

# Parking and Infrastructure – Q4 2015/16

## 1. SUMMARY

### 1.1 DELIVERY UNIT DASHBOARD

Financial	
Projected year-end revenue budget variance	Capital actual variance
(35)	(1,170)

	Performance	Commissioning Intentions
Green rated	100% (6)	43% (33)
Green Amber rated	0% (0)	43% (3)
Red Amber rated	0% (0)	14% (1)
Red rated	0% (0)	0% (0)

### 1.2 TOP ACHIEVEMENTS AND ACTIONS

#### Top Achievements

From 1 March 2016, Operational Level Agreements are now in place for CSG Parking Services. This now creates visibility and enhances contract monitoring within the service.

Recruitment – 5 appeal/rep officers, 1 x Data Analyst & 1 x Contract Performance Officer have been recruited. As a result, all formal representations are being turned around significantly quicker.

Street Lighting/Highways is now covered by GDIT (Out of Hours Response), with clear scripting/notification of any incident and clear guidance on managing/notification of an incident.

Blue Badge Fraud Detection – Following an exercise 9 individuals were caught misusing blue badges within the borough.

Key Challenges	Actions required
Transition to Emissions based permits	The change from manual to electronic permits went live in October 2015. Due to IT/Software issues, this has left residents unable to apply online in some cases, thus causing an increase in dissatisfaction from residents. A dedicated Project Manager has been addressing these issues and resolutions are coming to a conclusion.
Control of Freedom Passes/Blue Badges	CSG are responsible for issuing blue badges/freedom passes as per the DfT criteria. Following a recent review and response to a number of concerns raised, it is planned to conduct a thorough review of all processes and procedures in this area as a priority. This will lead to a new process which will be the subject of a new OLA with strict monitoring and reporting on a monthly basis.
Recruitment – (Despite 5 appeal/rep officers, 1 x Data Analyst & 1 x Contract Performance Officer commencing post). The remaining vacancies are yet to be filled and it is proving difficult to encourage good quality applicants. This places a pressure on the team.	Continue to advertise posts. May need to consider agency as a short term measure.
Moving Traffic CCTV Project	The project is 'live' and continuing however the programme has been delayed with a staggered roll out with the first live PCN's going out following 4 weeks of warning notices.

## 1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

### Parking

#### Enforcement Contract – NSL

The contractor has failed to meet all Key Performance Indicators during Quarter 4 which has led to performance adjustments being made for each of the three months January, February and March. It is worth noting that there are 15 KPI's and only one of these not meeting the required standards leads to a failure and hence financial adjustment.

The on-going discussions around the need to amend the Enforcement Plan to address the changing patterns in parking behaviour (non-compliance) has reached a final position and as such a contract change notice is being finalised to clarify the required changes and accommodate these into the contract. This has also required some changes in the performance KPI's and agreement has been reached on these and they will also be included within the contract change notice and will become operational as part of the signing of the change control notice.

Having agreed the above amendments NSL have taken a proactive approach to align their practices/resources in order to be in a position to meet the new requirements. This has included the adjustments required to accommodate the new Moving Traffic CCTV anticipated volumes, where there has been a need to make a number of changes to the IT configuration. A further Change Control Notice has been prepared to accommodate this change into the contract.

#### Customer Services Group

There have been a number of challenges in the period due to unexpected problems in implementing changes to the IT system to accommodate e-permits and emission based permits. This has unfortunately led to an increase in customer contacts which has placed considerable pressure on resources. This has been managed as well as could have been expected by CSG staff based on the level of increased volumes; however there has been an inevitable impact on customer satisfaction during this period. As the issues have been resolved over the period the volumes have reduced proportionally and have at the end of the period almost returned to a steady state.

A thorough review of the Permit administration has led to a new set of working procedures being introduced. Process maps have been produced for all aspects of the service and these have been documented in a new Operational Level Agreement.

The OLA provides for a more focused and target specific service with the new processes introduced to the service from the 1 March 2016. The OLA also documents the contract monitoring expectations and hence relevant performance measures which are to be reported in a

comprehensive way on a monthly basis. This will provide greater levels of visibility on all aspects of performance of CSG functions against expectations including delivery of service to required timescales.

The purpose of the new review and introduction of the OLA is to ensure clarity of expected service, improve visibility and ultimately to raise the service level to a level that will achieve positive feedback and hence positively impact on raising Customer Satisfaction levels.

