

CABINET

9 July 2010

PRINCIPAL SCRUTINY COMMITTEE

12 July 2010

ENVIRONMENTAL SERVICES CONTRACT - PROGRESS REPORT & TENDER
EVALUATION FRAMEWORK

REPORT OF ASSISTANT DIRECTOR (HIGH QUALITY ENVIRONMENT)

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RECENT REFERENCES:

CAB 1948 - Joint Working with East Hampshire District Council on Environment Contract Services –13 January 2010

CAB 2000 - Joint Working with East Hampshire District Council on Environmental Contract Services - Progress Report - 20 May 2010

EXECUTIVE SUMMARY:

At its meeting of 20 May 2010, Cabinet considered an exempt report giving details of proposals for joint working with East Hampshire District Council on the procurement of a contract for various environmental services.

This report gives details of further progress since then, and seeks Cabinet agreement to the proposed tender evaluation scheme and the arrangements for the future provision of Pest Control Services.

RECOMMENDATIONS:

That Cabinet agrees:

1. the tender evaluation scheme as outlined in this report;
2. that Pest Control services be brought back in house (Option 4, in-house with charging for all services) in time for the commencement of services on 1 October 2011 with the Head of Organisational Development applying the TUPE Regulations requirements to enable the transfer of the relevant staff to Winchester City Council employment;
3. that delegated authority be given to the Head of Finance and Assistant Director (High Quality Environment) in consultation with the Portfolio Holder for High Quality Environment to decide upon appropriate charges for treatments and that the results be included with the 2011/12 budget setting process.

CABINET9 JULY 2010PRINCIPAL SCRUTINY COMMITTEE12 July 2010ENVIRONMENTAL SERVICES CONTRACT - PROGRESS REPORT & TENDER EVALUATION FRAMEWORKREPORT OF ASSISTANT DIRECTOR (HIGH QUALITY ENVIRONMENT)DETAIL:1 Introduction

- 1.1 The procurement exercise to secure a joint environmental services contract between East Hampshire District Council and Winchester City Council has reached the stage where contract documents are being prepared for dispatch.
- 1.2 A key document in this process is the tender evaluation scheme. This scheme describes the scoring mechanism that will be used to determine which tenderer(s) should be awarded the contract lot(s). Two separate lots are offered in this procurement: Lot 1 contains all of the waste collection services and Lot 2 contains street cleaning and grounds maintenance services.
- 1.3 Careful consideration has been given to the relevant criteria within the scheme compiled for each of the two lots, with associated scoring matrices. These have been considered and agreed by the Joint Environmental Services Waste Committee on 21 June 2010 subject a few minor considerations which were delegated for agreement by officers. A summary of the overall scoring matrix for each contract lot is included as Appendix A to this report.
- 1.4 This scheme will be used to evaluate the tenders. Tenders will be received by East Hampshire District Council (as the Administering Authority) by the tender deadline of 15 November 2010.
- 1.5 Report CAB 2000 also indicated a number of matters requiring subsequent decisions from Cabinet as follows:
 - a) **Evaluation Criteria;** this report deals with this issue;
 - b) **Stage 2 Inter Authority Agreement;** a subsequent report will follow on this issue once completed;
 - c) **Significant policy changes following discussion on harmonisation issues (outside those set out in 6.10(b) above);** other than the issue of Food Waste Collection (see 1.5 (e) below) there are no proposals at

present for significant policy changes and the specifications will therefore be drafted on the basis of the harmonisation changes agreed by the Joint Committee on 4 June 2010;

- d) **Depot provision generally and the future of the existing depot if an alternative site can be made available;** a report on this issue from the Head of Estates is included elsewhere on this agenda;
- e) **Consideration to include Food Waste Collection as part of the Refuse and Recycling lot (see 9.3 below);** the specification will include a requirement to price this service as an option but no decision will be made on whether to exercise such an option until a report has been submitted to Cabinet with a full options appraisal for this service including sustainability issues and financial implications;
- f) **Pest Control Services;** further details on the proposals for these services are given below

2. Pest Control

- 2.1 In considering the packaging of the lots for the contracted services a decision was taken not to include pest control services and to either let this service as a separate contract or bring the service back in house.
- 2.2 A recent options appraisal has been undertaken and the results are included at Appendix B. This summarises the main options available which are as follows
 - a) Continue to contract out the service as existing (i.e. without charges for rats and mice treatments)
 - b) Contract out the service but with charges introduced for rats and mice treatments
 - c) Bring the service back in house without charges rats and mice treatments
 - d) Bring the service back in house and introduce charges for rats and mice treatments

