

Overview & Scrutiny

Budget Scrutiny Task Group: Public Realm

All Members of the “Budget Scrutiny Task Group: Public Realm” are requested to attend the meeting to be held as follows:

Thursday, 20th October, 2011

5.00 pm

Room 103, Hackney Town Hall, Mare Street, London E8 1EA

Gifty Edila

Corporate Director of Legal, Human Resources and Regulatory Services

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Members: Cllr Brian Bell (Chair), Cllr Simche Steinberger and Cllr Vincent Stops

Agenda

ALL MEETINGS ARE OPEN TO THE PUBLIC

- 1. Apologies for Absence**
- 2. Urgent Items / Order of Business**
- 3. Declarations of Interest**
- 4. Minutes of the Previous Meeting** (Pages 1 - 42)
- 5. Service Review Summaries: Public Realm** (Pages 43 - 52)
- 6. Any Other Business**

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Budget Scrutiny Task Group: Public Realm 20 th October 2011 Public Realm	Item No 4
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Outline

Attached is a draft set of minutes from the informal meeting of this task group on 19th September 2011, and further details relating to the matters arising of this meeting.

Matters Arising

A number of requests for further information were made at the previous meeting. Responses available for this meeting are attached.

Responses to Questions 1 – 19 are attached as well as:

- Additional information about Controlled Parking Zones (CPZs) for Question 10
- Additional information for Question 16 is included separately

Action

The Task Group is asked to:

- Agree the accuracy of the minutes
- Note the Matters Arising

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BUDGET SCRUTINY TASK GROUP PUBLIC REALM

19th September 2011

Members in attendance: Cllr Bell (Chair), Cllr Stops, Cllr Steinberger, Cllr Kennedy, Cllr Demirci (Cabinet Member for Neighbourhoods)

Officers in attendance: Tom McCourt (Assistant Director – Public Realm), James Palmer (Head of Projects and Programmes), Carol Hinvest (lead Programme and Project Manager), Imran Waheed (Project Manager), Pete Tonge (Head of Environmental Enforcement & Pollution Control), Seamus Adams (Head of Service – Parking, Markets & Street Trading), Mark Griffin (Head of Waste Strategy), Inga Hutton (Streetscene Strategy Team Manager), Deborah Ennis (Overview and Scrutiny Officer)

(Requests for information from this meeting have been collated at the end of this document)

1. Introduction

- 1.1. The Assistant Director for Public Realm provided a brief introduction to the work of the Public Realm division.
- 1.2. The approach being taken to ‘fast track service reviews’ was outlined, and it was explained that they were at the mid-point in terms of gathering information and emerging issues.
- 1.3. For each service area, headline information from the report was introduced, followed by comments and questions from Members.
- 1.4. Members agreed that commercial waste would be included in the remit for this task group and asked for information on this service to be provided for the next meeting.

2. Street Scene

- 2.1. Members noted there have been budget reductions in this service through previous reviews and benchmarking to compare the service with other local authorities. They asked how realistic and achievable the 25% savings target is for this service.

- 2.2. Members noted that it will be extremely challenging but they are looking at reducing the management structure to maintain frontline services. There has been extensive benchmarking of services across London and this will be shared with the task group.
- 2.3. Members commented that sometimes consultations can take months to carry out, but no action is taken at the end of them.
- 2.4. Members suggested there is some synergy between Street Scene and highways enforcement and environmental enforcement as these all involve inspection and enforcement elements and suggested these areas should work closer together. Members noted that in all three areas (Street Scene, Parking and Environmental Enforcement) the Council is employing people to walk the streets to inspect and monitor many different areas and suggested it would be helpful if they could share information more and be able to share tasks.
- 2.5. There was a discussion about the usage of road humps and the 20mph zone programme, and the contractors used for work such as these. Further information was requested (see below).

3. Parking

- 3.1 Members noted that there have been three reviews of this service in the last two and a half years and these reviews have delivered approximately £1.7 million in savings. The focus on savings has been driven through increasing the recovery rate from Parking Control Notices (PCNs). This team will be reduced from currently approximately 80 staff to approximately 66 staff in the next financial year. The biggest area is the parking appeals service and they receive over 200 appeals a day. Cuts to this service would have implications on the quality of appeals and if the first response is not right then it will cost more if the appeal is pursued further.
- 3.2 Members noted that there have been significant savings through sharing the cash collection service with Camden. Members asked that all officers should think more about joint working, especially with neighbouring boroughs, to achieve savings.
- 3.3 Members asked when the policy for introducing a supplementary resident's permit for second and third cars will be introduced. Officers explained that they are currently developing the necessary software for this and the new system will be in place by 1st April 2012.
- 3.4 There was a discussion about the three year reviews of Controlled Parking Zones (CPZs) and the consultation costs involved. These reviews are now only carried out where there is a need for change, but the service still tries to carry out a review every five years. Members

suggested that the introduction of CPZs across the east of the borough should be explored.

- 3.5 Members asked if the Parking Service offers its outsourced services to RSLs to purchase. This has not been explored but they are talking to Hackney Homes about this and about how the two different permit systems could be combined. Members asked for further information about this. Officers suggested they could carry out a trial and approach the biggest RSLs to see if offering parking services to them could be an option.

4. Environmental Enforcement & Pollution Control

- 4.1 Members noted that much of the work of this service is statutory and the choice is about the level of service we provide. There is currently a restructure proposal for this service that is out for consultation. The Pollution Control team, including noise and asbestos, will move to Safer Communities. The Environmental Enforcement team will move to Waste Strategy.
- 4.2 There was a discussion about maintaining the links between the noise control team and the licensing service. Members noted that there has been a significant realignment of the noise service in the last year and it now covers 98% of hours when noise complaints are received.
- 4.3 Members suggested there needs to be more enforcement in commercial waste as businesses are using black bags instead of red bags and therefore the Council is losing potential income. They requested more information about commercial waste (see below).
- 4.4 Members asked if there is scope to share smaller services with other boroughs, such as the asbestos service. There is some scope to share these services with neighbouring boroughs and this is being explored.
- 4.5 There was a discussion about sharing services such as street cleansing with Hackney Homes. Members heard that officers are currently working with Hackney Homes to look at potential savings and synergies in work and they are currently sharing productivity findings with Hackney Homes about the Council's service. Members asked for further details about this work and potential savings.

5. Any Other Business

- 5.1 Cllr Steinberger resigned from the task group.
- 5.2 The next meeting of this task group was agreed for Monday 10th October.

The following requests for further information were received from Members during this meeting:

Street Scene

1. Further information about the highways team taking on highways enforcement
2. Further information on the pilots of the Ambassadorial scheme and the EQUIS system and how these will be implemented in different services
3. Breakdown of - how 20mph zone is funded, Council/agency staff working on this, revenue/Capital funding used
4. How much funding has been received from TfL for Street Scene work and how much has been returned to TfL?
5. Further details on how contractors are chosen, how they are paid for the work they do, and if planned schemes are altered how the funding for contractors is altered
6. Further information about all the statutory undertakers, e.g. Thames Water, working on our roads and the Council's role in monitoring them (including number of fines issued when 'urgent work' is challenged and income raised through these)
7. Further information about the usage of road humps compared to other boroughs, as well as information about road safety and deaths compared with other boroughs

Parking Services

8. Further information about how far we can legally increase fees, as well as benchmarking statistics around fees in other boroughs.
9. Further benchmarking information about consultation costs for introduction of CPZ's here and in other boroughs
10. What additional income would derive from introducing controlled parking zones covering the areas roughly described as:
 - a. East and south of Manor Road
 - b. the A10
 - c. Clapton Common Road
 - d. Mount Pleasant Lane.
11. Further information about the integration of parking services with Hackney Homes' service - including costs and savings involved
12. Further information about offering/integrating parking services with the RSL's in the borough showing possible savings – trial to approach the major RSL's to discuss this

Environmental Enforcement and Pollution Control

13. Further information following analysis of the consultation responses about the decision to move the noise team to the community safety service and the outcome of the staff consultation

14. Further information about the review of the Enforcement Strategy and the implementation plan for this area, and the progress to date.
15. Investigate possibility for sharing some functions with neighbouring boroughs

Commercial waste

16. To provide a paper on the Commercial Waste service – similar to the papers produced on the other 3 service areas
17. To include: how many businesses the service works with and the number of visits/inspections each officer carries out
18. To also include the following questions from Cllr Stops:
 - Can you ask for the graphs of waste income over the past 5 years, certainly since the red bag system was rolled out?
 - What assessment has the commercial waste team made as to the proportion of waste that is being paid for?
 - Can you ask for the details of environmental enforcement action that happens out-of-hours (mornings, evenings and weekends) to support the commercial waste system?

Other points

19. Further information about sharing street cleansing services with Hackney Homes – including details about costs, savings and any barriers

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Responses to Scrutiny Questions from Public Realm Budget Scrutiny task group meeting (19th September)

Street Scene

1. Further information about the highways team taking on highways enforcement

The restructure of the Public Realm and Planning & Regulatory Service Divisions is currently underway. A report setting out the details was released for comments to staff on 23rd August, and the consultation ended on 19th Sept. At this time, staff comments are still being reviewed.

The aim of the proposal is to create two distinct yet complementary divisions which will provide a more seamless, efficient and effective solution to providing services over the medium term.

- Planning & Regulatory Services will focus on buildings and their uses, ensuring that there is an effective joined up approach running through from initial proposals for new building and uses (planning), construction (building regulations) and the operations of businesses and licensed premises in practice (licensing and regulatory services).
- Public Realm brings together those service activities concerned with the wider public realm and how it is managed and maintained, including pest control and environmental enforcement services. In particular the Division will oversee a transformational change that will focus on the more strategic deployment of limited environmental enforcement services, full integration and commercial management of all cleansing service operations.

Taken together, the two divisions will be responsible for Hackney's physical and built environment and the health and safety of our residents, visitors and businesses. This will be delivered at significantly reduced costs delivered over the medium term through a well considered approach to change management that assures the continuity of all priority services.

