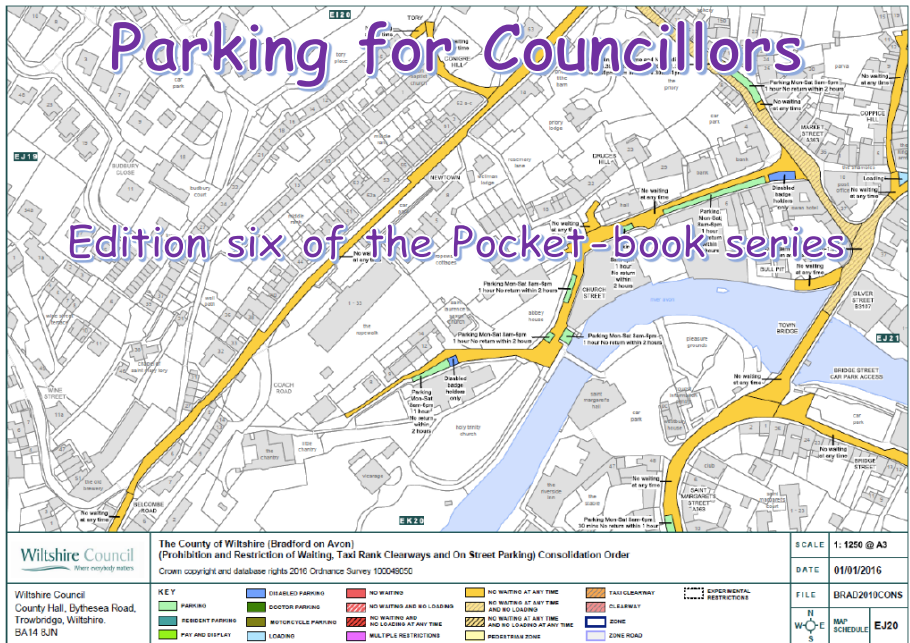




Dave Gaster 2019



A practicable guide blending a professional whole-system awareness with a light touch introduction to 'Lean and Systems Thinking' (L&ST) - Achieving More for Less.

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Pocket-books published by Support Services Direct as part of the Visualising Transformation series. Previous Books include: Quality or Politics, Visualising Transformation and VT-Achieving More for Less.

Booklet One: Potholes, **Two:** Waste (Recycling and Cleansing)
Three: Fleet Management
Four: Passenger Transport
Five: Transformation



Also 'Total Transport - from theory to practice'

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1. Introduction:

The Councillor Pocket-book series is designed to be short, useful summaries for Local Government and operational issues, without over-simplifying the subjects, enabling Councillors to ask better questions to improve services.

NOTE: The map-based parking shown on the front cover is freely available on the Wiltshire Council web site, together with all supporting information.

Booklet six: Parking

2. Background:

Council related parking could simply be considered as on-street and off-street parking, which almost speaks for itself, however simplicity is rare when Parking, Highways and Pollution legislations are so inter-related; and the 'ownership' of land determines invisible boundaries to the public.

SSD have directly managed car parking within several assignments; and acted as SME / LST Consultant in several others.

Councils with highway responsibilities (Counties and Unitaries) manage on-street parking, while Districts often manage off-street parking. Districts can also manage on-street parking where an agency agreement is in place.

This booklet is not intended to replace the highway code, or reams of legal precedent, but it should enable a little awareness, and certainly give councillors an opportunity to add value.

3. Legislation.

On-street parking legislations are broadly based on the Highway Code plus various traffic management acts.

The complexity and rigour of parking management systems depends on scale and demand generally. Larger cities and towns need a wide variety of systems, while smaller towns and villages often only need a few yellow lines.

As with all systems there are boundary conditions, i.e. parking is designed to address stationary vehicles, while other traffic laws address moving traffic offences.

Transport for London, (TfL) is controlled by the Mayor of London under the Greater London Assembly, dealing with all major roads, while the 32 London Boroughs deal with other roads; and has some unique powers.

These special powers enable the TfL and other councils to enforce both moving traffic offences and parking offences via cameras and CCTV. The main concern is to keep traffic flowing safely, together with addressing pollution.

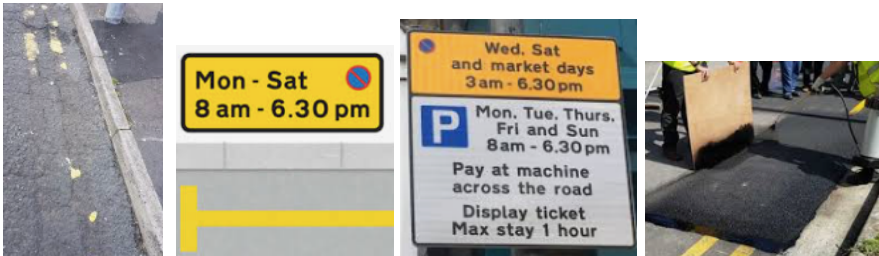
The easiest enforcement via CCTV can be on 'Red Routes'



where any vehicle stopping at certain times is an immediate offence, then Bus Lanes usage and Box Junctions, which should never be entered into, unless you can drive out immediately.

Using CCTV for parking enforcement elsewhere can be problematic without relevant Traffic Regulation Orders (TROs), which I will return to later.

Parking was decriminalised leading to 'Traffic Wardens' to be gradually transferred from Police responsibility, to councils as 'Civil Enforcement Officers' or CEO's. Sept 1993



Signs and Lines are supported by TRO's, (Effectively a local bylaw) and are very important, if there is ambiguity, then enforcement becomes difficult. If road works remove yellow lines, there is no possibility to enforce until they are repainted. (NRSWA / TMA give councils powers to fine contactors for not repainting immediately)¹

A double yellow line means 'No Parking' and doesn't need a sign with it; but the lines have to be clear enough that it couldn't be construed that the TRO has been revoked, and there is no parking control in place.

A single yellow line is time limited and **MUST** have an information plate stating when the restrictions apply. If those plates are removed or obliterated, enforcement cannot take place.

In general; a TRO applies from the back of path to centre line of the highway. Parking on the pavement is generally enforced the same as parking on the road.

Parking permits may enable local households to park near their homes, while limiting access for others.

¹ See Potholes for Councillors.

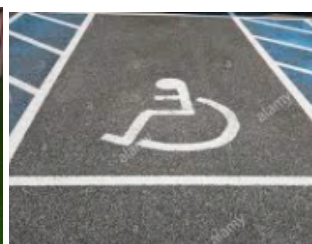
Off-street parking is quite different in many ways, councils often own, or manage car parks, varying from a few places to thousands of bays in multi-storey car parks.

