

Decision Maker: ENVIRONMENT AND COMMUNITY SERVICES POLICY
DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Wednesday 29 January 2020

Decision Type: Non-Urgent Non-Executive Non-Key

Title: PARKING SERVICES – CONTRACTOR PERFORMANCE
REVIEW, APCOA PARKING, JANUARY 2020

Contact Officer: Chloe Wenbourne, Interim Head of Shared Parking Services
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Chief Officer: Director of Environment and Public Protection

Ward: (All Wards);

1. Reason for report

- 1.1 This Report is to update Members on the performance of the Parking Services Contract. This contract is responsible for the enforcement of all civil parking restrictions within the Borough, the maintenance of the car parks, all pay and display machine maintenance, cashless parking services and back office functions, excluding the appeals to Penalty Charge Notices.
- 1.2 In particular, this report highlights the continual efforts made by officers to ensure that there is adequate deployment of Civil Enforcement Officers in accordance with the terms of the Contract and that the Parking Contractor is achieving compliance.
- 1.3 This Report also contains information relating to the current usage of the Council's car parks to determine if additional enhancements can be made to encourage usage or if there is a general trend of a reduction in car park usage.
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2. **RECOMMENDATION(S)**

That the PDS Committees note the content of this report and in particular, the ongoing work to monitor that resources are adequately and efficiently deployed throughout the Borough.

That the PDS notes the trends in the on and off street usage for the pay and display machines and the officers ongoing data analysis on these statistics so that a good service is provided.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Minimal impact, however the APCOA are responsible for enforcement around all schools within the Borough as well as the School Crossing Patrol Officers, which is aimed to protect children as they go to and from school. The contract also includes the use of enforcement agents who will take into consideration vulnerable adults and children when they are enforcing.
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Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Quality Environment Vibrant, Thriving Town Centres:
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Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A
 3. Budget head/performance centre: Parking Contract
 4. Total current budget for this head: £1.9m
 5. Source of funding: Revenue budget 2019/20
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Personnel

1. Number of staff (current and additional): 14.5 FTE
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance:
 2. Call-in: Not Applicable:
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Procurement

1. Summary of Procurement Implications: N/A
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All road users
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Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

- 3.1 In August 2019 a report was brought to this committee regarding the performance of the parking services Contract the Council holds with APCOA. Some concerns were expressed about aspects of the performance of the Contract and a request was made by Members to be able to further scrutinise the contractor early the next year.
- 3.2 The number of PCNs (tickets) issued is not a Key Performance Indicator (KPI) to this Contract, as the regulations prohibit the use of target setting in relation to the number of PCNs issued. However, Officers monitor the number of PCNs issued regularly and there has been a general increase in the number of PCNs being issued. There are still concerns in relation to other aspects of the Contract, which Officers believe if further improved would result in more PCNs being issued.
- 3.3 The high turnover of Civil Enforcement Officers (CEO) is an ongoing problem although there has been improvements in this in the last few months, APCOA accept that this is still a problem, comments about this can be found in section 6.
- 3.4 The number of enforcement requests received from residents and Members has increased over in the past two years. The possible impact of this is discussed in section 8.
- 3.5 Officers and members have also expressed concerns about the reliability of the machines that issue tickets in Council car parks and on street. APCOA generally fix the machines promptly to meet the KPI, but repeated breakdowns do not give good customer service. This is being addressed as set out in section 11.
- 3.6 Members have expressed concerns about the decrease in the usage of the car parks, therefore officers have provided comment on this in sections 14, 15 and 16.

Award and contract background

- 3.7 The contract is for a fixed term of 10 years with a value of £1.9m pa. The procurement process was a joint one, undertaken between LB Bromley and LB Bexley who also awarded a contract to APCOA for the provision of Parking Services. Although both authorities entered into a contract with APCOA, the contracts are separate and distinct from each other. Neither authority is dependent on the other for the continuation of the contract, however a discount was provided for the award of both contracts. Executive approved the award to APCOA on the 30th November 2016. Formal award took place on the 15th December 2016 and the Contract commenced on the 3rd April 2017.
- 3.8 This contract is managed through the Shared Parking Service and is based on a joint specification with very minor differences along with Key Performance Indicators (KPIs) applied.

