

COMMUNITIES OVERVIEW & SCRUTINY PANEL

TUESDAY, 10TH NOVEMBER, 2020

At 6.15 pm

in the

VIRTUAL MEETING - ONLINE ACCESS,

SUPPLEMENTARY AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
4.	<u>UPDATE ON THE ENVIRONMENTAL ENFORCEMENT CONTRACT</u> To receive an update on the Environmental Enforcement Contract.	3 - 24

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SPECIFICATION FOR

Environmental Enforcement Services

1 Overview of the Services

1.1 Background

This document sets out how the Contractor will deliver to The Royal Borough of Windsor and Maidenhead (The Authority) a professional and visible enforcement service to tackle environmental crime which is legally compliant, cost efficient, sustainable and proportionate, ensuring the community and commuters are both informed and educated about the importance of maintaining a clean, green local environment.

The intention of this Service is to lead to a reduction in fly tipping, litter and dog fouling complaints within the Borough therefore a cleaner and nicer environment.

1.2 Description of the Service

The Contractor will, on behalf of The Authority issue Fixed Penalty Notices (FPN) for offences relating to:

- The Environmental Protection Act 1990;
- The Anti-Social Behaviour Crime & Policing Act 2014;
- The Highways Act 1990.

Any other offences (if required) must be dealt with the agreement of both parties and in line with the applicable legislation.

This Service will be provided by the Contractor's suitably vetted and trained dedicated team (anticipated not less than four (4) Enforcement Officers and one (1) Team Leader), supported by the Contractor's mobile officers during times of unforeseen absence and annual leave.

All issued FPN's will be processed by the Contractor's operational support team, which must provide The Authority with an expert administration function 12 hours per day, seven (7) days per week.

The Contractor will provide a 100% quality assurance to each evidential element of every issued FPN from the issuance of the FPN itself, ID checks, complaints / appeals, body worn camera footage and prosecution management.

The Contractor will be using an industry-leading and bespoke case management system and body worn camera technology.

The Contractor will collect all FPN income using internet, automated telephone, cash (Post Office and PayZone) and manual payment via their operational support team.

The Contractor will retain all the generated income and guarantee The Authority a service that will not cost The Authority any money, along with enforcement against all the observational and non-observational offences listed in section 2.2 of this Specification.

The Contractor will provide the additional value add services as listed below:

- Environmental Awareness in Schools and Colleges;
- Poster Competitions;
- School Litter Champions;
- Supporting Community Projects;
- Litter picking days in the community (DE Team);
- Educational Leaflets;
- Bin it to win it Campaign;
- Stubbi Pouches and Bio-Degradable Dog Bags for the duration of the contract.

The Contractor will support The Authority's anti-Litter campaigns & various volunteer projects, through community engagement, education and enforcement:

- to reduce the street cleansing burden;
- to reduce environmental crime and anti-social behavior;
- to encourage positive behavior and provide a clear deterrent against environmental crime;
- to create great, clean and inviting neighborhoods and public spaces.

The Contractor will honor all exemptions listed by The Authority in Appendix 6 and not issue FPNs to under 18's. However, they will record and report all interactions.

1.3 Contract Management

The Contractor will provide a suitable management team (Appendix 1) with extensive experience operating within the environmental enforcement industry, therefore having attained a breadth of relevant knowledge regarding best practice.

Day to day management of the Service will be through The Authority's nominated Contract Manager and the Contractor's representatives.

The Contractor will ensure that they are reactive to changes in legislation and levels of compliance across the Borough, tailoring their service delivery accordingly in order to maximise payment rates and efficiency.

1.4 Operational Resource

The Contractor will provide a dedicated, appropriately trained and vetted team which is adequately supported operationally and administratively at all times.



Team Leader

The contract-dedicated Team Leader (TL) will be responsible for the day to day management of the contract working closely with the enforcement team. The TL will be working closely with The Authority's Contract Manager and the Contractor's operational support team to ensure that every aspect of the service is delivered to high-quality standards and in line with the KPIs. The TL will also lead from the front patrolling the Borough in accordance to an agreed deployment strategy and issuing FPNs when necessary. The TL will supervise the Enforcement Officers on patrol across the Borough carrying out spot checks on their conduct and body camera footage to ensure they are performing to the high standards and complying with all current legislation.

