

EAST AYRSHIRE COUNCIL

CABINET – 26 JANUARY 2011

DECRIMINALISED PARKING ENFORCEMENT IN EAST AYRSHIRE

Report by the Depute Chief Executive/Executive Director of Neighbourhood Services

1. PURPOSE OF REPORT

The purpose of the report is to seek Cabinet agreement for:

- (a) The Head of Roads & Transportation to prepare a scheme for the implementation of Decriminalised Parking Enforcement (DPE) across the whole of East Ayrshire;
- (b) The Head of Roads and Transportation to seek external funding towards the set-up costs of a DPE scheme;
- (c) Further investigation into the appropriate number of Parking attendants needed to operate DPE in East Ayrshire;
- (d) Consultations within neighbouring local authorities regarding the possibility of a shared service to process Penalty Charge Notices (PCN); and
- (e) Discussions with Strathclyde Police regarding the introduction of DPE in East Ayrshire.

2. BACKGROUND

- 2.1** Penalties for failing to comply with on-street parking restrictions are currently issued by Strathclyde Police or their Traffic Wardens. In such cases the penalty is a fine issued under criminal law because an offence has been committed. The fine revenue is collected by the Exchequer.
- 2.2** The enforcement of restrictions in off-street car parks in the control of East Ayrshire Council is carried out by parking attendants employed by the Council.
- 2.3** The Road Traffic Act, 1991, provides for the decriminalisation of most non-endorseable on-street parking offences. The Act allows local authorities to apply to the Scottish Government for Orders to decriminalise parking offences within the Council area. The changes that would arise from taking DPE powers for on-street parking enforcement are summarised in Appendix 1.
- 2.4** In Scotland, DPE schemes are being operated in Edinburgh, Glasgow, Dundee, Aberdeen, Perth and Kinross, South Lanarkshire and Renfrewshire. Appendix 2 sets out the responses from a number of

authorities in Scotland and England that have commented on their experiences of implementing DPE.

- 2.5** North Ayrshire Council, South Ayrshire Council and East Renfrewshire Council are investigating the feasibility of introducing DPE for the enforcement of on-street parking in their areas. There are regular on-going talks with the neighbouring local authorities on the implementation of DPE and there is interest in the possibility of joint working, particularly with regard to the back-office operation to process PCNs and collection charges, to minimise costs. It is proposed that this will be investigated further.
- 2.6** At present, Strathclyde Police employ only three traffic wardens to enforce more than 57km of on-street waiting restrictions across the whole of East Ayrshire, which often results in non-compliance with the restrictions. The traffic wardens also have to undertake other duties, including checking vehicle road fund licences and undertaking points duty when needed, further limiting their ability to enforce existing and proposed waiting restrictions.
- 2.7** The Police have indicated that they intend to terminate the Traffic Warden Service at the end of March 2012 as an efficiency saving. Police Officers would still be able to carry out enforcement but this would only be possible when their other duties permit. The loss of the Traffic Wardens is likely to lead to increased non-compliance with existing on-street waiting restrictions; a reduction in accessibility to town centres for shoppers and business users; and a significant reduction in revenue from the on-street Pay and Display meters. Unless the Council takes DPE powers, there would be limited enforcement of statutory disabled persons parking places; restrictions at bus stops; future residents parking schemes; or parking controls near schools. It is understood that the Police would be prepared to transfer the traffic wardens to the Council under 'TUPE' arrangements, if the Council takes DPE powers.
- 2.8** The benefits of DPE include:-
- (a) The ability for the Council to manage and co-ordinate all aspects of the parking operation, including directing Parking Attendants to where they are needed to achieve better compliance with parking restrictions and meet local priorities;
 - (b) Improved road safety by providing better levels of enforcement at pedestrian crossing points, at junctions and at other busy parts of the road network;
 - (c) Enhanced turnover of parking in town centres to provide more short stay parking opportunities for shoppers and the business community;
 - (d) Reduced illegal parking at bus stops to improve access to buses for the elderly, disabled people and carers with young children, which has been raised as a concern at the Equalities Forum;

- (e) Reduced delays for buses, essential service vehicles and other road users during peak periods by enforcement in congested areas of the road network; and
- (f) Enhanced levels of enforcement for future parking controls:
 - (i) to tackle indiscriminate parking near schools;
 - (ii) for residents parking schemes; and
 - (iii) for mandatory disabled parking bays, which will be promoted later this year.

