



Executive
23 April 2012

**Report from the Director of
Environment and Neighbourhood
Services**

Wards Affected:
ALL

Parking Services Transformation

1.0 Summary

- 1.1 The current service delivery model deployed in Parking Services is based on a contract which started in 2005. The focus for providing a service for customers to receive and renew parking permits, and purchase daily visitor permits (scratchcards) is largely face to face through parking shops.
- 1.2 The Parking Service propose to expand the channels through which customers can obtain the service, simplifying processes, making transactions available through the internet and telephone, and enabling cash payments through retail outlets.
- 1.3 Making the service more widely available will enable the parking shops to close, and make the service more cost effective. This will contribute to the savings the Council is required to make under the One Council programme.

2.0 Recommendations

- 2.1 That the Executive approves, in principle, to the proposed variation to the customer services delivery model and closure of the parking shops situated at Walm Lane and Pyramid House.
- 2.2 That the Executive delegates authority to the Director of Environment & Neighbourhood Services, in consultation with the Director of Finance and Corporate Resources, to approve the proposed final Customer Service delivery model and determine the final date to officially close the Walm Lane and Pyramid House parking shops.

- 2.3 That the Executive approves a reduction in Parking shop opening hours from Monday to Saturday 08.30 - 18.30 to Monday to Friday 09.30 – 16.30 for the remaining period that the parking shops are to remain open, and delegates authority to the Director of Environment & Neighbourhood Services to implement this change.

3.0 **Detail**

Background and Context

- 3.1 The current parking contracts, enforcement and IT notice processing services, delivered on behalf of the Council by APCOA Parking Services (UK) Limited (“Apcoa”), have been in operation since 2005. The design of the current service was conceived at a time when conducting business over the internet was less conventional; models of delivering a Council service principally using the internet were not available and fewer people had access to the internet. As a consequence the service delivery model deployed principally focuses on delivering a face to face service through parking shops, with high fixed costs, and often long queues delivered from locations that are not necessarily convenient to all customers. Initially there were three parking shops at Church Lane, Kingsbury, Walm Lane, Willesden and Pyramid House, Wembley. The Church Lane shop was closed in 2009, leaving two shops remaining. The operational model for this contract is otherwise unchanged since 2005.
- 3.2 In 2012, car owners are far more used to receiving a service through the internet or over the telephone. Most car insurance companies require customers to buy their insurance using these transaction channels. Similarly the DVLA offer the option of paying for car tax online, with approximately half of customers electing to do so¹. Such models offer a quicker, more efficient and more modern service, more in line with customer expectations.
- 3.3 The current contract with Apcoa was originally due to expire on 3rd July 2012. However, officers obtained Executive approval on 12 December 2011 to extend the parking services contracts for an additional 12 months; therefore both contracts are now due to expire on the 3rd July 2013. This presents an opportunity to rethink how the Parking Service is delivered and to take advantage of the technological advancements made since 2005, the wider accessibility of the internet, and provide a service that is available online 24/7 and which offers a wider range of access and payment compared to the two parking shops currently offered.
- 3.4 The Parking Service is now modernising its delivery to customers, with parking permit renewals available online, and online parking permit applications currently under development. The Parking Service is actively looking to streamline processes to make it easier to apply for and renew permits.

Current Service Delivery Model

¹ FOI response from DVLA March 2012

- 3.5 The most commonly used services provided to parking customers are parking permits for residents and businesses, daily visitor permits (known as scratchcards), and payment of Penalty Charge Notices (PCN's).
- 3.6 The operation is delivered at the two parking shops in Walm Lane and Pyramid House , and through Apcoa's call centre in Uxbridge. The parking shops are currently open Monday to Saturday 08.30 – 18.30. These opening hours require two separate shift patterns to fulfil (therefore increasing cost) and are beyond the service provided by equivalent Council outlets providing transactional services.
- 3.7 The current service delivery model, as defined by the contract is heavily weighted towards delivering a face to face service. The majority of customer demand takes place at the parking shops (see annex 1). This is largely because there are limited alternative transaction channels in place. In addition to obtaining a service through parking shops, the transaction channels in Table A below are also available to customers.

TABLE A

Product	Parking Shop	Online	Call Centre	IVR	Post	Text	Display in vehicle
New permit issued	✓				✓		
Permit renewed	✓	✓			✓		
PCN payment	✓	✓	✓	✓	✓		
Daily visitor permit (scratchcard)							
- Purchasing	✓						
- Using for visitor parking							✓

- 3.8 Documentary evidence is currently required to authenticate residency for permit applications, renewals (completed either in the parking shop or via the post) and scratchcard payments. Permit applications also currently require documentary proof that the customer is the registered keeper of the vehicle in question.
- 3.9 The Parking Service currently accepts payments using credit/debit card, cheque or cash at the Parking Shops. Permits have to be paid for upfront, and there is no option for monthly payments.

Proposed Service Delivery Model

- 3.10 The proposed specification for the new parking contract to take effect from July 2013 will take advantage of the technological developments that have been made within the sector. This is likely to include virtual permits and daily visitor permits.

