

**APPENDIX A**



**Best Value Review**

**Transportation and Parking Enforcement**

**Self Assessment Report**

**Final Version**

## ***Glossary***

BSI	-	British Standards Institute
BSP	-	Borough Spending Plan
CDM	-	Construction Design Management
CIPFA	-	Chartered Institute of Public Finance Accountants
CPZ	-	Controlled Parking Zones
DETR	-	Department of the Environment Transport & The regions
DPPP	-	Disabled Persons Parking Place
EAC	-	Estate Access Corridor
EFQM	-	European Foundation for Quality Management
FIS	-	Financial Information Service
GoL	-	Government Office for London
ICE	-	Institution of Civil Engineers
IIP	-	Investors In People
ILIP	-	Interim Local Implemental Plan
ISO	-	International Standards Organisation
LIP	-	Local Implementation Plan
LBI	-	London Bus Initiative
LOBERG	-	London Boroughs Engineering Group
LPIs	-	Local Performance Indicators
NLPMG	-	North London Parking Managers Group
NTO	-	Notice to Owner
MPS	-	Metropolitan Police Service
PATAS	-	Parking and Traffic Appeals Services
PIAs	-	Personal Injury Accidents
PIs	-	Performance Indicators
PO	-	Principal Officer
PRP	-	Park Royal Partnership
SAC	-	Stadium Access Corridor
SCPs	-	School Crossing Patrols
SDP	-	Service Development Plan
SO	-	Senior Officer

SOP	-	Service Operational Plan
SRB	-	Single Regeneration Budget
SSWR	-	Short Sections of Waiting Restrictions
TfL	-	Transport for London
UDP	-	Unitary Development Plan
WLL	-	West London Leadership
WLTS	-	West London Transportation Strategy

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# 1 WHO WE ARE

The London Borough of Brent is home to a population of 261,000 residents and the work place of 95,000 people (2001 Census). The borough covers almost 17 square miles and is located in the inner ring of London Boroughs. It shares its border with a total of seven other boroughs, namely Ealing, Harrow, Barnet, Camden, Westminster, Kensington & Chelsea and Hammersmith & Fulham.

Brent is Europe's most cosmopolitan Borough, more than half of the households are headed by people born outside the United Kingdom. The Council's overall vision is "Brent will be a borough where all its communities enjoy a high quality of life and will be able to fully participate in society. Brent Council will have a reputation for good democratically accountable leadership, strong partnerships and excellent services. Brent will be a borough proud of its diversity, served by an ambitious, progressive and outward looking Council. Brent will be a home of choice for its diverse population and businesses."

There are 13 service units in Brent Environmental Services. The Highways Maintenance Best Value Review was carried out as a 'stand alone' review and the report forms part of this submission. This cross cutting Best Value Review has brought together the elements from the Transportation and StreetCare Service Units that are responsible for the provision and enforcement of waiting, loading and parking restrictions. [See Appendix A – Structure Charts]

The Mission Statements for Transportation and StreetCare are set out below:

## 1.1 TRANSPORTATION MISSION STATEMENT

***WE AIM TO PROVIDE THE BEST POSSIBLE TRANSPORTATION SERVICE TO THE BENEFIT OF OUR CUSTOMERS AND THE DIVERSE COMMUNITY THAT WE SERVE.***

We recognise that our customers are ultimately the residents and workforce of the borough, and indeed the travelling public. Therefore:

- ◆ We will prepare policies and strategies which consider the needs and aspirations of our diverse community, particularly with regard to travel choice, accident reduction, sustainability, and which facilitate regeneration opportunities.
- ◆ We will use all available resources to maintain the public highway in a safe and pleasant condition.

- ◆ We will manage the movement of all users of the public highway in an efficient, effective and safe manner, recognising the special needs of pedestrians, cyclists and motorists.
- ◆ We will ensure that the development that takes place in the borough takes into account the standards appropriate for the enhancement of the highway network.

## **1.2 STREETCARE MISSION STATEMENT**

StreetCare provides the universal services for the borough and has a Mission Statement that dates back a number of years. It states:

*“We want you to be proud of StreetCare and feel confident to approach us.*

*Your views, suggestions or complaints will be dealt with swiftly and fairly.*

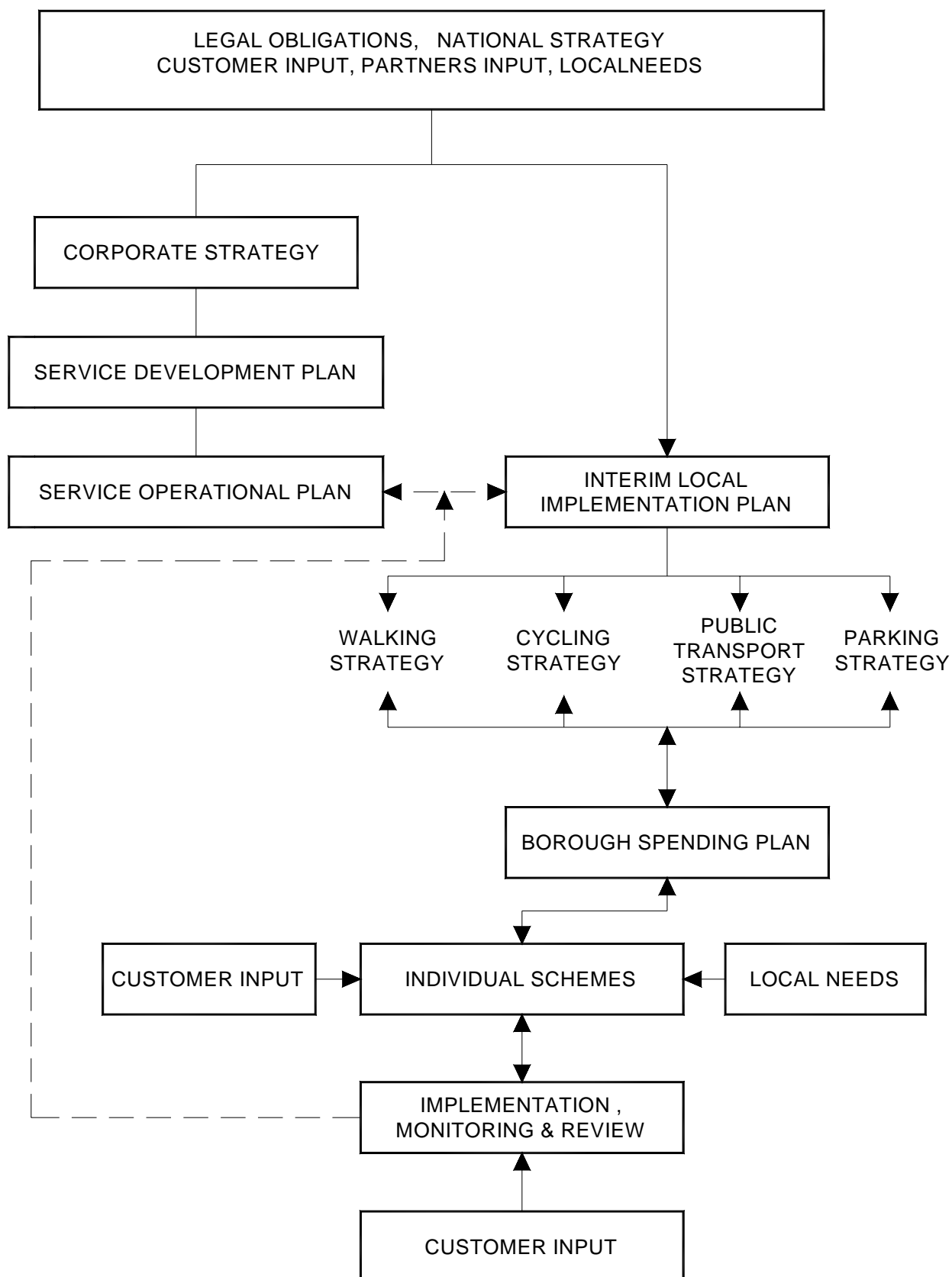
*We will continuously strive to improve the range and level of Services provided for you.”*

The StreetCare Service Operational Plan for 2003/4 contains an action plan to establish a new Mission Statement.

## **1.3 LEGAL REQUIREMENTS**

The vast majority of services provided by Transportation and StreetCare arise from statutory duties and obligations described in Highway and Traffic Legislation. Failure to undertake a managed response to these duties and obligations would put the Council at risk from individual, Corporate and indeed Government action. Such action might take the form of an individual claim at law for compensation, or punitive response to future funding bids. In addition to duties and obligations, the Council is empowered to undertake certain tasks at its own volition. The provision of disabled persons parking place is one such example.

# TRANSPORTATION SERVICE UNIT POLICY FRAMEWORK



## 1.4 CORPORATE STRATEGY 2002-2006

The Council's Corporate Strategy is detailed in the document 'Building a Better Borough – Our Corporate Strategy 2002-2006'. The strategy sets out the strategic intent of the Administration with three integral elements of, vision, values and key priorities.

The Corporate Strategy's vision is of a Borough "*where all its communities enjoy a high quality of life...*", and where "*Brent will be a home of choice...*" This vision is reflected in four values underpinning the priorities for action, which are:

- ◆ Achieving Service Excellence
- ◆ Raising the Quality of Life
- ◆ Serving all our Communities
- ◆ Developing and Motivating our Staff

The five priorities for action are cross cutting and reflect key areas of concern for local residents. They are:

- ◆ Promoting Quality of Life and the Green Agenda
- ◆ Supporting Children and Young People
- ◆ Regeneration and Priority Neighbourhoods
- ◆ Tackling Crime and Community Safety
- ◆ Achieving Service Excellence

## 1.5 ENVIRONMENTAL SERVICES DEVELOPMENT PLAN

These priorities are reflected in Environmental Services Development Plan which sets priorities directly relating to these five key themes. Key objectives, pressures for change and priorities are identified for each of the service units. Action plans for financial savings and growth are identified and performance targets are set. For Transportation, the areas of greatest involvement are:

- ◆ Promoting the Quality of Life and the Green Agenda through our Transforming Transport priority.
- ◆ Supporting Children and Young People through our Reducing Child Personal Injury Accidents priority
- ◆ Achieving Service Excellence through: Improving consultation; Improving Access to and Understanding of our Service; Developing better Relationships with Customers and Increasing Service Coverage Priorities.

## 1.6 SERVICE OPERATIONAL PLANS

The Transportation and StreetCare service units produce a vision document (Service Operational Plan – SOP) which takes into consideration the priorities that

are identified within the Environment Service Development Plan (SDP). These are transformed into action plans with specific attention afforded to the strengths, weakness, resources available and priorities for the units over the next 12 months (see individual SOPs for details of these).

This annual process takes place at the beginning of each financial year and all units are required to present their SOP to a panel which comprises the Directors and Members responsible for Environmental Services.

For the forthcoming financial year (2003-2004) Environmental Services has adopted the European Foundation for Quality Management (EFQM) model for business assessment in the Public Sector. This model has been used to assess all service units and the results of the assessment has been reflected in the Environmental Services Development Plan and in the individual Service Operational Plans.

## **1.7 OTHER POLICY DOCUMENTS**

As well as ensuring the units' work is focused on delivering the corporate strategy of the Council both Transportation and StreetCare must pay due regard to other policy documents. These include the Council's Interim Local Implementation Plan (ILIP), the Borough Spending Plan (BSP) and the Unitary Development Plan (UDP). The Transportation Unit is also responsible for formulating the Parking Strategy, which has been adopted, and the Walking, Cycling and Public Transport strategies, which are currently under preparation. [See supporting documents for examples of these].

With the increasing need to provide comprehensive policy documents to focus the work of the Transportation Unit, a dedicated Strategy Section was created. This provided a core of permanent staff who would liaise with all other teams, using regular and ad-hoc meetings, to formalise bids, programme works and monitor effectiveness. The preparation of these policies has been undertaken with the minimum dependence on external resources, and is a major factor in its success in the years since its formation.

The London Mayor's Transport Strategy was published in July 2001. This document sets out the London-wide transport policy framework, which all London Boroughs are required to work towards. The document set pan-London objectives and targets particularly within the areas such as road safety, sustainability and improvements to public transport, particularly the London bus network. For the Transportation Unit, the key policy document is currently the Interim Local Implementation Plan (ILIP) which was prepared and approved by Committee in summer 2001.

As the title suggests, this is an 'interim' document (not statutory) prepared prior to the Mayor requesting a Local Implementation Plan (LIP) some time in the future. Such a LIP would form a legally binding, statutory document whereby the Council would be required by law to carry out a thorough borough-wide consultation. Although the Council was not required to conduct public consultation prior to the publication of the ILIP, the Strategy Team decided to carry out an extensive public consultation exercise through the five Local Area Forums. In addition by a high-quality consultation leaflet was produced which included a 'free-post' reply card

inviting the public to express comments and concerns. Following a higher than average response rate the results were analysed and taken on board prior to the final publication of the ILIP. The Council's Communications and Consultation Unit expressed positive comment on this process. Other policy documents that have been produced since the Strategy Team was formed include a borough-wide Parking Strategy, which was subject to a similar consultation process as the ILIP.

Both the ILIP and the Parking Strategy have addressed key priorities as identified by the SOP and by the Mayor's Transport Strategy. These policy documents have created the linkage between our SOP and the Mayor's Transport Strategy, thus integrating local (borough-wide) objectives with those at a pan-London level.

Together with the preparation of the ILIP all London Boroughs were requested by Transport for London (TfL) to prepare and submit a Borough Spending Plan (BSP), a document which outlined the transport programmes and schemes in support of the ILIP.

The BSP now forms the borough's annual bidding document submitted to Transport for London. TfL assess the bid under their stated business plan headings and compare the Council's bid against the other 32 London Boroughs, prior to allocating financial resources. The annual allocation the Council receives is dependant upon the quality of the bid submitted.

The Brent Parking Strategy was prepared to address local needs at the time, in the absence of any other formal document/strategy setting out the Council's aims and objectives for what is a highly emotive area of modern-day transport policy. Such local need, at the time, included the issuing of Essential Parking Permits for key workers, Special Parking Permits for teachers and addressing the issue of parking outside religious organisations. The remit of the document was not to concentrate on issues of financial input.

There was clear and specific advice from senior management that the document should not address issues of parking charges and financial projections but instead to focus on issues of strategic local importance at the time, as mentioned above. When the Parking Strategy is reviewed (2005), issues of key importance such as:

- ◆ Financial Projections;
- ◆ Long-term planning;
- ◆ Budgeting and financial control;
- ◆ Off-street parking demand...

...will be addressed. A recommended action for the Transportation Unit is to undertake a review of the Parking Strategy in 2005 to include the above issues. Please refer to the 'recommended action plan' at the end of the report.

## **1.8 THE CURRENT SITUATION**

The annual allocation received from the Government Office for London (GoL) for Brent in 1999 was in the region of £1m. Following the formation of the Strategy Team in 1999, the financial allocation received by the borough from Central Government funds has risen significantly, from £1 million in 1999/2000 to £4

million in 2002/2003 and £8 million for the 2003/2004 financial year (inclusive of sub regional packages). In addition an extra £4 million has been awarded to the Council for works to mitigate the effects of the Mayor's Congestion Charging Scheme.

It is testimony to the success of the Strategy Sections work and the dedication of the officers involved, coupled with the ability of the Traffic Management, Civil Engineering and Highways Maintenance sections ability to deliver the schemes, that has resulted in Brent being awarded the highest ever annual allocation of Capital Funding throughout London.

Considerable improvement has been achieved by the Parking Enforcement Team. The success rate for Parking and Traffic Appeal Service (PATAS) appeals has been higher than most London Boroughs, and the service has been able to ensure that Parking Attendant staffing levels have grown no more than necessary when new CPZs are introduced.

## **2 WHAT WE PROVIDE**

### **2.1 TRANSPORTATION**

The Transportation Service Unit is an in-house organisation carrying out a variety of duties on behalf of the Council as Highway and Traffic Authority. The vast majority of functions are obligations and duties described within Acts of Parliament and Statutory Instruments.

The 3 Transportation sections, under consideration as part of this second review, carry out a diverse portfolio of service tasks that are outlined below.

#### **2.1.1 THE STRATEGY SECTION**

This section is led by the Head of Strategy (PO6) and is comprised of five teams made up 22 office-based technical staff and a further 27 School Crossing Patrol officers. One of the reasons underpinning the creation of the Strategy Section in 1999 was to increase the annual capital allocation received from Central Government through the Borough Spending Plan process. The teams comprising the Strategy Section include:-

##### **2.1.1.1 Policy Team**

This team is headed by a Principal Transport Planner (PO4), with a further three Senior Officers. These are: -

- ◆ Senior public transport promoter (PO2)
- ◆ Senior public transport co-ordinator (SO2)
- ◆ Senior sustainable transport officer (PO2)

This team is responsible for the formation of policies and strategies relating to the highway network, particularly the Interim Local Implementation Plan (ILIP), and the annual Borough Spending Plan (BSP) submission. The Parking Strategy, Road Safety Policies, Travel Plan Guidance and Sustainable Transport Strategies are also the responsibility of this team. In addition the team is also responsible for the co-ordination, promotion of public transport (trains, Underground and buses) and liaison between operators, Members and providers of these services.

Although this team has only been in existence for the last three years, over this period it has successfully achieved a significant increase in external funding allocation from Transport for London (TfL) from approximately £1m in 1999 to almost £8 million (including sub-regional partnership allocations) in 2003/2004.

#### **2.1.1.2 Accident Prevention / Education Team**

This team is headed by a Principal Accident Prevention Officer (PO3), dealing with school crossing patrols and road safety education/sustainable travel within schools. They are assisted by Accident Prevention and Travel Plan Manager (PO2), two Senior Safer Routes to School/Accident Prevention Officers (SO1) and two Safer Routes to School/Accident Prevention Officers (Scale 4). The other half of this team deals with school crossing patrols (SCPs) and comprises of an Operations Supervisor (SO2), an Operation Assistant (scale 4) and 27 SCPs.

This team is responsible for the delivery of road safety education and the, recently adopted, Safer Routes to School programme to all schools in the borough. They are also responsible for the delivery of cycle training to all ages. As a result of the legislation which created the Mayor of London in April 2000 the Council inherited the SCP service from the Metropolitan Police with 17 vacant posts out of 27 sites. We have successfully filled all vacant SCP posts, something not achieved by many other London Boroughs. Brent is also the lead borough for the pan-London co-ordination for Safer Routes to School, on behalf of Transport for London.

#### **2.1.1.3 Accident Analysis Team**

This team is headed by a Principal Engineer-Accident Analysis (PO3), with a Project Monitoring Officer (SO2) and Assistant Engineer (SO2). This team is responsible for collating and monitoring accident data. It also deals with all monitoring of capital finance, which has to be regularly reported to the funder (TfL) on behalf of the department. The team is responsible for identifying accident locations and feeding this information to the Policy Team for inclusion in the annual bidding document (BSP). Through this process this team has achieved a successful reduction in the number of accidents to meet both National and London-wide road safety targets for 2010.

#### **2.1.1.4 Development Control Team**

This team is headed by a Principal Engineer (PO4), with 2 Senior Engineers (PO3) and an Assistant Engineer (SO1). The team is responsible for dealing with and commenting on the transport-related aspects of planning applications across the borough. The team liaises with the Development Control Team within the Planning Service Unit and responds to all enquiries from developers. The team has



successfully secured significant levels of developer contributions (Section 106 funding) towards highway improvements.

#### **2.1.1.5 Major Projects Team**

This team is headed by a Principal Engineer (PO5), with one Senior Engineer (PO2) and an Assistant Engineer (SO2). This team was originally a separate team within the Transportation Unit. However, in January 2002, following a Unit restructuring, this team was amalgamated into the Strategy Section. This was to improve efficiency, provide a comprehensive approach to the delivery of larger programmes including the regeneration of key areas, in particular Wembley and Park Royal.

Salary cost for providing these services in 2002/2003 financial year is £719,522.

Salary cost for providing these services in 2003/2004 financial year is £919,139.

#### **2.1.2 THE TRAFFIC MANAGEMENT SECTION**

This section is responsible for the development and implementation of a wide variety of traffic management schemes on the public highway. The types of schemes undertaken typically include road safety and school safety schemes, traffic calming, 20mph zones, controlled parking zones, bus priority schemes, cycle network schemes and traffic signal improvements. The projects result from a variety of sources including the Council's own revenue (including Parking Account) and capital funds, developer contributions (section 106 planning agreements) and external capital funding. Transport for London (TfL) funds approximately 80% of all the schemes undertaken by the section.

The section comprises 23 staff, with three technical teams undertaking various functions as follows:

- ◆ **Head of Traffic Management (PO6) 2 Customer Relations Officers (Scale 5)**  
Manager and administration support.
- ◆ **Traffic Team - (Team Leader (PO5), 2 Senior Engineers (PO2), 4 Technicians / Engineers (Scale 5 – SO2), 1 CAD Operator (SC5)**  
Road safety, accident reduction, traffic signals, pedestrian crossings and pedestrian safety, school safety and safer routes to school, cycle networks, road works / events temporary traffic management, localised parking controls.
- ◆ **Parking Team - (Team Leader (PO5), 2 Senior Engineers (PO2), 4 Technicians / Engineers (SC5 – SO2), 1 CAD Operator (Scale 5)**  
Controlled parking zones programme, footway parking, disabled person's parking, parking restriction reviews, bus priority schemes.
- ◆ **Orders Team - (Principal Order Maker (PO4), 3 Assistant Order Maker / Order Maker (Scale 5 – SO2)**

Traffic regulation orders and public notices for all temporary and permanent traffic and parking restrictions.

Other general functions include - traffic signals liaison, emergency services and transport operators liaison, input into the Borough Spending Plan and any other bids for funds.

As part of the workload, the section deals with a large number of enquiries and requests from a wide range of stakeholders regarding the movement of traffic on the Borough's highways and assesses the current and future need for improvements. Consequently the section undertakes a large part of the contact and communications between the general public, partner authorities and organisations within the Transportation Service Unit. A key function of the section is to project manage all the traffic management schemes and to act as a point of contact for all stakeholders. A large number of public consultations are undertaken, as a part of delivering work programmes, and this is an essential element of the work required to successfully deliver schemes.

There is a close working relationship with the Strategy Section regarding safer routes to school, development control, finance monitoring and particularly bids for funds. A close working relationship also exists with the Highways Maintenance and Civil Engineering Sections in order to facilitate the implementation of projects.

The turnover of the section in 2002/2003 was approximately £1.6 million. The salary cost of providing these services in the 2002/2003 financial year is £670,286. The salary cost of providing these services in the 2003/2004 financial year is £769,822.

### **2.1.3 THE CIVIL ENGINEERING SECTION**

This section comprises a total of 7 permanent employees – the Service Head (PO6), 2 Principal Engineers (PO4/5), a Senior Project Engineer (PO4), a Project Manager (PO1), a Technical Support Officer (SC6) and a Land Charges Assistant Engineer (SC6). Presently a consultant occupies the vacant Principal Engineer Structures post (PO4/5). Further consultants are used for Town Centre and Highway Design works as the need arises.

The following functions are undertaken by the section:

- ◆ Design and implementation of individually tendered Town Centre schemes. Such contracts will specify all elements of work and provide a useful means of comparison against using term contractors.
- ◆ Design and implementation of traffic management schemes including bus lanes, pedestrian crossings and signalised junctions. These may be Council funded or private developments requiring approval by the Highway Authority.
- ◆ Implementation of Single Regeneration Budget (SRB) funded regeneration projects. Wembley Park Estate Access Corridor (EAC) is due to be completed this financial year and was

designed to promote Wembley Park industrial estate by improving access to the North Circular Road and traffic flows and access for Stadium events. The Stadium Access Corridor (SAC) is still in the design stage and will further improve access to the stadium for vehicles and pedestrians.

- ◆ Management of the Council's highway structures workload of inspections and assessments, remedial and strengthening works and special load routes.
- ◆ Overseeing of risk ranking and assessment of accidental obstruction of the railway by road vehicles in conjunction with Network Rail.
- ◆ Development of the Land Charges function to rationalise and co-ordinate all necessary highway data and deal with public enquiries and Highway Authority responses.
- ◆ Routine maintenance of brooks, ditches and highway drains to ensure that flow capacity is maintained at all times.
- ◆ Comprehensive service of topographic surveys, feasibility studies, project management, Construction Design Management (CDM) and safety audits, and the design of landscape and environment projects.
- ◆ Environmental audit service for Environmental Services.
- ◆ Development of a new management programme under ISO 14001 for the use of recycled materials in the construction of new roads and footways.
- ◆ Cartographic work to other teams in the Unit and to other Council service units.
- ◆ Updating the Borough's Street Plan in digital format, and the preparation of a reliable GIS map of Highway land to be used for responses to the public and solicitors' enquiries.
- ◆ Design and implementation of directional signage with Highways Agency approval.
- ◆ Implementation of the conversion of Transportation Unit's documentation to digital format.

Salary cost for providing these services in 2002/2003 financial year is £368,650.  
Salary cost for providing these services in 2003/2004 financial year is £401,769.

#### **2.1.4 THE HIGHWAYS MAINTENANCE SECTION**

The Highways Maintenance Section comprises a total of 21 technical staff, 13 of which are permanent employees:

- ◆ Head of Highways Maintenance (PO5)
- ◆ Principal Highways Engineer (PO4)

- ◆ 4 Senior Highways Engineers (PO2)
- ◆ Senior Highways Engineer – Accident Investigations (PO2)
- ◆ Senior Highways Engineer – NRSWA (PO2)
- ◆ 2 Highways Engineer NRSWA (SO2)
- ◆ Assistant Highways Engineer (vacant) (SC3-SO2)
- ◆ Trainee Highways Engineer (SC3-SO1)

Currently 8 agency engineering staff are employed to assist in delivering the service, in response to increased levels of funding for implementing highways projects. A total of 5 technical support staff (1 agency) are funded by the team.

The section are responsible for delivering the following services:

- ◆ Carriageway resurfacing projects
- ◆ Footway upgrade programmes
- ◆ Responsive and planned maintenance
- ◆ New Roads and Street Works Act (Co-ordination and inspection)
- ◆ Footway crossing construction
- ◆ Road markings (maintenance and new work)
- ◆ Implementation of traffic schemes
- ◆ Highway inspections (safety and condition)
- ◆ Accident Investigations (personal injury claims)

The turnover of the section in 2002/3 totalled £6.1, including staff costs of £825k. The estimated turnover for 2003/4 is £8.1, including estimated staff costs of £910k.

### **2.1.5 THE SUPPORT SERVICES AND FINANCE SECTIONS**

These sections provide the administrative and financial support service to the Transportation Service Unit. The Finance Team is responsible for ensuring that the units accounting procedures and records adhere to Audit Commission and Corporate Standards and for monitoring and reporting the financial status of the unit. The Support Services Team carries out a variety of administration functions including; processing of orders and invoices, maintaining staff records and other more general administration duties.

Salary cost of providing these services in 2002/2003 financial year was £333,064. Salary cost of providing these services in 2003/2004 financial year is £367,327.

## 2.2 STREETCARE

### 2.2.1 PARKING ENFORCEMENT

Parking Enforcement is part of the StreetCare Service Unit and is responsible for the enforcement of all parking restrictions throughout the borough.

The team fulfils their responsibilities by contracting out the on and off-street enforcement to Vinci Park UK, and the notice processing to Vertex, who also provide IT support. As well as managing both contracts, officers are legally required to deal with all representations that are made at the Notice to Owner (NTO) stage, and to provide evidence to the Parking and Traffic Appeals Service (PATAS).

It has a staff of 1 Manager (PO4), 1 Deputy Manager (SO2 + honorarium), 1 Senior Parking Appeals Officer (SO2) and 7 Parking Appeals Officers (Scale 5). In addition the section has 3 temporary members of staff to assist with increased workload. The structure and staffing levels of the team are currently under review.

The cost of running and the surpluses made by the service are as follows;

Year	Income £'000	Salaries £'000	Other Costs* £'000	Surplus £'000
01/02	7,100	328	5,072	1,700
02/03	7,300	389	5,111	1,800
03/04 (projected)	6,900	408	3,692	2,800

Notes Salaries refers to Brent Staff costs, Other Costs includes payments to contractors

The Parking Enforcement function is, therefore, self-financing, and any surpluses are used in connection with traffic or parking related purposes, as prescribed by legislation.

## 3 WHERE WE ARE NOW

### 3.1 NATIONAL PERFORMANCE INDICATORS

#### 3.1.1 TRANSPORTATION

Transportation had eight Best Value indicators in 2001/02. They were:

- BV93** – Cost of highway maintenance per 100 km travelled by a vehicle on principal roads. (Discontinued for 2002/03.)
- BV96** – Condition of Principal Roads
- BV97** – Condition of Non-principal Roads
- BV99** – Road Safety – Number of Road accident casualties per 100,000 of population broken down into Killed/seriously injured and slight.
- BV100** – Number of days temporary traffic controls or road closure on traffic sensitive roads caused by local authority road works per kilometre of traffic sensitive roads.

- BV105** – Damage to roads and pavements repaired or made safe within 24 hours. (Discontinued for 2002/03)
- BV165** – % of pedestrian crossings with facilities for disabled people
- BV178** – % of total length of footpaths and other rights of way which were easy to use by members of the public.

Indicator	Description	2002 1/04 - 31/12	2001/02	London Ave	2000/01	London Ave	1999/00	London Ave
BV 3	Satisfaction with LA Transport Services*		N/A	N/A	43%	N/A	N/A	N/A
BV93	Cost of Highway Maintenance per 100 km		0.71p.	0.65p.	0.56p.	0.65p.	N/A	N/A
BV96	Condition of Principal Roads		7.59%	11%	2.19%	7.14 %	N/A	N/A
BV97	a)Condition of Non-Principal Roads b) Unclassified roads		a) 23.03% b) 19.03%	a) 14% b) 12%	a) 6.58%	12.07%	N/A	N/A
BV 100	Number of days temporary traffic controls or road closure	0.19 days	0.30 days	1.17 days	0.18 days	1 day	N/A	N/A
BV 105	Damage to roads and pavements repaired or made safe in 24 hrs	99%	93.81%	92%	91.14%	92.40%	93%	96%
BV 165	% of pedestrian crossings with disabled facilities	77%	74.85%	82%	43%	77%	19%	70%
BV178	% of total length of footpaths		96.68%	84%	100%	76%	100%	a)48% b)79%

\*For the purposes of the MORI survey Transport included maintenance of roads and footways, street lighting, car parking, road safety education. The results for BV3 contributed to an overall satisfaction rating for each Council.

