# Report

# NEWPORT CITY COUNCIL CYNGOR DINAS CASNEWYDD

#### Council

Part 1

Date: 30 January 2018

**Subject** Newport City Council Civil Parking Enforcement (CPE)

**Purpose** To advise Council of the CPE review document and the recommendation by the

Overview and Scrutiny Management Committee on the 14 December 2017 in support of an application to Welsh Government for Civil Parking Enforcement

powers within the city.

To seek authority for officers to progress with an application for civil parking enforcement powers which will see the authority undertaking parking enforcement

within the city boundary

**Author** Head of Streetscene and City Services

Ward All

**Summary** The Traffic Management Act 2004 enables local authorities to adopt the powers of

enforcing on street parking currently residing with the Police.

The attached review document provides a preliminary summary of the likely revenue and capital costs for introducing an effective, flexible and sustainable

CPE service within the city boundary.

The review also sets out the legal process and requirements which will need to be followed should the Council decide to apply to Welsh Government for the adoption of these powers.

**Proposal** 

That Council approves the introduction of CPE within the City of Newport together with:

- Appropriate authority to officers to make an application to WG for transfer of the appropriate powers under the Traffic Management Act 2004
- With the successful transfer of powers, undertake parking enforcement duties under the new powers of Civil Parking Enforcement within the authority boundary

**Action by** Head of Streetscene and City Services

Timetable Immediate

This report was prepared after consultation with:

- Cabinet Member for Streetscene
- Overview and Scrutiny Management Committee
   Streetscene Service Manager (Strategy and Policy)

#### Signed

#### **Background**

The control of on street parking within any local authority boundary has a major influence on the expeditious movement of road based transport and pedestrian and vehicle safety. Additionally, with current levels of illegal parking within the city centre, the viability and reputation of the city as a retail, business and tourist destination is at risk.

In recent years, Gwent Police have treated parking enforcement with ever diminishing priority in favour of deploying their limited resources to address more serious crime. Although the Police continue to maintain some levels of enforcement, action is taken only when and if resources become available.

Gwent Police have stated their intention to withdraw from any parking enforcement in December 2018, although they have confirmed that they will support authorities with low level enforcement while their applications are being developed and powers assigned.

Of the 22 authorities in Wales, 17 currently operate under Civil Parking Enforcement powers with the remaining 5 Gwent Local Authorities now considering applying for CPE powers as a result of Heddlu Gwent Police withdrawal.

With Police withdrawal from enforcement, Newport City Council is the only body who can apply for these powers within the city. Consequently, the only way to achieve overall enforcement is to establish a Civil Enforcement Area and Special Enforcement Area, as defined in the Traffic Management Act 2004, and for the Council to take responsibility for all non-endorsable parking contraventions within the city.

With Gwent Police confirming their intended withdrawal from on street parking enforcement across the Gwent region; a study was commissioned into the viability of introducing Civil Parking Enforcement within the city.

The authority commissioned AECOM Consultants to carry out a review for the possible adoption of Civil Parking Enforcement (CPE).

The Traffic Management Act 2004 enables local authorities to adopt the powers of enforcing parking currently residing with the Police, hence the old term of "Decriminalised Parking".

The attached review provides a preliminary summary of the likely revenue and capital costs for introducing an effective, flexible and sustainable CPE service within the city boundary.

The report also sets out the legal process and requirements which will need to be followed should the Council decide to apply to Welsh Government for the adoption of these powers.

The options of using internal or externally sourced services to carry out enforcement are set out together with cost comparisons and implications. It also sets out a minimum level of enforcement officers that would be required to adequately serve the city in accordance with agreed deployment models.

Although outsourcing of on street enforcement is deemed to be unacceptable within the city, the back office administration functions will be considered for outsourcing / collaborative working with the other Welsh authorities and evaluated through a market testing cost/benefit process against internal provision.

