

## Norfolk Parking Partnership Joint Committee

Date: **Thursday 4 October 2018**  
Time: **15:00**  
Venue: **Edwards Room, County Hall, Norwich**

### SUPPLEMENTARY AGENDA

**6. NPP Annual Report 2017/18**

(Page **A2**)

This report replaces the previously published copy of the report.

Chris Walton  
Head of Democratic Services  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH

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# Norfolk Parking Partnership Joint Committee

<b>Report title:</b>	<b>Annual Report 2017/18</b>
<b>Date of meeting:</b>	<b>4 October 2018</b>
<b>Responsible Chief Officer:</b>	<b>Tom McCabe – Executive Director, Community and Environmental Services</b>
<b>Strategic impact</b>	
<p>Civil Parking Enforcement (CPE) is undertaken in Norfolk by delegation to the Norfolk Parking Partnership (NPP) Joint Committee and is chaired by the Council. However the County Council carries a budget risk, as the one to whom the Department for Transport (DfT) made the decriminalisation order, if the receipts fail to cover the costs of operating the scheme.</p> <p>Since November 2016 the County Council has employed a Blue Badge Investigations Officer to provide a disposals service when misuse of the Blue Badges or fraud have been reported. This is an integral part of the CPE arrangements and supports both the badge-holders' benefits as well as the wider parking management objectives.</p>	

## Executive summary

This report provides the Annual Report for the sixth full financial year of operation of CPE in Norfolk and includes; a final statistical return as required by the DfT; a summary of the financial accounts for financial year 2017/18; and an update on areas of work for the NPP since the last Annual Report.

In 2017/18 the on-street operations of the NPP produced a deficit of -£29,641 compared to a predicted surplus in the business plan of £67,069, an adverse variance of £96,710.

In October 2016 the Partnership adopted a new 4 year business plan and agreed a two year budget 16/17 and 17/18 aimed at recovering a sustainable financial footing. In the first year the financial outturn produced a positive variance of £98,314, giving a net positive variance from the planned position of £1,604 at the end of the second year.

The closing balance in the CPE Reserve was £11,135, and there was £233,451 in the Capital Replacement Fund. No draw-downs from the Capital Replacement Fund were made in 2017/18. The Capital Replacement Fund therefore remains at £233,451, which is less than the current total of committed expenditure as set out in the previous annual report. Officers are therefore looking at the committed and planned expenditures, to ensure that these can be fully accommodated from the current funds, and will offer value for money.

## **Recommendations:**

- 1. DfT Returns -That the NPP Joint Committee accepts the final statistical return in Table 1 and authorises this to be sent to the DfT.**
- 2. Financial outturn 2017/18 - That the NPP Joint Committee notes the financial position of the NPP as at 31<sup>st</sup> March 2018**
- 3. Performance management - That the NPP Joint Committee notes progress with efficiency savings and agrees that a report on the outcomes is brought to the next meeting in February 2019.**
- 4. Budget for 2018/19 - That the NPP Joint Committee approves the budget for the NPP for 2018-19 as set out in Appendix C.**
- 5. Blue Badge enforcement - That the NPP Joint Committee notes the performance of the Blue Badge Investigations scheme and the positive feedback on the role of the Blue Badge Investigator.**
- 6. CPE Reserves - That the NPP Joint Committee accepts this report as the financial position of the CPE Reserves as at 31<sup>st</sup> March 2018**

## **1. Introduction**

- 1.1 This Annual Report summarises the Partnership's operational and financial activity during financial year 17/18 and reports the end of year balances in the CPE Reserve and the Capital Asset Replacement Fund.
- 1.2 The Annual Report also provides an update on progress of various projects and takes into account the planned review of on-street parking management as set out in a separate report.

