

TRANSPORTATION AND PARKING BEST VALUE REVIEW 2003 FINAL 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
TRANSPORTATION AND PARKING ENFORCEMENT JOINT ACTIONS					
8.1.1 Organisational Structures					
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	S 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	S 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	S 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	S 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 / Keith Balmer	S 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	S September 2003	From existing budgets
8.1.3 Customer Service – Telephone Response Rates					
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

8.1.4 Signs and Lines					
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	M 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	S September 2003	From existing budgets
Review and challenge the way signs are procured			To be decided by Richard Saunders	S March 2004	

8.1.5 Controlled Parking Zones – Operational Times					
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	M September 2003	From existing budgets
8.1.6 Staff Development					
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	Ongoing	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	M 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 Results to be publicised.	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
Publicise the results of the consultations of the parking Strategy and the LIP	Publish the results of the consultation through Brent Magazine, local press and Area Forums.	The results of the consultations are widely known	Qassim Kazaz/Adrian Pigott	M 2006	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	S July 2003	From existing budgets

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	M March 2004	From existing budgets
8.2.3 Accidents					
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	M March 2004	From existing budgets

8.2.4 Public Transport					
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	M March 2004	From existing budgets
8.2.5 Customer Service – Service Booklet					
Improved 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	S December 2003	From existing budgets

8.2.6 Customer Service – Correspondence Monitoring					
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	S September 2003	From existing budgets
8.2.7 Staff Development - Career Grade Scheme and Management Development					
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	S 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	ongoing	From existing budgets
Improved Internal Communication	Establish a communications strategy for the unit after consultation with staff	Better definition of roles and responsibilities and communication channels	Janet Kear	M March 2004	From existing budgets
8.2.8 Performance Indicators					
Develop continuous improvement loop through the systematic review of performance indicators.	Expand the range of existing PIs to include Qualitative as well as Quantitative measures	Improved efficiency and effectiveness of service delivery	Phil Rankmore / Janet Kear	Ongoing	From existing budgets

Establish benchmarking activities with other boroughs	Establish contact with or set up benchmarking activities with other boroughs and private organisations	Improved understanding of the efficiency of the Unit and identification of improvement opportunities.	Phil Rankmore / Janet Kear	Ongoing	From existing budgets
8.2.9 The Use of Consultants					
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	M March 2004	From existing budgets
8.2.10 Financial Management					
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
Provide financial analysis for the purposes of comparison	Establish financial benchmarking with other authorities	Improved understanding of the efficiency of the unit and identification of opportunities for improvement	Phil Rankmore	OnGoing	From existing budgets

8.2.11 CPZs

That mapping out a forward programme of CPZ's with a financial analysis be investigated.	A financial model is being evaluated (by Financial Services) to assess the practicality of mapping out the CPZ programme taking into account the wide range of financial, political and public consultation variables that currently exist.	An evaluation of a financial model and an assessment report for consideration	Brian Hague / Phil Rankmore	S September 2003	From existing budgets
That a programme of post scheme CPZ reviews is undertaken within 6 months of CPZ schemes being completed.	<p>A programme of CPZ scheme reviews is automatically programmed into the workload and reported to members.</p> <p>Additional finance is secured as a growth area to ensure staff resources are sufficient to undertake additional workload generated by reviews</p>	<p>Backlog of CPZ scheme reviews is programmed and completed by Mar 2004 and reported to members with an evaluation of residents satisfaction of schemes.</p> <p>New schemes introduced have reviews programmed to commence 6 months after operational date.</p>	David Eaglesham	S March 2004	Additional finance required

8.2.12 Scheme Delivery

That a review of the scheme delivery process be undertaken to improve scheme planning, financial control and programming	Preparation of a robust procedure and organisation of regular internal liaison meetings to ensure improved management of scheme programmes and use of funds.	<p>An adopted procedure for all officers to follow, approved by TSU management team, which sets out responsibilities for scheme programming and budget management.</p> <p>Regular liaison meetings both internally within sections and between design and implementation sections to improve team working.</p> <p>Budget expenditure fully maximised at the end of the financial year</p>	David Eaglesham	S September 2003	From existing budgets
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PARKING ENFORCEMENT ACTIONS

8.3.1 Income Collection

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	S 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	S 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	S 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	S 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	S 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	M March 2004	
Prioritise the appointment of appeals staff.	Advertise for and recruit new staff,	New staff appointed. Reduction in backlog of referrals.	Keith Balmer	S July 2003	From existing budgets

A full analysis of parking income to be presented, to demonstrate how the parking regime addresses the causes of the collection rate problem.	Identify 'causes' of the collection rate problem. Compare with the enforcement priorities and identify causes for reduced collection rate. Draw up list of actions to address problem. Implement.	<ol style="list-style-type: none"> 1. Clear view on reasons for lower collection rate. 2. Actions identified to deal with those causes that can be dealt with by the Council. 3. Action taken and effect monitored. 	Keith Balmer / Tony Benjamin	M March 2004	From existing budgets.
8.3.2 Representation and Appeals					
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	S 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	S 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	S 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	M March 2004	From existing budgets

Establish a means of assessing the income and expenditure for off street car parking provision.	Identify income and expenditure headings. Determine how to capture and record data. Produce financial analysis for each car park.	An income and expenditure analysis will be available for Off Street car parks.	Keith Balmer / Tony Benjamin	M March 2004	From existing budgets.
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
Introduce more explicit monitoring of parking contractor performance into current contracts, and develop this further when specifying the new contracts to be let in two years time.	Include role in revised Parking Section structure. Develop more specific and robust PI's relating to the quality of contractor's work.	<ol style="list-style-type: none"> 1. More robust and validated monitoring information. 2. Shift towards self-monitoring established. 3. Clear PI's available for new contracts. 	Keith Balmer	S & M Sept 2003 & Spring 2004	To be identified.

Establish formal PI's for enforcement activity, for use in monitoring the contract.	Develop and consult on proposed PI's. Establish system for data collection. Agree reporting mechanism.	<ol style="list-style-type: none"> 1. The principal reasons for enforcement will have been identified and we will be able to measure performance against these. 2. Performance monitoring will be a regular feature of Council reporting, and external publicity. 	Keith Balmer	M March 2004	From existing budgets.
Establish means of formally publicising the parking contractor's performance against agreed targets.	Identify existing targets and any new ones. Include in regular reports to the Highways Committee. Consider appropriate additional local publicity.	<ol style="list-style-type: none"> 1. The principal reasons for enforcement will have been identified and we will be able to measure performance against these. 2. Performance monitoring will be a regular feature of Council reporting, and external local publicity. 	Keith Balmer	M March 2004	From existing budgets.

NOTE SHADED ACTIONS WERE ADDED AS A RESULT OF THE PANEL'S FINDINGS