

Parking and Infrastructure – Q2 2016/17

1. SUMMARY

1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance			Capital Actual Variance		
		(92)			(250)	

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
• Indicators	80% (4)	20% (1)	0% (0)	0% (0)	80% (4)	20% (1)
• Key Actions	75% (9)	17% (2)	8% (1)	0% (0)		

Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased
		0% (0)	86% (6)	14% (1)	0% (0)	

1.2 KEY SUCCESSES AND CHALLENGES

Key Successes

Street Lighting savings have been identified that will enable budget expectations to be met this year. This has been achieved through implementing a number of trial changes which having proven successful have been rolled out further with the co-operation of the PFI contractor.

An improvement in appeal outcomes following the implementation of new process and resources.

Continued increase in parking transactions both in car parks and on-street. This assists in increasing Town Centre activity and boosting trade.

Key Challenges	Actions Required
<p>Planning of the Relocation of the Highway DLO activity from the Mill Hill Depot to Harrow depot</p>	<ul style="list-style-type: none"> • Engagement with the Relocation Project Team and direct involvement in progress meetings with Harrow • Identifying Risks and actions required to deal with these • Highlighting risks that will be difficult to mitigate and to allow a measured decision on whether to tolerate the level of risk identified • Health and safety review to account for the changes to service delivery as a result of the depot relocation
<p>Dealing with the increased volumes of parking activity whilst experiencing difficulties in recruiting appropriately trained and knowledgeable staff to manage the workload</p>	<ul style="list-style-type: none"> • Monitor daily volumes and rotate available resources to appropriate priorities • Investigate contingency resource/process to assist and implement where deemed necessary • Putting in place a training programme for new staff
<p>Planning a revised Winter Maintenance Service due to the relocation of the service to Harrow to enable the authority to sufficiently deliver its statutory duties in relation to Winter Gritting.</p>	<ul style="list-style-type: none"> • Review and redesign the gritting routes to take account of increased travel time • Review resource requirements and in particular vehicles and secure necessary additional resources • Engage with Harrow Winter Maintenance staff to establish how the authorities will jointly operate without adverse impact on either party • Work with the Project Team to identify issues/risks and actions • Engage with staff to ensure the service is prepared to operate from the new Depot.

1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

Performance

Parking

Monitoring of the newly introduced Enforcement Plan has shown an improvement in enforcement efficiency and it is hoped this will lead to improved compliance.

The appeal outcomes have improved and a report to identify the changes implemented to date and those planned in the future was presented to the Parking Transformation Board.

An Audit of the Management of the NSL contract was conducted in the quarter and this led to a satisfactory rating with a number of positive comments being made by the auditor.

There has been a need to implement an Improvement Plan with NSL in order to address a number of outstanding issues causing concern. This has been received positively by NSL, who have acted swiftly in replacing the Contract Manager and have been actively engaged in identifying appropriate resources to address the identified issues. It is anticipated that this will lead to improved compliance and hence better outcomes in the near future.

Street Lighting

The PFI Contractor has achieved a very high and consistent performance against the performance standard targets and as such has well exceeded the targets in each of the last three months. In particular the area that is very noticeable with residents is the speed of response in attending to identified lighting defects. During the period there were 4,285 defects identified and 4,278 of these were attended too within the required timescale of two hours for an emergency response, two days for a non-emergency response and 4 days for a complete asset to be replaced. Overall this achieved a 99.84% compliant response.

Another significant achievement has been the performance in keeping 99.59% of street lighting fully operational. Again this is an area that is very noticeable to residents and will be significant in terms of perception of the service quality.

The trials related to operational changes which will assist in achieving the budget savings have been very successful and on that basis have been rolled out more widely and thereby allowing the savings to be achieved. This includes utilising the Central Management System (CMS) technology to monitor and report defects rather than continue with costly manual scouting.

Highways DLO

Within the last three month period the focus has been on the changes that will be made to the service, including the thorough review of the operation, including health and safety and a new operating model for the service. The other major change that is being planned is the relocation from the Mill Hill Depot to the Harrow depot.

In order to address these issues the volume of work has been reduced with all works attended within required KPI timescales.