2.9 Prior to the introduction of DPE, local authorities must:

- (a) Review all existing waiting restrictions to ensure that they conform to current regulations;
- (b) Assess the anticipated costs and incomes and prepare a business case; and
- (c) Make a successful application to the Scottish Government for an Order under the Road Traffic Act, 1991, for the implementation of DPE.

2.10 To assist in this process and assess the potential advantages and disadvantages of a DPE scheme in East Ayrshire, the experienced Transportation Consultants, Colin Buchanan and Partners (CBP) were commissioned to carry out a feasibility study, including a draft business case.

2.11 Initial discussions with officials of SPT, Scottish Government, neighbouring local authorities and Strathclyde police have indicated support if East Ayrshire Council decides to seek DPE powers.

3. FEASIBILITY STUDY

3.1 The outcomes of the feasibility study include:-

- (a) An examination of the existing parking enforcement based on extensive parking surveys carried out in Kilmarnock, Stewarton and Cumnock town centres;
- (b) An initial review of the existing parking restriction Orders for the whole of East Ayrshire to identify any discrepancies that would have to be addressed prior to implementing DPE;
- (c) Consideration of the number of Parking Attendants needed to enforce the parking restrictions throughout East Ayrshire, the administrative requirements, staff quarters; and IT systems;
- (d) An initial financial assessment and draft business case; and
- (e) An indicative programme for the introduction of DPE.

3.2 The financial assessment and draft business plan was prepared using a spreadsheet model successfully used by CBP to forecast costs and PCN revenues for other local authorities considering the introduction of DPE. CBP have indicated that they have previously carried out business case assessments for a number of prospective DPE

schemes, including Barnsley Metropolitan Borough Council, Doncaster MBC, Rotherham MBC, Sheffield City, Northern Ireland and South Lanarkshire Council.

- 3.3 The existing situation:** Significant levels of illegal parking have been observed in Stewarton. More than 15% of vehicles were parked illegally or at locations which would impede visibility at junctions, obstruct pedestrian crossing points, bus stops and obstruct accesses.
- 3.3.1** In Kilmarnock, the compliance with the on-street pay and display bays is good. However, significant levels of illegal parking in bus bays and on double yellow lines were observed; overall, 11% of the vehicles were parked illegally on-street in Kilmarnock Town Centre. A further 4% were parked at corners and across access points. Compliance with the restrictions in the off-street car parks was generally good.
- 3.3.2** In Cumnock, relatively low levels of illegal on-street parking were recorded. However, extensive long-stay parking was recorded in the Ayr Road, Tanyard and Glaisnock Centre car parks reducing the availability of short stay parking to meet the needs of shoppers and the business community.
- 3.4 The existing parking Orders:** The initial review of the existing parking Orders indicated whilst all of the Orders are legally sound and can be enforced, a detailed review would be required of the Orders along with the associated signs and lines, prior to an application to the Scottish Government for a decriminalised parking Order. There are over 40km of on street waiting restrictions in Kilmarnock; 5.7km in Cumnock; 2.5 km in Newmilns; 2km in Auckinleck; 1.6km in Stewarton; 1.4km in Galston; and 1.2km in Mauchline. There are less than 1km of kerbside restrictions in Hurlford; Dalmellington; Muirkirk; Crosshouse; Catrine; and Kilmaurs.
- 3.5 Staff facilities and administrative equipment:** The set up costs include for the provision of a base for Parking Attendants, IT equipment, recruitment, training, radios and PPE with a means of identification in accordance with current legislation.
- 3.6 Staffing and Management Options:** The analysis undertaken by CBP forecasts that 9.6 full time equivalent Parking Attendants would be needed to enforce the 57 km of yellow line restrictions in East Ayrshire and the off street car parks in Kilmarnock. There are currently 4.6 full time equivalent parking attendants patrolling the off-street car parks in Kilmarnock and 3 Traffic Wardens enforcing the on-street parking restrictions in Kilmarnock and on occasions, other towns in East Ayrshire. Additional Parking Attendants and staff to deal with the processing of PCNs would have to be recruited.
- 3.6.** There are private sector companies to which parking enforcement and notice processing could be outsourced. The management options are

