



**WATFORD
BOROUGH
COUNCIL**

OUTSOURCED SERVICES SCRUTINY PANEL

17 January 2017

7.00 pm

Publication date: 9 January 2017

Contact

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Welcome to this meeting. We hope you find these notes useful.

Access

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Committee Membership

Councillor T Williams (Chair)

Councillor A Rindl (Vice-Chair)

Councillors S Cavinder, J Dhindsa, K Hastrick, A Joynes and P Kent

Agenda

Part A - Open to the Public

1. **Apologies for Absence/ Committee membership**
2. **Disclosures of interest**
3. **Minutes**

The minutes of the meeting held on 30 November 2016 to be submitted and signed.

Copies of the minutes of this meeting are usually available seven working days following the meeting.

(All minutes are available on the Council's [website](#).)

4. **Parking Enforcement Annual Report** (Pages 5 - 36)
Report of the Transport and Infrastructure Section Head
5. **ICT Service** (Pages 37 - 46)
Report of the ICT Client Section Head

*PART A

Report to: Outsourced Services Scrutiny Panel
Date of meeting: 17 January 2017
Report of: Parking Service Manager
Title: Parking Service Annual Report

1.0 **Summary**

- 1.1 The Parking Service Annual Report 2015/16 has been published and circulated for members. The annual report is produced in line with the recommendations of the Traffic Management Act 2004 statutory guidance and is intended to increase transparency of the service by detailing all main operational and financial service information during the previous financial year. Watford has produced this report yearly since the Act came into force in 2008.
- 1.2 The intention of this supplementary cover report is to inform members of the panel of current and future plans of the Parking Service that do not fall within the reporting format of the annual report.

2.0 **Recommendation**

- 2.1 The annual parking report be noted.

3.0 **Background information and future plans**

- 3.1 As outlined within the annual report, the current 10-year parking enforcement contract expires in Spring 2018. A project initiation document was prepared and approved in March 2016 to ensure that sufficient time is provided for the procurement and re-tender process. Soft market testing has commenced and a specialist Parking consultant has been appointed with work on the new contract specification beginning in January 2017.
- 3.2 The introduction of new technology and enhancement of existing services is a primary outcome sought of the future Parking enforcement contract with a view to increasing ease of customer access and further improving operational efficiency. This includes replacing and upgrading the online resident permit application system to

include a virtual voucher facility. This will remove the costs and user difficulties associated with the completion and display of hard copy vouchers by allowing residents to purchase time for visiting vehicles using their allocated unique pin number to access pre-allocated hours of their account. Other areas being explored and that tenderers may be requested to provide submissions in relation to include the use of cashless parking via applications and/or telephone, replacement of hand-held computers with more efficient and cost effective mobile phones, enforcement in a virtual environment via ANPR (Automatic Number Plate Recognition), upgraded back-office notice processing system with intelligence led enforcement tools such as heat mapping and upgraded radio communication systems. These improvements are sought alongside the revision and confirmation of the contractual staffing arrangements, enforceable hours and necessary base requirements of an enforcement service, including the provision and number of vehicles, IT arrangements, cleaning costs, pay and display maintenance, cash collection etc., which will significantly affect the final contract costs and service that can be delivered

- 3.3 It is expected that the procurement process will be completed in Autumn 2017 with the successful enforcement contract appointed by November 2017 allowing a 6-month implementation process and/or any required migration or exit procedures that may be applicable
- 3.4 The lease of the Parking Shop building in Market Street expires in November 2017 and it is anticipated that the Parking Service will be relocated. At the time of writing this report, alternative premises have not yet been confirmed but Council officers are exploring the capacity for the service to move into the Town Hall or annexe building. It is intended that this move will include both Council and contracted staff with this arrangement continuing under the new enforcement contract
- 3.5 Moving the Parking Service to the Town Hall will mean that the current public facing opening hours of the Parking Shop will be reduced considerably. The Parking Shop is currently open between 8am and 6.30pm, Monday to Saturday. Monitoring of the footfall and services accessed during 2015/16 has shown that the Parking Shop receives an average of 250 visitors per week and that an average of 70% of those visitors are attending to purchase visitor vouchers. Residents can currently purchase and renew their residents parking permits online, challenge and pay for Penalty Charge Notices online or via an automated 24/7 payment line. This information indicates that the number of visitors in person to the Parking Shop is likely to be minimal upon the introduction of an online virtual visitor voucher system

- 3.6 As a result of online service streams, the provision of public facing Parking Shops are now very few and far between in the operation of a Parking Service. It is expected that the new parking enforcement contract will follow this model and the enhancement and introduction of new online systems will mean that a Parking Shop will not be included within our specification
- 3.7 In order to assist the customer transition of reduced Parking Shop opening hours, following re-location, to eventual removal of the service entirely, leadership team has authorised a plan of phased reduced opening hours, which began in the first week of January 2017. The first phase sees the opening hours reduced to 9am – 5pm, Monday to Friday, 9am – 6.30pm Thursdays and 9am – 1pm on Saturdays. Phase 2 will maintain these hours but the Parking Shop will be closed on Tuesdays and Fridays. The third phase will additionally close the shop on Wednesdays with Saturday closure being reviewed on the basis of the visitor footfall numbers seen in the previous two phases. Each phase will last for a 3-month period and the third phase will end in November 2017 to coincide with the relocation and withdrawal of all public facing services. Arrangements are currently being made with the Town Hall’s existing Customer Service Centre to provide a collection service and process for general parking queries
- 3.8 The blue badge fraud partnership initiative established by the Parking Service; Operation Clamp, which involves the Council’s fraud officers and the Police, has been extended to include surveillance operations and this has resulted in two recent prosecutions of business owners fraudulently using blue badges. The Parking Service is currently in the process of further enhancing and supporting this operation by appointing a specialist blue badge fraud investigation company (BBFI) to run large blitz operations on a limited number of occasions per year to raise the profile and effectiveness of this operation.

Contact Officer:

For further information on this report please contact:

Justin Bloomfield

Parking Service Manager

01908 223 650

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Report approved by: Andy Smith, Transport & Infrastructure Section Head

Appendices

Appendix 1 – Annual Parking Report

Background Papers

No papers were used in the preparation of this report.

File Reference

None

PARKING SERVICE

Annual Report

2015/16



Contents

Foreword	3
Introduction	4
Background	5
The Purpose of Civil Parking Enforcement (CPE)	6
Controlled Parking Zones	7
Permits	
Visitor Vouchers	
Pay and Display & Car Parks	10
Pay and Display	
Car Parks	
Enforcement	11
Penalty Charge Notices	12
Match days	
Penalties Issued by Contravention	
Challenges, Representations & Appeals	18
Informal Challenges	
Statutory Representations	
Traffic Penalty Tribunal Appeals	
Cancellation by Reason	
Debt Recovery & Bailiffs	21
Financial Information	24
Future Plans & Summary	26

Foreword

Welcome to Watford Borough Council's annual parking enforcement report for 2015/16.

As you will see, we are doing lots of good work in Watford to make sure parking is safe, easy and fair for our residents, businesses and visitors.

Our controlled parking zones help to improve the quality of life for local residents in areas where there is little or no on-street parking, giving people a greater chance of finding a parking space close to their home. We continue to be responsive to requests for changes and additions to parking controls across the town. Over the last year we have carried out various consultations with groups of residents about parking in their area. In deciding whether or not to introduce on-street parking controls we are guided by the views of residents most closely affected.

We have carried out improvements to the operation of controlled parking. Our residents can now order and renew their parking permits online; and we hope to digitise more of our parking services as the year continues.

As you will read, the aim of the Parking Service is to be self-financing, and we continue to be successful in achieving this. That means we don't need to use council tax money to fund the service.

We are always keen to hear what you think; join the conversation on Twitter @WatfordCouncil, email us: watfordcouncil@watford.parkinguk.org or you can write to me directly here at the Town Hall, Watford, WD17 3EX.

Cllr Iain Sharpe,
Cabinet Member for Regeneration & Development

Introduction

This report seeks to explain what we are doing to meet our parking policy objectives, detailing the key operational and financial information of the service.

There are huge and ever increasing demands on the limited road space within Watford, which are more comparable with London Local Authorities, as opposed to a town compacted into an area of just 21-square kilometres.

Watford is home to more than 34,000 households and 90,000 inhabitants, an expanding regional shopping centre attracting in excess of 400,000 visitors each week, a Premier League football club with a home capacity of 21,000 seats and an award winning park, Cassiobury, which receives over 1.2m visits a year. Additionally, the town centre has a vibrant night time economy including a restaurant met quarter, Palace Theatre and Colosseum entertainment venue all bringing in a regular influx of visitors.

Businesses are equally important to the sustainability, economy and appeal of Watford and their ability to receive goods and deliveries is often essential to their operations. Similarly, residents expect to be able to park within a reasonable distance to their homes, particularly with off-street parking being at a premium in many areas throughout the town.

Inevitably, competition amongst the various groups of road users is high and their reasons for parking will often be conflicting.

The Council Parking Service bears responsibility for balancing the demands and desires of the various groups against the management of the limited degree of road space available as best as possible, in order to maximise parking opportunities and improve compliance to existing parking regulations.

In accordance with the Traffic Management Act 2004, local authorities that carry out Civil Parking Enforcement (CPE) are expected to be accountable and transparent and as such are required to publish an annual report every financial year.

