

Appendix A - Service Improvements and Efficiencies being sought from Serco

Serco will bring forward a business plan to increase CEO deployment borough-wide, facilitated by the payment of the London Living Wage. Currently LLW rates are paid to CEOs in nearby boroughs, and this has impacted on Serco's ability to recruit and retain staff. The clear commitment by Serco and the council to match the LLW rate paid in neighbouring authorities at the earliest opportunity is already improving retention rates.

A business and investment plan will also be developed to introduce CCTV camera enforcement at all remaining suitable moving traffic locations, with a planned timetable for roll-out borough-wide. 20 key locations will be prioritised.

Serco have also offered to develop a range of efficiencies and service improvements within the context of a contract extension to March 2023. These include:

- Introduction of a new mobile CEO 'hit squad' providing flexible and mobile enforcement to tackle compliance problems in problem areas such as in the vicinity of schools at pupil arrival and departure time, taxi-ranks, garages and retail areas. The team would comprise three experienced staff capable of meeting the challenge of these locations, where the loss of CCTV enforcement powers has had most impact. The team could also be deployed at key locations outside of normal hours where a specific problem is identified.
- This specialist team would be assisted by the roll-out of enforcement of school Keep Clear markings through re-mountable CCTV
- Further development of ANPR technology to improve deployment and respond more quickly to parking contraventions
- Further reductions in the pay and display machine network in favour of the accelerated adoption of 'Ringo' cashless only parking. Serco consider that a reduction in the number of machines from 600 to less than 200 could be achievable.
- Further improvements to the Response Master portal to facilitate better understanding by motorists of the likelihood of a successful PCN challenge. This would aim to reduce the number of PCN challenges by at least 10%, reducing costs at all stages of the appeals process.
- Creation of new roles for permanent staff and apprentices providing additional employment and career opportunities for Brent residents; with five new apprentices recruited in each tranche (Social Value objective)
- Introduction of new training and development pathways for CEOs, most of whom are locally recruited. (Social Value objective)
- A review of options for the vehicle removal/relocation service together with opportunities to reduce accommodation and other costs to ensure the service operates at a break-even level or better;

- An exploration of savings or service improvements which could be generated by the utilisation of Serco's Customer Contact Centre in Cardiff.
- Improvements in the customer journey including Customer Services Excellence accreditation informed by regular customer satisfaction Surveys; a joint application for CSE status with the client team could be made
- Improvements to services such as Bay Suspensions, increasing ease of use and access, and reducing back office administration costs.
- Develop and test new approaches to enforcement and better integration with Environmental Services' proposed area management structure

If Serco were to win additional contracts or contract extensions in nearby boroughs in 2018/19, there would be a further opportunity to secure a share of efficiency savings for Brent, utilising the Open Book cost adjustment process provided for within the contract