



Report for:	<b>Finance &amp; Resources Overview and Scrutiny Committee</b>
Date of meeting:	<b>11 September 2019</b>
Part:	<b>1</b>
If Part II, reason:	

Title of report:	<b>Parking Enforcement Contract Performance</b>
Contact:	Andrew Williams, Portfolio Holder for Corporate & Contracted Services  Author/Responsible Officer Ben Hosier (Group Manager – Procurement & Contracted Services) Victoria Coady (Commercial Contracts & Supplier Relationship Lead Officer)
Purpose of report:	<ol style="list-style-type: none"> <li>To provide Committee with an overview on the performance of the contract over the last 10 months.</li> <li>To update Committee on the additional KPI's that are applicable from year 2.</li> </ol>
Recommendations	<ol style="list-style-type: none"> <li>That Committee notes the performance of the Parking Enforcement contract over the last 10 months.</li> <li>That Committee acknowledge the additional KPI's that are applicable from year 2.</li> </ol>
Period for post policy/project review	It was suggested by the Committee at the November 2018 meeting that the performance of the Parking Enforcement contract is presented to this Committee every 6 months over the first 2 years of the contract.
Corporate objectives:	<p><b>Clean Safe &amp; enjoyable Environment</b>  <b>Economic Growth &amp; Prosperity</b>  On-Street and Off-Street parking supports a clean, safe and enjoyable environment and supports economic growth and prosperity which are both priorities of the Council's vision.</p> <p><b>Dacorum Delivers</b>  The Council's car parks provide an income stream. Optimising income assists the General Fund to achieve a balanced budget.</p>

<p>Implications:</p>	<p><u>Financial</u></p> <p>The demand for parking increases year on year. Although the council encourages the use of public transport, cycling and walking it also recognises that car parking provision is necessary for the borough to prosper.</p> <p>The delivery of the Parking Enforcement contract provides an important service for the Council and also generates income to the Council, some of which is ring-fenced to be reinvested back in to on-street parking.</p> <p>Car parking charges have not increased in 2017/18 or 2018/19 and will not increase in 2019/20, so there has been a need to review the Council's approach to parking enforcement to ensure that the contract operates efficiently whilst still being fit for purpose.</p> <p><u>Value for money</u></p> <p>It is important that the performance of this contract and the impact this has on residents and visitors to the borough is monitored, reviewed and continuously improved to ensure that the quality of service remains at an acceptable level.</p> <p>The performance of Saba Park Services UK Ltd is monitored against the contractual standards and KPI's and failure to deliver the service to the agreed performance levels will impact on the performance related payment mechanism in the contract.</p> <p>The number of 'KPI failure's' that are identified are directly linked to the level of payment that Saba Park Services UK Ltd receive.</p>
<p>Risk implications</p>	<p>Operational risks are reviewed and discussed at monthly operational meetings and taken to the operational board if deemed necessary.</p> <p>Strategic risks are reviewed and discussed at the quarterly operational board.</p>
<p>Community Impact Assessment</p>	<p>A Community Impact Assessment was carried out in September 2017, the parking enforcement requirements are reflected in the CIA and will be reviewed and monitored on a regular basis.</p>
<p>Health and safety Implications</p>	<p>Health &amp; Safety is of paramount importance on this contract, and standards are clearly set out in the service specification and legislation.</p> <p>Health &amp; Safety is reviewed and discussed at the monthly operational meetings and taken to the operational board if deemed necessary.</p>

Consultees:	<p>Andrew Williams – Portfolio Holder for Corporate &amp; Contracted Services</p> <p>Mark Brookes – Assistant Director Corporate and Contracted Services</p> <p>Victoria Coady - Commercial Contracts &amp; Supplier Relationship Lead Officer</p> <p>Steve Barnes – Parking Services Team Leader</p>
Background papers:	N/A
Glossary of acronyms and any other abbreviations used in this report:	<p>CEO – Civil Enforcement Officer</p> <p>KPI's – Key Performance Indicators</p> <p>PCN – Penalty Charge Notice</p>

## Introduction

The Council awarded a contract for Parking Enforcement arrangements to Indigo Park Services UK Ltd in April 2018, this contract covers both on-street and off-street enforcement.

In December 2018 Indigo Park Services Ltd were acquired by Saba Park Services UK Ltd.

