

Norfolk Parking Partnership Joint Committee

Item No.

Report title:	Forward Programme and Budget 2016/17 & 2017/18
Date of meeting:	27 October 2016
Responsible Chief Officer:	Tom McCabe – Executive Director of Community and Environmental Services
Strategic impact <p>Following an update of the Business Financial Model for civil parking enforcement (CPE) in Norfolk (excluding Norwich City), an Interim Budget was agreed for 2016/17, whilst further considerations by a Task & Finish Working Group were required to address the projected deficits. The approach going forward must also address the political resistance to the provision of further on-street parking charges in some localities which has led to the scheme being financially unsustainable.</p>	

Executive summary

The Joint Committee received a report in October 2015 which included the updated Business Financial Model for CPE in Norfolk (Appendix A), and highlighted projected large deficits from operations which are not financially sustainable. The CPE Task & Finish Working Group has completed its consideration of the financial issues arising from the scheme during its initial 4 years of operation, and has initiated a number of efficiency and improvement measures to the operations. However it has not addressed the critical concern over the fairness of financial arrangements.

This report provides the basis for the Partnership to go forward on a sound financial footing, and proposes to address the reliance of the scheme on revenues generated in Great Yarmouth and Kings Lynn covering the costs of enforcement in the other areas. A key principle of this is the re-affirmation of the Parking Principles and the requirement for any new schemes to be funded from outside the Partnership operations budget.

Based on the revised Business Financial Model projections which relate to the proposals described, the Joint Committee is recommended to set the budgets for the Partnership functions for 2016-17 and 2017-18, and to ask officers to bring forward actions to deliver the targeted savings in operational costs and efficiencies. 50% of any surpluses that may arise from enforcement activities will be allocated for spending in the district/borough areas which have contributed positively in the financial position. In addition, and in order to address the concerns highlighted, it is proposed that the County Council would also wish to allocate the remaining 50% of any surpluses in a manner which recognises the imbalances between areas, subject only to the most pressing of other demands from the traffic management duties.

The County Council will continue, under the developing approach of Locality working, to seek better understanding of the local community priorities and give consideration to how these local views can be better met through the resources available for CPE in Norfolk.

Going forward, officers will, through the Officer Working Group, aim to:

- 1) Work closely with District/Borough Councils and other local councils to develop any new schemes for on-street parking management, to ensure that both the Parking Principles and the requirements for on-going enforcement under CPE (including

the financial sustainability) are fully considered at the earliest stages of development.

- 2) Bring to the Joint Committee proposals to allocate funding from the Partnership only when these can be recommended as meeting all the requirements of the Parking Principles, the efficient operation of CPE in Norfolk, and have successfully passed the statutory consultation stages with local approval.

Recommendations:

The Joint Committee is recommended:

- 1) **To approve the changes to current arrangements for new schemes as set out in para. 1.3, and endorse these changes being made as part of a review of the Parking Principles.**
- 2) **To agree that the Business Plan for the period 2016-17 should be amended to take account of the current year schemes costs (fees and capital) as shown in Table 1.**
- 3) **To agree that the Business Plan for the period 2016 to 2020 should be amended to take account of the targets for operational efficiencies shown in Table 2.**
- 4) **To agree that the Business Plan for the period 2016 to 2020 should be amended to include £15,000 allocation for amendments to the operation of P&D in Great Yarmouth, as shown in Table 3.**
- 5) **To agree that the Business Plan for the period 2016 to 2020 should be amended to take account of the desire to allocate surpluses which may arise for spending in the Great Yarmouth Borough area.**
- 6) **To set the final budget for the Norfolk Parking Partnership for 2016-17 as set out in Appendix B1.**
- 7) **To set the budget for the Norfolk Parking Partnership for 2017-18 as set out in Appendix B2.**

1. Proposal (or options)

- 1.1. The current Parking Principles in relation to the development of new schemes are stated as:

‘Changes will only be made where there is a strong, well supported case for which funding can be found. This will mean that many proposals could only be taken forward if external funding is forthcoming (or the proposals are self-financing). This funding would need to take into account not only the design and implementation costs but also any on-going revenue issues like upkeep of equipment.’

This is to underline that the Partnership is focussed on the delivery of a countywide service to provide enforcement, and is not the mechanism which pays for new schemes.

Proposals for new schemes will be developed through the Locality working arrangements and supported by the Officer Working Group and will follow the Parking Principles.