It is intended to move the environmental enforcement function into the existing Waste Strategy & Recycling service under a new title of Environment & Waste Strategy.

No changes to Streetscene are proposed by the restructure of Public Realm as the service is currently undergoing a VfM review process which is expected to conclude shortly. This proposal is also looking to rationalise highway licensing and enforcement into the service and this is also being incorporated to the Divisional restructure and discussions are ongoing between the relevant Heads of Service to assess options for future management and improvement.

Accordingly these areas remain under review and will continue to be explored and that the advantages and disadvantages of centralising these functions identified.

2. Further information on the pilots of the Ambassadorial scheme and the EQUIS system and how these will be implemented in different services

Ambassadorial Role

A detailed briefing note (Appendix 6b) formed part of the report to Cabinet Procurement Committee at its meeting on the 15th February 2011. This noted that the Ambassadors Pilot has shown, with minimal investment, that Civil Enforcement Officers (CEOs') roles can be expanded to act as the eyes and ears of other Council services. This will have minimal impact on the CEOs' current outputs and a number of Council service areas will realise efficiencies and benefit as a result of intelligence gathered. There is also potential to issue FPNs although further examination will be required in order to identify the extent and impact of this.

As part of the corporate Seamless Public Realm work and the development of the new Parking Enforcement Contract (PEC), an initiative was investigated and developed in 2010 to see if there was capacity to expand the role of the Civil Enforcement Officer to assist on other related activities. With this in mind the Service set out to explore:

- What reporting activities could be included in the enlarged PEC?
- What public advice and ambassadorial activities could be included in the enlarged PEC?
- What additional enforcement activities would you like to see included in the enlarged PEC?

Consultation then took place with the following services to see where capacity should be investigated:

- Safer Communities
- Licensing
- Streetscene – Highways Inspectorate
- Streetscene – Street Furniture and Street Lighting
- Markets/Street Trading
- During this process the Ambassador Pilot was also discussed with APCOA, the incumbent contractor.

The Pilot looked at:

- What intelligence gathering CEOs can conduct on behalf of other services
- How this information can be shared
- How the information can be used to deliver services more seamlessly in the public realm
- The quality of information gathered
- The impact on CEO's day-to-day work including PCN issue rate

- the effectiveness of the reporting mechanisms
- How quickly observations are passed onto the appropriate Council service/team
- Whether the Council is subsequently able to deliver the service more effectively
- The increase, or otherwise, in other services case load

Under the current PEC, there are approximately 33 Civil Enforcement Officers (CEOs) deployed daily during core hours who could act as additional eyes and ears of the Council. These officers may be able to deliver *ambassadorial* functions in the gaps between ticket issue. Whilst a certain amount of reporting already takes place (e.g. missing street signs for Streetscene), a number of other potential areas for observation were suggested.

As part of the Pilot, CEOs looked at the following items:

STREET FURNITURE – PARKING ENFORCEMENT (currently reported)

- Reporting defective lines
- pay and display machines
- parking enforcement signs

HIGHWAY MAINTENANCE

- Dangerous highway defects on the road and footway (eg pot holes, loose kerb stones, dangerous paving, etc)
- Street lighting - day burners
- Lighting columns with no doors
- Missing street name plates and other signs

LOCAL ENVIRONMENT ISSUES

- Overgrown hedges obstructing the public highway
- Graffiti
- Fly Tipping
- Dog fouling

BUILDER RELATED

- Skips
- Scaffolding
- Hoardings
- Builders rubble

HAZARDOUS DEFECTS

All observations were recorded in the CEO pocketbook. Those which were deemed hazardous were phoned through to the HSC on the same day. All others were recorded and at a later date sent to the relevant team to assess the quality of the observations

The Pilot ran for a period of 4 months from August through November 2010. The observation data was broken down into 4 departments (Environmental Enforcement, Highways, Licensing & Markets). This was expanded during the pilot to include further small areas of Parking and Estates.

476 additional observations were recorded by CEOs broken down by the following departments

Environmental Enforcement	34	-7%
Highways	151	-32%
Licensing	172	-36%
Parking	83	-17%
Street Furniture	27	-6%
Other	9	-2%

Key to the success of the Pilot was ensuring that the CEOs main priority, parking enforcement, was not adversely impacted by these new duties. Before the ambassadorial scheme began the average CEO PCN issue rate for the Apr-Jul time period was 132 PCNs per month and the average CEO cancellation rate was 11 PCNs per month for the same period. After the study began the average CEO PCN issue rate for the Aug-November time period was 126 PCNs per month and the average CEO cancellation rate was 8 PCNs per month for the same period.

The small decrease in the PCN issue rate between the pre and post ambassadorial pilot can be mainly attributed to the drop in PCNs in August. This occurred due to the contractors operational issues.

A further breakdown of Licensing observation records showed that 69% of all Licensing observations were related to skips on street and that over half (51%) of all observations were not previously know to licensing. Based on the rate of £45 for a skip license and £12.60 daily dispensation fee it was estimated that the Council may be forgoing income of £1,825 per month or £21.9k per year.

Following the cessation of the Pilot and the report to February 2011 Cabinet Procurement Committee, the role has now been included within the current tendering process for the Parking Enforcement Contract and will allow the Council, at some future stage, to implement this initiative if it so wishes. Within the restructure of the Public Realm Division and the working on integrating Waste, further assessment will be undertaken and a formal model explored and costed.

EQUIS

EQUIS is the Environmental Quality Information System. In 2007 it was identified that the information and management system being used within Waste Operations would soon be coming to the end of its effective life and would need replacing. This would together systems for refuse, commercial waste and cleansing to build a robust platform for further change and development. to mirror the changes and improvements in the service area. This also provided the opportunity to link with key partners such as Environmental Enforcement.

EQulS initially provides a unified Waste Management and Environmental Enforcement solution that will:

(i) enable gains in efficiency and improvements in customer service;
(ii) readily enable the sharing of information and actions amongst relevant service areas;

(iii) provide high quality, flexible management information and reporting across service areas contributing to the improvement of performance monitoring against local, Best Value Performance Indicator (BVPI) and National Indicator (NI) targets;

(iv) provide a platform to introduce a mobile working component and other technology to facilitate enhancements in communication and support staff within the affected service areas;

(v) deliver value for money by enabling the council to reduce the use of disparate systems and make use of reusable applications within the council, thereby bringing down the costs of maintenance and support.

The initial implementation of the EQulS system is nearing completion in Waste Operations and is already seeing significant benefits.

All processes have been redefined and streamlined within Waste Operations, and flexibly created within a software package to suit the needs of the service. Key benefits of this are the ability to quickly & electronically send information between officers via workflow and creating a standardised way of operating for all users, which will increase efficiency and ensure continued excellent customer service.

There are also 7 integrations which will provide further savings, such as Cedar (financial system) which will cease 'double keying' information for staff, LLPG (Land Gazetteer) which ensures a singular and correct view of every property in Hackney and CDM (document management) which will guarantee important documents are saved electronically in a secure location.

Alongside this, there is a huge emphasis on 'customer facing' communication channels, a large amount of focus is on seamless reporting of street offences between the Contact Centre and the back office. Priority has been placed upon this following the research carried out by London Councils, showing that "cutting spending on street cleansing adds to anti social behaviour and leaves residents feeling less safe". Web channels, followed by smart phone technology are already under development so EQulS can deliver a high quality product for citizens.

Although not directly part of the project, large amounts of work has been done with Environmental Health Consumer Protection & Licensing, as the EQulS system is shared between the majority of public protection areas. When Waste Operations and other areas are fully implemented, there needs to be maximum communication between all teams, departments and directorates, especially as shared data is being used e.g. one record used by multiple departments. By strong communication and stringent data management, it

will be possible to get information sent from 'street level' to all back office areas and processed within the same day, for example a Street Cleansing operative could see a new business opened at 9 am, report to back office and visits from Environmental Health, Trading Standards, Commercial Waste & Licensing could be scheduled that day, potentially making Hackney one of the leading boroughs in protecting the community.

The path of implementation is to complete Waste Operations by early 2012, moving into Environmental Enforcement, followed by Waste Strategy & remaining areas of Licensing. This will be coupled with 'mobile technology' to suit the requirements of each team, which has already been identified for Waste and initial work is already underway. It should be noted that EQUIS provides a level of integration not available in other systems and is at present one of the most systems in this particular field.

3. Breakdown of - how 20mph zone is funded, Council/agency staff working on this, revenue/Capital funding used

20mph zones in previous years were selected on a prioritisation basis and were funded either from our LIP allocation or Council capital funding for road safety.

The 20 mph zones were selected using the following factors such as the accidents in the past 3 years, number of Schools in the area and request from the residents/ward Members.

The issue of having a borough wide 20mph limit was presented in Council on the 9th of May. A copy of the motion is below:

The Council, accordingly, calls on the Executive:

"To continue implementing its plan of action to introduce a 20mph limit on all roads under the Council's control."

"To open a dialogue with TfL for 20mph limits to be considered as part of Network Management Plans on all of its streets within the borough and to make introducing them a priority for the town centres of Shoreditch, Dalston, Stoke Newington, Hackney, Clapton and Homerton."

Following this commitment the Council has been rolling out 20mph zones in the borough. In 2010 we implemented 11 zones in the borough. The table below lists the zones and the funding source that was used.

2010/2011		
20 Mph Zone	Council capital funded	Amount
Mare area,		63
Great Eastern area		25
Old Street area		25
Shoreditch area		25

Kenworthy area (Kenton Road Area)	40
Geffrye area	30
Downs Park	20
Hackney Central area.	78
Stoke Newington Common	39
SUM	344
20 Mph Zone	TfL funded
Lauriston Area	44
Hackney Wick area	13
Mabley area	44
Gascoyne Area	93
Upper Clapton 20mph zone	*200
Sum	394

* Works in this area also included a large amount of public realm improvement works.

In the current financial year we are planning to implement five 20mph zones. On completion of these zones Hackney will have achieved its target of implementing 20mph limits on all of its borough residential roads.

