



Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Councillor R G Davies, Executive Councillor for Highways, Transport and I.T.
Date:	8 - 9 February 2024
Subject:	Civil Parking Enforcement Contract
Decision Reference:	I030628
Key decision?	Yes

Summary:

The current Civil Parking Enforcement contract is due to reach full term on the 3rd November 2024 and has been extended to its maximum duration as outlined within the original procurement documentation.

This report outlines the replacement options available to the Highway Service and recommends a procurement process that is best suited to the needs of Lincolnshire County Council.

The report invites the Executive Councillor for Highways Transport and I.T. to consider the information within this report and approve the recommended option as the basis on which the Council should proceed to put in place replacement arrangements.

Recommendation(s):

That the Executive Councillor:

1. Approves the carrying out of a procurement process for the external commissioning of the services.
2. Approves structuring the procurement to seek tenders on two bases - (i) both On and Off-Street Enforcement and Notice Processing and (ii) On and Off Street Enforcement only without Notice Processing.
3. Delegates to the Executive Director for Place in consultation with the Leader of the Council and the Executive Councillor for Highways Transportation and IT
 - (i) all decisions necessary to progress the procurement of the replacement arrangements to include choice of procurement procedure, scope of the services and the terms of all necessary legal documentation;

- (ii) the decision whether to accept a tender in the form set out in basis (i) in paragraph 2 above or to accept a tender in the form set out in basis (ii) in paragraph 2 above and bring Notice Processing in-house;
- (iii) where a tender is accepted, whether in the form set out in basis (i) or basis (ii) in paragraph 2 authority to determine the final form and the making of the final decision to award and enter into the contract; and
- (iv) where a tender is accepted in the form set out in basis (ii) in paragraph 2, authority to take all decisions necessary to give effect to the insourcing of the Notice Processing function

Alternatives Considered:

- | | |
|----|--|
| 1. | A variety of alternative options have been considered during the option appraisal stage. The alternative option considered and not recommended is to bring the service fully in house. |
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Reasons for Recommendation:

The recommended option offers the most effective and efficient mechanism for delivering Civil Parking Enforcement in Lincolnshire following an extensive exercise to review possible options and market conditions. The assessment of on and off-street parking enforcement and Notice Processing during the procurement phase will allow the Council to determine best value prior to contract award.

1. Background

Lincolnshire County Council adopted Civil Parking Enforcement (CPE) in December 2012, when the powers to enforce parking and waiting restrictions were handed over from the Police to the Council. As the Enforcement Authority, the Council is responsible for the enforcement of contraventions and the handling of appeals which are legislated by the Traffic Management Act 2004, and Statutory Guidance from the Secretary of State for Transport.

The Council currently deals with approximately 44,000 Penalty Charge Notices per annum. The service consists of a small client team of 3 council officers along with a contracted-out element of 4 Notice Processing officers and 25 Civil Enforcement officers. The current cost of the service is approximately £1,800,000 per annum.

The County is currently patrolled using a hierarchy system (categories A / B / C) that spreads resources around the County depending on location size and traffic density. Category A locations are the larger urban areas such as Lincoln and Boston and the east coast tourist region, category B are the larger market towns and category C are the more rural villages and hamlets. Time spent on patrol over the past year was 31,000 hours (circa 2,500 per month).

Approximately 30% of penalty charges are appealed, with a successful appeal rate of around 30-33%. For Formal, second level appeals the appeal rate is around 15%, meaning approximately 10,000 penalty charges are appealed or questioned annually. Each case is

individually examined and judged on its own merits. The Council operates in accordance with its own and national statutory guidance and procedures, using discretion and mitigation where it can be applied.

Since November 2016, a contract has been in place for the parking enforcement for on-street and off-street parking including the issuing of Penalty Charge Notices (PCNs) and administration and processing of PCNs (Notice Processing). The contract was awarded to APCOA Parking (UK) Ltd, and is due to expire on 3rd November 2024.

A new procurement exercise has begun looking to award a new contract for on and off-street enforcement, beginning on the 4th November 2024.