- 1.2. During its initial four years in operation, the CPE scheme has in fact made significant allocations to new schemes, over and above the funds put in place at the outset for delivery of a Forward Programme. In addition the scheme has allocated funds for the replacement of capital assets associated with the enforcement activities.
- 1.3. It is now proposed that changes are made to the current arrangements for new schemes as follows:

- i) The current hold on schemes due to the expiration of CPE Reserve funding (except for the King's Lynn South Quay area review work which is a commitment entered into as a condition of the scheme going forward) is to be maintained.
- ii) An exception can be made in the case of amendments to the seafront Pay & Display in Great Yarmouth, in view of the significant contributions to the scheme from revenues in the Borough.
- iii) The proposal going forward is that the financial arrangements for bringing forward new schemes will be a shared responsibility between the County Council as Highway Authority, and the District/Borough Councils. This is in accordance with the existing Parking Principles.
- iv) There will be a need for parish/town/district councils to contribute to/underwrite the development/ consideration of new locally supported schemes in their geographic area.
- v) The role of the Officer Working Group (OWG) in bringing forward new schemes should be amended to 'Work closely with District/Borough Councils and other local councils to develop any new schemes for on-street parking management, to ensure that both the Parking Principles and the requirements for on-going enforcement under CPE (including the financial sustainability) are fully considered at the earliest stages of development.
- vi) The remit of the OWG should be updated to include 'bringing to the Joint Committee proposals to allocate funding from the Partnership only when these can be recommended as meeting all the requirements of the Parking Principles, the efficient operation of CPE in Norfolk, and have successfully passed the statutory consultation stages with local approval.

Recommendation 1: The Joint Committee should approve the changes to current arrangements for new schemes as set out in the report, and endorse these changes being made as part of a review of the Parking Principles.

- 1.4. Further changes to the Business Model for CPE are now proposed, as discussed in Section 2 below, these are:

Recommendation 2: The Business Plan for the period 2016-17 should be amended to take account of the current year schemes costs (fees and capital) as shown in Table 1.

Recommendation 3: The Business Plan for the period 2016 to 2020 should be amended to take account of the targets for operational efficiencies shown in Table 2.

- 1.5. The impact of these proposals has been assessed using the Revised Business Finance Model reported to the Joint Committee in October 2015. The assessment is presented below in Section 2 of this report.
- 1.6. In association with the efficiencies and savings targets described in Section 2, it is recommended that the Joint Committee approves an allocation of £15,000 in the Budget for 2017-18 for amendments to the Great Yarmouth seafront Pay & Display scheme which is supported by the Borough Council.

Recommendation 4: The Business Plan for the period 2016 to 2020 should be amended to include £15,000 allocation for amendments to the Great Yarmouth

seafront Pay & Display scheme, as shown in Table 3.

- 1.7. The results of these proposals are summarised in Appendix C and indicate that over the period 2016 to 2020, the proposals would mean:
 - 1) The arrangements for CPE in Norfolk (outside Norwich City) would be likely to be financially sustainable in accordance with current government rules and requirements.
 - 2) Some of the projected surpluses from on-street charging in Great Yarmouth can be retained by the locality to spend on other transport-related schemes in accordance with Section 55 of the Road Traffic Regulation Act 1984.
 - 3) All Districts and their localities will have confidence that CPE will be an on-going service to meet the needs of residents, business and visitors.
- 1.8. In addition to the proportion of surpluses which are allocated under the Agreement for spending in Partners areas, it is further recommended that the Joint Committee, in recognition of the imbalances which have arisen over the first 4 years of operation of the scheme, should strongly urge the County Council to make further allocations from any surpluses which arise to be spent on transport-related schemes in the Great Yarmouth Borough area.

Recommendation 5: The Business Plan for the period 2016 to 2020 should be amended to take account of the desire to allocate surpluses which may arise for spending in the Great Yarmouth Borough area.

- 1.9. The Joint Committee is recommended to approve a final budget for 2016-17 as shown in Appendix B1, and a budget for the Norfolk Parking Partnership for 2017-18 as shown in Appendix B2.