2011/2012	
20 Mph Zone	Council capital funded Amount
Woodberry (WB)	80
Allerton (AL)	150
Brownswood (BW)	95
Kings Crescent (KI)	25
Brooke Road Area 20 mph zone (BR)	50
Lordship 20mph zone (LS2)	80
Northwold Road	75
SUM	555

The GLA investigated the effectiveness of 20mph zones in 2009 and published a report called "Braking Point". The London Borough of Hackney took part in this report and our initial investigations have found that the average accident reduction a year after the implementation of 20mph zones in Hackney is 50%.

Some of the main finding of the report is listed below:

- 20mph zones have made a major contribution to London's road safety record. In areas where zones have been introduced there has been a 42 per cent reduction in casualties.
- The estimated benefit to London from casualty reductions in its 400 existing 20mph zones has a value of at least £20 million per year.

- There is some evidence to suggest 20mph limits may make a positive contribution to encouraging walking and cycling, improving traffic flow and reducing emissions but insufficient research has been done on these potential wider effects.
- The evidence about the effectiveness of default 20mph limits on all residential streets is incomplete but preliminary findings suggest there is a case for further testing the likely benefits.

The Road Safety section is responsible for monitoring the level of road casualties that occur on Hackney's road and also to implement various schemes that seek to reduce the number of accidents that happen on roads within the Borough. The road safety engineering team implement schemes that form part of our LIP programme. They are also responsible for the majority of 20mph zones in the borough, public realm improvements and other externally funded schemes. The Road safety engineering team has a principal engineer and 6 engineers. Of the engineers 2 are currently permanent staff with 4 being agency.

The Road safety education team is responsible for the delivery of road safety education to adults and children in the borough which includes the delivery of child and adult cycle training and also manages our school crossing patrol team.

Listed below are schemes that the team delivered in 2010/11
20mph zones were delivered in the following areas:

- Victoria Park Road - Lauriston
- Hackney Wick
- Mabley
- Gascoyne
- Upper Clapton
- Southwold
- Mare area,
- Great Eastern area
- Old Street area
- Shoreditch area
- Kenworthy area (now called Kenton Road Area)
- Geffrye area
- Downs Park
- Hackney Central area.

TfL Funded Neighbourhood and Corridor based schemes in

- Amhurst Park and
- Leabridge Road

Externally Funded Area Based schemes in

- Hackney Wick/Trowbridge Estate
- Hackney Wick -Environmental improvement
- Shoreditch -East London Line Station - Urban Realm Improvement
- Hoxton & Haggerston Station Access improvement

- Hackney Marsh - Access to Hackney (Homerton Road)

The Engineers, both permanent and agency work on a variety of schemes from the above programme and are not solely constrained to just 20mph zones. However in 2010/11 the ratio was approximately 50/50 in terms of 20mph work as against other schemes. The retention of this level agency staff within this area allows delivery of the relevant schemes and also provides flexibility for any future contraction when either programmes are complete or there is a contraction of future funding, whether internal or external. In addition the team also were undertaking feasibility studies and accident analysis on accident data, mainly in preparation for this years programmes and input into the LIP2 document that was being progressed at that time.

4. How much funding has been received from TfL for Street Scene work and how much has been returned to TfL?

The level of spend over the last two years is shown in the table below:

Claim Year	Current Allocation	Full Spend	Variance	Percentage of spend claimed
2010/11	4,910,601.00	4,832,428.53	48,172.47	98%
2009/10	5,217,404.00	5,046,839.14	170,564.86	97%

* It should be noted that in 2009/10 an additional sum in the region £572k was made available to the Council outside the original allocation. However this proposal was severely constrained by ongoing works on the NLL and ELL in Dalston and a supported building. Approximately £200k of this funding was not committed and could not be moved into another funding area.

The Council will set out to fully spend the programme at the start of any year and TfL are clear that they will not reimburse any overspend on the full scheme package although some virements between projects is acceptable. Officers will clearly operate within the allocated budgets as no approvals have been given or funding made available to overspend. Where significant changes to schemes are identified during the year (either funding related or due to programming) officers will seek to move funding between schemes to ensure an outturn close to the full allocation.

However, this process is also likely to result in some underspend and occasionally should a large scheme fail to be delivered, as a result of consultation, construction difficulties, conflicting works (such as utilities) this may well be a larger amount.

5. Further details on how contractors are chosen, how they are paid for the work they do, and if planned schemes are altered how the funding for contractors is altered

The Streetscene suite of contracts is split into four standalone contracts, civil engineering; street lighting; line marking & road resurfacing. Their procurement entirely followed the corporate procedure and officers from Finance, Legal and Procurement were fully involved throughout the process. The EC restricted procurement route was adopted and the OJEU notice

seeking interested contractors was published on 8th April 2010. 24 expressions of interest were received from which the top scoring four or five contractors for each lot were short-listed. The ITTs were issued on 23rd August 2010 and returned on 4th October 2010. The returned tenders were then evaluated on an 80% price and 20% quality basis. The procurement was approved by CPC on 18th January 2011. Volker Highways Ltd was awarded the contracts for civil engineering, street lighting and road resurfacing, and Marlborough Surfacing Ltd the line marking contract.

Bills of quantities and estimates are prepared from the tendered Schedule of Rates and all works (major and minor projects, reactive, cyclic etc) are ordered through the Council's financial management system, CedAr. For the larger schemes of longer duration, interim payments can be made whilst the scheme is in progress for the works done to date. For all major and minor schemes, a final invoice is submitted after the project has been fully completed and jointly measured with our contracting partners to determine and agree the actual quantities used.

As mentioned above, planned projects are estimated from the tendered Schedule of Rates before ordering. If schemes are subsequently altered, or indeed cancelled, this is reflected via any interim payments and the final invoice, which is prepared after the joint measure. This ensures that the contractor is only paid for the work actually undertaken.

Within the suite of contracts, there is no guarantee of any works, i.e. should funding become depleted, we are not contractually committed to continue ordering works through these contracts.

The contract award, ordering and invoicing of works, payments and management of the contract have been subject to frequent auditing by either the council's internal or external auditors.

6. Further information about all the statutory undertakers, e.g. Thames Water, working on our roads and the Council's role in monitoring them (including number of fines issued when 'urgent work' is challenged and income raised through these)

Currently around 40 utility companies are licensed to carry out works on our roads.

The Council's role in this regard as the highway authority, is based on the New Roads and Street Works Act 1991 (NRSWA) and the Traffic Management Act 2004 (TMA) and all utilities' work is expected to comply with the requirements set out therein. Hackney is part of the London Permit Scheme (LoPS) and thus, when a utility wants to carry out work on the public highway, they submit a permit application which sets out their intentions and reasons for their works. An officer then goes through the application and decides either to grant or refuse the permit depending on the details submitted by the Utility. If a permit is refused then the Utility will speak to the officer refusing the permit and re-apply with more accurate details. When and

if a permit is granted, it is recorded on our management system and one of our Inspectors will check the works to make sure that they comply with the legislation, the permit conditions and that the works are carried out as per the method statement. The works are then monitored by our inspectors from start to finish. Once the permanent reinstatement is completed, the utility company provides a two year warranty, during which any defects to that reinstatement will be repaired by the utility at their cost, i.e. without any charge to the Local Authority.

To undertake this function within the Borough, we currently employ four technical administration staff, two NRSWA inspectors and one senior engineer.

In overall terms, this function is cost neutral. The income from fines / penalties levied on utility companies for 2010/11 is given below:

- FPNs per year £ 38,400
- Over running charges per year £203,850

7. Further information about the usage of road humps compared to other boroughs, as well as information about road safety and deaths compared with other boroughs

In April 2008 the Council made a commitment to change the speed limit of all residential roads to 20 mph using minimum traffic calming measures on the roads where there traffic speeds are more than 24 mph. However, it has been implementing 20mph zones and other traffic calming using speed humps and cushions stretching back to the 1990's.

There will be a range of factors that contribute to accidents within the borough but the policy on 20mph zones and the introduction will have contributed to the council's successful record in reducing accidents.

The graph below shows the record in terms of killed and seriously injured over the period 1994 to 2010 indicating the council met its target of a 50% reduction from the 1994-8 average, a reductions of 105 KSI per year.

According to the Department for Transport Reported Road Casualties in Great Britain 2009 Annual Report table 2a, the average value of prevention per reported casualty is £1585,510 for fatality and £178,160 for serious.

This will translate to a casualty prevention saving of over £20m based on KSI injuries only. This would increase significantly if the slight accidents were added to the savings.

Officers have carried a short survey of boroughs to determine whether the practice of installing vertical traffic calming is a uniform. Given that Barnet were mentioned during the previous meeting this survey included ranges of boroughs with similar demographics to both Hackney and Barnet.

