The Lincolnshire County Council Parking Services and APCOA entry for the British Parking Association's annual parking awards 2015, in the category for Parking Partnerships.

The entry was assessed in January by a panel of industry professionals and has been put forward as a finalist for this year's award. A copy of the entry is appended, below.

Parking Enforcement in Large Counties

Mick Phoenix		Phillip Richardson-Wood
Parking Services Manager	&	Contract Manager –Lincolnshire
Lincolnshire County Council		APCOA Parking UK

Contents

Background

The ongoing spending reviews across the local government sector has brought into focus the challenges faced when providing parking enforcement, especially in large rural Counties.

Service managers are faced with a dilemma, how to provide open, honest and fair enforcement in line with their council's ethos, responsive to customer requests but needs to be delivered in a cost efficient manner.

It is possible to provide a sustainable service across a large area without compromising the council's parking policies. Lincolnshire County Council Parking Services has worked very closely in partnership with APCOA Parking UK to redesign how patrols are organized, to match resources and manpower, to reduce service costs whilst increasing enforcement coverage. Appendix A shows the challenges faced by the Council and APCOA.

Parking enforcement delivery

The following topics need to be considered to ensure successful service delivery on a day to day basis.

The parking geography and service delivery

Lincolnshire is diverse county. Parking enforcement is required in 1 city, 7 large towns, 6 medium size towns and 106 smaller villages.

Distance

The 120 enforcement locations are spread out over a highway network of 9000km. Some locations are isolated; others are more closely grouped albeit separated by up to 10km.

Speed

Whilst 50mph may be achievable on A class roads in the county, the transit speed on B and C class roads is approximately 30mph between destinations.

Time

Many restrictions are often limited in nature, usually starting and finishing around the same times (typically 0800-1800) or require multiple visits, such as limited waiting. Some areas, such as the east coast tourist resorts, restrictions are often seasonal in nature.

CEO errors

If the CEO is under a constant time pressure he could rush a task and mistakenly issue a penalty charge. Mistakes chip away at the foundations of the public's trust in the service leading to a detrimental opinion of both the council and the contractor.

Transport requirements and costs

For a contractor tasked with moving patrols around a large rural area, the cost can be exacerbated due to extra vehicle requirements, fuel costs, fleet costs and lost man hours.

These considerations can be addressed at both the macro and micro scale, where decisions made about overall service provision, enshrined within the contract specification, helping to formulate solutions for daily operational delivery.

Parking enforcement - considerations

The challenges that can be seen in delivering the service should be used to formulate policy and contract considerations.

The contract – partnership built in

The Council want efficient and proportionate enforcement that contributes to the aims of the Local Transport Plan. APCOA wants to provide the service that the Council desires but has to do so within a business model that allows for a profit to be made. Both need to work together to provide the key knowledge required to make informed decisions and this approach is enshrined within the agreement.

We believe 2 further requirements are essential. Utilising a series of well-developed key performance indicators and linking payment to actual patrol man-hours encourages a more efficient provision of service for both parties, with operational costs placed at the centre of the decision processes for service delivery.

Priorities for enforcement operations

Within Lincolnshire the decision was made to prioritise locations into 3 categories. The highest category, A, was reserved for large towns and the city of Lincoln, category B for medium sized market towns and tourist locations and category C for all other locations.

Each category was then allocated a patrol frequency, category A must be patrolled every day, category B twice a week and category C every fortnight.

Category C patrols needed further refinement, especially around geographical location and the type of restrictions involved.

Patrol routes

Having identified the individual category C locations these can be formed into patrol areas. Appendix B shows a map of the county (produced in PowerPoint ™) and a close up of the patrol area.

Clicking on the URL (the R5-3 designation) opens the patrol document. This shows the route, the restrictions as a map and a written list showing any limited waiting or times or other variations, along with the overall patrol length and time required (in minutes), including return visits to limited waiting bays.

The patrol document is produced in a booklet form using MS Publisher™ and a partial example is shown at appendix C.

The document gives a CEO who is unfamiliar with the patrol route the guidance necessary to ensure enforcement is correctly carried out.

Travel costs are kept to the minimum by ensuring that the route used is efficient, taking into account the requirement to return for any revisits.

Monitoring performance

Feedback from the CEO's and examination of the patrol logs is used to ensure that performance matches expectations. Creating spreadsheets to sort data into presentable formats provides the overview that helps identify the level of performance. Using the more advanced elements of MS Excel™ the data can be shown as a heat map.

