



# Communities, City Management & Air Quality Policy and Scrutiny Committee

<b>Date:</b>	16 <sup>th</sup> November 2022
<b>Classification:</b>	General Release
<b>Title:</b>	Parking Service Update
<b>Report of:</b>	Jonathan Rowing, Head of Parking
<b>Cabinet Member Portfolio</b>	Portfolio (as listed at <a href="http://www.westminster.gov.uk/cabinet">www.westminster.gov.uk/cabinet</a> )
<b>Wards Involved:</b>	All
<b>Policy Context:</b>	Parking Services
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## **1. Executive Summary**

- 1.1** The City Council's Parking service is currently in the midst of major reprocurement of all parts of its functions. Parking fees/charges and policies are also currently under review, and will be discussed in a number of upcoming Cabinet Member Reports. Full reviews of service demands have been undertaken in the form of an Occupancy Review, but have not reported at the time of writing. Unfortunately, this means that it is not possible to provide significant detail relating to the service at this time. Due to the timelines for the resolution of the above activities it is felt sensible to bring a full paper to this Committee in the July meeting. This paper serves as a pre-cursor to shape the discussion that a substantive paper would bring to that meeting. Officers will ensure that progress against activities is provided via the Cabinet Member Portfolio Updates.

## **2. Key Matters for the Committee's Consideration**

- 2.1** Parking will bring a detailed report on the service's activity, plans and aspirations to the summer meeting of this Committee (provisionally set for 31<sup>st</sup> July 2023).

- What areas of Parking activity would Members like to see discussed at that meeting?
- Are there areas of concern in relation to Parking or its ancillary services that Members would like to raise for discussion in more detail at a future meeting?
- How do Members see enforcement of kerbside activity and provision of parking infrastructure supporting the Council's wider goals?

### **3. Background**

#### **3.1 Timeline for full report**

Officers are keen to engage with the Committee to ensure there is the full opportunity to scrutinise the various policy and service changes. However, Officers believe that the best time to do this is when we have resolved outstanding issues and completed ongoing processes.

- 3.1.1 The Council is currently procuring its new Parking service contracts. They will go live at the start of April 2023. We cannot discuss this with the committee in any detail at present as we are currently evaluating tenders prior to any award being made. This is a sensitive time which must be handled with care to avoid prejudicing the process. While every effort is being made to avoid challenge to the process it should be noted that if such did occur we would be dealing with this during the run-up to the March meeting. It is therefore felt best to defer the Parking paper to the following meeting when there will also be a new service structure to review with implemented changes to highlight.
- 3.1.2 Various policies and charges are currently under review. They are currently being discussed by Officers and the relevant Cabinet Members. As the papers for the March meeting of this Committee would need to be produced before full detail to enable proposals to be drafted are available it is recommended by Officers that the scrutiny of Parking take place in the July meeting once there are draft proposals that can be discussed.
- 3.1.3 The following sections discuss various ongoing activities which will be discussed in expanded detail in the full report.

#### **3.2 Procurement**

Parking is currently procuring new contracts to deliver the main functions of the service to go live in April 2023. Some elements have already been procured and others are at key points in deliberation. Unfortunately this limits what we can say publicly about the process and in relation to the service as a whole- as we need to ensure that all publicly available information is fairly shared with all interested parties.

- 3.2.1 The strategic procurement objective for the parking service is to deliver an effective, fair, and innovative service to support our residents and road-users. This is being delivered by a range of activities:

- Alignment with wider Council Objectives.
- Recalibration of the Parking Policy and updating to account for emerging trends and needs.
- Optimising the use of the kerbside space
- Developing the capability to respond flexibly to innovation in the market
- The use of business intelligence / analytics
- Expanding the potential to leverage the “eyes and ears” on the street by having enforcement teams able to also report or monitor non-parking issues.
- Increasing integration with Highways and Cleansing operations with aspirations to achieve interoperable reporting systems
- Looking to recruit local residents into all levels of staffing- including management.
- Defining the customers’ role in managing parking

**3.2.2** The contracts were split into smaller lots to provide specialist suppliers, and in some cases SMEs, opportunity to be able to tender. We are removing the sub-contractor relationships which causes uplifts in costs, delays, and in many cases resistance to change. This is to encourage a direct relationship with specialist suppliers and take advantage of any innovations that could make the service more efficient.

**3.2.3** The assessment of tenders for the Parking contracts is based on a 50:50 split of quality and cost. This is a change from previous Council procurements that normally heavily favour the lowest cost bid. This reflects the importance of getting the service quality right and acknowledges that the staff and systems deployed in Parking will be the main contact that many service-users have with the City Council.

**3.2.4** While savings are to be sought in the procurement, more focus will be placed on efficiency and driving high standards of enforcement and customer service. The table below shows the new contract structure (post April 2023) and how this compares to our current Parking structure. Note the Audit and Compliance contract (which is new to Parking but is modelled on a similar contract within Highways) will support operational performance but whether it is tendered for will depend on the outcome of the other procurements.