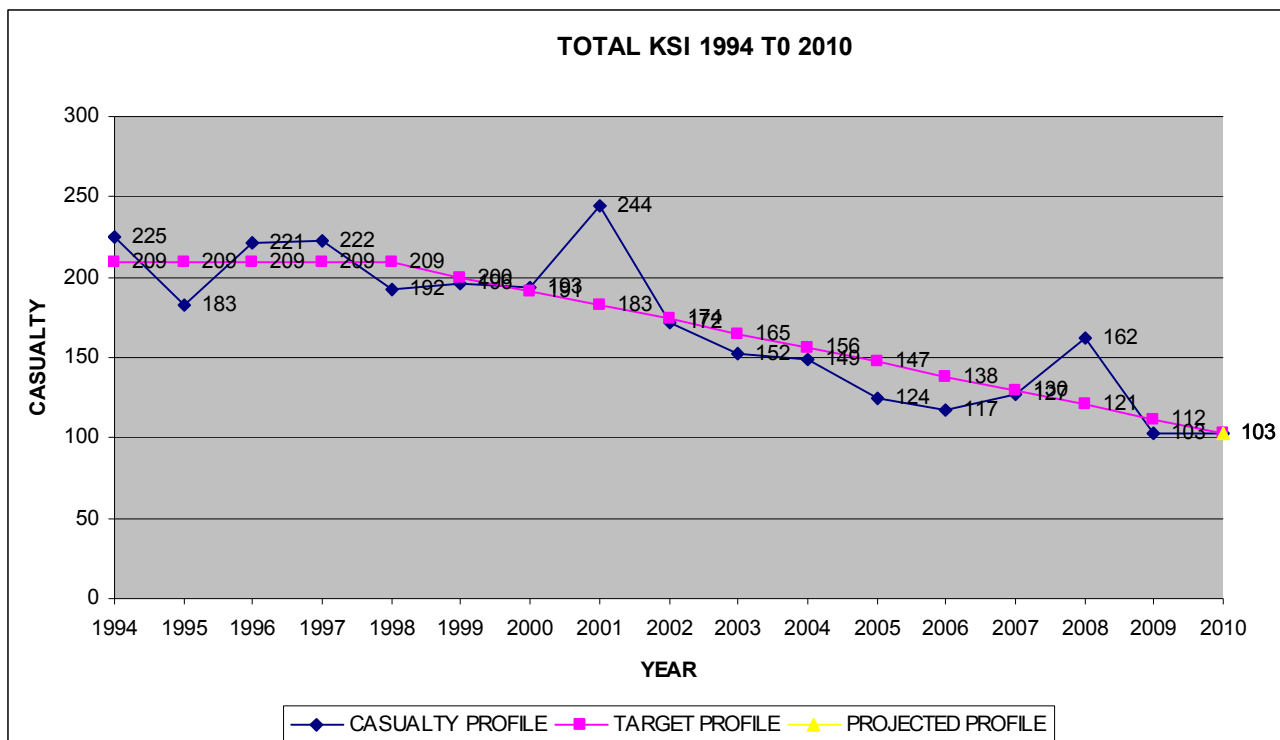
Borough	Boroughs Still implementing traffic calming of some sort
ISLINGTON	Yes
CAMDEN	Yes
HARINGEY	Yes
HACKNEY	Yes
HAMMERSMITH & FULHAM	Yes
LAMBETH	Yes
GREENWICH	Yes
LEWISHAM	Yes
SOUTHWARK	Yes
EALING	Yes
MERTON	Yes
KINGSTON-UPON-THAMES	Yes
BROMLEY	Yes
BARNET	No
RICHMOND-UPON-THAMES	Yes

The accident trends for Hackney and Barnet have also been compared. Both boroughs had similar performance on KSI casualties over the 10 year period to 2010 against the 1994-98 average, Hackney a 50.62% reduction against Barnet 50.89%.

However, further analysis of the figures looking at when Barnet started removing traffic calming in 2004 gives a significantly different picture. Of the 50.89% reduction 46% was achieved by 2005, with a relatively small further increase in the last 5 years. Hackney also had the majority of the decline in the first 5 years but has continued to reduce KSI accidents at a better rate in the last 5 years and at a rate of about double that of Barnet. In terms of total casualties Barnet reduced from the 1994-98 average of 2042 injury casualties to 1356 in 2005 but this has actually increased in both of the last 2 years and was 1520 in 2010. For Hackney accidents have continued to fall from 1307 to 1026 in 2005 and currently at 898 in 2010.

Again traffic calming will not be the only reason for the fall but it does show that whilst Hackney has continued to implement traffic calming over the last 5 years its performance is significantly better than Barnet where they have been removing them. It is worth noting that road humps and cushions are not the only traffic calming used in the borough and there is a wide range of other measures including priority one ways, road narrowing, etc.

The graph below shows the casualty trend since 1994.



Further benchmarking information about consultation costs for introduction of traffic schemes

Streetscene engineers liaise with the consultation team to produce the consultation materials for schemes. A standardised format for consultation leaflets has been approved so it does not take up vast amounts of engineer’s time to produce a draft to be sent over to the Consultation team. The leaflet is produced using the approved format and it is then passed over to the engineer for comment and to get necessary senior management and Member approvals. There is an agreed process between the consultation team and Streetscene on the process of consulting with residents, a process map can be found on the following link <http://staffroom.hackney.gov.uk/consultation-process-map.pdf>. This a more effective process than that previously used.

Once the approval process has been completed the leaflet is then sent to our Printing team. The printing team use the framework agreement which has 6 companies that submit bids. This ensures that we get a competitive quote each time around. It is therefore difficult to give an exact price therefore the table below gives a couple of examples of the costs involved in designing, printing and delivering consultation leaflets.

Costs Table

	Example 1 Brownswood Area 20mph Zone	Example 2 Woodberry Grove Area 20mph zone
Engineer’s costs	£500	£500

Consultation team costs	£0	£0
Design cost	£345.00	£368.00
Printing Costs	£2483.00 (3700 printed £0.67 per item)	£823.00 (675 printed £1.22 per item)
Delivery costs	£150	£150
Total	£3478	£1841

We consult on all schemes that have a significant change or improvement to the highway network. If the work mainly involves maintenance the Council only informs residents of the forthcoming works.

This financial year we did not consult on the principal of introducing 20mph schemes given that this is Council policy. The questionnaire to residents was phrased in a manner that asked residents their views on the measures used to implement a 20mph limit. This did lead to some confusion as it was not directly clear to resident whether or not we were consulting on the scheme or just asking for informal views.

Across London authorities have different processes for consulting with their residents. Southwark Council and Waltham Forest produces leaflets, organise meetings and has information on the web for its residents. Camden Council and Islington send a post card / letter to residents informing them of the scheme and directing them to the web so they view details of the scheme. Residents can write in to the Council requesting that officers send them further information.

Adopting the process used by Camden and Islington would save money with the need to produce leaflets but consideration would also need to be given to whether this could alienate a section of our community that do not have access to a compute and also reduce our average response rate for schemes which tends to be around 6%.

Parking

8. Further information on the construction of fees for parking, as well as benchmarking statistics around fees in other boroughs.

Hackney aims to set parking prices in line with the guidance to the TMA 2004. Section 14.7 of the operational guidance states the following:

‘Authorities should never use parking charges just to raise revenue or as a local tax. However, where the demand for parking is high, the delivery of transport objectives with realistic demand management prices for parking may result in surplus income.’

While there is no statutory limit to the amount the Council can charge for parking, prices cannot be set simply with the objective of raising revenue. Any

fees must be fair and proportionate, and should be set in line Government guidance.

Hackney's prices are set in line the Department for Transport's guidance to local authorities and the Traffic Management Act, and the following factors have been taken into account.

- The relative price of a permit depends on the user's priority in the Parking & Enforcement Plan (PEP) 2010-15 and the privileges it affords.
- The amount of parking space on the street in Hackney, the demand for it and the recent improvements to public transport in Hackney.
- Prices have been reviewed with the aim of being sufficient to encourage motorists to reconsider their car use without being prohibitive for those that need them.
- Benchmarking with other boroughs (the table below compares the prices of key parking products)

Parking fees and Charges Hackney compared to other London boroughs.			
Parking Fee	Hackney Fee (2010/11)	Other Local authorities	Notes
Resident Permit	£92	Lambeth - £149.50 Westminster £132 Islington £126 Wandsworth £125 Lewisham - £120 Hammersmith and Fulham - £119	Benchmarking shows that resident permits are lower than many other boroughs.
Business Permit	£390	Hammersmith and Fulham - £766 Islington - £600-£1,000 Ealing £600	Benchmarking shows the business permit to be cheaper than many other boroughs
Car Club Permit	£392	Wandsworth - £1,080 Ealing - £600 Lambeth £550	The car club permit is considerably lower than other boroughs.
Doctors Permit	£410	Ealing - £600 Wandsworth - £570	Doctors permit prices are cheaper than most other boroughs in London
Short Stay Parking rates per hour (pay & display)	£1.50-4.00	Southwark - £2.40- £4.80 Lambeth – up to £4.80 Tower Hamlets - £2.00-£3.50	Benchmarking shows that Hackney's short-stay parking rates are roughly similar to what other boroughs charge
Suspensions (per bay per	£14.00	Lewisham - £50 Lambeth - £40 Westminster - £38	Bay suspensions day are considerably cheaper than some other inner

Parking fees and Charges Hackney compared to other London boroughs.			
day)		Camden - £35	London boroughs.
Visitors Voucher Daily Rate	£2.50	Islington - £10 Camden - £6.00 Lewisham - £5.60 Wandsworth - £5.50	A comparison with other London councils shows are visitors vouchers are considerably cheaper than those of many similar boroughs.
All-zone permit	£1,800	Islington £3,300	Hackney's fees are significantly lower than Islington's
Health & Social Care Permit	£130	Tower Hamlets £525	Hackney's fees are significantly lower than Tower Hamlets
Penalty Charge Notices	£130 Higher £80 lower	N/A	Set by London Councils

Notes

- 1) Where more than one price applies, standard price is shown.
- 2) Ealing and Lambeth's car club fees are shared with Hackney in confidence and are not for publication

9. Further benchmarking information about consultation costs for introduction of CPZ's here and in other boroughs

The consultation costs that each borough has are not completely comparable since each authority will configure its consultation slightly differently and the material distributed may vary in format and extent. The majority of similar boroughs now have extensive or full CPZ coverage, making direct comparison difficult. In addition, the difference in calculation methodologies used by each borough (for example, allocation of staff time and recharges) means that a thorough study would be required in order to derive robust, comparable unit costs.

10. IF CPZs were introduced into the following areas on transport or demand needs, what would be the financial implications?

- a. East and south of Manor Road
- b. the A10
- c. Clapton Common Road
- d. Mount Pleasant Lane

The table below outlines the total costs and projected revenue.