- BV93** – Brent was below the London average for this indicator in 2000/01 but was above it for 2001/02.
- BV96** – This indicator measures the percentage of the network with negative residual life, so the lower the score the better. Brent is performing above the London average.
- BV97** – This indicator is similar to the BV96 and a low score is better. Brent performed above the London average for 2000/01 but was below the London average in 2001/02.

**BV99 - Road Safety–Number of road accident casualties per 100,000 population.**

This indicator was first introduced in 2000/2001. Brent has shown improvement on this indicator over the three year period and has performed above the London average on most of the categories. The total casualty figures for BV99 show that Brent performed better than the London average in 2002/01 but was below the London average in 2001/02. The un-audited figure for 2002/03 has shown improvement and is above the latest published London average figure i.e. 2001/02. However, this may change when the 2002/03 London average figures are published later in the year. (Please see tables below).

**COMPARISON WITH LONDON AVERAGE**

Indicator	Description	Brent 02/03 un-audited	L'don Avg 02/03	Brent 01/02	L'don Avg 01/02	Brent 00/01	L'don Avg 00/01
99a	Pedestrians – KSI	25.77		28.63	26	3.1	28
99a (si)	Pedestrians - Slight	78.88		101.59	91	98.5	107
99b	Pedal cyclists – KSI	3.51		3.92	6	5.6	8
99b (si)	Pedal cyclists – Slight	21.09		26.67	43	34.5	54
99c	Two-wheeled motor vehicle users – KSI	12.89		16.08	17	14.3	17
99c (si)	Two-wheeled motor vehicle users – Slight	65.22		77.27	91	58.8	94
99d	Car users – KSI	26.16		24.92	30	36.5	32
99d (si)	Car users – Slight	303.43		318.11	263	337.10	287
99e	Other Vehicle Users – KSI	4.69		5.88	5	2.8	6
99e (si)	Other Vehicle Users – Slight	48.42		45.11	52	36.10	52

Note: London Average figures for 2002/2003 will be published in October

2001/02 Published Data - Audit Commission					Brent Data			
PI	London boroughs (all)				PI	Brent 2002/03 un-audited	Brent	
	Avg/ % Yes							
	Yes/No PIs	75th	Median	25th		2002/03	2001/02	
99a	26	33	21	16	99a	25.77	99a	28.63
99a(si)	91	113	79	57	99a(si)	78.88	99a(si)	101.59
99b	6	7	5	3	99b	3.51	99b	3.92
99b(si)	43	57	32	25	99b(si)	21.09	99b(si)	26.67
99c	17	23	14	12	99c	12.89	99c	16.08
99c(si)	91	133	74	53	99c(si)	65.22	99c(si)	77.27
99d	30	36	30	24	99d	26.16	99d	24.92
99d(si)	263	303	269	208	99d(si)	303.43	99d(si)	318.11
99e	5	6	4	3	99e	4.69	99e	5.88
99e(si)	52	57	42	33	99e(si)	48.42	99e(si)	45.11
Total	624	769	569	435	Total	590.06	Total	648.18
Slight					Slight		Slight	
99a(si)	91	113	79	57	99a(si)	78.88	99a(si)	101.59
99b(si)	43	57	32	25	99b(si)	21.09	99b(si)	26.67
99c(si)	91	133	74	53	99c(si)	65.22	99c(si)	77.27
99d(si)	263	303	269	208	99d(si)	303.43	99d(si)	318.11
99e(si)	52	57	42	33	99e(si)	48.42	99e(si)	45.11
Total	540	664	496	376	Total	517.04	Total	568.75
KSI					KSI		KSI	
99a	26	33	21	16	99a	25.77	99a	28.63
99b	6	7	5	3	99b	3.51	99b	3.92
99c	17	23	14	12	99c	12.89	99c	16.08
99d	30	36	30	24	99d	26.16	99d	24.92
99e	5	6	4	3	99e	4.69	99e	5.88
Total	84	105	74	59	Total	73.02	Total	79.43

- BV100** – Brent performs well above the London average on this indicator. For the period 1 April to 31 December 2002, the current average is 0.19 days.
- BV105** – In 1999/00 and 2000/01 Brent performed below the London average but performed above the London average in 2001/02. This trend has continued into 2002/2003. For the period 1 April to 31 December 2002, the current average is 99% (this BVP1 has been retained as a local indicator for 2002/2003).
- BV165** – Although Brent is still below the London average for this indicator it has shown consistent improvement over the three year period. This trend has continued into 2002/2003. For the period 1 April to 31 December 2002, the actual figure is 77%.
- BV 178** – Brent has consistently performed well above the London average on this indicator.



**For 2002/2003, two new BVPIs have been created:-**

- ◆ BV 186 – Roads not needing major repair
- ◆ BV 187 – Condition of footway

### **3.1.2 STREETCARE**

There are no best value indicators for the Parking Enforcement Service. However, when making comparisons with parking income across the Audit Commission family group Brent perform in the median, but has made improvements in income gained year on year over the past three years. [See Appendix H – Comparison Statistics for more details of this]

## **3.2 LOCAL PERFORMANCE INDICATORS**

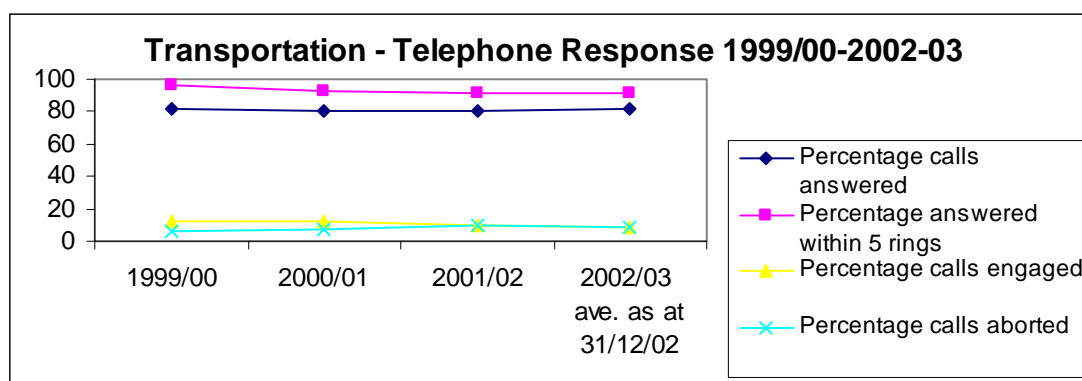
### **3.2.1 CORPORATE STANDARDS – PERFORMANCE INDICATORS**

Both service units adhere to the Council's corporate standards with respect to telephone answering and complaints handling.

#### **3.2.1.1 Telephone Answering**

The corporate standard is that all calls should be answered within 15 seconds (5 rings). In addition Environmental Services set a target that the percentage of calls answered should exceed 90%.

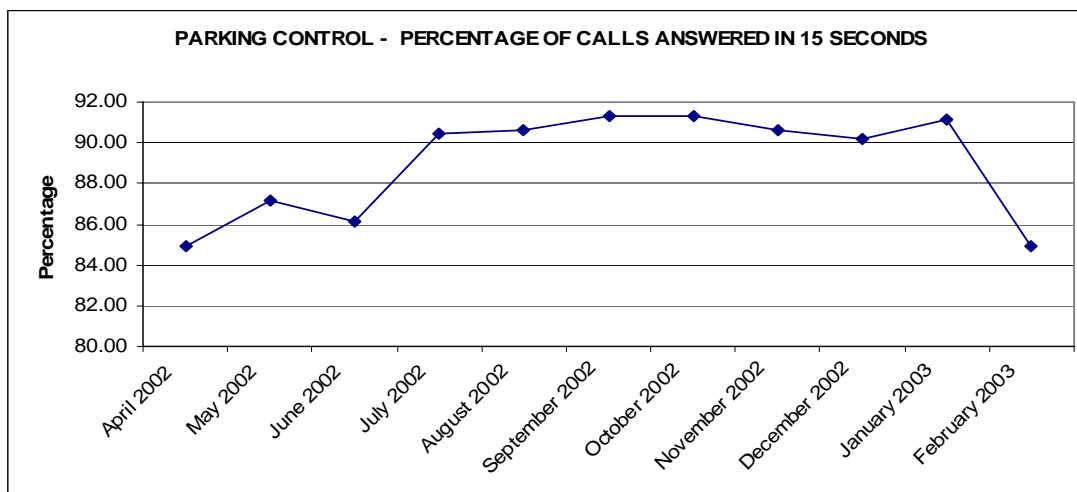
##### **3.2.1.1.1 Transportation**



Transportation received 8.7% of the total calls in Environmental Services during 2001/02 (67,954 calls). Over the three year period from April 1999 to March 2002, the volume of calls received by Transportation has decreased slightly. However the performance on the % of calls answered within 5 rings has also decreased from 96% to 92% as at 31/12/02. The percentage of calls engaged has decreased over the period but the percentage of calls aborted has increased from 6.25% to 9% as at 31/12/02. Performance for 2002/03 as at the end of December 2002 appears very similar to last year although the volume of calls received if the current trend is maintained will be higher than previous years.

The periods include occasions when teams were dispersed in temporary office locations. Transportation is now located in the two wings on the second floor at Brent House, and this will provide a platform for improved telephone answering.

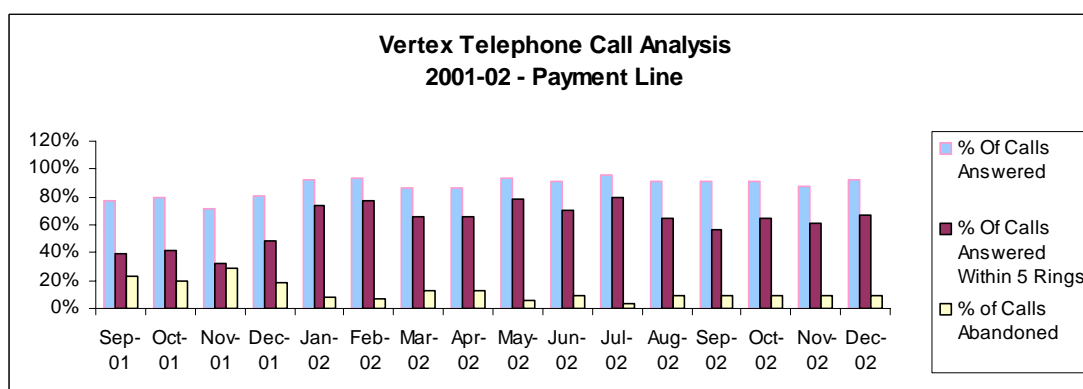
### 3.2.1.1.2 *Parking Enforcement Administrative Section*



The Parking Enforcement Administration Section within Brent Council has performed fairly well in answering telephone calls within 15 seconds (or 5 rings). Performance has averaged 89% for the period analysed above. The average for Environmental Services for 2002/03 is 92%. The percentage of calls answered averaged 94% for the period. The percentage of calls aborted averaged 6% and the percentage engaged was less than 1%.

### 3.2.1.1.3 *Parking Contractor – Vertex*

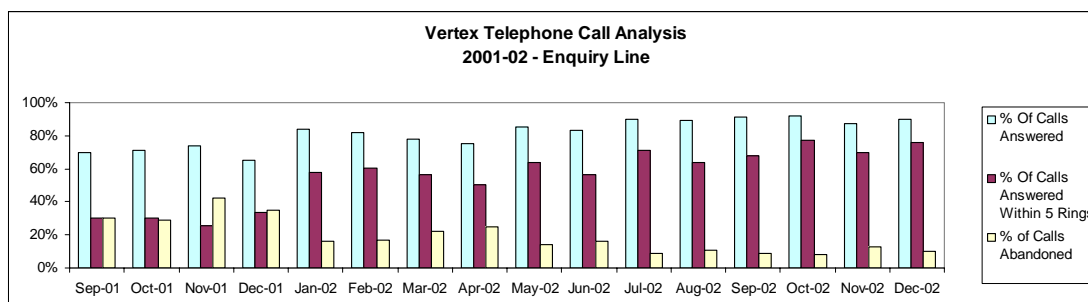
#### 3.2.1.1.4 *Call Handling Payment Line*



The percentage of calls answered in 2002 was an average of 91% compared to an average of 77% for the four month period in 2001. 90% is the Environmental Services target for calls answered. However, the percentage of calls answered within 5 rings was an average of 40% in 2001 and has improved to an average of

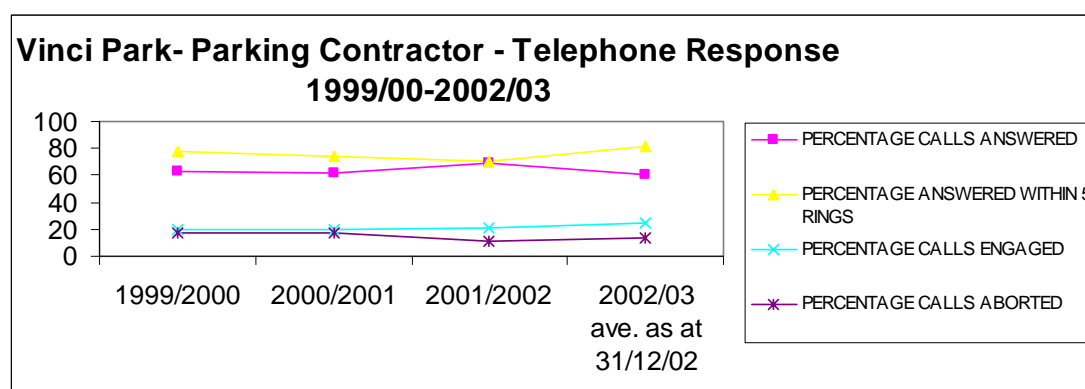
69% in 2002. However this still requires improvement. The percentage of calls abandoned has improved from an average of 23% for the four months under review in 2001 to an average of 9% in 2002.

### 3.2.1.1.5 Call Handling – Enquiry Line



The average percentage of calls answered over the fifteen month period was 82%. This is around the Brent Council average. However the average percentage answered, over the last 6 months of the period reviewed, has improved to 90%. This complies with the Environmental Services target of 90%. The average percentage of calls answered within our Corporate timescale of 15 seconds or 5 rings, during the four months in 2001 was low at 30%. However this improved in 2002 to an average of 64%. In the last 6 months of 2002 performance of calls answered within 5 rings has improved to an average of 71%, and this needs to be maintained and improved upon. The percentage of calls abandoned was very high but has reduced over the last 6 months of 2002 to an average of 10%.

### 3.2.1.1.6 Parking Contractor – Vinci Park



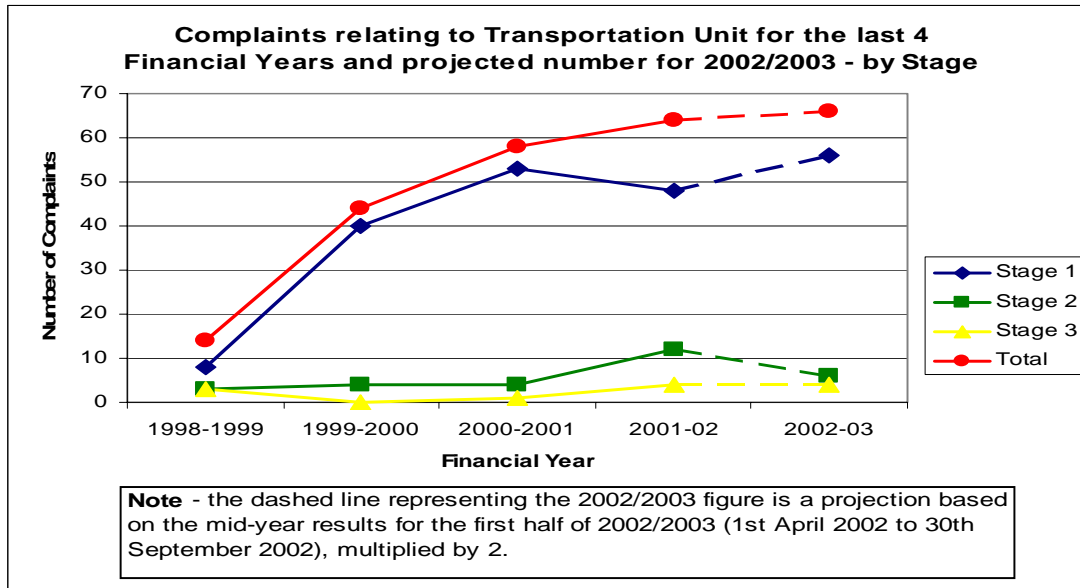
Vinci Park is the Council's Parking contractor dealing with the issuing of parking tickets and residents permits. They receive approximately 68,000 calls a year. Over the four year period, the percentage of calls answered has improved apart from the performance for 2002/03 as at 31/12/02 when the average was 61%. The percentage of calls answered within 5 rings has shown a decrease over three years but the current trend is showing an improvement at 82%. The performance on percentage of calls engaged and aborted is high. The average for 2002/03 (as at 31/12/02) was 25% of calls engaged and 13% of calls aborted. This is an area for improvement as performance is consistently below the average achieved

across Environmental Services. The reason for the poor performance is the subject of investigation by the Director of StreetCare.

*Generally in Environmental Services during 2001/02 averages of 88.5% of calls presented were answered and 91.5% were answered within 5 rings.*

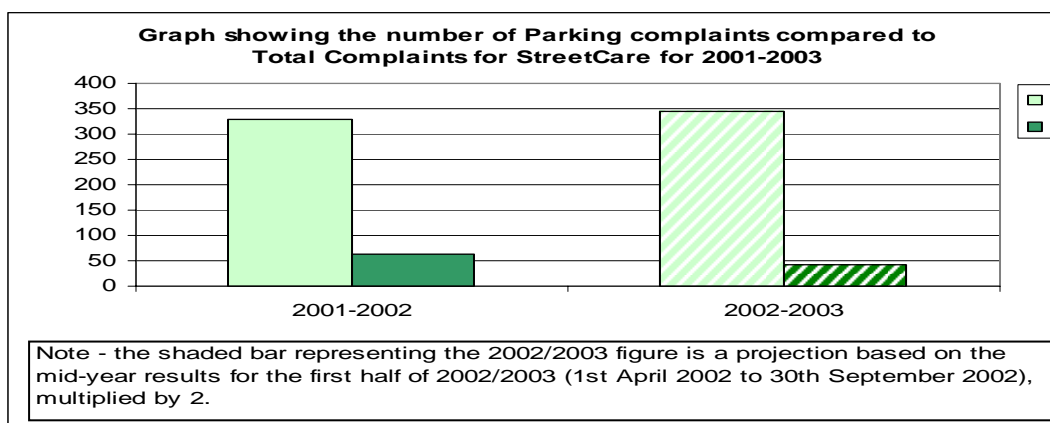
### 3.2.1.2 Complaints Handling

#### 3.2.1.2.1 Transportation

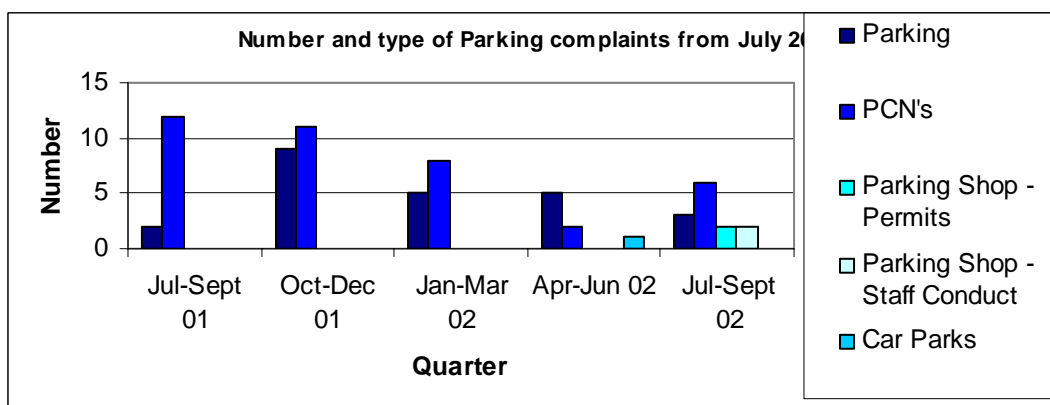


The total number of complaints has risen slightly year on year during the period 1998-2002. The increase in complaints between 1998/99 and 1999/00 is most likely due to the transfer of responsibility for repairs to roads and pavements from StreetCare to the Transportation Unit and also a greater awareness amongst residents about how to make an official complaint. Complaints for the year 2002/03 are projected to be slightly up on the previous year by 3%. There was a peak in the number of Stage 2 complaints received in 2001/02 but the projection for 2002/03 is much lower. The number of Stage 3 complaints is projected to be at the same level as 2001/02. [See Appendix D – Transportation Complaint Statistics]

### 3.2.1.2.2 Parking



Parking Enforcement received 64 complaints in 2001/02, 20% of the total complaints for StreetCare. The projection for 2002/03 based on complaints received, as at 30/9/02, is 42 complaints. Therefore if the trend continues there should be a reduction in complaints compared to 2001/02.



Prior to April/June 2002 parking complaints were broken down into two categories i.e. Parking and PCN's (Parking Charge Notices). With effect from April 2002 it has been possible to break the type of complaint down into further categories. However, it can be seen that most of the complaints relate to PCN's. There was a drop in the number of complaints received in April-June 2002 to 8, but last quarter July-September 2002 the figure has risen again to 13 which is more normal for this section.

## 3.2.2 TRANSPORTATION LOCAL PERFORMANCE INDICATORS

### 3.2.2.1 Strategy

#### 3.2.2.1.1 Existing Indicators

There were no local performance indicators for the Strategy Section at the start of this review. However, after staff consultation the following have been agreed:

### 3.2.2.1.2 *New Indicators*

- ◆ Deliver a 25% reduction in the number of accidents over a 12 month period following the completion of a Safer Routes to School project, within the vicinity of that particular school. Due to be introduced in start December 2003.
- ◆ Increase the number of children receiving cycle training by 25% within first year of commencement of the Cycle Training Programme. Due to be introduced in January 2004.
- ◆ Respond to 80% of all planning applications within three weeks of having received them from the Planning Service.
- ◆ Organise and hold a minimum of 4 public transport liaison meetings for buses, and 4 for rail/Underground, between public transport operators, members and Council officers.

### 3.2.2.2 *Traffic Management*

#### 3.2.2.2.1 *Existing Indicators*

- ◆ Delivery of disabled persons parking places (DPPPs), (completed within 6 months of application).
- ◆ Monitor reduction in road traffic accident frequency for all local safety schemes.
- ◆ Quantity of CPZ's in the borough (not performance related).
- ◆ Quantity of cycle routes in the borough (not performance related).
- ◆ Monitor response rates to correspondence (15 working days), for statistics see 2003/2004 Service Operational Plan (SOP).

INDICATORS	Actual			
	1999/00	2000/01	2001/02	As at 31/12/2002
Number of applications for Disabled Parking bays Processed No target	129	147	167	128
Number approved for implementation No target	29	28	25	18
% implemented within target time (6 months) Target	100%	100%	100%	100%
Total number of disabled bays in the borough (Cumulative) No target	227	250	262	277

The number of applicants for disabled parking bays processed has increased year on year but the number approved for implementation has declined year on year. However, the majority of applications which are refused are due to the applicant not being a driver or the fact that Controlled Parking Zone is due to be implemented. The qualifying criteria has recently been amended to enable people with disabilities who are not drivers to qualify for a disabled parking bay if they require substantial physical assistance or are sufficiently mentally or physically incapacitated to necessitate constant supervision. The percentage implemented within the target time of 6 months is consistently high at 100%. The total number of disabled bays in the borough has increased from 227 in 99/00 to 277 as at 31/12/02. Transportation officers have recently been working with members of the Scrutiny Task Group (road use) to review the criteria applied to DPPP applications.

#### **3.2.2.2.2 New Indicators**

Traffic Management has developed a range of Local Performance Indicators (LPI's), which are included in the Service Operational Plan for 2003/2004. This is following recommendations from the Best Value review panel and a staff forum undertaken with all members of the Traffic Management section to discuss effective ways of measuring performance. One critical area, which dominates the development of projects, is that of communication and consultation. This is a subject which Members, local residents and businesses also consider being of paramount importance because it has a significant impact on decisions made at Council committees about schemes. The LPI's focus on measuring the response rates of different types of consultations, to test if a representative sample of opinion is achieved. This subject has been extensively researched and a report on the Unit's findings presented to the April 2003 Highways Committee for approval. The report contains details about consultation procedures and the LPI's. Other areas to be covered by LPI's are response rates to general correspondence, service complaints and service requests.

The key targets and performance indicators introduced into the Service Operational Plan by the Traffic Management Section in 2003/04 are as follows:

##### **3.2.2.2.1 Traffic Team Targets:**

- ◆ Monitor response rates to assess service requests for Short Sections of Waiting Restrictions (SSWR), DPPP, Pedestrian crossings, signals, etc. (within 20 working days).
- ◆ Monitor response rates from area wide traffic schemes (20mph, traffic calming, one ways, etc.) public consultations (greater than 20% of consultation circulation list addresses)
- ◆ Monitor the number of objections raised to statutory consultations on area wide traffic schemes (20mph, traffic calming, one ways, etc.) (less than 1% of consultation circulation list addresses).
- ◆ Monitor speed with which stage 3 safety audits are undertaken on traffic schemes (within 2 months of scheme completion).

#### **3.2.2.2.2 Traffic Parking Team Targets:**

- ◆ Monitor response rates from area wide CPZ public consultations (greater than 20% of consultation circulation list addresses).
- ◆ Monitor the number of objections raised to statutory consultations on area wide CPZ schemes (less than 1% of consultation circulation list addresses).
- ◆ Monitor speed with which CPZ reviews are undertaken (within 6 months of original CPZ operational date).

### **3.2.2.3 Civil Engineering**

#### **3.2.2.3.1 Existing Indicators**

There were no local performance indicators for Civil Engineering at the start of this review. However, after staff consultation the following have been agreed:

#### **3.2.2.3.2 New Indicators**

- ◆ Stage 3 Safety Audit to be carried out within 2 months of project completion.
- ◆ Site complaints – initial response within 1 working day.
- ◆ Initial response to developer's applications – within 15 working days.

### **3.2.2.4 Highways Maintenance**

The Highways Maintenance, Best Value Review [Appendix N], considered feedback from the consultation process. Local performance indicators were established to improve the service in respect of vehicle crossing construction and accident investigations.

The following LPI's have been established and used to monitor performance in the following area:

- ◆ Accident investigations are processed within 21 days.
- ◆ Vehicle crossing applications are processed within 15 days.
- ◆ Vehicle crossings are constructed within 6 weeks of receiving payment.

Performance is reviewed quarterly at Management Review meetings, and the necessary action taken to ensure targets are met.



## Local Indicators: Highways Maintenance

INDICATORS	Actual			
	1999/00	2000/01	2001/02	2002/03 As at 31/12/2002
% of roads repaired within target (24 hours) Target	97% 100%	98% 100%	95% 100%	100% 96%
% of pavements repaired within target (24 hours) Target	93% 100%	96% 99%	94.5% 99%	98.6% 96%
No of repairs carried out to reported dangerous damage on roads Target	138 No target	199 No target	195 No target	62 No target
No of repairs carried out to reported dangerous damage on pavements Target	535 No target	365 No target	468 No target	107 No target
No. of pavement repairs required based on requests Target	1554 No target	1296 No target	1552 No target	1629 No target
No. of carriageway repairs required based on requests Target	465 No target	554 No target	650 No target	501 No target

Performance on the percentage of roads repaired within the target time of 24 hours shows a dip in 2001/02, but has exceeded target for the first three quarters of 2002/03. The percentage of pavements repaired within target time has improved year on year although performance did not meet target. However, performance for the first three quarters of 2002/03 has improved and is currently exceeding target.

The number of repairs carried out to reported dangerous damage on roads show a decrease since 2001/02. Similarly reported dangerous damage to pavements is projected to show a decrease for the year 2002/03.

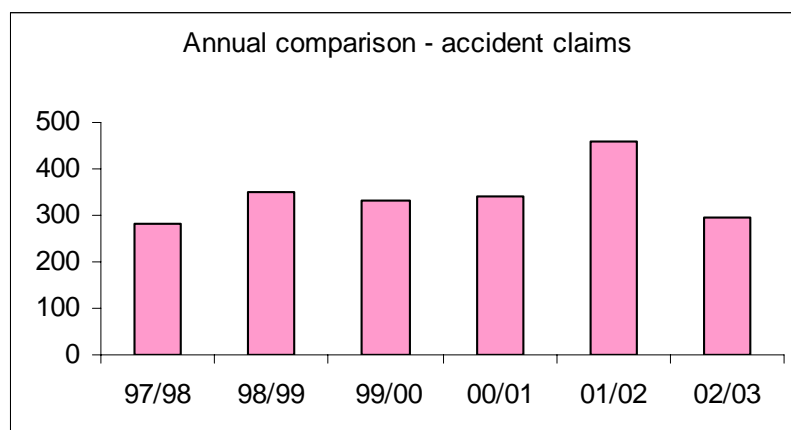
The number of pavement repairs based on requests as at December 2002 is higher than previous years by 4.96%. Carriageway repairs for 2002/03 are projected to be at a similar level to 2001/02.

#### **Insurance Claims for Pavement Trips – Yearly Comparison**

	<b>1997/98</b>	<b>1998/99</b>	<b>99/00</b>	<b>2000/01</b>	<b>2001/02</b>	<b>2002/03</b>
Total no. of claims	284	350	332	343	459	295
No. settled	188	223	211	196	204	8
No. outstanding	96	127	121	147	255	287
Payments made	£584,469.22	£745,325.95	£513,733.48	£361,305.32	£152,926.02	6,424.22
Outstanding est.	£297,842.14	£551,898.98	£424,003.53	£291,652.97	£850,751.04	£348,312.50
Total Claims	£882,311.36	£1,297,224.93	£937,737.01	£652,958.29	£1,003,677.06	£354,736.72

The figures for insurance claims for pavement trips are ongoing due to the length of time it can take to report and resolve insurance matters. However, insurance claims to-date for the year 2002/03 show a decrease on previous years and are comparable to 1997/98. The figure for 2001/02 is high but this is due to the Council changing over to a different insurance provider in April 2002. All claims received for the period prior to April 2002 were logged in the last quarter of 2001/02 as they are the responsibility of the old insurance provider; consequently the figures for 2001/02 are artificially high. The figure for total claims for 2002/3 is

fairly low at the end of the year, but obviously this figure could increase as time goes on and further claims are made.



