

# Parking and Infrastructure – Q3 2014/15

## 1.1 DELIVERY UNIT DASHBOARD

Projected Revenue budget variance £000 <sup>[1]</sup>	Capital actual variance £000	Corporate Plan Performance	Management Agreement Performance
883	(72)	2	14

## 1.2 TOP ACHIEVEMENTS AND ACTIONS

### Top 3 Achievements

The implementation of the Traffweb system has facilitated the move from hundreds of separate text based Traffic Management Orders (TMO) to two map based TMOs enabling more effective management of the orders.

An approved parking policy; Following the November environment committee an approved parking policy is now in place which will give structure and formalise parking procedures across the borough and allow the council to instigate some new initiatives in Moving Traffic Violations; Protecting our Schools through better enforcement; Clear policy on Footway parking

Efficiency and Savings - Footpath LED conversions are 98% complete and delivering the anticipated performance and energy efficiency and energy consumption has been reduced in line with the target saving of £200k for the Financial Year.

Key Challenges	Actions required
Parking: Securing the investment needed to implement the key elements of the parking policy.	A costed action plan has been developed and this will be considered by the January Environment Committee. A robust project plan, including a work programme has been established to ensure that adequate resources are in place to enable the delivery of the programme of work.

Street Lighting: In order to utilise the additional benefits of the CMS technology and achieve efficiency savings it is necessary to make Contractual changes to encompass the CMS operational facilitation	Negotiate new Performance Standard and Payment Mechanism clauses with the Service Provider and achieve Senior Lenders consent to include the additional requirements
Highways: Ensuring that the Highways DLO is appropriately resourced to deliver the increased volumes of reactive highways maintenance works to ensure a responsive and compliant service.	Use the current trend data and the level of future investment to establish the likely on-going work volumes and match this with appropriate resource that meets requirements.
Parking: Ensuring that following the review of the parking service, adequate resources are deployed and relevant changes made to operational aspects to deliver the desired improvements in the parking service as a whole	Recommendations to be considered by the January Environment Committee and assuming approved the implementation of the proposed changes.

### 1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

In general the performance of the Street Lighting Service provider has been in accordance with expectations. Targeted financial saving have been achieved and the new CMS technology has been performing well. This has led to further trials being conducted in the quarter to determine the full extent of additional benefits that the CMS technology can deliver which ultimately will achieve further cost saving if the trials prove successful. Whilst the trials are conducted some of the KPI's have been suspended.

The Parking service provider has not achieved all KPI's in October and the Council and Service Provider have been unable to agree the performance position for November and December and this will be settled via the contracts dispute escalation procedure.

## 2. DELIVERING THE CORPORATE PLAN

### 2.1 How the Delivery Unit is performing against its Corporate Plan indicators

<b>CPI NO</b>	<b>Indicator description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous outturn</b> <i>Previous result from the most relevant period</i>	<b>Target</b> <i>Achievement level expected</i>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Outturn</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>DoT Variance</b> <i>An assessment of whether performance has improved since the previous results</i>	<b>Benchmarking</b> <i>How performance compared to other councils</i>
4004 (a)	Increase transactions for parking bays (on-street) in Town centres	October to December 2014	430,343	405,500	N/A	482,273	18.9%	Improving	Local Indicator: not comparable
4004 (b)	Increase transactions for car parks in Town Centres	October to December 2014	105,798	71,300	N/A	121,432	70.3%	Improving	Local Indicator: not comparable

The above shows a continuation of increasing parking demand and hence occupancy of parking bays and increased turnover in Town Centres. The numbers of people using the new debit/credit card machines is steadily increasing, whilst the numbers using Pay by Phone are being sustained. This would indicate that changes made are having a positive impact and helping to deliver the targets set out in the new Parking Policy to achieve an 85% parking bay occupancy rate. It is anticipated that this will also positively impact on satisfaction with our business community and residents.

### 2.2 Interventions & Escalations

None

### 3. BUSINESS PLANNING

#### 3.1 Overview of performance against Management Agreement

Total No. of KPIs	RAG ratings				Positive/neutral DoT	Negative DoT	No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red			
29	15	0	2	0	13	4	17

#### 3.2.1 How is the Delivery Unit achieving against Commissioning Priorities

Commissioning Priority	Subjective RAG	Commentary
Increase resident satisfaction with the parking service and establish coherent, co-ordinated customer facing service offer with a clear accessible effectively communicated policy basis.	Amber	<p>Customer satisfaction ash gone up by 1% and dropped in comparison from Pan London from -10% to -7% comparisons. Things are progressing ion the right direction but some way still to go.</p> <p><u>Additional information regarding future actions.</u> Following the November environment committee an approved parking policy is now in place which will give structure to formalise parking procedures across the borough and to instigate some new initiatives. A clear policy on Footway parking is part of the overriding policy will give clear guidance to customers on this issue.</p> <p>The parking client team is to be restructured to better manage its delivery partners. New posts and capacity will be created to create recourse to be able properly manage the CSG and Re partnership as well as the realignment of the NSL contract management, A new SLA with Re is being finalised this quarter and this will lead to better partnership working and create clearly defined rolls from design to implementation of all traffic management orders.</p> <p>The implementation of the Traffweb system has facilitated the move from hundreds of separate text based Traffic Management Orders (TMO) to two map based TMOs enabling more effective</p>