Results

Implementation of the changes detailed above showed an immediate improvement for service delivery. Enforcement coverage for October 2014 is shown on the heat map at appendix D, 2 months after implementation, with May 2014 as a comparison.

Similar data extraction and display methods have also been used for monitoring patrol hours at a location to ensure revisits are correctly carried out. The results where conclusive, more patrol hours were delivered across the county by APCOA, providing increased enforcement coverage, within a sustainable financial envelope. This has resulted in a 60% uplift in available patrolling hours with a similar enhancement of APCOA's financial bottom line.

Conclusion

It is clear that change is required in the way Councils carry out parking enforcement duties. Parking is no more immune from budgetary pressures than any other service and reducing operating deficits within the guidance laid down by the Secretary of State should be a top priority.
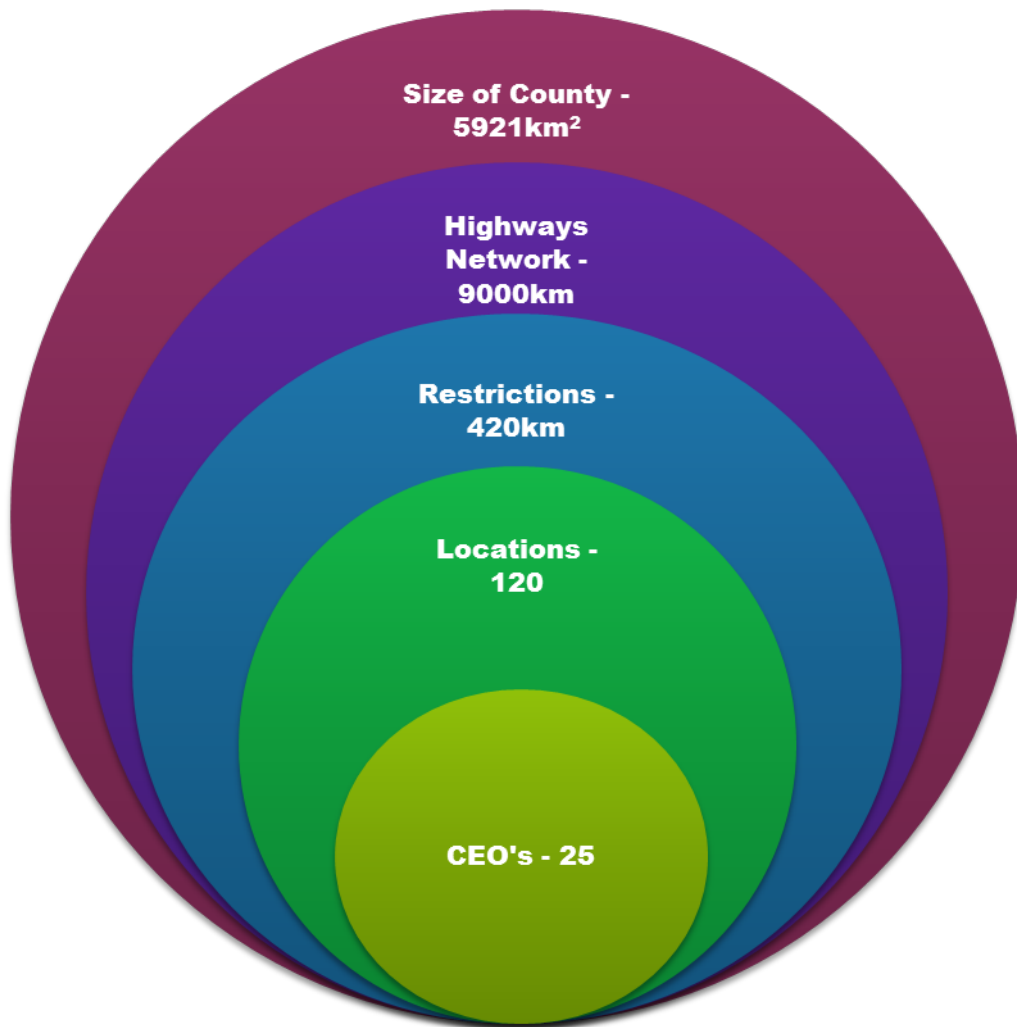
Efficiency does not mean a reduction in service availability or staffing levels. Analysis of the methods used to plan patrols can show where changes should be made that improve service delivery, meet the client requirements and reduce costs for the service provider.