## **2. Evidence**

### **2.1 Operational Position (1 April 2017 to 31 March 2018)**

- 2.1.1 The final statistical return for the period 1 April 2017 to 31 March 2018 for DfT is shown in Table 1 below. Data provided is as of 30 September, in accordance with DfT requirement.
- 2.1.2 In comparison with financial year 16/17 799 fewer PCNs have been issued (a total of 11,655), a reduction of 6%. This shows a continuation of the downward trend in income from PCN issuance. Overall the number of PCNs paid has reduced by 10%. The number of PCNs cancelled also reduced by 10% which was in line with the overall trends.
- 2.1.3 Numbers of challenges and cancellations of PCNs have, in most areas, changed in line with the changes to total numbers of PCN. However, the number of PCNs written-off went up by 120%, and there were increases in all district areas. Officers will therefore review the performance of CEOs across the county to identify the causes of the changes and ensure any required actions are taken.

Table 1: Final Statistical Return for period 1 April 2017 to 31 March 2018

	South Norfolk	Great Yarmouth	Breckland	Broadland	North Norfolk	King's Lynn and West Norfolk	County Total (excluding Norwich City)
Number of higher level PCNs served	440	4,608	1,381	151	1,271	3,804	11,655
Number of lower level PCNs served	214	1,215	757	105	1,240	909	4,440
Number of PCNs paid	546	3,762	1,710	205	2,087	3,707	12,017
Number of PCNs paid at discount rate	483	3,077	1,470	179	1,778	3,138	10,125
Number of PCNs against which an informal or formal representation was made	113	956	326	56	431	960	2,842
Number of PCNs cancelled as a result of an informal or formal representation	39	443	117	20	189	298	1,106
Number of PCNs written off for other reasons (e.g. CEO error or driver untraceable)	44	687	101	14	70	241	1,157
Number of vehicles immobilised	0	0	0	0	0	0	0
Number of vehicles removed	0	0	0	0	0	0	0

**Recommendation 1: It is recommended that the NPP Joint Committee accepts the final statistical return above and authorises this to be sent to the DfT.**

## 2.2 Financial Performance

2.2.1 Overall the NPP produced a deficit from operations of £29,641 in 2017/18, which contrasts with a projected surplus in the business plan of £67,072 (an adverse variance of nearly £97k).

2.2.2 The business plan includes a commitment to make an annual contribution to the Capital Equipment Replacement Reserve (equal to 20% of the capital spend to date) to cover future costs. During 17/18 this has remained at £59,000. However, there isn't sufficient funding at the close of the financial year to make this viable and the County Council have withheld the contribution for 2017/18.

2.2.3 The final outturn figures for 2017/18 are shown in Table 2 below.

Table 2 NPP Financial Performance 1 April 2017 to 31 March 2018

<b>Civil Parking Operations 2017/18</b>	<b>Plan</b>	<b>Actual</b>	<b>Variance</b>	<b>Comment</b>
King's Lynn & West Norfolk CPE Costs	403,871	432,099	28,228	Includes costs for cross-border deployments
King's Lynn & West Norfolk CPE Income	-340,357	-311,869	28,488	Cross-border working income is not included.
<b>King's Lynn &amp; West Norfolk CPE Balance</b>	<b>63,514</b>	<b>120,230</b>	<b>56,716</b>	
South Norfolk CPE Costs	34,570	24,416	-10,154	
South Norfolk CPE Income	-15,856	-14,545	1,311	
<b>South Norfolk CPE Balance</b>	<b>18,714</b>	<b>9,871</b>	<b>-8,843</b>	
Great Yarmouth CPE Costs	398,586	364,742	-33,844	Additional costs for staff transitions shown below.
Great Yarmouth CPE Income	-242,209	-173,168	69,041	Further income may accrue in 2018/19
<b>Great Yarmouth CPE Balance</b>	<b>156,377</b>	<b>191,574</b>	<b>35,197</b>	
Great Yarmouth On-street Pay & Display + Residents Costs	92,520	104,691	12,171	
Great Yarmouth On-street Pay & Display and Residents Income	-469,373	-486,387	-17,014	Includes impact of Seafront orders not progressing
<b>Great Yarmouth On-street Pay &amp; Display Balance</b>	<b>-376,852</b>	<b>-381,696</b>	<b>-4,844</b>	
<b>Civil Parking Operations 2017/18</b>	<b>Plan</b>	<b>Actual</b>	<b>Variance</b>	<b>Comment</b>
Kings Lynn On-street Pay & Display + Residents Costs	4,621	7,154	2,533	
Kings Lynn On-street Pay & Display	-75,381	-61,922	13,459	

