

Norfolk Parking Partnership Joint Committee

Date: **Thursday, 18 February 2016**

Time: **14:00**

Venue: **Cranworth Room, County Hall,
Martineau Lane, Norwich, Norfolk, NR1 2DH**

Persons attending the meeting are requested to turn off mobile phones.

Membership

County Councillors

Mr M Castle

District Councillors

Mr W Kemp

South Norfolk District Council

Mr D Pope

Borough of King's Lynn and West Norfolk

Mr G Plant

Great Yarmouth Borough Council

Substitutes

Mr M T Jeal

Great Yarmouth Borough Council

Awaiting Appointment

Borough of King's Lynn and West Norfolk

Mr A White

Norfolk County Council

Non-Voting District Councillors

Mr M Stonnard

Norwich City Council

Mr M Kiddle-Morris

Breckland District Council

Mr J Rest

North Norfolk District Council

Awaiting Appointment

Broadland Council

**For further details and general enquiries about this Agenda
please contact the Committee Officer:**

Nicola LeDain on 01603 223053 or email committees@norfolk.gov.uk

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A g e n d a

1. To receive apologies and details of any substitute members attending

2. Minutes

To receive the minutes of the meeting held on 1 October 2015.

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3. Declarations of Interest

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

If that is the case then you must declare such an interest but can speak and vote on the matter.

4. Any items of business the Chairman decides should be considered as a matter of urgency

5. Local Authority Parking Concessions (CMP19751)

Report by Executive Director Communities and Environmental Services

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6. Forward Programme and Budget Report

Report by Executive Director Communities and Environmental Services

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7. Best Practice Review

Report by Executive Director Communities and Environmental Services

Page 35

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane

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NR1 2DH

Date Agenda Published: 10 February 2016



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Norfolk County Council & District Councils Norfolk Parking Partnership Joint Committee

Minutes of the Meeting Held on Thursday 1 October 2015 at 2pm

Present:

Mr M Castle (Chairman)	Norfolk County Council
Mr D Pope	Kings Lynn Borough Council
Mr G Plant	Great Yarmouth Borough Council

Officers Present:

Martin Chisholm	Borough Council of King's Lynn and West Norfolk
Jo Day	Norwich City Council
David Disney	South Norfolk District Council
Helen Martin	Norfolk County Council
Karl Reed	North Norfolk District Council
Dave Stephens	Norfolk County Council

1. Apologies for absence

1.1 There were no apologies received.

2. Minutes of the meeting held on 19 February 2015

2.1 The minutes of the meeting held on 19 February 2015 were agreed by the Joint Committee and signed by the Chairman as a correct record of the meeting.

3. Declarations of Interests

3.1 There were no declarations of interest.

4. Items of Urgent Business

4.1 There were no items of urgent business to consider.

5. Revised Civil Parking Enforcement Business Plan

5.1 The report by the Executive Director of Community and Environmental Services was received. The Civil Parking Enforcement Business Plan required review on a regular basis to ensure it was still up to date and delivered value for money for all partners.

5.2 The Committee heard that the income from fines would reduce and therefore the civil

parking enforcement was not sustainable based solely on revenues from King's Lynn and Great Yarmouth on-street parking. The income from the on-street parking would also not offset the enforcement activities.

5.3 For the first two years of the plan mandatory funding was granted to help the delivery of the forward programme but that had now elapsed. It was always known that the service was not sustainable if it only relied upon the income from the two District Councils.

5.4 The Committee suggested that a letter should be sent to the other District Council informing them that the funding had now elapsed and therefore they might lose their service if they didn't contribute. A working group would be convened.

5.5 If other District Council contributed then they would become full members of the Committee and it was suggested that Leaders and Chief Executives needed to be engaged.

5.6 **RESOLVED**

- To review the revised Business Plan and ask officers to investigate options and recommend actions to close the funding gap.

6. Annual Report 2014/15

6.1 The report by the Executive Director of Community and Environmental Services was received. The report contained information about the operation of on-street parking enforcement, a summary of the financial accounts and changes to Government requirements on enforcement.

6.2 The capital reserve had not been drawn upon so far, but it will be necessary to do so if equipment such as pay and display machines need replacing.

6.3 It was suggested that there might be hesitation from the other District Councils due to the funding for the car park machines would be taken out of their budget. It was clarified that the on street machines would be the responsibility of County Council.

6.4 The Committee felt that it was a big operation and could not be sustained only on the income from Great Yarmouth Borough Council and Borough Council of West Norfolk and King's Lynn.

6.5 **RESOLVED**

- That the Committee accepts the final statistical return which will be given as an update to the meeting on 1 October.
- That the Committee accepts the report as the financial position of the Partnership as at 31st march 2015.
- That the amended version of the NPP CPE guidance manual is approved, re-issued and implemented by on-street Civil Enforcement Officers (CEO).
- That Members agree blue badge enforcement in Norfolk is implemented through the NPP with a view to prosecuting offenders in line with agreed enforcement policies and Officers take this forward as soon as practical.
- That Members agree to put on hold the work to develop CPE in Cromer and Sheringham until the information of finding is available and the recommendations

of the Review of the Business Model have been reported and considered.

7. Date of the next meeting

7.1 The date for the next meeting would be arranged.

The meeting concluded at 2:45pm

CHAIRMAN



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Norfolk Parking Partnership Joint Committee

Item No.

Report title:	Local Authority Parking Concessions
Date of meeting:	18 February 2016
Responsible Chief Officer:	Tom McCabe – Executive Director of Community and Environmental Services
Strategic impact	
<p>A request has been made by MP Norman Lamb that Norfolk County Council trial a scheme in which patients recently discharged from hospital with a temporary but substantial impairment can benefit from a temporary dispensation to park in disabled persons parking bays and on single/double yellow lines.</p>	

Executive summary

<p>The Managing Director Wendy Thomson has advised Mr Lamb that this suggestion will be considered by the Norfolk Parking Partnership, and so the purpose of this report is to outline the proposal and the implications that this would have for the partnership and to enable discussion amongst the partners regarding the benefits or otherwise that the scheme could have, and to result in a decision about the direction that the County Council will take on this matter. Having prepared this report for members the officer's recommendation is that</p> <p>a) the chairman of the NPP writes to primary health care trusts to share the suggestion with them and to ask if they would be able lead on the implementation of and provide funding for a trial scheme</p> <p>b) any trial would focus on the permitted use of off street parking bays ie in private car parks, not on highway parking to reduce the impact on people with permanent and substantial disabilities.</p>

1. Proposal

- 1.1. Mr Lamb suggests that a temporary permit is issued to the patient on discharge from hospital after an operation or similar treatment.
- 1.2. This would require a scheme to be promoted by the primary health care trusts with input from the NPP.
- 1.3. The temporary permit would have a clearly marked expiry date and be of a distinctive design so that it was clearly identifiable by CEOs.
- 1.4. Ideally a permit would also include identification details such as a photograph, or vehicle registration number unless the permit was to be issued for a very short period.

