

MUNICIPAL YEAR 2015/2016 REPORT NO.

ACTION TO BE TAKEN UNDER DELEGATED AUTHORITY

PORTFOLIO DECISION OF:
Cabinet Member for Environment

REPORT OF:
Director - Environment

Agenda – Part: 1	KD Num: KD 4203
Subject: Meridian Water - Enfield Town Quietway	
Wards: Edmonton Green, Haselbury, Bush Hill Park, Grange	

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1. EXECUTIVE SUMMARY

- 1.1 This report documents the proposal to develop and implement a Quietway route within Enfield. This will form part of a London wide project led by Transport for London (TfL) with the assistance of Sustrans. As part of Enfield Council's proposed Quietway, improved pedestrian and cycle facilities are being introduced along a route between Leaside Road (Haringey) and Enfield Town Park. An outline plan of the proposed route in full is detailed in Appendix A of this report.
- 1.2 During 2014/2015 elements of the Quietway were completed. These being new or improved routes that met TfL's revised Cycle Level of Service (CLOS) and located along Leaside Road, Meridian Way, Conduit Lane and Cemetery Walk (running between Montagu Road and Plevna Road). In addition a new ramp was installed within the confines of the new Angel Gardens development that provides future access from the elevated level of Conduit Lane to Angel Gardens and beyond.
- 1.3 This report presents our proposals for the next sections of the proposed Quietway. We intend to significantly improve cycle facilities along the proposed route shown in Appendix A and B of this report.
- 1.4 The cost of implementing these improvements is estimated to be £987,500. This is being met from a combination of LIP and Cycle Enfield funding.

2. RECOMMENDATIONS

To approve the implementation of improvements along the proposed Quietway route between Ridge Avenue and Fore Street as shown in Appendix A.

3. BACKGROUND

- 3.1 Quietways will be a network of radial and orbital cycle routes throughout London. Linking key destinations, they will follow backstreet routes, through parks, along waterways or tree-lined streets. The routes will overcome barriers to cycling; targeting less confident cyclists who want to use low-traffic routes, while also providing for existing cyclists who want to travel at a gentler pace. This network will complement other cycling initiatives such as the Central London Cycling Grid, Cycle Superhighways and Mini-Hollands.
- 3.2 Enfield Council submitted a bid to Sustrans for Quietway funding in January 2014. Whilst Enfield's bid was not selected as one of the pilot schemes the principles of Quietways fell very much in line with Enfield's successful Mini Holland bid. As such Enfield decided to push on with the proposed Quietway using funding from LIP and Mini Holland to deliver the route.
- 3.3 The proposed Quietway is complementary to the network of Greenway routes that have been developed in consultation with local stakeholders including the Enfield Cycle Forum. This network is being continually reviewed with routes being amended or added as further consultation is carried out.
- 3.4 The proposed Quietway has an overall length of 7.5km's. It links the future Meridian Water development with the established Town Centres at Edmonton Green and Enfield Town.
- 3.5 The implementation of this proposed section of Quietway, in addition to those sections completed, will improve access to and through some of Enfield's established green parks/open spaces as well as newly opened facilities at Angel Gardens. It will also use the natural banks of Salmons Brook to provide a peaceful and appealing location upon which to cycle. As a consequence, this provides attractive routes for walkers and in particular strong walking links for the many schools that border the proposed route.

4. PROPOSALS

4.1 The overall Quietway route is detailed in Appendices A and B. Summarised in the table below are links 5,6,7 and 8 which are the subject of this report. Please note that links 1,2 and 3 shown in Appendix B are now complete. Approval of funding for link 04 is not being sought at this time. Links 9 and 10 also shown in Appendix B are on hold pending the outcome of the final junction design where the A105 main corridor scheme makes its junction with Bush Hill Road and Church Street.