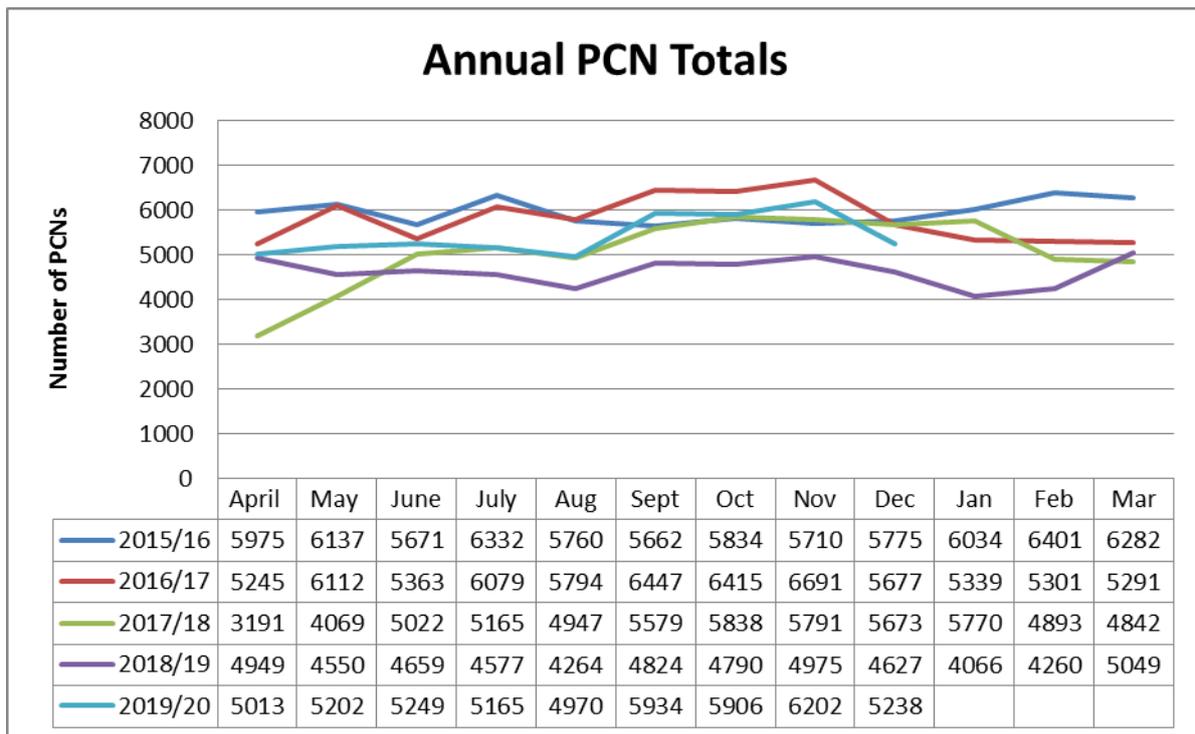
Scope of Contract

- 3.9 The Services that are managed and provided by APCOA on behalf of the London Borough of Bromley include but are not limited to the following:
- Enforcement and Associated Services
 - Suspensions and Dispensation Management
 - Car Park Management, including Cleaning and Maintenance
 - Parking related Signs and Lines maintenance (replacement only)
 - Pay and Display machine maintenance and monitoring
 - Cashless Parking Solution (RingGo)
 - Parking and Permits IT system
 - Cash collection and counting

- Enforcement Agents (Bailiffs)
- Business Processing Solutions, i.e. printing and sending of correspondence
- Reconciliation of all income streams, PCN, P&D, RingGo and permits
- CEO Enforcement of Blue Badge misuse
- School Crossing Patrol

4. Penalty Charge Notice (PCN) Issue rate

- 4.1 Since APCOA commenced with this contract in April 2017, officers have witnessed a decrease in the number of PCNs being issued when compared with the previous parking contract. Although there are no targets for PCNs, the number issued can be seen as an indication of the effectiveness of the contractor’s strategies and procedures as they are responsible for the robust but fair enforcement across the Borough.
- 4.2 The table and graph below displays the payable PCNs that were issued in the last two years by the previous contractor (2015/16 and 2016/17), and number of PCNs issued by CEOs since APCOA took over responsibility for the provision of civil parking services in April 2017. The chart excludes PCNs issued as a result of CCTV School Enforcement and Bus Lane PCNs, therefore it is purely PCNs issued by a CEO on and off street.
- 4.3 Payable PCNs are those where payment can be received, therefore any warning notices, (zero charge PCNs) are excluded or PCNs that were voided have been removed from these figures.



- 4.4 The graph confirms that the number of penalty charges issued by APCOA is increasing and they are projected to issue 63,599 PCNs this year. If APCOA meets this projection, it will be the highest number of PCNs issued since the contract commenced in April 2017 but they are still below the equivalent of the previous contractor.
- 4.5 It should be noted that it was formally recorded in September 2018 that whilst a review of Bromley Town Centre was being undertaken, enforcement of the shared use bays in seven

roads, between 18:30 – 20:00 would be stopped. APCOA were issuing an average of 5079 PCNs in these seven roads per year; it not expected that this number of PCNs will be achieved again in this location.

5. PCN Issued rate

5.1 With the number of PCNs increasing, officers have looked at the number of hours worked each year to determine the hourly issue rate of the CEOs per year, these details can be found on the table below.

