

KPI Methodology (On-off Street)							
KPI Schedule	Frequency and audit method	Reason	KPI levels applicable	Source document/verification procedure	Mechanism		
CDPI							
1 Deployment - (Number of CEO hours and CEOs deployed on and off street)	CDPI for On- and off-street Deployment	monthly -	<p>Supply and deployment of correctly trained and experienced staff is essential for service delivery. Service Provider must be able to provide a daily report of on and off-street deployment. A minimum level of deployment will be used to ensure parking is effectively controlled across the borough.</p> <p>Target level The KPI will be assessed on the following two criteria. KPI 1a - CEOs deployed per day - It is expected that the Contractor will deploy full compliment of CEOs required for the day for every working day of the calendar month. The contractor must NOT fall below this minimum level on more than two days per month. KPI 1b - 100% deployment hours per day -The Contractor will deploy staff for full compliment of deployment hours for each day of the calendar month. The contractor must NOT fall below this minimum level on more than two days per month. The percentage is measured for the month as a whole but monitored daily and the contractor must deploy 98% of the stipulated hours for the whole month.</p> <p>Proposed minimum as follows: - Mon-Fri - deployed hours equivalent to 33 on-street/CPs, 1 Rapid Response, 4 OBCEOs on 2 lorries all day, Estates as per deployment plan to accommodate 15 shifts per week. - Sat - deployed hours equivalent to 25 on-street/CPs, 1 Rapid Response, 4 OBCEs on 2 lorries deployed all day, Estates as per deployment plan to accommodate 15 shifts per week. - Sun - deployed hours equivalent to 4 on-street/CPs, 2 OBCEOs on 1 Removal lorry deployed all day, Estates as per deployment plan to accommodate 15 shifts per week. - Estates - 15 shifts deployed per week.</p>	<p>Met = 100% deployment of hours and number of CEOs for each working day of the month with a maximum of 2 exceptions each in the month and overall minimum of 98% of deployed hours in the month.</p> <p>100% deployment of hours and number of CEOs for each working day of the month with a maximum of 4 exceptions each in the month and overall minimum of 98% of deployed hours in the month.</p>	<p>Information Source: Patrol data downloaded from the HHC onto Si-Dem.</p> <p>This will show which CEOs have been deployed and the total number of hours spent by a CEO on street (excluding travel time, lunch and coffee breaks) by looking at time the officer logs out of the street minus the time the officer logs into the street.</p> <p>Walkers, bikers, on-board and estate</p>	<p>1) The total number of CEOs deployed per day (KPI 1a) will be compared each day with agreed daily target numbers by the Council and the Contractor (currently 33 walkers/bikers, 4 on-board CEOs per day deployed in shifts on 2 lorries and 15 estate shifts per week should be deployed). The total number of deployment hours per day (KPI 1b) are calculated using a similar mechanism. In this case the target will be set using the number of CEOs expected to be deployed multiplied by</p>	
			<p>Criteria for MET</p> <p>Criteria 1A - has the full compliment of hours been deployed for all bar 2 days in the month excluding exceptions agreed by the Council. Have 98% of deployed hours been delivered in the month - YES, go to 1B. NO, go to 1D</p> <p>Criteria 1B - has the full compliment of number of CEOs been deployed on all bar 2 days in the month excluding exceptions agreed by the council- YES, go to 1C. NO, go to 1E</p> <p>Criteria 1C - has overtime been used within acceptable tolerances CDPI is FULLY MET YES - ACCESS TO UP TO 100% OF PERFORMANCE PAYMENT. NO, go to 1D</p> <p>Criteria for Partially MET</p> <p>Criteria 1D - has the full compliment of hours been deployed for all bar 4 days in the month excluding exceptions agreed by the Council. Have 98% of deployed hours been delivered - YES, go to 1E. NO, go to 1F</p> <p>Criteria 1E - has the full compliment of CEOs been deployed on all bar 4 days in the month excluding exceptions agreed by the council - YES, CDPI is PARTIALLY MET - ACCESS UP TO 50% OF PERFORMANCE PAYMENT ONLY. NO, go to 1F</p> <p>Criteria 1F - has overtime/overdeployment been used within agreed levels to partially meet this CDPI - YES, CDPI is PARTIALLY MET - ACCESS UP TO 50% OF PERFORMANCE PAYMENT ONLY. NO, go to 1G</p> <p>Criteria for NOT MET</p> <p>Criteria 1G - are there any extenuating circumstances - YES, CDPI fully or partially met as agreed. NO, CDPI FAILED - will not receive a Performance Payment in this AOTC this month</p> <p>Criteria 1H - overtime - The amount of overtime used by the contractor will be authorised by the council and the criteria will check that "no more than agreed amount of overtime per month is used".