



## Item 2 (b)

29<sup>th</sup> January 2020

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Report by Managing Director to the Operational Performance and Delivery Scrutiny Committee

Contact William Taggart on ext 21835

### CITY PARKING (GLASGOW) LLP OPERATIONAL PERFORMANCE REPORT

#### **Purpose of Report**

The purpose of the report is to advise the Operational Performance and Delivery Scrutiny Committee of the framework through which City Parking measures Performance Management within the Car Parking and Enforcement Operations. The details relate to the period 1<sup>st</sup> April 2019 to 30<sup>th</sup> September 2019 (Quarter 2).

#### **Recommendations**

The Committee is asked to note the content of the report by City Parking (Glasgow) LLP

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### **1. Background to City Parking (Glasgow) LLP**

- 1.1 City Parking (Glasgow) LLP was established on the basis of a 35-year lease of “Core” Council-owned car parks. The LLP was funded by the purchase of the lease via bank borrowings.
- 1.2 The organisation began trading in June 2007 and is a separate legal entity, registered at Companies House.
- 1.3 Internal scrutiny of the LLP is the responsibility of the City Parking Board supported by Glasgow City Council’s (GCC) Corporate Governance. As well as ensuring compliance and corporate governance, GCC also supplies support and professional guidance to the LLP under the Transitional Services Agreement.

### **2. City Parking and Glasgow City Council**

- 2.1 City Parking provides two main services to the city: On-Road Parking Enforcement and the provision and management of Off-Road Car Parking facilities.

#### **2.2 On-Road Parking Enforcement**

- 2.3 City Parking carries out the enforcement of all yellow line restrictions within the city together with ensuring the correct utilisation of on-road parking bays. This helps ensure that the citizens of Glasgow, visitors and commercial enterprises park in accordance with all legislative requirements.

- 2.4 This regulated enforcement contributes to Neighbourhood and Sustainability’s overall Traffic Management Policy ensuring the free-flow of traffic within the city. Neighbourhood and Sustainability Managers, regularly work closely with City Parking to ensure that the key performance indicators within the enforcement contract are adhered to including, number of street visits made by Parking Attendants, action over complaints and prioritisation of beats. This helps to ensure that City Parking can provide the strategic objectives of the Council in relation to traffic control and management.

#### **2.5 Off-Road Car Parking**

- 2.6 City Parking operates and manages all multi-storey and surface car parks owned by the Council as well as some privately owned car parks.
- 2.7 Operating in a very competitive market, City Parking, whilst trying to ensure that all financial liabilities are met through its car park revenue streams, is also acutely aware of the Council’s overall parking policies throughout the city and this has to be taken into account when preparing any annual business plans.
- 2.8 The car parks help provide an alternative to on-road parking and the demands on available space and changes in on-road policies.
- 2.9 For longer term parking, the car parks help provide parking for those visiting the city for business and leisure purposes and help control the overall dynamics of traffic management and traffic movement in line with council traffic policies.

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### 2.10 Carbon Management

- 2.11 City Parking is working closely with Neighbourhoods and Sustainability to help contribute to the reduction of its carbon footprint. This is through a variety of methods including: replacement of car park lighting with LED lights; expansion of motion sensory activation lighting; and the increase in the provision of electric vehicle charging points. In addition, the RUGGEDISED project which is being managed by Neighbourhood and Sustainability, is being facilitated by the proposed utilisation of City Parking's Duke Street multi-storey car park which will allow for renewable energy provision through solar panel technology.

### 3. Car Parking

- 3.1 City Parking operates 16 car parks across Glasgow: 7 multi-storey/barrier controlled car parks and 9 surface pay and display car parks. This equates to a total of approximately 6,700 car parking spaces.
- 3.2 The main objectives of car parks are to provide safe, secure and economical parking for our customers, whilst ensuring the LLP is economically viable. This is done through the management of revenues and reducing or minimising expenditure where possible. The development of innovative parking solutions is critical to this.
- 3.3 City Parking has introduced a number of operational changes in areas of its business and made considerable operational cost savings. Investment in new technology and better use of existing resources such as integrated car park control systems helps give a more responsive, efficient management of the multi storey car parks and also allows a wider choice of parking products to be offered to the public.
- 3.4 City Parking has successfully gained the Parkmark award for safe parking provision and good management within all its multi-storey car parks.