Enforcement Officers (EO's)

Only fully trained, enhanced DBS checked Enforcement Officers (EO) will be allowed to be deployed to this Contract to deliver the Service. EO's will provide the intelligence led patrolling across all ward areas working on a four (4) days on / four (4) days off shift pattern. EO's will act with professionalism at all times to uphold the reputations of both the Contractor and The Authority. The Contractor is responsible for the recruitment, training and retention of the dedicated team delivering the Services to The Authority.

Operational Support

The Contractor will ensure that an adequate support (in terms of the administration and operational functions) is provided at all times, 12hours per day, seven (7) days per week. This will be done through the Contractor's operational and operational support teams

Mobile Support Team

The Contractor's mobile team (suitably trained to the same standard as EO's) must cover unforeseen absences, annual leave and vacancies and must also be available at short notice to increase numbers for targeted operations or special events across the Borough.

Code of Conduct

Any staff appointed for the Contract will be the sole responsibility of the Contractor and all staff related issues will be dealt with by the Contractor. The Contractor's staff allocated for this contract, needs to comply with The Authority's Employee Code of Conduct to ensure they conduct themselves accordingly and recognise they are representing The Authority.

The Contractor will ensure that the EO's provided are of good character, polite, confident and able to converse successfully with all sections of society.

Should there be any concerns about the conduct/behaviour or attitude of any staff supplied by the Contractor for this contract The Authority have the right to request that the individual is removed from the Contract and the Contractor will comply accordingly, following suitable investigations.

Quotas (individual or collective) will not be set, in respect of numbers of FPNs to be issued; staff will be salaried.

The Contractor will provide uniforms and PPE agreeable to The Authority for all patrolling officers that must be worn at all times when completing enforcement activities (unless completing plain clothed enforcement activities which should be agreed and duly documented).

The Contractor will ensure that all EO's uniforms are clean and tidy and they present themselves to the public in a smart and professional manner and their conduct at all times is beyond reproach.

1.5 Hours of work/ Service availability

The EO's follow a four (4) shifts on / (4) shifts off pattern, ensuring that the Service is provided eight (8) hours per day, seven (7) days per week, from 0700hrs to 1900hrs. The TL will work Monday to Friday (0700 -1900) ensuring The Authority have an onsite point of contact at all times.

The Contractor will also provide a high degree of flexibility to meet any hours outside of the times stipulated which may be required from time to time.

1.6 Training for Officers

Following successful recruitment of EO's and TL, all officers undergo a five (5) day training course covering 10 extensive training modules, the entire FPN process, the use of the electronic digital assistants as well as scenario and shadow training:



CONTENT:

DAY ONE:	<p>Training modules delivered through practical and theoretical instruction:</p> <ul style="list-style-type: none"> • Law and Procedure; • Littering; • Dog Fouling; • Health and Safety; • Data Protection 2018 & GDPR; • Standard Operating Procedures; • Safeguarding; • Customer Service / Obstructive Offenders; • Introduction to Experian (ID verification); • Electronic Digital Assistant Training.
DAY TWO:	<ul style="list-style-type: none"> • Conflict Management; • Equality and Diversity; • Public Spaces Protection Orders; • Anti-Social Behaviour; • Scenario Training.
DAY THREE:	<p>Shadow training: Each new Enforcement Officer will be paired up with an experienced Council operative to learn about conduct, public-facing skills (including handling objections), issuing FPNs and completing paperwork which proves each offence is beyond doubt.</p>
DAY FOUR:	<p>Further shadow training: The prospective Officer shadows while tickets are issued, they will also be expected to issue FPNs in the presence of their experienced colleague.</p>
DAY FIVE:	<p>Final shadow training: Though the new Officer will continue to work alongside their experienced counterpart they will be expected to be competent in all aspects of Environmental Officer. Proficient Officers will be signed off with certification to this effect.</p>
<p>ADDITIONAL MONITORING: Officers who are deemed competent will be signed-off and able to begin working. All new personnel will be continuously monitored and subject to announced and unannounced performance checks during the first month of service. Any performance issues will be addressed through a further program of shadowing and additional, bespoke training where appropriate.</p>	

Prior to contract commencement, the Contractor ensures that EO's and TL are aware of their duties, in terms of:

- Which offences must be issued with an FPN;
- Where they must be issued (public/private land);
- When (when an offence has been identified and the offender given chance to rectify);
- How (conduct of behaviour);

- Why the offence needs to be addressed;
- Who is exempt (under 18s/ vulnerable/Non-UK Residents).