A focus has been on the Winter Maintenance Service and the implications on the service delivery due to the move to Harrow. This has led to a redesign of the routes and an increase in resources and in particular gritting vehicles.

Risk

The highest risk at present is related to the Winter Service due to the relocation to Harrow. This has been included on the Corporate Risk Register and actions are being taken to mitigate the risks.

Please see the Risk section below for more details.

2. Finance

2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q2 Forecast £000	Variation £000		
Highway Inspection/Maintenance	354	366	337	(29)		-7.9%
Parking	(458)	(458)	(466)	(8)		-1.7%
Special Parking Account	(8,052)	(8,032)	(8,032)	-		0.0%
Street Lighting	6,224	6,228	6,173	(55)	Amendment for carbon emissions.	-0.9%
Total	(1,932)	(1,896)	(1,988)	(92)		-4.9%

2.2 Capital

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 Budget	Spend to date	2016-17 Forecast to year-end	Variance from Approved Budget	% slippage of 2016/17
	£000	£000	£000	£000	£000	£000	£000	%
Parking and Infrastructure	1,707	-	(250)	1,457	322	1,457	(250)	-14.6%
Parking and Infrastructure	1,707	-	(250)	1,457	322	1,457	(250)	-14.6%

3. Performance

3.1 Overview of performance for Corporate Plan and Service indicators

	RAG						Long Term Direction of Travel			No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red	Total RAG ratings	Monitor	Improving or the same	Worsening	No Direction of Travel	
CPI	0	0	0	0	0	0	0	0	0	0
SPI	4	1	0	0	5	0	4	1	0	5
MPI	0	0	0	0	0	0	0	0	0	0
Overall	80% (4)	20% (1)	0% (0)	0% (0)	100% (5)	0% (0)	80% (4)	20% (1)		5

Key:

CPI	Corporate Plan Indicator
SPI	Commissioning Plan Indicator
MPI	Management Agreement Indicator
KPI	Contract Performance Indicator

3.2a Indicators

Managing demand for services (Fairness)

PARKING - A more efficient parking database for permits and PCNs, a new Parking Policy and web-enabled GIS parking system, which displays all our parking restrictions and parking bays.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q2 2016/17 Target	Numerator / Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short-Term (From Q1 2016/17)	Q2 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking
PI/S1	Increased parking in town centres (on street)	Bigger is Better	TBC	495000	N/A	509557	543605	Worsening	494750	Improving	
PI/S2	Increased parking in town centres (car parks)	Bigger is Better	TBC	125000	N/A	135593	142001	Worsening	123237	Improving	
PI/C3	Parking - Response processing in time: Response provided within legislative timescales in relation to correspondence	Bigger is Better	99.5%	99.0%	N/A	98.1%	88.6%	Improving	99.9%	Worsening	

ROADS AND TRANSPORT - A high quality, responsive, service that optimises travel times across the borough; and which is safe for users and reflects the growing nature of the borough.

Ref	Indicator	Polarity	Annual 2016/17 Target	Q2 2016/17 Target	Numerator / Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short-Term (From Q1 2016/17)	Q2 2015/16 Result	DOT Long-Term (From Q2 2015/16)	Benchmarking
PI/C7	% of street lights working as planned	Bigger is Better	99.00%	99.00%	N/A	99.59%	99.51%	Improving	99.58%	Improving	
PI/C8	Responsiveness to rectify street lighting defects	Bigger is Better	99.00%	99.00%	N/A	99.84%	99.96%	Worsening	99.13%	Improving	

3.2b Comments and proposed interventions for indicators that have not met target

Ref and Indicator Title	Comments and Proposed Intervention
PI/C3 Parking - Response processing in time: Response provided within legislative timescales in relation to correspondence	The performance has improved from that reported in the Quarter 1 report, however our service provider NSL still have further room for improvement (increase in performance by 0.9%) in order to achieve the target level. As stated in the performance section of this report an Improvement Plan has been instigated with NSL with an expectation that all issues of concern will have been fully addressed by mid-November.

4. Key Actions

The tables below provide an update on progress in delivering the strategic and commissioning priorities, as set out in the refreshed Corporate Plan and Commissioning Plan for 2016/17.

