



# North Essex Parking Partnership

## Joint Working Committee On-Street Parking

Grand Jury Room, Colchester Town Hall,  
High Street, Colchester, Essex, CO1 1PJ

**21 June 2018 at 1.00 pm**

The vision and aim of the Joint Committee is to provide a merged parking service that provides a single, flexible enterprise of full parking services for the Partner Authorities.



## North Essex Parking Partnership

### Terms of Reference of the Joint Committee

The role of the Joint Committee is to ensure the effective delivery of Parking Services for Colchester Borough Council, Braintree, Epping Forest, Harlow, Tendring and Uttlesford District Councils, in accordance with the Agreement signed by the authorities in April 2011, covering the period 2011 – 2018.

Members are reminded to abide by the terms of the legal agreement: “The North Essex Parking Partnership Joint Committee Agreement 2011 ‘A combined parking service for North Essex’ ” and in particular paragraphs 32-33.

Sub committees may be established. A sub-committee will operate under the same terms of reference.

The Joint Committee **will be responsible for** all the functions entailed in providing a joint parking service including those for:

- Back-Office Operations
- Parking Enforcement
- Strategy and Policy Development
- Signage and Lines, Traffic Regulation Orders (function to be transferred, over time, as agreed with Essex County Council)
- On-street charging policy insofar as this falls within the remit of local authorities (excepting those certain fees and charges being set out in Regulations)
- Considering objections made in response to advertised Traffic Regulation Orders (as part of a sub-committee of participating councils)
- Car-Park Management (as part of a sub-committee of participating councils)

The following are **excluded** from the Joint Service (these functions will be retained by the individual Partner Authorities):

- Disposal/transfer of items on car-park sites
- Decisions to levy fees and charges at off-street parking sites
- Changes to opening times of off-street parking buildings
- Ownership and stewardship of car-park assets
- Responding to customers who contact the authorities directly

The Joint Committee has the following specific responsibilities:

- the responsibility for on street civil parking enforcement and charging, relevant signs and lines maintenance and the power to make relevant traffic regulation orders in accordance with the provisions contained within the Traffic Management Act 2004 and the Road Traffic Regulation Act 1984

### Strategic Planning

- Agreeing a Business Plan and a medium-term Work (or Development) Plan, to form the framework for delivery and development of the service.
- Reviewing proposals and options for strategic issues such as levels of service provision, parking restrictions and general operational policy.

### Committee Operating Arrangements

- Operating and engaging in a manner, style and accordance with the Constitution of the Committee, as laid out in the Agreement, in relation to Membership, Committee Support, Meetings, Decision-Making, Monitoring & Assessment, Scrutiny, Conduct & Expenses, Risk and Liability.

### Service Delivery

- Debating and deciding
- Providing guidance and support to Officers as required to facilitate effective service delivery.

### Monitoring

- Reviewing regular reports on performance, as measured by a range of agreed indicators, and progress in fulfilling the approved plans.
- Publishing an Annual Report of the Service

### Decision-making

- Carrying out the specific responsibilities listed in the Agreement, for :
  - Managing the provision of Baseline Services
  - Agreeing Business Plans
  - Agreeing new or revised strategies and processes
  - Agreeing levels of service provision
  - Recommending levels of fees and charges
  - Recommending budget proposals
  - Deciding on the use of end-year surpluses or deficits
  - Determining membership of the British Parking Association or other bodies
  - Approving the Annual Report
  - Fulfilling obligations under the Traffic Management Act and other legislation
  - Delegating functions.

*(Note: the Committee will not have responsibility for purely operational decisions such as Staffing.)*

### Accountability & Governance

- Reporting to the Partner Authorities, by each Committee Member, according to their respective authorities' separate arrangements.
- Complying with the arrangements for Scrutiny of decisions, as laid out in the Agreement
- Responding to the outcome of internal and external Audits

**North Essex Parking Partnership  
Joint Committee Meeting – On-Street**

Thursday 21 June 2018 at 1.00 pm

Grand Jury Room, Colchester Town Hall, Colchester Borough Council, High  
Street, Colchester, CO1 1PJ

**Agenda**

**Attendees**

**Executive Members:-**

Cllr Richard Van Dulken (Braintree)  
Cllr Sam Kane (Epping)  
Cllr Mike Lilley (Colchester)  
Cllr Robert Mitchell (Essex)  
Cllr Fred Nicholls (Tendring)  
Cllr Danny Purton (Harlow)  
Cllr Howard Ryles (Uttlesford)

**Officers:-**

Jonathan Baker (Colchester)  
Lou Belgrove (Parking Partnership)  
Richard Block (Colchester)  
Liz Burr (Essex County Council)  
Trevor Degville (Parking Partnership)  
Qasim Durrani (Epping Forest)  
Laura Hardisty (Colchester)  
Simon Jackson (Uttlesford)  
Hayley McGrath (Colchester)  
Samir Pandya (Braintree)  
Miroslav Sihelsky (Harlow)  
Shane Taylor (Parking Partnership)  
Ian Taylor (Tendring)  
Richard Walker (Parking Partnership)

	<b>Introduced by</b>	<b>Page</b>
<b>1. Appointment of Chairman</b> To appoint a Chairman for the North Essex Parking Partnership Joint Committee for On-Street parking		
<b>2. Appointment of Deputy Chairman</b> To appoint a Chairman for the North Essex Parking Partnership Joint Committee for On-Street parking		
<b>3. Welcome &amp; Introductions</b>		
<b>4. Apologies and Substitutions</b>		
<b>5. Declarations of Interest</b> The Chairman to invite Councillors to declare individually any interests they may have in the items on the agenda.		
<b>6. Have Your Say</b> The Chairman to invite members of the public or attending councillors if they wish to speak either on an item on the agenda or a general matter.		
<b>7. Minutes</b> To approve as a correct record the draft minutes of the On- Street and Off-Street meetings held on 22 March 2018.		<b>1-9</b>

<b>8. Technical Team</b>	This report asks the committee to consider traffic order scheme prioritisation for scheme 10075 at Audley Court, Saffron Walden and request for review of a previously installed scheme at Catons Lane, Saffron Walden.	<b>Trevor Degville</b>	<b>10-11</b>
<b>9. Proposal for funding to implement 3PR schools project</b>	This report set outs details of the 3PR scheme and a programme for implementation. The scheme helps to reduce congestion during the school run by having an unofficial parking zone patrolled by pupils and staff.	<b>Emma Day</b>	<b>12-15</b>
<b>10. Annual Governance Review and Internal Audit</b>	The report considers the Governance Review and Internal Audit of the North Essex Parking Partnership for the year 2017/18	<b>Hayley McGrath</b>	<b>16-38</b>
<b>11. Annual Review of Risk Management</b>	This report concerns the 2018/19 Risk Management Strategy and current strategic risk register for the partnership	<b>Hayley McGrath</b>	<b>39-53</b>
<b>12. Financial Report (On and Off Street)</b>	This report sets out the financial position of the Parking Partnership at the end of 2017/18	<b>Lou Belgrove</b>	<b>54-58</b>
<b>13. NEPP Annual Report Data for 2017/18</b>	This report sets out the data required to be published as part of transparency requirements. A full report will be made to the October meeting.	<b>Richard Walker</b>	<b>59-61</b>
<b>14. On-Street Operational Report</b>	The report gives Members an overview of operational progress since December 2017.	<b>Lou Belgrove</b>	<b>62-66</b>
<b>15. Forward Plan 2018-2019</b>	This report concerns the 2018-19 Forward Plan of meetings for the North Essex Parking Partnership.	<b>Jonathan Baker</b>	<b>67-70</b>
<b>16. Urgent Items</b>	To announce any items not on the agenda which the Chairman has agreed to consider.		

# **NORTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE FOR ON-STREET PARKING**

**22 March 2018 at 1.00pm  
Council Chamber, Epping Forest District Council**

Members Present: Councillor Sam Kane (Epping Forest District Council)  
Councillor Mike Lilley (Colchester Borough Council)  
Councillor Robert Mitchell (Essex County Council)  
Councillor Danny Purton (Harlow District Council)  
Councillor Howard Ryles (Uttlesford District Council)

Apologies - Councillor Richard Van Dulken (Colchester Borough Council)  
Councillor Fred Nicholls (Tendring District Council)

Also Present: - Michael Adamson (Parking Partnership)  
Jonathan Baker (Colchester Borough Council)  
Christine Belgrove (Parking Partnership)  
Richard Block (Colchester Borough Council)  
Frances Britton (Parking Partnership)  
Liz Burr (Essex County Council)  
Emma Day (Parking Partnership)  
Trevor Degville (Parking Partnership)  
Qasim Durrani (Epping Forest District Council)  
Simon Jackson (Uttlesford District Council)  
Samir Pandya (Braintree District Council)  
Ian Taylor (Tendring District Council)  
Shane Taylor (Parking Partnership)  
Richard Walker (Parking Partnership)  
Nick Binder (South Essex Parking Partnership)  
Claire Harris (South Essex Parking Partnership)

## **31. Declarations of Interest**

Councillor Robert Mitchell declared a non-pecuniary interest, in respect of being a member of Braintree District Council.

## **32. Minutes**

Richard Walker provided the Committee with a brief update on the footway and obstructive parking issue. The Committee were informed that this could be included within the CCAS accreditation and be included as one of the nine powers that Civil Enforcement Officers can use. Richard Walker also confirmed that it would be preferable if this particular issue were decriminalised. Richard Walker stated that it was intended that a further report including the guidelines and communication plan would come back to the Joint Committee in due course.

*RESOLVED* that the minutes of the meeting held on the 14 December 2017 were confirmed as a correct record.

## **33. South Essex Parking Partnership – 3PR Presentation**

Nick Binder, Group Manager, South Essex Parking Partnership, and Claire Harris, SEPP

Engagement Officer, provided the Panel with an update on the schools parking initiative '3PR'.

Nick Binder stated that the SEPP had previously attended the Joint Committee meeting to introduce the parking initiative and provide an overview of the pilot school launch. Nick Binder highlighted that this has now progressed and the SEPP have employed Claire Harris in a full time role as engagement officer to develop 3PR.

Clare Harris provided the Committee with a presentation regarding the progress of 3PR. The presentation provided details of the 3PR website, refreshed content including quizzes and certificates as well as school case studies.

Claire Harris explained that 3PR creates an advisory no parking zone outside of schools. The zone areas are created by each school and attempt to encourage more considerate parking by placing 3PR patrols at each entrance to the zone. The patrols are pupils at the school who wear hi-vis jackets and hand out tokens to other pupils who walk into the zone. Tokens are then collected by classes with the class that collects the most tokens receiving a trophy, and if they win for the whole year they could receive a goody bag or house points. Claire Harris confirmed that the 3PR parking zones does not remove the existing parking restrictions that are already in place. Prior to a scheme being introduced, residents are informed by a letter from the school or the local Council.

Claire Harris highlighted other schemes that could be introduced within a 3PR area, including Park and Stride where a local parking facility is used away from the school. An example of this was provided with an Asda store permits parents to park in their car park before walking to school. A further example was provided with regards to parents at a school in the Basildon area who have been signed up to MiPermit to have an hour of free parking in the morning and afternoon so they can park in a car park near the school and walk into the school. This has helped to remove 100 cars from the school gates.

Claire Harris highlighted other options that are available, such as walking buses, however these rely on more volunteers. It is also possible to develop links for the scheme with national walking initiatives.

As a result of parents parking on pavements outside schools, signs have been purchased to deter this and are currently on a rota basis across schools, however individual schools are able to purchase signs if required.

The Committee thanked Officers for attending and providing the update on the 3PR initiative. In response to a query about the number of schools that were involved in the pilot, it was confirmed that seven schools are up and running, with a further ten looking to implement the initiative. It was also confirmed that it can take some time to implement the park and stride parking locations.

With regard to signing parents up to MiPermit, this was set up so that it expired at the end of a school year and parents are also provided with an orange sticker to identify those cars participating in the scheme.

In response to a question about whether existing Traffic Regulation Order powers were required to assist when it was introduced, Claire Harris confirmed that the existing restrictions remain and Civil Enforcement Officers are aware of the schools that are part of 3PR. It was suggested that placing pupils at the edge of each zone in hi-vis jackets acts as a good deterrent.

As the initiative moves forward, 3PR is operating extremely well. The project is reviewed at

each school after a number of months with schools taking ownership of the scheme. Assistance is still provided by the SEPP if required. Claire Harris highlighted the need for 3PR to continue to be engaging, refreshing the content and using new quizzes and creating events.

With regard to the cost of the scheme, it was confirmed that the total package costs £500 per school. This includes the tokens, boxes, trophies and literature. A cheaper option could be worked out if schools opted not to take the standard token boxes. Nick Binder also highlighted that the SEPP had allocated £80,000 to assist in approaching 160 schools. Further ongoing revenue support may be needed following this. Nick Binder highlighted that this support would provide a better solution than inputting a Traffic Regulation Order at significant cost, which may not work. Nick Binder also welcomed having a dedicated officer in Claire Harris providing engagement with schools.

Committee members welcomed the update provided and were keen to see a report brought back to the Joint Committee investigating the potential costs. Members also commented that it may be necessary to wait until further schools within the SEPP area have signed up to the scheme.

*RESOLVED;*

- a) That the progress of the 3PR scheme be noted
- b) That a report containing resource implications of the 3PR initiative, if implemented in the NEPP area, be brought to the next Committee meeting.

#### **34. Permit and Pay to Park Prices 2018-22**

Lou Belgrove, Parking Partnership, introduced the Permit and Pay to Park Prices 2018-22. The report requests that the Committee approve the permit prices and pay to park prices across the next four years. The report also requests that the Committee delegate powers to Officers to vary on-street prices in pay to park areas at other times to maintain parity with Off-Street prices and to introduce the changes to the Parking Orders.

Lou Belgrove explained that that previously agreed pricing structure had come to an end, and a new set of proposed charges was required. Lou Belgrove also highlighted that in order to remain flexible and to ensure that parity is kept between On-Street and Off-Street parking charges, delegated authority be given to officers to make changes to pricing as and when appropriate.

Committee members highlighted concerns regarding the increase in permit costs. Queries were raised as to the reason behind the rises and whether they truly reflect the cost of patrolling. Richard Walker informed the Committee that, in addition to the cost of patrolling, there is a socio-demographic and geographic element to the pricing, representing scarcity of space in some locations. This ensures that the cost of providing enforcement in residential parking zones is fully covered. The increase in permit parking prices amounts to approximately 3% and the partnership has to set out in advance the increase in permit price over the next four years. Richard Walker also highlighted the fact that the disparity between permit prices in different local authority areas is due to the prices that were introduced before the NEPP.

Following a further query regarding the number of parking permits in the NEPP area, Richard Walker confirmed that there are approximately 5,200 permits, which would yield £15k from the increase. Committee members agreed that it would be useful for further information on the number of permits and patrol costs to be presented at a future meeting. This would include the different permits purchased in each area.

In response to queries around the increase of the permit prices alongside the budget surplus, it was explained that the permit price covers the cost of maintaining the residents parking zones. The income from the pay and display services provides funding for other areas, and surpluses that are made are used to invest into the service in line with the development plan.

In response to a question regarding traders' permits, Richard Walker confirmed that these are for traders who work across the partnership. There is a recommendation to reduce the price which was set too high at the beginning of the process limiting the uptake.

Further clarification was made highlighting the reason between digital and paper permits costs, with the paper copies costing more due to the cost of administration, creation and storage.