These can be in parallel to other publicly owned car parks (Such as in Hospitals) and private ones (i.e. shops). Every car park can have a unique management regime, making customer clarity very difficult at times.

Options include: Pay and Display, Pay on Exit, Booth payments, Electronic payments, pay by phone, parking permits, CCTV activated via ANPR², Free for X hours then pay ...



Aside from the obvious 'over-stay' PCN fine, the next most common is failing to park fully within a parking bay, or using a bay which has limitations attached incorrectly.



Cars can receive PCN's even in a 'Free Car Park' if they infringe other rules.

² Automatic Number Plate Recognition.

4. Policy, strategy and Management:

Car parking is an important income stream for many councils, directly supporting the ability to perform other services across the whole council, enabling shops and businesses to thrive, while protecting households from inconsiderate or difficult access issues.

Policy and Management of these services must be well thought through to prevent unintended consequences.

A large unitary council had reshaped its parking services across the whole council, with an apparently well written Policy provided at considerable cost by a professional consulting firm.

Operational costs were increasing, while apparent patronage and income were decreasing.

There were no obvious reasons why some of this was happening, so we developed a root-cause analysis (see later) looking for the biggest problems, while identifying the hundreds of other improvements that were possible in the mean-while.

The 'very expensive' Parking Policy was read from front to back, this addressed all the types of parking and ways to manage and charge for it. It was very colourful, well-illustrated and apparently an excellent way to manage parking.

However, that Policy had originally been written for another authority, which was more urban and uniform in nature. Then cloned via 'Find and Replace' to look as if it were from first principles for the county sized Unitary.

It contained a charging strategy on less than one page of

the whole 120-page policy that was effectively wrecking outcomes. The charges for three hours in a short-stay car parks were only 10p dearer than for three hours in a long-stay car park.

Long-stay car parks had become virtually empty, as they weren't very near shops or other destinations, while short-stay car parks became over-subscribed by people arriving before the shops opened, stayed three hours, then renewed their payments.

Short stay car parks are specifically designed for stays of under two hours, where spaces often average eleven hours of payment for eight hours of time.

Widening the 10p gap to over a pound started to encourage long stay usage, while enforcing illegal payment renewals without going away, reduced illegal longer stays.

That Policy had several terms like 'Destination shopping centres' which would attract patronage from over an hour away, applied to shopping centres that attracted people only from neighbouring towns and villages.

Whoever had edited the Policy didn't understand either the language or the psychology of parking strategies.

A Midlands Metropolitan BC, appointed SSD to rescue a failing Prince 2 program to introduce 'Outsourcing of Parking enforcement' while interim managing the highways division.

The P2 program had three absolute key elements that had to be addressed, then dozens of either supporting or ancillary aspects to deal with. We simplified the approach, do the 'must-dos', using specific groups of people, that was (nearly) all there was to it.

*The creation of **focussed** people on **needed** work areas not only delivered the whole program ahead of time, but also enabled a better design solution with higher profits.*

Once the change program was in control, work methods and performances were analysed. One aspect that 'screamed out for attention' was that 80% of parking appeals were successful.

We created a cause and effect table of 'why appeals succeeded', then used a Pareto approach of appeals won against cause, to eliminate higher volume causes.

The appeals process was 'managed' via a spreadsheet, with little professional awareness. Wherever an issue touched on Councillor involvement, informal meetings with the Cabinet member eased through 'very customer caring' new ways of working.

Within seven weeks the 80% appeals success rate was reduced to 20%. (4 out of 5 appeals used to succeed, now only 1 in 5 did). More income from parking space payments was quickly visible, while the number of PCN's issued started to reduce, as customers took fewer risks.

Council staff parking was also another problem. Officers would simply get a 'Bosses note' stating they were in an important meeting and couldn't renew their parking to overturn a 'parking fine'. We found many serial offenders. One had 67 parking tickets unpaid.

The first step was to make the operating team responsible to pay the fine. 'Bosses notes' stopped being issued.

Several officers agreed to make payments over time, but the one with 67 tickets claimed her car licence/ car identity

had been cloned (A light-blue soft-top Morris Minor!). We pointed out that the RFL had been bought at her local post office, but she stuck with the cloning story.

The local Chief Superintendent of Police 'owed me a favour' following some interesting CCTV support and follow up investigations; and could see the funny side of my suggestion.

Whenever the Police had the capacity, they stopped the Morris Minor car to check ownership and driver details, after being stopped several times, occasionally quite inconveniently, the driver agreed to pay for all PCN's at their 'lowest rate' (£30 each) and never to abuse the car park again. The Police enjoyed the game!

The problem was this was a free car park in a nearby park, with a limit of three hours, then fines applied. More to follow:

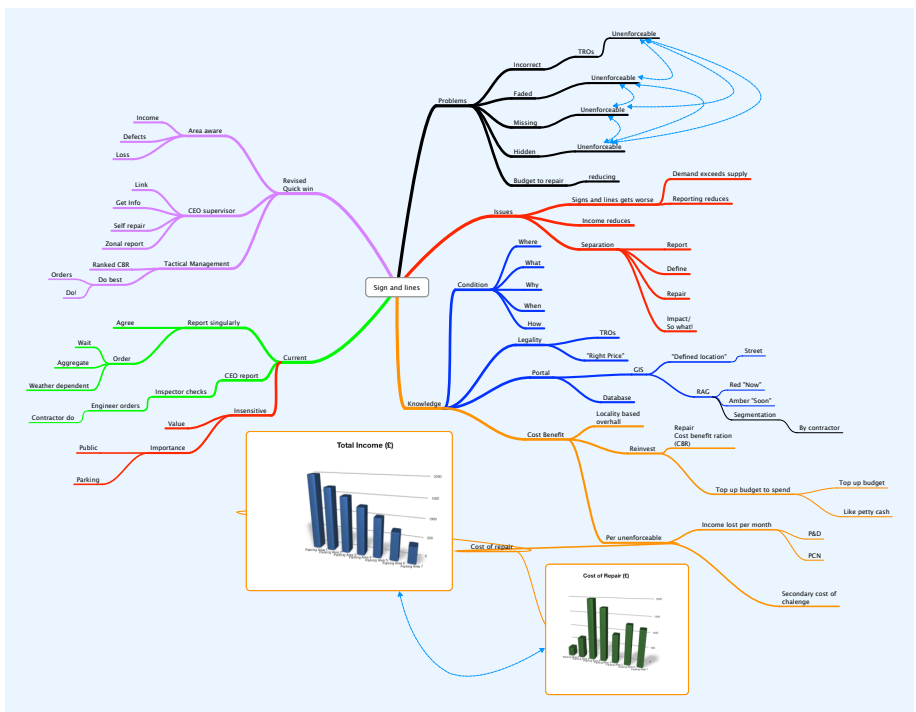
NRSA enforcement had previously been cut back to 'Save Money' for inspectors, but was affecting Parking enforcement, so we also took on a self-employed NRSA enforcement officer, with a promise that he had a job so long as income from enforcement exceeded costs.