Recommendation 6: To set the final budget for the Norfolk Parking Partnership for 2016-17 as set out in Appendix B1

Recommendation 7: To set the budget for the Norfolk Parking Partnership for 2017-18 as set out in Appendix B2

2. Evidence

- 2.1. In the Inception Report for the NPP Partnership on 22 September 2011, the Civil Parking Enforcement project was set up to deliver CPE on the basis that:

'The current model relies on limited revenue opportunities generated from unpredictable levels of PCNs, together with some of the surplus produced by on-street charging in Great Yarmouth (currently ring-fenced for transport related expenditure in the Borough). Although the business case predicts that the use of this surplus should be sufficient to cover the operating deficit in the short-term (and this is the basis on which CPE has been supported by GYBC), it is unsustainable into the future as the income stream is too heavily reliant on PCN revenue. NCC Cabinet has therefore recommended that we should seek to increase on street revenues from sources other than PCNs and locations other than Great Yarmouth in order that we may move forward to a sustainable longer term solution. Such measures will need to include detailed consideration of introducing additional on-street charging.'
- 2.2. To date the Forward Programme has failed to achieve the intended outcomes for the Scheme, due to the political positions taken by District Councils outside the Partnership which have been strongly against extending on-street charging outside of Great Yarmouth and King's Lynn. Beyond the remit outlined in 2.1 above, it is not a function of the Partnership to fund the development of new schemes, and going

forward the Joint Committee can focus on the operational requirements of the enforcement activities.

- 2.3. The CPE Task & Finish Working Group was set up to seek alternative arrangements which could address the unfairness in the distribution of costs across communities in Norfolk. Whilst it has endorsed the adoption of some best practices within the current scheme, as described below, the Working Group has not succeeded in bringing forward alternative approaches, and has now been disbanded.
- 2.4. The Partnership is therefore required to set the budgets for CPE and manage the finances on the basis of the existing arrangements, in order to ensure that a cost-effective civil parking enforcement service can continue to support residents, businesses and visitors across the county.
- 2.5. In March 2016 the Joint Committee approved the 'Best practice review' report and agreed an interim budget for 2016/17 based on the revised Business Case for CPE in Norfolk (see Appendix A1) plus a savings target of £100k to be delivered from initiatives and savings (see Appendix A2).
- 2.6. As reported in the Annual Report 2015-16, there are additional costs of £46,466 accrued in 2015-16 which have to be included in the accounts for this year, arising from the capital costs of schemes. There are also forecast fees of £20,000, and a commitment of £30,000 for Blue Badge Investigations in the current year, which were not included in the Interim Budget for 2016-17. These items therefore give rise to changes in the forecasts as shown in Table 1 below:

Table 1 – Changes to Business Finance Model 2016-17.

	2016-17
Surplus/(Deficit)	£s
Blue Badge Investigations Officer	(30,000)
Fees for committed schemes	(20,000)
Capital costs for committed schemes	(46,466)
Sub-total:	(96,466)

- 2.7. The Officer Working Group has been continuing to focus on the delivery of operational efficiencies and has provided revised projections of the operational costs and revenues which could be adopted as targets and used within the Business Financial Model. These are shown in Table 2 below.

Table 2 – Proposed changes to Business Finance Model: Operational efficiencies

Changes to revised Business Model	2016-17	2017-18	2018-19	2019-20
Surplus/(Deficit)	£s	£s	£s	£s
Combined back-office function for Norfolk CPE	Nil	10,000	20,000	20,000
Staff (via cross-border working)	Nil	60,000	60,000	60,000
Review of charging & admin for residents' permit parking	Nil	10,000	10,000	10,000

Business Model recovery rates update	Nil	Nil	Nil	Nil
Other savings	30,000	30,000	30,000	30,000
NCC Parking Mgt	Nil	5,000	10,000	15,000
Signs & markings	100,000	100,000	100,000	100,000
Amendment Orders for Pay by Phone/Virtual Payments	(10,000)	Nil	Nil	Nil
Unspecified savings removed from budget	(100,000)	(100,000)	(100,000)	(100,000)
Sub-total:	20,000	115,000	130,000	135,000

- 2.8. Associated with the operational efficiencies described above, there is a need to promote Amendment Orders for Pay by Phone/Virtual Payments. An allocation of £10k is included within the operational efficiencies to take this forward within the budget for 2016-17.
- 2.9. Also related to the efficiency savings in Table 2 above is the proposal from Great Yarmouth Borough Council to introduce changes to the on street P&D in Great Yarmouth. This would recognise the changing patterns in visitor numbers, maintain the attractiveness of the area and permit a more efficient CPE operation through the extension of charges into the winter months. The changes are supported by the local county councillors as they will also help to address anti-social behaviour along the seafront.
- 2.10 As an exception to the proposed new arrangements for new schemes set out in this report, it is considered that the funding to develop and promote this scheme can be allocated from the CPE finances, in recognition of the Great Yarmouth Borough areas financial contributions to the Forward Programme over the first 4 years of the CPE scheme, and in view of the projected positive impact on the scheme finances over the period of the current Business Model projections.
- The expected costs and revenues associated with the changes to Pay & Display operations are shown in Table 3 below.

