work as the Council vision of being flexible and continually improving how we work.</p> <p>It contributes to Be Healthy and Every Child Matters and also links with the Council's Obesity Strategy and Healthy Living Agenda.</p> <p>Links with above but not statutory.</p> <p>No.</p>
<p><b>Financial / Resource Considerations</b> Baseline</p>	<p>What are the costs of the service?</p> <p>Capital and revenue costs/</p> <p>What is the level of 3<sup>rd</sup> party expenditure/</p> <p>What contracts or other arrangements are in place (spend analysis)/</p>	<p>2009-10 budget – expenditure £544,164 with income targeted at £507,838.</p> <p>Café Tees @ Preston Park had a capital cost of £22K for refurbishment and ice-cream machine.</p> <p>N/A</p> <p>None</p>



	<p>What is the Council's commitment to contracts / other arrangements/</p> <p>Do you have any charging policies/</p>	<p>No Council commitments.</p> <p>Yes we have charging policies. Increases are linked to the yearly inflationary figures issued by the Council. The market and competition are generally monitored to keep the Council's tariffs acceptable to our customers and competitive.</p>
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**VEHICLE MAINTENANCE AND FLEET MANAGEMENT**

<b>Service Baseline / Initial Challenge</b>	<b>Guidance</b>	<b>Information</b>
<p><b>Description of Current Service</b></p>	<p>Who provides the service?</p> <p>How was the service formed and why does it exist?</p> <p>How is the service provided?</p>	<p>The Service is provided through an in-house service provision by Care For Your Area Services based at Cowpen Lane Depot, Billingham.</p> <p>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. The service has always been the designated Council testing facility for private hire and Hackney Taxis although this is another growth area of the service which has seen a gradual increase in levels of private vehicle testing functions.</p> <p>The service is a combination of scheduled maintenance as well as unscheduled</p>

	<p>What influences impact on the service (political, social, economical or technological)?</p>	<p>vehicle repairs and general maintenance using the Council's own staff as well as the procurement of a range of sub contractors for certain functions. The service has a Workshop Manager, 2 shift leaders as well as 6 fitters, 1 unskilled Labourer, 2 Admin Officers and 1 Apprentice Fitter operating on 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 &amp; repair facility for fleet vehicles. Finally, we have a store keeper role for the day to day functions of the stock ordering and requisition requirements.</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 disseminated down from VOSA.</p>
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	<p>How does the service perform?</p> <p>What does inspection tell us about this service?</p> <p>What resources and assets are used?</p> <p>Could the service be provided through a different mechanism?</p>	<p>The Service performs well in terms of meeting the demand from our customer base; this can be measured in terms of turnaround time when vehicles are brought in for repair as well as overall downtime for vehicles 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).</p> <p>This service has not been subject to any external inspection arrangements.</p> <p>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.</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</p>
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		including parts provision or the termination of the service with only statutory functions outsourced including services for community transport / education vehicles.
<b>Customer</b>	<p>Who are the customers what are their needs now?</p> <p>How are service users consulted and how do their views shape delivery?</p>	<p>Customers for this service are predominantly all 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 SFS (for maintenance of contract hire vehicles), Tristar Homes and Tees Active Ltd. The needs of the customers are to ensure that their vehicles are maintained to constantly high standards in order to ensure 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>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>

	How are these services promoted / marketed?	The service is predominantly marketed internally only though user departments as well as through Transport User Group.
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<b>HIGHWAYS</b>		
<b>Service Baseline / Initial Challenge</b>	<b>Guidance</b>	<b>Information</b>
<b>Description of Current Service</b>	<p>Who provides the service?</p> <p>How was the service formed and why does it exist?</p>	<p>The Service is provided through an in-house service provision by Care For Your Area Services based at Cowpen Depot, Billingham. There are also linkages with a range of sub-contractors for the provision of goods and services in relation to functions which are undertaken on highway improvement schemes.</p> <p>The service has been established for many years and has always had traditional links with the Technical Services unit based at Kingsway House. The core business of the service in the past has been responsive repairs to carriageways and footpaths in the Borough though there has been an increasing amount of trading activities within the service over the past six years, since Highway Maintenance was</p>