This contract moved away from the traditional enforcement techniques and introduced enforcement technology to make the contract efficient and fit for purpose.

The contract was split in to two lots which included the following elements:

- Lot 1 - 'Integrated Systems, Software and Associated Hardware'
- Lot 2 - 'Compliance Management and Business Processing Solution'

In line with recent changes to the matters that are presented to scrutiny committees, the purpose of this report is to update Committee on the performance of one of the Council's strategically important contracts.

This report provides the Committee with assurances that the contract is being managed from both a contractual and commercial perspective and will focus on the following areas:

1. Governance arrangements that have been set up to monitor, review and report on the performance of the Parking Enforcement contract including the agreed set of contractual Key Performance Indicators.
2. Report on the performance of the contract over the last 10 months.

The Committee are actively encouraged to review the governance arrangements with particular emphasis on the KPI's.

This report will provide a robust and transparent conclusion as to the performance of the Parking Enforcement contract and in addition will make appropriate recommendations for performance improvements.

## **1 Governance Arrangements**

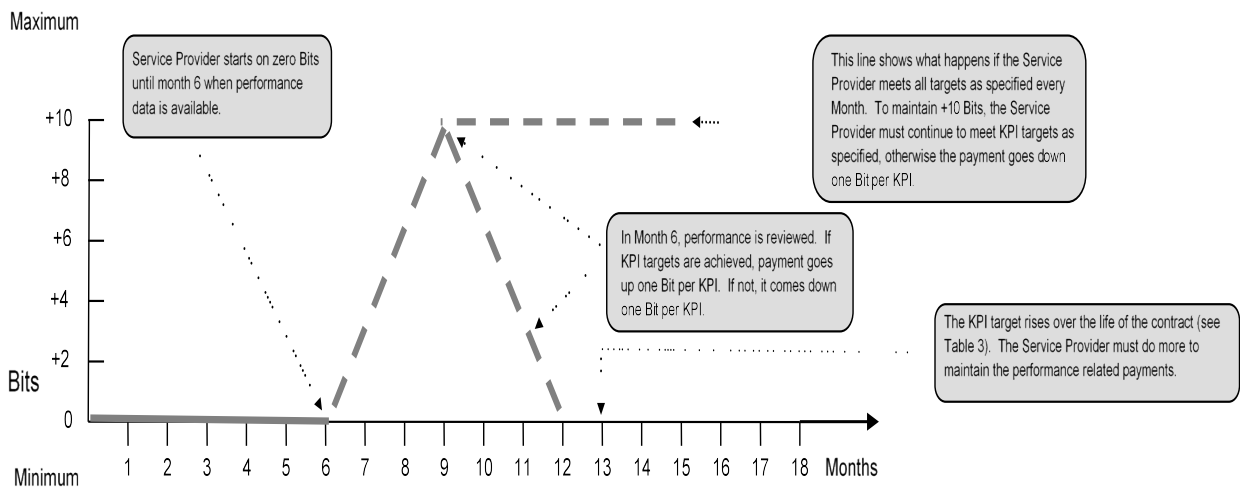
- 1.1 This contract is of significant importance to the Council and requires an appropriate level of governance. It includes the generation of income from Council owned car parks which supports the investment and management in both current and future on-street and off-street parking locations.
- 1.2 The fact that this contract has been awarded following a robust procurement process has enabled the relevant service standards and performance indicators to be built in to the service specification and will help the Council to monitor, review and report on the performance of the contract.
- 1.3 The governance arrangement that have been set up for this contract include an 'operational meeting' that meets on a monthly basis. The 'operational meeting' is chaired by the officer with the day to day contractual and performance responsibility for the contract. In addition to the chair, the other Council attendees to this board include officers with the day to day responsibility for the Parking service, attendees from Saba include the contract manager. This meeting focusses on any outstanding issues that have arisen during the month and are entered on the issues tracker.
- 1.4 In addition to the 'operational meeting' there is also an 'operational board' which initially met on a monthly basis during the implementation/mobilisation phase, but now meets on a quarterly basis. The 'operational board' is chaired by the officer with the day to day contractual and performance responsibility for the contract. In addition to the chair, the Council attendees to this board include the Group Manager Procurement & Contracted Services and officers with the day to day responsibility for the Parking service, attendees from Saba include the Regional Commercial Manager and the contract manager. All meetings are recorded and minutes are produced and sent round to all attendees, this board focusses on the following issues:
  - Quarterly Performance Report
  - Financial Performance
  - KPI's
  - Contractual Matters
- 1.5 The contract has been specifically written so that Saba are required to demonstrate their compliance with the Council's 'service objectives' that have been included as part of the service specification on a quarterly basis:
  - Improve the quality of service and the environment to residents and visitors to Dacorum
  - Use of resources to ensure effective deployment for compliance management
  - Investment in new technology to support the safety of the traffic network
  - Comply with current and future Legislative requirements