Table 3 – Summary of changes to Business Finance Model: Great Yarmouth seafront Pay & Display.

	2016-17	2017-18	2018-19	2019-20
Surplus/(Deficit)	£s	£s	£s	£s
Costs	Nil	(15,000)	Nil	Nil
Revenues	Nil	11,000	11,000	11,000
Sub-total:	Nil	(4,000)	11,000	11,000

- 2.11 The Business Model for the NPP will be updated periodically to take account of any new schemes for which funding is available from external sources, in accordance with the Parking Principles, which are that:

‘Changes will only be made where there is a strong, well supported case for which funding can be found. This will mean that many proposals could only be taken

forward if external funding is forthcoming (or the proposals are self-financing). This funding would need to take into account not only the design and implementation costs but also any on-going revenue issues like upkeep of equipment.’

3. Financial Implications

- 3.1. Based on the evidence in section 2 the financial effects of the projections for operational costs, local authority contributions and schemes are shown in Table 4 below:

Table 4 – Proposed changes to the Business Financial Model

Changes to revised Business Model Surplus/(Deficit)	2016-17 £s	2017-18 £s	2018-19 £s	2019-20 £s
Changes to the updated Business Model (Table 1)	(96,466)	n/a	n/a	n/a
Operational efficiencies (Table 2)	20,000	115,000	130,000	135,000
Great Yarmouth: amendments to seafront Pay & Display (Table 3)	Nil	(4,000)	11,000	11,000
Total	(76,466)	111,000	141,000	146,000

- 3.2. The total of projected changes to the finances have been included in the revised Business Model for the period 2016 to 2020 shown at Appendix C.

4. Issues, risks and innovation

- 4.1. The purpose of the Business Financial Model is to enable the Partnership to set budgets which are consistent with the requirements of CPE and for the County Council to manage the financial risks which it carries under the Delegated Functions Agreement.
- 4.2. The projections of costs and revenues used to develop the model are based on the performance of Partnership functions over the first 4 years of operations, combined with the original business model prepared when the scheme was introduced.
- 4.3. The current proposals give confidence, at this time, that the scheme will remain financially sustainable on the basis of the projections given in the report, over the period covered by the Business Financial Model (2016-2020).
- 4.4. The levels of costs and revenues over the period may be different from the modelled projections, due to a range of factors, and future budgets and allocations will need to be set with regard to the actual outturns and also take account of future revisions to the Business Finance Model.

5. Background

- 5.1. A report to the Joint Committee on 1 October 2015 recommended that a Working Group was 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.
- 5.4. It remains the aspiration of the NPP to seek fuller participation of the District Councils to ensure that the arrangements for CPE are fair and reflect a consistent, countywide approach to supporting communities, businesses and the economy and to deliver the duties under the Traffic Management Act.

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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APPENDIX A1: Norfolk Parking Partnership –Revised Business Plan Projection (March 2016)

	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		-12,198	-24,605	-37,070	-49,596	-123,469
North Norfolk District Council		-23,820	-30,155	-36,527	-42,937	-133,439
Breckland District Council		-24,178	-30,484	-36,826	-43,206	-134,694
Broadland District Council		-34,506	-35,798	-37,105	-38,426	-145,835
Great Yarmouth Borough Council		46,107	30,404	14,659	-1,129	90,041
South Norfolk District Council		-29,354	-30,994	-32,649	-34,319	-127,315
Total for Norfolk Parking Partnership	-92,373	-77,948	-121,632	-165,519	-209,612	-667,084
 Balance in Partnership Fund Brought Forward	 148,106	 55,733	 -22,215	 -143,847	 -309,366	
CPE Reserve	55,733	-22,215	-143,847	-309,366	-518,978	
Capital Replacement Reserve	173,348	173,348	173,348	173,348	173,348	
Net Funds	229,081	151,133	29,501	-136,018	-345,630	

APPENDIX A2: Norfolk Parking Partnership –Revised Business Plan Projection (updated in August 2016)