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and Residents Income				
<b>Kings Lynn On-street Pay &amp; Display Balance</b>	<b>-71,120</b>	<b>-54,768</b>	<b>16,352</b>	
<b>Total from Partner Operations</b>	<b>-209,367</b>	<b>-114,789</b>	<b>94,578</b>	
NCC parking department	83,298	86,424	3,128	Includes costs for GY Seafront orders
Annual Capital Replacement Contribution	59,000	0	-59,000	Contribution to Replacements (see 2.2.2 below)
<b>Total including NCC services</b>	<b>-67,069</b>	<b>-28,365</b>	<b>38,704</b>	
	0	58,006	58,006	Combined back office transition staff costs
<b>Final outturn</b>	<b>-67,069</b>	<b>29,641</b>	<b>96,710</b>	

2.2.4 A direct comparison of the outturns achieved against Business Plan projections is not possible based on the information presented in Table 2. Following the introduction of cross-border working, the costs of deployment and PCN issuing can appear under the District which issues the PCN, while the income is shown under the District in which an infringement occurred.

2.2.5 Overall, the variances can be explained by considering the combined outturns for 2016/17 and 2017/18 as shown in Table 3 below.

2.2.6 Taking the two periods 2016/17 and 2017/18 together, the combined outturns are £1,604 up against the projections in the business plan. This slight improvement has been achieved by deferring the contribution to capital replacements, however this may require a further commitment in future budget-setting.

2.2.7 The budgets anticipated £20K of savings in the first year with an additional £100K of savings in the second year. Actual performance has delivered more savings during year 1 than anticipated (Table 3, items 2 and 3), as described in the previous Annual Report. However savings from the combined back-office functions have not accrued until later than anticipated, and have not therefore allowed the staff transition costs (Item 1) to be absorbed into the operational costs as originally planned.

Table 3 Variances (underspend)/overspend over Years 1 & 2 of Revised Business Plan

<b>Norfolk Parking Partnership</b>	<b>2016/17</b>	<b>2017/18</b>	<b>Combined</b>	<b>Explanation of variance</b>
	<b>£</b>	<b>£</b>	<b>£</b>	
1) Staff transition costs	Nil	58,006	58,006	Costs included in forecast savings for 2016/17 – Not

				migrated to 2017/18 budget
2) CPE Partner operations	(39,691)	83,070	43,379	Savings from efficiencies deferred to 2017/18, and savings delayed to end of period. Plus impact of staff absences.
3) On-street P&D and Residents Permits	(51,972)	11,508	(40,464)	Large surplus income in Great Yarmouth.
4) NCC Parking Department	(765)	3,126	2,361	Includes costs of Seafront orders.
5) Contribution to Capital Replacement Fund	Nil	(59,000)	(59,000)	Contribution withheld for 2017/18
6) Scheme-related income	(5,886)	Nil	(5,886)	As reported in 2016/17 Annual Report.
<b>Overall variance</b>	<b>(98,314)</b>	<b>96,710</b>	<b>(1,604)</b>	Unplanned expenditure on Staff transition costs (1) has displaced Contribution to Funds (6)

2.2.8 Performance of on-street CPE functions has been worse than forecasts, and overall there remains a pressure on officers to continue to make further efficiency savings over the remainder of the budget planning period as set out below.

**Recommendation 2: That the NPP Joint Committee notes the financial position of the NPP as at 31<sup>st</sup> March 2018**

**2.3 Efficiency Savings**

2.3.1 The report taken to Joint Committee on 27 October 2016 made a number of suggestions for efficiency savings which committee members resolved that Officers should take forward.

2.3.2 All partners have been actively pursuing these savings, however there have been delays in implementing some of the planned initiatives, as described below.

