

# Parking and Infrastructure – Q4 2016/17

## 1. SUMMARY

### 1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance		Capital Actual Variance				
		0		(75)			

  

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
• Indicators	71% (5)	14% (1)	0% (0)	14% (1)	43% (3)	57% (4)
• Key Actions	71% (5)	29% (2)	0% (0)	0% (0)		

  

Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased	New
		0% (0)	71% (10)	29% (4)	0% (0)	100% (14)	0% (0)

### 1.2 KEY SUCCESSSES AND CHALLENGES

#### Key Successes

Street Lighting has shown great stability for the full year and has exceeded targets for street lights working as planned and responsiveness to rectify street lighting defects.

The new permit prices went live successfully. The new system successfully installed new prices that are consistent with council policy to reduce air pollution in the borough by extending the green permit up to 110 gCo2 which see 1500cc vehicles move from paying £30 to Free of charge and in addition introduced a new diesel surcharge which will apply to vehicles that use diesel.

Successful recruitment of Parking Performance Officer

## Key Successes

The Council works in partnership with the Driver and Vehicle Licensing Agency to remove abandoned and nuisance vehicles. As part of this partnership working, the DVLA carried out an Audit of the Management of DVLA systems that are in place. The outcome of the audit confirmed a High Level of Compliance which resulted in a green rating for the Council.

Key Challenges	Actions Required
Procurement of Enforcement Contract	<ul style="list-style-type: none"> <li>Following Environment Committee approval to extend the existing NSL contract for a period of 18 months, negotiations have now been completed. In moving forward, the bigger task ahead lays in the re-procurement of the parking contract, ensuring that burst value for money is achieved ensuring that a high level of service is delivered.</li> </ul>
Staff Recruitment	<ul style="list-style-type: none"> <li>There have been challenges in recruiting staff for the parking client team placing pressure on the time to respond to varying volumes of workload which has required close management and interim resource as and when required.</li> </ul>
Disabled Persons Freedom Pass	<ul style="list-style-type: none"> <li>To carry out a full review of the service ensuring that best practices are identified and a revised process is embedded</li> </ul>
Relocation of DLO Service from Mill Hill to Harrow and setting up the new working model	<ul style="list-style-type: none"> <li>Settling in to the new location/office at the same time as remodelling and changing practices.</li> <li>Member engagements and implementing the new operating model with Councillors.</li> </ul>
Disabled Persons Freedom Pass Review	<ul style="list-style-type: none"> <li>The challenge ahead, remains in ensuring that new practices are successfully embedded within the partnership.</li> </ul>

### 1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

## **Parking**

*NSL have throughout the year struggled to recruit a sufficient number of CEO's and therefore enforcement activity is not at the level required by the newly agreed Enforcement Plan – however at the end of the period this had improved and it is expected that the required numbers will be achieved by the end of April.*

*The moving traffic camera scheme has been rolled out to over 50 sites, and as such this has increased safety around schools ensuring that children are able to arrive/depart safely and will also assist in reducing congestion and keeping traffic moving.*

*There is an impending review of the Parking Client Team structure to ensure adequate resources are in place in order to ensure efficient and effective outcomes and to enable the increased workload to be managed more effectively. This will also enable concentration on rolling out improvements in the service as required via the transformation Board.*

## **Service Enhancement and Business Improvement**

- 1. The IVR review has been carried out and been approved which will now allow customers an enhanced level of accessibility when contacting the Customer Support Group via phone. The changes will now have the advantage where a customer will be directed to a Customer Support Group agent quicker.*
- 2. The Parking Client Team has introduced a dedicated officer who is seconded to respond to correspondence as per service level agreements. This introduction has seen a quicker response on all areas of parking and accords with the desire to improve this area of the service.*
- 3. A new Performance Officer has commenced with the team and is initially focussed on completing the Moving Traffic Camera installation programme, whilst also reviewing areas for improvement.*

## **Street Lighting**

*Street Lighting remains on target to deliver operational efficiencies and contract changes in order to be confident in delivering the Medium Term Financial Savings to the Authority.*

*Street Lighting has shown great stability for the full year and has constantly exceeded targets each month for street lights working as planned and responsiveness to rectify street lighting defects and continues to be one of the service areas that receives good feedback from the customer satisfaction surveys.*