set out in Appendix 3 along with the advantages and disadvantages of outsourcing enforcement.

3.6.2 After considering the management options, CBP have not made a financial case for outsourcing the parking operation. It is therefore proposed to retain the parking enforcement and processing operation in house, subject to further discussions with neighbouring authorities about the possibility of sharing services.

3.6.3 Strathclyde Police has indicated that they would favour Local Authorities taking DPE powers and for Traffic Wardens to be transferred to Local Authorities under existing 'TUPE' arrangements.

3.7 Future Needs: A number of needs have been identified which are likely to increase the future pressure on parking enforcement beyond that considered in the CBP business case:-

- (a) There is widespread support for new waiting restrictions near to schools to address concerns about safety and congestion caused by indiscriminate parking in residential areas and on traffic routes at the beginning and end of the school day;
- (b) There have been numerous requests for residents' parking schemes in the residential areas surrounding Kilmarnock Town Centre and in Stewarton. A review of residents' parking in Kilmarnock has started and an accompanying CMT paper sets out proposals for consultations and initial scheme options; and
- (c) Following a successful Private Members Bill, all local authorities in Scotland will be promoting Traffic Regulation Orders to allow disabled parking bays to be legally enforceable. The enforcement of the on-street disabled parking bays will remain the responsibility of Strathclyde Police unless the Council takes powers to decriminalise parking enforcement.

3.7.1 DPE would allow East Ayrshire Council to enforce new parking restrictions at the beginning and end of the school day; enforce future residents parking schemes and enforce mandatory disabled persons parking places. However, the future needs could not be taken into account when the business case and staffing projections were prepared, as they were not developed in sufficient detail and simplest way to introduce DPE would be to base it on improving compliance of the existing waiting restrictions, in the first instance. The number of Parking Attendants outlined in 3.6 above, would need to be increased to enforce additional restrictions and future needs.

3.8 Wheel clamping and vehicle removal: An option exists under the terms of the Road Traffic Act, 1991 to include powers to enable vehicles to be clamped and removed to a compound. The initial indications are that the costs would exceed the revenue raised when owners recover their vehicles. Nonetheless, it would be time consuming and costly to promote retrospective Orders to take wheel

clamping and vehicle removal powers, if they were needed in future. It is unlikely that the powers would be used in the short term but should congestion, caused by indiscriminate parking become an issue in future, the powers may be needed.

3.9 The Study concluded:

1. A DPE scheme in East Ayrshire would not be expected to make a substantial surplus. However, with effective management, a small operating surplus would be possible from the outset and it should be possible for a scheme to be self-financing in the longer term; and
2. The potential non-financial benefits of such a scheme include:
 - (a) Improved short stay parking supply in the town centres to meet shopping and business needs;
 - (b) Improved management of parking facilities for disabled drivers;
 - (c) More effective enforcement of parking regulations to improve traffic flows, the environment, and road safety by being able to direct Parking Attendants to those areas needing higher levels of enforcement; and
 - (d) Improved enforcement of future waiting restrictions at schools, in residential areas and for disabled drivers.