Within one assignment the Parking enforcement team was lightly divided operationally between the CEO's on the street, the back-office processing PCN's and the Appeals team who followed up with customers who sought to have 'tickets' over-turned. The linkages to get 'signs and lines' repaired was appalling.

The operations 'teams' didn't work especially close together, and only coordinated work when it suited them, even though

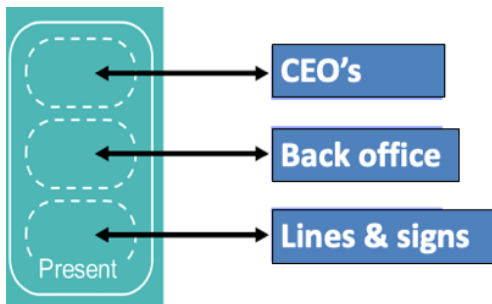
they all worked for the same manager within a department. Policy was decided within another department; Highways, who also dealt with the implementation of new TRO's, plus signs and lines, while the drafting and finalising of TRO's were handled by legal.

There was never any meaningful contact between the departments, with a blame culture stewing as each part blamed the others for problems.



Mind-map starting from Signs and Lines

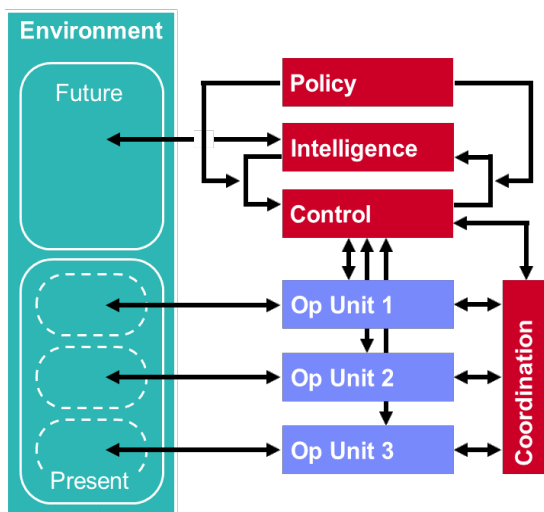
After some exerted pressure, we set up a cross-section of all parties into a whole day workshop, with a view to improving service delivery and improving the financial position.



We gradually unzipped this diagram, within the workshop, to explain how the operations aspects needed to work together. The penny dropped that the

highways teams only refreshed yellow lines when they had 'an economy of scale' to paint several hundred metres in a day, while in the meanwhile, the parking operations team were losing £000's weekly as they couldn't enforce those worn out lines.

Well meaning councillors had effectively prohibited CEO's from issuing PCN's for a lay by near some banks and shops, leading to non-disabled people using it freely!



System 5

Policy

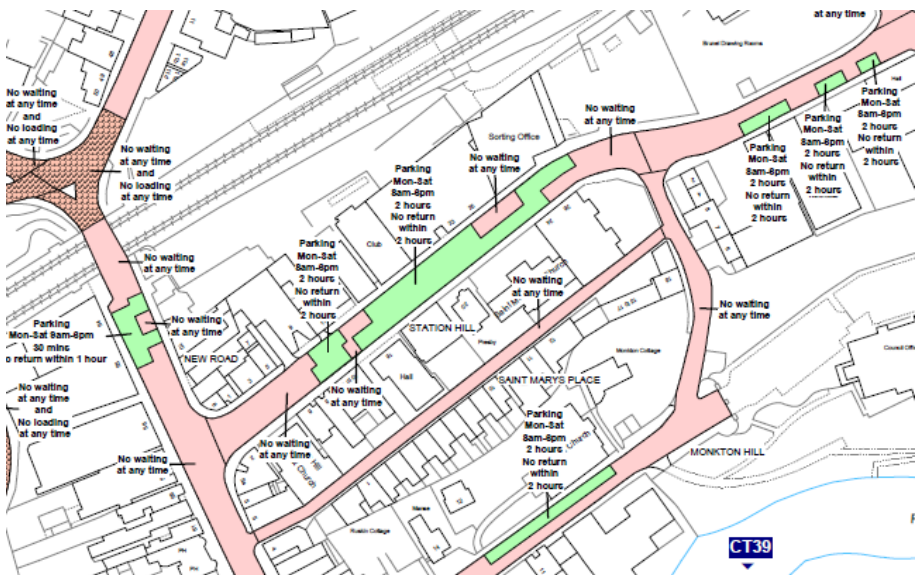
Balancing present and future as well as internal and external perspectives; moderation of the interaction between Systems 3 and 4; ascertaining the identity of the organization and its role in its environment; embodiment of supreme values, rules and norms - the ethos of the system

Placing this 'Viable Systems Model' into an operational passenger transport meeting was risky, but it became more and more obvious that all the disconnects between the units

was a major part of the problem, as each team appeared to be working quite efficiently within its own sphere of control. They were meeting their own SLA's and performance targets, but overall, the system of parking management simply was very ineffective.

It was agreed by those officers to meet up to discuss combined strategies once a month and have an operational liaison meeting once a fortnight, between people who hardly knew one another after years of service.

Some of the council areas had moved over to 'Map Based TRO's' which made communications and enforcement very easy, while other TRO's were still extremely wordy legal documents which had to be laboriously uploaded into the CEO's hand held devices.



