

Norfolk Parking Partnership Joint Committee

Report title:	Best practice review
Date of meeting:	23 March 2016
Responsible Chief Officer:	Tom McCabe – Executive Director of Community and Environmental Services

Strategic impact

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.

Executive summary

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:

Recommendations:

- 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.**

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:

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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 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.

Appendix A

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

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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.