- Introduce innovative solutions to deliver operational improvements and efficiencies
- Provide a reporting solution to account for and report accurate information
- Increase levels of compliance through efficient and effective operations

1.6 A percentage of the Saba charges for Lot 2 are subject to the performance related payment mechanism. This equated to £43k in year one being linked to the direct delivery of KPI's. This annual figure is divided by 4 quarters and then by the number of KPI's to be delivered in that year (10 in year 1, 15 in year 2 and 18 in year 3 onwards). As a result, each KPI has a quarterly monetary value and where a KPI failure has been identified Indigo will not be paid the quarterly value of the KPI. This is set out in a diagram below:

**Diagram 1**

**Table 2: Operation of the Performance Related Payment Mechanism**



1.7 The contract includes the following quarterly KPI's, which will be monitored from October 2018.

Service Objective	Key Outcome	Measurements (KPI's)	Targets	Comments	Information Sources
Improve the quality of service and the environment to residents and visitors to Dacorum	Good quality, motivated, and informed CEOs	Initial CEO training and accreditation	Minimum Requirement <i>(If not met, then the KPI is automatically failed)</i>	100% of CEO's will need to have the appropriate accreditation within 6 months of starting work.  100% of all CEO's must complete their induction before commencing work.  100% of CEO's will have the relevant bike or vehicle licences within 1 month of starting work.	The Service Provider will supply copies of all training certificates to the Council.  The Service Provider will provide evidence that induction is completed  The Service Provider will provide copies of licences for viewing.
		Regular assessment and refresher training	Minimum Requirement <i>(If not met, then the KPI is automatically failed)</i>	The Service Provider will ensure that 100% of all CEOs receive regular assessment and on-going refresher training.	The Service Provider will supply copies of employees training plans, including any refresher training that has taken place for viewing
		The level of complaints and complaints handling	2 substantiated complaints per month	Any complaints received by the Service Provider about a CEO or a Notice Processor must be emailed/copied to the Council within 1 working day of being received.  A response to the complaint must be sent to the customer within 5 working days.	The Council will have the final say as to whether a complaint is proven.  If the complaint is in relation to how the PCN was served or the behaviour of the CEO, then this would be defined as a complaint.  If body-worn camera evidence is not available, (as it should be), then this would result in the complaint being upheld
		Level of staff turnover	92%	Personnel turnover shall not exceed 8% of total staff on a monthly basis.	The Service Provider will provide turnover statistics monthly. Staff dismissed or requested to be removed from the contract by the Council, should not form part of this calculation.

Service Objective	Key Outcome	Measurements (KPI's)	Targets	Comments	Information Sources
Use of resources to ensure effective deployment for compliance management	Effective Parking Enforcement	Deployment of CEO's	95%	<p>The Enforcement Service Provider shall not deploy less than the agreed minimum number of CEO's each day which must include at least 1 car driver and 1 moped rider for all shifts.</p> <p>The Authority will claim quantifiable losses based on the hourly rate of the officer type plus £25.00 per hour based on the likely lost PCN revenue.</p>	<p>The Service Provider will self-monitor and provide the Council with a report to verify details, including no. of deployed hours and the weekly mileage of the enforcement vehicles per shift.</p> <p>Minimum number of CEO's multiplied by daily hours multiplied by no. of days in month</p> <p>The losses will be in addition to failing the KPI</p>
		Suspensions	Minimum Requirement <i>(If not met, then the KPI is automatically failed)</i>	<p>Failure to implement 100% of new suspensions in the required time frame.</p> <p>The required timeframe will be one working week before the suspension date for notification and on day of suspension.</p> <p>Emergency suspensions shall be excluded from this KPI, but still need to be complied with</p>	<p>Performance information will be provided by Service Provider.</p> <p>Failure to collect accurate records/evidence (e.g. photo's) of Suspensions in place as described in the Specification.</p> <p>The suspension process must include timeliness of suspension implementation, accuracy of information on signs describing suspension and advance warning notices.</p>
		Pay and park machine maintenance	100%	Failure to check machines daily and report faults within 1 hour	Performance information will be provided by Service Provider.
			95%	<p>Failure to attend and resolve issues with machines if 1<sup>st</sup> line maintenance within a 1-2-hour timeframe</p> <p>If machine issue is identified as a 2<sup>nd</sup> line maintenance, then report this within a 1-hour timeframe.</p>	<p>Identified faults will be reported within the next working hour via the IPS system.</p> <p>If system is down/unavailable, the CEO's will need to report the fault when they come across them.</p> <p>The Council will also use information provided at the monthly meetings to confirm whether remedial work has taken place against all instances of repair requests and/or identification.</p>
Investment in new technology to support the safety of the traffic network	Technological Improvements	Number of contraventions identified via CCTV ANPR against the number processed.	95%	The Enforcement Service Provider shall ensure that ninety five percent (95%) of parking contraventions captured by the CCTV Fixed and Mobile Enforcement Vehicles are investigated by CEO's and are to be subsequently served a PCN if appropriate within the legislation.	Performance information will be provided by Service Provider per shift.