Title	Contains	Currently	Comments
People and Resources	The contract provides a flexible pool of skilled resources for deployment to manage the kerbside space. The Council determines the level of Resources required and times of deployment, while the Service Provider manages these resources and the day-to-day operation	People and Resources	New contract includes items such as Radios, uniforms, equipment, vehicles etc which are currently provided separately outside of this contract.
Business Processing	Delivering Parking Services' back-office functions to manage full processing and issuing of all permissions, handling of PCNs and complaints, and issuing of Camera enforcement PCNs. All other back-office customer facing and support duties.	Business Processing and Technology (BP&T)	By removing B&P from the technical elements we gained greater opportunity to consider the opportunity for a more dynamic non-Parking-specialist provider. This also make it more likely to realise the service at a lower price.
Technology	Provision of the IT systems that support the issuing of PCNs and management of Permits and suspensions. Provision of handhelds devices. Owning the interface between providers. <u>ALREADY AWARDED- MAY 2022</u>	BP&T	Run on a longer-term contract This will enable us to avoid re-procurement whenever the other contracts providers change. A separate contract increases our control and reduces costs. Procured first to simplify procurement of other Lots and to ensure sufficient configuration time prior to April 2023.
Cashless	Dedicated cashless parking software provider to manage the on-street paid-for parking activity.	BP&T	Separate contract increases our control over change, encourages dynamism, and reduces costs.
Cameras	Dedicated contractor to provide camera systems to enable the issuing of Camera PCNs by the BP team.	BP&T	Separate contract avoids suppliers being frozen out of the market by "lock-in" deals by the big parking providers of B&P etc. Alternatively this may be a service that will be offered as a bundled discount by a bidder for a bigger contract.
Removals and Relocations	Specific contractor to manage relocations and removals.	Removals and Relocations	Including Abandoned Vehicles currently managed via Debt contract. This additional function is self-funding and should generate a discount on Relocation work.
Audit and Compliance	Undertakes checks on routine KPIs and SLAs for other contractors and supports Client in getting best value from the contracts	N/A	Scope to be determined once other contracts have been awarded.
Debt Management	Full-service debt management with proactive management of potential cases. <u>4-YEAR EXTENSION AGREED 1<sup>ST</sup> NOV 2022</u>	Debt Management	Contract provides good value with high performance levels. Extension agreed. Move Abandoned Vehicles to sit with Removals & Relocations.

**3.2.5** Social Value is now firmly part of the Council's wider Responsible Procurement policy. The Responsible Procurement Officer has provided set questions that allow providers to evidence meeting corporate standards on a number of fronts. Questions that providers must evidence in this proposed procurement include:

- How will they overcome barriers to recruiting locally into Parking Enforcement. This is for recruitment at all levels- not just CEOs, so including management and supervisory roles.
- How will they evidence recruitment at all levels from our local residents
- What specific measure they have in place to reach excluded and priority groups (including care-leavers, long-term unemployed, those with disabilities or mental health challenges, refugees etc)
- How they will make their roles flexible for those with caring or other such obligations
- How they will address pay gaps for genders or ethnicities that may exist at all levels in their sector. What steps they are going to take with concrete measures and timelines.
- How they manage a responsible procurement supply chain across all aspects of their business.
- How they will reduce carbon emissions from their fleet, buildings, and service delivery.
- What training, sponsorship, employment, experience, procurement etc they can provide to the local community to ensure that all sectors of the local community benefit from the Council's spend on the service. How they will invest spending into local businesses to procure services locally as part of their supply-chains; especially from small local business and those supporting previously excluded sectors of the community.

**3.2.6** Tenders for Business Processing, People & Resources, Cameras, Cashless, and Removals & Relocations are currently being assessed. Unfortunately, this means Officers are limited in what can be reported at this time to the Committee. It is expected that the Council will be awarding contracts in advance of the end of the year.

### **3.3 Fees and Charges**

Officers are working with colleagues across the Council and with the Cabinet Member for City Management & Air Quality to review the levels of charges for various parking functions and how policies need to be updated to reflect the City Council's goals and aspirations.

**3.3.1** Routine changes will be included within the corporate Fees and Charges report to be considered by Cabinet in December.

**3.3.2** A review of how the City Council structures Suspensions and kerbside Permissions will be included within a Cabinet Member Report to be considered by the Cabinet Member for City Management & Air Quality in the mid to late summer of 2023.

**3.3.2** Policy changes to allow Parking to better support Climate Emergency and wider environmental objectives are being developed by Officers. As these are developed they will be considered by the Cabinet Member for City Management

& Air Quality over the course of 2023. Implementation of any changes is expected to take place before the end of the 23/24 financial year.

### **3.4 Kerbside Pressures**

To shape policy and to support considerations of appropriate charging levels the City Council requires empirical evidence of the occupancy seen within parking bays and at kerbside throughout the City. The City Council sources this information through the commissioning of Citywide occupancy review studies by independent third-parties. This is completed every 4-5 years.

- 3.4.1** The last results of the last survey were published in 2019, prior to the substantial demand changes sparked by COVID, and the extensions of ULEZ and the Congestion Charge zone. With the agreement of the Cabinet Member for City Management & Air Quality the next Occupancy Survey was brought forward to ensure the City Council has a clear picture of real demand for kerbside space. This report has now been completed and is being finalised prior to issuing of the formal result data. It is expected this will be formally issued by the end of November.
- 3.4.2** While the report will not show occupancy data for every bay in every street it will show averaged occupancy demand in each subzone across the City, broken down by type of bay and through various times of day. This will enable the need for infrastructure or policy changes to be understood while also facilitating understanding as to the impacts of any such changes on road-users or residents. Work to consider any necessary changes will begin in early 2023 but will only see significant activity in the summer and autumn of that year once implementation of new service contracts has completed in April.
- 3.4.3** In addition to supporting reviews of wider parking policy the parking Occupancy Survey will facilitate work to support residents in boundary areas impacted by residents of other Boroughs, and resolving high-pressure demand hot-spots.

**If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Report Author**  
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