

SCHEDULE 1

TENDER DOCUMENTS

Forward

Islington intention is to procure a civil enforcement service provider committed and able to provide a high quality parking service, which improves the lives of those who live, work, visit and travel in Islington.

In deciding upon the contract model that will best produce this outcome, Islington has researched several local authority parking models and has defined that a quality based, proportionate, common sense, policy led approach is required.

The chosen supplier will be a full partner in the management of Islington's on-street parking environment and shall be expected to actively promote user-friendly methodologies in the application of parking regulation and local policy.

Suppliers may research similar parking contract models, such as that derived by the British Parking Association, as deployed in several London Local Authorities and can further take reference from the contract model employed by Manchester City Council.

When formulating their tender structure, prospective suppliers are urged to seriously consider this true intention of the council, in order to best prepare their tender to meet or exceed the aspirations of the council.

Introduction to Islington

The London Borough of Islington is situated in the northeast of the Inner London area and is bounded by the boroughs of Camden, Hackney, Haringey and the City of London.

Transport and Streets

It is in the interests of all who live, work, visit and traverse the borough that transport flows freely along Islington's busy streets. Pedestrians, as well as the many cyclists, private car owners, delivery vehicles and bus passengers, all benefit from reduced congestion and pollution.

At Islington, our aim is to be the most reputable traffic and transportation service in London.

Our purpose is to plan, implement and enforce all parking, traffic and transportation schemes in the borough, seeking to improve bus journey times and working with Transport for London to maintain the good condition of the borough's roads.

Accessible Transport and Mobility

The urban environment includes many physical obstacles that compound the mobility problems faced by disabled people and other people with impaired mobility. This not only impedes local journeys, it makes it difficult for people to access public transport services.

Islington Council supports a range of transport services for communities within the borough who have specific transport needs. These services include social services transport, education transport and Taxi-card subsidy, as well as the new Scoot-ability and Plus-Bus services.

The council also funds the Freedom Pass, providing free public transport to all older people and disabled people in the borough. Other related services in the borough include Transport for London's Dial-a-Ride service and National Health Service (NHS) patient transport.

Parking in Islington

There are more cars than parking spaces on our roads and every council has to try and tackle the problems that this causes.



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Islington like most other London boroughs is largely made up of zones of restricted parking areas, Controlled Parking Zones (CPZs).

CPZs give parking priority to local residents, visitors and businesses whilst reducing commuter parking and congestion. We maintain and enforce Islington's CPZs and parking restrictions, and deliver services in line with the council's key parking objectives:

- To prioritise the parking needs of local residents, disabled people, suppliers of goods and services, businesses, and their customers.
- To seek to reduce car commuting into the borough where alternatives exist.
- To ensure the safe and efficient flow of traffic, particularly for vulnerable and priority road users.
- To reduce the environmental and visual impacts of traffic and parking, particularly in sensitive areas.
- To ensure that parking regulations are firmly and fairly enforced.

In addition to keeping Islington moving, the revenue generated from all parking charges is spent on road safety schemes and concessionary fares, such as the London Taxi-card scheme, that benefits the elderly and the disabled.

Islington Council's Green Travel Plan

In September 2003, Islington Council completed its own Green Travel Plan (GTP), which contained 66 actions to be implemented between 2003 and 2005. The GTP was then revised in 2006 and formally adopted by the council in April.

The objectives of the plan are:

- To promote alternatives to the car for council staff making trips to, from and during work
- To promote greener vehicles for council service delivery
- To promote alternatives to the car for visitors travelling to council premises

New accommodation

All new accommodation should have a travel plan, be located near public transport and provide car club parking, charging points for electric vehicles, cycle parking, shower and changing facilities.

Existing accommodation

For all existing accommodation the council should seek to provide car club parking, charging points for electric vehicles, cycle parking, showers and changing facilities if sufficient funding is available and when opportunities arise.

North Central Travel-plan Network (NCTN)

The North Central Travel-plan Network has been set up to provide businesses and other organisations located in North Central London with information, opportunities and advice about travel plans. It is a joint initiative between Transport for London and the London Boroughs of Camden, Islington and Haringey

Greener Driving

While many trips can be made on foot, by bicycle or using public transport, there will always be a role for motor vehicles in London. However, there are a number of ways we can reduce the negative impacts of car use, including combining car trips, using a cleaner-fuel vehicle, driving more patiently, slowly and less often, and not only sharing lifts with others but even sharing ownership of a car by joining a London City Car Club.



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Cleaner Fuels

There are a wide range of electric and dual-fuel (liquid petroleum gas/ petrol) vehicles on the market in the UK. These vehicles not only reduce environmental impacts, but also save you money in the long run and are exempt from the Central London congestion charge.

The council has purchased an electric Citroen Berlingo for use in its own operations and are looking to expand its fleet of cleaner-fuel vehicles as part of our recently completed Green Travel Plan.

Abandoned Vehicles

Islington maintains an Abandoned vehicle removal service 'free' to residents wishing to relinquish unwanted vehicles. We also respond to any report of an abandoned vehicle and arrange removal and disposal.

Moving Traffic Offence

As of October 2005 Islington Council adopted responsibility for issuing fines to motorists who disobey traffic signs and thereby pose a threat to the safety of pedestrians, cyclists and other highway users.

London local authorities have been given the powers to enforce moving traffic offences under the London Local Authority Act 2003. By taking over these enforcement powers, the council has the ability to more effectively police accident hot spots and traffic problem areas within Islington.

CCTV Camera Enforcement

Enforcement is carried out using both static CCTV cameras and branded CCTV camera vehicles, which will record contraventions. Temporary signage will be in place whilst a camera vehicle is active in an area.

Disobeying the Road Signs and Markings and Enforcement Priorities

Motorists who endanger lives and cause congestion by ignoring road signs and markings will be issued with a Penalty Charge Notice supported by CCTV evidence.

- casualty hot spots
- schools and surrounding areas
- sites where residents have complained about irresponsible parking or dangerous driving.

CCTV and Bus Lane Enforcement

CCTV cameras monitor bus lanes in Islington and throughout London.

If captured on CCTV driving in the bus lane during restricted times, motorists may receive a Penalty Charge Notices (PCN) by post.

If a PCN is issued, motorists have the same rights of appeal as a PCN issued for illegal parking. The PCN will also show photographs of the vehicle in the bus lane. Further photographs can be requested and appointments can be made to view the video footage.



Signs and lines indicate bus lane restrictions - London Local Authorities can also issue PCNs for other parking contraventions by CCTV. These include parking on yellow lines and loading restrictions, footway parking and parking at bus stops and pedestrian crossings.

Loading and Unloading Goods

Before 11:00am motorists may park for as long as needed to complete loading or unloading on yellow lines where there is no loading restriction and thereafter, for up to 20 minutes on yellow lines and in parking places, residents, business, pay and display and shared use bays.



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The only exceptions are in bus lanes or on yellow line where loading restrictions are also in place, as indicated by yellow chevrons on the kerb and by an accompanying time-plate.

Loading/unloading should be a continuous activity.

PERMIT PARKING

Business Parking Permits

Businesses based at premises within an Islington CPZ, may apply for a business-parking permit. A permit will only be issued to vehicles essential to the running of the business.

There are two different schemes available and each business may apply for up to two permits. A permit may have up to three vehicles on it but can only be used in one vehicle at any time.



Annual Permit

This permit allows all day parking in any available business/shared use parking bay within the CPZ.

Permit Voucher

This permit allows limited stay parking in any available business/shared use parking bay within the CPZ. The permit is displayed in conjunction with vouchers. An unlimited number of vouchers can be purchased but vouchers can only be displayed for up to a maximum of three hours in any one-day.

Electric vehicles annual permit

Electric vehicles are entitled to a 20% discount, the cost of the annual permit being £480. This is only available to electric vehicles and not hybrid vehicles.

Doctors' Parking

A General Practitioner (GP) with a surgery in Islington, may apply for a doctor's permit and a doctor's parking bay, marked with signs and with lines on the road.

Doctor bays are only intended to facilitate essential vehicle use relating to health care emergency vehicle use. Doctor's permits are not for commuter parking.

CONCESSIONARY PARKING

Disabled Parking - Blue Badge Scheme

The European Blue Badge disabled parking scheme is fully recognised in Islington. A holder of a valid badge, or someone conveying the holder of a valid badge as a passenger can park:



on yellow lines for up to 3 hours providing the clock card is displayed and set to your time of arrival

in disabled bays, residents, business, shared use and pay and display for an unlimited time.

But cannot park:

where there are loading restrictions, yellow lines with additional chevrons on the kerbstone and/or an additional sign indicating loading not allowed.

in a bus lane.

Unfortunately the blue badge scheme is prone to misuse and theft of blue badges is a very serious problem across London. Badge holders are advised to ensure that the badge is clearly displayed with all information clearly visible, including the HMSO serial number at the base of the badge.



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OTHER PARKING

Pay and Display

Visitors to Islington wishing to park for a short duration, may purchase parking time from one of our 900 pay and display machines, which are located in the streets throughout each CPZ.

Pay and display bays are for parking of up to a maximum of 2 hours and 4 hours in some locations.

Pay and display parking tariffs may vary across Islington depending on the demand for space. This is the most effective way to regulate demand and ensure vehicle turnover.

Tariffs currently range from £1.20 to £4.00 per hour compare favourably with other central London Boroughs and are continually under review.



Motorcycle Parking

Motorcycle and scooter use has risen dramatically in recent years and while the council recognises the relative environmental benefits of motorcycle and scooter use over car use, its still necessary to regulate their parking like that of cars.



Resident permits are available at concessionary rates for motorcycles and scooters. Otherwise, motorcycles and scooters need to pay and display when parking in the same way as cars.



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Islington Streets with Motorcycle Parking Bays

Alexander Road	Gibson Square	North Road
Alwyne Square	Giesbach Road	Northampton Square
Angel Mews	Goswell Road	Northburgh Street
Archibald Road	Granville Street	Northchurch Road
Arlington Square	Great Sutton Street	Northdown Street
Attneave Street	Grosvenor Avenue	Oakley Crescent
Axminster Road	Halliford Street	Ockendon Road
Aylesbury Street	Halton Road	Orleston Road
Baldwin Street	Hardwick Street	Penn Road
Bardolph Road	Harecourt Road	Penton Street
Bath Street	Hargrave Park	Percy Circus
Beresford Road	Haverstock Street	Peter's Lane
Berriman Road	Hayward'S Place	Pine Street
Biddestone Road	Hertslet Road	Pleasant Place
Bowling Green Lane	Highbury Crescent	Poet's Road
Bride Street	Highbury Hill	Quemerford Road
Bridgeman Road	Highbury Station Road	Rawstorne Place
Bunhill Row	Highgate Hill	Richmond Avenue
Caledonian Road	Hornsey Road	Roscoe Street
Canonbury Square	Huddleston Road	Rosoman Place
Carleton Road	Islington High Street	Rotherfield Street
Charterhouse Street	Killick Street	Sekforde Street
Chillingworth Road	Kingsbury Road	Seward Street
Claedonian Road (near Story Street)	Lady Margaret Road	Spencer Street
Claedonian Road (o/s No. 148-156)	Landseer Road	St John's Villas
Clerkenwell Close	Lloyd Square	St. John Street
Compton Street	Ludlow Street	St. John's Square
Corinne Road	Madras Place	St. Paul Street
Crescent Row	Malta Street	St. Paul's Road
Crinan Street	Manor Gardens	Stavordale Road
Cruden Street	Meredith Street	Stock Orchard Street
Donegal Street	Merlin Street	Sun Street
Duncan Terrace	Mildmay Grove North	Sussex Way
Dunford Road	Milner Square	Tabernacle Street
Eden Grove	Mitchison Road	Topham Street
Elfort Road	Monnery Road	Turnmill Street
Elia Street	Mount Pleasant	Vernon Rise
Elizabeth Avenue	Muriel Street	Walters Close
Farringdon Lane	Myddelton Square	Weston Rise
Finsbury Square	Naoroji Street	Whewell Road
Freegrove Road	Napier Terrace	Windsor Street
Frome Street	Nelson Place	Woodbridge Street
		Wyclif Street



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Red Routes

Islington has over 11km of red route main roads. These form part of a 580km citywide network maintained by Transport for London.