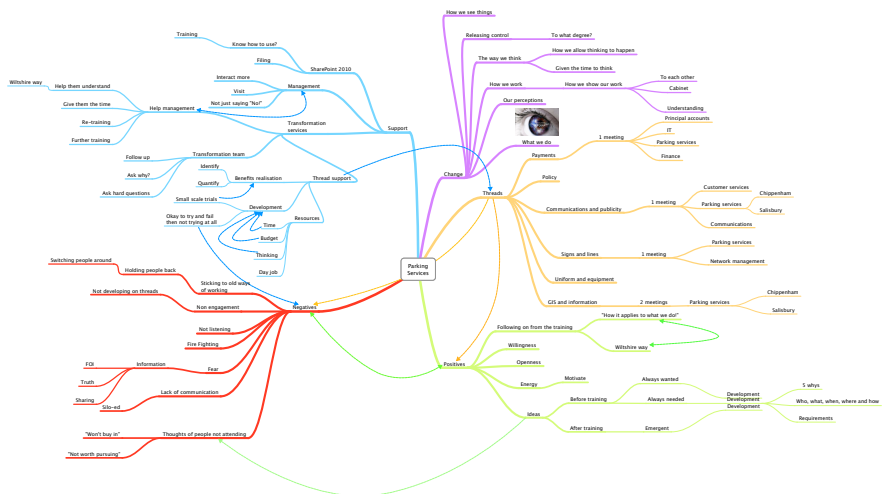
Our field trips with the CEO's included allowing them to take us to places which caused them problems. As a result; we displayed this map in the workshop with the heading 'Difficult to enforce areas' and the room went almost

ballistic as virtually everyone in the room expressed anger with the area.

Effectively the TRO's had been drafted in such a way to make enforcement difficult for CEO's, and then make all follow up processes fraught with ambiguities.

Different CEO's explained how they 'worked round' those types of problems on their hand-held devices. Which apparently helped some to get past 'that' frustration, only to discover the back-office staff then couldn't unscramble the reality of enforcement.

The council now routinely gets the staff together, issues have reduced, costs are down, income is up.



Overview of parking transformation following the workshop

5. Ways of working.

How work is designed can make massive differences on how much work can be achieved.

For instance; the front cover and the previous page have examples of 'Map Based TRO's'. The key at the bottom of the front cover map looks like this;

KEY	DISABLED PARKING	NO WAITING	NO WAITING AT ANY TIME	TAXI CLEARWAY
PARKING	DOCTOR PARKING	NO WAITING AND NO LOADING	NO WAITING AT ANY TIME AND NO LOADING	CLEARWAY
RESIDENT PARKING	MOTORCYCLE PARKING	NO WAITING AND NO LOADING AT ANY TIME	NO WAITING AT ANY TIME AND NO LOADING AT ANY TIME	ZONE
PAY AND DISPLAY	LOADING	MULTIPLE RESTRICTIONS	PEDESTRIAN ZONE	ZONE ROAD

Each colour and shading have separate meanings. If there needs to be a change of the road layout, the TRO changes can be addressed via a revised map.

If a high cost (per hour) area is to be expanded, the maps get altered, and the revised TRO can be published. (Via legally defined ways).

However, that 'agility' isn't possible via 'word based TRO's' as the start and finish of every portion will need to be fully described using phrases such as "Starting from 3.5m North of the boundaries of 33 and 35 High Street to 6.5m South of the 67 and 69 High Street, including the first 15m of Jones Close."



More importantly is the clarity and simplicity to enforce: The plate on the left seems simple, a car can park for free for an hour, and cannot return for two hours. Without a

parking ticket being issued, the CEO seeking to enforce the area will need to: 1) Take time stamped pictures of the

vehicle in context to where it is in the highway and to the TRO plate, they also need to note where the inflation valves are for the front and back nearside wheels, at say '1:30 front, 6:00 rear'.

2) One hour and a few minutes later, they need to determine whether any cars there earlier; are still there now, then repeat the process of pictures and inflation valves. If nothing is changed, then the car is 'proven to have exceeded the free parking time'.

3) Issue the PCN stating the TRO breached.

Within my home town of Brackley, there are hundreds of free to park spaces with a 3-hour limit. Enforcement thus



taking over 3 hours each. CEO's used to only visit on Thursday mornings, which used to be the most orderly days.

Without the tyre valve positions, drivers can claim on the three-hour system, that they parked for 30 minutes, were away for 2 hours, then parked again apparently taking over three hours.

The end to end time to enforce is over three hours, the number of convictions achieved with people clearly seeing the CEO's around is very low.

If; however, you had a free issue 'Park and display' ticket, then enforcement takes only a few minutes when the time is exceeded on the ticket.

Ticket machines for car parking are getting ever-better,

more flexible and generally more reliable, as a result of manufacturing Continual Improvement.

Tactically it's best to have the best machines in the most popular car parks. i.e 'buy in reliability and adaptability to the most demanding areas'. In the MBC mentioned above, we negotiated a budget flexibility with the Cabinet Member to focus only on the 'bottom right hand corner' which was net profit.

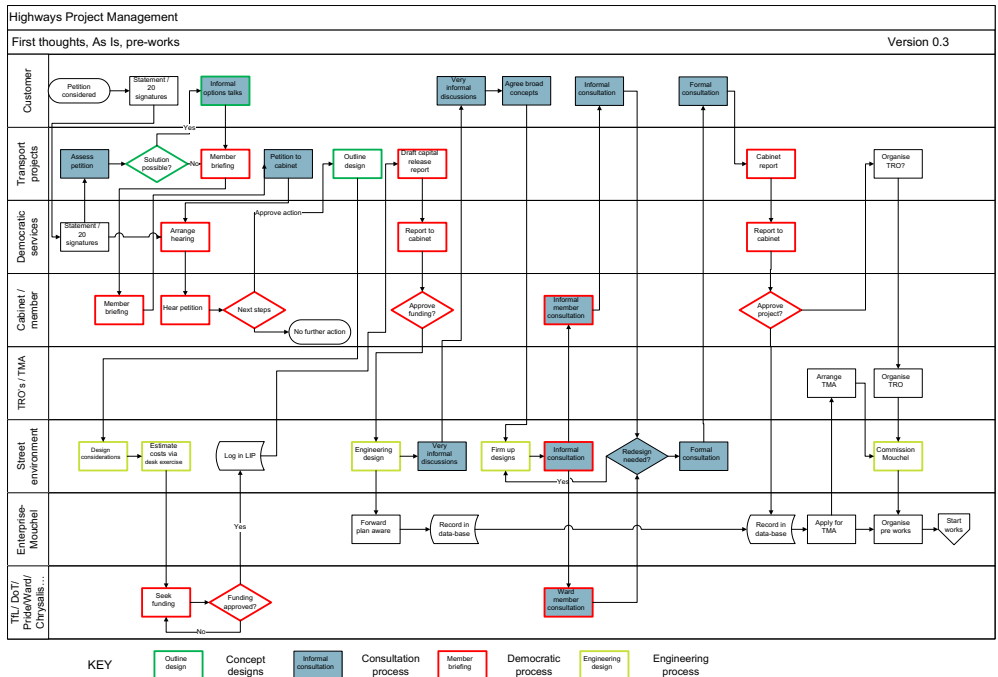
For instance, if the target profit was £2M, any forecast over that enabled a 2/3 - 1/3 retain to reuse option. We were forecasting a £400K over-achievement, via an invest to save philosophy, so were allowed to invest £133,000 in new kit, which would further improve future profits.

