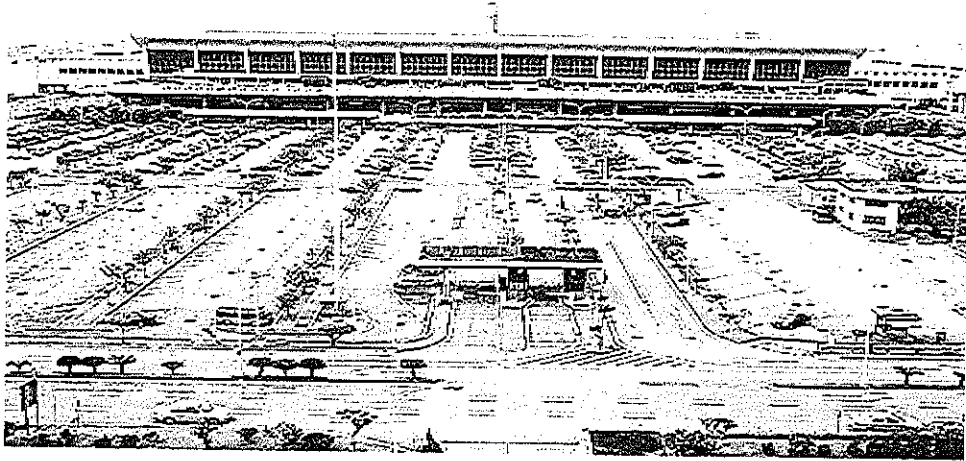


# 公共、民營、或 合夥關係？



停車世界編輯，JOLYON PORTER著



公共/民營合夥關係在過去幾十年來，幾乎已成為規範。隨著政府持續試圖削減幾乎不斷盤旋昇高的成本；他們正更加著眼於讓民營投資組織來分享負擔，並開始參與主要基本建設專案諸如道路、機場、及公共建物。

政府在新資與建設上浪費的不堪往日，隨意、不良的投資及過度開銷，如今似乎已幾乎已成過去。公共部門如今必須更加企業化，並對預算有所意識，在許多個案中他們甚至能交出健全利潤。

議會也不能自外於這些新理念。許多常受到內部與獨立審計單位的重重審查。甚至有部份他們的選民，會以主動任事、細密過濾的方式來檢閱預算報告，以尋找浪費或任何財務醜聞的跡象。而媒體也樂於讓一般大眾知道任何議會之失職。

有些議會，特別是在高人口密度地區者，也參與於汽車停車場，不管是透天或多層

式的營運。這種參與的營運，從完全由議會所擁有與經營，到各種層級之與民間實體合夥關係。這種範例之一，為議會擁有之汽車停車場，租給民間經營者，其設立他們自己的收費與計時，並給付議會定額年費。

某些議會與民間經營者有合作的合夥關係，並且以管制在民間汽車停車場內的違規停車來協助他們。這種範例之一，為阿得雷德市議會，其會巡邏民間汽車停車場（其必須合乎依民間停車區域法案下之標示板要求）而舉報違反業主意願停放的車輛。

我不由自主的看到違規通知像彩紙片般飄舞著

某些汽車停車場有售票機，其中經營者收取金錢而議會收取補償費。

其他的汽車停車場是提供給醫療診所、法務機關、汽車旅舍及其他只具備有限供他們員工與客戶使用之現場停車的小企業。該

汽車停車場通常沒大到足以承擔裝設諸如卡片操作桿門的交通控制裝置，但安排了允停區供做接待。

這些類型的合夥關係對雙方都運作良好；企業有更多空間可供那些被允許使用者來使用，而議會則依報告收取營收。

議會在不只一個層面上勝出。它既為它的納稅人提供重要的服務；而巡邏這些區域的人員則較受歡迎的被對待，因為他們是提供該項服務的門面。

然而這些合夥關係不限於小型汽車停車場。

例如，大型地區購物中心汽車停車場與地方議會，簽訂對於定期巡邏以加強時限、票券區、殘障區及其他限制之協定，變得越來越常見。

我記得就在聖誕節前去一家超大購物中心做十分鐘的採購，而在我進去途中，我注意到接近入口處的一些非法停放車輛。當我在一段短時間後回來；我不由自主的看到違規通知像彩紙片般飄舞著蓋滿這些車輛。

在後續在前往這同一家中心的途中，可以看到明顯較少的違規停車。是學到教訓了嗎？

然而合夥關係並不永遠會如它們被預期的方式運作。在涉及一重要都市議會運用民間機構而從票券機、汽車停車場及其他議會經營收取現金，並存入銀行的近期案例中，事情很快的受到扭曲。

