

Southend-on-Sea Borough Council

Report of Corporate Director Enterprise, Tourism & the
Environment

to
Traffic & Parking Working Party

on
8 January 2009

Report prepared by: Peter Wright

Agenda
Item No.

Award of Parking Enforcement Contract
Economic & Environmental Scrutiny Committee –
Executive Councillor: Councillor Waite
A Part 1 Public Agenda Item

1. Purpose of Report

- 1.1 To advise of the award of the contract for On-Street Parking Enforcement and Street Surveillance Services Contract for a period of five years with an option of a two year extension

2. Recommendation

- 1.2 To note the award the contract for On-Street Parking Enforcement and Street Surveillance Services Contract for a period of five years with an option of a two year extension to the leading Tenderer, Supplier 2, APCOA. The contract is to commence on 1st March 2009.

3. Background

National Picture

- 3.1 During recent months, parking enforcement has been the subject of scrutiny at national and local levels and there have been a number of reports into the industry, including those from the Local Government Ombudsman and the Transport Select Committee.
- 3.2 As a requirement of the Traffic Management Act 2004 (Chapter 6), the Department for Transport has issued draft Statutory Guidance which has been out for consultation.
- 3.3 This guidance has incorporated many of the recommendations in the preceding reports, which all reflect the themes of accountability, proportionality and reasonableness in the management of On-Street parking operations. There will be separate regulations to accompany the Traffic Management Act and these are out to consultation at present. Concurrently, the DfT is planning to revise its detailed guidance to Local Authorities on implementing and managing parking

operations, which will accompany Statutory Guidance and the revised legislation.

Our Approach

- 3.4 The Council is incorporating and adopting these proposed changes into the delivery of this new contract and like other leading de-criminalised parking enforcement (DPE) Councils across the country is adopting a dynamic approach to parking enforcement, and has revised its policies to reflect the themes in the industry reports to deliver a parking enforcement service which complies with these themes and meets the Council's Traffic Management objectives. There will be significant changes resulting from the enactment of Chapter 6 of the Traffic Management Act.
- 3.5 The new parking enforcement contract uses the British Parking Association (BPA) Model Contract which has been recommended both in the Select Committee report (and in other reports), as well as the draft Statutory Guidance and this contract reflects the emphasis on parking enforcement as a traffic management tool and not a revenue raising exercise. Evaluation criteria have therefore included how the successful Service Provider's own management and ethos corresponds with the Council's traffic management objectives and its commitment to service development and improvement.
- 3.6 The number of Penalty Charge Notices (PCN's) to be issued does not form part of this contract. The Council will principally manage and monitor the contract performance through the use of Key Performance Indicators (KPIs), refer to **Appendix 1**, which are based on quality criteria, such as coverage of patrols, the issue of good quality tickets, the training and development of Civil Enforcement Officers (CEO's) and their role as Civic Ambassadors. This follows the BPA model and will ensure that the Council receives a responsive and customer focused service. The payment mechanism under this contract includes a performance payment which is only made if the KPIs are met so there is an incentive for the Service Provider to achieve the quality standards and allows the Council to ensure that value for money is achieved.
- 3.7 Policies such as the criteria for issuing tickets, observation times before Penalty Charge Notices (PCN's) are issued and the provision of good customer services have also been incorporated into the Contract Specification and there is provision for the potential changes in the Traffic Management Act to be incorporated into the contract requirements. The contract reflects the current industry changes and recommendations and allows the flexibility to allow for future developments.
- 3.8 The new contract is a Target Cost Contract. The Service Provider receives a share of any savings (in this case 50%) and pays an excess when the final cost is higher compared to the Target Cost. These type of contracts are designed to motivate the Service Provider to investigate and propose changes in the way the Services are provided that will reduce the Actual Cost while maintaining or improving the service levels defined by the Key Performance Indicators.