Year	Contractor	Number of PCNs issued by CEOs	Number of PCNs Issued by CCTV	Number of PCNs issued by Bus Lanes	Total Number of PCNs Issued	Hours Deployed	PCN issue rate
2015/16	Indigo	71,575	886	12,150	83,725	47,258	1.51
2016/17	Indigo	69,754	1,450	18,068	87,822	47,059	1.48
2017/18	APCOA	60,780	1,113	19,264	81,157	45607	1.33
2018/19	APCOA	55,590	874	17,675	74,139	49,803	1.12
April 19 - Dec 19	APCOA	48,879	665	10,721	60,265	37516	1.30

5.2 Currently, APCOA have an issue rate of 1.30 PCNs being issued per hour for the year (excluding CCTV and Bus Lanes PCNs). Within APCOA’s original method statement, in order to achieve historic levels of visits and compliance they stated they would achieve an issue rate of 1.39 PCNs per hour. If APCOA had been achieving this issue rate in this financial year, it would have equated to an extra 3,135 PCNs, which at an average ticket price of £41, this would be an additional £128,546 of PCN income.

5.3 At the time of writing this report, the Council are waiting for a business case from APCOA to consider deploying more CEOs to enforce on a Sunday. The reasoning behind this is due to evidence suggesting that the hourly PCN issue rate is higher on a Sunday than any other day of the week as well as there being a high percentage of enforcement requests. Sunday is also one of the highest attendances to shopping areas, which the present resources is stretched in its coverage of all locations. Once this proposal is received, officers will look into this to determine if the increase in costs is best value to incorporate any changes.

6. Retention of Civil Enforcement Officers

6.1 Currently, the contract requires that APCOA to have an average of 21 CEOs out on street Monday to Saturday and 6 CEOs out on a Sunday and Bank Holidays, at a minimum, this can decrease to 18 CEOs on street Monday to Friday, 17 on a Saturday and 4 on a Sunday. There is a Key Performance Indicator as the contract KPI if the average or minimum levels are not reached.

6.2 It was discussed in August 2019 when APCOA was at the last committee meeting that there was a high level of staff turnover on the contract, however the Contract Manager that was appointed in February 2019 has tried to improve the morale of the CEOs. The retention levels of staff has improved, which could be down to this, however it is still not a good level and APCOA accept this.

6.3 Whilst APCOA has a high turnover of staff, they are still meeting their KPIs for the minimum and average levels of CEOs on street as well as achieving their deployed hours.

- 6.4 APCOA has recruited 32 CEO's since May 2019 and of these, they have retained 21. This is a current retention rate of 60% which is an improvement from the 23% that was reported to officers from APCOA in July this year.
- 6.5 At the time of writing this report, there are two vacancies for CEOs, however there is a continual recruitment drive within the company.
- 6.6 Kim Challis, the Regional Managing Director of UK and Ireland has advised that any CPI increases awarded to the contract in January 2020 will be passed directly back to the CEOs annual uplift in April 2020, the same as last year. Officers do not expect this small increase to have much impact on the staff retention, especially as better paid CEOs in other Boroughs will most likely receive the increase also.

7. CEO Errors

- 7.1 If a PCN is issued in error or there is an administration error by the CEO at time of the issue, the PCN will be cancelled as a CEO error and a Performance Related Reduction of £25 per case will triggered. The table below shows how many cases have been closed as a CEO error since the start of this financial year.

Months 2019	April	May	June	July	August	Sept	Oct	Nov	Total
CEO Errors	71	132	134	96	91	66	101	75	766

- 7.2 This is monitored each month and it is in both the interest of APCOA and the Council to ensure that this number is as low as possible, however it should be noted that the error rate is only 2% of the overall PCNs issue rate which is an acceptable level.
- 7.3 The errors are reviewed every month by APCOA and feedback is given back to the CEO who made the mistake, they also have the chance to challenge any submitted by the Authority. The Contract Manager has informed officers that the majority of CEO errors are made by the new staff, those CEOs who have been working on the contract for a period, do generally have a lower error rate.

8. Enforcement Requests

- 8.1 As reported previously, since 2013 the Council have started to offer a service for the public to report vehicles that are parking in contravention via the Councils web site.
- 8.2 Officers have recently reviewed the councils web page and have restructured both the page and the electronic form to reduce the customer expectation when requesting enforcement as well as enhancing and simplifying the information provided in relation to civil parking contraventions, with particular focus being placed on advising aspects that the Authority cannot enforce such as red routes or obstruction of the road. The Council will also review the requests made per month and where necessary contacting any customer who is repeatedly requesting enforcement when we are unable to issue against the reported car.
- 8.3 It is too early to tell if this work has decreased the number of requests received for enforcement action when it is not possible for the APCOA to take action. Officers will continue to monitor this area on a monthly basis. Each time a request is responded to, a CEO is taken away from routine enforcement, therefore APCOA and the Officers need to ensure that this service is not detrimental to the main deployment of the CEOs.

