

# Norfolk Parking Partnership Joint Committee

Date: **Wednesday, 23 March 2016**

Time: **14:00**

Venue: **Edwards 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](mailto: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**

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To receive the minutes of the meeting held on 18 February 2016

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. **Forward Programme and Budget Report**

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Report by the Executive Director of Communities and Environmental Services

6. **Best Practice Review**

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Report by the Executive Director of Communities and Environmental Services

County Hall  
Martineau Lane  
Norwich  
NR1 2DH

Date Agenda Published: 22 March 2016



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## **Norfolk County Council & District Councils Norfolk Parking Partnership Joint Committee**

**Minutes of the Meeting Held on Thursday 18 February 2016 at 2pm**

### **Present:**

Cllr M Castle (Chairman)	Norfolk County Council
Cllr D Pope	Borough Council of King's Lynn and West Norfolk
Cllr G Plant	Great Yarmouth Borough Council
Cllr J Rest	North Norfolk District Council
Cllr J Oliver	North Norfolk District Council
Cllr W Kemp	South Norfolk District Council

### **Officers Present:**

Martin Chisholm	Borough Council of King's Lynn and West Norfolk
Jo Day	Norwich City Council
Alison Dunn	Norwich City Council
Helen Martin	Norfolk County Council
Dave Stephens	Norfolk County Council
Robert Ginn	Norfolk County Council
Karl Reed	North Norfolk District Council
Duncan Ellis	North Norfolk District Council
Michele Earp	South Norfolk District Council
Lee Hornby	South Norfolk District Council
Miranda Lee	Great Yarmouth Borough Council

### **Also Present:**

Cllr B Hannah	Local Member for Sheringham
Cllr R Bird	Local Member for North Coast

### **1. Apologies for absence**

- 1.1 There were no apologies received.

### **2. Minutes of the meeting held on 1 October 2015**

- 2.1 The minutes of the meeting held on 1 October 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.

At this point in the meeting, the Chair afforded the Local Members for Sheringham and Hunstanton the opportunity to outline the challenges in relation to the Committee's proposals highlighted in item 6 on the agenda. The Chair assured them that officers would consult with individuals from the areas that would be greatly affected as soon as possible to ensure that a whole Norfolk viable business plan was created and was suitable for all.

#### **5. Local Authority Parking Concessions (CMP19751)**

- 5.1 The Committee received the report by the Executive Director of Community and Environmental Services which informed the Committee that a request had 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 would benefit from a temporary dispensation to park in disabled persons parking bays and on single / double yellow lines.
- 5.2 Even though the sentiment behind the request was understood, it was felt that enough money was already being paid into the blue badge scheme. Sufferers of temporary impairments would normally make alternative arrangements for that limited time.
- 5.3 Operators of the private car parks would need to be consulted if they would allow the holders of the temporary blue badges to park without charge on their car parks as this would not be within NCC's limits to authorise.
- 5.4 **RESOLVED**
- That no action could be taken at this moment regarding the implementation of a trial temporary blue badge scheme.

#### **6. 2016-17 Forward Programme and Budget Report**

- 6.1 The Committee received the report by the Executive Director of Community and Environmental Services which reported that the financial sustainability of Civil Parking Enforcement in Norfolk (outside of Norwich City) was dependent on the additional revenues associated with planned new on-street charges, or alternative sources of new revenue income. Without these revenues the scheme would fail to cover costs and would put at risk the County Council's ability to manage the road network in accordance with Traffic Management Act duties. Partners were also seeking arrangements which would 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.
- 6.2 There was slight concern that there was no specific mention for a joint responsibility for the finances.
- 6.3 The meeting was then adjourned for 5 minutes to allow the voting Councillors to discuss matters after the Councillor representing North Norfolk declared that North Norfolk District Council would not accept any proposals and would not sign any agreement.
- 6.4 The meeting adjourned at 2.42pm and reconvened at 2.48pm.

- 6.5 On returning to the meeting, the Chair closed the meeting to allow negotiations with North Norfolk District Council to commence.

The meeting concluded at 2:50pm

**CHAIRMAN**



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# Norfolk Parking Partnership Joint Committee

Item No.