	<p>How is the service provided?</p>           <p>What influences impact on the service (political, social, economical or technological)?</p>	<p>transferred to Care For Your Area Services having previously been a standalone service albeit part of Direct Services.</p> <p>The Service is provided through two main areas, both of which are based at Cowpen Depot. The Technical Unit provides the technical information to support ongoing activities as well as the provide costs and drawings for future works, which can be both tendered for and received as programmed works from Technical Services. This unit has a Technical Unit Supervisor, Engineer, Technical Admin/Buyer, Admin Officer and a Storekeeper. The operational arm of the unit has a Operations Manager, 3 Care For Your Area Officers (operative supervisors) and a core workforce of 21 productive staff (excl 2 Parks staff) as well as an additional 32 agency staff in order to meet the fluctuating demands of this service.</p> <p>There are several factors which influence this service including economical, bearing in mind that the level of work that we are able to obtain in house as well as via a tendering process is directed influenced</p>
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	<p>How does the service perform?</p>	<p>by levels of resources which are available for highway maintenance activities. There are also technical / legislative factors with regard to the ever changing face of health and safety legislation (dust suppression and changing working practices etc) as well as changes in types of materials that are used which does require re-training of core staff to ensure that we are able to undertake operational functions effectively.</p> <p>The service performs well in terms of the level of performance in line with projected start and finish dates as well as overall quality of work, which is closely monitored by both client Officers as well as the supervisory staff. Initial completion costs as well as any additional works are communicated effectively to customers through informal discussion as well as more formal programmed meetings to ensure that customers are kept fully informed as to progress with improvements schemes at all times. It is also important to note that levels of customer satisfaction for this service area have risen in the last 2 years. Previous MORI surveys indicated an increasing degree of dissatisfaction for road and path</p>
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	<p>What does inspection tell us about this service?</p> <p>What resources and assets are used?</p> <p>Could the service be provided through a</p>	<p>maintenance. To respond to this criticism, a great deal of hard work and efforts from the service has been undertaken to respond to residents concerns and provide a level of service and responsiveness that residents can be proud of. This has been achieved through a range of methods including effective marketing, operational improvements and targeted improvements and find n' fix initiative etc. Satisfaction levels have now increased for road maintenance from 43% in 2004 to 55% in 2008 and in pavement maintenance from 39% in 2004 to 50% in 2008.</p> <p>At this point there has been no inspection of the service as the Best Value Review for CFYA, completed in October 2003, was at a time when Highway Maintenance was not part of the portfolio of services.</p> <p>There are a range of resources used including buildings and services at Cowpen Depot, a variety of specialist plant, vehicles and equipment as well as the labour element which has been identified previously.</p> <p>The service could be provided by a</p>
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	different mechanism?	different mechanism; options could include a full externalisation of functions associated with trading activities which are currently allocated to CFYA, additional investment into the service in order to equip the service to tender for additional works (this would have consequential knock on effects in terms of recovery rates etc), identify improved partnership working with external providers in order to identify potential efficiency savings or perhaps to review a possible amalgamation of some functions of Technical Services and CFYA Highway Services.
<b>Customer</b>	<p>Who are the customers what are their needs now?</p> <p>How are service users consulted and how do their views shape delivery?</p>	<p>Customers needs are identified at a very early stage via ongoing dialogue with the Technical Unit. Costs are identified through a bill of quantity and specification for each element of work which we undertake, which is usually backed up by technical drawings or site plans which is provided by Technical Services. Any additional requirements are then discussed as the scheme progresses.</p> <p>Customers are consulted on a regular basis through ongoing dialogue during the completion of specific schemes or at programmed meetings with Technical Services – the majority of the work that is</p>

	<p>How satisfied are the customers?</p> <p>How are these services promoted/marketed?</p>	<p>undertaken by Highways Trading is for the internal customer.</p> <p>Satisfaction levels do vary depending upon who the work is being tendered for – there does tend to be a significant variance in the effectiveness of our working relationship with some elements of Technical Services. However, ongoing efforts are made to improve working relationships across the entire customer base.</p> <p>The service is not advertised externally as the majority of works are undertaken in house – services are marketed through existing communication methods with Technical Services.</p>
<b>Service Baseline / Initial Challenge</b>	<b>Guidance</b>	<b>Information</b>
<b>Customer</b>	Are there customers who could use the service but don't?	There are a range of civil works available in the private sector which we would be able to submit tenders for. However, there are several key factors which limit the potential to win additional works including the space that we have available for the operation which does dictate levels of work that we can accommodate. Another major factor is the level of overheads which the service must meet which would