The service requirement covers the whole of the Lincolnshire Civil Enforcement Area (CEA), including car parks as detailed in the County Council's Off-Street Order. Additionally, the County Council has arrangements with South Holland District Council (SHDC), North Kesteven District Council (NKDC) and Skegness Town Council (STC) for the provision of enforcement and back office functions for their car parks. Other District or Borough Councils may, during the lifetime of the contract, wish to enter into similar arrangements, in accordance with the Civil Parking Enforcement agreement, drawn up in 2012.

The managed service offered to District, Borough and City Councils is on a no cost basis to Lincolnshire County Council, utilising a management fee to cover internal costs and paying enforcement costs to the incumbent contractor.

Soft Market Testing

An options appraisal phase has been carried out between April and October 2023 to review the existing service delivery and analyse alternative service delivery mechanisms that are available to the Council. To help inform these discussions, a number of meet the buyer events were held. The purpose was to assess capability within the sector in terms of potential improvements in service delivery, including technological advances made since 2016 and how alternative authorities were approaching pricing mechanisms within the contract.

Established international providers, new market entrants and part service providers (back office & notice processing functions) attended. The focus of the discussions related to service delivery, especially the use of IT systems to gather intelligence and data to identify non-compliant streets and areas suffering from problem parking issues. Another major topic was the impact of the National Living Wage and inflation upon service provider business models.

During the Soft Market Engagement, it was determined that there was no consistent contract type that the sector preferred with most being bespoke contracts that were unique to each authority.

Procurement Timelines

The key dates for this project are:

Tender period commences	12 th February 2024
Tender period ends	25 th March 2024
Award of contract	14 th June 2024
Contract mobilisation	1 st July 2024
Contract start	4 th November 2024

Options Appraisal

Three main options are available to the Council that have been considered:

- **Fully Outsourced service.** On and Off-Street Enforcement and Notice Processing are outsourced. This is the current position that the Council operate. In line with the majority of Local Authorities in England and Wales outsourcing to experienced national providers fills a niche skill set that the Council is unable to fulfil. This arrangement would require the Council to carry out close contract and compliance monitoring to ensure the Council's aims and policies are correctly implemented and maintained.
- **Hybrid service.** The On and Off-Street Enforcement remains outsourced and the Notice Processing would be transferred In House. The benefit of this model would be improvements in resilience of the LCC Team and would enable efficiency improvements between the Notice Processing team and the current Lincolnshire County Council officers dealing with appeals (a statutory function that cannot be outsourced). An in-house Notice Processing team would allow for greater resilience for those tasks that need to be completed by a Council Officer. Currently the Council's Parking Services team has only 2 officers authorised to make decisions regarding statutory appeals and external adjudications. An in-house model would require TUPE arrangements to on-board external contractor staff and would also incur pension liabilities.
- **Fully In house model.** Both On and Off-Street Enforcement and Notice Processing would be transferred in-house. This would place the Council in full control of day-to-day operational matters, helping to ensure that enforcement and notice processing activities are carried out seamlessly. Staff could be used for a number of tasks within the Highways Service area outside of the specialisation. This model of service delivery would incur TUPE negotiations and associated wage and pension contribution increases.

Recommended Option

The recommended position is to tender both On and Off-Street Enforcement with Notice Processing and On and Off Street Enforcement in isolation. The ability to distinguish the market position on these two elements of the service will enable the Council to determine best value prior to making a final decision on the merits of bringing the Notice Processing element of the service in House.

Emphasis will be placed on the use of intelligent IT information gathering and sharing, a mobile and reactive enforcement element to address parking problems and non-compliant parking, along with foot patrols in urbanised areas. The Council will be looking for innovation in service delivery, including the use of fixed point systems for enforcement outside of schools.

Based on the soft market testing carried out in relation to contract type. The contract will utilise the New Engineering Contract (NEC) 4 Option A Priced Contract to increase contractual resilience across the Highway Service. This form of contract is already heavily utilised across the Highway Service.

The Notice Processing function is heavily regulated and follows laid down procedures as laid out by Secretary of State statutory guidance and the Council's own policies, especially regarding mitigation and the use of discretion. The Council will be looking for methods of work that further improve the appeals service and communication with customers and a fair, consistent, open and honest approach to the application of enforcement legislation.

