

# Parking and Infrastructure – Q2 2015/16

## 1. SUMMARY

### 1.1 DELIVERY UNIT DASHBOARD

Financial	
Projected year-end revenue budget variance	Capital actual variance
164	90

	Performance	Commissioning Intentions
Green rated	100% (5)	50% (4)
Green Amber rated	0% (0)	38% (3)
Red Amber rated	0% (0)	13% (1)
Red rated	0% (0)	0% (0)

### 1.2 TOP ACHIEVEMENTS AND ACTIONS

#### Top Achievements

E-permits to be introduced ahead of the original programme date

Parking Bay Sensor trial installation completed and useful data is now being collected

Key Challenges	Actions required
1. Achieving planned financial savings from the Street Lighting Budget within programmed timescale.	Conclude whether it would be beneficial to refinance the project and if not, immediately commence discussions with the banks who will need to agree the changes that will deliver the required savings.
2. Transition to Emissions based permits.	Close monitoring and management of the switch over to ensure a smooth transition. Grace period introduced for permits that expire during the transition period.
3. Implement the smooth transition of the staffing and contract operational changes within the parking service.	Finalise the recruitment process Finalise the Change Control within the NSL Contract Manage a gradual transfer of responsibilities/resources

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

#### Parking

The parking enforcement contractor met all of the contracts Key Performance Indicators in the month of August and failed one of the performance standards (KPI11) in July due to one particular issue. The performance report for September has not been agreed at the point that this report was produced and therefore it has not been determined whether the KPI's have passed or failed for the month of September.

There have been some positives within the period and also some areas that still require improvement.

The positives includes the reduction in the number of cases being referred to the Parking Adjudicators and also the continued increase in parking transactions which indicates that the occupancy of parking bays is increasing and this will have positive outcomes for local traders.

The negatives include the poor performance in terms of adjudication outcomes and the KPI failure in July.

There has been a lot of activity going on during the period including:

- progressing the recruitment of resources into the parking client team

- reviewing processes and procedures and making appropriate changes to accommodate the new way of working
- progressing the negotiations with NSL to agree a new and more effective enforcement plan
- progressing the discussions on the associated changes to the contract to accommodate the above
- progressing the Implementation of Moving Traffic CCTV, including finalising the tender documents/specification, tender invitation and evaluation of tender's received
- progressing the changes to the parking IT system to accommodate the emissions based permits, e-permits, deployment tracker, interactive interrogation and live updates
- Implementing other changes arising from the new parking policy, including a new approach to footway parking
- Concluding the Bay Sensor installation and commencing the trial period
- Concluding discussions with CSG to improve the Customer Journey in relation to PCN enquiries

## **Street Lighting**

The key performance indicator of the percentage of lights working as planned continues to provide a very good result with 99.6% of lights meeting this standard.

Where it had been identified that lights were not fully operational the response times to effect necessary repairs was also achieving a very high compliance level with 99.83% of defects attended too within the contracts required response timescales.

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 the dimming the lights has not had the impact we may have expected and therefore this has been a positive outcome.

## **Highways Responsive Maintenance DLO**

All emergency call outs received during the period were responded to in accordance with the required timescales (Re KPI requirement).

All pot hole related jobs were responded to in accordance with the required timescales (Re KPI requirement).

All other non-emergency jobs (48hour) and (7 day) were responded to in accordance with the required timescales (Re KPI requirement).

Activity levels have been rather low in the period and in order to ensure that budgets are achieved Re have been asked to increase the volume of works, whilst also ensuring that this does not exceed the capability of the available resources and hence safeguard the delivery within required timescales.

## 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 previous outturn	
Strategic	2	0	0	0	2	0	2	0	0	2
Critical	3	0	0	0	3	3	3	3	0	6
<b>Overall</b>	<b>100% (5)</b>	<b>0% (0)</b>	<b>0% (0)</b>	<b>0% (0)</b>	<b>100% (5)</b>	<b>38% (3)</b>	<b>63% (5)</b>	<b>38% (3)</b>	<b>0% (0)</b>	<b>8</b>

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

Appendix A outlines the indicators which have met their target.

There are no measures that have not achieved their target for Q2. The following table highlights measures that do not have a target and are being monitored in Quarter 2.

Ref	Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i>	Type of indicator	Period Covered <i>Timeframe data has been measured</i>	Previous Result <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>	Direction of Travel <i>An assessment of whether performance has improved since the previous results</i>	Benchmarking <i>How performance compared to other councils</i>
PI/C2	Reducing numbers of On Street PCNs issued	Critical	July-Sept 2015	35498	Monitor	N/A	35582	N/A	Worsening	

<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</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/C4	Number of appeals	Critical	July-Sept 2015	517	Monitor	N/A	387	N/A	Improving	
PI/C5	Appeals win-rate	Critical	July-Sept 2015	53.8%	Monitor	N/A	40.3%	N/A	Worsening	

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

<b>Ref No. and Indicator Description</b>	<b>Comments and Proposed Intervention</b>
PI/C5	A plan has been developed to tackle this poor performance and this will be implemented when the required resources are in post.