Further information regarding the Traffic Management Act 2004 and the Department for Transport Operational Guidance to local authorities can be viewed on the website www.gov.uk/government or via the following link:

<https://www.gov.uk/government/publications/operational-guidance-to-local-authorities-parking-policy-and-enforcement>

Background

In respect of on-street parking enforcement, Watford Borough Council acts on behalf of Hertfordshire County Council (the highway authority) under the terms of a parking agency agreement between the two authorities. As the parking authority Watford Borough Council is responsible for the enforcement of its own off-street car parks.

Watford Borough Council works in partnership with Three Rivers District Council and Dacorum Borough Council with Watford Borough Council hosting a parking enforcement contract with an external parking enforcement contractor, Indigo (formerly known as Vinci Park UK Ltd). This contract provides parking enforcement officers, operation of parking shops, back office functions, pay and display maintenance, permit issue etc.

Three Rivers and Dacorum will each produce their own annual reports. This report covers only the activity of Watford Borough Council for the period April 2015 - March 2016.



The purpose of Civil Parking Enforcement (CPE)

“CPE is a means of achieving transport policy objectives...but raising revenue should not be an objective of CPE, nor should authorities set targets for revenue or the number of Penalty Charge Notices they issue”

*(Department for Transport Traffic Management Act 2004
Operational Guidance to Local Authorities)*

The primary purpose of CPE, as identified in the statutory guidance, is to support local authorities (county and district) in their delivery of their overall transport objectives in areas such as those detailed below.

- Managing the traffic network to ensure free movement of traffic, (including pedestrians and cyclists), as required under the TMA Network Management Duty.
- Improving road safety.
- Improving the local environment.
- Improving the quality and accessibility of public transport.
- Meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car.
- Managing and reconciling the competing demands for kerb space.

It is not always easy to prove that CPE has a positive effect. Driving along a free-flowing road or walking along a footway without being blocked by parked cars is rarely noted or associated with CPE. Likewise, finding space in a clean, safe, well lit car park is taken for granted. It is often noted, however, when these essential benefits are not available.

CPE in Watford is undertaken by Indigo (formerly known as Vinci Park UK Ltd) on behalf of the Council under a contract that will expire in April 2018. The provision of this contract includes the following:

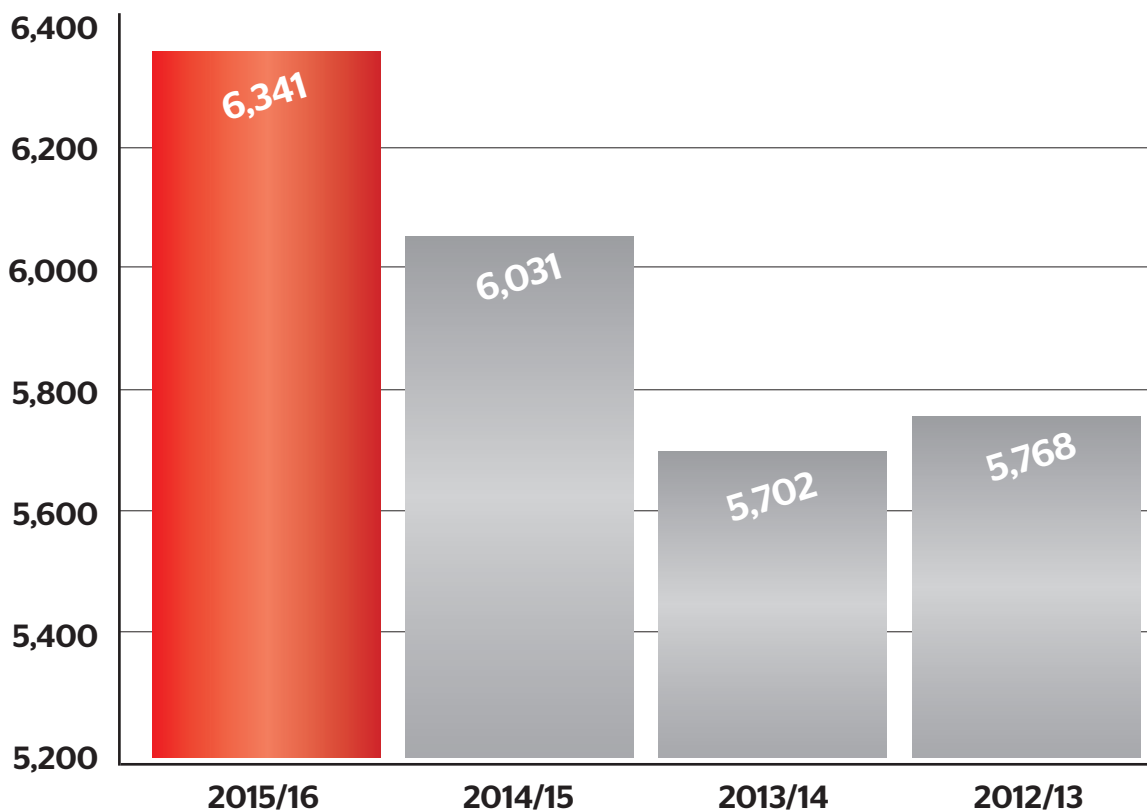
- 23 Civil Enforcement Officers (Watford only)
- Parking Shop and Notice Processing staff
- Maintenance and cash collection of Pay and Display machines
- IT hardware/software and support services
- Enforcement vehicles
- Suspension services
- Stationery
- Cleaning

Controlled Parking Zones

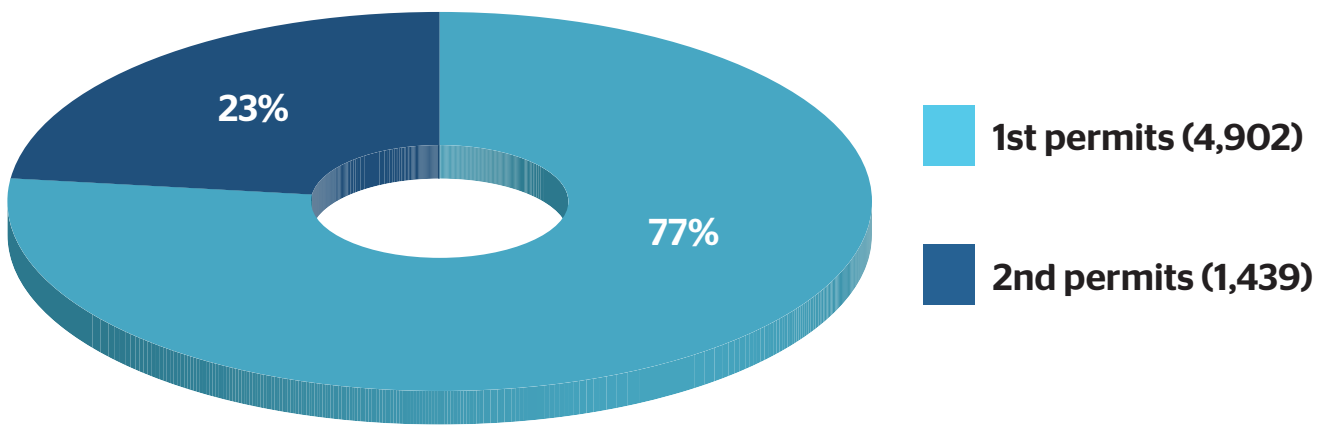
In order to fulfil our obligation to manage kerb side space effectively, Watford Borough Council has introduced a number of Controlled Parking Zones which effectively restrict all on-street space within its boundaries to particular users. There are 16 Controlled Parking Zones in Watford requiring varying hours of enforcement between 8am and 10pm, Monday to Sunday, including Bank Holidays.

Permits

During 2015/16 the following residents' parking permits were issued across the Controlled Parking Zone scheme:



Of the 6,341 residents' permits issued during 2015/16, the following were issued as **first and second permits**:

