

## Pre-Tender Market Engagement

### Supply of Adjudication, Contact Centre and Integration services for the Single Independent Appeals Service (SIAS) CPD4126149-B

#### Authority

1. The Department for Levelling Up, Housing and Communities (DLUHC) from herein referred to as “**the Authority**”.

#### Potential Suppliers

2. This Pre-Tender Market Engagement is in addition to the PTME for a single supplier of the Single Independent Appeals Service (SIAS) for private parking charges (Contract Finder Reference CPD412614 published 16 May 2024 [Single Independent Appeals Service \(SIAS\) - Pre-Tender Market Engagement - Contracts Finder](#)). It seeks information in preparation for the potential procurement of a Supplier or Suppliers, from herein referred to as a “**Potential Suppliers**”, to provide one or more business services (disaggregated services) for SIAS.

#### Final Written Feedback and Response

3. We are seeking final written feedback and answers to our voluntary questions listed in section 8 by 09:30am on Monday 24 June 2024. Earlier responses are welcomed. Any queries should be submitted by 09:30am on Monday 17 June 2024. Responses and queries should be submitted to: [CommercialTenders@levellingup.gov.uk](mailto:CommercialTenders@levellingup.gov.uk)

#### Supplier Engagement Events

4. The Authority will be hosting two virtual roundtable events which will include a short presentation from the Authority, a discussion on areas the Authority wishes to explore further and an opportunity for Potential Suppliers to ask questions. Potential Suppliers only need to attend one event. The roundtables will be held on 6 and 7 June 2024 from 11am – 1pm on both days. Please state your preference for which roundtable you would like to attend as early as possible to assist us with our planning arrangements.
5. Supplier Engagement Events provide the Department with an opportunity to give an overview of the requirement to Potential Suppliers, as well as addressing any questions from Potential Suppliers with regards to the policy, process, and any issues or concerns. Where the Department is unable to answer questions immediately within the session, we will endeavour to provide written answers in follow up to the sessions which will be made available on-line to all Potential Suppliers.

## 1. INTRODUCTION

6. The Government will be establishing SIAS as part of a package of measures to raise standards in the private parking industry. SIAS is an end-to-end second stage appeals service for private Parking Charge Notices (PCNs). SIAS will be the sole second stage independent appeals service for private PCNs in England, Scotland and Wales, replacing Parking on Private Land Appeals (POPLA) and the Independent Appeals Service (IAS).
7. SIAS’s primary objective is to be trusted by users to deliver fair appeal decisions via a service which is straightforward to use, and accessible to all. SIAS is initially expected to handle around 100,000 appeals per year. SIAS will serve the needs of appellants, parking operators, adjudicators, and administrators.

8. This PTME has the same generic business requirements as the recent PTME (CPD412614). However, this PTME is specifically seeking to explore the merits and feasibility of using a disaggregated business services approach for the delivery of the adjudication, contact centre and overall integration elements of SIAS.
9. The Authority is keen to understand what relevant, or easily transferable, skills and experience adjudication and contact centre services have to offer within the private parking appeals space. There is an expectation that any Potential Supplier will be an approved Alternative Dispute Resolution (ADR) entity or work directly with an ADR entity to provide adjudication services. The Authority welcomes responses from organisations that do not have experience in providing ADR services with Chartered Trading Standards Institute (CTSI) approval. Adjudicators must be independent from the parking operators and all conflicts of interest must be declared at the earliest opportunity.
10. The Authority also welcomes responses from Potential Suppliers which provide either adjudication services or contact centre services or both. For those suppliers who are not offering both adjudication and contact centre services, the Authority is particularly keen to understand more about how overall integration would work in practice to ensure SIAS is able to deliver a high quality service for all users.
11. Potential Suppliers for service components should give due consideration to the following requirements for SIAS:
  - Be free to use for motorists making a second stage appeal; with the operating costs and any profit elements being covered by from subscriptions / per appeal payments;
  - The appeals process should integrate with other parking operator systems or Ombudsman case management systems
  - Enable an overall improvement in user experience including being accessible to all;
  - Operate completely independently;
  - Be fair;
  - Create trust;
  - Be consistent;
  - Provide legal assurance; and
  - Facilitate effective analysis and reporting.