It is recommended that the in-house option (charging for all treatments), Option 4, is chosen because of the reduced service costs that would accrue. Charging is likely to reduce the demand for the overall service, however, and the staffing resource required would therefore have to be reviewed. When determining charges, consideration would also be given to reducing the costs of treatments for those in financial need. A summary of the financial outcome of each of these options is included at Exempt Appendix C

- 2.3 The introduction of charges for treatments will be unwelcome but the income generated will enable the Council to operate a comprehensive service sufficiently well resourced to meet customer needs. However, it is felt that a better quality service can be provided and that more pro-active treatments can be undertaken by an in-house team, including treatment of hotspots and localised treatment of drainage systems. This should assist in overcoming some of the problems associated with resistance to rodenticides and avoid further potential increases in costs can be avoided.

3. TENDER EVALUATION SCHEME - APPROVAL

- 3.1 Staff currently employed by the current contractor either wholly or for the majority of their time on the Winchester City Council Contract will transfer in accordance with TUPE regulations to either the new contractor, or to Winchester City Council where the services they are delivering will be provided directly by the Council (in which case they will become direct employees of the Council). Whether transferring to a new contractor or the City Council, All staff will transfer on their existing terms and conditions which are detailed in the due diligence process. Assessment is undertaken to ascertain tenderers' ability to comply with TUPE and other relevant employment, equality and Health and Safety legislation and good practices.
- 3.2 To ensure that the results of the tender evaluation are acceptable to both Councils, it is essential that both Cabinets approve the tender evaluation scheme, in advance.
- 3.3 Once approved by the Cabinets, the scheme will be incorporated into the Inter Authority Agreement that will bind both councils together during this joint-working partnership. Details of the proposed scheme are set out in Sections 3-5 of the Report. Stage 1 of the Inter Authority Agreement has been signed already, and this has enabled the issue of the OJEU notice, which is an electronic procurement advert, and the first mandatory stage of a formal EU procurement for services.
- 3.4 Procurement law is very clear and unequivocal, in that tender evaluation methods must be entirely transparent and justified. To that end, a full version of the tender evaluation scheme supporting guidance and the scoring matrix will be included with the Invitation to Tender documents.
- 3.5 Equally, the results of the final evaluation are also governed by what has been included in the Tender Evaluation Scheme. There is no latitude for the Joint Committee or either council to "change its mind" about the scoring process once this scheme has been approved.

4. Tender Evaluation Scheme – Details

- 4.1 The Joint Project Board considered the high-level process of evaluation, and noted the price/quality split which was agreed by Cabinet at its meeting on 20 May 2010:

Price:	70% of marks
Quality:	30% of marks

- 4.2 This decision was made based upon the current financial position of both Councils and the key drivers of this joint-working project including the delivery of cost savings.

- 4.3 A separate evaluation will be made for each of the two lots and an award of contract(s) will be made based upon the highest score for each lot (taking account of any discount offered by tenderers in the event that both lots are awarded to a single tenderer). This may result in two contractors being awarded one lot each, or one contractor winning both lots.

5. Price

- 5.1 Tenderers may choose to bid for either or both Lots, and they will be invited to submit two prices for each lot if they wish to bid for both lots. Price 1 will be the price for an individual Lot 1 bid and (where they are bidding for Lot 2) Price 2 will be the price for the same Lot 1 if they were also awarded Lot 2.
- 5.2 In this way the Councils could benefit from a lower combined price from tenderers who wish to bid for both lots. Equally, the risk to the tenderers is minimised, as they can confidently submit more aggressive prices for a combined award, safe in the knowledge that if they only win one Lot then the price will be their individual Price 1 bid.
- 5.3 Tenderers submitting a lower price for the contract lot(s) will therefore score highly for that element although to ensure that their submission carries a chance of overall success it must also provide for the resources, plans and sufficient operational detail necessary to score highly on the quality elements. This should ensure that service quality and security are safeguarded. Although the decision to only weight 30% of the scoring to this area is a risk that the Project Board recognises, but feels is acceptable in the circumstances.
- 5.4 70% of the total marks will be awarded for price, and the maximum score will be gained by the lowest tender price for each Lot. Other prices for the same Lot will be allocated a lower score based upon how much more expensive, as a percentage, they are over the lowest priced bid.
- 5.5 The overall framework scoring matrix showing the weightings applied to each area is shown at Appendices A1 and A2, one for each lot. The more detailed framework that underpins this summary has already been agreed by the Joint Environmental Services Committee.