It is vital that all officers have the above knowledge pre-contract start so that they can limit the number of complaints and to make sure they deal with offenders professionally and in proportion to the offence committed.

The Contractor will ensure that the officers are fully trained in all techniques for issuing FPNs, including the correct use of evidence pocketbooks (paper or electronic) to evidential standards and have a working knowledge of the relevant sections of PACE, interview techniques to obtain and record evidence. All officers must provide written statements according to PACE requirements for each FPN issued or when required in relation to prosecution files and submit any and all FPNs and associated information to The Authority's nominated officer within one (1) working day of issue.

2 Service

2.1 Elements of the service

"End to end" service to be provided by the Contractor must contain:

- Dedicated, highly trained & uniformed enforcement team covering Hours of Service as per Section 1.5;
- Mobile support team(s);
- Dedicated operational support team operating Hours of Service as per Section 1.5;
- Industry leading Case Management System and handheld technology;
- Real time body worn cameras;
- GEO fence technology;
- Fully automated reminder letter process;
- Automated ID checking software on handheld devices;
- Report management suite;
- Dedicated prosecution management team;
- Dedicated complaint management team;
- PCI DSS certified payment systems;
- Extensive and specialist management support;
- Regular face-to-face customer meetings; and
- 24 / 7 access to the Case Management and Body Worn Camera System.

EO's will focus on the enforcement of offences on public land but are legally entitled to visit and enforce on private land to which the public have access and do so. Should a private land owner object to enforcement activity on their land, the Contractor's officers will cease patrolling and issuing FPN's in this area with immediate effect. The Authority's Contract Manager and the Contractor's management representative will meet with businesses / landowners expressing concern and seek to agree a way forward.

2.2 Allocation of Resources

To ensure maximum coverage of the Borough, individual patrols will be utilised unless risk assessments or local knowledge dictate otherwise.

The Contractor's officers will visit every ward in the Borough a minimum of once each week, aiming to undertake more visits, especially in wards where more offences are committed.

The EO's will be deployed proportionately across the Borough and will enforce environmental criminality with regards to the following core enforcement offences:

EO's will spend 75% of patrolling their daily patrolling time visiting reported hotspots and pro-actively enforcing against the below offences 1 – 4.

1. Littering.
2. Vehicle Littering.
3. Dog Fouling.
4. Public Spaces Protection Orders.

Whilst on patrol EO's will also reactively enforce against the below offences 5 - 9.

5. Fly Posting and Graffiti.
6. A-Boards.
7. Skips and scaffolding.
8. Licences tables and chairs.
9. Obstructions on the highway.

25% of the EO's patrolling time will be dedicated to pro-actively enforce against offences 5 – 9. This enforcement will be completed on an operational basis with on-going reviews with The Authority.

The Contractor will deploy specialist trained and experienced team to enforce the following Waste Enforcement offences.

10. Fly Tipping.
11. Business Duty of Care.
12. Residential Duty of Care.
13. Commercial Waste.
14. Domestic Waste.

2.3 Community Engagement and Education

The Contractor is also required to pro-actively engage with the community of the Borough (including business) and provide verbal education with regards to environmental crime, the effects and the consequences of committing an offence. EO's will be required to conduct activities such as hand out portable ashtrays to smokers, hand bio-degradable bags out to members of the public walking dogs in parks and open spaces and hand out FAQ leaflets.

For the duration of the contract The Authority expect the Contractor to hand out portable ashtrays, bio-degradable dog bags and leaflets. All materials are provided by the Contractor.

The Contractor will engage with under-age offenders and give them formal warnings.

The Contractor will continue to engage with the community during the lifetime of the Service by attending resident meetings and community groups open to all stakeholders within the Borough to receive feedback on the Service being provided and bring improvements as a result of the feedback.

2.4 Parks and Open Spaces

The Contractor will dedicate 205 hours per week in front line environmental enforcement patrols. This equates to 10,660 hours per annum and over 888 hours per month. The Contractor will guarantee 25% of all patrol hours covering parks and open spaces.