### 4. Enforcement

- 4.1 City Parking provides the Parking Enforcement function to Glasgow City Council for all on/off street parking restrictions within the city. This includes the issuing of Parking Penalty Charge Notices and the vehicle removal function.
- 4.2 A total of approximately 100 enforcement staff are employed to provide the function and work on a 3 shift basis over 7 days averaging over 1,500 street visits per day.
- 4.3 Enforcement of the parking restrictions helps ensure against indiscriminate parking together with contributing to the free flow of traffic throughout the city.

### 5. Anderston Centre/Cadogan Square Lease

- 5.1 City Parking purchased the lease for the Anderston Centre/Cadogan Square complex in 2008.
- 5.2 The main reason for the purchase of the lease was to secure the ongoing operation of Cadogan Square Car Park which is an integral part of the complex. This car park also forms part of the security on the bank loan from Lloyds. In

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addition, this lease now allows for City Parking to receive regular income from commercial tenants within the existing complex.

### 6. Equality

6.1 City Parking (Glasgow) LLP is committed to encouraging diversity and eliminating discrimination in both its role as an employer and as a provider of services. The LLP aims to create a culture that respects and values each others' differences, that promotes dignity, equality and diversity, and encourages individuals to develop and maximise their true potential.

6.2 The City Parking Board has approved an Equality and Diversity Policy document with a resultant action plan to help continue to provide equality and fairness for all in our employment and in the provision of services and not to discriminate on the grounds of gender, marital status, race, ethnic origin, colour, nationality, national origin, disability, sexual orientation, religion or age.

6.3 White Ribbon Campaign

City Parking has also been actively involved in promoting the White Ribbon campaign in relation to violence against women and has distributed documentation and posters promoting the support for the campaign. All staff have also been encouraged to enrol and make their pledge in support.

### 7. Corporate Social Responsibility

7.1 Corporate Social Responsibility (CSR) is the term used to describe an organisation's sense of responsibility towards the community and environment in which it operates. The term applies to an organisation's effort to go beyond what its statutory duties are or what is required by regulations.

7.2 Actions undertaken and identified as part of an organisation's CSR generally fall into four main themes. These are:

- Community
- Staff
- Environment
- Customers, Products & Suppliers.

7.3 City Parking is currently a participant in the Community Carers discounted parking scheme which gives carers, working within the city centre, discounted parking in our city centre car parks.

7.4 City Parking is recognised as a cycle-friendly employer and staff are encouraged to cycle to work and given appropriate facilities to enable this.

7.5 City Parking currently provides free charging facilities for electric vehicle owners at all of our multi-storey car parks as well as a selection of surface car parks. Also, LED lighting has now been installed in our Cambridge Street, Concert Square and Charing Cross car parks. This has seen reductions in carbon output together with resulting financial savings. We are now in the process of extending this to our remaining multi-storey car parks. Sensory lighting, similar to that utilised in the SECC/Hydro car park has also been sourced for our multi-storey car parks to provide a more energy efficient method of lighting and reduced

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carbon emission. This has now been installed within our Duke St and Charing X Multi-Storey Car Parks.

7.6 The City Parking Board approved a policy statement on Corporate Social Responsibility and this now forms part of City Parking's overall policy and processes.

7.7 MCR Pathways – Young People Mentoring

As part of the Council Family's recognition to the benefits of young people mentoring, City Parking is playing its part by staff mentoring pupils from various schools throughout the city. At present, a total of 10 staff, including the Managing Director, are currently involved in pupil mentoring through the MCR Pathways programme.

