

## **KEY ISSUES FOR TRDC OFFICERS BASED ON INFORMATION PROVIDED TO DATE (HBC response to specification July 2017)**

- Costs of service – higher than currently for what appears a reduced level of service i.e. number of Officers deployed on a Saturday, no additional Officers Mon to Fri although accept is an office based Supervisor (& it is higher than original offer).

**HBC are proposing a parking management service that will not only deal with parking enforcement (as per TRDC current contract) but will offer other enhancements such as assisting with the formation of the TRDC Parking Strategy and facilitating service improvements. Most importantly is the change to the role of CEO as an ambassador to the Council providing on street presence, rather than just enforcement. The original offer included 3 CEO plus one supervisor but this has been increased to 4 CEO plus one supervisor in the latest submission. It should also be noted that as an employer, the well-being of staff is important and for that reason HBC pay above the minimum wage and will be more costly than a contractor who has to manage a contracts cost.**

- 5 CEOs, 4 are deployed on the street with an office based Supervisor handling deployment plans, staffing issues, machine maintenance, complaints etc. However, due to dedicated TRDC resource results only in 2 CEOs on a Saturday.

**HBC's presentation highlighted that the CEO's would be dedicated to TRDC. It may be that a team of 4 CEO's reduces the level of weekend coverage, however it is considered that the larger percentage of enforcement is Monday to Friday as there are a higher proportion of vehicles travelling in and around town centres during the working week. Shopping areas on a Saturday will be busy and enforcement is concentrated on these areas to encourage turnover and keep the traffic moving. HBC currently have approx. 467 roads with some form of parking restriction and 12 pay and display car parks to enforce. Having looked at the documentation available on the TRDC's website it would appear that there is currently in the region of 70 to 80 roads in the TRDC that has some form of parking restriction. Out of those roads a number of them also are not restricted on a Saturday so reducing the amount of coverage required.**

**Currently TRDC have a number of free car parks and enforcement of these car parks will be very onerous and will reduce the efficiency and effectiveness of the enforcement. If TRDC do decide in the future to introduce pay and display across these car parks Officer time will be better utilised and should be able to provide greater coverage.**

**As suggested Saturday enforcement would be concentrated on town centres but if there are particular issues in other areas, such as a residential CPZ's then these will also be addressed. It is our experience that our main feedback comes from the public/residents and Members as to where there may be issues.**

**To provide additionally coverage on a Saturday (more than 2 CEO's) with a team of 4 CEOs would detract from the coverage during the week and also there would be employment issues as there would be an expectation for weekend working most weekends.**

**Monday to Fridays CEO's will be lone working unless there is a H&S issue that requires the presence of two Officers. On a Saturday, Sunday and early evening shift the CEO's will work in two's due to H & S as there will be no back office support.**

- Traffic Engineer – offered for 2 days a week. HBC offered as a mandatory part of the service but this was optional for TRDC. Would require at least 3 days a week and flexibility.

**The role of the traffic engineer is intrinsic to the parking service offered by HBC. The number days the traffic engineer works at TRDC or on TRDC projects will be determined by HBC as part of the management of TRDC parking services but will be "flexed" to meet service requirements. e.g. deployment will depend on whether a project requires 3 days a week or maybe just 2 days etc. but the contract price will not change. Since the original submission an additional post of assistant to the current traffic engineer has been included to better provide flexibility in cover for TRDC.**

- Want to ensure flexibility in aspects of the service, i.e. can request increase in CEOs (at a cost) in the future, flexibility in the Traffic Engineer hours.

**It would be possible to increase the number of CEOs at an additional cost of £31K pa.**

- Currently use CIVICA IT system but this is not considered sufficiently advanced to progress with advancements over the lifetime of the contract. A new IT software provider has been proposed, Imperial, (and included in the costs) but what guarantee do TRDC have that this will be utilised? Size of TRDC service alone may not be attractive for a supplier.

**As advised by HBC, there are concerns that CIVICA's advancement in Parking Software may not be in line with both HBC and TRDC's expectations of how the service needs to be delivered. With that in mind it would not be HBC's intention to consider CIVICA for the TRDC project. The proposed supplier is well aware that their quotation is in regards to TRDC and there were no concerns raised as to the size of the service. It has to be said that in the future HBC would not be ruling out investigating the option of bringing the back office system under one supplier.**

- Initial proposal included cash collection from existing machines (approx. £14k per year) as this is part of the existing contract costs. However, the current costs exclude this.

**The initial proposal included the current cost of cash collection (approx. £14K pa) as an indicative of total cost. However as the TRDC specification asked for this to be excluded and added as an extra it was removed from the proposed service cost. The intention would be include cash collection from TRDC pay & display machines as part of the HBC contract however at this stage it is not possible to provide a cost due to the uncertainties with parking provision in TRDC i.e. the number of machines that will require collection will potentially change if new charges are introduced as well as the possibility of some of these being cashless machines.**

- Contract period, offered 3 years rather than 5 years plus 3. Verbally advised this is negotiable.

**HBC are willing to look at increasing the length of the proposed partnership arrangement with TRDC to 5 years (+3) as requested. However a 3 year break clause would need to be included.**

- Industry standard KPIs suggested in specification have been dismissed by HBC, new KPIs suggested but are substandard and not considered to provide an effective measure of performance.

**HBC's objective is to ensure that the Parking Service is providing a quality service to residents, local businesses and visitors to the borough. The quality of service is measured on dealing with customers professionally, promptly and in a competent manner. To show whether this is being achieved HBC's KPI's would be focussed on whether the processes comply with the relevant principles of the legislations. Performance would be measured on income generated, coverage of enforcement, PCN issue, challenges/representations received and outcome etc.**

**TRDC's suggested KPI's are not in line with HBC's management of their service and are geared towards a 'contract provider'. To help provide clarification as to how performance of the service would be measured please see below a more indicative response to the intended KPI's:**

#### **Effective Parking Enforcement**

- Beat coverage (number of times roads have been visited)
- Number of PCN's Issued (by contravention code which will include CEO Errors, Administration error etc.).
- Signs and Lines defects reported for action.
- Machines reported not working to Supplier for repair.

#### **Civil Enforcement Officers**

- Initial in-house training programme successfully completed.
- 2 – Day conflict training completed.
- 1 -1's and annual appraisals (highlighting performance concerns such as PCN issue, beat coverage etc.)
- Complaints – any formal complaints will be reported on.

#### **Administrative Procedures**

- Number of informal challenges received/reject/waivered/cancelled.
- Number of formal representations received/reject/waivered/cancelled.
- Number of appeals received denied/no contest/accepted.
- Number of PCN'S cancelled/waivered due to TRO discrepancy.
- Reasons for PCN's cancelled/waivered.
- Informal challenges response times.
- Formal representations response times.

#### **Financial Information**

- Pay and display Income
- Pay by phone income
- Permit income
- PCN income

#### **Car Park Maintenance**

- Maintenance checks and defects to be addressed.

## **HBC POINTS OF CLARIFICATION**

HBC would like to stress that the model they are proposing is a partnership arrangement and as such there will be no client/contract relationship. Further clarification is therefore sought from TRDC on the reporting lines and timescales:

- What will be the reporting lines
- Who will be the point of contact for any issues that cannot be resolved by the Parking Services Manager
- What (if any) committee meetings will the Parking Services Manager be required to attend and again and how often
- What reports, will be required and frequency