The market for parking services is extremely competitive in pricing, therefore to improve the service offering the recommendation is to weight the scoring of the procurement exercise on the following basis, 30% for cost and 70% quality assessment.

To encourage bidders to innovate and invest, the contract duration is proposed for an initial five years, followed by two periods of a further two years, subject to performance, totalling a maximum term of nine years. This will allow potential bidders to bring forward innovative solutions within a timescale that would allow a return on investment.

Sustainability

As part of the overall measures to manage traffic within the County, Parking Enforcement plays an important role. The control of parking and waiting restrictions reduces non-compliant parking, helping to regulate the use of parking bays and reduce traffic circulation in town centres, driving down congestion and aiding traffic flows. These outcomes contribute to a reduction in journey times, contributing towards the limiting of carbon, nitrogen dioxide and particulate emissions.

Service delivery will focus on efficient deployment and movement of enforcement staff, utilising electronic vehicles and electronic bikes as transport modes where viable to do so. The increased use of real time traffic intelligence data will enable a more rapid and reactive response to non-compliant parking areas, helping to reduce staff transit times and adding to the efficiency of the overall traffic management function, within a closely monitored and controlled financial envelope.

Over 30+ schools in Lincolnshire have enforceable restrictions and "zig-zag" markings, placing a strain on the use of foot patrols to carry out regular enforcement. The use of fixed point camera's for this role would carry greater efficiencies, especially the reduced use of contractor vehicles, better compliance from the public during school runs and a consequent reduction of the carbon footprint and a move toward better air quality near school locations.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation.

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic.
- Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it.
- Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding.

Compliance with the duties in section 149 may involve treating some persons more favourably than others.

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision-making process.

An Equality Impact Analysis (EIA) has been carried out on the recommended option and can be located in Appendix A.

The results of the analysis are as follows:

Positive Impacts: It is anticipated that the recommended option will encourage apprentice

schemes for all ages within the provider contracts. This will be monitored through contractual performance indicators and commitments made by the providers during the procurement process.

Negative Impacts: No perceived adverse Impacts are identified although there is potential for adverse impacts if the service is not impartial and/or is carried out without sensitivity to the particular needs of people with protected characteristics. This will be managed through the contract and the EIA (which will be continually monitored throughout the process) identifies further mitigation through the provision of guidance and training.

Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health and Wellbeing Strategy (JHWS) in coming to a decision.

All options considered as part of the Civil Parking Enforcement Contract procurement will impact the JSNA and the JHWS. The delivery of the contract through its lifecycle will impact key elements of the JSNA and all six themes within the JHWS. The recommended option will enable Lincolnshire County Council to deliver an efficient and effective service which will positively impact the JSNA and the JHWS. Service delivery will be focused on the use of low / no emission transport, helping to reduce the Council's carbon footprint. Enforcement of parking contraventions outside of schools, using fixed point camera systems will have a twofold benefit. Firstly, the impact of enforcement will increase compliance with parking and waiting restrictions and reduce the impact of school run traffic directly adjacent to schools. Secondly the use of fixed point cameras reduces the need for an officer to be deployed to the location. Both outcomes will help to reduce vehicle emissions, including particulates (PM 2.5), and help improve air quality outside schools, benefitting the health of those that attend school.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area.

The duties under section 17 of the Crime and Disorder Act 1988 have been considered and it is deemed that the Civil Parking Enforcement recommended option will have no direct impact.

3. Conclusion

The recommended option is identified in section 1 of this Report.

The reason to proceed with this recommendation is that it enables the Council to determine best value in relation to a Fully Outsourced and a Hybrid position that transfers the Notice Processing function in house. Both options enable the Council to improve on the existing model that has been in place since 2012.

The risks involved with moving to a fully in house model are not offset by the challenges that the existing model faces. Lessons learnt, market analysis and local authority benchmarking confirmed that the recommended proposal to test the market in relation to fully outsourced and the hybrid solution is the correct position for Lincolnshire County Council.

Commencing this procurement will enable Lincolnshire to continue to be one of the leading authorities within the Civil Parking Enforcement sector and ensure service delivery.