#### Advantages of the adoption of CPE powers

- Ensures parking policies are implemented effectively
- Improved compliance will be seen in permitted parking spaces and maximised turnover of available kerb space parking
- Improved traffic flow and management
- Aids accident reduction
- Parking responsive to the public's needs
- Authority may use any revenue from parking charges and penalty charges to fund enforcement activities
- Use any surpluses to improve off-street parking or for certain other transport-related purposes / environmental schemes.
- Encourages the use of available off street parking capacity
- Proposal is in line with Government policies for restraint over the Growth and impact of traffic in urban areas
- Encouragement of the use of public transport and the restraint of commuter-based parking
- Effective deterrent to the growth in traffic/ car ownership in city centre areas.
- Improved local accountability and level of service to residents and others affected by illegal parking.
- Performs well in delivering key Wellbeing objectives for current and future generations

#### Disadvantages of the adoption of CPE powers

- On the adoption of CPE powers, there is no mechanism to reverse the decision and hand them back to Gwent Police
- The Council will be taking on additional responsibilities and duties that will impact on existing staff resources in the short term.
- Set up costs are significant but reflect mandatory expenditure to comply with the application and business case
- Process of gaining the powers will take 15- 18 months
- With all 5 Gwent Local Authorities undertaking this process, availability of suitable consultancy services and staffing may be of concern

• The potential for physical / verbal abuse on enforcement staff

#### **Financial Summary**

#### Capital Funding

The up-front implementation costs of the scheme is significant and involves surveying the signage and lines across the county to assess whether they need updating/replacing, which is a significant initial capital cost. The initial capital cost modelled is £1,386k, however this is a worst case cost of requiring to replace the majority of signs and lines, but following survey it is expected this amount will be reduced. The ongoing capital financing costs including Minimum Revenue Provision and interest are included in the revenue costs below.

#### Revenue Funding

	Year 1	Year 2	Year 3	Ongoing	Notes
	(Current)				including budgets heads affected
	£	£	£	£	
Costs	558,089	588,073	588,073	588,073	The net costs and income of
(Income)	(538,434)	(610,359)	(610,359)	(610,359)	running this scheme are required
Net Costs	19,655				to be ring-fenced for transport
(Savings)		(22,286)	(22,286)	(22,286)	related / environmental purposes,
Net	-	-	-	-	therefore will not impact directly
Impact on					on the MTFP
Budget					

The above table shows that from the current financial modelling, there will be a small cost in year one of running the scheme, however from the second year onwards there will be a small surplus. The financial case is tight but positive nonetheless. During implementation and as some of the details of how the service will run becomes clearer, we can expect certain aspects of the financial case to change but it will need to remain viable and within the current business case parameters of being 'cost-neutral'.

As indicated earlier in the report, any surplus will be required to be ring-fenced in a Civil Parking Enforcement reserve and be used for certain transport related and environmental purposes.

On-going thereafter - the cost of running the scheme will need to "flex" with the income that is being achieved i.e. if the outcome of better parking across the City is achieved from the implementation of the scheme, income will decrease and therefore the number of enforcement officers will need to fall to ensure running the scheme runs on at least a balanced budget. In essence, the scheme must remain at least 'cost-neutral'.

The modelled income is at a prudent level and capital financing costs may decrease depending on the outcome of the survey of signs and lines which require updating or replacing.

#### Risks

Risk	Impact of	Probability	What is the Council doing or	Who is
KISK				
	Risk if it	of risk	what has it done to avoid the	responsible for
	OCCUrs*	occurring	risk or reduce its effect	dealing with the risk?
	(H/M/L)	(H/M/L)	Debugt enforcement	_
Enforcement	L	L	Robust enforcement	Parking
ceases to be			policies and procedures	Manager
the			together with fit for purpose	_
responsibility of			forward facing and back	Head of
the police and			office resources	Service
becomes the				
responsibility of				Service
the local				Manager
authority				(Strategy and
				Policy)
				3,
Welsh	L	L	Welsh Government have	Head of
Government	_	_	confirmed that they would	Service
application/			support applications from	OCIVICC
business case			the 5 remaining Gwent	Service
for CPE fails			authorities	Manager
101 CFE Ialis			authornies	
				(Strategy and
City Coversil	1.1	N 4	Drawate the adventage of	Policy)
City Council	Н	M	Promote the advantages of	Head of
decides			adopting the CPE powers	Service
against the				
adoption of			Inform Council of the	Service
CPE powers			potential implications within	Manager
			the city as a result of the	(Strategy and
			Police withdrawal from	Policy)
			enforcement	
Penalty	L	L	Robust enforcement	Parking
charges would			policies and procedures	Manager
then become			together with fit for purpose	
civil debts.			forward facing and back	
			office resources	
Motorists	L	L	Robust enforcement	Parking
wishing to			policies and procedures	Manager
contest the			together with fit for purpose	
validity of a			forward facing and back	
penalty may			office resources.	
make				
representations			Fully compliant and	
to the local			functioning appeal	
authority			processes	
-	M	L	There is potential for this	Parking
Robust parking enforcement	IVI	<b>-</b>	service to be the victim of its	_
				Manager
resulting in			own success. However, it is	