2.3.3 A combined back-office: the project is now complete. The 2016/17 budget included one off costs for delivering this project (system licences etc) which were delayed and charged in 2017/18, impacting on the current financial performance. In addition there have been costs associated with the transition of staff as a result of the combined back-office which have amounted to £58k and were not absorbed into operational costs due to the delayed implementation.

2.3.4 Alternative payment options for P&D and remote monitoring of P&D machines in Great Yarmouth: the necessary amendments orders have been made and the initial results have shown that cashless payments are being taken up ahead of expectations. Replacement of P&D machines is programmed for 2018/19, and the efficiency savings are expected to bring savings over 2018/19 and 2019/20. However, due to the shortfall in funding for capital replacement (see 4.7 below)

and the expected review of parking management arrangements, the procurement is currently under review.

2.3.5 2016/17 and 2017/18 have seen a great deal of activity to deliver changes and efficiencies and this has impacted on the flows of performance and financial information (particularly the merging of back-office functions which are used to process the data and generate the reports). Going forward, the Officer Working Group is now in a good position to re-focus on to the management of performance, based on the agreed Performance Measures, as set out in Appendix A. This will include a close scrutiny of the underlying factors which have resulted in the outturns achieved to date, and a report to Members with recommendations for any further changes to operational arrangements.

**Recommendation 3: That the NPP Joint Committee notes progress with efficiency savings and agrees that a report on the outcomes is brought to the next meeting in February 2019.**

## **2.4 Budget for Norfolk Parking Partnership 2018-19**

2.4.1 An indicative budget for the period 2018-19 was included in the Revised Business Plan approved by the Joint Committee in December 2016, as set out in Appendix B. This budget would deliver a surplus from the CPE operations of £44,878. However, included in this was an allowance for the additional incomes from winter charges on the seafront in Great Yarmouth. Since the scheme to introduce the new charges has not been implemented (see 3.2 below), the following revisions to the budget are proposed:

- Removal of the £11,000 projected income from winter charges in G Yarmouth seafront area
- Additional savings of £11,000 to come from the County Council's parking management service.

2.4.2 The revised proposed budget for 2018-19 is set out in Appendix C. This equates to the projected outturns for 2018-19 in the Revised Business Plan of £44,878 surplus from CPE operations.

2.4.3 Following the completion of efficiency measures, and recognising that staff issues which have impacted on operations are now resolved, officers will now focus on to financial performance management with the aim of meeting, and if possible exceeding, the financial performance set out in Appendix C, so that the current planned procurements for capital replacements can proceed and support the on-going good performance of the scheme.

**Recommendation 4: That the NPP Joint Committee approves the budget for the NPP for 2018-19 as set out in Appendix C.**

## **3. Project updates**

### **3.1 Blue Badge Infringements**

3.1.1 It is a criminal offence to misuse a disabled parking badge. This includes people other than the badge holder taking advantage of the parking concessions provided with the scheme.

- 3.1.2 To address concerns regarding the misuse of blue badges, since April 2016 the NPP is funding the role of a Blue Badge Investigator (costs are included within the NCC parking department budget line). This has led to the development of an enhanced process for the enforcement of blue badge contraventions, which is intended to protect the interests of genuinely disabled residents and visitors to Norfolk, whilst preventing fraud.
- 3.1.3 Proactive blue badge enforcement commenced in November 2016. There has been an extremely positive response from people with disabilities who believe that people are misusing what is to them a vital concession.
- 3.1.4 Table 4 below shows that during 2017/18 a total of 103 investigations were undertaken. Where there is found to be an offence and sufficient evidence has been gathered, a formal prosecution is sought by the County Council in accordance with the NCC Enforcement Policy. A summary of the prosecutions made in Norfolk is available to view on the NCC website pages under Blue Badges.
- 3.1.5 In addition to disposals by formal prosecution, some cases can be dealt with by issuing written or verbal advice, usually to the badge-holder, to correct misunderstandings about the conditions of issue of the blue badge, and improve future compliance. There is also a strong engagement between the Investigations Officer and the District parking teams to improve evidence-gathering, as well as some contact with other authorities to deal with cross-border issues, as shown in the table.