It was proposed, following comments from some members of the Committee, that Permit Prices be considered again in two years' time, rather than the four years as recommended in the report. This will enable the Committee to assess the finances in two years and look again at the cost of permit prices. It was also suggested that in future reports, where permit prices are the same across the partnership this be displayed on a separate table so that it is easier to spot the differences in permit pricing across the partnership area.

With regard to the delegation of powers to officers, Richard Walker explained that this was required to ensure that the cost of parking, particularly in relation to the Epping area retained parity. The Committee were also informed that MiPermit will soon be releasing an updated app that would cover visitors' permits and residents permits.

*RESOLVED* that;

- a) Permit Prices be approved across the next two financial years to 2020, before a further report is brought to the Committee
- b) Pay to park prices be approved across the next two financial years to 2020, before a further report is brought back to the Committee.
- c) The Committee delegate powers to officers to vary the on-street prices in pay to park areas at any other time in order to maintain at least parity with off-street areas
- d) The Committee delegate powers to officers to introduce the changes to the Parking Orders.
- e) A report be brought to the Committee at the next opportunity providing information relating to the number of permits and cost of enforcement.

### **35. Delegations to Officers and Chairman Report 2018**

Richard Walker, Parking Partnership, introduced the Delegations to Officers and Chairman Report. The report requests that the Committee note the delegations to officers and the Chair of the Committee. The report also recommended that wording within the Traffic Regulation Order policy be clarified to confirm that any Traffic Regulation Order could be made under the delegation.

Richard Walker, explained that the report was brought to the Committee to ensure good governance, transparency and clarity. The report provides a reminder of the delegations that are set up as part of the agreement and seeks to clarify the wording used in the policy to ensure that all TRO's could be issued under delegated powers.

*RESOLVED* that;

- a) The delegations to officers and the Chair of the Committee be noted.
- b) That the wording in 3.4 be clarified so that it is clear that any Traffic Regulation Order

can be made under this delegation.

### **36. NEPP Technical Team Traffic Regulation Order Updates**

Trevor Degville, Parking Partnership, presented the Technical Team Traffic Regulation Order update report. The report requests that the update be noted.

Trevor Degville stated that the information contained within the report provided Committee members with an update of the schemes that had been introduced during 2017, temporary orders that had been put in place as well as the Loughton Review Phase 1.

The report also contained information on those schemes that had been advertised, however this did not include schemes in the Harlow District Council areas as they are being advertised in the week following the meeting. Trevor Degville, also confirmed that if any significant objections are received, as is standard practice, they would be brought to the next possible meeting.

Members of the Committee and Client Officers expressed thanks to the NEPP Officers for the work undertaken.

It was highlighted that the work undertaken at Mount Pleasant in Saffron Walden had not been included in the report. Thanks were also expressed for the work carried out on this project.

*RESOLVED* that the Technical Team Traffic Regulation Order update be noted.

### **37. On-Street Finance Report**

Christine Belgrove, Parking Partnership, introduced the On-Street Finance report. The report requests that the Committee note the financial position after period 10 2017/18 and to approve the proposed budget for 2018/19.

Christine Belgrove explained that whilst the income from Penalty Charge Notices and Pay and Display areas currently remains on track the outturn figure at the end of the year is likely to change due to the recent weather conditions. The outturn position for resident parking is slightly over budget due to the number of schemes brought in.

In response to a query regarding the budget for Traffic Regulation Orders, Richard Walker explained that for next year's budget this has been moved from the traffic regulation order line into the supplies and services section. This will be moved back when in the 2018-19 financial year.

*RESOLVED* that;

- a) That the financial position after period 10 2017/18 be noted.
- b) That the proposed budget for 2018/19 be approved.

### **38. North Essex Parking Partnership Annual Report**

Richard Walker, Parking Partnership, introduced the North Essex Parking Partnership Annual Report. The report requests that the accompanying text of the Annual Report 2016/17 be noted and that the Annual report be published in the revised style which will set up for the format for future publications.

Richard Walker explained that in line with the statutory guidance the Joint Committee had previously received the data that would be included in an annual report. This report

provides information relating to the text that would be used in a more visually appealing and customer friendly report. Richard Walker highlighted the Brighton and Hove Council Annual Parking Report as an example to follow. Richard Walker also informed the Committee that he has been pushing for a more consistent approach for annual reports nationally.

*RESOLVED* that;

- a) The accompanying text for the Annual Report 2016/17 be noted
- b) The report be published in a revised style that will set up the format for future publications.

### **39. Forward Plan 2018/19**

Jonathan Baker, Colchester Borough Council, introduced the Forward Plan 2017/18. The report requests that the North Essex Parking Partnership Forward Plan for 2017/18 be noted.

Jonathan Baker highlighted that the Committee had suggested that three items be included in the work programme for the next municipal year during this meeting. This included an update on the number of permits issued within the NEPP area and cost of enforcement, as well as a report on the cost implications of the 3PR initiative. The Committee also requested that further information on the footway and obstructive enforcement powers be provided at a future meeting. All three items will be scheduled for the next municipal years' work programme.

*RESOLVED* that;

- a) The Forward Plan 2017/18 be noted

### **40. Urgent Items**

#### **NEPP TRO Review and Combined ECC ParkMap Implementation proposal**

Following agreement from the Committee Chairman, Richard Walker provided information regarding the NEPP Traffic Regulation Order review and combined Essex County Council ParkMap implementation proposal. This item was required as urgent due to the fact that the South Essex Parking Partnership had already agreed to this scheme and if the NEPP were proceed it would ensure a single mapping approach across the whole of Essex and lead to efficiency savings.

Richard Walker explained that at the June 2017 Joint Committee meeting, members agreed that £80,000 be spent on remapping the NEPP area which will assist with creating TRO's and providing information to the public.

Following this, the plans have been further developed to move to a line based mapping scheme, which will enable both members of the public and contractors to see exactly where existing and proposals TRO's will be situated.

Nick Binder, SEPP, informed the Committee that this project started following a desire to do a health check on the current lines in place in the South Essex area. This led to discussions with providers and the possibility of using a line based system which was easier to map and could be provided at a lower cost than the polygon system.

The Committee were informed that moving to this system would cost approximately £108,000 and include some additional works.

Committee members welcomed the possibility of improved mapping and technology.

Further confirmation was requested regarding who would own the system. Richard Walker stated that whilst Essex County Council would provide the technology platform, but that this would need to be funded by the NEPP and the SEPP in order to proceed.

*RESOLVED* that:

- a) The Joint Committee note the update on the NEPP TRO Review and Combined ECC ParkMap implementation proposal.
- b) The Joint Committee delegate authority to the Chairman to approve the funding for the NEPP TRO Review, following circulation of a report to all Client Officers.

# **NORTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE FOR OFF-STREET PARKING**

**22 March 2018 at 1.00pm**

**Council Chamber, Epping Forest District Council, Essex**

Executive Members Present:-

Councillor Mike Lilley (Colchester Borough Council)  
Councillor Danny Purton (Harlow District Council)  
Councillor Howard Ryles (Uttlesford District Council)

Also Present: -

Michael Adamson (Parking Partnership)  
Jonathan Baker (Colchester Borough Council)  
Christine Belgrove (Parking Partnership)  
Richard Block (Colchester Borough Council)  
Frances Britton (Parking Partnership)  
Emma Day (Parking Partnership)  
Trevor Degville (Parking Partnership)  
Jake England (Parking Partnership)  
Laura Hardisty (Colchester Borough Council)  
Simon Jackson (Uttlesford District Council)  
Councillor Robert Mitchell (Essex County Council)  
Samir Pandya (Braintree District Council)  
Shane Taylor (Parking Partnership)  
Richard Walker (Parking Partnership)

## **12. Minutes**

*RESOLVED* that the minutes of the meeting held on 14 December 2018 were confirmed as a correct record.

## **13. Off-Street Financial Report**

Christine Belgrove, Parking Partnership, introduced the Off-Street Financial report. The report requests that the Joint Committee note the financial position as set out in the report.

Christine Belgrove informed the Committee that the forecast outturn for the budget is for a small surplus of £4,000. Committee members were informed that the two errors in the variance column, highlighted in discussion with Client Officers, had been corrected. In addition, it was confirmed that the Off-Street overspend in supplies and services was a result of delayed invoices that are anticipated to be paid.

Jonathan Baker, Colchester Borough Council, confirmed to Committee members that as this was the last meeting, closure of the Off-Street accounts would be incorporated into a future On-Street meeting. Minutes from this item, and the meeting as a whole would be incorporated into the next On-Street meeting agenda.

A member of the Committee queried the length of notice that would need to be served if a partner authority wished to withdraw from the Service Level Agreements. Richard Walker confirmed that partner authorities could opt for one, three or four yearlong service level agreements. Longer service level agreements would contain

certain discounts as this allows for use of long term contractors, presenting additional savings. Richard Walker stated that the service level agreements are ready to be signed by each authority.

*RESOLVED* that the Off-Street Financial report be noted.



# North Essex Parking Partnership

Meeting Date: 21 June 2018  
Title: Technical Report  
Author: Trevor Degville, NEPP Technical Manager  
Presented by: Trevor Degville

**This report asks the committee to consider traffic order scheme prioritisation for scheme 10075 at Audley Court, Saffron Walden and request for review of a previously installed scheme at Catons Lane, Saffron Walden.**

## **1. Recommended Decision(s)**

- 1.1. To consider and approve traffic regulation proposal 10075. Other options are to defer or reject the proposal.
- 1.2. To approve amendments being made to Catons Lane (Saffron Walden) resident permit scheme and surrounding areas following request for review.
- 1.3. To approve a change to the NEPP Traffic Regulation Orders General Policy to ensure that any future reviews that are agreed are counted as one of the relevant councils allotted prioritised proposals (generally a maximum of 6 per year)

## **2. Reasons for Recommended Decision(s)**

2.1. Members are asked to consider the following for approval:

- a) prioritisation of scheme 10075 to enable deliveries to be made;
- b) reduction in the size of the Catons Lane permit scheme and introduction of waiting restrictions nearby following requests for review;
- c) To control the number of future reviews that NEPP undertakes and ensure that most requests are made via the standard TRO application process

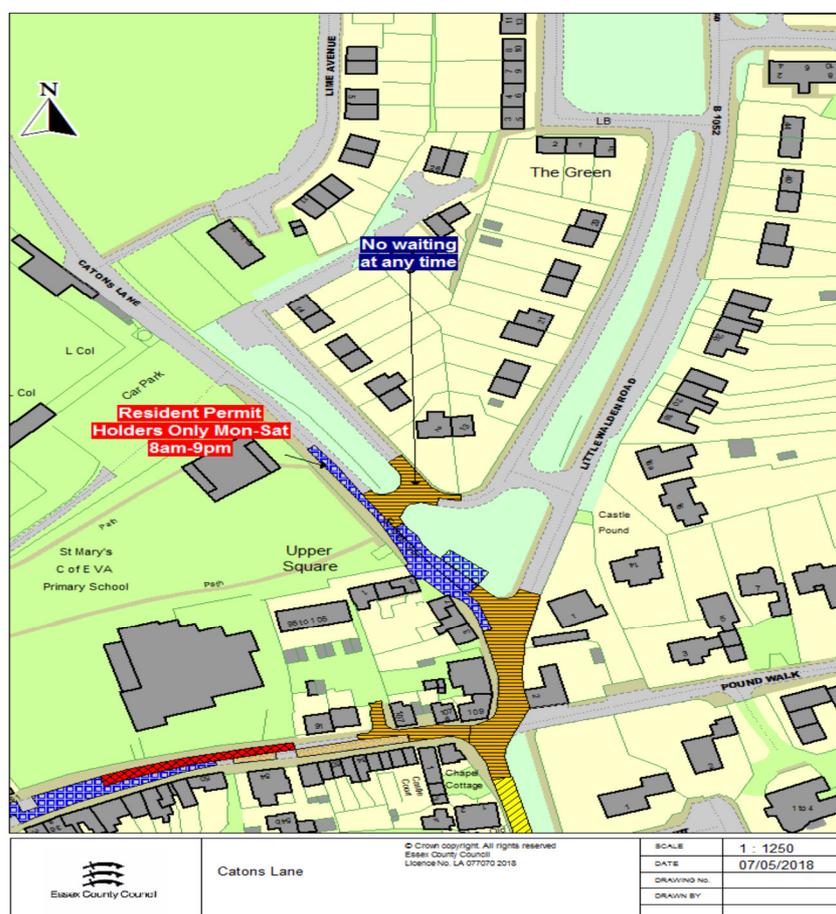
## **3. TRO Scheme Proposal : Scheme 10075 – Audley Court Saffron Walden**

- 3.1. At the December 2017 JPC it was agreed that proposed traffic regulation orders would generally be considered at the October meetings. However, the committee indicated that there needed to be an element of flexibility to the process if there were urgent traffic regulation order applications that the partner authority considered appropriate to be approved at other times of the year.
- 3.2. A request for the application 10075 to be considered and approved by the committee at the June JPC has been received from a local councillor. The request is supported by Uttlesford District Council.
- 3.3. If this request is approved Uttlesford District Council would have a maximum of 5 recommendations for approval at the October meeting compared to the 6 available to other partner authorities.

Ref Number	District	Road	Type of restriction	Reasons for restrictions	Partner authority recommendation
10075	Uttlesford	Audley Road (Saffron Walden)	Parking Bay	To allow deliveries and visitors to Audley Court residential home	Approve

#### 4. Review of Catons Lane permit scheme (Uttlesford District)

- 4.1. The Catons Lane resident permit scheme was introduced by NEPP in 2016. A request for a review of the permit scheme has been received one of the local ward councillors on the district and town council. This is the first review that has been requested following changes to the NEPP traffic regulation order policies in 2016.
- 4.2. The 2016 Traffic Regulation Orders General Policy allows for a review of traffic regulation orders (pages 3 – 5 of the policy). In particular relevance is the following, “the local community can ask for a review if they believe that parking restrictions should be changed as a result of changed circumstances or if they believe that restrictions have had unintended consequences”. In addition, as a matter of good practice there are occasions when traffic regulation orders that have been introduced may need to be reviewed to ensure that they have met the original aims of the scheme.
- 4.3. In this case the resident permit scheme has reserved on-street parking for residents and their visitors but the displacement of vehicles onto Little Walden Road and other nearby residential areas has caused problems for residents, other road users and traffic flow.
- 4.4. The review requests that the area given to residents is reduced. It is anticipated that this will still allow sufficient space for residents and their visitors but will also allow additional unrestricted areas for non-residents, such as parents/guardians to the nearby primary school. It has also been requested that waiting restrictions are extended/added to parts of Little Walden Road to help counteract the displacement of vehicles that has occurred.
- 4.5. Map showing current restrictions





# North Essex Parking Partnership

Meeting Date:	21 <sup>st</sup> June 2018
Title:	Proposal for funding to implement 3PR schools project
Author:	Emma Day – Parking Systems Team Leader
Presented by:	Emma Day – Parking Systems Team Leader

This report sets out details of the 3PR scheme and a programme for implementation. The scheme helps to reduce congestion during the school run by having an unofficial parking zone patrolled by pupils and staff

## 1. Recommended Decision(s)

- 1.1. To agree £50k funding to be set aside to enable the implementation of the 3PR schools project across all districts and boroughs enforced by North Essex Parking Partnership (NEPP).