2. Evidence

- 2.1. The existing blue badge scheme is administered by Norfolk County Council. Applicants pay £10 for a disabled persons parking badge, which is valid for a period of 3 years.
- 2.2. Eligibility for a blue badge is subject to strict criteria which includes a permanent

and substantial disability which causes inability to walk or very considerable difficulty in walking. Applicants may have to undertake a mobility assessment before a badge is provided.

- 2.3. During 14/15 NCC processed 14000 blue badge applications. The number of applications increases by approximately 1000 per year and so the total in 15/16 this figure is expected to be almost 15000. These increases are to be expected as Norfolk has an aging population and disability has an association with the aging process.
- 2.4. The total cost for issuing Blue Badges for this year is expected to be £365,144, with projected income raised from Badge holders of £148,570. The net cost of the service (£216,574) is met by the County Council.
- 2.5. A guidance note issued from the department for Transport entitled 'Advice note to local authorities – people with severe temporary impairments' does not suggest such a scheme and highlights the pressure that additional entitlement to blue badge spaces could put on the limited number of spaces available in any one location. This is an issue raised by disabled residents in Norfolk who have expressed concern about the limited number of blue badge spaces available and the ongoing pressure on these. Instead it suggests alternative considerations, such as specially marked permit holders only bays, free parking at or near hospitals or parking concessions for carers.
- 2.6. Without further input from the primary health care trusts it is difficult to gauge how many people may be eligible for a temporary pass as there are many procedures which may cause significant but temporary mobility difficulties. However, statistics are readily available for hip and knee replacements; during calendar year 2015, the Norfolk and Norwich Hospital undertook 634 hip replacement operations and 472 knee replacement operations; the James Paget Hospital undertook 388 Hip and 359 Knee and the Queen Elizabeth Hospital at Kings Lynn undertook 344 Hip and 311 knee replacements. Just from these operations alone at these three hospitals there could be 2508 additional passes in circulation.
- 2.7. Blue badges have a photograph of the badge holder and are designed to reduce the opportunity to create copies.
- 2.8. In spite of this concerns have been raised about the misuse of disabled persons blue badges in Norfolk and a new post is being funded by the NPP to investigate cases of possible misuse.
- 2.9. Misuse of disabled persons blue badges reduces the availability of parking spaces for disabled people who genuinely need them and can affect access to services and participation in community life.
- 2.10. District Councils do currently have a scheme of providing dispensations to customers who wish to park in restricted areas for building works or other short term requirements. The administering districts of Kings Lynn and Great Yarmouth make an administration charge, South Norfolk currently do not.

3. Financial Implications

- 3.1. Setting up a trial scheme will not be without cost. The mechanism of permit issue, design of permit, criteria for permits, information booklets for users, terms and conditions of use etc. would need to be agreed.
- 3.2. If the permits are issued by a Primary Health Care Trust, they may be willing to bear the costs of the time and the purchase of the permits.
- 3.3. If the permits will not be issued by a PCT, then this would fall to the district or county council. Under the terms of the agreement district councils are able to

reclaim their administration costs either from the NPP or by making a charge to the applicant. Resident's parking permits currently have an administrative cost of £15.

- 3.4. The NPP currently is managing a deficit and so have no capacity to fund additional payments to the districts, therefore a charge would have to be made to the applicant to cover these costs.
- 3.5. If the permits were to be issued by the County Council this would place an administrative burden upon the blue badge issuing team that they would find difficult to manage with the resources that they have.

4. Issues, risks and innovation

- 4.1. Leaving hospital after an operation can have a significant short term impact on mobility, but increasing the number of permitted users may result in the permanently disabled not being able to find a parking space.
- 4.2. It does not appear that any other local authorities are currently offering this service so we cannot benefit from their experiences.

5. Background

- 5.1. The disabled persons parking badge 'blue badge' scheme operates across nationally (except in London where blue badges are not always valid). There is no option to receive a 'temporary' badge through this scheme.
- 5.2. Local councils have the power to offer dispensations to permit people to park where they would not normally be authorised to do so. Around the county these powers are used by local authorities to enable building works, or to assist care workers and tradespeople to park near to their customers homes.
- 5.3. When considering our response to Norman Lamb, we asked the District Councils in Norfolk and Norwich City Council if they had any plans to issue temporary permits to disabled people to allow parking in off street disabled persons spaces (or in the case of Norwich City Council – off street and on street bays). All authorities who replied said that they had no plans to do so at this time.
- 5.4. No examples could be found of a local authority issuing a temporary disabled persons badge or operating a temporary dispensation scheme for people recently discharged from hospital.
- 5.5. Any such scheme would require significant input from disability action groups in Norfolk to ensure that disabled residents had an opportunity to comment on this proposal and to inform an equality impact assessment.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Norfolk Parking Partnership Joint Committee

Item No.

Report title:	2016-17 Forward Programme & Budget Report
Date of meeting:	18 February 2016
Responsible Chief Officer:	Tom McCabe (Executive Director of Community and Environmental Services)
Strategic impact The financial sustainability of Civil Parking Enforcement in Norfolk (outside of Norwich City) is dependent on the additional revenues associated with planned new on-street charges, or alternative sources of new revenue income. Without these revenues the scheme fails to cover costs and puts at risk the County Council's ability to manage the road network in accordance with Traffic Management Act duties. Partners are also seeking arrangements which avoid the perceived unfairness of large transfers of revenue raised from some districts to offset the costs of enforcement in other parts of the County.	

Executive summary

The CPE Task and Finish Working Group was convened following a report the Joint Committee in October 2015 detailing the review of the financial business model for CPE in Norfolk. The Working Group has now concluded its review of the options available to the Norfolk Parking Partnership to ensure a sustainable financial model can be achieved.

Recommendations:

- 1) That the NPP approves the changes to the Agreement set out in Appendix A, subject to ratification by each District Council.**
- 2) That the NPP endorses the forward programme allocations and Business Plan projections for 2015-16 to 2019-20 as set out in Appendix B, and requests that the Officer Working Group acts on the basis of these.**
- 3) That the NPP endorses the 2016-17 CPE Budget as set out in Appendix C and recommends that officers submit this to the Chair of the EDT Committee for approval as the basis for performance and financial controls.**
- 4) That the NPP endorses the Forward Programme schemes listed in Appendix D and recommends that Orders are prepared and submitted to the Chair of the EDT Committee for approval to advertise at the appropriate time.**

1. Proposal

- 1.1. The recommendations of CPE Task and Finish Working Group are that the following changes to the arrangements for CPE should be endorsed by the Norfolk Parking Partnership as the basis for developing a Forward Programme and setting a budget for 2016-17.
 - i) In accordance with clause 17.1 of the Agreement, the Joint Committee resolves to admit North Norfolk, Broadland and Breckland District Councils to the Joint Committee, subject to the agreements set out in 17.2.
 - ii) The Agreement be amended under Schedule 1, clause 1.4, to increase the quorum from two to four executive members.
 - iii) The Agreement be amended to include updated Business Case projections under Schedule 2, as set out in this report.