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
2015/16 Outturn for Partnership	-151,228					-151,228
King's Lynn & West Norfolk Borough Council		-18,664	-10,669	-22,724	-34,830	-86,886
North Norfolk District Council		-17,997	-24,163	-30,362	-36,594	-109,116
Breckland District Council		-18,368	-24,505	-30,674	-36,877	-110,424
Broadland District Council		-32,415	-33,639	-34,875	-36,125	-137,054
Great Yarmouth Borough Council		97,110	82,234	67,333	52,408	299,085
South Norfolk District Council		-25,067	-26,642	-28,231	-29,834	-109,775
Total for Norfolk Parking Partnership	-151,228	-15,400	-37,384	-79,534	-121,853	-405,398
 Balance in Partnership Fund Brought Forward	 148,106	 -3,122	 -18,522	 -55,906	 -135,440	
CPE Reserve	-3,122	-18,522	-55,906	-135,440	-257,292	
Capital Replacement Reserve	173,348	173,348	173,348	173,348	173,348	
Net Funds	170,226	154,826	117,442	37,908	-83,944	

Notes

1. 2015/16 Outturn updated following Annual Report 2015-16 in September 2016
2. Contributions to Capital Replacement Reserve have been re-allocated in line with Annual Operating Costs
3. Savings target for 2016-17 (£100k) has been repeated in all subsequent periods and inflated.
4. There are no surpluses to allocate due to the scheme being in deficit overall
5. The balances for each district are an indication of the efficiencies that need to be found

APPENDIX B1: 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)	(349,219)	(31,768)	(702,392)
Annual ‘over-the-counter’ PCN Charges	0	0	0	0	0	0	0
Parking Dept (NCC) – Ann. Operating Costs	(19,033)	(7,732)	(7,732)	(3,867)	(45,066)	(3,994)	(87,424)
Central Processing Unit – Ann. Operating Costs	(52,698)	(25,136)	(24,986)	(3,119)	(75,389)	(4,935)	(186,263)
Signs & Road Markings Maintenance	0	0	0	0	0	0	0
Capital Contribution	(12,845)	(5,219)	(5,219)	(2,609)	(30,549)	(2,559)	(59,000)
Total Costs	(244,023)	(102,870)	(102,721)	(41,986)	(500,223)	(43,256)	(1,035,079)
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	(65,311)	(17,627)	(17,986)	(31,410)	(244,557)	(26,519)	(403,411)
<u>On-street Pay & Display</u>							
Costs							
Cash Collection and Maintenance	(2,805)	0	0	0	(81,183)	0	(83,988)
Residents Permit Scheme Costs	(2,745)	0	0	0	(17,955)	0	(20,700)
Capital Cost for Committed Schemes	(46,466)	0	0	0	0	0	(46,466)
Forward Schemes	(20,000)	0	0	0	0	0	(20,000)
Total Costs	(72,016)	0	0	0	(99,138)	0	(171,154)
Income							
Residents Permit Scheme Income	8,875	0	0	0	79,458	0	83,333
On-street Pay & Display	65,027	0	0	0	376,790	0	441,817
Great Yarmouth seafront P&D amendments					(10,000)		(10,000)
Total Income	73,902	0	0	0	446,248	0	520,150
Surplus from P&D and Residents’ Schemes	1,886	0	0	0	357,110	0	358,996
Overall NPP Surplus / (Deficit)	(63,425)	(17,627)	(17,986)	(31,410)	102,553	(26,519)	(54,414)

Notes:

1. Breckland, Broadland and North Norfolk cost split by number of CEOs (2 for Breckland, 1 for Broadland and 2 for North Norfolk)
2. King's Lynn and West Norfolk P&D Income is for King's Lynn
3. Permit Costs and Income for King's Lynn South Quay P&D area based on 2015/16
4. King's Lynn Residents Permit Scheme based on 2015/16 figures.
5. Forward Schemes are the costs of the Tennyson's Lane - Permit Parking and Review of South Quay.
6. Additional costs for 15/16 (itemised in Table 1) are shown in the following lines '£46,466 for capital cost for committed schemes in Kings Lynn'; '£20,000 for forward schemes in Kings Lynn'; and the Parking Dept (NCC) – Ann. Operating Costs which includes £30,000 for blue badge investigations.
7. Savings/Costs from efficiencies (itemised in Table 2) are shown in the following lines '£10,000 for Great Yarmouth Seafront P&D amendments'; 'Signs & Road Markings Maintenance reduced to £0' and 'Parking Enforcement – Annual Operating Costs, a reduction of £30,000 from Great Yarmouth'