## 2. Reasons for Recommended Decision(s)

- 2.1. To implement an extension of the successful South Essex Parking Partnership (SEPP) 3PR project across NEPP.

## 3. Alternative Options

- 3.1 To take no action and allow inconsiderate and dangerous parking and congestion to continue, with possible risks to the safety of the school children.

## 4. Supporting Information

- 4.1. The scheme has been successful in reducing congestion around school entrances by engaging with the school children who are responsible for the patrolling and monitoring the 3PR Zone.

## 5. Background Information

- 5.1. 3PR, the 3 parking rules, which was developed by SEPP is a project which focuses on safer parking around primary schools. The 3PR project has been administered to 10 schools across SEPP in its first year.
- 5.2. The aims of the scheme are to: –
  - Safer Parking: Improved Behaviour
  - Improved Attitude
  - Cohesive Approach
  - Community Engagement
  - Reduced Car Journeys
  - Healthier Journeys

The goals of the scheme are: –

- To improve safety and traffic flows at peak times
- To change behaviour and attitudes to parking at schools
- To provide schools with the means to manage school parking

The outcomes will include: –

- Cohesive approach to tackling school parking problem
- Schools promoting and participating in the project
- Alternative journeys to school promoted and actively used

- 5.3. There are two 3PR packages available, the choice of which is dependent on the needs of the school and viability of the location; the project manager will advise the best fit.

#### **Package A1 – 3PR Zone**

This is an unofficial parking zone, patrolled by the children. Any child who walks, scoots or cycles into the 3PR zone will receive a token. The tokens will be counted and at the end of each week and/or month the class with the most tokens will receive the 3PR Class Winner Trophy and class certificate.

Schools who sign up for 3PR will be provided with lamp post zone signage, railing banners, information booklets, 3PR branded Hi-vis tabards and hats for the children, tokens and tokens boxes for each class.

The school will also be provided with a 3PR class winner's trophy and class certificate. The school will decide if the class winner will be decided weekly or monthly.

Each school should also be recording the weekly/monthly class winners and at the end of the academic year the class who have received the 3PR Class Winners Trophy the most will be named 3PR Champions. The winning class will receive a reward. Reward to be agreed.

#### **Package A2 – 3PR Zone with a Park and Stride**

In addition to Package A1, features include an alternative place for parents to park. Park and Stride is a great way of encouraging parents to park further away. This helps in reducing the number of cars passing the school and increases the walk to school (maximum of 10 minutes), promoting health.

Where possible the 3PR Project Officer will look to find a suitable location for a Park and Stride Scheme and work with the school to make an agreement with the local business owner/village hall keeper etc. Parents will be provided with car stickers.

#### **Package B – Where a 3PR zone is not suitable**

For schools where a 3PR Zone wouldn't be suitable as it would remove too many parking spaces, we would create a parking map with pictures of problem areas and giving advice but there wouldn't be a zone and it would not include the token element of the project.

It is important to try to offer the full 3PR package as it has the 'buy in' from the children which ultimately can often persuade parents to change behaviours, however it is not always feasible.

- 5.4. Having a choice of two packages will help to keep 3PR in its true form and will stop the brand from being diluted. This also keeps a consistent message County-wide.

- 5.5. In order to deal with the potential demand for the implementation of 3PR across NEPP, certain criteria will have to be met in order for a school to be considered: –
- 3PR Project Manager will carry out an initial review of the school, at school run time;
  - Number of complaints pertaining to parking outside the school received by North Essex Parking Partnership; and
  - Number of PCNs issued on schools restrictions within the last 12 months
- 5.6. The initial review of the school may show the school is not suitable for 3PR so they will be offered the 2nd package and any additional advice and enforcement, where possible.
- 5.7. We are looking at implementing 3PR at a minimum of 10 schools in the first year (2 per district or borough). We have been approached by 4 schools already – 2 with funding.
- 5.8. Our parking patrols will be compiling a list from information they have of the Primary Schools experiencing the most issues.

## **6. Publicity Considerations**

- 6.1. 3PR has its own website ([www.schoolparking.org.uk](http://www.schoolparking.org.uk)) which carries most of the publicity material. SEPP has paid for the initial set up costs of the project, although NEPP logos and information will be added to the website and stationery, at nominal cost.
- 6.2. NEPP will also carry a page on its website outlining the scheme and providing links to the 3PR site.
- 6.3. The Project Manager will work with the school to deliver other communications necessary.

## **7. Financial implications**

- 7.1. Funding is required to be able to offer 3PR across the boroughs and districts managed by NEPP.
- 7.2. The Project Manager role will be absorbed by existing resources.
- 7.3. The full 3PR package costs £500. This figure has been calculated on an average primary school (see Appendix 1). If schools are unable to fund the project themselves, they may apply for limited grant funding from NEPP.

## **8. Other implications**

- 8.1. The Committee has already approved in principle the decision to proceed, and this report sets out the financial and publicity considerations.
- 8.2. Beyond the details above, there are no particular Equality, Diversity and Human Right implications, no particular Health and Safety considerations and no particular Health and Safety considerations.

## **Background Papers**

None

## Appendix 1 – Breakdown of item costs

<b>Resources</b>	<b>Estimated Cost Per item</b>
3PR Railing Banner	<b>£55</b>
A4 Lamp post signs	<b>£7.50</b>
3PR 12-page information booklet	<b>50p</b>
3PR Parking Map and information leaflet	<b>£65 Design Fee</b>
3PR Park and Stride Map and information Leaflet	<b>£65 Design Fee</b>
3PR Park and Stride Car Window Sticker	<b>Design Fee 70 stickers - £89</b>
3PR Tokens (500 per bag)	<b>£54</b>
3PR Token Boxes	<b>£5.50</b>
3PR Backing Cards for Token Boxes	<b>£2.00</b>
3PR Class Winners Trophy	<b>£30.00</b>
3PR Class Winners Certificate	Free – PDF
3PR Patrol – High Viz tabard (Child)	<b>£7.70</b>
3PR Patrol – Cap (Child)	<b>£5.70</b>
3PR road signs (3PR figure)	<b>£200</b>
3PR Patrol – High Viz tabard (Adult)	<b>£8.80</b>
3PR Patrol – Cap (Adult)	<b>£6.50</b>
3PR Badges	<b>50p</b>



# North Essex Parking Partnership

Meeting Date: June 2018  
Title: Annual Governance Review and Internal Audit  
Author: Hayley McGrath, Corporate Governance Manager, Colchester BC  
Presented by: Hayley McGrath

**The report considers the Governance Review and Internal Audit of the North Essex Parking Partnership for the year 2017/18.**

## **1. Recommended Decision(s)**

- 1.1. The Joint Committee is requested to note the annual governance review of the North Essex Parking Partnership, and
- 1.2. Review and comment on the attached Internal Audit report for the North Essex Parking Partnership (NEPP).

## **2. Reasons for Recommended Decision(s)**

- 2.1. The service is provided by the lead authority on behalf of the partners and it is therefore appropriate that the joint committee is provided with assurance that the service is being appropriately managed.

## **3. Background Information**

- 3.1. Previously the Accounts and Audit regulations required the Joint Committee to annually review the service's internal control arrangements and complete a governance statement and a small bodies return. However the minimum turn-over limits have been raised and the service no longer has a duty to complete these items.
- 3.2. Whilst the small bodies return is no longer required, it is felt appropriate that the joint committee is still provided with an assurance about the effectiveness of the internal control arrangements and the internal audit review forms a significant part of the review.
- 3.3. All audit reports are given one of four assurance ratings – no assurance, limited assurance, substantial assurance or full assurance. This is based on the number and severity of the recommendations. A guide to assurance levels and recommendations is set out at Appendix 1.

## **4. 2017/18 Governance Review**

- 4.1. The small bodies return required the Committee to confirm that the service had complied with several areas of governance. Therefore the review has assessed the following areas:
  - An adequate system of internal control was maintained including measures designed to prevent and detect fraud and corruption.
  - Risks were appropriately assessed and controlled.
  - Accounting records and control systems were subject to an effective system of internal audit.
  - Appropriate action was taken in respect of any external and internal audit recommendations.

- 4.2. Many of the systems that the service uses are managed by Colchester Borough Council and are subject to their internal control procedure and review processes. Colchester Borough Council has a duty to produce an Annual Governance Statement and this indicates that an effective system of control has been in operation during 2017/18.
- 4.3. Overall there are adequate systems of control in place in the North Essex Parking Partnership and the areas of concern have been highlighted in the Internal Audit report, which is outlined below.

## **5. 2017/18 Audit Review**

- 5.1. The audit was carried out in April 2018 and the final report was issued in May 2018. The results of the audit are contained in the report attached at Appendix 2.
- 5.2. There were 5 recommendations relating to NEPP – none at level 1, five at level 2 and none at level 3, which resulted in a Substantial Assurance rating.
  - Management Information – the Annual Report statutory requirements were met, but the full NEPP Annual Report was not published until March 2018; the finished document will be published prior to the AGM.
  - Collection Procedures – whilst the contract assigns mitigation of risk, the council needs to obtain copies of the contractor’s risk assessment.
  - Timeliness of Reconciliation – some reconciliations were delayed due to paperwork being delayed by contractor. No reconciliations were missed.
  - Debt Management – system interface with all collection agencies will be required in new SLA upon re-tendering this year.
- 5.3. All recommendations have been accepted. A substantial assurance has been given.

## **6. Conclusion and Recommendations**

- 6.1. There have been no significant governance issues raised during the year and the audit process did not highlight any areas of concern that effect the overall control arrangements of the partnership.
- 6.2. The review has demonstrated that the governance arrangements for the partnership continue to be effective. However, there are some internal controls that could be strengthened, and these are set out as recommendations in the attached internal audit report.
- 6.3. Members are asked to review and comment on the governance processes and internal audit report.

## **7. Standard References**

- 7.1. Having considered consultation, equality, diversity and human rights, community safety, health and safety and risk management implications, there are none that are significant to the matters in this report.

## Key to Assurance Levels

### Assurance Gradings

Internal Audit classifies internal audit assurance over four categories, defined as follows:

<b>Assurance Level</b>	<b>Evaluation and Testing Conclusion</b>
Full	There is a sound system of internal control designed to achieve the client's objectives. The control processes tested are being consistently applied.
Substantial	While there is a basically sound system of internal control, there are weaknesses, which put some of the client's objectives at risk. There is evidence that the level of non-compliance with some of the control processes may put some of the client's objectives at risk.
Limited	Weaknesses in the system of internal controls are such as to put the client's objectives at risk. The level of non-compliance puts the client's objectives at risk.
No	Control processes are generally weak leaving the processes/systems open to significant error or abuse. Significant non-compliance with basic control processes leaves the processes/systems open to error or abuse.

### Recommendation Gradings

Internal Audit categories recommendations according to their level of priority as follows:

<b>Priority Level</b>	<b>Staff Consulted</b>
1	Major issue for the attention of senior management and the Governance Committee.
2	Important issues to be addressed by management in their areas of responsibility
3	Minor issues resolved on site with local management.



Colchester Borough Council  
Final Internal Audit Report  
Parking Partnership Including Income (Ref: 331)

June 2018

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# 1. Executive Summary

## 1.1. Introduction

This internal audit details the results of the internal audit of the controls in place over Parking Partnership including Income and has been undertaken in accordance with the approved Internal Audit Plan for 2017/18. Our audit approach and a summary of the work undertaken are provided in the Audit Framework in Appendix 1.

## 1.2. Background

The North Essex Parking Partnership (NEPP) was established in April 2011. The Council is the Lead Partner whilst the partner authorities are Harlow District Council, Braintree District Council, Epping Forest District Council, Uttlesford District Council, Tendring District Council and Essex County Council. A Joint Committee has been formed for the purpose of overseeing the partnership, which consists of both on-street and off-street parking. Tendring District Council, Epping Forest District Council and Essex County Council are not part of the off-street arrangements and a limited off-street parking service is provided for Harlow District Council. The cash collection service has been outsourced to G4S since October 2014.

## 1.3. Audit Opinion

Audit Opinion & Direction of Travel	No Assurance	Limited Assurance	Substantial Assurance	Full Assurance
	We categorise our opinions according to the assessment of the controls in place and the level of compliance with those controls.			
				
				
<b>Rationale Supporting Award of Opinion and Direction of Travel</b>	<p>The audit work carried out by Internal Audit (the scope of which is detailed in Appendix 1) indicated that:</p> <p>While there is a basically sound system of internal control, there are weaknesses, which put some of the Council's objectives at risk. There is evidence that the level of non-compliance with some of the control processes may put some of the Council's objectives at risk.</p> <p>This opinion results from the fact that we have raised five Priority 2 recommendations; full details are included in the body of the report.</p> <p>The previous audit of this area was completed in January 2017, when a Substantial opinion was awarded. As a result, there has been no change in the direction of travel.</p>			

#### 1.4. Summary of Findings

##### **Partnership Agreement**

A signed agreement is in place between the Council, as lead authority, and the partner authorities. The NEPP Joint Committee Agreement (the Agreement) comprises key sections concerning finance arrangements, monitoring of the NEPP and outlines the responsibilities of the Council as lead authority for providing support and assistance. An extension of the Agreement for a further four years has been approved and will be in place from 1 April 2018.

##### **Policies and Procedures**

The NEPP currently has a five-year Strategy and Development Plan in place that was implemented during the 2013/14 financial year and was updated in March 2015. The Strategy and Development Plan comprises sections including a mission statement and details the overall vision, aims and objectives of the Partnership. A Parking Partnership Development Plan 2018-22 has been approved and will be in place from April 2018, alongside the extension of the current agreement, which included a mission and vision section as well as aims and objectives. A supplementary document for this has also been approved and includes the organisational structure up to 2022.

Documented procedures covering the current operational processes are in place for the NEPP and can be found on the NEPP's website. The Chipside system is used to administer daily processes within the NEPP, such as the issuing of Parking Charge Notifications (PCNs) and permits, which allows information concerning issued PCNs and parking permits to be easily located, including payments received and processes actioned.

Staff are advised of any important changes to the NEPP's operational practices through the use of the Yammer network and newsletters that are emailed to staff. There is also a staff information pack which can be found within the shared drive, which comprises a complete list of the parking tariffs for the car parks across the different regional areas covered by the NEPP.

##### **Accounting for Income**

The Joint Committee approved the NEPP's budget for the 2017/18 financial year at its meeting in March 2017. Testing confirmed that the quarterly contribution fees for those involved within the off-street parking agreement are being raised promptly and in accordance with the agreement and these payments have been accounted for within the accounts of the partner authorities.

Our testing of a random sample of income relating to 10 parking permits and PCNs collected by the Council confirmed that the income had been paid over to the partner authorities and was for the correct amount. Transactions had been approved in accordance with the Council's Authorised Signatory List and posted under the correct partner account code.

Daily reconciliations are now undertaken by Chipside for PCNs; since the NEPP started using Sage Pay for the collection process. Chipside send the reconciliation spreadsheets monthly to the NEPP. The monitoring spreadsheet completed by the Council, includes the date, variances between the system totals and the method of payment used. Income received in the bank is transferred to a holding account which is then reconciled to Chipside files (individual transactions) and reports (daily transactions).

**Season Tickets**

Parking tariffs have been made available to staff and the public via the NEPP website. For on-line purchases of season tickets, the price automatically appears upon selection of the car park and duration period.

Reconciliation of season tickets are performed on a daily basis. Testing of a random sample of 20 reconciliations confirmed that they had been performed promptly, the supporting documentation had been signed and dated by the preparer, and they had been independently reviewed.