### 3.2.2.5 Support Services

#### 3.2.2.5.1 Existing Indicators

There were no local performance indicators for Support Services at the start of this review. However, after staff consultation the following have been agreed:

#### 3.2.2.5.2 New Indicators

Following the staff consultations meeting certain actions were identified for the support team which are now included in the Action Plan, and will be the focus for developing future Local Performance Indicators.

### 3.2.2.6 Parking Enforcement

#### 3.2.2.6.1 Existing Indicators

INDICATORS	Actual				
	1999/00	2000/01	2001/02	2002/03 as at 31/12/02	Target 2003/04
No. of residents parking permits renewals	4680	4509	6516	7072	11,500
Target	-			11,300	
Total income from car parks and pay and display units	£499,057	£1,050,686	£1,220,700	£824,720	£1,708,000
Target			-	£1,491,100	
Number of tickets issued	85,676	95,985	113,021	83,708	120,000
Target	97,416	85,676	95,984	120,000	
Number of tickets paid within 14 days (%)	26.328 45%	40.716 43%	44.971 39.75%	32,705 (39%)	45,600
Target	-		-	50,400 (42%)	

Number of representations made to borough. (ticket issues) Target	8,418 -	11,369	14,108	11,199 18,160	17, 100
Number of representations allowed by borough No Target	N/A	N/A	N/A	834	850
Number of appeals to Adjudicator (London Parking Appeals) Target	1010 -	919	893	1246 1500	1,600
Number of successful appeals by appellant -London Parking Appeals (as % of total appeals) Target	599 (59.3%) -	396 (43%)	289 (32.4%) -	320 (25.6%) 600	700
No. of vehicles removed Target	-	3945	4328	3536 4000	4,800
Income Collected (excludes pay and display collection and debtors) Target	£2,829,029 £2,767,740	£3,367,933 £2,829,029	£3,776,478 £3,367,932	£3,280,167 £4,000,000	5, 044, 000
Bad Debt Provision Estimate	£1,297,273	£1,748,551	£1,839,620	£1,291,560	1, 600, 000

The number of residents parking renewals showed a slight decline in 2000/01, increased to 6,516 in 2001/02. Income from car parks and pay and display units increased between 00/01 and 01/02.

The number of tickets issued has increased year on year. The number of tickets paid within 14 days has risen consistently but as a percentage of the total tickets issued it has shown a slight drop year on year.

The number of representations made to the borough has increased from 8,418 in 99/00 to 14,108 in 2001/02, an increase of 67.6%, and represents 12.48% of total tickets issued in 2001/02.

The number of appeals to the adjudicator has decreased between 1999/00 and 2001/02. However, as at 31/12/02, the number of appeals to the adjudicator would appear to be on the increase as the figure is higher than the total for 2001/02. The number of successful appeals to the Parking and Traffic Appeals Services unit is decreasing year on year and they represent a very small percentage of total tickets issued (0.25% in 2001/02).

Income collected (excluding pay and display collection and debtors) has risen between 99/00 and 01/02.

### **3.2.2.6.2 New Indicators**

Consideration is being given to the development of further Local Performance Indicators for Parking Enforcement. Given the very limited external comparative data, however, this may not be straightforward. It is intended to speak with organisations such as the British Parking Association to see whether they can assist with the comparing process.

## **3.3 BENCHMARKING**

### **3.3.1 STRATEGY**

We are not aware of any Strategy Benchmarking club operating in London. However, as a lead borough for the Safer Routes to School programme, we are in the process of setting up regular meetings to discuss issues relating to that programme and how boroughs can learn from each other. We assisted Transport for London in setting up a Safer Route to School Monitoring Sub-Group with the remit to produce pro-forma that would be downloadable from a central website and available to all London boroughs. It is intended that the outcome of this is that a standardised monitoring framework be used by all London Boroughs for monitoring the outcome of Safer Routes to Schools schemes.

On another issue linked to benchmarking and comparing success with others, the Council's funders, Transport for London, produce an annual table illustrating how each London authority has performed in relation to other regarding their annual financial allocation. For the current financial year, 2003-2004, Brent came top of this performance table attracting a record £6.9m of funding, compared with a second place of £5.9m. This is therefore a useful benchmarking exercise whereby direct comparisons can be made as to the success of every London Council's annual Borough Spending Plan allocation.

### **3.3.2 TRAFFIC MANAGEMENT**

Brent has not joined any benchmarking clubs for Traffic Management and unfortunately no comparative data is therefore available. The London Borough of Harrow, which is a lead member of a local benchmarking group that includes some of Brent's neighbouring Borough's, was approached about Brent being included and sharing data. Unfortunately, Harrow was not in favour of including Brent in the club because they considered it to be already too large. However, other meetings were held with Harrow to take advantage of comparing data with them, over public consultations in particular, and this has proved useful in developing local performance indicators and a public consultation strategy.

### **3.3.3 CIVIL ENGINEERING**

The London Borough of Brent has been represented in a North London Boroughs Benchmarking Club consisting of Brent, Barking & Dagenham, Enfield, Harrow, Havering, Islington, Newham, Redbridge, Waltham Forest and the private sector engineering consultancy, Buro Happold.

The purpose of the club is to carry out data benchmarking and process benchmarking and to share current knowledge on industry matters and standards.

Various specific projects have been examined by the club and databases drawn up for matters such as employee grading and salary comparisons, both with other Boroughs and with the private sector.

Other matters discussed have included Career Development Frameworks and Environmental Strategy.

### **3.3.4 HIGHWAYS MAINTENANCE**

The Highways Maintenance Section first established a benchmarking group in February 2001. A questionnaire was sent to the London Boroughs of Hounslow, Hillingdon and Newham and information collated, used in the compare section of the Highways Maintenance Best Value Review [Appendix N]

This year it is intended to have meetings with these Authorities to compare the way in which the highways maintenance function is delivered, and establish additional local PI's to continue to improve the service.

The section has recently carried out a self assessment of the standards achieved for routine and planned maintenance. This information has been forwarded to London Borough of Hammersmith and Fulham, to be compared to other London Boroughs. The results are expected in May 2003.

### **3.3.5 PARKING ENFORCEMENT**

Parking Enforcement belongs to the North London Parking Managers Group (NLPMG) where benchmarking issues have been discussed. However, the last NLPMG meeting where Best Value and Benchmarking were discussed was held on 23rd September 2002. Since then, the Best Value and Benchmarking Club has closed down due to lack of support. This was due to many Boroughs not being involved in Best Value Reviews at the time, and the fact that many Boroughs declined to provide data to the club. This made the Performance Indicators (PIs) unreliable due to the small number of statistics available. [See Appendix M – North London Parking Managers Group Data]. It is for these reasons that the PIs discussed at the NLPMG were not adopted by Parking Enforcement.

## **3.4 ACCREDITATIONS**

Environmental Services is involved in establishing international standards of recognition, it is ISO14001 compliant and has Investors In People (IIP) accreditation. Many of the individual service units are working towards ISO9000/02, where appropriate. Some Units have achieved Charter Mark status, including StreetCare, and others; including Transportation, are working towards it. All service units in Environmental Service have adopted the EFQM model. All these initiatives provide an organisational culture where individual service units are constantly striving for improvement and best value.

## **3.5 CUSTOMER SATISFACTION PERFORMANCE**

An annual customer satisfaction survey is carried out. The customer satisfaction performance results show an increase in the net satisfaction for Transportation from 32% to 50%.

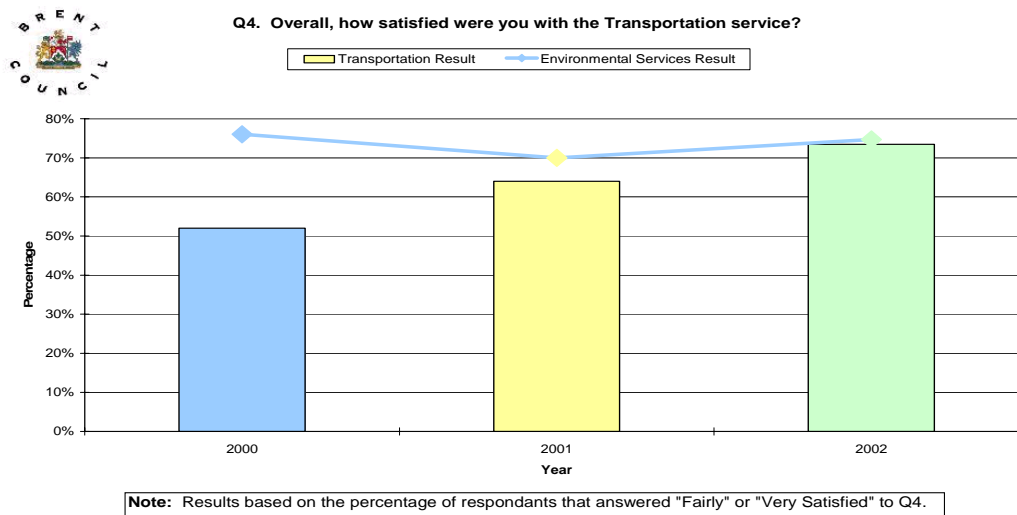
### 3.5.1 TRANSPORTATION

Approximately 500 Transportation customers were surveyed and the response rate has averaged around 20%.

Results show that the majority of residents contact the Transportation Service Unit by telephone (65% and over). However slight increases can be seen in residents using letter, e-mail and the One Stop Shops to make contact.

With regard to satisfaction levels, the common trend is that out of the areas surveyed those with the highest scores were for politeness and helpfulness of staff, at around 80%. The lowest scores were recorded for the question asking residents if they were being kept informed of the progress or outcome of their contact with the service. Scores in the remaining categories are around 60%; however improvement across these categories has been achieved by the Transportation Service across all 3 years.

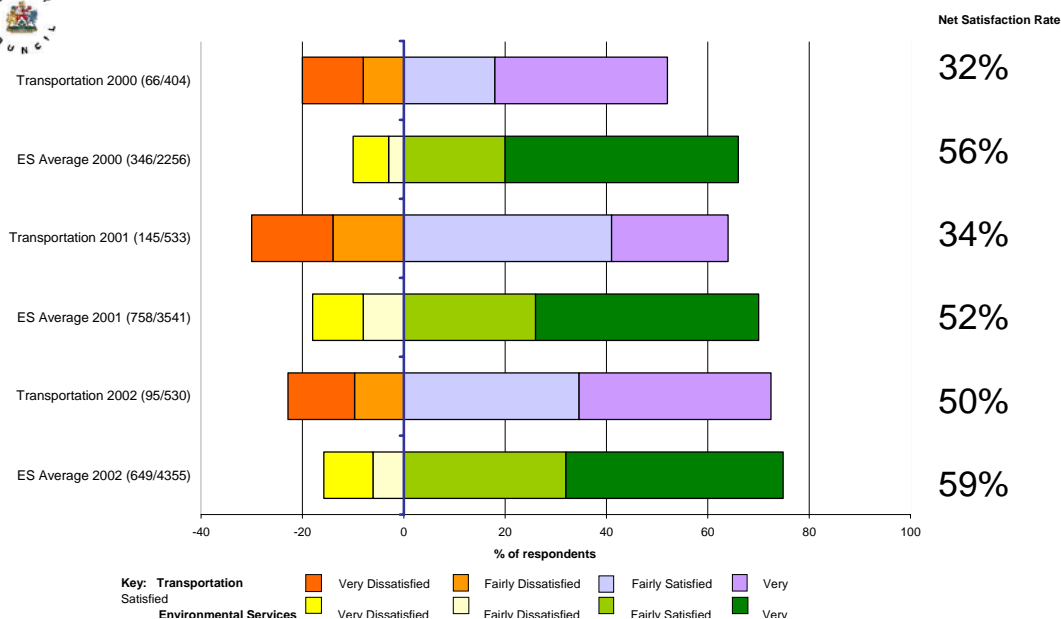
Overall satisfaction (based on the number of users who answered that they were fairly or very satisfied with the overall service), has significantly increased over the 3 years, from 52% in 2000, to 64% in 2001 and to 73% in 2002, an overall increase of 21% over the three year period.. This means in 2002 the Transportation Service achieved a score close to the Environmental Service's average of 75%. (See graph below)



The graph below shows the improvement in net satisfaction results for Transportation over the three year period.



Net Satisfaction for Transportation and Environmental Services for 2000, 2001 and 2002



Source: Environmental Services Customer Survey 2000, 2001 and 2002 - Question 4: "Overall how satisfied or dissatisfied were you with the service provided?"

### 3.5.2 PARKING ENFORCEMENT

As Parking Enforcement is not separated out from the StreetCare survey, a small survey was carried of 300 parking service customers. 36 responses were received and analysed. Results showed that the main method by which residents contact the Parking Service is by letter, this is particularly true for contact regarding parking appeals.

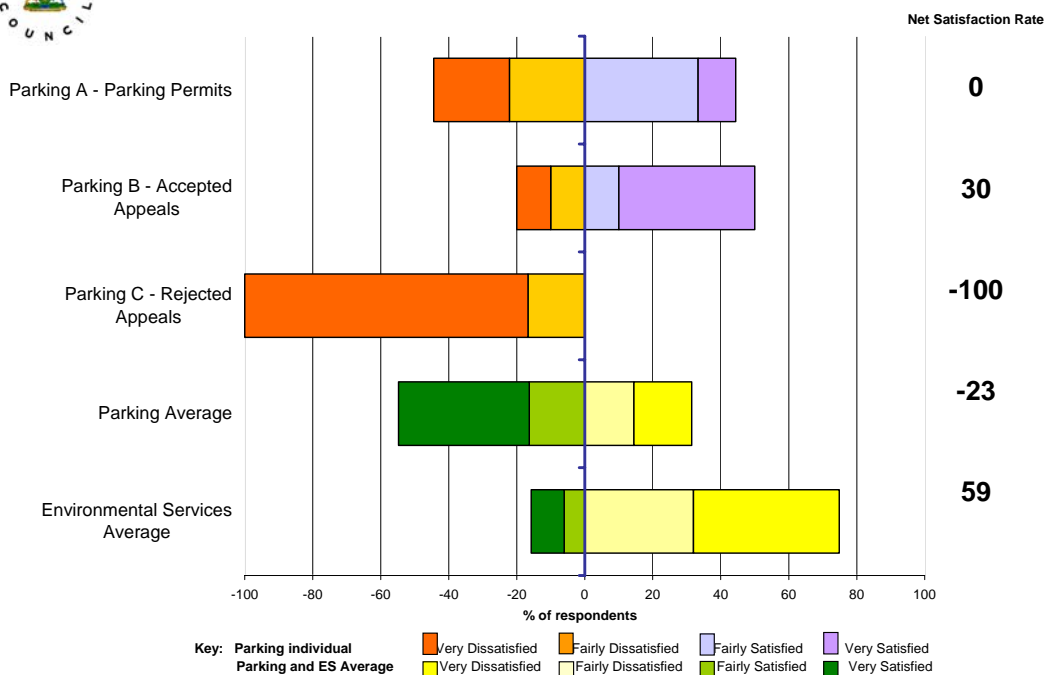
When contacting the Council, those residents appealing against a parking ticket expressed the greatest difficulty in finding out who to contact regarding their concerns. The level of difficulty was highest for those resident's whose appeal was eventually rejected and further investigation may be needed to discover if the outcome of appeals is being affected by difficulties residents are experiencing in this area.

The overall satisfaction expressed by residents with the Parking Service was not as high (see graph below) as the majority of Environmental Services units, however it is the case that the level of satisfaction of residents whose appeals were rejected adversely affected the overall result. For instance, the overall net dissatisfaction reported by those residents who had a parking appeal rejected was -100%.





### Net Satisfaction for Parking Services and Environmental Services



Source: Customer Satisfaction Survey 2002 - Question 4: "Overall how satisfied or dissatisfied were you with the service provided?"

However, the satisfaction with the politeness and helpfulness of staff (44% and 56%) when residents enquired about Parking Permits is of concern as the Environmental Services average for these two areas is 89% and 80% respectively, the highest levels of satisfaction expressed for all of the areas surveyed. It is also of note that the politeness and helpfulness of staff were two areas which even residents whose appeals were rejected expressed some satisfaction.

Satisfaction with the quality and accuracy of information given regarding parking permits was also significantly below Environmental Services averages, as well as the score given by respondents whose appeal was accepted. Overall, the net satisfaction rate for the Parking Permit service was zero. In other words, for every resident who was happy with the service, another was unhappy.

Although it is probably to be expected that those respondents whose appeal was accepted felt fairly treated and those whose appeal was rejected felt unfairly treated, it is of note that the responses regarding parking permits showed that 50% of residents felt unfairly treated, an unusually high number compared to results for other Environmental Services units.

Finally, even though some dissatisfaction was reported by respondents, the majority of them were unaware of how to complain about the service they received and also how to obtain information about the performance of the service. Therefore, it may be necessary to direct effort to inform residents of this information, such as by expanding the service's website content or making more information available in the Parking Shops.

[See Appendix E – Customer Satisfaction Performance Results]

## **3.6 STAFF DEVELOPMENT**

All the services under review hold IIP Accreditation and an annual staff survey is undertaken.

### **3.6.1 TRANSPORTATION**

Transportation has grown considerably in staff numbers over recent years and the need for the systematic distribution of information has become apparent. The Director attends the Environment Services Directors meetings which are held fortnightly on a Tuesday morning. The Transportation Management meeting follows the meeting on Tuesday afternoon in order to minimise delays on the availability of information and the actions required. The meetings are attended by the Heads of the sections, or their deputies, and by the Service Development Officer. The agenda provides all the information for the team briefings and the two-way flow of information, and the business needs of the unit. More emphasis will be placed in this year on the production of financial information in order to meet the challenge of the enhanced funding. However staff matters are an integral part of the management agenda, and feedback is provided from the staff forum, training needs and opportunities, staff surveys, retention and recruitment, management development etc.

Each Head of Section is then responsible for holding a meeting with their staff. If possible, all the team members meet together. In some circumstances, Principal Officers may need to hold separate meetings to engage with members of staff. Records of meetings are kept in appropriate formats.

Staff appraisals are held annually, with a review half way through the appraisal year. Part of the appraisal system includes looking at individual training needs, and these are collated within the wider Transportation Service Unit in order that the appropriate courses etc. can be organised. Training courses are circulated to all staff when they arise and individuals can put themselves forward for these courses, particularly bearing in mind the need to satisfy continuous Professional Development requirements.

### **3.6.2 PARKING ENFORCEMENT**

The Manager (or representative) of the Parking Enforcement Section attends the fortnightly StreetCare Management Team Meetings. The Parking Enforcement Section itself holds monthly team meetings involving the whole office, and further team meetings are held by the Deputy Manager and the Senior Parking Appeals Officer with their respective teams. These meetings are held to update staff on policy, new legislation and other matters of interest.

Staff appraisals are held annually, with a review half way through the appraisal year. Part of the appraisal system includes looking at individual training needs, and these are collated within the wider StreetCare Unit in order that the appropriate courses etc. can be organised. Training courses are circulated to all staff when they arise and individuals can put themselves forward for these courses. Induction, basic training and appraisals apply equally to permanent and temporary staff. The unit is currently recruiting additional permanent staff. When these are in place, the number of temporary staff will be reduced, as and when backlogs are brought back to manageable levels.

A training plan was drawn up from the staff appraisals held in March, 2002 and identified 47 training courses that members of staff expressed an interest in attending. Arrangements were made for staff to attend a total of 26 courses during the year 2002/3, at a cost of £3,096.00.

### **3.7 ACHIEVEMENTS OF THE PAST FEW YEARS**

#### **3.7.1 STRATEGY**

- ◆ Secured the highest funding allocation for any London Borough for the 2003/2004 financial year. £6.9million compared to allocation for 1999/2000 which was less than £1million;
- ◆ The recruitment of a Senior Public Transport Promoter as a result of customer demand for improvement in public transport following the survey carried out by MORI for the purposes of the Best Value Review;
- ◆ Council approved and adopted corporate Green Travel Plan (commencing with Environmental Services Directorate) which places increased emphasis on the need to travel to and from work by more sustainable forms of travel other than the private car, such as walking, cycling and by using public transport;
- ◆ Successfully achieved a significant improvement in the reduction of the number of people killed and seriously injured on the borough's roads when compared to previous years (see BV99, page 21)
- ◆ Successfully completed and submitted all financial monitoring data for all TfL Capital Programmes as required by the funder (TfL) on time and as close as possible, to budget. Despite some difficulties experienced in delivering some schemes;
- ◆ Managed to fill all vacant posts for School Crossing Patrols compared to the difficulties that the police (formerly responsible for this activity) experienced;
- ◆ Developed Brent's role as lead borough of pan-London Safer Routes to School Co-ordination on behalf of TfL by organising a Steering Group, a Co-ordination Group and sub-group meetings to address specialised topics;
- ◆ Increased Section 106 (developers' financial contributions) through the planning application process following expansion of the Development Control Team within the Strategy Section and strengthening the team's links with the Planning Service.
- ◆ Improved the speed at which the Transportation element of planning applications are dealt with and encouraging major applications to develop Travel Plans as part of the planning agreement.

### 3.7.2 TRAFFIC MANAGEMENT

When the Transportation Service Unit was formed in 1999 the Traffic Management Section was understaffed and lacking in a good skill base. As a consequence there was a reliance on external consultants to develop schemes and fewer schemes were undertaken in-house. Since then significant progress has been made in recent years to develop an effective in-house section that aims to deliver service excellence and has successfully achieved many key objectives.

- ◆ The expansion and restructuring of the section into the Traffic, Parking and Orders teams to accommodate, organise and progress the high workload more effectively;
- ◆ The successful recruitment and retention of staff into vacant posts despite the market shortfall in transportation professionals;
- ◆ The development of a career grade scheme to help junior staff progress in accordance with their qualifications and experience linked to the staff appraisal system;
- ◆ Provision of in-house training, organised internal / external training courses through the appraisal system to develop staff and build up the skill base;
- ◆ The delivery of a very high number of road safety schemes resulting in the beginning of a downward trend in accident rates in order to achieve ambitious government accident reduction targets for 2010;
- ◆ The delivery of a large number of CPZ's in the south of the Borough to address long standing complaints and issues from local communities about parking congestion;
- ◆ The delivery of an additional programme of CPZ's, 20mph zones and local cycling schemes worth £3.85 million to mitigate the effects of the Central London Congestion Charging Scheme;
- ◆ The setting up of a Traffic Liaison Group which meets every 6 weeks with the emergency services and transport operators to discuss new schemes and traffic issues generally;
- ◆ The setting up of a CPZ liaison group between service units every 6 weeks to co-ordinate the effective delivery of schemes;
- ◆ Development of quality assurance procedures;
- ◆ Creation of a database system to monitor correspondence, finance, public consultations and staff time in order to improve customer service and productivity;
- ◆ Regular team and staff meetings to discuss staff issues, corporate issues and co-ordination of the workload;

### **3.7.3 CIVIL ENGINEERING**

- ◆ Civil construction of the Estate Access Corridor on the Wembley Industrial Estate, the single largest scheme arising from the Council's Single Regeneration Budget. Phase 1 completed;
- ◆ Completion of Phase 1 of highway infrastructure improvements for the Guinness/Park Royal schemes;
- ◆ Completion of highway infrastructures for the redevelopment of ground at Central Middlesex Hospital, providing a focus for new industrial premises;
- ◆ Continued development of highway infrastructure for major housing renewal sites such as Chalk hill, Kilburn, Stonebridge, Church End, GEC Hirst Centre, former WASPS rugby ground;
- ◆ Secured additional funding to deliver innovative schemes for the necessary strengthening of bridges whilst minimising disruption to traffic;
- ◆ London Bus Initiative – ongoing implementation of schemes at Church Road, Neasden, Ealing Road j/w High Road; Wembley, Route 18 along Harrow Road and Route 183 at Kingsbury Road;
- ◆ Design and implementation of Town Centre improvements at Kingsbury and Kilburn, and completion of the design for Neasden Town Centre;
- ◆ Recruitment of new Head of Civil Engineering and a Land Charges Assistant Engineer;
- ◆ Under ISO 14001, the drawing up of a new management programme for the use of recycled materials in the construction of new roads and footway;
- ◆ Digitising of the Borough Street Plan;
- ◆ Design and erection of sign posts for all rights of way footpaths in the Borough;
- ◆ Design of directional signage for the Welsh Harp with the approval of Highways Agency;

### **3.7.4 HIGHWAY MAINTENANCE**

- ◆ Accreditation to ISO 9001:2000 on 18th April 2002, six months ahead of schedule and eighteen months before the BSI deadline. The BVPI's have also been integrated into the Quality Management System;
- ◆ Incorporation of the Environmental Services ISO 14001 accredited Environmental Management System into the Quality Management System. Recycling road planning materials and investigating the feasibility of using recycled material in construction;

- ◆ Letting the Highways Maintenance Term Contracts, due to commence on 1st July 2003 using the ICE Conditions of Contract – Term Version First Edition, September 2002. This involved a fundamental change in contract documentation which stipulates the requirements of ISO 14001, and our Quality Management System. A ‘group’ contract has also been evaluated to investigate any possible savings;
- ◆ The implementation of quality highway projects to deliver the quality of life agenda through improving the StreetScene;
- ◆ Development and improvement of the highways maintenance database;
- ◆ The introduction of questionnaires to Councillors inviting feedback on problem areas for consideration for major work;
- ◆ Improved communication with our internal partners to facilitate the earliest commencement of highway projects;
- ◆ Establishing and monitoring Local Performance Indicators (LPI’s);
- ◆ Monitoring performance through the Quality Management System to assess customer satisfaction and improve service delivery;
- ◆ Minimising disruption when delivery major works through careful project planning, and keeping those affected informed;

### **3.7.5 SUPPORT SERVICES**

- ◆ Provision of a flexible support service, responsive to the funding peaks and time constraints of the engineering teams. Key support officers are located within teams to undertake particular functions, but also to provide continuity and administration duties including telephone answering, correspondence, I.T, personnel, etc;
- ◆ Processing of orders and invoices, issuing and receipt of payments, processing of contract certificates, all in accordance with financial procedures and to the timescales and accuracy demanded of the unit;
- ◆ The production of a computerised database for the handling of local authority searches, and the development and training of staff on the new systems employed in this function, such that it may be relocated within the Civil Engineering Section;

### **3.7.6 PARKING ENFORCEMENT**

Since 1999 there has been a 25% increase in the number of penalty charge notices issued. This has resulted in 47% increase in representations in response to the notice to owners. During the same period the number of appeals to the Parking and Traffic Appeals Service (PATAS) has reduced from 1.56% of all penalty charge notices issued to 0.76%. Correspondingly the number of appeals

rejected by the PATAS has risen from 51.75% to 57.83% i.e. cases the Borough has won (currently only 3 other London Boroughs have a higher figure).

One of the major factors for this improvement has been the 'improved considered response' given to each representation. This unfortunately created a backlog of representations which peaked at 4297 in February 2001, and a 26 weeks delay in responding. The figure is currently 1599 outstanding, with 19 weeks delay. This issue is now being addressed by maximising the use of IT and recruiting more staff to handle the representations, with the objective of reducing the time taken to respond to referrals to 90% within 10 working days.

The number of controlled parking zones within the borough has risen from 6 in 1999 to the current 23 zones. The contractor has been required to ensure there was sufficient enforcement staff available to cover all the zones. This has led to an increase of parking attendants from 28 to 54. The continued pressure from residents to include further areas for controlled parking has been partly due to the effectiveness of the enforcement of the zones.

The new zones have also created a need to set up and maintain a comprehensive resident permit scheme. Currently over 32,000 permits and visitor are being issued and this number will increase in the forthcoming years as new controlled parking zones are introduced. There have been complaints from the public regarding delays at the parking shops whilst awaiting the issue of their permits. Permit renewal reminders are now being issued by post 3 weeks in advance of the expiry date and shortly a pre-paid reply envelope will be added to the pack, to discourage residents from leaving their applications late and then have to visit the parking shops. Additional staff are being recruited to cater for the increased workload together with the necessary computers to speed up the issue of the permits.

Improvement has also been made in the amount of income being generated by the unit. In the year 2000/2001 the unit generated a surplus of £1.3 million, £1.6 million in 2001/2002, and there is a projected surplus of £1.8 million in 2002 / 2003. This has meant that more monies were available to Transportation Unit for new projects.

### **3.8 ORGANISATIONAL STRUCTURE**

Transportation is a service unit comprising some 80 staff who are primarily involved in securing improvements to the transport infrastructure of the borough and managing the way in which the public highway is used. In comparison, the StreetCare service unit has responsibility for providing various street level environmental services to the borough and for various types of enforcement action as appropriate. It is for this reason that the Parking Enforcement team is located within StreetCare, managing the enforcement of parking restrictions through the use of parking contractors. Whilst the Parking Enforcement team is consulted in the design and implementation of new waiting/loading restrictions and controlled parking zones, as carried out by the Transportation Unit, its role is significantly different. Transportation will, at the outset, carry out consultation, implement and review parking schemes. Parking Enforcement will take on the enforcement role for the following years.

Enforcement must be seen to be an impartial service, which is distinct from the pressures of scheme delivery. Indeed the appeals service will necessarily investigate the accuracy of traffic orders, signs and lines associated with schemes.

There is growing public interest in matters affecting the street scene, particularly around environmental maintenance, which is a core function of the StreetCare Service Unit. Closer working opportunities exist between the Parking Enforcement contractor (Vinci Park) and other staff in StreetCare working on issues such as abandoned vehicles and other highway enforcement functions. The Town Centre Warden Team being established currently for the Wembley and Willesden areas also offers opportunities for closer working. Therefore there is the need to explore the opportunities for Parking Enforcement to work more closely with the other street scene functions of the StreetCare Service Unit.

The senior management structure for Environmental Services has recently been re-organised, leading to the creation of a new post of Assistant Director (Streets & Transportation), with responsibility for StreetCare, Transportation and Highways & Emergency Operations. The new Assistant Director joined the Council on 14th April, 2003 and will be asked to consider organisational arrangements in his area of responsibility. The Council (both at Member and Senior Management level) has said that it wishes to see stability and service development rather than re-organisation where changes are required they must be justified with sound operational reason. The new Assistant Director will be appraising and reviewing the way in which the various function are undertaken in under the service units.