2.5 Company Cars

The Contractor will provide a fully maintained vehicle to assist with covering the outer areas of the Borough. The vehicle provided by the Contractor will be electric and the Contractor will install an electric unit at an agreed location (free of charge) if there is no local or sufficient supply.

2.6 Intelligence Led Patrolling/MI

During the mobilisation period the Contractor will meet with The Authority to finalise a deployment strategy which takes into account the intelligence already gathered by The Authority and complaints received from elected members and general public. Exact times/days for patrols will be confirmed within [5] working days of the contract commencement.

All the Contractor's officers will be supplied with the industry leading technology which collates real time data whilst the enforcement team are patrolling the Borough using GPS and GEO fence technology.

The Contractor will produce transparent, intelligence led reports showing complaint and enforcement trends, heat maps, exact hours patrolled in ward areas, FPN locations, offender locations. The examples of the required reports are included in the Appendix 2.

The ability to put a GEO fence around the Borough and each ward area within the Borough is required in order to accurately collate data and break it down into electoral wards. As an example, this would enable to record the time an EO enters and leaves a ward area. The Contractor must be able to programme the GEO fence to add or remove individual offences to an area e.g. a specific PSPO area to ensure EO's are enforcing in the correct area or private land to ensure an EO does not issue a penalty on land the Contractor is not allowed to patrol. Example of the reports required are included in the Appendix 2.

2.6 Media Relations

The environmental enforcement services and this Service are often subject to mass social media and comments (positive and negative), therefore the Contractor must be proactive in order to mitigate any risk of negative publicity by tracking all media and provide notification/assistance to The Authority in the event of positive or negative publicity.

Joint communications and PR sessions will take place to raise awareness with private landowners in advance of the contract start date.

Press releases and further marketing concerning the initiative will be agreed between both parties before release.

The Contractor may be required to assist The Authority in running various tailored media campaigns to raise awareness of the Service.

If required the Contractor will have to execute the following media mobilisation plan:

DATE	Event	Output required
UPON CONTRACT AWARD	Media Launch	Attendance by the senior management team of the Contractor to raise awareness of the Service through a press conference with local media outlets.
APPROXIMATELY EVERY 4 WEEKS FROM START DATE	Monthly success reports (broadcast through all media – for example, in local papers and on social media.	To work with The Authority and local press to provide monthly success stories on the Service and its growth.
ON-GOING	Continued engagement with local press	Assisting The Authority in showing reductions in environmental crime – positive stories, feedback etc

2.8 Social Value

The Contractor will lead the way with the following initiatives in an attempt to change the behaviour of the younger generation.

2.8.1 Environmental Awareness in Schools and Colleges

The Contractor will deliver two (2) educational talks/presentations to pre-agreed schools/colleges as a monthly occurrence. This scheme is an effective method of informing younger generations about environmental crime enforcement. Particularly littering and dog fouling, highlighting to students the environmental impact littering, dog fouling and fly-tipping/fly-posting/graffiti has on the area they reside in and how they can make positive contributions for the good of their society.

2.8.2 Poster Competitions

Every child can design an anti-litter or dog fouling poster, enter it into the competition. The winning design would then be applied to other localised campaigns. This attracts local media attention and promotes the positive steps to enabling the community and their children in initiatives to reduce environmental offences. The Contractor will provide prizes for winning posters, e.g. Amazon vouchers.

2.8.3 School Litter Champions

Schools should be encouraged to create 'litter champions' empowering them to help effect change within the **school community**. The litter champions will address issues of litter and other school-related environmental issues, predominately in school but equally outside the school grounds too.

2.8.4 Supporting Community Projects

The Contractor to provide two (2) hours of the EO's time, paid for by the Contractor, to help in local community projects or education and awareness campaigns

2.8.5 Participation in Litter Picking Days in the Community

The Contractor's team will spend time in the community and pick up litter at known hotspots. The Contractor will support and work in alignment with local litter picking groups, though the provision of PPE and litter-picking equipment, encouraging those who care about their community to help make a difference to its overall cleanliness.

2.8.6 Educational Leaflets

The Contractor to supply a range of educational leaflets that can be provided to offenders when liaising with them. Any leaflet must be agreed with The Authority prior to issue.