**Partnership Costs**

As mentioned above, the Joint Committee approved the NEPP's budget for the 2017/18 financial year in March 2017. Testing confirmed that parking expenditure for the NEPP had been administered and authorised by the Council in accordance with the Agreement and in all cases selected, documentation was available to support the transaction.

**Joint Committee**

There is an established Joint Committee with specific responsibilities to oversee the governance arrangements of the Partnership in line with the Agreement. It was confirmed that the Joint Committee meet on a quarterly basis in accordance with the Agreement. Supporting documentation for the meetings are held on the NEPP's website. These meetings are used to discuss any NEPP or operational issues.

The agenda and supporting documentation for the Joint Committee meeting is published on the NEPP's website in advance of the scheduled meetings and this was confirmed for the meeting scheduled for December 2017. Provisional meeting dates for both Client Officer and Joint Committee meetings are published at the end of the financial year for the following year. Client Officer Meetings are held in the month prior to the Joint Committee meetings.

The NEPP Annual Accounts for the 2016/17 financial year, along with the Annual Governance Statement, were approved by the Joint Committee at their meeting in June 2017 and then published. Whilst the statutory requirements to report statistics were complied with (reported at the June 2017 AGM), the Annual Report for 2016/17 has not yet been prepared for approval by the Joint Committee. A recommendation has been raised (Recommendation 1).

**Management Information**

Budget reports have been produced detailing the financial position of the NEPP at the end of the 2016/17 financial year and forecast for 2017/18. The financial position as at the end of period 6 (September 2017) was reviewed by the Joint Committee at the meetings held in October 2017.

**Procedures for the Collection of Car Park Fees**

The responsibility for the collection of parking fees are undertaken by G4S. The contract between G4S and the NEPP has been extended for a further two years through to December 2018, with a three month termination notice period option from either party. G4S are responsible for the collection of cash from the partners and a risk assessment covering the processes should be undertaken by the Council or by G4S and shared, we were unable to verify whether this had been done. A recommendation has been raised (Recommendation 2).

### **Security and Accuracy of Car Park Income Collection**

Income collected and banked by G4S is matched to the income received as reported by the car parking machines on a daily basis, with details of any variances undergoing investigation. An initial reconciliation is undertaken by the Parking Business Specialist followed by a second reconciliation, once additional machine readings have been received. Following completion, an independent review is undertaken by the Business Manager.

Testing of a random sample of 20 reconciliations confirmed that 12 of the initial reconciliations were undertaken within a two week period of the cash collection; the remaining eight were completed between three and four weeks after the cash collection. The majority of second reconciliations were completed within a few days of the initial reconciliation. In all cases tested, supporting documentation was available for review and had been signed and dated by the preparer. Testing identified that there were delays in completing the independent review, and in two cases the reconciliation had not been signed and dated to evidence whether an independent review had been undertaken. A recommendation has been raised (Recommendation 3).

There are no written procedures for the car parking income function covering the day to day processes. We did confirm as part of our testing that cash variances of over £50 are referred to G4S for investigation, however they are not currently reported to the Corporate Governance Manager for further investigation if required. A spreadsheet is maintained by the Parking Business Specialist, which outlines the progress of claims made to G4S throughout the year. However, the two claims made this year were rejected by G4S due to being received after the three months "cut-off" deadline. A recommendation has been raised (Recommendation 4).

### **Production and Review of Management Information including Variance Reporting**

Budget statements detailing any variances are received by the Parking Partnership Group Manager from the Finance Business Partner on a monthly basis for review.

### **Access to Car Park Pay Point Keys**

Registers are maintained which covers the issued keys for car parking machines across the NEPP and the keys for the Council's car parks. The register was last reviewed in October 2017 and the register was due to be amended again following a colleague leaving.

### **Debt Management including Bailiffs and Write Offs**

Documented procedures are in place for debt recovery outlined by the Joint Committee of England and Wales for the Civil Enforcement of Parking and Traffic Regulations Outside London (PATROL). Testing of a random sample of 20 PCNs issued this financial year, confirmed that in each case, appropriate action had been taken including the issuing of a Notice to Owner, responding to informal and formal challenges and where appropriate a Charge Certificate resulting in a penalty increase of 50%. Orders for Recovery and the assignment of bailiffs were also processed where debts remained outstanding.

The NEPP has a Debt Cancellation Policy, which outlines the appropriate stages to be followed prior to a write-off and the authorisation that must be sought. However, the final step of authorisation outlined (sign-off by the Section 151 Officer) is not followed as a PCN is a Civil Penalty rather than a debt so there is no outstanding debt within the Council's system. A recommendation has been raised (Recommendation 5).

The Council's parking debt recovery arrangements are in place via membership of the Rotherham Framework Agreement. There are signed agreements with the three bailiffs; Jacobs, Newlyn and Rossendales, which are in place until 31 August 2018. The Parking Systems Team Leader maintains a spreadsheet of income received from the bailiff, which is signed-off and sent to the Income Team to assign the income against the PCN.

Once a PCN has been 'written-off', it is inactivated on the Chipside system. However, it was found that no PCNs have been inactivated this year due to a fault in the system between Marston (a sister company of Rossendales) and Chipside. The Council are chasing Marston's to fix this and will inactivate the relevant cases once they have done so (see Recommendation 5).

#### 1.5. **Acknowledgement**

We would like to thank staff at Colchester Borough Council for their assistance during the audit.

## 2. Observations and Recommendations

The recommendations from the report are presented below to assist you with the implementation of change.

Adequacy and Effectiveness Assessments (definitions are found in Appendix 2)	Area of Scope	Adequacy of Controls	Effectiveness of Controls	Recommendations Raised		
				Priority 1	Priority 2	Priority 3
	Partnership Agreement	Acceptable	Effective	0	0	0
	Policies and Procedures	Acceptable	Effective	0	0	0
	Accounting for Income	Acceptable	Effective	0	0	0
	Season Tickets	Acceptable	Effective	0	0	0
	Partnership Costs	Acceptable	Effective	0	0	0
	Joint Committee	Acceptable	Effective	0	0	0
	Management Information	Acceptable	Partly Effective	0	1	0
	Procedures for the Collection of Car Park Fees	Acceptable	Partly Effective	0	1	0
	Security and Accuracy of Car Park Income Collection	Acceptable	Partly Effective	0	2	0
	Production and Review of Management Information including Variance Reporting	Acceptable	Effective	0	0	0
	Access to Car Park Pay Point Keys	Acceptable	Effective	0	0	0
	Debt Management including Bailiffs and Write Offs	Acceptable	Partly Effective	0	1	0
<b>Total</b>				<b>0</b>	<b>5</b>	<b>0</b>

**Management Information**

## 2.1 Annual Report

Priority 2

<b>Recommendation</b>	<b>Rationale</b>	<b>Responsibility</b>
The NEPP Annual Report should be received by the Joint Committee within six months of the financial year end.	<p>Producing the Annual Report will provide the Joint Committee and other recipients with additional assurance on the performance of the NEPP.</p> <p>Whilst the statutory requirements to report statistics were complied with (reported at the June 2017 AGM), the NEPP Annual Report for the 2016/17 financial year has not yet been published.</p> <p>Where the Annual Report is not published, there is an increased risk that the NEPP is not seen as open and transparent and its performance is open to challenge.</p>	Group Manager
<b>Management Response</b>		<b>Deadline</b>
<p>The requirement to publish statistics was met by June 2017.</p> <p>The Group Manager was seconded away from the service between September and December 2017, meaning that this piece of work was delayed. The full text of the report was published at the March 2018 meeting, and the full document will be published in new format prior to the June 2018 AGM.</p>		31 July 2018

**Procedures for the Collection of Car Park Fees**

## 2.2 Risk Assessment

Priority 2

<b>Recommendation</b>	<b>Rationale</b>	<b>Responsibility</b>
<p>To help ensure that safety of staff and visitors, the Council should undertake a risk assessment of the cash handling at the car parks, or receive assurances from G4S that they have done so.</p> <p>If reliance is placed on G4S, a copy of the risk assessment should be obtained.</p>	<p>Undertaking a risk assessment or obtaining assurance from G4S that they have completed one, will provide management with additional assurance that the safety of staff and visitors in a cash handling environment have been considered.</p> <p>The Council has not undertaken a risk assessment or received assurance from G4S that arrangements for collection of cash and the safety of staff and visitors have been considered.</p> <p>Where a risk assessment is not undertaken, there is an increased risk that staff and visitors are put at risk as a result of manageable risks not being addressed / mitigated against.</p>	Technical Manager
<b>Management Response</b>		<b>Deadline</b>
The contract states how risk should be mitigated by the contractor; the contractor's Risk Assessments to be acquired.		31 August 2018

### Security and Accuracy of Car Park Income Collection

#### 2.3 Timeliness of independent review of Daily Cash Collection Reconciliations

Priority 2

Recommendation	Rationale	Responsibility
<p>Reconciliations should be completed and independently reviewed in a time manner, to help ensure that any differences are raised with G4S promptly.</p> <p>Consideration should be given to training Team Leaders to complete the independent review to provide additional coverage during busy periods.</p>	<p>Reconciling and independently reviewing car park income will provide management with additional assurance that the figures are accurate and enable differences to be investigated in a timely manner.</p> <p>Testing of a random sample of 20 reconciliations confirmed that 12 of the initial reconciliations were undertaken within a two week period of the cash collection; the remaining eight were completed between three and four weeks after the cash collection. The majority of second reconciliations were completed within a few days of the initial reconciliation. In all cases tested, supporting documentation was available for review and had been signed and dated by the preparer.</p> <p>Testing identified that there were delays in completing the independent review, and in two cases the reconciliation had not been signed and dated to evidence whether an independent review had been undertaken.</p> <p>Where reconciliations are not completed and independently reviewed, there is an increased risk that discrepancies are not identified in a timely manner and remain unresolved, which could result in the NEPP not receiving all monies due.</p>	Business Manager
<b>Management Response</b>		<b>Deadline</b>
<p>Reconciliations to be completed or followed up with the contractor in a timelier manner, where the contractor does not provide documentation returns. Unresolved discrepancies to be notified to the Corporate Governance Manager.</p>		31 August 2018

## 2.4 Written Procedures for the Collection of Cash

Priority 2

Recommendation	Rationale	Responsibility
<p>Procedure should be developed covering the Cash Collection processes which the Council / NEPP are responsible for, including reconciliations, cash differences etc.</p>	<p>Having written procedures in place will provide management with additional assurance that staff are aware of processes to be undertaken and how to perform them in the event of staff absence.</p> <p>We have been advised that there are no formal documented procedures in place. As part of our testing, we identified two differences of over £50. These were not raised with G4S within the agreed three month receipt of cash to query period and as a result, they were rejected. In addition, all differences of greater than £50 should be reported to the Corporate Governance Manager.</p> <p>Unless formal procedures are in place, there is an increased risk that staff fail to operate effectively and efficiently or in accordance with management requirements.</p>	<p>Business Manager</p>
Management Response		Deadline
<p>Procedure notes to be provided and discrepancies to be notified to the Corporate Governance Manager in a timely manner.</p>		<p>31 August 2018</p>

**Debt Management including Bailiffs and Write-Offs**

## 2.5 Debt Cancellation Policy

Priority 2

<b>Recommendation</b>	<b>Rationale</b>	<b>Responsibility</b>
<p>The Debt Cancellation Policy should be reviewed and updated where appropriate, so they are in line with working practices.</p> <p>In addition, the NEPP should ensure that Marston (a sister company of Rossendales; one of the three bailiffs used,) resolve the issue around inactivation of accounts that cannot be recovered.</p>	<p>Having up to date Debt Cancellation procedures, which reflect working practices will help ensure that officers are acting in accordance with management requirements.</p> <p>The NEPP has a Debt Cancellation Policy, which outlines the appropriate stages to be followed prior to a write-off and the authorisation that must be sought. However, the final step of authorisation outlined (sign-off by the Section 151 Officer) is not followed, as a PCN is treated as a Civil Penalty rather than a debt, so there is no outstanding debt recorded within the Council's system. Once a PCN has been 'written-off', it is inactivated on the Chipside system. However, it was found that no PCNs have been inactivated this year due to a fault in the system between Marston and Chipside. The Council are chasing the appropriate bailiff to fix this and will inactivate the relevant cases once they have done so.</p> <p>Unless the Debt Cancellation Policy conforms with working practices, there is an increased risk that officers fail to act appropriately, resulting in challenge from members of the public that have been issued a PCN.</p>	Business Manager
<b>Management Response</b>		<b>Deadline</b>
More robust system interface to be required by new debt contract SLA on re-tendering this year. Internally policies will be updated accordingly.		30 September 2018

**Direction of Travel**

⇒	Improved since the last audit visit. Position of the arrow indicates previous status.
⇐	Deteriorated since the last audit visit. Position of the arrow indicates previous status.
↔	Unchanged since the last audit report.
<b>No arrow</b>	Not previously visited by Internal Audit.

**Adequacy and Effectiveness Assessments**

Please note that adequacy and effectiveness are not connected. The adequacy assessment is made prior to the control effectiveness being tested.

The controls may be adequate but not operating effectively, or they may be partly adequate / inadequate and yet those that are in place may be operating effectively.

In general, partly adequate / inadequate controls can be considered to be of greater significance than when adequate controls are in place but not operating fully effectively – i.e. control gaps are a bigger issue than controls not being fully complied with.

	<b>Adequacy</b>	<b>Effectiveness</b>
	Existing controls are adequate to manage the risks in this area	Operation of existing controls is effective
	Existing controls are partly adequate to manage the risks in this area	Operation of existing controls is partly effective
	Existing controls are inadequate to manage the risks in this area	Operation of existing controls is ineffective

## Appendix 1 – Audit Framework

### **Audit Objectives**

The audit was designed to assess whether management have implemented adequate and effective controls over Parking Partnership including Income.

### **Audit Approach and Methodology**

The audit approach was developed with reference to the Internal Audit Manual and by an assessment of risks and management controls operating within each area of the scope.

The following procedures were adopted:

- identification of the role and objectives of each area;
- identification of risks within the systems, and controls in existence to allow the control objectives to be achieved; and
- Evaluation and testing of controls within the systems.

From these procedures we have identified weaknesses in the systems of control, produced specific proposals to improve the control environment and have drawn an overall conclusion on the design and operation of the system.

### **Areas Covered**

Audit work was undertaken to cover the following areas:

- Parking Partnership;
- Policies and Procedures;
- Accounting for Income;
- Season Tickets;
- Partnership Costs;
- Joint Committee;
- Management Information;
- Procedures for the Collection of Car Park Fees;
- Security and Accuracy of Car Park Income Collection;
- Production and Review of Management Information including Variance Reporting;
- Access to Car Park Pay Point Keys; and
- Debt Management including Bailiffs and Write Offs.

## Appendix 2 – Definition of Audit Assurance

### Assurance Gradings

For each audit, we arrive at a conclusion that assesses the audit assurance in one of four categories. These arise from:

- Our evaluation opinion: we assess the system of controls, which are in place to achieve the system objectives.
- Our testing opinion: we check whether the controls said to be in place are being consistently applied.