Table 4 – Total investigations by disposals, reporting, location of incident and residency of badge-holder.

<b>Investigations of Blue Badge Infringements</b>	2016-17 (since Nov 16)	2017-18	Comments
<b>Disposals:</b>			
Formal prosecution (including caution)*	6	7(+1*)	*1 pending
Advisory/warning letter or verbal advice from BBI	13	24	
Details forwarded to parking team for CEO awareness	2	13	
No action required (including insufficient or incorrect information to pursue further)	8	33	
Investigation in progress/pending	0	1	
<b>Reporting:</b>			
Reports from others (incl. public)	18	55	
Identified by CEO	6	24	
Identified by BBI	5	6	
<b>Location of incident:</b>			
Norfolk	22	84	
Outside Norfolk	2	8	
Insufficient information to determine	5	5	
<b>Residency of badge-holder:</b>			

Norfolk resident badge-holder	23	67	
Non-Norfolk resident badge-holder	1	28	
Insufficient information to determine	4	6	
Not BB related	1	2	
<b>Total investigations</b>	<b>29</b>	<b>103</b>	
*a summary of all prosecutions is available to view on the NCC website under Blue Badges			

3.1.6 During the investigations, blue badges may be seized or requested to be returned to the County Council as part of the information-gathering work. If appropriate, badges may be destroyed, or returned to the badge-holder who often is not the person we prosecute for the misuse. Table 5 below shows the numbers of badges seized, returned to the Council, and those taken out of circulation to prevent further misuse occurring.

Table 5 – Numbers of badges seized, returned and destroyed

<b>Number of badges</b>	2016-17 (since Nov 16)	2017-18
Seized and destroyed	2	9
Seized but returned to badge-holder	8	8
Returned to NCC and destroyed	3	5
Insufficient information to determine	0	1
<b>Total badges destroyed</b>	<b>5</b>	<b>14</b>

3.1.7 There has been a generally positive reaction to our proactive approach to blue badge misuse and the information above shows there is an on-going case-load of incidents.

3.1.8 The post of the blue badge investigator is currently funded at a level of 0.5fte, under a temporary contract which is due to expire at the end of March 2019. On-going funding of this role has already been included within the 18/19 budget and the business plan approved by Committee on 27 October 2016.

**Recommendation 5: It is recommended that the NPP Joint Committee notes the performance of the Blue Badge Investigations scheme and the positive feedback on the role of the Blue Badge Investigator.**

## 3.2 Forward programme

3.2.1 It was agreed at the committee meeting in October 2016 to fund some amendments to the seafront Pay and Display parking in Great Yarmouth. The scheme has been designed to help address antisocial behaviour in the southern end of the sea front, and introduce winter charging in the central section (Sandown Road to Kings Road). Based on responses received in relation to early consultation on the proposals, slightly revised proposals were advertised formally last autumn. In accordance with NCC procedures, the representations received were considered by the Chair of EDT Committee and the Director of Community and Environment Services.

3.2.2 Following receipt of a legal challenge to the making of the orders, these have been placed on hold. No works have been programmed to implement any changes to the current signing, and all design work is now on hold until the legal matters can be determined.

### 3.3 New Approach to Scheme Delivery

3.3.1 In accordance with the recommendations approved at the 27 October 2017 meeting of the NPP Joint Committee the approach to funding new schemes has now changed.

3.3.2 Schemes will only be funded if and when there is a surplus and schemes will only be considered for funding when they meet the requirements of parking principles, support the efficient operation of CPE in Norfolk and have successfully passed the statutory consultation stages with local approval.

3.3.3 This approach requires promoting bodies to have secured a level of funding external to the partnership to develop the proposals to a stage where design and implementation can be undertaken with confidence that a scheme will succeed.

3.3.4 Discussions have been progressing with a range of stakeholders and work is ongoing to bring forward possible schemes for implementation. At this stage however there are no schemes which have been progressed to a stage where consideration by the NPP Joint Committee is required.