Procurement Process

- 3.9 The re-tender of the parking enforcement contract was agreed by Cabinet in the procurement plan in March 2008.
- 3.10 It was decided to test the market for the provision of Car Park Management and Maintenance and Street Surveillance Services. Car Park Management and Maintenance is currently carried out in-house and Street Surveillance is a new service requirement.
- 3.11 The Cash Collection of On and Off-Street pay and display machines is currently carried out by a combination of in-house staff and an external provider. The Cash Collection is not efficient and it was additionally decided that this should be market tested as part of this tendered contract.
- 3.12 The tender detailed a number of options to enable the Council to choose which one would be of most economically advantageous. These are detailed below:
- Option 1** Parking Enforcement Services
 - Option 2** Parking Enforcement Services and Car Park Management and Maintenance
 - Option 3** Parking Enforcement and Street Surveillance
 - Option 4** Parking Enforcement, Car Park Management and Maintenance and Street Surveillance
 - Option 5** Parking Enforcement and On and Off-Street Pay and Display Cash Collection, Counting and Banking and Street Surveillance
- 3.13 The procurement was overseen by the Council's Procurement Department.
- 3.14 Between March and May 2008 the Group Manager Traffic and Highways Network engaged a specialist Parking Consultant to prepare the Contract Specification documents based on the new industry standard British Parking Association (BPA) model Contract.
- 3.15 Following EU Procurement Guidelines Parking Enforcement is classed as a part B service and was therefore not advertised through OJEU. It was advertised on the 15th February 2008 in Supply2Gov, on the Council's website and in Parking Management magazine.

In February a pre-qualification questionnaire (PQQ) was sent to 16 companies who expressed an interest. Eight responded and six companies were short-listed via a set of predetermined criteria and invited to tender for the contract.

- 3.16 The tender documents were sent out on 31st July 2008 with a closing date for return of 8th September 2008. Tenderers were asked to provide a response to a technical questionnaire as shown in **Appendix 3**. They were also asked to submit two Payment Schedules for two IT systems for each of the Options; the reason for this was to provide the Council with alternative IT solutions. This would enable the Council to select a preferred IT Supplier from a choice of two. Tenderers were requested to provide a comprehensive breakdown detailing all of the specific elements of the service. An example of the Target Cost Schedule for Option 4 is shown in **Appendix 2**.

- 3.17 An Evaluation Panel was set up comprising of :
- The Group Manager Traffic & Highways Network
 - Parking Manager
 - Car Park Manager
 - Specialist Parking Consultant
 - Procurement Officer
- 3.19 The evaluation was based on a quality with a 60% weighting and price with a 40% weighting. The quality aspects of the tenders were considered to be the response to the Technical Questionnaire and Presentation and the price was based on the evaluation of the Target Cost Schedules.

Evaluation

Car Park Management and Maintenance

- 3.18 Tenderers provided costs and method statements for managing all elements of the Car Parks and Maintenance. The costs and quality of delivery were compared to the current in-house Council service.
- 3.19 The only Supplier who properly addressed the specification provided a tender price which would represent an increase in cost depending upon the IT solution over the in house provision. It was therefore recommended that the Council continue the Car Park Management and Maintenance by using the in-house resources.

On and Off Street Pay and Display Cash Collection, Counting and Banking

- 3.20 Tenderers provided costs and method statements for carrying out the On and Off Street Pay and Display Cash Collection, Counting and Banking service. The costs and quality of delivery were compared to the current combined in-house and partly externalized service providers.
- 3.21 Tender from Supplier 1 indicates a saving however there were many issues which affected the validity of this tender. The key issues being that there were insufficient vehicles and staff to deliver this element of the service.
- 3.22 Tenders from Suppliers 2 and 3 represent an increase in cost per year depending upon the IT solution over the current service costs. It was therefore decided that the Council continue the On and Off-Street Pay and Display Cash Collection, Counting and Banking service by using the current combined in-house and partly externalised service providers.

Consideration of Option 1 or 3

- 3.23 Once Car Park Management and Maintenance and the Cash Collection, Counting and Banking are excluded because they have proved not to be economically advantageous the only remaining Options are 1 – Parking Enforcement and Option 3 - Parking Enforcement and Street Surveillance.