6. Quality

- 6.1 The assessment of the quality elements of each bid will be made through the completion of Method Statements by the tenderers. The criteria that will be used to evaluate quality are shown below with the percentage split of each area:

Criteria	Quality Score (30% total)
Mobilisation Plan details	2%
Staffing Resources – how many staff, rounds, crews, management structures	7%
Vehicle and Plant Resources – how many vehicles, what type/size of vehicles per operation, fuel types	8%

Criteria	Quality Score (30% total)
and supply	
Carrying out the Specifications – detailed operational plans, work schedules, evidence of how performance targets will be met, communications, customer care	10%
Health & Safety	1%
Sustainability	1%
Service Improvements	1%
Total	30%

OTHER CONSIDERATIONS:

7. SUSTAINABLE COMMUNITY STRATEGY AND CORPORATE BUSINESS PLAN (RELEVANCE TO):

7.1 The proposals and outcomes of the work on the procurement of environmental services have a number of benefits in relation to the outcomes of the Sustainable Community Strategy. Elements of significance include:

- Recognising that Winchester Town, our market towns and rural areas and our urban areas in the south of the District are distinct and their communities have different needs and aspirations
- Encouraging a varied economy in the District by making sure that our rural economy is strong and able to flourish in a changing economy, and establishing an environment which encourages knowledge based industries to grow in the District
- Supporting new communities which are establishing themselves in the District
- Making sure that everyone in the District, no matter where they live, has the opportunity to enjoy the same great quality of life; and support vulnerable and disadvantaged members of our community.

8. RESOURCE IMPLICATIONS:

8.1 There are no specific financial implications arising from the agreement of the Tender Evaluation Scheme.

8.2 If Cabinet agree to bring Pest Control Services in house and charge for all treatments, it would result in a predicted net saving of approximately £45,000 per annum as set out in Appendices B & C. However savings would not be accrued in year 1 as they would be offset by redundancy costs following TUPE transfer of existing contracted staff and the expected reductions in demand following the introduction of charges.

9. RISK MANAGEMENT ISSUES

- 9.1 As part of this procurement, the risks of contracting with individual tendering companies are being rigorously assessed at a pre-qualifying stage, by the use of a Pre-Qualification Questionnaire.
- 9.2 This document is a standard tool used to assess the strength of a company in terms of its financial, technical and professional standing. Limits and requirements have been set to ensure that only properly experienced and robust companies are allowed to tender for this work.
- 9.3 A separate Integrated Impact Assessment report has been carried out by the Project Board to ensure that the revised services being proposed in this new Joint Contract do not posing any additional risks to the environment and that equality and safeguarding issues are correctly addressed

BACKGROUND DOCUMENTS:

None

APPENDICES:

Appendices A.1 and A.2 Tender Evaluation framework

Appendix B Options Appraisal – Pest Control

Exempt Appendix C – Pest Control – Financial Implications

Evaluation Guidance for Waste Services Bid Submission – Lot 1

1. MOBILISATION & BUSINESS CONTINUITY

(a) Mobilisation Plan

The detailed action plan for the period between award of contract and commencement of work, to include elements such as - mobilisation timetable, risk registers, procurement and deployment of vehicles and equipment.

(b) Business Continuity Plan

The detailed plan showing all relevant aspects of business continuity as the bidder sees appropriate to ensure provision of services

2. PERSONNEL & TEAM STRUCTURE

(a) Details of Beats, teams and rounds

Bidders are requested to provide details of proposed staffing against the following:

1. Optimisation of rounds / beats;
2. Multi-tasking / skills of functions & staff;
3. The proposed number and details of rounds, teams, beats;
4. The number and minimum qualification levels of staff to be employed, separately identifying refuse and recycling staff; and
5. Proposals relating to staff holiday and sickness cover including the use of agency staff;
6. Evidence that uniforms have been provided and can be differentiated between the services.