Red route restrictions operate in a similar way to loading restrictions. They are enforced by Metropolitan Police Traffic Wardens and not by the Council.

They can be double of single red lines. There are also loading bays and parking bays on red routes with accompanying timeplates or signs.



Residents Permits and Vouchers

Residents of Islington may purchase a resident's parking permit or visitors vouchers, subject to eligibility, that allows parking in any residents or shared use bay within a controlled parking zone (CPZ).

Schemes available for residents:

- resident's parking vouchers
- visitor's parking vouchers
- carer's parking vouchers
- hire permit and parking voucher

Permits

An annual permit is available at a fixed cost, with shorter duration permits available at variable rates.

If a vehicle has an engine capacity of less than 1400cc, or is powered by LPG, hybrid electric or an alternative greener fuel source, there is a discounted permit available.

Non-hybrid electric vehicles are entitled to a free resident parking permit.

Permit pricing structures may be subject to review.

Visitor's Parking Vouchers

Visitor's parking vouchers are available for residents to purchase. Voucher availability is limited to a specific number of hours per rolling period starting from initial purchase. Senior citizens over 60 years of age may purchase twice the allocation and at a 50% discount. Up to ten all day vouchers are available in all zones.

Permission to Park and Yellow Line Waivers

Permission to park notices are available for builders and contractors working in Islington. They provide all day parking in parking places (residents' bays, business bays and pay and display bays).

Parking for extended periods of loading and unloading goods and equipment, is facilitated by a yellow line waiver. Yellow line waivers are issued by our enforcement contractors and can be obtained in person from our Parking Shops.

Suspension of Parking Places

Parking places may be suspended under parking place legislation for reasons including:

- facilitating the flow / movement of traffic
- highways work (e.g. resurfacing)
- statutory utilities work
- removals
- skips

Parking Place suspensions may be arranged in Controlled Parking Zones (CPZs) within the London Borough of Islington and when no other option is suitable.



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A parking place suspension will temporarily prohibit waiting / loading / unloading within the suspended area and any vehicles seen to contravene may be enforced with exemptions made for vehicles essential to works for which the parking place is suspended.

We require 14 days notice to implement a suspension so that residents are given enough warning.

Advance Warning Notice(s) will go up before the suspension starts indicating when, where and for what reason bays will be suspended. Time plates will be covered by yellow hoods (or area coned off) on the first day of the suspension, and will be removed when the suspension has expired.

Congestion Charge

The Mayor of London's central London congestion charging scheme came into effect in February 2003, and it applies to anyone driving in the south of the Islington borough.

Congestion charging is a way of ensuring that people using valuable and congested road space make a financial contribution. It encourages the use of other types of transport and makes journeys quicker and more reliable for people who have to travel through congested areas.

In Islington the zone covers the area south of City Road and Pentonville Road. The scheme has reduced traffic and congestion in central London, improved air quality and increased the number of trips made by public transport. In the south of Islington, congestion charging has reduced the amount of traffic by up to 15%.

The Council is actively working towards a sustainable, cleaner and greener future in Islington and is aware that acting locally is not only vital to improving the quality of the local environment and quality of life in the borough now, but also to ensuring a viable environment for future generations.

Sustainability

Delivering environmental sustainability will help make the borough a greener place to live and work, improve the council's reputation in the community, and help reduce the council's costs in the long-term and deliver real best value over time. Sustainability is at the core of the Council's three corporate priorities, specifically within Greener, Cleaner, Safer element.

Procurement and Sustainability

Islington Council has a Procurement Code. It is governed by section 135 of the Local Government Act 1972 and sets out the standing orders (rules) for contracts. The code provides a framework for procuring (buying in) works, goods and services across the Council. The Council Procurement Code includes an annex on Green Procurement.

The Green Procurement Code identifies the main environmental problems, what is causing them and what needs to be done to prevent further environmental damage and protect the natural systems that support life (including human beings).

To make sure the Council uses its buying power, as effectively as possible, Islington will follow buying rules, which, will help avoid damaging the environment and/or contribute to the solutions to environmental problems.

The Council will require Contractors to procure in accordance with this Code.

Sustainable Transport Strategy

The Sustainable Transport Strategy (STS) for Islington Council outlines the council's transport objectives, policies and programmes for ten years, 2006 to 2016.

The strategy has been developed based on the council's 'One Islington' priorities. The STS will guide the next ten years of transport investment in Islington to ensure that quality of life in Islington is improved now, and that any improvements are 'sustained' in the years to follow.

It focuses on sustainability in the broadest sense, aiming not only to protect the environment but also to improve the social and economic impacts of the transport network. The measures



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contained in the strategy have been selected to benefit Islington's existing communities as well as the needs of future generations and the broader global community of which Islington is a part.

Building on the One Islington vision, the objectives of the STS are to make Islington's transport environment:

- Safe – reducing the number of people killed and injured on Islington's roads.
- Accessible – ensuring that Islington's transport system is accessible to residents and visitors to the borough.
- Green – reducing the impact of transport on the local and global environment, especially by reducing car commuting and increasing walking, cycling and public transport use.
- Efficient – reducing journey times and ensuring the transport network is reliable.
- Secure – increasing personal security on Islington's streets and around stations and bus stops.
- Attractive – improving the cleanliness and attractiveness of the transport environment, particularly Islington's streets.

Download here: [Sustainable Transport Strategy](#)

Waste Minimisation Action Plan

The Waste Minimisation and Recycling Action Plan approved by the Executive January 2005 set out a range of recommendations which establish the foundation for a focus on waste minimisation.

Islington is currently developing the new waste minimisation action plan, which, will be produced within the duration of this contract. A waste minimisation action plan focuses on the reduction of the creation of waste.

The concept of 'waste minimisation' represents a major paradigm shift. It turns traditional thinking about waste on its head. It challenges the Council, its partners, residents and businesses to take radical action to eliminate the idea of waste in favour of sustainable resource use. This can bring multiple environmental, social and economic benefits. But it requires real commitment and an investment of time and resources in developing a radical new approach to resource utilisation.

For more information on waste minimisation and recycling please visit our website [Rubbish and Recycling](#)

Energy Efficiency and Renewable Energy

Islington is committed to following the principles of the energy hierarchy:

- Savings through energy efficiency measures
- Savings through use of renewable energy
- Savings through use of low carbon resources

Locally, the London Borough of Islington itself has signed up to the Nottingham Declaration in 2006.

This commits the Council to the national target of reducing CO₂ emissions by 20% by 2010 based on emission levels in 1990.

The Council is also taking part in a Carbon Reduction Programme together with the Carbon Trust.

Islington Council is committed to reducing its carbon emissions by 8.5% by 2010 (Islington Carbon Management Programme, Strategy & Implementation Plan, February 2006).

Islington has also committed to carbon reduction targets in its Local Area Agreement. And lastly, detailed in the planning guidance Islington has committed to enabling renewable energy in the recently published Local Development Framework.

For more information on energy please visit our website [Green Energy](#)



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Code of Construction Practice

We recognise that demolition and construction are an important part of our borough's development and improvement. However in improving our working and living environment we must not ignore the effects of construction works on those in the surrounding neighbourhood.

As a result, we have developed this code of practice for developers, contractors, community groups and commercial users as guidance on good environmental practice.

We will provide information on the code early on in any planning application process and working to the code may become part of your planning conditions.

We aim to work with developers and contractors in recognising and tackling the possible effects of construction. These can include air pollution, noise and vibration, traffic congestion, dust and contamination of land and water. By making contractors aware at an early stage of our code of practice they can put preventative measures in place from the start.

The code applies to all types of building work including demolition, site preparation, excavation, tunnelling work, maintenance, construction and fit-outs.

There will be some cases, such as emergency work, where the guidelines in the code cannot be followed. Please contact the relevant council team as soon as possible in these cases. We also recognise that it may not be appropriate to apply the code in full for some smaller developments. In these cases we would expect you to follow the spirit of the code.

Other environmental guidance

Islington has published the Sustainability Action Plan, which, sets out our corporate commitments in relation to environmental improvement and protection. For more general information in greener, cleaner issues is Islington please visit our website [Greener Cleaner](#)

Islington also has many other strategies and action plans including the Biodiversity Action Plan, the Air Quality Action Plan and the Contaminated Land Strategy.

The Contractor should consider these strategies alongside the contractual requirements and their related performance indicators for protection of the environment in terms of their submission.

These can be accessed via our website www.islington.gov.uk



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CONTRACT TENDER INFORMATION

The information given in this section is meant to assist the tenderer in the formulation of their tender bid and should not be viewed in isolation or relied upon solely when a tender is compiled.

Tenderers are advised to carry out their own surveys where necessary and to read this section in conjunction with all other relevant contract documents.

TENDERER OVERVIEW

The contract is tendered for a 10-year period, commencing the 1 September 2007 until the 31 August 2017 and is subject to break clause as indicated in conditions of contract, section 18 and in particular clause 18.9.

Tenderers are tasked to tender for a service provision, which will meet the aims and aspirations of the Council's wider Sustainable Transport Strategy and One Islington vision as highlighted in section 1.

For more in depth information on these issues and expectations, tenderers are strongly advised to visit the Islington website at:

www.islington.gov.uk/Transport/

And visit the relevant links for the Sustainable Transport Strategy, Green Planning and Parking.

With these policies in mind tenderers are advised to embed high quality service provision into their value for money tender.

SERVICE LOTS

Tenderers are asked to tender on two separate lots, with the Council reserving the right to award or withhold these lots as it deems appropriate.

Lot one relates to the provision of parking attendants and ancillary resources to facilitate the issue of penalty charge notices, yellow line waivers and permissions to park, including staffing for CCTV and Moving Traffic Contravention enforcement.

Lot two relates to the provision of further enforcement services and ancillary resources to facilitate enforcement against persistent offenders, evaders, blue badge fraud, untaxed nuisance and abandoned vehicles, including the provision of customer counter services and vehicle pound storage facilities.

TENDERERS NOTES

LOT ONE – On street pcn enforcement

Tenderers will provide an inclusive bid including, but not limited to, the provision of human resources, hardware and software resources, consumable resources and support facilities.