Controlled Parking Zones in Hackney				
Zone	Consultation Costs	Implementation	Income	Net income after deduction of costs*
Lordship Ward (East and South of Manor Road)	£500	£2k	-£5k	-£2.5k
Cazenove Ward, The A10	£8k	£14k	-£49k	-£27k
Leabridge Ward (Upper Clapton Road)	£1k	£16k	-£56k	-£39k
Springfield Ward (Upper Clapton Road and Mount Pleasant Lane)	£8k	£13k	-£3k	£18k

*Does not include additional running costs

11. Further information about the integration of parking services with Hackney Homes' service

The Council currently enforces on 73 Hackney Homes estates through a service level agreement. There are 129 Hackney Homes estates with no form of parking controls. It is Hackney's (and Hackney Homes') policy only to introduce parking controls following consultation. Roughly half of previous consultations have returned a majority support for parking controls.

Revenue from parking enforcement will only be increased if the level of parking enforcement is increased. It is doubtful that one would have the same volume of revenue on the currently uncontrolled estates as exists on the currently controlled estates. The following table shows the potential financial implications.

Consultation costs and revenue for controlled parking on housing estates			
	Number	Consultation Cost	Revenue per year*
HH controlled parking zones	74	£ 158,212.00	£ 391,428.00
HH uncontrolled parking areas	129	£ 275,802.00	£204,706.27

*Does not include additional running costs

12. Further information about offering/integrating parking services with the RSL's in the borough showing possible savings

This is an area that has been identified in the Parking Best Value Review and the recent review with F&R that needs to be explored further once an agreed process or way forward with Hackney Homes is agreed.

Environmental Enforcement and Pollution Control

13. Further information following analysis of the consultation responses about the decision to move the noise team to the community safety service and the outcome of the staff consultation

The consultation closed on the 19th September 2011. Further analysis is being undertaken on the responses received.

14. Further information about the review of the Enforcement Strategy and the implementation plan for this area, and the progress to date.

The Head of Service and Assistant Director reported to Regulatory Committee on this matter on 03/10/2011. They agreed to provide a draft plan on the Strategy to the next meeting of the committee in December. The review of the strategy and more especially its delivery is a key part of on-going Divisional restructure and will be progressed via the Cabinet Member with an implementation plan will be worked up and agreed for implementation from 1st April 2012. This will need to reflect current performance and challenges and be supported by a robust delivery plan.

15. Investigate possibility for sharing some functions with neighbouring boroughs

Asbestos service

All Councils have a duty of care to manage and control asbestos within Council premises. There is a London cluster group network which has reasonable links throughout London. Desire for shared services currently appears to be low, however, further benchmarking data is currently being gathered to enable the team to better consider whether this is a viable future option.

There is a strong market for asbestos services and a service such as Hackney's could quite simply be delivered by an external company. There are two ways in which the service could be delivered:

1. By having one off surveys undertaken by an independent company. This would remove the need for Council employed surveyors, but would still require some management by Council staff to ensure that the surveys are being undertaken appropriately.

Quotes have been sought of this option; a day of surveying from these companies can cost anything from between £590 – £874 per day depending on the nature of the work. The PPCO charges only £402 which is an extremely competitive rate. It is therefore not considered financial viable to use consultants to undertake this work.

2. Outsourcing the entire service and management to an independent company. This would leave only the management of the contract to be undertaken by Council staff. This option is maybe financially viable and is the chosen option of other boroughs such as Camden.

Pollution Service

There is currently a strong London cluster group network, including well developed partnership working through JLARS and the Olympics. Currently there is little appetite for shared service in the run up to the Olympics, however this could be explored in more detail during 2013. Currently no other London boroughs share these type of services.

Commercial Waste

16. To provide a paper on the Commercial Waste service – similar to the papers produced on the other 3 service areas

This information has been removed because of commercial sensitivity.

- **Can you ask for the details of environmental enforcement action that happens out-of-hours (mornings, evenings and weekends) to support the commercial waste system?**

From Waste operations, this is dependent on time of day and officer clearing waste operations or sales officer identifying the issue;

- Dumping / Unregulated waste - Letters and verbal warnings are issued and this information is e-mailed to enforcement for follow up.
- Overproduction - Letters and verbal warnings are issued and this information is e-mailed to enforcement for follow up.
- No Contract - Letters and verbal warnings are issued and this information is e-mailed to enforcement for follow up.

For Enforcement, out of hours work is currently carried out on an ad-hoc basis to deal with whatever issue has been highlighted as necessary, for example officers have recently been working Sundays to deal with illegal street trading on the borough's boundaries. It is likely the once the current restructure is undertaken then more out of hours support will be offered to Waste Operations. This will include how we can provide a rota service to embed enforcement officers within Millfields and greater joint inspections and operations

Other points

19. Further information about sharing street cleansing services with Hackney Homes – including details about costs, savings and any barriers

Further clarification is being sought on definite costs.

Briefing Note: Parking Operations		
CPZ options for the uncontrolled areas of Hackney	September 2011	Alistair Turk Gulgun Chelikhan

1. BACKGROUND

There are approximately 310km of roads in Hackney (excluding red routes) of which around 276km are publicly maintained highway. Controlled parking zones (CPZ) cover 181km of public highway which equates to 65% of the borough highway network.

1.1 The Need for Controlled Parking Zones (CPZs)

1.1.1 Local authorities have a duty to maintain the free flow of traffic on the highway and ensure that it is as safe as possible for all highway users. Within that overarching requirement there is also the duty to manage the kerbside space and prioritise its use. Hackneys have developed a 'hierarchy of parking need' to categorise and prioritise the allocation of kerbside parking space and this is published within the Hackney Parking Enforcement Plan (PEP).

1.1.2 Controlled parking zones or derivatives of CPZs are the most effective tool available to local authorities to control and prioritise kerbside use and parking. They are used in almost every built up area in the UK and within greater London the growth in CPZ use has resulted in many London boroughs having CPZs covering the whole borough. This trend will continue in line with the growth of car ownership and wherever long stay and commuter parking remain an issue.

1.2 Controlled Parking Zones in Hackney

1.2.1 There are seventeen CPZs covering 65% of the road network in Hackney. These are concentrated on the southwestern side of the borough. Since 2005, CPZ development has followed a robust, systematic framework for the development of new controlled parking zones set out in the Council's PEP. The most recent CPZ to be implemented in Hackney Wick (zone K) became operational in 2011.

1.2.2 The implementation of a CPZ results in prioritising parking for local residents and businesses within the CPZ and providing a turnover of short stay parking for visitors. The downside can be that commuter or long-stay parking is displaced to the streets immediately adjacent to the CPZ. This in turn can result in unacceptably high parking occupancy levels, criticism of the local authority for implementing the CPZ and causing the problem to move, and calls for the introduction of further parking controls.

1.2.3 Displacement parking is almost impossible to control unless a natural boundary is reached or the CPZ is of a size where the walking distance to

CPZ options for the uncontrolled areas of Hackney desired destination(s) becomes unacceptably high for the motorist without a permit wishing to park for free.

1.3 Implementation criteria

- 1.3.1 The current decision making process for implementation is based on a majority support from those who respond to the public consultation. Other factors which influence the introduction of controls is where there are issues relating to access, and health and safety which override other considerations. One of the perennial problems with parking consultations is the strategic voting that takes place amongst residents particularly in streets towards the edge of a potential zone. A person may vote 'no' on the basis that they don't want to pay to park or don't think they have a sufficient problem finding a space. Their road is excluded but is right on the edge of, but outside the CPZ. Displaced parking now becomes a problem and residents demand the local authority 'does something about it' or complain that the local authority has 'deliberately caused the parking problem'.
- 1.3.2 A number of Councils (including Hackney) have used 'the adjacent street question' within the consultation questionnaire with some success. It enables a resident to respond 'no' to the concept of a CPZ but to vote 'yes' if a zone was to be implemented. The use of such a question needs to be clearly explained and the analysis of the results should only take the views into account for finalisation of boundaries.

2. FUTURE DEVELOPMENT OF CPZS IN HACKNEY

North of the borough

2.1 Lordship Ward

- 2.1.1 The eastern part of the Ward is currently unrestricted apart from waiting and loading restrictions to promote safety. A Stage 1 consultation was carried out in the area in March 2011. Two areas responded with the majority saying it was hard to park and that they wanted parking controls implemented. They were:

- Manor Road – between Lordship Road and Bouverie Road;
- The western arm of Listria Park.

Both areas are residential. Includes approximately 150 properties.

- 2.1.2 The Manor Road section falls between two roads where parking controls already exist and where displacement parking is a factor to the parking problems. This section should have parking controls implemented. The middle section is predominantly residential with parking allowed on both sides of the road. The eastern section between Stamford Hill and Royal Close is

CPZ options for the uncontrolled areas of Hackney predominantly commercial and already has waiting and loading parking controls.

2.1.3 The west side of Listria Park is narrow and lined with terraced housing and is very heavily parked. The eastern arm is wider and has significantly less properties which equates to less of a parking problem. Respondents in this section and Martaban Road which links the two arms were not in favour of parking controls. Introducing parking controls for only part of Listria Park would be possible and would ensure that the Council had acted on resident's choice.

2.1.4 The remaining streets in the Ward to the north of Manor Road are predominantly residential. Every street said they did not have problems and did not want controls. Parking stress surveys confirm that parking is not an issue at present.

2.1.5 A large petition was received opposing parking controls in the whole area. The decision not to progress any controls was made in July 2011.

2.1.6 It is recommended to:-

- door knock frontagers in Manor Road between Lordship Road and Bouverie Road on extending parking controls as part of the E (ext) zone and implement if there is majority support for the proposal;
- door knock frontagers in Listria Park and Martaban Road on extending parking controls as part of the E (ext) zone and implement parking controls where there is a majority support on a junction to junction basis.

2.1.7 The income and expenditure for carrying out the recommendations are:-

Lordship Ward	£
Consultation	£500
Implementation	£2k
Income	(£5k)
Total	-£2.5k

List of streets included:

MANOR ROAD (part)
LISTRIA PARK
MARTABAN ROAD

2.2 Cazenove Ward

2.2.1 The whole Ward is currently unrestricted apart from waiting and loading restrictions to promote safety. Parking occupancy surveys carried out in late 2010 and early 2011 show the network of streets between the A10, Stamford Hill which is also a Red Route and Kyverdale Road to be highly stressed during the day, overnight and at weekends. Typical occupancy is in excess of 90%.