- iv) The Agreement be amended under Schedule 3 to include for a minimum of 50% of any surplus arising from CPE to be allocated for schemes within the District areas which contribute to that surplus.
- 1.2. The changes to the constitution of the Norfolk Parking Partnership Joint Committee are intended to strengthen the role of the Committee and the Officer Working Group in managing both the financial performance of the CPE operations and, importantly, the fairness of the distribution of revenues and costs associated with parking management and enforcement.
- 1.3. Details of the proposed changes to the Agreement are set out in Appendix A, and the requirements for new on-street parking provision which underpin the updated Business Case are shown in Appendix B.
- 1.4. These changes are intended to ensure that the County Council is able to set a budget in 2016-17 which will allow for the financial sustainability of CPE operations in Norfolk, based on extending full voting rights to all the District Council partners. A proposed budget for the NPP for 2016-17 is shown in Appendix C.
- 1.5. In order that the financial basis of the proposed budget can be delivered, the Working Group has recommended that the required Traffic Regulation Orders (TROs) be submitted for authorisation for advertisement alongside the proposed budget for 2016-17. The draft schedules for these Orders are shown in Appendix D.

2. Evidence

- 2.1. The CPE Task and Finish Working Group has met three times since the Joint Committee considered the current financial position in October 2015, with the aim of reviewing the current arrangements for CPE in Norfolk. Two key concerns have been at the centre of these considerations:
 - i) Implications of a review of the financial business model reported at the October meeting of the Joint Committee.
 - ii) Concern that the financial sustainability of the CPE operations rests heavily on the revenues raised within some districts, whilst other are forecast to generate on-going large deficits within the overall financial model.
- 2.2. Officers have provided additional financial and other supporting information to allow consideration of options for funding a CPE service in Norfolk, Terms of Reference and minutes of the Task and Finish Working Group meetings are attached as Appendix E.
- 2.3. The Working Group has recommended that changes be made to the Agreement and the constitution of the Norfolk Parking Partnership Joint Committee (as set out in Appendix A), which will broaden the participation to include executive members of all Districts covered by the Norfolk CPE scheme.
- 2.4. This has resulted in a recommendation that the Norfolk Parking Partnership sets a budget for 2016-17 based on a projection for additional revenue to be raised by extending on-street parking charges in Hunstanton, Cromer and Sheringham, as set out in Appendix B and Appendix C.
- 2.5. The proposed Forward Programme and Budget are considered sufficient to ensure that the scheme will achieve financial sustainability without the need for partners to make any additional contributions. There remains a strong concern that the Business Model places depends unfairly on residents of some

communities to help fund the enforcement actions across Norfolk, and specific commitments to re-balance this are required.

- 2.6. It is proposed to address this by including a specific aim for the Officer Working Group to share the financial information from the CPE Operations in ways that will support more equitable outcomes at the District level. This would include:
 - Consideration of the allocation of spend across the range of County Council services to take into account the financial reporting of CPE activities. For example, allocations of spend under the County's Highways Parish Partnerships scheme could take into account the way that CPE revenues and costs are distributed.
 - Consideration by District partners as to whether revenue contributions to the CPE budget are appropriate taking account of the range of parking services and policies to be supported at the local level.
- 2.7. Such considerations are supported by the Task and Finish Working Group as sitting well with the emerging scenarios for locality working which are under discussion between the councils as part of the County Council's Re-imagining Norfolk process.

3. Financial Implications

- 3.1. The review of the Business Plan carried out this year has shown that the current CPE arrangements are not sustainable and would lead to large and increasing deficit for which the County Council would be liable under the Delegated Function Agreement. The proposed option is to roll out further schemes across the County to ensure the operation remains sustainable. The recommended 2016/17 budget is shown in Appendix C.

4. Issues, risks and innovation

- 4.1. The concerns about the fairness of the CPE arrangements are at the centre of the proposals to re-constitute the membership of the Norfolk Parking Partnership Joint Committee. Whilst it is not possible for Officers to recommend that these concerns are reflected in changes to the Agreement, it is intended that the changes to the Committee participation will allow the matters of fairness to be addressed alongside the management of the CPE operations, through the work of the Officer Working Group.

5. Background

- 5.1. A report to the Joint Committee on 1 October 2015 has recommended that a Working Group be formed to consider options for managing the projected deficits from CPE operations in Norfolk. A copy of the report, which is titled 'Review of the CPE Business Model' can be viewed [here](#).
- 5.2. The current business model for CPE in Norfolk uses the surpluses from on-street parking charges to offset the net costs of enforcement across the County. Any remaining surpluses have been used to fund a forward programme of schemes with the aim of securing long-term sustainability of the service and, potentially, other transport improvements, as prescribed in Section 55 of the Road Traffic Act 1984.
- 5.3. In the light of the review of the Business Case, actions are now required to ensure the longer term financial sustainability of CPE in Norfolk.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

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Amendments to the Agreement of the Norfolk Parking Partnership

- 1) In accordance with Clause 17.1, the Joint Committee to resolve to admit North Norfolk District Council, Broadland District Council and Breckland District Council as New Participants, once the agreements in writing have been submitted to the Joint Committee in accordance with Clause 17.2.
- 2) In accordance with Schedule 1 each New Participant Council to appoint an executive member and a named substitute member.
- 3) Schedule 1, Clause 1.4 to be amended to require four executive members as a quorum.
- 4) Schedule 2 to be amended to reflect the revised information prepared by the chief finance officer and summarised in Appendix B of this report.
- 5) Schedule 3 to be amended as follows: '2.6 After an annual reconciliation by the County Council, should an overall surplus be identified in any Financial Year, it will be split in the following manner: after any deficits brought forward from prior years have been settled the total income for each district council area shall have deducted from it the reasonable Costs relating to on street civil parking enforcement in that area, to produce a net income figure. For those district council areas where there is a positive net income 50% of the surplus will be shared in a proportionate manner, taking account of surpluses contributed over the full period of operation of the Agreement. For the avoidance of doubt these funds shall be spent by the County Council on transport related expenditure only, and in accordance with Section 55 of the road Traffic Act 1984 (as amended). The remaining 50% of the surplus will be retained for the delivery by the County Council of the Forward Programme, or if not required for this purpose, to be added to the surplus for distribution as above.'
- 6) Schedule 4 to be amended to allow cross-border working between Districts as endorsed by the CPE Delivery Group.
- 7) Addition to section 3.3 of the delegated authority to include removal of obstructions from the highway.
- 8) Addition of enforcement of School Keep Clear markings to section 3.3 referencing camera enforcement in 2015 amendments regulations.
- 9) Addition of Norfolk County Council off-street parking places (Cromer Bus Station, Thetford Bus Station , Norwich Bus Station and all Park & Ride Sites).
- 10) Amend 3.3a) to include reference to the 2005 bus lane contravention act and the 2015 parking contraventions amendment regulations.
- 11) Amend clause 10.5 of the Original Agreement to insert the words "For the avoidance of doubt this means considering in good faith all options to make the Functions commercially viable, including the possibility of their making a financial contribution towards the running costs within their own administrative areas" at the end of it.