We bought new ticket machines for the better car parks, moving a few around, then placing ones that didn't handle cash now, to be free issue tickets in the Park car-park mentioned above. People had to display a two-hour free period, enabling three-minute enforcement when it used to take 2 hours 3 minutes previously. Effort reduced; income improved, legitimate Park usage became easier.

Introducing new traffic management schemes can take a very long while. Within a 'Highways review' we discovered that the consultation process was extremely time-consuming and costly, with every scheme implementation leading to pushing parking issues to the next area to improve.

Everything was 'orchestrated by qualified Engineers', who managed every aspect of the whole process. The organisation 'knew' it needed more Engineers, while a process flow chart identified two things: The cost of democracy was massive due to distrust of officers and 70%

of work by these Engineers wasn't Engineering.



Flow diagram with skill sets colour coded. VT - AMfL

Once the managers and Engineers realised how much administration they routinely carried out, they easily agreed that non-engineering should be reduced, focussing more on value added via their core professionalism.

We also discovered the 'Cost of Democracy' was virtually identical for a £2M scheme as a £20K one, circa £20K!

We improved the engagement methods with professional bodies and interested parties via 'profession engagement' while improving democratic engagement to be proportionate to the tasks in hand.

Timescales reduced, bureaucracy reduced, engagement

improved, capacity improved, costs reduced.



A bi-product from this was to increase approaches 'Within the gift of officers', for instance a simple 'H bar' enables a household to be able to get out of their house across a footway reliably with some support possible from CEO's or the Police.

We also used an H bar approach with a disabled sign to reserve a place outside a house which

needed a specific parking space. These don't need consultation or a TRO to be put in place; but add immediate value to frustrated householders.

We also linked over to S58 trips and falls claims, developing a highways filing system based on GIS, filing everything by 'Place - Function - Date', access across the organisation improved, duplications of effort reduced.

6. Tactical management.

Within 'Transformation for Councillors' we explore Data > Information > Knowledge > Tactics. Tactics based on great information often enables great outcomes with fairly subtle work changes.

In an authority with over 25,000 managed car parking spaces, we discovered a few areas with obvious high utilisation, but low income. People were parking in spaces, but not paying for them.

This was predominantly a high-tech business area, proliferated by small and medium businesses with well-educated people.

We checked with the CEO's and discovered an interesting 'game' in place. Virtually no payment was in place on arrival to enforce an area, then when the CEO's were visibly issuing PCN's the owners saw them, and apparently told others, then they applied for 'Pay by phone' tickets, en-masse.

There was an allowed time between pay and enforce, which allowed retrospective payment to defeat enforcement.

If we were to encourage a shift to paying to use parking bays, we had to alter the perception of risk.

We invested in a few high-resolution zoom cameras, then placed several CEO's into an area at a time. They took their photos with time stamps from an 'invisible' location, assembled the information into place, then visibly issued the PCN's.

While the car owners still applied for Pay by Phone parking tickets, they were now 'time expired' compared to the PCN proof of contravention.

After several phases of successful enforcement, the balance of risk had moved away from the people gaming the system, with the result that normal paid for income in the area more than doubled. That added £50,000 to the annual bottom line.

Adapted deployments of that 'Tactic' followed elsewhere, tactical profit increases over a year amounted to £250,000.

Part of the solution for the MBC to move from 20% successful PCN enforcement to 80% was to shift to from every appeal being unique to any appellant has only one mistake which is for learning, then appeals are turned down for repeats.

Within some larger car parks people from a business would have one or two people buy a parking ticket, with other people not buying one, but parking anyway.

If a car had a PCN issued for 'not displaying' they would then use a ticket from a colleague stating, 'It had fallen on the floor'.

We effectively did three things, i) Took pictures of the floor to show no ticket present, ii) Declined that appeal if that reason had been used by that person before, iii) Introduced tickets with the car registrations on to prevent sharing as an 'Invest to Save' element.

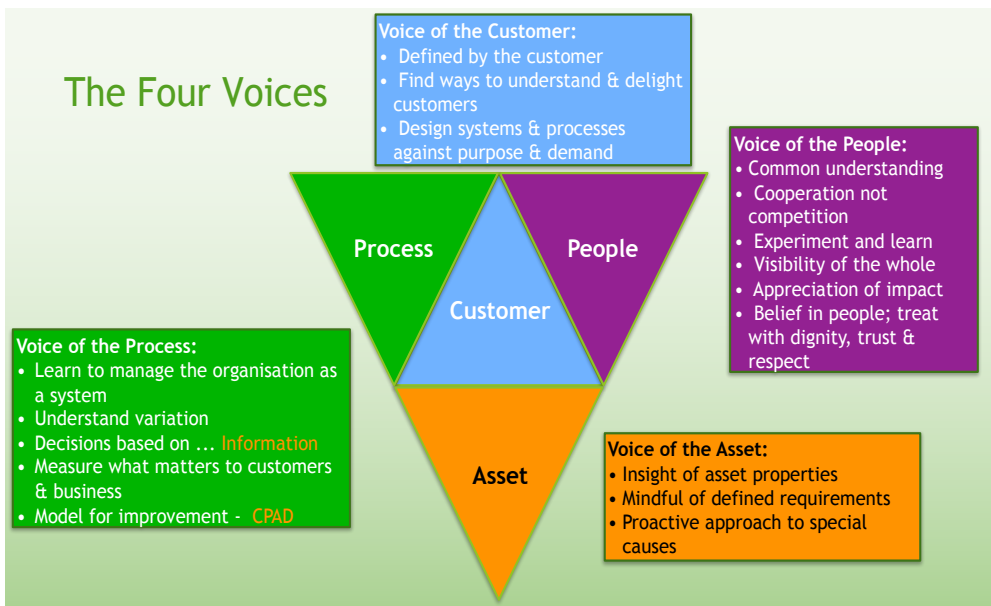
Again; paid for places increased, enforcement reduced.