Commissioning Priority	Subjective RAG	Commentary
		<p>management of the orders. We expect that this will significantly impact the online experience for customers and will greatly contribute to a rise in customer satisfaction with parking services.</p> <p>A review is underway with our partner in CSG to better develop our parking processes in the contact centre and should finished and be implemented by the end of march. Performance has been varied and so a review seems We expect this to build on the platform created since the switch to Coventry which will further improve the consistency of approach and quality with how we deal with our parking customers.</p>

### 3.2.2 Commissioning Priority Indicators (CPs): Escalated CPs only

CP NO	Indicator Description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Results <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	DoT <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
4120	Percentage satisfied with street lighting	October to December 2014	72%	71%	N/A	68%	4.23%	Worsening	London 71%

### 3.2.2 Interventions & Escalations

CP NO	Comments and Proposed Intervention
4120 Percentage satisfied with street lighting	This has not been reflected in direct complaints received by the street lighting team, but is to be expected as a consequence of the lights being dimmed following the CMS installation. Where specific complaints are received this will be investigated and the advantage of the remote control of the CMS technology is that specific issues can be addressed by increasing the light output at those locations. It is anticipated that over time these locations will be identified and once addressed may assist to increase the satisfaction level.

### 3.3.1 How is the Delivery Unit achieving against its Key Performance Indicators (KPIs): *Escalated KPIs only*

KPI NO	Indicator Description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Period Covered <i>Timeframe data has been measured</i>	Previous Results <i>Previous result from the most relevant period</i>	Target <i>Achievement level expected</i>	Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	Result <i>Most recent result of the indicator measurement</i>	Target Variance <i>A calculation of how far the outturn is from the target</i>	DoT <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
NSL KPI011	Banking and Financial	October to December 2014	100.0%	100.0%	2600/2634	98.7%	1.29%	Worsening	Local indicator: non comparable
NSL KPI012	Lines and signs maintenance	October to December 2014	100.0%	100.0%	201/202	99.5%	0.50%	Worsening	Local indicator: non comparable

### 3.3.2 Interventions & Escalations

KPI NO	Comments and Proposed Intervention
NSL KPI011 Banking and Financial	Failure to ensure payments banked were properly allocated to the relevant case within the parking IT system ICES
NSL KPI012 Lines and signs maintenance	Failure to report a lining defect for rectification

The two KPI failures identified above led to financial adjustments being applied in accordance with the performance payment mechanism (BIT payments) in the parking contract. Based on this failure and the on-going performance the Service Provider received 2 of the possible 6 BIT payments in the month of October.

The KPI position for November and December is currently in dispute and will be settled via the contracts dispute escalation process.

## 4. RESOURCES AND VALUE FOR MONEY

### 4.1 Revenue

#### Commercial - Parking and Infrastructure

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q3 Forecast £000	Variation £000		
Street lighting	6,140	6,295	6,277	(18)	A slight underspend is expected to result due to savings within the staffing budget.	-0.3%
Parking and Infrastructure	(166)	74	8	(66)	Staffing savings are expected within highways as well as revenue from car parks being slightly above budget. These are helping to offset a shortfall in sign shop sales which are leading to income expected to be below budget.	-89.2%
Special Parking Account	(7,631)	(7,311)	(6,344)	967	The overall shortfall within the SPA budget is due to residential and visitors permit income at a reduced level as the result of a judicial review ruling (£0.950m). Bus lane PCN income is slightly above budget which helping to offset a shortfall in on street PCN income.	13.2%
<b>Total</b>	<b>(1,657)</b>	<b>(942)</b>	<b>(59)</b>	<b>883</b>		<b>93.7%</b>

### 4.2 Capital

	2014/15 Latest Approved Budget £000	Additions/ (Deletions) - Quarter 3 £000	(Slippage) / Accelerated Spend - Quarter 3 £000	2014/15 Budget (including Quarter 3) £000	Forecast to year-end £000	Variance from Approved Budget £000	% slippage of 2014/15 Approved Budget
Commercial - Parking and Infrastructure	162	-	(72)	-	90	(72)	-44.6%
Commercial - Parking and Infrastructure	162	-	(72)	-	90	(72)	-44.6%



## **5. OVERVIEW OF DELIVERY UNIT**

### **5.1 Managing the business**

#### **Resources and Value Money (Revenue)**

The forecast position for Parking & Infrastructure at the end of Quarter 3 is an overspend £0.883m. This is largely due to the reduced contribution to the general fund that the SPA is expected to make. This has in the main resulted from reduced income from resident's permits.