### **Highways DLO**

*The Health and Safety review is nearing completion following receipt of feedback from the Councils Health and Safety team in regards to the newly drafted Safe Working Procedures and Risk Assessments. Staff briefings have been undertaken to ensure that all operatives are fully appraised of the new process and procedures.*

*The new Operating Model has been agreed and is in the process of being implemented. This will include a new process for members to report defects and how these will be prioritised and completed. Informative letters have been sent to all ward councillors to advise them of the changes and to kick off the new operation. Now that the new model has been finalised there are three identified work streams to be implemented – one to revise existing Job Descriptions to align with the new working model and have these evaluated and consult with those impacted (this was completed in mid-April), one to procure the necessary materials and equipment to accord with the new way of working and one to recruit additional resources including additional area based operatives and a team manager to help co-ordinate the introduction of the new working model and engage with members.*

*The Winter Gritting season has now been successfully concluded and the team delivered all required actions in good time to ensure that the roads within the borough were safe in times of ice and snow.*

*During the period all defects reported to the Highways DLO were rectified within KPI timescales.*

## 2. Finance

### 2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	outturn £000	Variation £000		
Highway Inspection/Maintenance	354	421	530	108	Overspend on winter gritting due to additional costs of routes starting from new Harrow depot.	25.7%
Parking	(458)	(538)	(646)	(108)	Over achievement of income from off street car parks due to increase in the volume of users.	-20.2%
Special Parking Account	(8,052)	(8,042)	(8,042)	-		0.0%
Street Lighting	6,224	6,321	6,321	-		0.0%
<b>Total</b>	<b>(1,933)</b>	<b>(1,838)</b>	<b>(1,838)</b>	<b>-</b>		<b>0.0%</b>

### 2.2 Capital

	2016-17 Approved Budget	Additions/ Deletions Recommended	Slippage / Accelerated Spend Recommended	Proposed 2016/17 outturn	Variance from Approved Budget	% slippage of 2016/17	Comments
	£000	£000	£000	£000	£000	%	
Parking and Infrastructure	1,196	-	(75)	1,121	(75)	-6.3%	
<b>Parking and Infrastructure</b>	<b>1,196</b>	<b>-</b>	<b>(75)</b>	<b>1,121</b>	<b>(75)</b>	<b>-6.3%</b>	

### 3. Performance

#### 1.1 Overview of performance for Corporate Plan and Service indicators

To be lifted from excel sheet

	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	1	1	0	0	1	0	1
SPI	3	1	0	0	6	0	3	3	0	6
MPI or KPI	0	0	0	0	0	0	0	0	0	0
<b>Overall</b>	<b>71% (5)</b>	<b>14% (1)</b>	<b>0% (0)</b>	<b>14% (1)</b>	<b>100% (7)</b>	<b>0% (0)</b>	<b>43% (3)</b>	<b>57% (4)</b>		<b>7</b>

Key:

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

### 3.2a Indicators

Type	Ref NO	Indicator description	Quarter	Polarity	Expected to report	Period Covered	Previous outturn: Year (Same quarter, previous year - Q4 or EOY 2015/16)	Q4 Target	Q4 or EOY Outturn	Target Variance	Direction Travel (long term)
SPI	PI/S1	Increased parking in town centres (on street)	EOY	Bigger is Better	Yes	Apr 2016 - Mar 2017	2024492	1,967,204	2,124,936	N/A	Improving
SPI	PI/S2	Increased parking in town centres (car parks)	EOY	Bigger is Better	Yes	Apr 2016 - Mar 2017	517610	495,362	559,060	N/A	Improving
CPI	PI/S3 (RPS)	Percentage of residents who are satisfied with parking services	EOY	Bigger is Better	Yes	Autumn 2016	30%	33%	24%	27.3%	Worsening
SPI	PI/C3?	Parking - Response processing in time: Response provided within legislative timescales in relation to correspondence	EOY	Bigger is Better	Yes	Apr 2016 - Mar 2017	100.0%	99.0%	96.31%	0.3%	Worsening
SPI	PI/C6 (RPS)	Percentage of residents who are satisfied with street lighting	EOY	Bigger is Better	Yes	Autumn 2016	71%	72%	71%	1%	Worsening