## 2. PURPOSE

12. This PTME will explore the practical implications and appetite within the market of having separate business services suppliers and identify whether there is sufficient demand to provide integration services within such a model. The Authority is keen to understand if and how the quality of SIAS as a complete service would be impacted both from a user perspective and from a contract management perspective. We welcome views on the most preferred contracting model(s) from Potential Suppliers. The Authority is keen to understand what level of contact centre support is typically offered to clients when adjudication services are being used.
13. The PTME is primarily a learning exercise for the Authority and the outputs will shape the specification should the Authority choose to undertake a procurement exercise in due course. No decision has been taken on the route to market for this opportunity. The Authority reserves the right to alter its route to market and may not proceed to tender this

opportunity. The Authority reserves the right to make the final decision on the route to market following a review of the responses to this engagement.

14. The Authority shall maintain commercial confidentiality of information received during the PTME. Any information shared may be subject to requests under the Freedom of Information Act 2000 (FOIA) or Environmental Information Regulations 2004 (EIR) and may be released unless an exemption or exception applies under the relevant legislation.

### 3. OBJECTIVES AND OUTCOMES

15. SIAS's **primary objective** is to be trusted by users to deliver fair appeal decisions via a service which is straightforward to use, and accessible to all. Potential Suppliers should give due consideration to the three **secondary objectives** below and consider how the subsequent outcomes will be measured.
16. **Secondary objective 1: SIAS must provide an easy-to-use offline user journey.**
  - Outcome 1: Users with additional needs can use SIAS to make their second stage appeal for private parking charge notices.
  - Outcome 2: The service is quick and efficient – users can complete their appeal quickly.
  - Outcome 3: Motorists feel listened to, they are treated fairly regardless of background and/or knowledge of the legal landscape.
  - Outcome 4: User satisfaction feedback is high (including accessibility).
17. **Secondary objective 2: SIAS must be impartial and deliver consistent, fair, and transparent decisions based on available evidence.**
  - Outcome 1: Decisions are made in a timely fashion in line with agreed service level agreements (to be agreed).
  - Outcome 2: The adjudication process operates with little ambiguity in the overall decision process with suitably qualified members of staff.
  - Outcome 3: There is no conflict of interest for adjudicators.
  - Outcome 4: Parking Operators remain separate to the decision-making process on appeals.
  - Outcome 5: There is demonstrable consistency and transparency in how decisions are made in a way which is reassuring for users.
18. **Secondary objective 3: The data from SIAS will contribute to the wider effort to measure how standards across the industry are being raised.**
  - a) Outcome 1: Assist in identifying the root cause of parking appeal charges, provide data insights and management information on a regular and/or proactive basis.

### 4. OUTPUTS / DELIVERABLES

19. A Potential Supplier will be expected to do the following:
  - i. **To provide a trustworthy, transparent and fair adjudication service** which is free to motorists, and delivers fair, timely and just outcomes for motorists and Parking Operators.
  - ii. **To work with other bodies/stakeholders** in the private parking sector (including the Authority) to ensure a joined-up approach where relevant resulting in a clear, streamlined and efficient service for users.
  - iii. **To ensure value for money** for Parking Operators, provide services/tools for Parking Operators to support effective first stage complaint/appeal handling to reduce the need for escalation, e.g. system training and guidance.

- iv. **To provide ongoing monitoring and data collection** to make service, operational, and organisational improvements and recommended changes to the Authority.
- v. Stay alert to changes and manage impact and risk early and effectively.
- vi. **Keep up to speed and manage change effectively** adapting to organisational process and structures as required alongside legal and industry changes and new regulation.
- vii. To agree operational Key Performance Indicators (KPIs) with the Authority.
- viii. **Establish a SIAS which addresses user needs** and allows accessibility to motorists with varied needs, including but not limited to, visual impairment, disabilities, lower digital literacy skills and neurodiversity.
- ix. **Regularly monitor and evaluate** via regular informal and formal meetings including the provision for the supply of reports on the operation of the service. The Authority may want to publish reports in relation to its activity on a regular or ad-hoc basis.