Service Objective	Key Outcome	Measurements (KPI's)	Targets	Comments	Information Sources
Comply with current and future Legislative requirements	Issue of Good Quality PCNs*	Number of cancellations due to CEO error	0.5%	<p>The Service Provider should ensure that all necessary information is collected in an error free manner on the handheld devices, or within pocket-books, where appropriate, including clear notes and digital images as set to the standards in the Specification.</p> <p>CEO errors shall not exceed half of one percent (0.5%) of PCN's issued during that calendar month (excluding void PCN's). Should this happen the Authority shall claim quantifiable losses for each PCN cancelled due to CEO error over half of one percent (0.5%) threshold.</p>	<p>The Enforcement Service Provider shall supply the Authorised Officer with daily records of the number of PCN's cancelled as spoil each week for each CEO, these will be compared against the level of cancellations resulting from CEO error against agreed tolerance levels.</p> <p>The losses will be assessed at £25.00 per PCN. This will incorporate the average recovery rate of a PCN issued by a hand held device and the associated administration costs to rectify the error.</p> <p>The losses will be in addition to failing the KPI</p>
		Quality of the PCN's	70%*	<p>The Enforcement Service Provider shall ensure that the quality of PCN's issued is such that initially an average of at least seventy percent (70%) is paid over the course of a rolling twelve (12) month period. Should the average be below this the Enforcement Service Provider shall take immediate remedial action, providing more training and performance management as necessary.</p>	<p>This 70% target will increase over the duration of the contract.</p>

\*This KPI refers to the cancellation of PCNs due to Service Provider error.

The KPI is intended to ensure that PCNs are issued only when a contravention has been identified; according to Council guidelines; that the supporting information collected and recorded by the CEO is adequate to support enforcement of the PCN; and to enable the Council to deal with representations and Adjudication cases.

Whether or not the Council subsequently cancels a PCN for reasons other than those given below, or fails to enforce valid PCNs, will not be taken into account when assessing whether this KPI has been met.

PCNs must be supported with clear digital camera images and the required notes on the Handheld Device. The quality of notes is important, including legibility, contravention details including any interaction with customers.

The level of PCNs cancelled due to an error by the CEO will be taken into consideration. CEO error will be defined to include those cases where the PCN has to be cancelled due to a factual error in the details recorded by the CEO (wrong location, make or number of vehicle for example), or where supporting evidence has not been recorded or lost due to data transfer error. A tolerance factor (as a percentage of all PCNs issued) will be built into this indicator.