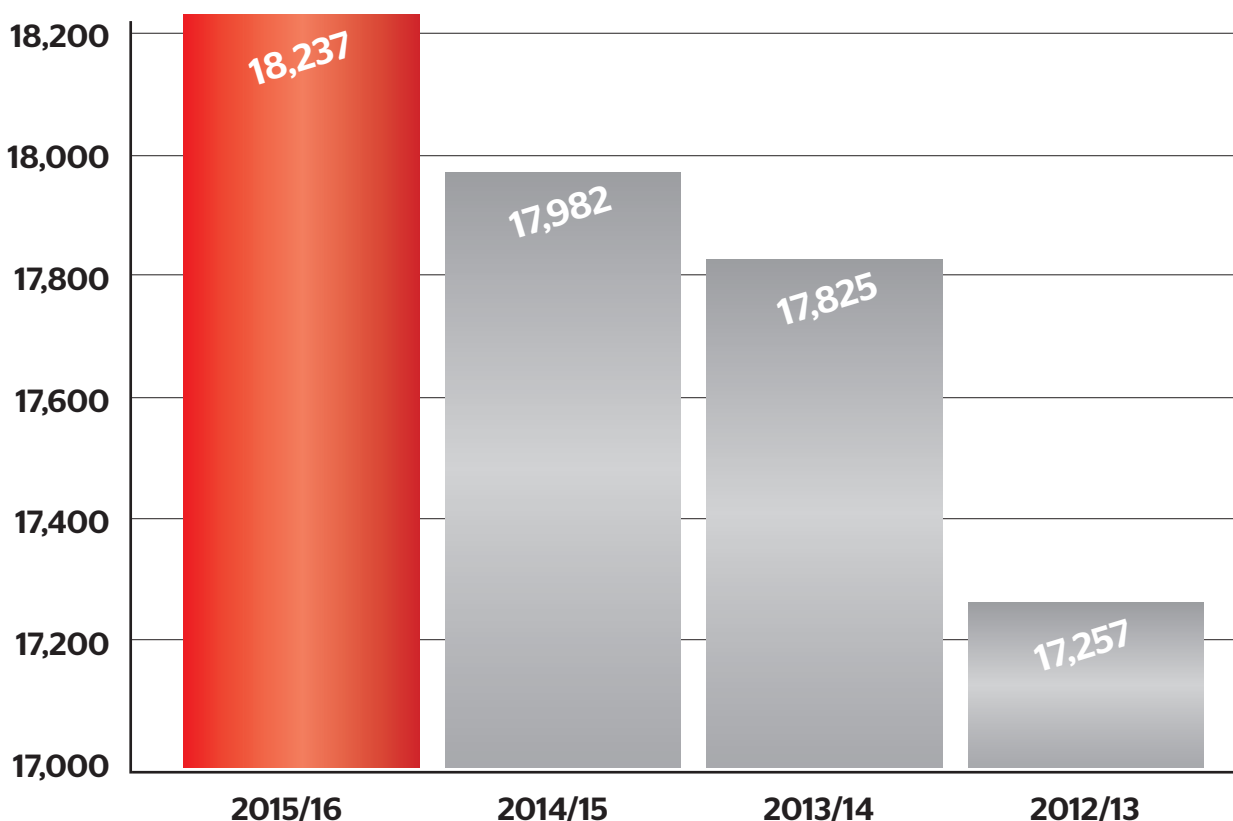


The cost of permits is **£25** for the **first permit** in the household and **£55** for the **second permit**, limited to one per person.

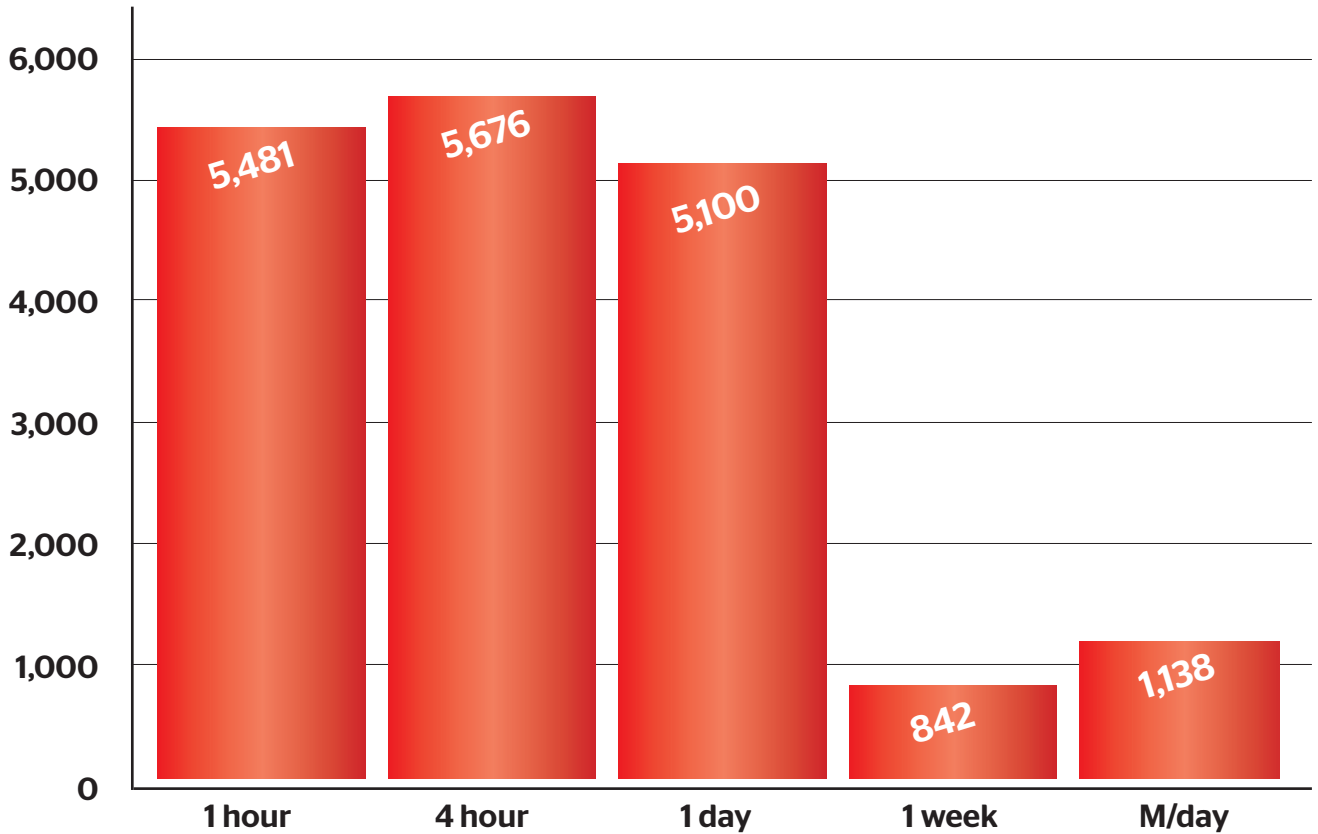
Within the Match Day zone (M/N), where permits are only required on first team match days of Watford Football Club, the cost of permits is **£6** for the first permit in the household and **£12** for the **second permit** in the household, limited to one per person.

Visitor Vouchers

During 2015/16 the following residents' visitor vouchers were issued across the Controlled Parking Zone scheme:



Of the 18,237 residents' visitors vouchers issued during 2015/16, the following were issued as **1-hour, 4-hour, 1-day, 1-week and match day vouchers:**



Further information regarding the Controlled Parking Zone scheme, including a map of the zones throughout Watford, can be found on parking pages of the Council website at www.watford.gov.uk or via the following link:

<http://www.watford.gov.uk/ccm/navigation/transport-and-streets/parking/parking-permits>

Pay and Display & Car Parks

Pay and Display

Pay and display machines are situated throughout the Controlled Parking Zones and close to shopping facilities and local amenities. Permitted durations of stay are generally limited to 1, 2 or 4 hours and on-street charges are commonly £1 per hour (20p for 12-minutes) or £1.50 per hour (30p for 12-minutes).

Those located in the Controlled Parking Zones are highlighted on the zone map, which can be viewed on the parking pages of the Council website at www.watford.gov.uk or via the following link:

<http://www.watford.gov.uk/ccm/content/parking/watford-controlled-parking-zones-map.en>

- There are a total of 76 on-street pay and display machines
- 452,651 on-street transactions during 2015/16

Car Parks

There are 8 off-street pay and display machines situated within the Council operated car parks. These are detailed below:

- The Avenue (x2)
- The Town Hall (x2)
- Town Hall Visitors (x1)
- Longspring (x1)
- Central Leisure Centre (x1) (No charges apply)
- Timberlake (x1)

A further machine is located within the Harebreaks on-street car park.

- 122,841 off-street transactions took place during 2015/16

Pay and display and off-street income is shown under “Financial Information” (see page 24)

Enforcement

“The Secretary of State considers that the exercise of discretion should, in the main, rest with back office staff as part of considering challenges against penalty charges and representations that are made to the local authority. This is to protect civil enforcement officers from allegations of inconsistency, favouritism or suspicion of bribery. It also gives greater consistency in the enforcement of traffic regulations.”

(Secretary of State’s Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions)

The Council and Indigo (formerly known as Vinci Park UK Ltd) have entered into a partnership using the British Parking Association model contract, which encourages best practice by ensuring that performance is measured on the quality of the service delivered. All Civil Enforcement Officers are salaried staff and do not work on any form of commission or ticket quota basis. Civil Enforcement Officers are not afforded discretion to ignore a vehicle parked in contravention. The initial objective of a Civil Enforcement Officer is to encourage compliance to the parking regulations or to move a vehicle on and a penalty charge will only be issued where it is evident that no alternative form of action can be taken.

During 2015/16 the following level of enforcement was carried out:

- 31,417 enforcement hours
Average of 2,618 hours per month
- 431,070 visited locations
Average of 35,922 visits per month

This enforcement included coverage of over 500 roads, 16 Controlled Parking Zone’s, 44 schools, 10 car parks and 21 match days, including bank holidays, Sundays and evenings.

“Enforcement authorities should aim to increase compliance with parking restrictions through clear, well designed, legal and enforced parking controls.”

(Secretary of State’s Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions)

An intensive lining and signing program is maintained in Watford, in line with the requirements of the Traffic Signs Regulations and General Directions 2016, to ensure that restrictions are communicated to motorists as clearly and concisely as possible so that the receipt of Penalty Charge Notices can be avoided, further achieving the objectives of the CPE regime.

Penalty Charge Notices

“The purpose of penalty charges is to dissuade motorists from breaking compliance...the objective of CPE should be for 100 per cent compliance, with no penalty charges.”