## 5. MONITORING AND EVALUATION

- 20. The Authority will monitor the performance of the service via the monthly reporting of KPIs which will be agreed with the Potential Suppliers.
- 21. Draft KPIs include but are not limited to:
  - a. Completion rate
  - b. Cost per transaction
  - c. Time to decision (from appeal registration to result)
  - d. Adjudication accuracy and correct decision outcomes – (to be measured by complaints from Parking Operators)
  - e. User Satisfaction
  - f. Digital take up

- 22. The Authority will also require the Potential Suppliers to attend quarterly performance review meetings and will be expected to take prompt action where standards are not being met.

## 6. SET UP AND RUNNING COSTS

- 23. The Authority does not intend for the costs per appeal to operators in any new system to be substantially different to the current industry average, and Government remains committed to introducing a system which keeps costs down for operators as far as is practical. The Government is committed to the service remaining free to motorists. All running costs would be incurred by the Potential Suppliers.
- 24. The Authority is interested in understanding what the Potential Suppliers would consider as set up costs such as staffing, training, IT, facilities, etc. The Authority would welcome as much detail as possible including estimates on various costs and alternative options if/where relevant.
- 25. The Authority is interested in views from Potential Suppliers on any other alternative or additional ways SIAS could consider funding its core or additional activities that Potential Suppliers consider to be viable.

## 7. KEY DATES AND TENDERING PROCESS

26. If the Authority takes the decision to tender the service, it is anticipated that any procurement and/or process will start in the autumn 2024, with the contract to commence as soon as possible thereafter. This is an indicative date for information purposes only and is subject to change. The Authority reserves the right to amend these dates at any time, and Potential Suppliers rely on them at entirely their own risk.
27. Dates, decisions on delivery model, and procurement process are subject to change, and are subject to internal processes. As stated above, the Authority reserves the right to amend or change these dates and Potential Suppliers rely on them at their own risk.

## 8. RESPONSE – SUPPLIER QUESTIONS

28. **Potential Suppliers are asked to respond to all relevant questions below. Responses should remain focused on the question, with a separate section on any other feedback the Potential Supplier wishes to give. Please email your responses to [commercialtenders@levellingup.gov.uk](mailto:commercialtenders@levellingup.gov.uk) by no later than 9.30am GMT on Monday 24 June 2024 (the “Response Deadline”). Earlier responses would be welcomed.**

### 29. General Supplier Questions

- a) Which of the following business services is your organisation able to provide?
  - i. Adjudication
  - ii. Contact Centre
  - iii. Adjudication and Contact Centre
  - iv. Adjudication, Contact Centre and Integration
  - v. Other
- b) What, if anything, has the Authority missed or overlooked in setting out their requirement?
- c) Referring to [Annex A of the Social Value document](#), are tackling economic inequality by creating new jobs and skills, and improving community integration the most suitable social value themes to explore for SIAS? If not, please detail which social value themes your organisation recommends and why.
- d) Is it reasonable for the Authority to expect a Potential Supplier to provide adjudication and / or contact centre services where the digital case management system is provided by a different supplier?
- e) What are the risks associated with this type of disaggregated model, and how can these risks be mitigated?
- f) What existing adjudication business service models exist within the market that would meet the SIAS objective i.e. a trustworthy, consistent, fair and objective appeals service?;
- g) What level of configuration or customisation would be required from Potential Suppliers adjudication business process to meet the needs of SIAS users?;
- h) What commercial models are available for the delivery of adjudication services, e.g. on-demand versus dedicated resourcing models?
- i) What is the appetite for adjudicators to use digital systems which have been developed by a separate supplier?;
- j) What capabilities or capability pyramids are the most appropriate from a quality and value perspective to deliver a service that meets the high level appeals service requirements outlined in section 1 (Introduction) above.

