Civil Traffic Enforcement -

Proposed Scope of Service

This Appendix sets the current service and that planned; either defined within the contract or potential future development. The scope has been developed with the emphasis being on customer service and ‘right first time’ delivery through a combination of members’ views on community concerns and needs, experience of the current arrangements, industry best practice and technological advances. In line with the relevant parking legislation, the service’s aim is to continue to achieve fair and accurate Parking Enforcement that the public understands and accepts. Key priorities are service excellence, responsiveness and flexibility within a framework of high performance, effective contract management, and formal service review. These aspects are dealt with in more detail below.

Service Excellence

Enforcement activity can be viewed negatively by some so there is an onus on the Council to take all appropriate steps to carry this out fairly and accurately.

Civil Enforcement Officers (CEO) patrol areas that are agreed to give coverage of the Borough’s controls and address priorities of safety; keeping traffic moving (particularly on the main N-S and W-E routes); and administering resident/business permitted parking in RPZs.

The Council is confident that the contractor can assist the council in safe and effective transport throughout the borough. The use of technology, particular the use of ANPR vehicles – via the visible presence of regular patrols will allow a robust comprehensive tool for better compliance.

With the Borough now fully controlled, the implementation of Representations Online will ensure that all PCN activity and motorists’ correspondence are more accurately and promptly logged, recorded and available to staff dealing with representations. Some of the benefits include:

- Embracing technological change results in better customer experience, leading to a more efficient, effective and expedient means of making both informal and formal challenges, reducing motorists’ frustration when trying to resolve their concerns. Staff resources can be used more effectively and concentrate on service.
- Minimises the response time for the customer, as there will be no time delay, as currently experienced when serving a response by post.
- The customer will be able to make an informal challenge or representation at their own convenience, any time of day or night.
- Customer confidence that the enquiry has been received, as they will automatically receive an email confirming this once they have submitted their correspondence.
- Allows the service area to develop along with technological advances and be
brought in-line with other London boroughs.

- Enables business processes to be streamlined, which may result in efficiency savings.

The implementation of Virtual Permits will help the Council to offer a better customer experience and the following improvements in customer service and operational business improvements:

- Better customer experience, as the customer will no longer be required to apply in person.
- Reduce the footfall at the Customer Service Centres.
- Potential cost savings on printing and posting of permits, vouchers, and season tickets.
- Reduction in fraud, for example, doctoring of permits; creation of duplicates.
- Reduction in permit administration costs through staffing efficiency savings.
- The recording of the correct details for the permit being issued will become the responsibility of the applicant.
- Past experience during the Olympic Games in 2012 through the use of ANPR vehicles for tracking of vehicles who did not purchase a valid permit made for better and more accurate enforcement. In addition to this feedback from members of the public was generally positive, as the purchasing of a permit was far quicker and easier.

**Service Development**

The new contract offers a number of service developments, some immediate and others that can be brought into operation when the Council so chooses. A properly defined change process will ensure that such developments are fully assessed, costed and tested before commissioned for implementation. Examples are:

- The system modules include on-line permit issue
- The software allows for cashless parking and ‘virtual’ permits
- If significant developments are recognised by the Lot 2 provider at any time during the delivery of the service the Lot 2 Contract Manager will contact the Council to share this information and, if necessary, make arrangements for introduction to the solution, rather than waiting for scheduled service review meetings or the annual report subject to the agreed contract and Public Contract Regulations 2015.
- Enforcement will be facilitated against ‘persistent offenders’ who ignore settling properly issued PCNs by accurate up to date records and communication between the system and CEOs.
- Flexibility in deployed resources so that activity and expenditure can be matched to change in line with any amendments to; the authority’s policies and procedures, parking legislation, operational procedures and current compliance levels.
Any resources released can be re-assigned to improve coverage or quality or their costs recovered as a saving.

**Contract Management**

The proposed contract seeks more effective productive management framework that results in better service rather than untargeted activity. Elements include:

- Involvement at all levels during the life of the contract to ensure the services being delivered to LBN residents, business and all stakeholders is being delivered to a high standard;
- Increased supervision levels and effective use of the technology/software to actively manage the deployed staff;
- Automated monitoring and reporting will provide management information that is useful and can be actioned proactively rather than reactively;
- Regular weekly, monthly and quarterly meetings that address operational, performance and strategic business planning respectively;
- A stringent service monitoring regime alongside Liquidated Damages and auditing proposals ensures the council has full control of the contract, delivering best value.

**Recruitment & Training**

Although the majority of the current workforce will probably transfer under the TUPE provisions all recruitment required will be targeted to increase employment of Newham residents. Local advertising, staffed open days at Job Centres, information fed through worklessness initiatives will all be used to further this objective. The proposed Contractor will recruit as many local people as possible, to ensure our workforce reflects the population it serves and that wealth remains within Newham.

All vacancies will be advertised locally first using traditional outlets and supplier will also promote opportunities using social media, forging links with third sector organisations engaged in helping residents find work.

Similarly, although the current staff are trained to the required level, the proposed contactor will support employees to gain qualifications and experience. Proposed contractor will foster a learning culture and encourage people to develop their full potential. Training is a way to deliver, so includes:

- Customer care, and dealing with difficult customers and conflict resolution
- Communication
- Parking legislation
- Computer skills
- Equality
- Health and Safety
- Motorbike licences to CBT for scooter riders
Proposed contractors enforcement staff will undertake WAMITAB NVQ Level 2 Parking Enforcement qualifications with the training being provided by Parking Associates Limited.

**Mobilisation**

Each Tenderer submitted an initial project plan showing how the services could be mobilised to meet the required ‘go live’ dates of 1 August 2019 for an operational notice processing system and for commencement of enforcement. Key issues on mobilisation will be:

- A project team comprising the contract manager, senior Parking Service officers and senior representatives from involved services such as ICT and HR who drive the project plan, review the issue and risk registers, and direct activity;

- Working groups to complete key tasks such as recruitment and training, hardware requirements, system configuration, TUPE between contractors;

- TUPE implications relating to the following current Parking Enforcement elements of the contract that will be moved into the Council’s Parking Enforcement Team for in house delivery from 1\textsuperscript{st} August 2019;
  - CCTV Control (identification of parking interventions);
  - Image review, capture and input;
  - Management of the vehicle pound and;
  - Management of the Stratford Multi Storey Car Park

- Meetings of the members’ group to continue involvement and advise on progress. Appropriate publicity will be agreed here and delivered with communications;

- A testing regime that develops system understanding and confidence that the processing will work as designed in all circumstances before it is agreed for use.

Both Tenderers and the Council have mobilised similar services and systems in shorter timescales and it is considered that the programme is challenging but achievable.