3.3.5 In accordance with the business plan 2016-2020, the financial position of the Partnership has been reviewed at the end of the second year, and as no surplus is currently available there is no funding available to support a forward programme of schemes.

## 4. Financial Implications

4.1 At the NPP Joint Committee meeting on 27 October 2016 a report was approved which proposed a budget for 16/17 and 17/18 which included a number of savings targets aiming to return the partnership to a sustainable operating position.

4.2 Table 6 shows the balance within the NPP since the approval of the Revised Business Plan for CPE in December 2016:

Table 6 Value of CPE Reserve – £ positive/(negative) balance

<b>Norfolk Parking Partnership Balance</b>	<b>2015/16</b>	<b>2016/17</b>	<b>2017/18</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Opening Balance	148,106	(3,122)	40,776
In Year Surplus/(Deficit)	(17,812)	38,012	(29,641)
In Year Contribution to Schemes	(133,404)	(8,646)	0
In year additional income	0	14,532	0
<b>Closing Balance</b>	<b>(3,122)</b>	<b>40,776</b>	<b>11,135</b>

- 4.3 Overall the NPP produced a deficit from operations of -£29,641 in 2017/18 which has resulted in the account reducing to balance of £11,135 at the end of 6 years of operating CPE in Norfolk (outside Norwich).

**Recommendation 6: It is recommended that the NPP Joint Committee notes this report as the financial position of the CPE Reserves as at 31<sup>st</sup> March 2018.**

- 4.4 The following table shows the balance on the Capital Equipment Replacement Fund (which was created in 2012/13):

Table 7 Value of Capital Equipment Replacement Fund

<b>Capital Equipment Replacement Fund</b>	<b>2015/16 £</b>	<b>2016/17 £</b>	<b>2017/18 £</b>
Opening Balance	130,011	174,451	233,451
Contribution	44,440	59,000	Nil
Drawdown	0	0	0
<b>Closing Balance</b>	<b>174,451</b>	<b>233,451</b>	<b>233,451</b>

- 4.5 At the close of 31 March 2018 the value of the Fund was £233,451 and no requests to draw down funds had been made. However, during 2018/19 the replacement of 24 handheld units has been drawn down at a cost of £20,408, leaving £213,043 in the Fund. As reported in October 2017 there will be a need to replace 7 vehicles and up to 60 P&D machines on the seafront in Great Yarmouth. Officers are budgeting £105,000 for the vehicles The P&D machines are estimated to cost in the region of £175,000. There isn't sufficient funding within the Capital replacement fund to deliver all of the required investment.
- 4.6 Officers are now working to manage any further procurements against the capital replacements to ensure that the services can be maintained, income-generation supported, and the scheme delivers value for money.

## **5. Issues, risks and innovation**

- 5.1 The Council as the one to whom the Department for Transport (DfT) made the decriminalisation order, is wholly responsible if the receipts fail to cover the costs of operating the scheme.
- 5.2 To meet the savings targets the NPP no longer makes annual contributions to highway maintenance, and the revised business plan commits to reducing the NCC parking department budget. This impacts on the ability of the NPP to replace missing parking signs, faded lines etc or to make operational improvements. The NPP is dependent on clear, unambiguous restrictions to enable high quality enforcement. Ultimately poorly maintained, unclear restrictions will affect the number of PCNs issued.
- 5.3 Officers will continue to manage these risks through both the NPP Officer Working Group and other risk management processes within the County Council's business procedures.

## **6. Background**

- 6.1 This is the sixth Annual Report of the NPP, covering the year from April 2017 to March 2018. A summary of this report, if agreed by the NPP Joint Committee, will be sent to the DfT.