## **4 WHAT WE DID – THE REVIEW METHODOLOGY**

### **4.1 INTRODUCTION**

This Best Value review of Transportation and Parking Enforcement commenced in May 2001 under the Review Team process. The review team comprised an independent chair, a cross section of Members, a representative of the Metropolitan Police, a representative of the local community and officers from the Finance, Policy & Regeneration, Transportation and StreetCare Service Units. In October 2002 the review was changed to the Panel Process and it was agreed that the final report would be submitted to the Panel in January 2003. This has given focus to the completion of the review, with full ownership of the review by units.

The scope of this review is detailed in Appendix B. This scope was agreed under the Review Team process and carried forward into the Panel Process.



## 4.2 CONSULT, COMPARE, CHALLENGE AND COMPETE

In order to adequately address the 4C's, and focus on the effectiveness, efficiency and economic delivery of the services, the Best Value Review employed various techniques, the results of which are set out fully in the appendices to this report.

## 4.3 CONSULT

Consultation took place through surveys, focus groups and challenge days. As part of the of the review the following people were consulted;

- ◆ Staff within the service areas.
- ◆ Staff from the Parking Contractor.
- ◆ Staff from Highways & Emergency Operations.
- ◆ Members.
- ◆ Members of the Public.
- ◆ Other London Boroughs.

For further evidence of consultation with staff and users see appendices F and G – Transportation Staff Consultation and Challenge Day.

Consultation carried out by the Highways Maintenance section is contained within the Highways Maintenance Best Value Review [See Appendix N]. Councillors are now consulted on areas considered for major work. Senior staff attend forum meetings, disability group meetings, and meet residents regularly to discuss highway issues. Environmental Services also send questionnaires to Brent's residents, which include feedback on highway matters for discussion and possible action at management review meetings.

### 4.3.1 TRAFFIC MANAGEMENT SECTION - STAFF FORUM CONSULTATION

A staff forum has been held with all members of the Traffic Management section to discuss the section's achievements, areas for improvements and measuring performance. A good staff morale and commitment in the section was demonstrated during the meeting with a lot of productive feedback. The main findings are summarised below:

#### ***Perception of achievements:***

- ◆ Continuous improvement - the section perceives that it continually assesses the way it does things and actively makes improvements;
- ◆ Team meetings - The regular meetings are a success and allow staff to discuss any issues they have and share views and information. These are well attended and taken seriously;
- ◆ CPZ liaison meetings - These have been a big success in co-ordinating the Transportation, StreetCare and Highways & Emergency Operations Service Units, to effectively implement

and operate CPZ's. These were set up in direct response to staff highlighting internal communication problems in recent years when the CPZ programme work started to expand;

- ◆ Traffic liaison meetings - Good working relations have been developed with partner authorities represented at these meetings, which helps to develop workable proposals in partnership. These were set up in direct response to staff suggestions to improve links with partner authorities, particularly the emergency services and transport operators, in order to minimise any areas of conflict over scheme designs;
- ◆ Liaison with Members and local community groups - A considerable amount of time and effort has been spent meeting and discussing issues with community representatives to improve ownership of projects, understanding of Council policies and improve links with local communities. This has helped deliver large work programmes more smoothly and effectively, often within difficult time constraints. Regular staff meetings allow officers to compare experiences with delivering schemes and feedback from local communities. This has highlighted how important it is to develop early lines of communication and led to a more pro-active approach to involving the community as a result;
- ◆ Public consultation - A significant amount of time is spent on public consultation and the section prides itself on undertaking these to a high standard and continually reviews best practice in order to achieve representative results. Staff continually reconcile the results of consultation with continuous feedback from the public and members to refine working practices,
- ◆ Structure and organisation - There is a clear operating structure in the section in which all staff know their role and a robust set of guidelines for the running of the section. Regular staff meetings identified a lack of clarity in previous organisational structures and resulted in the current re-structuring and redefinition of job descriptions;
- ◆ Training and career prospects - There is recognition that meaningful training is provided and the career grade scheme has given greater opportunities for junior staff to progress. Concerns from members of staff over a number of years about the inflexibility of the structure particularly at the lower level have resulted in the creation of a career grade scheme. This has had a very positive effect.

***Further improvements required:***

- ◆ Internal Communication - liaison and co-operation from other sections in Transportation needs to be improved. It is felt that there is sometimes less motivation and commitment than exists in the Traffic Management section,

- ◆ External Communication - there is still criticism from Members and the public about the lack of consultation, particularly as the results of consultation affect decisions made about schemes. The staff view is that the consultation is effective but that because the process is confusing from the public perspective more needs to be done to communicate information and provide updates on where schemes are in the process. There was also a feeling that the public were generally critical of the standard of information provided about the Transportation Service Unit's overall policies, practices and information generally,
- ◆ Management - There is an impression that the overall management of the service unit could be improved in terms of co-ordination and defining the roles and responsibilities of sections and how they interact;
- ◆ Website - Greater use of the Council website to provide information about the service, projects and consultations,
- ◆ Post scheme consultation - There is currently no post scheme consultation undertaken and therefore no perception of how schemes are received other than through conventional feedback.

***New ways of monitoring performance:***

- ◆ Public Consultation returns - The response rate to public consultations was felt to be an important issue Members and the public frequently raise it as they wish to know if the results are based on a representative sample. The monitoring of response rates is therefore considered to be a key LPI;
- ◆ Statutory consultation responses - The number of objections raised to a proposal at the legal stage is a key indicator of the acceptance of a proposal. This could also be a key LPI,
- ◆ Safety audits - Monitoring speed with which stage 3 safety audits are undertaken on completed schemes;
- ◆ CPZ reviews - Monitoring speed with which CPZ reviews are undertaken on completed schemes;
- ◆ General - Monitoring speed of response to correspondence, service complaints and service requests.

In conclusion the meeting recognised considerable achievements by the Traffic Management section to develop and implement improvements in its own service delivery. It was recognised that recognised some weaknesses exist in the section and the service unit as a whole that need to be addressed. Some indicative local performance indicators have been developed which have been included in the 2003/2004 Service Operational Plan.

The Traffic Management team have continually improved their consultation procedures, drawing upon best practice in other boroughs, and monitoring the response rate in scheme consultations. A report was presented to Highways

Committee on 15<sup>th</sup> April 2003 detailing the current practice of consultation and Members were pleased to agree to this report, with a cross reference to the Scrutiny Committee Task Group which is dealing with a number of issues relating to road use. Mindful of the importance of the document, Members also instructed the Transportation Service Unit to report to a future meeting of the Committee, in this calendar year, the results of its discussion of the report with residents associations. The report is attached in [See Appendix W – Public Consultation Procedures].

#### **4.3.2 PARKING ENFORCEMENT - STAFF CONSULTATION**

A number of points have come out of the staff and users feedback and have already been actioned, or included in action plans for the forthcoming year. Pay and display charges have been reviewed in line with inflation and in comparison with other Boroughs. More Parking Attendants have been employed to account for the increase in the number of CPZs, and to provide for a greater visible presence and enforcement on the street. The existing system for the maintenance of traffic signs is to be looked at and a more robust and reliable system devised. More staff and equipment have been provided for the Parking Shops, together with an overhaul of the structure, and this has led to better service to the public. A number of the issues raised are outside the remit of Parking Enforcement, such as more CPZs and the planning of the same, more use of derelict open spaces for car parks, and pedestrian-only shopping facilities. These have been passed to the appropriate department with the Council for action.

#### **4.3.3 TRAFFIC MANAGEMENT - CUSTOMER CONSULTATION**

The customer satisfaction survey undertaken by Environmental Services has indicated that the standard of service generally has been steadily improving in the Transportation Service Unit over the last three years. However, the one main area of concern highlighted was that respondents were not being kept informed of the progress or outcome of their contact with the service. This fact has been borne out by the Traffic Management staff forum feedback, which indicated a problem with the public's perception of the service in respect of the outcome of public consultations, how the process of consultation is undertaken, what the status of the schemes are and also some confusion about the policies and objectives of the Transportation Service Unit generally.

A number of improvements have been introduced to try to address this problem within the Traffic Management section:

- ◆ The introduction of two customer relations officers to follow up queries, provide information and monitor correspondence;
- ◆ The development of a public consultation strategy for Committee approval in April 2003, recommending a greater emphasis on effective communication at key stages in the consultation process;
- ◆ Greater use of the Council website to provide details about projects, status of schemes and public consultations.

#### **4.3.4 HIGHWAYS MAINTENANCE CUSTOMER CONSULTATION**

Customer satisfaction surveys have indicated that residents want to be kept informed of the action taken by the Highways Maintenance section.

All service requests are now responded to (whether received by telephone, letter, service complaint, or e-mail) by telephoning the resident to inform them of our actions, and/or sending standard letters generated from the Highways Maintenance database.

Regular team meetings are a forum for staff to make suggestions to improve the efficiency and effectiveness of the service, or voice any concerns, with regards to customer consultation.

#### **4.3.5 PARKING ENFORCEMENT CUSTOMER CONSULTATION**

During the early part of 2003, the Parking Enforcement team undertook a survey of people who obtained parking permits, people who have had their appeals accepted and people who have had their appeals rejected. The response was very poor. It was not surprising that people that had had their representations accepted were happy with the service they received, whilst those that had, had their representations rejected.

Staff Surveys were conducted in January 2002 and November 2002 as part of the Departmental surveys linked with IIP. The Staff Surveys have identified the need (amongst other things) to improve training, as well as communication within the units. In 2002/03, considerable investment in training has been made, and there are now regular team briefings to improve communications.

Together with the other units in Environmental Service, IIP accreditation was awarded in June 2002. As part of this process each service unit was required to establish a staff forum. The issues raised by the forum members have been taken into account as part of this review.

### **4.4 COMPARE**

Where possible the review team sought to compare the services against those provided by other authorities, particularly those in the Audit Commission family group, using the recognised Best Value indicators. This included statistical comparison with Barnet, Ealing, Harrow, Hounslow, Newham and Waltham Forest, [See Appendix H – Comparison Statistics for more details].

#### **4.4.1 BEST VALUE PERFORMANCE INDICATOR, BV99, 2000/01**

The table below shows how Brent Council is performing in a Best Value comparison group relating to road accidents (BV99). Previous analysis of this table has resulted in Brent being below the 25% of top performers in BV99.

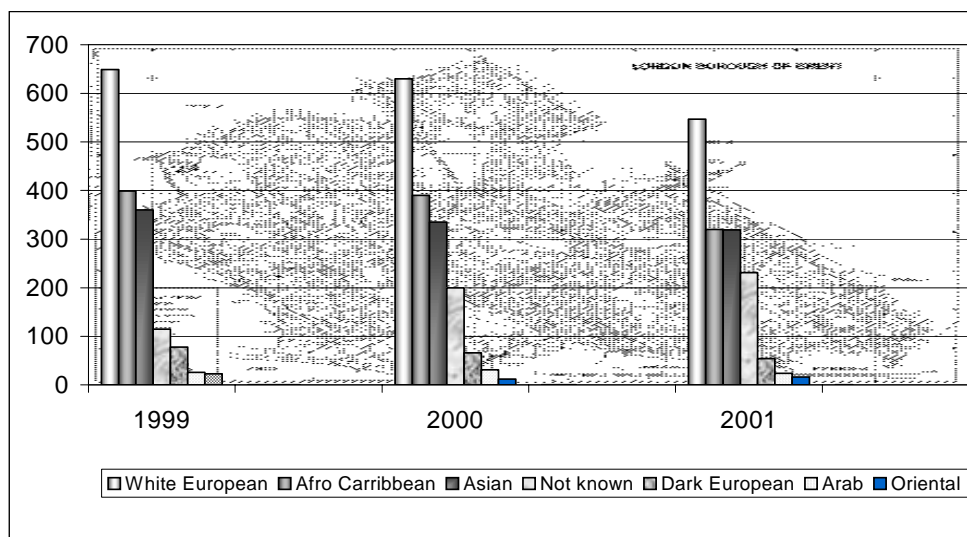
Authority	99a	99a(si)	99b	99b(si)	99c	99c(si)	99d	99d(si)	99e	99e(si)
	Road accidents – pedestrians (99a-e are per 100,000 pop) KSI and slight injury		Pedal cyclists KSI and slight injury		Two wheeled motor vehicles KSI and slight injury		Car users KSI and slight injury		Other vehicle users KSI and slight injury	
Barnet	20	76	3.6	20	10.6	57	34	314	8.8	41
Brent	31.0	98.5	5.6	34.5	14.3	58.8	36.5	337.1	2.8	36.1
Ealing	63	277	15.0	110	36.0	208	75	1003	11.0	105
Harrow	16	47	0.9	20	5.1	21	30	189	1.9	18
Hounslow	18	64	8.0	51	19.2	65	37	333	3.8	45
Newham	18	100	5.0	29	10.0	53	29	293	5.0	36
Waltham Forest	21	87	3.2	35	9.1	61	33	247	5.9	33

It is somewhat contentious to compare directly with other boroughs on the subject of accident casualties. Boroughs vary enormously in term of geography, density and in London particularly, ethnic diversity.

In 2000, the (former) Department of the Environment, Transport and the Regions (DETR) highlighted the high proportions of some ethnic groups (particularly children) involved in accidents. There are few London Boroughs as ethnically diverse as Brent, where over 70 languages are spoken. The table below shows the general trends in casualties for different ethnic groups for the period 1999 - 2001. The Strategy Section within Brent Council is leading the way in terms of analysis into why certain ethnic groups are more likely to be involved in road accidents than others.

### Ethnic Groups and Road Traffic Casualties in Brent 1999 - 2001

	1999		2000		2001		Total	
White European	649	39%	630	38%	547	36%	1827	38%
Afro Carribean	399	24%	390	23%	320	21%	1109	23%
Asian	360	22%	335	20%	319	21%	1014	21%
Not known	115	7%	200	12%	231	15%	546	11%
Dark European	78	5%	66	4%	54	4%	198	4%
Arab	26	2%	31	2%	24	2%	55	1%
Oriental	23	1%	12	1%	16	1%	51	1%
<b>Total</b>	<b>1650</b>	<b>100%</b>	<b>1664</b>	<b>100%</b>	<b>1511</b>	<b>100%</b>	<b>4801</b>	<b>100%</b>



### ***Progress Towards 2010 Road Casualty Targets***

In March 2000; the Secretary of State announced a new 10-year target and published a safety strategy in '*Tomorrow's Roads Safer for Everyone*'. By 2010 the government aims to achieve, compared with the average for 1994-98:

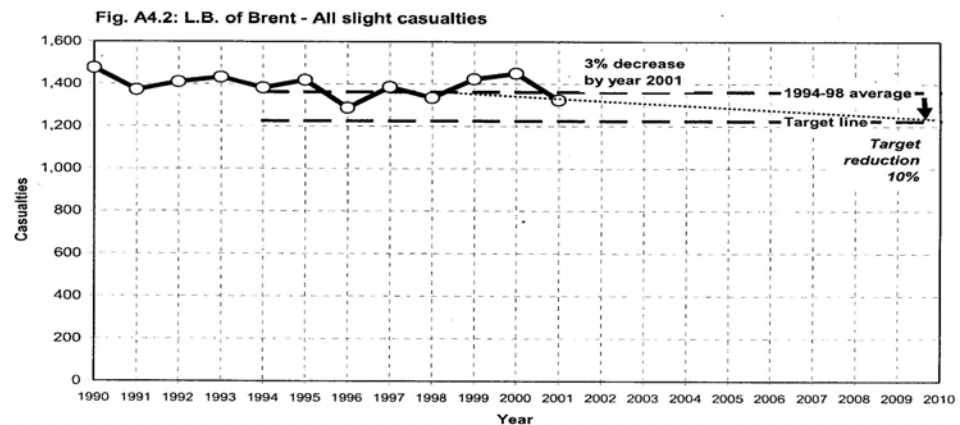
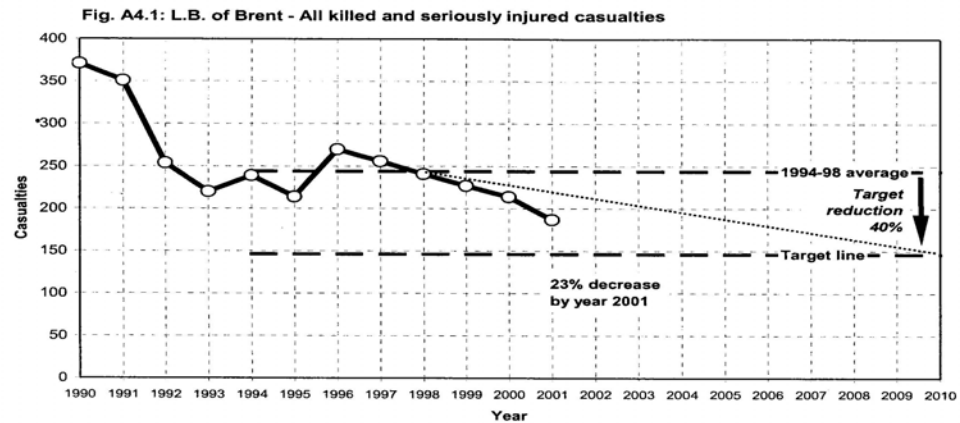
- ◆ A 40% reduction in the number of people killed or seriously injured (KSI) in road accidents;
- ◆ A 50% reduction in the number of children killed or seriously injured; and
- ◆ A 10% reduction in the slight casualty rate.

Accident records in Brent show that during 2001, the most recent period for which full accident results are available, there were 1239 personal injury accidents (PIAs) involving 1513 casualties on roads within the borough. These accidents included 10 fatalities and 164 people seriously injured. Each of the casualties represents a personal tragedy for someone, and many could have been avoided by greater care. Indeed, the Police have made a decision to refer to 'collisions', rather than accidents, due to the wilful nature of driver behaviour involved in the incidents.

Accidents also result in an enormous economic cost to the community. The average cost of an injury accident on an urban road (including an allowance for damage only accidents) is £66,010 at June 2001 prices (Source: Highways Economic Note 1).

The average cost of a fatal accident (at June 2001 prices) is £1,287,160. Furthermore, the total economic cost to the community for accidents occurring, in the London Borough of Brent is estimated at nearly £82 million per annum.

#### 4. Brent





## **4.4.2 COMPARISON WITH OTHER BOROUGHES**

### **4.4.2.1 Organisational Structures**

It is apparent that the engineering structures of the 32 London Boroughs do not lend themselves to straightforward comparison. Functions may be carried out in a variety of different teams, and support services – administration, personnel, finance – may be carried out within the teams or centrally. The Transportation Service Unit has contacted each authority and requested details of their organisational structure, from which an approximation has been made of the number of technical officers, and the number of support officers. This is detailed in Appendix V – Organisational Structures of Other London Boroughs. Whilst requests were also made for the staffing costs of the particular units, this information was not readily available and not forthcoming. The matrix of information provided shows a wide variation of staff provision, throughout the authorities.

### **4.4.2.2 Waltham Forest Inter-borough Comparison [Appendix O]**

An inter-borough comparison was carried out by Waltham Forest with two other London boroughs, Brent and Hounslow. It was reported on in June 2002. The results show that Brent has the highest number of kilometres of roads of the three boroughs with 480 km (page 2.). Overall Brent Council has fewer staff (FTE's) with 5,407 compared to the other two boroughs (page 4). The cost of Brent's Highways and Roads Service per kilometre at £32,083 is below the average for the three boroughs which is £35,494 (page 6). Brent's staffing levels on Highways and Roads is well below the other two boroughs at 83 compared to 222 (Hounslow) and 160 (Waltham Forest) (page 19).

### **4.4.2.3 Web Site Comparison [See Appendix P]**

A comparison of websites was carried out comparing Brent with six other borough's from its Audit Commission family group plus three boroughs which were considered to be demonstrating best practice. They were Camden, Hammersmith and Fulham and Kensington and Chelsea.

### **4.4.2.4 Transportation Web Site**

When comparing the Transportation web sites, Brent's Transportation Service Unit's website fares well compared to those of our family boroughs, based on the presence of 6 out of 10 comparison features. In particular, two boroughs do not maintain a dedicated site for Transportation issues and services.

In terms of the information provided, the Brent site provides a good source of information in relation to the general service and function of the unit. For example a summarised version of the travel plan is provided, interesting information and advice is also provided on public transport within the borough and sustainable transport, information not found on the less comprehensive sites.

However, the Brent site is lacking information on some areas which other sites included, such as road safety information, recent roadwork information and the current targets and performance for the service. Of particular note was that two of the other websites are used as a means to consult. This is done by providing up-

to-date information on proposed traffic schemes and offering visitors to the site the chance to comment on these by e-mail (Hammersmith & Fulham, Ealing and Hounslow).

However, the Brent site also contains the advanced feature of a journey planner allowing visitors to obtain information on journeys within and outside the borough. As well as this particular feature not being present on any of the other sites, no equivalent innovative use of technology was found.

In comparing the Brent site to the well developed sites of Waltham Forest and Ealing, the Brent site matched these in appearance and in maintaining a clear layout and structure. However, although the Brent site addresses the majority of the comparison areas, some of the other higher scoring sites addressed examined provided information in greater depth and detail. The other well developed sites also contained more up to date information on recent or forthcoming developments than the Brent site.

#### **4.4.2.5 Parking**

Results of comparison of the Parking websites showed that the Brent website lacks many of the features of the web sites for boroughs' identified as "best practice". In particular, the Brent website does not contain any explanation of parking regulations, the appeals process or the removal and clamping process. This information is also often absent from the family group websites but is found on the best practice sites. For instance, the best practice sites includes detailed information on parking law, photos of parking restrictions as well as detailed information on the appeals process for PCN's. Instead, the Brent site contains telephone numbers and the location of the Parking Shops so that residents can obtain information on parking, but did not offer such information on the site itself.

The best practice sites also offer their residents the ability to pay their parking tickets on line and this feature is also present in one of the family group of boroughs. This feature is being developed for Brent parking customers at the moment.

#### **4.4.3 COMPARISON OVER TIME - FINANCIAL DATA AND CIPFA**

Transportation receives funding from a variety of sources, which enables it to carry out its broad spectrum of activity. Revenue funding is provided direct from Core Finance and is paid into Transportations bank account in twelve equal monthly instalments. An estimate of the Parking Account surplus, which will be made available for Transportation projects, is made at the beginning of the financial year. This sum is then built into the units' budget, and is paid into the account at the very end of the financial year. The deficit balance in the current account reflects this outstanding budget provision. Regular monitoring of the Parking Account ensures that any shortfall in the surplus is identified as early as possible and any necessary reduction in expenditure can be achieved in good time, or other remedial measures can be taken. The funding provided by the Parking Account has risen over recent years, as shown in the following table;

## Transportation Funding Breakdown 1999 - 2003

	1999/01	2000/01	2001/02	2002/03
<b>Parking A/C</b>	1,318,100	1,527,500	1,680,700	1,764,000
<b>Allocation from Environment</b>	2,680,000	2,211,000	2,152,500	2,453,000
<b>Total</b>	<b>3,998,100</b>	<b>3,738,500</b>	<b>3,833,200</b>	<b>4,217,000</b>

The revenue 'income' budget sheet also identifies prospective fee income. This may be achieved from schemes in the Council's Main Capital Programme, from the Transport for London BSP programme, from Single Regeneration Budget schemes and from work undertaken for other bodies. The latter may include other internal Council units in Education, Housing etc, or may result from private development (s38 & s278 Highways Act agreements, s106 Planning Act agreements, drainage connections etc). The unit will also attract fees from LOBEG In respect of highway structures work and from London Bus Initiative (LBI) schemes. Some fees are received direct from the public such, in respect of items such as domestic and industrial footway crossings.

The expenditure budget will then be prepared, on the basis of projected income, over all the service areas, for employee costs, premises, supply and services etc. Reporting of financial information is specified by CIPFA and detailed in Appendix R, for comparison purposes, are the outturn figures for 2001/02 and the budget figures for the last financial year 2002/03.

As described in 4.4.2.1 above, it was not possible to gather financial information on cost of service or staffing from other authorities. The difficulty of making comparisons in financial set up of other authorities proved restrictive. We found that authorities were disinclined to send through these details and differences in structure made comparisons unrealistic. It was therefore decided to keep the comparison to CIPFA data within the Audit Commission Group, and to make comparisons between private company staff charges and our own.

The Units fee income is achieved by charging hourly rates for staff involved in the development of schemes. Analysis was carried out of the various rates paid to consultants on various engineering projects over the past two years. These were typically charged under the likes of Director, Team Leader, Principal, Senior and Technician. The Units charge rates at the various local government scale points is shown in the columns alongside in Appendix Q. A chart was prepared to reflect the higher and lower rates of each category of staff, and this shows that the Brent charge rates do indeed reflect the 'market' in the engineering fields of activity.

#### **4.4.3.1 CIPFA Comparison –Transportation [Appendix R]**

The populations of the family boroughs have remained stable over the last 4 years and all the boroughs have a broadly similar population per hectare, (between 40 and 60), and per kilometre, (between 500 and 600) in 2001/02. The distance of roads maintained by the family group has also not substantially varied over the period and ranges between 39km and 66km across all years. In general, it is notable that Brent is particularly similar to the boroughs of Newham and Waltham Forest in terms of population and distances of principal roads to maintain (each borough maintains 46km). With these features in mind, the following points are of interest:

The expenditure by Brent on structural maintenance was the lowest in the group in 2000-01 and 2001-02. The highest amount, 939k in 2001/02, is spent by Barnet, but this borough does have the greatest distance of principal roads to maintain. It is estimated 180k and 375k was spent on structural maintenance by Newham and Waltham Forest respectively in 2001/02, the two boroughs most similar to Brent.

Expenditure on safety maintenance in Brent has increased significantly, from 8k to 53k. Whilst Brent's expenditure in this area for 2001/02 is similar to several of the family group, the expenditure by Newham on safety maintenance is particularly high (338k in 2001/02), despite having a similar distance of roads to maintain.

Over the years analysed expenditure on Transport Planning, Policy and Strategy in Brent has increased, from 382k to 613k. Brent's expenditure in 2001/02, at 613k, is significantly above the group average of 480k for the same year.

Expenditure on Management and Support Services has remained broadly similar during the years analysed for all boroughs.

#### 4.4.3.2 Transportation – Traffic and Road Safety

		Actual expenditure on Local Safety Schemes Annual			
Local Safety Schemes		1997/98	1998/99	1999/2000	2000/2001
Expenditure on Local Safety Schemes (Government Office for London).		£608,000	£1,364,000	£469,000	£1,014,000
Number of Local Safety Schemes implemented		59	17	13	13
Total of the average annual* number, and severity, of PIA's reported to the police <b>before</b> implementation of safety schemes.	Total	39	67	47	42 ♦
	Killed or Seriously injured (KSI)	7	12	8	10 ♦
	Slight	32	55	39	32 ♦
Total number and severity of the PIA's (and the number of casualties) <b>after</b> implementation of safety schemes in 2001.	Total	29	41	25	40 ♦
	KSI	5	2	4	1 ♦
	Slight	24	39	21	39 ♦
	Casualties	31	47	36	45 ♦
% change in total number of PIA		- 26%	- 39%	- 47%	- 5% ♦
Cost savings as a result of the drop in total number of accidents		£601,600	£1,564,160	£1,323,520	£120,320 ♦

Notes: PIA - Personal Injury Accident

\*Average annual means the yearly number of PIA's at the site averaged over the three years before treatment.

Average value of prevention per accident (June 1999 price), fatal £1,182,910, Average cost per injury accident, includes an allowance for damage only accident - £60,160. (Source DETR Highways Economics Note No. 1 - 2000). ♦ Based on an average of 7 months after data in 2001

The table above shows the percentage change in the total number of Personal Injury accidents from 1997 to 2001 after the implementation of safety schemes. As can be seen significant reductions in accidents have been made following the implementation of safety schemes.

#### 4.4.3.3 CIPFA Comparison – Parking [Appendix S]

A cost comparison was made using CIPFA actual data for the three years 1998/99, 1999/00 and 2000/01. Comparison was made with other members of Brent's Audit Commission family group i.e. Barnet, Ealing, Harrow, Hounslow, Newham and Waltham Forest. The results show that Brent has the fewest off street parking spaces of all the boroughs and the income it makes from them is less than its expenditure. Brent performs better with on street parking as regards income. In 2000/01 it had the highest income in the group although this must be balanced against its expenditure which is also the highest in the group for that year. Brent has the highest income from its on-street penalty charge notices even though some of the other boroughs issue more tickets.

#### 4.4.3.4 Parking Enforcement

Budget trends for Parking Enforcement, for the past 3 years, are detailed in Appendix T. It is recognised that Transportation need more regular updates of the monies available to them from the Parking Account, rather than leaving it until the

end of the year. This will be addressed during the forthcoming year by monthly financial reports being submitted to Transportation.

#### **4.4.3.5 Comparison of Parking Costs with London Borough of Camden**

Several boroughs were contacted in an effort to compare costs. However Camden was the only borough who was willing to give detailed information on staff and costs. The table below gives the results of the comparison exercise:

**COMPARISON OF PARKING COSTS WITH LONDON BOROUGH OF CAMDEN 2002/03**

	Expenditure*		Income		Net Total	
	Camden	Brent	Camden	Brent	Camden	Brent
	£000	£001	£000	£001	£002	£003
<b>On Street</b>	15,685	5,472	-28,515	-7,218	-12,830	-1,746
<b>Off Street</b>	1,055	295	-1,324	-394	-269	-99
<b>Total</b>	<b>16,740</b>	<b>5,767</b>	<b>-29,839</b>	<b>-7,612</b>	<b>-13,099</b>	<b>-1,845</b>

Note: \*Expenditure figure includes costs of on street enforcement costs and the costs of removing vehicles from the streets. Both boroughs contract this service out. Camden provides a clamping and removal service whereas Brent does not clamp but removes the vehicles.

It can be seen that expenditure in Camden is much higher than in Brent, however income levels are also much greater in Camden also. Brent's net income is 14% of Camden's. Camden have much higher staffing levels (total in-house establishment of 164) compared to Brent who have contracted out most of the service apart from appeals processing). Brent's in house establishment is 11 plus contracted out staff of 39.