	<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>What is likely to impact on demand for these services in the future?</p>	<p>be significantly less for private sector companies, therefore our charge out rate is always going to be higher than external organisations as we must recover overheads before making any surplus.</p> <p>The majority of customer who use our service are internal customers, therefore there are none who currently use the service that shouldn't be.</p> <p>Customers of the future are likely to be similar to those who use the service currently, i.e. the units within Technical Services and elsewhere within the Council. Customer needs are dependent upon the range of schemes which are approved.</p> <p>There are a range of works approved though the Capital Improvement Scheme although it is sometime the case that we cannot accommodate all work that comes from this stream, though an important factor is that the output from the capital group does tend to be disjointed throughout the year, i.e. few coming through in the first part of the year and a lot coming through in quarter 4. This makes is difficult to work up a programme</p>
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	<p>What do complaints/ compliments tell you about these services?</p>	<p>of works although we continue to highlight this problem to colleagues within the Council. Any increasing in work would require a balancing of labour to ensure that overheads are met, whilst at the same time, ensuring that we have a base for operations which is large enough to meet the demands of the work that we are undertaking e.g. space for vehicles, plant, labour and materials etc.</p> <p>Levels of compliments and complaints for this area of work are extremely low in view of the customer base who we work with – there are ongoing issues in terms of project management issues etc although these are discussed on a daily basis through informal and formal means, including site meetings and capital working group meetings etc.</p>
<p><b>Aims &amp; Objectives</b></p>	<p>Is the service required by statute?</p> <p>Is there a statutory level of service?</p>	<p>The service is not required by statute although the Council does have a statutory obligation to effectively maintain the road and path network infrastructure within the Borough.</p> <p>For each scheme a specification is provided, with a range of technical drawing etc in order for the scheme to be</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>completed to the required standards. Monitoring of each scheme is undertaken by the on site supervisor as well as regular visits by Technical Services staff to ensure compliance and quality.</p> <p>The service is proactive based upon an agreed programme of works which is identified at the start of each financial year, though is then amended when additional works are agreed.</p> <p>The service is needed in order to complete highway capital improvement schemes which are approved by the Council.</p> <p>If the service was not provided, the Council would need to seek alternative companies to complete the works, which would not necessarily be completed to the same standards.</p> <p>As previously highlighted, we are limited to the level of works that we can undertake in view of the significant level of central support charges as well as the operational space available to us. Any decisions on whether we can accommodate more works, would need to</p>
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		bear these two factors into account.
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<b>TRADE WASTE</b>		
<b>Service Baseline / Initial Challenge</b>	<b>Guidance</b>	<b>Information</b>
<b>Description of Current Service</b>	<p>Who provides the service?</p> <p>How was the service formed and why does it exist?</p> <p>How is the service provided?</p>	<p>The service is provided through an in-house provision, based at Cowpen Lane Depot, Billingham.</p> <p>The service has been established for many years alongside the domestic refuse collection service. It exists to provide a cost effective and efficient refuse containment and disposal services for the businesses based within Stockton Borough.</p> <p>The service is provided to 1169 businesses through the use of two refuse collection vehicles equipped with lifts which can accommodate a range of containers, from bags through to 1280 Ltr containers (rear entry as opposed to Euro lift type containers). There are 4 main staff employed on Commercial Waste functions and customers can choose a range of different receptacle depending upon the requirements of their business, as well as multiple collections from Monday to Saturday.</p>



	<p>How does the service perform</p> <p>What does inspection tell us about this service?</p> <p>What resources and assets are used?</p>	<p>The service performs well which is illustrated through the level of customers who access the service in what is a very competitive market place. The service compares well on cost and quality when lined up against external service providers and we also participate in the APSE performance networks process which also indicate a high level of performance when compared against other LA services. There are a range of factors which influence this service including economic influences, in light of the current economic climate which has resulted in around 200 Stockton based businesses closing in the past 12 months. Other factors including environmental, with an increased requirement and customer preference for recycling as opposed to traditional refuse disposal.</p> <p>The service was inspected alongside other CFYA functions in October 2003, where it achieved a 3 star excellent rating, with excellent prospects for improvement.</p> <p>The service used 2 dedicated commercial waste vehicles using 4 dedicated members of staff, with access to a spare vehicle when required. In order to meet</p>
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	<p>Could the service be provided through a different mechanism?</p>	<p>the requirements of our customers, we carry a range of stock items including supplies of blue commercial waste sacks, 360 Ltr bins, 660ltr, 770ltr, 1100ltr, 1280ltr and Chamberlain type containers.</p> <p>The service could be provided through a different mechanism including a full externalisation of the service, joint working with a partner to provide an alternative service (partial refuse / recycling collections) or a review of current operations with a view to identifying new business opportunities.</p>
<b>Customer</b>	<p>Who are the customers what are their needs now?</p> <p>How are these services</p>	<p>We serve 1169 businesses in the Borough via a range of containers and collection days, some weekly and others on a multiple collection arrangement. We provide advice and assistance to current and new customers including a review of their business and the level of waste which they are likely to generate – we then advise on the type of receptacles to use as well as collection frequencies. We consult customers on an ad-hoc basis, initially at the commencement of their contract and then when any queries are raised.</p> <p>The service is not actively promoted</p>