	<b>Full Assurance</b>	There is a sound system of internal control designed to achieve the Council's objectives. The control processes tested are being consistently applied.
	<b>Substantial Assurance</b>	While there is a basically sound system of internal control, there are weaknesses, which put some of the Council's objectives at risk. There is evidence that the level of non-compliance with some of the control processes may put some of the Council's objectives at risk.
	<b>Limited Assurance</b>	Weaknesses in the system of internal controls are such as to put the Council's objectives at risk. The level of non-compliance puts the Council's objectives at risk.
	<b>No Assurance</b>	Control processes are generally weak leaving the processes/systems open to significant error or abuse. Significant non-compliance with basic control processes leaves the processes/systems open to error or abuse.

The assurance gradings provided above are not comparable with the International Standard on Assurance Engagements (ISAE 3000) issued by the International Audit and Assurance Standards Board and as such the grading of 'Full Assurance' does not imply that there are no risks to the stated objectives.

### Recommendation Gradings

In order to assist management in using our internal audit reports, we categorise our recommendations according to their level of priority as follows:

Priority Level	Definition
1	Major issues for the attention of senior management and the Governance and Audit Committee.
2	Important issues to be addressed by management in their areas of responsibility.
3	Minor issues resolved on site with local management.

## Appendix 3 – Previous Assurance Opinions

The table below includes details of the previous five Audit Assurance opinions provided.

<b>2016/17</b>	Substantial Assurance
<b>2015/16</b>	Limited Assurance
<b>2014/15</b>	Substantial Assurance
<b>2013/14</b>	Substantial Assurance
<b>2012/13</b>	Substantial Assurance

## Appendix 4 – Staff Consulted

### Staff Consulted

- Christine Belgrove Business Manager
- Richard Walker Parking Partnership Group Manager
- Emma Day Parking Systems Team Leader
- Jake England Parking Business Specialist
- Jonathan Baker Democratic Services Officer
- Trevor Degville Technical Manager
- Aimee Marshall Income Officer
- Chris Berwick Parking Services Officer
- Louise Richards Finance Business Partner
- Hayley McGrath Corporate Governance Manager

### Draft Report Distribution

- Richard Block Assistant Director – Environment
- Richard Walker Parking Partnership Group Manager
- Hayley McGrath Corporate Governance Manager

### Final Report Distribution

- All of the above

### Audit Team

- Alan Woodhead Audit Manager
- Sarah Watkins Audit Lead
- Emily Williams Auditor

## Appendix 5 – Audit Timetable and KPIs

	Dates	Target KPI	Days Taken
Planning meeting	22 November 2017		
Fieldwork start	4 December 2017		
Fieldwork completion	24 April 2018		
Exit meeting	11 May 2018		
Draft report issued to Council	24 April 2018	15 days	1 day
Management response received	11 May 2018	15 days	1 day
Updated report issued to Council	25 May 2018		
Management response received	5 June 2018		
Final report issued	6 June 2018	10 days	1 day

	KPI for Annual Plan	Percentage for Audit
Percentage of FTE fully or partly CCAB/IIA qualified input	65%	80%
Percentage of recommendations accepted	95%	100%

## Appendix 6 – Statement of Responsibility

We take responsibility for this report which is prepared on the basis of the limitations set out below.

The responsibility for designing and maintaining a sound system of internal control and the prevention and detection of fraud and other irregularities rests with management, with internal audit providing a service to management to enable them to achieve this objective. Specifically, we assess the adequacy and effectiveness of the system of internal control arrangements implemented by management and perform sample testing on those controls in the period under review with a view to providing an opinion on the extent to which risks in this area are managed.

We plan our work in order to ensure that we have a reasonable expectation of detecting significant control weaknesses. However, our procedures alone should not be relied upon to identify all strengths and weaknesses in internal controls, nor relied upon to identify any circumstances of fraud or irregularity. Even sound systems of internal control can only provide reasonable and not absolute assurance and may not be proof against collusive fraud.

The matters raised in this report are only those which came to our attention during the course of our work and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made. Recommendations for improvements should be assessed by you for their full impact before they are implemented. The performance of our work is not and should not be taken as a substitute for management's responsibilities for the application of sound management practices.



# North Essex Parking Partnership

Meeting Date: June 2018  
Title: Annual Review of Risk Management  
Author: Hayley McGrath, Corporate Governance Manager, Colchester BC  
Presented by: Hayley McGrath

**This report concerns the 2018/19 Risk Management Strategy and current strategic risk register for the partnership**

## **1. Recommended Decision(s)**

- 1.1. The Joint Committee is requested to endorse the Risk Management Strategy for 2018/19.
- 1.2. Review and comment on the risk register for the North Essex Parking Partnership (NEPP).

## **2. Reasons for Recommended Decision(s)**

- 2.1. Risk Management is the control of business risks in a manner consistent with the principles of economy, efficiency and effectiveness. It is an essential corporate governance process that ensures that both the long and short term objectives of the organisation are achieved and that opportunities are fully maximised.
- 2.2. It is essential that the service operates an effective risk management process which provides an assurance to all partners that it is being properly managed. As required by each partners own code of corporate governance.

## **3. Supporting Information**

- 3.1. Risk Management is not about eliminating risk, as this would limit the ability of the service to develop and deliver its ambitions. Its purpose is to recognise the issues that could affect the achievement of objectives and develop actions to control or reduce those risks.
- 3.2. An effective risk management process is a continuous cycle of identification, controlling, monitoring and reviewing of potential risk issues.
- 3.3. For the NEPP this is governed by a strategy for managing risk that sets out the roles and responsibilities of the joint committee and officers. It also defines the types of risk, the processes to be followed and the review arrangements.
- 3.4. The main document is the risk register which captures details relating to both strategic and operational risks and the actions to be undertaken to control those risks. The strategic risks are reported to the joint committee and the operational risks are managed by the service.

## **4. Review of the Risk Management Strategy**

- 4.1. The strategy should be reviewed annually to ensure that it is still relevant to the service and that it meets the governance objectives. Therefore a review has been carried out and the draft strategy for 2018/19 has been attached at appendix 1 for approval. The only change has been to the reporting process, reducing the number of committee reports to one a year with an interim review by the Parking Services Manager.

## **5. Review of the Risk Register**

- 5.1. The register is attached at appendix 2, this sets out the strategic risks, which are scored for impact and probability, enabling the risks to be ranked, so that resources can be directed to the key areas.
- 5.2. The register was last reported to this committee in June 2017. The register has since been reviewed with the Parking Services Manager and then by the partnership client officers to ensure that it continued to reflect the issues faced by the service.
- 5.3. The review has not added any items, but there are recommendations for amendment:
  - a) Three risks are recommended for amendment:
    - 1.1 (reference to Off Street to be removed)
    - 1.2 (no financial contribution foreseeable – this referenced Off Street)
    - 1.3 (references to the ECC review removed)
- 5.4. Risks recommended for removal:
  - a) Two risks are recommended for removal:
    - 1.18 (review of Off Street Agreements now completed); and
    - 1.19 (Senior Management restructure at CBC now completed)
- 5.5. Currently the highest ranking strategic risk is:
  - a) 1.9 – referencing financial performance in future
- 5.6. The risk matrix is set out at appendix 3.
- 5.7. The operational risks are managed by the service and currently the highest operational risks relate to the possibility of an officer or member of the public incurring a serious injury and an interruption to the IT that is required to deliver the service.
- 5.8. It is requested that this committee reviews the strategic risks to ensure that they still reflect the issues faced by the service and that they are appropriately scored.

## **6. Conclusion and Recommendations**

- 6.1. Members are asked to:
  - Consider and endorse the Risk Management Strategy for the North Essex Parking Partnership, and
  - Agree the strategic risk register, subject to any requested amendments.

## **7. Standard References**

- 7.1. Having considered consultation, equality, diversity and human rights, community safety, health and safety and risk management implications, there are none that are significant to the matters in this report.

## North Essex Parking Partnership

Risk Management Strategy 2018/19

Draft for Cttee 21 June 2018

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### **RISK MANAGEMENT STRATEGY**

*This document outlines the Service's commitment to managing risk in an effective and appropriate manner. It is intended to be used as the framework for delivery of the Risk Management function and provides guidance for officers to ensure that managing risk is embedded in all processes.*

#### **INTRODUCTION**

The Service undertakes that this strategy will promote and ensure that:

1. The management of risk is linked to performance improvement and the achievement of the Service's strategic objectives.
2. Members of the committee and Senior Management of the Service own, lead and support on risk management.
3. Ownership and accountability are clearly assigned for the management of risks throughout the Service.
4. There is a commitment to embedding risk management into the Service's culture and organisational processes at all levels including strategic, project and operational
5. All members and officers acknowledge the importance of risk management as a process, by which key risks and opportunities are identified, evaluated, managed and contribute towards good corporate governance.
6. Effective monitoring and reporting mechanisms are in place to continuously review the Service's exposure to, and management of, risks and opportunities.
7. Best practice systems for managing risk are used throughout the Service, including mechanisms for monitoring and reviewing effectiveness against agreed standards and targets.
8. Accountability to stakeholders is fully demonstrated through periodic reviews of the Service's risks, which are reported to the committee.
9. The Risk Management Strategy is reviewed and updated annually in line with the Service's developing needs and requirements.

## **Endorsement by Chairperson of the Committee**

*“The North Essex Parking Partnership is committed to ensuring that risks to the effective delivery of its services and achievement of its overall objectives are properly and adequately controlled. It is recognised that effective management of risk will enable the Service to maximise its opportunities and enhance the value of services it provides to the community. The North Essex Parking Partnership expects all officers and members to have due regard for risk when carrying out their duties.”*

***signature required***

## **WHAT IS RISK MANAGEMENT**

Risk Management is the control of business risks in a manner consistent with the principles of economy, efficiency and effectiveness. It is an essential performance management process to ensure that both the long and short term objectives of the Service are achieved and that opportunities are fully maximised.

Risk Management is not about eliminating risk, as this would limit the ability of the service to develop and deliver its ambitions. Its purpose is to recognise the issues that could effect the achievement of the objectives and develop actions to control or reduce those risks. Acknowledgement of potential problems and preparing for them is an essential element to successfully delivering any service or project. Good management of risk will enable the Service to rapidly respond to change and develop innovative responses to challenges and opportunities.

‘The Good Governance Standard for Public Services’ issued by The Independent Commission on Good Governance in Public Services states that there are six core principles of good governance including ‘Taking informed, transparent decisions and managing risk’. The document goes on to state ‘Risk management is important to the successful delivery of public services. An effective risk management system identifies and assesses risks, decides on appropriate responses and then provides assurance that the chosen responses are effective’.

Appendix A outlines the risk management process.

## **OWNERSHIP**

The responsibility to manage risk rests with every member and officer of the service however it is essential that there is a clearly defined structure for the co-ordination and review of risk information and ownership of the process.

The following defines the responsibility for the risk management process within the joint parking service:

**Joint Committee** – Overall ownership of the risk management process and endorsement of the strategic direction of risk management. Responsible for periodically reviewing the effectiveness of the risk management process.

**Assistant Director Regulatory, Colchester Borough Council** – Advising the Joint Committee on strategic risks and ownership of the service's operational risks.

**North Essex Parking Partnership Manager** – Control and reporting of the service's operational risks. Embedding a risk management culture in the service.

**Assistant Director Policy and Corporate, Colchester Borough Council** – Responsible for co-ordination of the risk management process, co-ordinating and preparing reports and providing advice and support.

**All Employees** – To understand and to take ownership of the need to identify, assess, and help manage risk in their individual areas of responsibility. Bringing to the management's attention at the earliest opportunity details of any emerging risks that may adversely impact on service delivery.

**Internal Audit, External Audit and other Review Bodies** – Annual review and report on the Service's arrangements for managing risk, having regard to statutory requirements and best practice. Assurance on the effectiveness of risk management and the controls environment.

## THE WAY FORWARD

### Aims & Objectives

The aim of the service is to adopt best practices in the identification, evaluation, cost-effective control and monitoring of risks across all processes to ensure that risks are properly considered and reduced as far as practicable.

The risk management objectives of the North Essex Parking Partnership are to:

- Integrate risk management into the culture of the service
- Ensure that there are strong and identifiable links between managing risk and all other management and performance processes.
- Manage risk in accordance with best practice
- Anticipate and respond to changing social, environmental and legislative requirements
- Prevent injury, damage and losses and reduce the cost of risk
- Raise awareness of the need for risk management by all those connected with the delivery of services.
- Ensure that opportunities are properly maximised through the control of risk.
- Reduce duplication between services in managing overlapping risks and promote 'best practise'.

### Strategic Risk Management

Strategic risks are essentially those that threaten the long term goals of the service and therefore are mainly based around meeting the objectives of the Service Agreement. They may also represent developing issues that have the potential to fundamentally effect service provision, such as proposals to dramatically change County Council arrangements.

### Operational Risk Management

Operational risks are those that threaten the routine service delivery and those that are associated with providing the service. These could include damage to equipment and Health and Safety issues.

### Links

It is essential that risk management does not operate in isolation to other management processes. To fully embed a risk management culture it has to be demonstrated that risk is considered and influences all decisions that the service makes. It is essential that there is a defined link between the results of managing risk and the following:

- Service Delivery Plan
- Revenue and Capital Budgets
- Annual Internal Audit Plan

## Action Required

The following actions will be implemented to achieve the objectives set out above:

- Embedding a risk register that identifies the strategic and operational risks and outline the actions to be taken in respect of those risks.
- Considering risk management as part of the service's strategic planning and corporate governance arrangements
- Ensuring that the responsibility for risk management is clearly and appropriately allocated
- Maintaining documented procedures for managing risk
- Maintaining a corporate approach to identify and prioritise key services and key risks across the service and assess risks on key projects.
- Maintain a corporate mechanism to evaluate these key risks and determine if they are being adequately managed and financed.
- Establish a procedure for ensuring that there is a cohesive approach to linking the risks to other management processes
- Including risk management considerations in all committee reports
- Ensure appropriate risk management awareness training for both members and officers.
- Establishing a reporting system which will provide assurance on how well the service is managing its key risks and ensures that the appropriate Members and officers are fully briefed on risk issues.
- Preparing contingency plans in areas where there is a potential for an occurrence to have a significant effect on the service and its business capability.
- Regularly reviewing the risk process to ensure that it complies with current national Governance Standards and Best Practice.

## REPORTING & REVIEW

To ensure that the risk management process is effective it will need to be measured and reported to the Joint Committee at least annually, with a six monthly interim review by the Parking Partnership Manager.

The results of the Joint Committee reviews should be fed into the risk reporting process for each partner to ensure that each Authority has the necessary evidence to provide assurance for their own governance requirements.

## Appendix A

### The Risk Management Process

Risk Management is a continual process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling them and / or responding to them. The risks faced by the Service are constantly changing and the continual process of monitoring risks should ensure that we can respond to the new challenges. This process is referred to as the risk management cycle.

#### **Stage 1 – Risk Identification**

Identifying and understanding the hazards and risks facing the service is crucial if informed decisions are to be made about policies or service delivery methods. There is detailed guidance available on how to identify risks which includes team sessions and individual knowledge. Once identified a risk should be reported to the Parking Partnership Manager who will consider its inclusion on the relevant risk register. If the risk is identified in between register reviews then it is reported to the Risk & Resilience Manager for information and the Parking Partnership Manager is responsible for managing the risk.

#### **Stage 2 – Risk Analysis**

Once risks have been identified they need to be systematically and accurately assessed. If a risk is seen to be unacceptable, then steps need to be taken to control or respond to it.