decreasing levels of income that could render the service unsustainable			proven that there will always be an element that park illegally within any city and it is also anticipated that, especially within the city centre, robust enforcement will push motorists to park legally within the city's off street parking facilities.	Head of Service
Adoption of CPE powers but service not financially self- supporting	Н	M	Although the review predicts a small surplus from year two, margins are small. The potential for the service to fail to cover its costs does exist.	Head of Service Parking Manager

<sup>\*</sup> Taking account of proposed mitigation measures

#### **Links to Council Policies and Priorities**

- Corporate Plan
- Newport's Well-being Plan (Consultation Draft)

#### **Options Available and considered**

#### **Powers of CPE – Available Options**

With the Police currently proposing to withdraw from parking enforcement and legislation only allowing the powers to be transferred to the Local Authority, the available options are:-

**Option 1** Do not apply for Civil Parking Enforcement powers which will see the city with no parking enforcement over and above endorsable parking enforcement by the Police **Option 2** The Council applies to Welsh Government for the introduction of CPE within the City of Newport.

In the event that the decision is taken to proceed with an application to Welsh Government for CPE powers, there are a number of service delivery options available.

#### **Enforcement – Available Options**

Option A Undertake all parking enforcement with directly employed staff

This option is shown to be the most cost effective, responsive and flexible model for enforcement within the city. It would deliver employment benefits to the local area and have no TUPE implications on existing staff that operate the city's off street car parking service

**Option B** Collaborative working with one or more of the other 4 Gwent Authorities who are now considering CPE powers, following confirmation of withdrawal by Gwent Police.

It has subsequently been confirmed that 4 of the 5 Gwent authorities do not want to collaborate on enforcement. Therefore due to this decision and the geographical location of the one authority interested in collaboration, this option is not a practicable option.

#### **Option C** Fully outsource enforcement to a private enforcement company

This option was not considered for modelling as it was acknowledged that there was little support previously for external enforcement companies to operate with the city and was likely to be the more expensive option.

Additionally, there would have been TUPE implications for existing staff that currently operate the city's off street car park service.

This option would also reduce the authority's control over enforcement staff deployment and ticket issuing cultures.

#### **Preferred Options and Why**

With the Police withdrawing completely from parking enforcement in December 2018 and the prospect of having no on street parking enforcement within the city from that date, the preferred options are:

#### Powers of CPE preferred option

**Option 2** The Council applies to Welsh Government for the introduction of CPE within the City of Newport.

This option would require Council to convey:

- Appropriate authority to officers to make an application to WG for transfer of the appropriate powers under the Traffic Management Act 2004
- With the successful transfer of powers, undertake parking enforcement duties under the new powers of Civil Parking Enforcement within the authority boundary

#### **Enforcement Delivery preferred Option**

**Option A** Undertake all parking enforcement with directly employed staff

#### **Comments of Chief Financial Officer**

The initial modelling shows a modest surplus of running the scheme from year two with the financial case being tight. The operational costs of the scheme will need to be flexed to reflect

the income being generated from issuing tickets, therefore not creating a pressure on the Councils budget.

It is entirely possible that income could fall in subsequent years but that would suggest that enforcement has achieved its objectives of creating safer and appropriate parking. In addition, it will take some time for behaviours to change and stabilise and during that period, flexibility in the resources used will need to happen to ensure the scheme is at least 'self-funded'.

Any surpluses arising from running the scheme will need to be ring-fenced in an earmarked reserve and utilised for specific transport and environmental purposes.