The report recommends approval to proceed to approach the market on the basis outlined within this report. If approval is given, the procurement phase will commence at the end of February 2024 to enable contract award in September 2024 with service commencement in November 2024. This work would be carried out under the delegation proposed in this report, including consultation on key issues and at key stages with senior members.

4. Legal Comments:

The Council has the power to enter into the contracts proposed.

Due to the values of the contracts they will have to be procured in accordance with the Public Contracts Regulations 2015.

The decision is consistent with the Policy Framework and is within the remit of the Executive Councillor if it is within the budget.

5. Resource Comments:

Accepting the recommendation as set out in this report should have no direct impact on the Council's finances. There is an expectation that the costs of any contracts awarded following the procurement exercise will be met from income generated directly by the activity. Before a final decision is made a full assessment of costs of providing an in house notice processing function will be reviewed including any costs of the council's corporate functions to ensure best value can be achieved. This assessment will then be considered to inform the decision of the most appropriate model of delivery to adopted.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Highways and Transport Scrutiny Committee at its meeting on 29th January 2024 and the comments of the Committee will be reported to the Executive Councillor.

d) Risks and Impact Analysis

See the body of the Report and Appendix A

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Civil Parking Enforcement - Equality Impact Analysis

8. Background Papers

The following background papers as defined in the Local Government Act 1972 were relied upon in the writing of this report.

Document title	Where the document can be viewed
Traffic Management Act 2004	https://www.legislation.gov.uk/ukpga/2004/18/contents
Secretary of State Statutory Guidance for Local Authorities	https://www.gov.uk/government/publications/civil-enforcement-of-parking-contraventions/guidance-for-local-authorities-on-enforcing-parking-restrictions

This report was written by Jonathan Evans & Mick Phoenix, who can be contacted on Jonathan.Evans@lincolnshire.gov.uk & Mick.Phoenix@lincolnshire.gov.uk.

Equality Impact Analysis

Purpose

The purpose of this document is to:

- (i) help decision makers fulfil their duties under the Equality Act 2010 and
- (ii) for you to evidence the positive and adverse impacts of the proposed change on people with protected characteristics and ways to mitigate or eliminate any adverse impacts.

Using this form

This form must be updated and reviewed as your evidence evolves on proposals for a:

- project
- service change
- policy
- commissioning of a service
- decommissioning of a service

You must take into account any:

- consultation feedback
- significant changes to the proposals
- data to support impacts of the proposed changes

The key findings of the most up to date version of the Equality Impact Analysis must be explained in the report to the decision maker. The Equality Impact Analysis must be attached to the decision-making report.

****Please make sure you read the information below so that you understand what is required under the Equality Act 2010****

Equality Act 2010

The Equality Act 2010 applies to both our workforce and our customers. Under the Equality Act 2010, decision makers are under a duty, to have due (that is proportionate) regard to the need to protect and promote the interests of persons with protected characteristics. The duty cannot be delegated and must be discharged by the decision-maker.

Protected characteristics

The protected characteristics under the Act are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex

- sexual orientation

Section 149 of the Equality Act 2010

Section 149 requires a public authority to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation, and any other conduct that is prohibited by or under the Act
- Advance equality of opportunity between persons who share relevant protected characteristics and persons who do not share those characteristics
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The purpose of Section 149 is to get decision makers to consider the impact their decisions may or will have on those with protected characteristics. By evidencing the impacts on people with protected characteristics decision makers should be able to demonstrate 'due regard'.

Decision makers duty under the Act

Having had careful regard to the Equality Impact Analysis, and also the consultation responses, decision makers are under a personal duty to have due regard to the need to protect and promote the interests of persons with protected characteristics (see above) and to:

- (i) consider and analyse how the decision is likely to affect those with protected characteristics, in practical terms.
- (ii) remove any unlawful discrimination, harassment, victimisation, and other prohibited conduct.
- (iii) consider whether practical steps should be taken to mitigate or avoid any adverse consequences that the decision is likely to have, for persons with protected characteristics and, indeed, to consider whether the decision should not be taken at all, in the interests of persons with protected characteristics.
- (iv) consider whether steps should be taken to advance equality, foster good relations and generally promote the interests of persons with protected characteristics, either by varying the recommended decision or by taking some other decision.