Service Objective	Key Outcome	Measurements (KPI's)	Targets	Comments	Information Sources
Introduce innovative solutions to deliver operational improvements and efficiencies	IPS Pay & Park Technology	Percentage of time machines are able to accept payment.	<i>Within operational hours 95% of the machines must be able to accept payment in accordance with the Indigo/IPS SLA</i>	95% of the time during hours of operation. KPI excludes network failure, power failure, acts of god, vandalism, wilful damage, all of which are outside of Indigo's control.	Service provider to provide to a report on machine downtime per month.
		Response time for resolution of 2nd line maintenance requests	95% <i>(response time as per SLA provided)</i>	Within 20 working hours for requests received Monday – Friday 0900 – 1700 (excluding Bank & Public Holidays).	Service provider to provide to a report on resolution of 2nd line maintenance requests per month
	TES CCTV ANPR Technology	Equipment downtime	Minimum Requirement <i>(If not met, then the KPI is automatically failed)</i>	As a minimum at least 1 of the vehicles must be available 100% of the time during the hours of operation. Any vehicle can only be non-deployable for a maximum of 48 hours (excluding weekends).	Service provider to provide to a report on equipment downtime per month.
		Response time for resolution of 2nd line maintenance requests	95% <i>(response time as per SLA provided)</i>	Priority Level One – 2 days Priority Level Two – 7 days Priority Level Three – next release	The measure would depend on the nature of the fault. As per the TES Service Level Agreement
Provide a reporting solution to account for and report accurate information	Statistical Information	Reporting	Within 3 working days of month end	The Enforcement Service Provider shall use resource analytics and optimisation techniques supported by live data from CEO's, CCTV vehicles and other sources.	The Enforcement Service Provider shall develop analysis that includes "Heat Maps" that show, for example, street segmentation, areas that have the most compliance, the number of visits by CEO, the number of PCN's issued and other data that informs the delivery of the service.

Service Objective	Key Outcome	Measurements (KPI's)	Targets	Comments	Information Sources
Increase levels of compliance through efficient and effective operations	Administrative procedures Tolerance Level	Customer and Processing Services	2 failures per month	<p>Within 2 working hours' failure to log, scan, process or correctly allocate items of correspondence (post or email) on the day of receipt (during working hours) – Mon - Fri.</p> <p>Within 2 working hours' failure to take the required action to update the IT system as required, or to record case details correctly, within the appropriate timescales.</p> <p>Within 2 working hours failure to maintain adequate levels of stationery, PCN rolls, consumables, suspension notices or other stock required for public purchase or operational delivery (no tolerance)</p>	The question of whether a Penalty Charge cancellation is due to "Service Provider Error" shall be determined by reference to a list of reason codes for Penalty Charge cancellation corresponding to the reasons set out but not be limited to below, and as may be further determined by the Council from time to time.
		Banking and Financial	Minimum Requirement <i>(If not met, then the KPI is automatically failed)</i>	<p>Failure to account for monies taken on behalf of the Council (e.g. in respect of permits and PCNs).</p> <p>Late/delayed banking of monies unless agreed with the Council.</p> <p>Failure to carry out adequate reconciliation of monies and/or numerous errors in banking and accounting processes, inadequate checks on credit/debit cards.</p>	<p>Performance information will be provided by Service Provider.</p> <p>The Council will also monitor this indicator using the IT system and the Council's internal systems as appropriate.</p> <p>Note – notwithstanding the requirements of this KPI, where any errors in banking have incurred a financial loss to the Council, the amount lost will be deducted from the performance payment (and invoiced separately to Indigo if more than the performance payment).</p>
		Administrative Arrangement	Minimum Requirement <i>(If not met, then the KPI is automatically failed)</i>	The Enforcement Service Provider shall ensure that the their Customer Support Centre office is open between 07.30 hours and 19.00 hours Monday to Saturday (except for Public Holidays)	Must be staffed at all times during those hours by suitably competent staff to receive instructions from the Authorised Officer and for enquiries from the public.



As a result of the performance of the contractor and in compliance with the contract, the following sums have either been paid back to the Council from the contractor or the expenditure has not incurred by the Council:

Lost PCN income (£38,186.25 + £625.00)	= £38,811.25
Refund of CEO time	= £13,258.27
<b>Total</b>	<b>= <u>£52,069.52</u></b>
<b>PRP expenditure avoided</b>	<b>= <u>£6,519.06</u></b>