#### **Comments of Monitoring Officer**

The proposed action is in accordance with the Council's legal powers under Section 87 and Schedule 8 of the Traffic Management Act 2004. The legislation enables the Council to apply to the Welsh Government for an order conferring civil parking enforcement (CPE) powers to enable the authority to take over parking enforcement within its area from Gwent Police, in the light of their stated intent to withdraw from parking enforcement across the Gwent area. The effect of the Order would be to "decriminalise" parking and provide for civil enforcement through the issue of penalty notices. In applying for, and implementing such an Order, the Council must have regard to Statutory Guidance. The Welsh Government statutory Operational Guidance requires the Council to have reviewed its existing parking policies and analysed how CPE will contribute to overall transport objectives, consulted on the proposals, established proportioned levels of charges and reviewed its existing Traffic Regulation Orders, traffic signs and road markings to ensure that they comply with the orders. These considerations are addresses and set out in the Consultants' Report and the Scrutiny Committee review.

#### **Comments of Head of People and Business Change**

The proposal to apply for the introduction of Civil Parking Enforcement within Newport City on the basis of undertaking any enforcement with directly employed staff will have implications. Decisions will need to be made in relation to the existing structure of the Council's directorates and where the most appropriate fit will be. In addition, there will need to be an analysis of whether this function can be incorporated within existing off street parking officer posts or whether additional resource will need to be identified and recruited to. The medium term timeline to implement this proposal should not result in recruitment challenges given that the Council would have a number of months in which to effectively plan and prepare for any recruitment and induction activity.

As required a Fairness and Equality Impact Assessments (FEIA) has been completed. This assessment should be reviewed and updated at each stage of the decision making process. As part of the assessment all five aspects of the sustainable development principle of the Wellbeing of Future Generations (Wales) Act 2015 have been considered fully.

#### **Comments of Cabinet Member**

With the proposed withdrawal from parking enforcement by Gwent Police and the prospect of having no parking enforcement within the city, I fully endorse this proposal that will see civil parking enforcement undertaken by this authority within the Newport City boundary.

It is of the upmost importance that we expedite this process and work with our Police partners until CPE powers are transferred to the authority

#### Local issues

The application for a Civil Enforcement Area (CEA) would cover the whole of the city and as such will apply to all wards. However, it is acknowledged that these powers will have significantly greater impact within the urbanised and inner city wards.

#### **Scrutiny Committees**

The Overview and Scrutiny Management Committee considered the proposed application for Civil Parking Enforcement powers at its meetings on the 16<sup>th</sup> November and 14<sup>th</sup> December 2017.

The committee unanimously agreed to recommend to Council that authority be granted to officers to make an application to Welsh Government for transfer of CPE powers, which will see the authority undertaking civil parking enforcement within the city

#### Fairness and Equalities Impact Assessment (FEIA)

The purpose of this assessment is to provide balanced information to support decision making and to promote better ways of working in line with equalities (Equalities Act 2010), Welsh language promotion (The Welsh Language (Wales) Measure 2011), sustainable development (Wellbeing of Future Generations (Wales) Act 2015), and the four parameters of debate about fairness identified by the Newport Fairness Commission (NFC Full Report to Council 2013).

Completed by: Steve Davies Role: Service Manager

Head of Service: Paul Jones Date: 04/01/2018

I confirm that the above Head of Service has agreed the content of this assessment

Yes

1. Name and description of the policy / proposal being assessed. Outline the policy's purpose.

The application to Welsh Government and subsequent adoption of Civil Parking Enforcement powers by the Council due to the withdrawal of Heddlu Gwent Police from parking enforcement from December 2018

2. Outline how you have/ will involve stakeholders who will be affected by the policy/proposal
The application/ business case to Welsh Government will require a consultation on the proposal
3. What information/evidence do you have on stakeholders? e.g. views, needs, service usage etc. Please include all the evidence you consider relevant.

The current lack of parking enforcement within the city has generated significant public and member frustrations. The views of residents, members and businesses on the need for consistent and effective enforcement are well documented.