### 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 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)	
50% (4)	38% (3)	13% (1)	0% (0)	0% (0)	8

Section 3.2, below, outlines the Commitments which were due to be completed this quarter.

#### 3.2 Commissioning Intentions

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
Preparing for a new Parking Contract	Green - Met	<b><u>Ongoing – On Track</u></b> Not due to commence yet, although some consideration has been given to a joint procurement model with neighbouring boroughs.
Providing a fair way to ensure residents can park near their home – Introduction of Emissions based and e-permits	Green Amber - delayed, Low Impact	Original Programme was to go live in September Q2 and this has been delayed until 14 October to ensure that system testing issues were fully resolved.
Effective and fair enforcement deployment, including introduction of CCTV.	Green - Met	<b><u>Ongoing – On Track</u></b> Delivery programme is on target - tender award to be made during October
Maintaining Street Lighting quality standard whilst making changes in service provision in order to achieve cost savings.	Green Amber - delayed, Low Impact	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 sought. 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.
Assessing viability of investment in LED lighting	Green - Met	<b><u>Ongoing – On Track</u></b> As above LED lights installed on footpaths, but the review assessment has determined that there is no financial benefit in extending the role out of LED lights due to the extensive Capital investment required. This was tested as part of a Capital funding bid and was rejected on the basis that it did not provide a viable cost saving (payback)
Improving the customer journey	Green Amber - delayed, Low Impact	My Account link is operational - Debateable whether the First Contact IVR solution improves or decreases satisfaction and hence the customer journey is positively or negatively impacted. Parking have instigated changes with CSG following arising concerns and these will shortly be implemented and closely monitored. Review of the quality of all correspondence completed and positive feedback received
Providing a joined up service – Re and CSG SLA's	Red Amber -	<b><u>Off Track</u></b>



Commissioning Intentions	Status	Comments
	delayed, Medium Impact	Delayed due to lack of resources and other priorities
Making the most of technology to improve parking services	Green - Met	<p><b>Completed</b>  E-Permits ahead of target and going live on 14 October 2015  Map Based Traffic Management Orders fully implemented and providing positive benefits.  Find a space App ahead of target with trial going live on 1 October 2015</p>

## 4. Financial

### 4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Budget V1 £000	Q2 Forecast £000	Variation £000		
Highway Inspection/Maintenance	382	354	486	132	shortfall in income for the Sign shop and winter gritting predicting an average winter	37.3%
Parking	(458)	(458)	(444)	13	additional spend on minor works to carparks	-2.9%
Special Parking Account	(7,420)	(7,122)	(7,122)	-		0.0%
Street Lighting	6,295	6,424	6,442	19	Insufficient Budget to accommodate employee costs	-0.3%
<b>Total</b>	<b>(1,201)</b>	<b>(803)</b>	<b>(638)</b>	<b>164</b>		<b>20.5%</b>

The table below summarises the Month 6 position

Service Area	2015/16 Budget	2015/16 Actuals to date	Month 6 Projected Outturn	Variance to Budget	Revised Month 6 Forecast	Variance vs. Budget	Month 5 Projected Outturn	Movement Between Months
Street Lighting	6,423,502	2,355,206	6,442,342	18,840	6,442,342	18,840	6,442,342	0
Highways Inspection/Maintenance	353,727	154,000	485,791	132,064	485,791	132,064	453,126	32,665
Car Parks off Street	-441,490	-188,757	-430,760	10,730	-430,760	10,730	-447,191	16,431
Abandoned Vehicles	-16,260	-17,206	-13,500	2,760	-13,500	2,760	-16,260	2,760
Parking - Supp & Ser	0	9,762	0	0	0	0	0	0
Special Parking Account	0	2,833,008	0	0	0	0	995,007	-995,007
<b>Total</b>	<b>6,319,479</b>	<b>5,146,013</b>	<b>6,483,873</b>	<b>164,394</b>	<b>6,483,873</b>	<b>164,394</b>	<b>7,427,024</b>	<b>-943,151</b>

### Special parking account (SPA)

SPA is projected as a £1.289m variance as at M.6, however this has been adjusted to a nil variance, as £1m funding agreed at P & R Committee will address the budgetary shortfall for Permit income arising from the Judicial Review. In addition it has been agreed that any additional shortfall at year end will be met from the SPA reserve.

There continues to be a slight reduction in PCN volumes and subsequent income, however On Street Parking is over achieving the income target by £0.068m, there has also been a slight increase in Parking Suspension Fees. The short fall in income mainly relates to Bus Lane PCN income, due to there being a significant reduction in the number of identified contraventions. This has been partly due to road works which has forced a suspension of the bus lane.

The variance between M.5 and M.6 projections for Professional Service is mainly due to previous assumptions made in which KPI's were expected to be fully met, also it had been intended to move to a new enforcement plan at the beginning of June, however this has now been

delayed by 4 months, which has the impact of reducing the projected costs in professional services line but also impacts on reducing the projected income figures previously predicted for PCN's.