2.8.7 Bin it to win it Campaign

In order to recognise those that already respect and care for the environment, the Contractor's EO's will observe members of the public and those that dispose of rubbish and other items correctly and will be allowed to enter the Contractor's free "bin it to win it" raffle. This raffle drawn locally every quarter and nationally in December should positively promote environmental news and The Authority.

2.8.8 Stubbi Pouches and Bio-Degradable Dog Bags

The Contractor's EO's will be equipped with Stubbi pouches and bio-degradable dog bags when patrolling the Borough. Stubbi pouches allow individuals to place used cigarette butts into the pouch and dispense of it at a nearby found bin. Fully compostable and bio-degradable dog bags allow members of the public to remove faeces and dispose of it correctly in a bin.

The Contractor must always use compostable and bio-degradable materials for bags/pouches given to the public within the Borough.

The Contractor will be required to hand out Stubbi pouches and bags over the contract period.



3 Technology to be Deployed

3.1 Body Worn Cameras

The Contractor will provide all EO's with encrypted body worn cameras which are wireless and have 4G capability and ensure that the EO's are familiar with the protocol for their correct use, the footage gained from which is downloaded and retained for a period until either the fine from a Fixed Penalty Notice is discharged or the matter has been dealt with and concluded by a Court. (See Data Retention Policy Appendix 5).



All cameras must provide excellent clarity and reliability for gathering evidence and features which include:

- 16-hour continuous record, 4.5-hour fast charge;
- Live stream with ease using DE's High Efficiency Video Coding;
- Maintain a smooth picture in a weak environment supporting 1440p & 1080p real time remote transmission;
- Record anywhere with full IP68 waterproof certification;
- 'Dock & Go' self-locating magnetic base - no need for cables;
- Instant GPS positioning;
- Industry leading starlight performance, incorporating Sony's latest lens technology;
- Powering the future using the latest and most powerful chipset available. Halo is proud to offer S5L technology as standard;
- Industry standard AES256 encryption.

Where appropriate, the EO's will be able to record indisputable proof of exchanges with the public. EO's will be trained in the usage of this equipment and made fully aware of the restrictions in terms of when they can use these cameras.

If requested, the Contractor will provide The Authority's authorised officers access to body camera footage for review. All footage must be uploaded to a fully encrypted and secure cloud-based program, using a password protected laptop. Once uploaded to the cloud and identified using the FPN number, the footage must integrate with the Contractor's back-office system and be made fully available to The Authority's authorised officers at the touch of a button if required.

3.2 Electronic Digital Assistant

All EO's must be supplied with an Electronic Digital Assistant (EDA), a device capable of recording and transferring all patrol information collected by the EO's when issuing FPNs.

EDA must allow EO's to issue on-the-spot FPNs to offenders and record all details in real-time.

Once the FPN is issued, the EO will complete the process by electronically compiling a notebook entry using R v Turnbull rules and a witness statement. This data must be then automatically sent through to Contractor's operational support team instantly via a secure 4G network in order for an FPN to be processed.

All information regarding an offender's identity must be collected, including but not limited to name, address, date of birth and all details of the offence. This data must be inputted by the EO's into their EDA and instantly verified by the Contractor's integrated ID verification and address look up software. This will enable offenders to pay the FPN immediately, using the Contractor's internet, telephone or cash payment services.

The EDA must also notify the EO of offenders who have already been issued with an FPN, previously issued vulnerable adults, minors, non-UK residents and aggressive offenders.

The EO must fully document the details of any person who is issued a verbal caution or suitable advice in Pocket Book to evidential standards.

No loss of data is allowed; all data must be transferred securely and backed-up immediately by the Contractor at all times.

3.3 Mobile Phone

Each EO and TL must be supplied by the Contractor with a mobile phone (not just radio) to not only establish effective lines of communication but also as a method of further ensuring their personal safety whilst on patrol.

These phones must have contact information stored on the device for direct and efficient access to the following relevant parties should an issue or area of concern needed to be urgently communicated:

- The Authority's Contract Manager;
- DE Team Leader/Management Team;
- Local Police Service.

The Contractor's EO's must be informed exactly who they must contact with regard to each specific risk/situation that may occur.

4 Case Management System

The Contractor must use a web-based, back-office system, which provides a real-time access to reports to The Authority's representatives via a secure password log-in process. The portal may need to be tailored to The Authority's specific requirements/in compliance with The Authority's IT Policy (Appendix 5).