3.10 CBP recommended that, on balance, a DPE scheme should be taken forward.

4. FURTHER REVIEW OF THE PROPOSALS

4.1 AECOM, the Council's Framework Traffic Consultant has extensive experience in planning and implementing DPE schemes in other local authorities throughout the UK. The company was therefore commissioned to provide a further and independent review of the feasibility study prepared by CBP and to confirm whether or not DPE in East Ayrshire would be likely to be self financing. AECOM concluded:

- (i) The start up costs would be approximately 20% higher than anticipated by CBP;
- (ii) Employing 11.5 Parking Attendants would achieve better compliance with parking regulations in town centres;
- (iii) DPE in East Ayrshire would be self financing and may provide an operating surplus of approximately £40,000 (with 11.5 Parking attendants); and

- (iv) There may be opportunities to achieve economic benefits if neighbouring Local Authorities work together to provide a shared service for processing Parking Charge Notices.

4.2 Conclusion: AECOM have carried out an independent review of the feasibility study and draft business case for DPE in East Ayrshire which was prepared by Colin Buchanan and Partners. The predictive model developed by AECOM is slightly different from that used by CBP and AECOM have recommended that two more Parking Attendants should be deployed, to increase the enforcement levels in town centres. A sensitivity test carried out by AECOM indicates that the operating surplus would be reduced by using the smaller number of Parking Attendants recommended by CBP and the level of compliance achieved on street would be diminished. Both CBP and AECOM indicate that DPE in East Ayrshire could yield a small operating surplus. The experience of other Council's with DPE schemes would suggest that PCN revenues and increases in parking ticket sales should cover operating costs.

5. TIMESCALE

5.1 Experience in other local authorities indicates that it generally takes up to two years to implement a DPE scheme. Given the work that has been carried out to date, it is anticipated that it will take up to 18 months to introduce DPE in East Ayrshire following a decision to proceed. A draft programme is attached; Appendix 4.

5.2 It is proposed that a working group would be set up, comprising the Police, neighbouring authorities, town centre managers, equalities, legal, finance, property, IT/communications, parking and traffic management representatives to cover the various interests in changes to on-street parking enforcement. Extensive consultations would be carried out in the course of preparing for DPE, to establish the support of stakeholders (including local business groups, residents, disability and cycling groups and freight industry representatives) for the scheme. It is also proposed that an extensive community publicity and information campaign would be carried out to support the implementation of the scheme.

6. FINANCIAL IMPLICATIONS

6.1 The CBP study concluded that:

- a) The introduction of DPE would incur one-off start-up costs; annual revenue costs and annual revenue income from the introduction of DPE on-street in East Ayrshire; Appendix 5.
- b) There will be no increase in the number of PCNs issued in the well enforced off-street car parks in Kilmarnock;

- c) Pay and Display revenues could increase by between 5% and 8% as a result of enhanced enforcement of the on-street parking restrictions in Kilmarnock;
- d) DPE in East Ayrshire would be self financing and would provide a small operating surplus;
- e) The repayment of capital set-up costs would be met from future operating surpluses. However, it is likely to take more than 5 years to pay-off these costs. The repayment period could be reduced if grant funding was available from external agencies. Strathclyde Partnership for Transport has provided an allocation of £30,000 which will be used to carry out a comprehensive review of existing traffic orders and promote amendment orders as necessary. The additional funds will also be used to draft the DPE Order and initiate consultations with the Scottish Government. SPT has also established a budget of £120,000 towards implementing DPE in East Ayrshire in their Category 2 Priority Programme and has indicated that consideration will be given to raising the Priority to Category 1 in 2011/12 if the Council decides to go ahead with the scheme; and
- f) Larger DPE schemes typically generate an operating surplus more readily than smaller schemes. Elsewhere smaller local authorities have successfully worked together to provide centralised processing of Parking Charge Notices whilst retaining local enforcement teams. This approach provides efficiencies in the processing of the PCNs whilst ensuring that the priorities for enforcement in each local authority are met. Such an option for joint working will be considered in further consultation with neighbouring local authorities.