### Deployment of CEO's

	Target Hours	KPI Hours	Actual Hours	Variance	PCN	Hours	Total
Oct-18	1,065.00	1,017.75	825.04	243.00	£6,075.00	£2,109.24	£8,184.24
Nov-18	1,386.00	1,324.50	1,159.50	231.00	£5,775.00	£2,005.08	£7,780.08
Dec-18	1,299.00	1,241.25	1,057.50	247.50	£6,187.50	£2,148.30	£8,335.80
Jan-19	1,248.00	1,192.50	1,072.50	196.50	£4,912.50	£1,705.62	£6,618.12
Feb-19	1,137.00	1,086.75	997.50	151.50	£3,787.50	£1,315.02	£5,102.52
Mar-19	1,401.00	1,338.75	1,447.50	49.50	£1,237.50	£429.66	£1,667.16
Apr-19	1,299.00	1,241.25	1,222.50	123.00	£3,075.00	£1,067.64	£4,142.64
May-19	1,365.00	1,304.25	1,291.55	84.45	£2,111.25	£733.03	£2,844.28
Jun-19	1,350.00	1,221.00	1,206.50	150.00	£3,750.00	£1,302.00	£5,052.00
Jul-19	1,437.00	1,365.15	1,427.10	51.00	£1,275.00	£442.68	£1,717.68
Aug-19							
Sep-19							
<b>Total</b>	<b>12,987.00</b>	<b>12,333.15</b>	<b>11,707.19</b>	<b>1,527.45</b>	<b>£38,186.25</b>	<b>£13,258.27</b>	<b>£51,444.52</b>

In addition to the above figures, the contractor has also lost 1 bit of their PRP payment each month, which equates to 10 x £362.17 = £3,621.70

**Number of cancellations due to CEO error**

	<b>PCN's Issued</b>	<b>CEO Errors</b>	<b>KPI Target</b>	<b>Actual Performance</b>	<b>Result</b>	<b>CEO Errors Above Target</b>	<b>Lost PCN Income</b>
Oct-18	449	2	0.5%	0.45%	Pass	0	£0
Nov-18	489	2	0.5%	0.41%	Pass	0	£0
Dec-18	549	0	0.5%	0.00%	Pass	0	£0
Jan-19	898	1	0.5%	0.11%	Pass	0	£0
Feb-19	895	7	0.5%	0.78%	Fail	3	£75
Mar-19	1,114	7	0.5%	0.63%	Fail	2	£50
Apr-19	1,013	8	0.5%	0.79%	Fail	3	£75
May-19	1,346	7	0.5%	0.52%	Fail	1	£25
Jun-19	1,297	14	0.5%	1.08%	Fail	8	£200
Jul-19	1,341	14	0.5%	1.04%	Fail	8	£200
Aug-19			0.5%				
Sep-19			0.5%				
Total			0.5%				

In addition to the above figures, the contractor has also lost another 1 bit of their PRP payment for 6 months, which equates to 6 x £362.17 = £2,173.02

**Pay and park machine maintenance (downtime)**

	<b>No. of 1<sup>st</sup> line Faults</b>	<b>More than 2 hours downtime</b>	<b>KPI Target</b>	<b>Actual Performance</b>	<b>Result</b>
<b>Oct-18</b>	<b>0</b>	<b>0</b>	<b>95%</b>	<b>100%</b>	<b>Pass</b>
<b>Nov-18</b>	<b>0</b>	<b>0</b>	<b>95%</b>	<b>100%</b>	<b>Pass</b>
<b>Dec-18</b>	<b>2</b>	<b>1</b>	<b>95%</b>	<b>98.21%</b>	<b>Pass</b>
<b>Jan-19</b>	<b>7</b>	<b>3</b>	<b>95%</b>	<b>94.64%</b>	<b>Fail</b>
<b>Feb-19</b>	<b>1</b>	<b>1</b>	<b>95%</b>	<b>98.21%</b>	<b>Pass</b>
<b>Mar-19</b>	<b>8</b>	<b>2</b>	<b>95%</b>	<b>96.43%</b>	<b>Pass</b>
<b>Apr-19</b>	<b>2</b>	<b>2</b>	<b>95%</b>	<b>96.43%</b>	<b>Pass</b>
<b>May-19</b>	<b>2</b>	<b>2</b>	<b>95%</b>	<b>96.43%</b>	<b>Pass</b>
<b>Jun-19</b>	<b>4</b>	<b>4</b>	<b>95%</b>	<b>92.86%</b>	<b>Fail</b>
<b>Jul-19</b>	<b>11</b>	<b>1</b>	<b>95%</b>	<b>98.21%</b>	<b>Pass</b>
<b>Aug-19</b>					
<b>Sep-19</b>					
<b>Total</b>					