The Contractor's Case Management System must have a functionality of giving the Council key stakeholders **24/7 real-time access** to all FPN data via a secure log-in process if required.

The functionalities of the system must enable the Contractor to:

- Process FPNs;
- Add Case Notes;
- Take/reconcile FPN payments;
- Compile Letters;
- Manage Representations/Complaints;
- Add payment extensions and instalments;
- Update Officers' EDAs;
- Manage the Prosecution Process;
- Compile "real-time" Reports (Audit, Management, Performance Management, Elected Member, GPS Locater, Prosecution, Correspondence etc.).

4.1 MI /Case Management

The Authority will require the Contractor to provide a variety of MI with regards to the activities and the fulfilment of the KPIs (as per Appendix 3)

The Contractor's management dashboard must provide auditable trail and enable The Authority to oversee (if/when required) every aspect of the issued FPN e.g. place, date, time of offence, alleged offender details, evidence, case status, case notes, correspondence, representations, prosecutions etc.

4.2 Correspondence Management

The Contractor's IT system will be deployed to administer FPNs, letters, complaints, prosecution files, BWC, ID verification, payment systems and full suite of management reports.

The Contractor's system must have functionality to send automated reminders, representation letters, prosecution letters and has a full suite of letter templates to cover all eventualities.

4.3 Complaint Management

All representations / complaints will be submitted direct to the Contractor using their online portal.

All complaints must be handled professionally and efficiently, ensuring effective resolutions are formed in full compliance with pre-agreed timescales and legislative requirements.

The Contractor will operate in full compliance with The Authority's Complaints Procedure (Appendix 5), with all correspondence, case details and supporting evidence securely recorded and stored in the back office case management system for The Authority's perusal if required.

The Contractor will operate a formal complaints procedure as follows:

1. The offender writes in/emails their representation/complaint.
2. The representation letter/email is read by a nominated member of the Contractor's operational support team.
3. Body Worn Camera footage is reviewed, and the EO questioned if needed.
4. Any queries are discussed with the site Team Leader.
5. The Authority will be provided with all the associated evidence/correspondence prior to a response being issued.
6. Letters are then sent out either by post/email (dependent on how we received the representation/complaint).
7. Representations/replies from the nominated member of the operational support team are saved onto the back-office system under the alleged offender FPN number.
8. Representations/complaints that have concerns about the EO's conduct are emailed to the Contractor's senior management team at least weekly.
9. A Stage 2 complaint would be heard by The Authority.

4.4 Prosecution Management

The Contractor will support legal proceedings by taking responsibility for the compilation of prosecution files, managing all elements of the process until payment is received or the relevant action has been taken in court. Each FPN issued must have a unique reference number which all information is recorded against within the Contractor's database. This will enable full traceability of the correspondence and all information related to a specific offence. The Authority may require the Contractor to compile summary hearing, single justice procedure and complex trial cases. On conclusion of the court hearing, information required may include the hearing results and charges to the system, as well as reconciling any payments made post prosecution.

The Contractor will ensure all EO's attend court and give oral evidence if required to do so.

The Contractor will ensure the compilation of complete (sufficiently detailed to present a Prima Facie case) prosecution files are presented to the relevant Council Officer before the expiration of a period of 93 days after the 28th day has elapsed unless prior consultation has taken place.

4.5 Report Management

Reports must be able to be generated in real time, promptly and easily. The Contractor's system must generate in-depth performance, payment, trends, correspondence, complaints, prosecutions, site summary, GPS, GEO fence, Intelligence reports that can be exported into excel and PDF formats.

4.6 Payment Systems

The Contractor must provide a range of quality technological resources to enable payment from offenders in a variety of different methods, including but not limited to:

- Cash Payments (Alleged offenders can pay the FPN using the barcode situated at the top of the FPN any Post Office or Payzone outlet across the UK;
- Online Payments (if required the Contractor will build a council branded portal to accept payments);
- Automated and Manual Telephone Payments;
- Cheque and postal Payments.

The Contractor will be required to monitor and provide a full report to The Authority showing how many FPNs were paid using each of type of payment method.