Quietway Link	Estimated Cost	Scheme Details
_Link 05_Bedevere Road to Latymer Road (inc. Church St)	£66,500.00	On carriageway cycling improvements including raised tables and tightened junctions
_Link 06_Salmons Brook-01	£192,000.00	Creation of new illuminated cycle/pedestrian link adjacent to Salmons Brook
_Link 07_A10 Toucan Crossing	£307,000.00	New Toucan crossing facility crossing A10 (TRLN)
_Link 08_Salmons Brook-02	£422,000.00	Creation of new illuminated cycle/pedestrian link adjacent to Salmons Brook
Total	£987,500.00	

4.1.1 The project encompasses several sections. In turn the proposal is to use different procurement methods for delivery. In all cases LBE will be procuring the works. Some sections will be delivered using the LOHAC contract with Ringway Jacobs, which is the main civil engineering contract used by the Council's Highway Services department. This was approved by KD 3937 in the summer of 2014 (see Appendix C). Other elements will utilise the Council's Vehicle Crossings and Associated Works contract signed in September 2015 with Volker Highways Limited (approved under KD 4062, see Appendix C). Thirdly the London Tenders Portal will be used to procure works on sections where it is felt this will provide the Council with the most favourable result.

5. CONSULTATION

5.1 Extensive public engagement has been carried out for those elements of the Quietway that have a significant impact on the local area. Responses have been positive and further contact with frontages will take place if this report is approved but before the proposed works start.

5.2 External consultation with the Environment Agency has taken place regarding the Salmons Brook links and the Councils proposals have been well received. The Salmons Brook links are presently in the planning process by virtue of change of use and the design team is awaiting feedback.

- 5.3 Internal consultation has taken place with relevant departments including Parks, Planning and Conservation.
- 5.4 TfL will be dealing with the consultation for the new Toucan crossing as the A10 is their road.
- 5.5 Consultation with St Modwens (managers of the Edmonton Shopping Centre) has been ongoing since late 2014 and continues in order to try and find a solution that permits the Quietway to pass through the Centre between Plevna Road and Fore Street. Approval for funding of this section of the Quietway is not being sought within this report. The outcomes of consultation with St Modwens will be the subject of a separate report.

6. ALTERNATIVE OPTIONS CONSIDERED

- 6.1 The 'Do Nothing' option is not considered suitable as this would not deliver the desired incentives for new and new novice cyclists to use the cycling network within Enfield.
- 6.2 Avoiding the more costly interventions along the route, for example the Salmon's Brook corridor, which require heavy civil engineering activities to deliver the new infrastructure, has been discounted as cyclists would be forced to use a road route that would be seen as unattractive, indirect and would discourage all but the most confident of cyclists.

7. REASONS FOR RECOMMENDATIONS

- 7.1 The implementation of the proposed route will enable Enfield Council to complete an important link to the future development at Meridian Water.
- 7.2 The route will provide a direct link between Edmonton Green and Enfield Town with its own crossing of the A10. A great many short car journeys are undertaken between Edmonton Green and Enfield Town and this cycle route will provide an attractive alternative. Making this journey by bike will be quicker and more consistent and pleasant than by car. The more journeys made by bike instead of car the less congestion will take place on our roads and air quality and road safety will improve.
- 7.3 Continuing with the proposals will create an all-season facility for less confident cyclists who want to use low-traffic routes.
- 7.4 This project can play a significant role in meeting some of the visions of Enfield's 'Parks and Open Spaces Strategy 2010-2020' by 'Making open spaces in Enfield places for everyone' and in 'Creating sustainable open spaces for the future'. Key objectives in those

strategies, which developing the Quietway network can help to achieve, are to 'promote health and well being', to 'create safer places' to create 'accessible open spaces' and 'Amenities for everyone'.

8. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

8.1 Financial Implications

8.1.1 The cost of these improvements is estimated to be £987,500.00 and will be spent over 2014/2015 and 2015/2016.

8.1.2 This expenditure will be met by LIP and Cycle Enfield funding for both the specified financial years.

8.2 Legal Implications

8.2.1 The Council has power under section 1(1) of the Localism Act 2011 to do anything that individuals generally may do subject to the constraints stated in the section. There is no express prohibition, restriction or limitation contained in a statute against use of the power in this way. In addition, section 111 of the Local Government Act 1972 gives a local authority power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

8.2.2 The recommendations contained within this report are considered to be in accordance with the Council's powers and duties.