2.2.2 The other parts of the Ward are generally less stressed at around 70% of occupancy or less. The exceptions are Forburg Road, Clapton Terrace and Braydon Road where parking occupancy is 90% or above.

2.2.3 It is recommended to:-

- Continue to monitor the parking occupancy in the area;
- Introduce waiting and or loading restrictions only where safety or access considerations require it
- To consult residents and businesses in the area detailed in paragraph xx to ascertain if there is support for the introduction of parking controls

2.2.4 The income and expenditure for carrying out the recommendations are:-

Cazenove Ward	£
Consultation	£8k
Implementation	£14k
Income	(£49k)
Total	-£27k

List of streets included:

GIBSON GARDENS
BELFAST ROAD
MARGARET ROAD
CAZENOVE ROAD
WINDUS ROAD
LAMPARD GROVE
LYNMOUTH ROAD
ALKHAM ROAD
WINDUS WALK
KYVERDALE ROAD
NORTHWOLD ROAD

2.3 Hackney Downs Ward

2.3.1 The southern part of the Ward is within the Hackney North D(n) zone. The network of streets north of Downs Road is currently unrestricted apart from waiting and loading restrictions to promote safety. Parking occupancy surveys carried out in late 2010 and early 2011 show the network of streets from Evering Road and Northwold Road to be highly stressed during the day, overnight and at weekends. Typical occupancy is in excess of 90%. It is a similar situation in the roads West of Upper Clapton Road and the projection of Nightingale Road.

2.3.2 The other parts of the Ward are generally less stressed at around 50% of occupancy or less.

2.3.3 It is recommended to:-

- Continue to monitor the parking occupancy in the area;
- Introduce waiting and or loading restrictions only where safety or access considerations require it

- To consult residents and businesses in the area detailed in paragraph xx to ascertain if there is support for the introduction of parking controls

2.3.4 The income and expenditure for carrying out the recommendations are:-

Hackney Downs Ward	£
Consultation	£16k
Implementation	£38k
Income	(£136k)
Total	-£82k

List of streets included:

ALCONBURY ROAD
GELDESTON ROAD
EVERING ROAD
BROOKE ROAD
NORTHWOLD ROAD
STOKE NEWINGTON COMMON
OAK PARK MEWS
JENNER ROAD
NILE CLOSE
BENTHAL ROAD
MAURY ROAD
NORCOTT ROAD
NARFORD ROAD
REIGHTON ROAD
RECTORY ROAD

2.4 Leabridge Ward

2.4.1 The south-eastern part of the Ward is within the Homerton and Lower Clapton N zone. The remaining streets are currently unrestricted apart from waiting and loading restrictions to promote safety. Parking occupancy surveys carried out in late 2010 and early 2011 show the network of streets south of Lea Bridge Road and west of Cornthwaite Road are highly stressed during the day, overnight and at weekends. Typical occupancy is in excess of 90%. They exceptions are Laura Place, Hilsea Street and Elmcroft Street all of which have schools as frontage.

2.4.2 The streets north of Lea Bridge Road are generally less stressed except for the sections of street closest to Upper Clapton Road. It is unlikely that the introduction of parking controls would be supported in this area.

2.4.3 It is recommended to:-

- Continue to monitor the parking occupancy in the area;
- Introduce waiting and or loading restrictions only where safety or access considerations require it
- Consult residents and businesses in the area detailed in paragraph xx to ascertain if there is support for the introduction of parking controls

2.4.4 The income and expenditure for carrying out the recommendations are:-

Leabridge Ward	£
Consultation	£1k
Implementation	£16k
Income	(£56k)
Total	-£39k

List of streets included:

ALFEARN ROAD
MILLFIELDS ROAD
MILDENHALL ROAD
CORNTHWAITE ROAD
RUSHMORE ROAD
ELMCROFT STREET
MAYOLA ROAD
SARATOGA ROAD
LAWLEY STREET
COLENZO ROAD
THISTLEWAITE ROAD
NEWICK ROAD
ATHERDEN ROAD
LAURA PLACE
CROSSWAYS TERRACE
LEA BRIDGE ROAD
LOWER CLAPTON ROAD

2.5 Springfield Ward

2.5.1 The whole Ward is currently unrestricted apart from waiting and loading restrictions to promote safety. Parking occupancy surveys carried out in late 2010 and early 2011 show the network of streets south of Springfield to be more highly stressed during the day, overnight and at weekends. Typical occupancy is in excess of 90% only in sections of street closest to Upper Clapton Road and the roads in the area formed by Upper Clapton Road, Warwick Grove, Mount Pleasant Lane and Mount Pleasant Lane/Hill.

2.5.2 It is recommended to:-

- Consult residents and businesses in the area between Warwick Grove, Upper Clapton Road and Mount Pleasant Lane/Hill to ascertain if there is support for the introduction of parking controls
- Continue to monitor the parking occupancy in the remaining Ward area;
- Introduce waiting and or loading restrictions only where safety or access considerations require it

2.5.3 The income and expenditure for carrying out the recommendations are:-

Springfield Ward	£
Consultation	£8k
Implementation	£13k
Income	(£3k)
Total	£18k

List of streets included:

KNIGHTLAND ROAD
MUSTON ROAD
SACH ROAD

2.6 New River Ward

2.6.1 The whole Ward is currently unrestricted apart from waiting and loading restrictions to promote safety. Parking occupancy surveys carried out in late 2010 and early 2011 show the network of streets to be generally less stressed than other parts of the borough. The exceptions are Cranwich Road, Bethune Road and Northfield Road where parking stress levels are above 80% during the day, overnight and at weekends. Resident parking is thought to be the predominant reason for this and it is unlikely that the introduction of parking controls in isolation would be supported or help resolve the general parking level.

2.6.2 It is recommended to:-

- Continue to monitor the parking occupancy in the Ward;
- Introduce waiting and or loading restrictions only where safety or access considerations require it

3. POTENTIAL COST SAVINGS THROUGH REVISIONS TO CONSULTATION PROCESS

3.1 Two stage consultation process

3.1.1 The normal consultation process adopted in Hackney is to engage in the two-stage approach whereby we seek opinion on the 'in principle' introduction of parking controls, analyse the results, produce a delegated report and then repeat the process on the detailed design. This is the 'best practice' approach for local authorities newly introducing parking controls or where a local authority have not carried out any background parking data gathering. It enables the 'in principle' stage to be the essential market research process and the proposed zone boundary to be redrawn to a usually smaller area where the detailed design and second stage consultation are focused.

3.1.2 Based on earlier consultations in Hackney a typical budget price of £4 per property should be allowed for this approach.

3.2 Combined consultation

- 3.2.1 Where a local authority has already done significant parking research by carrying out occupancy surveys or carried out previous consultation on parking options it is generally beneficial to combine the consultation process based on detailed proposals for an area where data indicates there is an existing parking problem.
- 3.2.2 Hackney have carried out detailed parking occupancy and stress surveys for week day, weekend and overnight parking for the non-CPZ areas except for New River Ward and the northern half of Springfield Ward.
- 3.2.3 Where parking occupancy/stress surveys have been carried out it is recommended that any consultation is carried out on a single, combined stage consultation based on a detailed design.
- 3.2.4 For budgeting processes a typical budget price of £2 per property should be allowed for this approach.

3.3 Door-knocking consultation

- 3.3.1 Where a local authority has already done significant parking research or may have to deal with a particular and localised parking problem it may be desirable to carry out a very localised consultation for a single or few streets. In these circumstances there may not be the time or it may not be desirable to go to the full expense of producing a full consultation pack.
- 3.3.2 The use of door-knocking allows a one-to-one approach and enables face to face discussion to take place. It is reliant on the process being carried out when the maximum number of property owners are around but if well timed it can result in a significantly high percentage of responses to the consultation.
- 3.3.3 For budgeting processes a typical budget price of £1.70 per property should be allowed for this approach.

3.4 Parking zone reviews

- 3.4.1 Residents and businesses in an existing zone already have experience of how a parking zone operates so the need for a detailed consultation pack setting out such details are not required. Residents are critical of documentation which they perceive as being wasteful of council resources and research done at other London boroughs have shown that a simplified letter and questionnaire approach have received good response rates and support to the more low-key approach.
- 3.4.2 The object of a CPZ review is to ensure that the current controls are working effectively and that the restrictions remain fit for purpose. Changes to building use can have a significant affect on parking demand locally which if not addressed can cause significant problems. Other opportunities may arise where changes in road use, traffic calming or increased compliance by motorists allow for additional parking provision by the reduction of yellow line restrictions. An example is the review of the Shoreditch zone where over one hundred additional parking spaces have been found as part of the review process.
- 3.4.3 The establishment of a rolling programme of zone reviews has several benefits:-

- It ensures each zone continues to be fit for purpose;
- It ensures changes to building use are accommodated;
- It enables parking supply to be maximised wherever it is safe to do so;
- The local community can understand and engage with the local authority on a regular basis;
- Economies of scale available through a rolling programme of work.

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Additional information for Question 16

- Environmental Officer Workload

The structure for the environmental enforcement service currently entails 5 enforcement Officers along with the support of 6 FTE compliance Officers to undertake various levels of enforcement activities across the borough. This will improve environmental conditions through use of appropriate enforcement tools. With the aim of providing compliance led enforcement against the range of environmental crimes affecting the borough. The operating hours are from 8am to 8pm and duties will vary each day over 5 days.

- Primarily 2 half days are spent undertaking targeted enforcement actions to have an effective and visible presence with the aim to support the maintenance of Council standards on cleanliness of the borough's streets tackle, highways obstructions, litter, dog fouling.
- Proactive enforcement work is also carried out by the Officer to identify any offences and take the appropriate enforcement actions or referrals.
- Duty of Care (DOC) visits are also undertaken to ensure business compliance with waste disposal arrangements.
- On 23 of the main roads in Hackney that have been time banded for waste collections inspections are carried out to ensure compliance by both businesses and residents with the collection times and quantities.
- Preparation of prosecution cases for various offences.

