



North Essex Parking Partnership

Joint Committee On-Street Parking

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

18 July 2024 at 1.00pm

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

Information for Members of the Public

Access to information and meetings

- You have the right to observe meetings of the Joint Committee, including those which may be conducted online such as by live audio or video broadcast / webcast. You also have the right to see the agenda (the list of items to be discussed at a meeting), which is usually published five working days before the meeting, and minutes once they are published. Dates of the Joint Committee's future meetings are available here: <https://north.parkingpartnership.org/joint-committee/>.
- Occasionally certain issues, for instance commercially sensitive information or details concerning an individual, must be considered in private. When this is the case an announcement will be made, the live broadcast will end, and the meeting will be moved to consider the matter in private.

Have Your Say!

- The Joint Committee welcomes contributions from members of the public at most public meetings. For online/hybrid meetings of the Joint Committee, a written contribution of no longer than 500 words may be submitted to democratic.services@colchester.gov.uk, before noon on the working day before the meeting date.
- Members of the public may also address the Joint Committee directly, for up to three minutes, if they so wish. If you would like to know more about the Have Your Say! arrangements for the Parking Partnership's Joint Committee, or request to speak, please email: democratic.services@colchester.gov.uk

If you wish to address the Joint Committee directly, or submit a statement to be read out on your behalf, the deadline for requesting this is noon on the working day before the meeting date.

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 2022.

Members are reminded to abide by the terms of the legal agreement: “The North Essex Parking Partnership Joint Committee Agreement 2022 ‘A combined parking service for North Essex’ ” and in particular sections 32 and 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 18 July 2024. Meeting to be held at
Colchester Town Hall, High Street, Colchester CO1 1PJ

Agenda

Attendees

Executive Members:-

Cllr Mick Barry (Tendring)
Cllr Graham Butland (Braintree)
Cllr Martin Goss (Colchester)
Cllr Neil Hargreaves (Uttlesford)
Cllr Paul Honeywood (Essex)
Cllr Nicky Purse (Harlow)
Cllr Ken Williamson (Epping Forest)

Officers:-

Trevor Degville (Parking Partnership)
Jake England (Parking Partnership)
Jo Heynes (Essex County Council)
Amelia Hoke (Epping Forest)
Owen Howell (Colchester City Council)
Dean James (Harlow)
Sarah Lewin (Uttlesford)
Esme McCambridge (Braintree)
Hayley McGrath (Colchester City Council)
Andrew Nepean (Tendring)
Charlotte Paine (Braintree)
Mel Rundle (Colchester)
Richard Walker (Parking Partnership)

	Introduced by	Page
<p>1. Election of a Chairman The Joint Committee must appoint a Chairman for the 2024-25 year at its Annual Meeting.</p>	Owen Howell	
<p>2. Election of a Vice Chairman The Joint Committee must appoint a Vice Chairman for the 2024-25 year at its Annual Meeting.</p>		
<p>3. Welcome & Introductions</p>		
<p>4. Apologies and Substitutions</p>		
<p>3. Declarations of Interest The Chairman to invite Councillors to declare individually any interests they may have in the items on the agenda.</p>		
<p>4. Have Your Say 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, or to present a petition.</p>		
<p>5. Minutes To approve as a correct record the draft minutes of the Joint Committee meeting held on 21 March 2024.</p>		7-16
<p>6. Urgent Items The Joint Committee will consider any urgent items of business raised.</p>		

Continues overleaf

North Essex Parking Partnership

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| <p>7. Annual Governance Review and Internal Audit
The report considers the Governance Review and Internal Audit of the North Essex Parking Partnership for the year 2023/24.</p> | <p>Hayley
McGrath</p> | <p>17-
34</p> |
| <p>8. Annual Review of Risk Management
This report concerns the 2024/25 Risk Management Strategy and current strategic risk register for the Partnership.</p> | <p>Hayley
McGrath</p> | <p>35-
48</p> |
| <p>9. NEPP Financial Update (including the Month 12 outturn for 2023/24 and the budget for 2024/25).
his report updates Members on the North Essex Parking Partnership’s finances.</p> | <p>Chris
Hartgrove</p> | <p>49-
52</p> |
| <p>10. Update on Fees, Charges, Delegations and Policies
This report updates the Committee on delegations and invites members to decide if any changes are needed, and to re-state the current delegations.</p> | <p>Richard
Walker</p> | <p>53-
60</p> |
| <p>11. On-Street Paid Parking - Update
To consider approving the advertising of a number of paid parking sites across Colchester and Epping Forest area.</p> | <p>Jake
England</p> | <p>61-
64</p> |
| <p>12. NEPP Transformation Update Report
The North Essex Parking Partnership (NEPP) Joint Parking Committee (JPC) are asked to note the changes to the organizational structure implemented under its strategic change programme—the NEPP Transformation Programme.</p> | <p>Jake
England</p> | <p>65-
76</p> |
| <p>13. Report setting out parking provisions in the Essex Act
This report re-states an earlier paper to the Joint Committee from a time before the Internet Archive, setting out how the provisions for prohibiting parking on mown and ornamental verges might be effected in parts of the Partnership area.</p> | <p>Richard
Walker</p> | <p>75-
82</p> |
| <p>14. Forward Plan 2024-2025
This report concerns the 2024-25 Forward Plan of meetings for the North Essex Parking Partnership.</p> | <p>Owen
Howell</p> | <p>83-
86</p> |

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

**21 March 2024 at 1.00pm
Latton Bush Centre, Southern Way, Harlow CM18 7BL**

Members Present:

Councillor Mick Barry (Tendring District Council)
Councillor Graham Butland (Braintree District Council)
Councillor Neil Hargreaves (Uttlesford District Council)
Councillor Nicky Purse (Harlow District Council)
Councillor Lee Scott (Essex County Council) [substitute]
Councillor Ken Williamson (Epping Forest District Council)

Substitutions:

Councillor Scott for Councillor Land

Apologies:

Councillors Goss and Land

Also Present:

Jake England (Parking Partnership)
Chris Hartgrove (Colchester City Council)
Jo Haynes (Essex County Council)
Amelia Hoke (Epping Forest District Council)
Owen Howell (Colchester City Council)
Dean James (Harlow District Council)
Michael Kelly (Harlow District Council)
Sarah Lewin (Uttlesford District Council)
Esme McCambridge (Braintree District Council)
Andrew Nepean (Tendring District Council)
Paul Partridge (Braintree District Council)
Andrew Small (Colchester City Council)
Mel Rundle (Colchester City Council)
Richard Walker (Parking Partnership)

171. Election of Chair

As the Chair was not present, the Joint Committee were asked to appoint one of its members to chair this meeting. Two nominations were received and seconded, for Councillors Scott and Hargreaves.

RESOLVED that Councillor Scott chair this meeting. FOUR votes in favour. TWO votes against. ZERO abstentions.

172. Have Your Say

With the permission of the Chair, a statement was read out on behalf of Mr Nick Chilvers, of Colchester. Mr Chilvers raised concerns at possible charges which might be levied on on-street parking in parts of Colchester. Mr Chilvers argued that no charging should be levied on Military Road, as he did not believe it was heavily used for parking, or long stays, and was not used as an alternative to Britannia Car Park, but by people on short visits to residential or business properties. Mr Chilvers suggested that Kendall Road did not require parking charges, as he did not believe that this was somewhere shoppers would park and only had a few parking spaces. Mr Chilvers recommended that any charge for parking at St John's Green be limited to the same rate for parking at the Britannia Car Park, after 60 minutes free parking, arguing that many people doing school pick ups used that area. Mr Chilvers believed that estimated revenues were too high, and alleged that any proposals like these were only about raising revenue.

A petition was presented to the Chair, from Councillor Paul Smith (Colchester City Council). The petition was on behalf of four residents of Ipswich Road [A1232], Colchester, who petitioned for yellow lines to be painted along the residential roadway, running alongside the main carriageway of the A1232, between numbers 483 and 489. This was in order to prevent vehicles from parking on that stretch, where parked vehicles currently block driveways and cause difficulties for residents entering and exiting their driveways.

173. Minutes

RESOLVED that the minutes of the meeting held on 1 February 2024 be approved as an accurate record, subject to an adjustment, to add a description of a comment from a Client Officer regarding the Partnership's exploration of sites which where on-street parking charges might be appropriate for consideration.

174. Urgent Items

Councillor Barry raised an urgent item, regarding Tendring District Council's wish to amend the period of notice for withdrawal from the NEPP, and the email which the Joint Committee Clerk had circulated to Joint Committee members, at Councillor Barry's request, to lay out the proposed changes which Councillor Barry wished to have considered. No word had been received on this since, or responses to that circulated email.

Owen Howell, Clerk to the Joint Committee, explained that he had raised the subject of amendments to the NEPP Agreement with Paul Turner, Director of Legal Services and Monitoring Officer for Essex County Council. Paul Turner had made it clear that no amendments to the NEPP Agreement would be considered, without his first being instructed formally to do this. Richard Walker, Head of Parking, confirmed that he too had sought to raise this, and had received the same response, being told that the Agreement sets out what the Joint Committee did, and not the other way around, and that this was Essex County Council's Agreement.

A Committee Member argued that all partners in the NEPP had ownership of the NEPP Agreement, and suggested that all of the issues which Joint Committee had raised need to be examined and not ignored. The Chair suggested that items be added to the agenda for the next Joint Committee meeting, to cover the two areas where amended wording had been requested; firstly, on the terms of withdrawal from the NEPP and secondly, possible amendments to remove parts of the Agreement perceived to be in possible conflict with each other, and content regarding resolving any deficits, where members believed the Agreement was unclear.

Jo Heynes, Essex County Council [ECC] Client Officer, explained that ECC was unclear as to what the requests were, regarding the requested amendments to the Agreement. ECC was of the view that there did not appear to be consensus on this at the Joint Committee and stated that, if the Joint Committee were to make a formal request, ECC's Monitoring Officer could consider this. A Committee Member underlined that the previous meeting had seen consensus reached and resolution made regarding seeking Agreement amendments, and that this had been so minuted. Accepting that the wording may not have been that needed in order to direct work to be conducted on this, the Committee member made the point that the Joint Committee had still agreed that this matter should be pursued.

RESOLVED that the JOINT COMMITTEE is to receive additional reports at its meeting on 20 June 2024, to cover: -

- a) Progressing possible changes to the NEPP Agreement to amend the requirements for a NEPP Partner to withdraw from the North Essex Parking Partnership
- b) Progressing possible changes to the NEPP Agreement to remove parts of the Agreement perceived to be in possible conflict with each other, and content regarding resolving any deficits, where members believed the Agreement was unclear, and where members wished to clarify that deficits would be shared across all partners, if and when they arise

175. Financial Report and Business Plan

Chris Hartgrove, Deputy Section 151 Officer [Colchester City Council], presented the NEPP financial position as at the end of February. Monthly financial updates

were now being given to NEPP partners, as requested by the Joint Committee. A small surplus was still expected to be shown in the outturn financial position by March 2025, with reserves of £30k predicted by that point.

The underspend on Civil Enforcement Officers [CEOs] was shown, with recent recruitment of CEOs seeing an increase in spend, which was expected to bring overall positive effects. There had already been an upturn in Penalty Charge Notice [PCN] income, moving from a deficit to an expected surplus of £15k, due to the recruitment of CEOs.

ParkSafe costs were now not expected to materialise, and budget had now been set aside to cover bad debt provision. The Head of Parking explained how there could be a significant swing in a short time.

Budget assumptions were based on the most likely outcome. No vacancies had been assumed at the start of the year. The pay award assumption had been three percent in 2024-25, consistent with the assumptions in Colchester City Council's budgeting. 8.1 of the report recognised the risk of a higher pay award, and more information could be presented at a future meeting. The pay award would be negotiated and introduced in May 2024.

The Committee discussed the projected income of £140k from proposed on-street parking charges. The Head of Parking confirmed that this expected income had been factored in to the budget forecast. A Joint Committee member argued that, with delays regarding the advertising of schemes, the expected income for the year should be set as zero, and that the forecast should show a £109k deficit, rather than a £30k surplus. The Joint Committee discussed what estimates should be given for expected income. The projections took into account that some income would not be received until late in the year. The Deputy Section 151 Officer underlined that prudent estimates were used and that, if these did not come to pass, ways would be found to offset any shortfall in income. There was no expectation that the NEPP would experience an ongoing deficit. A Joint Committee member urged for readiness to make decisions at the June 2024 Joint Committee meeting, as to how to cover any shortfall if forecast income was not going to be achieved. The Group Operating Manager noted that the next agenda item would see a discussion of the enhanced consultations on areas appropriate for charging for on-street parking, site viabilities and councillor input. Income could be more or less than expected for any of the potential sites, or would be zero for any schemes that were cancelled. More information would be available following the consultations, and for the June meeting.

A request was made for modelling to be done to show the financial position expected for a range of different pay award scenarios, over a range of award levels, at 1% increments. The Deputy Section 151 Officer agreed that this was possible, but cautioned that this would give less clarity as to the expected position.

The forecast outturn in Appendix A of the report was discussed. One Committee member argued that PCN income projections were optimistic, with a £501k gap between the income generated as of the latest figures, and the forecast outturn

for 2023-24. Officers were asked how such a projection could be made, in opposition to the evidence from financial monthly periods P10 and P11, and what evidence informed it. The Deputy Section 151 Officer explained that emerging good news, following a cautious estimate for Month nine of 2023-24, had seen an uptick in the forecast. The Head of Parking explained that a cautious estimate had been kept until sustained staff recruitment was seen. There had been a net gain of five CEOs, and a significant increase in PCNs being issued. This had been going on over the past four months, but had not been added to the projections, as time had been taken to ensure that this was not a temporary change.

A Committee member noted the work that had been seen to go on, with comments being received regarding the rigour of enforcement. In light of the effect that a 6% pay award would have on the budget, rather than the 3% projection, officers were asked for context regarding CEOs. Jake England, Group Operating Manager, explained that there were currently just under 40 CEOs, with a target total of 42. Eight applicants were currently being processed. There would always be attrition on numbers, but with reorganisation and redeployment, there was confidence that the target of 42 CEOs would be met. The Head of Parking explained that initial figures on expected income were based on employing 33 CEOs. As CEO numbers increased, so did income expectations. If the current trend seen continued, this would lead to an additional £200k income, which would fill any gap in expected income from pay-for on-street parking operations. The most efficient work patterns for CEOs continued to be worked upon.