Planning patrol routes requires looking at the whole of the area of responsibility, breaking down the area into manageable routes that reduce transport costs and enhance the availability of chargeable hours for the service provider. All parking restrictions are identified and timetabled to ensure that re-visits are feasible, without placing undue time constraints on the enforcement officer. This ensures that the council policy for consistent enforcement throughout the county is carried out in a fair and proportionate manner and delivered at best value levels.

Throughout this exercise APCOA's employees have enthusiastically adopted the ideas and principles behind the new delivery methods, carrying out trial runs and reporting back

with suggestions for further improvement. The benefits are clear, more efficient delivery of service, higher patrol hours and better coverage of a large rural area, carried out in a financially sustainable manner.

Successful delivery has now opened the way to implementing similar changes in the city and towns across the county, with the potential to realise future efficiencies and benefits for the partnership.
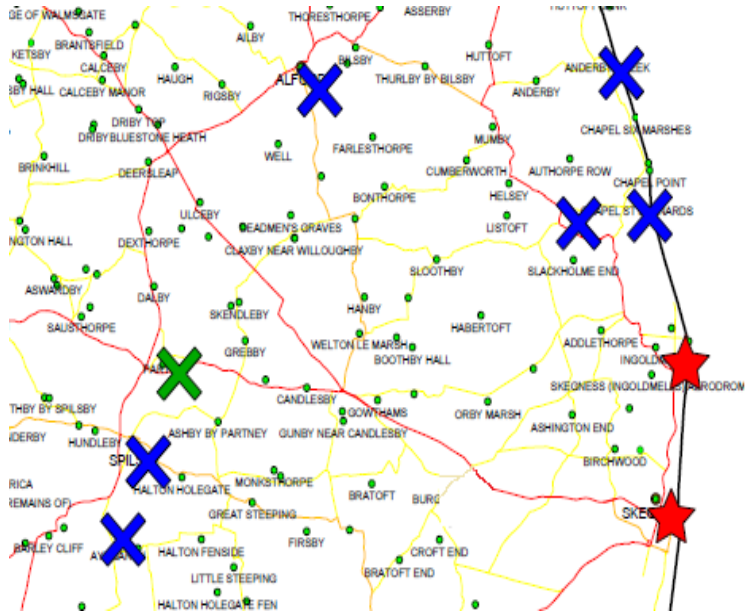
Size of County - 5921km^2

Highways Network - 9000km

Restrictions - 420km

Locations - 120

CEO's - 25

Patrol Route

Skegness- Chapel St Leonards	10
Chapels St Leonards Patrol	10
Chapel St Leonards - Ingoldmells	4
Ingoldmells - Patrol	30
Ingoldmells - Hogsthorpe	5
Hogsthorpe Patrol	10
Hogsthorpe - Anderby Creek	7
Anderby Creek Patrol	10
Anderby Creek - Chapel St Leonards	5
Chapels St Leonards Patrol	10
Chapel St Leonards - Alford	14
Alford Patrol	60
Alford - Spilsby	13
Spilsby Patrol	60
Spilsby - Toynton All Saints	2
Toynton All Saints Patrol	10
Toynton All Saints - Skegness	20
	280

n.b. The patrol times are a minimum period of time

R5-1East Lindsey Patrol Beat 3
Skegness Loop

Chapel St Leonards
Ingoldmells
Hogsthorpe
Anderby Creek
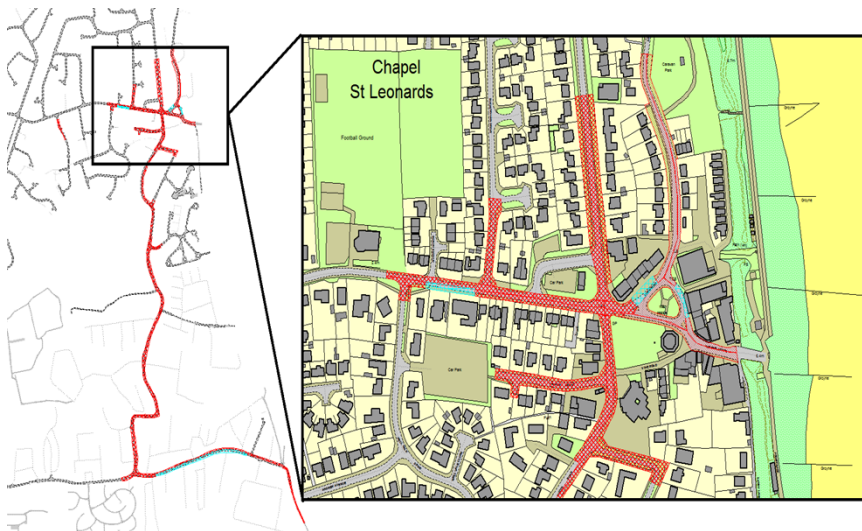Alford
Spilsby
Toynton All Saints
Partney—Request Stop Only