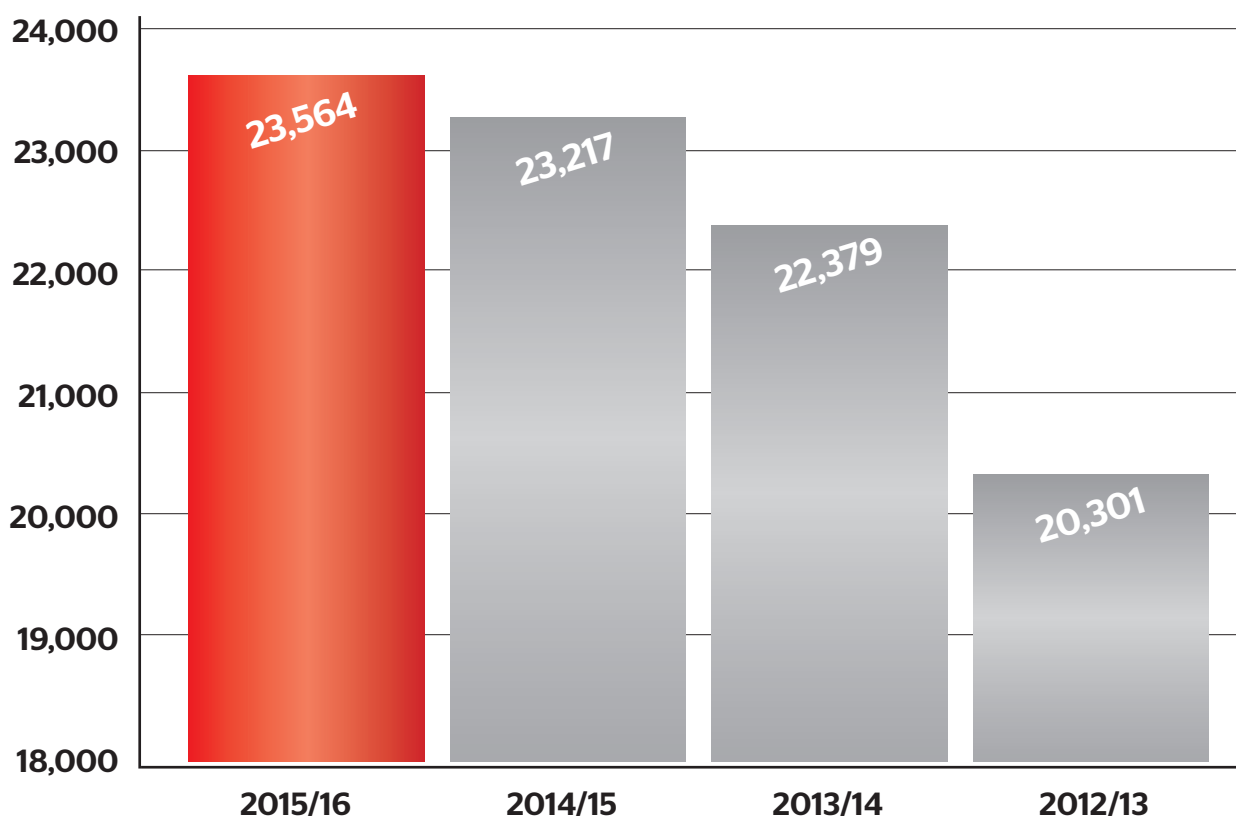
*(Department for Transport Traffic Management Act 2004
Operational Guidance to Local Authorities)*

The Traffic Management Act 2004 became operational in April 2008 and introduced differential penalty charges. The intention being to create a perception of fairness through proportionally applying a lower (£50) or higher (£70) charge according to the perceived seriousness of the contravention i.e. parking on a double yellow line or within a disabled bay (without the required blue badge) attracts a higher penalty than overstaying paid for time in a pay and display bay.

Details of parking contraventions enforced in Watford during 2015/16 and their associated penalty charge are detailed in The Penalty Charge Notice Cancellation and Guidance Policy, which can be found on the parking pages of the council’s website at [watford.gov.uk](http://www.watford.gov.uk) or via the following link:

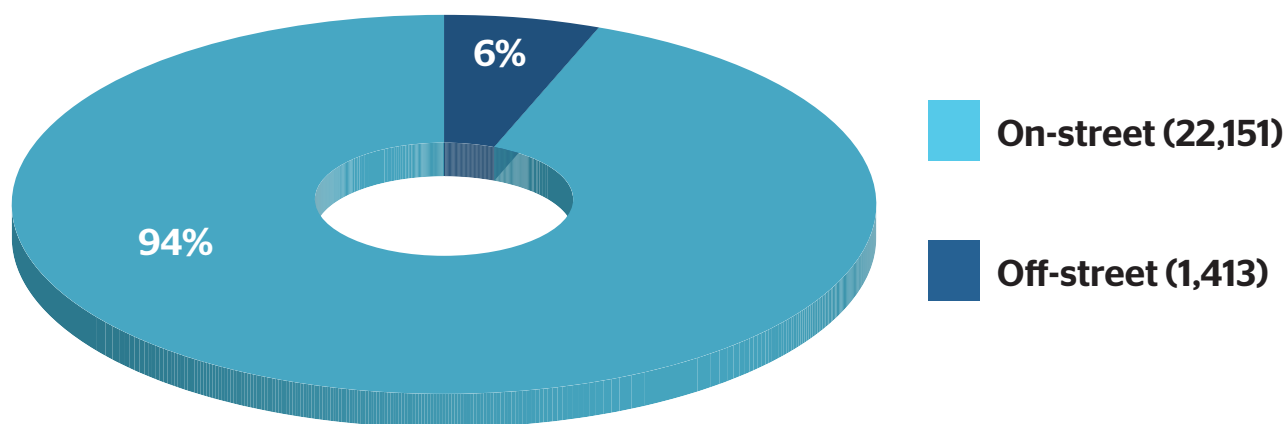
<http://www.watford.gov.uk/ccm/content/parking/penalty-charge-notice-guidance-and-cancellation-policy-document.en>

During 2015/16 the following Penalty Charge Notices were issued:

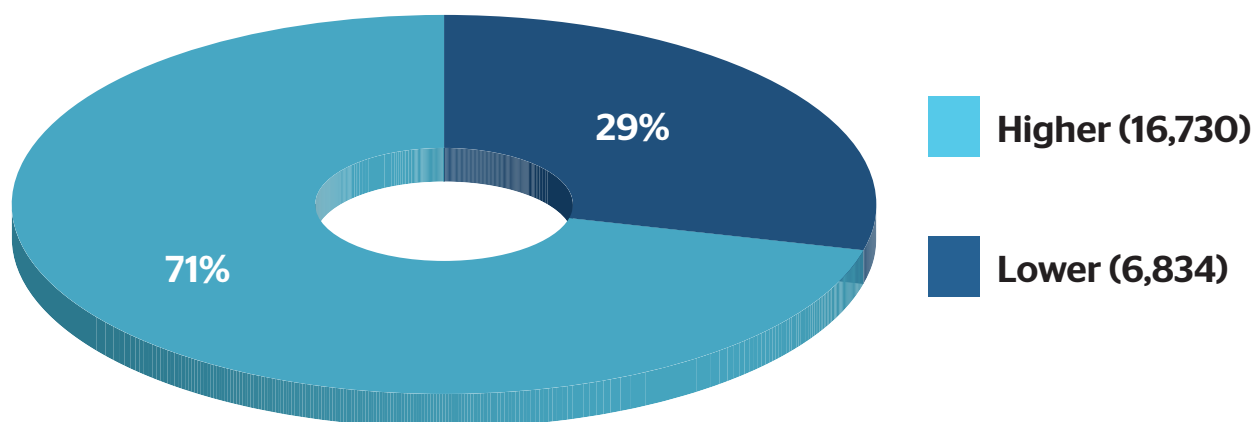


The volume of penalties issued each year has been fairly consistent at around 20,000 as motorists have recognised that parking enforcement is in place and the compliance level grows. Increases to this trend will commonly occur following the introduction of new schemes or extended hours of enforcement, such as Sunday enforcement around the Cassiobury Park area and daily evening enforcement of the met quarter in King Street, which has continued to take place in 2015/16, further to the introduction of new zones and zone extensions.

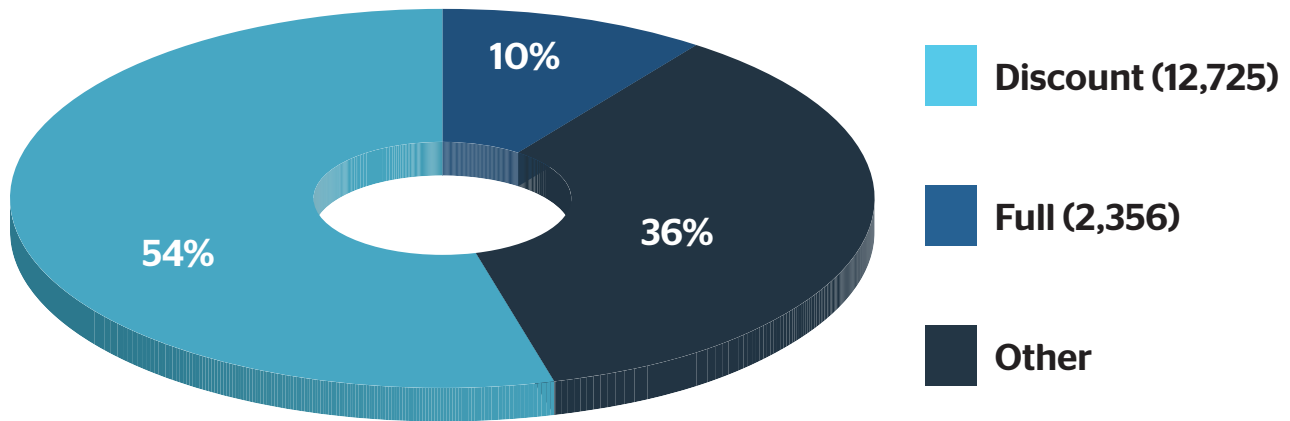
Of the 23,564 penalties issued during 2015/16, the following were issued on and off-street:



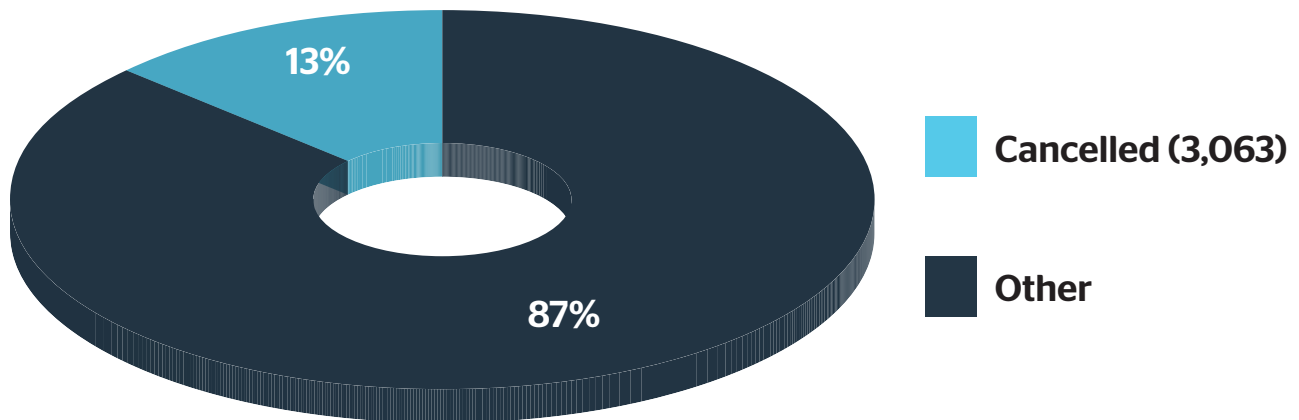
Of the 23,564 penalties issued during 2015/16, the following were issued as lower or higher charge contraventions:



Of the 23,564 penalties issued during 2015/16, the following were paid at the discounted or the full charge:



Of the 23,564 penalties issued during 2015/16, the following were cancelled:



Penalty charge levels are set by a specific Order outlined by regulation for inside and outside of London. Watford has adopted the Band 2 level.

PCN levels outside of London from 31 March 2008

Band	Higher level penalty	Lower level penalty
1	£60	£40
2	£70	£50

PCN levels in London from July 2007

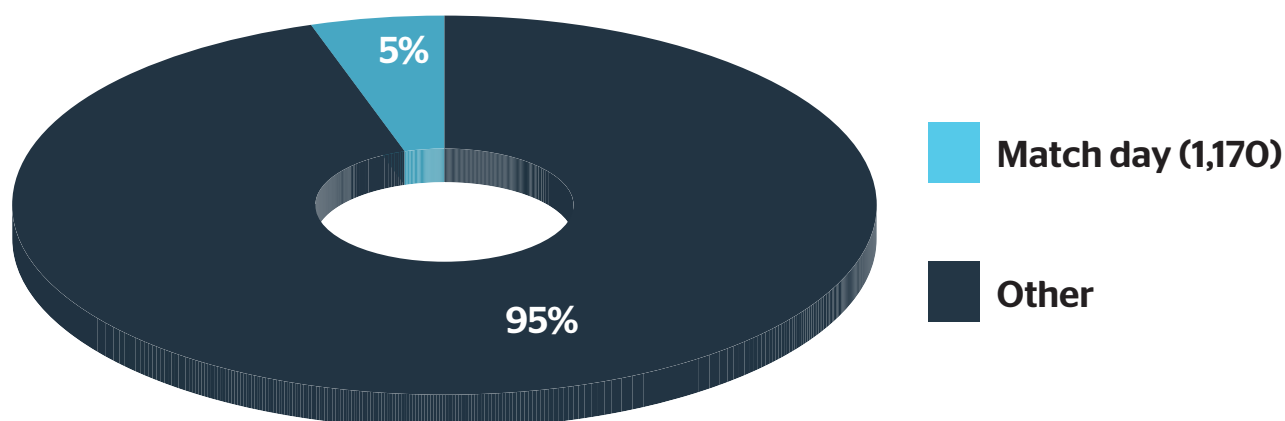
Band	Higher level penalty	Lower level penalty
1	£120	£80
2	£100	£60
3	£80	£40

Match Days

A number of zones are subject to match day restrictions when first team Watford FC matches are played at the Vicarage Road Stadium. These games may take place on Saturdays, weekday evenings, Sundays or bank holidays.

The number of home fixtures requiring enforcement will vary from season to season depending upon the clubs success in cup competitions or the league that they are in. Fewer fixtures apply in the Premier League because there are fewer teams.

Of the 23,564 penalties issued during 2015/16, the following were issued on match days:



A total of **21** fixtures were subject to match enforcement during 2015/16 and **1,170** penalties were issued. This information relates to the football season taking place between August 2015 and May 2016.

4,822 Watford Football Club fixtures were hand-delivered to Controlled Parking Zone residents.

83 Controlled Parking Zone entry match day sign plates were changed regularly throughout the year to inform motorists when fixtures were being played and match day restrictions applied.

Penalties Issued by Contravention

The number of PCNs issued during 2015/16 for the main on-street and off-street parking contraventions is shown opposite;

On street contraventions & codes	Number
01 - Parked in a restricted street (yellow lines)	7,625
02 - Parked where loading/unloading is not permitted	1,529
05 - Parked after expiry of pay and display ticket.	739
06 - Parked without a valid pay and display ticket/voucher	1,615
12 - Parked in a permit/shared use bay without permit/voucher/ticket	5,233
19 - Parked in permit/shared use bay with an invalid permit/voucher/ticket	4,082
25 - Parked in a loading place without loading.	919
27 - Parked adjacent to a dropped kerb	205
30 - Parked for longer than permitted	295
40 - Parked in a disabled bay/space without valid blue badge	707
47 - Parked at a bus stop or stand	146

Off street contraventions & codes	Number
82 - Parked after expiry of paid for time	126
83 - Parked in a car park without a valid ticket/voucher	619
84 - Parked with additional payment to extend stay (meter feeding)	7
85 - Parked in a permit bay without displaying valid permit	66
86 - Parked beyond bay markings	167
87 - Parked in a disabled bay without a valid blue badge	100
91 - Parked in area not designated for that class of vehicle	57

Challenges, Representations and Appeals

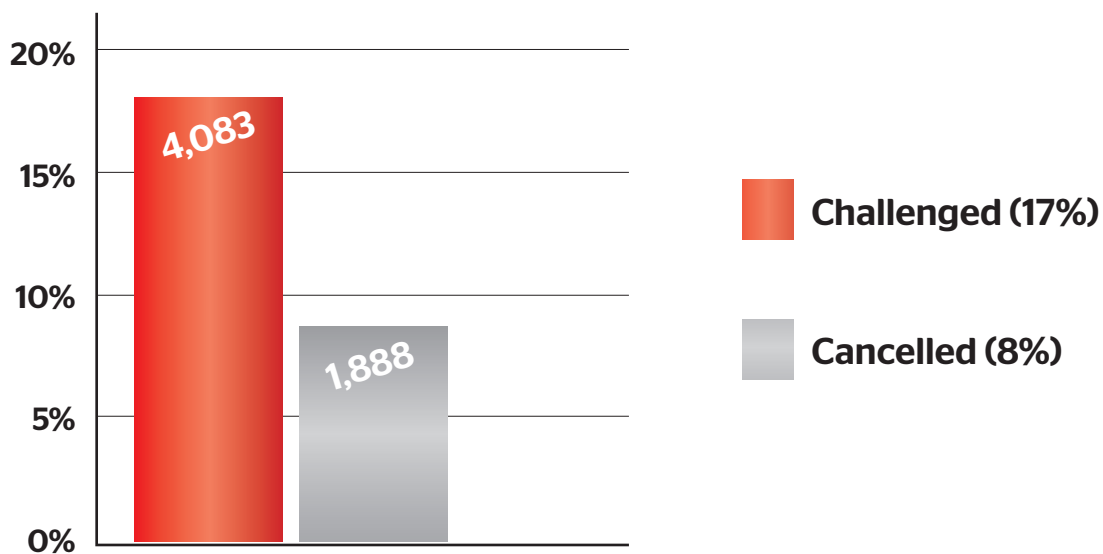
“The process of considering challenges, representations and defence of appeals is a legal process that requires officers dealing with these aspects to be trained in the relevant legislation and how to apply it.”

*(Department for Transport Traffic Management Act 2004
Operational Guidance to Local Authorities)*

Informal Challenge

Written correspondence received following the initial issue of the penalty, usually within the first 14 days, is regarded as an “informal” challenge.

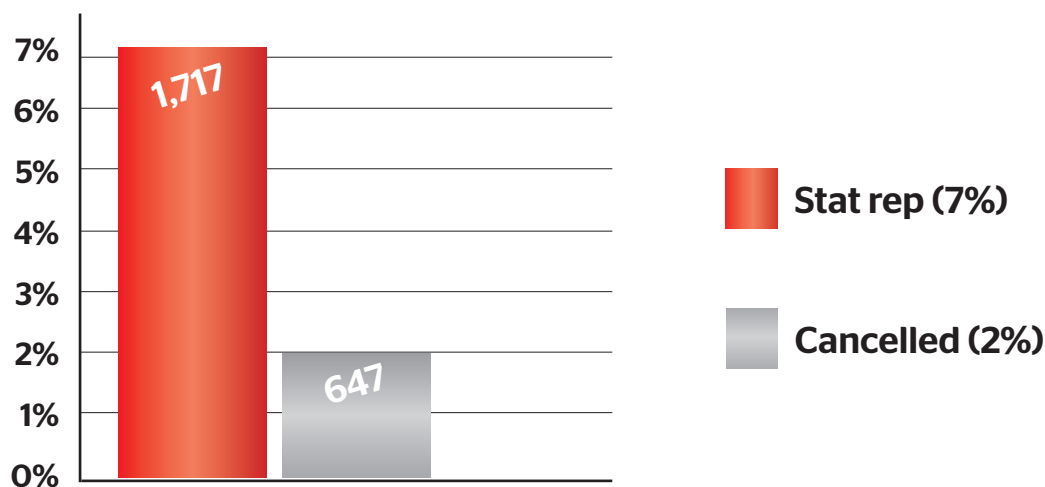
Of the 23,564 penalties issued during 2015/16, the following were subject to informal challenge and cancellation:



Statutory Representation

Motorists are served with a Notice to Owner document if the initial penalty charge is not paid or challenged. This document allows “formal” representations to be made against the issue of the penalty on a number of statutory grounds, or where other mitigating circumstances may apply.