The Head of Parking was asked what return was gained per each CEO employed, expressing the view that returns projected for new recruits seemed optimistic. The Head of Parking explained that income was based on the work carried out, with an expected rate of issuing PCNs to be between one per hour and 1.2 per hour. This had been ascertained through significant research, across many areas. The NEPP received £34 in PCN income for each PCN issued, on average based on total PCNs issued and total PCN income. There was some tiny fluctuation in this level over time, but could give projected income. Whilst the recruitment of more CEOs meant that the NEPP did not continue to make salary savings, the income generated more than covered the additional salary costs. PCN issuing was not purely to make money, but was a necessary part of paying for the cost of enforcement operations. The Group Operating Manager explained that the income projections for 2024-25 had been based on only 36 CEOs operating on on-street enforcement, and did not include those doing off-street enforcement under agreements with individual NEPP partners.

Andrew Small, Section 151 Officer [Colchester City Council], explained how projections and forecasts were updated to reflect Joint Committee decisions, and the need to decide how to address the effects of these decisions. It was expected that UK inflation, currently at 3.4%, would fall to below 2% by the end of 2024. Issues and changes would be flagged, and adjustments made when necessary.

The Joint Committee asked when details on the transformation programme would come before it. The Group Operating Manager explained that the consultation had now ended, and the results were expected to be given to the staff and to

Unison in the following week for comment. Details could then be shared with the partners of the NEPP. The decision had been taken that the restructure would focus on the core fundamentals.

RESOLVED that the JOINT COMMITTEE: -

- a) Notes the forecast outturn for 2023/24 as of 28th February 2024 (Month 11)
- b) Notes the projected impact on the Parking Reserve balance
- c) Will receive additional reports to its meeting on 20 June 2024, to give details of the ongoing restructuring of the NEPP, and to provide an update on potential areas for on-street parking charges, projected income, and potential ways to mitigate any shortfalls in income.

176. On-Street Paid parking – Forward Plan

Richard Walker, Head of Parking, informed the Joint Committee that Jason Butcher, erstwhile Group Development Manager, had left the NEPP for new employment prior to this meeting. The decision made at the previous meeting of the Joint Committee, and regarding on-street paid parking, had been called in but then resolved at the informal mediation stage.

An enhanced consultation process had been agreed, and the Head of Parking outlined a range of potential options for the schemes. 11 different approaches had been laid out, ranging from ‘continue as planned’, through to ‘cancel all schemes.’ The enhanced consultation process was laid out, and expected timings given. Advertising the consultations on schemes was planned for after the Joint Committee’s meeting in June, probably to run in July, with results to be reported to the November meeting, before formal advertising of schemes that would go forward, due to happen in December 2024. The Group Operating Manager gave assurances that enhanced consultations would be tailored to each area, through initial meetings with the relevant client officers, Joint Committee members and the councillors representing the local wards and divisions, as well as stakeholders such as parish councils. Swift progress could be made where there was no opposition to proposals, but time would be taken where concerns were raised. Further assurances were given that the results of the enhanced initial consultations would be brought to the Joint Committee, prior to any statutory consultation then being engaged upon. Expectations and projections would be updated. The Group Operating Manager noted that the initial meetings would overlap with the election period, and that the NEPP was minded to wait, where necessary, to carry these out after elections, in those areas which were up for election.

RESOLVED that the JOINT COMMITTEE: -

- a) Notes the previous decisions made at the last meeting and the subsequent ‘call-in’ resolution requirements as detailed within the report.

- b) Agrees the proposed timeline outlined in Appendix A, subject to an amendment of the April meeting dates, with these being moved to fall after the election period has ended, and noting the required engagements with local District/City/County Members, and enhanced formal consultation plan to be developed.
- c) Agrees the prioritisation of sites/districts as outlined in Appendix B.

177. Update on National Parking Initiatives

Richard Walker, Head of Parking, introduced the report, covering a number of national parking matters.

The National Parking Platform project was expected to go live in October/November, which would see motorists able to use any parking app to pay for parking anywhere. This was a complex task, but would mean that motorists only needed one parking app on their devices. If the NEPP signed up for this before Easter, it would avoid the £10k fee for joining which would then apply after Easter.

Digital Traffic Regulation Orders [D-TRO] were explained. Proposals would aim to see data externalised and made accessible, for SatNav devices to show information as to where parking was available or prohibited/unavailable.

The National Persistent Evaders database would bring together data on untaxed vehicles, drivers lacking insurance or vehicles without an MOT and similar offences which, when compared to parking charge notice [PCN] data, can show quickly which offenders need to be dealt with in a particular way. The Joint Committee discussed the scenarios which might arise where a current vehicle ownership was not held on file by the DVLA [Driver and Vehicle Licensing Agency].

There was still no progress by central government regarding its approach to obstructive parking. It was unlikely that there would be any progress before the end of the Parliamentary session, as time had almost run out. The Joint Committee discussed the difficulties in educating the public as to which agencies had enforcement responsibilities for different issues, such as obstructive parking, junction protection enforcement. Clarity was needed, and the Committee members discussed different types of issue. The Head of Parking confirmed that, with a few exceptions, enforcement of traffic restrictions was a NEPP responsibility. The Essex Act could allow enforcement against parking on mown or ornamental verges, if signage was in place. The Police had responsibility to enforce against driving on the footway. The Police could also carry out enforcement against obstructive parking, if evidence of the obstruction can be shown. In response to questions about the Essex Act, the Head of Parking offered to provide a written explanation of what this was, and the current position.

The current options being considered for dealing with obstructive parking included to ban all footway parking, which would cause a large number of issues. An alternative was to reclassify obstructive parking so that offences could be treated as a shared civil and criminal offence, allowing the Police or NEPP officers to carry out enforcement actions. The third option was for discretionary powers to be given to civil organisations such as the NEPP, to allow restrictions to be applied and enforced where a need is identified. The Head of Parking described what had been carried out by the devolved governments in Wales and Scotland. Welsh experiments had found that it was not possible to separate enforcement against junction obstruction from enforcement against footway obstruction.

RESOLVED by the JOINT COMMITTEE that the North Essex Parking Partnership: -

- a) Lodges an interest in the National Parking Platform
- b) Takes steps to provide data for the Digital Traffic Regulation Order process
- c) Joins the National Persistent Evaders' Database
- d) Joint Committee receives updates on the Footway Parking topic only by exception in future

178. Forward Plan 2024-2025

Owen Howell, Clerk to the Joint Committee, summarized the additional items requested for the meeting on 20 June 2024 and confirmed that these would be added to the forward plan.

Jo Haynes, Head of Network and Safety [Essex Highways] committed to pick up matters regarding the wording of the NEPP Agreement with Paul Turner, Monitoring Officer to Essex County Council. A suggestion was made that the legal officers/monitoring officers of each partner should meet to discuss how Agreement rewording might potentially be possible. The Head of Network and Safety agreed that the partner local authorities had to agree what was required, then seek an alternative wording, to then be put forward for approval via each partner's processes. Andrew Small, Colchester Section 151 Officer suggested that the Joint Committee could lay out a proposed wording, which could then be circulated to each partner authority and written approval sought.

A request was made to equalize the gaps between Joint Committee meetings. The Clerk and Head of Parking explained some of the issues behind the meeting scheduling, such as the financial reporting schedules, and requests already made for the Client Officer and Joint Committee meetings to avoid school holidays, whilst also coinciding with production of monthly financial outturn reports, and to avoid days on which the South Essex Parking Partnership would meet.

RESOLVED that the JOINT COMMITTEE notes and approve the North Essex Parking Partnership Forward Plan for 2024-25, with the addition of items for the 20 June 2024 meeting, on: -

- a) Progressing possible changes to the NEPP Agreement to amend the requirements for a NEPP Partner to withdraw from the North Essex Parking Partnership
- b) Progressing possible changes to the NEPP Agreement to remove parts of the Agreement perceived to be in possible conflict with each other, and content regarding resolving any deficits, where members believed the Agreement was unclear, and where members wished to clarify that deficits would be shared across all partners, if and when they arise



North Essex Parking Partnership

Meeting Date:	18 July 2024
Title:	Annual Governance Review and Internal Audit
Author:	Hayley McGrath, Corporate Governance Manager, Colchester CC
Presented by:	Hayley McGrath

The report considers the Governance Review and Internal Audit of the North Essex Parking Partnership for the year 2023/24.

1. Recommended Decision(s)

1.1. The Joint Committee is requested to:

- note the Annual Governance Review of the North Essex Parking Partnership (NEPP), and;
- consider the progress on implementing Internal Audit recommendations for the North Essex Parking Partnership.

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. The minimum turn-over limits have been raised and the service no longer has a duty to complete these items.
- 3.2. However, it is felt appropriate that the Joint Committee is still provided with assurances 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, reasonable assurance or substantial 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. 2023/24 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 governance 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 Partnership uses are managed by Colchester City Council and are subject to their internal control procedure and review processes. Colchester City Council has a duty to produce an Annual Governance Statement, and this indicates that an effective system of control was in operation during 2023/24.
- 4.3. The renewed joint agreement has been in operation since its approval in June 2022. During 2023/24 the committee have considered the operating policies of the partnership to ensure that the service is delivered in line with the interpretation of the joint agreement.
- 4.4. The financial pressures on the partnership have continued throughout 2023/24. The budget is set seven months ahead of the financial year and there have been additional costs during the year that were not accounted for, including the pay award for NEPP staff. However, the staffing structure for the service has been reviewed to identify areas of savings and the business plan for 2024/25 has set out how reserves will be rebuilt. The financial reporting to the joint committee has been revised to provide more assurance to members.
- 4.5. The Parking Partnership has a risk management process, which is supported by a strategy and risk registers. The joint committee receive a separate assurance report on risk management.
- 4.6. Overall, there are adequate systems of control in place in the North Essex Parking Partnership.

5. 2023/24 Audit Review

- 5.1. It was agreed in June 2022 that as long as the partnership maintained a minimum of a reasonable assurance rating, a full audit of the partnership would be carried out every other year, with the accounting transactions assessed in between.
- 5.2. The last full audit was carried out in December 2022 and the final report was issued in January 2023, and was reported to this committee in June 23. A copy of the full report is attached at Appendix 2.
- 5.3. There were two level 2 recommendations, and one level 3, which resulted in a reasonable assurance rating, which was the same as the previous year. The recommendations related to:
- Updating the policies on the NEPP website and republishing (level 2)
 - Monitoring and control of the forecasted budget deficit (level 2)
 - Monthly updating of the PCN reconciliation (level 3)

- 5.4. The recommendations were accepted and have been actioned. However, it is noted that the some of the information under the policies section of the website is not the most current, for example the fees and charges table.
- 5.5. As well as the specific audit of the partnership, the audit of Colchester City Council's key financial controls includes sampling partnership transactions.
- 5.6. This assess the systems and controls in place within the financial systems of the Council, including bank payments, reconciliations and payment authorisations, to confirm that these are operating adequately, effectively and efficiently. Parking partnership transactions were included in the audit sampling.
- 5.7. The Key Financial Controls audit did not identify any concerns relating to Parking Partnership transactions.

6. Conclusion and Recommendations

- 6.1. There were no significant governance issues raised during the year and the audit process did not highlight any areas of concern that affect the overall control arrangements of the Partnership.
- 6.2. The review has demonstrated that the governance arrangements for the Partnership continue to be effective.
- 6.3. Members are asked to review and comment on the governance processes and internal audit reports.

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.

8. Appendices

- 8.1 Appendix 1: Key to Assurance Levels
Appendix 2: Internal Audit report for North Essex Parking Partnership December 2022.

Key to Assurance Levels

Assurance Gradings

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

Assurance Level	Evaluation and Testing Conclusion
Substantial	There is a robust system of internal controls operating effectively to ensure that risks are managed and process objectives achieved.
Reasonable	The system of internal controls is generally adequate and operating effectively but some improvements are required to ensure that risks are managed and process objectives achieved.
Limited	The system of internal controls is generally inadequate or not operating effectively and significant improvements are required to ensure that risks are managed and process objectives achieved.
No	There is a fundamental breakdown or absence of core internal controls requiring immediate action.

Recommendation Levels

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

Priority Level	Staff Consulted
1.	Urgent. Fundamental control issue on which action should be taken immediately.
2.	Important. Control issue on which action should be taken at the earliest opportunity.
3.	Routine. Control issue on which action should be taken.
OEM	Operational Effectiveness Matter. Items that would be best practise / improvements but do not impact on the effectiveness of the controls.