- 3.24 It was decided to select Option 3 in view of the Council's declared intention to utilise the presence of its Civil Enforcement Officers as a potential source of intelligence and behavioural restraint for Community Safety. This Option is evaluated in Table 1 below.
- 3.25 The full evaluation and scoring clearly showed Supplier 2 as the leading Tenderer.
- 3.26 The pricing implications of all Suppliers and their respective IT Systems were evaluated. It was recommended that Supplier 2 be awarded the contract. Awarding the contract to Supplier 2 will demonstrate a saving of £165,994.97 per year and assuming all other factors remaining constant a potential £829,974.84 saving over the 5 year contract.

IT Option

IT Option 1 has been selected because this Supplier has current experience in managing data migration from our current IT System (Civica PES) which will significantly aid the recovery process of unpaid debt.

4. Corporate Implications

Resource Implications (Finance, People, Property).

- 4.1 The Contract requires both the Service Provider and the Council to monitor performance; this is done through the use of Key Performance Indicators (KPIs). The Service Providers overheads and profit are directly reliant on achieving the KPIs; the Contract has a Monitoring Officer to ensure all measurements are monitored. Through the payment mechanism the Monitoring Officer will be self financing as any KPIs not achieved will result in reduced payments of the profit and overheads. The KPI system will ensure that the Council receive a quality service and if all the KPIs are met the Service Provider will achieve their Bid price for the successful delivery of the Contract.

Contribution to Council's Vision & Critical Priorities

- 4.2 The parking enforcement service will continue to support the Council's vision by:
- providing a visible presence of the Authority in parking places, through the Service Provider meeting the required number of street visits per day
 - sharing, fairly, the available parking space among potential users
 - contributing investment to transport infrastructure in the public realm

Consultation

- 4.3 No specific public consultation has been undertaken. However, nationally, public comment and consultation has contributed to the development of the current version of the BPA parking enforcement contract and in particular the Key Performance Indicators used to measure the performance of the Contract.

Equalities Impact Assessment

- 4.4 Tenderers were assessed at PQQ stage on equalities and the contract determines they must follow the Council's Equality and Diversity policies.

Value for Money

- 4.5 The principle of 'value for money' has been addressed through procurement process:-
- As the Service Provider market is large a select list of four to eight will be created from those expressing an interest based on the assessment of a qualitative questionnaire
 - The evaluation scoring has been based on a quality (60%) / price (40%) basis
 - Testing the market on additional services such as car park maintenance and management.
 - Service Provider performance will be managed and paid for on the basis of a raft of Key Performance Indicators including continuous improvement
 - By having a target cost contract where any savings made by the supplier throughout the length of the contract they are shared 50:50 between the supplier and Council. This motivates the supplier to work with the Council and look for efficiencies.
 - The Contract will be capable of expansion to cover other civil enforcement duties when the necessary statutory instruments have been introduced

Community Safety Implications

- 4.6 Civil Enforcement Officers are a potential source of intelligence and behavioural restraint for Community Safety. The Service Provider will provide Street Surveillance duties, recording any issues through the hand held unit the CEO carries, such as:
- Depositing of Litter
 - Unauthorised distribution of free printed matter on designated land
 - Dog Fouling
 - Graffiti and flyposting
 - Noise from dwellings
 - Nuisance parking
 - Abandoning a vehicle
 - Badly positioned skips and/or overloaded

5. Legal Implications

- 5.1 The procurement exercise has conformed to all relevant EU regulations, Contract Standing Orders and Procurement Code of Practice. The proposed Contract itself conforms to central Government Guidance and best practice in the Parking Industry.

5.2 To preserve continuity of service, to protect the revenue position and to provide the necessary operational lead in time of three months, the contract needs to be awarded immediately. This will enable the successful contractor to commence operations on 1st March 2009 or sooner if practicable.