Tenderers can assume that their staff must be effectively trained in customer care and communication skills, decriminalised parking legislation, NVQ and associated training qualifications and that the successful Tenderer and their staff will maintain a positive image for the service in partnership with the Council and will adopt an ambassadorial role.

This Lot and the contract of which it forms a part, will be operated by the Contractor, on behalf of the Council, in the context of the general duties conferred on it by the Road Traffic Acts and Regulations and subsequent legislation and amendment as appropriate.

These require that the Council exercise, amongst other things, parking management and parking enforcement functions, so far as is practicable, to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway.



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Bearing these responsibilities in mind, the contractor is required to provide sufficient enforcement resource across the Borough, to ensure 'adequate compliance' with parking regulations.

The tenderer will demonstrate their assessment of 'adequate compliance' by means of a compliance survey report to be included within the body of their tender.

In this connection it will be assumed that the contractor has carried out all necessary surveys and self assessments prior to the submission of its tender and that it has requested from the Council and examined, any relevant historical data available to support its tender.

Islington is an area divided into controlled parking zones with various timed controls relevant to the needs of the particular local community. For example, zones that buffer the new Arsenal stadium are subject to match day controls, which encompass event days and times outside of the 'normal' enforcement periods.

Within Islington's controlled parking zones there is provision for many varied types of permitted and paid for parking. It should be noted that these are not individual parking bays and one bay may provide for several vehicles.

Parking Bays in Islington - as of 02/01/2007

Bay type	Number of parking bays
Ambulance	2
Business Permit	42
Business Permit (with Match Day Controls)	55
Business Permit, P&D 2hr + Match Day Controls	98
Car Club Permit	35
Disabled Bay	439
Doctors Bay	18
P & D 2 Hours or Residents Permit	19
P&D 1 Hour (with M.D Controls)	6
P&D 1hr, Business Permit	6
P&D 1hr, Resident Permit and Business Permit	5
P&D 1hr, Residents Permit	5
P&D 2 hours (With Match Day Controls)	78
P&D 2 Hours or Business Permit	17
P&D 2 Hours or Resident Permit or Business Permit	396
P&D 2 Hours, Resident Permit and Match Day Controls	14
P&D 2hr, Resident Permit, Business Permit and Match Day Controls	367
P&D 4 hour (With Match Day Controls)	7
P&D 4 Hours or Residents Permit	11
P&D 4hrs or Resident Permit or Business Permit	75
Pay and Display (1 hour)	26
Pay and Display (2 hours)	205
Pay and Display (4 hours)	76
Resident Permit (With Match Day Controls)	1888
Resident Permit or Business Permit	101
Resident Permit, Business Permit and Match Day controls	92
Residents Permit Parking	2095
Solo Motorcycle	164



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Changes in the on-street parking inventory, either additional or amended controlled parking zones' or restrictions', will be absorbed within the contract by use of contract variations' in accordance with the Conditions of Contract.

Waiting and loading restrictions are as defined by Islington's Traffic Management Orders and are visible on street as timed, plated and lined restrictions. These orders underpin the renewal and implementation of all relevant parking signage and signage to support public awareness and provide a framework for sensible parking management.

The successful tenderer will have access to CCTV control room facilities and use of existing parking service premises.

Current parking related premises are situated in Old Street EC1 in the south of the borough and at Lillingstone House in the north of the borough, which also serve as operational bases'.

Tenderers are tasked with supplying a third operational base at a suitable location, defined as, in a non-residential area, within 2-kilometers of Highbury Corner. This base will support the deployment of CEO and administrative staff that are unable to be billeted at either of the Council provided sites.

In tender lot 2, tenderers are tasked with the provision of a secure vehicle compound and customer reception centre, open to the public during the hours of 08:00 to 20:00, with an out of hours call-out service available.

A twenty-four hour, seven-day customer HOT LINE will be operated by the successful tenderer(s) from at least one of these locations, enabling members of the public access to assistance and information relating to parking matters at any time.



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GENERIC SPECIFICATION

Partnership Panel

The contractor and the CAO(s), will participate in forming a Partnership Panel, designed to guide the service from initial implementation through to full contract term, with an overarching remit to take account of legislative requirement and to manage parking policy and practice changes.

The CAO(s) will be drawn from a pool of officers, included but not limited to, the Director of Customer Focus, Head of Parking, Parking Manager, Principal Contracts Manager and Senior Contracts Manager. The contractor will resource its' panel members with comparable authority and experience.

A panel may be convened with a minimum of four members, with two each drawn from the Council and contractor pools.

The panel will be authorised through council delegated authority and the contractors' contractual commitment, to take decisions on the management of the contract with authority to make practical adjustment as appropriate.

The panel will ensure adherence to Council policy and quality issues, to legislation, present and future, and will ensure that the financial health of the contract is monitored.

The panel will look back on achievements and failures to absorb indicators, lessons learnt, identify challenges and set goals for each quarter of a rolling 12-month contract improvement program.

Where appropriate with due regard for Council standing orders and regulation, the panel will formulate reports and will seek approvals at full executive board or delegated authorised body.

Partnership Panel Sub-group

The partnership panel shall appoint a sub-group tasked to meet on a monthly basis, with a remit to project manage the initiatives and objectives agreed by the core panel and to report back.

Panel Objectives

The panel is tasked with ensuring a successful implementation stage and for ensuring continued suitability of purpose for the contract, through the full contract term.

Further the panel will maintain responsibility for compliance with legislation, Council policy(s), contract terms conditions' and specification and for scoping initial and further contract objectives.

Initial Objectives

Include but are not limited to;

1. Commitment to 'headline' KQPI selection and supplementary menu of KQPI.
Initially several KQPI are selected, these will be reviewed quarterly and as and when a KQPI is fully met or becomes redundant or is substituted from a further menu of supplementary KQPI options.
 - Percentage of correctly issued PCN
 - Level of parking compliance
 - Percentage of complaint upheld
 - Quality and retention of staff
 - Resource, supply and deployment
 - Sustainability
2. Identification and development of contract drivers and measurement models'.
Whilst headline KQPI will be used to demonstrate performance standards, 'contract drivers' must be identified which, have measurable inputs that contribute to the success rate of the KQPI.



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3. Agree formal job description, person specification and role for Contract Business Analyst, see appendix A, Civil Enforcement Officer and see appendix B and Conflict Resolution Officer, see Appendix C.
4. Recruitment strategy, training and staff development planning, performance objectives and ways of working aspirations for staff appraisal system.
5. Formulation of action focussed panel sub-groups.

Further Objectives

Include but are not limited to;

- Adoption of the Council's parking service plan
- Adoption of the Councils common sense parking guide
- Design and progression for a rolling contract improvement program
- Secondment of panel members' onto business related seminars, focus forums and working groups.
- Appoint a contract mediator

Panel Meeting Schedule

The core panel will hold regular meetings throughout the contract implementation phase, as many as necessary to ensure successful contract launch and not less than two.

Subsequently the panel will meet monthly for the first 3-months from contract launch and quarterly thereafter through out the life of the contract.

Meeting date template:

	Implementation Meetings	Start-Up Analysis Meetings	Quarterly Review Meetings
Wk-Commencing	09-Jul-07		
Wk-Commencing	23-Jul-07		
Wk-Commencing	06-Aug-07		
Wk-Commencing	20-Aug-07		
Wk-Commencing	27-Aug-07		
Wk-Commencing		03-Sep-07	
Wk-Commencing		01-Oct-07	
Wk-Commencing		05-Nov-07	
Wk-Commencing			04-Feb-08

Meetings' shall be minuted, with the agenda for each meeting following a Charter Mark template which, shall include but not be limited to the following topics:

1. Customer focus
2. Sustainability
3. Staffing issues
4. Staff development
5. Quality management systems
6. Performance indicators
7. Operational issues
8. Service review
9. Service improvement
10. Health and safety
11. Equalities

Failure by the panel to meet at least once in any 6-month period due to non-attendance of the contractor would constitute a breach of contract and would submit the contract for termination review, in line with terms and conditions' termination clause(s)'.



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Service Level Agreements (SLA)

Where the contractual document does not specify a sufficient level of detail to allow the panel to reach a conclusive understanding on a given issue, a service level agreement will be drawn up to bridge the gap between any practical service need and the contracted agreement.

The panel will commit to the delivery to timescale for any action points or initiatives that may be defined.

Contract Mediation

Failure to comply with contract terms conditions, specifications, clauses, SLA or with partnership panel agreements or action plans, will be considered a non-conformance with contractual obligation and mediation will be sort accordingly.

To this end, within 3-months of contract implementation, the panel will agree the role, source, commission and empower a professional body or consultancy to act as a mediator in the event of any catastrophic failure to reach agreement on a contractual issue.

Other matters to be reviewed by the panel include but are not limited to; the roles of a contract business analyst, a conflict resolution officer and a parking advocate.

The contractor and the Council, in equal share, will share the cost of this mediation service.

Recruitment and Second Tier Selection Interview

The contractor will advertise for staff with a view to recruiting from as wide a range of diverse communities as practicable. All contractor candidates for key contract posts will be subject to a second tier interview process.

The CAO will form a three-person panel of qualified officers and a vetting process will ensue. The contractors' preferred candidates will be interviewed by standard set test and or question and answer session.

Unsuccessful candidates may not be deployed on the Islington contract.

The CAO will ensure that this procedure is not applied unreasonably or vexatiously, however, the contractor will retain a right of appeal to the Partnership panel.

Key Contract Posts - notional equivalent, but not limited to the following:

Notional Title	Role
Contract Manager	Overall contractor service responsibility
Deputy Manager	As above
Base Manager	Base specific duty
Business Analyst	Contract financial viability and statistical reports
Conflict Resolution Officer	Client / customer complaint
CCTV Manager	Cctv control room manager
CCTV Supervisor	Cctv control room supervisor
Suspensions Officers	Deployment of physical suspension and database management
Customer Service Supervisors	Parking shop counter management
Customer Service Officers	Customer counter services



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Contract Business Analyst

In broad terms, the contractor business analyst will be a contractor employee dedicated to the Islington contract, whose key remit will be to manage the collation, reconciliation and reporting of contract information relevant to the KQPI and underlying contract drivers. The role will also carry responsibility for compiling contract bill submission and retractions, for final invoice, maintenance of notional cost centre nominals' and audit ability.

Conflict Resolution Officer

The CRO will be a contractor employee who will take responsibility for first line investigation into customer and client complaint, including staff interviews and drafting of appropriate documents in line with the councils complaint handling procedure for stage one complaint. It is envisaged that the CRO will be based in IPS offices at Old Street EC1.

Care Leavers Scheme

Islington Council recognises its corporate parenting responsibilities for its looked after children and care leavers and these responsibilities extend to supporting these young people in accessing employment.

The council and its contractors have been delivering this scheme since October 2005, in which looked after children and care leavers are able to apply for ring fenced positions.

The contractor will incorporate at least two permanent posts within its proposed employee organisational structure for the contract term, suitable to be 'ring fenced', to be advertised solely to young people within this council scheme.

Training, Development and Appraisal

Induction

All recruits will attend a company induction course and an Islington specific induction course, prior to commencement of formal duties.