7.8 Health & Wellbeing Event

City Parking hosted a Health & Wellbeing Roadshow on 21 June 2019. This was facilitated by Corporate GCC and included a Health & Wellbeing presentation which covered Mental Health Awareness, financial and employee assistance advice as well as the opportunity for staff to have head, shoulder and neck massages. This was a great success with very positive feedback from staff. It is hoped a further similar event can be held in the near future.

## 8. Sustainability

8.1 City Parking has taken a positive stance to promoting a sustainable future for the organisation. Several actions have already been identified and implemented with continued improvement upon this base being the intention of the entire management team.

8.2 To date we have retrofitted LED Lighting at Cambridge Street, Concert Square, and Charing Cross Car Parks with the planned rollout to the remainder of the multi-storey car parks.

8.3 We now have 88 electric vehicle charging points throughout all our multi storey and surface car parks to encourage the use of electric vehicles by the wider public. All electricity is provided free of charge. Within the Cadogan Square Car Park, we have introduced cycle pods which are free for cyclists to secure their bikes. This supports the introduction of a cycle to work scheme by City Parking, working alongside Bike Scotland, which also promotes car sharing.

8.4 Future developments will be to establish the benefits of motion activated sensory lighting (already installed at the new SECC Hydro Car Park, Charing X and within the Duke Street car park), managing our heating by reducing all areas by one degree, continuing to develop the staff awareness and training on energy consumption and how to save energy.

8.5 As part of the Glasgow City Council's European funded Ruggedised Project which is being co-ordinated through GCC Neighbourhood and Sustainability Services, progress is underway to look at Duke Street Multi-Storey Car Park being utilised to provide solar panel power on the roof of the car park. It is hoped this will contribute to the provision of renewable energy provision as part of the overall project. In addition, other multi-storey car parks are being assessed for suitability for similar type renewable energy.

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### 9. Information Security

9.1 As part of the overall process for ensuring that the message and practice of securing all information, particularly that of a sensitive nature, staff have been instructed to complete the Information Security Course on the GCC GOLD programme. This relates to both physical and digital information. As instructed by the Information Commissioner, this course must be completed on an annual basis. The completion figure for the 2019 Course is 100%.

### 10 Changes in Legislation

#### 10.1 Disabled Blue Badges

Changes in legislation in relation to the enforcement of fraudulent disabled badge use and mis-use of genuine disabled badges came into effect on 1 April 2015. The main element of this legislative change is the power of Enforcement Officers to confiscate the disabled badge at source on the establishment of fraudulent or mis-use. City Parking is working in collaboration with GCC's Neighbourhood and Sustainability Services, CBS and Audit Fraud Team. Below's table shows the relevant actions carried out since the implementation of the new legislation.

	15/16	16/17	17/18	18/19	19/20 April 19-Sept 19
Total number of suspected mis-used badges	607	1,041	1,180	1,353	656
Number of badges confiscated by PA's	334	428	407	479	270
Number of badges not confiscated	273	613	773	874	386
Total number of vehicles uplifted due to suspected mis-used badges	159	217	198	374	163

#### 10.2 Data Protection Law

Changes to the Data Protection Law, or General Data Protection Regulations (GDPR) were implemented in May 2018. This means that breaches of this law can result in more severe financial penalties to the Council. In addition, the changes are making procedures relating to the retention and processing of personal data much more stringent and wide reaching. As part of the preparation for dealing with these changes, all City Parking staff have received mandatory training and all Managers have been instructed to review all data processes within their areas of responsibility. This is a proactive measure to try and minimise the likelihood of any data breaches.

### 11 New Technology

11.1 Glasgow City Council introduced a facility for cashless/ticketless parking to its on-road parking pay and display machines known as RingGO. City Parking also uses

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this technology to provide appropriate cashless/ticketless parking within its surface car park portfolio. Since the new technology was implemented in July 2016, nearly 490,000 transactions have been processed to a value of approximately £1.9m.

