

# Parking and Infrastructure – Q3 2016/17

## 1. SUMMARY

### 1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance		Capital Actual Variance				
		(91)		(261)			

  

Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
• Indicators	71% (5)	14% (1)	0% (0)	14% (1)	29% (2)	71% (5)
• Key Actions	75% (9)	8% (1)	8% (1)	8% (1)		

  

Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased	New
		0% (0)	58% (7)	42% (5)	0% (0)	50% (6)	8% (1)

### 1.2 KEY SUCCESSES AND CHALLENGES

#### Key Successes

The relocation of Highways DLO and Reactive Highway Maintenance from Mill Hill Depot to Harrow Depot was a real challenge; however, this was successfully delivered and mobilised with minimal disruption to service. The key challenges were:-

The service is fully operational including winter gritting service.

During Quarter 3, a full consultation was carried out with residents on Disabled Persons Freedom Passes. There was positive feedback from service users and Councillors in respect to the proposed changes which are intended to meet the Council's vision for its Disabled Persons Freedom Pass application and renewals process to be an exemplar high quality

## Key Successes

process that provides the best user experience possible for our residents.

### DVLA Audit

During Quarter 3 the DVLA conducted a GIAA Tier 3 Audit and achieved the following outcome of 'Green', which demonstrated a high level of compliance.

This level of compliance which was audited included:-

Data Protection  
Information Governance  
Record Keeping  
Partnership working with NSL  
IT Security

Key Challenges	Actions Required
The volume of work coming from MTC roll out has placed pressures on the parking client team.	Daily monitoring of the progress of the roll out and off the variable volumes of correspondence being received allows for resources to be allocated appropriately ensuring compliance with statutory timescales.  Parking Performance Officer has been appointed and are now awaiting HR clearance. This will partially help towards adequately resourcing this area with a provisional start in quarter 4.  Review of PCT structure to ensure adequate resources are

Key Challenges	Actions Required
	in place to monitor this important area and to commence implementing any proposed changes.
<p><b>Making improvements to appeal outcomes.</b></p>	<p><b>Concentrating additional time and resources to improving current process to enable the following:-</b></p> <ol style="list-style-type: none"> <li><b>1. Taking account of previous appeal outcomes and hence lessons learnt to drive improvement</b></li> <li><b>2. All Appeals to be checked for Assurance Criteria to be introduced for checking appeals</b></li> <li><b>3. Appeal Officers to attend appeal hearings</b></li> <li><b>4. Monitor and review outcomes for good direction of travel.</b></li> </ol>
<p><b>Recruitment of good quality and experienced officers continues to be an ongoing challenge.</b></p>	<ol style="list-style-type: none"> <li><b>1. Continuous monitoring of markets for good quality staff</b></li> <li><b>2. Working partnership with libraries and HR to explore avenues of redeployment internally</b></li> <li><b>3. Train (redeployed staff) to a level of acceptable competence</b></li> </ol>

### 1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

#### *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.

As part of the 5 year plan, it was agreed to carry out enforcement at night. This area is now showing a high level of compliance with motorists and as such evidence suggests that there is no longer a need to continue with this night time enforcement. As a result, the night shift CEOs will be allocated to focus on core hours enforcement bolstering the current workforce at times when compliance is a concern.

#### *Service Enhancement and Business Improvement*

1. We are in early stages of scoping the possible introduction of an SMS service for residents whose permits are due for renewal
2. The IVR review has been carried out and we will work in partnership to match the best access routes for the customers, with customer advocacy support for the digitally excluded customers.
3. Improved

An Audit of the Management of DVLA Wee Link contract was conducted in the quarter and this led to a green rating, confirming a 'High Level of Compliance.

#### Street Lighting

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.

## 2. Finance

### 2.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Quarter 3 £000	Variation £000		
Highway Inspection/Maintenance	354	400	408	8	A small overspend expected due to limited income opportunities for the sign shop.	2.1%
Parking	(458)	(538)	(545)	(8)	Off street car parks are to budget, the small underspend is due to a saving on abandoned vehicles contract payments.	-1.4%
Special Parking Account	(8,052)	(8,032)	(8,067)	(35)	The SPA is due to exceed its budgeted contribution due to a combination of increases in moving traffic camera income, on street income, residents permits income, and PCN income from on street enforcement. There have also been contract payment savings.	-0.4%
Street Lighting	6,224	6,223	6,166	(57)	A saving is expected due to carbon emissions.	-0.9%
<b>Total</b>	<b>(1,933)</b>	<b>(1,947)</b>	<b>(2,039)</b>	<b>(91)</b>		<b>-4.7%</b>

