

## **Responses to Scrutiny Questions from Public Realm Budget Scrutiny task group meeting (19<sup>th</sup> 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 23<sup>rd</sup> August, and the consultation ended on 19<sup>th</sup> 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 15<sup>th</sup> 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 9<sup>th</sup> 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
<b>20 Mph Zone</b>	<b>TfL funded</b>
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 8<sup>th</sup> 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 23<sup>rd</sup> August 2010 and returned on 4<sup>th</sup> October 2010. The returned tenders were then evaluated on an 80% price and 20% quality basis. The procurement was approved by CPC on 18<sup>th</sup> 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.

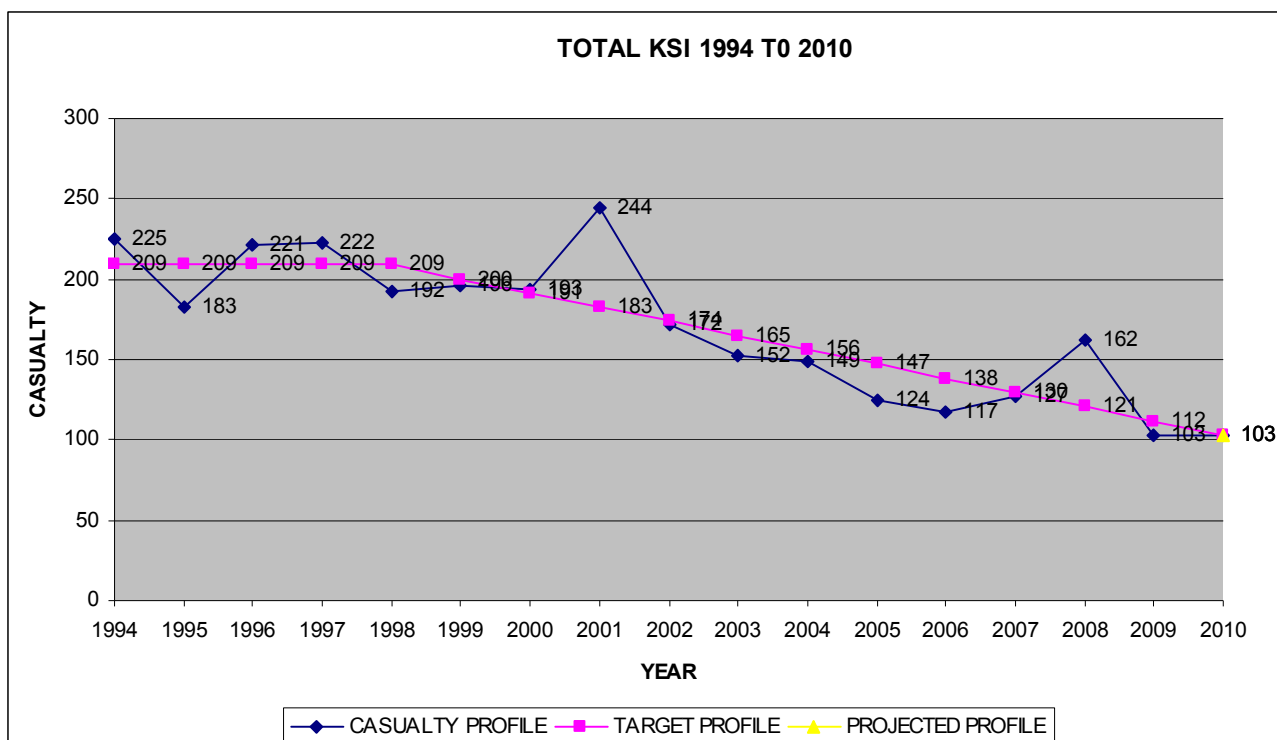
Borough	Boroughs Still implementing traffic calming of some sort
ISLINGTON	Yes
CAMDEN	Yes
HARINGEY	Yes
HACKNEY	Yes
HAMMERSMITH & FULHAM	Yes
LAMBETH	Yes
GREENWICH	Yes
LEWISHAM	Yes
SOUTHWARK	Yes
EALING	Yes
MERTON	Yes
KINGSTON-UPON-THAMES	Yes
BROMLEY	Yes
BARNET	No
RICHMOND-UPON-THAMES	Yes

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.

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

\*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 19<sup>th</sup> 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 1<sup>st</sup> 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.*