3.11 The service delivery model proposed for the final year of the existing contract focuses on services and products being purchased using the internet and the telephone and not via direct face to face provision for customers.

3.12 Under the proposed new arrangements parking permit applications will incorporate the following:

a) Transaction Channels:

Customers can apply for and pay for permits either online, or by contacting a call centre operator, and completing the same process over the telephone. For those customers who do not have access to the internet, computers are available in One Stop Shops and Library locations.

b) Authentication

Residency checks will be automatically confirmed during the application process using residency data already held by the Council. This has the advantage of making the process simpler for customers. A process of issuing temporary permits will be put in place for those residents who are not initially known to the Council's systems.

The Council is also pursuing plans to automate the registered keeper check with the DVLA. Should the DVLA not provide full access, applicants will still have the vehicle details and associated emissions confirmed, via the already established link with the DVLA database.

c) Payment and cash payers

The permit application process, whether completed online or via the telephone will include the option to pay by cash. If this option is selected, customers will either print out or receive in the post, a letter with a barcode. This barcode can be scanned at multiple retail outlets for payment. Due to the additional processing cost involved in cheques, there will be no option for payment by cheque. This approach has been adopted by the Revenues and Benefits department for the collection of Council Tax, as well as many retailers and other local authorities.

3.13 PCN payments can currently be made either online, using automated call options (IVR) or by contacting a call centre operator. The proposed offer will also include the option to pay cash at multiple retail outlets, via a barcode which is printed on the PCN's at the point of issue.

3.14 Daily visitor permits (known as scratchcards) will undergo some significant changes as follows:-

a) New approach

Physical daily visitor permits which are displayed in a car window will be replaced with a virtual system. Each applicant will be set up with an account which can be 'topped up' with credit online, or over the telephone. To activate

credit when a resident receives a visitor who requires a daily permit, the resident will contact the parking contractor to notify them of the vehicle registration number. This transaction can be completed online, via text message or by using a telephone landline.

b) Authentication

Customers who already have a resident's permit will automatically have an account set up. For those customers who do not own a car, yet live in a CPZ, the account application process mirrors the permit application process.

c) Payment and cash payers

The process for topping up an account can be completed online or over the telephone. This will include the option to pay cash. If this option is selected, customers will either print out or receive in the post, a letter with a barcode, which can be scanned at multiple retail outlets for payment. Due to the additional processing cost involved in cheque, there will be no option for cheque payments.

d) Existing Scratchcards

Existing scratchcards already in circulation will remain valid, however new scratch cards will not be issued when the new system goes live. An expiry date for existing scratchcards will be introduced. The existing stock will be run down and any new stock to be purchased will reflect the remaining time left with the existing system.

3.15 The key services and transaction channels that will be available to customers are as highlighted in Table B:

TABLE B

Product	Online	Call Centre	IVR	Post	Text
New permit issued	✓	✓			
Permit renewed	✓	✓	✓		
PCN payment	✓	✓	✓	✓	
Daily visitor permit (scratchcard)					
- Purchasing	✓	✓	✓		
- Using for visitor parking	✓		✓		✓

- 3.16 The Service also propose to reduce the opening hours to Monday to Friday 09.30 – 16.30 for the remaining term that the Parking Shops are to remain open. Footfall analysis undertaken in February 2012 shows that the least busy periods occur before 09.30 and after 17.00, and that Saturday is the quietest day of the week. The current opening hours requires two separate staff shift patterns to fulfil. Modifying the opening hours to 09.30 – 16.30, means that only 1 shift pattern is required. This change is anticipated to save approximately £5k per month in temporary staff costs.

4.0 Consultation

Methodology

- 4.1 The Council undertook consultation on proposals to make all parking services online and to close the two parking shops. Appendix 3 contains the consultation notice, which gave the public more information on the proposals. Members should note that the option to apply for parking services using the telephone, and payment by cash were not part of the original proposals and therefore not consulted upon.
- 4.2 The 8 week consultation period ran from Monday 16th January 2012 through to Sunday 11th March 2012.
- 4.3 The consultation process consisted of a questionnaire (see Appendix 2) which was available for completion:
- a) Online at www.brent.gov.uk/consultation
 - b) At the parking shops
 - c) At One Stop Shop, Library and Sports Centre locations
 - d) Through a mailshot of 2000 letters sent to a random sample of existing permit holders

- 4.4 The consultation was advertised in the February/March 2012 edition of the Brent Magazine, which was distributed in the second week of February. Notices were put up in the sites highlighted above. There was also some coverage in the local press, following press enquiries to the Council's press office.
- 4.5 The Council received 570 returned questionnaires, and the detailed findings are contained in Appendix 4.