Handbooks

All recruits will be supplied with and apprised of the contents for, Islington's parking protocol handbook and common-sense guide to parking.

NVQ

All recruits will be trained to NVQ standard in parking and related career skill modules.

BTEC

All CCTV operatives will be qualified to BTEC standard prior to deployment on formal duty.

Lorry Loader Certificate

All driver/operatives will achieve a certification from an accredited body for the operation of Lorry Loaders/Cranes.

Life Skills

Staff must be afforded relevant training in respect to their exposure to conflict situations, with regard for key communication and listening skills and common sense.

Appraisal with Ways of Working

All contract staff will be subject to a performance appraisal system, where annual objectives are agreed and monitored. The appraisal will also include guidance and appraisal on 'Ways of Working', this system being commensurate with the councils' own appraisal system.



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SUSTAINABILITY

General Clauses

The Contractor shall aim to minimise its impact on the environment through adoption of national and regional best practice guidance where applicable or where directed by the council.

The Contractor shall comply with the London Borough of Islington's Code of Construction Practice 2006, Zero Waste Strategy, Sustainable Transport Strategy and Green Procurement Code where applicable.

The Contractor shall provide the Council with detailed monthly reports on environmental key performance indicators.

The Council and Contractor will set up a forum, which, meets at least quarterly throughout the contract term. It will develop material usage; agree specifications and record/compare sustainability data. All parties will be expected to promote new or innovative materials/processes to minimise negative impacts on the environment.

Environmental Management System

The Contractor shall have an UKAS-accredited ISO 14001 or EMAS certification for its environmental management system, or be working towards it. If the Contractor does not have this certification prior to the commencement of this contract, it shall be attained within 6 months of the commencement of this contract.

The Contractor shall consent to regular environmental audits of its facilities, documentation and London Borough of Islington sites.

The Contractor shall work to ensure issues arising from these environmental audits are promptly dealt with.

The Contractor shall carry out environmental training and toolbox talks to both its permanent and temporary staff, to ensure that all staff understand environmental issues on site, including what to do in the event of a spill, the necessity of keeping hazardous waste segregated from general waste and how to dispose of hazardous waste.

The Contractor shall conduct regular inspections across all its facilities to identify environmental issues and put in place corrective actions.

The Contractor shall ensure legal compliance with environmental legislation and requirements across all its facilities and all its London Borough of Islington sites. Have an environmental specialist who can ensure that environmental legislation is being complied with, carry out environmental training, and conduct environmental audits of sites.

To deliver continuous environmental improvements the Contractor shall consider the need to appoint environmental champions across the service. This may be part of the Islington Green Liaison Officer scheme or similar.

Energy & Carbon Reduction

The Contractor shall facilitate their premises to be audited and benchmarked by the Council's Energy Team at the start of the contract. The Contractor shall then liaise with the Council on the results, agree and carry out any required improvement works in relation to the energy efficiency of building services for which they have control within agreed timescales.

The Contractor shall ensure that all electricity supplies they purchase for the buildings used to deliver services under the contract are sourced from a green energy supply.

The Contractor shall ensure that work to minimise the energy used by and the carbon dioxide emissions of all building services under their control at all buildings used to deliver services under the contract is part of working practice.



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The Contractor shall ensure that council agreed energy efficiency improvement targets for all buildings under their control, which are used to deliver services under the contract, are included in the environmental management system.

The Contractor shall report progress to the council on carbon dioxide reduction targets on a monthly basis, using the energy hierarchy of:

- Savings through energy efficiency measures
- Savings through use of renewable energy
- Savings through use of low carbon sources

The Contractor shall participate with the Council in the Carbon Trust's carbon management programme.

Where applicable, the Contractor shall only purchase A rated appliances in relation to this contract.

The Contractor shall ensure that all electronic and electrical equipment is the most energy efficient for its type and shall take into account whole life costing.

The Contractor shall participate in partnership schemes with the council. This includes partnerships such as Islington Climate Change Partnership, the Local Business Partnership and Deliver or similar.

Green Procurement

To make sure the council uses its buying power as effectively as possible the Contractor shall follow buying rules, which will help avoid damaging the environment and/or contribute to the solutions to environmental problems.

The London Borough of Islington has a Procurement Code. It is governed by section 135 of the Local Government Act 1972 and sets out the standing order (rules) for contracts. The Council requires the Contractor to procure in accordance with the London Borough of Islington's Procurement Code. The Procurement Code includes an annex on Green Procurement.

The Contractor shall utilise Whole Life Costing and Life Cycle Analysis assessments to ensure continuous environmental improvement.

Transportation, including Vehicle Movements & Fleet

The Contractor shall create a logistics plan for vehicle movements to minimise the number of journeys and deliveries made.

All commercial vehicles over 3.5 tonnes used in relation to this contract must meet European Emission Standard Euro 3, and be compliant with the Euro 4 standard by the start of 2010.

All commercial vehicles less than 3.5 tonnes used in relation to this contract must be powered by alternative means (for example, liquefied petroleum gas (LPG), electric or bio-diesel).

All diesel-powered vehicles used in relation to this contract must use a minimum 5% bio-diesel blend. The bio-diesel blend will be increased throughout the contract.

The Contractor shall provide driver training on safe and economic driving practices to all drivers working on this contract.

The Contractor shall source materials from local suppliers where appropriate.

The Contractor shall create a workplace travel plan for all staff and visitor journeys, in line with the London Borough of Islington's Business Travel guidelines (www.islington.gov.uk/businesstravel), and the North Central Travel-Plan Network's 'Business Travel Plans' document.

The Contractor shall work with the Council to ensure that best practice guidance is utilised to ensure that future vehicle regulations are implemented at the earliest opportunity. The Contractor shall also liaise with the Council to agree appropriate purchasing and progress on vehicles and their associated movements.



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Sustainable Materials

The Contractor shall ensure that environmental criteria and environmental protection is considered during the selection of all materials purchased throughout the duration of the contract. This clause relates closely to adherence with the Green Procurement Code.

It is not possible for the Council to specify an exhaustive list of sustainable options for all materials. The Council however highlights some materials listed below as a general indicator of considerations:

Office supplies should be sustainable such as the purchase of recycled paper.

Traffic management equipment such as signage, cones, barriers and fencing should be made of recycled or sustainable materials.

Recycled options should be considered for uniforms.

Local sourcing is an important consideration in choice of supplies and if the contractors premises provide a canteen, then consideration should be given to local suppliers, organic and Fair-trade options.

The contractor should liaise with the Council if guidance on material selection is required.

Noise & Vibration

The Contractor shall work to minimise noisy works and works that cause vibration, and work to reduce the impact that these works have on the public and the environment.

The Contractor shall ensure that plant and equipment is fitted with noise reduction technologies that are in working order.

The Contractor shall erect noise barriers where appropriate to reduce noise outside the site boundary.

Waste Management & Disposal

The Contractor shall comply with all waste legislation pertaining to the works on sites, including the Duty of Care Regulations 2001.

The Contractor shall ensure that all hazardous waste is segregated from general waste on site and disposed of in an appropriate container for collection, treatment and disposal by a specialist licensed waste contractor. Hazardous waste includes hazardous material storage containers where residue exists.

The Contractor shall ensure that a licensed waste carrier carries all waste leaving sites, and that the receiving facility has a valid waste management licence.

The Contractor shall ensure that all movements of waste have a Waste Transfer Note (for general waste) or Hazardous Waste Consignment Note (for hazardous waste). These documents must have all the appropriate information on them, including European Waste Catalogue (EWC) codes to describe the type of waste being transported.

The Contractor shall produce a Site Waste Management Plan in line with government guidance covering all work undertaken for the London Borough of Islington. This document shall be produced prior to work starting on sites, and be updated at regular intervals to ensure continuing relevance and best practice. It shall identify the different types of waste that will be produced by the projects, and note any changes in the design and materials specification that seek to minimise this waste.

The Contractor shall work to ensure that waste, leaving sites, is reused or recycled where practicable. The Contractor shall agree a Service Level Agreement in relation to the waste hierarchy as and when necessary.



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The Contractor shall ensure that site housekeeping is good at all times, with no litter on or around the site. Waste shall be contained appropriately on site before collection.

The Contractor shall ensure that their equipment on site is free from graffiti and posters.

The Contractor shall ensure that all Waste Electrical and Electronic Equipment (WEEE) is stored, collected and disposed of separately from other wastes and shall provide detailed proposals for the recovery and recycling of this material.

The Contractor shall seek to minimise the environmental impact through the disposal of abandoned vehicles. The Contractor shall comply with best practice in relation to the End-of-life Vehicles Directive as necessary.

Pollution Prevention

The Contractor will only store the minimum necessary quantities of liquids such as oil, fuel and cleaning products on site.

The Contractor will ensure that all liquids and other hazardous materials required on site are stored in a lockable container with a sealed base, or in a bunded area on site.

The Contractor shall ensure that diesel bowsers are double skinned.

The Contractor shall ensure that all plant and machinery has drip trays when refuelling.

The Contractor shall prevent spillages where possible and have an appropriate management plan in place in the event of any spillages.

The Contractor shall ensure that spill kits are available on sites and that they are in the correct location (next to storage of hazardous/COSHH materials and plant/machinery).

In the event of a spill, the Contractor shall ensure that the spill is cleaned up as quickly as possible using appropriate spill kits and that the waste generated is segregated from other waste and disposed of appropriately as hazardous waste.

If a large-scale spill occurs, then the Contractor shall contact the Council and ensure that the Council's Emergency Planner is advised and work together to ensure the most appropriate remediation is carried out.

The Contractor will ensure that drains are protected from spillages and site materials. Good site practice requires that works utilising liquids be carried out away from drains. Compliance with legislation and good practice will require sites such as vehicle pounds and car park to have interceptors protecting the drains.

The Contractor shall ensure that diesel is not used to clean tools or equipment. Less environmentally harmful materials shall be used instead.

Contaminated Land

The Contractor will follow pollution prevention good practice to ensure that sites as well as the nearby land and water do not become contaminated.

Water Resources & Efficiency

The Contractor shall ensure that all open water resources, and the drainage system, are protected during site works (e.g. with a drain mat to prevent grit and contaminants entering waste systems) and that if necessary they are cleaned following the conclusion of works.

The Contractor shall ensure that granular materials, liquids or other materials capable of entering the drainage system, are not stored in proximity to the gully.

Adequate protection must be in place to ensure any potentially hazardous material used on site does not come into contact with watercourses.



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At the vehicle pound and any other vehicle parking area the contractor will ensure that petrol interceptors protect the drains.

The Contractor shall ensure that water is used efficiently on site and is not wasted.

Air Quality

The Contractor shall take all necessary measures to prevent pollution and/or nuisance caused by emissions to air.

The Contractor shall ensure all vehicles, plant and equipment is properly maintained and that an effective maintenance programme is in place. In addition, all vehicles and plant shall not be left idling when not in use as a means of controlling engine fumes.

In addition, the Contractor shall use alternatively fuelled plant and equipment where it is Best value to do so.

Non-road mobile vehicles shall comply with emission standards set out in the Non-Road Mobile Machinery (Emissions of Gaseous and Particulate Pollution) (Amendment) Regulations 2004.