With the complete withdrawal of Heddlu Gwent Police from the limited enforcement currently undertaken in December 2018, the city will have no parking controls on street unless the powers are transferred to the Council. There are serious highway/ pedestrian safety and accessibility implications should the city's on street parking facilities remain uncontrolled

#### 4. Equalities and Welsh language impact

	Impact:				
Protected characteristic	Positive	Negative	Neither	Provide further details about the nature of the impact in the section below. Does it:  1. Promote equal opportunity 2. Promote community cohesion 3. Help eliminate unlawful discrimination/ harassment/ victimisation?	
	•	П	•		
Age			$\boxtimes$	No Impact	
Disability				No Impact. Current parking concessions to Blue Badge holders will still apply within any new / consolidated traffic orders. These are:  (1) Valid Blue Badge holders can wait for up to (3) hours on 'prohibitions' of waiting e.g. double yellow lines, or solid single yellow lines – so long as an 'obstruction' is not being caused	

	Impact:			
Protected characteristic	Positive	Negative	Neither	Provide further details about the nature of the impact in the section below. Does it:  1. Promote equal opportunity 2. Promote community cohesion 3. Help eliminate unlawful discrimination/ harassment/ victimisation?
				<ul> <li>(2) Valid Blue Badge holders can wait indefinitely where others are 'restricted' to limited waiting</li> <li>(3) Valid blue badge holders can also wait indefinitely on resident permit parking schemes which are time limited for other users</li> <li>(4) Valid blue badge holders are permitted to wait for a maximum period of three hours on a residents' only permit parking place.</li> </ul>
Gender reassignment/ transgender				No Impact
N				Nia Sana at
Marriage or civil partnership				No impact
Pregnancy or maternity			$\boxtimes$	No Impact
-				[NL ]
Race			$\boxtimes$	No Impact
Religion or Belief or non-belief			$\boxtimes$	No Impact
Sex/ Gender Identity				No Impact
9 10 1 4 4				No began
Sexual Orientation				No Impact
Welsh Language				All replacement signage identified through the mandatory traffic signs and road markings review will be provided

	Impa	act:		
Protected characteristic	Positive	Negative	Neither	Provide further details about the nature of the impact in the section below. Does it:  1. Promote equal opportunity 2. Promote community cohesion 3. Help eliminate unlawful discrimination/ harassment/ victimisation?
				bilingually and Welsh First.  All parking enforcement documentation will be provided bilingually and Welsh First

# 5 How has your proposal embedded and prioritised the sustainable development principle in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle?  Describe how.
Long Term  Balancing short term need with long term needs	Should the Council decide to adopt civil parking enforcement powers, it will be supporting the long-term social, economic and environmental well-being for future generations within the city as well as addressing an emerging critical short term need.  It will help to create a city that residents are happy to reside in, now and in the future.
Collaboration  Working together to deliver objectives	A decision to proceed with an application for civil parking enforcement powers will enable the authority to focus on stakeholder concerns around parking whilst supporting other council / multi agency objectives in social, economic and environmental well-being.  Collaborative working with other local authorities will also form part of the decision making process.  Heddlu Gwent Police have agreed to work with the authority by undertaking low level enforcement action until powers have been assigned to the council  Proposal is in line with Government policies for restraint over the Growth and impact of traffic in urban areas
Involvement Involving those with an interest and seeking their views	The application/ business case to Welsh Government will require a public consultation on the proposal  The current lack of parking enforcement within the city has generated significant public and member frustrations. The views of residents, members and businesses on the need for consistent and effective enforcement are well documented.

Sustainable Development Principle	Does your proposal demonstrate you have met this principle?  Describe how.
Prevention Putting resources into preventing problems occurring or getting worse	This proposal has the capacity to directly improve the social, economic and environmental wellbeing of the residents and visitors to the city. With the Police currently undertaking little enforcement and their clear intention to step away from parking enforcement in December 2018, the council will need to consider whether it intends to apply for civil parking enforcement powers.  Failure to acquire CPE powers will see the city without on street parking enforcement  The adoption of Civil Parking Enforcement powers will have the following impact:  Reduced carbon emissions through reduction in congestion and expeditious movement of traffic through our Air Quality Management Areas  Promote active travel (walking and cycling) throughout the city