7. Voice of the Asset (VotA)

VotA is not a 'normal' thought for any council service, yet alone Parking Management.

A large part of systemic thinking is around considering the whole system. Simply taking a financial or operational viewpoint will give you sub-optimal outcomes, as would only taking a Customer view-point.

Everything is connected, traditionally the Joiner Triangle considers Process, Customers and People, where people refers to the people working in the system. Adding assets to this will lever in some opportunities invisible otherwise.



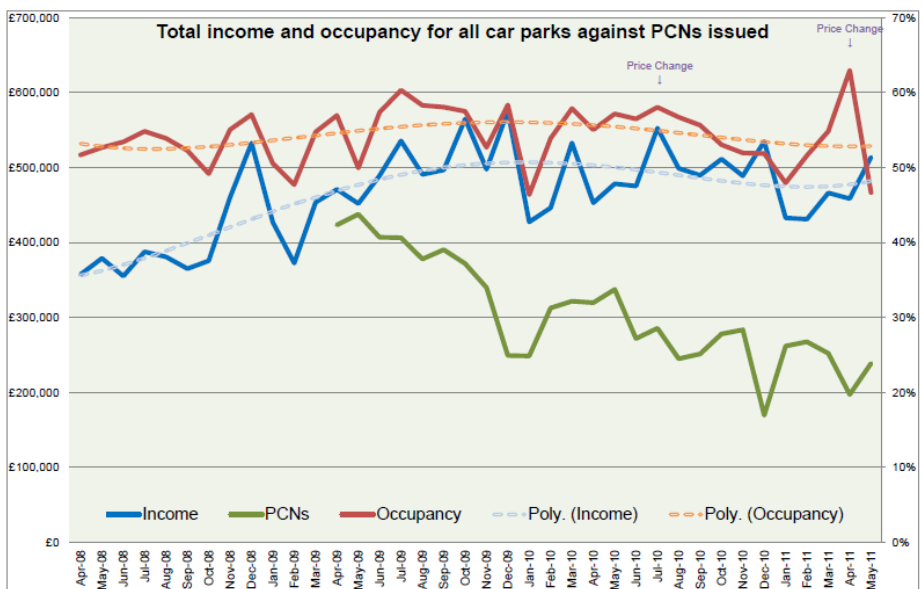
Voice of: Customer, People, Process and Asset.

So; what assets are there within Parking? Clearly the parking spaces are the resources that enable money to be earned, followed by an array of prohibitions (TRO's) that could be enforced to gain money.

After that you have the people within the system, from CEO's to Back Office to Engineers. Lastly you have your ICT and TRO legal backing that bring areas together.

The concept for 'Voice of the Asset' started within a Parking review for a large unitary council. They had a mismatch of parking spaces to demand, such that some were always in demand, and others were rarely used. They also had well-used car parks with reducing incomes.

We analysed patronage, charging rates, and income against enforcement and time over a three-year period for 25 separate car parks, cleaning up and aligning data as we went. The graph below was revealed in a series of layers, in order to 'tell a story' to a special senior officer session early one morning, which was the start of true Tactical Management.



Usage, vs Enforcement vs Income for 25 car parks.

We staged the overall picture reveal, starting at singular car parks, clusters by areas and then all together (as above)

during the meeting, we were able to identify a significant alignment between the amount of PCN's issued and the paid for places within car parks. As enforcement reduced, paid for places also reduced a while later.

The car parks were being 'fully-used' but increasingly the rewards for not paying for parking was worth the risks of getting a ticket. The green line in the graph shows the volumes of PCN's issued in these car parks. Overall the numbers of CEO's hadn't altered much, but the volumes reduced dramatically, so we conducted a five why's leading to a 'Cause and effect' analysis.

The council had had strict redundancy policies in place, with vacancies on a 'ring fence' operation, such that any people potentially being made redundant were given the chance to become CEO's rather than leave.

Several CEO's were recruited this way, including a few who were either of a nervous disposition or who were physically challenged to be on their feet all day. Those people had both a tendency for high sick leave and needed to be accompanied when out patrolling.

As a direct result the CEO's who accompanied them were less productive than they would be alone, and moral was suffering. Following that; a complete moratorium had been put in place against any recruitment.

There were currently 8 CEO's less than the establishment, with four others who could be better deployed elsewhere in parking. The first action was simple, the Assistant Director approached the HR Director to say we are happy to not employ any more CEO's so long as you fund the £100,000 a month we are losing.

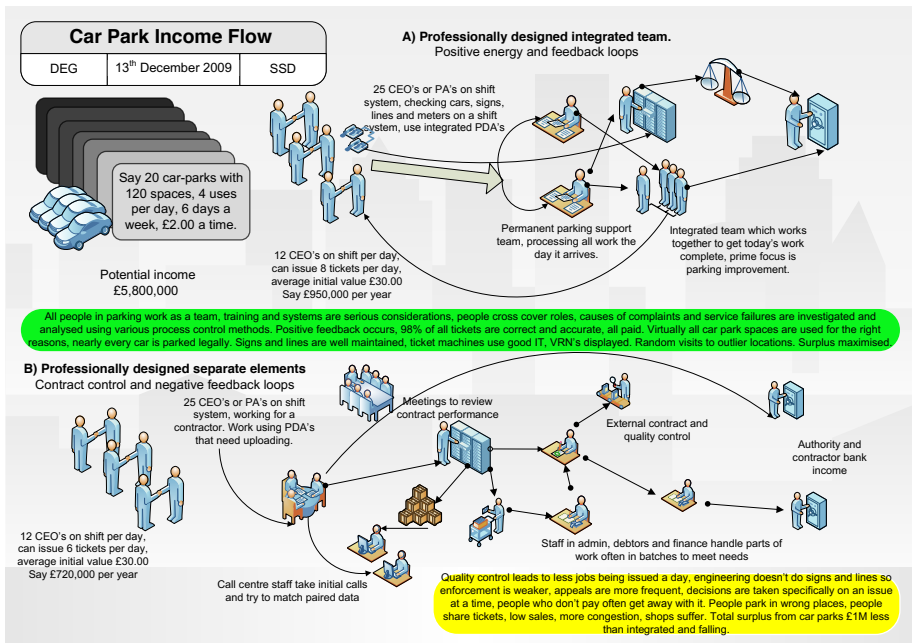
The announcement of 'we are hiring 8 more CEO's' created an enormous wave of disbelief, as everyone 'knew' that the transformation would result in job losses or being tendered out of council employment.