The briefing below outlines the duties undertaken by the Officers since April 2011 to present.

Duties include:

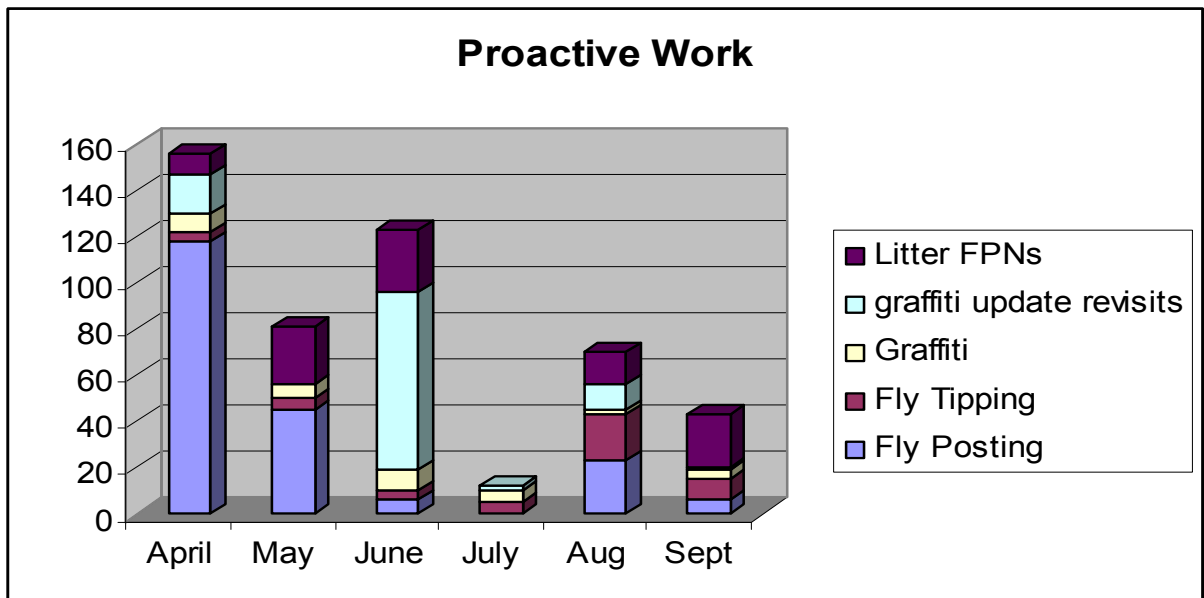
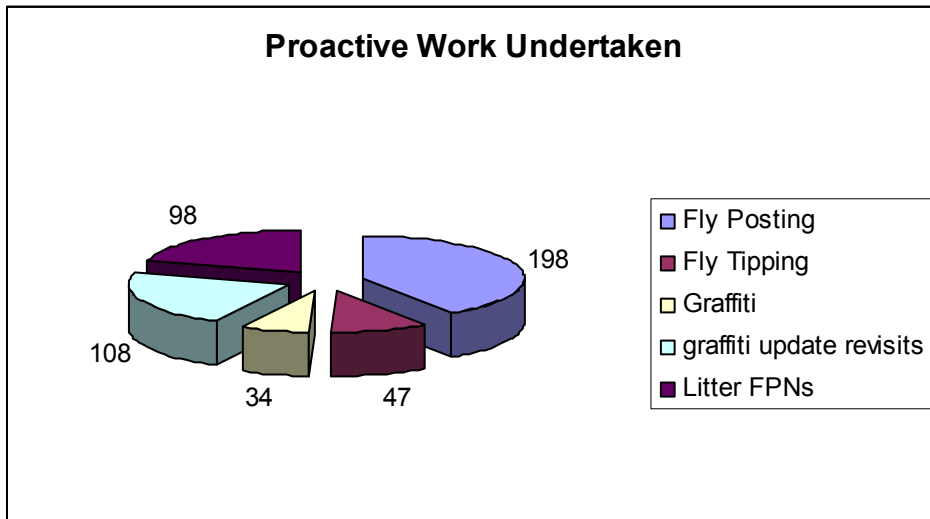
Identifying and taking appropriate enforcement action against environmental enforcement crimes including but not limited to:

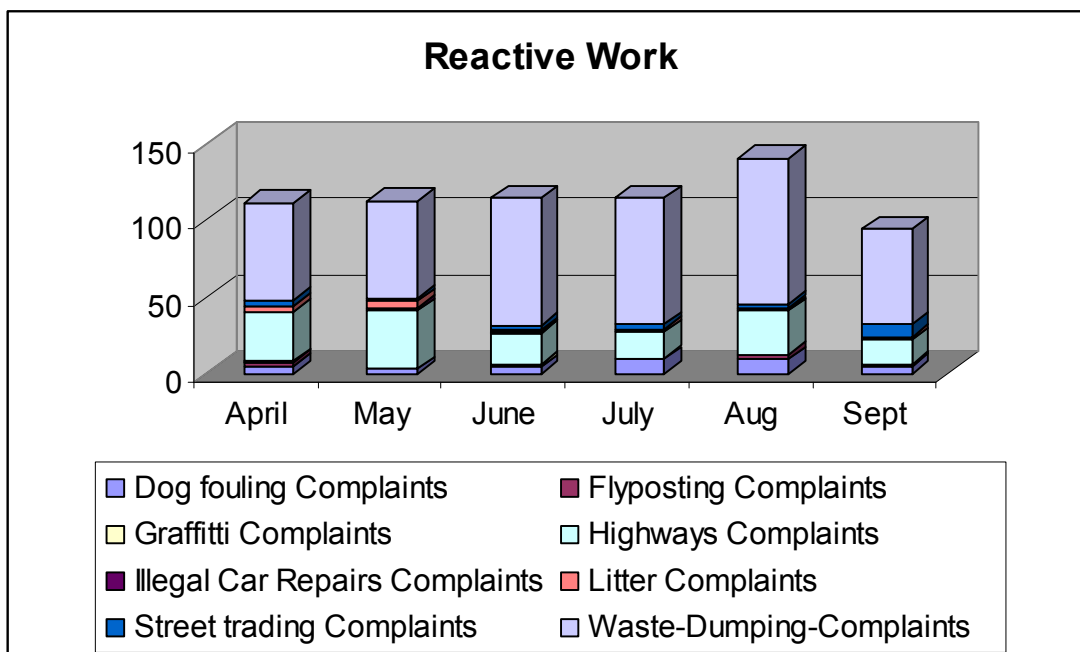
- Flyposting,
- Graffiti,
- Duty Of Care visits,
- Littering,
- Dog Fouling
- Illegal street trading
- Highways Obstructions

There are also other duties undertaken outside of these which include:

- Corporate Complaints
- service complaints/requests I.e. those provided by the Service centre
- Scanning and uploading WTN provided by Commercial Waste services and Private companies
- Scan/save/upload letters relating to enforcement notices and payment slips

- Monitor and process enforcement mailbox
- Land registry searches
- Undertaking visits for complaints
- DVLA searches





Type of Complaints	April	May	June	July	Aug	Sept	Total
Dog fouling Complaints	5	3	4	9	9	5	35
Fly Posting Complaints	2			1	3		6
Graffiti Complaints	1		2			1	4
Highways Complaints	32	38	20	17	29	16	152
Illegal Car Repairs Complaints		2	1		1	4	8
Litter Complaints	4	4	1	2	1	2	14
Street trading Complaints	4	2	3	3	2	8	22
Waste-Dumping-Complaints	63	63	83	82	95	62	448
Total	111	112	114	114	140	94	685

The total work carried out by the team of 5 officers this year to date totals 1,170 cases. This works out on average 2 cases dealt with per day. Whilst this may not seem like a significant number it must be borne in mind that a case often leads on to a significant amount of back office work and whilst some of this is done by the compliance team a great deal can only be dealt with by the officer who has witnessed the actual incident e.g. preparing the prosecution case. It must also be considered that this team has been 1 FTE down for the last 2 months due to long term sickness and includes staff leave etc.

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Budget Scrutiny Task Group: Public Realm 20 th October 2011 Public Realm	Item No 5
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Outline

The initial work of this Budget Scrutiny Task Group is focused on the following services within Public Realm:

- Street Scene
- Parking Services
- Environmental Enforcement & Pollution Control

The task group has been working informally to date alongside a 'fast track service review' process being carried out internally. The attached report provides summary findings from those reviews and presents an initial formation of ideas for redesigning service delivery.