Summary Findings of the Consultation

- 4.6 12% of customers who returned the consultation form visited a parking shop monthly or more often. 43% visited a parking shop once every 3 or 6 months, and 46% visited a parking shop once every 12 months or less
- 4.7 The most popular parking services accessed were buying daily visitor permits (or scratchcards), and applying for or renewing a parking permit.
- 4.8 42% would be willing to apply online for a parking permit if required to upload documents, against 45% who would not. However this rises to 68% who would be willing if there was no need to upload documents, against 17% who would not.
- 4.9 63% of respondents would be willing to renew a permit online against 30% who would not.
- 4.10 66% of respondents prefer to pay for services using credit/debit card, against 26% who prefer cash and 8% who prefer cheque.
- 4.11 60% feel they would be adversely affected by the closure of the parking shops against 27% who do not feel they would be affected. Members should note that the option to apply for parking services using the telephone, and the ability to pay in cash, at the time had not been incorporated into the proposed service delivery model and therefore were not consulted upon.
- 4.12 The main themes highlighted by the customers who returned the consultation questionnaire, when invited to comment on why they were adversely affected were access to and ability to use IT, the convenience of the parking shops and being able to pick up a permit straightaway, and the ability to ask more complex enquiries face to face.
- 4.13 The consultation findings highlighted that just being able to apply for services online, using a credit/debit card was an issue for some customers. Therefore the option to apply for parking services over the telephone, and the option to pay for services using cash was incorporated into the proposed customer service delivery model, to mitigate against these concerns.

5.0 Implementation Approach

- 5.1 Development of the IT products required to support the delivery of the proposed customer offer would be undertaken by APCOA on our behalf, and

through a payments provider who specialise in retail based payment transactions, particularly cash payments.

- 5.2 The development of online permit applications is already underway whilst the implementation of IVR permit renewals can be set up within a 4-8 week period. The Parking Service has already received a demonstration of a working daily electronic visitor permit system, and it is envisaged that this can be set up within the required timeframes as well. Initial discussions with a payments provider with regard to enabling cash payments have been held and it is envisaged that this can be set up within the required timeframes as well.
- 5.3 The proposed customer offer will be supported by an extensive communications and marketing campaign to inform and educate residents of the changes, and new steps that they will need to follow.
- 5.4 The proposed implementation may involve a staggered closure of the parking shops, and close Walm Lane in September 2012, and Pyramid House in December 2012.
- 5.5 However, the parking shops would not close until the new service model has been fully implemented and is available to customers.

Risks

- 5.6 The key risks are documented in the table below, with mitigation.

No	Risk	Mitigation
1	That the IT products to enable the new customer service model cannot be delivered on time, and to specification	<ul style="list-style-type: none">• Specification meeting taking place in March between Parking Services and Apcoa to define in detail how the service model will operate• Consideration being given to recruiting a short term IT project manager to project manage the delivery of the IT products• Shops will not be closed until the IT based channels are established
2	Service is overwhelmed by high customer demand through customers leaving permit purchases to the last minute	<ul style="list-style-type: none">• Communications campaign to be put in place informing customers how to buy permits, and to buy them before their current permit expires• Process to be defined for customers to avoid receiving PCN's when they have paid for their permit, but have yet to receive it in the post
3	Service is overwhelmed by high customer demand through customers not being clear how the virtual scratchcard system works	<ul style="list-style-type: none">• Communications campaign to be put in place informing customers how the system works
4	Customers 'flood' local	<ul style="list-style-type: none">• Communications campaign to be put in

	Council offices to try and buy a permit	place informing customers how to buy permits
5	Local Council offices experience high demand to use Council computers to complete permit applications	<ul style="list-style-type: none"> Channel of applying for permits over the telephone will be set up
6	Alternative premises cannot be sought for other parking functions operating out of Pyramid House	<ul style="list-style-type: none"> Short term extension being pursued to the lease Alternative options for the pound and counting office are being actively considered

6.0 Legal Implications

- 6.1 The Parking Services contracts (enforcement and IT notice processing) commenced on 4th July 2005 for an initial period of 7 years (including a period for extension); and has been extended for an additional 12 months, with approval being sought from the Executive on 12 December 2011. Under the contract, APCOA were to establish and maintain a network of Parking Shops that were accessible from the Controlled Parking Zone for the duration of the original contract period. As part of the One Council programme officers have identified elements of the current service where savings can be realised. Therefore, this report is proposing to revise the customer service delivery and close the Parking Shops identified within the body of this report. The proposed variation to the service and closure of the shops are permissible as a variation under the terms of the current contract.
- 6.2 Under Brent's Constitution, the Executive may delegate its authority to the Director of Environment & Neighbourhood Services in accordance with Part 4 (2.5(3[b])) to approve the final terms for the customer service delivery model and to determine the appropriate date to officially close the identified Parking Shops within the Borough.
- 6.3 Any proposed variations to the Parking Services contracts, if approved, will be finalised as a deed of variation by the Council's Legal & Procurement department
- 6.4 Members must also consider the duty in relation to the Equality Act 2010, most specifically the public sector equality duty set out at Section 149. This requires the Council, when exercising its functions, to have 'due regard' to the need to eliminate discrimination, harassment and victimization and other conduct prohibited under the Act, and to advance equality of opportunity and foster good relations between those who share a 'protected characteristic' and those who do not share that protected characteristic.
- 6.5 A 'protected characteristic' is defined in the Act as:
age;

disability;
gender reassignment;
pregnancy and maternity;
race;(including ethnic or national origins, colour or nationality)
religion or belief;
sex;
sexual orientation.