Internal Audit

FINAL








Colchester Borough Council

Assurance Review of Parking Services Income Partnership

2022/23

December 2022

Executive Summary

<p>OVERALL ASSESSMENT</p>  <p>The diagram shows a central yellow circle labeled 'REASONABLE ASSURANCE' surrounded by a blue ring with the text 'Adequate & effective governance, risk and control processes'. To the right is a legend with four levels: Substantial Assurance (green), Reasonable Assurance (yellow), Limited Assurance (orange), and No Assurance (red).</p>	<p>KEY STRATEGIC FINDINGS</p> <ul style="list-style-type: none">  Parking services policies are available on North Essex Parking Partnership (NEPP) website, however some of the documents are due for review.  At the end of September 2022, NEPP reported actual deficit to date of £888k compared with budgeted deficit to date of £388k, a negative variance of £501k.  Sample testing of 20 parking complaints found that all were allocated to officers who investigated the complaints, and all complaints were closed before the 28-day deadline.  An up-to-date partnership agreement is in place for North Essex Parking Partnership Joint Committee. 								
<p>ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE</p> <p style="text-align: center;">N/A</p>	<p>GOOD PRACTICE IDENTIFIED</p> <ul style="list-style-type: none">  The Joint Committee met on a quarterly basis to discuss parking related matters.  Client officer meetings with representatives from all partner authorities took place prior to the Joint Committee meeting. 								
<p>SCOPE</p> <p>The audit reviewed parking policies & procedures, accounting for income, joint committee, management information, cash collection processes, debt management, enforcement, and complaints.</p>	<p>ACTION POINTS</p> <table border="1" data-bbox="1149 1241 2112 1380"> <thead> <tr> <th>Urgent</th> <th>Important</th> <th>Routine</th> <th>Operational</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">0</td> <td style="text-align: center;">2</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> </tr> </tbody> </table>	Urgent	Important	Routine	Operational	0	2	1	0
Urgent	Important	Routine	Operational						
0	2	1	0						

Assurance - Key Findings and Management Action Plan (MAP)

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
1	Directed	<p>Parking services policies are available on North Essex Parking Partnership (NEPP) website and some of the policies and procedures on the website are as follows:</p> <ul style="list-style-type: none"> • Penalty Charge Notice Cancellation dated 2015 • Enforcement & Discretion Policy updated in 2015 • Parking Operational Protocol updated in 2016 • Permit, Administration, Customer Care & Complaints Policy updated in 2015 • Policy and Operational Procedural Guidelines for the use of body worn CCTV Cameras. The document is not dated. <p>It is noted that these policies are dated, and review/updating is required.</p>	<p>The policies on the NEPP website are overdue for review. The policies and procedures be reviewed, updated and uploaded to the NEPP website.</p>	2	<p><i>The updating of Parking policies is a massive undertaking and once drafted have to be approved by the JPC before final versions can be published. A number of policies are currently under review and will be taken to the JPC for approval as and when the agenda allows. This is an on-going process. Many policies have not changed due to the nature of the topic and so haven't needed to be updated.</i></p>	<p>Ongoing through 2022-23 and next FY.</p>	<p>Group Manger, Group Operational Manager, Group Development Manager and Business Manager</p>

PRIORITY GRADINGS

1	URGENT	Fundamental control issue on which action should be taken immediately.
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2	IMPORTANT	Control issue on which action should be taken at the earliest opportunity.
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3	ROUTINE	Control issue on which action should be taken.
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Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
2	Directed	Monthly report showing actual performance against budget is prepared and sent to NEPP. As at end of period 6, NEPP reported actual deficit to date (including non-direct cost) of £888k compared with budgeted deficit to date of £388k, a negative variance of £501k.	Actions should be taken to address the actual deficit to date, which exceeds the planned deficit by £501k.	2	<p>Firstly, the MyBudget forecasting process for NEPP is not yet completely rationalised, and has had a trend of over-reporting negative variances, partially due to the debtor/creditor affecting PCN Income, allowance for bad debt changes during the Pandemic and carried forward project work from Reserves being paid in-year, plus changes during and since the Pandemic, especially around forecasting Resident Parking Income.</p> <p>Secondly, the Essex Joint Committee Agreement for Parking (from 1 July 2022) states that the On Street Parking Fund will include separate entries for Business as Usual and, separately, the TRO function.</p> <p>This is being reflected in the reporting to the Joint Committee.</p>	Accountant informed of the new reporting requirements. Budget Managers within NEPP have been briefed on the financial situation.	Budget Managers

PRIORITY GRADINGS

1 **URGENT** Fundamental control issue on which action should be taken immediately.

2 **IMPORTANT** Control issue on which action should be taken at the earliest opportunity.

3 **ROUTINE** Control issue on which action should be taken.

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
3	Directed	Chipside (the software provider for the parking system) performs a monthly reconciliation of PCNs. It is noted that the reconciliation is not up to date and was done up to end of September 2022.	The PCN reconciliation be prepared and updated on a monthly basis.	3	<i>The PCN reconciliation is done on a monthly basis but there is a delay in the service provider reconciling their end and sending it over to us – once received it is processed and actioned accordingly. Oct 2022 is in as reports had a variance and Novembers was not ready for processing at the time the audit was undertaken.</i>	<i>Monthly updated and reconciled - ongoing</i>	<i>Business Manager</i>

PRIORITY GRADINGS

1 **URGENT** Fundamental control issue on which action should be taken immediately.

2 **IMPORTANT** Control issue on which action should be taken at the earliest opportunity.

3 **ROUTINE** Control issue on which action should be taken.

Operational - Effectiveness Matter (OEM) Action Plan

Ref	Risk Area	Finding	Suggested Action	Management Comments
No Operational Effectiveness Matters have been raised.				

ADVISORY NOTE

Operational Effectiveness Matters need to be considered as part of management review of procedures.

Findings



Directed Risk:

Failure to properly direct the service to ensure compliance with the requirements of the organisation.

Ref	Expected Key Risk Mitigation	Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
GF	Governance Framework There is a documented process instruction which accords with the relevant regulatory guidance, Financial Instructions and Scheme of Delegation.	Partially in place	1	-
RM	Risk Mitigation The documented process aligns with the mitigating arrangements set out in the corporate risk register.	Out of scope	-	-
C	Compliance Compliance with statutory, regulatory and policy requirements is demonstrated, with action taken in cases of identified non-compliance.	Partially in place	2, & 3	-

Other Findings



The North Essex Parking Partnership (NEPP) have policies and procedures in place for the services rendered by the Partnership. It was confirmed that the policies and procedures are on the NEPP website and are accessible by members of the public. The Parking Management Policy is the key policy, and it is available on the NEPP website. The policy is in two parts and part one cover the long-term plans and main priorities while part 2 cover partnership parking framework, key priorities, policy framework, scope and benefits of parking management and operational priorities. The policy was updated in 2019. It is noted in the Policies Background paper that 'Change to the regulations governing Civil Parking Enforcement (CPE) is not a common occurrence, and Policies have remained largely static since the last major change in 2015'



The Parking Partnership Development plan is in place and covers the period 2018 - 2022. It was confirmed that the plan was approved by the Joint Committee in December 2016. The Development sets the scene for operations between 2016 and 2022. It outlines the plans for the services for the period 2016/17 up to 2022.

Other Findings



The North Essex Parking Partnership (NEPP) is a council-run organisation which brings together all street-based parking services in North Essex. The service is a partnership between Essex County Council and six district/borough councils:

- Braintree District Council
- Colchester Borough Council - who are the lead authority for the partnership
- Epping Forest District Council
- Harlow Council
- Tendring District Council
- Uttlesford District Council

An up-to-date partnership agreement is in place for North Essex Parking Partnership Joint Committee. The agreement is dated 2022 and a review of the document confirmed that it was accepted by the seven councils involved in the partnership.



There is an annual budget in place and monthly report including actual performance against budget is prepared by the Finance Business Partner. A review of the report for quarter 2 notes that annual budgeted income for the year is £3,492,000 and total budgeted cost is £3,048,000 leading to a net breakeven situation after non direct cost of £444k. Forecast outturn surplus is however £45,000, after non direct cost. On 17th March 2022, the Joint Committee agreed (in principle) the Base Budget for the 2022-2023 Financial Year.



Monthly report showing actual performance against budget is prepared and sent to NEPP. The Finance report to end of second quarter was presented to the Joint Committee on 27th October 2022. A review of the minutes of meeting of the Joint Committee held in October 2022 confirmed that the Finance Report to end of period 6 2022/23 was presented by the NEPP Group Manager to the Joint Committee.



A schedule on contribution invoices is generated on a monthly basis by the Accounts Receivable department and invoices raised and sent out to members of the partnership on a quarterly basis. Sample testing of eight invoices selected from the AR periodic schedule found that invoices were raised by the Accounts Receivable Team and sent to the Councils in the partnership on a timely basis. Payments have been received from the Councils tested.




Penalty Charge Notices (PCNs) is one of the major sources of income to NEPP. The PCNs are uploaded to the Chipside Parking system and all details relating to the PCNs i.e., Device number, vehicle details, location, reason for PCN, penalty charged, where notice was placed, payment received and status of the PCN.


Sample testing of 25 PCNs selected across the financial year found that all required details are included on the system and payments have been received for 12 of the 25 PCNs tested, seven were cancelled and six were overdue for payment and still open.



Chipside (the software provider for the parking system) performs a monthly reconciliation of PCNs. Income received is reconciled with the PCNs on a monthly basis. A reconciliation is performed by the Council of the figures received from Chipside against the amount banked and the contra file (source data) to ensure all income due has been received from Chipside. A review of the reconciliation spreadsheet noted that where differences were identified in the reconciliation process, these are investigated and explained. The reconciliations were prepared by the Office Manager and countersigned by the Business Manager. It is noted that the reconciliation is done up to end of September 2022


Other Findings

- 


Monthly financial reports, including budget variance and forecasts are provided by the Council's Finance Team to the Assistant Director for Environment and Parking Business Manager. Quarterly operational reports (which will make up the annual report) are prepared and includes service overview, on street parking, off street parking, number of parking permits issued, number of parking permits extended, Percentage of issued PCNs which were challenged at the informal stage, People and performance, work programme and other relevant information such as parking projects. It was confirmed that the quarterly operational reports for the last quarter of 21/22 is on the NEPP website.
- 

A schedule is in place for permit fees including residential and non-residential zones. The price permit for the year 2021 - 2022 was presented to and approved by the Joint Committee on 25th June 2020. The committee was asked to approve permit prices for financial years up to 2022.

It is noted that the Joint Committee did not increase prices for 2022/2023 and prices remained static at the 2021/2022 prices. However, in March 2022, the Joint committee made the following changes to the parking permit fees:

 - Approved the changes to some permit prices to the end of 2021/2022 and the current NEPP Agreement.
 - Approved changes to some permit prices for the financial year 2022/23 under the new NEPP Agreement, in principle, and subject to the new Agreement being confirmed.
- 


A third-party cash collection contractor, G4S, is responsible for the collection of cash from car parking machines. There is a contract in place with G4S and a review of the contract confirmed that it was signed by representatives of CBC and G4S. The contract however expired four years ago as it covers the period 6th October 2014 to 30th November 2016.


The Parking Technical Manager confirmed that the Council has been operating on a 3-month rolling basis with the Contractor and no new agreement is in place. The Senior Procurement Consultant confirmed that the existing G4S contract for cash collection is a rolling contract that can be terminated by either party giving 3 months' notice. A tender was done last year but the outcome was unsuccessful. It was confirmed that the tender will be revisited at some point.
- 

Daily reports of cash collected from carpark machines are prepared by G4S and sent to NEPP. Receipts printed from the carpark machines detailing amounts collected are also given to NEPP.

Daily reconciliation of the CALE report (operating software for the car parking machines) with the G4S report, for both cash and contactless Pay and Display machines, is done by a member of the Parking Team and countersigned by the Parking Business Manager.

A Bulk Cash reconciliation is also carried out to reconcile income collected by G4S with income banked. A review of the Bulk Cash reconciliation confirmed that the reconciliation is up to date and latest reconciliation was done in November 2022.

Sample testing of eight daily cash collections selected from each month from April to November confirmed banking was done on a timely basis by G4S.
- 

NEPP receives income from revenue streams, including MiPermit, Car park income and PCNs. MiPermit enables the Partnership to accept electronic payments for pay & display car parking, residents and visitor permits, and season tickets. It was confirmed that the MiPermit, Chipside/PCN incomes and cash income collected by G4S is reconciled on a daily basis as part of the Bulk Cash reconciliation process.
- 

The Parking Technical Manager maintains the car park pay points key cabinet log. The car park name, car park machine and key number are included in the log. The location of each key is also included in the key cabinet log.

Keys held by the staff members of the Parking team are noted under the names of the staff members and access to the keys are restricted to the Parking services staff members.

Other Findings



The process for recovering unpaid PCNs is documented on NEPP's website. The process is as follows:

- If there is a PCN debt that has not been paid, the local authority or a Magistrates' court issues a warrant of control or liability orders. This starts the process to recover the money.
- NEPP pass over the warrant to the Bailiffs; Jacobs, Equita or Newlyn and the Bailiffs add £75.00 and issue an Enforcement Notice to the debtor within 7 days of the instruction.
- The time frame for the compliance stage is set at 21 days and this means an Enforcement Agent cannot visit the debtor until day 22, however during this time the debtor will be sent more letters, texts, emails and receive telephone calls. If a debtor has multiple instructions outstanding £75.00 can be added to each warrant.
- On Day 22, an Enforcement Agent can visit the address of the debtor and a fee of £235.00 is added, this is in addition to the £75.00 'Compliance Stage' fee. £235.00 can ONLY be added once, even when multiple warrants are outstanding. An Enforcement
- If the debt is not paid by the end of the Enforcement Stage, then possessions may be sold. This can include the debtor's own vehicle. An additional fee of £110 can also be added to the amount owed. Additional costs for storage, auctioning, etc can also be applied but are limited and must be approved by the court.

It was confirmed that a total of 7686 PCNs valued £833,576 was passed to the Bailiffs between the period 1st April to date (21st November 2022). The sum of £30,780.41 was recovered by the Bailiffs in the same period.



There is a Debt Cancellation Policy in place which notes that when a PCN has reached the stage where it is to be registered at the at the County Court, it then becomes classed as a debt. The debt is registered with TEC and an Order of Recovery is sent to the debtor. If the debt is not paid, the PCN will be passed to the Bailiffs for recovery. NEPP works with three Bailiffs (Equita, Jacobs and Newlyn and there is a Service Level Agreement in place with the Bailiffs. The agreement commenced from August 2018 and does not have an ending date.



NEPP use CBC's complaints policy and procedure as CBC is the lead authority in the Partnership. The Complaints policy and procedure can be found on CBC's website. Complaints are managed via SharePoint and are assigned an investigating officer. Complaints received should be investigated and a reply issued with 28 days, as per the Council Complaints Policy

A total of 32 parking complaints were received from April 2022 to date. Sample testing of 20 complaints found that all 20 complaints were allocated to officers who investigated the complaints, and all complaints were closed before the 28-day deadline.



Delivery Risk:

Failure to deliver the service in an effective manner which meets the requirements of the organisation.

Ref	Expected Key Risk Mitigation	Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
PM	Performance Monitoring There are agreed KPIs for the process which align with the business plan requirements and are independently monitored, with corrective action taken in a timely manner.	In place	-	-
S	Sustainability The impact on the organisation's sustainability agenda has been considered.	Out of scope	-	-
R	Resilience Good practice to respond to business interruption events and to enhance the economic, effective and efficient delivery is adopted.	Out of scope	-	-

Other Findings



The NEPP Joint Committee aims to provide a merged parking service that provides a single, flexible enterprise of full parking services for the Partner Authorities and ensure the effective delivery of Parking Services for respective partners.

The Joint Committee meets on a quarterly basis and have done so this year. It was confirmed that the Committee met in March, June and October 2022. Relevant issues such as Forward Plan 2022-23, Financial Update and parking issues (Obstructive Parking), Traders' Permit pricing review were discussed at the meetings.



Client officer meetings take place with representatives from all partner authorities. The meetings take place prior to the Joint Committee and an action log is maintained to document key decisions and points made at the meetings.

A review of action logs for the meeting held in June and October 2022 noted that the meetings were attended by representatives of all the seven Councils and key issue such as financial updates, forward plans, risk management review, North Essex Parking Partnership Update and other issues related to the partnership were discussed at the meetings.

Scope and Limitations of the Review

1. The definition of the type of review, the limitations and the responsibilities of management in regard to this review are set out in the Annual Plan. As set out in the Audit Charter, substantive testing is only carried out where this has been agreed with management and unless explicitly shown in the scope no such work has been performed.