### 11.2 New Parking Enforcement Equipment

City Parking has now replaced its dedicated Parking Enforcement Handheld machines with new digital smart phones. These Samsung 7 phones have been installed with the latest enforcement software. These are impacting positively on the efficiency of the enforcement operations with additional functionality such as a scanning facility and 4G technology. In addition, as a result of this new technology, steps are being taken to produce more pro-active reports which should impact on the operational performance of enforcement going forward.

### 11.3 Replacement Bodyworn CCTV Cameras

All Parking Enforcement staff have now been given new replacement Bodyworn CCTV Cameras to ensure the continued assistance with evidence gathering in the event of any disputes and possible personal verbal or physical attacks. These are seen as an invaluable tool contributing towards the improvement of the general health and safety of all employees.

## 12. Complaint Handling

### 12.1 Background

12.2 Under the terms of the Scottish Public Sector Ombudsman (SPSO) Act 2002, all local authorities and those that deliver services on behalf of local authorities in Scotland, now have a duty to comply with a new national complaints handling model. City Parking uses the Lagan system introduced by the Council in response to this new legislation, the system was introduced in June 2013.

12.3 The table below details the statistics for complaints from 1<sup>st</sup> April 2019 to 30<sup>th</sup> September 2019. A total of 50 complaints were received with 86% answered within the appropriate deadline.

### Lagan Complaint Summary

	<b>Total Complaints Received</b>	<b>Total Answered Within Guidelines</b>	<b>Total Answered Outwith Guidelines Deadline</b>
April	8	5	3
May	9	9	0
June	4	4	0
July	11	9	2
August	8	6	2
September	10	10	0
<b>Total</b>	<b>50</b>	<b>43</b>	<b>7</b>

\*

**Lagan Complaints Breakdown**

<b>Function</b>	<b>Complaints Received</b>	<b>Total Answered Within Deadline</b>	<b>Total Answered Outwith Deadline</b>
Car Parks	30	28	2
Enforcement	20	15	5
Head Office	0	0	0
Vehicle Pound	0	0	0
<b>Total</b>	<b>50</b>	<b>43</b>	<b>7</b>

\* As a result of complex issues and recovery of specific data, this delayed full replies in 7 instances.

**13. City Parking Website & Social Media**

**13.1 Background**

13.2 The City Parking website details the products and services available, price structures, site opening times and other information.

13.3 In addition to our website, City Parking has Twitter and Facebook accounts. This is important as it connects us with the mobile community and allows people to follow us and pass on our information to others.

**14. City Parking Website & Social Media Stats 2019**

14.1 Below is an analysis of the public/social interaction with City Parking's Website, Twitter and Facebook accounts. It is encouraging to see the public activity and interaction in this area.



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Month	Current Website & Social Media Stats			Previous Year Stats			Year to Year Difference		
	Total Web Visits	Twitter Followers	Facebook Likes	Total Web Visits	Twitter Followers	Facebook Likes	Total Web Visits	Twitter Followers	Facebook Likes
April	19,711	1,039	267	16,008	1,035	265	3,703	4	2
May	20,658	1,044	267	16,869	1,038	265	3,789	6	2
June	18,502	1,045	267	20,684	1,047	265	-2,182	-2	2
July	19,317	1,043	268	17,112	1,049	270	2,205	-6	-2
August	20,282	1,039	265	21,171	1,024	268	-889	15	-3
September	23,174	1,035	265	21,173	1,026	267	2,001	9	-2
October									
November									
December									
January									
February									
March									
<b>Total</b>	<b>121,644</b>			<b>113,017</b>			<b>8,627</b>		

**15. Operational Performance Monitoring**

- 15.1 Performance for each indicator has been RAG (Red/Amber/Green) rated for the period 1st April 2018 to 30 September 2019.
- 15.2 Indicators which are on or exceed target are rated Green. Indicators where there has been some slippage are rated Amber. Indicators where there has been significant slippage are rated Red.