#### **4.4.3.6 Comparison of Parking Charge Notice Appeals:**

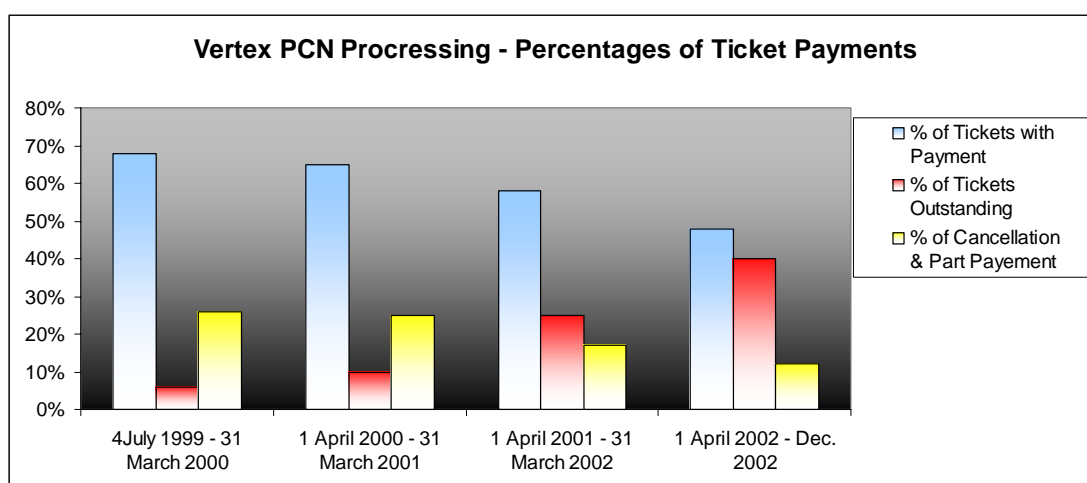
**Comparison on Appeals - Source Transport Committee for London**

	2001/02 BRENT	2001/02 AVE. FOR LONDON	2000/01 BRENT	2000/01 AVE. FOR LONDON	1999/00 BRENT	1999/00 AVE. FOR LONDON
Parking Charge Notices Issued	113,126	144,169	96,149	127,058	85,925	123,243
Total Number of Cases Won	502	439	n/a	n/a	n/a	n/a
% Won	57.93	38.6	55.87	39.42	51.75	42.06

No. of Cases lodged at PTAS as appeals	<b>868</b>	1136	<b>n/a</b>	n/a	<b>n/a</b>	n/a
% of PCN's Issued	<b>0.76</b>	0.86	<b>0.83</b>	1.05	<b>1.56</b>	0.91

Brent issues fewer PCN's than the London average. However Brent wins more cases than the London average and has improved its performance on the percentage of appeals won, year on year from 51.75% in 1999/00 to 57.93% in 2001/02. The appeals as a percentage of the PCN's issued has been consistently lower than the London average and has reduced year on year.

#### **4.4.3.7 Parking Charge Notice Processing by Vertex (Contractor).**



The percentage of tickets with payments has deteriorated year on year from 68% in 1999/00 to 48% for the period April-December 2002. The percentage of tickets outstanding has increased from 6% in 1999/00 to 40% in 2002. The percentage of cancellation and part payments has decreased from 26% to 12% over the period in question. However, payment of tickets and cancellations is an ongoing and lengthy process sometimes involving the bailiffs. The contractor does not have control over how many people pay.

The valid tickets issued have shown improvement during the period but may be slightly down on last year's figures at the end of the financial year 2002/03.

#### **4.4.4 COMPARISON WITH BEST PRACTICE - VISITS**

Visits were made to Harrow and Kensington & Chelsea to compare best practice in road safety, off street parking, parking enforcement and public transport, [See appendices I and J – Harrow Best Practice Visit and Kensington & Chelsea]. The visit to Harrow has led to Brent adopting a public transport users association in line with the Harrow model. Additional road safety education for school year 7 is being considered in light of Harrow's best practice.

#### **4.4.5 AUDIT OF CONTROLLED PARKING ZONES**

An audit was carried out by Brent Financial Services, Audit and Investigation Team, and a Final Report was issued in March 2003. The report highlighted a

number of areas where more rigorous management of the overview of the parking strategy is required. This is a matter that needs to be resolved at a level above the units of Transportation and StreetCare, and will therefore be addressed with the assistance of the newly appointed Assistant Director of Environmental Services, Streets and Transportation. The report also deals with operational processes and procedures concerning the implementation of the schemes. All the issues will be considered and responded to in the form of an audit action plan, and Transportation and Parking Enforcement will work towards the agreement and implementation of this plan. The report is attached at [See Appendix X – Audit of CPZs].

## **4.5 CHALLENGE**

Challenge was a theme that ran through this review and was particularly embodied in the Review Team Process and the appointment of an independent chair.

The Challenge Day days with staff and members of the public, [See Appendices F and G for evidence from these sessions], enabled the services to be challenged in an open manner so that weaknesses and strengths could be identified. The pinpoint technique was employed so that priorities could be established. The results from these were used to inform the recommendations in this review.

The dynamic environment in which the Transportation and Parking Enforcement Units work means challenge to service delivery is an integral part of their existence. The units respond to these challenges in a variety of ways, including the desire to attain Charter Mark status. In addition the European Foundation for Quality Management (EFQM) model for business assessment, which has been adopted by all units in Environmental Services, will provide a robust and challenging yearly assessment. The units have acknowledged the need for year on year improvements to the service, and a service development post has been created to ensure the delivery of continuous service improvements.

### **4.5.1 RESPONDING TO CHALLENGE AND THE PRESSURES FOR CHANGE**

The Transportation and Parking Enforcement services have to have a wide strategic overview and take into account the many different levels that the Council has to operate on. The national targets for accident rates, the TfL initiatives and the governments drive towards the green agenda, inform the overall strategy for the promotion of public transport, cycling, walking, maintaining the highway and footway network; and managing road space and parking in the interests of the local community, the wider city environment and the country as a whole.

The increase in Controlled Parking Zones has been a significant factor in the increased demands on the Parking Enforcement team and their contractors. The team has been successful in generating surpluses for re-investment, despite payment rates remaining largely constant. Whilst much attention is inevitably focussed on financial performance, it is important not to lose sight of non-financial objectives including seeking to ensure the unobstructed passage of traffic on the Borough's busy road network, and keeping bus lanes free of parked obstructions. The impact of legislation and local community issues of regeneration contributes towards a changing local environment in which the service units have to work and



respond. The service units also have to take into account other Council priorities such as land use, air quality and social inclusion. The different levels of planning and policy documentation and the use of Charter Mark, IIP, EFQM and Best Value all contribute to the success of the services in dealing with the pressures for change and achieving continuous improvement through a strategic overview.

#### **4.5.1.1 Transportation Strategy**

The Transportation Strategy Section is facing great challenges resulting from:

- ◆ The London Mayor's numerous strategies on the green agenda including:
  - Transport Strategy;
  - Air Quality Strategy;
  - Spatial Development Strategy.
- ◆ National and London-specific targets on reducing the number of people killed and seriously injured on our roads;
- ◆ The recent introduction of Congestion Charging in Central London and the wider implications (resources/delivering schemes in advance of) for Brent, being one of the boroughs on the periphery of the scheme's boundary;
- ◆ Responding to Members and local resident's pressure on areas such as Parking Enforcement and 20mph zones;
- ◆ Responding to local demand for improved public transport and involvement in wider sustainable transport-improvements such as cycling, walking, workplace and school travel-plans, safer routes to school and car clubs;
- ◆ Increased demand on financial and projects monitoring resulting from a vast increase in Capital funding, as required by Transport for London.

The Transportation Service Unit has responded to these challenges by undergoing restructuring of the five technical teams and amalgamating the major projects and strategy teams and forming the Strategy Section. Resources within each of the four sections (i.e. – Strategy, Traffic Management, Civil Engineering and Highways Maintenance) have all been enhanced to deal effectively with the increased pressure resulting from the previously mentioned challenges. For example, the Strategy Section has recently employed a Senior Public Transport Promoter and are in the process of employing a Senior Public Transport Coordinator, a Projects Monitoring Officer, Principal Major Projects Officer, a Road Safety and Travel Plans Manager and numerous other positions.

#### **4.5.1.2 Traffic Management**

The main implications of the pressures for change on the Traffic Management section are:

- ◆ The vastly increased quantity of work generated through successful bids for funding;
- ◆ A need to improve communication and consultation techniques to facilitate the successful delivery of larger work

programmes with the acceptance of the public and within restrictive timescales;

- ◆ Difficulties in recruitment due to the market shortfall of professional staff which is restricting the expansion of the section;
- ◆ Meeting ambitious national traffic accident reduction targets through the design of very high quality accident remedial schemes;
- ◆ Encouraging public support for the transforming transport agenda through the promotion of modal shift and introducing traffic restraint through parking control.

A number of service and organisational changes have been included in the 2003/2004 Service Operational Plan in order to address these issues as follows:

- ◆ Establish clear consultation procedures for schemes and projects and seek approval from Members;
- ◆ Develop clear and consistent working practices within the section working towards Quality Assurance;
- ◆ Fully utilise Council web-site and information technology to enhance the section;
- ◆ Improve input into bidding processes for external finance;
- ◆ Improve internal communications with other sections within the Transportation Service Unit;
- ◆ To develop assessment and prioritisation procedures for requests for specific work areas such as pedestrian crossings, safety schemes, etc;
- ◆ Expand the Parking and Traffic Teams to deliver the larger work programmes anticipated in 2003/04 and in future years;
- ◆ Fill all vacant posts in the section structure with permanent staff;
- ◆ Develop further career grade schemes to attract and retain staff;
- ◆ Review employment packages on offer from other local authorities and consider retention packages.

Many of the pressures for change result from National, London and Corporate policies or legislation and the section is required to be adaptable in order to accommodate these changes. The most influential policy is the Mayor for London's Transport Strategy. This sets the agenda for bids in the Borough Spending Plan and ultimately the capital funding received and type of schemes approved have to reflect that strategy. Staff are kept informed about the changes in policy and legislation through regular team meetings. Changes in working practices, training needs and organisational structure are developed as required to meet the challenges of the workload.

#### **4.5.1.3 Highways Maintenance**

The Highways Maintenance Section's Quality Management System is used to implement change through procedures and quarterly review. Staff meetings are held regularly to discuss service requirements, usually following team briefings and employees are encouraged to contribute their ideas to improve the service.

Quality Management meetings are a forum for discussing the efficiency and effectiveness of procedures and to implement changes in working practice. Complaints and commendations are reviewed and service improvements identified.

A contract review process enables the team to ensure that contractors resources are adequate to meet deadlines and achieve spend profiles.

#### **4.5.1.4 Transportation – EFQM Summary**

There are four main levels to our performance management framework:

- ◆ Our Corporate Strategy
- ◆ The Service Development Plan
- ◆ The Service Operational Plans of each service unit
- ◆ Individual targets, goals and projects

For the first time this year the Transportation Service Unit has used the European Foundation for Quality Management Model to assess the excellence of the business and underpin this performance framework. This systematic analysis of the business has identified the needs for change and improvement for the unit as a whole. The priority actions identified are;

- ◆ Leadership and policy and strategy - There is a need to adopt a systematic approach to communication within the unit, including the way in which the SDP and SOP priorities are communicated.
- ◆ People – There is a need for a remuneration strategy that removes the concern amongst staff about the disparity between individual terms and conditions of service. The effectiveness of training needs to be closely monitored.
- ◆ Resources -Significant improvement is needed in the ICT support to the unit. The financial management of the unit needs to be deployed more systematically.
- ◆ Processes - Process management systems vary across the unit, there is the need to ensure that greater cross-utilisation of processes takes place. There needs to be an encouragement of an innovative culture and recognition of individual needs to be more widely adopted in the development of processes.
- ◆ Customer Results - The unit is poor at monitoring customer accolades / compliments. The unit needs a proactive strategy for dealing with the media.

- ◆ People Results -The staff survey information and other performance data needs to be better utilised, assessed and reviewed.
- ◆ Society Results - Involvement in local groups could be strengthened. Consideration of the needs of ethnic communities could be strengthened particularly with respect to communication.
- ◆ Key Performance Results - The unit needs to better define the scope of the key performance results it measures.

#### **4.5.1.5 Parking Enforcement**

Pressures for change in the Parking Enforcement regime can come from a number of sources. These include responding to changes in legislation, responding to feedback from adjudicator appeals – especially where the borough has been unsuccessful, the introduction of bus lane enforcement, and other political pressures.

The process in assessing the impact of possible changes, involves discussion internally and with elected Members, consultation (as appropriate), discussion with our service provider partners, and the identification of financial and operational implications.

Vinci Park UK Parking Attendants already report suspected abandoned vehicles to the StreetCare Unit for investigation. There are further opportunities for the Parking Attendants to act as ‘eyes and ears’ for other StreetCare responsibilities, or even to deal with them. Initial discussions with Vinci Park UK management have been positive.

The ‘eyes and ears’ role could improve our performance initially in dealing with issues around footway damage (including damage to grass verges), footway obstruction (e.g. encroachment onto the footway by traders), and illegal signs. This role is “two-way”, with StreetCare Officers equally capable of assisting the Parking Attendants in identifying areas where increased enforcement is needed. Working under common management will assist in reinforcing this broader role.

More recently, StreetCare has introduced a Town Centre Warden Team in the Wembley Town Centre area, this will also cover Willesden Town Centre from Autumn 2003. The Town Centre Wardens will provide a further close working link between the Parking Enforcement team and StreetCare.

#### **4.5.1.6 StreetCare – EFQM Summary**

The following items refer to the StreetCare unit as a whole, but will challenge the staff and processes of the Parking Enforcement team.

#### **Priority Action**

- ◆ Production of Staff Newsletter;

- ◆ Produce Service Level Agreements for the StreetCare Call Centre and Toilet Cleaning;
- ◆ Secure additional income from skip and other licences;
- ◆ Seek to introduce a quality management system;
- ◆ Update and maintain a central register of press releases, compliments, etc;
- ◆ Improve provision of customer information leaflets;
- ◆ Improve monitoring information when undertaking surveys;
- ◆ Improve recycling rate, reduce waste services complaints, and improve response to complaints.

A number of other matters are marked for consideration by the StreetCare Staff Focus Group. These are:-

- ◆ Development of a StreetCare Mission Statement
- ◆ Whether the Group can be a means of measuring effective Leadership
- ◆ Whether strategies are reviewed effectively enough
- ◆ Survey staff regarding the benefits they would like.

## **4.6 COMPETE**

### **4.6.1 PROCUREMENT OF SERVICES**

There are many elements of the service provided by the Transportation Service Unit, which are subject to competition. In particular construction of projects which are usually carried out in the private sector. Many of the schemes developed by the Civil Engineering team are subject to individual competitive tender using the Institution of Civil Engineering (ICE) Conditions of Contract. Under the Council's current financial procedures a formal tendering process is required for items of work that exceed £50,000 in value. However, the vast majority of work undertaken by consultants rarely exceeds this value. For example, the development of a Controlled Parking Zone scheme including site investigation, scheme design and preparation of drawings generally costs in the region of £5,000. In line with good working practice, and to ensure the objectives of Best Value are achieved, a minimum of two quotations are sought.

There are other discreet pieces of work, such as safety auditing for new highway schemes which may cost in the region of £200 - £1000. Quotations are sort from external consultants with a track record in this specialised area of work and experience is gained on the market cost of such work in order to achieve value for money with out delay to the project.

The method of commissioning consultants section needs to be developed into a more rigorous system. Draft criteria will be prepared by the Transportation Unit by

September 2003 in consultation with the council legal and financial teams by December, for submission to Environmental Services Committee for approval by end of February 2004. This will allow the new criteria to be adopted by 1st April 2004. Officers will examine other methods of tendering such as partnership work with consultants and contractors in line with best value objectives. Such partnership contract will be reported to the Committee as part of the aforementioned criteria.

#### **4.6.2 PARTNERSHIP WORKING**

The success of both Transportation and Parking Enforcement is dependent on establish active and effective partnerships. [See Appendix U – Partners Matrix- Internal and External Partners].

##### **4.6.2.1 Transportation**

Below are details of the partnerships developed by each of the Sections in the Transportation Service Unit.

##### **4.6.2.2 Strategy**

The Strategy Section has over the past three years developed partnership working with many external agencies and organisations and strengthened internal working relationships. Brent Council is a member of two sub-regional partnerships. The first of these is West London Transportation Strategy (WLTS) – a partnership between Brent and six other neighbouring boroughs in West London. The main aims and objectives of this partnership are to improve the public transport network in this area.

The work has resulted in several programmes and projects being developed over the past few years, mainly along bus routes 83 and 220. Longer term objectives being drawn up by this partnership include areas such as air quality, sustainability and other key areas of transport such as the Underground and Light Rail Systems. This partnership formulates its own policies and bids are submitted to Transport for London for approval on behalf of the seven boroughs.

The second external (sub-regional) Partnership is the Park Royal Partnership (PRP). The PRP involves the London Boroughs of Brent, Hammersmith & Fulham and Ealing. The Partnership's main priorities are those of regeneration, for Brent that includes the Park Royal and Wembley areas.

Brent's main partner is Transport for London, which is the main funder of all the Capital projects within the borough, through TfL's Borough Partnerships Section, and more recently through the Congestion Charging Team.

In terms of internal partnerships, the Transportation Service Unit works very closely with the Planning Service on areas such as planning applications, regeneration, co-ordination of policies and securing external (Section 106) funding from private developers. Other internal partnerships, from time-to-time include StreetCare (Parking Enforcement), Environmental Health (air quality), Education (Safer Routes to School) and Parks Services (for example when working on new cycle routes or securing walking routes).

These partnerships have improved communication and working practices, and raised the level of involvement of key stakeholders from a consultation perspective. This has assisted in improving the image of the Council from outside the organisation resulting a more open and transparent Transportation Service Unit that residents, Members and key stakeholders feel that they can influence.

#### **4.6.2.3 Traffic Management**

The Traffic Management Section have regular contract with all the emergency services. A close working relationship has been built up with the Metropolitan Police Service (MPS). The Traffic Police are located at Alperton, and traffic schemes are developed in partnership, often following the analysis of road traffic accidents. Close liaison is essential for monitoring traffic behaviour, such that the Police can carry out their enforcement duties. Regular contact is made with local Police Stations who deal with a wide variety of public events and community policing. The MPS also have a dedicated team dealing with the regeneration of the Wembley Stadium area and frequent meetings are necessary with developers and other public authorities to guide this process.

Brent was the first authority in the country to share an events day police control room at a major stadium, namely Wembley Stadium. There is a long history of joint working arrangements. Brent traffic officers worked with the Metropolitan Police and Wembley Stadium Ltd to provide parking and traffic management schemes on Wembley event days, which were adapted to suit the event profile. – Sports fixtures, pop concerts, religious gatherings etc. Schemes were introduced which were unique to the Stadium area in terms of parking control, and implemented traffic management plans to safety events of 80,000 people. Brent chaired the Parking and Traffic meeting at the stadium to plan for future events and reflect on past events, officers also chaired Public Transport working party for the British Transport Police, London Transport (London Buses and London Underground) and all the various transport operators in order to provide for anticipated crowd profiler. Brent officers were also part of the emergency services group meetings with the Fire Brigade and Ambulance service to agree emergency plans and procedures. As a result of the mutual confidence in these agencies, the Wembley Stadium Control room was adapted to provide joint working facilities for traffic and parking control, on major event days.

With the choice of Wembley for the new national Stadium, Traffic has chaired the Wembley Transport forum to ensure liaison and co-ordination between the emergency services and public transport operator during the construction period, and to programme for future events. New traffic management procedures are now being formulated in working meetings with the Metropolitan Police, and consultation will shortly commence on event day controlled parking, proposals within a 2 mile radius of the stadium.

As with the Metropolitan Police, the Traffic Section consult and liaise with the London Ambulance Service and the Fire Brigade over a wide range of traffic schemes throughout the borough. All the emergency services are required to meet their own response times, and traffic calming measures are of particular concern to both the Fire and Ambulance services.

The Parking team has a number of working arrangements with other London Boroughs, whether in the liaison of schemes which have impacts across borough



boundaries, or benchmarking good practice. Consultants will be employed to carry out surveys and initial design on some parking schemes in order to meet peak workloads. However, in-house staff will carry out all public consultation aspects and produce the final designs for implementation. There are a small number of manufactures of 'pay and display' machines and orders are placed for the supply of the machines after receiving competition quotations. Installations and electrical connections (if necessary) are commissioned separately. The publication of consultation material for parking, and other schemes, is carried out at the Council Print shop or by Carlyon Print.

Other consultants are employed on particular projects or individual schemes basis. Colin Buchanan & Partners are the sector consultants for the London Cycle Network and are able to provide services at rates agreed with the 'Lead Borough'. The Project Centre has been able to provide services to design parking schemes and prepare traffic regulation areas, which is a rare resource. Steer Davis Gleave is the contracted bus priority sector consultant and can provide similar services on bus schemes at agreed rates. Safety Audits are commissioned on all new traffic management schemes, and Ted Smith Consultants have proved the more competitive in recent years.

Internally, Traffic Management, have regular contacts with virtually all other units of Environmental Services but also with Education, Social Services, Corporate Services and Housing. Within Transportation, Traffic Management are recognised as the designers of schemes, delivering them through the appropriate consultation and approval stages, and using the Highways Maintenance in Civil Engineering teams for implementation.

#### **4.6.2.4 Civil Engineering**

The external partners for the Civil Engineering Section vary from private developers of industrial estates such as London & Regional Properties on the Guinness Project in Park Royal, to private housing developers such Barratt Developments & Bellway Homes developing the GEC estate in Wembley. These are short partnerships where the relationship may last for up to two or three years.

There are also longer term partnerships lasting up to six years, such as with the Housing Associations working on housing initiatives. These include the Chalk Hill redevelopment with Metropolitan Housing Trust, and Stonebridge Housing Action Trust redeveloping Stonebridge Estate in NW10.

The partnership commitment for the Section includes advice and input at the planning stage, advice on traffic calming and Road Traffic Orders, technical assessments and approvals, and the supervision of the proposed highway works under Sections 38 & 278 of the Highways Act 1980.

Other partners include Transport for London, adjoining affected London Boroughs and Town Centre Managers in the areas of Town Centre improvements (see next paragraph) and London Bus initiatives to improve the flow of buses.

A Cross-Borough Partnership exists between Camden and Brent with substantial funding from SRB to support the "New Commitment to Kilburn" bid submitted with Brent Council and partners in the community and in the voluntary, statutory and business sectors. This focuses on Kilburn Town Centre for which a Manager is now in post. Regular partnership meetings between the Boroughs take place to

discuss ongoing works in upgrading the physical environment, improving public space and enhancing pedestrian facilities, thus helping to regenerate the local High Street.

#### **4.6.2.5 Highway Maintenance**

These are set out in the Highways Maintenance Best Value Review [Appendix N] and in the Partnership matrix.

#### **4.6.2.6 Support Services**

Support Services may be said to be in partnership with all the other sections within Transportation, as all are dependant on the support officers to provide efficient service delivery. In addition, Support Services have built up a number of key partners of their own, both internal and external. Internally, the team works with Financial Information Service (FIS) in respect of the Sequel to Platinum Financial systems, to the Planning Service in respect of land charge enquiries, to the Human Resources Manager and core HR in respect of personnel, to Building Consultancy in respect of street naming & numbering to StreetCare in respect of the contender 'task' system and to Payroll in respect of salaries.

Externally, Support Services utilises a number of suppliers for office furniture, stationary, I.T equipment, agency staffing etc. and the smooth operation of the unit is dependant on the timely and cost effective provision of the elements.

A consultant was recently recruited to computerise the Accolade database of all manual records of Public Highway within Brent boundary. Standard search inquiries in respect to public highways are now directly answered from the database by the Council's Land Charges Section. Only non-standard questions are referred to Transportation Service Unit.

#### **4.6.2.7 Parking Enforcement**

The Parking Enforcement Section employs a total of 4 external contractors. Two companies – Rundle's and Collect Services are both bailiff companies employed to chase unpaid penalty charges under the Road Traffic Act, 1991. Vinci Park UK carry out the on and off-street enforcement, and are also responsible for the maintenance of signs and lines under the contract, the administration and issuing of parking permits, and undertaking the day to day supervision of the on and off-street pay and display machines, including the collection and banking of monies from those machines.

Vertex are employed to carry out the notice processing in relation to the appeal procedure as laid down in the Road Traffic Act, 1991, and they also provide the IT support for the parking computer software. These last two contracts were let using the European Procurement procedures. The Notices of Interest received were evaluated, and five companies were invited to submit tender documents.

Following formal interviews, a report was presented to Environment Committee who made the appointments. The contracts, which started on 4th July, 1999, were issued for a period of 4 years, with an option to extend for a further 2 years. In November, 2002, the Council decided to grant the extension of the two contracts for the 2 year period from July, 2003 to July, 2005, when a full tendering procedure will be employed to award new contracts.

Parking Enforcement also work closely with other agencies, both within the Council and outside, as shown below:

- ◆ Other parts of the StreetCare Unit – Parking Enforcement are part of StreetCare and comes under the supervision of the Director of StreetCare.
- ◆ The 'eyes and ears' role could improve our performance initially in dealing with issues around footway damage, footway obstruction (e.g. encroachment onto the footway by traders), and illegal signs. This role is "two-way", with StreetCare Officers equally capable of assisting the Parking Attendants in identifying areas where increased enforcement is needed. Working under common management will assist in reinforcing this broader role.
- ◆ More recently, StreetCare has introduced a Town Centre Warden Team in the Wembley Town Centre area, and this will also cover Willesden Town Centre from Autumn 2003. The Town Centre Wardens will provide a further close working link between the Parking Enforcement Section and StreetCare.
- ◆ Transportation Unit – there is close liaison between Parking Enforcement and Transportation Unit on a whole range of matters. Draft Traffic Management Orders are sent for consultation before submitting for approval, and there are regular monthly meetings at the Signs and Lines Meeting where new Controlled Parking Zones (CPZs) are discussed. These meetings have improved the implementation of new CPZs, and have drastically reduced the delays in implementation previously experienced. Parking Enforcement also has regular contact with that part of Transportation responsible for laying lines for new CPZs and for the maintenance of existing lines. There is currently a rolling programme across the Borough where existing lines are being renewed, with a budget of £30,000 for the current financial year.
- ◆ Highways & Emergency Operations – this unit is responsible for providing the signage for new CPZs, erecting time plates under the unit's responsibility for the maintenance of signs and lines. This unit is also a member of the Signs and Lines Meeting.
- ◆ Parking and Traffic Appeals Service – this is the Independent Adjudication Service set up under the Road Traffic Act, 1991 to hear appeals against the Council's decision to pursue a PCN. Parking Enforcement has to submit evidence to PTAS on a daily basis.

- ◆ ALG (TEC) – Parking Enforcement is responsible for overseeing the actions of Vinci Park UK in relation to the removal of vehicles. Part of the removal procedure is for Vinci Park UK to notify TRACE of all vehicles removed in order that the Police National Computer is informed of the location of the removed vehicle. Liaison is maintained with ALG (TEC) to ensure that TRACE is accurately maintained and that vehicles removed from the car pound are removed from TRACE. ALG (TEC) is also responsible for initiatives such as bus lane enforcement and for laying down guidelines for Boroughs for such initiatives.
- ◆ Northampton County Court (NCC) – this is the County Court designated by the Lord Chancellor's Office for registering debts and warrants in connection with PCNs. Regular contact is made with NCC in submitting cases for debt registration and warrant in submitting evidence to the Court by way of affidavit.
- ◆ Rundle's & Collect Services – these are the two bailiff companies employed by the Council to execute the warrants issued by NCC.
- ◆ Vinci Park UK – this is the company employed by the Council to enforce the on and off-street parking restrictions. On the contract there is a manager, an Operations Manager, 5 supervisors and 54 Parking Attendants. There are also 17 cashiers spread between the car pound and the two Parking Shops collecting payments and administering the issue of parking permits. There are 2 tow trucks employed in the removal of illegally parked vehicles.
- ◆ Vertex – this is the company employed in notice processing. The contract employs a Line Manager, a Team Manager, 3 supervisors and 10 staff. These are employed in processing each case through its various stages by sending out notices and letters at the requisite stages as lay down by legislation. They also manage the enquiry telephone line and the payment telephone line.
- ◆ Core Legal – On occasions Parking Enforcement has needed to consult or enlist the assistance of the Borough's solicitors on such matters as contracts. They also use this department to represent the department when County Court summonses are received.

Parking Enforcement has two external contractors Vinci Park, who carry out enforcement, and Vertex, who process all the notices and provide IT support. The contracts with these suppliers were let using the European procurement procedures. The notices of interest received were evaluated and five companies were invited to submit tender documents. Following formal interviews a report was presented to Environment Committee who made the appointments. The contracts, which started on 4th July 1999, were issued for a period of 4 years, with an option to extend for a further 2 years. The Council has recently decided to commit to the

extension of the contracts for the 2 year period from July 2003 to July 2005 when a full tendering procedure will be employed to award new contracts.

Parking Enforcement has expanded substantially since the start of the current contracts in July 1999. At that time there were 2 permanent members of staff and 2 temporary members of staff fewer in the Section. Staffing levels have also had to reflect the requirement to have fuller, higher quality, responses to accord with Human Rights Act legislation and feedback from the adjudicator on appeals.

Vinci Park UK employed 28 Parking Attendants at that time compared with 54 in March 2003, and there were no Parking Shops. Vinci Park set these up as part of the conditions of their contract.

Vertex at that time employed 2 members of staff fewer than they do now. The reason for the increase in staff across the whole contract is due to the increased work load.

There has been a large increase in the number of CPZs in operation throughout the Borough, which has lead to an increase in enforcement activity, the number of PCNs being issued and vehicles removed. The public are far more aware of their rights and how to appeal against the issue of a PCN, particularly since the publicity the parking industry has received over the years, e.g. the television programme "Clampers". This has resulted in far more representations being received.

New initiatives are being introduced such as bus lane enforcement and CCTV enforcement, and these two initiatives will necessitate a further increase in Vinci Park UK's staffing levels to manage the new procedures.

These actions demonstrate both units' capabilities in responding to external pressures for change and reacting to them accordingly.