### Parking (off street)

Income for Off Street parking is projected at £0.749m against the income target of £0.725m, but overall is projected to come slightly over budget by £0.010m. The variance relates to budget shortfall of £0.012k to cover the increased cost for Rates and the need to spend an additional £0.031m on essential barrier repair works to various Car Parks.

### Street Lighting (PFI)

The Street Lighting PFI spend is on target and no variance is expected. The over spend previously and currently forecasted for the account relates to the Street Lighting Other cost centre and is mainly attributable to employee costs.

### Highways (DLO)

There had been previous concern about the DLO's ability to reach its target as the volume of work had slowed down for the service. This has been addressed and a directive issued for Re to allocate more work to this area. At month 6, the DLO have received and billed for more work and the out turn forecast is more positive as a result.

It is very early in the season and so without any evidence to the contrary, Winter Gritting continues to project for an average winter, whereas the budget assumes a more optimistic very mild winter season.

The prognosis on the Sign Shop has improved as their workload is due to increase due to a need to address a batch of non-compliant signs across the borough within this financial year.

## 4.2 Capital

	2015/16 Latest Approved Budget	BF Variance at Outturn	Addition/Deletion at Outturn	Additions/ (Deletions) at Quarter 1	(Slippage) / Accelerated Spend at Quarter 1	2015/16 Budget & all adjustments at Outturn and Quarter 1	Additions/ (Deletions) - Quarter 2	(Slippage) / Accelerated Spend - Quarter 2	Proposed 2015/16 Budget	Forecast to year-end	Variance from Approved Budget	% slippage of 2015/16 Approved Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	%
Parking and Infrastructure	1,697	90	-	-	-	1,787	-	-	1,787	1,787	90	0.0%
<b>Parking and Infrastructure</b>	<b>1,697</b>	<b>90</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,787</b>	<b>-</b>	<b>-</b>	<b>1,787</b>	<b>1,787</b>	<b>90</b>	<b>0.0%</b>

Capital Programme Description	Current 2015-16 Budget (incl. Slippage and Substitutions)	Spend to date (as per Integra)	2015-16 Forecast to year-end	Variance from Revised Budget
<b>Commercial</b>				
Lines and Signs	400	0	400	0
Parking Machines	12	0	12	0
CCTV	1,300	41	1,300	0
Town Centre Bays	75	0	75	0
	<b>1,787</b>	<b>41</b>	<b>1,787</b>	<b>0</b>

The Capital programme is expected to be fully spent with the main element of funding £1.3M being related to the Moving Traffic CCTV Deployment Project which is programmed to be completed during February 2016.

## 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:

PROBABILITY	SCORE	IMPACT				
		1	2	3	4	5
		Negligible	Minor	Moderate	Major	Catastrophic
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 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.	Major 4	Likely 4	High 16	The Client contract monitoring resources has been reviewed and is currently being increased to ensure close management of contracts and hence delivery of projected outcomes. An Enforcement review has identified the need for changes to the enforcement plan which will include strengthening NSL resources to ensure that the resources match the	Treat	Quarterly	Major 4	Unlikely 2	Medium High 8

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating			
				<p>pattern of non-compliance throughout the borough.</p> <p>Town centre reviews have been completed and subsequent changes made which has seen a positive increase in parking 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>Following the introduction of a new Parking Policy (approved in November 2014) a number of projects are being rolled out including the introduction of CCTV for schools and moving traffic contraventions. Although this project is driven by improving safety and reducing congestion it is anticipated that it will also generate additional income.</p> <p>Close monitoring on a weekly basis with monthly reporting of projected outcomes.</p>						
COMP0003 - NSL failure to provide and maintain new parking IT system	Catastrophic 5	Possible 3	High 15	<p>Ensure new Support desk process provides assurance that as and when issues arise they are addressed in the most effective timely manner.</p> <p>Includes ensuring that the CSG agreement through OLA</p> <p>Includes a documented (referenced) reporting process to NSL Support desk.</p> <p>Negotiate an additional KPI to monitor and encourage compliance.</p>	Treat	Major 4	Unlikely 2	Medium High 8		

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
	Major 4	Possible 3	Medium High 12				Moderate 3	Possible 3	Medium High 9
<p>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.</p>				<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 2015. 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 as has been the case in previous years.</p> <p>Work on changes to lighting columns to enable energy control measures through central management was completed in September 2014. The central management system CMS is helping 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</p>	Treat	Quarterly			

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
				inflation increases and financial model increases.					



## 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</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	July-Sept 2015	477430	412582	N/A	494750	19.9%	Improving	
PI/S2	Parking transactions in car parks	Strategic	July-Sept 2015	119170	69509	N/A	123237	77.3%	Improving	
PI/C3	Average response times – processing timescales meeting statutory requirements	Critical	July-Sept 2015	100.0%	99.0%	N/A	99.9%	0.9%	Worsening	
PI/C7	Percentage of street lights 'On' as planned	Critical	July-Sept 2015	99.58%	99.30%	N/A	99.60%	0.3%	Improving	
PI/C8	Speed of response to effect repairs (composite indicator against varying targets depending on repair)	Critical	July-Sept 2015	99.13%	99.00%	N/A	99.83%	0.8%	Improving	