#### **Stage 3 – Risk Control**

Risk control is the process of taking action to minimise the likelihood of the risk event occurring and / or reducing the severity of the consequences should it occur.

#### **Stage 4 – Risk Monitoring**

The risk management process does not finish with the risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed. It is also important to assess whether the nature of the risk has changed over time.

## North Essex Parking Partnership Risk Register

### Version 10 – June 2018

#### STRATEGIC RISKS

RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.1	A partner is not represented at a meeting as a suitable member from that authority has not attended, or the meeting is not quorate. <b>Higher risk for Off-Street Cttee, which has four members, than On-Street.</b>	There is an imbalance in the decision-making power of the committee. A decision is taken on a local matter without local representation. Meeting has to be postponed Decision making delayed.	Each authority will consider their arrangements to ensure that they are appropriately represented. Publish dates in good time combine meetings with other commitments where possible. Committee agendas to be printed a minimum of a week in advance of the meeting.	Each member authority/ Cttee Officer	January 2018	2	2	1		
1.2	Due to financial constraints, one of the partners challenges the funding arrangements for the partnership	Decrease in service provision / failure of the partnership. Stranded costs to be covered by the remainder of the partners.	Ensure that member authority representatives fully understand the partnership agreement and are involved in the budget setting of each authority Note: Reduced down given the current financial position and no anticipated <b>increases in</b> contribution in the near future.	Chief Finance Officer	January 2018	6	2	3		
1.3	There's a change in political will of a partner that leads to the partner withdrawing from the arrangement	Decrease in service provision. <b>The partnership fails and external funding is lost or needs to be repaid.</b>	Ensure that performance of the partnership is appropriately reported back to each authority and the effects of withdrawing are understood. <b>Note was increased to reflect EGC review</b>	Parking Partnership Manager	January 2018	8	2	4	4	4

**North Essex Parking Partnership Risk Register**  
**Version 10 – June 2018**

RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.4	Removed									
1.5	Removed									
1.6	Lack of partnership support for shared targets.	Failure to deliver key targets, missed opportunities, Tarnished reputation.	Ensure that partners are fully briefed on and committed to shared targets.	Parking Partnership Manager	January 2018	3	1	3		
1.7	Removed									
1.8	Removed									
1.9	Potential future financial challenges, of reduced income and increased costs, are greater than expected.	Inability to invest in the future of the service. Missed opportunities Failure of the service.	Financial performance is stringently monitored and deviancies reported to the partnership for action.	Parking Partnership Manager	January 2018	15	3	5		
1.10	The partnership is subject to a major legal challenge relating to policy decision.	High financial impact of defending action. Reputation loss Reduction or withdrawal of services	All policy decisions are made in line with legal powers.	Chair of the joint committee	January 2018	4	1	4	2	4
1.11	Removed									

**North Essex Parking Partnership Risk Register**  
**Version 10 – June 2018**

RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Working s	
							P	I	P	I
1.12	Lack of agility responding to business need and demand, based on historical data in cttee reports.	Headline figures sway discussion, masking debate around project and solutions based improvements.	Ensure that committee reports contain relevant and timely data that is balanced with future solutions, which identify critical issues and root cause analysis not just headline performance. Ensure that the development plan (and cttee) keeps a commercial and strategic focus rather than concentrating on operational details.	Parking Partnership Manager	January 2018	8	2	4	3	4
1.13	Central Government changes, from minor operational adjustments through to fundamental policy decisions, affect the ability of the partnership to deliver programmed services and meet its published financial and operational targets.	Increased challenge from the public - whose expectations are raised, increased costs of additional working, reduction in performance whilst changes bed in. With impacts as highlighted in 1.10 above.	Ensure all consultation is considered and responded to, ensure policies and procedures are aligned with any changes and future direction  Note: The risk is not considered to have materialised as anticipated however there is still potential footway parking legislation.	Chair of the Joint Committee	January 2018	6	3	2		

## North Essex Parking Partnership Risk Register

### Version 10 – June 2018

RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.14	Selective media reporting of policy changes affects the ability of the partnership to deliver services.	Increased challenge from the public - expectations raised, costs of additional working, reduction in performance whilst changes bed in. Potential financial impact of having to refund PCN's issued in error.	Ensure a consistent understandable response is given and a co-ordinated approach is undertaken to make clear statements about the effect that the changes will (or won't) have on services. <b>Note: the risk has not materialised as anticipated therefore recommended to reduce.</b>	Parking Partnership Manager	January 2018	6	2	3	3	4
1.15	Investment in innovation does not provide a return that matches or exceeds investment.	Loss of financial stability and partners lose confidence in the arrangements. The Service is not able to keep pace with competitors in off street parking and cannot meet customer expectations.	Ensure that there is a robust business case for all new investment, that considers all of the options and potential failures, with financial modelling of all scenarios. Development of formal monitoring processes for all investment - that identifies deviancies to the business plan at an early stage.	Chair of the Joint Committee	January 2018	12	3	4		
1.16	Removed									
1.17	Removed									

**North Essex Parking Partnership Risk Register**  
**Version 10 – June 2018**

RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.18	<del>The partner review of off-street parking arrangements could result in major changes to the arrangement.</del>	<del>Could undermine confidence and alter the services that the partnership is required to deliver, possibly resulting in resourcing and delivery issues. If Colchester withdraws from the arrangement it would result in the cttee failing.</del>	<del>Clear objectives for the review should be set at the start of the process and regular reporting of progress and issues should be made, to ensure that there is transparent process.</del>	<del>Chair of the Joint Committee</del>	<del>January 2018</del>	<del>15</del>	<del>3</del>	<del>5</del>	<del>3</del>	<del>4</del>
1.19	<del>The Senior Management review at Colchester Borough Council will result in a new lead officer (&amp; client officer) for the service.</del>	<del>Whilst the new structure embeds at Colchester there could be an impact on the support for the service or a change of direction.</del>	<del>The Chair should ensure that the new Assistant Director is fully briefed on the aim of the joint committee.</del>	<del>Chair of the Joint Committee</del>	<del>January 2018</del>					

## North Essex Parking Partnership Risk Register

### Version 10 – June 2018

#### IMPACT TABLE

	Very Low	1	Low	2	Medium	3	High	4	Very High	5
PROBABILITY	<10%		10 – 25%		25 – 50%		50 – 75%		>75%	
Impact	Minimal - no interruption to service delivery < £10k		Minor - temporary disruption to service delivery £11k - £25k		Significant - interruption to part of the service £26k - £75k		Severe – full interruption to service delivery £76k - £100k		Catastrophic – complete service failure £100k<	

Minimum Score = 1

Maximum Score = 25

Low risk = 1 – 4 Medium Risk = 5 – 12 High Risk = 13 – 25

#### Removed Items

No	Risk
1.4	Preferences of members dictates the direction of the meeting.
1.5	Relationship between senior management and the committee deteriorates
1.7	ECC review results in fundamental changes to the service
1.8	Decisions are taken on a political basis as opposed to being considered on their own merits.
1.16	Introduction of new £1 coin
1.17	Withdrawal of ECC funding (prior to review)

### NORTH ESSEX PARKING PARTNERSHIP

**RISK MATRIX JUNE 2018**  
Draft for Cttee 21 June 2018

Low Risks	Medium Risks	High Risks
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Scoring 1-5

Risk Tolerance Line

<b>Probability of Occurrence</b>	5 Very High					
	4 High					
	3 Medium		13 16		18	9 15
	2 Low	1	10	2 14	3 12	
	1 Very Low			6		
		1 Very Low	2 Low	3 Medium	4 High	5 Very high
<b>Severity of Impact</b>						

**Risks Removed**

- 1.4 Preferences of members dictate the direction of the meeting - June 17
- 1.5 Relationship between management and committee deteriorates - June 17
- 1.7 Essex County Council review of service - June 16
- 1.8 Decisions are taken on a political basis as opposed to being considered on their own merits.



# North Essex Parking Partnership

Meeting Date: June 21<sup>st</sup> 2018  
Title: Financial Report (On and Off Street)  
Author: Lou Belgrove, NEPP Business Manager  
Presented by: Lou Belgrove, Richard Walker

The report sets out the financial position of the Parking Partnership at the end of 2017/18.

## 1. Decision(s) Required

- 1.1. To approve the financial positions at the end of 2017/18.
- 1.2. To note the distribution of the Off-Street Parking Reserve (decided in December 2017).

## 2. Reasons for Decision(s)

- 2.1. For good governance, to ensure the future running of the service, and that NEPP on-street funds are spent or retained in line with its priorities and goals set out in the Development Plan.
- 2.2. To complete the dissolution of the off-street agreement.

## 3. Alternative Options

- 3.1. Legislation dictates that on-street funds are ring-fenced in accordance with s.55 of the Road Traffic Regulation Act 1984 (as amended).

## 4. Supporting Information

- 4.1. The on-street operation returned a surplus of £222,000 in the financial year 2017/18 and this has been transferred to the Civil Parking Reserve. See Appendix A, table 1.
- 4.2. The off-street operation returned a surplus of £64,000 in the financial year 2017/18 and this has been added to the off-street parking reserve. See Appendix A, table 2.

## 5. Financial Implications

- 5.1. The off-street reserve will now be divided proportionally amongst the off-street partners following the conclusion of the old off-street agreement. Details of which can be seen in Appendix B.

## 6. Standard References

- 6.1. There are no particular publicity or consultation considerations; equality, diversity and human rights; community safety; health and safety or other risk management implications.

## 7. Risk Management Implications

- 7.1. The risk management matrix has been updated in light of the performance of NEPP.

## Appendices

### Appendix A

**Table 1 – Financial Year 2017/18 – On-Street**

	2016/2017	2017/2018	2017/2018	2017/2018
	Actual	Actual to date	Budget to date	Variance to date
<b>On-street Account</b>				
<b><u>Direct costs</u></b>				
<b>Expenditure</b>				
Employee costs:				
Management	57	73	66	7
CEOs & Supervision	1,024	1,148	1,246	(98)
Back Office	290	341	345	(4)
TRO's	83	127	79	49
Premises / TRO Maintenance costs	182	190	170	20
Transport costs (running costs)	37	39	37	2
Supplies & Services	269	359	351	7
Third Party Payments	45	45	38	6
	1,988	2,322	2,331	(11)
<b>Income</b>				
Penalty Charges (PCNs)	(1,867)	(1,900)	(1,724)	(176)
Parking Permits/Season Tickets	(534)	(660)	(515)	(145)
Parking Charges (P&D etc)	(249)	(310)	(213)	(97)
Other income	(162)	(97)	(50)	(47)
	(2,812)	(2,967)	(2,502)	(465)
<b><u>Total Direct Costs</u></b>	<b>(824)</b>	<b>(645)</b>	<b>(171)</b>	<b>(476)</b>
<b><u>Total Non-direct Costs</u></b>	<b>395</b>	<b>423</b>	<b>454</b>	<b>(31)</b>
<b>Sub total</b>	<b>(429)</b>	<b>(222)</b>	<b>283</b>	<b>(507)</b>
<b><u>Contribution to Work Programme</u></b>				
<b>Deficit / (Surplus)</b>	<b>(429)</b>	<b>(222)</b>	<b>283</b>	<b>(507)</b>

**Table 2 – Financial Year 2017/18 – Off-Street**

	A	B	C	D
<b>Off-street Account</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2017/2018</b>	<b>2017/2018</b>
	<b>Actual</b>	<b>Actual to date</b>	<b>Budget to date</b>	<b>Variance to date</b>
<b>Direct costs</b>				
<b>Expenditure</b>				
Employee costs:				
Management	15	4	3	0
CEOs & Supervision	289	206	221	(16)
Back Office	124	85	86	(1)
Off-street Account	209	217	185	33
Premises costs	12	10	3	7
Transport costs (running costs)	15	8	11	(3)
Supplies & Services	418	391	221	170
Third Party Payments	19	11	10	2
	1,102	932	740	192
<b>Income</b>				
Braintree District Council	(147)	(147)	(147)	0
Epping Forest District Council	(272)	0	0	0
Harlow District Council	(68)	(68)	(68)	0
Uttlesford District Council	(154)	(154)	(154)	0
Other income	(29)	(55)	0	(55)
Colchester Borough Council	(674)	(674)	(663)	(11)
	(1,343)	(1,098)	(1,032)	(66)
<b>Total Direct Costs</b>	<b>(242)</b>	<b>(166)</b>	<b>(292)</b>	<b>126</b>
<b>Non-direct costs</b>				
Other non-direct costs	145	102	159	(57)
<b>Total Non-direct Costs</b>	<b>145</b>	<b>102</b>	<b>159</b>	<b>(57)</b>
<b>Deficit / (Surplus)</b>	<b>(97)</b>	<b>(64)</b>	<b>(133)</b>	<b>69</b>

## Appendix B – Off-Street Parking Reserve at end of 2017/18

Basis for Calculation											
Total Contribution	1281000		Total Contribution	1304000		Total Contribution	1032000		Total Contribution	1304000	
Area	2015/16	Prop'n	Area	2016/17	Prop'n	Area	2017/18	Prop'n	Area	Reserve	Prop'n
Braintree	147000	11%	Braintree	147000	11%	Braintree	147000	14%	Braintree	147000	11%
Colchester	640000	50%	Colchester	663000	51%	Colchester	663000	64%	Colchester	663000	51%
Epping Forest	272000	21%	Epping Forest	272000	21%	Epping Forest	0	0%	Epping Forest	272000	21%
Harlow	68000	5%	Harlow	68000	5%	Harlow	68000	7%	Harlow	68000	5%
Uttlesford	154000	12%	Uttlesford	154000	12%	Uttlesford	154000	15%	Uttlesford	154000	12%
Surplus	134000		Surplus	98000		Surplus	64000		Surplus	0	
To Reserve	-50000		To Reserve	0		To Reserve			To Reserve		
Rebate to share	84000		Rebate to share	98000		Rebate to share	64000		Reserve to Share	50000	
Share of Surplus	2016/17		Share of Surplus	2016/17		Share of Surplus	2016/17		Share of Surplus	2016/17	
Braintree	9639	11%	Braintree	11048	11%	Braintree	9116	14%	Braintree	5637	11%
Colchester	41967	50%	Colchester	49827	51%	Colchester	41116	64%	Colchester	25422	51%
Epping Forest	17836	21%	Epping Forest	20442	21%	Epping Forest	0	0%	Epping Forest	10429	21%
Harlow	4459	5%	Harlow	5110	5%	Harlow	4217	7%	Harlow	2607	5%
Uttlesford	10098	12%	Uttlesford	11574	12%	Uttlesford	9550	15%	Uttlesford	5905	12%
<b>Total</b>	<b>84000</b>		<b>Total</b>	<b>98000</b>		<b>Total</b>	<b>64000</b>		<b>Total</b>	<b>50000</b>	

Table 4

Share of Surplus	2015/16	Share	Expend	Sub Total	Notes
Braintree reserve	9639	11%	3036	6603	Braintree, Colchester, Epping Forest and Uttlesford carried out works to include new £1 coin in the machines from the reserve funds held on behalf of individual authorities. Harlow has a separate contract and did not undertake those works. Total of £50k transferred to reserve
Colchester reserve	41967	50%	6204	35763	
Epping Forest reserve	17836	21%	17836	0	
Harlow reserve	4459	5%	0	4459	
Uttlesford reserve	10098	12%	3696	6402	
Individual reserves total	84000				
NEPP Reserve total				50000	
Share of Surplus	2016/17	Share	Expend	Sub Total	Notes
Braintree reserve	11048	11%	0	17651	Colchester received its rebate in year
Colchester reserve	49827	51%	85000	590	
Epping Forest reserve	20442	21%	0	20442	
Harlow reserve	5110	5%	0	9569	
Uttlesford reserve	11574	12%	0	17976	
Individual reserves total	98000				
NEPP Reserve total	bf			50000	
Share of Surplus	2017/18	Share	Expend	Sub Total	Notes
Braintree reserve	9116	14%	0	26767	Epping Forest had left the Partnership by this time
Colchester reserve	41116	64%	0	41706	
Epping Forest reserve	0	0%	0	20442	
Harlow reserve	4217	7%	0	13787	
Uttlesford reserve	9550	15%	0	27526	
Individual reserves total	64000				
NEPP Reserve total	bf			50000	
Share of Reserve	2017/18	Share	Expend	Sub Total	Notes
Braintree reserve	5637	11%	0	32404	
Colchester reserve	25422	51%	0	67128	
Epping Forest reserve	10429	21%	0	30871	
Harlow reserve	2607	5%	0	16394	
Uttlesford reserve	5905	12%	0	33431	
Individual reserves total	50000				
NEPP Reserve total	to above			0	
Outputs	to be distributed	Notes			
Braintree reserve	32404	The £180228 comprises the inputs into reserves (£84000, £98000, £64000 and £50000) minus the amounts spent/returned (£3036, £6204, £17836 and £85000). The EFDC rebate is based on the contribution percentage when the £50000 was placed into reserve.			
Colchester reserve	67128				
Epping Forest reserve	30871				
Harlow reserve	16394				
Uttlesford reserve	33431				
Individual reserves total	180228				



# North Essex Parking Partnership

Meeting Date: 21<sup>st</sup> June 2018  
Title: NEPP Annual Report Data for 2017/18  
Author: Richard Walker, NEPP Group Manager  
Presented by: Richard Walker

This report sets out the data required to be published as part of transparency requirements. A full report will be made to the October meeting.