Type	Ref NO	Indicator description	Quarter	Polarity	Expected to report	Period Covered	Previous outturn: Year (Same quarter, previous year - Q4 or EOY 2015/16)	Q4 Target	Q4 or EOY Outturn	Target Variance	Direction Travel (long term)
SPI	PI/C7	% of street lights working as planned	EOY	Bigger is Better	Yes	Apr 2016 - Mar 2017	99.52%	99.00%	99.55%	0.6%	Improving
SPI	PI/C8?	Responsiveness to rectify street lighting defects	EOY	Bigger is Better	Yes	Apr 2016 - Mar 2017	100.00%	99.00%	99.84%	0.8%	Improving

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

Ref and title	Comments and Proposed Intervention
Percentage of residents who are satisfied with parking services	Whilst it is acknowledged that 24% satisfaction is below target, the service is working closely with partners to ensure that resident perception changes by improving responses to enquires, exploring feedback received from other channels and generally providing a more proactive service. The introduction of opening IVRs which will assist the resident in addressing parking matters. Work is also ongoing in terms of providing better visibility of parking enforcement activity, producing informative information and making improvements to the web site including the layout and quality of the content.
Parking - Response processing in time: Response provided within legislative timescales in relation to correspondence	Whilst this area has underachieved EOY by 2.69%, we are working closely with all partners to ensure that all correspondence is addressed in a timely manner, ensuring that legislative timescales are not missed. On a monthly basis data is analysed and where a breach has occurred this is addressed with the relevant partner in line with contractual obligations. With the introduction of the Parking Performance Officer, this will be an area of increased focus



Ref and title	Comments and Proposed Intervention
Percentage of residents who are satisfied with street lighting	End of Year figures show that the target was missed by 1%; It was envisaged that this would be more greatly impacted than it was due to the dimming of the lights borough wide. It is believed that this is due to the high quality of maintenance activity in terms of the numbers of lights working as planned and also the quick response in dealing with any that become defective.

## 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 Street Scene 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)	
71% (5)	29% (2)	0% (0)	0% (0)	1	8

#### Key

RAG	Description
Green	Action on track or 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 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.**

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
Preparing for a new Parking Contract	Jun-15		Q1	Green	Following Environment Committee approval to extend the existing NSL contract for a period of 18 months, negotiations have commenced with NSL to secure the extension. Officers continue to engage in the discussions with neighbouring authorities to consider the possibility of a joint contract procurement, which would commence after the 18 month contract extension with NSL has completed. Consultants have been engaged jointly by the North London authorities to identify the benefits of a jointly procured contract. At the appropriate time in the future an in-house service option will also be considered and compared to other commissioned other options.	Green	
			Q2	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		

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
					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.		
			Q3	Green	<p>Following Environment Committee approval to extend the existing NSL contract for a period of 18 months, negotiations have now been completed and plans submitted to NSL for consideration. Whilst there was an initial appetite for joint working with neighbouring authorities, these have lost its momentum and as such all authorities have taken the option on working alone.</p> <p>In moving forward, the bigger task ahead lies ahead in the re - procurement of the parking contract ensuring that best value for money is achieved ensuring that a high level of service is delivered.</p>		
			Q4	Green	<p>"Following Environment Committee approval to extend the existing NSL contract for a period of 18 months, negotiations have now been completed and necessary legal documents have recently been signed to complete this element of the actions.</p> <p>In moving forward, the bigger task ahead lays in the preparation and procurement of the new parking contract which will commence following the expiry of the extension period.</p>		
Making the most of technology to improve parking services			Q1	Green	Whilst all resident permit applications are now electronic, the next step is to investigate whether it is possible to transfer all other types of permits to an electronic application platform. It is the intention of having further functionality tested within 'My Account' to allow residents to upload all documents		

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
					relating to their vehicle(s), thus eliminating the manual uploading of documents for verification.. During Qtr. 2, it is the intention to remove administration fees for permit refunds and change of address/vehicle details. Currently, Temple Fortune has bay sensors which show occupancy at all times. By Qtr. 4 we will have evaluated the benefits of linking the sensor data to payment systems, IT systems and the whole enforcement process. At that point a decision will be taken on whether it would be beneficial to roll out sensors more widely.		
			Q2	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		