### 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	Comments
	£000	£000	£000	£000	£000	£000	£000	%	
Parking and Infrastructure	1,457	-	(261)	1,196	756	1,196	(261)	-17.9%	Delays to lines and signs work and Town centre bays the budget for which has been moved to 2017/18 so the whole scheme can be completed at the same time
<b>Parking and Infrastructure</b>	<b>1,457</b>	<b>-</b>	<b>(261)</b>	<b>1,196</b>	<b>756</b>	<b>1,196</b>	<b>(261)</b>	<b>-17.9%</b>	

### 3. Performance

#### 3.1 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	5	1	0	0	6	0	2	4	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>29% (2)</b>	<b>71% (5)</b>		<b>7</b>

**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	Q3 2016/17 Target	Numerator /Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking
PI/S1	Increased parking in town centres (on street)	Bigger is Better	TBC	495000	N/A	535354	509557	Worsening	536251	Worsening	
PI/S2	Increased parking in town centres (car parks)	Bigger is Better	TBC	125000	N/A	140178	135593	Improving	138234	Improving	
PI/S3 (RPS)	Percentage of residents who are satisfied with parking services	Bigger is Better	33.0%	33.0%	N/A	24%	28%	Worsening	30.0%	Worsening	London Autumn 2014/15 - 33%
PI/C3?	Parking - Response processing in time: Response provided within legislative timescales in relation to correspondence	Bigger is Better	100%	99.0%	11700/11853	99%	98.1%	Worsening	100.0%	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	Q3 2016/17 Target	Numerator /Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long Term (From Q3 2015/16)	Benchmarking
PI/C6 (RPS)	Percentage of residents who are satisfied with street lighting	Bigger is Better	72.0%	72.0%	N/A	69%	73.0%	Worsening	71.0%	Worsening	
PI/C7	% of street lights working as planned	Bigger is Better	99.0%	99.0%	N/A	99.6%	99.6%	Same	99.5%	Improving	
PI/C8?	Responsiveness to rectify street lighting defects	Bigger is Better	99%	99%	N/A	99.8%	99.8%	Same	100.0%	Worsening	



### 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	Due to the festive season, there was a reduction of working days, thus missing the 99% target by 0.29%. The matter will be raised with NSL at the monthly KPI and Performance meeting scheduled for 20 January 2017.
PI/S3 (RPS) - Percentage of residents who are satisfied with parking services	This is an area that the parking client team are looking to change including an improved response to feedback received from residents, a speedier response to Member's enquiries and freedom of information requests. A tracking system will be implemented by Qtr 4 which will give increased visibility on performance and identify trends and themes.

## 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)	
75% (9)	8% (1)	8% (1)	8% (1)	0	12

#### 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.**

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
1	<b>Preparing for a new Parking Contract</b>	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>
3	<b>Making the most of technology to improve parking services</b>	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</p>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
			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.
5	<b>Implementing identified changes following the review of NSL effectiveness and efficiency in service delivery</b>	Green	<p>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. 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 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. The 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>
7	<b>Full implementation of the Emissions based Parking Permits</b> <b>Implement new process to improve customer journey whilst ensuring that the risks are managed</b>	Green	Development currently on track for April go live specification for new system complete. Awaiting development timescales from software house
8	<b>Increase in parking bay occupancy to achieve over time the targets set within the Parking Policy</b>	Green	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

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
			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.
9	Improving Parking Appeal outcomes	Green	<p>The current appeal success rate from Appeals from 1 April 2016 to 10 January 2017 is:-</p> <p>Win Rate: 45%</p> <p>Loss Rate: 35%</p> <p>Cancellation Rate prior to PATAS hearing: 19%</p> <p>During quarter 4, the following Service Improvement Plan will be introduced with the aim of bringing g 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> <li>3. 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)</li> </ol>
10	Implementation of School Permits	Green Amber	<p>Final survey being carried out in February against baseline</p> <p>Consultation results will be collated in early march with recommendation going to environment committee in April</p>
11	Delivery of the Medium Term Financial savings for both the Street Lighting and Parking budgets	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.

**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	Actions from Management Agreement or Business Plan	RAG Rating	Comments
2	Commencement of Moving Traffic Enforcement in accordance with the Policy intentions From Actions Tab	Green	50 sites now live. 14 new locations have been surveyed now and work underway and 6 residual phase two locations will be live in January/early Feb. On track for completion by end of March for all phases
4	Implement the Policy intention of widespread footway parking enforcement	Red	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. This is an area that is still outstanding and will be raised at the Parking Transformation Board
12	Highways DLO (Direct Labour Organisation) Review – Implementing the agreed actions and preferred option from the DLO Operational review. Implement a new delivery model and Unified Reward	Green	A Project Consultant has been appointed and the review is underway. The project will involve reviewing how the service will operate in future including the 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 procurement exercise will need to be conducted to replace all existing material purchasing arrangements. It is anticipated that the new arrangements proposed from the review will be implemented by the start of the new financial year. The outcome of Unified Reward has been implemented.