Disclaimer

2. The matters raised in this report are only those that came to the attention of the auditor during the course of the review and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Effectiveness of arrangements

3. The definitions of the effectiveness of arrangements are set out below. These are based solely upon the audit work performed, assume business as usual, and do not necessarily cover management override or exceptional circumstances.

In place	The control arrangements in place mitigate the risk from arising.
Partially in place	The control arrangements in place only partially mitigate the risk from arising.
Not in place	The control arrangements in place do not effectively mitigate the risk from arising.

Assurance Assessment

4. The definitions of the assurance assessments are:

Substantial Assurance	There is a robust system of internal controls operating effectively to ensure that risks are managed, and process objectives achieved.
Reasonable Assurance	The system of internal controls is generally adequate and operating effectively but some improvements are required to ensure that risks are managed, and process objectives achieved.
Limited Assurance	The system of internal controls is generally inadequate or not operating effectively and significant improvements are required to ensure that risks are managed, and process objectives achieved.
No Assurance	There is a fundamental breakdown or absence of core internal controls requiring immediate action.

Acknowledgement

5. We would like to thank staff for their co-operation and assistance during the course of our work.

Release of Report

6. The table below sets out the history of this report.

Stage	Issued	Response Received
Audit Planning Memorandum:	24 th October 2022	24 th October 2022
Draft Report:	2 nd December 2022	9 th December 2022
Final Report:	12 th December 2022	

AUDIT PLANNING MEMORANDUM

Appendix B

Client:	Colchester Borough Council		
Review:	Parking Services Income Partnership		
Type of Review:	Assurance	Audit Lead:	Olufolake Mustafa

Outline scope (per Annual Plan):	The audit reviewed parking policies & procedures, accounting for income, joint committee, management information, cash collection processes, debt management, enforcement, and complaints.		
Detailed scope will consider:	<p>Directed</p> <p>Governance Framework: There is a documented process instruction which accords with the relevant regulatory guidance, Financial Instructions and Scheme of Delegation.</p> <p>Risk Mitigation: The documented process aligns with the mitigating arrangements set out in the corporate risk register.</p> <p>Compliance: Compliance with statutory, regulatory and policy requirements is demonstrated, with action taken in cases of identified non-compliance.</p>	<p>Delivery</p> <p>Performance monitoring: There are agreed KPIs for the process which align with the business plan requirements and are independently monitored, with corrective action taken in a timely manner.</p> <p>Sustainability: The impact on the organisation's sustainability agenda has been considered.</p> <p>Resilience: Good practice to respond to business interruption events and to enhance the economic, effective and efficient delivery is adopted.</p>	
Requested additions to scope:	(If required then please provide brief detail)		
Exclusions from scope:			

Planned Start Date:	21/11/2022	Exit Meeting Date:	30/11/2022	Exit Meeting to be held with:	Christine Belgrove
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SELF ASSESSMENT RESPONSE

Matters over the previous 12 months relating to activity to be reviewed	Y/N (if Y then please provide brief details separately)
Has there been any reduction in the effectiveness of the internal controls due to staff absences through sickness and/or vacancies etc?	N
Have there been any breakdowns in the internal controls resulting in disciplinary action or similar?	N
Have there been any significant changes to the process?	N
Are there any particular matters/periods of time you would like the review to consider?	Current year



North Essex Parking Partnership

Meeting Date: 18 July 2024
Title: Annual Review of Risk Management
Author: Hayley McGrath, Corporate Governance Manager, Colchester CC
Presented by: Hayley McGrath, Corporate Governance Manager, Colchester CC

This report concerns the 2024/25 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 2024/25, and
- agree the Strategic Risk Register, subject to any requested amendments.

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 partner's 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 2024/25 has been attached at appendix 1 for approval.
- 4.2. It is felt that the strategy continues to meet the needs for the service, and no changes have been identified.

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 2023. The register has since been reviewed with the Head of Parking and then by the partnership client officers to ensure that it continued to reflect the issues faced by the service.
- 5.3. Following the review by client officers the following changes are recommended for consideration by the committee (comments in red on the register):
- 5.4. Reduce the score of 1.21 – Insufficient investment in embedding technology, from a probability of 3 to 2.
- 5.5. Reduce the score of 1.23 – Council contributions are not rising sufficiently, from an impact of 5 to 4.
- 5.6. Reduce the score of 1.24 – Salary increases outstrip ability to cover costs, from an impact of 5 to 4.
- 5.7. Addition of a risk, 1.26, relating to the risk of lack of resilience in specialist posts.
- 5.8. Addition of a risk, 1.27, reflecting the difficulty in recruiting to front-line posts.
- 5.9. 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.
- 5.10. It is requested that this committee reviews the remaining strategic risks to ensure that they still reflect the issues faced by the service and that they are appropriately scored.

6. Standard References

- 6.1. 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.

Appendices

Appendix 1 – North Essex Parking Partnership Risk Management Strategy 2024-25
Appendix 2 – North Essex Parking Partnership Strategic Risk Register June 2024

RISK MANAGEMENT STRATEGY

This document outlines the Partnership'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 Partnership's strategic objectives.
2. Members of the committee and Senior Management of the Partnership own, lead and support on risk management.
3. Ownership and accountability are clearly assigned for the management of risks throughout the Partnership.
4. There is a commitment to embedding risk management into the Partnership'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 Partnership's exposure to, and management of, risks and opportunities.
7. Best practice systems for managing risk are used throughout the Partnership, including mechanisms for monitoring and reviewing effectiveness against agreed standards and targets.
8. Accountability to stakeholders is fully demonstrated through periodic reviews of the Partnership's risks, which are reported to the committee.
9. The Risk Management Strategy is reviewed and updated annually in line with the Partnership's developing needs and requirements.

Endorsement by Chair 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 affect 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 partnership 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.

Head of North Essex Parking Partnership – Embedding a risk management culture in the service. Advising the Joint Committee on strategic risks and ownership of the service's operational risks

Head of Governance, Colchester City Council - Responsible for co-ordination of the risk management process, co-ordinating and preparing reports and providing advice and support.

All Partner Client Officers – Reviewing the risk management process and identified risks, to ensure that the process meets the requirements of their authority and that their authority has an opportunity to comment on, and influence, risk identification and outcomes.

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 partnership 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 Business 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 partnership'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 partnership 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 partnership 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 Head of Parking.

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 Head of Parking 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 Head of Parking 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
To be agreed by Cttee 27 June 24

Version 15 – June 2024

STRATEGIC RISKS

RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.3	There's a change in political will of a partner that leads to them resetting their strategic priorities, which impacts on the arrangements for the partnership.	Decrease in service provision.	Ensure that performance of the partnership is appropriately reported back to each authority and the effects of withdrawing are understood.	Parking Partnership Manager	January 2025	8	2	4		
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 2025	4	1	4		
1.15	Investment in innovation does not provide a return that matches or exceeds the 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 2025	6	2	3		

RW/HJM
 FOR CLIENT OFFICER REVIEW: June 24
 NEXT REVIEW: January 2025

North Essex Parking Partnership Risk Register
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RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.21	Insufficient investment in embedding innovative technology in to the service, including developing the service to reflect the advances in sustainable travel.	Opportunities to deliver service efficiencies and improvements are missed.	New technology opportunities should be monitored and assessed on a cost/benefit basis.	Parking Partnership Manager	January 2025	4 6	2	2	3	2
1.23	Council contributions are not rising sufficiently, or ability to come to a decision on fees and charges, fails to meet current and future financial challenges, including inflation rates, continued increases in service delivery costs and potential reduced income as the public look to decrease the costs of living impacts.	Decrease in service provision / failure of the partnership. Stranded costs to be covered by the remainder of the partners. Inability to invest in the future of the service. Missed opportunities.	Ensure that member authority representatives fully understand the partnership agreement and are involved in the budget setting of each authority. Financial performance is stringently monitored, and deviancies reported to the partnership for action.	Chair of the Joint Committee	January 2025	12 15	3	4	3	5

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RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.24	Salary increases outstrip ability to provide income to cover costs	Salary increases rise at a rate above the agreed fees and charges, or at a rate that outstrips ability to gain income, leading to deficit	Ensure that Members are aware of financial position and consequences of late or no decisions relating to pay awards.	Chair of the Joint Committee	January 2025	12 15	3	4	3	5
1.25	Inability to return service from continuing deficit to break-even or surplus by financial year end, or planned service additions fail to materialise to offset costs and overheads with any income.	Likely deficit. If deficit remains after the following financial year then Partners will be asked to contribute to cover or and clear any deficit.	Prompt and detailed financial monitoring. Detailed operational plans from Lead Authority. Timely decision-making.	Chair of the Joint Committee	January 2025	15	3	5		
1.26	The personnel structure review in 2023 has resulted in fewer posts. This means that there are more functions with individual specialist officers.	There has reduced resilience in key roles, which could lead to service issues in the event of long term absence or resignation.	Identify the key roles to the service and develop a business impact assessment of vacancies. Use this to develop service plans to ensure continuity of deliver, including training and development opportunities and formal succession planning processes.	Parking Partnership Manager	January 2025	8	2	4		

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RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.27	Difficulty in recruiting sufficient front-line staff.	If posts cannot be filled then the service cannot be delivered to the level needed to achieve the objectives of the partnership.	Development of a formal recruitment programme with identified opportunities to promote the service.	Parking Partnership Manager	January 2025	8	2	4		

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

RW/HJM
 FOR CLIENT OFFICER REVIEW: June 24
 NEXT REVIEW: January 2025

North Essex Parking Partnership Risk Register
To be agreed by Cttee 27 June 24

Version 15 – June 2024

Removed Items

No	Risk	Date removed	Last score
	A partner is not represented at a meeting or a suitable member from that authority has not attended, or the meeting is not quorate. (removed June 20)	June 20	2
1.2	A partner resets their strategic priorities to meet future funding challenges which impacts on the arrangements for the partnership.	June 22	6
1.4	Preferences of members dictates the direction of the meeting.	June 17	
1.5	Relationship between senior management and the committee deteriorates	June 17	
1.6	Lack of partnership support for shared targets.	June 19	
1.7	ECC review results in fundamental changes to the service	June 16	
1.8	Decisions are taken on a political basis as opposed to being considered on their own merits.		
1.9	Potential future financial challenges, of reduced income and increased costs, are greater than expected.	June 22	10
1.11	Income decisions are based on outdated financial data		
1.12	Lack of agility responding to business need and demand, based on historical data in cttee reports.	June 20	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.	June 22	4
1.14	Selective media reporting of policy changes affects the ability of the partnership to deliver services.	June 20	6
1.16	Introduction of new £1 coin	June 17	
1.17	Withdrawal of ECC funding (prior to review)	June 17	
1.18	The partner review of off-street parking arrangements could result in major changes to the arrangement	June 18	
1.19	The Senior Management review at Colchester Borough Council will result in a new lead officer (& client officer) for the service.	June 18	

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 FOR CLIENT OFFICER REVIEW: June 24
 NEXT REVIEW: January 2025

North Essex Parking Partnership Risk Register
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1.20	The impacts of the COVID-19 pandemic will be far reaching on the partnership for a significant period of time.	June 22	20
1.22	The partnership agreement expires on 31 March 2022 and heads of terms of the new agreement have been drawn up. However, the specific impacts on the partnership, such as treatment of any surpluses, are still to be defined and could have a detrimental impact on the service	June 23	8

RW/HJM
FOR CLIENT OFFICER REVIEW: June 24
NEXT REVIEW: January 2025



North Essex Parking Partnership

Joint Parking Committee

Meeting Date:	18 July 2024
Title:	NEPP Financial Update (including the Month 12 outturn for 2023/24 and the budget for 2024/25)
Author:	Chris Hartgrove FCCA – Service Director of Finance (Deputy Section 151 Officer) Andrew Small CPFA – Director of Finance (Section 151 Officer)
Presented by:	Chris Hartgrove

This report updates Members on the North Essex Parking Partnership's finances.

1. Recommended Decisions

- 1.1. To note the outturn for 2023/24 as of 31st March 2024 (Month 12); and
- 1.2. To note the impact on the Parking Reserve balance.

2. Reasons for Recommended Decisions

- 2.1. To achieve good practice governance in terms of monitoring and controlling in-year expenditure and setting a sustainable budget for the year ahead that supports the future delivery of the Partnership's objectives, whilst balancing the long-term financial sustainability of the NEPP and mitigating the financial risk exposure of partner councils.

3. Background and Introduction

- 3.1. The 2022/23 financial year proved extremely challenging for the NEPP with a budget overspend eventually resulting in a year-end deficit of £160,000 on the NEPP Reserve, which is £560,000 short of the recommended minimum Reserve balance of £400,000 contained within the adopted NEPP Agreement.
- 3.2. This report updates the Committee on:
 - The outturn against the 2023/24 budget; and
 - The impact on the NEPP Reserve balance, including the impact of the draft Budget for 2024/25 (adopted by the Committee on 1st February 2024).

4. Financial Review Progress

- 4.1. The ongoing review of the NEPP finances by the Colchester City Council (Section 151) team, including its long-term financial sustainability, is an iterative process. The outcome from the 'first stage review' was reported to the Committee on 1st February 2024.
- 4.2. This established a robust forecast outturn for 2023/24 (as at Month 9) and a sustainable draft budget for 2024/25 and reflected a reset of some previous financial assumptions, most notably on **Management Time Allocations** (in the light of budgets and staff changes within Colchester City Council that took effect in 2023/24), the **Provision for Bad Debts** (with the inclusion of a budget assumption in 2024/25 for the first time), and the **2024/25 Budget** (with assumptions consistent with Colchester City Council budgets, and reflecting estimated cost reductions achievable from the planned service restructure).
- 4.3. At the time of drafting this report (5th June 2024), the updated service restructure has just been implemented (with effect from Monday 3rd June 2024). Colchester Finance officers are currently determining the final costs of the new arrangements and its impact on the 2024/25 budget (e.g. the impact of pay protection, severance costs, actuarial strain payments etc.). Once finalised, the outcome will provide further clarity in financial reporting and a longer-term (5-year) financial view in the form of a Medium-Term Financial Plan (MTFP); both elements will be reflected in an updated Financial Report to the Committee at the earliest opportunity (Summer 2024).