Norfolk Parking Partnership – CPE Forward Work Programme 2016 to 2017

Coastal towns On-street pay and display

King's Lynn.- Highgate area	Introduction of charging using pay and display (with 45 minutes free parking)	Scheme under construction
King's Lynn – South Quay	Introduction of charging using pay and display (with 45 minutes free parking)	Scheme under construction
King's Lynn – Springwood	Introduction of charging using pay and display (with 45 minutes free parking)	Scheme under construction
Sheringham: Town Centre, Front and approaches.	Introduction of charging using pay and display (with 45 minutes free parking)	Required TROs to be approved by delegated authority to Chair of EDT Committee.
Cromer: Town Centre and Front	Introduction of charging using pay and display (with 45 minutes free parking)	Required TROs to be approved by delegated authority to Chair of EDT Committee.
Hunstanton: Town Centre and cliff top area.	Introduction of charging using pay and display (with 45 minutes free parking)	Required TROs to be approved by delegated authority to Chair of EDT Committee.

<u>Norfolk Parking Partnership - Effect of Additional On-Street Pay & Display Schemes</u>						
	2015/16	2016/17	2017/18	2018/19	2019/20	Total
2015/16 Outturn Forecast for Partnership	-92,373					-92,373
King's Lynn & West Norfolk Borough Council		-26,910	107,567	194,291	186,041	460,989
North Norfolk District Council		-188,306	110,272	106,564	102,875	131,405
Breckland District Council		-27,664	-34,185	-40,745	-47,345	-149,939
Broadland District Council		-36,249	-37,647	-39,063	-40,495	-153,454
Great Yarmouth Borough Council		25,698	44,545	28,243	11,887	110,373
South Norfolk District Council		-31,063	-32,809	-34,569	-36,348	-134,789
Total for Norfolk Parking Partnership	-92,373	-284,494	157,743	214,721	176,615	172,212
Balance in Partnership Fund Brought Forward	148,106					
CPE Reserve	55,733			143,703	320,318	
Capital Replacement Reserve	173,348	3,587	220,330	350,348	409,348	
Net Funds	229,081	3,587	220,330	494,051	729,666	

Note: In 2018/19 and 2019/20 there will be a need to allocate further contributions to the Capital Replacement Fund following the creation of new capital assets under the forward Programme schemes.

Budget for Norfolk Parking Partnership 2016-17

	King's Lynn	North Norfolk	Breckland	Broadland	Great Yarmouth	South Norfolk	NPP Total
<u>Civil Parking Enforcement</u>							
Costs							
Parking Enforcement – Annual Operating Costs	(159,448)	(64,783)	(64,783)	(32,392)	(379,219)	(31,768)	(732,393)
Annual 'over-the-counter' PCN Charges	0	0	0	0	0	0	0
Parking Dept (NCC) – Ann. Operating Costs	(20,647)	(8,389)	(8,389)	(4,194)	(49,106)	(4,114)	(94,839)
Central Processing Unit – Ann. Operating Costs	(52,698)	(25,136)	(24,986)	(3,119)	(75,389)	(4,935)	(186,263)
Signs & Road Markings Maintenance	(22,206)	(9,022)	(9,022)	(4,511)	(52,814)	(4,424)	(101,999)
Capital Contribution	(12,845)	(5,219)	(5,219)	(2,609)	(30,549)	(2,559)	(59,000)
Total Costs	(267,844)	(112,549)	(112,399)	(46,825)	(587,077)	(47,800)	(1,117,494)
Income							
On-street Parking Enforcement – PCN Income	178,712	85,243	84,735	10,576	255,665	16,737	631,668
Total Income	178,712	85,243	84,735	10,576	255,665	16,737	631,668
Surplus/(Deficit) from CPE	(89,132)	(27,306)	(27,664)	(36,249)	(331,412)	(31,063)	(542,826)
<u>On-street Pay & Display</u>							
Costs							
Cash Collection and Maintenance ²	(2,805)	0	0	0	(81,183)	0	(83,988)
Residents Permit Scheme Costs	0	0	0	0	(17,955)	0	(17,955)
Scheme Set Up Costs		(161,000)	0	0	0	0	(161,000)
Total Costs	(2,805)	(161,000)	0	0	(99,138)	0	(262,943)
Income							
Residents Permit Scheme Income	0	0	0	0	79,458	0	79,458
On-street Pay & Display	65,027	0	0	0	376,790	0	441,817
Total Income	65,027	0	0	0	456,248	0	521,275
Surplus from P&D and Residents' Schemes	(32,778)	(161,000)	0	0	357,110	0	163,332
Overall NPP Surplus / (Deficit)	(26,910)	(188,306)	(27,664)	(36,249)	25,698	(31,063)	(284,494)

Notes:

1. Hunstanton On-Street Pay & Display scheme expected to go live in 2017/18
2. King's Lynn and North Norfolk cash collection costs are based on GYBC and will be confirmed
3. Summer charging is based on 50% occupancy and Winter on 5%
4. Contribution from King's Lynn residents parking permits expected to be negligible
5. On-Street Scheme set up costs for Hunstanton are expected to be incurred in 2016/17, and include design, equipment and implementation costs
6. North Norfolk Enforcement costs based on the number of CEOs (2)
7. Cromer and Sheringham On-Street Pay & Display schemes expected to go live in 2017/18
8. On-Street Scheme set up costs for Cromer and Sheringham are expected to be incurred in 2016/17, and include design, equipment and implementation costs
9. Breckland Enforcement costs based on the number of CEOs (2)
10. There are currently no plans for On-Street Pay & Display schemes to be implemented in Breckland
11. Broadland Enforcement costs based on the number of CEOs (1)
12. There are currently no plans for On-Street Pay & Display schemes to be implemented in Broadland
13. Great Yarmouth winter charging for On-Street Pay & Display scheme expected to go live in 2017/18
14. No changes are expected to be made to the Great Yarmouth residents parking permit zone
15. There are currently no plans for On-Street Pay & Display schemes to be implemented in South Norfolk

1) Draft Schedules for Traffic Regulation Orders to be made 2016-17

Pay & Display in the Town of **Hunstanton**.

Cliff Parade

Lincoln Square

Boston Square

St Edmunds terrace

Le Strange Terrace

First 45 mins free then, £2.50 for 1-2 hrs, £3.0 for 2-3 hrs, £4 for 3-4hrs. Max stay 4 hrs, no return in 5 hrs.

High Street

First 45 mins free then, £2.0 for 1 ½ hrs. Max stay 1 ½ hrs, no return in 2 hrs.

Pay & Display in the Town of **Sheringham**

The Esplanade (including no overnight parking)

First 45 mins free then, £2.50 for 1-2 hrs, £3.0 for 2-3 hrs, £4 for 3-4hrs. Max stay 4 hrs, no return in 5 hrs.

High Street

Church Street

Station Road

First 45 mins free then, £2.0 for 1 ½ hrs. Max stay 1 ½ hrs, no return in 2 hrs.

Pay & Display in the town of **Cromer**

A149 Runton Road

First 45 mins free then, £2.50 for 1-2 hrs, £3.0 for 2-3 hrs, £4 for 3-4hrs. Max stay 4 hrs, no return in 5 hrs.

The Croft

Louden Road

Mount Street

Bond Street

First 45 mins free then, £2.50 for 1-2 hrs No Return within 3 hrs.