6. Background Papers

6.1 Traffic Management Act 2004

6.2 Tender submissions and associated papers from companies invited to tender

6.3 Parking enforcement contract 2001 and BPA model contract

7. Appendices

APPENDIX 1 – Key Performance Indicators

APPENDIX 2 – Target Cost Schedule

APPENDIX 3 – Technical Questionnaire

Key Performance Indicators

KPI - 1 Effective Parking Enforcement

a) Coverage of Patrol requirements

The Service Provider will carry out all patrols according to the Specification (Schedule 2) and check all vehicles in the road, identifying contraventions and issuing PCN's according to Council Guidelines

b) The minimum number of deployed CEOs

The Service Provider will ensure that sufficient numbers of staff are deployed to meet the Council's requirements

c) The achievement of minimum street visit frequencies

The Service Provider will monitor and measure the street visit activity including requirements for all locations

KPI - 2 Good Quality, Motivated and Informed CEO's

a) Initial CEO training and accreditation (BPA/City & Guilds certificate preferred)

No CEO shall commence work duties until the training has been certified

b) Regular assessments and delivery of on-going training

The assessments shall be evaluated against the agreed format and all certificates shall be checked to substantiate they are to the required standard

c) The standard of CEO appearance, courtesy & helpfulness

The Service Provider will ensure that all CEOs are presented to a high standard and trained to offer advice to the public

d) The level of complaints & complaints handling

The Service Provider shall provide the Council with copies of all written complaints received

e) Level of absenteeism & staff turn over among CEOs

The purpose of this KPI is to accomplish a reduction in the number of CEOs leaving the service. As an example, a target of 80% of staff remaining in post for 12 months

KPI - 3 Issue of Good Quality PCN's

a) PCN's cancelled due to CEO Error

The Service Provider will provide the Council with performance information. This information will be compared with data sourced from the Council's parking database

b) Void Tickets

The Service Provider will provide the Council with information relating to void PCN's and will be measured on reducing this number

KPI - 4 Customer Services and PCN Processing

a) IT

The Service Provider will ensure that the IT system is operational at all times and report if there is an interruption of service greater than 2 hours

b) Customer Services

Failure to provide the agreed number of back office staff on more than 3 days in any one month.

c) PCN Processing

Failure to process and scan PCN related correspondence and representations within the required timescales (subject to equipment performance). More than two failures to scan to prescribed limits unless approved by an Authorised Officer will result in this KPI not being met.

KPI - 5 Optional Service Elements

a) Street Surveillance

The Service Provider must report any issues relating to Street Surveillance

Target Cost Schedule

The main principle of Target Cost Contracts is that the Service Provider receives a share of any savings (in this case 50%) and pays any excess when the final cost is compared to the Target Cost. The provision is designed to motivate the Service Provider to investigate and propose changes in the way the Services are provided that will reduce the Actual Cost while maintaining or improving the service levels defined by the Key Performance Indicators.

- If the Service Provider proposes a change to the Services by way of innovation or efficiency that the Council's Representative accepts as a proposal for a change to the Services in accordance with Schedule 5 the Target Cost is altered to reflect the Change Control Note
- Any saving resulting from the above is shared by the Council and the Service Provider as set out in the Schedule of Variables
- The amount resulting from the agreed share will be included by the Service Provider in the next application for payment.
- Payment will be made in accordance with Clause 8 of the conditions of Contract
- The new Target Cost resulting from the Change becomes effective from the next payment period as defined in Schedule 3
- Performance Related Payments are not affected by these provisions

Target Cost

The Target Cost of the Services is to be shown against individual items in the Target Cost Schedule.

The agreed Target Cost Schedule will form Schedule 11 of the Contract. The following shall be included:

- Labour and staff, including all costs in connection therewith;
- Supply and administration of stationery, materials, goods, storage, and costs in connection therewith;
- Accommodation including all rates, Rents, cost of Utilities and Insurance for each location;
- Equipment and transport costs in connection therewith
- Service Provider's I.T. System costs and all installation and maintenance charges, telecommunications and costs and staffing costs associated therewith;
- All banking charges and arrangements for credit/debit card facilities related to the Service where supplied by the Service Provider.