負責查核由該機構存到銀行之營收的官



員，注意到該公司銀行往來程序中，在幾天前的一項異常。他立即警示管理部門該問題。事涉的總金額在那個時刻已超過\$500,000。

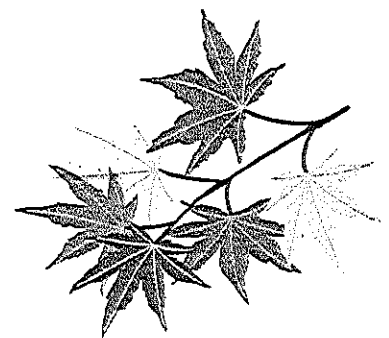
儘管該機構管理部門保證一切沒問題，議會仍迅速的促成收取程序的改變，以避免進一步的損失。他們也展開了完整的收取合約審查，以確保這種性質的事件不會重演。該機構似乎遭受到財務難關，而現在已進行法務動作，以回收損失的款項。

儘管合夥關係會有他們的問題，但仍有許多來自這種合作的正面事例。

若你對民營／公共合夥關係的正面與負面之面向，有你親身經歷過回饋意見，請隨時給我來信至 [jolyon@parkingworld.com](mailto:jolyon@parkingworld.com)

轉載自2008年9月停車世界

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# Public, Private, or Partnership?

BY JOLYON PORTER, PW EDITOR

**P**UBLIC/PRIVATE PARTNERSHIPS HAVE almost become the norm over the past couple of decades. With governments continually trying to cut costs which seem to be spiralling ever higher, they are looking more and more towards private investment organisations to share the burden, and become involved in major infrastructure projects such as roads, airports and "public" buildings.



The bad old days of government waste in wages and construction, rorts, bad investments and overspending seem to be virtually gone now. Public sectors now have to be much more business-like and budget conscious; in many cases they even turn a healthy profit.

Councils are no exception to these new ideals. Many of them are heavily scrutinised by internal and independent auditors. Even some of their constituents make it their job to go over the budget papers with a fine-toothed comb looking for waste and any hint of financial scandal. And the media take great pleasure in letting the public in general know of any council failings.

A number of councils, particularly in higher-density areas, have financial involvement in car parks, be it open-air or multidecked operations. This involvement runs from fully council-owned and run, through to varying levels of partnership with private entities. An example of this would be a council-owned car park, leased to a private operator which sets their own charges and hours, and paying the council a set yearly fee.

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## I couldn't help but see the infringement notices fluttering like confetti...

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Some councils have cooperation partnerships with private operators to assist them with controlling illegal parking in private car parks. An example of this is the Adelaide City Council which will patrol private car parks (which must meet signage requirements under the Private Parking Areas Act) to report vehicles that are parked contrary to the owner's wishes.

Some of these car parks have ticket machines, where the operator collects the money and the council collects the expiation fees.

Other car parks are for medical surgeries, legal offices, motels and other small businesses with limited on-site parking for their employees and customers. The car parks usually are not large enough to warrant the expense of installing traffic-control devices such as card-operated boom gates, but installing permit zone signs works a treat.

These types of partnerships work well for both parties; the business has more space

available for those permitted to use it, and the council gets the revenue from the reports.

The council wins on more than one level. It is providing a valuable service to its ratepayers; and the officers patrolling these areas are looked on more favourably as they are the face providing that service.

These partnerships are not limited to small car parks though. For example, it is becoming more common for large regional shopping centre car parks to enter into agreements with local councils for regular patrols to enforce time limits, ticket zones, loading zones, disabled zones and other restrictions.

I recall going into one of the mega-shopping centres just before Christmas to do 10 minutes of shopping, and on my way in, I noticed a number of illegally parked vehicles near the entrance. On my return a short time later, I couldn't help but see the infringement notices fluttering like confetti over these same vehicles.

On subsequent trips to this same centre, there has been noticeably less illegal parking observed. Lessons learnt?

Partnerships don't always work the way they're supposed to, though. In one recent case involving a capital city council using a private agency to collect and bank cash from ticket machines, car parks and other council operations, things went awry very quickly.

The council officer responsible for checking revenue banked by the agency noticed an anomaly in the company's banking procedure for the previous couple of days. He immediately alerted management to the problem. The total concerned had raced to over \$500,000 in that time.

Despite assurances from the agency's manager that every thing was OK, council rapidly instigated changes to the collection procedures and avoided further losses. They also have commenced a complete review of the collection contract to ensure there is no repeat of this nature. It appears the agency had financial difficulties, and legal moves are now being taken to recover the lost funds.

Whilst partnership arrangements can have their problems, there are many positives to be had from such cooperation.

**If you have feedback on positive and negative aspects of private/public partnerships that you have experienced, please feel free to drop me a line at [jolyon@parkingworld.com](mailto:jolyon@parkingworld.com).**