- 8.4 There are several aims of the changes highlighted above; to focus the attention of the requestor on whether or not what they are reporting is a matter for the Authority or is this something that they should be reporting to another agency or the Police; to minimise the resources wasted by APCOA when sending CEOs to locations that cannot be enforced as a result of a request from a member of the public.

9. Transportation

- 9.1 Within the method statement, APCOA submitted that they would have two cars, eight mopeds and three bicycles deployed during core hours to ensure that they would have good coverage of the Borough to maximise compliance. They stated using more mobile units will provide faster response times and allow them to redeploy quickly.
- 9.2 The above has not been achieved since the contract was implemented, currently APCOA have advised they do have the vehicles, however they do not have the appropriate workforce to drive the vehicles. Officers have been advised that when APCOA recruit, they will only recruit staff that have a drivers licence and are encouraging CEOs to take their CBT training (motorbike license). This is an on-going problem that APCOA and the authority are aware off.
- 9.3 It is believed to be a contributing factor for the lack of deployment throughout the Borough, which officers will continue to raise within the monthly contract meetings and monitor the situation closely.

10. ANPR Enforcement

- 10.1 Since October 2018 APCOA have been trialling an ANPR motorbike in the permit zones around the Borough. The vehicle is updated twice a day with all permit information, the vehicle then patrols the permit areas allowing the ANPR camera to check all parked vehicles. If the ANPR vehicle detects a parked vehicle without a valid permit, the CEO will park to check if the vehicle is in contravention and then if necessary, issue a PCN by using their handheld device. In theory this should make enforcement more efficient, but evidence of that is yet to be seen.
- 10.2 Improved mapping is still being sought to be supplied by the council to improve the deployment of the bike. At present the trial has been in operations without the capability of knowing when it is or is not in a permit zone and therefore will pick up every vehicle. Additional information is to be configured into the bikes software so it can separate the permits bays to other bays such as free or loading bays etc., therefore it will provide the driver with far more concise readings.
- 10.3 The CEO on the ANPR bike has recently started to log into their handheld within a unique ANPR identification so officers can run reports on the number of PCNs issued via the bike to understand the success on this type of deployment and its issuing rate of PCNs.

11. Car Parks and on street pay and display machines

- 11.1 APCOA are responsible for the maintenance of all the car parks in the Borough, this includes litter, fly tipping, reporting pot holes and the maintenance of the pay and display machines and Pay on Foot machines. APCOA also maintain the pay-and-display (P&D) machines on street.
- 11.2 There are three KPIs concerning machine maintenance, these KPIs are designed to ensure that no car park is left without a fully functioning pay and display machine. APCOA meets these KPIs most months, with only a few defaults being applied this year; however, officers are concerned that machines are being fixed to meet the KPI but not necessarily to resolve the underlying issues. This reactive approach results in assets being unavailable for the public to use on a regular basis and although fixed temporarily there seems little strategy in terms of proactively addressing such issues through regular focused maintenance. Officers have discussed this standard of service provision with APCOA on regular occasions and it is hoped

that the efforts of the new Off –Street Area Manager for APCOA will be more successful than his predecessors.

- 11.3 It was approved at this PDS in November 2019 (Report ES19066) that officers should remove 34 pay and display machines from various places around the Borough. These machines had been selected due to the low income generated in those machines, as well as the area having a high percentage of the customers using the cashless solution.
- 11.4 Once these machines are removed, they can be used as spare parts or replacements for other pay and display machines, both on and off street, that have reached the end of their life or have been stolen. It is expected that as APCOA highlighted the lack of available parts to repair machines as a factor contributing the number of occurrences that assets were unavailable, this should have a positive impact and improve the availability of the assets, resulting in improvements to the customer experience.
- 11.5 In response to an Authority direction to carry out a full audit of all assets both on and off street the new off street area manager for APCOA has confirmed that all the remaining machines will receive a full health check at the beginning of the 2020. He has also accepted that the maintenance of the machines has not been up to the standard as contained in the contract and as expected by the authority and users of Bromley services.

12. Key Performance Indicators

- 12.1 The contract is heavily monitored by monthly Key Performance Indicators (KPIs), the below table demonstrate the percentage of defaults that have been applied per month since the contract went live.

Percentage of KPI paid back against the Council													
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	Total
2017/18	30%	23%	4%	12%	7%	5%	4%	6%	7%	3%	5%	34	12%
2018/19	3%	2%	2%	3%	5%	3%	5%	3%	3%	3%	7%	4%	4%
2019/20	4%	20%	4%	2%	2%	2%	4%	2%					4%

13. Carbon Emissions

- 13.1 APCOA as a company are looking at electric vehicles and electric motorbikes, however there are no immediate plans for this to be introduced on this contract.
- 13.2 Officers have suggested to APCOA that the use of electric bicycles in the Borough would help with their carbon footprint as well as improve the flexibility of deployment around the Borough.
- 13.3 Appendix One is a copy of APCOAs Sustainability report.