## **1. Recommended Decision(s)**

1.1. To note the details set out in the appendix.

## **2. Reasons for Recommended Decision(s)**

2.1. To comply with requirements regarding data publication.

## **3. Alternative Options**

3.1 None

## **4. Supporting Information**

4.1. The data for inclusion in the Annual Report (from the 2017/18 financial year) is set out in the appendix.

## **5. Background Information**

5.1. Each year, parking enforcement authorities are required to publish data relating to the performance in the previous financial year.

5.2. We working nationally with other authorities to improve the presentation, style and content of these reports.

5.3. The data included in the appendix will be published on the DataShare service in connection with transparency requirements and a full Annual Report will be published on the website.

## **6. Standard References**

6.1. There are no particular references to the Development Plan; publicity or consultation considerations; or financial; equality, diversity and human rights; community safety; health and safety or risk management implications.

## Appendix:

Table 1												
ISSUED PCNs												
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	2016/17 figures			2017/18 figures		
							On Street 2016/17	Off Street 2016/17	CCTV (included in columns to the left)	On Street 2017/18	Off Street 2017/18	CCTV (included in columns to the left)
<b>Number of PCNs Issued</b>	59,517	72,055	61,674	69,629	66,703	74,358	54209	12494	334	58,351	16,007	630
<b>Number of higher level PCNs issued</b>	38,056	43,060	37,789	45,095	47,208	51,767	45544	1664	334	50,191	1576	630
<b>Number of lower level PCNs issued</b>	21,351	28,995	23,885	24,534	19,161	22,591	8331	10830	0	8,160	14,431	0
Percentage of higher level PCNs issued	53%	60%	61%	65%	71%	70%	84%	13%	100%	86%	10%	100%
Percentage of lower level PCNs issued	49%	40%	39%	35%	29%	30%	15%	87%		14%	90%	
Number of Reg 9 PCNs issued	58,172	70,161	61,348	68,396	65,181	73,194	52716	12465	0	57,214	15,980	0
Number of Reg 10 PCNs issued	1145	1752	1609	1233	1522	1164	1493	29	334	1137	27	0

Table 2												
PCNs PAID												
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	2016/17 figures			2017/18 figures		
							On Street 2016/17	Off Street 2016/17	CCTV (included in columns to the left)	On Street 2017/18	Off Street 2017/18	CCTV (included in columns to the left)
<b>Number of PCNs paid</b>	34,064	54,996	46,561	52,824	55,495	56,158	41,731	13,764	221	44,287	11,871	415
Number of PCNs paid which were issued at the lower band	7,138	22,852	18,549	18,847	19,404	17,505	6,836	12,568	0	6,655	10,850	0
Number of PCNs paid which were issued at the higher band	26,926	32,144	28,012	33,977	36,091	38,653	34895	1196	221	37,632	1021	415
Percentage of PCNs paid which were issued at the lower band	33%	42%	40%	36%	35%	31%	16%	91%	0%	15%	91%	0%
Percentage of PCNs paid which were issued at the higher band	71%	58%	60%	64%	65%	69%	84%	9%	100%	85%	9%	100%
<b>Number of PCNs paid at discount rate (i.e. within 14 days)</b>	29,725	48,319	40,627	45,006	47,799	48,480	35,974	11,825	199	38,267	10,213	391
Number of PCNs paid at full rate	3344	5141	4571	5675	5711	5967	4254	1457	0	4660	1307	4
Number of PCNs paid after Charge Certificate served (i.e. at increased rate)	977	1501	1342	2121	1971	1662	1491	480	22	1318	344	20
Percentage of PCNs paid at Charge Certificate	3%	3%	3%	4%	4%	3%	4%	3%	10%	3%	3%	5%
Number of PCNs paid at another rate (e.g. negotiated with bailiff, etc).	18	31	21	22	14	49	12	2	0	42	7	0
Percentage of PCNs paid	57%	76%	75%	76%	83%	76%	77%	110%	66%	76%	74%	66%
Percentage of PCNs paid at discount rate	50%	88%	87%	85%	86%	86%	86%	86%	90%	86%	86%	94%

Table 3 PCNs CHALLENGED							2016/17 figures			2017/18 figures		
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	On Street 2016/17	Off Street 2016/17	CCTV (included in columns to the left)	On Street 2017/18	Off Street 2017/18	CCTV (included in columns to the left)
Number of PCNs cancelled as a result of an informal or a formal representation	#REF!	5,174	4,129	4,874	5,004	4781	2618	2386	7	2656	2125	43
Number of PCNs against which an informal or formal representation was made	11,336	17,084	15,209	16,654	16,345	17164	10774	5571	59	12195	4969	139
Number of PCNs where informal representations are made	9,243	14,217	12,741	13,501	13,124	13372	8191	4933	0	8945	4427	0
Number of formal representations received		2,532	2,468	3,153	3,221	3792	2583	638	59	3250	542	139
No of NTOs issued	11,842	13,329	13,694	17,757	17,881	18383	14086	3795	274	15290	3093	630
Percentage of PCNs cancelled at any stage.	12%	7%	7%	7%	8%	6%	5%	19%	2%	5%	13%	7%
Number of PCNs written off for other reasons (e.g. CEO error or driver untraceable)	2,741	5,318	4,803	2,951	2,111	3796	1847	264	9	3378	418	264
Number of vehicles immobilised	0	0	0	0	0	0	0	0	0	0	0	0
Number of vehicles removed.	0	0	0	0	0	0	0	0	0	0	0	0
Percentage of PCNs written off for other reasons (e.g. CEO error or driver untraceable)	10%	7%	8%	4%	3%	5%	3%	2%	3%	6%	3%	42%

Table 4 APPEALS TO THE TRAFFIC PENALTY TRIBUNAL							2016/17 figures			2017/18 figures		
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	On Street 2016/17	Off Street 2016/17	CCTV (included in columns to the left)	On Street 2017/18	Off Street 2017/18	CCTV (included in columns to the left)
Number of appeals to adjudicators	25	58	103	88	156	147	128	28	0	119	28	4
Number of appeals refused	6	16	29	26	46	58	38	8	0	52	6	1
Number of appeals non-contested (i.e. NEPP does not contest)	12	24	50	42	71	33	61	10	0	20	13	1
Percentage of cases to appeal	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
Percentage of formal representations that go to appeal		2%	4%	3%	5%	4%	5%	4%	0%	4%	5%	3%
Percentage of appeals allowed in favour of the appellant	52%	31%	23%	23%	25%	38%	23%	36%		39%	32%	
Percentage of appeals dismissed	24%	28%	28%	30%	29%	39%	30%	29%		44%	21%	
Percentage of appeals to Traffic Penalty Tribunal that are not contested and reasons	48%	41%	49%	48%	46%	22%	48%	36%		17%	46%	

Table 5 OTHER							2016/17 figures			2017/18 figures		
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	On Street 2016/17	Off Street 2016/17	CCTV (included in columns to the left)	On Street 2017/18	Off Street 2017/18	CCTV (included in columns to the left)
Percentage of PCNs taken to Court Order	4%	4%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Number of CEOs employed	72	59	53	53	53	43	37	16	0	30.6	12.4	0
Average number of appeals per officer	0.3	1.0	1.9	1.7	2.9	3.4	3.5	1.8	0.0	3.9	2.3	0.0



# North Essex Parking Partnership

Meeting Date: June 21<sup>st</sup> 2018  
 Title: NEPP Operational Report  
 Author: Lou Belgrove – Business Manager  
 Presented by: Lou Belgrove – Business Manager

The report gives Members an overview of operational progress since December 2017.

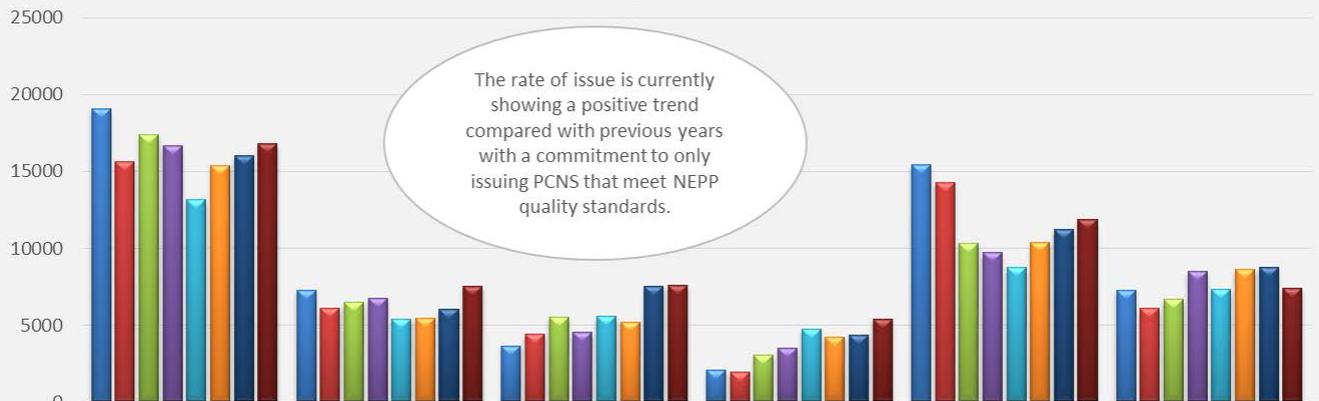
## 1. Decision(s) Required

1.1. To note the content of the report.

## 2. Performance measures

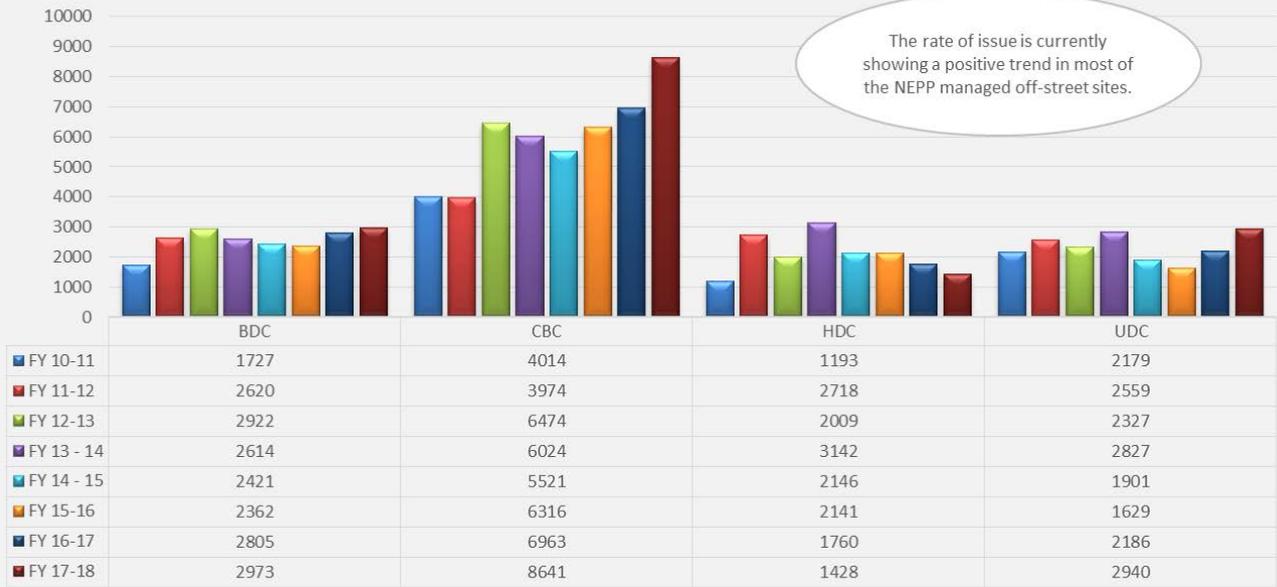
2.1. The following graphs and supporting data show the issue rate of all Penalty Charges for both the on-street and off-street functions, with a financial year comparison.

