

Appendix 2

Implementation plan for the transfer of Highways Infrastructure from City Strategy to Neighbourhood Services

Notes	Phase 1	Date	Status
1	Staff consultation	June-September 2008	Complete
2	Urgency Committee	3 rd December 2008	
3	Transfer Date	5 th January 2009	
4	Staff meeting re induction	13 th January	
5	Alterations to ECO depot to accommodate staff	November/December 2008 January 2009	
6	Staff moves, St Leonards to ECO depot	January 2009	
7	Staff Moves, Swinegate to ECO Depot	February 2009	
8	Document scanning	December/January 2009	
9	Settling in period	January-May 2009	
10	Business appraisal	January-May 2009	
	Phase 2		
11	Staff consultation	May 2009	
12	Business plan and new structure proposals	June 2009	
13	Further staff consultation	June 2009	
14	Report to NS EMAP on future structure	July 2009	
15	Implement new structure	August/Sept/Oct 2009	

Notes Phase 1

1. Full staff consultation on phase 1 of the move has taken place over the last four months, including group meetings with all staff and the AD Maintenance Services having 1 2 1 interviews with all of the transferring staff.
2. Urgency Committee
3. Date of transfer of staff and functions assuming a positive result from Urgency.
4. Meeting of all highways staff from Neighbourhood Services and City Strategy to start the process of forming a single team to deliver the highways repair and maintenance function. This will include a tour of the depot, an introductory talk from the Director and AD and a question and answer session about the new arrangements.
5. Alterations to the layout and staffing arrangements at Hazel Court to accommodate all the transferring staff including some building works. Planning permission is being sought for alterations to the outside of the amenity block.
6. Once building works are completed a phased relocation of staff from St Leonards and
7. ... Swinegate will be implemented
8. In order to accommodate staff and to make the transfer easier the current files held within St Leonards will be scanned in line with the CYC policy on document management. Discussions on moving this work forward have already commenced with the corporate EDRMS (Electronic Document Recording and Management System) team.
9. The next 4-5 months will act as a settling in period for the new staffing arrangements to help inform the structure required to deliver a joined up service. Working with [Easy@York](#) to improve the business processes to rationalise the requests for work into the department. Work has already commenced in this area.
10. A full financial and operational appraisal of the business will take place to help inform the future structure of the service. This will include preparing a joint service plan and agreeing success measures for the new business arrangements. All staff will have individual appraisals and opportunity to be involved in the remodelling of the service.

Phase 2

11. Staff consultation on proposed new structure
12. Business plan developed and new structure completed
13. Final staff consultation
14. EMAP July 2009
15. Implementation of new structure

Implementation plan for the transfer of Parking Services from City Strategy to Neighbourhood Services

Notes	Phase 1	Date	Status
1	Staff consultation	June-September 2008	Complete
2	Urgency Committee	3 rd December 2008	
3	Transfer Date	5 th January 2009	
4	Staff meeting / inductions	January 2009	
5	Consider impact of pay and grading on operational delivery	January 2009	
6	Business appraisal	January – July 2009	
7	Business appraisal: Identify process and systems improvements	January – March 2009	
8	Business appraisal: Identify policy issues	April 2009	
9	Prepare report to EMAP on interim findings	June 2009	
	Phase 2		
10	Identify performance measures for enforcement activity (level of obstruction, compliance)	July – September 2009	
11	Review staff training and competencies	July - September 2009	
12	Carry out enforcement benchmarking and consider opportunities to improve work with other aspects of Neighbourhood Services work.	July - September 2009	
13	Review customer experience	July - September 2009	

14	Review income levels as set in the budget – in preparation for the 2010/11 budget)	October 2009	
15	Review Signage	November 2009	

Notes Phase 1

Phase 1 will be to embed the service into the Neighbourhood Services Directorate and to review the systems and procedures supporting the service and the current policies on appeals and cancellations of PCNs.

1. Full staff consultation on phase 1 of the move has taken place over the last four months, including group meetings with all staff and the AD Environment Services having 1 2 1 interviews with all of the transferring staff.
2. Urgency Committee
3. Date of transfer of staff and functions assuming a positive result from Urgency.
4. Parking Services staff will continue to operate from their current offices, and the service is moving directorate in its entirety so there will be less to do than Highways Maintenance in terms of staff meetings and inductions. However we will organise a number of induction sessions during January to start to familiarise Parking staff and key staff from within Neighbourhoods (e.g. finance, performance, HR). This work would culminate in an agreed service plan.
5. The staffing structure in Parking services has been impacted by Pay & Grading (e.g. 4 levels of the existing hierarchy now placed within one grade band). An initial task will be to see how this impacts on operational activity.
6. A full review of Parking Services is planned within the Easy@York Phase 2 programme. This will take place between April and December 2009. Between January and July we will undertake an initial business appraisal to consist of items 7 and 8 that would complement and inform the early phases of the work with Easy.
7. Study the process and system improvements that could be made within the service.
8. Study the policies within the service that may be creating difficulties for staff and customers alike.
9. The intention would be to take an initial paper to NS EMAP setting out the findings of the initial business appraisal and making recommendations as appropriate.

Phase 2

Work during Phase 2 will clarify the service's objectives, will ensure that the service and its staff are able to deliver the customer and financial

expectations placed upon them, and will consider opportunities to work more closely with other service areas for mutual benefit.

The timetable for work during Phase 2 overlaps with that set out by the Easy @ York programme – that is to review the service between July and September 2009. Items 10-13 would be undertaken in conjunction with that Easy review programme.

10. There is clear evidence that the work of the enforcement team is having a beneficial impact on levels of obstruction, and that compliance with regulations is increasing. The Parking Service will have its own service plan, and this would include performance measures that promoted beneficial outcomes.
11. Understand how staff training and competency levels fit with the expectations placed upon them.
12. Clarify performance levels in York compared with other cities. Opportunities to be considered for closer working with other aspects of Neighbourhood Services work are:
 - Closer working with Street Environment Officers and Environmental Enforcement Officers which could:
 - Allow more staff to be out on the street at any one time by working alongside EEO's. This maintains the H&S practices for both sections but increases the number of patrols.
 - Cross department backup when dealing with difficult customers.
 - More eyes and ears out on the street spotting environmental crime, i.e. Graffiti.
 - Work closer with the drainage section to be more reactive to blocked gully's etc. Speed up the process of resident parking restrictions to enable gully cleaning and street sweeping to be more reactive. Look for more flexibility to the satisfaction of customers, i.e. do one side of a street at a time.
 - Work closely with Neighbourhood Pride and Waste Staff, both to respond to parking issues that are causing delays in delivering their services. Refuse vehicle movements etc.
13. The parking areas of the council are well run and well regulated but investment could be required to improve the customer experience i.e. improved signage.
14. In preparation for the 2010/11 budget – we will need to ensure that the service's systems, procedures and policies are able to deliver the level of income expected.
15. Review signage.