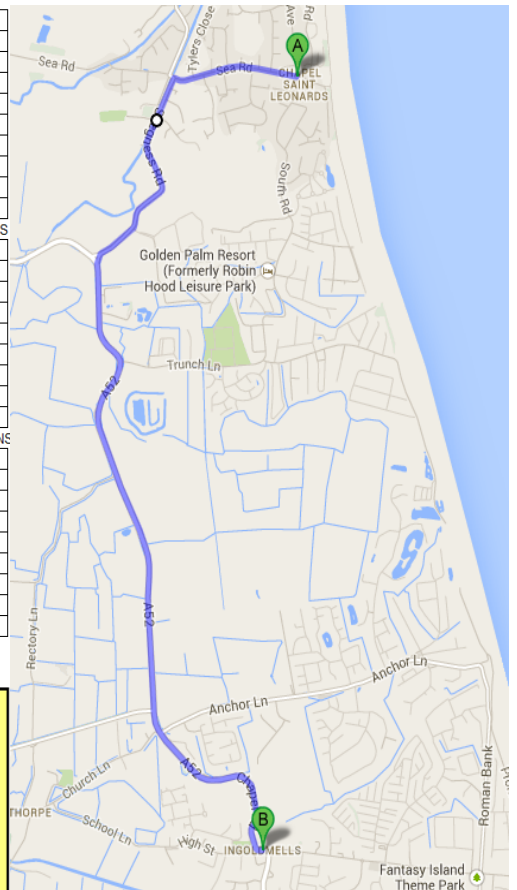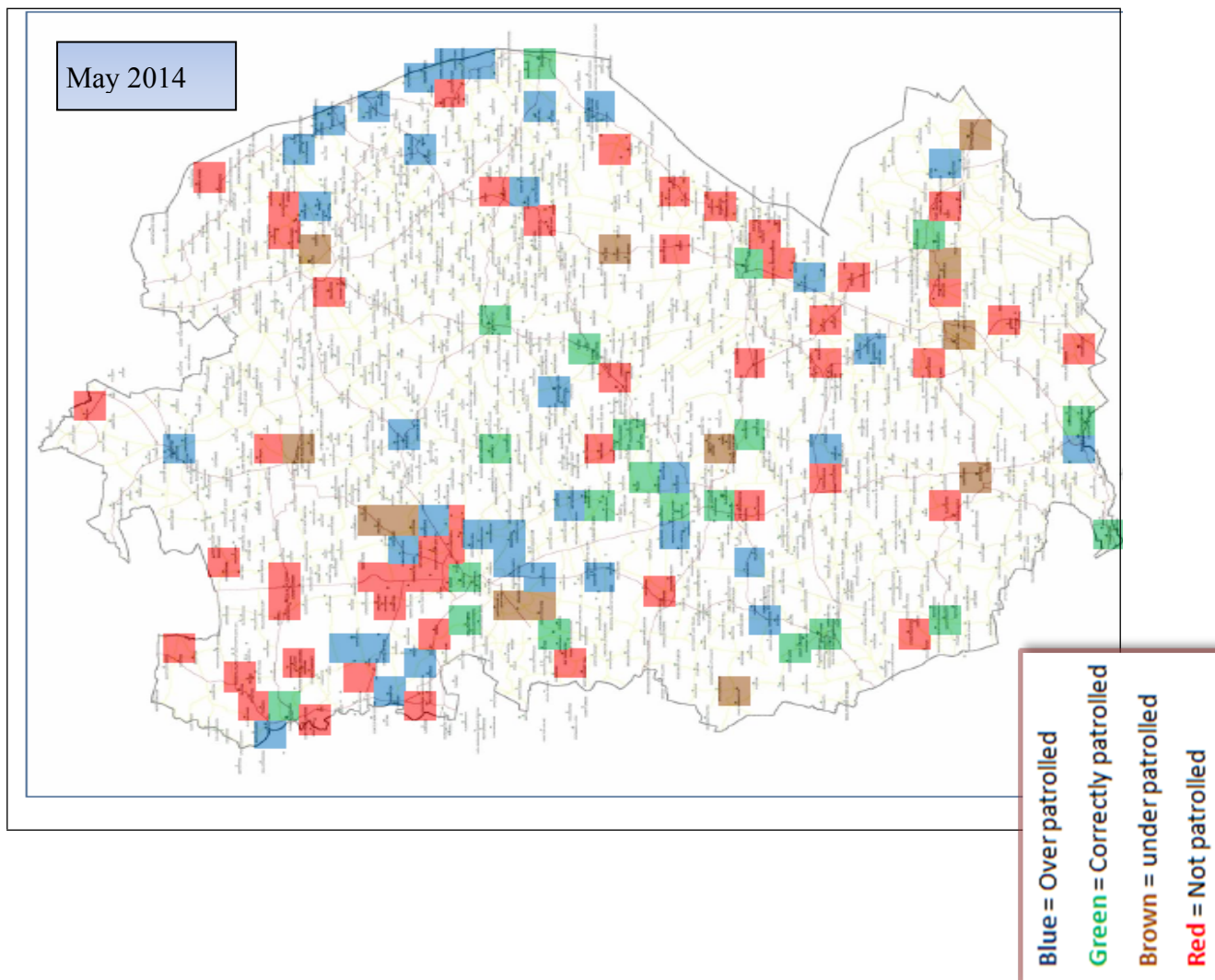