**16. Car Parks**

**16.1 Detail of Car Parking Key Performance Indicators (KPI's)**

- 16.2 Daily Average Space Usage: Comparison of actual capacity usage within multi storey car parks to target usage capacity by site.
- 16.3 Car Park Maintenance: Target physical review of car parks compared to actual reviews taken and turnaround of any remedial works against target turnaround time.
- 16.4 Car Parking KPI Results/Operational RAG Status

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KPI Detail	Target	RAG Status			Action	Actual
		Green	Amber	Red		
<b><u>1. Daily Average Space Usage</u></b>						
<b><u>By Site -Monday to Friday</u></b>						
Cadogan	85%		√		Continue to Monitor	82%
Cambridge	85%	√			No action	85%
Charing X	90%	√			No Action	91%
Concert	90%		√		Continue to Monitor	81%
Duke Street (Collegelands)	80%			√	Unofficial Car Park Now Closed	49%
Dundasvale	80%	√			No Action	80%
SECC/HYDRO	25-35%		√		Event Fluctuation	21%
<b><u>2. Car Park Maintenance</u></b>						
Inspections	Daily	√			No Action	Daily
Remedial Works	2 weeks	√			No Action	2 Weeks

**17. Enforcement**

**17.1 Parking Enforcement Key Performance Indicators (KPI's)**

17.2 Total Street Visits: The baseline average number of visits to individual streets per the contract for the provision for On Street Enforcement Services. This is compared to actual number of visits to individual streets.

17.3 Average Visits Per Hour: The baseline average number of visits to individual streets per hour, as per the contract for the provision for On Street Enforcement Services. This is compared to actual number of visits to individual streets per hour.

17.4 Percentage of On Street machine repairs completed within 1 day.

17.5 Enforcement KPI Results/Operational RAG Status

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KPI Detail	Target	RAG Status			Action	Actual
		Green	Amber	Red		
<b>1. Total Street Visits</b>	255,000	√				267,253
<b>2. Average Visits Per Hour</b>	4.2	√			No Action	5.37
<b>3. % of On Street Machine Repairs Completed within 1 Day</b>	95%	√			No Action	97.0%

**18. Absence Management**

Below is a table highlighting the cumulative absence position for Quarter 2 up to 30 September 2019.

City Parking (TOTAL)	YTD 2019/20	4 Week Period	
	01/04/2019	01/09/2019	01/09/2019
	to	to	to
	30/09/2019	30/09/2019	30/09/2019
	Sick %	Number	Sick %
SENIOR MANAGEMENT	0.00%	4	0.00%
BACK OFFICE	0.82%	7	0.00%
CAR PARKS	3.30%	30	2.31%
ON-STREET ENFORCEMENT	2.97%	112	7.87%
<b>Overall Result</b>	<b>2.93%</b>	<b>153</b>	<b>6.17%</b>

**19. Policy and Resource Implications:**

**Resource Implications**

Financial: No direct financial issues

Legal: No direct legal issues

Personnel: No direct personnel issues

Procurement: No procurement issues

**Council Strategic Plan:** A Sustainable and Low Carbon City: City Parking ensures a connected transport infrastructure for business and the community.

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**Equality Impacts:**

*Does the proposal support the Council's Equality Outcomes 2017-22*      None specific to City Parking.

*What are the potential equality impacts as a result of this report?*      No significant impacts.

*Please highlight if the policy/proposal will help address socio economic disadvantage.*      None specific to City Parking.

**Sustainability Impacts:**

*Environmental:*      Reduction in CO2 emissions through expansion of LED Lighting within Multi-Storey Car Parks. Increased opportunity for electric vehicle recharging points.

*Social, including opportunities under Article 20 of the European Public Procurement Directive:*      Provision of parking facilities and services for citizens, visitors and business users.

*Economic:*      Reduction in costs due to increased use of LED lighting and motion activated sensory lighting.

**Privacy and Data Protection impacts:**      None

**20. Recommendations**

20.1 The Committee is asked to note the content of the report by City Parking (Glasgow) LLP.

**William Taggart  
Managing Director  
City Parking (Glasgow) LLP  
29 January 2020**