

## 7. DRAFT TERMS OF REFERENCE FOR THE REVIEW OF THE PARKING OPERATIONS UNIT

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| <b>Officer responsible</b><br>Director of Operations | <b>Author</b><br>Chris Kerr, Business Improvement Manager, DDI 941-8671 |
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The purpose of this report is to present the draft terms of reference for the review of the significant activity Parking Operations. This report was considered by the Budget Scrutiny and Audit Special Committee at its meeting on 25 October 2002.

### BACKGROUND

The Budget Scrutiny and Audit Special Committee has approved a rolling programme of reviews of significant activities (as set out in the Annual Plan) and this review is part of the rolling programme.

It is anticipated that each review will generally address the following:

- Identification of current Council resolutions and policy relating to the activity.
- Analysis of three year forward budget expenditure and funding methods.
- Analysis of 10 year capital programme including the status of significant capital projects, implication of programme for operating costs and key drivers of the capital programme.
- Identification of statutory and discretionary activities.
- Projects, programmes and outputs where duplication may exist with other public sector providers, the not-for-profit sector and the private sector.
- Realistic options for changes to services and to levels of service.
- Review of service delivery arrangements, including any changes in the recent past, comparative/benchmark costs where available. Realistic options for methods of service delivery, including co-ordination with other Council services, joint service provision with other agencies.

The above is to be considered in a triple bottom line framework. The base year for comparisons will be the current financial year (2001/02).

The issues identified through the review process will be reported to the Sustainable Transport and Utilities Standing Committee as part of the consultation process and the Chair (or nominee) of the Committee is to be invited to join the Budget Scrutiny and Audit Committee as a non-voting member for the duration of the review. Review outcomes will be presented to a joint seminar of the Budget Scrutiny and Audit and Sustainable Transport and Utilities Committees as part of the review process. The final report on the review will be presented to the Budget Scrutiny and Audit Committee for their recommendations who will then forward the report to the Sustainable Transport and Utilities Committee for their recommendations before the report is submitted to the Council for adoption.

The officer responsible for reporting review issues and outcomes to the Committee is the Principal Adviser, Director of Operations, Ken Lawn. The review team formed for each review is to be independent of the unit managing the outputs under review, much in the same way that the Budget Scrutiny and Audit Committee is independent of the Standing Committees. This independence will be balanced by the Unit Manager and key staff attending review team meetings and being provided with the opportunity to state their viewpoint direct to the Committee where this is different to the conclusions reached by the review team.

### PARKING OPERATIONS

Background notes covering the outputs, funding, structures and issues relating to the Parking Operations business will be presented as part of the review process as will relevant Council resolutions, policy and strategy.

### REVIEW OBJECTIVES

The review will report to the following objectives:

1. To identify the major cost (operational and capital) and revenue drivers for next five financial years (operating) and based on these, to evaluate options to reduce costs and/or increase revenues.

2. To review all current and proposed contractual arrangements relating to the Parking Operations business to ensure that:
  - Options for service delivery are considered; and
  - Contracts are efficient and effective.
3. To review options for alternative levels of service and service delivery methods.

#### **PROJECT TEAM AND REVIEW TIME-FRAMES**

The project team for the review is as follows:

Ken Lawn – Director of Operations, Project Sponsor,  
Independent person(s) – candidates to be advanced for consideration,  
Chris Kerr and Lorie Jean Roff – Business Improvement.

The review is to commence in November 2002 and to be completed by March 2003.

#### **Budget Scrutiny and Audit**

##### **Special Committee**

**Recommendation:** That the terms of reference for the review of Parking Operations be adopted and referred to the Sustainable Transport and Utilities Committee.

##### **Sustainable Transport And Utilities Committee**

**Recommendation:** That the review be deferred and not proceed in the interim.