

- to implement the enforcement procedures to assist in the delivery of the Council's corporate policy objectives with particular reference to the Council's Local Implementation Plan for Transport which includes its Parking and Enforcement Plan. This may be accessed (Chapter 7) at [www.lewisham.gov.uk/TransportAndStreets/TransportPolicy/LocalImplementationPlan.htm](http://www.lewisham.gov.uk/TransportAndStreets/TransportPolicy/LocalImplementationPlan.htm)
- to ensure the service is undertaken in accordance with the Council's customer care policies as may be approved from time to time;
- to provide the staff of the Council and other Contractors with the facilities and information to perform their associated duties in an efficient manner.

23

### **CONTRACTOR'S PERFORMANCE, DEFAULTS and BONUS PAYMENTS**

- 23.1 The Contractor's performance will be measured against pre-determined Key Performance Indicators (KPIs).
- 23.2 The specification identifies certain levels of performance which the successful tenderer will be required to achieve in respect of the quality of PCNs issued and the minimising of the number of PCNs cancelled due to PA or enforcement errors.
- 23.3 The Authorised Officer will use the reporting facilities of the IT system to ensure that the Council is receiving value for money and the required standard of service. The Council may also require standard and ad-hoc reports provided by the Contractor as defined by the Authorised Officer.
- 23.4 Comments from members of the public will be considered when assessing the Contractor's performance. These will include unsolicited comments or complaints made to the Council or the Contractor and the results of surveys commissioned by the Council to assess public attitude towards the parking service as a whole.
- 23.5 In the event of non-performance of some element of the work by the Contractor, the Council :
- will not pay the Contractor for that element of the work
  - may apply a financial deduction for non-performance against the Contractor in respect of any financial losses
  - may engage another person to carry out that part of the work and recover the cost of doing so from the Contractor
- 23.6 The Council will make performance related bonus payments to the Contractor, calculated on a quarterly basis, providing the following levels of performance have been met for the quarter in question :
- 95% of KPIs have been to the specified level

- An average of 1.5 valid PCNs have been issued per deployed hour of enforcement
- 65% of PCN payments received are at the discount rate (excluding payments where the discount period was extended because of Contractor delays in providing information, site checks or responses to enquiries)

The performance bonus payment will be equivalent to 3% of the total payable under this contract, paid quarterly, reconciled annually.

24

#### **QUALITY PERFORMANCE STANDARD**

24.1 The Council will require the successful tenderer to provide the Service to a high standard and in a manner consistent with the Council's policies. To encourage the Contractor to perform to these standards the Council will make available a performance based payment that will be calculated on a quarterly basis. Details of the Quality Performance Standard are provided in Section 24.

24.2 The Contractor will be required to measure key elements of its performance of the works, and to provide reports of these measures on a monthly basis. This will include :

- Street and car park enforcement coverage
- Analysis of telephone calls, particularly time taken to answer and numbers of aborted calls (the Contractor will be required to operate to the Council standard, and answer calls within 15 seconds)
- Analysis of customer feed-back on comment cards at parking shop
- Formal complaints about staff behaviour
- Customer waiting times at parking shop : the maximum waiting time shall be 20 minutes in the first instance, and it is expected that this will be reduced in subsequent years of the contract

The Council will conduct its own surveys of customer satisfaction, including the deployment of "mystery shoppers".

25

#### **COUNCIL FUNCTIONS AND RESPONSIBILITIES**

25.1 Tenderers should note that the Council will provide the following services as part of the parking operation.

25.2 Once downloaded and DVLA details received, the processing of PCNs through all recovery stages as required by the RTA91. (including the dealing with all Pre NtO correspondence)

25.3 The formal auditing of all monies collected by the Contractor through this contract.

25.4 The provision and maintenance of an accurate and complete inventory of all permitted and restricted parking areas and all on-street and off-

it is proposed to monitor and reward the contractor that positively contributes to the provision of the parking service.

- to implement the enforcement procedures to assist in the delivery of the Council's corporate policy objectives with particular reference to the Council's Local Implementation Plan for Transport which includes its Parking and Enforcement Plan. This may be accessed (Chapter 7) at [www.lewisham.gov.uk/TransportAndStreets/TransportPolicy/LocalImplementationPlan.htm](http://www.lewisham.gov.uk/TransportAndStreets/TransportPolicy/LocalImplementationPlan.htm)
- to ensure the service is undertaken in accordance with the Council's customer care policies as may be approved from time to time;
- to provide the staff of the Council and other Contractors with the facilities and information to perform their associated duties in an efficient manner.

**23 CONTRACTOR'S PERFORMANCE, DEFAULTS and BONUS PAYMENTS**

- 23.1 The Contractor's performance will be measured against pre-determined Key Performance Indicators (KPIs).
- 23.2 The specification identifies certain levels of performance which the successful tenderer will be required to achieve in respect of the quality of PCNs issued and the minimising of the number of PCNs cancelled due to PA or enforcement errors.
- 23.3 The Authorised Officer will use the reporting facilities of the IT system to ensure that the Council is receiving value for money and the required standard of service. The Council may also require standard and ad-hoc reports provided by the Contractor as defined by the Authorised Officer.
- 23.4 Comments from members of the public will be considered when assessing the Contractor's performance. These will include unsolicited comments or complaints made to the Council or the Contractor and the results of surveys commissioned by the Council to assess public attitude towards the parking service as a whole.
- 23.5 In the event of non-performance of some element of the work by the Contractor, the Council :
- will not pay the Contractor for that element of the work
  - may apply a financial deduction for non-performance against the Contractor in respect of any financial losses
  - may engage another person to carry out that part of the work and recover the cost of doing so from the Contractor
- 23.6 The Council will make performance related bonus payments to the Contractor, calculated on a quarterly basis, providing the following levels of performance have been met for the quarter in question :
- 85% of KPIs have been to the specified level
  - An average of 1.5 valid PCNs have been issued per deployed hour of enforcement
  - 65% of PCN payments received are at the discount rate (excluding payments where the discount period was extended because of Contractor delays in providing information, site checks or responses to enquiries)

The performance bonus payment will be equivalent to 3% of the total payable under this contract, paid quarterly, reconciled annually.