6.2 The principal objective of introducing DPE in East Ayrshire is to improve the compliance with parking regulations and the efficiency of the parking operation. However, the scheme would have to break even. The assessment carried out by CBP indicates that a DPE scheme in East Ayrshire would be self financing.

6.3 Since CBP completed the feasibility study, the Scottish Government has started consultations on the possibility of increasing the upper limit for Penalty Charge Notices from £60 to £80 for new DPE schemes and from £60 to £100 for existing DPE schemes. An increase in the face value of the PCNs would help the scheme to be self financing.

6.4 The cost of the detailed preparation of a DPE scheme for East Ayrshire and review of existing parking Orders will be met from a spend to save capital allocation.

7. LEGAL IMPLICATIONS

- 7.1** The promotion of an Order for the introduction of Decriminalised Parking Enforcement in East Ayrshire will be in accordance with the Road Traffic Act, 1991, and will be subject to the approval of the Scottish Government.
- 7.2** The promotion of any amendments to the existing parking Orders, following a comprehensive review, will be in accordance with the Road Traffic Regulation Act 1984, as amended and the Local Authorities' Traffic Orders (Procedure)(Scotland) Regulations, 1999.

8. PERSONNEL IMPLICATIONS

- 8.1** Consultancy support will be needed to provide expertise not available in-house to plan the implementation of DPE and to supplement in-house staff resources when carrying out labour intensive checking and updating of traffic Orders.
- 8.2** Additional parking attendants and staff to process Parking Charge Notices will require to be employed. All opportunities which may arise to facilitate the Council's redeployment arrangements will be considered.
- 8.3** It is proposed that discussions will be opened with Strathclyde Police regarding any possible TUPE issues in respect of the existing Traffic Wardens.

9. POLICY IMPLICATIONS

- 9.1** DPE would contribute towards enhanced road safety, more reliable journey times for buses and other essential service vehicles and increase the availability of short stay parking in town centres to meet the needs of shoppers and the business community.

10. COMMUNITY PLAN IMPLICATIONS

- 10.1** The introduction of Decriminalised Parking Enforcement within East Ayrshire will contribute to:
- (a) Improving Community Safety by improving compliance with parking restrictions at pedestrian crossings, at schools and at junctions where visibility can be restricted by illegally parked vehicles; and
 - (b) Delivering Community Regeneration by increasing short stay parking opportunities in town centres and reducing congestion arising from illegally parked vehicles, to enhance access to shops and businesses.

11. RISK MANAGEMENT IMPLICATIONS

- 11.1** Not implementing DPE will delay improvements in the enforcement of the short-stay parking supply in town centres, the efficient movement of traffic and road safety. It will also be difficult for the limited number of Traffic Wardens to effectively enforce the mandatory disabled parking bays which require to be promoted later this year and to enforce future restrictions at schools and in the residential areas.
- 11.2** An independent audit of the feasibility study has been carried out which confirms that such a scheme in East Ayrshire is likely to generate a small operating surplus.

12. RECOMMENDATIONS

12.1 It is recommended the Cabinet agrees:

- (i) The Head of Roads & Transportation proceeds with the activities identified in the draft programme set out in Appendix 4, for the implementation of a Decriminalised Parking scheme for East Ayrshire;
- (ii) The Head of Road & Transportation seeks a capital grant from external agencies as a contribution towards the set-up costs of the DPE scheme;
- (iii) The Head of Roads & Transportation carries out further investigation into the number of Parking Attendants needed to efficiently operate DPE on the streets of East Ayrshire and reports to Cabinet on further personnel implications;
- (iv) Neighbouring local authorities and other interested parties are consulted with a view to implementing a shared service for the processing of Penalty Charge Notices; the outcome to be the subject of a future report to Cabinet;
- (v) The Head of Roads & Transportation will enter into discussions with Strathclyde Police at the outset of setting up the Project Steering Group; and
- (vi) To otherwise note the contents of the report.