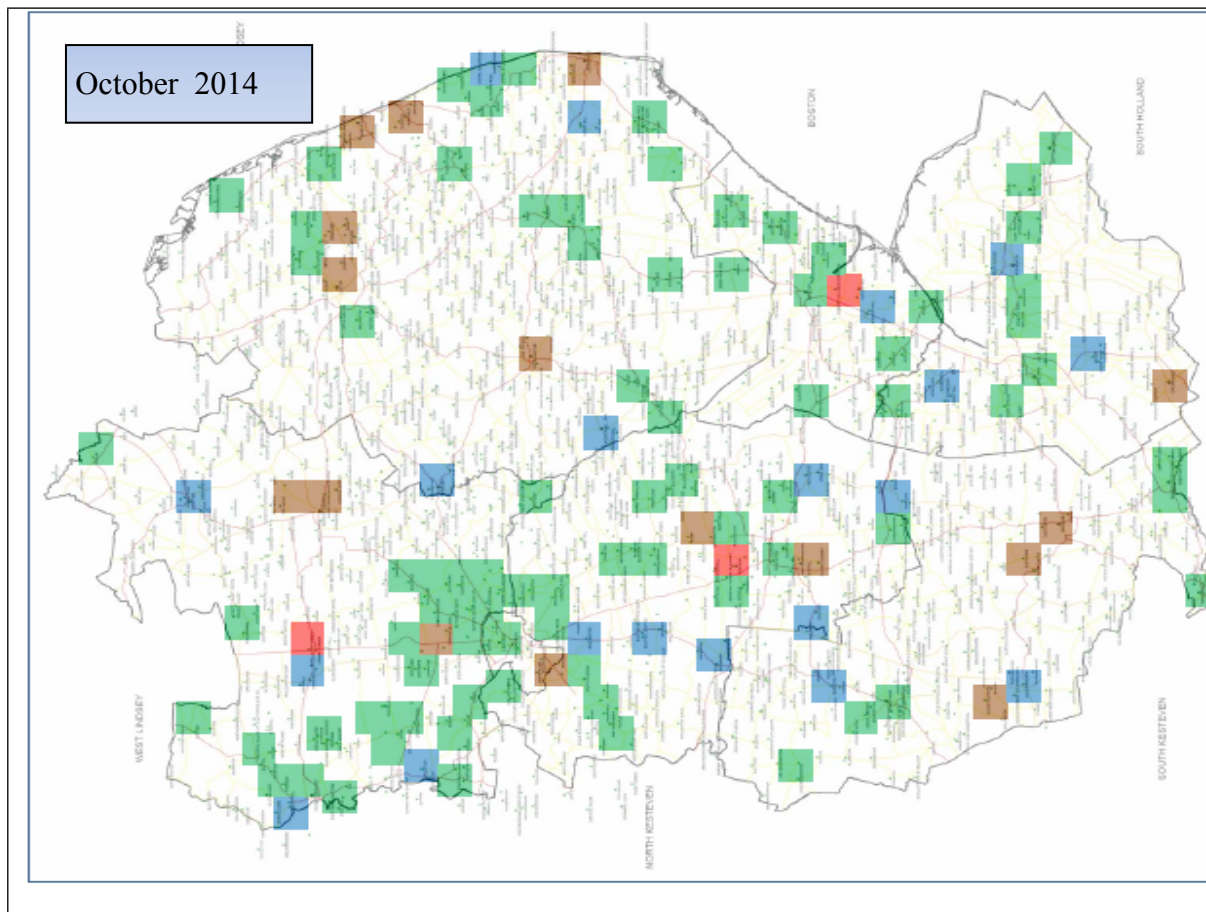# Restrictions in Chapel St Leonards (R5)