- 6.2 Civil Parking Enforcement (CPE) is the local control of on-street parking which can enable consistent, efficient and effective enforcement provision across the county. CPE can assist Norfolk County Council (the Council) to manage traffic and in such a way as to focus on key issues such as highway safety, accessibility and local environment. CPE also has an important role in supporting the local economy and is used to benefit both business and the community as part of a co-ordinated access and spatial strategy.
- 6.3 The CPE scheme business case is based on the premise that any on-street income generated through PCN, P&D or permit charging is retained and offset against the cost of the service. In addition, where there is a surplus, this can be used to support parking operation and the Council's responsibility as local Highway Authority under section 122 of the Road Traffic Regulation Act 1984 (RTRA) which may include transport initiatives supporting parking operations in accordance with section 55 of the RTRA (see Appendix C). This does not affect the revenue generated through off-street car parks, which are owned by district councils who continue to exercise their own controls.
- 6.4 Enforcement itself is undertaken by GYBC, KLWNBC and SNDC as a whole, although it is noted that KLWNBC provides enforcement within the district council areas of West Norfolk, Breckland, Broadland and North Norfolk and can also provide resources in South Norfolk and Great Yarmouth as required. The district council partners employ staff as Civil Enforcement Officers (CEO) who issue Penalty Charge Notices (PCN) on behalf of the Partnership. Income is also generated from on-street charges using Pay & Display (P&D) machines.
- 6.5 To date, all surpluses from CPE operations have been allocated by the Partnership to the on-going development of CPE in Norfolk (outside Norwich), and to additional funding for the maintenance of assets. This approach has been changed as of 27 October 2017. 50% of any operational surpluses will now be reallocated to those districts contributing positively to the financial position. In addition the partnership should only fund schemes which *'meet 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'*
- 6.6 A main benefit of CPE is that the local control of on-street parking can enable consistent, efficient and effective enforcement provision across the county, thereby assisting the traffic authority to use its network management duty in such a way as to focus on key issues such as highway safety, accessibility and local environment. Consequently, CPE can be used to benefit both business and the community, to introduce/enforce Traffic Orders and to set up new measures as may be identified in the Parking Principles.
- 6.7 More fundamentally, CPE ensures at least an essential level of enforcement.

### **Officer Contact**

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

**Officer Name: Dave Stephens**

**Tel No: 01603 222311      Email address: [dave.stephens@norfolk.gov.uk](mailto:dave.stephens@norfolk.gov.uk)**



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Background papers:

[Norfolk Parking Partnership Joint Committee](#)

[Forward Programme and Budget 2016/17 & 2017/18 Report 27 October 2016](#)

### Performance Indicators agreed February 2016

**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.

December 2016 Revised Business Plan projection for Norfolk Parking Partnership 2018-19:

	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	(152,827)	(62,093)	(62,093)	(31,047)	(333,472)	(30,449)	(671,981)
Parking Department (NCC) - Annual Operating Costs	(17,238)	(7,003)	(7,003)	(3,502)	(40,817)	(3,617)	(79,181)
Parking Department (NCC) – Additional savings	0	0	0	0	0	0	0
Central Processing Unit - Annual Operating Costs	(49,168)	(23,453)	(23,313)	(2,910)	(70,340)	(4,605)	(173,788)
Capital Contribution	(12,845)	(5,219)	(5,219)	(2,609)	(30,549)	(2,559)	(59,000)
<b>Total Costs</b>	<b>(232,078)</b>	<b>(97,768)</b>	<b>(97,628)</b>	<b>(40,067)</b>	<b>(475,178)</b>	<b>(41,230)</b>	<b>(983,950)</b>
<b>Income</b>							
On-Street Parking Enforcement - PCN Income	159,900	76,270	75,815	9,463	228,753	14,976	565,177
<b>Total Income</b>	<b>159,900</b>	<b>76,270</b>	<b>75,815</b>	<b>9,463</b>	<b>228,753</b>	<b>14,976</b>	<b>565,177</b>
<b>Surplus/(Deficit) from CPE</b>	<b>(72,178)</b>	<b>(21,498)</b>	<b>(21,813)</b>	<b>(30,605)</b>	<b>(246,425)</b>	<b>(26,255)</b>	<b>(418,773)</b>
<b><u>On Street Pay &amp; Display</u></b>							
<b>Costs</b>							
Cash Collection and Maintenance	(2,918)	0	0	0	(84,463)	0	(87,381)
Residents Permit Scheme Costs	(1,456)	0	0	0	(10,080)	0	(11,536)
<b>Total Costs</b>	<b>(4,374)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(94,543)</b>	<b>0</b>	<b>(98,917)</b>
<b>Income</b>							
Residents Parking Permit Scheme Income	9,234	0	0	0	82,668	0	91,902
On-Street Pay & Display	67,655	0	0	0	392,012	0	459,667
Great Yarmouth: Seafront Winter charging					11,000	0	11,000
<b>Total Income</b>	<b>76,888</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>485,680</b>	<b>0</b>	<b>562,569</b>
<b>Surplus / (Deficit) from Pay &amp; Display and Residents Schemes</b>	<b>72,514</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>391,137</b>	<b>0</b>	<b>463,651</b>
<b>Overall CPE Surplus / (Deficit)</b>	<b>336</b>	<b>(21,498)</b>	<b>(21,813)</b>	<b>(30,605)</b>	<b>144,712</b>	<b>(26,255)</b>	<b>44,878</b>