Of the 23,564 penalties issued during 2015/16, the following were subject to statutory representation and cancellation:



Traffic Penalty Tribunal Appeals

Motorists are issued with a statutory Notice of Rejection when formal representations made to the council are not accepted. The Notice is accompanied with a form allowing them to refer their case to the Traffic Penalty Tribunal in order to appeal against the council's decision. A final binding decision will be made by an independent adjudicator.

The Traffic Penalty Tribunal may allow or dismiss an appeal and recognises that local authorities may not contest appeals on occasion, primarily when additional evidence comes to light during the appeals process.

Of the 23,564 PCN's issued in 2015/16:

- 68 were the subject of an appeal to the Independent Parking Adjudicator - an appeal rate of 0.28%.
- Of these 68 appeals, 18 (26%) were upheld by the adjudicator (48% including those not contested by the council) and 35 (51%) were rejected by the adjudicator (won by the council).

The following tables illustrate Watford Council's performance at appeal in 2014/15 and 2015/16:

Appeals 2014/15	No. of appeals	Rate of appeal per PCN	Not contested by council	Allowed by Adjudicator	Allowed by Adjudicator inc. not contested	Refused by Adjudicator (Council win)	Awaiting decision
Watford	117	0.50%	9%	23%	32%	57%	1%
Appeals 2015/16	No. of appeals	Rate of appeal per PCN	Not contested by council	Allowed by Adjudicator	Allowed by Adjudicator inc. not contested	Refused by Adjudicator (Council win)	Awaiting decision
Watford	68	0.28%	22%	26%	48%	51%	0%

Cancellation by Reason

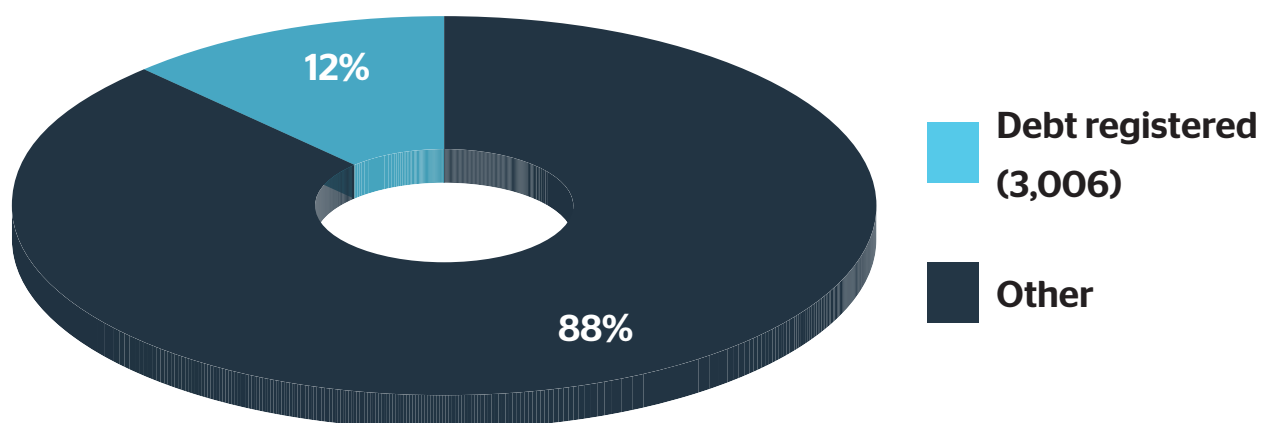
Principle reasons for cancellation of Penalty Charge Notices during 2015/16 are shown below:

Reason for Cancellation	Number of penalties cancelled
Disabled badge - first contravention	508
Council decision	56
Valid Pay and Display ticket produced	360
CEO error	257
Valid permit/season ticket produced	203
Processing errors	6
Loading evidence provided	103
Other evidence provided	582
Signs and lines defects	1

Debt Recovery & Bailiffs

If a penalty is not paid or successfully challenged the statutory process allows for the case to become registered as a debt at the Traffic Enforcement Centre (Northampton County Court). The motorist is served an Order for Recovery and is liable for full payment of the outstanding penalty and the additional court registration fee. Alternatively, a witness statement may be filed only if one of the four outlined grounds is applicable.

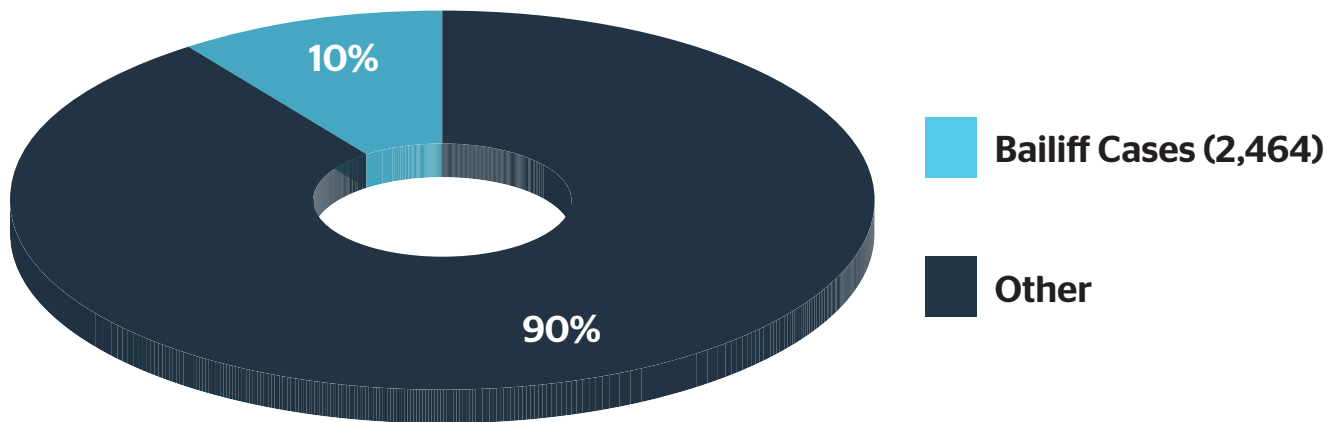
Of the 23,564 penalties issued during 2015/16, the following were registered as a debt:



The final stage of the Traffic Management Act 2004 statutory process allows Local Authorities to apply to the Traffic Enforcement Centre for the authorisation of a warrant to enable Enforcement Agents (formerly bailiffs) to recover the debt. By the time that a case is passed to an Enforcement Agent the following statutory notices will have been served to the motorist:

- Penalty Charge Notice (14/28 days to respond)
- Notice to Owner (28 days to respond)
- Notice of Rejection (28 days to refer case to independent Traffic Penalty Tribunal)
- Charge Certificate (14 days to respond)
- Order for Recovery/Witness Statement (21 days to respond)

Of the 23,564 penalties issued during 2015/16, the following were referred to Enforcement Agents (formerly bailiffs):

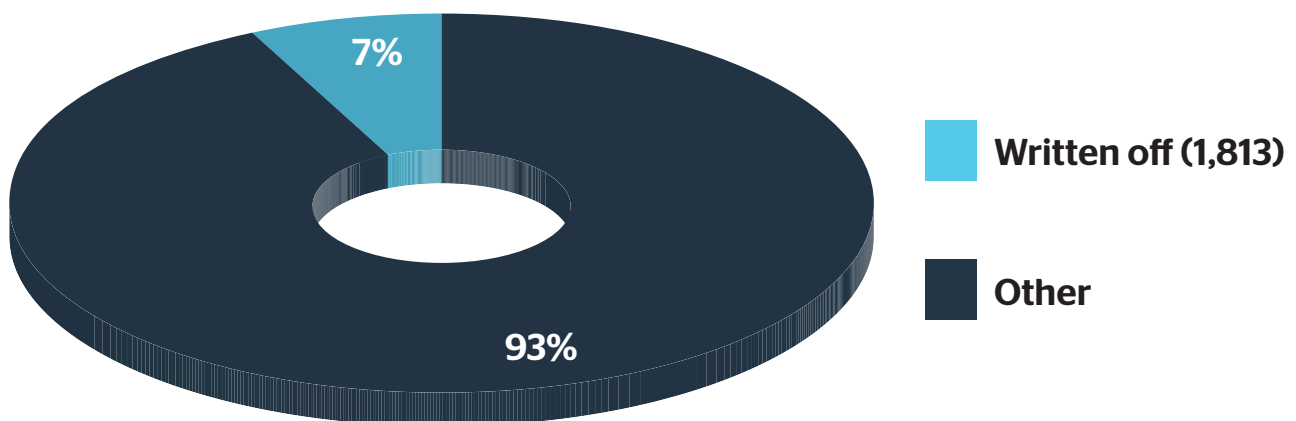


A total of £81,215 has been recovered through Enforcement Agent action in 2015/16.