5. Outturn 2023/24 (Month 12)

- 5.1. The outturn position for 2023/24 (Month 12), presented in **Appendix A**, shows a year-end surplus of £121,000. This reduces the deficit on the NEPP Reserve to £39,000.
- 5.2. The net surplus of £121,000 is derived from a surplus of £66,000 on Expenditure, which is added to by surplus in Income of £54,000. The most notable factors are:
 - **Civil Enforcement Officers & Supervision (Expenditure impact £135,000 Positive)** – savings of £135,000 have accrued due to vacant posts previously held within the Civil Enforcement Officer (CEO) team (although several vacancies have now been filled)
 - **Bad Debts (Expenditure impact £178,000 Negative)** – contributions to the Bad Debt Provision (BDP) have not previously been budgeted for, with adjustments made at year-end only. Provision has now been made in the 2024/25 budget; the 2023/24 outturn variance primarily reflects 2023/24 (zero) budget provision and has steadily increased in the last quarter of the financial year as more PCNs are now being issued following the successful recruitment of additional CEOs; and
 - **Parking Charges (inc. Pay & Display) (Income impact £139,000 Negative)** – this budget line includes a range of other miscellaneous income items in addition to core income streams such as Pay and Display charges. There are two significant variances that dominate. Firstly, the 2023/24 budget assumed that the NEPP would receive £107,000 from Essex County Council in respect of expanding the "Park Safe" school camera scheme; this has not come to fruition as expected. And secondly, additional parking consultancy income of £60,000 was assumed in the budget from additional events (e.g. Ride London), which has not been realised.

6. Budget 2024/25

- 6.1 The 2024/25 budget – presented to, and adopted by, the Committee, on 1st February 2024 is also presented in **Appendix A** (for illustration only). It comprises planned Expenditure of £3.628 million (£3,198,000 Direct + £430,000 Indirect) outweighed by planned/forecast Income of £3.734 million, which results in budgeted surplus of £106,000. If this materialises, the deficit on the NEPP Reserve would be eliminated, with a surplus of £66,000 expected to emerge by 31st March 2025.

7. NEPP Reserve Movements/Balance

- 7.1. As explained above in Sections 5 and 6, and summarised in **Appendix A**, the NEPP Reserve is currently expected to return to a positive balance by 31st March 2025.
- 7.2. The next update, reflecting the position as of 30th June 2024 (2024/25, Month 3), will be available from week commencing 22nd July 2024, and will be presented to the Committee at the earliest opportunity thereafter.

8. Risks

- 8.1. The consideration of risk forms a key part of the development of this report. As reported to the Committee on 1st February 2024, the Budget is based on a series of estimates and assumptions that are informed by a range of intelligence sources (some certain, some uncertain). Two risks are noteworthy:
- **2024/25 Pay Award** – a 3.0% Pay Award was assumed for 2024/25 in line with the Colchester City Council assumption on inflation. Pay Settlements have exceeded budget provision for the last two years (and have taken the form of a fixed sum for all pay grades, rather than a set percentage of pay). At this stage, National Employers (through the NJC) have recently made an offer of marginally more than this amount (in terms of cost), but Colchester City Council is not part of the national pay bargaining mechanism and has a Local Pay Agreement in place. It is therefore uncertain at this stage if the current budget assumption for 2024/25 is adequate. However, contingency plans will be considered and presented to Committee (if required) as further information becomes available; and
 - **Bad Debt Provision (BDP)** – as reported to the Committee on 1st February 2024, the contribution to the BDP is a potentially volatile expenditure item that has not been previously budgeted for. Further analysis on the collectability of PCNs is to be undertaken by the Finance team in 2024/25.

9. Standard References

- 9.1 North Essex Parking Partnership (NEPP) Joint Committee Agreement (2022).

NEPP Financial Update (Month 12/Outturn)

2023/24

North Essex Parking Partnership (NEPP)					
2023/24 Outturn					
31st March 2024					
		2023/24			2024/25
		Budget (Full Year)	Actual Spending (Full Year)	Variance (Full Year)	Budget (Committee 01/02/24)
		£000's	£000's	£000's	£000's
Expenditure					
<i>Employee Costs (Direct)</i>					
Management	202	153	- 49	133	
CEOs & Supervision	1,408	1,273	- 135	1,724	
Back Office	419	410	- 9	389	
Business Development	132	107	- 25	-	
Data Led Services	342	355	13	-	
TRO's	180	177	- 3	282	
<i>Other Costs (Direct)</i>					
Premises / TRO Maintenance costs	143	109	- 34	68	
Transport costs (running costs)	29	91	62	48	
Supplies & Services	506	443	- 63	452	
Third Party Payments	38	36	- 2	30	
Bad Debts	-	178	178	70	
	3,398	3,332	- 66	3,198	
Income					
Penalty Charges (PCNs)	- 2,258	- 2,350	- 92	- 2,100	
Fines (Blue Badge/Permits)	- 25	-	25	-	
Parking Permits/ Season Tickets	- 943	- 1,027	- 84	- 1,037	
Parking Charges (P&D etc)	- 584	- 445	139	- 536	
Other income	- 43	- 85	- 42	- 62	
	- 3,853	- 3,907	- 54	- 3,734	
DIRECT COSTS (NET)	- 454	- 575	- 121	- 536	
CORPORATE OVERHEADS (INDIRECT)*	455	455	0	430	
TOTAL COSTS	0	- 121	- 121	- 106	
Movement on NEPP Reserve					
		£000's			
Opening Balance 01/03/23 (B/Fwd.)	160	Deficit			
Budgeted Contribution 2023/24	0				
Outturn (2023/24)	- 121				
Balance 31/03/24 (Outturn)	39	Deficit			
Opening Balance 01/03/24 (B/Fwd.)	39	Deficit			
Budgeted Contribution 2024/25	- 106				
Balance 31/03/25	- 66	Surplus			



North Essex Parking Partnership

Joint Parking Committee

Meeting Date:	18 July 2024
Title:	Update on Fees, Charges, Delegations and Policies
Author:	Richard Walker, Head of Parking
Presented by:	Richard Walker

This report updates the Committee on delegations, and invites members to decide if any changes are needed, and to re-state the current delegations. The report then notes the delegations relating to on-street fees and charges being used, followed by an explanation of the continuation of the Fees and Charges Plan which has been decided previously, and finally sets out a list of other Policy decisions which have been made, for reference.

1. Recommended Decision(s)

- 1.1. To decide that delegations made previously should continue.
- 1.2. To note the decision to match on-street tariffs to nearby car parks, to be made under existing delegations, and note the recent changes to be implemented (subject to 1.1).
- 1.3. To note the plan for fees and charges decided previously, currently in year 2, and continue its implementation.
- 1.4. To note the Policies which are in place and the plan and mechanism for updates.

2. Reasons for Recommended Decision(s)

- 2.1. For good governance and to ensure the effective future operation of the Partnership.

3. Delegations

- 3.1. There is a list of previous delegations in the Appendix, and members are asked to take note especially of the decisions made in March 2018, about on-street parking, where this relates to the decisions in this paper. These delegations have been restated several times, most recently on 27 October 2022.
- 3.2. Members are asked to review the delegations to ensure no changes are necessary and decide whether these should continue in the current form.
- 3.3. It is recommended that no changes are made currently.
- 3.4. This sets the background context to the next parts of the paper.

4. Plan for On-Street fees and charges

- 4.1. Following on from the delegation to match on-street parking tariffs to nearby car parks, there has been a change to some nearby parking charges, and it is proposed to update the on-street tariff to match, using the delegation set out in paragraph 3.1 and shown in the Appendix.

4.2. Members are asked to note this change being made using the delegation in place, subject to paragraph 1.1.

5. Plan for Permit Fees and Charges

5.1. The Plan for Permits, and other miscellaneous services which NEPP provides (aside from paying to park on street, covered in paragraph 4.1) – were set out for the forthcoming four years in a report approved by Committee on 17 March 2022 and brought in by a decision at the following meeting on 22 June 2023.

5.2. The decision represented an inflationary increase for all permits in 2023/24, and harmonising permit prices across all areas over three subsequent years 2024/25 (the current year), 2025/26 and 2026/27.

5.3. The current financial year is year 2 of the plan. Permit prices were increased this year, in line with the plan, from 8 April 2024.

5.4. It is recommended to maintain this plan for now and the following years as set out in the Appendix.

6. Policies, Protocols and Plans

6.1. In order to comply with audit requirement and demonstrate best practice, the policies and protocols which set out how the Parking Partnership implements its service are being gradually brought to Committee to check their currency. This will be done where time on the agenda permits – usually not at the Annual General Meeting.

6.2. A previous decision approved an exercise to modernise the language and presentation of policies, and this has been applied gradually to the most referenced policies.

6.3. Since then, policies have been updated as shown in the Appendix, which is a useful guide to the policies in place. Policies will continue to be brought to future Committees, in rotation, and will also include an updated version of the Development Plan following the service transformation, and the annual Business Plan for the service.

7. Standard References

7.1. Other than set out above, 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

7.2. An Equality Impact Assessment for the operations is set out at this link:

<https://www.colchester.gov.uk/equality-and-diversity/equality-impact-assessments/?id=&page=environment--equality--impact--assessments>

Appendix – Policies and Delegations, Fees and Charges Decisions

List and Chronology of Delegations, Explanations & Links

<p>28 June 2011</p> <p>Committee Protocols & Partnership Parking Policies</p> <p>General administration of the Operational Service</p> <p>Papers before 2014/15 are not available online. Decisions therefore listed in full.</p>	<p>Delegations in accordance with the Agreement</p> <p>That general and day to day operational matters and decisions of the essential operation and its exigencies be delegated to the Parking Partnership Group Manager (or, in his absence, his nominated deputy); the Joint Committee shall delegate to the Group Parking Manager of the Parking Partnership (as shown in the Agreement) the appropriate operational delegations:</p> <ol style="list-style-type: none"> a. the operational responsibility for on street civil parking in order to enable the Joint Committee to carry out its functions, the delegations being as set out in the Agreement (generally, and specifically paragraphs 10, 11, 14 and Appendix A); and b. the operational responsibility for off-street civil parking in order to enable the Joint Committee or its sub committee(s) to carry out its functions, the delegations being as set out in the Agreement (generally, and specifically paragraphs 10, 11 and 14 as appropriate for off-street operations, and Annexe A), as appropriate for those authorities signing up thereto. 	<p>Delegation</p>
<p>5 December 2011</p> <p>Parking Partnership Traffic Regulation Orders (TROs)</p> <p>Making TROs of an urgent nature;</p> <p>Making decisions on operational matters (e.g. Objections)</p> <p>The Policy was restated on the 15 December 2016 at JPC (with a TRO Policy review).</p> <p>Papers before 2014/15 are not available online. Decisions therefore listed in full.</p>	<p>Delegations for Operational Expediency</p> <p>1.4 It may be expedient in certain circumstances for decisions to be taken by the Chair or Vice Chair of the TRO sub committee in consultation with officers. The TRO sub committee is asked to approve delegation of decision on matters of an urgent or unforeseen nature to the Chair or Vice Chair as their substitute, in consultation with officers where the exigency of the service requires. Such matters to be reported to the next available committee for confirmation.</p> <p>1.5 There will be times where it would be expedient for officers to make operational decisions on approved schemes and the TRO sub committee is asked to delegate operational decisions to officers.</p> <p>Note: The TRO Sub Committee was subsumed back into the main Committee from the 2013/14 municipal year, starting from the 2013 AGM and then the number of meetings reduced to a manageable 4 p.a. from the following year, the 2014/15 municipal year.</p> <p>Requires a form, COA, to be signed off by the post of GMT (or deputy) which can then be sent to the Chair of the Committee for approval</p> <p>Delegation to formalise school keep clear restrictions</p> <p>Delegated authority above to be used to make enforceable any advisory school entrance markings.</p> <p>For instance, in the Uttlesford District the school entrance markings on Magdalen Green (Thaxted Primary) which already existed, are now covered by a TRO.</p>	<p>Delegation</p>

<p>18 June 2015 (AGM)</p> <p>Policy Update – update to main policies and protocols</p> <p>Link to paper</p>	<p>Parking Enforcement Policy</p> <p>Parking Operational Protocol</p> <p>Parking Permit and Cancellation Policy</p> <p>Dispensation and Suspension Policy</p> <p>Enforcement and Discretion Policy</p> <p>Dropped Kerb Enforcement Policy</p> <p>Temporary Traffic Cones Policy</p> <p>Traffic Regulation Orders Policy</p> <p>The Right to Review Parking Policies</p>	<p>Policy</p>
<p>17 March 2016</p> <p>Social Media Protocol update</p> <p>Link to paper</p>	<p>Social Media Protocol</p>	<p>Policy</p>
<p>15 December 2016</p> <p>Traffic Regulation Order Policy Amendment</p> <p>Parking Protocols Update</p> <p>Link to paper</p>	<p>Traffic Regulation Order Policy Amendments</p> <p>Changes to the Traffic Regulation Order Policy were decided to make the way petitions are handled, the way schemes are made and introduction of other restrictions clearer.</p> <p>Parking Operational Protocols Amendment</p> <p>Changes to observations times (removal of required time for observation in some instances).</p> <p>Removal of a specific observation time.</p>	<p>Policy</p>
<p>22 March 2018</p> <p>Kerbside Paid Parking</p> <p>On-Street charging to be at least in parity with off-street parking, locally</p> <p>Link to paper</p>	<p>Kerbside Parking management aims to reduce congestion by helping drivers find spaces quickly.</p> <p>The report suggests pricing parity with car parks and flexibility for future adjustments. Proposed increases in Pay-to-Park areas should align with local off-street car park tariffs.</p>	<p>Delegation</p>
<p>13 December 2018</p> <p>General Policy Update - clarity</p> <p>Link to paper</p>	<p>General Policy Update</p> <p>Making our Policies clearer and more accessible, without changing their meaning and revising the timescale before revisiting newly introduced schemes by removing the five year limit and to consider requesting a review of the way that new development schemes are handled.</p>	<p>Policy</p>