All Tenderers must submit two separate Payment Schedules for each of the Options highlighting the specific IT system offered. Tenderers must provide with a comprehensive breakdown detailing all of the specific elements of the service.

Option 4 – Parking Enforcement, Car Park Management and Maintenance and Street Surveillance

Target Cost schedule - Option 4 - PARKING ENFORCEMENT SERVICES AND MAINTENANCE AND MANAGEMENT OF CAR PARK SERVICES AND STREET SURVEILLANCE SERVICES

Item	Type	Description	Quantity	Annual Rate	Annual Target Cost
Employed Labour and Staff - Rates to cover all on-costs including but not limited to benefits, NI, fares, accommodation where necessary etc.	1	Contract Manager			
	2	Assistant Contract Manager			
	3	Supervisor			
	4	Civil Enforcement Officers			
	5	Civil Enforcement Officers - Mobile (Moped)			
	6	Administrative Staff, including Quality and Monitoring			
	7	Street Surveillance Staff			
	8	Car Park Manager			
	9	Cash Collection Staff			
	10	Machine Maintenance Staff			
	11	Counting, Reconciliation, Banking Staff			
	12	Client Monitoring Officer			
Accommodation to include all associated costs including but not limited to rents, rates, furniture, Insurance etc	1	Operation Base			
	2	Telecommunications			
	3	IT System			
	4	Hand Held Computers			
	5	Printers			
	6	Digital Cameras			
	7	Other - itemise individually			
Equipment - to include all costs of repair, maintenance, consumables, losses, replacements etc.	1	Radios / Telecoms			
	2	General office equipment			
	3	Office Furniture			
	4	Uniforms and associated equipment			
	5	Vehicles - MPV			
	6	Vehicles - Cash Collection / Machine Maintenance			
	7	Vehicles - Powered Two wheelers			
	8	Other - itemise individually			
Materials including delivery, distribution and removal as necessary	1	Stationery & Documentation			
	2	Fuels/Oils/Greases			
	3	Cleaning			
	4	Maintenance Equipment			
	5	Other - itemise individually			
Annual Target Cost					
Maximum % addition for Performance related Payment				[] %	
ANNUAL CONTRACT SUM					

Technical Questionnaire

Option 1 – Parking Enforcement Services

The following questions must be answered if you are tendering for all Options;

1 - Implementation - (limit 25 pages)

- a) Please detail your implementation plan and how you will manage this. This is to include but not limited to;
- Premises
 - TUPE
 - Staff recruitment
 - Equipment
 - Vehicles

2 – Staff - (limit 5 pages)

- a) Please detail the number of staff that will be dedicated to this contract. This is to include but not limited to;
- Numbers
 - How the staff will be structured
 - The grading of the staff
 - Job description, competencies and experience for the Contract Manager and Assistant Contract Manager

3 - Staff Deployment – (limit 12 pages)

- a) For each employee please detail the actual deployed time. Please detail your calculations and definitions.
- b) Please provide details relating to the actual total numbers of staff on active patrolling, not average full time equivalents (FTE) for the following:
- Monday to Friday
 - Saturday
 - Sunday
 - Public Holidays

Please use the following table as an example of how the information is to be shown:

Deployed Hours														
Time	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	Total Deployed Hours
Mon	10.00	12.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	8.00	190
Tue	10.00	12.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	8.00	190
Wed	10.00	12.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	8.00	190
Thur	10.00	12.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	8.00	190
Fri	10.00	12.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	8.00	190
Sat	10.00	12.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	8.00	190
Sun	-	5.00	6.00	8.00	8.00	8.00	8.00	8.00	8.00	8.00	6.00	5.00	5.00	83

Deployed Staff														
Time	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	Total Deployed Hours
Mon	1.25	1.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	23.75
Tue	1.25	1.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	23.75
Wed	1.25	1.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	23.75
Thur	1.25	1.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	23.75
Fri	1.25	1.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	23.75
Sat	1.25	1.50	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	1.00	23.75
Sun	-	0.63	0.75	1.00	1.00	1.00	1.00	1.00	1.00	1.00	0.75	0.63	0.63	10.375