**On-Street PCN issues by District/Borough with a financial year to date comparison**



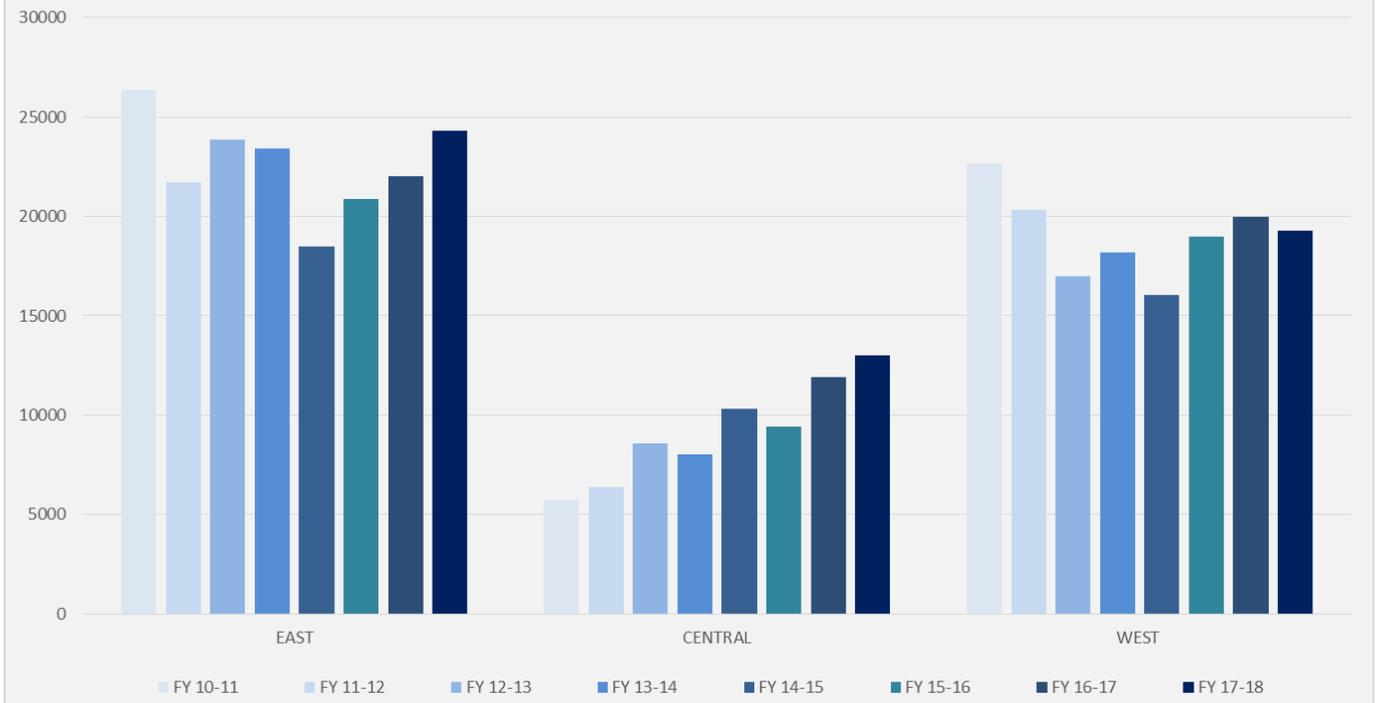
	CBC	TDC	BDC	UDC	EFDC	HDC
FY 10-11	19094	7273	3637	2091	15420	7273
FY 11-12	15624	6080	4428	1964	14273	6080
FY 12-13	17408	6456	5517	3067	10316	6656
FY 13-14	16668	6740	4515	3500	9718	8472
FY 14-15	13143	5366	5560	4747	8730	7306
FY 15-16	15395	5482	5201	4244	10363	8646
FY 16-17	16006	6004	7522	4366	11217	8761
FY 17-18	16790	7534	7599	5397	11859	7410

### Off Street PCN issues by District/Borough, with a financial year to date comparison



- 2.2. The number of PCNs issued is mostly dependent upon staff resources. Availability has increased recently and this is shown in the upturn in issue rates.
- 2.3. The lone-worker solution together with the body-worn video system have helped to increase the amount of patrols possible.

### Overview of on-street PCN issues by NEPP area with a year to date comparison



### **3. Recruitment**

- 3.1. Recruitment continues with vacancies now only remaining in one of the areas after a couple of successful rounds of recruitment filling the majority of the openings.
- 3.2. Recently revisions to the organisational structure resulted in a more streamlined organisation. This has in turn help the management team focus on projects and more specific specialisms.

### **4. Park Safe Car**

- 4.1. The Park Safe CCTV car continues to operate across all participating districts and is being used to effectively enforce restrictions outside schools and at bus-stops where Essex County Council (ECC) and bus operators have raised issues with difficulty in stopping at the kerbside.
- 4.2. Regular adjustments to the enforcement polygons within the system are made to ensure all contravening vehicles are captured by the vehicle and at the same time ensuring vehicles not in contravention are not picked up by the camera.
- 4.3. Deployment of the car is being investigated further to ensure it is reaching its maximum potential alongside a project to develop the vehicles capabilities including linking it to MiPermit allowing focused enforcement in resident zones and the collection of vehicle movement and survey data.

### **5. Projects**

- 5.1. The General Data Protection Regulation (GDPR) will come into effect May 25<sup>th</sup> 2018, and officers have been busy updating data and privacy policies accordingly. Letter templates, PCN wording, websites and car park signage have all been reviewed in light of the new regulations coming into force.
- 5.2. The project to introduce a new customer-facing “self-serve” system which has been reported on before is on-going. The new system will give motorists an indication of the likely outcome of their case prior to deciding whether to challenge the Penalty or not. Officers are working with our software supplier and a company who specialises in customer self-serve systems to develop a product that meets NEPPs expectations and supports our discretion policy.
- 5.3. The website continues to be reviewed with improvements and additions being added regularly.

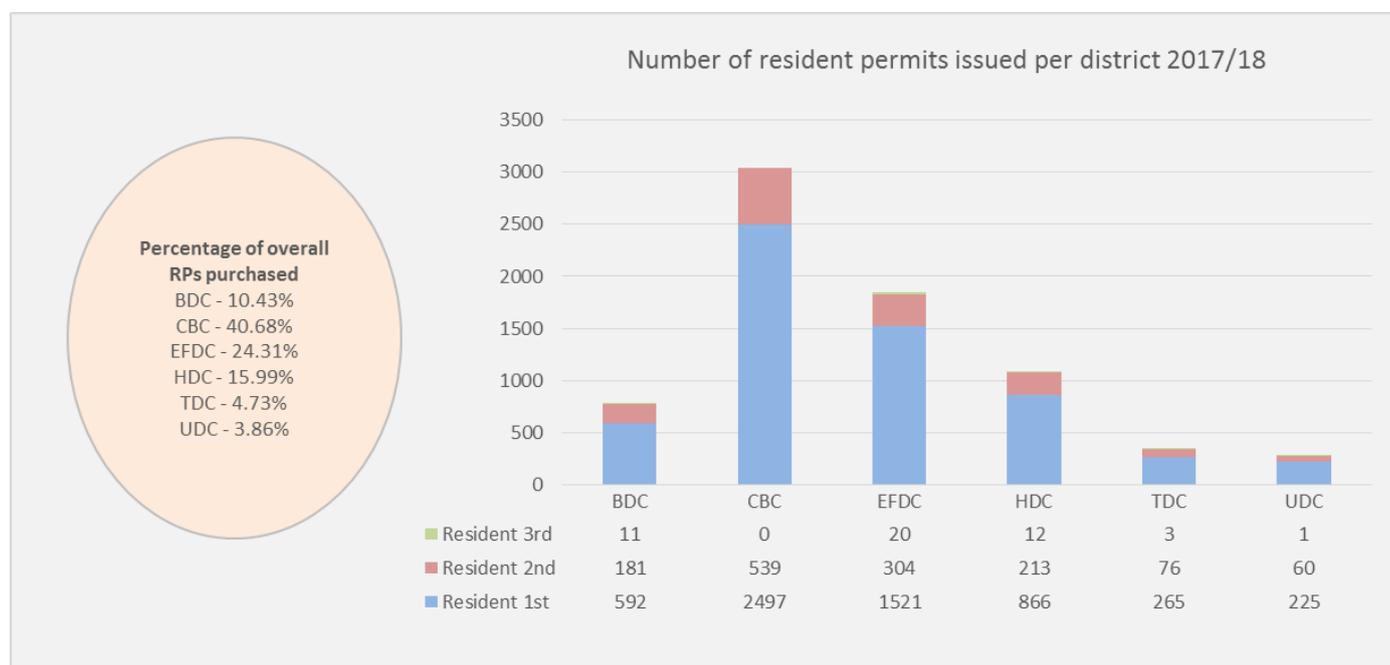
### **6. Communications and Social Media**

- 6.1. NEPP is now available via a number of social media outlets which are managed by CBC’s Communications and Marketing team in conjunction with NEPP officers and Members. These outlets are used by NEPP to promote our service and to act as an educative tool to explain what we do and why we do it.
- 6.2. Twitter is the main social media platform used by NEPP. NEPP first joined Twitter in May 2016 on a trial and now has 173 “followers”.

- 6.3. NEPP's @nepp.parking Twitter page was shortlisted for the 'Best Use of Social Media for Business' category at the Essex Digital Awards 2018. The awards ceremony was held on 3<sup>rd</sup> May in Chelmsford. Unfortunately NEPP did not win but were pleased to have been shortlisted. The winner of the category was "Wedding Day Angel", a directory and blog created to give wedding day tips.
- 6.4. NEPP were also finalists at the British Parking Awards 2018 in the Communication Award category. The ceremony took place at the Royal Lancaster 9<sup>th</sup> March 2018.
- 6.5. Again, NEPP were not successful with the winners being the British Parking Association for its "Know Your Parking Rights" campaign.
- 6.6. NEPP have started publishing a quarterly e-newsletter that aims to improve the public's understanding of parking management and encourage innovation in its delivery.
- 6.7. The first NEPP E-Brief looks at the enforcement of pavement parking, a schools parking project, changes to on-street parking charges and the nationwide Positive Parking Agenda.

## 7. Permits

- 7.1. Last financial year NEPP issued approximately, 7590 resident permits and over 15,000 books of visitor permits. The following graphs give an indication of the split of permits over each district and as a percentage of the whole number issued.





- 7.2. NEPP offer a number of other permit types to help enable manage kerbside parking.
- 7.3. Carer permits are available at a small cost payable annually to allow residents who have care needs to have regular visitors to accommodate those needs.
- 7.4. Trader permits are also available for an increased annual cost to allow certain trades to park in residential areas to support both their needs and their customers.
- 7.5. Dispensations are also available at a cost, to allow vehicles to park in contravention of the parking and waiting restrictions in certain circumstances.

## 8. Future work

- 8.1. Shared use bays help to ensure optimum use of kerbside parking and are a good way of providing on-street parking at times when other demand is minimal.
- 8.2. The Commuter Parking Project work has identified that there is potential to maximise the benefits of shared use bays for local needs and commuter parking in future schemes and managed it with MiPermit.
- 8.3. MiPermit has been successful in its implementation, with take-up shown below:

	2015-2016			2016-2017			2017-2018		
	Cash	MiPermit	Combined	Cash	MiPermit	Combined	Cash	MiPermit	Combined
Uttlesford District	6204	17	6221	3836	26	3862	4212	63	4275
Tendring District	5776	31	5807	8619	123	8742	9004	177	9181
Epping Forest District	158665	5754	164419	139309	11854	151163	136279	32694	168973
Colchester Borough	N/A	2846	2846	N/A	6417	6417	N/A	6511	6511

- 8.4. NEPP already offers MiPermit as an option at its 13 on-street pay to park places, split between Uttlesford (5) shared use bays with resident permit holders at any time; Epping Forest (6) for pay and stay; Colchester (1) commuters for the rail station; and Tendring (1) for local amenity parking. NEPP has already decided to match local car park pricing.
- 8.5. The issues discussed with Client Officers and outlined at the last meeting, make up the future work of the NEPP.
- 8.6. The focus of our work will remain on generating further efficiency in office systems and patrol deployment through “smarter enforcement” in order to reduce costs, together with a significant number of projects already programmed as part of the service review.



# North Essex Parking Partnership

Meeting Date:	June 2018
Title:	Forward Plan 2018-2019
Author:	Jonathan Baker – Democratic Services, Colchester Borough Council
Presented by:	Jonathan Baker – Democratic Services, Colchester Borough Council

This report concerns the 2018-19 Forward Plan of meetings for the North Essex Parking Partnership.

## **1. Recommended Decision(s)**

- 1.1 To note the North Essex Parking Partnership Forward Plan for 2018-19

## **2. Reasons for Recommended Decision(s)**

- 2.1 The forward plan for the North Essex Parking Partnership Joint Committee is submitted to each Joint Committee meeting to provide its members with an update of the items scheduled to be on the agenda at each meeting.

## **3. Supporting Information**

- 3.1 The Forward Plan is reviewed regularly to provide an update on those items that need to be included on future agendas and incorporate requests from Joint Committee members on issues that they wish to be discussed.

**NORTH ESSEX PARKING PARTNERSHIP (NEPP)  
FORWARD PLAN OF WORKING GROUP AND JOINT COMMITTEE MEETINGS 2017-18**

<b>COMMITTEE / WORKING GROUP</b>	<b>CLIENT OFFICER MEETING</b>	<b>JOINT COMMITTEE MEETING</b>	<b>MAIN AGENDA REPORTS</b>	<b>AUTHOR</b>
<b>Joint Committee for On/Off Street Parking (AGM)</b>	31 May 2018, S17, Rowan House, 33 Sheepen Road, Colchester	21 June 2018, Colchester Borough Council – Grand Jury Room, Town Hall, High Street Colchester.	Annual Review of Risk Management	Hayley McGrath (CBC)
			Annual Governance Review and Internal Audit	Hayley McGrath (CBC)
			3PR Overview and Costs	Richard Walker (PP)
			NEPP Technical Team Update	Trevor Degville (PP)
			NEPP Financial Update	Lou Belgrove (Parking Partnership)/Richard Walker (PP)
			North Essex Parking Partnership Operational Report	Lou Belgrove (PP)
			NEPP Annual Report Data for 2017/18	Richard Walker (PP)
<b>Joint Committee for On/Off Street Parking</b>	13 September 2018, G03, Rowan House, 33, Sheepen Road, Colchester	4 October 2018 1.00pm Braintree District Council	Forward Plan 18/19	Jonathan Baker (CBC)
			Traffic Regulation Order Schemes for approval, deferral or rejection	Trevor Degville/Shane Taylor (PP)
			NEPP Technical Team Traffic Regulation Order update	Trevor Degville/Shane Taylor (PP)
			On-Street Budget Update: 6 month position	Richard Walker/ Lou Belgrove (PP)
			NEPP On-Street Financial position end of year 2017/18	Richard Walker (PP)
			Annual Report	Richard Walker (PP)
Off-Street Service Update	Richard Walker (PP)			

<b>COMMITTEE / WORKING GROUP</b>	<b>CLIENT OFFICER MEETING</b>	<b>JOINT COMMITTEE MEETING</b>	<b>MAIN AGENDA REPORTS</b>	<b>AUTHOR</b>
			Forward Plan 18/19	Richard Walker (PP) Jonathan Baker
<b>Joint Committee for On/Off Street Parking</b>	22 November 2018, S17, Rowan House, Sheep Road, Colchester.	13 December 2018 1.00pm Tendring District Council	On-Street Budget Update  Residents/Commuter Parking Policy  Operational Report  Off-Street Update  Forward Plan 18/19 & 19/20 Dates	Richard Walker/Lou Belgrove (PP)  Richard Walker (PP)  Lou Belgrove (PP)  Richard Walker (PP)  Jonathan Baker (CBC)
<b>Joint Committee for On/Off Street Parking</b>	28 February 2019 G3, Rowan House	21 March 2018 1.00pm Harlow District Council	Technical Team Traffic Regulation Order Update  Finance Update Period 11 and 2018/19 Budget  Off-Street Update  Forward Plan 18/19	Trevor Degville/Shane Taylor (PP)  Lou Belgrove (PP)  Richard Walker (PP)  Jonathan Baker (CBC)
<b>Joint Committee for On/Off Street Parking</b>	30 May 2019, Room G03, Rowan House, Sheepen Road.	20 June 2019 1.00pm, Grand Jury Room Colchester Borough Council	Annual Governance Review and Internal Audit  Annual Review of Risk Management  NEPP On Street Financial Update  NEPP Annual Report Data  Technical Team Traffic Regulation Order Updates  Operational Report Off-Street Update	Hayley McGrath (CBC)  Hayley McGrath (CBC)  Lou Belgrove (PP)/Richard Walker (PP)  Richard Walker (PP)  Trevor Degville (PP)/Shane Taylor (PP)  Lou Belgrove (PP) Richard Walker (PP)

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			Forward Plan 19/20	Jonathan Baker (CBC)

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