4.1 Overview of Key Actions

RAG Ratings					No. of Key Actions
Green - Met	Green Amber - delayed, Low Impact	Red Amber - delayed, Medium Impact	Red - risk of not delivering or High Impact	Not Rated (not due or N/A)	
75% (9)	17% (2)	8% (1)	0% (0)	0	12

Key

RAG	Description
Green	Action Met
Green Amber	Action delayed, Low Impact
Red Amber	Action delayed, Medium Impact
Red	Risk of Not Delivering Or High Impact

4.2 Progress on Key Actions

The section below outlines the Key Actions which are on-going and/or were due to be completed this quarter.

Managing demand for services (Fairness)

PARKING - A more efficient parking database for permits and PCNs, a new Parking Policy and web-enabled GIS parking system, which displays all our parking restrictions and parking bays.

Actions from Management Agreement or Business Plan	RAG Status	Comments
Preparing for a new Parking Contract	Green	Following Environment Committee approval to extend the existing NSL contract for a period of 18 months, negotiations are now at an advanced stage with NSL to put this in place and an update report will be provided to the Performance and Contract Management Committee in November. Officers continue to engage in the discussions with neighbouring authorities to consider the possibility of a joint contract procurement. Consultants have been engaged jointly by the authorities to identify the benefits of a jointly procured contract. An in-house service option will be considered and compared to all other options.
Making the most of technology to improve parking services	Green	Whilst all resident permits are now electronic, the next step is to explore whether it would be feasible to transfer all types of permits to an electronic format. In addition, all permits types are now being processed by the Customer Support Group, thus leaning out the process of Parking Client Team intervention. It is the intention of having further functionality tested within 'My Account' to allow residents to load all documents relating to their vehicle, thus eliminating manual uploading for verifying documents. During Qtr. 2, the administration fees for permit refunds and change of address/vehicle details has been removed. Currently, Temple Fortune has new innovative bay sensors on trial. The trial confirms that the sensors provide accurate data related to parking bay occupancy. By Qtr. 4 we will have evaluated the benefits of linking the sensor data to payment systems, IT systems and the enforcement process. At that point a decision will be taken on whether it would be beneficial to roll out sensors more widely. In conjunction with the Town Centre team consideration has been given to linking the introduction of sensors to the Town Centre improvement Project with three Town Centres being prioritised. On that basis design and costings of implementing sensors in these Towns Centres has been undertaken ready for a decision on whether to proceed.

Actions from Management Agreement or Business Plan	RAG Status	Comments
<p>Implementing identified changes following the review of NSL effectiveness and efficiency in service delivery</p>	<p>Green</p>	<p>Changes to the way in which Enforcement is conducted has been the subject of much review and discussion with NSL. This has culminated in two Change Control Notices being negotiated with NSL. One is related to expanding CCTV enforcement with the introduction of Moving Traffic Contravention enforcement using CCTV and the second is related to changes in operational enforcement functions both on street and in back office functions. A new Enforcement Plan and a reviewed KPI regime is a major part of this Change Control. Both have been agreed and implemented.</p>
<p>Full implementation of the Emissions based Parking Permits</p> <p>Implement new process to improve customer journey whilst ensuring that the risks are managed</p>	<p>Green</p>	<p>OLAs have been introduced by the Parking Client Team which cover both electronic and paper permits. The OLA clearly highlights expectations from the Customer Support Group. Areas covered (List not exhaustive) include the application process, reduced timescales, verification process, fees and charges and monitoring agreements. All areas of Parking Permitting functions are monitored with monthly reports produced and monthly meetings between the teams, and where necessary improvements are put in place. Additional examples of monitoring include: - Listening to calls, carrying out random call sampling from a customer point of view, permit sampling and providing support to CSG on technical issues. These measures identify risk, and assist in managing the contract. With the new OLA process in place and the move to emissions based electronic permits this increases the opportunity for residents to self-serve to obtain a permit and hence speeds up the process and improves the customer journey. It also reduces the manual handling by CSG and hence is more cost effective.</p>
<p>Increase in parking bay occupancy to achieve over time the targets set within the Parking Policy</p>	<p>Green</p>	<p>The parking bay sensor trial is on-going in Temple Fortune Town Centre. The sensors are linked to an app which provides live information on bay availability and helps to guide motorists to available bays. Once the trial period has elapsed the data will be analysed to determine whether positive benefits have been achieved and hence to assist in determining whether this technology will be a positive contributor to increasing parking occupancy and hence whether it should be rolled out across the borough. The parking transactions being recorded indicate that this has been successful. In partnership with the Town Team the parking bay sensors are being included as one of a range of enhancements to be introduced in Town Centres and three Town Centres have been prioritised with designs and costings being supplied in order to be in a position to roll out following agreement to do so.</p>