8.2.3 Any agreements relating to the proposed works that are required to implement the recommendations of this report must be in a written form approved in advance on behalf of the Assistant Director of Legal Services. The services referred to in this report, and the amounts of expenditure referenced in the Financial Implications, must each be within the scope of contract and the contract value under the related existing contracts respectively noted in section 4 above.

8.2.4 The Council must comply with at all times the requirements of its Constitution and the Contract Procedure Rules (CPRs) and ensure that all works are procured in accordance also with EU and UK procurement regulations.

8.2.5 Throughout the engagement of contractors for the proposed works, the Council must comply with its obligations with regards to obtaining best value under the Local Government (Best Value Principles) Act 1999.

9. KEY RISKS

Angel Gardens to Montagu Road link currently deferred pending the results of discussions regarding a future bus route between Meridian Water and Edmonton Green. Alternative alignments have been identified should they be necessary.

10. IMPACT ON COUNCIL PRIORITIES

10.1 Fairness for All

The proposed Quietway network has been developed in consultation with local walking and cycling groups to ensure the needs of all users can be accommodated as far as possible. For these particular proposals the views of all stakeholders have been taken into account in a fair and consistent way. Once developed, the Quietway will provide a safe, accessible and pleasant pathway for users of all ages and abilities. For these reasons the proposals are aligned with the aim of Fairness for All.

10.2 Growth and Sustainability

10.2.1 The provision of a green and attractive route that is safe, continuous and free from barriers, will help to reduce the common fears that currently discourage people from walking and cycling. This will support the aim of encouraging the use of more sustainable means of travel.

10.2.2 The new path will help achieve the outcome of improved and accessible parks.

10.2.3 The continued linking of Enfield's cycling facilities into the wider London network of Quietways helps achieve the outcome of improved sustainability of transport.

10.3 Strong Communities

The provision of a new and free-to-use leisure facility, and the further addition to the local Quietway network, helps meet the outcome of improving the health and wellbeing of Enfield's residents.

11. EQUALITY IMPACT ASSESSMENT

Corporate advice has been sought in regard to equalities, and an agreement has been reached that for the approval of the proposed Quietway, an equalities impact assessment/analysis is neither relevant nor proportionate.

12. PERFORMANCE MANAGEMENT IMPLICATIONS

This report supports Aim 2.5 of the Council's Business Plan i.e. "Improved sustainability of transport and reduce its impact on the borough – Introduce cycle lanes to link Enfield's network to the London Quietway".

13. HEALTH AND SAFETY IMPLICATIONS

The introduction of a largely off-highway walking and cycling route that is accessible to all, combined with measures to improve crossing points and intersections, will help to reduce road casualties.

Appendix A

Enfield Quietway

Appendix B

Quick Reference Plan

Appendix C

Contract - Notice of Decision

MUNICIPAL YEAR 2015/2016 REPORT NO.

TO PORTFOLIO DECISION OF:

Director of Finance, Resources and
Customers Services

Contact officer and telephone number:
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Agenda – Part: 1	Item: Key Decision KD4017
Subject: Implementation of a hosted telephony infrastructure	
Wards: None	
Cabinet Member consulted: Cllr Stafford	

1. EXECUTIVE SUMMARY

- 1.1. The Council is reviewing its Operational Services Centre's (OSC) telephony infrastructure and is keen to replace the existing solution with a hosted platform. Critically the current infrastructure user capacity is low and this will impact the re-integration of Enfield Homes and Customer Services Centre planned for June 2015, plus any other services identified under Enfield 2017 that will migrate to the OSC.
- 1.2. There is significant lack of functionality in the current Mitel architecture that is severely impacting the service delivered at OSC and more importantly the service expected from customers contacting the Council through this channel.
- 1.3. Implementing a hosted solution will complement the ICT strategy to implement Cloud solutions and improve the carbon foot print.
- 1.4. The previous support managed through Serco and 3rd Party partner Azzurri have been ineffectual, and therefore having a remote, secure and hosted environment will reduce or in most cases remove the risk of service downtime.
- 1.5. The new solution will provide improved functionality allowing staff to work remotely, integrate with Microsoft Lync and have improved Interactive Voice Response (IVR) capability with automated speech recognition (ASR).
- 1.6. The solution provides functionality that addresses Payment Card Industry Data Security Standards (PCI DSS) and removes the temporary workarounds currently in place to ensure the Council are compliant.