14. Comparative Statistics

- 14.1 Officers have been analysing the statistics for overall use for the paid for facilities around the Borough and have contacted other local authorities via London Councils asking for their usage data, unfortunately, we have not received a response at the time of writing this report.
- 14.2 Officers are able to seek the income data from other local authorities from their annual reports, however this data will not give a true reflection to their position as there may have been tariff increases/decreases or new car parks within this time.

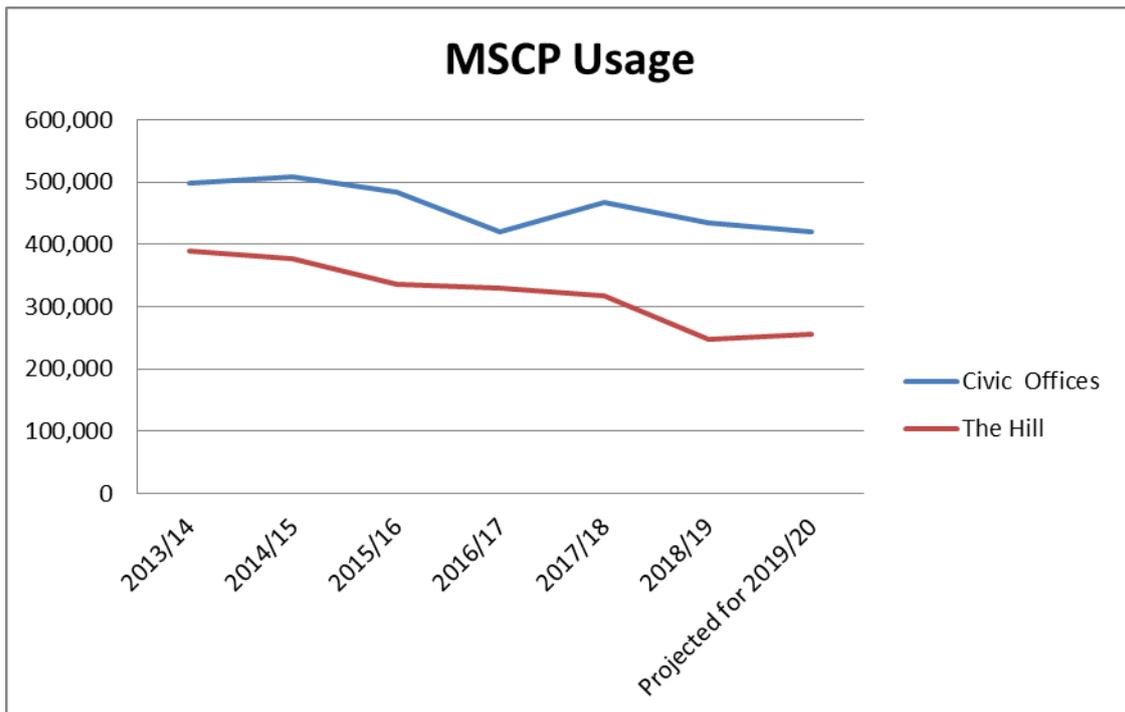
14.3 Officers have managed to obtain the usage data from The Glades Car Park between April – October 2019. The Glades is a much bigger car park than The Civic Office car park, however the turnover of spaces is not that much lower than The Glades over this period.

Car Park	Number of Spaces in the car park	Number of total users between April- Oct 19	Average Number of Users per day	Turnover of spaces
Civic	520	244,635	1,143	2.20
Hill	752	149,708	700	0.93
Glades	1,500	809,250	3,781	2.52

14.3 The below graphs in sections 13 and 14 compare the usage over time in all multi-storey car parks, surface car parks and on street pay and display tickets.

15. Multi-storey car parks

15.3 In the two multi-storey car parks, in the Bromley Town Centre area; the Civic Offices and The Hill, Officers are seeing a gradual decline in the usage of these car parks. Please see the graph and table below.