Elizabeth Morton
Depute Chief Executive/Executive Director of Neighbourhood Services
12 January 2011
JB/KO

BACKGROUND PAPERS

Nil

LIST OF APPENDICES

- Appendix 1 – Summary of DPE Powers
- Appendix 2 – Consultation Responses From Other Local Authorities
- Appendix 3 – DPE Management Options
- Appendix 4 – Draft Implementation Programme
- Appendix 5 – DPE Costings

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APPENDIX 1

When local authorities take powers to decriminalise parking enforcement, the offences cease to be criminal leading to the following changes:

- (a) Enforcement ceases to be the responsibility of the Police and becomes the responsibility of the local authority;
- (b) Parking attendants, employed by the Council, place Penalty Charge Notices (PCN) on vehicles contravening the parking regulations;
- (c) The penalty charges are civil debts, due to the local authority and enforceable through the normal civil debt recovery process;
- (d) Motorists wishing to contest liability for a PCN may make representations to the local authority and if rejected, may appeal to independent adjudicators whose decision is final; and
- (e) The local authority retains the proceeds from penalty charges which are used to finance the enforcement and adjudication systems.

Other points arising from the arrangements introduced by the 1991 Act are:

- (a) Endorseable parking offences (broadly those that involve dangerous or obstructive parking) continue to be criminal and will only be enforceable by the Police. Any fines for such offences will be collected by the Exchequer;
- (b) Outside the areas where local authorities enforce decriminalised parking, all parking offences will continue to be subject to criminal law; and
- (c) The current system of Excess Charges, (paid to the local authorities) when a parked vehicle exceeds the permitted time limit by up to two hours and Penalty Charges (paid to the Exchequer) ends and the local authority can operate a commercial system of parking charges.

APPENDIX 2

Aberdeen City Council

Introduced 2003
 Council run operation
 600 P&D machines on and off-street
 74 Parking Attendants/ City Wardens

Pros	Cons
Self financing	PCN income dropping year by year
Wardens also cover environmental and community roles	Difficult change to manage in staff terms
Good compliance with restrictions	City Wardens not as focussed as Parking Attendants
Fewer incidents through better conflict training	Abuse from public still common

Cardiff City Council

Introduced 2010
 Council run operation

Pros	Cons
Publicity campaign resulted in good public attitude to scheme	Traffic order review was expensive and time consuming
Public questionnaire on how to run the scheme	
Parking surveys	
Steering Group approach to introduction	
Self financing by end of year	
Inherited good Traffic Wardens	
Able to react quickly to public requests	

Dundee City Council

Introduced 2004
 Council run operation
 15 Parking Attendants

Pros	Cons
Compliance with restrictions is better	Insufficient preparation led to piecemeal introduction
Breaking even	PCN numbers low
	Union difficulties with PAs
	Off street PCN fine not set high enough in first year

City of Edinburgh Council

Introduced 1998

Run by NSL Services Ltd (contractor) with Council back office

1200 P&D machines all on-street

120 Parking Attendants (90 on duty at any one time)

Pros	Cons
Self financing	Public perception of being too strict
Better compliance with restrictions	PCN numbers dropping
Ticket sales are rising	History of unreliable contractors rectified by abandoning bonus payment system

Glasgow City Council

Introduced 1999

Council run operation

Cash collection by Group4S

123 Parking Attendants

Pros	Cons
Steering Group approach to introduction	TUPE transfer of Traffic Wardens
Communication with the public has improved with time	Work to update Traffic Orders was expensive and incomplete
Ticket sales help make operation self financing	PCN revenue alone does not cover costs
Better compliance makes city more attractive to business	Small difference between all-day parking charge and PCN fine affects compliance levels
Action can be targeted at problem spots easily	