(b) Equalities, Safeguarding and Diversity

1. Evidence of how appropriate staff training and/or awareness raising will be carried out (to include dealing with hate crime and issues involving vulnerable adults and children);
2. Evidence of monitoring and reporting mechanisms
3. Evidence that appropriate staff will be CRB checked (those involved with works to children's play sites, sports changing rooms etc)

3. VEHICLE & PLANT RESOURCES

(a) Details of Vehicles, Plant & Equipment to be used

1. Evidence of vehicles to be used; that size and type have been referred to and that consideration has been given to access, weight limits, Road Traffic Orders and other restrictions to vehicle movements;
2. Evidence that vehicles are suitably designed for the performance of the contract including allowing for the display of logos/advertising;
3. Evidence that the contractor has sought to ensure that all vehicles comply with the latest regulations in relation to atmospheric emissions;
4. Evidence of the continuity of fuel supply and measures to mitigate fuel cost volatility; and

5. Details of the number, design and type of front-line and spare vehicles proposed.
6. Evidence of servicing, maintenance and cleaning schedules in line with manufacturers recommendations and all relevant legislation;
7. Evidence of vehicle cleansing and general maintenance schedules;
8. Evidence that the contractor has given consideration to the deployment of dual fuel vehicles; including electrically powered vehicles; and
9. Evidence of driver competency and training; and
10. Evidence of vehicle breakdown reporting and service continuity cover.

4. CARRYING OUT THE SPECIFICATION

(a) Specification as Written/ Proposed Work Schedule (does the Method Statement Contain)

The detailed proposed work schedule including:

1. Rounds;
2. Monitoring and management of workflow;
3. Methods of scheduling;
4. The number of vehicles per service;
5. The number of properties each vehicle will serve;
6. The number of operatives per vehicle;
7. The use of (for example) super urban rounds e.g. a driver and 3;
8. Details of the no quibble policy on missed bins;
9. Details of the food waste collections proposals; and
10. Lines of supervision and organisation charts.

(b) Integration of Services (does the method statement include)

1. Details in relation to the effective use of resources and consideration of the scope of the proposed works; and
2. Details on how the contractor is seeking to eradicate duplication of effort and an analysis of interdependencies.

(c) Working Methods, Quality Procedures, Defined Quality (does the method statement include)

1. Proposed working methods and documented processes with examples;
2. Evidence of the use of how Key Performance Indicators (KPI'S) will be collated and used in this contract, including examples from other contracts currently being operated;
3. Evidence of Complaint and Compliment monitoring.

(d) Service Monitoring & Feedback (does the method statement include)

1. Information relating to call handling;
2. Information relating to the use of electronic communications;
3. Documented reporting procedures;
4. Details of regular client meetings; and
5. Examples of existing processes in previous/current contracts.

(e) Contract Monitoring Procedures & Annual Reports (does the method statement include)

1. Examples of contract supervision and management procedures;
2. Details of how this information will be documented and reported back to the client;

3. A continuous improvement plan; and
4. A proposed format for the Annual Report.

(f) Specific Quality Assured Monitoring System (does the Method Statement Contain)

1. Details of how data integrity and capture quality will be maintained;
2. Details relating to vehicle tracking or similar;
3. The use of PDA's and their compatibility with existing council systems, or similar; and
4. Details relating to real time reporting.

(g) Continuous Improvement Proposals (does the Method Statement Include)

1. Examples from other contracts that the contractor is bringing to this contract;
2. Evidence of how the contractor will analyse and monitor what they improve;
3. Evidence that continuous improvement is documented in the companies business plan;
4. Examples of how the contractor will use a 'feedback loop' or similar methodology; and
5. Evidence that continuous improvement is consistent and embedded within working practice.

5. HEALTH & SAFETY

1. Details of how the contractor will demonstrate continuous improvements in health & safety performance in servicing the contact;
2. Evidence of method of identifying hazards, carrying out risk assessments and implementing appropriate controls;
3. Evidence of audit and review of risk assessments;
4. Examples of the methodology that contractors will apply to the selection of appropriate machinery and equipment, with regards to health & safety issues of operating such.

6. SUSTAINABILITY

(a) Involvement in Sustainability Initiatives

1. Examples of the use of alternative fuels in similar contracts;
2. Examples of any environmental initiatives in similar contracts;
3. Examples of the incorporation of energy conservation, renewable energy, or carbon reduction initiatives in similar contracts;
4. Examples of any corporate policies that seek to recruit local staff or similar;
5. Details of how the company has included sustainability in its supply chain and if this extends to any sub contracting arrangements where relevant.

7. SERVICE IMPROVEMENTS

(a) Service Improvements

1. List of proposals as to how the authorities can maximise waste minimisation;
2. List of proposals as to how the authorities can maximise recycling of household waste;
3. List of proposals as to how the authorities can maximise composting;
4. List of proposals as to how the authorities can reduce household waste arisings; and
5. List of proposals as to how the authorities can increase kerbside glass collection participation.