#### **4.6.3 TOWN CENTRE SCHEMES**

After public and statutory consultations and upon Committee approval, Town Centre schemes are then designed in detail. Contract drawings, specifications, Conditions of Contract and bill of quantities are prepared using in house professional staff complemented by external consultants.

Following the Council's Contract Standing Order procedure, tenders are invited from suitable contractors. Tenders are then analysed and the contract is awarded, usually to the lowest tenderer, subject to satisfactory legal and financial assessment. The shop owners and residents affected by the scheme are notified prior to commencement of works on site. The works on site are supervised by in house professional staff in terms of compliance with specification, health & safety, programme, budgets, spending profiles, settlement of interim and final accounts.

As required by the Highways Maintenance BV Review, a detailed comparison of cost is being undertaken between the delivery of town centre schemes by individually tendered main contractors, and the cost estimated by the use of the Councils team contractors. In the first case the costs will include the preparation of contract documents, legal and financial approvals, advertisement, tender appraisal, staff supervision and measurement costs, contract payments, claims/disputes resolution and handover. By comparison the alternative use of

term contractors will include the evaluation of identical measured work by separate term contractors and the associated staff supervision.

Risks to the Council in achieving service delivery have already been encountered.

Improvements of Neasden Town Centre were programmed to be carried out in two phases. Phase 1 was due to commence on site in March 2003. Phase 2 was programmed to follow on completion of Phase 1 works. However, in complying with the Council's Contract Standing Order procedure, the programme has slipped by some three months. In order to mitigate the delay and deliver the project in a timely manner, the officers have now been able to combine the implementation of Phases 1 and 2 into a single contract.

## **5 WHAT WE FOUND**

*In completing the review the items in the scope were considered as follows:*

### **5.1 HOW DOES THE ILIP&BSP CONTRIBUTE AND REFLECT NATIONAL, REGIONAL AND CORPORATE OBJECTIVES WITH REGARD TO TRANSPORTATION POLICY?**

The transport policy arena (particularly pan-London transport policy) has been subject to significant change since the 1998 White Paper on Transport was published by the (former) Department of the Environment, Transport and the Regions. The White Paper was followed by a series of 'Daughter Documents' on a variety of transport policies including congestion charging, buses, sustainable transport and the railways. Brent's 1999 Interim Transport Plan (ITP) closely reflected the White Paper and its accompanying targets for modal shift (i.e. - reducing car use – not just reducing the rate of growth).

Brent's 2001 Interim Local Implementation Plan ("ILIP" - outlining policies, aims and objectives) and the accompanying Borough Spending Plan ("BSP" – containing schemes for implementation at street-level) placed increased emphasis on policies and objectives set by the Greater London Assembly (GLA – est. July 2000), and its Executive Transport arm – Transport for London (TfL). With TfL being key funding source for all London boroughs, it is important to adopt targets set by them Brent efficiently interpreted and reacted to the plethora of guidance that was issued during the period 2000-2002. Brent's ILIP and BSP contain a successful blend of macro (TfL set) objectives and policies which are underpinned by thorough local (Borough specific) plans that closely mirror local priority and need.

For example, the Mayor's Transport Strategy (of which Brent was a statutory consultee and hence helped contribute to and shape), sets London-specific road safety targets over and above the targets set by the (now) Department of Transport. Yet at an even more micro-level – Brent has developed such targets still further and is now leading the way in research into which specific groups of ethnic minorities suffer the highest rate of road accident casualties. Our findings will be submitted to TfL in the 2004/2005 Borough Spending Plan along with a Road Safety Plan, and it is hoped they will keep Brent at the top of the league table for pan-London TfL funding, specifically for 'Local Safety Schemes'.

During the formulation of the Council's ILIP and BSP, national and regional policies have strictly followed. The Transportation Unit has taken the opportunity to translate these policies into local implementation schemes by linking them closely to our corporate objectives, specifically on the level of road safety, sustainability and regeneration. Therefore, the opportunity for linking all these national and regional policies has been maximised without overlooking local (Brent-specific) objectives and the needs of the Council's customers (i.e. – residents, businesses and those that work in the borough).

## **5.2 ARE THE AIMS OF THE ILIP AND BSP WITH REGARD TO PARKING, ROAD SAFETY, TRAFFIC CALMING AND CPZS CLEAR, CONSISTENT AND EFFECTIVE?**

We believe that the Unit's ILIP and BSP have been consistent with other national and regional policies. As an example of the consistency the parking policy has called for the prioritisation of parking spaces in accordance with a hierarchy of parking need, where the needs of public transport (buses), people with disabilities and local residents, are afforded a higher priority than those that are using their cars for the purpose of commuting, for example. The 'aim' of this policy is to reduce the reliance on the private car, encourage the use of more sustainable transport and reduce car trips for the purpose of work related journeys.

This policy clearly supports national policies and objectives on sustainable forms of transport clearly stated in the Government's 1998 White Paper on Integrated Transport, subsequent daughter documents and the Ten Year Transport Plan. Similarly, our road safety programmes towards the reduction of the number of people seriously killed and injured is intended to meet national and regional policies on the same subject. Brent is proud of its achievements so far in reducing the number of accidents between 2000 and 2010 and so far we are well ahead of schedule to meet these targets providing that we continue with the success that we have achieved so far.

The high allocation that Brent has received from TfL, particularly over the last two years, clearly demonstrates the consistency of our policies with that of a National and London-wide level. In fact, this year Brent has received the highest ever financial allocation of any London Borough. This marks a step-change in the funding levels received by the borough which has consistently increased over the last four years.

## **5.3 ARE THESE SAME ATTRIBUTES DEMONSTRATED IN THE INTERIM LOCAL IMPLEMENTATION PLAN AND THE PARKING STRATEGY DOCUMENTS?**

The 'ILIP' is the 'Interim Local Implementation Plan' and succeeded the ITP 'Interim Transport Plan'. The Parking Strategy, as previously discussed, was produced by the same team that produced the ILIP & BSP. Accordingly, both documents complement one another and their contents in terms of aim and objectives, policies and plans, are harmonious. Public consultation for the 2001 ILIP / BSP and Parking Strategy was carried out at the same time (early 2000).

The Parking Strategy has proved effective in that a large programme of CPZs has been successfully implemented surrounding the catchment areas of Underground

Stations, in advance of the Mayor's Congestion Charging Scheme that becomes operational on 17 February 2003. Parking problems in previously congested neighbourhoods (such as double parking along many roads in the Queens Park area, obstructing essential service vehicles and emergency service vehicles) no longer exist – and residents that live in such locations no longer have to battle for car parking space with commuters using their roads to 'park and ride' into Central London.

The Parking Strategy, as a document, serves its original purpose as a technical policy document prepared for officers and Members. However, residents would find the Parking Strategy document rather technical, hence a simplified glossy full colour A4 brochure was produced for the purpose of consultation. This was well received and supported by those who attended the five Local Area Forums.

#### **5.4 ARE THE AGREED OBJECTIVES BEING TRANSLATED INTO EFFECTIVELY IMPLEMENTED TRAFFIC MANAGEMENT POLICIES?**

The aim of the BSP is to produce programmes in relation to different transport areas (TfL business plan / bidding headings) which meets the National objectives as set out in the Mayor's Transport Strategy and subsequently in the Transportation Unit's ILIP. These different headings include road safety, CPZs (parking management schemes), 20mph zones, traffic calming and others.

#### **5.5 HOW WELL DOES THE COUNCIL COMMUNICATE ITS OBJECTIVES TO THE PUBLIC AND DOES IT GENUINELY CONSULT THE PUBLIC AND OTHER STAKEHOLDERS ON TRANSPORTATION AND PARKING ISSUES?**

As discussed previously, in the form of the free-post reply consultation cards (included in the box of extra material submitted with this report) for the ILIP / BSP, and by visiting all the Council's Local Area Forums. The traffic management team also carries out mail shots to all residents when a major new scheme is being implemented, holds exhibitions at local community centres/ libraries and speaks to residents meetings. The quality of communication, the way the Unit communicates its objectives to the public (both Strategy and Traffic Management teams) is always open to improvement. For example – targeting certain locations with language-specific literature to ensure that certain ethnic groups in a specific ward/location receive literature in a language tailored to their needs (i.e. - not English). This would ensure true "public participation" and not mere "consultation". However, the response rate achieved on major consultations compare favourably with rates achieved by other boroughs.

#### **5.6 DO OUR LOCAL TRANSPORTATION OBJECTIVES MEET REAL LOCAL NEEDS?**

We believe that officers make great effort to listen to local people and local representatives. These discussions have helped define the local needs of the area and explain policies and strategies. It may be that there are particular characteristics of the area; shopping centres, business centres, industrial estates,



entertainment venues etc. This in turn will determine how schemes are designed and operated. Examples may be found in the design and implementation of Controlled Parking Zones, where the quantity of Pay and Display and / or business bays are maximised. Consultees will express a clear preference for the operational hours and / or day for the scheme. Wembley Stadium scheme will only operate for approximate 24 hours on the 30 days of events per year. It may be that the local need is one of population profile, be it youth, older age, ethnicity, disability etc. Particular regard will be given to traffic management and education to suit the various needs.

#### **5.7 DOES THE UNIT PROVIDE AN OPTIMUM CONTRIBUTION TO THE BROADER OBJECTIVES AND MAJOR PROJECTS WITHIN THE COUNCIL'S REGENERATION STRATEGY?**

Transportation Service Unit together with the Planning service is instrumental in feeding into the Council's regeneration strategy. Transportation is perhaps the most influential factor affecting the success of such a strategy.

Currently there are a variety of major regeneration initiatives in the borough. Wembley Stadium and surrounds provide a local, regional, national and indeed international focus. Transportation officers have worked with the developer for the new stadium to achieve a successful application, which is based on all the sound transport policies discussed above. The stadium will have a significantly increased capacity which will use public transport, and sustainable modes, to a far greater degree than the original stadium.

The certainty of the stadium has brought about a vast regeneration opportunity for land around the stadium and Transportation engineers are heavily involved in shaping the form and nature of the development.

Transportation officers have played a key role in the new developments at Park Royal, working closely with Park Royal Partnership (PRP). Redevelopment of the Guinness site has seen the first stage of office headquarters development provide a new access for the A40 Western Avenue, extensive landscaping features and the agreement for a new station on the Central line linking with the Piccadilly line. Brent is working with PRP to achieve improved bus service between Park Royal and Wembley, which will provide new employment opportunities in line with Brent social inclusion policies. A further partnership is the West London Transportation Strategy (WLTS). WLTS is a partnership between Brent and six other boroughs within the West part of London with joint aims and objectives to improve the transport system in this part of London.

#### **5.8 THE COUNCIL'S STATUTORY FUNCTION AS HIGHWAY AUTHORITY BEING DELIVERED IN THE MOST APPROPRIATE WAY?**

The Transportation Service Unit represents Brent council as Highway Authority and Traffic Authority in the vast majority of its functions. All key staff are employees of Brent Council, supplemented by agency and / or short term contract staff, and discrete parcels of work are undertaken by contractors and consultants. This has a track record of delivering annual workloads and meeting the aspirations of residents and businesses in the Borough, together with the accountability

required by the corporate centre. All civil and traffic engineering work on the ground is procured through external contractors who are market tested by rigorous tendering procedures.

Clearly there are alternative models which the authority could follow. Full externalisation of the engineering staff is a route followed by a neighbouring borough. However, an engineering client organisation was required to manage and monitor the process, which itself suffered from recruitment problems. Tensions that then became apparent between the client and contractor organisations which resulted in poor service delivery. Comparison of best value indicators have shown that Brent compares favourably in all key areas such as accident reduction, and indeed has benchmarked particular service with Harrow which has a similar style of organisation to our own.

It has been the case that Brent's service delivery has been achieved with a small core of engineering staff compared to other authorities. The flexibility of the organisation has been demonstrated in the ability to adapt to change and to respond to rapid increases in funding, which has required a significant step change in the size of the unit in a very short space of time. To have carried out this change of workload in a contractual relationship would have been problematical and resource intensive.

Brent has always expressed pride in having its staff as its greatest asset, and the residents of the Brent have consistently appreciated the contact with Brent employees who have local knowledge and are aware of scheme development, even when their requests have not been fulfilled for whatever reason.

## **5.9 IS WORK PROGRAMMED EFFECTIVELY TO MAXIMISE USE OF CURRENT BUDGET AND ARE THERE ALTERNATIVE MODELS?**

The aim of the Transportation Service Unit is to use all available funding, to its limit within the allotted timescale. The effectiveness of 'spend' depends largely on the early conformation of budgets and scheme approvals. It has been the desire of all engineering teams to spend to balanced profile over the course of the year, minimising peaks and troughs, and carrying out works on the ground as early in the financial year as possible. This provides better control of finance, makes best use of contractors' resources, particularly with regard to weather conditions and task rates, and gives earlier, and more accurate, forecasts of fee income. It is with these points in mind that the unit has sought to carry out consultation and initial stages of design within the preceding financial year, in order to progress schemes early in the new year. The publishing of Council budgets earlier has been of great assistance in this, and scheme approval for highway projects is sought annually in March. Term contractors therefore have an early programme of work for maintenance and footway relays, leaving their resources available for implementing traffic schemes, which must be completed within the financial year.

There are no 'alternative models' to be followed, other than in schemes which have a different funding profile which allow rollover into successive years. Further efficiencies can be obtained by a consistent and / or programmed level of investment, which can be more accurately accommodated.

## **5.10 IS THE REVENUE GENERATED BY THE PARKING ACCOUNT SPENT IN LINE WITH STRATEGIC OBJECTIVES?**

The revenue account as a whole is prioritised through the corporate strategy / service development plan / service operational plan, which is approved at all the necessary stages. The parking account provides part funding of the revenue account, and is clearly identified and audited for its use in transportation projects. Discussion with the public during the roll out of Controlled Parking Zone schemes highlighted the fact that in recent years the parking account is in surplus, and the public are made aware of its use to carry out further controlled parking schemes, traffic management schemes and infrastructure improvements.

## **5.11 IS THERE SCOPE TO INCREASE THE CONTRIBUTION MADE BY THE PRIVATE SECTOR TO ROAD MAINTENANCE AND IMPROVEMENTS?**

Private sector contributions are usually received through section 106 Planning Agreements and must be used to mitigate the effect of the development, which would otherwise be unacceptable in planning terms. This may take the form of improvements, link roads, junctions to the highway network to accommodate vehicle movements. The improvements to the road condition would only be incidental to the scheme. It would not be possible to seek contributions to the maintenance of the existing highway fabric, which is already a duty of the authority. Certainly, such works are not possible to programme into the Councils' projections, other than when included in a contracted form. An example of this is the Estate Access Corridor when the National Stadium has provided a financial contribution to towards the construction.

## **5.12 LINKS TO RECOMMENDATIONS FROM THE HIGHWAYS MAINTENANCE BEST VALUE REVIEW**

<b>Area</b>	<b>Recommendation</b>	<b>Action</b>
Budget	An increase in both revenue and capital funding is required to address the maintenance backlog. Public pressure for improvement in the condition of the network, particularly footways, is considerable. The service needs to clarify the anticipated levels of funding over the next 5 years – Directorate have reported to members the shortfall in maintenance funding.	Funding has increased over last 2 years. UKPMS feasibility study to be carried out. Survey could be used to attract additional funding  The Directorate are pursuing increases in future funding for highways maintenance.  Contributions from private developers secured as a condition of planning approval, have been investigated and are referred to in the Transportation & Parking Best Value Review (Paragraphs 5.10).

Highway Audit	<p>A detailed condition audit of footways and roads is required.</p> <p>A five-year works prioritised programme needs to be developed. This will result in strengthening the service strategy.</p> <p>The frequency of routine highway inspections needs to be investigated in relation to defending claims against the Authority.</p>	<p>DCL (NRCMS approved) now completes an annual condition survey to prioritise major work.</p> <p>The use of an approved UKPMS to establish the condition of the Boroughs highway infrastructure is being evaluated, for attracting funding for planned maintenance.</p> <p>A report was received from the Council's Loss Adjusters (see supporting document). Outcome – Increasing the inspection frequency would not necessarily enable the Authority to defend more claims. The current highway hierarchy will be reviewed to minimise risks.</p> <p>UKPMS could incorporate a GIS System to identify accident 'hot spots'.</p>
Benchmarking	<p>Continue detailed benchmarking exercises with the Boroughs that participated in the review benchmarking process.</p> <p>Develop the local indicators that have been established.</p>	<p>We are re-establishing contact with similar London Authorities with a view to forming a benchmarking group and establishing additional LPI's.</p>
Procurement	<p>All works are currently specified into five separate contracts. These specialist contracts include items used to implement both Highway Maintenance and Traffic Management schemes.</p> <p>Consideration will be given to packaging up these five separate contracts into a single large contract. A 'shadow' tender process will demonstrate if best value is being obtained by the present procurement arrangements.</p>	<p>The contract procurement process is in progress. New contracts to be let from 1<sup>st</sup> July 2003. A group contract will be evaluated to investigate any possible savings.</p> <p>The procurement of implementing individual large main schemes has been referred to the Transportation &amp; Parking Best Value Review. This is being assessed with the Civil engineering team. (Kingsbury Shopping Centre)</p>
Information Technology	<p>Integrate computer systems to improve performance, and link existing systems to the web to provide users with better information.</p>	<p>The integration of I.T. systems used in Highways Maintenance with other service units is ongoing. The 'Contender System' is now used.</p> <p>Linking the service to the web is also being progressed – eCommerce.</p>

Quality System	Incorporate the requirements of Environmental Services Environmental Management System (ISO14001) procedures into the existing Highways Maintenance Quality Management System ISO 9002 to demonstrate commitment to corporate environmental policy and creating a sustainable quality environment.	National and Local Performance Indicators have been integrated into the Highways Maintenance Quality Management System, which became accredited to ISO 9001:2000 in April 2002.  The incorporation of the ISO 14001 procedures into the Quality Assurance system is currently in progress.
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### 5.13 INTERLINKAGES WITH OTHER RELEVANT SERVICE AREAS

Abandoned vehicles on the street are dealt with by StreetCare Officers. Parking Attendants are encouraged to report such vehicles direct to StreetCare, who then investigate and, where necessary, take action to remove the vehicle. However, where such vehicles are contravening the waiting or loading restrictions, Vinci Park UK will remove the vehicle to the car pound.

Housing is responsible for vehicles apparently abandoned on their estate roads. The vast majority of such roads are “private” as far as the Road Traffic Act is concerned, and Parking Attendants do not patrol such roads, and have no powers of enforcement in those areas. However, calls are occasionally received in the Parking Enforcement Section about abandoned vehicles on housing estates, and such information is passed to Housing for the necessary action to be taken.

Parking Attendants are instructed to issue PCNs to vehicles illegally parked on the footway and grass verges, unless they are in roads that have been exempted from the footway parking restrictions. Damaged footways and verges are not currently reported to StreetCare by Parking Attendants, but this is an area to be looked at with a view to their being additional “eyes and ears” on behalf of the Council. CCTV is currently in the process of being set up. Once the necessary authority has been obtained, CCTV can be used to enforce parking contraventions, including illegal footway and grass verge parking.

## 6 KEY FINDINGS FROM THE REVIEW

### 6.1 TRANSPORTATION AND PARKING ENFORCEMENT – JOINT ISSUES

#### 6.1.1 DISSEMINATION OF PUBLIC INFORMATION

Through the consultation and challenge days customers have raised the issue of the way in which information is disseminated to the public. The following issues were identified as key areas for improvement;

- ◆ Consultation on the wider policy issues such as the Interim Local Transport Plan.
- ◆ Dissemination of information on approved policy documents, particularly the Council’s Parking Strategy.

- ◆ Consultation for Traffic Management schemes.
- ◆ Controlled Parking Zone information, including information regarding decisions made by Highways Committee.
- ◆ Use of the Council's web site.

With regard to the dissemination of information on the Council's strategic transportation issues, specifically the Council's Parking Strategy, officers recognise the need to produce a series of information leaflets to better inform the public.

#### **6.1.1.1 Interim Local Implementation Plan - Consultation**

The Interim Local Implementation Plan (known as the "ILIP" - providing the Council's transport policy framework) was subject to lengthy consultation in 2001.

Each of the Council's five Area Consultative Forums were visited between June and July 2001 as part of this consultation exercise. These Forums are held in the following areas of the Borough:

- ◆ Harlesden;
- ◆ Kilburn & Kensal Rise;
- ◆ Kingsbury;
- ◆ Wembley;
- ◆ Willesden.

A presentation was given at each of the above Forums which addressed the main topic headings within the policy framework, such as public transport, road safety, sustainable transport, parking and Safer Routes to School. A copy of the presentation given at each of the five Consultative Forums has been included in the supporting box of information for this Best Value Report, along with copies of the original consultation leaflet (described below) and the response card.

To support the presentation and to provide more detailed information about each of the policy areas, an A4 sized 'glossy' consultation leaflet was circulated at each of the Area Forums. The full colour, professionally designed consultation leaflet stated its purpose of "consulting all stakeholders in Brent on the Council's Transport Policy proposals required to be implemented over the next five to ten years". It provided a resume of the new London transport policy framework of the Mayor for London's Transport Strategy, and stated the Council's aims and objectives under the topics of:

- ◆ Road Safety;
- ◆ Walking;
- ◆ Cycling;
- ◆ Air Quality;
- ◆ Parking;
- ◆ Public Transport;
- ◆ Travel Awareness and Green Travel;
- ◆ Maintenance of Highways and Footways.

As well as outlining the Transportation Unit's 'Mission Statement', the leaflet sets out the Unit's 'Transport Priorities'. It also included a "Freepost" A5 sized response card which asked, on a scale of 1-5 (from "Strongly Agree" through to "Strongly Disagree"), the following questions and if the respondent agreed/disagreed with the Council's...

- ◆ Transport plans in general;
- ◆ Plans for improving road safety;
- ◆ Plans for improving walking;
- ◆ Plans for improving cycling;
- ◆ Plans for improving air quality;
- ◆ Plans for parking development and enforcement;
- ◆ Plans for improving public transport;
- ◆ Plans to increase travel awareness and green travel;
- ◆ Plans for highway maintenance;
- ◆ Mission Statement;
- ◆ Transport Policies.

Consultation leaflets were also left in Brent's network of "One-Stop-Shops" and libraries across the borough. Just under 100 people returned the reply cards to the Council. There was also a space for 'further comments' on the reply card and these comments were taken on board. The results of the consultation exercise were analysed, and were as follows:

QUESTION	STRONGLY AGREE	AGREE	NOT SURE	DISAGREE	STRONGLY DISAGREE
1	24	44	14	8	2
2	27	41	12	7	3
3	31	37	14	5	2
4	26	37	15	8	2
5	32	34	14	2	5
6	32	26	17	10	6
7	46	28	11	2	3
8	28	43	13	3	2
9	36	34	12	4	3
10	22	31	27	2	5
11	29	47	11	2	3

The Interim Local Implementation Plan and accompanying Borough Spending Plan (for 2002/03) went to Transportation sub-Committee on 19 July 2001 for approval by members. Executive summaries of both documents were attached as appendices as part of the Report to members. Members were guided through the document in a detailed process that addressed each of the key "transport areas" (bidding headings), and the detail involved for each area.

Following this, there was a detailed question and answer session whereby members were encouraged to discuss any queries, concerns or points they wished to make. Copies of both the original Transport Sub Committee Report and the presentation which was given to attendees are included in the supporting box of additional information submitted with this Best Value Report.

As well as the consultation with the public and Members, the Unit conducted extensive internal (officer-based) consultation. This involved the Social Services, Environmental Health and Planning Services Units and involved face-to-face meetings, phone calls and emails. Draft copies of the progressive versions of the documents were circulated for all to comment upon and returned comments were taken on board as the documents were developed. A final draft of the document was circulated to all officers prior to the documents being designed and printed.

Although we consider that our consultation was comprehensive and exceeded the requirements of the guidelines on consultation as set out by Transport for London, we acknowledge that it is always possible to improve under the area of consultation. We have recommended that we undertake a more comprehensive consultation when we carry out the Local Implementation Plan, the date of which is to be advised by Transport for London but is expected to be during 2005. Our recommendation is to include a borough-wide consultation involving all those who live and work in the borough by using the Brent Magazine as a means of distributing questionnaires and leaflets (see “recommended action” point 8.1.2).

#### **6.1.1.2 Parking Strategy - Consultation**

The format of the consultation process which was carried out as part of the development of the Council’s ILIP was also carried out during the production of the Parking Strategy. As with the consultation for the ILIP, the five Local Consultative Forums were visited between June and July 2001. An A4 sized (glossy) leaflet containing a Freepost response card was circulated at each of the Area Forums. A copy of both the presentation and the consultation leaflet (and reply card) is included in the supporting information for this Report.

Page 47 of the Parking Strategy document provides the outcome of the analysis of 75 (Freepost) reply cards returned by respondents. This has been reproduced below. A Committee Report in September 2001 gained the full backing of Members. A draft copy of the Parking Strategy was circulated to all members prior to the meeting to allow the opportunity to digest the text before the meeting. The Committee Report was supported by a presentation to members followed by a question and answer session where members were invited to express concerns, comments and suggestions for the final version of the document.

Extensive internal (officer based) consultation followed the public consultation exercise and was used to shape the document. This began with a series of meetings/brainstorming sessions prior to the production of a first draft of the report. The draft document was circulated to all heads of departments within the Council (i.e. Education, Social Services, Housing and Chief Executives Office) for comments. The report was also circulated to some external organisations such as the Brent and Harrow Health Authority and useful discussions took place to deal with key issues and concerns, especially around issues relating to Essential Service Permits for key workers (Doctors/Nurses/Social Workers).

The issue relating to the Essential Services Permit was unique in its nature due to it being the first of its kind to be introduced across London. The GLA made contact with Brent to learn about the scheme with a view to extending it London-wide at some time in the future, subject to monitoring the success of the initiative by Brent and sharing the results/outcome.



QUESTION	STRONGLY AGREE	AGREE	NOT SURE	DISAGREE	STRONGLY DISAGREE	TOTAL
1	48	24	4	3	1	80
2	38	30	12	3	1	84
3	46	25	6	1	2	80
4	42	28	8	4	2	84
5	17	20	19	4	10	70
6	21	21	14	15	6	77
7	37	29	8	2	5	81
8	43	29	5	2	2	81
9	43	23	10	3	4	83
10	27	32	10	1	5	75

The Questions relating to the above table which were printed on the response cards included...

Do you agree/disagree with the following...

- 1) That there are parking problems associated with commuters in Brent;
- 2) With the provision of bus priority and cycle lanes on main roads in Brent;
- 3) With the provision of 'yellow line' waiting restrictions at certain locations to improve safety and emergency access;
- 4) With improving parking facilities at town centres in Brent;
- 5) With the provision of temporary exemption from footway ban in certain locations;
- 6) With proposals to restrict the construction of footway crossings in certain areas in Brent;
- 7) With managing on-street parking spaces by setting time limits and applying charges;
- 8) With taking a vigorous approach to parking enforcement in Brent;
- 9) With the introduction of Controlled Parking in areas suffering from commuter parking and similar problems;
- 10) With the listed categories for parking permits.

In September 2001 at the time that the Transportation Committee approved the Parking Strategy, they instructed officers to produce two further documents to supplement and deliver the findings of the Strategy. These reports are an "Operational & Enforcement Strategy", to be produced by the Parking Enforcement Manager and to prepare a Controlled Parking Zone "Design Guidance", to be produced by the head of traffic management. Once these two documents are produced, they will deal with the more detailed and day-to-day issues relating to parking enforcement and design.

Although we consider that the Parking Strategy fulfilled the original remit and scope of what was expected, when the Strategy is reviewed in 2005 it will address areas that have since become of higher priority including financial projections, long-term planning, budgeting and financial control.

### **6.1.1.3 Consultation On Traffic Management Schemes**

Officers have already taken account of the comments made at the resident's challenge day and subsequent public consultations have been continually improved in recent years. The current process has evolved rapidly to take into account best practice from neighbouring local authorities and Brent's own ongoing self-assessment of performance.

At the pre-design stage if there are active local residents or business associations in the locality then contact is made to discuss with them proposals at an early stage in the design process. Experience has shown that where early contact with local associations has been made the process of developing schemes has been very successful because it encourages scheme ownership by the local community and a greater understanding of the rationale for the scheme. In addition, good communications are developed between Officers and community representatives, which are maintained through the process and help to resolve any difficulties more easily. In general the main public consultation and statutory consultation stages become significantly easier to progress where a consensus of opinion over the scheme design exists early on in the process. This is now considered to be the most essential element to developing successful schemes and officers make full use of the available opportunities.

The main stage of consultation is post design where a proposal has been formulated and views about the detail of the proposal are being sought. Brent's current technique is to prepare a consultation document comprising of two sheets, one with information to be retained about the proposals by the stakeholder and the other to be returned which is in the form of a pre-paid return questionnaire and/or comment form. The information leaflet provides a summary of the main issues and proposals and includes a user-friendly plan to show the scheme. The questionnaire includes appropriate questions and/or space to make comments about the scheme depending on the nature of the proposals, which will help officers or the Highways Committee to make decisions as appropriate. The material is sent out to all properties directly affected by the proposals using addresses supplied from the Council's property database, which is regularly updated and accurate. Envelopes are marked to indicate that this is important consultation material so that it is not mistaken for junk mail. The use of hand delivery by staff or contractors is no longer undertaken because it is not cost effective in terms of staff time and deliveries are less reliable with higher instances of residents informing us that material was not delivered. Prior to sending out consultation material local ward councillor's opinions on the material are sought about 1/2 weeks beforehand.

Schemes are presented to committee and an analysis of the consultation returns is carefully monitored for accuracy and analysed on a street-by-street basis for each question. This information is presented to the Committee in reports for action seeking approval. The main focus is to ensure the consultation process has been undertaken correctly and reflect the views of the local community in order to make the decision making process more effective.

Brent's existing practice is now considered to have a number of good points as follows:

- ◆ Wherever possible there is pro-active involvement with resident and business associations to foster good relations, feedback, scheme ownership and an understanding of the objectives.
- ◆ Robust consultation techniques producing accurate results, good response rates which assist effective decision-making.
- ◆ A programme of continuous improvement through self-assessment.
- ◆ Good post consultation communication developed through the delivery of CPZ schemes.