Within a few weeks, the net surplus improved by over £100K per month. The focus on Tactical Management based on 'The Voice of the Asset' levered in a new wave of optimism, while significantly easing financial pressures.

8. Cooperation and collaboration

Within the Lean and Systems Thinking community there's a general acceptance that 'Everything's connected' and that 'Win-win' is always preferable to win-lose.

This diagram from Visualising Transformation in 2010 demonstrates the differences in capacity for two different paradigms of management.



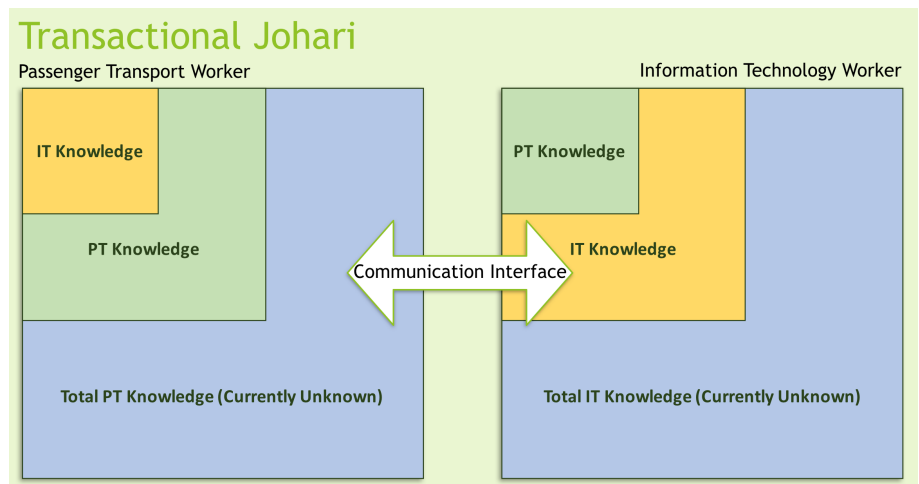
The top system where everything and everyone integrates across a system has an income potential (capacity) of £5.8M, while the hand-offs, proof of work, and SLA monitoring reduces the potential capacity to £4.8M.

Hence 'Management by distrust' reduces the capacity to achieve. Many of the examples through this booklet have been achieved irrespective of whether a service was provided 'in-house' or via out-sourced contractors.

In all cases the organisations were managed on a win-win basis, seeking to add capacity, reducing needless work.

Cooperation and collaboration (C&C) mustn't be thought of something to do with contractors only either. Think of your customers: Who are they? What would 'Good look like' for them? What do different types of shop owners want from parking? What do Blue Badge holders want?

Within your organisation, do you C&C with other sections and departments? Do you engage with them and enable them to add value? Do THEY understand what your work is, and do YOU understand how they can help you?



'Double Johari' of understanding. From training course.

A parking officer may know 50% of everything there is to know about parking, but not be aware of the other 50%. An ICT manager may be in the same position for ICT. However, their knowledge of the other's service area will be slight. So how can you maximise the benefit of ICT applications within Parking, with so much unknown?

Without effective C&C there cannot possibly be an

optimised support from IT, Finance, HR, Procurement, Audit... To many people dealing with support services is an inevitable burden from work. Great people have the humility to engage, listen and learn.

60% of work effort can go into: Duplicating work done by others; Repairing work which has errors in it; Dealing with enquiries because of elapsed time; Trying to find out where a piece of work is. C&C is ideal for lazy people! You do things only once; and have time to add value!

9. KPI's and PI's

Continual improvement needs some measures to help long term monitoring. It's often useful to think of a purpose for change as well.

Key Performance Indicators (KPI's): ^ increase, v decrease

Rate of improvement of CI. ^

Income per car park over time ^

Income per parking space, per location. ^

Percentage of successful appeals v

Number of parking improvements ^

No of 'Safe Park' car parks ^

No of Map Based TRO areas ^

No of parking related complaints v

No of areas which cannot be enforced v

10. Asking better questions

For a councillor to be able to add value, especially via scrutiny for instance, being able to ask incisive questions, and ensure the answers are credible requires awareness of the service, as well as contact with the public.

Here's a few questions to assist.

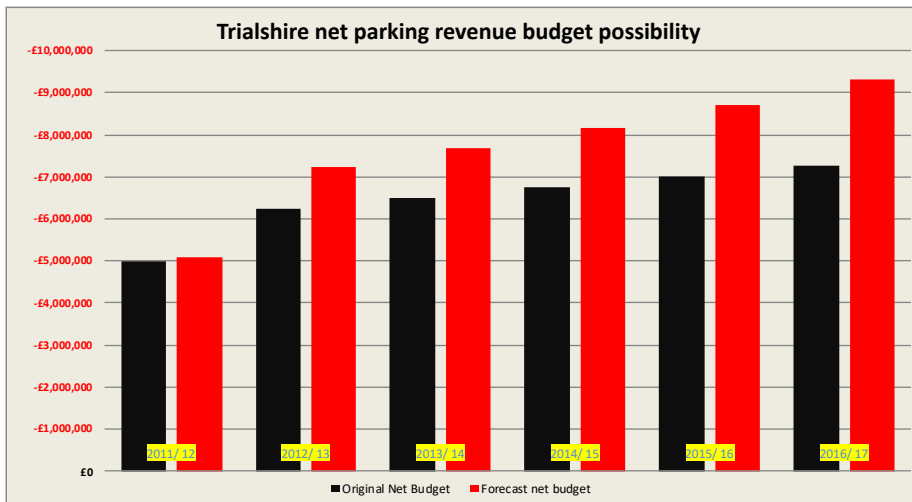
- 🔦 Q. Why are PCN's not being issued in?
- 🔦 Q. Why are the ticket machines in the XXX car park not working again?
- 🔦 Q. Can't you make parking management in XXX Park easier for the public to get a space?
- 🔦 Q. Why are there so many unusable spaces in YYY Car Park? Does it need a redesign?
- 🔦 Q. Have you thought of special charging periods for ZZZ car park to alleviate peak time congestion in the town?
- 🔦 Q. Are special parking bays being increased for: Car sharing; Electric Cars; Grey Fleet vehicles?
- 🔦 Q. Can you guarantee first time visit issuing of Blue Cards?
- 🔦 Q. Have you overcome the driver confusion for 'on footway' parking zones, compared to highway only areas?