Conducting an impact analysis

The Equality Impact Analysis is a process to identify the impact or likely impact a project, proposed service change, commissioning, decommissioning or policy will have on people with protected characteristics listed above. It should be considered at the beginning of the decision-making process.

The Lead Officer responsibility

This is the person writing the report for the decision maker. It is the responsibility of the Lead Officer to make sure that the Equality Impact Analysis is robust and proportionate to the decision being taken.

Summary of findings

You must provide a clear and concise summary of the key findings of this Equality Impact Analysis in the decision-making report and attach this Equality Impact Analysis to the report.

Impact

An impact is an intentional or unintentional lasting consequence or significant change to people's lives brought about by an action or series of actions.

How much detail to include?

The Equality Impact Analysis should be proportionate to the impact of proposed change. In deciding this ask simple questions:

- who might be affected by this decision?
- which protected characteristics might be affected?
- how might they be affected?

These questions will help you consider the extent to which you already have evidence, information and data. It will show where there are gaps that you will need to explore. Ensure the source and date of any existing data is referenced.

You must consider both obvious and any less obvious impacts. Engaging with people with the protected characteristics will help you to identify less obvious impacts as these groups share their perspectives with you.

A given proposal may have a positive impact on one or more protected characteristics and have an adverse impact on others. You must capture these differences in this form to help decision makers to decide where the balance of advantage or disadvantage lies. If an adverse impact is unavoidable, then it must be clearly justified and recorded as such. An explanation must be stated as to why no steps can be taken to avoid the impact. Consequences must be included.

Proposals for more than one option

If more than one option is being proposed, you must ensure that the Equality Impact Analysis covers all options. Depending on the circumstances, it may be more appropriate to complete an Equality Impact Analysis for each option.

The information you provide in this form must be sufficient to allow the decision maker to fulfil their role as above. You must include the latest version of the Equality Impact Analysis with the report to the decision maker. Please be aware that the information in this form must be able to stand up to legal challenge.

Background information

Details	Response
Title of the policy, project or service being considered	Civil Parking Enforcement Contract
Service area	Highways
Person or people completing the analysis	Clair Dixon
Lead officer	Jonathan Evans
Who is the decision maker?	Cllr R Davies
How was the Equality Impact Analysis undertaken?	Discussion between officers involved using guidance on Equality & Diversity.
Date of meeting when decision will be made	8 – 9 February 2024
Is this a proposed change to an existing policy, service, project or is it new?	Existing policy/service/project
Version control	V1.1
Is it LCC directly delivered, commissioned, recommissioned, or decommissioned?	Re-Commissioned
Describe the proposed change	The current Civil Parking Enforcement Contract is due to reach its full terms on 3 rd November 2024. A new service delivery mechanism will need to be created and implemented to start on 4 th November 2024. The Options Appraisal outlines the three considerations that can be given to the Highway Service and recommends the option that is best suited to LCC for the Civil Parking Enforcement Contract. The recommended option following the Options Appraisal stage is to proceed with a developed iteration of the existing model with some possible notable changes in relation to notice processing.

Evidencing the impacts

In this section you will explain the difference that proposed changes are likely to make on people with protected characteristics.

To help you do this, consider the impacts the proposed changes may have on people:

- without protected characteristics
- and with protected characteristics

You must evidence here who will benefit and how they will benefit. If there are no benefits that you can identify, please state 'No perceived benefit' under the relevant protected characteristic.

You can add sub-categories under the protected characteristics to make clear the impacts, for example:

- under Age you may have considered the impact on 0-5 year olds or people aged 65 and over
- under Race you may have considered Eastern European migrants
- under Sex you may have considered specific impacts on men

Data to support impacts of proposed changes

When considering the equality impact of a decision it is important to know who the people are that will be affected by any change.

Population data and the Joint Strategic Needs Assessment

The Lincolnshire Research Observatory (LRO) holds a range of population data by the protected characteristics. This can help put a decision into context. [Visit the LRO website and its population theme page.](#)

If you cannot find what you are looking for, or need more information, please contact the LRO team. You will also find information about the Joint Strategic Needs Assessment on the LRO website.