With specific reference to business process integration services only:

- k) What existing commercial models exist to integrate and manage disaggregated business services within the market that would meet the SIAS objectives;
- l) What is the appetite for business process integration and management providers to use digital systems which have been developed by a separate supplier?

### 30. Implementation and Rollout

- a) Detail the key challenges your organisation anticipates in setting up and delivering SIAS.
- b) What support would be required from the Authority in overcoming these challenges?
- c) What factors need to be considered to begin rolling out a functioning service?
- d) Which adjudication models do you think the Authority should consider in order to achieve consistent, fair, transparent decisions such that SIAS is a trusted service for all users.

### 31. Costs

- a) What are the factors which would impact the per appeal price when considering the adjudication, contact centre and integration elements?
- b) Is it possible to estimate the range within which the per appeal price would likely sit (not including support and maintenance for the digital case management system. If so, what would that financial range be?
- c) Please detail the most desirable options for recouping costs from Parking Operators to run SIAS?
- d) Please describe the potential impact on the costs detailed above if appeal numbers were to be up to 40% more or less than 100,000 per year.

### 32. Key Performance Indicators

- a) Referring to section 5 point 20, what further KPIs should the Authority be considering and why?

### 33. Innovation

- a) What innovations exist in the market which would support SIAS in delivering a whole service which meets users needs?
- b) Could your services be re-used for other similar Ombudsman or Appeals service? If so, could you explain what would be the key influences / design points; and any other information you would you require to make re-use a possibility?

## 9. QUESTIONS AND CLARIFICATIONS

34. Potential Suppliers may raise questions or seek clarification regarding any aspect of this PTME document at any time prior to the Response Deadline. Questions must be submitted by email [Comercialtenders@levellingup.gov.uk](mailto:Comercialtenders@levellingup.gov.uk)

35. To ensure that all Potential Suppliers have equal access to information regarding this PTME exercise, responses to questions raised by Potential Suppliers will be published in a "Questions and Answers" document, with updates appearing at regular intervals (approximately two to three working days).

36. Responses to questions will not identify the originator of the question.

37. If a Potential Supplier wishes to ask a question or seek clarification without the question and answer being revealed, then the Potential Supplier must state this in their email and provide its justification for withholding the question and any response. If the Authority does not consider that there is sufficient justification for withholding the question and the corresponding response, the Potential Supplier will be invited to decide whether:

- the question/clarification and the response should in fact be published; or



- it wishes to withdraw the question/clarification.

## 10. GENERAL CONDITIONS

38. This PTME will help the Authority to refine the requirements and to understand the potential level of interest in the delivering requirements. It will also aid Potential Supplier's understanding of the requirements in advance of any formal competitive tender exercise. The Authority reserves the right not to proceed with a competitive tender exercise after this PTME or to award any contract.
39. The Authority reserves the right to change any information contained within this PTME at any time, and Potential Suppliers rely upon it entirely at their own risk.
40. Any and all costs associated with the production of such a response to this PTME must be borne by the Potential Supplier.
41. Information contained within this document is confidential and must not be revealed to any third party without prior written consent from the Authority.
42. No down-selection of Potential Suppliers will take place as a consequence of any responses or interactions relating to this PTME.
43. The Authority expects that all responses to this PTME will be provided by Potential Suppliers in good faith to the best of their ability in the light of information available at the time of their response.
44. No information provided by a Potential Supplier in response to this PTME will be carried forward, used or acknowledged in any way for the purpose of evaluating the Potential Supplier, in any subsequent formal procurement process.

## 11. SUMMARY OF KEY DATES

- Online Supplier Roundtable 1 – 11am – 1pm Thursday 6 June 2024
- Online Supplier Roundtable 2 – 11.am – 1pm Friday 7 June 2024
- Deadline for Queries – 9.30am on Monday 17 June 2024
- Deadline for Final Written Feedback – 9.30am on Monday 24 June 2024