INVESTOR IN PEOPLE

SPECIFICATION LOT 1

SERVICES

The Council carries out its parking and traffic control responsibilities in accordance with the Traffic Management Act 2007 and preceding legislation as applicable; the Road Traffic Regulation Act 1984, the Road Traffic Act 1991, Traffic Signs Regulations & General Directions as amended, London Local Authorities Act(s), Traffic Management Order(s), Council Policy, Code of Practice, other regulatory body guidance and the terms of the Special Parking Areas.

The Council's key objective is the achievement of the "safe and expeditious movement of traffic" by managing kerb space for a variety of uses and restricting the use of parking spaces on the highway to vehicles entitled to occupy them.

In order to achieve compliance, the Council carries out on street parking enforcement with beat CEO and remote or mobile CCTV

This activity can cause conflict between motorists, the general public and staff carrying out enforcement work consequently, it is important that all contractors' staff are trained 'Ambassadors for the Council', polite, helpful and able to deal with difficult situations effectively.

The contractor is advised that Islington's Parking Service holds a Charter Mark for its service. The standards of quality and efficiency associated with Charter Mark certification will be expected in all areas of work and should be sustained for the duration of the contract.

Contract Documentation

All operational documents and paperwork necessary for the provision of the service(s) will be supplied by the contractor in a format agreed by the CAO and shall include but is not limited to:

- Penalty charge notice envelope
- Penalty charge notice ticket rolls
- Pocket books
- Vehicle Removal Record
- Authorisation notices
- Customer Information Card
- Printer and copy paper
- Sundry office consumables

Any notices with adhesive backing must be of an easy peel variety, regularly quality tested and liable to leave the minimum of residue.

Contract reporting

The contractor must provide a 'weekly service update' and a monthly 'service report', see appendix D, incorporating all key monitoring indicators, including but not limited to:

- Customer complaints received and outcomes
- CEO harassment reports made and outcomes
- Penalty charge notices issued by method
- Spoilt penalty charge notices
- Deployment levels
- Leaver and new starter details
- Human resource ethnicity, gender and nationality profile
- Accidents and injuries reported
- Disciplinary issues



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Management of Information and Technology

The Contractor shall utilise Traffic Support Mouchel Parkman ICPS database modules and or any other information service, system or software as directed by the Council.

In the first instance, external providers and in house super users will train contractor staff, as appropriate and where this training is chargeable, the contractor and the council will share the cost in equal measure.

Subsequently, but within 6-months of contract commencement, the contractor will nominate suitable personnel as dedicated training officers and super users, with the intention of absorbing training responsibility for the remainder of the contract term.

The Contractor shall provide the council with a generic e-mail address for each operational base and a separate private e-mail address for the contractor's Contract Manager.

The contractor will provide PC desktop or laptop with broadband connectivity, facsimile, and colour laser printing and photocopy equipment, for the dedicated individual use of their Contract and Base managers.

Hand Held Computers

At contract commencement, the contractor will utilise the councils existing stock of Hand Held Computers'; DAP model with power pack, Seiko printers and sundry equipment.

A listing of DAP serial numbers with MAC addresses will be provided to the contract at handover for the purpose of audit control.

The contractor will maintain responsibility for the reasonable care and condition of this equipment and for reporting deficiencies and damage to the CAO in a timely and organised manner and will be responsible for replacement of any lost or damaged equipment.

Within 24-months of contract commencement, the contractor must begin a replacement program for the entire stock of hand held computer and sundry equipment sourcing, GPS, GPRS enabled devices, that are compatible with the councils TSMP ICPS software.

This 'rolling replacement program' must be completed within 12-months of commencement, IE within 36-months from the contract start date.

All equipment types, model, specification and value must be approved by the CAO prior to any commitment to purchase.

The contractor will retain responsibility for the supply, sufficiency and ongoing maintenance of suitable for purpose equipment, throughout the contract term.

Charges for these provisions are to be notated in the tenderers bill of quantities.

Digital Camera

At contract commencement, the contractor will utilise the councils existing stock of digital camera, assigning one camera to each individual CEO.

The contractor will maintain responsibility for the reasonable care and condition of this equipment and for reporting deficiencies and damage to the CAO in a timely and organised manner.

The contractor will be responsible for replacement of any lost or damaged items and for renewal of power packs.

Within 12-months of contract commencement, the contractor must replace the entire stock of digital camera and sundry equipment with robust sustainable devices, as a minimum compatible in proficiency and functionality to the redundant equipment.

Charges for this provision are to be notated in the tenderers bill of quantities.



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Civil Enforcement Office(s)

The Contractor shall;

Supply sufficient suitably trained and experienced persons to staff, supervise and manage the service, to ensure prompt and competent provision of the service at all times, including the provision of staff to facilitate cover for breaks, holidays and sickness.

Ensure that a suitable responsible manager or deputy officer shall be present in the CCTV control room during operational hours.

Ensure that their staff be attired and conduct themselves in accordance with the Dress and Conduct Code.

Supply an identification card to its employees, incorporating a head and shoulders photograph in a format approved by the Council. The identification card shall be carried at all times by the operatives and shall be displayed above waist level.

Ensure that its employees comply with the Council's policies' on health and safety and on equality.

Supply a system for monitoring the history, conduct and performance of all staff employed on the contract. Information in this system not covered by data protection regulation, shall be made available to the CAO.

Provide for inspection by the CAO, a copy of the driving licences for all staff engaged in duties involving driving, re-inspect driving licences' quarterly and shall report any subsequent endorsements.

Enrol in a scheme that monitors' driving standards, 'Drive Care' or a similar scheme and include any outputs in a monthly contract report.

Role of CEO:

A draft job description and person specification is provided at appendix B for discussion and agreement of the partnership panel during contract implementation.

In outline the role of the CEO will be to:

Manage parking compliance for all permitted parking places and other parking restrictions within the SPA, to the frequencies and times agreed, including but not limited to, footway-parking, loading and waiting, overnight commercial vehicle restrictions, decriminalised moving traffic contraventions, mandatory school keep clear markings.

Authorise further enforcement, immobilisation or removal, for cases of blue badge or permit fraud or misuse, untaxed nuisance vehicles, persistent charge evaders, persistent penalty offenders.

Check that all parking equipment and infrastructure is in place, in correct working order and report defective or malfunctioning items to the CAO, including; ad-hoc testing of pay and display machines in order to confirm correct functionality.

An agreed test procedure and frequency will require a minimum of one test per machine per week. Pocket book notes must be made confirming machine status and all malfunctions are to be notified immediately.

Check that all relevant signs and markings are readily visible and correct and to report any deficiencies.

Note any other obvious defect in relation to the street environment, e.g., broken bollards, dangerous paving slabs and hazards on the highway and report at the end of the shift to the relevant supervisor.

Report any crime witnessed against person or property in the area, to the radio controller, who in turn shall report the incident to the local Police. A full report shall then be sent to the CAO. Any person witnessing an incident may be required to give statement or act as a witness for the purpose of giving evidence.



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Assist with parking compliance surveys, parking place occupancy surveys etc, as and when required by the CAO.

During contract implementation, the contractors' training for CEOs, will include Islington specific modules on pocket book notation, as specified by islington 'pocket book procedures manual.

A current version of this detailed manual, required for the day-to-day duties, will be supplied to contractor prior to contract commencement, a draft version is attached at appendix E.

Following this procedure, the CEO must enter all relevant vehicle details with regard to observation periods, vehicle registration marks, tax disc details and all other supportive evidence before a penalty charge notice is issued.

Conversations involving members of the public must be entered into the pocketbook as well as times of driver seen etc.

The pocketbook will also be used to store information regarding faulty street furniture, observed criminal activity and issues raised at the beginning of shift briefing sessions.

At the end of shift the CEO will sign the pocketbook and submit to senior staff for inspection and confirmation of any spoilt PCN's, faulty street furniture and abandoned vehicles.

Base Briefings'

The contractors' supervisory staff will hold a CEO briefing session at the start of every shift, during which the CEO will be reminded of any standing orders and appraised of any 'new business' for the day.

Effective Beat Design

Islington Special Parking Area is divided into Controlled Parking Zones within which CEO are deployed on designated 'beats'. The contractor will initially adopt the existing 'beat model' and make a suitability assessment.

This suitability assessment will take account of 'parking compliance' patterns, 'hot-spots' and effective resource management. The contractor will provide the CAO with a considered alternative 'beat model'. This initial study will be made and be available within 3-months of contract commencement.

Subsequently, the contractor shall carry out bi-annual review of the beat modelling and supply the CAO with their renewed assessments on the 9-month anniversary of contract commencement and for each 6-month period thereafter.

Effective Beat Deployment

Sufficient CEO will be deployed in order to properly manage the parking requirement for each individual beat. The contractor will take account of the CPZ enforceable hours, the geographic make-up of the CPZ and on-street parking type and density.

The contractor will initially deploy CEO per beat on a minimum of one AM and one PM patrol. Within 3-months of contract commencement the contractor shall design and present a 'deployment suitability model' for the approval of the CAO.

Subsequently, the contractor shall carry out bi-annual review of the beat modelling and supply the CAO with their renewed assessments on the 9-month anniversary of contract commencement and for each 6-month period thereafter.

The Contractor shall ensure that all CEO are rotated between area bases regularly and rotated between beats in the area in order to ensure that no CEO are permanently assigned to a particular beat.



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Out-of-Hours enforcement

The contractor shall deploy sufficient CEO to provide a proficient 'out-of-hours enforcement service', to address dangerous obstruction and serious parking infringements and to enforce the overnight lorry ban order borough-wide.

For the purposes of this contract, 'Out-of-hours' will be construed to incorporate any period, which falls outside of normal core-enforcement times and shall be on a full year basis.

Parking Contravention and PCN Issue

The contractor shall ensure that the pcn issuing process is never initiated before a contravention has actually been committed. Under no circumstances will the initiation of the pcn process begin prior to a contravention having occurred.

Where it is impractical to issue a pcn, e.g. an obstruction by a non-motorised vehicle such as a trailer, skip or for building materials, a report of relevant particulars shall be prepared and submitted to the CAO.

The Contractor shall issue a warning / advice note instead of a pcn, at any time and place or in any circumstance as notified by the CAO, e.g. to remind motorists displaying expired residents parking permits to renew same within such grace period as allowed by the Council.

Emirates Event Control

The contractor shall enforce match day and event controls associated with Emirates Stadium/Arsenal Football Club, on all match/event days, to the full enforcement hours specified by the TMOs' or as required. Any additional cost will be paid in accordance with the schedules of rates.

Transport for London Road Network

The Contractor will be responsible for enforcement of Islington's' designated parking places on the TfLRN, such as short stay parking and permit parking places. The contractor is not responsible for the enforcement of any other restriction on the TfLRN, unless under a specific Service Level Agreement entered into by Islington Council, its' contractor and TfL.

Times of Operation – Controlled Parking Zones

CPZ operational hours are defined by Traffic Management Order and may be varied subject to review.

The core operational hours for enforcement as of May 2007 are listed at Appendix K.

In addition to the patrols specified by the beat model, the contractor shall, from time to time, carry out additional enforcement as specified by the CAO in the form of a Special Enforcement Request.