<b>Report title:</b>	<b>Amendments to 2016-17 Forward Programme &amp; Budget Report</b>
<b>Date of meeting:</b>	<b>23 March 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe (Executive Director of Community and Environmental Services)</b>
<b>Strategic impact</b> <p>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.</p>	

## Executive summary

<p>The Joint Committee meeting on 18 February 2016 was adjourned after North Norfolk District Council stated that they would not support the recommendations of the Working Group, as set out in the 2016-17 Forward Programme &amp; Budget Report. This report presents amendments to that report and revised recommendations below, to allow an interim budget for 2016-17 and enable the further development of a county-wide approach to CPE arrangements in Norfolk through the continued meeting of the Task and Finish Working Group.</p> <p><b>Recommendations:</b></p> <p><b>1) That the NPP approves the changes to the Agreement set out in Appendix A,</b></p> <p><b>2) 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.</b></p> <p><b>3) That the NPP defers a decision on setting the forward programme allocations and Business Plan projections for 2017-18 to 2019-20, to allow further meetings of the Task and Finish Working Group to set out a methodology for determining the criteria to be applied in more detail.</b></p>
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## 1. Proposal

- 1.1. To defer the following recommendations of CPE Task and Finish Working Group in relation to 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 [the 18 February] report.
- 1.2. To approve the following change which addresses the fairness of the distribution of revenues and costs associated with parking management and enforcement.
  - 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.
- 1.3. To re-convene the CPE Task and Finish Working Group in order to conclude the basis for identifying either new schemes on the Forward Programme or alternative methods of financing CPE in District areas where there is a deficit, and to identify further efficiencies.
- 1.4. Further changes to the Agreement are also proposed to enable the Partnership to make efficiencies over the next year and to operate on the latest updated government regulations. Details of the amended proposed changes to the Agreement are set out in Appendix A.
- 1.5. As an interim, to adopt the previously reported Business Plan Update, as shown in Appendix B, as the basis for setting a budget in 2016-17, and to report an updated Business Plan at the meeting in September 2016, following further considerations by the Task and Finish Working Group.
- 1.6. A proposed budget for the NPP for 2016-17 is shown in Appendix C, which includes target savings of £100k to be delivered through efficiencies, operational changes and other contributions.

## **2. Evidence**

- 2.1. There is a continuing need to review the current arrangements for CPE in Norfolk. Two key concerns are 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. The Working Group also asked the CPE Delivery Group to identify further efficiencies and best practices, and these have been set out in a separate report. It is considered that some efficiencies can be brought forward into the budget for 2016-17, which would allow further time to review the Forward Programme and determine a revised Business Plan for CPE operations.
- 2.3. Until a revised Forward Plan is agreed, it is recommended that a budget for 2016-17 should be based on the Business Model Update Report of 1 October 2015 (as shown at Appendix B), with additional savings of £100k to be delivered through:
  - Staff savings and cross-boundary working
  - Efficiency savings including reduced overheads
  - Financial contributions Partner councils
  - Reduced spend on signings and markingsPreliminary discussions have been held with officers of the NPP organisations and it is considered that these levels of savings can be achieved in 2016-17.
- 2.4. The proposed budget for 2016-17 is set out in Appendix C.

### **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 Functions Agreement. The proposed interim budget would address the projected shortfalls in 2016-17, but further action is required to address the remaining shortfalls over the period from 2017 to 2020.

### **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 this has had to be deferred in this amended report, 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.

### **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.

### **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

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### Amendments to the Agreement of the Norfolk Parking Partnership

- 1) 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 overall 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.'
- 2) Schedule 4 to be amended to allow cross-border working between Districts as endorsed by the CPE Delivery Group.
- 3) Addition to section 3.3 of the delegated authority to include removal of obstructions from the highway.
- 4) Addition of enforcement of School Keep Clear markings to section 3.3 referencing camera enforcement in 2015 amendments regulations.
- 5) Addition of Norfolk County Council off-street parking places (Cromer Bus Station, Thetford Bus Station , Norwich Bus Station and all Park & Ride Sites).
- 6) Amend 3.3a) to include reference to the 2005 bus lane contravention act and the 2015 parking contraventions amendment regulations.

**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

**Norfolk Parking Partnership – Revised Business Plan Projection**

	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>Total</b>
<b>2015/16 Outturn Forecast for Partnership</b>	<b>-92,373</b>					<b>-92,373</b>
<b>King's Lynn &amp; West Norfolk Borough Council</b>		-12,198	-24,605	-37,070	-49,596	<b>-123,469</b>
<b>North Norfolk District Council</b>		-23,820	-30,155	-36,527	-42,937	<b>-133,439</b>
<b>Breckland District Council</b>		-24,178	-30,484	-36,826	-43,206	<b>-134,694</b>
<b>Broadland District Council</b>		-34,506	-35,798	-37,105	-38,426	<b>-145,835</b>
<b>Great Yarmouth Borough Council</b>		46,107	30,404	14,659	-1,129	<b>90,041</b>
<b>South Norfolk District Council</b>		-29,354	-30,994	-32,649	-34,319	<b>-127,315</b>
<b>Total for Norfolk Parking Partnership</b>	<b>-92,373</b>	<b>-77,948</b>	<b>-121,632</b>	<b>-165,519</b>	<b>-209,612</b>	<b>-667,084</b>
<b>Balance in Partnership Fund Brought Forward</b>	<b>148,106</b>	<b>55,733</b>	<b>-22,215</b>	<b>-143,847</b>	<b>-309,366</b>	
<b>    CPE Reserve</b>	<b>55,733</b>	<b>-22,215</b>	<b>-143,847</b>	<b>-309,366</b>	<b>-518,978</b>	
<b>    Capital Replacement Reserve</b>	<b>173,348</b>	<b>173,348</b>	<b>173,348</b>	<b>173,348</b>	<b>173,348</b>	
<b>    Net Funds</b>	<b>229,081</b>	<b>151,133</b>	<b>29,501</b>	<b>-136,018</b>	<b>-345,630</b>	