Chapel St Leonards—Ingoldmells

AREA_NAME	LOCATION_NAME	MAX_STAY_TIME	DESCRIPTION
CHAPEL ST LEONARDS	AMERY WAY		NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	ANCASTER AVENUE		1 MAY - 30 SEPT NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	BUCKINGHAM DRIVE		1 MAY - 30 SEPT NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	BUCKINGHAM DRIVE		NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	CHAPEL CLOSE		1 MAY - 30 SEPT NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	EAST VIEW ROAD		NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	LANDEER ROAD		1 MAY - 30 SEPT NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	LINDUM GROVE		1 MAY - 30 SEPT NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	SEA BANK ROAD/THE GREEN		NO WAITING 1 MAY - 30 SEPTEMBER 10 AM - 7 PM
CHAPEL ST LEONARDS	SEA ROAD	30	1 MAY - 30 SEPT 8 AM - 6 PM 30 MINS NO RETURN WITHIN 30 MINS
CHAPEL ST LEONARDS	SEA ROAD		1 MAY - 30 SEPT NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	SEA ROAD		NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	SEA ROAD		TAXI RANK 24 HOURS NO STOPPING EXCEPT FOR TAXIS
CHAPEL ST LEONARDS	SOUTH ROAD		1 MAY - 30 SEPT NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	SOUTH ROAD		NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	ST LEONARDS DRIVE		NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	ST LEONARDS DRIVE SERVICE ROAD		1 MAY - 30 SEPT NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	ST. LEONARDS DRIVE		1 MAY - 30 SEPT NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	SUNNINGDALE DRIVE		1 MAY - 30 SEPT NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	THE GREEN	30	MAY - 30 SEPT 10 AM - 7 PM 30 MINS NO RETURN WITHIN 30 MINS
CHAPEL ST LEONARDS	THE GREEN		1 MAY - 30 SEPT NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	THE GREEN		NO WAITING 1 MAY - 30 SEPTEMBER 10 AM - 7 PM
CHAPEL ST LEONARDS	THE GREEN/SEA BANK ROAD		NO WAITING 1 MAY - 30 SEPTEMBER 10 AM - 7 PM
CHAPEL ST LEONARDS	THE PULLOVER		NO WAITING 1 MAY - 30 SEPTEMBER 10 AM - 7 PM
CHAPEL ST LEONARDS	TRUNCH LANE	60	1 HOUR NO RETURN WITHIN 1 HOUR
CHAPEL ST LEONARDS	TRUNCH LANE		1 MAY - 30 SEPT NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	TRUNCH LANE		NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	TRUNCH ROAD		NO WAITING AT ANY TIME
CHAPEL ST LEONARDS	WELL VALE LANE		NO WAITING AT ANY TIME

May 2014

Blue = Over patrolled
Green = Correctly patrolled
Brown = under patrolled
Red = Not patrolled

October 2014

Testimonial

From the outset, the key driver to the success of our contract with Lincolnshire County Council is the continued and strengthening partnership working approach, where, collaboratively, both APCOA and LCC staff have worked together to meet the challenges of enforcing such a large and diverse geographical area.

This openness between contractor and client has allowed us to share experiences, challenge ideas and arrive at the right solution, which addresses the issues in a way that draws on the input of both organisations. Our shared enforcement approach has a prescriptive foundation to ensure that the requirements of such a large enforcement area are met with the limited resource available. However, it needs to be fluid enough to enable us to react to the ever-present daily variations that parking enforcement typically demands.

Being able to jointly manage the operation in such an open and honest manner has greatly benefited both organisations; ultimately maximising efficiencies to the council, whilst enhancing APCOA's bottom line. As a year-on-year comparison, the improved management of the enforcement routes, the categorising of enforcement areas and the provision of detailed deployment plans has resulted in a 60% increase in the number of deployable hours provided to the council in 2014 against 2013, with commensurate improvements to APCOA's bottom line.

Yours sincerely,

Russell Peacock
Park and Guard Regional Operations Manager
South & Midlands
APCOA Parking UK

This page is intentionally left blank