Canada Road

Hamilton road

Garden Street

Church Street

Tucker Street

First 45 mins free then, £2.0 for 1 ½ hrs. Max stay 1 ½ hrs, no return in 2 hrs.

2) Forward Programme (NB not in priority order)

King's Lynn: residential area south of town centre	Investigation of resident parking issues in streets south of Town Centre	Investigation carried out and concluded traffic management issues more relevant than parking.
Sheringham: Town Centre, Front and approaches	Investigation of rationalization of waiting and parking restrictions.	Investigation and public consultation on hold.
Sheringham: central Residential Roads	Investigation of resident parking issues.	There is only sporadic support for introducing resident only parking. Issues raised could be resolved with changes to waiting restrictions. On hold.
Cromer: Town	Investigation of	Further discussions with stakeholders

Appendix D

Centre and Front	rationalization of waiting and parking restrictions.	required. Scheme on hold.
Cromer: Residential streets surrounding Town Centre and Front	Investigation of resident parking issues.	Further discussions with stakeholders required. Scheme on hold.
Theftford town centre and Station area	Investigation of resident parking issues relating to local workers and rail commuters.	Not programmed.
Hunstanton	Parking issues would be considered further in 2015/2016	Not programmed.
Trowse with Newton	Parking issues relating to local workers and commuters	Not programmed.

TERMS OF REFERENCE (Civil Parking Enforcement Task and Finish Working Group)

- To investigate and appraise the following options for Civil Parking Enforcement (CPE) in Norfolk:

- 1) Additional On-street Pay and Display Schemes are identified and implemented throughout Norfolk.
- 2) The Partners contribute annually to cover the financial shortfall, the formula for which needs to be determined.
- 3) Reviews are carried out on the Partner's operations to identify best practice and efficiencies that can be rolled out across the Partnership.
- 4) Consider contracting the service out to a private enterprise.
- 5) Consider the Parking Partnership becoming a not for profit enterprise.
- 6) Dissolve the Partnership.

Option 2 above reflects that Partner Districts not wishing to have on-street pay & display and residents permit parking might be required to contribute financially.

- To produce a report on the options appraisal and make recommendations for implementing changes which will deliver the required objectives below:
 - 1) That no deficit arises from CPE activities in the current financial period, or if a deficit does arise that a formula is agreed to share the financial burden appropriately between the Partners.
 - 2) That the longer term financial sustainability of CPE in Norfolk is supported.
- To consider the existing Constitution of the Norfolk Parking Partnership Joint Committee and make recommendations for changes which would further support the aims of CPE in Norfolk. Subject to attaining a sustainable business plan it is envisaged that all Partner Districts will be full voting members for the 2016-17 Municipal Year.

Minutes of Meeting 1 – 29 October 2015

Present:	Dept/Organisation
Cllr Mick Castle	Norfolk County Council
Dave Stephens (DS)	Norfolk County Council
Helen Martin (HM)	Norfolk County Council
David Cumming (DC)	Norfolk County Council
Robert Ginn (RG)	Norfolk County Council
Martin Chisholm (MC)	BC Kings Lynn and West Norfolk
Cllr David Pope	BC Kings Lynn and West Norfolk
Cllr Trevor Carter	Breckland District Council
Dorian Avellino (DA)	Breckland District Council
Dave Disney (DD)	South Norfolk District Council
Cllr Lee Hornby	South Norfolk District Council
Cllr Graham Plant	Gt Yarmouth Borough Council
Miranda Lee (ML)	Gt Yarmouth Borough Council
Karl Read (KR)	North Norfolk District Council

Item	Minute	Action and due date
1.0	<p>Declarations of Interest Nothing to report.</p>	
2.0	<p>Apologies for absence Broadland District Council.</p> <p>Cllr Castle advised that a response has been received from Broadland to the effect that they do not feel they need to be represented on the Working Group, but would expect that the Partnership would bring forward such proposals for on-street parking measures that are required under the duties of the TMA 2004.</p>	
3.0	<p>Appointment of Chair This is covered under Item 4.</p>	
4.0	<p>Terms of Reference</p>	
4.1	<p>DS introduced the draft TOR report, highlighting that the core focus of the Group is to manage projected deficits arising from CPE.</p>	
4.2	<p>Cllr Plant raised that the TOR do not include for the Group to consider arrangements to allocate surpluses out of the CPE operations to spending on transport schemes in the areas where the surplus is generated.</p> <p>Officers advised that should any surpluses arise, spending is permitted in accordance with Section 55 of Road Traffic Act 1984 Financial Provisions relating to Delegation Orders. The Delegated Functions Agreement includes for the proportionate</p>	

distribution of spending, by the County Council, however it is not an intention of the Partnership to generate surpluses when setting budget. A copy of Appendix B to the report at Item 5 is included below:

Appendix B

Section 55 of RTA 1984 Financial Provisions relating to delegation orders

Key Points

- 1. Norfolk County Council must keep a separate account and records of expenditure and income related to parking places*
- 2. At the end of each financial year any deficit in the 'parking account' should be made good from the general fund.*
- 3. Any surplus can either be*
 - a. spent on a project (as defined below)*
 - b. allocated to a project (as defined below) which will be carried out in a future financial year*
 - c. carried forward in the parking account to the next financial year*

Permitted areas of investment

- a) paying back the general fund for any deficit covered in the previous 4 financial years*
- b) funding the provision or maintenance of off street parking*
- c) funding the provision or maintenance of existing on street parking*
- d) provision of, operation of or facilities for, public passenger transport services*
- e) highway or road improvement projects (as defined by Highways Act 1980)*
- f) environmental improvement projects including*
 - a. the reduction of environmental pollution*
 - b. improving or maintaining the appearance or amenity of a road; land in the vicinity of a road; open land or water that has general public access*
 - c. the provision of outdoor recreation facilities available to the public without charge*

NOTE: An authority must not manage CPE to deliberately make surpluses. The above informs us what can be done IF a surplus is made.

4.3 It was agreed to amend the note referring to Option 2 to remove the reference to residents permit parking as this should be managed to cover its costs through specific permit charges. DS

4.4 The composition and Terms of Reference, as amended, were accepted and the meeting progressed with Cllr Castle in the Chair.

5.0 **Review of Business Financial Model for CPE**

5.1 DS introduced the report and highlighted the resultant projections for deficits from CPE operations in 2016-17 and beyond.

5.2 Also, there is a projected current in-year risk of a shortfall which means that the Partnership would be unable to fund the Forward Programme and the work on this is now on hold.

5.3 Whilst the County Council, under the Delegated Functions Agreement, carries the risk of any financial liabilities arising out of CPE operations, there are legal and financial imperatives which preclude NCC from progressing the scheme on the basis of any projected deficits.

5.4 The requirement is therefore to put in place an agreed budget for 2016-17, based on revised projections underpinned by new agreements to meet the funding requirements of CPE.

5.5 MC raised that existing commitments of funding to support Partner functions should be reviewed against value for money and to ensure that no 'budget switching' is involved in the CPE activities.

6.0 **Options to be developed**

6.1 Officers have been working up the Options set out in the Terms of Reference, and each option was discussed. The start date for any revised arrangements is April 2016 or soon after.