#### Driver Vehicle Licensing Agency

The authority is responsible for the assessment/removal of abandoned/nuisance vehicles within the borough. The current contract is with Redcorn Ltd. During Qtr 4, there were a total of 65 reported vehicles with 24 removed and destroyed within 48 hours.

#### Street Lighting

Performance remains good and well above the required outputs across all activities, particularly the percentage of lights in light and speed of repair. The contract has not experienced any critical failures in the reporting period.

During the period both performance measures have exceed their target in terms of lights working as planned and the speed of rectification of identified defects

These two indicators are those that are most noticeable to residents and therefore it is important that these are performing well as this should have a positive impact on the satisfaction levels.

It should be expected that the satisfaction level for street lighting will be negatively impacted by the fact that the lighting levels have been significantly reduced following the installation of the Central Management System (CMS), in order to dim the lights. However, the impact of dimming the lights has not had the effect we may have expected and therefore this has been a positive outcome as significant financial savings have been achieved without seemingly impacting on resident perception.

Ongoing discussions with the assistance of Local Partnerships have determined that repaying the PFI Senior Debt is not a financially viable option. Negotiations have now commenced with the senior lenders (the consortia of Banks), in order to gain their approval on a number of contract changes which will derive annual savings. These savings are already identified in the MTFS and therefore it is important that agreement is obtained in order to deliver the savings.

## Highways Responsive Maintenance DLO

This service has been stable in all areas with over 3000 completed jobs for the year. All instructed work has been completed within required timescales and hence related Key Performance Indicators have all been achieved in Qtr 4.

## 2. Performance

### 2.1 How the Delivery Unit is performing against its performance indicators

	RAG						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	
Strategic	3	0	0	0	3	0	1	2	0	3
Critical	3	0	0	0	3	4	2	4	1	7
<b>Overall</b>	<b>100% (6)</b>	<b>0% (0)</b>	<b>0% (0)</b>	<b>0% (0)</b>	<b>100% (6)</b>	<b>40% (4)</b>	<b>33% (3)</b>	<b>67% (6)</b>		<b>10</b>

#### 2.2a Performance Indicators that did not meet their target

(Appendix A outlines the indicators which have met their target)

In Quarter 4, there were no measures that did not meet their target.

#### 2.2b Comments and proposed interventions for indicators which did not meet target

N/A

### 3. Commissioning Intentions

Theme committees have agreed the commissioning intentions for the council up to 2020, the tables below provide an update on the progress.

#### 3.1 Overview of Annual progress against Commissioning Intentions

RAG ratings					No. of Commissioning Intentions
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)	
43% (3)	43% (3)	14% (1)	0% (0)	0% (0)	7

#### 3.2 Commissioning Intentions

The section below, outlines the Commitments which were due to be completed this quarter.

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

Commissioning Intentions	Status	Comments
Providing a fair way to ensure residents can park near their home – Introduction of Emissions based and e-permits for resident permits	<b>Green Amber - delayed, Low Impact</b>	Emission based permits are now in full operation with 3 bands (Low, Medium & High). E-Permits are also fully operational.
Maintaining Street Lighting quality standard whilst making changes in service provision in order to achieve cost savings.	<b>Green Amber - delayed, Low Impact</b>	The programme of items to be delivered identifies a number of tasks which come to fruition at different times starting in Q1 2015/16 but some do not conclude until Q3 2016/17. The first item of installing LED lights on footpaths has been completed on time. Other changes that were programmed to be delivered in the future will require the Funders approval and this is currently being sort. The ability to complete this task on time is very much constrained to the banks approval timescale and hence the reason this is currently flagged as a Green/Amber at present.
Improving the customer journey	<b>Green Amber - delayed, Low Impact</b>	The customer journey for parking during Qtr 4 has been tainted by IT/Software issues for residents unable to look up their own address. This has led to customer dissatisfaction including an increase in calls and written correspondence. There is an additional resource who is carrying out daily checks and amending IT records where an address is missing. This work is nearing completion and the original benefits of the IT changes will soon be realised in full.
Providing a joined up service – Re and CSG SLA's	<b>Red Amber - delayed, Medium Impact</b>	Addition resource is now in place and as such OLA's for Customer Services Group in relation to the Permit processing functions have been introduced from 1 March 2016. Further OLAs will be developed that cover Re and Assisted Travel during Qtr 1 & 2 2016. The original target was not realistic based on the need to recruit before this could be progressed – progress has been made since recruiting additional resource although the inability to recruit to one of the performance monitoring officer posts has unfortunately delayed progress.