INNOVATION

Bidders will be rewarded for innovative proposals that could bring benefits to the services, or the contract as a whole. Marks for this are available within each section of the marking scheme.

Evaluation Guidance for Street Cleansing & Grounds Maintenance Services Bid Submission - Lot 2**1. MOBILISATION & BUSINESS CONTINUITY****(a) Mobilisation Plan**

The detailed action plan for the period between award of contract and commencement of work, to include elements such as - mobilisation timetable, risk registers, procurement and deployment of vehicles and equipment.

(b) Business Continuity Plan

The detailed plan showing all relevant aspects of business continuity as the bidder sees appropriate to ensure provision of services

2. PERSONNEL & TEAM STRUCTURE**(a) Details of Beats, teams and rounds**

Bidders are requested to provide details of proposed staffing against the following;

7. Optimisation of rounds / beats;
8. Multi-tasking / skills of functions & staff;
9. The proposed number and details of rounds, teams, beats;
10. The number and minimum qualification levels of staff to be employed, separately identifying refuse and recycling staff; and
11. Proposals relating to staff holiday and sickness cover including the use of agency staff;
12. Evidence that uniforms have been provided and can be differentiated between the services.

(b) Equalities, Safeguarding and Diversity

4. Evidence of how appropriate staff training and/or awareness raising will be carried out (to include dealing with hate crime and issues involving vulnerable adults and children);
5. Evidence of monitoring and reporting mechanisms
3. Evidence that appropriate staff will be CRB checked (those involved with works to children's play sites, sports changing rooms etc)

3. VEHICLE & PLANT RESOURCES**(a) Details of Vehicles, Plant & Equipment to be used**

11. Evidence of vehicles to be used; that size and type have been referred to and that consideration has been given to access, weight limits, Road Traffic Orders and other restrictions to vehicle movements;
12. Evidence that vehicles are suitably designed for the performance of the contract including allowing for the display of logos/advertising;
13. Evidence that the contractor has sought to ensure that all vehicles comply with the latest regulations in relation to atmospheric emissions;
14. Evidence of the continuity of fuel supply and measures to mitigate fuel cost volatility; and
15. Details of the number, design and type of front-line and spare vehicles proposed.
16. Evidence of servicing, maintenance and cleaning schedules in line with manufacturers recommendations and all relevant legislation;

17. Evidence of vehicle cleansing and general maintenance schedules;
18. Evidence that the contractor has given consideration to the deployment of dual fuel vehicles; including electrically powered vehicles; and
19. Evidence of driver competency and training; and
20. Evidence of vehicle breakdown reporting and service continuity cover.

4. CARRYING OUT THE SPECIFICATION

(a) Specification as Written/ Proposed Work Schedule (does the Method Statement Contain)

The detailed proposed work schedule including:

11. Rounds;
12. Monitoring and management of workflow;
13. Methods of scheduling;
14. The number of vehicles per service;
15. The area each vehicle will cover;
16. The number of operatives per vehicle;
17. The organisation (for example) of a coordinated street cleansing and grounds maintenance function;
18. Details of how the contractor proposed to undertake the output elements of the street cleansing operation;
19. Details of the contractors proposals to resource the grounds maintenance function in recognition of seasonal variations; and
20. Lines of supervision and organisation charts.

(b) Integration of Services (does the method statement include)

3. Details in relation to the effective use of resources (such as sharing of vehicles between cleansing and grounds maintenance staff) and consideration of the scope of the proposed works; and
4. Details on how the contractor is seeking to eradicate duplication of effort and an analysis of interdependencies.

(c) Working Methods, Quality Procedures, Defined Quality (does the method statement include)

4. Proposed working methods and documented processes with examples;
5. Evidence of the use of how Key Performance Indicators (KPI'S) will be collated and used in this contract, including examples from other contracts currently being operated;
6. Evidence of Complaint and Compliment monitoring.

(d) Service Monitoring & Feedback (does the method statement include)

6. Information relating to call handling;
7. Information relating to the use of electronic communications;
8. Documented reporting procedures;
9. Details of regular client meetings; and
10. Examples of existing processes in previous/current contracts.