6.2 Option1

6.2.1 Key Points discussed:

- Implementation Costs not taken into account in the revised projections shown.
- No stream of funding in place to deliver the schemes now that reserves are likely to be used up by end of 2015-16.
- Seasonal income/annual scheme/resource/differential

	charging - Cllr Pope proposed all year round charges be considered.	
	<ul style="list-style-type: none"> • Framework of decision-making to be considered. 	
6.2.2	Agreed to develop Option 1 further, alongside Option 2, with a view to a possible hybrid option which meets needs of all Partners.	DS
6.3	Option 2	
6.3.1	<p>Key Points discussed:</p> <ul style="list-style-type: none"> • Lack of detail - more work required to define Option 2 • Delegated Functions Agreement and NCC's Legal position. • Allocating surplus/deficit proportions. • Interpretation. • Hierarchy decision making framework. 	
6.3.2	Agreed to develop Option 2 further, alongside Option 2.	DS
6.4	Option 3	
6.4.1	<p>Key Points discussed:</p> <ul style="list-style-type: none"> • Sharing of information and costs. • Progress within Norfolk. 	
6.4.2	Expand to include best practice (elements of Option 4).	DS
6.5	Option 4	
6.5.1	<p>Key Points discussed:</p> <ul style="list-style-type: none"> • Information based on published DfT accounts. • Learning good practice from peers (Essex). • Comparatives questioned due to area/population density. • Appropriate resource to deliver service/effects of minimum wage. 	
6.5.2	Agreed to combine elements of Options 3 and 4 and Delivery Group to develop actions and report back to Joint Committee.	CPE DG
6.6	Option 5	
6.6.1	<p>Keys points discussed:</p> <ul style="list-style-type: none"> • Tax Benefits (none). • Short term financial gain. • Regulations on income. • Powers of enforcement/Council responsibility. 	
6.6.2	Agreed not to consider Option 5 further.	

- 6.7 Option 6
- 6.7.1 Agreed no merit in dissolving Partnership.

7.0 **Any Other Business**

- 7.1 DD expressed concern on timescale for revision/actions. DS advised that pressure to manage financial position is dictating the timescale for new arrangements to be agreed.

Date, time and venue of next meeting

Thursday 03 December 2015 – 10:00 am

Minutes of Meeting 2 – 3 December 2015

Present:	Dept/Organisation
Cllr Mick Castle (MC)	Norfolk County Council (Chair)
Dave Stephens (DS)	Norfolk County Council
Helen Martin (HM)	Norfolk County Council
Duncan Ellis (DE)	North Norfolk District Council
Cllr John Rest (JR)	North Norfolk District Council
Robert Ginn (RG)	Norfolk County Council
Martin Chisholm (MC)	BC Kings Lynn and West Norfolk
Cllr Trevor Carter (TC)	Breckland District Council
Dorian Avellino (DA)	Breckland District Council
David Disney (DD)	South Norfolk District Council
Cllr Lee Hornby (LH)	South Norfolk District Council
Cllr Graham Plant (GP)	Gt Yarmouth Borough Council
Stephen Cornell (SC)	Gt Yarmouth Borough Council
Sarah Gibb (SG)	NP Law

Item	Minute	Action and due date
1.0	Declarations of Interest Nothing to report.	
2.0	Apologies for absence David Cumming, Cllr David Pope, Miranda Lee, Karl Read, K Hughes	
3.0	Minutes of Meeting 1 held on 29 October 2015 and Matters Arising Acceptance of minutes of previous meeting Signed as a true record of the meeting	

Cllr Mick Castle (Chair Person)
03 December 2015

Matters Arising:

GP sought clarification of 4.2

Permitted areas of investment

- a) *Paying back the general fund for any deficit covered in the previous 4 financial years*

DS confirmed this was purely an extract from Section 55, as circulated at previous meeting.

CPE Delivery Group (Wednesday 18 November 2015) agreed to take Options 1 and 2 forward and report to Joint Committee.

4.0 **Options development**

4.1 RG circulated Civil Parking by District figures for Options 1 and 2.

Comparison of Options 1 & 2 was discussed with the following to be noted:

1. Option 1 includes the implementation of additional Pay & Display schemes.
2. Option 2 shows the effect of continuing the current arrangement and the gap that would need to be funded.
3. 2015/16 is the forecast position and includes the costs of rolling out the Kings Lynn Pay and Display scheme.
4. Winter charging is included in Option 1.
5. Effects of Residents and Business permits for Kings Lynn pay and display still to be confirmed.

Key points discussed:

- Contributions to capital replacement fund.
- Capital costs associated with implementation.
- Clear document wording as Authority must not manage CPE to deliberately make surpluses.

4.2 Presentation of Hunstanton, Sheringham and Cromer. HM presented slides to introduce the working principles for on-street parking in these towns. Key points discussed:

- First free period to be kept with an option to extend to 90 minutes.
- Existing limited waiting bays converted to pay and display.
- All day parking in off street car parks.
- Blue Badge – free on street car parking.
- DCLG - 10 minute grace period.
- Parking Principles document.
- DCLG – right to challenge parking policies.
- Policy for progressing local schemes, and lessons to be learnt from initial consultations. DE felt that the fact that 1

hour free parking would remain was not made clear, and could support positive encouragement of visitors.

- South Quay – operational 29 January 2016 – could be used as example scheme of a non-detrimental regeneration project.
- Potential to extend bays to increase spaces (DD).
- No funding for review of schemes.
- Low income-generation for some areas (Market Towns in comparison to Coastal Towns).
- Current enforcement regime.
- CPE should not cover County Wide Schemes eg parking outside schools/zig zag line enforcement.
- Figures for next meeting should factor in new schemes -v- development plan. Financial impact of pay and display machines. No of parking places.
- Surplus – County wide policy or areas where generated.

4.3 Conclusions

Collective decision for CC as Highway Authority to progress Option 1, with on-going consideration of optional cash contributions.

All Districts to be party to Business Plan and become voting members on Joint Committee.

MC suggested time line for delivery of model.

DS

07 January 2016 – review of final draft of report.

5.0 **Any Other Business**

Nothing to report.