Commissioning Intentions	Status	Comments
Emission based permits and e-permits introduction	<b>Green - met</b>	The change from paper based to electronic permits and Emissions based permits went live in October 2015. Due to IT/Software issues, this has left some residents unable to apply online causing an increase in dissatisfaction from residents. A dedicated Project manager and assistant are in place to have issues resolved as quickly as possible as identified above. Residents were able to obtain both emission based permits and e-permits using a workaround procedure.
Moving Traffic and Schools CCTV	<b>Green Amber - delayed, Low Impact</b>	This project has overrun by six weeks and is scheduled to now be rolled out on in phases from the 20 April 2016. Delays have been caused due to supplier issues/mobilisation plan.

### 3.3 Annual Commissioning Intentions and Commitments

Ref	Intention	Commitment	Due Date	Quarter	Year	Status	Comment	Overall Status (Annual Position)	Comments (Annual Position)
PI5	Assessing risk profile of columns to invest in LED footpath lighting	Installation of LED lighting on non-road side footpaths (this is possible through an updated risk profiling of column replacement releasing funds from PFI)	On-going	On-going		<b>Green - Met</b>		<b>Green - assessment and project completed</b>	FULLY IMPLEMENTED
PI3	Effective and fair enforcement deployment	CCTV for parking to improve safety <ul style="list-style-type: none"> <li>• Moving Traffic</li> <li>• School keep clear enforcement</li> </ul>	Feb-16	4	2015/16	<b>Green Amber - delayed, Low Impact</b>	Delays due to Contractors Co-ordination problems	<b>Green Amber - delayed, Medium Impact</b>	Project now being introduced on a staged basis



Ref	Intention	Commitment	Due Date	Quarter	Year	Status	Comment	Overall Status (Annual Position)	Comments (Annual Position)
PI6	Improving the customer journey	<ul style="list-style-type: none"> <li>• My Account link to parking</li> <li>• First contact resolution</li> </ul>	Apr-15	1	2015/16	Green Amber - delayed, Low Impact	Completed	Green - fully implemented and completed	
PI7		Review of the quality of all correspondence	May-15	1	2015/16	Green - Met	Completed		
PI4	Maintaining quality standard whilst minimizing cost.	Review of Street lighting delivery to utilize innovative technology to improve service efficiency/effectiveness, whilst maintaining quality standards and minimising costs	Apr-15	1	2015/16	Green Amber - delayed, Low Impact	Completed	Green Amber - review completed	
PI10	Making the most of technology to improve parking services	Map Based Traffic Management Orders	Apr-15	1	2015/16	Green - Met	Completed	Green - fully implemented	
PI2	Providing a fair way to ensure residents can park near their home	Banding of resident parking permits to be emission based	Apr-15	1	2015/16	Green Amber - delayed, Low Impact	Completed	Green Amber - delayed, low impact	Residents Permits are emission based falling into Low, Medium & High categories based on vehicle emissions

Ref	Intention	Commitment	Due Date	Quarter	Year	Status	Comment	Overall Status (Annual Position)	Comments (Annual Position)
PI8	Providing a joined up service	CSG and Re SLA development	Apr-15	1	2015/16	<b>Red Amber - delayed, Medium Impact</b>	Delayed due to lack of resources	<b>Red Amber - delayed, low impact</b>	OLAs are now in place for CSG Permit service element. Assisted Travel OLA project to commence during Qtr 1 2016 and RE OLA to follow after Assisted Travel OLA implemented

## 4. Financial

### 4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Revised Budget £000	Actuals £000	Outturn Variation £000		
Highway Inspection/Maintenance	382	352	388	36	The adverse variance is due to a shortfall in sign shop income, due to limited opportunities to generate income from external customers.	10.2%
Parking	(458)	(458)	(526)	(68)	Overachievement of income due to increased volumes of car park users.	-14.8%
Special Parking Account	(7,420)	(7,122)	(7,122)	-	The SPA budgeted contribution to the General Fund was achieved.	0.0%
Street Lighting	6,294	6,511	6,508	(3)	Any savings were taken to reserves to be used in future years in line with the PFI funding model.	0.0%
<b>Total</b>	<b>(1,202)</b>	<b>(717)</b>	<b>(752)</b>	<b>(35)</b>		<b>-4.9%</b>

### 4.2 Capital

	2015/16 Latest Approved Budget	Additions/ (Deletions)	(Slippage) / Accelerated Spend	Outturn £000	Variance £000	% slippage of 2015/16 Approved Budget
Commercial - Parking and Infrastructure	1,534	-	(1,170)	364	(1,170)	-76.3%
<b>Commercial - Parking and Infrastructure</b>	<b>1,534</b>	<b>-</b>	<b>(1,170)</b>	<b>364</b>	<b>(1,170)</b>	<b>-76.3%</b>

Slippage of budget due to CCTV project roll out delayed and the weather curtailing the lining works programme.