## October 2018 Proposed Budget for Norfolk Parking Partnership 2018-19:

	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	(152,827)	(62,093)	(62,093)	(31,047)	(333,472)	(30,449)	(671,981)
Parking Department (NCC) - Annual Operating Costs	(17,238)	(7,003)	(7,003)	(3,502)	(40,817)	(3,617)	(79,181)
Parking Department (NCC) – Additional savings	2,395	973	973	486	5,696	477	11,000
Central Processing Unit - Annual Operating Costs	(49,168)	(23,453)	(23,313)	(2,910)	(70,340)	(4,605)	(173,788)
Capital Contribution	(12,845)	(5,219)	(5,219)	(2,609)	(30,549)	(2,559)	(59,000)
<b>Total Costs</b>	<b>(229,683)</b>	<b>(96,795)</b>	<b>(96,655)</b>	<b>(39,581)</b>	<b>(469,482)</b>	<b>(40,753)</b>	<b>(972,950)</b>
<b>Income</b>							
On-Street Parking Enforcement - PCN Income	159,900	76,270	75,815	9,463	228,753	14,976	565,177
<b>Total Income</b>	<b>159,900</b>	<b>76,270</b>	<b>75,815</b>	<b>9,463</b>	<b>228,753</b>	<b>14,976</b>	<b>565,177</b>
<b>Surplus/(Deficit) from CPE</b>	<b>(69,783)</b>	<b>(20,525)</b>	<b>(20,840)</b>	<b>(30,118)</b>	<b>(240,729)</b>	<b>(25,777)</b>	<b>(407,773)</b>
<b><u>On Street Pay &amp; Display</u></b>							
<b>Costs</b>							
Cash Collection and Maintenance	(2,918)	0	0	0	(84,463)	0	(87,381)
Residents Permit Scheme Costs	(1,456)	0	0	0	(10,080)	0	(11,536)
<b>Total Costs</b>	<b>(4,374)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(94,543)</b>	<b>0</b>	<b>(98,917)</b>
<b>Income</b>							
Residents Parking Permit Scheme Income	9,234	0	0	0	82,668	0	91,902
On-Street Pay & Display	67,655	0	0	0	392,012	0	459,667
Great Yarmouth: Seafront Winter charging					0	0	0
<b>Total Income</b>	<b>76,888</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>474,680</b>	<b>0</b>	<b>551,569</b>
<b>Surplus / (Deficit) from Pay &amp; Display and Residents Schemes</b>	<b>72,514</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>380,137</b>	<b>0</b>	<b>452,652</b>
<b>Overall CPE Surplus / (Deficit)</b>	<b>2,731</b>	<b>(20,525)</b>	<b>(20,840)</b>	<b>(30,118)</b>	<b>139,408</b>	<b>(25,777)</b>	<b>44,878</b>

### Road Traffic Regulation Act 1984

#### PART IV PARKING PLACES – Parking on highways for payment

##### [Section 55 - Financial Provisions relating to delegation orders](#)

The full wording is available via the link above. Key points can be summarised as:

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

##### Permitted areas of investment

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