</p> <p>Criteria 1J - overdeployment - Will be Monitored</p>	<p>Fail = More than 4 exceptions to the number of deployed hours or the number of deployed CEOs or overall minimum hours less than 98%.</p>	<p>2) A percentage score for CEOs deployed per day and deployment hours per day will be calculated daily. The contractor will have to pass the deployed number of Hours and number of CEOs, each day as defined in the target.</p> <p>3) Any hours or the number of CEOs deployed for a given day exceeding the target will be capped at the target levels.</p>		

KPI Schedule	Frequency and audit method	Reason	KPI levels applicable	Source document/verification procedure	Mechanism		
Quality KPIs							
2	PCNs cancelled due to CEO Error at any stage of PCN life cycle.	QKPI for On- and off-street Deployment	Monthly	<p>Incorrectly issued penalty notices cause inconvenience and distress and damage the reputation of the Council. By monitoring incorrectly issued penalty notices, cancelled due to avoidable contractor error this KPI ensures that such instances of avoidable CEO error are minimised. It measures number of PCNs cancelled with an applicable cancellation code in any given month divided by the total number of PCNs issued in the same month.</p>	<p>This KPI has 3 parts (2A, 2B, 2C).</p> <p>100% of bonus available for passing 2A, 2B & 2C</p> <p><u>Any of the criteria Failed will result in No Payment.</u></p> <p>2A - Collective cancellation rate (ie cancellation rate due to CEO errors by the entire pool of CEOs) does not exceed the allowable margin.</p> <p>At the very start of the Contract this will be of 1.5% (or no more than 15 in 1,000 PCNs cancelled as CEO error) but will fall to a 1.0% maximum cancellation. The QKPI targets will be as follows:</p> <ul style="list-style-type: none"> - collective threshold of 1.50% at start of contract - collective threshold of 1.30% from month 4 - collective threshold of 1.05% from month 7 - collective threshold of 1.00% from month 8 <p>2B - 2B looks at the cancellation rates of each CEO individually to ensure a consistent level of service delivery. 2 B will apply to CEOs deployed for 4.5 days or more during the month. Target for 2B stipulates that "No more than 10% of the CEOs deployed for the whole month will have a CEO error cancellation rate in excess of 5.0%"</p> <p>2C - This KPI will require that no more than 20 in 1,000 (or 2.0%) PCNs are spoilt/voided.</p> <p>Cancellation codes classed as CEO error (but may not be limited to) the following:</p> <ul style="list-style-type: none"> C-CON 1 - PCN poorly printed C-CON 2 - Pocket book not supplied. C-CON 3 - Photos if taken do not support PCN if challenged. C-CON 12 - CEO failed to see/ignored/miss-read valid exemption C-CON 15 - PCN issued to exempted vehicle. C-CON 16 - CEO miss informed public. C-CON 17 - CEO recorded wrong info recorded on PCN C-CON 18 - CEO recorded wrong Make / Colour C-CON 19 - CEO issued PCN out of hours C-CON 20 - Pocket book illegible. C-CON 21 - Info recorded in pocket book wrong/inconsistent 	<p>Information source - Cancellation reports from SI-Dem.</p> <p>The number of PCNs cancelled in the month (regardless of issue date) will be compared to the number of PCNs issued in that month.</p>	<p>The KPI will summarise PCNs issued in the month by relevant cancellation codes on a monthly basis. The report will show the performance against KPI 2.</p> <p>Calculations for this KPI will be measured to 1 decimal place</p> <p>Number of PCNs cancelled for the criteria defined as CEO error in a month will be divided by the total number of PCNs issued in that month.</p>

	KPI Schedule		frequency and audit method	Reason	KPI levels applicable		Source document/verification procedure	Mechanism
KPI Methodology (On-off Street) Contd.								