APPENDIX B2: Budget for Norfolk Parking Partnership 2017-18

	King's Lynn	North Norfolk	Breckland	Broadland	Great Yarmouth	South Norfolk	NPP Total
<u>Civil Parking Enforcement</u>							
Costs							
Parking Enforcement – Annual Operating Costs	(149,574)	(60,771)	(60,771)	(30,386)	(325,736)	(29,801)	(657,040)
Annual 'over-the-counter' PCN Charges	0	0	0	0	0	0	0
Parking Dept (NCC) – Ann. Operating Costs	(18,134)	(7,367)	(7,367)	(3,684)	(42,939)	(3,805)	(83,298)
Central Processing Unit – Ann. Operating Costs	(50,922)	(24,289)	(24,144)	(3,014)	(72,850)	(4,769)	(179,988)
Signs & Road Markings Maintenance	0	0	0	0	0	0	0
Capital Contribution	(12,845)	(5,219)	(5,219)	(2,609)	(30,549)	(2,559)	(59,000)
Total Costs	(231,476)	(97,647)	(97,502)	(39,692)	(472,074)	(40,935)	(979,326)
Income							
On-street Parking Enforcement – PCN Income	169,306	80,757	80,275	10,019	242,209	15,856	598,423
Total Income	169,306	80,757	80,275	10,019	242,209	15,856	598,423
Surplus/(Deficit) from CPE	(62,170)	(16,891)	(17,227)	(29,673)	(229,865)	(25,078)	(380,904)
<u>On-street Pay & Display</u>							
Costs							
Cash Collection and Maintenance ²	(2,861)	0	0	0	(82,806)	0	(85,668)
Residents Permit Scheme Costs	(2,800)	0	0	0	(18,314)	0	(21,114)
Savings – Review of Residents Permit Parking	1,400				8,600		10,000
Total Costs	(4,261))	0	0	0	(92,521)	0	(96,782)
Income							
Residents Permit Scheme Income	9,053	0	0	0	81,047	0	90,100
On-street Pay & Display	66,328	0	0	0	388,326	0	454,654
Total Income	75,381	0	0	0	469,373	0	544,754
Surplus from P&D and Residents' Schemes	71,120	0	0	0	376,852	0	447,472
Overall NPP Surplus / (Deficit)	8,950	(16,891)	(17,227)	(29,673)	146,988	(25,078)	67,068

Notes:

1. Breckland, Broadland and North Norfolk cost split by number of CEOs (2 for Breckland, 1 for Broadland and 2 for North Norfolk)
2. King's Lynn and West Norfolk P&D Income is for King's Lynn.
3. King's Lynn Residents Permit Scheme based on 2015/16 figures, costs uplifted by 2%
4. Cash Collection costs estimated based on GYBC and need to be confirmed.

Norfolk Parking Partnership –Revised Business Plan Projection(Proposals for 27 October 2016)

	2015/16	2016/17	2017/18	2018/19	2019/20	Total
2015/16 Outturn Forecast for Partnership	-151,228					-151,228
King's Lynn & West Norfolk Borough Council		-63,425	8,950	336	-11,168	-65,307
North Norfolk District Council		-17,627	-16,891	-21,498	-27,492	-83,508
Breckland District Council		-17,986	-17,227	-21,813	-27,777	-84,803
Broadland District Council		-31,410	-29,673	-30,605	-31,718	-123,406
Great Yarmouth Borough Council		102,553	146,988	144,712	131,345	525,598
South Norfolk District Council		-26,519	-25,078	-26,255	-27,712	-103,563
Total for Norfolk Parking Partnership	-151,228	-54,414	67,068	44,878	5,479	-88,217
 Balance in Partnership Fund Brought Forward	 148,106	 -3,122	 -57,536	 0	 19,700	
Partnership surplus to be allocated to GY area			-4,003	-10,575	-10,575	
Partnership surplus to be allocated to KL area			-763	-2,014	-2,014	
Partnership surplus to be allocated by NCC			-4,766	-12,589	-12,589	
Total Allocation to Partners			-9,532	-25,179	-25,179	
CPE Reserve	-3,122	-57,536	0	19,700	0	
Capital Replacement Reserve	189,011	248,011	307,011	366,011	425,011	
Net Funds	185,889	190,475	307,011	385,711	425,011	

Notes

1. Surpluses are split in accordance with the expected net contributions of On-Street Pay & Display and Residents Permit Schemes in the relevant areas. The allocations are averaged over the final two years after the deficit has been cleared and will vary depending on actual performance. 84% of the surplus is allocated to Great Yarmouth, and 16% to King's Lynn and West Norfolk.
2. No drawdowns are currently planned for the Capital Replacement Reserve.