**Transforming services (Opportunity)**

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
6	<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 full review of Disabled Persons Freedom passes has been completed with several actions that have arisen. The actions include:-</p> <ul style="list-style-type: none"> <li>• Data Matching and Data Cleansing</li> <li>• Website information and functionality</li> <li>• Application Forms</li> <li>• Communication Templates and Renewals</li> <li>• Accessibility</li> <li>• Diversity</li> <li>• Telephone Communication</li> <li>• Re-designing applicant journeys end-to-end</li> </ul> <p>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 was scheduled to commence in Dec 2016, however this has been delayed to March 2017.</p> <p>The Blue Badge terms of reference have now been agreed allowing the review to commence in Quarter 4. (See below)</p> <p>Blue Badge Process Improvement Group; Terms of Reference Version 2 (12.01.2017)</p> <ol style="list-style-type: none"> <li>1. The Blue Badge Improvement Group is the principal forum for the improvement of the Blue Badge application, renewal process and the integration of this process to a business as usual setting.</li> <li>2. The Group will be responsible for reviewing the existing “as is” Blue Badge Process and identifying weaknesses including misuse and fraud. The group will then design a new improved “to be” process which will aim to be an exemplar best practice process.</li> <li>3. The Group will be a forum for development, innovation and performance improvement and will aim to provide the best possible future Blue Badge application and renewal process for the residents of Barnet.</li> </ol>

Ref	Actions from Management Agreement or Business Plan	RAG Rating	Comments
			<p>The group will also be mindful of Barnet's refreshed values for customers and staff:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> We Can be Trusted</li> <li><input type="checkbox"/> We Work Together</li> <li><input type="checkbox"/> We Value Diversity</li> <li><input type="checkbox"/> We Embrace Change and Innovation</li> <li><input type="checkbox"/> We Care</li> </ul>



## 5. Customer Experience

Customer Experience description	Comments and Proposed Intervention
Feedback and testing showed a weakness in the current IVRS for Assisted Travel	The customer journey has been re mapped which has now made the telephony accessible where an individual is able to be put through an advisor to obtain help, assistance and the desired support relating to freedom passes and blue badges.
Freedom of Information	<p>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 reducing response times from an average of 15 days to 5 against the legislation of 20 days. The DU has a dedicated officer who champions this area with close monitoring on timelines and quality of data.</p> <p>The keys themes are requests for PCN Data, CCTV related enforcement information and Traffic Management Orders.</p>
Delay in issuing Blue Badges and not sending reminders to holders in a timely manner	The average time for issuing a Blue Badge was 8 weeks. Having worked in partnership with the Customer Support Group the average time is now 10 days. In addition, renewal letters are being sent to badge holders 12 weeks in advance giving individuals plenty of time to complete renewal documents.

## 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			4		
	2	Minor		5	2	1	
	1	Negligible					

### Risk Commentary:

1. There are 12 risks with the highest risk score being a nine.
2. All Control and mitigation measures are documented in the Risk Register.
3. There are no risks above a risk score of 12. The Corporate Risk Register is attached under separate cover.

## 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>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.</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"> <li>• eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010</li> <li>• advance equality of opportunity between people from different groups</li> <li>• foster good relations between people from different groups</li> </ul> <p>The relevant protected characteristics are:</p> <ul style="list-style-type: none"> <li>• Age</li> <li>• Disability</li> <li>• Gender reassignment</li> <li>• Pregnancy and maternity</li> <li>• Race</li> <li>• Religion and belief</li> <li>• Sex</li> <li>• Sexual orientation</li> </ul> <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> <p>In addition all templates should advise the inclusion of:</p> <ul style="list-style-type: none"> <li>• Up to date information about the Equalities impact of the proposal and details of how this has been assessed</li> <li>• Sources of data</li> <li>• Assessment of equalities risks and what has been done to mitigate them</li> </ul>

Equalities Description	Comments and Proposed Intervention
	<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><b>Web</b> Applicants will have access to the Barnet website and London Councils for help and assistance</p> <p><b>Telephone</b> Applicants will be offered support via the telephone Monday-Thursday between the hours of 9 am - 5.15pm and Friday 9 am - 5pm.</p> <p><b>Face-to-face</b> In the case where an individual needs face-to-face support, this will be provided at Barnet House and Burnt Oak Library.</p> <p><b>Email</b> Applicants have the option to email for support.</p> <p><b>Communication</b> Alternative formats of documents will be available upon request including 'Easy Read' and 'Large Format'</p> <p>We are satisfied that the new process will be accessible to all residents taking into account their particular</p>

Equalities Description	Comments and Proposed Intervention
	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.