The above performance shows that the contractor has also lost 1 bit of their PRP payment for 2 months, which equates to 2 x £362.17 = £724.34

### 3. Additional Performance Indicators

In compliance with the contract, year 2 will see the introduction of a further 5 KPI's, these are in addition to the 10 KPI's from year 1, the additional KPI's are set out below:

Service Objective	Key Outcome	Measurements (KPI's)	Targets	Comments	Information Sources
Improve the quality of service and the environment to residents and visitors to Dacorum	Good quality, motivated, and informed CEOs	The level of complaints and complaints handling	2 substantiated complaints per month	<p>Any complaints received by the Service Provider about a CEO or a Notice Processor must be emailed/copied to the Council within 1 working day of being received.</p> <p>A response to the complaint must be sent to the customer within 5 working days.</p>	<p>The Council will have the final say as to whether a complaint is proven.</p> <p>If the complaint is in relation to how the PCN was served or the behaviour of the CEO, then this would be defined as a complaint.</p> <p>If body-worn camera evidence is not available, (as it should be), then this would result in the complaint being upheld</p>
Use of resources to ensure effective deployment for compliance management	Effective Parking Enforcement	Suspensions	<p>Minimum Requirement <i>(If not met, then the KPI is automatically failed)</i></p>	<p>Failure to implement 100% of new suspensions in the required time frame. The required timeframe will be one working week before the suspension date for notification and on day of suspension.</p> <p>Emergency suspensions shall be excluded from this KPI, but still need to be complied with</p>	<p>Performance information will be provided by Service Provider. Failure to collect accurate records/evidence (e.g. photo's) of Suspensions in place as described in the Specification.</p> <p>The suspension process must include timeliness of suspension implementation, accuracy of information on signs describing suspension and advance warning notices.</p>
Investment in new technology to support the safety of the traffic network	Technological Improvements	Number of contraventions identified via CCTV ANPR against the number processed.	95%	The Enforcement Service Provider shall ensure that ninety five percent (95%) of parking contraventions captured by the CCTV Fixed and Mobile Enforcement Vehicles are investigated by CEO's and are to be subsequently served a PCN if appropriate within the legislation.	Performance information will be provided by Service Provider per shift.

Service Objective	Key Outcome	Measurements (KPI's)	Targets	Comments	Information Sources
Comply with current and future Legislative requirements	Issue of Good Quality PCNs*	Quality of the PCN's	70%	The Enforcement Service Provider shall ensure that the quality of PCN's issued is such that initially an average of at least seventy percent (70%) is paid over the course of a rolling twelve (12) month period. Should the average be below this the Enforcement Service Provider shall take immediate remedial action, providing more training and performance management as necessary.	This 70% target will increase over the duration of the contract.
Provide a reporting solution to account for and report accurate information	Statistical Information	Reporting	Within 3 working days of month end	The Enforcement Service Provider shall use resource analytics and optimisation techniques supported by live data from CEO's, CCTV vehicles and other sources.	The Enforcement Service Provider shall develop analysis that includes "Heat Maps" that show, for example, street segmentation, areas that have the most compliance, the number of visits by CEO, the number of PCN's issued and other data that informs the delivery of the service.



## **Conclusions:**

Overall the performance of Saba Park Services UK Ltd demonstrates that they are delivering an acceptable level of service. Where KPI' targets have not been achieved, this has had a financial implication on the contractor

The failure with the 'deployment of CEO's' KPI clearly demonstrates that Saba are experiencing some issues with staff retention although this is normal across this industry for this type of low paid job. Saba have attempted to cover their vacancies in the short term with agency staff, and it is believed that there is a correlation between this and the increase in the number of cancelled PCN's due to CEO error.

The governance arrangements that have been established appear to be appropriate for a contract of this size and nature and have been set up so to identify and address any issues or concerns with the performance of the contract regarding the service outcomes, statutory compliance and the commercial aspects.

The KPI's appear to be fit for purpose and ensure the performance of Saba Park Services UK Ltd is measured against set criteria and will enable new and/or improved KPI's to be developed in the future to encourage continuous improvement in both performance and service outcomes.

## **Recommendations**

The recommendations for this Committee in relation to the performance of the Parking Enforcement contract over the last 10 months are set out below.

1. That Committee acknowledge that the performance of the contract is being monitored to an acceptable level.
2. That Committee note the introduction of an additional 5 KPI's from year 2.