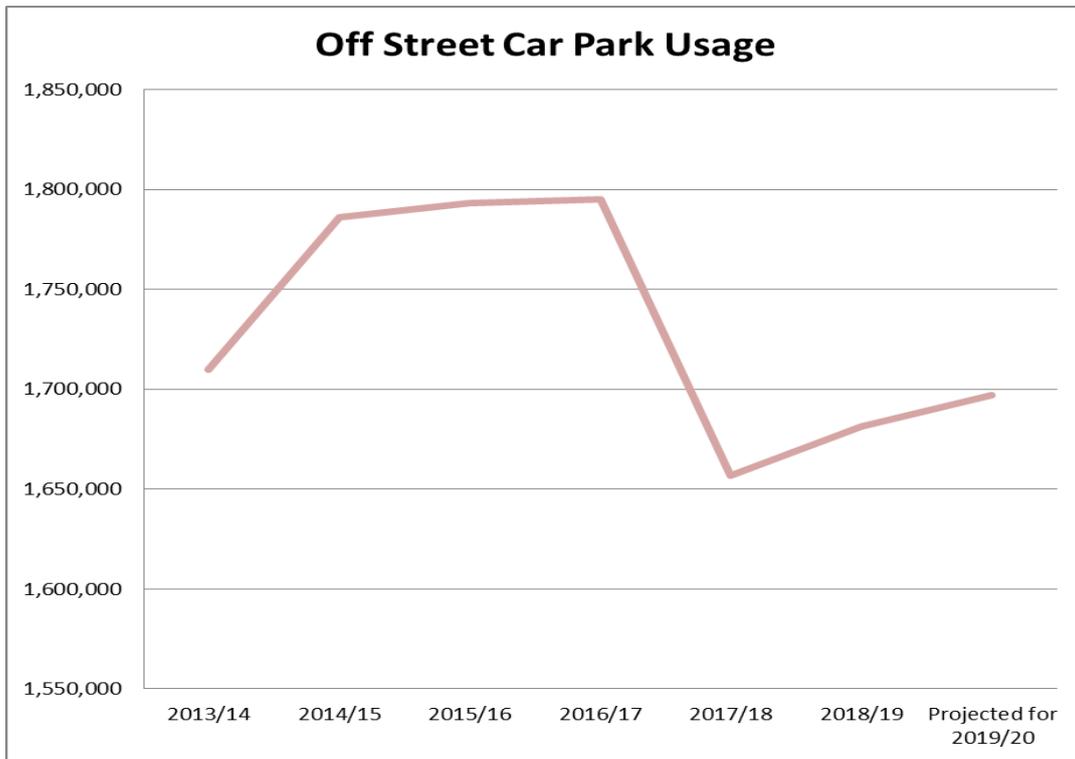


Usage	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Projected for 2019/20
Civic Offices	497,907	507,795	485,073	420,708	466,871	435,568	419,374
The Hill	388,671	376,743	336,606	330,362	317,400	246,875	256,642
Total	886,578	884,538	821,679	751,070	784,271	682,443	676,017
Difference from the previous year							
Civic Offices		9,888	-22,722	-64,365	46,163	-31,303	-16,194
The Hill		-11,928	-40,137	-6,244	-12,962	-70,525	9,767
Total		-2,040	-62,859	-70,609	33,201	-101,828	-6,426