Date, time and venue of next meeting

Thursday 07 January 2016 – 10:00 am

Cranworth Room, County Hall

Minutes of Meeting 3– 7 January 2016

Present:	Dept/Organisation
Cllr Mick Castle (MC)	Norfolk County Council (Chair)
Dave Stephens (DS)	Norfolk County Council
Helen Martin (HM)	Norfolk County Council
Duncan Ellis (DE)	North Norfolk District Council
Cllr John Rest (JR)	North Norfolk District Council
Robert Ginn (RG)	Norfolk County Council
Martin Chisholm (MC)	BC Kings Lynn and West Norfolk
Michelle Earp (ME)	South Norfolk District Council
Cllr Lee Hornby (LH)	South Norfolk District Council
Cllr Graham Plant (GP)	Gt Yarmouth Borough Council
Miranda Lee (ML)	Gt Yarmouth Borough Council
David Cumming (DC)	Norfolk County Council

Item	Minute	Action and due date
1.0	<p>Declarations of Interest Nothing to report.</p>	
2.0	<p>Apologies for absence Cllr D Pope, Cllr Trevor Carter, Dorian Avellino, Sarah Gibb, Dave Disney, Karl Read and Stephen Cornell.</p>	
3.0	<p>Minutes of Meeting 2 held on 03 December 2015 and Matters Arising 3.0 Matters Arising Amendment highlighted as follows: CPE Delivery Group (Wednesday 18 November 2015) agreed to take Options 3 and 4 forward and report to Joint Committee.</p> <p>Acceptance of minutes of previous meeting Signed as a true record of the meeting</p> <p>Cllr Mick Castle (Chair Person) 08 January 2016</p> <p>Matters Arising: Nothing to report.</p>	
4.0	<p>Report to NPP Joint Committee 2016-17 Forward Programme & Budget Report Draft Report for 17 February Committee Meeting setting out details of agreement circulated. Recommendations and proposals to address constitution to determine Forward Programme discussed to include Appendixes. Voting rights for all Districts to be resolved.</p>	

Conclusion:

Form of wording to be inserted into main body of report (rather than Appendix A 5)) to clarify contribution expectation element of CPE. This wording to be agreed by all parties prior to Committee Meeting.

DS

2016-17 Efficiencies and Improvements/Terms of Reference

Draft Reports circulated. Comments/feedback welcomed and should be emailed directly to helen.martin@norfolk.gov.uk as per email dated 07 January.

- Suggested name change of Group highlighted.
- Forward Programme to encompass adhoc anomalies.

5.0

Any Other Business

Nothing to report.

Date, time and venue of next meeting

No further meetings to take place.

Norfolk Parking Partnership Joint Committee

Item No.

Report title:	2016-17 Efficiencies and Improvements
Date of meeting:	18 February 2016
Responsible Chief Officer:	Tom McCabe – Executive Director of Community and Environmental Services
<p>Strategic impact</p> <p>In addition to the revenues proposed from the implementation of new areas of on-street charging the Norfolk Parking Partnership (NPP) seeks to maximise the existing resources available to be as efficient as possible in enforcing parking orders so that it can best manage the road network in accordance with Norfolk County Council’s duties under the Traffic Management Act.</p>	

Executive summary

<p>The CPE Task and Finish Working Group (“the Working Group”) was convened following a report to the Joint Committee in October 2015 detailing the review of the financial business model for CPE in Norfolk. The Working Group has now concluded its review of the options available to the NPP to ensure that a sustainable financial model can be achieved. One task agreed at an early stage by the Working Group was that the delivery group should examine areas of best practice and strive for improvement and greater efficiencies. This report presents the findings and makes the following recommendations:</p> <p>Recommendations:</p> <p>1) That the NPP approves the proposals to rename the delivery group to the ‘officer working group’ and the proposals to amend the terms of reference of this group as set out in section 1.3 and Appendix A; 2) That the NPP endorses the delivery group to take forward the improvements identified in section 1.6 listed (i) to (xiii); 3) That the NPP approves the proposed Key Performance Indicators listed in section 1.15; 4) That the NPP endorses the Officer Working Group to monitor progress against the agreed KPIs.</p>
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1. Proposal (or options)

- 1.1. In undertaking the review of best practice; value for money; and efficiencies the delivery group has sought input from all the partners; from other officers involved in the delivery of traffic/network/contract management across the department of CES and considered the findings of the independent audit of the NPP.

- 1.2. As a results of this review 13 areas of change are proposed which will improve the consistency, accountability and efficiency of the partnership. These are listed in section 1.6
- 1.3. In order to effectively deliver the improvements listed in section 1.6 including the monitoring of the new KPIs it is proposed to change the name and the remit of the existing delivery group, to The CPE 'officer working group' to reflect the membership of the group and to better link to the definitions within the Agreement.
- 1.4. The membership of the Officer Working Group shall be those nominated officers from each partner organisation, and the police. Officers from NPLaw and finance shall be invited as needed.
- 1.5. The terms of reference for the Officer Working Group shall be as listed in Appendix A:
- 1.6. The thirteen identified areas of change are

Improving Efficiency

- i. Enforceable restrictions – collaborative working to resolve defects
- ii. Provision of metered parking - this is quicker to enforce than limited waiting freeing up CEO time to monitor other areas
- iii. Targeting hotspots (for offending and for traffic management reasons)
- iv. Implementing remote monitoring of P&D machines/maintenance contract to free up CEO time
- v. Facilitating cross border working (ie CEOs from SN or GY or WN working in other areas if they are nearby)
- vi. Upgrading existing hand-held devices

Improving Consistency

- vii. Reducing any variation in approach between CEOs
- viii. Re-evaluating any variation in approach from area to area?
- ix. Employing full time staff instead of seasonal staff

Improving Accountability

- x. Maintaining an up to date business plan
- xi. Introducing KPIs
- xii. Timely provision and review of monitoring information
- xiii. Provision of operational guidance for more of the delegated functions

- 1.7. Some progress has already been made and this is outlined below
 - (i) Following detailed discussions with parking managers, and highway maintenance team leaders a maintenance agreement is being drafted

to cover how defects will be addressed in the future.

- (ii) The forward programme includes proposals to provide on-street metered parking
- (iii) Further work is required to identify and agree hotspots
- (iv) Quotes for remote monitoring in Great Yarmouth have been requested
- (v) An amendment is proposed to the NPP agreement to enable more cross border working
- (vi) It is proposed to have new hand held devices in place ready for use from April 2016
- (vii) Further work planned depending on feedback from monitoring
- (viii) Further discussion planned depending on feedback from monitoring and implementation of cross border working
- (ix) Offering full time employment helps to recruit and retain high quality staff members. It may be necessary to amend the seasonal seafront restrictions in Great Yarmouth to fund this improvement.
- (x) The business plan has been revised and will be maintained as a 4 year rolling plan. Timely provision of monitoring information will inform the predicted outcomes in later years and allow early intervention.
- (xi) The following KPIs are put forward for the NPP. These are based on KPIs set by other local authorities, with both in house and external CPE operations and it is recommended that the Joint Committee adopt these. Performance against these will be monitored by the officer working group, who will also agree annual targets and review the effectiveness and relevance of the KPIs.

The officer working group may therefore put forward amendments to the KPIs to the Joint Committee for approval from time to time.

KPI1 % PCNs cancelled due to CEO error - ensures that the tickets issued are of high quality and reflect the high standards provided by CEOs;

KPI2 variance between predicted deployed hours/or employed hours to actual deployed hours - value for money;

KPI3 % customer contacts to parking teams resolved according to customer service timescales – measures standard of interface with customers, and includes NCC’s response times to customer enquiries;

KPI4 defect reports received as a result of not being able to issue a PCN measures the frequency of defects and the impact that this is having on enforcement;

KPI5—defects resolved within agreed timescales measures the success of our agreed approach to defect resolution;

KPI6 Performance against compliance/consistency assessment this will benchmark compliance with restrictions and consistency in enforcement around the county. An agreed number of streets around the county will be visited quarterly by NCC officers. The number of non-compliant vehicles will be recorded. This can then identify

countywide/area specific trends;

KPI7 Provision of monitoring data including financial returns timely provision of information is essential to ensure regular monitoring of these KPIs;

KPI8 Invoices issued on time (days late) timely issuing of invoices is essential to monitor performance against the business model;

KPI9 Invoices paid (days late) monitors NCC processes in settling invoices.