Actions from Management Agreement or Business Plan	RAG Status	Comments
Improving Parking Appeal outcomes	Green	All parking appeals are now being processed end to end by dedicated Council officers. A new process document has been produced to ensure a consistent approach is taken and attention to high quality appeal packs being submitted. It is intended that Appeal Officers will start attending appeal hearings, ensuring that a defence is in place rather than historically relying on an evidence pack. An area which needs focus on is 'lessons learned' from appeal outcomes. A report was submitted to the last Parking Transformation Board which demonstrated an improvement in performance since LBB officers have owned the whole process and this received positive feedback from the Board.
Implementation of School Permits	Green Amber	Committee approval has been secured to Pilot two schools. One has been implemented and permits issued and the second school will shortly be implemented pending the school wishing to proceed.
Delivery of the Medium Term Financial savings for both the Street Lighting and Parking budgets	Green	The street lighting saving is technically dependent on the banks agreement to making operational changes. This has been requested and there approval is currently awaited. However, to ensure that the required savings are achieved in year a number of trials of operational changes have been taking place (as agreed with the banks technical advisor) and as these have proven to be successful they have been rolled out more widely. The parking saving is linked to the expiry of the existing contract in May 2017. As it has been agreed to extend the contract arrangements and the details of agreeing this are well advanced with NSL and this includes identifying how the savings will be achieved within the extension period.

ROADS AND TRANSPORT - A high quality, responsive, service that optimises travel times across the borough; and which is safe for users and reflects the growing nature of the borough.

Actions from Management Agreement or Business Plan	RAG Status	Comments
Commencement of Moving Traffic Enforcement in accordance with the Policy intentions	Green Amber	The Phase 1 programme of introducing CCTV cameras was completed in July 16. Phase 2 programme has been delayed but has now commenced with an installation completion date of the end of November followed by testing and 4 weeks of warning notices. PCN's will be issued following the period of warning notices.
Implement the Policy intention of widespread footway parking enforcement	Red Amber	Engagement with Ward Councillors has taken place during July 2016 and a proposal on managing footway parking was presented at the Environment Committee on July 14th. A request was made to perform further engagement with ward councillors to determine the most appropriate solution..
Highways DLO (Direct Labour Organisation) Review – Implementing the agreed actions and	Green	A Project Consultant has been appointed and the review commenced in September. The project will involve reviewing how the service will operate in future including the

Actions from Management Agreement or Business Plan	RAG Status	Comments
<p>preferred option from the DLO Operational review. Implement a new delivery model and Unified Reward</p>		<p>need to relocate the service from Mill Hill Depot to Harrow depot. Consideration of the need for investment will also be part of the review and a Capital bid has been submitted for this outcome. A Health and Safety review is also on-going at present with an extensive training programme having been implemented and new process documents produced. Once it has been agreed how the service will operate and hence which functions the DLO will be responsible for a procurement exercise will need to be conducted to replace all existing material purchasing arrangements.</p>

Transforming services (Opportunity)