Sustainable Development Principle	Does your proposal demonstrate you have met this principle?  Describe how.
Integration  Considering impact on all wellbeing goals together and on other bodies	A prosperous Wales The adoption of Civil Parking Enforcement powers will have the following impact: Promote the expeditious movement of traffic and as such have a positive impact on traffic congestion reduction Reduction of costs to business, residents and visitors to the city associated with travel congestion and parking contraventions Deliver new employment opportunities within the city Reduced carbon emissions through reduction in congestion A resilient Wales The adoption of Civil Parking Enforcement powers will have the following impact: Will promote sustainable travel including public transport Will maximise available highway space for appropriate parking Will free up capacity within Heddlu Gwent Police for dealing with more significant crime within the city Reduced carbon emissions promoting ecosystems that support social, economic and ecological resilience and the capacity to adapt to change Capacity to be able to deliver an enforcement service that meets the needs of stakeholders both now and in the future A healthier Wales The adoption of Civil Parking Enforcement powers will have the following impact: Reduced carbon emissions through reduction in congestion and expeditions movement of traffic through our Air Quality Management Areas Promote active travel (walking and cycling) throughout the city  A more equal Wales The adoption of Civil Parking Enforcement powers will have the following impact: Powers to ensure that parking enforcement is delivered proportionately and fairly across the city Ensure obstructive parking is addressed to ensure full and appropriate use of the highway asset by all users

#### • A Wales of more cohesive communities

The adoption of Civil Parking Enforcement powers will have the following impact:

- Promote highway safety in all our city communities
- Promote well connected communities through reduced vehicular obstruction and inconsiderate parking
- Defuse community frustration at the current levels of contraventions that are not being addressed due to the Police withdrawing from parking enforcement
- Capacity to be able to deploy reactive enforcement officers to black spots that are known to create community tension i.e. outside schools and resident parking areas
- A Wales of vibrant culture an thriving Welsh Language

The adoption of Civil Parking Enforcement powers will have the following impact:

- Promote the Welsh Language by ensuring all business is conducted in both the English and Welsh medium
- A globally responsible Wales

The adoption of Civil Parking Enforcement powers will have the following impact:

 Ensure available transport links that promote the economic, social, environmental and cultural well-being of the city, Wales and potentially globally

## 6 Will the proposal/policy have a disproportionate impact on a specific geographical area of Newport?

The application for a Civil Enforcement Area (CEA) would cover the whole of the city and as such will apply to all wards. However, it is acknowledged that these powers will have significantly greater impact within the urbanised and inner city wards.

## 7 How does the proposal/policy relate to the parameters of debate about Fairness identified by the Newport Fairness Commission

Powers to ensure that parking enforcement is delivered proportionately and fairly across the city

Ensure obstructive parking is addressed to ensure full and appropriate use of the highway asset by all users

Maximises available on street parking space for all users through enforcement of maximum wait times

Resident Parking zones will be enforced which will maximise the availability of parking in residential areas that are currently affected by commuter parking

### 8 Taking this assessment as a whole, what could be done to mitigate any negative impacts of your policy and better contribute to positive impacts?

There are no negative impacts of this proposal as motorists currently parking inappropriately are committing a criminal offence.

This proposal will operate in exactly the same way except the offence will be a civil offence not a criminal offence.

#### 9 Monitoring, evaluating and reviewing

The method and timetable for monitoring and reporting of this proposal is to be decided following a successful application/ business case to Welsh Government

#### 10 Involvement

The application/ business case to Welsh Government will require a consultation on the proposal.

A decision to proceed with an application for civil parking enforcement powers will enable the authority to focus on stakeholder concerns around parking whilst supporting other council / multi agency objectives in social, economic and environmental well-being

#### 11 Summary of Impact (for inclusion in any report)

#### **Equality Act 2010 AND Welsh Language**

Equality and the medium of Welsh Language are promoted through the proposed application for Civil Parking Enforcement powers within the city

#### Wellbeing of Future Generations (Wales) Act 2015

This proposal has the capacity to deliver significant positive impacts to the wellbeing of current and future generations who live, visit or conduct business within the city

#### Crime and Disorder Act 1998

This proposal would see enforcement for non-endorsable parking offences removed from the criminal system and into the civil system through an act of Parliament.

In recent years, Heddlu Gwent Police has treated parking enforcement with ever diminishing priority in favour of deploying their limited resources to address more serious crime within the city.

In adopting CPE powers and the subsequent releasing of Police resources, the authority will be meeting its duty under Section 17(1) of the Crime and Disorder Act 1998 to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area

#### Consultation

Should the decision be taken to apply for civil parking enforcement powers, the business case and application to Welsh Government will require a mandatory consultation covering the Police, neighbouring authority's etc and a non-statutory consultation will be undertaken involving residents, BID partners and other such groups

#### **Background Papers**

**AECOM Civil Parking Enforcement Review** 

Dated: 29<sup>th</sup> December 2017