

**Question 1:**

Para 8 – mentions a disaggregated business services approach for the delivery of the adjudication, contact centre and overall integration elements of SIAS. Can we check exactly what you mean by this and, in particular, what the overall integration element of SIAS means? This also has links into Para 29 k and l.

**Answer:**

This means an appeals service where different parts of the service (eg adjudication, front end web application service where motorists and parking operators input about a second stage appeal) may be developed and provided by different bodies but brought together and managed by an overarching system integrator to provide a single quality service for all users. Paras 29 k and l ask for further evidence on these models and views from respondents.

**Question 2:**

Para 11, second bullet point – refers to the Appeals process should integrate with other parking operator systems or Ombudsman case management systems. We understand the need to integrate with parking operator systems, however, can you explain what you mean by integrating with Ombudsman case management systems – can you provide an example of where you think this will happen, naming specific Ombudsman?

**Answer:**

The reference to ‘or Ombudsman case management systems’ would only be relevant if a proposed disaggregated model was sourcing the adjudication function from within an existing Ombudsman service.

**Question 3:**

Para 29, j – refers to capability pyramids – can we check what you are referring to here, is it a specific pyramid model?

**Answer:**

We are not referring to a specific capability model. We are using capability pyramids in a generic way to describe the hierarchy of seniority of staff / capabilities deployed in order to provide an adjudication service; and the typical ratios of staff that we could expect to see through the pyramid.

**Question 4:**

Para 33, b – mentions could our services be re-used for other similar Ombudsman or Appeals service? We can see the point around another similar appeals service but how do you see that working with an Ombudsman – can you give an example?

**Answer:**

The Authority is seeking informed market views and opinions on how similar SIAS adjudication requirements are to typical ADR / Ombudsman services which are operated in other sectors / industries.