4 KPIs

The Service will be monitored by KPIs (See Appendix 3). The purpose of the KPIs is to provide evidence of compliance with the Specification throughout the Contract duration.

It will be the responsibility of the Contractor to present the KPIs on a monthly basis to The Authority's Contract Manager, for the most recent period at each Contract review. These will be presented on the basis of comparison for the past periods, with commentary addressing unusual variations. All analyses of KPIs will be capable of being produced from the Contractor's IT systems.

KPIs may alter and evolve during the Contract Term. All changes will be discussed and agreed with the Contractor prior to implementation.

5 Additional Obligation

5.1 The Authority will:

- Provide identity cards and relevant authorisation for the Contractor's personnel providing the Services under this contract to The Authority;
- Give direction as to areas to be patrolled to inform the deployment strategy and at what days / times. Council Officers have access to verify working time records on request;
- With support from the Contractor, The Authority will take prosecution proceedings for non - payment of FPN's where considered appropriate.

5.2 **The Contractor will:**

- Provide fully trained, Security Industry Authority (SIA) licence holding or fully vetted to DBS standard, personnel to fulfil all required Services and meet all the legal obligations including dealing with any legislation changes;
- Provide the authorised representatives of The Authority with "read only" access to the Contractor's systems in order to analyse the data, monitor the contract;
- Ensure that their authorised personnel have the necessary access to The Authority's relevant premises and all IT used by the Contractor conform to all The Authority's Policies and Procedures;
- Ensure that all authorisation cards and The Authority's building access cards are returned to The Authority within 24 hrs of an employee leaving the Contractor's employment;

- On termination of the Contract, immediately return Identity badges, authorisations, Pocket Books, building access cards and any other materials/documents to The Authority;
- Provide on-going improvement to the Service, including feedback on areas where signage could be improved and where possible assist in the relevant implementations;
- The Contractor will have employee and public liability and professional indemnity insurance of £2 million.

APPENDIX 1 – List of Personnel

The named officers responsible for management of the contract are:

RBMW – Neil Walter – Parking Principal – The Contract Manager

The Contractor – [xxxx]

Account Management Team responsible for the contract and the escalations:

Account Director - Managing Director [or equivalent in terms of seniority]

Responsible for the overall success of the contract.

Highest/final point of escalation

Name: xxx

Operational Director

Responsible for operational effectiveness of the service delivery and any issues that require second level of escalation will be directed to him.

Name: xxx

Account Manager

First point of contact for RBWM and first level of escalation.

Name: xxx

Appendix 2 – Reports required

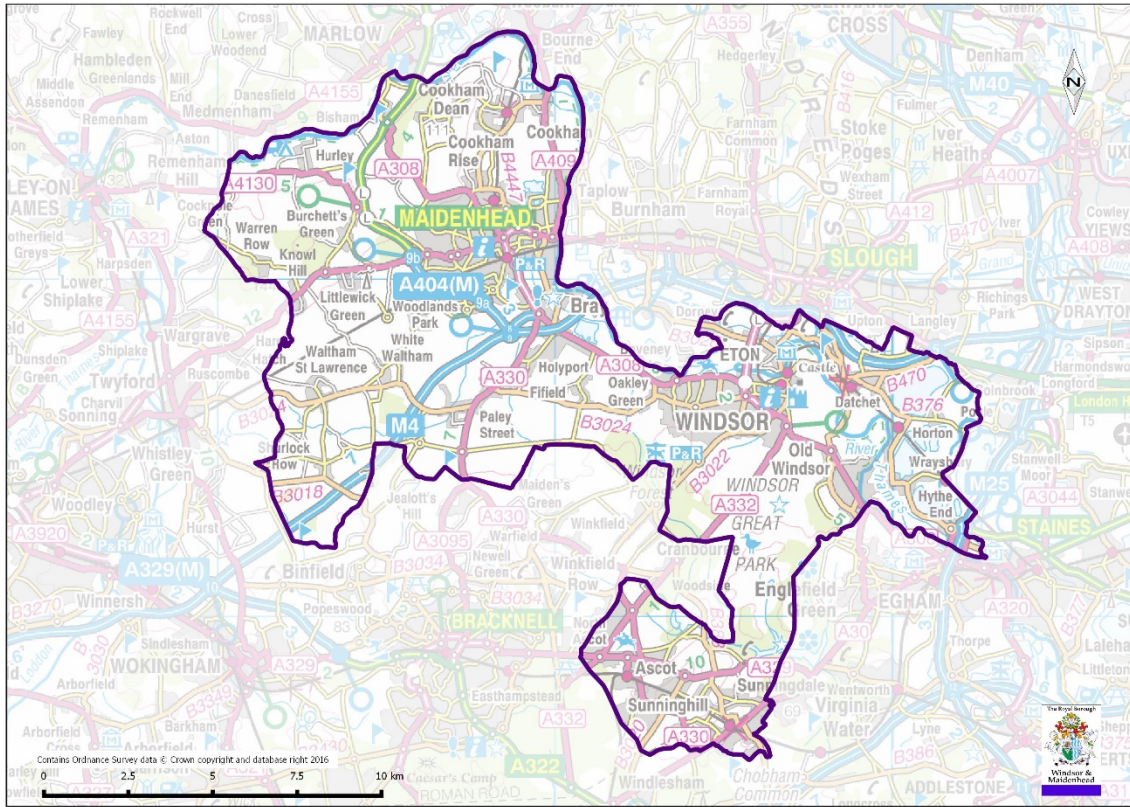
Offender Locations Report
 FPN Locations Report
 Enforcement Officer Patrol Report