	KPI Schedule		frequency and audit method	Reason	KPI levels applicable		Source document/verification procedure	Mechanism
3	Performance Management	QKPI for On- and off-street Deployment	Monthly	To encourage high achievements of individuals for delivery of continual improvements. To manage low performance and effect change in this area	TBC - Test to be defined by the Service Provider in their tender response			
4	Street Visit requirement - ie Coverage	QKPI for On- and off-street Deployment	Monthly	Coverage of the borough is one of the key commitments to the residents to ensure that all the streets receive ample coverage and patrols dependent on their dynamics.	Target level KPI 4 - 98% coverage per calendar-month. All streets in the Borough must be visited as per requirements set out in the deployment plan		Information Source: Patrol data downloaded from HHC to Si-Dem. Exclusions will be applied where: - Test officer IDs - the street is entered into the handheld as break or similar non-geographic locator Each estate or car park will be classified as a single street	The total number of street visits in the month will be divided by the total number of streets' visit target in the CPZ. A percentage score for coverage will be calculated monthly. An average of all % for each zone will be taken as the final score. Any patrols for the zone over the target will be capped at 100%. The Council will use data to drill down on a zone by zone basis. Targets and criteria may change on council's discretion by mutual agreement. If
5	responsiveness to Client Instructions and Rapid Response requests	QKPI for On- and off-street Deployment	Monthly/ quarterly TBC	To provide effective and efficient service for enforcement requests and urgent enforcement requests related to Disability, emergency and drop kerb access, where roads safety is being compromised, police requests, service needs, etc.	TIMES TBC ALONGSIDE SPEC The KPI has 3 parts. All rapid responses and instructions from the council must be followed up within the agreed timescales. Each failed item in 5A, 5B or 5C will reduce the performance payment by 5%. 5A - RAPID RESPONSES - Target level - 100% rapid response rate ALL rapid responses require both of the following actions to be achieved: - 5A-part 1 - initial rapid responses visit to arrive at the scene - within 30 minutes - 5A-part 2 - any secondary enforcement follow-ups to arrive at the scene - within 2 hours (where required) NB: the Council estimate that they should expect to make between 8 and 30 rapid response requests per month. However this may change. 5B - INSTRUCTION FROM THE COUNCIL - Time limited- eg P&D out of order leads to suspension of enforcement - Issue communicated to CEO within 30 minutes - Instruction followed for the length of the instruction or for remainder of the operational day if instruction duration not specified		Information source: Council client instruction database, request time logged on the Parking Database and patrol data downloaded from HHC to Si-Dem For each rapid response, the request time will be compared with the time for street entry and actions completed. The difference must not exceed the timeframes described in the KPI.	The client instruction and rapid response rate will be calculated by dividing the number of successful requests in a month by the total number of requests in the month where compelling circumstance are identified, mitigation will be applied solely at the discretion of LBH.