- c) Please detail how you will manage continuous service delivery in the event of sickness, annual leave etc. Please detail your calculations in relation to this.
- d) Southend requires flexibility in the labour supply over the entire year. Please provide details on how you will manage the fluctuations in staff levels whilst maintaining quality customer focused staff On-Street. This is to include:
- Seasons
 - Weekends
 - Special events
 - Ad-hoc
- e) Please detail how you will ensure that the following enforcement requirements are met and are efficiently and effectively managed;
- Street visit and Car Park visit requirements
 - Limited waiting bays
 - Late night and evening
 - Patrolling of outer areas which are not in reasonable distance of the Operational base
 - Reporting of incorrect/missing etc street signs and lines

4 - Monitoring Officer – (limit 4 pages)

- a) Please provide a comprehensive job description for the Monitoring Officer and detail how you intend to recruit for this post and how you will involve the Council in this process.
- b) Please detail how you will ensure that there is not a conflict of interest with this post.

5 - Pay Rates – (limit 4 pages)

- a) Please detail how you will manage staff retention. This is to include but not limited to performance related incentives.
- b) Please detail your experience in managing tiered pay structures and how you will manage them for this contract.

6 - Training & Development – (limit 20 pages)

- a) Please detail how you will train and develop the staff at the beginning and throughout the length of the contract. This is to include but not limited to;
 - Transition Training for existing staff, including Council Officers and Car Park Attendants
 - New Recruits
 - Qualifications
 - Customer Care
 - Career Progression
 - On and Off Street Training and time
 - Training for dealing with the public
- b) The Council is keen that CEO's are seen as Ambassadors for the Borough. Tenderers should explain how they will ensure that CEO's are able to meet this requirement.

7 - Equipment – (limit 20 pages)

- a) Please provide details of the IT systems you are proposing. The Council requires each Tenderer to offer **two** solutions. Highlight your preferred option with the reasons and the benefits to the Council for this choice
- b) The Council wish to utilise electronic pocket books for the duration of this Contract. Please provide details of your Contracts which use this technology and the benefits this will bring to Southend
- c) The Service Provider will be required to ensure every CEO is equipped with a digital camera to photograph all offences and download data to link with the relevant PCN at the end of their shift. Describe how you will ensure all CEO's are equipped at all times they are on duty, that they capture the offences and that the data is downloaded on the same day.
- d) The Service Provider will provide the type of HHCT and Printer compatible with the IT system and ensure that all personnel required to use HHCT are equipped with a working HHCT at all times when on duty. The Service Provider will be required to ensure HHCTs are downloaded daily. Describe how adequate supplies of working HHCTs will be maintained and how the process will be carried out.
- e) How will you ensure fast access to index linked images for the Notice Processing staff. As a minimum all images must be linked and available to the Notice Processing staff by 08:00 the next working day
- f) What contingency plans and procedures will be in place to ensure that working equipment will always be available to the enforcement staff within the Contract
- g) Explain how you will ensure that in the event of a breakdown of equipment the CEO will be able to continue to effectively patrol their beat and record data to issue PCN's, given the Council's wish to utilise technology to record information

8 - Parking Suspensions – (limit 4 pages)

- a) Please detail how you will effectively manage parking bay suspensions. This is to include but not limited to;
- How will you ensure that adequate notice is provided to residents and traders within the area
 - The equipment to be used during the parking suspensions and how this will fluctuate with the number of bays to be suspended
 - Details of how you will daily monitor the parking suspensions
 - Procedures to remove the parking suspensions

9 - Car Park Attendants – (limit 4 pages)

- a) Please provide details of how you would ensure that the Council's requirements of staffing Seaway Car Park are met and deal with the fluctuations in service requirements
- b) What types of training will be provided to the Car Park Attendants
- c) How will you ensure that the provision of staff meets the requirements of the Council, taking into account seasonality and fluctuations in staffing levels

KEY PERFORMANCE INDICATORS – (limit 12 pages)