At the stage that a case is passed to the Enforcement Agent for recovery the motorist becomes additionally liable for the payment of their fees, which are set and capped by statute (Taking Control of Goods (Fees) Regulations 2014), as outlined below:

- Compliance stage - £75
- Enforcement stage - £235
- Removal stage - £110

Of the 23,564 penalties issued during 2015/16, the following were written off:



It is generally expected that 30% of cases subject to Enforcement Agent action will be recovered. The recovery rate in Watford during 2015/16 was an average of 34%.

From January 2015, Watford added Newlyn PLC to our contract of instructed Enforcement Agents, which continues to include Marston Group and Equita PLC.

Further information regarding the governing requirements applicable to Enforcement Agents can be found at the following websites and links:

www.gov.uk (Bailiff and Enforcement Agents: National Standards 2014)

<https://www.gov.uk/government/publications/bailiffs-and-enforcement-agents-national-standards>

www.legislation.gov.uk (Taking Control of Goods (Fees) Regulations 2014)

<http://www.legislation.gov.uk/uksi/2014/1/contents/made>

Financial Information

“CPE is a means of achieving transport policy objectives...but raising revenue should not be an objective of CPE, nor should authorities set targets for revenue or the number of Penalty Charge Notices they issue”

*(Department for Transport Traffic Management Act 2004
Operational Guidance to Local Authorities)*

The income from on-street charging, which includes all Controlled Parking Zone scheme permits and vouchers etc. and all on and off-street Penalty Charge Notices is ring-fenced and must only be used in accordance with the provisions of section 55 of the Road Traffic Regulation Act 1984 (as amended). This restricts the use of any surplus generated strictly to re-investment in the service or other transport related purposes, which commonly includes the improvement, extension and maintenance of the existing parking schemes, car parks and infrastructure as well as funding new parking restrictions that are requested by residents, members and the emergency services.

The aim of the Parking Service is to ensure that it is self-financing and sustained by the revenue that it raises so that it does not seek support from local taxpayers. However, it is intended that the charges remain proportionate and are not set at unreasonable levels.

On-Street

Year	Contract costs - (net of income recovered from TRDC and Dacorum)	Staffing, supplies & other costs	PCN income	Permit Income	Pay & Display income On Street	(Surplus) / Deficit
2006/07	677,984	386,765	(602,007)	(214,197)	(416,633)	(168,088)
2007/08	681,459	444,684	(592,963)	(199,699)	(473,335)	(139,854)
2008/09	672,341	442,956	(625,518)	(209,322)	(482,494)	(202,037)
2009/10	683,393	605,736	(773,374)	(214,943)	(470,230)	(169,417)
2010/11	686,486	564,079	(559,381)	(213,127)	(446,739)	31,318
2011/12	696,052	459,509	(544,471)	(221,034)	(461,413)	(71,357)
2012/13	758,432	521,468	(558,314)	(244,982)	(482,471)	(5,867)
2013/14	751,926	603,780	(627,455)	(261,920)	(499,914)	(33,583)
2014/15	815,158	508,522	(673,969)	(272,858)	(282,673)	94,180
2015/16	780,485	654,329	(609,604)	(299,570)	(313,862)	211,778

Off-Street

Year	Contract costs	Staffing, supplies & other costs	PCN income	Three Rivers & Dacorum	Pay & Display income Off Street	(Surplus) / Deficit
2009/10	152,324	33,007	(67,250)	(92,898)	incl in on street	25,183
2010/11	256,359	29,756	(48,642)	(196,665)	incl in on street	40,808
2011/12	183,370	23,669	(47,346)	(122,843)	incl in on street	36,850
2012/13	167,175	24,658	(48,549)	(101,224)	incl in on street	42,060
2013/14	164,534	23,365	(40,050)	(116,538)	incl in on street	31,311
2014/15	146,549	21,372	(43,019)	(94,518)	(260,318)	(229,934)
2015/16	140,143	28,584	(45,884)	(81,397)	(241,905)	(200,459)

It is a commonly held belief that parking enforcement is a purely revenue raising exercise; however it will be seen that (in common with many smaller local authorities) Watford Borough Council does not break even on its enforcement activities, alone.

However, the above deficit is effectively made good from the income from off-street pay and display parking, permit charges and management fees from Dacorum Council and Three Rivers Council for hosting and managing the parking contract.

Future Plans & Summary

During 2015/16 the Council continued implementation of the outcome of the strategic review of CPZ operations which were decided by the Council in 2013/14. Several rounds of informal consultation on the principle of extending the hours of operation of controlled parking zone M/N took place during the year resulting in a number of changes to the extent of the proposals. The decision to proceed with the Statutory Consultation on a zone-wide scheme was taken towards the end of 2015/16 with the statutory process anticipated to commence during 2016/17. The introduction of a small residents' permit scheme in The Larches was also completed during summer 2015.

The outcome of the parking study in Callowland and Leggatts Wards was reported to the Council's Cabinet in July 2014. The Permit Scheme that formed the basis of the consultation did not have community support and has therefore not been progressed. A range of minor amendments have been identified by Cabinet for further investigation however and this work commenced during 2015/16 and is expected to continue during 2016/17. The key element of this work will be a review of short stay parking along the St Albans Road corridor in consultation with businesses to determine whether changes can be made to support those businesses.

Work on developing parking controls on the Radlett Road Estate was completed during 2015/16 and a scheme of 'commuter ban' yellow lines introduced. Monitoring of the effectiveness of the scheme will take place during 16/17.

Minor changes to the arrangement of parking controls on the Cassiobury Estate in zone V along with the extension of the zone to 3 additional roads on the Estate were completed.

Towards the end of 2015/16, discussions with the Cassiobury Triangle Residents Association regarding the possibility of revised parking controls in the area to address weekend parking issues associated with visitors to the adjacent Cassiobury Park continued. An Experimental Order extending the Monday to Friday 'commuter ban' controls in the area is proposed for the Summer Months of 2016 with a consultation on options for additional controls expected later in 2016.

During 2015/16 the Council processed requests for changes and additions to parking controls at various sites across the Borough. A similar process of minor amendments to the controls within the Controlled Parking Zones was also undertaken. Further sites will be addressed through this process during 2016/17. Of particular note was the introduction of an on-street rapid charge electric vehicle charging bay. Opportunities to provide further on-street charging points will be explored during 2016/17.

Amendments to parking controls in Watford Town Centre to accommodate improved cycling facilities in the High Street were completed by Hertfordshire County Council early in 2016. The Borough Council is moving forward with plans to widen the footway on the same section of the High Street to improve facilities for pedestrians and to enhance the general town centre experience in that part of the town. This will involve further amendments to parking controls which will be progressed during 2016.

The Council's Parking Strategy was adopted in 2015 and work to implement the year 1 works, focusing on the town centre commenced. Member input to the detailed proposals was gained through a working party and formal sign-off is expected from Cabinet in early 2016/17 with commencement of more detailed local consultation & implementation in 16/17. The year 1 work seeks to address a number of concerns regarding the allocation of kerb-side space in the town centre and in particular proposes additional blue badge and powered two wheeler parking and electric vehicle charging points

The Council's Parking Enforcement Contract is due to expire in spring 2018 and work has commenced on the procurement of the new contract. This work will continue throughout 2016/17 with a view to appointing the new contractor towards the end of 2017.

Looking further ahead major developments and infrastructure schemes in the Borough, in particular the Hospital Campus Development and the Croxley Rail Link are likely to be the stimulus for revisions to parking controls in the affected areas to reflect the changing demands brought about by those schemes.

“Once authorities have finalised their parking enforcement policies, they should publish and promote them openly.”

*(Secretary of State's Statutory Guidance to Local Authorities
on the Civil Enforcement of Parking Contraventions)*



*PART A

Report to: Outsourced Services Scrutiny Panel

Date of meeting: 17 January 2017

Report of: ICT Section Head

Title: ICT Update

1.0 **SUMMARY**

1.1 This report provides committee members with an update on the current position of ICT services.

2.0 **RECOMMENDATIONS**

2.1 Committee to note the contents of this report.

Contact Officer:

For further information on this report please contact:

Emma Tiernan, ICT Section Head

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3.0 Background information

Watford Borough and Three Rivers District Council exited the Capita IT Services contract on 30 June 2016. The contract with Amicus IT services commenced on 1 July 2016. The Amicus Service Desk contract is for 2 years, with an optional extension of 2 years.

3.1 ICT Service Model and Management

3.1.1 The current staffing structure can be found in appendix A. This is a blend of permanent and contract staff. This will remain in place until a service restructure is implemented in 2017. This is required to meet the current service model.

3.1.2 The service model for ICT is now mixed, with in-house services combined with third party providers providing the range of required services. This is broadly split as follows:

Amicus ITS	<ul style="list-style-type: none">• Service Desk (incident and problem management)• Server monitoring• Network monitoring• Fault resolution across a number of technologies, including server operating systems, and virtual technologies.• Third party management – related to faults reported by users• Licence management• Change management
W3R IT	<ul style="list-style-type: none">• Infrastructure Management (inc servers, storage, firewalls, security)• Fault resolution• Asset management• Business Applications management (departmental)• Enterprise applications e.g. Exchange• Project management• Contract and Performance Management• Third party management• Communications• Financial Management• Disaster Recovery• IT strategy• Policy and procedures• Management of change and release

Other third parties	<ul style="list-style-type: none"> • These third parties provide a range of support services, some examples of these are as follows: • Applications support and maintenance • Internet Services • Wireless technologies • Disaster Recovery
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3.1.3 There are a range of other IT services that are currently being tendered. For example patching (of servers) and systems and database administration. There are no business change functions or business application support within the internal IT department. This requirement will be considered in line with the restructure in 2017.