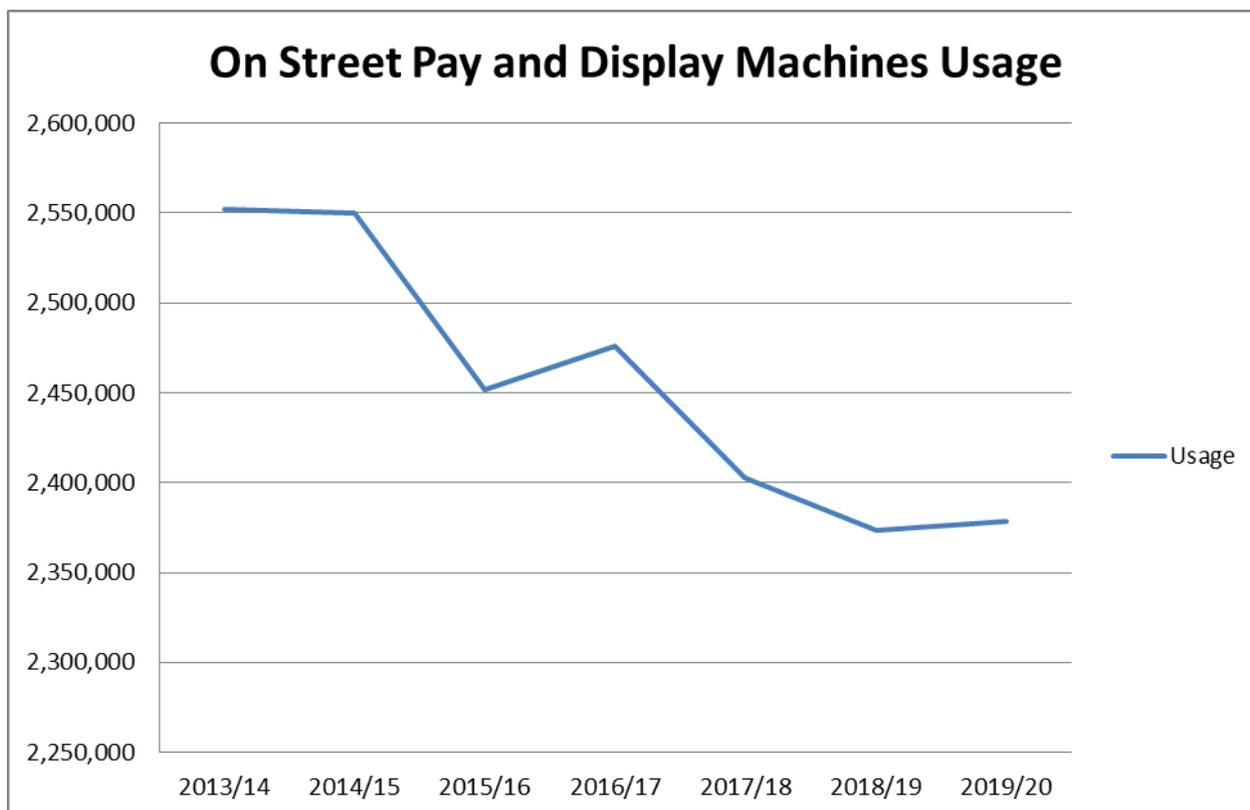
- 15.4 The above graph and table demonstrates that usage has seen a general decrease over the last 6 years in the multi-stories but especially within the last 2 years.
- 15.5 Officers are trying to establish why there has been a large decrease in customers using the car parks and therefore are currently looking into this further. Officers are currently looking into whether users are mostly staying for short or long periods, to build up a profile of user behaviour. This will assist officers when considering tariff and charging changes in the future.
- 15.6 A modern Automatic Number Plate Recognition (ANPR) system will be introduced in the Civic Offices car park from April 2020. To address the ageing payment processing equipment currently in use, new modern payment processing machines will be installed encouraging the use of card payments. Officers are expecting that this change and others planned, (see below), as well as focussed communication and publicity will encourage more customers to use the car park. Officers will be advertising these changes in the New Year.
- 15.7 Officers are arranging for the car park to be painted and refreshed at the same time as the ANPR solution going live.
- 15.8 Officers are also looking into other aspects that could encourage customer to use the car parks again or could generate more usage. Please note none of the below ideas have been costed but these are areas where officers may be able to investigate further:
- Reduce tariffs to be the same or undercut competitors such as the Glades, currently the all-day charge is £2.00 cheaper at the Glades car park, which is also a more convenient car park for shoppers visiting the Glades Shopping Centre .
 - Offer a local worker season ticket. If a customer can provide proof they work in Bromley town centre, we could offer them a reduced season ticket. A similar facility is already in operation in the London Borough of Bexley.
 - Contact local companies and enquire if they wish to rent a number of spaces for their employees.
 - Officers are looking at introducing car washing facilities in some car parks, consideration will be made to if the multi-storey car parks are a viable option for this.
 - Consideration to a pop-up mechanical repair service within the car parks is also an option.

16. On and Off Street Pay and Display Machines

- 16.1 There are 29 chargeable off street pay and display car parks with 43 pay and display machines and 195 on street pay and display machines across the Borough . The below graphs and tables demonstrate that there has been a decrease in transactions across the Borough, some explanation to this can be found below.



Off Street Pay and Display Usage							
Car Parks	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Projected for 2019/20
P&D	1,701,272	1,701,680	1,652,663	1,577,564	1,340,806	1,250,367	1,114,818
Ringo	8,682	84,445	140,592	217,603	315,998	431,192	582,287
Total	1,709,954	1,786,125	1,793,255	1,795,167	1,656,804	1,681,559	1,697,105
Difference from the previous year							
P&D		408	-49,017	-75,099	-236,758	-90,439	-135,549
Ringo		75,763	56,147	77,011	98,395	115,194	151,095
Total		76,171	7,130	1,912	-138,363	24,755	15,546



On Street Pay and Display Usage							
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Projected for 2019/20
P&D	2,414,655	2,355,265	2,170,052	2,054,990	1,791,404	1,531,168	1,350,372
Ringo	137,086	194,360	281,373	420,637	611,088	842,379	1,027,805
Total	2,551,741	2,549,625	2,451,425	2,475,627	2,402,492	2,373,547	2,378,177
Difference from the previous year							
P&D		-59,390	-185,213	-115,062	-263,586	-260,236	-180,796
Ringo		57,274	87,013	139,264	190,451	231,291	185,426
Total		-2,116	-98,200	24,202	-73,135	-28,945	4,630

16.2 In 2017/18, there was a large drop in the number of transactions where it was recorded there were 138,363 fewer transaction across the off street car parks. When APCOA first started with this Contract in April 17, they had mutple problems with pay and display machines across the Borough. They had not arranged for the machines to have their cash collected, therefore there was a period of approxmatly two weeks where the machines were full and were unable to accept any more payments, therefore customers were unable to pay to park.

