

## Newbridge Pay Parking

Mr Joe Boland  
Director of Services  
Kildare County Council

## Background

- Part of Droichead Nua/Naas, Kilcullen Primary Growth Centre - large growth town category II
- Population:      1981      -      13,067  
                                 2006      -      20,000+

## Vision

- To develop as a major centre in its own right
- Consolidate growth in a compact urban form
- Revitalise Town Centre (Town Centre Action Plan)
- Inner & Outer relief roads (Traffic Management Study)
- Linear Park

## Economy

- Traditional Industry: Irish Ropes, Newbridge Cutlery
- Emerging: Wyeth Medica, Oral B, Lidl, Bord na Mona
- Bloodstock
- Emerging Retail Centre of regional importance
- Whitewater Shopping Centre

5000 employed in total

## Comparative Advantage

- Strategic Location
- M7 Motorway/Mainline Rail
- Availability of development land
- Excellent infrastructural facilities

## Facilities

- 8 Primary Schools
- 4 Secondary Schools
- Cultural Centre (Theatre & Exhibitions)
- Library Headquarters
- Community Hall & Sports Club (County Grounds)
- Health Services
- Crèches
- Fire Service Headquarters
- Civic Buildings

## Problems with Parking

### ■ Traffic Management Study (2002):

'...the town was congested from a traffic management and parking perspective. The lack of on-street parking controls are presently causing traffic congestion and servicing problems, and are creating particular difficulties to the commercial, residential and school going sectors, with resulting consequences for trade and public safety.'

## Reasons for Public Tendering

A.

### ■ Leveraging of Expertise

- Full Parking Management System (all aspects – fines to Courts costs) backed up by a Comprehensive Management Information System

### B Customer Service

- Provision of local Parking Shop
- 24 Hour Telephone System
- Information Technology

### C Strategic Flexibility

- Flexibility to vary warden staffing levels quickly

### D Staffing Embargo

### E Financial Assessment

## Other Considerations:

### ■ Impact of changes on current staff

### ■ Industrial Relations\*

### ■ Section 12 of the Road Traffic Act 2002

*'A local authority may, after consultation with the Commissioner of the Garda Síochána, make arrangements for the performance in the functional area of the authority of the functions conferred by Traffic Wardens under this Act by persons employed by the authority or persons authorised in writing by the authority to perform those functions.'*

### ■ Services traditionally provided through a combination of direct labour & contracts

## \*Trade Union Issues

- Prior Consultation & Agreement
- Compliance with '1997 Craftworker Agreement - Appendix 3 - Procedural Agreement on the use of Contractors by Local Authorities & Health Services'
- Sustaining Progress (21.12)
- Possibly a national issue - for National Implementation Body
- Wider Implications relating to 'Privatisation'

## Successful Tender to Provide:

- Four parking enforcement personnel including supervision on a 6-day basis as per bye-law times  
4 personnel for 144 hours/week
- An office-based collection system on a 3 hour per day basis
- 24 hour telephone payment facilities
- Management reports
- Collection of monies from machines, parking fine receipts & permits
- Reminder systems

- Electronic back office system to record the issue & payment of fines, reminder notices, court summons, residential permits, & multiple day passes
- Attendance of warden staff in court
- Collection of legal costs
- Hand held equipment (including operating system)

- Eight Weekly Reports:
  - Pay and Display Machines
  - Parking Fines
  - On-the-spot fines
  - Residential Permits
  - Visitor Permits
  - Court Costs
  - Summons & Administrative Charges

- Four Monthly reports:
  - Financial
  - Compliance
  - Customer
  - Parking Performance

*Specific, measurable, accurate & timely data.*

## Note

- An annual management fee is paid to the successful tenderer
- No revenue or profit sharing arrangement exists
- Financial incentives do not exist for the company to issue parking fines and company personnel are paid a basic wage and are not commission based
- The company is also subject to rigorous contractual performance criteria
- All revenues are lodged to the Council's account
- Company must comply with the 1997 procedural agreement re engagement of contractors

## Tender Analysis

- Core Competence/Financial Capability (10)
- Operations Capability (70)
- Human Resource Management (10)
- Company Fit + Suitability (10)
- Total Weighting: (100)
- Financial Effectiveness (400)
  - Discounted Cash Flow Analysis

## Capital Cost

	€
Pay & Display Equipment	266,200
Civil Works	99,717
Signage	30,000
Lining	25,059
Purchase of handhelds	<u>11,346</u>
<b>Total</b>	<b>432,322</b>

## Projected Income

Town	No Spaces	Permits	Fines	PTD	Total Income €	Total Cost €	Surplus €
Newbridge	602	15,000	230,000	780,000	1,025,000	325,000	700,000
Kildare Town	179	2,000	75,000	195,000	272,000	100,000	172,000
Colbridge	184	12,000	100,000	160,000	272,000	181,000	91,000
Lixlip	105						
Maynooth	293						
Clane	65						
Kilcock	217						
Sallins	85						

## Contracting out versus Direct Provision:

A cost benefit analysis approach

- Internal analysis of service
- Direct Provision vs. Contracting out

## Internal Analysis of Service

### Developing Performance indicators

- Spaces/ warden
- Yield/ space
- Yield/ warden
- Tickets/ warden
- Tickets/ space
- Cost/ warden

	In House	Desired Outcome
Supervisory Structures	Imprecise	Concise
Performance Management	Variable	Systematic
Summons Handling	Council Solicitor	Solicitor at Court stage only

## Direct Provision vs Contracting Out

- Traffic Warden Team.
- Hand held equipment.
- Cash collection service - P & D meters.
- Residents' permits/ multiple day passes.
- Operation of a Parking Shop.
- Electronic ticket enforcement systems.
- Judicial system enforcement

	In House	Desired Outcome
Method of Patrol	Foot/Car	Foot patrols
24 hour payment options	None	Options to be provided
Flexibility to vary staff	No	Yes

## Kildare's Methodology - Resources & Capabilities Framework

- Company Core Competences
- Operations capability
- Human Resource Management Capability
- Company Fit and Suitability
- Financial Capability

## Company Core Competences

- Operating sites
- Staffing levels
- Financial Assets
- Information Technology

## Operations Capability Value Chain of activities comprising:

- Staffing
- Equipment (back and front office)
- Cash collection
- Residents/ multiple passes
- Payment options
- Enforcement Services

## Human Resource Management Capability

- Management Supervisory structures
- Staff Training Programmes
- Audit
- Health and Safety

## Company Fit and Suitability

- Reputation
- Approach
- Capacity for communication and collaboration

## Financial Analysis

- Payback Method
- Net present value

## Relevant Costs - Front of house

- Warden Staff
- Premises
- Uniforms
- Stationery
- Hand held equipment
- Transport Costs

## Relevant Costs - Back Office

- Staffing
- Legal costs
- IT systems
- IT support
- Office Equipment
- Stationery
- Security and Coin handling

## Drawing conclusions...

- Develop an understanding of how Paid Parking Works within your organisation from an operational and financial position.
- Benchmark.
- Understand the level of effort and resources required to deliver change.
- Champion the approach at a strategic level.