Marriage and civil partnership are also a protected characteristic for the purposes of the duty to eliminate discrimination.

- 6.6 Having due regard to the need to ‘advance equality of opportunity’ between those who share a protected characteristic and those who do not includes having due regard to the need to remove or minimize disadvantages suffered by them. Due regard must also be had to the need to take steps to meet the needs of such persons where those needs are different from persons who do not have that characteristic, and encourage those who have a protected characteristic to participate in public life.

The steps involved in meeting the needs of disabled persons include steps to take account of the persons’ disabilities. Having due regard to ‘fostering good relations’ involves having due regard to the need to tackle prejudice and promote understanding.

- 6.7 Complying with the duty may involve treating some people better than others, as far as that is allowed by the discrimination law.
- 6.8 In addition to the Act, the Council is required to comply with any statutory Code of Practice issued by the Equality and Human Rights Commission but no such guidance has yet been published. However, the Equality and Human Rights Commission has published its own guidance on the new public sector equality duty and the advice set out to members in this report is consistent with this guidance.
- 6.9 The equality duty arises where the Council is deciding how to exercise its functions regarding parking matters. The council’s duty under Section 149 of the Act is to have ‘due regard’ to the matters set out in relation to equalities when considering and making decisions on ways in which the service users pay for parking services. Accordingly due regard to the need to eliminate discrimination, advance equality, and foster good relations must form an integral part of the decision making process. Members must consider the effect that implementing a particular policy will have in relation to equality before making a decision.
- 6.10 There is no prescribed manner in which the equality duty must be exercised. However, the council must have an adequate evidence base for its decision making. This can be achieved by means including engagement with the public and interest groups, and by gathering details and statistics on who uses the service and how the service is used. The potential equality impact of the proposed changes to the parking service has been assessed, and that

assessment is found at Appendix 5 and a summary of the position is set out in paragraph 8 of this report. A careful consideration of this assessment is one of the key ways in which members can show “due regard” to the relevant matters.

- 6.11 Where it is apparent from the analysis of the information that the policy would have an adverse effect on equality then adjustments should be made to avoid that effect. Members will note that the proposal recommended to members in this report for the future parking services has taken into account the negative impact identified under the original proposal.
- 6.12 Members should be aware that the duty is not to achieve the objectives or take the steps set out in s.149. Rather, the duty on public authorities is to bring these important objectives relating to discrimination into consideration when carrying out its public functions. “Due regard” means the regard that is appropriate in all the particular circumstances in which the authority is carrying out its functions. At the same time, Members must also pay regard to any countervailing factors, which it is proper and reasonable for them to consider. Budgetary pressures, economics and practical factors will often be important. The weight of these countervailing factors in the decision making process is a matter for members in the first instance.

7.0 Financial Implications

- 7.1 The 2012/13 budget agreed by Members requires that the Council make significant financial savings to offset the reduction in central government funding. The Parking Service is required to achieve savings of £200k in 2012/13 following by a further £300k in 2013/14. The changes proposed in adopting the new customer service model, and closing the two parking shops makes a significant contribution towards these savings. However, there are a number of other strands of work within the One Council project which will also contribute to the required savings.
- 7.2 Further work is being undertaken on the detailed design of the new service offer and discussions are underway with APCOA to agree the additional resource that may be needed at their Uxbridge service centre to deal with any additional telephone contact. At present it is anticipated that closure of the two parking shops will deliver savings of approximately £186k in a full year and £92k in 2012-13 depending on the eventual timing of the closures.
- 7.3 Any delay in implementing the changes will impact on achieving the £200k saving in 2012/13 and £300k saving in 2013/14. The department will have to meet these shortfalls by identifying alternative savings.
- 7.4 There will be a small number of potential compulsory redundancies within APCOA’s staff as a result of the proposed closures. APCOA have developed plans to minimise the number of redundancies and have estimated the maximum cost of redundancies as £40k. These costs were not costs which APCOA would have expected to meet at the end of the contract as all the staff would ordinarily have transferred under TUPE to the new contractor. APCOA

have agreed to meet half of these costs with the Council meeting the other half. The Council's maximum liability will be £20k in 2012-13.

- 7.5 Reducing the opening hours from Monday to Saturday 08.30 - 18.30 to Monday to Friday 09.30 – 16.30 for the remaining period that the shops remain open is anticipated to save approximately £5k in temporary staff costs.

8.0 Diversity and Equalities implications

- 8.1 The Parking Services Transformation project has closely examined the potential impact of the proposed plans on customers and residents who use or may use its service. The full Equalities Impact assessment and supporting annexes are included in Appendix 5. Members should note that the Equalities Impact Assessment was carried out against the original proposed customer service model outlined in section 3. The Equality Impact Assessment shows the changes by way of telephone service and cash payments as measures to mitigate the negative impacts identified in relation to the original proposal following customer feedback during the consultation process. Equality information from the consultation feedback is also summarised in Appendix 4.