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CCTV Services

Overview

The Council currently operates a network of over one hundred (100) permanent fixed CCTV cameras, for Community Safety - Parking and Traffic enforcement purposes.

Twenty-three (23) cameras', (date of information 24 April 2007), have been sited in areas with low parking and or traffic restriction compliance. The borough has a continuing program of installation for further Community Safety / Enforcement CCTV cameras.

CCTV Parking and Traffic enforcement is to be carried out according to the standard Transport for London "London Bus Initiative" model and 'live'; where CCTV operators' observe images from multiple cameras on a 'monitoring station' and record contraventions' witnessed. Recorded footage is then 'reviewed' after each enforcement 'session'.

Should a contravention be deemed valid when reviewed, relevant data is to be input into a database enabling a penalty charge notice to be issued to the registered keeper.

All administration up to the stage of printing a penalty charge notice is to be carried out within the CCTV team, allowing the opportunity for high quality penalty charge notice to be issued with a very high accuracy tolerance.

In addition, the contractor will operate a fleet of mobile CCTV Smart cars to be used as mobile monitoring stations for the enforcement of Moving Traffic Contraventions.

Training and Development

The contractor will ensure that a structured induction process is completed and that development and training programmes are undertaken for each employee. The contractor must ensure that training needs analysis is undertaken bi-annually.

As a minimum, CCTV operatives shall be certified to the required standards, including but not limited to BTEC level II in control room principles, control room practices and CCTV traffic enforcement and shall be trained in any future certification and or legislation as required by governing bodies.

Staff performance standards will be continuously monitored and appraised by the contractor. Any sub-standard performance identified must be addressed within an agreed timescale, with additional training and/or disciplinary measure as appropriate.

Prior to deployment, driving operatives will have demonstrated that they are qualified drivers by production of a full and current EU recognised driving licence of at least two years standing and shall also have completed the Councils internal driving test and shall be competent in their subsidiary duties.

CCTV Operator Test

The CAO will test the contractor operatives' in order to establish their basic suitability for the role.

This test will comprise of key elements for core skills such as CCTV enforcement technique and footage review and data input.

Typical testing for initial enforcement requires that the CCTV enforcement protocol be followed. All potential contraventions' must be investigated and enforcement action taken where appropriate.

If a potential contravention has not been viewed at a location for two minutes, an operator is required to patrol their designated camera group.

A negative ability is classified as more than one failure to follow enforcement protocol or one potential contravention not enforced or investigated, or one failure to 'patrol' cameras' during a designated enforcement session.



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Typical test for enforcement footage review is for twenty potential contraventions to be reviewed and processed per hour (data input). More than one data input error per twenty cases will be classed as a failure.

Test materials will be prepared and the test moderated by the CAO. Test criteria can and may be changed by the CAO to meet changes in enforcement requirement. The CAO retains the authority to require the contractor to retrain or replace an operative where quality standards are not being met.

Vehicles

Vehicles, equipment and clothing must be kept in clean and presentable condition at all times. Enforcement vehicles must be cleaned on a weekly basis, with a professional internal refurbishment on an annual basis.

An assigned driver shall inspect their vehicle at the beginning of each shift, completing a vehicle check-sheet and reporting any defect or damage.

If a vehicle does not meet sufficient standard for operational use, then the CAO may refuse to allow the vehicle to be used in the operation and will calculate the occurrence as a rechargeable event in the monthly return and against the relevant resource KQPI.

Each vehicle shall be equipped as a minimum with, an inflated spare wheel, a suitable un-discharged fire extinguisher, supply of spillage granules, an adequately stocked first aid box, a battery torch and electronic navigation equipment.

Rest Periods, Accidents and Service Disruption

Operatives rest periods shall be managed by the contractor to take account of service peaks, regulatory body guidance and health and safety.

Any injuries shall be referred to a certified first-aider or a Hospital Accident and Emergency unit and recorded in an accident log.

The Contractor shall report all disruptions to the service and keep a detailed log of all such incidents; a copy of the Disruption Report shall be forwarded to the CAO daily.

The Contractor shall notify the CAO of any road traffic incident, involving contract resources, to the CAO via email as soon as practicable but on all occasions within 12 hours of its occurrence.

The Contractor shall notify the CAO of any equipment fault or human resource deficiency via email as soon as practicable but on all occasions within two hours of its occurrence

The contractor is responsible for the due care and replacement of any keys, access passes and other items held in trust by their employees.

CCTV Control Room

The contractor shall be provided with a CCTV enforcement control room, equipped with sufficient CCTV 'Monitoring' and IT equipment to record and process enforcement footage.

The Council will maintain CCTV and IT equipment, fixtures and fittings as appropriate.

The contractor, will be responsible for ensuring that equipment, fixtures and fittings are operated in accordance with manufacturers recommendation and good practice and in accordance with all relevant legislation and agreements. This includes CCTV Code of Practice (London Councils), Data Protection, Security Industry Authority and Health and Safety.

The contractor will ensure that the control room is operated in accordance with the Councils CCTV policies and procedures document, which will be continuously developed and amended in conjunction with the contractor with the aim of improving the operation.



INVESTOR IN PEOPLE

Hours of operation

The contractor shall fully resource the control room facility, to provide the service in accordance with the following shift schedule:

	Monday - Friday	Saturday	Sunday
00:00 - 07:00	Skeleton Shift	Skeleton Shift	Skeleton Shift
07:00- 19:00	Full Shift	Full Shift	Full Shift
19:00 - 00:00	Skeleton Shift	Skeleton Shift	Skeleton Shift

The contractor will deploy contracted human resources with reference to the reasonable requirement of the CAO.

Full Shift Deployment

Operatives' are to be deployed for the following equipment: Six (6) CCTV Monitoring Stations, then, dependant on contraventions recorded and within 48 hours of a contravention taking place, sufficient resources must be deployed to review the enforcement footage and process through to data input stage.

Skeleton Shift Deployment

The council require operatives deployed for the following equipment: Two (2) CCTV Monitoring Stations and dependant on contraventions captured; sufficient staff to review the recordings and process through to data issue stage within 48 hours of a contravention taking place.

CCTV Manager

The contractors CCTV manager, will work exclusively on CCTV enforcement team related tasks, any other extraneous duties, must be previously agreed with the CAO. The CCTV manager or their deputy must provide an out of office hours on call service in order to resolve any issue.

CCTV Supervisors

At least one CCTV supervisor must be on duty at all operational times.

Mobile CCTV Enforcement

The contractor shall adopt the councils CCTV fleet of 'Smart Car' vehicles', for the management of moving traffic contraventions including, 'box junctions', 'banned turns' and the 7.5t lorry ban order.

At contract start, it is envisaged that this fleet will consist of three vehicles deploying one front and one rear camera, on board analogue and digital video to record and download footage in a format compatible with specification, real time DVD / VCR recording and with ANPR capability.

The Contractor is expressly forbidden from conveying members of the general public on designated contract vehicles. The only notable exceptions to this, being when acting under the direction of a police officer, or where mitigating circumstances apply and with the authorisation of the CAO.

The Contractor will bear the risk and suffer the cost of stolen or damaged Mobile CCTV equipment.

The Contractor and its staff are expressly forbidden from accepting any outstanding payments against enforcement activities anywhere apart from the Payment Centre unless, in exceptional circumstances and with an instruction from the CAO.

Staff Uniform

As CCTV control room enforcement is not a customer-facing role, CCTV operatives will not be required to wear CEO uniform. CCTV operatives must adhere to a smart office dress code (e.g. Shirt / Blouse, trousers / skirt, shoes) and must carry an appropriate identification badge. If the contractor requires company uniform to be worn, then a corporate suit is an acceptable alternative.



INVESTOR IN PEOPLE

Smart car operatives, driver and CEO, are required to wear CEO uniform and to display appropriate identification and shoulder numbers.

Health and Safety

The contractor must carry out an initial risk assessments for all methods of CCTV deployment and for the use of all equipment. After initial assessment regular reviews must be undertaken at six-month intervals or at such time as any change is affected to the fabric or infrastructure of the working environment.



INVESTOR IN PEOPLE

Parking Suspension Services

Overview

Suspension of designated parking places, as described by traffic management orders, for resident, business, short stay or shared use, is necessary to allow for planned events and to assist emergency or statutory works.

In 2006, IPS performed 4057 suspensions, using 5382 advanced warning notices, 4351 suspension bags and 7504 'no waiting cones', for a range of activities facilitating; a program for the replacement of Victorian water mains', construction works, domestic removal, location filming and for the placement of skips.

IPS does not currently manage suspensions for Homes For Islington, encompassing estate parking, or on TfL Red Routes and associated loading bays.

The contractor will provide the dedicated staff and all physical consumable and reusable materials relevant for the proficient provision and management of the service, including but not limited to, vehicles, no waiting cones, laminated suspension notices and suspension bags.

Suspensions Procedure

The contractor will adopt the councils practice and procedure for the implementation and decommissioning of parking place suspensions.

Further in Method Schedule 3, the contractor must also demonstrate their understanding and ability to provide the suspensions service, taking heed of the human resource and practical service requirements and whilst considering the Health and Safety of operatives and the public at large, the contractors staff will be required to;

- Interrogate parking's ICPS suspensions module
- Produce and time manage work lists
- Physically commission and decommission on street suspensions
- Install and remove temporary yellow lines
- Regularly monitor and repair damaged suspensions
- Update the ICPS suspensions module
- Produce client reports on a daily basis.
- Advise of any on-street issues that would affect the action of a suspended bay.
- Attend client contract meetings as required.

Contractor procedures and processes are to be open to scrutiny by the CAO at any given time.

Contractors Suspension Staff

The contractor will recruit a dedicated team of suspensions officers to support the hours of operation which are; 11.00 am -11.00 pm Monday – Saturday.

The contractor will recruit a dedicated suspension team supervisor, billeted within the client side monitoring team, available between the hours of 9.00 am – 5.00 pm Monday to Friday.

Monitoring

Supplier performance will be monitored against KQPI no.5, Resource Supply and Deployment and measured by a series of ICPS generated client reports and service sampling.



INVESTOR IN PEOPLE

Parking Service Related Premises

The Council operate Parking and CCTV services from premises located in Old Street EC1 in the south of the borough and from the ground floor at Lillingstone House in the north of the borough.

29-33 Old Street

The contractor will occupy three floors on levels two, three and four including a Council provided CCTV suite, an operational CEO base and a management suite and training or muster areas.

The Council will supply all sundry equipment in situ and an inventory will be supplied and agreed prior to the point of hand over. The contractor will maintain the equipment and replace worn or damaged items as necessary,

The contractor will provide all necessary additional equipment to meet any outstanding requirements.

Lillingstone House

The contractor will occupy this ground floor facility for use as an occupational base. The premises is located in the north of the Borough and offers changing, kitchen and management/supervisory office facilities.

The contractor will provide all necessary additional equipment to meet outstanding requirements.

Full Repairing Lease

The contractor will occupy any council premises on a full repairing lease basis.

The landlord is under no obligation to carry out repairs. The contractor must maintain premises throughout the contract term and return premises, at the end of the contract term, in 'good condition'.