## 5. Risk

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	1
	2 Unlikely	0	0	0	0	0
	1 Rare	0	0	0	0	0

### Risk Commentary for Delivery Unit:

The existing Risks have been reviewed and updated during September, however a further more in depth review is required to ensure that all risks have been identified and are being appropriately controlled/highlighted, especially in order to accommodate the significant changes that are taking place in both parking and street lighting service areas.

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

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board (timing)	Target Assessment Impact Probability Rating		
<b>COMP0001 – Financial</b> The parking forecast budget does not balance at year end.	Major 4	Likely 4	High 16	Client contract resources to manage contract will be reviewed with view to increase contract compliance/monitoring.  NSL resources being increased and additional enforcement activity being undertaken to tackle high level of non-compliance  Town centre reviews have been completed and which has seen a positive increase in transactions  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.  A new Parking Policy has been introduced which includes:  Introduction of CCTV for schools and moving traffic will increase income.	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8
<b>COMP00003 – Business Continuity</b> NSL failure to provide and maintain new parking databases	Catastrophic 5	Possible 3	High 15	NSL have a support desk in operation to deal with any problems with system functionality.  CSG agreement through OLA to report to NSL Support desk immediately and get ref number and to CC the council in as safe guard	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board (timing)	Target Assessment Impact Probability Rating		
<p><b>COMP0002 – Financial -</b> (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.</p>	Major 4	Possible 3	Medium High 12	<p>Energy procurement is included within the council's energy supply framework agreement with Laser. The next increase is due to be determined in November 2016. 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 accommodate this increase and an inflation bid will be submitted shortly</p> <p>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.</p> <p>This will also need to be addressed in the inflation bid. Work on changes to lighting columns to enable energy control measures through a central management system (CMS) were substantially completed October 2014.</p> <p>The 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>	Tolerate	Quarterly	Moderate 3	Moderate 3	Medium High 9

## 7. 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.

## 8. 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 A

Performance indicators which have met or exceeded their target.

<b>Ref</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>Type of indicator</b>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Result</b> <i>Previous result from the most relevant period 2015/16 Q3</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>Direction of Travel</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>
PI/S1	Parking transaction in town centres and on street	Strategic	Jan-Mar 2016	536251	412580	N/A	516061	25.1%	Worsening	
PI/S2	Parking transactions in car parks	Strategic	Jan-Mar 2016	138234	69509	N/A	136969	97.1%	Worsening	
PI/S3	Percentage of residents who are satisfied with parking services	Strategic	Autumn RPS	30%	28%	N/A	30%	5.6%	Same	
PI/C3	Average response times – processing timescales meeting statutory requirements	Critical	Jan-Mar 2016	99.8%	99.0%	N/A	99.8%	0.8%	Improving	
PI/C7	Percentage of street lights 'On' as planned	Critical	Jan-Mar 2016	99.52%	99.30%	N/A	99.40%	0.1%	Worsening	
PI/C8	Speed of response to effect repairs (composite indicator against varying targets depending on repair)	Critical	Jan-Mar 2016	99.98%	99.00%	N/A	99.63%	0.6%	Worsening	



## Appendix B

Performance indicators which have been monitored during Quarter 4

<b>Ref</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>Type of indicator</b>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous Result</b> <i>Previous result from the most relevant period. 2015/16 Q3</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>Direction of Travel</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>
PI/C1	Improvements in parking occupancy rates	Critical	Jan-Mar 2016			N/A				Requires completion of sensor trial and roll out in order to collate stats
PI/C2	Reducing numbers of On Street PCNs issued	Critical	Jan-Mar 2016	41171	Monitor	N/A	35822	N/A	Improving	
PI/C4	Number of appeals	Critical	Jan-Mar 2016	315	Monitor	N/A	463	N/A	Worsening	
PI/C5	Appeals win-rate	Critical	Jan-Mar 2016	60.3%	Monitor	N/A	48.6%	N/A	Worsening	