- 8.2 The Equalities Impact Assessment draws on a number of different information sources.

- a) Mosaic data which informs the likelihood of Brent customers who are likely to 'self-serve' (which the new customer offer is principally based on)
- b) Borough ethnicity information from the GLA
- c) CPZ age profile information
- d) CPZ Disability profile information
- e) Consultation data

- 8.3 The potential impacts identified regarding the original proposal were:

- a) Difficulties using the new system for those who do not have access to the Internet, have difficulty in using the internet and have no computer literacy. This potentially disproportionately adversely affects older residents, disabled residents, ethnic minority residents and residents of a lower socio-economic status
- b) Difficulties for those users who do not have a credit card and can only pay by cash. This potentially adversely affects older residents, some ethnic minority residents and residents of a lower socio-economic status.

- 8.4 Detailed mitigation has been considered for these potential adverse impacts. These are shown in detail in Appendix 5 (section 6). These now form part of the design of the revised proposal set out in this report which includes the option to apply for and pay for parking products using the telephone, in addition to using the internet, access to computers in Council libraries and One Stop Shops, and the option to pay for parking products using cash.
- 8.5 Officers have carefully considered the potential adverse impacts that may remain after all the mitigating measures are taken into account, and how these should be evaluated given the financial drivers for change within the Parking Services Transformation project.
- 8.6 Officers advise that, with regard to the process of buying and obtaining parking permits the potential adverse impact on a small group of residents which is not completely mitigated by the steps detailed above is justified by the benefits of the project, and the tight financial constraints the Council is operating within.
- 8.7 Officers advise that with regard to the *usage* of daily visitor parking permits (distinct from the process of *buying* daily visitor parking permits), more data needs to be gathered and analysed on the extent of non English speaking households within the CPZ areas, and whether any specific language based mitigation measures need to be put in place. Further data analysis and direct consultation with BME groups will be carried out prior to implementation , and close monitoring will take place post implementation to assess the extent of impact and whether specific mitigation measures need to be put in place.

9.0 **Staffing Implications**

- 9.1 There are no staffing implications for Council staff.
- 9.2 There are potentially implications for staff employed by the contractor. 10 permanent staff are currently employed to work in the parking shops. The proposed changes may require the redeployment of some of those staff to fulfil roles that the proposed offer requires i.e. taking applications over the telephone. Additionally, some of those staff could potentially be redeployed elsewhere within the contractor's organisation. At present there is insufficient information to give a firm indication of the number of those staff who may be made redundant.

10.0 **Property Implications**

- 10.1 Pyramid House is leased by the Council and the lease expires on 29th April 2013. Due to dilapidations, it is possible that the Council would need to vacate before that date. The Pyramid House parking shop would need to be closed by this point, and the new delivery model fully implemented.
- 10.2 Walm Lane is leased by the contractor and the current lease expires in December 2012. The parking shop would need to be closed by this point, and the proposed customer offer fully implemented. Walm Lane is used as a

further base for the contractors Civil Enforcement Officers. The contractor will be required to identify an alternative location as a base.

Background Papers

Contact Officers

Michael Read
Assistant Director
Environment and Neighbourhood Services
X5302

David Thrall
Head of Safer Streets
Environment and Neighbourhood Services
X5454

Mark Fairchild
Service Improvement Manager
Strategy, Partnership and Improvement
X5300

Sue Harper
Director of Environment and Neighbourhood Services

Appendices

- 1 Management Information
- 2 Consultation Questionnaire
- 3 Consultation Notice
- 4 Report on Public Consultation
- 5 Equalities Impact Assessment

APPENDIX 1 – Management Information

Table 1

Product	Volumes for 2011
New permit issued	12441
Permit renewed	16847
Daily visitor permit (scratchcard) purchase transactions	29516 (Jan – Oct 2011)
Daily visitor permit (scratchcard) usages	Approx. 700,000

Table 2

Product	Parking Shop	%	Online	%	Call Centre	%	IVR	%	Post	%
New permit issued	11991	96%	0	0%	0	0%	0	0%	450	4%
Permit renewed	13386	79%	3011	18%	0	0%	0	0%	450	3%
Daily visitor permit (scratchcard)	29516	100%	0	0%	0	0%	0	0%	0	0%

Table 3

Product	Card	Cheque	Cash
Permit (application and renewal)	57%	11%	32%
Daily visitor permit (scratchcard)	40%	1%	59%

APPENDIX 2 – Consultation Questionnaire



Section A: The Parking Service

1. How frequently do you visit a Parking Shop? (tick one box)

- | | |
|---|--|
| <input type="checkbox"/> Weekly | <input type="checkbox"/> Every 6 months |
| <input type="checkbox"/> Fortnightly | <input type="checkbox"/> Every 12 months |
| <input type="checkbox"/> Monthly | <input type="checkbox"/> Less frequently/Never |
| <input type="checkbox"/> Every 3 months | |

2. Which services do you use at the parking shop? (tick all that apply)

- ☐ Apply for residents parking permit
- ☐ Renew residents parking permit
- ☐ Apply for a business parking permit
- ☐ Renew business parking permit
- ☐ Buy scratchcards
- ☐ Pay a PCN
- ☐ Apply for a suspension
- ☐ Other (please specify) _____

3. Would you be willing to apply for a parking permit if:

a) You had to scan and upload documentary proof of your address and vehicle ownership?