Enforcement Reports		
Description	Frequency	Date of Submission
Deployed Hours (a total per month of the deployed hours)	On-line, on demand	By the 5 th working day of each month
Deployed Hours (a breakdown per month of the deployed hours per activity)	On-line, on demand	By the 5 th working day of each month
Deployed Hours (a breakdown per month of the deployed hours per Ward)	On-line, on demand	By the 5 th working day of each month
Number of FPN's Issued (total number of FPN's issued per month)	On-line, on demand	By the 5 th working day of each month
Number of FPN's Issued (total number of FPN's issued per month by activity)	On-line, on demand	By the 5 th working day of each month
Number of FPN's Issued (total number of FPN's issued per month by Ward)	On-line, on demand	By the 5 th working day of each month
Number of Payments Received (total number of payments received per month for FPN's issued that month including value)	On-line, on demand	By the 5 th working day of each month
Number of Current Outstanding Payments (total number of outstanding payments)	On-line, on demand	By the 5 th working day of each month
Number of Complaints Received (total number of complaints received by the month of receipt)	On-line, on demand	By the 5 th working day of each month
Number of Complaints Upheld (total number of complaints upheld by the month of receipt)	On-line, on demand	By the 5 th working day of each month
Number of Formal Warnings issued to Under 18's	On-line, on demand	By the 5 th working day of each month

Appendix 3 – KPI'S

What we want to achieve and measure	How will this be demonstrated by the Contractor	What specific activity the Contractor will measure to demonstrate achievement	How frequently the Contractor will measure	Min target to be achieved by the Contractor
Accuracy of the service	Zero or minimal error rate in terms of FPNs issued	FPNs cancellations and errors levels	On a monthly basis	Not more than 1% of the total FPN's issued per month
Effective engagement with the public	Zero or minimal number of complaints from public	Number of complaints received during the month/year	On a monthly basis	Not more than 3 Upheld complaints per month
Positive impact on the environment	Reduced number of fly tipping, litter, dog fouling etc	Reduced spend/volume of cleaning required within the borough	On a quarterly basis	50% reduction on spend in the first year rising by an additional 10% each subsequent year
Positive impact on the environment	Reduced number of fly tipping, litter, dog fouling etc	Reduced spend/volume of cleaning required within the borough	On a quarterly basis	50% reduction in reported fly tipping cases in the first year rising by an additional 10% each subsequent year
Proactivity	Events and engagement with community	Number of events held and positive feedback	On a quarterly basis	A minimum of 2 events per month to be arranged
Productivity	Deployed Hours	Total number of deployed hours per month	On a monthly basis by each month	No less than 97% of the agreed hours to be met each month with a total of not less 99% met per year
Good quality management information	Comprehensive reporting	Timely provision of error free reports/data	On a monthly basis by each month	All requested reports to be available by the 5 th working day each month

Appendix 4 - RBWM Boundaries



Appendix 5 – Policies

Insert below

Employee Code of Conduct

It Policy

Complaints Procedure

Data Retention Policy