	promoted/marketed?	although levels of interest in the service remains high with the Council responsible for nearly 30% of all commercial contracts in the Borough.
<b>Service Baseline / Initial Challenge</b>	<b>Guidance</b>	<b>Information</b>
<b>Customer</b>	<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>What is likely to impact on demand for these services in the future?</p>	<p>There are approximately 3800 additional registered businesses based in the Borough who do not use Stockton Council for commercial waste services, although some of these businesses may be sole traders and may not have any commercial waste requirements / contract in place.</p> <p>There are no customers who currently use our service who shouldn't be.</p> <p>The customers of the future could be any new business which is established in the Borough, or current businesses which is able to expand in the current economic climate. Customers needs are likely to be based around an ever increasing requirement for recycling, as well as traditional refuse disposal arrangements.</p> <p>The levels of customers that can be accommodated by the Council are restricted in line with the levels of resources which are allocated to this area</p>

	<p>What do complaints/ compliments tell you about these services?</p>	<p>of service, as well as the costs associated with the investment required to take on new business (containers, vehicles, storage, labour, disposal and space).</p> <p>Complaints and comments are low for this service area although, on the whole, comments on the effectiveness of the service remains very positive.</p>
<p><b>Aims &amp; Objectives</b></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>The service is required by statute under Section 145 (1b) of the Environmental Protection Act 1990. Although there is a requirement for the LA to provide a function, it does not necessarily have to be directly from the Council's service, although the LA would need to control and monitor the disposal from commercial waste activities.</p> <p>There is no statutory level of service although there is an expectation that the standard of service delivered would need to meet the customers expectations.</p> <p>The service is mostly proactive through an agreed programme of collections, though is also undertaken on a reactive basis when additional chargeable collections are required.</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 the service is needed.</p> <p>If the service was not undertaken by the Council, there would be an increased demand upon private sector companies to fill the gap.</p> <p>As stated previously, any new influx of business would need to be closely aligned to the levels of resources that we have to deliver the service.</p>
<b>Service Baseline / Initial Challenge</b>	<b>Guidance</b>	<b>Information</b>
<b>Aims &amp; Objectives</b>	Who provides a similar service to this using a different delivery mechanism e.g. external partnerships, shared services etc.?	This arrangement is common in other areas.
<b>Relevance / Context</b>	<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 Council is committed to supporting the needs of businesses within the Borough; we are able to contribute to this by providing an effective commercial waste collection service which meets the needs of our customers.</p> <p>There are no specific policies or strategies that are aligned to this service area.</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>None.</p> <p>None.</p>
<b>Financial / Resource Considerations</b>	<p>What are the costs of the service?</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>2009-10 budget – expenditure £470,801, targeted income of £532,338.</p> <p>We have arrangements in place for the disposal of commercial waste which run along similar lines to the arrangements for the disposal of domestic waste. We have a 25 year Tees Valley wide agreement with SITA for waste disposal which expires in 2020.</p> <p>The Council has sourced a range of suppliers for the procurement of waste receptacles for the use in this service, which has been achieved through an agreement procurement route.</p> <p>In addition to the agreement contract price, we would charge additional amounts for excess waste and contract variances, which are advertised at the commencement of each new contract so that customers are fully aware of</p>

<b>Service Baseline / Initial Challenge</b>	<b>Guidance</b>	<b>Information</b>
<b>Financial / Resource Considerations Challenge</b>	<p>How can you demonstrate that the service is cost effective overall?</p> <p>Do external contracts offer value for money?</p>	<p>additional charges.</p> <p>The service performs well against other companies, both in the public and private sector. We have undertaken soft market research at points in the past to ensure that we are competitive (taking in to account our additional overhead costs) and the APSE performance networks groups also indicates that we perform well in the LA arena.</p> <p>An important point to consider with this service is that it does generate a managed surplus each year which is used to offset and support the overspend on the domestic waste budgets. Clearly, this would not be something which could be relied upon should the service be externalised.</p>
<b>Service Drivers</b>	What do we need to change and why?	<p>There is significant pressures placed upon the overall efficiency of this service as a consequence of the level of central support charges which are levied at a relatively small service area. This is disproportionate to the actual level of service which is received and does make it extremely difficult for what is a trading arm of the Council to demonstrate a</p>

	What are the main drivers of change?	<p>degree of competitiveness in an open market in view of the charges that we incur centrally which would not be the case with similar size external providers.</p> <p>One area to review would certainly be the make-up and dissemination of central support charges, not only to ensure that they are fair and equitable across services but also to ensure that they are proportionate to the services received.</p>
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