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
					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.		
			Q3	Green	<p>The Council is currently working in conjunction with the government Parking Permit Verify Local Pilot scheme. The aim of the scheme is to identify individuals against their registered address. The benefits of this scheme will allow councils to verify an individual very quickly which may then interlink to issuing a parking permit. A separate report will be available in Quarter 4.</p> <p>A recent review of telephony accessibility took place with the Customer Service Group. The review concluded that the IVRS were 'cluttered' and as such a proposal has been made to simply all telephone lines for parking giving better accessibility to residents that need help, support or assistance relating to parking issues.</p> <p>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</p>		

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
					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.		
			Q4	Green/ Amber	<p>After careful consideration, It has been agreed that Barnet will not be taking any further part in the Verify Project as this does not currently add any value to our current processes. "</p> <p>Following a review of telephone accessibility, approval has been obtained to 'Open' telephone lines for parking and assisted travel. This service will enhance the customer journey where the individual will be able to speak to a Customer Support Advisor, thus envisage an improved customer experience.</p> <p>Temple Fortune has new innovative bay sensors on trial. The trial confirms that the sensors provide accurate data related to parking bay occupancy. Whilst it was envisaged that by Qtr 4 evaluation would have taken place, the trail has been extended by a further 12 weeks in order for more robust information to be filtered on the benefits of linking the sensor data to IT systems. During Qtr 1 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.</p>		

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
Implementing identified changes following the review of NSL effectiveness and efficiency in service delivery			Q1	Green	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 in principal and are being instigated with final signed off in July 16.		
			Q2	Green	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.		
			Q3	Green	Due to a shortage of appeal and representation officers, and the increase of incoming representations, it has been decided that NSL will carry out all representations remotely. This will include a sufficient number of Barnet staff making decisions on Formal representations working remotely at the NSL offices. During Quarter 2, The Parking and Infrastructure Manager carried out a site visit to NSL offices in Blackburn and experienced first-hand the excellence that was		



Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
					<p>delivered by parking specialists.</p> <p>With the transfer of representations to NSL, the following benefits will be gained:-</p> <ol style="list-style-type: none"> <li>1. Customers will have quicker outcomes on representations made, thus reducing complaints and chaser correspondence.</li> <li>2. Locally based LBB Officers will be focused on appeals ensuring that the standard is raised with the desired effect of an increased win rate at tribunals.</li> </ol> <p>It has also been evidenced that Night time parking enforcement has had the desired effect with a decline in issuing of PCNS. As such, in Quarter 4, this will cease with resource being directed to day time enforcement.</p>		
			Q4	Green	The service is looking to increase resources to correspond with the new enforcement plan ensuring that all correspondence is processed within statutory deadlines.		
<p>Full implementation of the Emissions based Parking Permits</p> <p>Implement new process to improve customer journey whilst</p>			Q1	Green	OLAs have been introduced by the Parking Client Team which covers both electronic and paper permits. The OLA clearly highlights expectations from the Customer Support Group and Parking Client Team. Areas covered (List not exhaustive) include the application process, reduced timescales, verification process, fees and charges and monitoring agreements. Since the introduction of the Contract Performance Officer role, monthly site visits and audits are taking place. All areas of Parking Permitting functions are monitored, and where necessary improvements are put in place.		

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
ensuring that the risks are managed					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. Vehicle Registrations are linked to Experian to establish emissions.		
			Q2	Green	OLAs have been introduced by the Parking Client Team which covers 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.		
			Q3	Green	Development currently on track for April go live specification for new system complete. Awaiting development timescales from software house		

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
			Q4	Green	The Parking It system has been successfully updated and tested to allow the new emissions bandings to be introduced.		
Increase in parking bay occupancy to achieve over time the targets set within the Parking Policy	Jun-15		Q1	Green	The parking bay sensor trial is on-going in Temple Fortune Town Centre. The sensors are linked to an application 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.		
			Q2	Green	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.		
			Q3	Green	Temple Fortune has new innovative bay sensors on trial. The trial confirms that the sensors provide		

