

Appendix 2:

**ENVIRONMENT SCRUTINY PANEL
COMMERCIALISATION
– ACTION PLAN**

DATE: 18 APRIL 2017

SCRUTINY RECOMMENDATION	PROPOSED ACTION	POST TITLE	BUDGET COST	TIMESCALE
<p>1. That consideration be given by EPCS to developing the Catering Service by way of utilising the new function kitchen being installed as part of the Town Hall refurbishment scheme, with a view to providing function catering for Council events and external functions, such as weddings. This provision should be promoted at the point enquiries/bookings are made, for example, function catering to be offered by the registry office as part of a package when wedding bookings are made.</p>	<p>The service will explore the potential of offering such a service. However, this will need to be considered alongside other possible propositions that will be in place as part of the town hall development.</p> <p>This may have significant budget considerations as a contract for the commercial operation of the Town Hall is in place.</p> <p>A business plan is being developed.</p>	<p>Head of Asset Management/Director of Culture and Communities.</p>	<p>TBD</p>	<p>September 2017</p>
<p>2. That EPCS puts into place a business plan, as soon as possible, addressing commerciality and branding, and that this be submitted to the Environment Scrutiny Panel for consideration within the next six months.</p>	<p>A business Strategy and associated business plan based upon the new commercial direction of EPCS will be produced within the period outlined by the scrutiny panel. This will include a developed detailed information on commerciality and branding.</p>	<p>Director Environment, Property and Commercial Services</p>	<p>10K (existing budgets)</p>	<p>June 2017</p>
<p>3. That consideration be given by EPCS to</p>	<p>As part of the review of EPCs that is</p>	<p>Director</p>	<p>N/A</p>	<p>July 2017</p>

establishing an identified person responsible for managing contracts across the services.	now being undertaken following the appointment of the Director of the Service	Environment, Property and Commercial Services		
4. The Panel recognises that obtaining new and larger contracts is limited by the absence of a Contracts Manager. The Panel recommends that EPCS explores the capacity to create a contracts management team to enable it to bid for new work and to grow the business. It is expected the new function would work closely and in co-operation with the enthusiastic Operations Managers within the Service.	This capacity will be developed within the Service as part of the Review of EPCS.	Director Environment, Property and Commercial Services	N/A	July 2017
5. That EPCS examines areas where individual members of staff are employed on more than one contract with the authority to look at how costs can be reduced in the administration of salaries.	We will review this as part of the development of the council's new HR Payroll system to examine what efficiencies can be made.	Head of Asset Management	N/A	June 2017
6. With regard to Fleet Services, in the absence of a fully costed business plan, the Panel feels unable to make solid recommendations, however, in the short term, recommends the following:- a) That consideration be given to introducing a shift system, outside of	a) A cost benefit analysis will be undertaken to examine if the movement to such a system will be advantageous b) The service is presently an apprentice into the service. It is	Head of Environment Services	20K (existing budgets)	August 2017

<p>current operating hours, which would optimise the use of fleet vehicles and minimise vehicle down-time.</p> <p>b) The recruitment of apprentices to assist in filling an identified skills gap and that this is progressed as soon as possible.</p>	<p>anticipated that in future years additional apprentices will be required.</p>			
<p>7. That EPCS, in conjunction with Marketing and Communications, explores the benefits of branding and marketing in order to build on Middlesbrough's strong reputation and to promote the services via a range of media, such as the Council's website, intranet, Love Middlesbrough magazine, appropriate trade magazines, and advertising in public buildings such as libraries, community hubs and on Council vehicles, where appropriate.</p>	<p>A full marketing and communications plan will be produced that will include ensuring that publicity is on various media platforms and relevant print publications. Information will also be placed in public buildings where applicable.</p>	<p>Director Environment, Property and Commercial Services and Head of Marketing and Communications</p>	<p>20K</p>	<p>August 2017</p>
<p>8. That customer feedback and monitoring of services (including customer satisfaction surveys) be clearly defined and consistent across the services to help shape service development/improvement, branding and marketing.</p>	<p>As part of the roll out of Middlesbrough Council's customer strategy EPCS will ensure that proactive customer relationship systems will be developed. Customer surveys will form part of their strategy.</p>	<p>Head of Asset Management</p>	<p>N/A</p>	<p>August 2017</p>
<p>9. That work on the Council-wide 'Commercialisation Strategy' is progressed as quickly as possible and that the Environment Scrutiny Panel</p>		<p>Director Environment, Property and Commercial Services</p>	<p>N/A</p>	<p>July 2017</p>

receive an update with regard to the progress made within the next six months.				
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