Perth and Kinross Council

Introduced 2002

Council run operation within Finance Dept

200 P&D machines on and off-street

16 Parking Attendants

Pros	Cons
Self financing	PCN numbers dropping
Ticket sales rising	Problems retaining Parking Attendants
Outlying villages now covered	Recruitment process is expensive
Perth shows better compliance during the working day	
Back office covers Blue Badge Scheme also	

Renfrewshire Council

Introduced 2010
Council run operation
7 Parking Attendants

Pros	Cons
Likely to be self financing by next year	Hurried introduction led to problems
Steering Group approach to introduction	Public perception of being too strict
PA training by Glasgow City Council	Villages neglected due to lack of PAs
Automated public communication system	PCN payment IT systems more complicated than expected
Ability to tackle Blue Badge abuse	

Denbighshire – Wales Penalty Processing Partnership (WP3)

Shared back office operation
Introduced 2004

Started with 14,000 PCNs per year – just Denbighshire
Now 40,000 PCNs per year for 4 authorities

Issuing authority handles PAs, HR, handhelds, PPE
WP3 processes PCNs up to the point of debt collection – each authorising authority makes its own bailiff arrangements

Issuing authorities pay £5.27 per PCN for WP3's service
Not profit making
Budget estimates of number of PCNs likely to be issued made for coming year and variances for real figure made up in last quarter

Surplus fines sent back to issuing authority monthly

Councils can pull out with a years notice – none have

Councils show major savings in costs, typically £90k set up and £52k annual operating

Problems

Difficult to get neighbour authorities to join
Want to keep in house
Persuaded by cost savings eventually
Once two onboard the rest were easier to convince

APPENDIX 3

The enforcement management options are:-

- (a) full in-house operation;
- (b) contracted out on and off street enforcement with in-house processing;
- (c) in-house on and off street enforcement with contracted out processing; and
- (d) fully contracted out operation.

Colin Buchanan and Partners have summarised the advantages and disadvantages of outsourcing the operation compared with an in-house operation:-