#### **Street lighting**

The outturn is expected to be £0.021m under budget, reflecting the successful implementation of Control Management System (CMS) which enables the control of lighting levels. This is now helping to achieve the planned £0.2m saving which is to be delivered in 2014-15. The forecast also reflects that inflation of electricity is currently not expected to exceed budget.

#### **Parking and infrastructure**

The forecast underspend of £0.066m is due to staff savings being achieved within the highways DLO which are helping to offset a reduction in sign shop sales levels (due to increased competition from external companies restricting external income). For off street car parking a small overachievement of the budgeted income is expected after the original budget was reduced to a realistic level by £0.220m through the use of contingency budget.

#### **Parking (SPA)**

The SPA is projected to achieve a surplus of £6.344m, a shortfall against budget of £0.967m. This forecast has taken into account future contract payments to the parking service provider, as well as income levels for PCNs, on street parking, and permits. This reduced surplus (compared to a surplus of £7.544m in 2013-14) is largely due to reduced resident's permits income following a judicial review ruling that reduced prices. Forecast increased bus lane PCN income due to increased volumes is helping to offset reducing income, for on street PCN's.

#### **Resources and Value Money (Capital)**

The parking capital programme of £0.162m represents £0.012m for parking machines and £0.150m for signs and lines work. The £0.090m is forecast to be spent on improving signs following the detailed "park map" surveys. The remaining budget of £0.072m is expected to be carried forward to the 2015/16 financial year and will be allocated for on-going signs and lines maintenance.

## 5.2 Change projects

Project	Outturn	Direction of Travel	Commentary
<p><b><i>Parking Improvement</i></b></p> <p>Parking Policy, Parkmap/Traffweb System, ICES Permit/PCN system, My Account Parking</p>	<p>Green</p>	<p>Up</p>	<p>Parkmap and Traffweb were implemented on time and went live on the 19<sup>th</sup> December</p> <p>Parking Policy was approved by committee.</p> <p>Costed action plan developed for Parking Policy Implementation.</p> <p>IM's Transparency objective achieved and all Parking information is published to transparency site.</p> <p>New SLA is being finalised for Highways (Re) and Parking Client team.</p> <p>My Account for Parking is in test and is on track for go live 2<sup>nd</sup> March. Deliverables are all in phase 1 agreed.</p> <p>Customer satisfaction is increasing.</p>

### 5.3. Risk Overview

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks at a Directorate Level and where they are currently rated:

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

#### Risk Commentary for Delivery Unit:

Risks have been reconfigured as part of the transfer to the Commercial Team

High level risks are reviewed monthly at management meetings, all risks are reviewed quarterly.

The following risk register lists those risks rated as 12 and above:

Risk	Current Assessment			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment		
	Impact	Probability	Rating				Impact	Probability	Rating
COMP0002 (Street Lighting) Electricity charges are extremely volatile. There remains an annual risk electricity costs may increase significantly, thereby creating a pressure on the street lighting budget.	Major 4	Possible 3	Medium High 12	Energy procurement is included within the council's energy supply framework agreement with Laser. The next increase is due to be determined in November 2014. Based on recent years' experience it is likely to be considerably above inflation at over 10% and as such is not accommodated in the current financial model. The differential sum will need to be added to the budget to	Treat	Quarterly	Moderate 3	Possible 3	Medium High 9

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
				<p>accommodate this increase and an inflation bid will be submitted shortly as has been the case in previous years. In addition this year a further unexpected increase has arisen and this relates to the energy consumed by specific lamps being underestimated and this has now been reconciled by the Electricity suppliers leading to an increase of approx £63K to the annual electricity bill. This will also need to be addressed in the inflation bid. Work on changes to lighting columns to enable energy control measures through central management commenced 29<sup>th</sup> April 2013 with a completion date of September 2014. The central management system CMS, will help to mitigate some of the annual electricity cost increases, and subsequent budget pressure, by reducing the annual street lighting electricity consumption, however a budget pressure will remain and therefore ongoing inflation bids will be necessary, to ensure the contractual commitment is able to be accommodated for both energy increases, general inflation increases and financial model increases.</p>					