It is now necessary to establish consistent procedures and practice in order to properly address the consultation issues and a report will be presented to the Highways Committee in April 2003, which will outline new consultation processes for all traffic management schemes and seek Member approval. The main recommendations in the report to improve current practice are as follows:

- ◆ Advising all stakeholders of work programmes at the beginning of the financial year,
- ◆ More actively involving Ward Councillors at the pre-design and post-design stages of all types of project.
- ◆ Improving communications with stakeholders about where they are in the post consultation stages of all projects (Consultation results, Committee decisions, and statutory consultation).
- ◆ Make greater use of the Council's website for details of consultation material and the results of consultation,
- ◆ Undertaking consultation after a scheme has been completed to assess public opinion about its effectiveness,
- ◆ Monitoring of local performance indicators to assess response rates to public consultations and the level of objections to statutory consultations, in order to maintain standards.
- ◆ Undertake the distribution and circulation of all consultation material and communications with the public in-house.

These new procedures will be subject to continuous review to take into account lessons learnt from individual consultations and comments from stakeholders. Full details of the report presented to Committee can be seen in Appendix W - Public Consultation Procedures.

#### **6.1.1.4 Controlled Parking Zone Information**

With respect to the lack of information on controlled parking zones officers will investigate the methods by which this information can be made more accessible, including the use of the Council's web site.

A comparison of websites was carried out comparing Brent with six other boroughs including Camden, Hammersmith & Fulham and Kensington & Chelsea which

were considered to be demonstrating best practice. The results of the comparison of Parking websites showed that the Brent website lacked many of the features of these Boroughs website.

In particular, the Brent website did not contain any explanation of parking regulations, the appeals process or the removal and clamping process. The best practice sites included detailed information on parking law, photos of parking restrictions and also detailed information on the appeals process for PCN's. Instead, the Brent site contained telephone numbers and the location of the Parking Shops in order that residents can obtain information on parking, but did not offer such information on the site itself.

Officers are already preparing the necessary information to be introduced into the Council's web site following many comments from the public about the lack of sufficient information. The information to be included in the website is as follows:

- ◆ Location map of each CPZ zone boundary
- ◆ Location of car parks
- ◆ Location of "pay and display" parking, duration of stay and charges information
- ◆ Explanation of CPZ operation, parking regulations, the appeals process and the removal and clamping process
- ◆ Parking booklet distributed to residents when a new CPZ is created including permit application forms

An updated version of the parking booklet will be produced to include the same information proposed for the website which will be made available at the Parking Shops and all council establishments. The preparation of leaflets giving details about individual schemes will also be prepared and distributed in the same way. These improvements are expected to be complete by the summer of 2003.

#### **6.1.1.5 Web Site**

Officers will actively seek to increase the use of the Council's web site for the dissemination of information and to meet the national strategy for E-Government. The Website already provides information on the Transportation Service Unit's different sections and their roles, functions, responsibilities, staff and contact information. Information about how to apply for a disabled person's parking place and details of the application form are also included on the site. However, there is considerable room for improvement and the main focus for improvements to the website will be to provide more detailed information on:

- ◆ The Borough Spending Plan submission,
- ◆ The Parking Strategy,
- ◆ The approved annual programme of schemes and projects,
- ◆ Scheme public consultation documents and results of consultations,
- ◆ Statutory consultations (traffic regulation orders),

- ◆ Status of schemes and projects,
- ◆ CPZ information,

The issues concerning CPZ information are covered in the paragraph above. Much of the information in the list is already available in electronic format and can be introduced into the web site quite easily. It is therefore necessary for a robust procedure to be developed for all staff in the unit that will ensure that the information to update the web site is produced and made available on time for inclusion. The aim will be to continually update the web site with the latest information using the in-house web site development staff working in Environmental Services.

#### **6.1.1.6 Consultation on Traffic Schemes arising out of Private Development**

When a large Planning Application received by the Council is implemented, a major concern for the residents has been the apparent lack of consultation on the highway element of the scheme. The principles of the scheme are included with planning consultations. However, it may be several years before the highway element is implemented on site. The residents are sometimes not aware of the full implications of the highway scheme. Whilst the correct planning consultation procedures are followed, the Council should review the consultation procedures where significant highway schemes are to be implemented following a major development. There should be separate highway scheme consultation during the planning/negotiation process.

#### **6.1.2 CUSTOMER SERVICE – TELEPHONE RESPONSE RATES**

The telephone statistics for Transportation and Parking Enforcement (Vinci Park) are detailed in Appendix C. The Council average of 80% of all calls that are presented being answered is exceeded by the Transportation Unit but not met by Parking Enforcement. The Environmental Services target of 90% of all calls being answered is not met by either unit.

The recent fragmentation of the Transportation Unit across 5 offices and two floors in Brent House has had an impact on the telephone response rate, as it has not been possible to use some of the more sophisticated switchboard facilities. The increasing workload of, in particular in the Traffic Management team, consultations has meant that the number of calls presented has increased. The unit has sought to address some of the issues by appointing two Customer Relations Officers to the Traffic Management team and reviewing the methods used for call diversions. In addition the recent office moves, which have restored the integrity of the engineering teams for the first time in 12 months, will produce a positive impact on the telephone response rate.

##### **6.1.2.1 Traffic Management**

A very high percentage of calls received in the Transportation Service unit are received in the Traffic Management Section due to the high profile nature of the work and the large number of schemes and public consultations undertaken which generate lots of calls. Past criticisms of poor telephone response rates in recent stat years have been addressed by introducing into the section structure two Customer Relations Officers which were identified in the 2002/2003 Service

Operational Plan. These positions were subsequently advertised and filled in autumn 2002 and a considerable improvement has been noted within the section since their appointment. The restructuring of the section into three teams has organised the workload into specific groups of people. The Customer Relations Officers are a common resource for the section, however, each Officer is assigned to specialise in a particular work area, one for the Parking Team and the other for the Traffic and Orders Teams. Two telephone hunt groups have been set up to focus calls on these areas and the Customer Relations Officers are the main point of contact for picking up calls directly or from other phones in the group which are unattended. This system is already making a difference and the telephone answering performance in the section is expected to demonstrate a considerable improvement when the next set of quarterly figures is available.

It is quite noticeable that many calls received are not directly related to work undertaken by the section and in many cases this is because the correct point of contact for a particular query may not have been given. A good example is the removal of abandoned vehicles or the paying of parking fines which are areas dealt with by StreetCare. The wide range of contacts that the Traffic Management Section has means that the staff are very knowledgeable about Council services and its stakeholders and calls are correctly redirected as a result or the appropriate advice given. However, consideration is being given to providing better information on the web site and preparing leaflets for other Service Units and Council Departments about where certain types of queries should be directed and which Officer has responsibility in order to cut down the number of times members of the public need to be redirected.

#### **6.1.2.2 Civil Engineering**

The Civil Engineering Section operates a system where an officer's phone calls are automatically diverted to his/her respective mobile phone number when operating outside the office, thus avoiding missed calls.

#### **6.1.2.3 Highways Maintenance**

Office telephones are covered between the hours of 8.30am and 5.00pm, Monday to Friday (excluding public holidays).

A telephone 'hunt' facility is available from IT and the team plan to introduce this system within the next few months.

Several office answering machines are available and a procedure will be put in place, requesting that staff transfer incoming calls to an answering machine between 5.00pm and 8.30am.

#### **6.1.2.4 Parking Enforcement**

The Parking Enforcement Contractor has experienced difficulties with the telephone system at Pyramid House, where the switchboard does not permit the use of hunt groups or allow automatic call forwarding when a telephone is not answered. There were a number of telephone points in situ without handsets connected to them, and it was found that these numbers were still affecting the telephone statistics. These points have since been removed, and as a result, performance has improved. Further improvement of the system, such as answer

phones, are to be installed, as well as further meetings with IT staff, with a view to updating the system and further improving the response times.

The shortcomings of the telephone system at Pyramid House are affecting the overall telephone figures for Parking Enforcement. If those figures are removed, the overall response times from Parking Enforcement are acceptable [See Appendix C – Telephone Response Statistics]. Vinci Park UK is recruiting an additional member of staff to assist in the control room by answering the telephone. Further liaison with IT Services will be made with a view to improving the telephone system at Pyramid House, and thereby improving the overall telephone response times.

### **6.1.3 SIGNS AND LINES**

Several concerns have been raised about the deficiencies of the signs and lines within Controlled Parking Zones (CPZs) and the impact this has on the clarity of the scheme for drivers and the enforcement problems it causes for Parking Attendants. The replacement of missing signs can be difficult, as there are no shared records. With some of the older CPZs, the scheme drawings in Transportation are the only records available. Therefore it would be appropriate to investigate the development of a computerised asset register of existing signs and lines which could be shared between Parking Enforcement, Transportation and Highways & Emergency Operations.

The unit has existing GIS database software for recording signing details, however, this has not been fully utilised to date. It would be necessary to investigate ways of setting up the system for use on the Council's computer network so that it could be accessed by Parking Enforcement, Transportation and Highways & Emergency Operations and it would also be necessary to conduct a borough wide survey of signs and a programme for inputting the data. The last time this was undertaken there were over 8,000 traffic signs in the borough so clearly specific resources will need to be set aside to undertake this task. Once the system had been updated it would also be necessary to develop a system of automatically inputting details of new signs when schemes are implemented and a set procedure for using the database in terms of the programming of sign maintenance. If sufficient resources are made available this task could be completed by March 2006.

The existing Wembley Stadium signs “flap plates” are currently being replaced with substantive signs as and when they become defective under the routine maintenance of the signs and lines. There is currently no programme to replace all the existing “flap plates”, although this is being looked at in line with the overall planning of the new National Stadium.

It should be noted that the Council have a considerable resource available through a section 106 planning agreement to prepare and implement event management schemes for the new National Stadium. The increased emphasis on travel by public transport and a reduction in car parking on the site will place extra emphasis on reducing on-street parking by non residents around the stadium during events. The previous system had used a large number of flap down signs to introduce additional parking controls on events which involved a lot of maintenance, however, the Council will be investigating more maintenance free systems of

control such as event day CPZ's. Meetings with other Councils that operate similar schemes are already taking place.

The Director of Highways & Emergency Operations was concerned about the commissioning of new signs needed for CPZs. He felt that they could be commissioned more evenly throughout the year, rather than in the last financial quarter. The "Signs and Lines" monthly meetings mentioned below have ensured that Highways & Emergency Operations are kept up to date on the introduction of new schemes and can programme their workload accordingly.

It also resulted in a standard signing schedule being developed to assist in the sign ordering procedure (See supporting documents). A system was set up some time ago for the maintenance and replacement of existing signs and lines, which works up to a point. That system is currently being looked at to improve the efficiency of the reporting and the auditing of the system. This has also been actioned in the Action Plan below.

With respect to the maintenance of line markings, the Parking Enforcement Section identified a budget of £30,000 for 2002/3, with similar provision for 2003/4. There is a rolling programme of line renewal across the borough over a 5 year period, and a programme for the next financial year will be drawn up shortly.

Currently all signing work is offered to the in-house provider (Highways & Emergency Operations), in respect of new schemes and sign maintenance undertaken by Transportation. In general the cost of signing provision is greater than external contractors would quote however, this additional cost is offset by the availability of the in-house contractor to respond to the unit's needs at short notice and the ability to program work effectively through the signs and lines meetings. In respect of Parking Enforcement there is a large backlog of sign maintenance work principally in operational CPZs and this is a cause for concern. It would appear that there is an emphasis on using the in-house provider's available resources to deliver new schemes but a lack of capacity to deliver maintenance work. Consequently it may be necessary to consider having alternative contractors available in order to cope with the backlog of work. The scope of this review has not challenged the way in which signs are procured, however, it is recognised that this is an important area for consideration in the short term because the maintenance backlog impacts on the effectiveness of parking enforcement. It is therefore recommended that this be the subject of an urgent review.

#### **6.1.4 INTERNAL COMMUNICATION**

One of the key concerns raised by staff at their consultation day was communication, in particular the communication between Transportation and Parking Enforcement during the design and implementation of CPZs. This issue has already been partly addressed by holding the regular Signing & Lining meetings, the scope of which has expanded to include progress reports on individual CPZ schemes. Officers will continue to monitor the effectiveness of the Signing and Lining meetings as a communication channel between Transportation and Parking Enforcement.

The Signs & Lining meeting has been a catalyst for much improved communication and liaison between Traffic Management and Parking Enforcement. Advance copies of consultation documents and drawings are forwarded to Parking



Enforcement from Traffic Management for comment. At this stage Parking Enforcement are made aware of areas for possible parking controls and, hence, enforcement. Input is received from which helps to identify particular 'hotspots', such as areas of high infringement of parking restrictions. This can be indicative of parking demand and the scheme design is amended accordingly. The advance notification also enables the Parking Manager to plan for additional enforcement resources. Parking Enforcement are consulted again when schemes obtain Committee approval and are progressed to detailed design. Officers from both respective teams carry out site visits together to ensure that controls will be enforceable and to identify any particular difficulties.

On completion of implementation and prior to scheme coming into operation, Officers again visit the area to ensure that all signage and lining is in place to effect enforcement. On 'handing over' schemes to Parking Enforcement, Traffic Management provide a list of key dates, i.e., a list in chronological order of actions taken by Traffic Management, specifically in relation to consultation and communication with the public. This helps the appeals staff to resolve appeals where, for example, the appellant claims that he/she was not consulted or made aware of the parking restrictions.

#### **6.1.5 CONTROLLED PARKING ZONES – OPERATIONAL TIMES**

As part of the review, comments were invited about what makes a good parking service. One of the main concerns raised was about the perceived unfairness of different CPZs having different operational times, the confusion this causes the public and the subsequent enforcement problems that occur.

The main reason that CPZs have developed in this way is because the consultation procedure allows a considerable amount of choice for residents, so that a scheme can be tailored to the individual needs of the community that it serves. Therefore the final design of individual CPZs is customer led. This has however caused a variation in the zone operational times, which has been a major source of confusion for the public and the Parking Attendants. There is clearly an ongoing conflict for design engineers between providing customer choice and consistency in scheme designs. To date the unit has tried to restrict the range of operational times available in public consultation to particular types suggested such as 10am-3pm (commuters only), 8am-6.30pm (working day) and 8am-9pm (working day with evening problems) for example. However, the option for residents to specify alternatives to the main operational hours currently used by the Council is always given but has not been taken up to date. There is, however, a greater demand from the public to consider one hour zones and it will be necessary to compare practice with other local authorities. The Traffic Management Section has an existing commitment to prepare a CPZ design guidance in line with the Parking Strategy approved in September 2001, giving specific consideration to issues such as public consultation, implementation programme, monitoring and reviewing of schemes and consistency of schemes borough-wide. Clearly the issue of operational hours is one of the most important issues to be addressed in this report and it is expected that this report will be submitted to the Highways Committee by September 2003. Officers from Transportation and Parking Enforcement will therefore investigate the standardisation of zone operational times as a part of this report. The Scrutiny Task Group (Road Use) is also looking into this matter and will make its own recommendations which will be taken into consideration.

Another issue which contributes to confusion over operational hours is the limited amount of information available to the public on existing operational schemes both on the website and through other sources of information such as leaflets. It is recommended that a full range of information is made available on the location and operation of schemes through the Council website and through prepared information leaflets made available at Parking Shops and other Council establishments. A greater understanding of the parking controls in the locality through providing better information will also help to reduce any confusion by the public over when they can park.

## **6.2 TRANSPORTATION ISSUES**

### **6.2.1 ROAD SAFETY**

A comparison of the Boroughs accident statistics with the other Boroughs in the audit commission group was carried out. The analysis indicated that the London Borough of Harrow performed extremely well and showed best practice in this area. A fact finding meeting was arranged to discuss best practice methods, see Appendices H and I.

The main discussion centred on accidents, school crossing patrols, road safety education, safer routes to school schemes and pedestrians.

The two areas of best practice, which Brent could adopt from Harrow, which seem to have an influence on accident trends, are;

- ◆ The active recruitment and appointment of Accident Prevention Officers.
- ◆ The provision of Road Safety education to children up to year 7.

Financial resources are available within the existing budget provision for the appointment of the Accident Prevention Officers however recruitment has proved problematical in the past. It is therefore recommended that the appointment of accident prevention officers be given priority, to give continuity and progression to road safety education.

Brent could adopt a similar approach to the provision of road safety education of children by visiting year seven children in secondary schools as part of the moving on process. The success of this would be dependant upon the school being able to give time to road safety education, perhaps as part of the curriculum or citizenship programmes. Officers therefore recommend that this option be investigated following the appointment of the Accident Prevention Officers.

### **6.2.2 ACCIDENTS**

The borough has made good progress towards achieving the national targets for accident rates, and has secured a year on year reduction in casualties of all types. The borough is on course to meet the Governments 2010 accident reduction targets and reduce the number of people killed or seriously injured. [See supporting documents].

Road Safety Research Report 19 'Road Accident Involvement Of Children From Ethnic Minorities: A literature Review', published by the Department of The Environment Transport and the Regions in March 2001 recognised that, in almost all countries, the children of ethnic minority background do suffer substantially increased risks of pedestrian injury relative to the norms for the country as a whole. In the UK children of Asian ethnic origin appear to be disproportionately vulnerable. The report recommended that more research is needed on the relationship between ethnicity and accidents in the UK.

There are few London Boroughs that are as ethnically diverse as Brent, where over 70 languages are spoken. Some work has already been undertaken to establish the link between road safety and ethnicity as a result of a pilot study for the scrutiny committee system. [See supporting documents – Scrutiny Task group minutes]. The early indications are that in Brent children of Afro-Caribbean origin are disproportionately vulnerable. This preliminary study now needs to be developed to establish the magnitude of the problem so that appropriate mitigating action can be taken. It is proposed to continue to investigate the links between accidents and ethnicity, and the personal injury accident targets.

### **6.2.3 PUBLIC TRANSPORT**

The Transportation Service Unit had been aware for some time that public transport was an area of increasing concern to those that lived and worked in Brent. This issue was supported by a recent MORI Survey carried out on behalf of the Council which clearly identified that public transport was the main topic of concern of respondents. Also, at the Residents Challenge Day, similar issues were raised about the Council's ability to influence public transport issues and local public transport providers. Subsequent to these comments the Strategy Team has appointed a Senior Public Transport Promoter to deal with all such issues. The quarterly Member level meetings with the public transport operators have now been re-established and the agenda alternates between rail and bus issues. [See supporting documents – Public Transport Liaison Meetings minutes and agendas].

The format of the liaison meetings does not allow for members of the public, specifically public transport users, to be present. Officers are aware that there is a need to find a forum for this to happen. The London Borough of Harrow already has an independent public transport users group and a visit was arranged to view one of the meetings. In addition a visit to the London Borough of Ealing is being arranged as they have a similar forum. It is therefore recommended that Officers actively investigate possibility of setting up a public transport user's forum, independent from the Council, taking into account best practice from Harrow and Ealing.

Some successful examples of the influence that the Council has had following the appointment of the Senior Public Transport Promoter in relation to addressing the aforementioned concerns include:

- ◆ Progressing plans to redevelop Wembley Park Station;
- ◆ Upgrading Wembley Central Station;
- ◆ Responding to consultation on major new public transport related developments such as Crossrail;
- ◆ Responding to consultation documents on the GLA Scrutiny Committee report;

- ◆ Working in liaison with London Buses to improve bus stops, shelters and pressing for more frequent services and high quality vehicles.

#### **6.2.4 CUSTOMER SERVICE – SERVICE BOOKLET**

During the challenge phase of Best Value it became apparent that the Transportation Service Unit needs to clarify its roles and responsibilities to the public. This will mitigate some of the confusion that exists and provide a set of realistic expectations, as well as giving customers the appropriate contact details for all elements of the service. It is recommended that a service booklet be developed to explain the roles and responsibilities of staff to customers. There is the need to investigate what formats this should be available in.

#### **6.2.5 CUSTOMER SERVICE – CORRESPONDENCE MONITORING**

The Council sets Corporate Customer Care standards, which include the response time, 15 days, for written correspondence. Including that received by email and fax. Environmental Services monitor the response rates for each unit. The Transportation Service Unit uses a monitoring system, which has been developed in house, and is based on an Access database. This system is able to produce quarterly monitoring reports. Over the last year the unit has consistently met the target of 15 days for responses for 71% of the correspondence received, [See appendix K – Transportation Correspondence Monitoring]. However, there is no written procedure to compliment the monitoring system and faxes and emails are not systematically recorded. Further, the system is not used by all the teams. It is recommended that procedures for the use of the correspondence monitoring system are formalised and then it is introduced into the other teams in the unit.

#### **6.2.6 STAFF DEVELOPMENT – CAREER GRADE SCHEME AND MANAGEMENT TRAINING**

At the Transportation staff challenge day the main concerns raised centred around the following management issues;

- ◆ Promotional opportunities within a clearly defined structure.
- ◆ Recruitment & Retention.
- ◆ Training.
- ◆ Accommodation issues.

In order to start to address the issues around promotion opportunities and retention of staff a career grade scheme has been designed for the Traffic Management Section for progression from scale 5 to SO2. This is currently subject to consultation with the staff and union. [See supporting documents – Career Grade Scheme]. Once the final format of the scheme is agreed it is proposed to consider similar schemes for the other teams in the unit.

The Transportation Section Unit along with the other Sections in Environmental Services has been awarded Investors in People status. To obtain this accreditation a systematic approach has had to be developed to training needs. Individual training needs are assessed as part of the staff appraisal system and

then collated into a training plan for the unit. The training plans from all the Environmental Service units are assessed and courses are devised to meet common needs, the units are then left to organise their own specialised training needs. The Transportation unit's current training plan is included in the supporting documents.

As a result of identification of common Environmental Services training needs an internal management development programme has been arranged which encompasses a wide range of skills including, managing people, communication, controlling resources etc. There are three levels to the course aimed at middle, senior and unit director level. Transportation is committed to ensuring that all its managers receive the appropriate level of training.

Transportation's accommodation crisis was finally resolved in mid December when both wings of the second floor of Brent House became available to the unit.

The last annual staff survey was carried out in mid November and the unit has recently received the results. These will be shared with the units' staff forum so that staff concerns can be addressed. The forum was established in March 2002 and has been a useful channel for staff to raise issues with management.

#### **6.2.7 PERFORMANCE INDICATORS**

As well as monitoring the Best Value and Audit Commission indicators for the service the unit also monitors some local Performance Indicators. They are;

##### ***Performance of CPZ Implementation Programme, including:***

- ◆ Length of controlled parking.
- ◆ Number of Resident / Pay and display parking bays.
- ◆ Number of business bays.
- ◆ Number of motorcycle parking bays.

##### ***Disabled Parking Bays, including:***

- ◆ Number of applications processed.
- ◆ Number approved for implementation.
- ◆ % implemented within target time.
- ◆ Total number of disabled bays in the Borough.

##### ***Statistics related to local safety schemes, including:***

- ◆ Expenditure on local safety schemes.
- ◆ Number of local safety schemes implemented.
- ◆ Personal Injury Accidents before the introduction of local safety schemes.
- ◆ Personal Injury Accidents after the introduction of local safety schemes.

- ◆ % change in the number of Personal Injury Accidents.
- ◆ Cost savings as a result in the drop of the total number of accidents.

It is recognised that this range of performance indicators could be enhanced. The visit to the London Borough of Harrow briefly touched on local performance indicators but much more research is needed in this area. It was therefore recommended that a review be carried out of the current local performance indicators with a view to their relevance and service enhancement, and officers investigated introducing more appropriate Local Performance Indicators for the service. [See previous chapter – Where We Are Now – Local Performance Indicators]

## **6.3 PARKING ENFORCEMENT ISSUES**

### **6.3.1 INCOME COLLECTION**

In common with most other London Boroughs the income collection rate for parking tickets has fallen from 70% to 60%. Officers therefore need to put in place an action plan to redress this situation. The main elements of this action plan will include;

- ◆ Improved monitoring of parking contractors on street staff to ensure that Parking Attendants are deployed in accordance with contract specifications.
- ◆ Working in partnership with contractors to devise training programmes that ensure Parking Attendants are clearly aware of their responsibilities to correctly issue and record all details of penalty charge notices.
- ◆ Establishing a robust procedure and monitoring system to ensure that the signs and lines required for Parking Enforcement are replaced as soon as practical.
- ◆ Consider altering the carrier in which the penalty charge notice is placed on the vehicle, or handed to the driver, to encourage prompter payments.
- ◆ Alterations to the layout and wording of the official notifications to keepers / owners of vehicles to persuade them to respond by either payment or appeal, thereby preventing subsequent unnecessary work.
- ◆ Establish a new on line payment link to enable penalty charge notices to be paid over the internet.
- ◆ Employment of additional appeals staff.

All the above points should help to improve income collection. Improved contract monitoring will ensure that the Parking Attendants are deployed in the most effective manner to generate income and to ensure that traffic flow is maintained. Better training of the Parking Attendants will reduce the number of PCNs that have to be cancelled due to errors.

A more effective system for the replacement of signs and lines will generate more income, as fewer PCNs will have to be cancelled due to lack of signage. A new PCN carrier will be designed to try to encourage motorists to pay at the discount rate, thereby reducing the number of subsequent appeals. Where appeals are received, full explanation of the appellant's points at an earlier stage may also improve income and reduce appeals.

The establishment of on-line payment will give another choice to the public as to how they can pay their PCNs, as well as conforming to the Government's directive on E-government by 2005. The employment of additional appeals staff within Parking Enforcement will help to address the increasing workload, and reduce still further the backlog of appeals.

One further element, which affects the rate of income collection, is the fact that some vehicles remain unregistered with the Driver and Vehicle Licensing Authority and the Council is not able to contact the owners to recover outstanding fines.

### **6.3.2 REPRESENTATIONS AND APPEALS**

Parking Enforcement staff have made some progress in the last 6 months to reducing the backlog of outstanding representations and appeals. This situation is closely monitored, [See Appendix L. – Parking Enforcement Representations and Appeals Monitoring]. Currently there is an 18 week backlog of appeals which Parking Enforcement are seeking to reduce to 12 weeks by employing additional appeals staff. The actual number of appeals in the system is an indication of the extent of the work load for the staff. It is not used to measure performance as the most important factor to the customer is the length of time it takes Parking Enforcement to contact them following receipt of their appeal.

The recent survey of appellants whose appeals had been accepted, appellants whose appeals had been rejected, and persons applying for a parking permit show that the respondents were evenly split between very satisfied and very dissatisfied with the time taken to deal with the matter overall. (See supporting documents).

It is a perception that if all the points raised by an appellant are answered in full at the earliest opportunity, there is a greater chance of that appellant paying at the stage they receive those answers than their appealing further. There are currently no figures to support that assumption, but the ability to provide that particular PI is currently being looked at.

Under the StreetCare Service Operational Plan for the coming year, a target of answering 90% of appeals within 10 working days by the end of September, 2003 has been set. Whilst this is a very challenging target, every effort will be made by the Parking Enforcement Team to meet that target.

At present, pre-Notice to Owner appeals are answered within 2 weeks with a standard letter. It is intended to answer letters more fully, i.e. rather than standardised responses, at this early stage with a view to improving the income and reducing the number of Notice to Owners being sent out with their subsequent representations.

Customers who have had their representations rejected by the borough are able to appeal to the Parking and Traffic Appeals Service (PATAS), an independent

tribunal. On receipt of the appeal PATAS will notify the borough in writing that an appeal has been received, Officers then have to prepare an evidence file by downloading documents from the Brent computer system. The evidence file is posted to PATAS and they rescan the entire evidence file onto their computer.

PATAS have developed a computer system for the electronic transfer of this data and they are keen to trial it with a London Borough, Brent has been chosen to be the pilot.

There would be several benefits to employing this type of system including;

- ◆ Improves awareness of appeals.
- ◆ Quicker processing of appeals.
- ◆ Less staff time spent preparing appeals at Brent and PATAS.
- ◆ Quicker notification of results.
- ◆ Environmental benefits.

The delay in the introduction of this system is due to a difference in view between TfL and PATAS and the software provider as to who should pay for the set-up costs of the system. These costs are not inconsiderable and participating boroughs would have to fund part of those costs, as it is they who would profit more than PATAS by the introduction of this system in terms of time spent in preparing and sending evidence to PATAS.

With contracts due to be renewed in the near future, consideration has to be given as to whether this is the most economical path to pursue at this moment in time. However, the matter will be kept under review.

### **6.3.3 CUSTOMER SERVICE**

Parking Enforcement correspondence is not monitored in the main StreetCare system because legislation and guidelines set differing standards to those for general correspondence. In order to improve the clarity of some of the documentation sent out to customers Parking Enforcement is pursuing the Crystal Mark for some of its standard documentation. [See supporting documents].

The StreetCare Unit participates in the annual residents' survey, but Parking Enforcement has not been separately identified because of the nature of their work. However, Parking Enforcement has recently carried out a limited survey of some of their customers. A hundred survey forms were sent out to each person who i) had applied for a parking permit, ii) had had their representations accepted, and iii) had had their representations rejected. Only 35 replies were received from the 300 sent out (11.6%). The only reliable parts of the survey were those relating to permits, where a third stated that they were fairly satisfied with the overall service received. The other two parts of the survey were heavily slanted because of the type of enquiry it related to.

40% of persons who had their representations accepted were very satisfied with the overall service they had received. This was opposed to a massive 83.3% who were very dissatisfied at having their representations rejected. The overall results



of the survey under all three types were inconclusive with 25.7% very satisfied, 25.7% very dissatisfied, and 20% neither satisfied nor dissatisfied. In future, more survey forms will be sent out to include other parts of the service on offer to the public in order to build up a broader picture of customer satisfaction.

There were a number of complaints about the efficiency of the Parking Shops in terms of their accessibility, location quality, and speed of service and the attitude of the staff. Coping with demand at peak periods has also been an issue. The largest number of complaints appeared to relate to attitude of the staff, and this prompted a review of the Parking Shops from that aspect. That review resulted in a complete overhaul of the management of the Parking Shops, together with the performance of some members of staff. This, in turn, prompted a deeper review of the overall operations of the Parking Shops. As a result, more staff have been recruited, opening hours have been extended between 8am to 6.30pm Monday to Saturday, disabled access has been provided at Chamberlayne Road, and the system and manner of renewing permits has been revised. At the time of writing, more computers are being provided at the Parking Shops in a bid to speed up the processing of permits.

#### **6.3.4 OFF STREET CAR PARKS**

The standard of the Council's off-street car parking provision has often been criticised. It is recognised that there is a need to review and improve the standard of the off-street car parks to a recognised standard.