16.3 Although this cash collection error would have impacted the usage and income generated within the first month of the contract, it would not be expected for this to have had such a negative impact over the whole year.

16.4 Officers will complete a more detailed anyalises of each car park and on street location in the in the first half of 2020 to anyalise if this is across the whole Borough or if there have been changes in a few local areas that may explain the large decrease in numbers.

17. School Crossing Patrol

17.1 On award on the contract, APCOA wrote to all schools that were already signed up to the School Crossing Patrol scheme. APCOA then entered into an agreement with each of these schools that asked for the service to be renewed to provide a uniformed, trained and equipped

School Crossing Patrol Attendant to attend the specified crossing each weekday when the school is operating a normal full curriculum, for one hour in the morning and one hour in the afternoon.

- 17.2 The agreement is directly between APCOA and the School, any payments and communications are handled directly between each other. The School Crossing Patrol Scheme does not form part of the main 'Parking Enforcement and Associated Services Contract'.
- 17.3 At the beginning of year 3 of the contract (April 2019), as per the specification, APCOA wrote to all schools that were already signed up to the service.
- 17.4 APCOA accepted the 29 schools that renewed within the deadline straight away, however, there were 4 schools where they agreed to take on the service once a School Crossing Patrol Officer was employed.
- 17.5 At the time of writing this report, two schools still do not have an assigned School Crossing Patrol Officers, therefore APCOA will be offering this service to these schools in year 4 but under the same agreement of only when an Officer is recruited to the post.
- 17.6 Unicorn and Valley Primary Schools contacted APCOA after the extended deadline asking for the service to be renewed, unfortunately, as they missed the deadline and the extended deadline and made no contact with either the Council or APCOA until after this date, APCOA were unable to provide this service for year 3 of the contract.
- 17.7 As detailed in the specification, APCOA only have to write to the schools that are currently joined up to the scheme, therefore APCOA will not be offering this service to Unicorn or Valley Primary Schools for 2020/21.
- 17.8 The Council do offer an alternative service to APCOA providing the service. The Council offer a training and monitoring package at a cost that would be in place of the subsidy they receive from the Council when they take on the School Crossing Patrol service via APCOA.
- 17.9 The training would allow the school to train individuals within the community to carry out the role. The Council would still provide monthly monitoring, provide a risk assessment and provide a uniform, however it would be the responsibility of the school to recruit an individual(s) and manage and pay them. No school signed up for this service last year.

18. Summary

- 18.1 Officers are seeing an overall improvement in the APCOA contract, with the levels of PCNs increasing, however officers will continue to work with APCOA to further improve the services they are providing around the Borough, especially in respect to using the pay and display machines both on and off street.
- 18.2 Officers are also working with APCOA to look at ways to encourage customers to use the RingGo cashless system, will be enforcing anti-idling and will explore future developments in the industry that could be introduced in Bromley.

19. IMPACT ON VULNERABLE ADULTS AND CHILDREN

Minimal impact, however the APCOA are responsible for enforcement around all schools within the Borough as well as the School Crossing Patrol Officers, which is aimed to protect children as they go to and from school. The contract also includes the use of enforcement agents who will take into consideration vulnerable adults and children when they are enforcing.

20. POLICY IMPLICATIONS

The Parking Contract is fundamental to the delivery of the Parking Strategy (2011) which sets out Bromley's parking and enforcement policies.

21. FINANCIAL IMPLICATIONS

The revenue budget for the parking contract in 2019/20 is £1.9m. The following table sets out the projected spend for the year:

Parking Contract 2019/20

	Latest Budget £'000	Projected Outturn £'000	Projected Variation £'000
Off Street Parking	487	498	11
On Street Parking	62	26	-36
Enforcement	1,307	1,285	-21
Permit Parking	38	14	-24
	1,894	1,824	-70

The variations are a result of performance deductions.

The impact on income of the downward trends in on and off street parking usage were reported to the Committee on 13th November 2019. An overall net shortfall against the budget of £260k was projected, relating mainly to off street and multi-storey car parks.

22. LEGAL IMPLICATIONS

The Council as an Enforcement Authority have the legal power under the Traffic Management Act 2004 to operate Civil Parking Enforcement and to enter into a services contract with the provider for the provision of the services as identified in this report and the contract.

23. PROCUREMENT IMPLICATIONS

The Contract Procedure Rules note in 23.2 - For all Contracts with a value higher than £500,000, or which are High Risk, an annual report must be submitted to the Portfolio Holder, the responsible Officers having submitted for consideration a formal Gateway Review, covering, as appropriate, the matters identified in the Council's standard Gateway Review Template for 10 consideration as part of Contract Monitoring/Management requirements.

Non-Applicable Sections:	Personnel
Background Documents: (Access via Contact Officer)	[Title of document and date]