Action

The Budget Scrutiny Task Group is asked to:

1. question and comment on the information based on these reviews with lead officers
2. consider its preferences for action to be taken in light of the reviews, and form a report with recommendations to be submitted for approval to the Overview and Scrutiny Board

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PUBLIC REALM

Service:	Parking Services	11/12 Gross Expenditure:	£10.972m £12.264m (including contribution to reserves)	11/12 Net Expenditure:	£1.28m surplus
Key Services & Activities:	<p>The service currently has 80.65 FTEs working across contracts (12 FTEs that manage the parking enforcement, CCTV enforcement, abandoned vehicles contracts), parking operations (20 FTEs that work on street maintenance, CPZ development, off street car parks and traffic management orders), business improvement and development (11 FTEs working across policy, project work, complaints and information management) and business processing (30 FTEs working on appeals, PATAS, debt recovery, markets and shop front trading administration. There are also 7 staff providing management/technical/ business support.</p>				
Savings to date - track record & focus:	<p>The service has been reviewed over three phases since 2008 delivering cumulative reduction in staff of 15.65 since 2009/10 and a commitment to a further 14 during 2012/13. Associated cumulative cost reduction is £3.680m which is a 26% reduction on the 2008/9 baseline. The business has significantly contracted through this period for PCN processing with income falling by 17%. Cost reduction lagged behind this trend resulting in an overall deficit position on the budget for 2010/11 but addressed in 2011/12.</p> <p>The service has applied a wide range of lean principles, including improving recovery, channel migration and downsizing and renegotiating contracts to achieve savings to date and is working on implementation of the 2/13 tranche of savings, the service is aiming to consist of 66.65FTE in 12/13</p>				
Costs justification within the existing model of service:	<p>The service performs very well on a range of performance and cost based benchmarks including net cost/revenue per PCN (best in north London, debt recovery. PATAS performance has been turned around in the last two years from top to bottom quartile.</p> <p>There remain some key themes which need to be fully explored which were identified in the joint Parking and F&R review which include the fact that actual income is generally falling (fallen by 16.6% 2008-9 vs</p>				

	<p>2011/12).</p> <p>In addition further considerations should be made to the pros and cons around options for reduced or changed levels of service e.g. reducing CPZ annual reviews, policy on new CPZs, development of Virtual CPZs, opportunities on joint Hackney Homes permits, administration and charges.</p> <p>It is recommended in light of the key processes within the service and it link to legislature requirements such a the TMA and the LLA that a business process engineering analysis should be carried out with a view to assess if any of the processes and workflows can be effectively carried out more quickly.</p>
<p>Advice on existing savings plans (including 12/13 proposals):</p>	<p>Additional savings committed for 12/13 are considered to represent the most significant further stretch in cost reduction - £1.1m .</p> <p>A number of areas were identified for further development in 2012/13 (£1,403k of the £1,986 committed yet to be fully specified and involve major policy or structural change.)</p>
<p>Options for Redesign 1:</p>	<p>Corporate consolidation of front and back office processing functions: The delivery of parking services could be considered within the wider scope for further consolidating front and back office processing functions across the Council, with a segmented approach to simple, intermediate and complex processing.</p> <p>Further consideration of alignment with other services inspections and enforcement duties on conclusion of the Ambassadorial pilot involving the Civil Enforcement Officers .</p> <p>Key areas to consider include car pound operations, appeals processing and Hackney homes permit management.</p> <p>Shared Services and Outsourcing- Outsourcing opportunities are limited (Westminster case Study), and the service has already taken steps to implement and share services with other authorities where relevant. There is scope to do more in a number of limited areas, however evaluation of the cost of the transformation in comparison to the benefits must be given a detailed examinations.</p>

Potential Benefits:	In general type services, it is estimated that consolidation through a multi-skilled workforce for high volume simple and intermediate processing, improved work force and productivity management can save between 10-20% in costs across participating functions. The Parking Service is a more complex and statutory driven service and this would however require the development of a project to assess the local business case which cut across the Corporate Customer Services Strategy and Directorates.
Advice on change management (including risks, dependencies, costs and dis-benefits):	There is evidence to show that shared service projects do not necessarily deliver the scale of benefits that had been hoped for due to inadequate business analysis and modelling, disruption to work flow, cultural barriers and/or the creation of higher cost processing practices.

Service:	Street Scene	11/12 Gross Expenditure:	£17,836,499 [+ £14.65m capital budget]	11/12 Net Expenditure:	TBC
Key Services & Activities:	<p>The service employs a total of 100 FTE staff (including agency) and this is broken down to 40 FTEs in Traffic and Transportation, 44 FTEs in Highways and Engineering, 6 FTEs in Streetscene and 10 FTEs covering 35 school Crossing patrols) . £4.165m is spent on in-house staff, management and service delivery, which is the controllable budget. with the substantive aspect of external works delivery outsourced.</p> <p>The approach to use of agency resources within the service sees sensible, flexible use to mirror availability of internal and external capital along with re-negotiated rates to deliver overall reductions in spend in year. This allows the service to match any peaks and troughs in the capital resource delivered by Streetscene.</p>				
Savings to date - track record & focus:	<p>VFM through the Council's procurement framework has driven delivery over the medium term, with savings limited to around 2.5% per annum. 2010/11 saw significant savings of around 12% of controllable costs due to a major downsize in the Capital programme with cost reductions skewed to staff working on associated programmes. A new suite of street scene contracts established from 1st April will deliver real term savings but no nominal cost reductions due to inflationary pressures.</p>				
Costs justification within the existing model of service delivery:	<p>The procurement system assures competitive costs for managed services and the service's performance position is strong. A full service review is underway which will provide greater transparency on VFM for management costs and a profile of delivery across statutory, local manifesto and discretionary services.</p>				
Advice on existing savings plans (including 12/13 proposals):	<p>Existing savings plans totalling £1.041m up to April 2014 have been developed and are focused on reducing management and staff costs (£400k); transfer of some transportation team costs (£150k) to external funding, reduction in festive lighting (£108k), remote monitoring of street lighting (£153k) and service delivery reductions of £230k across traffic and highway works and reduced maintenance. Proposals represent a reasonable mix of genuine savings and service reduction options.</p>				
Options for Redesign 1:	<p>Statutory and Manifesto Only Model: The service considers that it is already at or close to the ethos of this model and implementation of all the above service reductions will take it well within this model. This requires</p>				

	verification by analysing the entire business against more specific criteria including e.g. commissioning/procurement as a % of total spend, the relative value of what is delivered. The VfM process will be utilised for this purpose.
Potential Benefits:	Proposals are largely about affordability and identifying all opportunities to deliver services more efficiently.
Advice on change management (including risks, dependencies, costs and dis-benefits):	Risks to increased costs for statutory work by scaling back too far on planned programmes needs careful management. The service review has identified a range of options for reducing management costs with varying levels of risk that would need to be managed out and what choices will need to be made around the level or service provided.
Options for Redesign 1:	Seamless Streetscene Management: The Seamless Public Realm Programme began work to identify the scale of savings available through the integration of public realm management; street scene services were within phase 2 of that programme and detailed work was not initiated. The service has taken forward some aspects e.g. development of a unified tree asset management.
Potential Benefits:	The seamless public realm business case requires detailed planning work to enable us to conclude what the scale of duplication and benefits would be, we are aware that the service has already explored a number of avenues which have concluded that sufficient integration of business areas have already been achieved.
Advice on change management (including risks, dependencies, costs and dis-benefits):	The key lessons from SPR are focused on the importance of robust information to develop the business case and stakeholders drive, appetite and belief in the benefits.
Other Options	The service has looked at options for shared services with other boroughs and the North London Strategic Alliance although tentative discussion and plans have not concluded that this will deliver significant savings. There is research on available contracts for some services e.g. the Newham contract for works and consultancy (developed with Hackney, Waltham Forest and Tower Hamlets) although this is currently more expensive than the local Hackney procured service offer.

Service:	Environmental Enforcement & Pollution Control	11/12 Gross Expenditure:	£2.576m	11/12 Net Expenditure:	£2.344m (91%)
Key Services & Activities:	The current service is provided by 41 FTE's across three functions Pollution Control (including noise management), 17 FTEs, Environmental Enforcement (9FTEs) and enforcement compliance and quality which work across both services (14FTEs). The public realm and planning and regulatory services restructure is underway which will align pollution control services and resources to community safety and environmental enforcement to waste strategy. The noise service deals with over 6,800 reactive complaints each year and undertook 440 proactive visits. The enforcement services deals with over 1,300 reactive complaints and took over 6,000 proactive actions and 890 PCNs during 10/11 with most focusing on fly tipping and waste.				
Savings to date - track record & focus:	In the last two years the service has delivered £264k savings and the current restructure will deliver an additional £264k; this is within the context of improving performance and impact. Access to noise management has improved and the service has refocused itself towards the sources of multiple complaints. Rates of compliance with waste regulations for commercial waste collection have increased from 67% to 93%				
Costs justification within the existing model of service delivery:	Improved impact and performance, some rudimentary benchmarking and committed savings to date point to a justification for costs, although full assurance regarding the relationship between inputs, outputs and value, although significantly improved, is not fully clear. This will be taken forward through the restructure which will also focus on the realisation of benefits through the more integrated working across newly aligned services.				
Advice on existing savings plans (including 12/13 proposals):	Existing agreed savings are based on the lowest risk option for delivering immediate savings and are supported.				
Options for Redesign 1:	Value led model for environmental enforcement: This option will use and develop the intelligence on the impact of enforcement actions and re-focus the service to higher value activities which can demonstrate a tangible and sustainable financial benefit (e.g. income from commercial waste agreements, reduced cleansing costs) and downsize investment where this is not				

	compelling. In addition the benefits of low or no cost education and sign posting will also be maximised.
Potential Benefits:	The option will, over time, yield a higher return on investment. The scale of delivery could be calibrated at various levels depending on savings pressures and or the priority of different aspects of the service and their value.
Advice on change management (including risks, dependencies, costs and dis-benefits):	The approach will require a more fully developed approach to the evaluation of impact which should be helped through the transfer of the service to waste strategy. In addition member and resident expectations will require careful management should the value of promoting responsibility and accountability be questioned.
Options for Redesign 1:	Fully integrated ASB and Noise Management Function: This option will build on the transfer of integrated management of the Council's community safety and pollution control services and work towards a fully integrated service which works across tenure. This will build on the developing joint working relationship with Hackney Homes and over time, look to market the service to other social housing providers to realise savings. Fully integrated working could realise savings of up to 25% based on levels of duplication across cases between services and reduced management costs.
Potential Benefits:	Improved access, responsiveness and reduced costs.
Advice on change management (including risks, dependencies, costs and dis-benefits):	Care must be taken to ensure the quality of noise management and other aspects of statutory pollution control are not de-prioritised or crudely merged with ASB case management. The service will also need to identify and market the benefits of an integrated service offer with Hackney Homes.
Other options identified.	Corporate customer services are working to outsource out of hours call handling in the current year which will accommodate noise enquiries, and reduce costs for the noise service. Work is being undertaken to review the effectiveness and impact of environmental enforcement as through the public realm restructure. This will need to focus on wider waste issues and financial pressures. Related initiatives including the Ambassadorial role within parking services are being pursued.