The contractor will be charged a 'Peppercorn' annual rent, the council will not be responsible for internal building decorative repair and the contractor will supply public insurance liability.

Repairing lease to exclude

Poor design or insubstantial materials used in the recent refurbishments, structural damage to the fabric of the building.

Repairs

Repairs are to be agreed and arranged through Islington Parking Services' premises department in all instances and are to be carried out by Council-approved contractors.

Contractor supplied premises

Any premises proposed for use by the contractor must adhere to necessary statutory planning approvals and building regulation consents.

Facilities

The nominated contractor shall provide the following services for use by the public where applicable and separately for exclusive use of its own operatives and Council staff:

- Male, Female and disabled comfort facilities, refreshment break out area with seating, pay phone, water, hot and cold liquid refreshment vending machines.

The contractor must provide display facilities in their public reception areas' and provide literature, available in several languages, pertaining to parking and appeal proceedings as directed by the CAO.

The contractor will subscribe to an interpreter service, Language Line or similar, provide and maintain a 'hearing loop' for the hard of hearing at any customer reception site.



INVESTOR IN PEOPLE

Disabled Access

All premises provided by the contractor must incorporate good access for disabled persons to the particular facility and service, embracing the following criteria and best practice: The Disability Discrimination Act 1995, Building Regulations parts B, E, K, M and N, BS 8300: Code of Practice.

Design of Buildings and their approaches to meet the needs of disabled people, BS 55888 (Part 8): Code of Practice for means of escape for disabled people (soon to be supplemented by BS 9999), BV156: Best value criteria for Local Authorities and relates specifically to access to public buildings.

Health & Safety

The contractor must adhere to, Health and Safety at Work Act (1974), London Borough of Islington Health and Safety policy, for all sites.

The following reports and tests must be carried out and reported to the CAO for premises:

Manual Call Point testing (weekly), Health and Safety Building Inspection (monthly), Fire Risk Inspection (weekly). All H&S documentation must be kept on site and be easily accessible and auditable by the CAO.



INVESTOR IN PEOPLE

SPECIFICATION LOT 2

Further Enforcement Services

The Council's transport objectives include the achievement of the "safe and expeditious movement of traffic" which by definition includes pedestrians.

This aim is achieved by allocating the use of parking spaces on the highway by designated type and location and by maintaining a regime restricting usage to those vehicles entitled to occupy them and by enforcement of moving traffic contraventions and the lorry ban order.

Subsequent, to the service of a penalty charge notice, the council requires suitable and reasonable 'further enforcement' in specific circumstances.

This further enforcement takes the form of vehicle immobilisation and / or removal and the specific circumstances applicable are limited as follows:

- Blue badge and permit fraud or abuse
- Untaxed nuisance vehicles
- Persistent evaders of penalty notice charges
- Persistent offenders
- Dangerous obstructions
- Serious parking infringements

The contractor will operate to a system of established priorities as provided by the CAO and shall not immobilise or remove any vehicle outside of these tolerances, without the express written permission of the CAO.

Blue badge and permit fraud and or abuse

The Council maintains a requirement to remove vehicles that are identified as in breach of parking regulation, when displaying a stolen or copied blue badge. When the blue badge is displayed used outside of the conditions of use by a person not entitled to the concession or when permits and permissions to park are deliberately falsified or misused.

Untaxed nuisance vehicles

The Council operates under devolved powers, to carry out enforcement against untaxed vehicles on behalf of the Driver Vehicle Licensing Agency. The council also has a duty to remove abandoned nuisance vehicles.

Persistent evaders of penalty notice charges

Vehicles', which have met the Transport for London definition of a persistent evader of penalty charges may be immobilised or removed.

This definition is subject to review but can be assumed to relate to vehicles which have accrued 3 penalty charge notice within 6-months which remain unpaid, uncontested and are not open to representation nor have progressed to warrant.

Persistent offenders

Vehicles', which have amassed 10 or more paid penalty charge notice, are classified as persistent offenders and may be immobilised or removed.

Dangerous obstruction

Vehicles classified by contravention as dangerously obstructive must be removed.

Serious parking infringement

Vehicles classified by contravention as in serious parking infringement may be immobilised until a suitable unit is available to perform a vehicle removal.



INVESTOR IN PEOPLE

Staffing requirements

The Contractor must supply suitably experienced personnel to ensure prompt, courteous and competent provision of the service at all times.

The Contractor shall ensure that a responsible member of the contract management team shall be present at the vehicle pound during operational hours, 08:00 to 20:00.

The Contractor shall supply an identification card to its employees incorporating a head and shoulders photograph in a format approved by the Council.

The identification card must be carried at all times by the operatives and shall be displayed above waist level.

Other than management personnel, each member of the contractors' staff shall display a personal identification number, by means of shoulder epaulettes and if challenged, must give this number with their first name.

The contractor and its employees shall comply in all respects with the Council's policies' on health and safety and equality.

The contractor shall supply at its own expense a system for monitoring the history, conduct and performance of any staff employed on the contract. Any information in this system shall be made available in an agreed format to the CAO on a confidential basis.

The contractor shall provide for inspection by the CAO, a copy of the driving licences' for all staff engaged in driving duties and shall report any endorsements received thereafter.

The intervals of re-inspection of licences shall be quarterly.

The Contractor will enrol in a scheme that monitors driving standards, (Drive Care or a similar scheme), and produce weekly reports for the appraisal of the CAO.

The CAO, where deemed necessary, may require testing and evaluation of driving standards by a third party, (this will be at the Contractors expense).

Training

The Contractor shall provide training for its staff at its own expense and to the entire satisfaction of the Council.

Operatives shall be certified to London Councils, NVQ level 2 or similar standards in appropriate modules to include customer care and their performance will be continuously monitored and appraised by the contractor to ensure that sub-standard performance is addressed by additional training and/or disciplinary measures as appropriate.

Class 2 drivers and CRANE operators shall have completed an approved training course and must be certificated as competent in their duties by a recognised professionally qualified person.

Persons expected to drive light goods or passenger vehicles in the course of their duties will have been in possession of a suitable licence for a minimum 2 years and have completed a council driving standards test.

General Standards

The contractor will assign an appropriate number of staff to fully comply with the contract conditions and specifications.

The contractors staff will inspect its' vehicles at the beginning of the day and complete a check-sheet.

All operational vehicles are to be fuelled ready for start of shifts.

All vehicles, equipment and clothing shall be kept in clean and presentable condition.

Enforcement vehicles must be cleaned on a weekly basis, with a professional internal refurbishment on an annual basis.



INVESTOR IN PEOPLE

All operatives shall be aware they represent the London Borough of Islington and shall behave appropriately at all times.

If in the opinion of the CAO a vehicle does not meet sufficient standard for operational use, then the CAO may refuse to allow the vehicle to be used in the operation.

Operatives shall utilise spare uniform and clean-up kits as necessary.

Each vehicle shall be equipped as a minimum with a suitable, undischarged, fire extinguisher, and a supply of spillage granules, an adequately stocked first aid box, a battery torch and a navigational system or London road atlas.

Any injuries shall be referred to a certified first-aider or to a Hospital Accident and Emergency unit and recorded in an accident log.

The contractor shall report all disruptions to the service and keep a detailed log of all such incidents; a copy of this disruption report shall be forwarded to the CAO daily.

The contractor shall notify the CAO in writing (email), of any road accident involving members of its staff working on the contract on the day of the occurrence.

Customer Reception Centre and Vehicle Storage Facility

The main customer reception centre shall be situated within eight Kilometres of Highbury Corner (except south of the River Thames unless a business case is submitted for providing such a service) and must be a secure site.

The contractor shall be responsible and financially liable for the security of the storage facility and all vehicles therein. The premises will be accessible with good, adequate public transport links in the immediate vicinity and be open to the public Monday to Saturday between 08:00 and 20:00 and between 10:00 and 16:00 on Sunday and Bank holidays. Outside of these hours, the contractor must provide a call out service to manage customer expectation for vehicle release.

The contractor must provide, monitor and operate a CCTV surveillance system within the confines of the vehicle pound and where appropriate on site access roads. As a minimum, a colour and sound CCTV system shall be provided within the customer reception centre, to record both customer and operative activity. CCTV tapes or digital disc must be logged, securely stored and made available to the CAO upon request.

The contractor must provide restricted access control to non-public areas within the premises and further, restrict access to the CCTV control suite for all but necessary operational staff.



INVESTOR IN PEOPLE

Vehicle Immobilisation and Removal

General

The contractor is required to include in their tender submission details of the type and specification of the vehicle(s) proposed to be deployed on the contract .

Vehicles must meet prevailing EEC Directives regarding emission levels and shall continuously meet those standards. The Contractor will be required to produce evidence that emission levels have been tested on a regular basis, a minimum of two yearly.

Vehicles more than 5-years old or with over 120,000 kilometres on the odometer may not be deployed on the contract, unless with the express permission of the CAO.

All vehicles to be deployed on the contract must provide seating for three people and shall be:

For immobilisation, white and internally boarded with an appropriate crew cage. Capable of containing entirely within the cargo area a total of 18 clamps and associated locks, to include a minimum of 1 coach clamp.

Or

For removal, white crew cabin with black flatbed and crane assembly, an appropriate equipment cage or rack with an operational ability to remove vehicles of up to two tonnes.

The crane must be of a type with the capacity to remove vehicles from the rear of the unit, this being the preferred method of operation resulting in minimal disruption to traffic flow.

Tachograph and any other such system, as approved by the CAO which, allows the monitoring of driver hours, will be used by the contractor to ensure that operatives work within permitted hours.

Vehicle Branding

All vehicles shall be liveried with Islington Council Branding and the text, "Civil Enforcement Contractor to the London Borough of Islington (*telephone number (11 digits)*)", in CAO approved typeface.

Restrictions

The Contractor is expressly forbidden from conveying members of the general public on designated contract vehicles. The only notable exception to this, being when acting under the direction of a police officer, or, where mitigating circumstances apply, after the CAO has given authorisation.

Vehicle road-worthiness

At the start of the working day each vehicle shall be subjected to inspection by the contractors authorised personnel and a vehicle check-sheet completed and filed for inspection by the CAO.

Operational equipment standard

The contractor must provide dedicated equipment for the Islington contract.

Immobilisation devices, as a minimum the contractor must maintain a retained stock of fifty standard size and six heavy goods or coach clamps with sufficient locks.

All immobilisation devices and locks shall be of a type approved by the Home Office, Immobilisation Device Approval Order 1987 and / or of such type and quality as may be approved by the Council's CAO.

Immobilisation devices shall be painted **Pantone Green 355** with each device displaying prominently, Islington Council branding, an individual serial identification number and release centre contact number(s).



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In the event that a securing lock is damaged and may not be opened with its key, the contractor must provide a means of removing the lock quickly and safely, such as, hydraulic bolt croppers or similar.

The contractor must supply suitable equipment for the removal of adhesive notices from vehicle glass. Water-spray bottle, a mild-windscreen solution and suitable cleaning instruments are the minimum requirement in each case.

Operational removal equipment, per removal unit, shall include but not be limited to, tie down and extension straps, vehicle skate sets, air bag, dolly wheels, tailboard and Citroen lifting bars.