- | | | |
|------------------------------|-----------------------------|-------------------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Don't know |
|------------------------------|-----------------------------|-------------------------------------|

b) There was no requirement to scan and upload these document

- | | | |
|------------------------------|-----------------------------|-------------------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Don't know |
|------------------------------|-----------------------------|-------------------------------------|

4. Would you be willing to renew a parking permit online?

- | | | |
|------------------------------|-----------------------------|-------------------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Don't know |
|------------------------------|-----------------------------|-------------------------------------|

5. How would you prefer to pay for parking services? (tick one box)

- | | | |
|--|---------------------------------|-------------------------------|
| <input type="checkbox"/> Debit/credit card | <input type="checkbox"/> Cheque | <input type="checkbox"/> Cash |
|--|---------------------------------|-------------------------------|

6. Do you feel you will be affected by the 2 parking shops closing?

- | | | |
|------------------------------|-----------------------------|-------------------------------------|
| <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Don't know |
|------------------------------|-----------------------------|-------------------------------------|

7. If you answered yes to question 6, please provide details below

Section B: About You - If you are a **Brent resident** please complete this section.

By answering the following questions, you will help us ensure that we deliver a fair service to all our community. You do not have to give us this information, but we hope you will. All information will be treated in the strictest of confidence and will only be used to monitor and improve Brent Council services.

8. Are you..... (tick one box)

☐ Male ☐ Female

9. Your age group: (tick one box)

☐ Under 16 ☐ 45-54
☐ 16-24 ☐ 55-64
☐ 25-34 ☐ 65-74
☐ 35-44 ☐ 75+

10. Which one of these groups do you feel you belong to? (tick one box)

☐ Asian Indian ☐ Mixed White & Asian
☐ Asian Pakistani ☐ Mixed White & Black African
☐ Asian Bangladeshi ☐ Mixed White & Black Caribbean
☐ Asian Other ☐ Mixed Other
☐ Black African ☐ White British
☐ Black Caribbean ☐ White Irish
☐ Black Other ☐ White Other
☐ Chinese ☐ Other Ethnic Group

11. Do you consider yourself to have a disability? (tick one box)

☐ Yes ☐ No

12. Does your disability or impairment affect your daily life? (tick one box)

☐ Yes ☐ No

13. What is your religion? (tick one box)

☐ Baha'i ☐ Islam
☐ Buddhism ☐ Sikhism
☐ Christianity ☐ Taoism
☐ Hinduism ☐ Other
☐ Jainism ☐ No religion
☐ Judaism ☐ Prefer not to say

14. What is your sexual orientation? (tick one box)

☐ Bisexual
☐ Gay
☐ Heterosexual
☐ Lesbian
☐ Prefer not to say

Thank you for taking part in this survey

APPENDIX 3 – Consultation Notice

Proposal

Brent Council is considering changes to the Parking Service by:

- making all parking services available online;
- developing more user-friendly online services and better information;
- simplifying how customers can prove their address or vehicle;
- simplifying replacement permits, payments and refunds if vehicles change;
- closing the two parking shops in Willesden and Wembley.

The proposed changes are intended to provide a more modern and efficient service to customers, and deliver better value for money for the Council. Some services can currently only be applied for in person, for example visitor permit purchases (scratch cards). The changes will allow customers to obtain all services without visiting a parking shop.

The Council is one of just 5 of the 33 local authorities in London that still have dedicated parking shops, and the only authority in London with two parking shops. The proposal is expected to save the Council in the region of £250,000 per annum, and will contribute to the budget savings of £100M the Council needs to make over the next 4 years.

Making your view heard

You can share your views on the proposals by:

- completing a questionnaire online at <http://www.brent.gov.uk/consultation>;
- obtaining a paper questionnaire for return by post, by emailing parkingshopconsult@brent.gov.uk or telephoning (020) 8937 5252;
- asking for a copy at the parking shop counter

Completed questionnaires can be returned either to the Parking Shop, scanned and emailed to parkingshopconsult@brent.gov.uk or posted to:

Safer Streets (Parking shop consultation)
Brent House
349-357 High Road
Wembley
Middlesex
HA9 6BZ`

The consultation closes on 11 March 2012.