**24 QUALITY PERFORMANCE STANDARD**

- 24.1 The Council will require the successful tenderer to provide the Services to a high standard and in a manner consistent with the Council's policies. To encourage the Contractor to perform to these standards the Council will make available a performance based payment that will be calculated on a quarterly basis. Details of the Quality Performance Standard are provided in Section 24.
- 24.2 The Contractor will be required to measure key elements of its performance of the works, and to provide reports of these measures on a monthly basis. This will include :
- Street and car park enforcement coverage
  - Analysis of telephone calls, particularly time taken to answer and numbers of aborted calls (the Contractor will be required to operate to the Council standard, and answer calls within 15 seconds)
  - Analysis of customer feed-back on comment cards at parking shop
  - Formal complaints about staff behaviour
  - Customer waiting times at parking shop : the maximum waiting time shall be 20 minutes in the first instance, and it is expected that this will be reduced in subsequent years of the contract

The Council will conduct its own surveys of customer satisfaction, including the deployment of "mystery shoppers".

**25 COUNCIL FUNCTIONS AND RESPONSIBILITIES**

- 25.1 Tenderers should note that the Council will provide the following services as part of the parking operation.
- 25.2 Once downloaded and DVLA details received, the processing of PCNs through all recovery stages as required by the RTA91. (including the dealing with all Pre NIO correspondence)
- 25.3 The formal auditing of all monies collected by the Contractor through this contract.
- 25.4 The provision and maintenance of an accurate and complete inventory of all permitted and restricted parking areas and all on-street and off-street parking related equipment on its IT systems. All relevant data will be available to be accessed by the Contractor's staff at all reasonable times.
- 25.5 The provision of new and replacement Pay & Display machines, as and when required; the installation of new road markings and signage and the permanent reinstatement of road markings. (ie the Contractor to carry out temporary reinstatement of road markings as well as the maintenance and replacement of signage).
- 25.6 The design of the PCN and all other enforcement notices and recovery documents required by RTA91.
- 25.7 Dealing with Representations and Appeals, including dealing with associated correspondence.
- 25.8 Receiving requests for suspensions and the recording of these on the IT system for further action by the Contractor.
- 25.9 Control and management of contractors associated with the parking operation to ensure effective co-ordination of the service.

## Part 8 - Quality Management

### 54 INTRODUCTION

#### 54.1 Service Level Agreement

- The Council proposes to operate the contract through a Service Level Agreement (SLA). The details of the SLA will be agreed with the contractor before the operational start date and will be reviewed each year on the anniversary of the contract. The SLA will set out the standards and key performance measures that will apply and the incentive payments that will be made where the contractor achieves a consistently high standard across a range of Key Performance Indicators (KPIs).
- The SLA arrangement will operate alongside the Council's Conditions of Contract, which will include defaults and other sanctions in the event that the Contractor fails significantly to carry out the work, including having that part of the work done by a third party and recovery of losses by the Council arising from the failure.
- In particular, the Council will apply a financial deduction against the Contractor in respect of "lost PCNs", including those that prove unrecoverable because of PA or other staff error, or lost in the process of data input. This will be done at 75% of the PCN discount rate

#### 54.2 Key Performance Indicators

The Council will assess the Contractor's performance against a range of measures, including enforcement coverage, PCN quality, customer waiting times (phone & in person) and competence of staff dealing with enquiries. The target level for each KPI will be established by agreement between the Council and the Contractor before the start of the works and each year the scope and target level for KPI will be reviewed.

#### 54.3 Measurement

Each KPI will be measured either weekly, monthly or quarterly and reconciled annually. The Contractor will provide the necessary data for each KPI to be assessed. Providing that the Contractor has achieved the target standard in 95% of the KPI measurements carried out in a quarter, then the Council will make an additional payment to the Contractor.

### 55

#### SCOPE

The main KPI to be used are set out below :

#### 55.1 Parking Enforcement

- Each enforcement location to be patrolled to the minimum frequency specified, as measured according to the pocket book records of parking attendants
- An average of 1.5 PCNs (per hour of deployed PAs) maintained
- Minimum 65% of PCN payments made at discount rate (excluding where Contractor delays required discount period to be extended by the Authorised Officer)
- Information requests and complaints dealt with within agreed timescales

#### 55.2 Dealing with enquiries

- Maximum waiting time at Parking Shop not exceeding 20 minutes, as evidenced by regular surveys and other measures
- Maximum waiting time on telephone not to exceed 15 secs (to access the automated system, or from the point at which the caller selects the option of speaking to a cashier or adviser)

- Qualified, competent and knowledgeable staff to be deployed (Parking Shop and telephone Call Centre)

#### 55.3 Parking equipment and car parks

- Pay and Display Machines to be checked daily and faults to be remedied within 48 hours
- Holbeach car park to be staffed for the duration of the car park being open to the public.
- Reported faults to signs and surface markings to be rectified within 7 days

#### 55.4 Customer satisfaction

The Council will routinely carry out surveys to establish the level of satisfaction of users of the various parts of the service. The target will be for :

- 70% of customers to be satisfied with the services provided