The contractor shall also make available equipment designed for the purpose of facilitating the removal of motorcycles, such as a Motor-Cycle retaining frame, minimum one in number dedicated to the Islington Contract.

Deployment

The service shall be provided by the number of units, a unit comprising of a vehicle with appropriate operatives and equipment to undertake the contracted works, as defined in the resource provision element of this specification.

In the event of problems arising which prevent allocated units from providing the service, such as, staff shortage, vehicle breakdown, vehicle servicing, the contractor will make an arrangement to provide adequate replacement services within timescales to be agreed by the CAO as part of a service level agreement.

The contract vehicle will then carry an on-board CEO upon a route at the discretion of the on-board CEO and the contractors driving operative shall act in accordance with the instructions given by the on-board CEO.

However it should be noted that the contractor's driving operative is solely responsible for the safety of the vehicle, the vehicle occupants and of the general public and whilst compliance with any reasonable request from the council or the on-board CEO is required, the driving operator must have due regard for Health & Safety and Road Traffic Regulations.

Enforcement Protocol for Immobilisation or Removal

Further enforcement of a penalty charge notice by means of vehicle removal or immobilisation is subject to a priority guide and is limited by classification of contravention and or offender.

Once the on-board CEO is satisfied that all procedures have been correctly applied, that appropriate documents are in order and in place and that further enforcement is warranted, an authorisation will be given to the driver operator to initiate the removal or immobilisation.

If the vehicle key holder returns to the vehicle, prior to all four wheels of the vehicle being removed from the ground or prior to the padlock on the immobilisation device being locked, the process shall be reversed, the vehicle shall be released on the spot and no charge additional to the original Penalty Charge Notice shall apply.

If all four wheels have left the ground or the lock has been closed, the vehicle must not be released until payment of all charges has been made.

Exceptions to this rule are at the discretion of the CAO upon issue of an appropriate authorisation to release notice.

Contractor's staff must be able to answer enquiries from the general public whilst maintaining a professional manner at all times.

Should it be the case that it is not possible to provide an adequate response then, the member of the public may be referred to a line supervisor or manager for further advice.

Any conversation with motorists or third parties must be recorded in pocket book notes.



INVESTOR IN PEOPLE

TRACE

The contractor has first-line responsibility to comply with relevant procedure for the transfer of vehicle and activity details to London Councils TRACE Service. All relevant details are transmitted to TRACE via the councils ICPS C&R IT module, which must be initiated by the contractor operatives. In the event of IT system failure, the contractor operatives must complete the relevant facsimile documentation and transmit the details to TRACE by fax.

Following initial TRACE alert, the contractor operatives shall maintain the councils ICPS database for each stage of the cycle appropriate to the removal, storage, decant, release or disposal of a vehicle.

In the case of emergency relocations, burst water main, dangerous arboritorial circumstances, a repositioning of a vehicle may be reported to TRACE after the move or series of moves have been safely completed.

Vehicle De-clamping

The removal of an immobilisation device will take place in accordance with instruction issued by the relevant dispatch and control operatives.

Upon receiving proper authorisation, the de-clamping operative will remove the device and any adhesive notices.

Notwithstanding regulatory body guidance, being a maximum of four hours for vehicle release following payment or authorisation, the contractor will endeavour to ensure that 90% of immobilisation devices are released in less than one hour and 100% within two hours.

Failure to complete a vehicle de-clamp within four hours of time of payment, will result in a customer re-fund of the immobilisation release fee, but not the penalty charge.

Where an immobilisation device has been removed without authorisation, the contractor and the Council shall co-operate to collect any information, which, may be of use in facilitating a prosecution for criminal damage and or theft. The contractor will bear the risk and suffer the cost of replacement for stolen or damaged equipment.

The Contractor and its staff are expressly forbidden from accepting any outstanding payments against enforcement activities anywhere apart from the Payment Centre unless, in exceptional circumstances and with an instruction from the CAO.

Documentation

The contractor shall provide all necessary documentation, including all customer guides, forms, notices, operational stationery and the like, to be employed in the performance of the contract. The design format and content thereof must be approved by the councils CAO prior to their use.

Documents shall be provided by the contractor at it's own expense. Any notices with adhesive backing must be of an easy peel variety, regularly quality tested and liable to leave the minimum of residue.



INVESTOR IN PEOPLE

Abandoned Vehicle

General

The Council is responsible for the removal and disposal of abandoned vehicles in the Borough of Islington under the Refuse Disposal (Amenity) Act 1978 and related legislation. Disposal may be by destruction or by auction, as directed by the Authorised Officers.

Vehicles must be removed from any street, car park, housing estate, garage (including underground garage), industrial estate, park, playground, or other site, open land, or space within the Borough of Islington upon the instructions of the Authorised Officers to the Supplier.

The current turn over is for approximately 500 vehicles per year but the contractor is expected to resource on the basis that market forces will produce a potential increase in abandoned vehicle liability. Tenderers are reminded that the contract is for a ten year period with annual reviews.

Purpose

The purpose is to procure the supply of facilities for the removal and disposal of abandoned vehicles in Islington.

Routine removal operations shall be carried out by the supplier on any weekday, excluding public holidays.

Urgent and emergency removals may be required to be carried out any time any day throughout the contract term and the contractor will endeavour to assist in every regard.

Normal operations for abandoned vehicle removal are: immediate removal within 24 hour or removal on day 7 or 15 as instructed.

Other events such as partnership working with Police and other agencies may require additional procedures, which shall be subject to a service level agreement.

The Supplier's Responsibilities

The Supplier shall provide suitably equipped Transporter Vehicles with competent drivers and operators and/or driver-operators for the purpose of removing the vehicles upon receipt of written instruction from the CAO, the transporting for storage, disposal or auction, within required timescales as detailed.

The supplier shall utilise space at the vehicle removal pound for storage of any vehicles requiring further investigation.

The Supplier shall ensure that any sub-contractors site is an 'Authorised Treatment Facility', appropriately licensed by the Environment Agency, pursuant to the requirements of the End of Life Vehicles Directive 2000/53/EC together with all appropriate amendments, regulations, codes of practice and guidelines.

Such sites must have suitable and legal storage, depollution, dismantling, recycling, destruction, and waste disposal facilities compliant with the EC Framework Directive on Waste (as embodied in the Environmental Protection Act 1990) and the End of Life Vehicles Directive 2000/53/EC together with all appropriate amendments, regulations and codes of practice;

The End of Life site shall hold a waste management licence in accordance with the Waste Management Licensing Regulations 1994 as amended by the Waste Management Licensing (Amendment etc.) Regulations 1995 (such license to be modified appropriately to incorporate the technical requirements of the End of Life Vehicles Directive 2000/53/EC together with all appropriate amendments, regulations and codes of practice in order to ensure compliance with that Directive and any relevant contract clauses, above upon implementation of that Directive Parliament).

A copy of the waste management licence for the site intended to be utilised by the contractor is to be supplied with the tender return.



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Copies of any Licence Modifications or new Licence and copies of all Notices issued by the Environment Agency or the Health & Safety Executive in respect of the provision by the supplier of the services are to be supplied to the Council within seven days of receipt by the supplier.

The supplier should note that Islington utilises a computerised IT system called Contender, which is a browser based software system supplied by DataPro Software Limited.

All instructions and orders are likely to be produced by it and sent electronically to the supplier.

The supplier will be expected to give updates and other information in an electronic format that will be compatible with this system. (Further details of the system are available at www.datapro.co.uk)



INVESTOR IN PEOPLE

Resource provision

The contractor is tasked to provide the necessary human and physical resource to meet the requirement of the service and as a minimum will supply the initial resource in line with table A.

Table A

4 Units (3 Removal / 1 Immobilisation)	1 Removal Unit in Controlled Parking Zone IS – All zones as directed by the CAO	Mon - Fri	09:00 - 17:00
	1 Removal Unit in Controlled Parking Zone IS - All zones as directed by the CAO	Mon - Fri	09:00 - 17:00
	1 Removal Unit in Controlled Parking Zone IS - All zones as directed by the CAO	Mon - Fri	11:00 – 19:00
	1 Immobilisation unit borough-wide	Mon - Fri	09:00 – 17:00
4 Units (3 Removal / 1 Immobilisation)	1 Removal Unit in Controlled Parking Zone IS – All zones as directed by the CAO	Saturday	09:30 - 14:00
	1 Removal Unit in Controlled Parking Zone IS - All zones as directed by the CAO	Saturday	09:30 - 14:00
	1 Removal Unit in Controlled Parking Zone IS - All zones as directed by the CAO	Saturday	11:00 - 15:30
	1 Immobilisation unit borough-wide		
1 Abandoned Vehicle Removal Unit	1 ABV unit borough-wide as directed by the CAO	Mon - Sat	09:00 – 17:00



INVESTOR IN PEOPLE

VEHICLE STORAGE, DE-CANT and DISPOSAL

Vehicle Storage

The contractor must supply sufficient vehicle storage facility to provide clear daily operational space for twenty (20) vehicles. A further minimum of seventy, (70) longer-term storage spaces must be available at the main compound.

In the event that the CAO should require an increase in dedicated Islington vehicle storage space, the contractor shall source, suitable and comparable space, as required and may make the appropriate contract variation charge.

The contractor must supply the CAO with a comprehensive record of all vehicles removed to storage by means of a daily pound listing, which shall be updated at least twice in any 24-hour period, with notation for vehicles released, de-canted or sent for disposal.

Vehicle De-cant

The CAO may, from time to time, authorise vehicles for relocation from the main storage pound to another location, de-cant, this may include but is not limited to a requirement to return vehicles to any location within the borough boundary.

A charge may apply should the relocation be necessary due to all of the following criteria occurring in conjunction:

The main pound capacity is exceeded with all dedicated Islington space full with vehicles held at the request of the Authorising Officer or with vehicles that have been removed within the last 35 days and there are no further lease-able available spaces at the main compound.

Should a De-cant be necessary due to any failure on behalf of the contractor to adequately manage the removal, storage and disposal process, then any subsequent De-cant and Storage charges shall be borne by the contractor.

The contractor must supply the CAO with a comprehensive record of vehicle movements between locations.

Vehicle Disposal Process

Vehicles authorised for disposal by the CAO fall into two categories', those that may be sent to auction and those, which are to be cleanly despatched as salvage.

Any revenue received by the contractor for vehicle disposal or auction must be recorded, disclosed and recharged on the monthly invoicing as a credit item to the council.

All vehicles sent for disposal must be managed via a certified waste metal vendor and authorised waste transfer station.

Contractor Vehicle Disposal Responsibility

The contractor must provide evidence that a vehicle has been duly authorised for disposal taking account of current legislation and best practice in relation to keeper notification and unclaimed disposal procedure.

The contractor will enact a service level agreement with the approval of the CAO, which shall include but not be limited to, the contractors' responsibility to contact the last known keeper, maintain a record file for correspondence for each vehicle and obtain relevant destruction confirmation documents.

All such evidence in relation to unclaimed vehicle disposal shall be made available to the CAO upon request as the contractor must supply the CAO with a comprehensive record of all unclaimed vehicle disposals and supply copies of all relevant, certificates and permissions.



INVESTOR IN PEOPLE