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
					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.		
			Q4	Green/ Amber	<p>"</p> <p>Following a review of telephone accessibility, approval has been obtained to 'Open' telephone lines for parking and assisted travel. This service will enhance the customer journey where the individual will be able to speak to a Customer Support Advisor, thus envisage an improved customer experience.</p> <p>Temple Fortune has new innovative bay sensors on trial. The trial confirms that the sensors provide accurate data related to parking bay occupancy. Whilst it was envisaged that by Qtr 4 evaluation would have taken place, the trail has been extended by a further 12 weeks in order for more robust information to be filtered on the benefits of linking the sensor data to the IT systems. During Qtr 1 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</p>		

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
					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. "		
Improving Parking Appeal outcomes	Jun-15		Q1	Green	More 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 to ensure high quality appeal packs are 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. In moving forward, the intention is to have sufficient resources in place to complete all appeals in their entirety, with a high percentage being attended in person at London Tribunals to ensure that the authority is represented and is able to provide a robust defence. It is also intended that by Qtr. 3, there will be an Officer who will be able to advise on TEC processes, Out of Time Statements and N244 statements. An area which needs focus on is 'lessons learned' from appeal outcomes.		
			Q2	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		

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
					an improvement in performance since LBB officers have owned the whole process and this received positive feedback from the Board.		
			Q3	Green	<p>The current appeal success rate from Appeals from 1 April 2016 to 10 January 2017 is:-  Win Rate: 45%  Loss Rate: 35%  Cancellation Rate prior to PATAS hearing: 19%  During quarter 4, the following Service Improvement Plan will be introduced with the aim of bringing a real focus on appeals, ensuring that our win rate increases 5% each calendar month with an aspirational target of 80% win rate by the end of 2017.</p> <p>The method of delivering this target will the following changes:-</p> <ol style="list-style-type: none"> <li>1. Case Reviews to be conducted with staff highlighting the strengths and weaknesses of cases ensuring that 'lessons are learned'.</li> <li>2. Personal attendance at hearings from appeal officers</li> </ol> <p>The adjudicator's decision is final, subject to the power of adjudicators to review a decision. Whilst no further challenges can be made other than on a point of law through an application to the High Court for judicial review persistently losing cases at appeal is time wasting and expensive. It also undermines public confidence in the process that the authority is administering. As such, following consultation with legal services, there needs to be an increase on submitting judicial reviews (on a case by case basis)</p>		

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
			Q4	Green	<p>The current appeal success rate from Appeals for Qtr 4 is:-  Win Rate: 59%  Loss Rate: 41%  During quarter 4, the following Service Improvement Plan have been introduced:</p> <ol style="list-style-type: none"> <li>1. Case Reviews to be conducted with staff highlighting the strengths and weaknesses of cases ensuring that 'lessons are learned'.</li> <li>2. Personal attendance at hearings from appeal officers</li> </ol>		
Implementation of School Permits	Jun-15		Q1	N/A	Awaiting final approval to implement trial area.		
			Q2	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.		
			Q3	Green Amber	Final survey being carried out in February against baseline Consultation results will be collated in early march with recommendation going to environment committee in April		
			Q4	Green Amber	The proposals for School Permits to be widened will be going to P & R Committee in May 2017.		
Delivery of the Medium Term Financial savings for both the Street Lighting			Q1	Green	The street lighting saving is dependent on the Private Finance Initiative lenders agreement to making operational changes. This has been requested and their approval is currently awaited. The level of savings that can be derived in year are very much dependent on the time it takes to gain		

Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
and Parking budgets					agreement and hence put the changes into practice. 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 are being discussed with NSL to deliver the savings as part of the extension agreement. These discussions are currently on-going.		
			Q2	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.		
			Q3	Green	Notwithstanding the recent (12.5%) hike in electricity unit rate, for the Winter period, over this time last year, Street Lighting remains on target to deliver operational efficiencies and contract changes in order to be confident in delivering the Medium Term Financial Savings to the Authority.		
			Q4	Green	Notwithstanding the recent (12.5%) hike in electricity unit rate, for the Winter period, over this time last year, Street Lighting remains on target to deliver operational efficiencies and contract changes in order to be confident in delivering the Medium Term Financial Savings to the Authority. Further work needs to be carried out around LED conversion with		



Action / Commissioning Intention	Due Date	Year	Q	RAG: Quarter Status	Quarter Comment	RAG: Overall Status (Annual Position)	COMMENTS Please provide commentary (Annual Position)
					Members. The required saving within the parking budget have been identified through the contract extension with NSL and delivery will be monitored throughout the following financial year.		