<p>21 March 2019</p> <p>Management Policy</p> <p>Link to paper</p>	<p>Management Policy</p> <p>There was a review of policies underway to make them more transparent, understandable and concise. They would be reviewed in batches and brought to the Joint Committee for approval. It was anticipated that the first tranche would be submitted to the Joint Committee at its meeting in March 2019.</p>	<p>Policy</p>
<p>3 October 2019:</p> <p>Including Residential properties falling outside schemes.</p> <p>Link to paper</p>	<p>Delegated powers are grant to the (now) Head of Parking to make minor changes to existing parking schemes or restrictions related to one or two additional properties.</p> <p>The use of these powers must be notified to the Joint Parking Committee’s Chairman for consideration before authorisation.</p>	<p>Delegation</p>
<p>9 January 2020</p> <p>Obstructive and Footway Parking Policy</p>	<p>Policy for obstructive parking and blocking the footway, in advance of any future legislation (government consultation outcome and any national policy still pending).</p>	<p>Policy</p>
<p>25 June 2020</p> <p>Permit Pricing Strategy</p> <p>New fourth-tier category for “ParkSafe” restrictions, prioritizing expediency.</p> <p>Restriction on number of schemes lifted.</p> <p>New types of markings and regulations to be used.</p> <p>Link to paper</p>	<p>Permit Pricing Strategy – decision postponed until after the pandemic.</p> <p>Restrictions, Junctions and a new ParkSafe School Zones category of schemes</p> <p>Introduces a new fourth-tier category and process for “ParkSafe” restrictions, prioritising expediency alongside the existing process. Delegation to be used to implement a new category of ParkSafe restrictions near schools, at junctions and in other areas where expediency is required.</p> <p>Shorter process for certain types of restriction, not limited to the 6 in the District List.</p> <p>Resident permit schemes do not count as one of the 6 selections.</p> <p>Types and number of Permits to be offered, and the way permit pricing is arrived at.</p> <p>Introduced new restriction types</p> <p>Recent regulatory reforms allow local authorities to use Single or Double Red Lines, equivalent to “no stopping, no loading, and no waiting.”</p> <p>Delegated powers now extend to specific locations (e.g., near junctions or schools) for quicker implementation of parking restrictions and savings due to reduction in signs/markings to match recent legislation.</p>	<p>Delegation & Policy</p>
<p>10 August 2021</p> <p>Consideration of Single Yellow Line Restrictions</p> <p>Link to paper</p>	<p>Yellow lines with 1-hour restrictions – no change decided to single yellow line policy</p> <p>An amendment to disallowing 1-hour single yellow line restrictions was considered, in lieu of residential parking, but rejected.</p>	<p>Policy</p>

<p>17 March 2022</p> <p>Permit and Pay to Park Strategy Park Safe Car operation</p> <p>Link to paper</p>	<p>Permit Pricing and Pay to Park Strategy – Pricing strategy decision beyond one year postponed.</p> <p>Changes to the way the Park Safe CCTV Cars operate, where they are deployed and to note the upgrade to EV for the park safe camera cars.</p>	<p>Policy</p>
<p>27 October 2022</p> <p>General Policy restatement</p> <p>Link to paper</p>	<p>Update on Policy and Delegations for new Agreement</p> <p>Previous Delegations and Policies to operate in the new Partnership in the meantime, and to update the policies and delegations in rotation at future meetings in accordance with audit recommendations.</p> <p>Policies to be reviewed by the Client Officer Group and brought to Committee in rotation when time allows.</p>	<p>Delegation & Policy</p>
<p>19 December 2022</p> <p>Traffic Regulation Order Policy and Scoring Methodology Update</p> <p>Link to paper</p>	<p>Updated Traffic Regulation Order Policy</p> <p>Decided the new TRO procedure flowchart, new Prioritisation Scoring Methodology and a reduction in the total overall number of new TRO scheme allocations including 'Tier 4' schemes, to 36 per year.</p> <p>Decided a prioritisation mechanism from the options outlined in the 'TRO Prioritisation Options' section, and the new general NEPP Traffic Regulation Order (TRO) Policy.</p>	<p>Policy</p>
<p>16 March 2023</p> <p>Permit and Pay to Park Strategy 'No Waiting' (yellow) Cones Policy Traffic Regulation Order Scoring Methodology update</p> <p>Link to paper</p>	<p>Permit and Pay to Park Strategy</p> <p>Updated Yellow No Waiting Cones Policy – Update to 'No Waiting' yellow cones policy, with appropriate charges, Temporary Orders and Suspensions.</p> <p>Updated Traffic Regulation Order Methodology – An update decided on the previous meeting's proposals.</p>	<p>Policy</p>
<p>9 November 2023</p> <p>Civil Enforcement Discretion and Cancellation Policy Update</p> <p>Link to paper</p>	<p>Update to Civil Enforcement Discretion and Cancellation Policy</p> <p>Update as part of rolling review of Policies. No proposed changes aside from introductory wording, amalgamation of the policies and modernisation.</p>	<p>Policy</p>
<p>27 June 2022</p> <p>This meeting.</p>	<p>Restatement of Delegations, Permit Pricing Policy Plans, On-Street Fees and Charges, and Policy Plans.</p>	<p>Delegation & Policy</p>

Table of Prices - Agreed pricing strategy to 2022 and proposed strategy

	2023/24	2024/25	2025/26	2026/27	
	current fees	Plan for 2024/25			

<i>Fees decided at the March 16 2023 Meeting. The date for implementation was not agreed; that implementation was decided at next meeting (June 2023).</i>					
Braintree Area					
Scale of Existing Charges	2023/24	2024/25	2025/26	2026/27	Number of permits of each type
Resident Permit	£62.00	£65.00	£70.00	£75.00	648
Second Resident Permit (where available)	£100.00	£107.00	£118.00	£125.00	168
Third Resident Permit	£134.00	£139.00	£150.00	£150.00	9
Colchester Area					
Scale of Existing Charges	2023/24	2024/25	2025/26	2026/27	Number of each
Resident Permit	£76.00	£78.00	£78.00	£78.00	2,744
Second Resident Permit (where available)	£100.00	£108.00	£119.00	£125.00	591
Third Resident Permit					
Business Permit - Annual	£534.00	£ 551.00	£ 557.00	£ 563.00	75
Business Permit - 3 months	£136.00	£ 141.00	£ 143.00	£ 145.00	
Dedham Exemption Certificate	£ 28.00	£ 30.00	£ 31.00	£ 32.00	28
Colchester & Tendring Womens Aid Permit	£117.00	£ 122.00	£ 124.00	£ 126.00	4
Colchester High School Permit	£ 45.00	£ 47.00	£ 48.00	£ 49.00	25
Hamilton School Permit	£117.00	£ 122.00	£ 124.00	£ 126.00	45
Kingswode Hoe School Permit	£117.00	£ 122.00	£ 124.00	£ 126.00	4
Walsingham Road resident season ticket - Yearly	£234.00	£ 242.00	£ 245.00	£ 248.00	2
Walsingham Road resident season ticket - 6 months	£117.00	£ 122.00	£ 124.00	£ 126.00	-
Motorcycle					
Highway Order for Harlow Area					
Scale of Existing Charges	2023/24	2024/25	2025/26	2026/27	Number of each
Resident Permit	£48.00	£56.00	£63.00	£75.00	951
Second Resident Permit (where available)	£106.00	£110.00	£120.00	£125.00	275
Third Resident Permit	£145.00	£157.00	£150.00	£150.00	15
Highway Order for Tendring Area					
Scale of Existing Charges	2023/24	2024/25	2025/26	2026/27	Number of each
Resident Permit	£70.00	£72.00	£74.00	£75.00	327
Second Resident Permit (where available)	£100.00	£107.00	£118.00	£125.00	110
Third Resident Permit	£123.00	£135.00	£150.00	£150.00	3
Highway Order for Uttlesford Area					
Scale of Existing Charges	2023/24	2024/25	2025/26	2026/27	Number of each
Resident Permit	£78.00	£80.00	£80.00	£80.00	221
Second Resident Permit (where available)	£117.00	£122.00	£124.00	£125.00	59
Third Resident Permit	£200.00	£200.00	£200.00	£200.00	3
Highway Order for Epping Forest Area					
Scale of Existing Charges	2023/24	2024/25	2025/26	2026/27	Number of each
Resident Permit	£62.00	£65.00	£70.00	£75.00	2,307
Second Resident Permit (where available)	£100.00	£107.00	£118.00	£125.00	488
Third Resident Permit	£200.00	£205.00	£205.00	£205.00	17
Business Permit - Annual	£505.00	£ 521.00	£ 527.00	£ 533.00	289
Business Permit - 3 months	£145.00	£ 150.00	£ 152.00	£ 154.00	
Business Permit - 1 month	£56.00	£ 58.00	£ 59.00	£ 60.00	
All areas where available					
Scale of Existing Charges	2023/24	2024/25	2025/26	2026/27	Number of each (/10)
Visitor Permits pack of 10 (paper permits) up to 24hr	£ 34.00	£ 36.00	£ 37.00	£ 38.00	6,880
Visitor Permits - MiPermit (digital system) 24-hour	£ 14.00	£ 16.00	£ 17.00	£ 18.00	99,810
Visitor Permits - MiPermit (digital only) 6-hour	£ 7.00	£ 8.00	£ 9.00	£ 10.00	101,750
Trader's Permit (annual) - valid all areas of NEPP	£234.00	£ 242.00	£ 245.00	£ 248.00	8
Discretionary permit(s) (subject to conditions) (eg Carer)	£ 34.00	£ 36.00	£ 37.00	£ 38.00	
Dispensation/Suspension Permit – First Day	£ 28.00	£ 30.00	£ 31.00	£ 32.00	
Dispensation/Suspension - other days (up to 7 days)	£ 14.00	£ 16.00	£ 17.00	£ 18.00	
All areas where available					
Scale of Existing Charges	2023/24	2024/25	2025/26	2026/27	Number of each
Administration charge for Replacement for lost or stolen permit	£ 28.00	£ 30.00	£ 31.00	£ 32.00	
Administration charge for Vehicle Registration Mark change	£ 5.00	£ 8.00	£ 9.00	£ 10.00	
Administration charge for Vehicle Registration Mark change	£ 5.00	£ 8.00	£ 9.00	£ 10.00	



North Essex Parking Partnership

Meeting Date: 18 July 2024
Title: On-Street Paid Parking - Update
Author: Jake England
Presented by: Jake England

To consider approving the advertising of a number of paid parking sites across Colchester and Epping Forest area.

1. Recommended Decision(s)

1.1 The Joint Committee is requested to:

- a) Approve the advertising of additional on-street paid parking sites in the Colchester and Epping Forest areas as outlined in the report.

2. Reasons for Recommended Decision(s)

- 2.1 To enable NEPP officers to start the formal legal process to advertise proposals for on-street paid parking sites in the Colchester and Epping Forest areas.
- 2.2 The reasons for the introduction of additional on-street paid parking sites were the subject of reports and discussion at the February 2024 and March 2024 Joint Parking Committee meetings. The reports and minutes can be found on the Parking Partnerships website at [Joint Committee - North Essex Parking Partnership](#). Those reports and minutes give the background to the decisions that are being considered and should be read in conjunction with this report.
- 2.2 The committee should be aware that agreeing to advertise the proposals that are outlined in the report will start the formal advertising process. However, at this stage the committee is not making the final decision on whether the proposals will be introduced. Any objections or other comments during the formal consultation process could be brought back to the committee to be considered before a final decision on whether to introduce the additional paid parking sites is made.

3. Alternative Options

- 3.1 The NEPP Joint Committee does not agree to advertise the additional paid for parking sites. This will result in an increased risk of NEPP not meeting its 24-25 Financial Year budget, as the budget contains an assumption of some additional parking sites being available.

4. Background

- 4.1 At the March 2024 Joint Parking Committee meeting it was decided that an enhanced consultation would take place prior to proposed schemes being returned to the next available meeting for a decision to be made on whether the schemes should progress to formal consultation
- 4.2 At the same meeting it was also decided that the first two areas to be considered would be those in the Colchester and Epping Forest areas. Enhanced consultation has taken place, with the results outlined in this report. The enhanced consultation that took place varied depending on the location but involved meetings with client officers, maps showing proposals being sent to councillors and where appropriate letter drops taking place to nearby residents.

5. Sites for consideration by authority

Colchester City Area

- 5.1 Following initial meetings with stakeholders concerning Dedham and additional consideration concerning the Military Road/Kendal Road site, it was decided not to conduct an enhanced consultation at this stage. It is felt that further work is required with the relevant stakeholders before these sites are progressed further. It is proposed to bring an update on these two sites to a later Joint Parking Committee.
- 5.2 The results from the remaining sites along with any actions taken in view of the comments that have been received are shown in Appendix A

Epping Forest Area

- 5.3 The highest number of comments during the informal consultation concerned the Hemnall Street/Kendal Road proposal. It should also be remembered that this was where the largest of the informal consultations took place, with a letter drop to over 80 properties in addition to contacting local councillors.
- 5.4 The results from the remaining sites along with any actions taken in view of the comments that have been received are shown in Appendix B

6 Finance and risk management

- 6.1 The committee is aware of the current NEPP financial situation. Whilst NEPP made a surplus in the previous financial year, there is still an overall deficit situation which needs to be overcome as well as a requirement in the agreement to have a level of reserves available.

7 Standard References

- 7.1 There are no particular references to the Development Plan; publicity or consultation considerations; community safety; health and safety implications.

8 Equality

- 8.1 An Equality Impact Assessment has been carried out and will be published on the Colchester City Council website and/or the NEPP website. This is available to view in the interim, on request.

9 Appendices

Appendix A – Sites being considered in the Colchester City Area

Site for Consideration	Proposed Restriction	No. of comments	Brief reason for objections	Actions taken in view of comments	Decision to proceed to statutory advertising (yes/no)
Clarendon Way	Payment parking and resident permit holders 8am – 6pm Mon - Sat	2	<ul style="list-style-type: none"> - Current permit holders will not be able to find a space - Additional spaces should be found for permit holders - Money making scheme with negative effect on residents 	Site revisited and proposals altered to create additional parking spaces where there are currently single yellow restrictions. Plan also maintains some unrestricted areas.	
Middleborough	Pay and display 8 – 6 Mon - Sat	0	None	None	
Oxford Road	Pay and display 8 - 6	0	None	None	
St Johns Green	Pay and display 8am – 6pm Mon to Sat	0	None	None	

Appendix B – Sites being considered in the Epping Forest District Area

Site for Consideration	Proposed Restriction	No. of comments	Brief reason for objections	Actions taken in view of comments	Decision to proceed to statutory advertising (yes/no)
Traps Hill	Paid parking max stay 4 hours	0	None	None	
Hartland Road and Kendal Road (Upper and Lower)	Dual use permit holders and paid parking	17 (including 3 from non-residents)	<p>Council money grabbing</p> <p>Will encourage all day parking by commuters</p> <p>Limited waiting should remain. Paid parking available in nearby car parks</p> <p>No current problem so no need to introduce charges</p> <p>Will discourage retail shoppers and visitors to Epping</p> <p>Payment by App only will discourage use</p> <p>Restriction should not include Sundays</p> <p>Complaints about changes to restrictions in the area and machines being installed</p>	<p>All bays will be aligned so that permit parking/P&D can occur 7 days a week, subject to a max stay of 2 hours, no return within 2 hours. This simplifies the parking arrangements and does not allow long term commuter parking (which had been allowed in Lower Kendal Road under initial proposal).</p> <p>Charges will be aligned with those present in EFDC car parks, providing visitors with a choice of a multitude of either on or off street parking spaces at the same cost</p> <p>There are other areas on the High Street where parking remains free of charge at the point of use which motorists may park in if they wish to instead of using these sites.</p> <p>Add Pine View Manor into the resident permit scheme catchment area</p>	

Appendix C: - Maps showing the proposed sites (accessed by the member SharePoint site only)

Appendix D: – Copies of correspondences received during informal consultation (accessed by the member SharePoint site only)



North Essex Parking Partnership

Joint Parking Committee

Meeting Date: 18 July 2024
Title: NEPP Transformation Update Report
Author: Jake England, Group Operating Manager
Presented by: Jake England

The North Essex Parking Partnership (NEPP) Joint Parking Committee (JPC) are asked to note the changes to the organisational structure implemented under its strategic change programme—the NEPP Transformation Programme.