(e) Contract Monitoring Procedures & Annual Reports (does the method statement include)

5. Examples of contract supervision and management procedures;
6. Details of how this information will be documented and reported back to the client;
7. A continuous improvement plan;

8. A proposed format for the Annual Report; and

(f) Specific Quality Assured Monitoring System (does the Method Statement Contain)

5. Details of how data integrity and capture quality will be maintained;
6. Details relating to vehicle tracking or similar;
7. The use of PDA's and their compatibility with existing council systems, or similar; and
8. Details relating to real time reporting.

(g) Continuous Improvement Proposals (does the Method Statement Include)

6. Examples from other contracts that the contractor is bringing to this contract;
7. Evidence of how the contractor will analyse and monitor what they improve;
8. Evidence that continuous improvement is documented in the companies business plan;
9. Examples of how the contractor will use a 'feedback loop' or similar methodology; and
10. Evidence that continuous improvement is consistent and embedded within working practice.

5. HEALTH & SAFETY

5. Details of how the contractor will demonstrate continuous improvements in health & safety performance in servicing the contact;
6. Evidence of method of identifying hazards, carrying out risk assessments and implementing appropriate controls;
7. Evidence of audit and review of risk assessments;
8. Examples of the methodology that contractors will apply to the selection of appropriate machinery and equipment, with regards to health & safety issues of operating such.

6. SUSTAINABILITY

(a) Involvement in Sustainability Initiatives

6. Examples of the use of alternative fuels in similar contracts;
7. Examples of any environmental initiatives in similar contracts;
8. Examples of the incorporation of energy conservation, renewable energy, or carbon reduction initiatives in similar contracts;
9. Examples of any corporate policies that seek to recruit local staff or similar;
10. Details of how the company has included sustainability in its supply chain and if this extends to any sub contracting arrangements where relevant.

7. SERVICE IMPROVEMENTS

(a) Service Improvements

6. List of proposals as to how the authorities can maximise recycling of street cleansing arisings;
7. List of proposals as to how the authorities can maximise composting of grounds maintenance arisings;
8. List of proposals as to how the authorities can maximise biodiversity in the grounds maintenance function;
9. List of proposals as to how the authorities can maximise public participation in reducing litter and adopting local initiatives.

INNOVATION

Bidders will be rewarded for innovative proposals that could bring benefits to the services, or the contract as a whole. Marks for this are available within each section of the marking scheme.

Pest Control Options Appraisal

Options	Advantages	Disadvantages	Risks	Costs
1. Contractor – charging policy “as is” rats and mice free	<ul style="list-style-type: none"> • Service to customer remains unchanged 	<ul style="list-style-type: none"> • Current service is reactive only 	<ul style="list-style-type: none"> • Significant risk of a “step” increase in costs when the numbers of treatments exceed specified thresholds 	<ul style="list-style-type: none"> • Future contract costs unknown (risk that costs could increase)
2. Contractor – charges for all pest control	<ul style="list-style-type: none"> • Reduced costs 	<ul style="list-style-type: none"> • Infestations go untreated • High level of client input required re enforcement • High level client input required to resolve neighbour disputes 	<ul style="list-style-type: none"> • Adverse impact on Council image • Public undertake own inadequate treatments • Increase in rodent activity in open spaces • Potential increase in instances of resistance to rodenticides 	<ul style="list-style-type: none"> • Savings of £350,456 over 8 years • Due to lack of certainty re numbers of treatments contractors may not price competitively thus reducing savings

Options	Advantages	Disadvantages	Risks	Costs
3. In House – charging policy “as is” – rats and mice free	<ul style="list-style-type: none"> • High level of customer service can be achieved • Direct control over service allowing more proactive work at no additional cost 	No significant disadvantages apart from increased costs	No significant risks	<ul style="list-style-type: none"> • No savings + £287,479 over 8 years
4. In House- charges for all pest control services	<ul style="list-style-type: none"> • Reduced costs • Direct control over service allowing more proactive work at no additional cost • Some proactive work can be undertaken with minimum additional costs • Flexible use of staff can offset some of the disadvantages associated with charging. 	<ul style="list-style-type: none"> • Infestations go untreated • High level of client input required re enforcement/ mediation to resolve neighbour disputes 	<ul style="list-style-type: none"> • Adverse impact on Council image • Public undertake own inadequate treatments • Increase in rodent activity in open spaces • Potential increase in instances of resistance to rodenticides. • Period of uncertainty for transferred-in staff - reduced demand expected to lead to reduced staffing requirements. 	<ul style="list-style-type: none"> • Savings of £361,465 over 8 years