## 5. Customer Experience

Customer Experience description	Comments and Proposed Intervention
Correspondence	<p>The Service now has dedicated Correspondence Officer who actions all FOIs, Members Enquires and Formal Complaints. The top three areas for incoming correspondence is:-</p> <ul style="list-style-type: none"><li>• Penalty Charge Notices (All aspects)</li><li>• Abandoned Vehicle</li><li>• Enforcement Request</li></ul> <p>The service is working on these areas with partners to ensure that the customer journey is as user friendly as possible. Examples include opening IVRs, online and web payments and review of accessibility channels.</p>

## 6. Risk

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

SCORE			LIKELIHOOD				
			1	2	3	4	5
			Rare	Unlikely	Possible	Likely	Almost Certain
IMPACT	5	Catastrophic	2	0	0	0	0
	4	Major	0	1	0	0	0
	3	Moderate	0	2	3	0	0
	2	Minor	0	4	2	0	0
	1	Negligible	0	0	0	0	0

## 7. Equalities

Equalities Description	Comments and Proposed Intervention
<p>The change to the eligibility criteria may impact 376 pass holders who have obtained Disabled Person Freedom Passes under the current criteria of Mental Health. It is proposed that those who may no longer be eligible under the new draft criteria are allowed to retain their pass until the renewal date in 2020. This cohort of pass holders will be given 12 months notification that they will be required to renew their pass under the new criteria. There is a risk that these individuals may not be eligible under the new draft criteria.</p>	<p><i>The applications and renewal process and the eligibility criteria will be subject to a full equalities impact assessment. These proposals have been formulated bearing in mind the Council's Public Sector Equality duty as set out below.</i></p> <p><i>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:</i></p> <ul style="list-style-type: none"> <li><i>• eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</i></li> <li><i>• advance equality of opportunity between people from different groups</i></li> <li><i>• foster good relations between people from different groups</i></li> </ul> <p><i>The relevant protected characteristics are:</i></p> <ul style="list-style-type: none"> <li><i>• Age</i></li> <li><i>• Disability</i></li> <li><i>• Gender reassignment</i></li> <li><i>• Pregnancy and maternity</i></li> <li><i>• Race</i></li> <li><i>• Religion and belief</i></li> <li><i>• Sex</i></li> <li><i>• Sexual orientation</i></li> </ul> <p><i>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</i></p> <p><i>In addition all templates should advise the inclusion of:</i></p> <ul style="list-style-type: none"> <li><i>• Up to date information about the Equalities impact of the proposal and details of how this has been assessed</i></li> <li><i>• Sources of data</i></li> <li><i>• Assessment of equalities risks and what has been done to mitigate them</i></li> </ul>

Equalities Description	Comments and Proposed Intervention
	<p><i>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.</i></p> <p><i>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.</i></p> <p><i>The process will therefore offer a choice of contact methods:</i></p> <p><i>Web</i>  <i>Applicants will have access to the Barnet website and London Councils for help and assistance</i></p> <p><i>Telephone</i>  <i>Applicants will be offered support via the telephone Monday-Thursday between the hours of 9 am - 5.15pm and Friday 9 am - 5pm.</i></p> <p><i>Face-to-face</i>  <i>In the case where an individual needs face-to-face support, this will be provided at Barnet House and Burnt Oak Library.</i></p> <p><i>Email</i>  <i>Applicants have the option to email for support.</i></p> <p><i>Communication</i>  <i>Alternative formats of documents will be available upon request including ‘Easy Read’ and ‘Large Format’</i></p> <p><i>We are satisfied that the new process will be accessible to all residents taking into account their particular circumstances and disabilities. All communication materials will be available in a variety of accessible formats to take account of applicants’ specific needs and presented in a manner that is easy for them and their carers/advocates to access and understand.</i></p>