It is for this reason that the Council wishes to raise that standard, in as many of its off-street car parks as possible, in order that they achieve the Secured Car Park Status Award. (See supporting documents). Progress has already been made in that direction with work currently being undertaken in St. Johns Road Car Park.

An Action Plan is to be prepared to identify the issues that need to be addressed to raise the standard of the remaining car parks to that they achieve the Secured Car Park Status Award. If motorists perceive that off-street car parks are well maintained and secure, the car parks are likely to be better utilised.

#### **6.3.5 PERFORMANCE INDICATORS AND BENCHMARKING**

Environmental Services publish performance indicators for Parking Enforcement on a quarterly basis. [See supporting documents]. In addition Parking Enforcement belong to the North London Parking Managers Group where some comparison of performance indicators takes place. It is recognised that the range of performance indicators needs to be reviewed and more consistent approach needs to be taken, therefore it is recommended that the scope of the local performance indicators for Parking Enforcement be reviewed.

#### **6.3.6 ENFORCEMENT OF PARKING REGULATIONS**

At the residents challenge day concerns were raised about the fairness of enforcement regime. There was some concern that in some instances regulations were enforced only to raise income or because of a Parking Attendant incentive scheme.

The Parking Enforcement contractor is instructed to give enforcement priority to the main through routes in the Borough, especially those that are also bus routes. They are also directed to pay particular attention to shopping areas, especially those situated within Controlled Parking Zones. Other areas covered by Controlled Parking Zones are given precedence over enforcing ordinary waiting restrictions, except those locations which have been identified as having particular problems. The activities of the enforcement contractor are monitored by checking the PCNs issued in each road or area. The daily roster, prepared by Vinci Park UK, is checked to ensure that all priority areas are covered. When necessary, site visits are made to individual streets so that Parking Attendant activities can be checked against the computer records.

There are a number of other measures that can be used to measure both the enforcement contractor, and the processing contractor, but at the present time, Parking Enforcement does not have the resources to carry out anything other than “fire brigade” monitoring.

It is recognised that a more robust means of monitoring both contracts is needed, and this being addressed through the StreetCare Service Operational Plan for 2003/04. Improved monitoring should lead to improved performance by the contractors, which will have an impact on customer services and income.

## **7 WHERE WE WANT TO BE**

### **7.1 TRANSPORTATION AND PARKING ENFORCEMENT’S VISION**

Transportation and Parking Enforcement Staff all contribute to the vision described in the Mission Statements detailed at paragraph 1.1 and 1.2. The vision is concerned with the movement of all people around the borough with specific reference to;

- ◆ Travel choice
- ◆ Accident reduction
- ◆ Sustainability
- ◆ Safe and pleasant highways
- ◆ Special needs – pedestrians, cyclists, motorists
- ◆ Appropriate standards for developments

The staff wish to see the achievement of this vision by achieving a number of milestones which are described below.

- ◆ **Excellence in Customer Service** - This will be achieved through continuous improvement monitored by relevant performance indicators, and validated by external accreditation such as Charter Marks and/or Beacon Status.

- ◆ **Investment in Staff** - The units will value and empower their staff through their personal training opportunities and attainment of qualifications. It is the culture of the organisation as a whole, and the Units in particular, to delegate sufficient authority to Officers to enable them to achieve their key tasks. In order to retain staff, the units will provide appropriate career development, wherever possible with linked grades and mentoring.
- ◆ **Setting standards that others will wish to follow** - This may be achieved by meeting the top 25% of each Performance indicator, but also by being recognised as leaders in the field of good practice in many of our work areas. We wish to be in a position where other authorities will consult us for advice on good practice.
- ◆ **Making Brent a safe place to travel** - We wish to achieve standards of design, which will in themselves reduce crime, and the fear of crime, which might inhibit people from travelling. Much of this may be achieved through development control and regeneration opportunities, but also through model shift. It is also fundamentally concerned with achieving the lowest possible accident figures. Officers aspire to implement schemes which will reduce accidents by good design.
- ◆ **Providing a transport system which is the pride of borough residents** - There are a number of aspects to the vision. Residents should be given the widest possible choice of travel. Our role as Highway and Traffic authority enables us to influence the services provided by bus and train operations. The implementation of walking and cycling strategies will broaden the choices available to residents. On-street and off-street parking provisions, together with parking enforcement, will give the best possible access to areas of the borough, with the associated safety benefits.
- ◆ **Meeting the targets on air quality and sustainable transport** - This reflects our contribution to the health of the people in the borough and will involve trip reduction and the extensive use of Green Travel Plans for all large employers and places of education, throughout the borough.
- ◆ **Improving the quality of life through the StreetScene** - Using good design of new developments to provide quality materials, efficient use of highway space for all modes of travel, with integral features to deter speeding, rat racing, accidents etc.
- ◆ **Improving partnerships with consultants, contractors, and transport operator** - Officers wish to work with other professionals in achieving benefits of design, service and facilities through partnerships. Transportation and Parking Enforcement staff recognise the need to address there issues

with all partners, internal and external, to achieve high standards.

- ◆ **Embracing the ideals of E-government** - Staff will expand the use of IT to provide information and carry out transactions in electronic form.
- ◆ **Achieving Continuous Improvements** - The vision formulated above will be achieved by regular reviews, monitoring and the setting of targets and milestones.

### 7.1.1 TRAFFIC MANAGEMENT – VISION FOR THE FUTURE

The main issues for the future are as follows:

- ◆ **Commitment to staff** - Staff development – introducing formal training schemes, career grade schemes, mentoring, permitting work experience to be gained in other work areas to promote understanding of the work of the unit, Staff recruitment and retention – ensuring that remuneration and career prospects are competitive in order to retain staff, consider market forces where necessary,
- ◆ **Commitment to customers** – improved consultation and communication, quick and informative responses, easy access to staff,
- ◆ **Commitment to partnerships** – strengthen essential working partnerships with emergency services and transport operators, improve range of contractors and delivery of their services,
- ◆ **The best web site in London** –easy access to all information of interest to residents,
- ◆ **Commitment to developing an excellent in-house service** – developing effective internal management systems, financial management systems, clear procedures for the running of the unit, every individual knows their role and function within the unit and how they should interact with others,
- ◆ **To meet accident reduction targets for 2010** – continue to develop excellent schemes which significantly reduce the number of road traffic accidents and casualties
- ◆ **To meet our commitment to provide real transport alternatives to the private car** – invest in all opportunities for walking , cycling and bus schemes to encourage modal shift, develop travel plans
- ◆ **To regulate all parking in the borough effectively** – to introduce residents parking schemes where they are supported, to improve access to shopping centres for shoppers, to improve access for disabled drivers, to remove all obstructive and dangerous parking, to improve the free flow of traffic on main routes,

- ◆ **A commitment to improving the highway environment for the benefit of all** – making roads more efficient and safe to use, addressing crime related issues where these affect the use of the highway, making a more pleasant and attractive environment to live in for residents.

## 7.1.2 CIVIL ENGINEERING – VISION FOR THE FUTURE

- ◆ **Supplementary Land Charge Questions** - The land charge search from now contains additional questions 3.6 (b) – (k) regarding the positioning of traffic management measures outside the search property. Bearing in mind the number of properties affected by Committee decisions comprising CPZ's and other traffic schemes, it is not possible to amend the computerised database between committee resolution and work completed on site. Enquiries are therefore advised to consult the Transportation unit direct regarding Traffic Management schemes.

It is proposed to utilise the recently appointed Land Charges Assistant Engineer to answer these queries. The successful candidate for this post is due to start on 1 May 2003.

- ◆ **Highway Land GIS Master Plan** - It has always been intended to produce a master plan showing public highways boundaries, but a budget for doing this has never been prioritised. The Team will need to decide the resources required for this and to determine a timescale. The plan would be extremely valuable to other Council units and to the general public, although total accuracy of the plan would involve an iterative process.
- ◆ **Contract Procedures** - The large proportion of contracts implemented by the Civil Engineering Team are valued below £500,000. Funds earmarked for these schemes must be spent within a particular financial year. Usually, there is little or no advance knowledge that the funds will be available for a scheme in any particular year. During any financial year, a scheme may need to be developed from an outline design to a finished construction project. As well as design and contract preparation, it may be necessary to arrange for Statutory Undertakers' plant to be moved in advance of construction of the main project. By the very nature of Civil Engineering work, it is preferable to carry out many operations in the warmer months of the year to avoid risking delays caused by inclement weather. Financial constraints often make this impossible. The revised Tendering procedure was introduced in October 2002 without significant input from the Civil Engineering Section. It superimposes a procedure on the contractual processes that may add three months to the already tight tendering programme, which may increase the cost by an estimated £10,000 per project. Following a request

for feedback on the new procedures, the Civil Engineering Section has conveyed its concern about these additional constraints to Corporate Legal who are responsible for drafting Standing Orders. In order to alleviate this problem, it is intended to consult with Corporate Legal to develop one or more select contractors' lists for the different types of work that the section carries out. This will ensure that the same lengthy tendering process is not repeated for each contract. In addition, it is intended to explore the possibility of appointing a term contractor or partner company to carry out bridge and highway works to avoid the time and expense of tendering every scheme. This would also have the benefit of facilitating the start of some schemes early, thus improving both cash flow and timing of construction. This would be in line with Best Value procedures put in place in other Councils.

- ◆ **Digitising Borough Street Plan** - The old hand-drawn street plan was scanned and produced in a raster image format which it was not possible to modify and in consequence the map became badly out of date. The map has now been digitised in an AutoCAD format and in the last two months has been updated with over 60 new roads added. In its current format it can now be regularly updated and additional information added to customise the map as required.
  
- ◆ **Drainage connections** - All drainage work is carried out either by a term contractor or the Council's Highways & Emergency Operations Unit at Pyramid House. Tenders for new term contracts are due back on 31st March and a new three year Term Contract will be awarded early in 2003. For any new sewer connection to the public sewer, a developer, contractor or private business/individual needs firstly to contact Thames Water to obtain consent to connect into their system. Although most contractors are able to carry out the works themselves, subject to approval from the Council's NRSWA section, they invariably get it done by Thames Water. In order to measure and improve service performance, it is intended to carry out customer surveys in the form of a questionnaire. This can be done either once a year or soon after completion of items of work.
  
- ◆ **Linking into Planning Control system** - The Planning Service, as part of its Development Control System has decided to produce all documentation relating to planning applications in an electronic format. There are two sections within Transportation who have input into the planning application process:-
  - ◆ Civil Engineering
  - ◆ Strategy - Development Control Section

At present consultation with Planning takes place using hard copy plans and documents and responses are likewise returned in a hard copy format. Obvious efficiencies can be made if all consultation and responses can be carried out electronically. To this end, additional licences to those already purchased by Planning have been bought which will allow Transportation's engineers to access the UK Planning System. Software will be installed on appropriate computer terminals to enable documents and plans to be handled and the application dealt with electronically.

- ◆ **ISO 14001 Recycling Project** - Details of the specification and availability of recycled glass sand have been passed to Highways Maintenance and a site is being investigated for the Term Contractor to carry out a trial using the sand as a bedding layer under block paving. An Environmental Management Programme is being prepared to cover the trial and promote its continued and expanded use.

## **8 RECOMMENDATIONS**

### **8.1 TRANSPORTATION AND PARKING ENFORCEMENT**

#### **8.1.1 ORGANISATIONAL STRUCTURE**

- ◆ Explore the opportunities for Parking Enforcement to work more closely with the other street scene functions of the StreetCare Service Unit.

#### **8.1.2 CUSTOMER SERVICE – DISSEMINATION OF PUBLIC INFORMATION**

Officers should investigate methods for improving public consultation and the dissemination of information, including;

- ◆ Establish the consultation process for CPZ and non-CPZ schemes involving continuous improvement.
- ◆ Produce and distribute information leaflets detailing the Council's position on transportation issues, and incorporate processes for reviewing the effectiveness of these.
- ◆ Publish details of approved parking schemes using the most appropriate methods, including web sites.
- ◆ Increase the use of the Council's web site for the dissemination of information concerning transportation issues and parking enforcement.

### **8.1.3 CUSTOMER SERVICE – TELEPHONE RESPONSE RATES**

- ◆ Assess the use of call monitoring data, using appropriate technology, to improve the telephone response rates.

### **8.1.4 SIGNS AND LINES**

- ◆ Develop a computerised asset register of existing signs and lines, which could be shared between Parking Enforcement, Transportation and Highways & Emergency Operations.
- ◆ Establish a robust procedure and monitoring systems to ensure that the signs and line required for parking enforcement are replaced as soon as practical.
- ◆ Review and challenge the way signs are procured.

### **8.1.5 CONTROLLED PARKING ZONES – OPERATIONAL TIMES**

- ◆ Investigate the opportunity for standardising CPZ operational times.

### **8.1.6 STAFF DEVELOPMENT**

- ◆ Devise processes and policy for training of all staff, including agency and temporary staff, on corporate-wide initiatives such as disability and equalities awareness.

## **8.2 TRANSPORTATION**

### **8.2.1 TRANSPORTATION STRATEGIES**

- ◆ Review of Parking Strategy
- ◆ Comprehensive consultation on forthcoming Local Implementation Plan

### **8.2.2 ROAD SAFETY**

- ◆ Prioritise the employment of two Accident Prevention Officers
- ◆ Investigate the feasibility of delivering road safety education to year 7 children in secondary schools or summer schools.

### **8.2.3 ACCIDENTS**

- ◆ Investigate the links between accidents and ethnicity, and the personal injury accident targets.

### **8.2.4 PUBLIC TRANSPORT**

- ◆ Set up an independent public transport user's forum, independent from the Council.



### **8.2.5 CUSTOMER SERVICE – SERVICE BOOKLET**

- ◆ Improve customer information.

### **8.2.6 CUSTOMER SERVICE – CORRESPONDENCE MONITORING**

- ◆ Formalise procedures for correspondence monitoring systems throughout the Transportation Services Unit.

### **8.2.7 STAFF DEVELOPMENT – CAREER GRADE SCHEME AND MANAGEMENT DEVELOPMENT**

- ◆ Develop Career Grading schemes for other sections in the Transportation Service Unit.

### **8.2.8 PERFORMANCE INDICATORS**

- ◆ Develop the continuous improvement loop through the systematic review of performance indicators.

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### **8.2.9 THE USE OF CONSULTANTS**

- ◆ Establish a rigorous system where the quality of the consultants work is evaluated against set criteria.

### **8.2.10 FINANCIAL MANAGEMENT**

- ◆ Devise processes for regular financial reports that enable better management of the budget.

## **8.3 PARKING ENFORCEMENT**

### **8.3.1 INCOME COLLECTION**

- ◆ Improved monitoring of parking contractors on streets staff to ensure that Parking Attendants are deploying in accordance with contract specifications.
- ◆ Work in partnership with contractors to devise training programmes that ensure Parking Attendants are clearly aware of their responsibilities.
- ◆ Improve the carrier in which penalty charge notice is placed on the vehicle, or handed to the driver, to encourage prompter payments.
- ◆ Alterations to the layout and wording of the official notifications to keepers / owners of vehicles to persuade them to respond by either payment or appeal, thereby preventing subsequent unnecessary work.
- ◆ Establish a robust procedure and monitoring system to ensure that the signs and lines required for parking enforcement are replaced as soon as practical.

- ◆ Establish a new on line payment link to enable penalty charge notices to be paid over the internet.
- ◆ Prioritise the appointment of appeals staff.

### **8.3.2 REPRESENTATIONS AND APPEALS**

- ◆ Continue discussions with the Parking and Traffic Appeals Service regarding the electronic data transfer for appeals.
- ◆ Establish target response times to customer representations and appeals, accompanied by an Improvement Plan for moving from the present position to the newly established targets.

### **8.3.3 CUSTOMER SERVICE**

- ◆ Establish a regular and systematic approach to surveying customer opinion on the service that they have received.
- ◆ Review the operations of Parking Shops, with particular consideration to customer accessibility, opening times, location and speed of service.

### **8.3.4 OFF STREET CAR PARKS**

- ◆ Identify the issues that need to be addressed, to raise the standard of the remaining off street car parks so that the Secure Car Parks Award can be achieved.

### **8.3.5 PERFORMANCE INDICATORS AND BENCHMARKING**

- ◆ That the scope of the local performance indicators for Parking Enforcement be reviewed.

## 9 ACTION PLAN

### TRANSPORTATION AND PARKING BEST VALUE REVIEW 2003 SELF ASSESSMENT ACTION PLAN

Recommendation – with links to Corporate Strategy etc.	Action	Outcome – with measurement for achievement	Responsible Officer	Completion Date S-Short term M-Medium term	Cost
<b>TRANSPORTATION AND PARKING ENFORCEMENT JOINT ACTIONS</b>					
<b>8.1.1 Organisational Structures</b>					
Examine the current working relationship between Transportation and StreetCare, with a view to improving cross service links.	Brainstorm to identify existing and potential links. Review current or potential arrangements. Identify improvements. Implement.	Improved Links, measured by surveying opinion of staff, and assessing level of complaints where closer working would have helped.	Keith Balmer and Phil Rankmore	<b>S</b> March 2004	From existing budgets
Explore the opportunities for Parking Enforcement to work more closely with the other street scene functions of the StreetCare Service Unit	Discussion at StreetCare Management Meeting to explore. Identify options and discuss with Vinci park. Report back on findings to StreetCare Management Meeting. Agree actions needed (including any training needed)	Revisions to working arrangements will have put in place and any training requirements completed.	Keith Balmer	<b>S</b> September 2003	From existing budgets

### 8.1.2 Customer Service – Dissemination of Public Information

Establish the Consultation process for CPZ and non-CPZ schemes involving continuous improvement.	Compare consultation practice with other LA's, and review best practice identifying areas for improvement	Prepare a consultation strategy and present to members for approval	David Eaglesham	<b>S</b> March 2003	From existing budgets
Produce and distribute information leaflets detailing the Council's position on transportation issues, and incorporate processes for reviewing the effectiveness of these.	For each business plan heading, compare the performance of the financial year's allocation with each of the previous (two) financial years	Pro-forma with "main" (i.e. - consistently appearing) business plan headings (such as safety schemes / maintenance) to be produced.	Qassim Kazaz	<b>S</b> September 2003	From existing budgets
Publish details of approved parking schemes using the most appropriate methods, including web sites.	Prepare leaflets of all operational schemes, provide details of schemes on website	Leaflets prepared and distributed in Parking Shops and council establishments, website developed with details of all parking schemes	David Eaglesham / Richard Northen	<b>S</b> September 2003	From existing budgets

Increase the use of the Council's web site for the dissemination of information, concerning transportation issues and parking enforcement.	To publicise details of proposed schemes on web site, including times of operation of existing CPZs and special schemes. To update the Frequently Asked Questions in light of type of enquiries received. Develop a parking website with details of all existing schemes; develop a consultation website with public and statutory consultations.	Reduction in telephone enquiries relating to such schemes. Websites developed, procedure in place for routinely updating websites, details of all existing CPZ's added to site.	David Eaglesham / Keith Balmer	<b>S</b>  September 2003	From existing budgets
<b>8.1.3 Customer Service – Telephone Response Rates</b>					
Assess the use of call monitoring data, using appropriate technology, to improve the telephone response rates.	To obtain monthly telephone reports from IT and identify problems.	Improving telephone response times.	All Transportation Team Leaders / Keith Balmer	Ongoing	From existing budgets
<b>8.1.4 Signs and Lines</b>					
Develop an computerised asset register of existing signs and lines, which could be shared between Parking Enforcement, Transportation and Highways & Emergency Operations	Develop a programme for surveying and inputting data into the Sign map database, consider ways of having easy access to sharing data on computer network.	Central database for access by both Traffic and Parking Enforcement developed database complete, procedure for regular updating of database established.	David Eaglesham / Keith Balmer	<b>M</b>  March 2006	Significant Additional Costs

Establish a robust procedure and monitoring system to ensure that the signs and lines required for parking enforcement are replaced as soon as practical	Set up a computerised record of all reported defective/missing signs and line, with date of report & date of completion or work. Introduce a new cancellation state on POW to identify those PCNs cancelled as a result of defective signage.	Reduction in missing signage. Reduction in the number of PCNs cancelled as a result of defective signage.	Keith Balmer	<b>S</b> September 2003	From existing budgets
Review and challenge the way signs are procured			To be decided by Richard Saunders	<b>S</b> March 2004	
<b>8.1.5 Controlled Parking Zones – Operational Times</b>					
Investigate the opportunity for standardising CPZ operational times	Compare operational hours practice with other LA's, and review best practice identifying areas for standardisation.	Prepare a design strategy for CPZ's and present to members for approval (supplementary document to parking strategy).	David Eaglesham / Keith Balmer	<b>M</b> September 2003	From existing budgets
<b>8.1.6 Staff Development</b>					
Devise processes and policy for training of agency and temporary staff, to include corporate wide initiative such as disability and equalities awareness.	Investigate training plan for temporary staff	Shared understanding of corporate values and improved customer handling	Phil Rankmore/ Keith Balmer	On going	From existing budgets

## TRANSPORTATION ACTIONS

### 8.2.1 Transportation Strategies

Review of Parking Strategy	Review of document to include financial projections, long-term planning, budgeting, financial control and Off street car parking requirements in shopping areas.	Production of a revised but comprehensive Parking Strategy Document, including the positive side of the parking service provision.	Qassim Kazaz / Adrian Pigott / Brian Hague	<b>M</b> December 2005	From existing budget
Comprehensive Consultation on forthcoming Local Implementation Plan (LIP)	Production of a simpler, user friendly leaflet to be distributed to all borough households for comment.	That the production of a statutory LIP would have broad public support and awareness.	Qassim Kazaz/Adrian Pigott	When advised by Transport for London, expected 2005.	From existing budget

### 8.2.2 Road Safety

Prioritise the employment of two accident prevention officers.	Establish method of indicating priority from road traffic accident data. Deliver a Safer Routes to School programme. Deliver a School Safety Zone to each school where a project is completed. Deliver other engineering improvements immediately outside the schools	To ensure maximum and most effective use of Safer Routes to School resources. *Deliver a 25% reduction in numbers of accidents over 12 months period following the completion of the Safer Routes to School programme.	Qassim Kazaz	<b>S</b> July 2003	From existing budgets
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Investigate the feasibility of delivering road safety education to year 7 children in secondary schools or summer schools.	Survey at all primary schools throughout the borough. Establish demand and potential of cycle training programme. Implement programme of cycle training.	*Increase number of trained child cyclists by 25% in first year. Reduce child cyclist involved in road traffic accidents	Qassim Kazaz	<b>M</b> March 2004	From existing budgets
<b>8.2.3 Accidents</b>					
Investigate the links between accidents and ethnicity, and the personal injury accident targets	Measure 12 months before and after a scheme has been completed then, 2 years and 3 years later.	Measure that London target on reducing number of accidents are met.	Qassim Kazaz	<b>M</b> March 2004	From existing budgets
<b>8.2.4 Public Transport</b>					
Set up a public transport user's forum, independent from the Council.	Hold regular (once a quarter) public transport liaison meetings between operators, officers and members. Set up Brent Public Transport Users Committee Ensure Segregation of buses, from other modes of transport, including provision of interchange facilities, as part of Quintain project.	Separate meetings set up for both bus and rail (total 8 meetings/annum) or joint meetings (4 meetings per annum) to be set up. Attempt to hold the first meeting of a Public Transport Users Committee by March 2004. Convince Quintain and London Buses of the need, and secure acceptance of appropriate scheme. Appropriate forum for feed back to residents established.	Qassim Kazaz	<b>M</b> March 2004	From existing budgets



<b>8.2.5 Customer Service – Service Booklet</b>					
Improve customer information	Prepare and publish a service booklet to explain the roles and responsibilities of the Transportation Service Unit to customers.	Better understanding of the service the unit provides.	Janet Kear	<b>S</b> December 2003	From existing budgets
<b>8.2.6 Customer Service – Correspondence Monitoring</b>					
Formalise procedures for correspondence monitoring systems throughout the unit	Expand access to correspondence database system for use by all officers, develop correspondence procedure.	All officers have access to database and a unit wide correspondence procedure to follow.	Janet Kear / David Eaglesham	<b>S</b> September 2003	From existing budgets
<b>8.2.7 Staff Development - Career Grade Scheme and Management Development</b>					
Develop Career Grading schemes for other teams in the Transportation Unit	Identify appropriate posts for career grading and develop approved schemes.	Career grading schemes introduced. Improved recruitment and retention of staff.	Phil Rankmore	<b>S</b> April 2003	From existing budgets
Ensure that all managers receive appropriate management training	All managers to attend appropriate levels of management training.	Improved management performance of staff beneficial to the development of the unit.	Phil Rankmore	<b>Ongoing</b>	From existing budgets
<b>8.2.8 Performance Indicators</b>					
Develop the continuous improvement loop through the systematic review of performance indicators.	Expand the range of Existing PIs to include qualitative & quantitative measures	Improved efficiency and effectiveness of service delivery	Phil Rankmore / Janet Kear	Ongoing	From existing budgets

<b>8.2.9 The Use of Consultants</b>					
Establish a rigorous system where the quality of the consultants work is evaluated against set criteria	Compare services provided by consultants, practice adopted by other LA's and develop a procedure for vetting and commissioning consultants and for evaluating performance.	Procedure developed and all staff trained on set procedures to be followed.	Janet Kear / David Eaglesham	<b>M</b> March 2004	From existing budgets
<b>8.2.10 Financial Management</b>					
Devise processes for regular financial management reports that enable better management of the budget	Provision of regular financial reports of team management meeting. Appoint additional members of staff to finance team.	Improve monitoring and management of financial budgets. Increased flexibility of budget heads within funding period.	Phil Rankmore	Ongoing	From existing budgets
<b>PARKING ENFORCEMENT ACTIONS</b>					
<b>8.3.1 Income Collection</b>					
Improve monitoring of parking contractors on street staff to ensure that Parking Attendants are deployed in accordance with contract specifications	Identify changes to Parking Section Structure to accommodate monitoring role. Appointment process. Draw up monitoring procedures. Liaise with Vinci Park on proposed monitoring regime. Start monitoring.	The monitoring role will be carried out by a clearly identified post(s) in the Parking Section; procedures agreed and monitoring commences. A reduction in the number of PCNs cancelled through PA Error.	Keith Balmer	<b>S</b> July 2003	From existing budgets

Work in partnership with contractors to devise training programmes that ensure Parking Attendants are clearly aware of their responsibilities.	Review existing training plan and agree changes with Vinci Park. Ensure plan is actioned. Monitoring of performance of PAs.	Improving in performance of PAS and reduction in number of PCNs cancelled through PA error.	Keith Balmer	<b>S</b> July 2003	From existing budgets
Alter the carrier in which the penalty charge notice is placed on the vehicle, or handed to the driver, to encourage prompter payments	Liaise with Vinci Park re new PCN carrier.	New carrier introduced. Improved payment at discount rate. Reduction in number of appeals received.	Keith Balmer	<b>S</b> July 2003	From existing budgets
Alterations to the layout and wording of the official notifications to keepers / owners of vehicles to persuade them to respond by either payment or appeal, thereby preventing subsequent unnecessary work	Review current correspondence used at various stages of the appeal procedure and update where necessary.	Reduction in number of appeals received. Improved payment rate.	Keith Balmer	<b>S</b> July 2003	From existing budgets
Establish a robust procedure and monitoring system to ensure that the signs and lines required for parking enforcement are replaced as soon as practical	Set up a computerised record of all reported defective/missing signs and line, with date of report & date of completion or work. Introduce a new cancellation state on POW to identify those PCNs cancelled as a result of defective signage.	Reduction in missing signage. Reduction in the number of PCNs cancelled as a result of defective signage.	Keith Balmer	<b>S</b> September 2003	From existing budgets

Establish a new on line payment link to enable penalty charge notices to be paid over the internet	To explore feasibility and cost of establishing on-line payment of PCNs. Subject to decision to proceed, set up link.	Dependant upon decision set up link. Increase in trend of payment of PCNs by this means.	Keith Balmer	<b>M</b> March 2004	
Prioritise the appointment of appeals staff.	Advertise for and recruit new staff,	New staff appointed. Reduction in backlog of referrals.	Keith Balmer	<b>S</b> July 2003	From existing budgets
<b>8.3.2 Representation and Appeals</b>					
Continue discussions with the Parking and Traffic Appeals Service regarding the electronic data transfer for appeals	Through discussion with PATAS, identify funding required from Boroughs. Decide whether to proceed.	Subject to decision to proceed commence electronic transfer of appeals to PATAS.	Keith Balmer	Ongoing	
Establish target response times to customer representations and appeals, accompanied by an Improvement Plan for moving from the present position to the newly established targets	Determine what the desired target time is to be. Identify any improvements to procedures that are needed to prevent unnecessary escalation of appeals. Set productivity targets for staff. Monitor weekly.	Reduction in backlog of appeals to established target time.	Keith Balmer	<b>S</b> March 2003	From existing budgets

### 8.3.3 Customer Service

Establish a regular and systematic approach to surveying customer opinion on the service that they have received	Determine type and frequency of survey. Monitoring of report of survey results.	Surveys carried out at desired frequency. Surveys analysed and necessary action identified.	Keith Balmer / Sandra Worrell	<b>S</b> September 2003	From existing budgets
Review the operation of the Parking Shops, with particular consideration to customer accessibility, opening times, location and speed of service	Survey opinion of Parking Shop users and staff. Identify potential improvements and cost implications. Agree improvements with Vinci park. Implement changes. Carry out follow-up survey 6 months after implementing changes.	Improved satisfaction with service from Parking Shops.	Keith Balmer	<b>S</b> September 2003	From existing budgets

### 8.3.4 Off Street Car Parks

Identify the issues that need to be addressed, to raise the standard of the remaining off street car parks so that the Secured Car Parks Award can be achieved	Identify work needed to upgrade car parks to Secure Car Park status. Identify funding required. Agree which works to fund.	Number of car parks where Secure Car Park status has been granted.	Keith Balmer	<b>M</b> March 2004	From existing budgets
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### 8.3.5 Performance Indicators and Benchmarking

That the scope of the local performance indicators for Parking Enforcement be reviewed	Research with other Boroughs what PIs they use. Identify new PIs and devise system for their collection. Introduce.	PIs form a better basis for comparison.	Keith Balmer	Ongoing	From existing budgets
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