**Notes**

1. There are no surpluses to allocate due to the scheme being in deficit overall
2. The balances for each district are an indication of the efficiencies that need to be found

**Budget for Norfolk Parking Partnership 2016-17**

	King's Lynn	North Norfolk	Breckland	Broadland	Great Yarmouth	South Norfolk	NPP Total
<b><u>Civil Parking Enforcement</u></b>							
<b>Costs</b>							
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	(12,502)	(5,079)	(5,079)	(2,540)	(29,733)	(2,491)	(57,424)
Central Processing Unit – Ann. Operating Costs	(52,698)	(25,136)	(24,986)	(3,119)	(75,389)	(4,935)	(186,263)
Signs & Road Markings Maintenance	(21,771)	(8,845)	(8,845)	(4,423)	(51,778)	(4,338)	(100,000)
Capital Contribution	(12,845)	(5,219)	(5,219)	(2,609)	(30,549)	(2,559)	(59,000)
<b>Total Costs</b>	<b>(259,262)</b>	<b>(109,063)</b>	<b>(108,913)</b>	<b>(45,082)</b>	<b>(566,668)</b>	<b>(46,091)</b>	<b>(1,135,079)</b>
<b>Income</b>							
On-street Parking Enforcement – PCN Income	178,712	85,243	84,735	10,576	255,665	16,737	631,668
<b>Total Income</b>	<b>178,712</b>	<b>85,243</b>	<b>84,735</b>	<b>10,576</b>	<b>255,665</b>	<b>16,737</b>	<b>631,668</b>
<b>Surplus/(Deficit) from CPE</b>	<b>(80,550)</b>	<b>(23,820)</b>	<b>(24,178)</b>	<b>(34,506)</b>	<b>(311,003)</b>	<b>(29,354)</b>	<b>(503,411)</b>
<b><u>On-street Pay &amp; Display</u></b>							
<b>Costs</b>							
Cash Collection and Maintenance <sup>2</sup>	(2,805)	0	0	0	(81,183)	0	(83,988)
Residents Permit Scheme Costs	(2,745)	0	0	0	(17,955)	0	(20,700)
<b>Total Costs</b>	<b>(5,550)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(99,138)</b>	<b>0</b>	<b>(104,688)</b>
<b>Income</b>							
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
<b>Total Income</b>	<b>73,902</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>456,248</b>	<b>0</b>	<b>530,150</b>
<b>Surplus from P&amp;D and Residents' Schemes</b>	<b>68,352</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>357,110</b>	<b>0</b>	<b>425,462</b>
<b>Overall NPP Surplus / (Deficit)</b>	<b>(12,198)</b>	<b>(23,820)</b>	<b>(24,178)</b>	<b>(34,506)</b>	<b>46,107</b>	<b>(29,354)</b>	<b>(77,948)</b>
<b>Target savings and contributions</b>							<b>100,000</b>
<b>Interim Budget for 2016-17</b>							<b>22,052</b>

**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. Efficiency Savings are based on reducing overheads to 20%.
5. Staffing & Other Saving comes from potential to reduce GYBC July & August FTE to Apr-June & Sept-Oct levels, and a challenge to North Norfolk, Broadland and Breckland areas to reduce costs. This likely will involve a change in operational practice.
6. King's Lynn Residents Permit Scheme based on 2015/16 figures

# Norfolk Parking Partnership Joint Committee

<b>Report title:</b>	<b>Best practice review</b>
<b>Date of meeting:</b>	<b>23 March 2016</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director of Community and Environmental Services</b>
<p><b>Strategic impact</b></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

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;

**KPI17 Provision of monitoring data including financial returns** timely provision of information is essential to ensure regular monitoring of these KPIs;

**KPI18 Invoices issued on time (days late)** timely issuing of invoices is essential to monitor performance against the business model;

**KPI19 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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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

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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.