2. RECOMMENDATIONS

- 2.1. This report seeks approval to enter into a 5 year contract with Supplier A (as detailed in the Part 2 Report), to procure a solution provided by its subcontractor, Supplier B - the Supplier meeting the Council's requirements after a Crown Commercial Service (CCS) Framework further competition.
- 2.2. Approve to proceed to implement this solution, which is needed to support Enfield 2017 Gateways services transformation.

3. BACKGROUND

- 3.1. Enfield Council is reviewing its Customer Services Centre telephony infrastructure and is keen to replace the existing solution with a hosted platform. Enfield has used Mitel for over 11 years, and based on research from Gartner, has been classified as a 'Niche' solution. The Council has reviewed a number of providers and has chosen Interactive Intelligence as the preferred solution.
- 3.2. The current solution is a Mitel platform with local in-house Call Centre Management (CCM) servers supported by a 3rd party provider (Azzurri) through our IT partner Serco. These are based at Thomas Hardy House and Claverings, servicing the Customer Service Centre, Civic Centre and Enfield Homes respectively. The solution has been in place since the service was set up in 2003.
- 3.3. In addition, the services have 2 servers running an automated telephony payment solution along with a voice recording platform. The Council is looking to utilise an existing supplier, Capita, to provide the automated telephone payment part of this service to ensure PCI DSS compliance. This will be a hosted solution and is due to go live February 2016 and will replace the existing voice recorder. This has already been funded.
- 3.4. The service has integrated the Mitel solution with our CRM solution, currently LAGAN/Kana to enable customer record screen popping through Caller Line Identity (CLI) technology. They would continue to provide this functionality with the new solution.
- 3.5. The Council's Revenue and Benefits Service uses a 3rd party supplier that manages the Council's basic Revenue & Benefits enquiries, with these calls being routed to them to manage on our behalf. Out of Hours, calls divert to a further 3rd party provider, GDIT, who manage our emergency and out of hours calls including the ALMO's Make Safe Housing Repairs Service. Both of these services will be retained for the foreseeable future and therefore these calls will automatically be diverted to the services once the solution is in place.
- 3.6. A professional voice over service, Premier Audio, is used for the recording of the prompts within the IVR platform. It is proposed to continue to use this service for all voice recordings for the new IVR and ASR.
- 3.7. Corporate IT (CIT) and OSC have carried out soft market testing and benchmarking, engaging with the Customer Services for London Group for feedback. Results have shown that many Local Authorities that had Mitel as their solution have or are in the process of replacing it.
- 3.8. Critically the current infrastructure user capacity is low and this will impact the re-integration of Enfield Homes and Customer Services Centre planned for April 2015, plus any other services identified under Enfield 2017 that will migrate to the OSC.
- 3.9. There is significant lack of functionality with the current Mitel architecture that is severely impacting the service delivered at OSC and more importantly the service expected from customers contacting the Council through this channel.

- 3.10. Implementing a hosted solution will complement the ICT strategy to implement Cloud solutions and improve the carbon foot print.
- 3.11. The previous support managed through Serco and 3rd Party partner Azzurri have been ineffectual, and therefore having a remote, secure and hosted environment will reduce or in most cases remove the risk of service downtime.
- 3.12. The new solution will provide improved functionality allowing staff to work remotely, integrate with Microsoft Lync and have improved Interactive Voice Response (IVR) capability with automated speech recognition (ASR).
- 3.13. The solution provides functionality that addresses Payment Card Industry Data Security Standards (PCI DSS) issues and removes the temporary workarounds currently in place to ensure the Council is compliant.