(xii) A process for collecting data on a monthly basis has been initiated

(xiii) Section 3.2 and 3.3 of the 2012 agreement (“the Agreement”) briefly lists the functions delegated to the partners. With a new P&D and residents parking scheme starting in Kings Lynn, soon to be followed by others, the opportunity has arisen to clarify the practical arrangements of this delegated function in the form of an agreed protocol. Once completed, a similar protocol will be developed for Great Yarmouth and in any other area that may benefit from more detailed day to day operational guidance.

2. Evidence

- 2.1. The Agreement was always intended to be a document to delegate the functions, with other complementary documentation providing the day to day detail. Section 10.2 of the Agreement refers to this additional documentation being agreed from time to time.
- 2.2. One such document ‘The Guidance Manual’ already exists and covers in great detail the response to most, if not all operational scenarios relating to the discharge of the delegated functions listed in section 3.3.
- 2.3. The delegated function of ‘the administration of paid for on-street parking’ listed in 3.2 is not covered by the Guidance Manual and so it is proposed that further protocols are drawn up to provide clarity on the day to day operation of this area of the business.
- 2.4. Sections 3.2 and 3.4 of Schedule 1 of the Agreement states that a function of the Joint Committee will be to agree KPIs and set targets and encourage benchmarking. This was not initially taken forward, but the audit did pick up on the lack of formal performance assessment and recommended improvement in this area.
- 2.5. The term ‘officer working group’ is defined in the Agreement. The ‘delivery group’ was convened during the implementation of CPE and has continued since without a full review of the remit of the group.

3. Financial Implications

- 3.1. All of the above recommendations can be achieved within the budget agreed by the Joint Committee for 2016/17.
- 3.2. All of the areas for improvement listed in section 1.2 of this report seek to maximise the efficiency of CEOs enabling effective enforcement and reducing un-productive time.

- 3.3. PCN revenues occur when CEOs observe parking in contravention of posted restrictions. If there is contravention but a sign/line issue prevents the issue of a PCN or a CEO is not on site to observe them there is no income. The Joint Committee can increase the likelihood that a PCN can be issued by agreeing the implementation of a new approach to addressing and resolving defects.

4. Issues, risks and innovation

- 4.1. The proposals for efficiencies do not result in the loss or rationalisation of staff. Instead the aim of the identified improvements is to enable staff to maximise their time on the streets with good enforceable restrictions, excellent standards of customer service and a consistent, cost effective approach.
- 4.2. The KPIs are based on information which should already be readily available, and therefore no additional costs are expected from the partners. The surveys undertaken by the County Council will be covered within the existing resource available to support the activities of the NPP.
- 4.3. The ability to introduce further monitoring measures has always been possible within the Agreement but not mandatory. The NPP works well as a partnership and there is a risk that changes to the governance to include more formal reporting and assessment will alter this balance. However, when this risk is considered in conjunction with current financial position; the financial risk that the revised business plan places on the County Council, and the recommendations from the audit, it is considered manageable.
- 4.4. To mitigate the risk of any one partner having conditions imposed on them the detail of KPIs and draft protocols have been agreed with partners using in the most part existing information, and it is expected that this additional monitoring will enhance the work of the NPP.
- 4.5. In addition the recommendation to delegate the implementation of the improvements listed in section 1.2 to the Officer Working Group will ensure that these continue to be taken forward as a partnership.

5. Background

- 5.1. A report to the Joint Committee on 1 October 2015 recommended that a small Task & Finish Working Group is formed to consider options for managing the projected deficits from CPE operations in Norfolk. A copy of the report, which is titled 'Review of the CPE Business Model' can be viewed [here](#).
- 5.2. One of the initial options presented to the Task & Finish Working Group suggested that there should be a review of best practice, value for money, efficiencies within the NPP. The Working Group determined that this review should be carried out by the delivery group regardless of any other options decided and that a report with recommendations be submitted to the Joint Committee.

Officer Contact

If you have any questions about matters contained in this paper or want to see copies of any assessments, eg equality impact assessment, please get in touch with:

Officer name : Dave Stephens

Tel No. : 01603 222311

Email address : Dave.stephens@norfolk.gov.uk



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

**Terms of Reference for the CPE Officer Working Group
as of 18 February 2016**

1. Purpose

1.1 To provide a forum for the sharing of financial and other information related to the functions of Civil Parking Enforcement so that transparency about the arrangements and trends for parking management can be achieved.

1.2 To agreed annual targets and monitor the performance of the NPP against the KPIs agreed by the Joint Committee on 18 February 2016.

1.3 To deliver the following improvements, which will increase the efficiency of the partnership and support the long term sustainability of the partnership:

Improving Efficiency

- i. Enforceable restrictions – working together to resolve defects
- ii. Provision of metered parking - this is quicker to enforce than limited waiting freeing up CEO time to monitor other areas
- iii. Targeting hotspots (for offending and for traffic management reasons)
- iv. Implementing remote monitoring of P&D machines and providing a maintenance contract to free up CEO time
- v. Facilitating cross border working (ie CEOs from SN or GY or WN working in other areas if they are nearby)
- vi. Upgrading existing hand-held devices

Improving Consistency

- vii. Reducing any variation in approach between CEOs
- viii. Re-evaluating any variation in approach from area to area.
- ix. Employing full time staff instead of seasonal staff.

Improving Accountability

- x. Maintaining an up to date business plan
- xi. Agreeing targets and monitoring KPIs
- xii. Timely provision and review of monitoring information
- xiii. Provision of operational guidance for more of the delegated functions

1.4 To consider operational issues arising from the operational liaison group and to respond to changes in legislation/best practice

2. Membership

2.1 A named officer(s) from each of the NPP partners will attend the officer working group.

2.2 A representative from the Police will also be invited to attend

2.3 Representatives from finance/legal services will attend as required

2.4 Membership ends if a partner leaves the NPP or the NPP is dissolved

3. Accountability

3.1 NCC will chair the officer working group

3.2 The chair will report on progress with the improvements and on monitoring to the Joint Committee in the form of an annual report to the September JC meeting.

3.3 Officer representatives will feedback to their respective organisations.

4. Decisions

4.1 Decisions are made within the scope of responsibility delegated by the NPP Joint Committee and when a decision falls outside this delegation the item must be referred back to the Joint Committee for decision.

4.2 Some decisions will also need approval from the relevant partner organisations.

5. Review

5.1 These TOR will be reviewed annually to ensure that the membership and focus remains relevant to the effective delivery of CPE in Norfolk.

6. Meetings

6.1 The officer working group will meet quarterly from 16 March 2016

...

6.2 Minutes will be prepared by NCC and circulated after each meeting

6.3 An agenda will be circulated before each meeting with partners encouraged to add items to the agenda for discussion. This will enable NCC to invite other officers as required to ensure that a full discussion can ensue.