APPENDIX 4 - Report on Public Consultation

1. Consultation Methodology

- A range of approaches were used to capture customer response to the proposals to make services available online and close the 2 parking shops:
 - A summary of the proposals and the questionnaire was made available on Brent Council's Consultation Tracker website - www.brent.gov.uk/consultation
 - A sample of 2000 existing permit holders were sent a letter outlining the proposals and a questionnaire in the post with a Freepost return envelope
 - Notices summarising the proposals and hard copies of the questionnaire were made available in both parking shops. Queue managers at the Parking Shops encouraged customers to complete the consultation questionnaire whilst they were waiting in queues, to be served
 - Notices summarising the proposals and hard copies of the questionnaire were made available at all Brent Libraries, Sports Centres and One Stop Shops. Copies of questionnaires in alternative formats and languages were available on request
 - A project specific email address was set up and publicised to deal with any requests for information and or supplementary comments.
 - An article on the parking shop consultation was published in the February/March 2012 edition of the Brent Magazine.
 - A notice advising of the consultation was distributed at Area Consultative Forums (ACF) in Harlesden, Kilburn & Kensal, Kingsbury & Kenton, Wembley, and Willesden.

2. Response Rate

570 questionnaire responses were received, and the breakdown of which channel they originated from is indicated in the table below:

Channel	Volume	%
Postal	318	56%
Parking Shops	199	35%
OSS	2	0%
Sports Centre	0	0%
Consultation tracker	51	9%
Total	570	100%

3. Questionnaire Multiple Choice Responses

- The following tables provide the consultation responses to the 6 multiple choice questions. Each question required respondents to tick one option, except for Q2, where respondents could tick each option that applied.

Q1 How frequently do you visit a parking shop	Number	%
Weekly	16	3%
Fortnightly	10	2%
Monthly	36	7%
Every 3 months	93	17%
Every 6 months	140	26%
Every 12 months	171	31%
Less frequently/Never	83	15%

Q2 Respondents who use parking shops to:	Number	%
apply for residents parking permit	255	24%
renew residents parking permit	316	30%
apply for a business parking permit	17	2%
renew business parking permit	16	2%
buy scratchcards	318	30%
pay a PCN	71	7%
apply for a suspension	15	1%
other	46	4%

Q3 would you be willing to apply for a parking permit if you had to scan and upload documentary proof	Number	%
Yes	226	42%
No	243	45%
Don't know	73	13%

Q3 would you be willing to apply for a parking permit if there was no requirement to scan and upload documents	Number	%
Yes	342	68%
No	88	17%
Don't know	73	15%

Q4 would you be willing to renew a parking permit online	Number	%
Yes	349	63%
No	167	30%
Don't know	38	7%

Q5 how would you prefer to pay for parking services	Number	%
Debit/credit card	343	66%
Cheque	41	8%
Cash	137	26%

Q6 do you feel you will be adversely affected by the 2 parking shops closing	Number	%
Yes	335	60%
No	152	27%
Don't know	74	13%

4. Questionnaire Free Text Responses

- Customers were invited to provide details, if they felt that they were affected by the proposals. Each comment has been reviewed, and coded in order to provide an indication of the themes that respondents have highlighted. The table below shows the most popular issues/comments.

Issue	No
Access & ability to use IT	60
Convenience of Parking Shop	47
Preference for Face to Face	44
Obtaining permit immediately	24
Not affected/support the proposal	18
Buying scratchcards	15
Uncertain of what alternative to parking shop is	9
Online payment security concerns	8

- The key themes that emerged were that some customers did not have access to the internet, nor knew how to use it; highlighting the convenience of the parking shop and being able to collect permits instantly, being able to ask complex questions face to face i.e. changing permits following a change of address or vehicle, and concerns about payment security and fraud.

5. Questionnaire Equalities Responses

- The following tables provide the equalities breakdown of respondents who completed the questionnaire.

Q8 gender	Number	%
Male:	268	51.7%
Female:	250	48.3%

Q9 age group	Number	%
Under 16:	0	0.0%
16-24:	12	2.3%
25-34:	96	18.2%
35-44:	136	25.8%
45-54:	125	23.7%
55-64:	98	18.6%
65-74:	45	8.5%
75+:	15	2.8%

Q10 ethnicity	Number	%
Asian Indian:	74	14.7%
Asian Pakistani:	17	3.4%
Asian Bangladeshi:	3	0.6%
Asian Other:	12	2.4%
Black Caribbean:	26	5.2%
Black African:	28	5.6%
Black Other:	9	1.8%
Chinese:	7	1.4%
Mixed White and Black Caribbean:	7	1.4%
Mixed White and Black African:	2	0.4%
Mixed White and Asian:	5	1.0%
Mixed Other:	6	1.2%
White British:	177	35.1%
White Irish:	31	6.2%
White Other:	83	16.5%
Other Ethnic Group:	17	3.4%

Q11 do you consider yourself to have a disability	Number	%
Yes:	47	9.1%
No:	469	90.9%

Q12 does your disability or impairment affect your daily life	Number	%
Yes:	39	10.3%
No:	339	89.7%

Q13 religion	Number	%
Baha'i:	0	0.0%
Buddhism:	6	1.2%
Christianity:	221	44.6%
Hinduism:	52	10.5%
Jainism:	3	0.6%
Judaism:	21	4.2%
Islam:	34	6.9%
Sikhism:	6	1.2%
Taoism:	1	0.2%
Other:	17	3.4%
No religion:	91	18.3%
Prefer not to say:	44	8.9%

Q14 sexual orientation	Number	%
Bisexual:	12	2.6%
Gay:	5	1.1%
Heterosexual:	325	71.1%
Lesbian:	3	0.7%
Prefer not to say:	112	24.5%

6. Equalities Analysis

Disability

- The findings of the consultation survey show that respondents with a disability would be less likely to apply for a parking application online
- The findings also show that disabled people are more likely to prefer to pay cash for parking services than non disabled people.