Workforce profiles

You can obtain [information on the protected characteristics for our workforce](#) on our website. Managers can obtain workforce profile data by the protected characteristics for their specific areas using Business World.

Positive impacts

The proposed change may have the following positive impacts on persons with protected characteristics. If there is no positive impact, please state '*no positive impact*'.

Protected characteristic	Response
Age	It is anticipated that the recommended option will encourage apprentice schemes for all ages within the provider contracts. This will be monitored through contractual performance indicators and commitments made by the providers during the procurement process.
Disability	No positive impacts.
Gender reassignment	No positive impact
Marriage and civil partnership	No positive impact
Pregnancy and maternity	No positive impact
Race	No Positive impact
Religion or belief	No positive impact
Sex	No positive impact
Sexual orientation	No positive impact

If you have identified positive impacts for other groups not specifically covered by the protected characteristics in the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Positive impacts

Adverse or negative impacts

You must evidence how people with protected characteristics will be adversely impacted and any proposed mitigation to reduce or eliminate adverse impacts. An adverse impact causes disadvantage or exclusion. If such an impact is identified please state how, as far as possible, it is:

- justified
- eliminated
- minimised or
- counter-balanced by other measures

If there are no adverse impacts that you can identify, please state 'No perceived adverse impact' under the relevant protected characteristic.

Negative impacts of the proposed change and practical steps to mitigate or avoid any adverse consequences on people with protected characteristics are detailed below. If you have not identified any mitigating action to reduce an adverse impact, please state 'No mitigating action identified'.

Protected characteristic	Response
Age	<p>No perceived adverse impact. The service will be provided impartially.</p> <p>A range of advice, guidance and codes of practice has been drawn up to direct the contractor on the best way to meet the needs those with protected characteristics and these will be adhered to</p> <p>All officers are required to be suitably trained and accredited with a WAMITAB Level 2 parking enforcement qualification which. Further mitigation by adherence to Council policy both for the task at hand and general employment terms. </p>
Disability	<p>No perceived adverse impact. The service will be provided impartially.</p> <p>Contractual requirements are in place to ensure the contractor follows sector guidance and codes of practice. The requirements of the contract will direct the contractor on the best way to meet the needs of those with protected characteristics.</p>

Protected characteristic	Response
	<p>Mitigated by ensuring that the training, supervising and management of staff, includes the requirement to take into account disabilities both seen and unseen whilst carrying out their duties. All officers are required to be suitably trained and accredited with a WAMITAB Level 2 parking enforcement qualification which includes training around sensibilities and practicalities regarding those with both seen and unseen disabilities. Further mitigation by adherence to Council policy both for the task at hand and general employment terms.</p>
<p>Gender reassignment</p>	<p>No perceived adverse impact. The service will be provided impartially. Contractual requirements are in place to ensure the contractor follows sector guidance and codes of practice. The requirements of the contract will direct the contractor on the best way to meet the needs of those with protected characteristics.</p> <p>All officers are required to be suitably trained and accredited with a WAMITAB Level 2 parking enforcement qualification which. Further mitigation by adherence to Council policy both for the task at hand and general employment terms.</p>
<p>Marriage and civil partnership</p>	<p>No perceived adverse impact. The service will be provided impartially. Contractual requirements are in place to ensure the contractor follows sector guidance and codes of practice. The requirements of the contract will direct the contractor on the best way to meet the needs of those with protected characteristics.</p> <p>All officers are required to be suitably trained and accredited with a WAMITAB Level 2 parking enforcement qualification which. Further mitigation by adherence to Council policy both for the task at hand and general employment terms.</p>
<p>Pregnancy and maternity</p>	<p>No perceived adverse impact. The service will be provided impartially. Contractual requirements are in place to ensure the contractor follows sector guidance and codes of practice. The requirements of the contract will direct the contractor on the best way to meet the needs of those with protected characteristics.</p> <p>All officers are required to be suitably trained and accredited with a WAMITAB Level 2 parking enforcement qualification which. Further mitigation by</p>