1. Recommended Decision(s)

- 1.1. To note the changes to the organisational structure implemented under the NEPP Transformation programme.

2. Reasons for Recommended Decision(s)

- 2.1. For good governance and to ensure the effective future operation of the NEPP.

3. NEPP Transformation Background

- 3.1. At its 01 February 2024 meeting, the NEPP JPC approved a budget and business plan for the 2024-2025 financial year. This new budget and business plan aim to wholly recover from the reserve fund deficit and begin rebuilding the recommended £400k surplus. At the time, the operating deficit was £160k, but it has since reduced to £39k following the closure of the 2023-2024 financial year and the realisation of our final year-end position.
- 3.2. The NEPP's organisational structure at the time (hereby referred to as the "old organisational structure") consisted of 91.5 full-time equivalent (FTE) positions across 28 posts and grouped into three teams: Data-led Operations Team, Project-led Development Team, and Business Unit. This included 10.25 FTE vacancies held as part of a broader recruitment freeze and a further 2.25 FTE Civil Enforcement Officer (CEO) vacancies. Appendix A illustrates the old organisational structure.
- 3.3. The cost of the old organisational structure exceeded the budgeted amount, so it needed to be reviewed and rationalised.

4. NEPP Transformation Information

- 4.1. As the lead authority, the NEPP used various Colchester City Council policies to manage the change. These included, but were not limited to, its *Change Management and redundancy* and *Recruitment and Selection* policies.

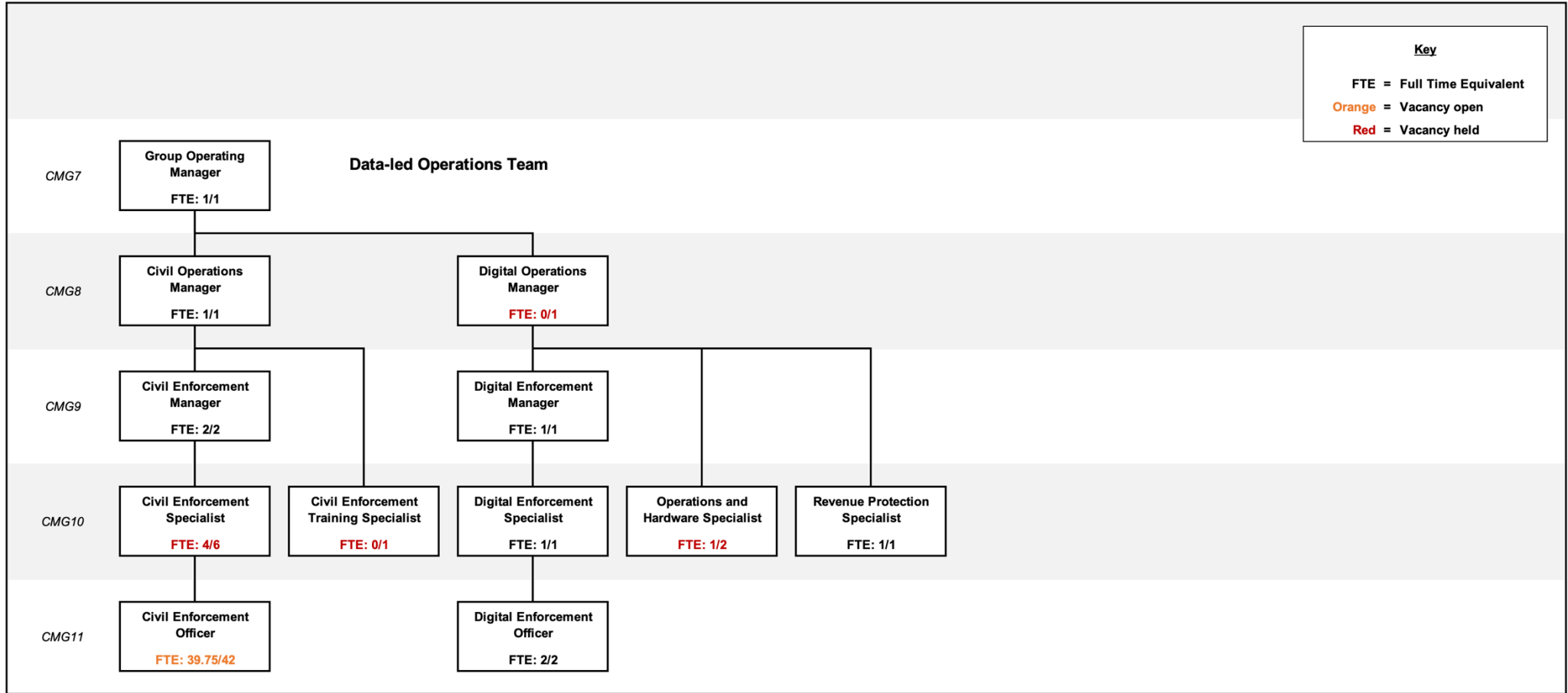
- 4.2. The NEPP proposed a new organisational structure under part 2 of its Transformation programme at a staff webinar on Tuesday, 06 February 2024, before entering a 30-day formal consultation from Wednesday, 07 February to Thursday, 07 March 2024 (dates inclusive). The NEPP proposed to have 76.5 FTE positions (21% reduction) across 15 posts (46% reduction) and grouped into three teams: Data-led Operations Team, Technical Team, and Business Process Team. The proposals placed 19 employees at risk of redundancy. Appendix B details the formal consultation proposals.
- 4.3. Following a review of all formal consultation feedback, the NEPP decided its proposed organisational structure would not change from that proposed and, on Thursday, 28 March 2024, published a report with all NEPP employees summarising the current and proposed organisational structure, sharing insights into the feedback received during the formal consultation, confirming the final organisational structure, and explaining the next steps in the change management process: redeployment, job matching, expressions of interest, and notices of redundancy.
- 4.4. Job matching and expressions of interest were completed across April and May 2024. Of the 19 employees at risk of redundancy:
- 13 employees secured a permanent role at the NEPP,
 - One employee secured a fixed-term role at the NEPP,
 - One employee secured a permanent role elsewhere at CCC and
 - Four employees remained at risk of redundancy.
- The new organisational structure went 'live' on Monday, 03 June 2024. Appendix C illustrates the new organisational structure.
- 4.5. All four employees who remain at risk of redundancy were served a notice of redundancy and are working their notice periods, which vary in length depending on the employee's contract or length of service.

5. Standard References

- 5.1. Other than set out above, 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.
- 5.2. An Equality Impact Assessment for the operations is set out at this link:

<https://cbccrmdata.blob.core.windows.net/noteattachment/CBC%20-%20How%20The%20Council%20Works%20-%20Environmental%20Equality%20Impact%20Assessments%20-%20North%20Essex%20Parking%20Partnership.pdf>

Appendix A – Old Organisational Structure

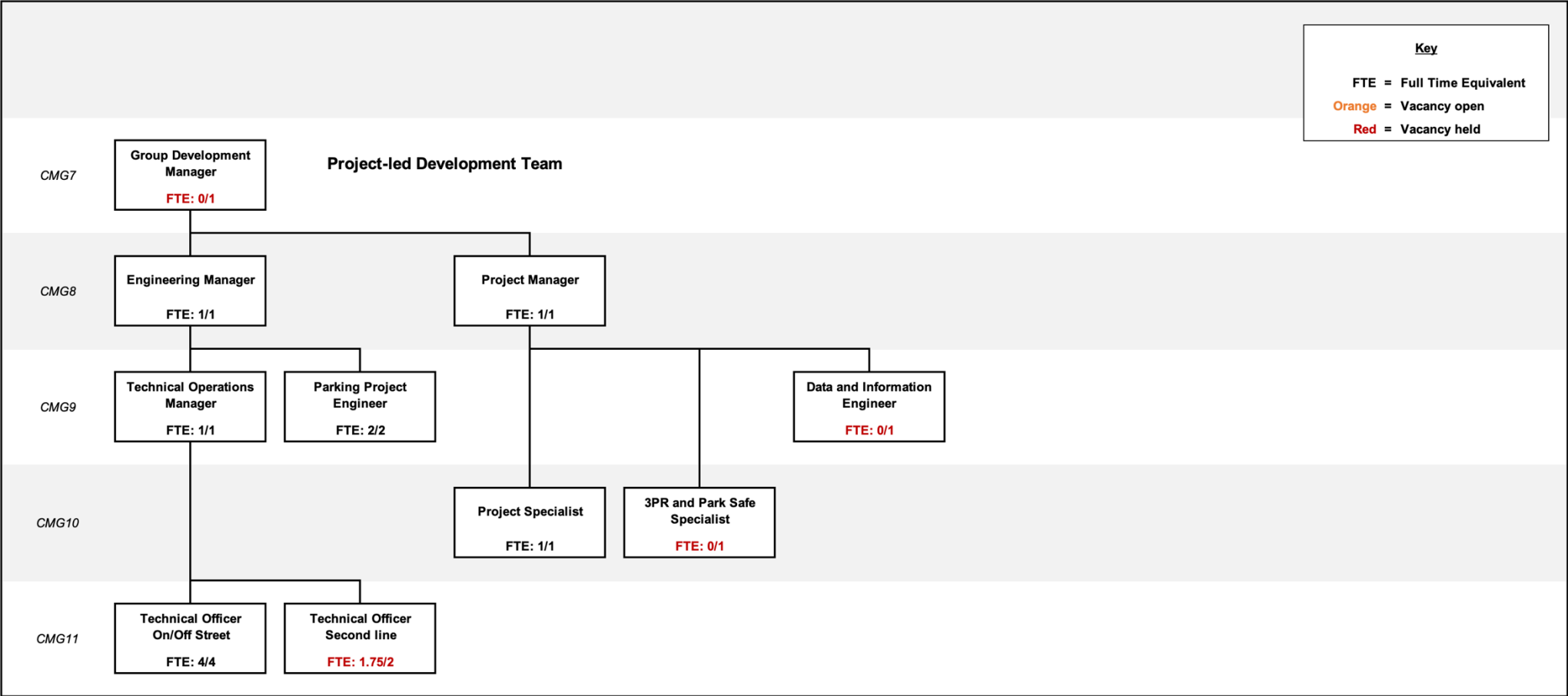


Key

FTE = Full Time Equivalent

Orange = Vacancy open

Red = Vacancy held



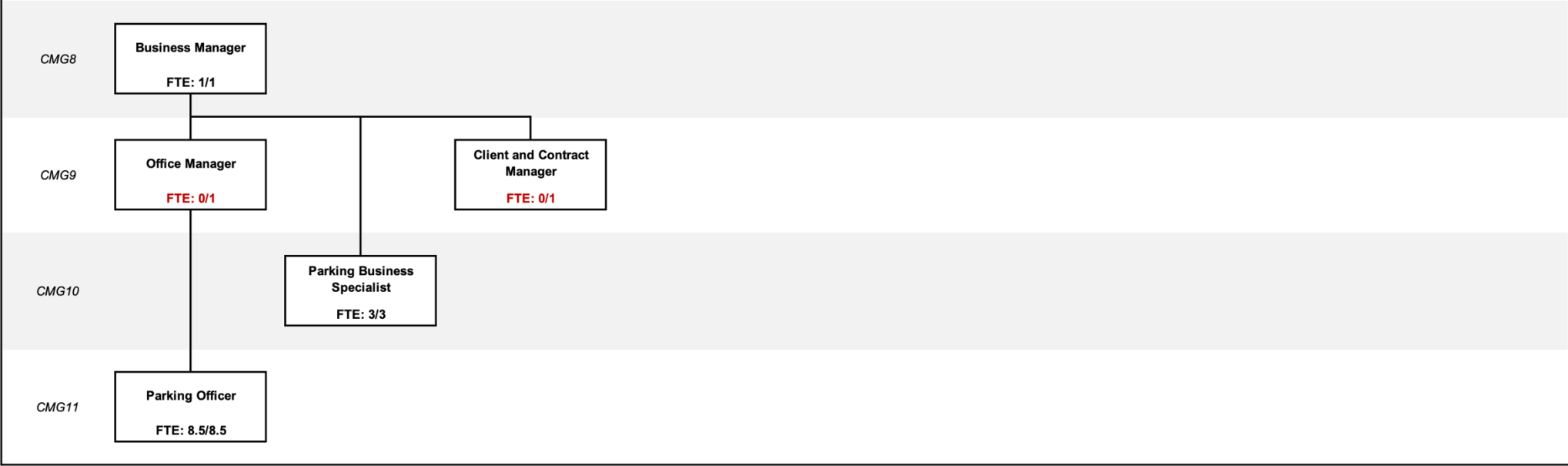
Key

FTE = Full Time Equivalent

Orange = Vacancy open

Red = Vacancy held

Business Unit



Appendix B – Formal Consultation Proposals

A new organisational structure was proposed under part 2 of the NEPP Transformation Programme in 2024. Within this structure, the NEPP proposed to have 76.5 FTE positions across 15 posts and grouped into three teams:

- Data-led Operations Team
- Technical Team
- Business Process Team

It was proposed that the Head of Service continue to manage the Group Operating Manager and the Group Development Manager, and the Group Operating Manager continue to manage the Data-led Operations Team. It was then proposed that the Group Development Manager manage the new Technical and Business Process Teams, and the job accountability statement and person specification (JAS) were updated to reflect this.