The following questions must be answered for all Options

- a) The Service Provider's tender will have to demonstrate how the KPIs will be achieved and how they will be "self-monitored". The Service Provider is expected to provide a self-monitoring plan which will produce regular reports on performance levels achieved and which will form part of the Monthly Meetings. Please describe your proposed methods to "self-monitoring" and how the approach will guarantee the delivery and demonstration of performances
- b) The Service Provider is responsible for proving information relating to KPIs within their Monthly Management Report, please produce a summary of the information to be supplied and how the information is obtained
- c) Please provide a proposed monthly and annual report based on the KPIs for this Contract that will ensure that the Council requirements are measured and met.
- d) Please detail how you will ensure that the Monitoring Officer is provided with all information requested and access to the Service Providers facilities.

Option 2 – Parking Enforcement Services and Car Park Management and Maintenance

The Following Questions must be answered if you are tendering for Option 2; – (limit 15 pages)

- a) Please detail your methodology for delivering the car park management and maintenance operation. To include but not limited to;
 - a. Staffing structure, numbers and responsibilities
 - b. Vehicles and numbers
 - c. Operation base
 - d. Equipment
- b) Please detail how staffing levels as described in Question A will be affected with the inclusion of the car park management and maintenance service and any other changes in the service delivery detailed in Question A.
- c) Please detail the advantages and disadvantages of including this service option within the Parking Enforcement Contract.

1 - Cash Collections – (limit 10 pages)

- a) Please detail how you will manage the cash collection service to include the following
 - Collection schedules and how you will ensure the seasonal trends are met
 - How the monies collected and counted will be banked into the council's account by the next day
 - Training for the staff dealing with cash within the Contract
 - Security procedures for staff and monies collected
 - Distribution of keys to staff and procedures for misplaced keys
 - Details of the type of uniform
 - Audit systems

2 - First Line Pay and Display Machine Maintenance – (limit 6 pages)

- a) Please detail how you will manage the first line maintenance. This is to include but not limited to
 - Inspection schedules
 - Distribution of keys to staff and procedures for misplaced keys
 - Staff training
 - Ensuring that the machines are functional at all times

3 - Signs and Lines Minor Maintenance – (limit 3 pages)

- a) Please provide a full list of the equipment dedicated to this Contract Consumables
- b) How will you monitor and report faults
- c) Is the repairs subject to use of sub-contractor; if so please specify the Company and type of work carried out
- d) How will you ensure safety of the staff and the site while conducting repairs

Option 3 – Parking Enforcement and Street Surveillance – (limit 10 pages)

The following questions must be answered for if you are tendering for Option 3;

- a) How will you ensure that the IT system will enable the CEO to capture the data required relating to street surveillance
- b) What type of surveillance will the CEO carry out while patrolling
- c) How will the information be presented to the Council
- d) What training will be provided to the CEO in relation to street surveillance
- e) Please detail how staffing levels as described in Question A will be affected with the inclusion of the Street Surveillance Service and any other changes in the service delivery detailed in Question A.
- f) Please detail the advantages and disadvantages of including this service option within the Parking Enforcement Contract.

Option 4 – Parking Enforcement, Car Park Management and Maintenance and Street Surveillance - (limit 10 pages)

The following questions must be answered if you are tendering for Option 4;

- a) For Option 4 please detail how this combination of services will affect the staffing levels as described in Questions A, B and C and any other changes in the service delivery as detailed within Questions A, B and C.
- b) Please detail the advantages and disadvantages of including this combination of service options within the Parking Enforcement Contract.

Option 5 – Parking Enforcement and On and Off Street Pay and Display Cash Collection, Counting and Banking and Street Surveillance - (limit 10 pages)

The following questions must be answered if you are tendering for Option 5;

- a) For Option 5 please detail how this combination of services will affect the staffing levels as described in Question A, B and C and any other changes in the service delivery as detailed within Questions A, B and C.
- b) Please detail the advantages and disadvantages of including this service option within the Parking Enforcement Contract.