Protected characteristic	Response
	adherence to Council policy both for the task at hand and general employment terms.
Race	<p>No perceived adverse impact. The service will be provided impartially. Contractual requirements are in place to ensure the contractor follows sector guidance and codes of practice. The requirements of the contract will direct the contractor on the best way to meet the needs of those with protected characteristics.</p> <p>All officers are required to be suitably trained and accredited with a WAMITAB Level 2 parking enforcement qualification which. Further mitigation by adherence to Council policy both for the task at hand and general employment terms. </p>
Religion or belief	<p>No perceived adverse impact. The service will be provided impartially. Contractual requirements are in place to ensure the contractor follows sector guidance and codes of practice. The requirements of the contract will direct the contractor on the best way to meet the needs of those with protected characteristics.</p> <p>All officers are required to be suitably trained and accredited with a WAMITAB Level 2 parking enforcement qualification which. Further mitigation by adherence to Council policy both for the task at hand and general employment terms. </p>
Sex	<p>No perceived adverse impact. The service will be provided impartially. Contractual requirements are in place to ensure the contractor follows sector guidance and codes of practice. The requirements of the contract will direct the contractor on the best way to meet the needs of those with protected characteristics.</p> <p>All officers are required to be suitably trained and accredited with a WAMITAB Level 2 parking enforcement qualification which. Further mitigation by adherence to Council policy both for the task at hand and general employment terms. </p>
Sexual orientation	<p>No perceived adverse impact. The service will be provided impartially. Contractual requirements are in place to ensure the contractor follows sector guidance and codes of practice. The requirements of the contract will direct</p>

Protected characteristic	Response
	<p>the contractor on the best way to meet the needs of those with protected characteristics</p> <p>All officers are required to be suitably trained and accredited with a WAMITAB Level 2 parking enforcement qualification which. Further mitigation by adherence to Council policy both for the task at hand and general employment terms.]</p>

If you have identified negative impacts for other groups not specifically covered by the protected characteristics under the Equality Act 2010 you can include them here if it will help the decision maker to make an informed decision.

Negative impacts

Stakeholders

Stake holders are people or groups who may be directly affected (primary stakeholders) and indirectly affected (secondary stakeholders).

You must evidence here who you involved in gathering your evidence about:

- benefits
- adverse impacts
- practical steps to mitigate or avoid any adverse consequences.

You must be confident that any engagement was meaningful. The community engagement team can help you to do this. You can contact them at engagement@lincolnshire.gov.uk

State clearly what (if any) consultation or engagement activity took place. Include:

- who you involved when compiling this EIA under the protected characteristics
- any organisations you invited and organisations who attended
- the date(s) any organisation was involved and method of involvement such as:
 - EIA workshop
 - email
 - telephone conversation
 - meeting
 - consultation

State clearly the objectives of the EIA consultation and findings from the EIA consultation under each of the protected characteristics. If you have not covered any of the protected characteristics, please state the reasons why they were not consulted or engaged with.

Objective(s) of the EIA consultation or engagement activity
Pre engagement meet the buyer days were held in the summer of 2023 with software and enforcement providers. Pre market engagement questionnaire was sent out early January 2024. Prior Information Notice was completed Spring 2023

Who was involved in the EIA consultation or engagement activity?

Detail any findings identified by the protected characteristic.

Protected characteristic	Response
Age	None identified.
Disability	None identified.
Gender reassignment	None identified.
Marriage and civil partnership	None identified.
Pregnancy and maternity	None identified.
Race	None identified.
Religion or belief	None identified.
Sex	None identified.
Sexual orientation	None identified.
Are you confident that everyone who should have been involved in producing this version of the Equality	Yes

Protected characteristic	Response
<p>Impact Analysis has been involved in a meaningful way?</p> <p>The purpose is to make sure you have got the perspective of all the protected characteristics.</p>	
<p>Once the changes have been implemented how will you undertake evaluation of the benefits and how effective the actions to reduce adverse impacts have been?</p>	<p>The benefits will be monitored through the contractual performance indicators and commitments made by providers during the procurement process</p>

Further details

Personal data	Response
Are you handling personal data?	No
If yes, please give details	

Actions required	Action	Lead officer	Timescale
Include any actions identified in this analysis for on-going monitoring of impacts.	Regular Review	Jonathan Evans	Continual Monitoring

Version	Description	Created or amended by	Date created or amended	Approved by	Date approved
V1					

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