Actions from Management Agreement or Business Plan	RAG Status	Comments
<p>Complete reviews of the service provided by the delivery partners Customer Service Group and Re Highways</p> <p>Improving Customer experience and journeys when they interact and perform transactions with the service</p>	Green	<p>A thorough review has been completed in regard to permit, visitor voucher and suspension processing functions and this has culminated in new more robust processes being introduced which have been formalised via a new Customer Service Group (CSG) OLA for all areas of parking permits processing. This new OLA has been agreed, approved by service heads and is now implemented. It has also been partially tested via the Audit process. The CSG Assisted Travel Team which includes Disabled Persons Freedom Passes and Blue Badge processing functions are currently undergoing a 'Deep Dive' review and by it is anticipated that this will be concluded by the end of Qtr. 3. Following this it is expected that a new OLA will be introduced to enhance the service. CSG's performance is monitored on a monthly basis including monthly audit reports, site visits and monthly attendance at the Customer Care Standards Group. Both CSG and The Parking Client Team (PCT) are working on updating web content and discussions are taking place at Web Lead Meetings which are facilitated by CSG. A full review of the web content will be completed by the end of Qtr. 3. Discussions have commenced with CSG on areas for further improvement and in particular the current IVR. The review for Re has not yet commenced, however it is envisaged that this will commence in Qtr. 4. It is hoped that the recruitment of a further Performance Officer role within the PCT will help to speed up the reviews and hence introduction of new improvement processes. This officer is due to start in early December 16.</p>

5. Customer Experience

Customer Experience Description	Comments and Proposed Intervention
Response to Correspondence	This has been an area that has had an increased focus in order to improve performance within the period. During the period the performance has improved in relation to responding on time to Complaints, Members enquires and FOI requests.
Increase in customer self Service – Improved customer experience	During the period there has been a steady increase in the number of residents who are self-serving and hence obtaining their permits by using the improved fast track on line system. This allows a permit to be applied for and obtained in one relatively short transaction.

6. Risk

The 5 X 5 matrix (heat map) below shows the residual risk assessment (probability and impact scores) for each risk.

		PROBABILITY					
		1	2	3	4	5	
		Rare	Unlikely	Possible	Likely	Almost Certain	
IMPACT	5	Catastrophic					
	4	Major					
	3	Moderate					
	2	Minor			2	1	
	1	Negligible				4	

Risk Commentary:

There are 7 risks that are recorded on the Parking and Infrastructure Risk Register.

7. Equalities

Equalities Description	Comments and Proposed Intervention
<p>Consultation and Equalities Impact Assessment</p>	<p>Equalities and Diversity Freedom Pass Review</p> <p>The applications and renewal process and the eligibility criteria will be subject to a full equalities impact assessment during the second phase of the review (September 2016). These proposals have been formulated bearing in mind the Council's Public Sector Equality duty as set out below.</p> <p>The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010 <input type="checkbox"/> advance equality of opportunity between people from different groups <input type="checkbox"/> foster good relations between people from different groups <p>The relevant protected characteristics are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Age <input type="checkbox"/> Disability <input type="checkbox"/> Gender reassignment <input type="checkbox"/> Pregnancy and maternity <input type="checkbox"/> Race <input type="checkbox"/> Religion and belief <input type="checkbox"/> Sex <input type="checkbox"/> Sexual orientation <p>The broad purpose of this duty is to integrate considerations of equality into day business and keep them under review in decision making, the design of policies and the delivery of services</p>

Equalities Description	Comments and Proposed Intervention
	<p>In addition all templates should advise the inclusion of:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Up to date information about the Equalities impact of the proposal and details of how this has been assessed <input type="checkbox"/> Sources of data <input type="checkbox"/> Assessment of equalities risks and what has been done to mitigate them <p>Freedom Passes are one way of supporting people with disabilities to maintain a level of independence and therefore it is important to ensure that the eligibility criteria and the process of assessment allows everyone who is eligible to apply and receive a pass.</p> <p>The Council and our delivery partner, Customer Support Group (CSG), recognise a responsibility to make changes to the Freedom Pass applications and renewal process so that all applicants will receive equal treatment. It is recognised that applicants may require reasonable adjustments to be made to the process which take account of their specific disabilities under the 2010 Equality Act.</p> <p>The process will therefore offer a choice of contact methods:</p> <p>Web Applicants will have access to the Barnet website and London Councils for help and assistance</p> <p>Telephone Applicants will be offered support via the telephone Monday-Thursday between the hours of 9am-5.15pm and Friday 9am-5pm.</p> <p>Face-to-face In the case where an individual needs face-to-face support, this will be provided at Barnet House and Burnt Oak Library.</p> <p>Email Applicants have the option to email for support.</p>