6	Mystery Shopping	QKPI for On- and off-street Deployment	Monthly/ quarterly TBC	This KPI will be used to monitor the standard of professionalism shown by enforcement contractor staff on street and in the car pound. Mystery shopping of CEOs will use a checklist to look at appearance, awareness of restrictions, etc. Mystery shopping of the car pound will examine quality of telephone calls, customer service, appearance, cleanliness of premises, etc	Target Level KPI 6 - Each mystery shop will be given an overall level by the officer conducting the exercise. The reasons for awarding a particular score will be clearly defined in the guidance notes that will accompany the method statement. Where a level 0 (unacceptable) score is awarded on a particular exercise the whole of the mystery shopping KPI will be failed. Level 1 (poor) will be awarded 1 point, Level 2 (good) will be awarded 2 points and level 3 (excellent) will be awarded 3 points. Where a mystery shopping level 0 (unacceptable) awarded on any exercise this whole KPI will be failed, otherwise the threshold will be set to 70% for both 6a and 6b. 6(a) CEO or Car pound Mystery shop 6(b) Car Pound call handling Mystery shop Mystery shopping score = No of points achieved (based on the levels and points given above) / No of points achievable (i.e. number of mystery shops x 3) Level 0 is not counted in the points achievable for reasons given above.	Full payment for KPI 6 - Mystery Shopping - will be awarded if the Contractor has scored an overall score of 70% or more No payment (0%) for KPI 6 will be awarded if the contractor scores less 70%.	Information source - Mystery shopping exercises carried out during the month A full set of mystery shops will take place randomly.	The sample will be taken, measured and reported on monthly basis. LBH will use a variety of media to feedback findings Where applicable calculations for this KPI will be measured to 1 decimal place

	KPI Schedule		frequency and audit method	Reason	KPI levels applicable		Source document/verification procedure	Mechanism
7	Complaints	QKPI for On- and off-street Deployment	Monthly/quarterly TBC	This KPI is used to help ensure customers are receiving the service expected at the levels expected	<p>Target level KPI 7a - 100% Satisfactory Complaints Turn Around Time KPI 7b - Satisfactory Complaints outcomes -Of all the complaints received, no more than 20% of complaints upheld against the contractor.</p> <p>7a Contractor to respond to all complaints and damage claims relating to their service (holding response or full response) within 5 working days of receipt. This deadline may change due to the volume of complaints on discretion of the council.</p> <p>7b The outcome of the complaints will also be monitored such that no more than 20% are upheld against the contractor. This will be monitored quarterly and the payment for KPI 7b will be released every quarter subject to satisfactory performance of the contractor.</p>	<p>Full payment for KPI 7 - Satisfactory Complaints will be awarded if:</p> <p>7a Turn Around Time - 100% of the complaints and damage claims are responded to (holding response or full response) within 5 working days of receipt, and</p> <p>7b Outcomes - No more than 20% of the complaints and/or damage claims are upheld against CEOs or the Contractor</p>	Information source - Complaints log spreadsheet	<p>The monthly report detailing the nature of complaints and rectification actions will be analysed</p> <p>The outcome for KPI 7a will be calculated by totalling the number of complaints responded to within 5 working days divided by total number of complaints to which responses were due in the month.</p> <p>The outcome for KPI 7b will be calculated by totalling the number of complaints upheld divided by total number of complaints to which responses were due in the month. <u>Day 1 will be the day the complaint is</u></p>
8	Level of Staff turnover And Consistency of CEO Performance	QKPI for On- and off-street Deployment	Monthly	To ensure the contractor has a consistent performing workforce with a low staff turnover	<p>Target Level Staff Retention: KPI 8 - The contractor must maintain a 75% staff retention for the month compared to the previous month and as per PEC requirement.</p> <p>Target Level CEO consistency:</p> <p>CEOs divided into following 3 bands:</p> <p>CEOs with PCN issue rates between 0-0.49 PCN per hour (Band 1) CEOs with PCN issue rates between 0.5-1 PCN per hour (Band 2) CEOs with PCN issue rates of over 1 PCN an hour. (Band 3)</p> <p>1) No more than 10% of workforce to fall below band 2.</p>	N/A		The KPI will be monitored and reported on monthly basis.
9	Volume of Enforcement Activity	Indicative	Monthly	This KPI monitors the volume of enforcement activity through the number of valid PCNs issued and vehicles removed on street by the parking enforcement contractor. It is used to give the Council and understanding of how their business is performing in response to intentional and uncontrollable changes. In line with regulations no performance targets are associated with this KPI	NIL	N/A	Information source - SI-Dem Report	Monthly KPI report highlighting the number of PCNs and removals broken down to Zone and Street levels.