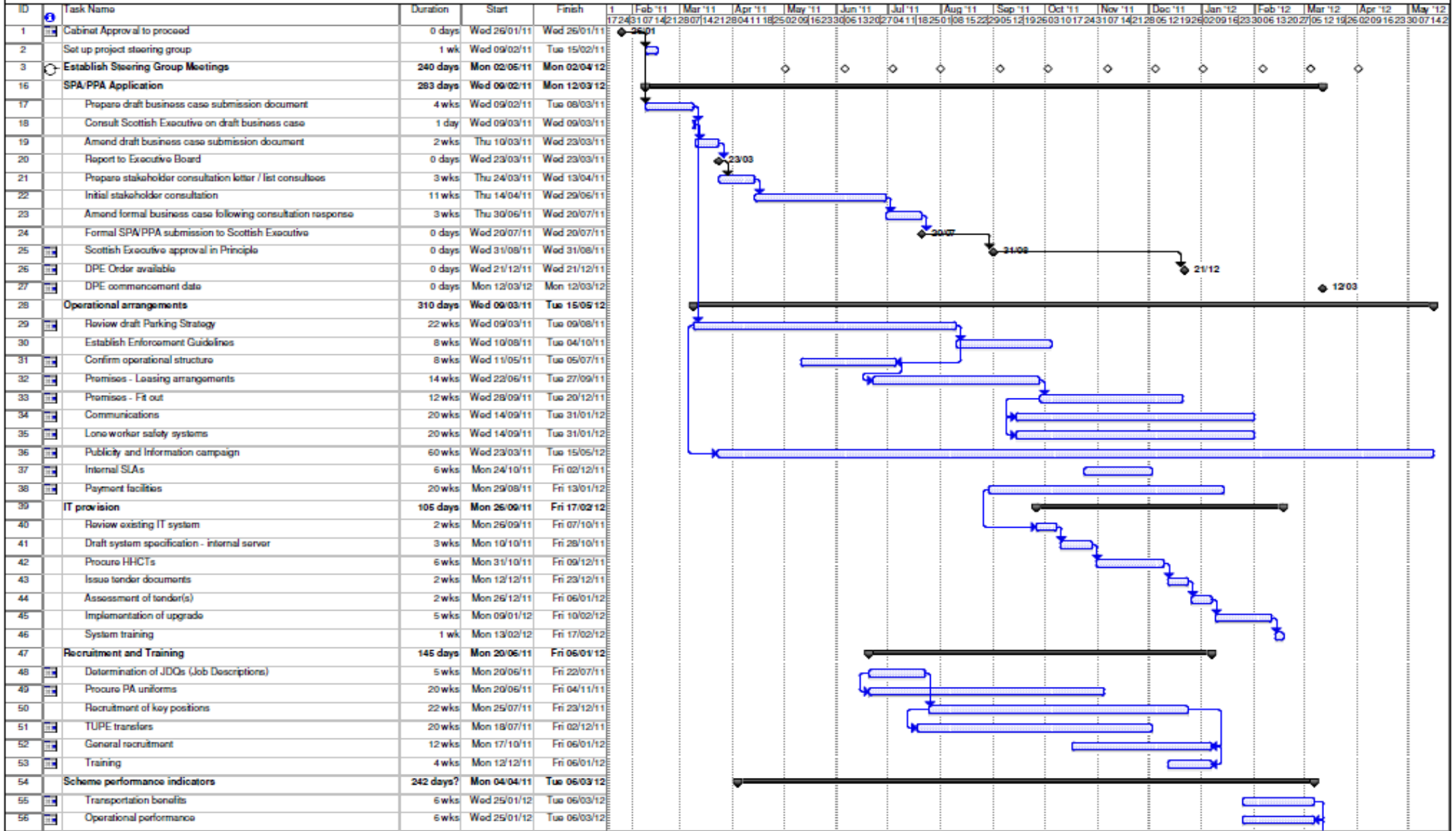
Advantages of outsourcing:-

- (a) Transfer of risk associated with employing and managing staff to a third party;
- (b) For larger schemes, there can be increased efficiency and reduced costs;
- (c) Reduced in-house staff requirements.

Disadvantages of outsourcing:-

- (a) For smaller schemes, the overall costs of outsourcing are likely to be higher;
- (b) Precise contract costs are difficult to determine until tenders are invited late in the planning process;
- (c) There will still be a need for in-house management of the scheme;
- (d) Locally based, experienced staff might be lost;
- (e) It can be more difficult to integrate the enforcement operation with the wider parking management and polices of the Council;
- (f) Processing may be carried out at a central location where staff lack local knowledge; and
- (g) The service supplied by the Contractor might not be to the desired standards.

Appendix 4
Implementation Programme



APPENDIX 4
Project: East Ayrshire DPE - Implementation Plan RevisionC January 2011 F1
Date: Tue 18/01/11

Task Split: Progress Summary External Tasks Deadline Milestone Project Summary External Milestone

APPENDIX 5

Financial Implications of DPE in East Ayrshire

Start-Up Costs

1. Review of traffic regulation Orders and consolidation	£82,000
2. Staff quarters, IT equipment etc	£104,000
TOTAL	£186,000

Annually Recurring Revenue Costs

1. Additional staff costs (Parking Attendants, Administrative Assistants and management)	£161,000
2. Accommodation, transport, IT and processing PCNs	£43,000
3. Adjudication services	£11,000
TOTAL	£215,000

Projected Revenue Income

1. Projected additional income from the issue of Penalty Charge Notices	£219,000
2. Projected 5% increase in income from increased use of Pay and Display from enhanced enforcement	£35,000
TOTAL	£254,000