4. REASONS TO PROCURE

4.1. Invest to improve service delivery

- 4.1.1. The current Mitel solution suffers from a number of functionality flaws. Most of the existing functionality prevents the service from performing at a level required to provide a high quality service to Customers who choose to use telephony as their preferred channel to communicate with the Council. The following list below describes the issues and highlights how the solution selected can meet these needs:

Current Solution Issues Impacting Service Delivery	Remedy
<p>The workforce management tool has never functioned fully, with data miss matching occurring often. It is an add-on product with very little supplier support knowledge. The Customer Services Centre use manual spreadsheets to forecast and schedule, and this has required additional resources to manage.</p>	<p>The Interactive Intelligence product has a built-in solution. It is the core part of the application and accesses the relevant agent and call data directly. It also has the functionality to be used across channels to manage resources effectively if required.</p>

<p>Old Hardware (Handsets)</p>	<p>The solution uses a 'softphone' application which is loaded onto a PC or Laptop, mitigating the need for a physical desk and turret to connect to.</p>
<p>Lack of functionality to support remote working.</p>	<p>The 'softphone' feature can be accessed remotely and securely anywhere with an Internet connection. Removing the need for a physical location and promoting New Ways of Working.</p>
<p>Due to the infrastructure being spread across a number of sites, there are a number of multiple data sources. As a result, it becomes difficult to analyse this data effectively and quickly.</p>	<p>The solution has one data source, making the running and analysing of data less onerous.</p>
<p>Carrying out staff training is difficult due to services being split across environments and locations.</p>	<p>There is one environment configured to manage all Council Services.</p>
<p>Mitel solution has a lack of integration to other channels, such as emails to enable more accurate resource scheduling. It also has no ability to analyse or engage with Customer groups through Social Media Networks.</p>	<p>The Interactive Intelligence solution has the ability to connect through a wide range of solutions including RightNow, our current Email Management service provider. The solution can also allow you to analyse your call data with social media sites to compare and view current trends.</p>
<p>Unable to set up automated Customer Satisfaction surveys after a call.</p>	<p>The solution has an inbuilt survey module, giving the service the ability to proactively generate and analyse customer feedback and relate it directly back to an individual Customer Services Advisor..</p>

Unable to set up new users on the existing voice recorder. Requires 3 rd party effort to alter and create licences. It is also independent to the existing Mitel solution and therefore there is no integration.	The solution has a built in voice recorder and is easy to setup and integrates into the system.
There is currently a capacity issue with the number of users that can be added to the Mitel environment.	Being hosted, the solution has an unlimited capacity for additional licences. The proposal allows up to 160 users across the platform concurrently.
The CTI (Computer Telephony Integration) implementation has been difficult to achieve and problematic.	The solution has worked with a number of leading Customer Relationship Management solution providers successfully, this includes Lagan, Microsoft Dynamics and Salesforce.
Routing calls and changing the IVR structure has been costly and difficult to amend. An average of 12,000 calls for named officers is presented per annum to the service.	The solution provides a powerful speech analytics solution which allows you to quickly and proactively identify the type of enquiries people are calling about based on the words being used. It can also pick up on positive and negative words so that potential complaints can be addressed quickly. The IVR structure can be changed quickly with no downtime required.

4.2. Implement a fully hosted and supported solution

- 4.2.1. The Mitel infrastructure is split across 2 main sites within the borough supporting 3 service areas within the Council. The voice recorder is a physical box situated in the basement of the Civic Centre. Although stability of the infrastructure largely has been good, an average of around 3 incidents per week have been reported to Serco, which equates to just over 150 per year.
- 4.2.2. Replacing the solution with a hosted product will virtually remove the risk of recurring lack of availability and will greatly reduce the level of incidents reported, as the environment will be hosted and supported 24/7 remotely. It will also remove the risk of housing and supporting multiple hardware across the Council.
- 4.2.3. The solution is currently running on 2 separate versions at Enfield Homes and the Council. This has resulted in difficulty in supporting the platform and the stability of the solution.
- 4.2.4. The Council has had to introduce a disaster recovery site (SunGard) due to the risk of physically losing a site. The hosted solution enables the service to work remotely anywhere with an Internet connection, removing the need for the DR site.

4.3. Fully secure and Compliant – PCI DSS

- 4.3.1. The hosted environment will be fully secure and compliant to Data Centre Tier Level 3 (Location). The core infrastructure, appliances and application servers will have active monitoring and alerting 24/7/365. All features that currently do not exist with our existing environment.
- 4.3.2. A process has been deployed within the Operational Services Centre to temporarily meet the strict requirements set out under PCI DSS, however following an audit review carried out by an independent PCI DSS specialist, it was highlighted that a system needs to be introduced to avoid payments being processed by a live Customer Service Advisor, reducing the risk of fraud against the Council.
- 4.3.3. The penalties set out under the standards can be severe, resulting in significant financial fines, suspending the Council from offering card payments as a way to pay for Council services and as a direct consequence, damaging the reputation of the Council.
- 4.3.4. A hosted solution will provide a 99.99999% availability guarantee. Therefore virtually removing the need for a technical DR plan.