3a. % of people who would be willing to apply for a parking permit if they had to scan and upload documentary proof
Yes
No
Don't Know
Total

% of Disabled People who would be willing
35%
50%
15%
100%

% of Non-Disabled People who would be willing
43%
44%
13%
100%

3b. % of people who would be willing to apply for a parking permit if there was no requirement to scan and upload documents
Yes
No
Don't Know
Total

% of Disabled People who would be willing
53%
35%
13%
100%

% of Non-Disabled People who would be willing
72%
15%
13%
100%

4. % of people who would be willing to to renew a parking permit online
Yes
No
Don't Know
Total

% of Disabled People who would be willing
36%
53%
11%
100%

% of Non-Disabled People who would be willing
67%
27%
5%
100%

Count of q5 how would you prefer to pay for parking services	Card	Cheque	Cash
Non disabled	68%	7%	25%
Disabled	53%	9%	37%

Age

- The findings of the consultation survey highlight the following:
 - That people aged 55-74 are less likely to apply for a parking permit if they have to upload documents.
 - That there is much less difference between the age ranges in willingness to apply for a parking permit if documents don't have to be uploaded
 - That people aged 55-74 are less likely to renew a parking permit online.
 - That people aged 75+ are significantly less likely to renew a parking permit online.
 - That people aged 65+ are less likely to prefer to pay for services using a credit/debit card
 - That age is less of a factor in determining whether a customer wishes to pay cash
 - That people aged under 45 barely indicated any preference to pay by cheque. However the % who wish to pay by cheque increases for those aged 45+ and significantly for those aged 75+

3a. % of people who would be willing to apply for a parking permit if they had to scan and upload documentary proof	%
16-24	42%
25-34	47%
35-44	49%
45-54	42%
55-64	32%
65-74	31%
75+	43%

3b. % of people who would be willing to apply for a parking permit if there was no requirement to scan and upload documents	%
16-24	75%
25-34	73%
35-44	64%
45-54	73%
55-64	67%
65-74	72%
75+	64%

4. % of people who would be willing to renew a parking permit online	%
16-24	75%
25-34	72%
35-44	63%
45-54	69%
55-64	57%
65-74	53%
75+	33%

Count of q5 how would you prefer to pay for parking services	Card	Cheque	Cash
16-24	75%	0%	25%
25-34	74%	0%	26%
35-44	64%	3%	33%
45-54	69%	12%	18%
55-64	65%	10%	25%
65-74	55%	15%	30%
75+	62%	23%	15%

Ethnicity

- The findings of the consultation survey highlight the following:
 - That White people are the most willing to apply for and renew permits online
 - That Black people are the least willing to apply for a permit if documents have to be uploaded
 - That Asian people are the least willing to apply for a permit if no documents have to be uploaded, and to renew a permit online
 - That White people are most likely to prefer to pay for services using a credit/debit card
 - That Black and Asian people indicated a stronger preference for paying cash for parking services

3a. % of people who would be willing to apply for a parking permit if they had to scan and upload documentary proof	%
% of Black people who would be willing	24%
% of Asian people who would be willing	36%
% of Other people who would be willing	42%
% of White people who would be willing	48%
% of All People who would be willing	42%

3b. % of people who would be willing to apply for a parking permit if there was no requirement to scan and upload documents	%
% of Black people who would be willing	60%
% of Asian people who would be willing	53%
% of Other people who would be willing	68%
% of White people who would be willing	77%
% of All People who would be willing	69%

4. % of people who would be willing to renew a parking permit online	%
% of Black people who would be willing	57%
% of Asian people who would be willing	46%
% of Other people who would be willing	57%
% of White people who would be willing	72%
% of All People who would be willing	64%

Ethnicity	Card	Cheque	Cash
Asian	57%	4%	39%
Black	52%	7%	41%
Other	65%	5%	30%
White	74%	8%	18%
All	66%	8%	26%

7. Correspondence

- A specific email address was set up for customers who wished to raise comments or questions during the consultation period. 7 separate responses were received objecting to the proposals to close the 2 parking shops. The themes highlighted in the objections were that not all customers have access to IT, that sending permits through the post may lead to a permit not being received before the previous permit expires, the difficulty of dealing with complex queries relating to address and vehicle changes online or over the telephone and the risk of fraud when paying online.
- 1 FOI request was received.

APPENDIX 5 – Equalities Impact Assessment

See separate file