

Norfolk Parking Partnership Joint Committee

Report title:	Performance Update 2018-19
Date of meeting:	14 February 2019
Responsible Officer:	Nick Tupper – Assistant Director, Highways and Waste
Strategic impact Responsibility for the performance of the Civil Parking Enforcement service sits with the Officer Working Group (OWG), and, following a review of best practice, the Joint Committee agreed the new Terms of Reference for the Group in February 2016. Effective performance management within the Partnership is essential to delivering value for money and achieving the efficiencies which are being sought.	

Executive summary

In March 2016 the Joint Committee approved changes to the Terms of Reference of the Officer Working Group which included some new Key Performance Indicators (KPI) and a stronger focus on performance management.

Recommendations:

- 1. Officers should review the currently defined Key Performance Indicators (KPIs), as shown in Appendix A and, if appropriate, any proposed changes to the KPIs or other benchmarking tools should be brought back to the Joint Committee later in the year.**
- 2. Going forward, the OWG should consider the need for wider sharing of information under revisions to the Delegated Functions Agreement, which may be required to extend the participation of District Councils in the Joint Committee.**

1. Proposal

- 1.1. Following the implementation of a combined back office for the Partnerships operations, the Officer Working Group should continue to review performance of the services to ensure value for money and maximise the resources available for enforcing parking orders.
- 1.2. No changes are currently required to the Terms of Reference (TOR) for the OWG, however officers should review the currently defined Key Performance Indicators (KPI), as shown in Appendix A. If appropriate, any proposed changes to the KPIs or other benchmarking tools should be brought back to the Joint Committee later in the year, once any changes have been trialled and found to be workable. As far as possible the approach should be to measure and quantify the operational and financial activities and present the information so that all partners can be appraised of the way the functions are being delivered, and the Joint Committee can exercise its remit to govern the action carried out in a transparent manner.
- 1.3. All partners should work to ensure that the information required to support effective performance monitoring is available in a timely manner and is shared

with others in accordance with the Terms of Reference.

- 1.4. Going forward, the OWG should consider the need for wider sharing of information under revisions to the Delegated Functions Agreement, which may be required to extend the participation of District Councils in the Joint Committee.

2. Progress update

- 2.1. Progress has been made in delivering improved efficiency of operations, as follows:
- 2.2. Enforceable restrictions – collaborative working to resolve defects Work is on-going to ensure that all defects reported are clearly highlighted as 'CPE' within the County Councils contacts management system, enabling us to target and prioritise accordingly. The Mayrise system should then be able to provide data on the performance in relation to resolving defects.
- 2.3. Targeting hotspots (for offending and for traffic management reasons). Targeting is carried out by the district council partners, with oversight provided by the OWG. Information on Penalty Charge Notice (PCN) issuance is now available via the back-office system operated by King's Lynn & West Norfolk Borough Council, although further information on the coverage of deployments would add to the picture of where effective enforcement is being carried out.
- 2.4. Implementing remote monitoring of Pay and Display machines, to free up Civil Enforcement Officer (CEO) time and efficiencies within the cash collection process. This has now been implemented across the areas managed by West Norfolk and will be included in the re-procurement of Pay and Display machines in Great Yarmouth this year.
- 2.5. Facilitating cross border working (i.e. CEOs from South Norfolk or Great Yarmouth or West Norfolk working in other areas if they are nearby). This was successfully implemented in 2016 and has improved the effectiveness of enforcements, particularly in South Norfolk where staff were not previously employed to carry out weekend and evening deployments.
- 2.6. Upgrading existing hand-held devices. This is now completed. 23 devices have been procured, all linked to the single back office system.
- 2.7. Progress has been made in improving consistency as follows:
- 2.8. Reducing any variation in approach between CEOs. This is overseen by the Officer Working Group and is supported by the operational liaison work. The creation of a single back office has improved the process of 'dip-testing' by which the performance of CEOs can be readily compared, and any inconsistencies identified. Due to the focus on implementation of the combined back office, this has not been a strong focus until recently.
- 2.9. Re-evaluating any variation in approach from area to area.
- 2.10. Employing full-time staff instead of seasonal staff. This has been completed, notably in the GY area. The flat profile staffing strategy is more efficient in terms of recruitment and training and staffing levels have been stabilised at 7 full time with additional resource to cover summer peak.
- 2.11. Whilst the focus has been on the efficiency and consistency of operations, other areas of improvement will require further attention, as follows:
 - Maintaining an up to date business plan.
 - Introducing KPIs
 - Timely provision and review of monitoring

- Provision of operational guidance for more delegated functions

These areas have been less well-developed since the 2016 report, and this is mainly due to the extended timescale for delivering a combined back office, and the need to divert officer time into other areas of operational management.

- 2.12. Maintaining an up to date business plan. The intention has been to maintain an updated rolling 4-year business plan for the Partnership. Until recently information on outturn costs and incomes, and the status of assets, has not been available to the County Council in accordance with the timescales set out in the Agreements, and this has hampered review of the business plan. Going forward, arrangements are now in place to ensure that information can be provided in a timely manner, and this will allow the business plan and the associated budget-setting to be more effective, as required under the Delegated Functions Agreement.
- 2.13. Introducing Key Performance Indicators (KPIs). Reviews of performance based on the KPIs agreed by the Joint Committee has not been successful, due to issues with compilation of the indicators and the timely provision of data. It is therefore recommended that the Officer Working Group be asked to review the KPIs and consider how more effective measures of performance can be put in place which meet the requirements of the Agreement and satisfy the needs of audit. Based on successful flows of information, the OWG should trial any new measures to ensure they are workable, and bring a report back to the Joint Committee later in the year.
- 2.14. Timely provision and review of monitoring. As with financial information, arrangements are now in place to ensure that timely provision of monitoring data will be in place to support the work of the Officer Working Group.
- 2.15. Provision of operational guidance for more delegated functions. Review of the operational guidance has been on-going, led by the Project Engineer (Policy and Performance), with input and oversight from the OWG. This has included changes to the civil enforcements and also the policy on enforcements of criminal cases relating to Blue Badge misuse and fraud.

3. Financial Implications

- 3.1. Improved financial tracking throughout the year will enable prudent forward planning and budget setting assisting in putting the Norfolk Parking Partnership.

4. Issues, risks and innovation

- 4.1. Developing geographic tools to assist with performance monitoring, operational management and public enquiries.

5. Background

- 5.1. In March 2016 the Joint Committee approved changes to the Officer Working Group Terms of Reference, which were aimed at bringing a closer focus on to performance management of the Civil Parking Enforcement services, including monitoring of Key Performance Indicators and the delivery of improvements to efficiency, consistency and accountability. The report is available [here](#).

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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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 (CPE) 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 Norfolk Parking Partnership (NPP) against the Key Performance Indicators 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 Civil Enforcement Officer (CEO) time to monitor other areas
- iii. Targeting hotspots (for offending and for traffic management reasons)
- iv. Implementing remote monitoring of Pay & Display machines and providing a maintenance contract to free up CEO time
- v. Facilitating cross border working (i.e. CEOs from South Norfolk or Great Yarmouth or West Norfolk 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

1. 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 Norfolk County Council (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 Terms of Reference 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.

Key Performance Indicators (KPI) for the Norfolk Parking Partnership

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 numbers 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