3.1.4 The Amicus service desk operates 24*7, 365 days a year. The contracted service levels are as follows:

Call Type	Response Time	Resolution Time	Response Time KPI	Resolution Time KPI
Priority 1 High priority incident, major outage etc.	Immediate	2hrs to fix	99%	95%
Priority 2 Medium priority incident – affecting multiple staff, multiple locations	15 mins	4hrs to fix	98%	95%
Priority 3 Low Priority – single member of staff, non-business affecting	15 minutes	8hrs to fix	98%	95%
Service Requests / Severity 4 Software loads, updates, resource requests, etc.	15 minutes	3 days	98%	95%

Hardware IMAC Request Requires approval from ICT team	15minutes	5 days	95%	95%
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Please note that although this is the contracted service levels with Amicus ITS, this does not reflect onward service levels with other vendors that the Councils contract with e.g. departmental business applications.

In addition to the service levels above Amicus ITS have the following key performance indicators:

- Resolution/closure of 80% of all incidents logged
- 45% first time fix.

3.1.5 In October Amicus closed 59% of total calls whereas W3R IT closed 41% of total calls. This has remained the same in November. Therefore currently Amicus are not meeting their contractual obligations of the resolution of 80% of all incidents logged.

With the incidents that Amicus are closing they have met the service levels stated in 3.1.4 for October and November. These have been reported at 95% in October and 99% in November. The internal IT department are performing below the required service levels at 75% for October and 82% for November. This is being assessed, but this is likely to be reflective of the additional calls being passed from Amicus to the internal IT department.

3.1.6 Monthly service reviews are underway, reviewing performance through the transition period as well as reviewing what effort is required to increase the workload Amicus need to take on in order to meet their service level of resolution of 80% of all incidents logged. Transition of the service desk itself has been extended informally to the end of January 2017. This has been by mutual agreement. Aspects of transition not completed by either Amicus or the W3R internal IT team will be moved into a service improvement plan, and this will be by mutual agreement. A service improvement plan is drafted ready for transition ending at the end of January 2017.

3.1.7 Network services have been procured following the introduction of the Service Desk services with Amicus ITS. The transition deadline for on-boarding all network services, by mutual agreement is April 2017. Amicus ITS is already monitoring a number of devices on our network. The Amicus Network Services contract is for 2 years, with an optional extension of 2 years.

3.2 ICT Technical Transformation

3.2.1 There has been an on-going IT technical transformation programme. This was delayed significantly by the Capita performance issues. In the past 9 months since exiting Capita, the following areas have been invested in and delivered:

- Desktop refresh. Moving from Windows XP devices to Windows 7. Approximately 90% of the estate across Watford Borough and Three Rivers District have been replaced. The remainder of these are currently being progressed.
- In line with the desktop refresh above, where required laptops and/or tablets devices have been rolled out. These have been deployed primarily to senior management and members, as well as where there has been a particular business requirement. For example all staff at Wiggshall Depot required laptops and these have been issued.
- Wi-fi has been rolled out to the entire TRDC estate. It has been rolled out to CSC, Council Chambers and the Amenities Area on the Watford Estate. Watford Leadership team are currently considering rolling this out further.
- Implementation of a CISCO VPN (Virtual Private Network). This allows members of staff to work securely from any location where there is internet access. This will eventually replace the current homeworking solution via Appgate.
- Some additional changes have been made with some network security devices and these continue to be progressed.

3.2.2 The replacement of the end user desktops has had an extremely positive effect. This has removed the reliance on aged thin client technologies, as the devices are now FAT client. This means that software is loaded directly to the machine. Users were suffering continually with the aged thin client technology, where logging on to their machines was exceptionally time consuming and frustrating.

3.2.3 Work continues as a priority on the IT transformation, alongside work on client side projects, application upgrades and the Watford 2020 programme. See Appendix C for a view of the current IT programme. This is currently under review, considering scope, resource requirements and timeframes. Each work stream within the programme includes outstanding audit recommendations where appropriate and changes to PSN (Public Services Network), as well as considerations for improving security across the network where this is relevant.

3.2.4 We will be submitting our Code of Connection for PSN late spring, with a health check currently being scheduled for February 2017. One aspect of the submission includes a design for the Revenues and Benefits database, which requires a particular level of security according to the type of data processed. There is a

project currently in-flight which is moving this database to a more secure part of the network. Currently we do not have a PSN certificate, however we have developed a good relationship with the central government team and they are aware of all parts of the estate requiring remediation and are supportive of plans. I have given an indicative timeframe of December for the overall completion and award of the PSN certificate. Once I have a firmer view of the entire core infrastructure programme I will be able to give a more specific date.

4.0 **IMPLICATIONS.**

4.1 **Financial**

4.1.1 There are no financial implications within this report.

4.2 **Legal Issues (Monitoring Officer)**

4.2.1 There are no legal implications within this report.

Appendices

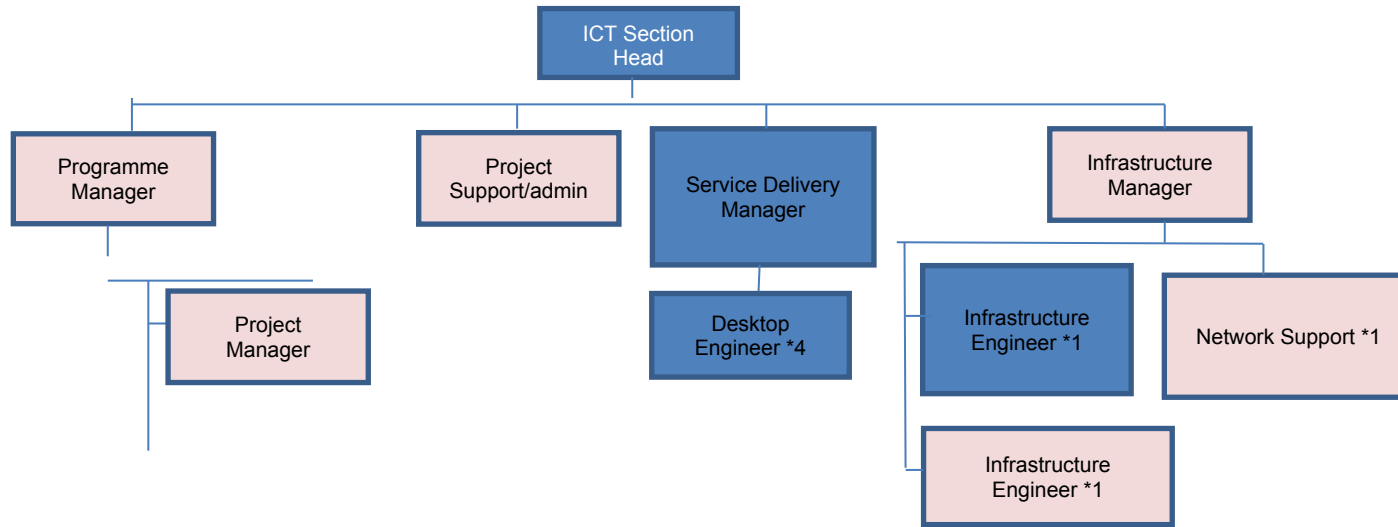
Appendix A

Current ICT Service Structure

Appendix B

IT Transformation Programme

Appendix A – ICT Structure Chart



Blue: Established posts and those TUPE'd back from Capita (with the exception of the ICT Section Head)

Pink: Additional posts covered by contractors

Task Name		
ICT Core Transformation	Est Timeframe	Current Position
Active Directory	May-17	In flight
Exchange 2013	May-17	In flight
SQL/Oracle Cluster	Oct-17	Not started
Storage Review (Netapp - SAN)	Jun-17	Not started
Backup solution	Jun-17	Not started
Network Recommendations	Oct-17	Not started
Windows 2003 server - upgrade	Dec-17	Scoping
Virtual Server Upgrades	Dec-17	Not started
Desktop rollout	Jun-17	In flight
Mobile Devices Rollout	Dec-17	In flight
Anti-Virus Solution for mobile devices	Jun-17	Not started
Mobile device management	Jun-17	Not started
Citrix Home working solution0	Aug-17	Not started
PSN Compliance	Dec-17	In flight
Business Application Upgrades		
Watersmeet Booking system	NA	Not started
E-Financials	NA	Scoping
Cash Receipting - AIM	Apr-17	In flight
WBC ArcGIS	Apr-17	In flight
TRDC Uniform v10	Jun-17	Not started
WBC Uniform v10	Jun-17	Not started
IKEN - Legal Case Management	Jul-17	Scoping
LogoTech Treasury Management	Jan-17	In flight
Anite	Apr-17	Scoping
Academy	Jan-17	Scoping
TRDC Uniform Env Health module	NA	Not started
Exacom	NA	Not started
Watford 2020		
CSC		
CSC mobile devices	As per Watford 2020	In flight
GIS mobile devices	As per Watford 2020	In flight
CRM replacement	As per Watford 2020	Scoping
Webchat	As per Watford 2020	Not started
Qmatic	As per Watford 2020	In flight
I-Apply	As per Watford 2020	Scoping
Corporate	As per Watford 2020	
Data Management	As per Watford 2020	Scoping
Wi-fi	As per Watford 2020	In flight
Unified Comms	As per Watford 2020	Not started
IT Strategy	As per Watford 2020	In flight