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
	Major 4	Likely 4	High 16				Major 4	Unlikely 2	Medium High 8
COMP0001 The parking forecast budget does not balance at year end				<p>Client contract resources to manage contract will be reviewed with a view to increase contract compliance/monitoring.</p> <p>NSL resources being increased and additional enforcement activity being undertaken to tackle high level of non-compliance</p> <p>Town centre reviews have been completed and which has seen a positive increase in transactions</p> <p>The car park budget has been revised to take account of historical income levels and is now set at a more realistic level and as such is more likely to be achievable.</p> <p>The Parking Policy received Committee approval in November 2014. Following the above an action plan has been put in place to deliver the changes and projects outlined in the new Policy.</p> <p>This includes the introduction of CCTV for schools and moving traffic contraventions, which as well as helping to increase road safety by encouraging increased compliance will produce a limited amount of additional income.</p>	Treat	Quarterly			

## 5.4. Equalities

Equalities description	Comments and Proposed Intervention
Impact of implementing the new Parking Policy	An equalities impact assessment was conducted prior to the policy consultation. This identified the potential impact of introducing all elements of the policy on all relevant characteristics

## 5.5. Customer Experience

Customer Experience description	Comments and Proposed Intervention
Latest Resident Satisfaction Survey Results	Based on the latest Customer Satisfaction figures satisfaction has increased by 1% and dropped in comparison with Pan London from -10% to -7%. This would indicate that progress is being made, however it is accepted that there is still further work to do and there are further plans in place which are expected to positively contribute to improving this position.

## Appendix

### Commissioning Priorities

<b>CPI NO</b>	<b>Indicator Description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Results</b> <i>Previous result from the most relevant period</i>	<b>Target</b> <i>Achievement level expected</i>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Result</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>DoT</b> <i>An assessment of whether performance has improved since the previous results</i>	<b>Benchmarking</b> <i>How performance compared to other councils</i>
4112	Percentage of street lights 'On' in the Borough	October to December 2014	99.4%	99.3%	N/A	99.5%	0.19%	Improving	Local Indicator: not comparable

### Key Performance Indicators

<b>CPI NO</b>	<b>Indicator Description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Results</b> <i>Previous result from the most relevant period</i>	<b>Target</b> <i>Achievement level expected</i>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Result</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>DoT</b> <i>An assessment of whether performance has improved since the previous results</i>	<b>Benchmarking</b> <i>How performance compared to other councils</i>
NSL KPI001(a)	Number of street visits carried vs. Number of planned street visits	October to December 2014	100%	100%	N/A	100%	0%	Same	No benchmarking available
NSL KPI001(b)	Number of School visits carried vs. Number of	October to December 2014	100%	100%	N/A	100%	0%	Same	No benchmarking available

<b>CPI NO</b>	<b>Indicator Description</b> <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Results</b> <i>Previous result from the most relevant period</i>	<b>Target Achievement level expected</b>	<b>Numerator and Denominator</b> <i>Relevant number that achieved the level required by the indicator out of total for indicator</i>	<b>Result</b> <i>Most recent result of the indicator measurement</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>DoT</b> <i>An assessment of whether performance has improved since the previous results</i>	<b>Benchmarking</b> <i>How performance compared to other councils</i>
	planned school visits								
NSL KPI002 (a)	The volume and effectiveness of input resources: effectiveness - Total deployed hours vs. total planned hours	October to December 2014	93.6%	90%	N/A	92.4%	2.6%	Worsening	No benchmarking available
NSL KPI003	Initial CEO training and accreditation	October to December 2014	100%	100%	N/A	100%	0%	Same	No benchmarking available
NSL KPI004	Regular assessments and delivery of on-going training	October to December 2014	20.3%	100%	N/A	100.0%	0%	Improving	No benchmarking available
NSL KPI005	Staff retention	October to December 2014	10%	10%	N/A	8.6%	13.6%	Improving	No benchmarking available
NSL KPI006	The level of complaints and complaints handling. Number complaints vs. number responded to within 10 days	October to December 2014	100%	100%	N/A	100.0%	0%	Same	No benchmarking available



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NSL KPI007	PCNs cancelled due to CEO error	October to December 2014	2.1%	4.0%	N/A	2.4%	40.3%	Worsening	
NSL KPI008	Void tickets	October to December 2014	0.7%	1.0%	N/A	0.3%	72.2%	Improving	
NSL KPI009	Processing services - Total Number of items scanned vs total number items scanned against correct PCN record	October to December 2014	100%	100%	N/A	100%	0%	Improving	
NSL KPI010 (b)	Response services (statutory documents)	October to December 2014	99.9%	99%	N/A	100%	1.01%	Improving	
NSL KPI010 (c)	Response services (processing errors)	October to December 2014	0.7%	1.0%	N/A	0.5%	45.7%	Improving	
NSL KPI010 (d)	Response services (timeliness)	October to December 2014	0.1%	1.0%	N/A	0.1%	92.4%	Improving	
NSL KPI013	Abandoned vehicles	October to December 2014	100%	100%	N/A	100%	0%	Same	

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NSL KPI014	FOI requested vs FOI responded to within time	October to December 2014	85.7%	100%	N/A	100%	0%	Improving	