11. Some achievements via Lean & Systems Thinking.

You will have seen a few snippets from our assignments within the text. Effectively Car Parking and Parking Services are ideal grounds for Achieving More for Less.

There are two major dynamics that we can celebrate in all this work, 1st is the quantum of improvement achieved, with for instance a £16M improvement in net surplus, without any redundancies, and 2nd the speed with which these improvements can be achieved in.

Both have their roots in thoroughness. Understand the service as fully as is possible, engaging (representatives of) all the people and customers within the system, establishing the capabilities of the system, (Check) then roll out the small scale trials and (sustainable) quick wins to increase the confidence of people in the system, to develop a well thought out communication of proposed changes pitched for all people who need to know, with a mantra of 'Under promise - over deliver'.



Board summary illustrations of savings. Enabling change!

We've used this 'Red-Black' format many times, in this instance using Black as budget surplus, against Red which was forecast surplus. Behind the graphs were these details.

Original revenue budget position							
Budget Flow		2011/ 12	2012/ 13	2013/ 14	2014/ 15	2015/ 16	2016/ 17
Base Budget	Expenditure	£2,000,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000	£2,000,000
	Income	-8,000,000	-8,240,000	-8,487,200	-8,741,816	-9,004,070	-9,274,193
	General issues	£1,000,000					
	Original Net Budget	-£5,000,000	-£6,240,000	-£6,487,200	-£6,741,816	-£7,004,070	-£7,274,193
Changes from base budget:							
	Tactical management of parking services	-£53,333	-£640,000	-£768,000	-£921,600	-£1,105,920	-£1,327,104
	Generation of information, using GIS and ICT linkages	-£9,758	-£117,100	-£140,520	-£168,624	-£202,349	-£242,819
	Improved linkage of policy to operations	-£19,167	-£230,000	-£276,000	-£331,200	-£397,440	-£476,928
	Additional costs						
Revised Forecasts							
	Forecast net budget	(5,082,258)	(7,227,100)	(7,671,720)	(8,163,240)	(8,709,779)	(9,321,043)
Net improvement in budgets to original plan							
		-£82,258	-£987,100	-£1,184,520	-£1,421,424	-£1,705,709	-£2,046,851
Net improvement in budgets to 2011/ 12 original budget							
		-£82,258	-£2,227,100	-£2,671,720	-£3,163,240	-£3,709,779	-£4,321,043
Cumulative revenue improvement compared to 2011 /12 budget							
		-£82,258	-£2,309,358	-£4,981,078	-£8,144,318	-£11,854,098	-£16,175,141

Every part was itemised (as follows), that started from a few quick wins, (minor ways to enable efficiency to gain confidence), followed by the Tactical awareness 90-minute early morning session, increasing the surplus by £100,000 a month, via CEO recruitment and redeployment.

Tactical management of parking services						
Increase by ten CEO's	£232,000	Cost per annum				
Develop awareness of enforcement patterns						
Target deployment to increase use of major car parks						
Improve operational staff management						
Benefits operational	Comment or cost?					
Increase awareness of incorrect free parking	Ensure each locality is aware of the benefits from increased capacity					
Corrolate income reductions against above	Bringing several data sources together informs tactics to improve					
Enforce incorrect parking to move cars away	Use minimal enforcement to make it clear that more is possible?					
Ensure maximised enforcement capability via S&L's	Address most debilitating signs and lines initially against CBA system					
Seek to create more operational days for CEO's	Address high sickness, low productivity issues, involving HR in the system					

Abstract from integrated Cost- Benefit analysis (Excel)

Note both the increased costs, and steps to achieve them are categorised within the CBA, making it the anchor point to demonstrate changes against the original base-line.

The three abstracts on the next page shows how this was developed, even at that level, there could be several elements for each line. Fully 'owned' by the workers.

The council also re-wrote its Policy, building on this intervention, creating even more benefits over time.

Operational release of time	Hours						
Benefits financial	Annual saving						
Initial increase in PCN payments	£414,000	PCN issuing potential					
Increased income from P&D	£300,000	P&D tickets purchased					
Improved capacity from P&D from S&Ls	£50,000	Increased capacity from enforceable TRO's					
Seek to create more operational days for CEO's	£108,000	Assumes 3 people LTS over normal considerations					
Annual saving	£872,000						
Cost of employment	£232,000						
Annual net improvement	-£640,000						
Time to be self financing?	Less than three month						

Efficiency gains: Each ID'd, all achieved!

Improved linkage of policy to operations							
Cost of System		N/A					
Benefits operational	Comment or cost?						
Create a positive feedback loop between 'services'	Making decisions based on thoughts will reduce						
Awareness of operational issues for better designs	Some TRO's are virtually impossible to enforce						
Council wide pricing policies damage net income	Greater tactical pricing to address local issues, in line with council culture						
Reduce new area designs that will be problematic	Stop designing new problem areas that could alienate the public						
Improve historic designs to enable better outcomes	Enable original design concepts to be realised						
Benefits financial	Annual saving						
Address permit areas that fail to sell many permits	£50,000	Some residents probably don't use a poorly managed scheme					
Enable upgrades of dated TRO designs	£180,000	Many yellow lines exist where P&D could be installed					
Hold back on new design areas to benefit existing		No cost to not design, resource short term to improvement					
Redesign some two hour free bays		Actually enable four cars plus a day per bay as designed					
Annual saving	£230,000	Revenue savings					
Annual net improvement	-£230,000						
Time to be self financing?	Immediate						

Effectiveness (Policy) gains: Including herding people to pay!

Generation of information, using GIS and ICT linkages							
Cost of Systems		Already in place, but not linked					
Benefits operational	Comment or cost?						
Operational time is lost every day seeking information	Operational staff have no access to MBTRO's,						
No information exists about where is not patrolled	There is considerable data, which is not informative						
Duplicated work occurs seeking clarifications	Multitudes of handoffs and lost opportunities						
History of issues not easily found							
Operational release of time	Hours						
Back office around ten minutes, ten times a day	400	Time released in back office to deploy elsewhere or reduce resources					
Highways support team	96	Time released in services to deploy elsewhere or reduce resources					
CEO's and supervisors	400	Time not available to patrol or add other value					
Benefits financial	Annual saving						
Some enforcement is not done due to ambiguity	£7,500						
Increased enforcement from released time	£9,600						
Areas never enforced or rarely now enforced	£100,000						
Annual saving	£117,100						
Annual net improvement	-£117,100						
Time to be self financing?	Immediate						