4.4. Improved Support

- 4.4.1. The Customer Services telephony solution was implemented by Actimax in 2003, a 3rd Party supplier that provided and supported the voice infrastructure. Due to the poor performance of the support, it was agreed in 2012 to move from Actimax over to Azzurri, a supplier managed through Serco.
- 4.4.2. The experiences with Azzurri and Serco for the past 2 years have unfortunately in most cases, been of a lower standard than the previous support. In addition Serco skills in this area seem to be lacking with all incidents being directed to Azzurri to resolve.
- 4.4.3. The support from the 3rd party and Serco to develop or configure the environment to implement additional services is costly and takes an average of 3-4 months to complete. Previous completed work has cost around £10k for a small change or development.
- 4.4.4. Council resources are often used to maintain the Mitel solution and supporting applications support, managing the software levels and changes to the configuration of the platform.

5. OPTIONS CONSIDERED

- 5.1. See part 2 of the report.

6. ALTERNATIVE OPTIONS CONSIDERED

- 6.1. Consultation has taken place with other local authorities, PwC, along with Gartner, being reviewed to identify those suppliers that provide solutions classified as 'Leaders' in their field of expertise. The Interactive Intelligence offering also came on top as part of this review.
- 6.2. A full assessment was carried out against the key requirements sought by Enfield IT.

7. REASONS FOR RECOMMENDATIONS

7.1. To procure and implement a new telephony solution that for the OSC that will:

- Remove the current user capacity issues.
- Give a vastly improved solution and functionality.
- Provide improved resiliency with back up data centres to ensure coverage is near 100% consistent.
- Allow remote working using a soft phone and any internet connected secure Council device, PC or Laptop.
- Accurate staff scheduling across multi-channels.
- Enable automatic routing of calls direct to Council Staff or Service Teams.

8. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

8.1. Financial Implications

8.1.1 See part 2 of this report.

8.2. Legal Implications

- 8.2.1 The Council has the power under the Localism Act 2011 to do anything that individuals generally may do provided it is not prohibited by legislation and is subject to Public Law principles. In addition, Section 111 of the Local Government Act 1972 gives a local authority power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The recommendations contained in this Report are in accordance with these powers.
- 8.2.2 The procurement of the hosted telephony solution is subject to the requirements of the Council's Contract Procedure Rules (CPR) and the Public Contracts Regulations 2015. The CPR allow for the use of frameworks when procuring goods, services and works, and the client has confirmed that the mini competition was carried out in accordance with the terms of the CCS framework.

- 8.2.3 The call-off contract with Freedom must be in a form approved by the Assistant Director of Legal and Governance.
- 8.2.4 The CPR states that a bond or other security must be required for every contract entered into by the Council with a value exceeding £250,000 unless the relevant Director and the Director of Finance Resources and Customer Services considers this to be unnecessary. The client has confirmed that the requirement for a bond or other security is unnecessary in this case.
- 8.2.5 The client is comfortable for the limitations on the extent of the Supplier's liability contained in the CCS Framework to be reproduced in the Call-Off Contract. These provisions serve to limit Freedom's liability to the Council to £1 million for each year of the Contract, and also to exclude the liability of both the Council and Freedom to the other in respect of certain heads of loss, such as indirect loss, loss of profits and damage to goodwill.

8.3. Property Implications

None

9. IMPACT ON COUNCIL PRIORITIES

9.1. Fairness for All

None

9.2. Growth and Sustainability

None

9.3. Strong Communities

None

10. PERFORMANCE MANAGEMENT IMPLICATIONS

None

11. HEALTH AND SAFETY IMPLICATIONS

None

12. PUBLIC HEALTH IMPLICATIONS

None

13. BACKGROUND PAPERS

None