Data-led Operations Team

It was proposed that the Park Safe Schools initiative be postponed. Whilst effective at improving motorists' compliance with school, bus stop and red route clearway parking restrictions, the operating costs far exceeded any potential income. As such, it placed unnecessary financial pressure on the budget, and the business case needed to be reviewed.

It was also proposed that revenue protection services be postponed and the revenue protection specialist post removed. The business case presented various options; some were implemented within the current organisational structure. However, most initiatives required significant investment and offered a low return on investment rate. Similarly, it placed unnecessary financial pressure on the budget.

It was then proposed the manager and specialist posts be rationalised, helping to remove 'Civil' and 'Digital' or 'East' and 'West' barriers, creating greater consistency in management and leadership, and improving the team's resilience. This meant it was proposed:

- The Civil Operations Manager and vacant Digital Operations Manager posts were merged to create a new hybrid Operations Manager post, reducing the number of FTE positions across these posts from 2 to 1.
- The Civil Enforcement Manager and Digital Enforcement Manager posts were merged to create a new hybrid Enforcement Manager post, reducing the number of FTE positions across these posts from 3 to 2.
- The Civil Enforcement Specialist, vacant Civil Enforcement Training Specialist, Digital Enforcement Specialist, and part of the Operations and Hardware Specialist posts were merged to create a new hybrid Enforcement Specialist post, reducing the number of FTE positions across these posts from 10 to 6.

Finally, removing the Digital Enforcement Officer post and updating the Civil Enforcement Officer post to include CCTV patrols and enforcement was proposed. The number of FTE Civil Enforcement Officer positions remains the same: 42.

Technical Team

It was proposed that the title of the Technical Operations Manager post be updated to Technical Manager and the Parking Project Engineer post to Traffic Regulation Engineer. The accountabilities of both posts and the number of FTE positions were proposed to remain the same.

It was also proposed the technical officer posts be rationalised, helping to remove 'On' and 'Off' street barriers and improving the team's resilience. This meant it was proposed to remove the Technical Officer Second Line post and update the Technical Officer On/Off Street post to include more off-street accountabilities.

Business Process Team

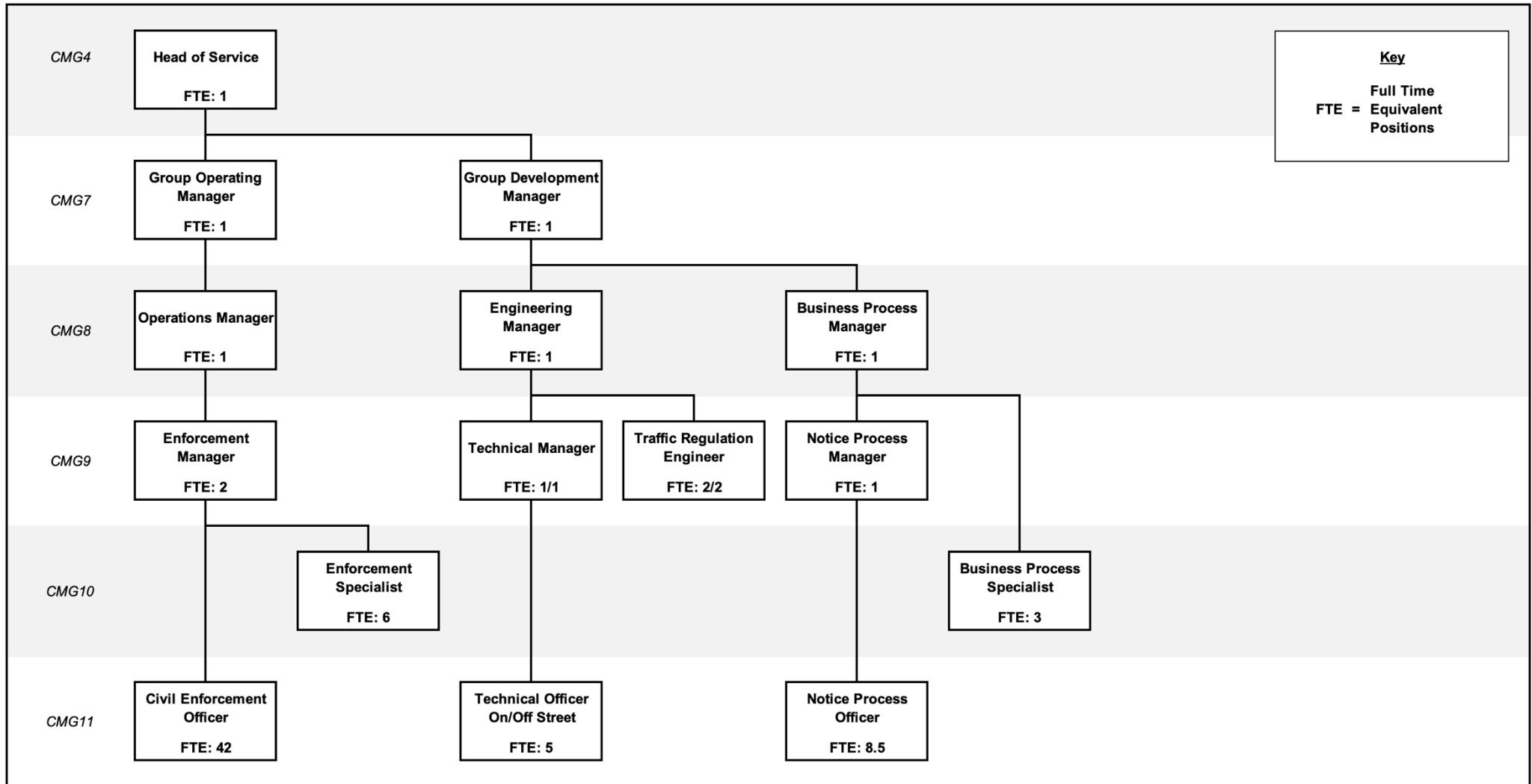
It was proposed that the manager and specialist posts be rationalised, creating greater consistency in process and system management and improving the team's resilience. This meant it was proposed:

- The title and accountabilities of the Business Manager post were updated to Business Process Manager and reflect changes to direct reports in the team.
- The Business Improvement Manager post was removed, and managers were accountable for business improvement within their team.
- The title and accountabilities of the Office Manager post were updated to Notice Process Manager, which manages the full PCN and permit processes and customer contact and reflects changes to direct reports in the team.
- The title and accountabilities of the Parking Officer post were updated to Notice Process Officer and included responding to email enquiries to our parking@colchester.gov.uk inbox.
- The Parking Business Specialist, Project Specialist, and Operations and Hardware Specialist posts were merged to create a new hybrid Business Process Specialist post, reducing the number of FTE positions across these posts from 5 to 3.

It was also proposed that the NEPP's 3PR services be postponed and the vacant 3PR and Park Safe Specialist post removed. With limited funding, this non-statutory service placed unnecessary financial pressure on the budget.

It was finally proposed to remove the vacant Data and Information Engineer and Client and Contract Manager posts, so managers would be accountable for data analysis, client relations, and contract management within their team.

Appendix D – New Organisational Structure





North Essex Parking Partnership

Joint Parking Committee

Meeting Date:	18 July 2024
Title:	Report setting out the parking provisions in the Essex Act
Author:	Richard Walker, Head of Service
Presented by:	Richard Walker

This report re-states an earlier paper to the Joint Committee from a time before the Internet Archive, setting out how the provisions for prohibiting parking on mown and ornamental verges might be effected in parts the Partnership area.

1. Recommended Decision(s)

- 1.1. To note the provisions in the Essex Act which relate to parking.

2. Reasons for Recommended Decision(s)

- 2.1. For good governance and to ensure the effective future operation of the Partnership.

3. Background

- 3.1. A paper was presented to the Committee in August 2013 setting out the provisions in the Essex Act which related to parking, specifically the prohibition by Notice of parking on mown and ornamental verges.
- 3.2. That paper predates the online archive and is therefore included as a Background Paper in the Appendix (and its own Appendices).
- 3.3. The Essex Act has been put to good use in parts of the Partnership area for some time, and a request was made recently from one of the Partners to receive an update about how its use might be effected in other areas of the Partnership.
- 3.4. This report restates the original objectives. In the meantime, the only alterations to note are updates to legislation and guidance, which must be taken in to account when issuing penalty charges, which are already included in our systems.

4. Standard References

- 4.1. Other than set out above, 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
- 4.2. An Equality Impact Assessment for the Partnership Operations is set out at this link:
<https://cbccrmdata.blob.core.windows.net/noteattachment/CBC%20-%20How%20The%20Council%20Works%20-%20Environmental%20Equality%20Impact%20Assessments%20-%20North%20Essex%20Parking%20Partnership.pdf>

Appendix A – Essex Act Joint Committee Report, August 2013.

Report to: Joint Committee, Parking Partnership

Date: 8th August 2013

Subject: Enforcement under the Essex Act 1987

Author: Richard Walker, Group Manager, NE Parking Partnership

Presented by: Richard Walker, Group Manager, NE Parking Partnership

1 Summary

- 1.1 Part of The Essex Act may be used for civil enforcement against parking on certain verges maintained to a high standard, provided the requirements of the legislation have been complied with.
- 1.2 In brief, the requirements include the maintenance of the location to a high standard, permission to carry out the work to maintain the standard and position of sufficient signage.

2 Background and Scope

- 2.1 The current Essex Act 1987 (an update of earlier-dated Acts) is a local Act of Parliament (citation 1987 c. xx) that has been put into effect in the former shire county of Essex as it was at the time the legislation was passed in 1987. Thurrock and Southend are within the remit of the Act – for what is now the ceremonial county.
- 2.2 The most notable clause in the law is section 6, allowing the prohibition of parking on grass verges.
- 2.3 The prohibition of parking on such areas shall be publicised by way of a notice. In many cases in the Act, a notice must be published in a newspaper. In the section pertaining to verge parking, this notice is instead a traffic sign and no newspaper notice is required.
- 2.4 The parking element of the Essex Act was decriminalised with the Traffic Management Act 2004, though it has been dormant for some time.
- 2.5 Recently a Penalty Charge Notice (PCN) code became available for use, so that Civil Enforcement Officers could issue a PCN for contravention of the Act. See Appendix 3. (PCN codes are administered centrally by an association of London local authorities).
- 2.6 PCNs issued are payable at the higher rate of the appropriate band (presently £70) with the same discounts and surcharges as other usual PCNs attract.

3 Access to mow the Verge – Licenses

- 3.1 In order to gain access to a highway verge (i.e. to maintain it in a mown or ornamental condition) the district or parish will need to obtain consent from the Highway Authority. In most cases, that will be from Essex County Council. A license can be requested for such purposes. The area in question would usually be mapped.
- 3.2 Where the land in question is off the highway and belonging to the district or parish, a License would not be needed.

4 Prohibition of Traffic on Mown Verge

- 4.1 Traffic, including pedestrians and animals, may be prohibited from using verges that are maintained in mown or ornamental condition. The sign to diagram 651 (this sign and its layout variations are shown in Appendix 4) will always indicate that motor vehicles and cycles are prohibited. As a variation it may indicate that animals or pedestrians or both are also prohibited.

4.2 There does not need to be a plethora of signage. A sign facing oncoming traffic should be provided at the start of the mown verge and after every road junction on the same side of the road to which the restriction applies. Signs should also be provided where traffic can enter from a junction on the opposite side of the road. For very long verges it may be desirable to provide repeater signs.

4.3 It is good practice to map the areas where the mown verge (&c.) will be enforced. The details in each case where enforceable verges are extant have been recorded and added to the ParkMap system.

5 Actions

5.1 Members are asked to note the details in the Report.

Extract from the Essex Act 1987 (c. xx)

Part III Highways and Streets

Grass verges etc.

- 6.- (1) This section applies to any of the following land in a district which, being in, adjoining or accessible from a highway, is mown or otherwise maintained in an ornamental condition:-
- (a) a grass verge, garden, lawn or green managed by a local authority; or
 - (b) land laid out as a public garden or used for the purpose of public recreation which is vested in a person other than a local authority.
- (2) (a) A local authority may by notice prohibit, either entirely or at such times or on such days as may be specified in the notice, doing any of the following things on land to which this section applies:-
- (i) driving, riding or leaving vehicles on the land:
...
 - (b) A parish council shall not exercise the powers of this section in relation to any land forming part of the highway without the consent in writing of the county council.
...
- (5) (a) For the purposes of this section notice shall be given by displaying it in a conspicuous position on or near the land to which it relates.
- (b) Where the notice is notice of a prohibition under subsection (2) (a) (i) above and relates to a grass verge forming part of or adjoining a highway used by motor vehicles (as defined in section 136 of the Act of 1984) it shall be a traffic sign, and the erection and display of the notice by the local authority shall be subject to, and in conformity with, general directions given under section 65 (1) of the Act of 1984 whether or not they are also the highway authority.
- (6) A person who, without reasonable excuse, contravenes a notice displayed under this section shall be guilty of an offence and liable on summary conviction to a fine not exceeding level 2 on the standard scale.
- (7) (a) If a vehicle is left on any land in contravention of a prohibition under subsection (2) (a) (i) above, the local authority may cause the vehicle to be removed.

The full Essex Act is available online at:

www.legislation.gov.uk/ukla/1987/20/pdfs/ukla_19870020_en.pdf

Extract from the Traffic Management Act 2004 (c. 18)
Schedule 7 — Road traffic contraventions subject to civil enforcement
Part 1 — Parking contraventions

Parking contraventions outside Greater London

- 4 (1) Outside Greater London there is a parking contravention in relation to a vehicle if it is stationary in circumstances in which any of the offences listed below is committed.
- (2) The offences are—

...

(f) an offence under section 6(6) of the Essex Act 1987 (c. xx) of leaving a vehicle on any land in contravention of a prohibition under that section (prohibitions relating to verges and certain other land adjoining or accessible from highway);

The full Traffic Management Act is available online at:
www.legislation.gov.uk/ukpga/2004/18/pdfs/ukpga_20040018_en.pdf

PCN Code Details:

Code	General suffix(es)	Description	Diff. level	Notes
64	124	Parked in contravention of a notice prohibiting leaving vehicles on a grass verge, garden, lawn or green maintained by a local authority	Higher	Code specific suffixes apply. Essex only

Explanation of Suffix Codes (if/where used)

- 1) one wheel on footway
- 2) partly on footway
- 4) all wheels on footway

Signage notice
From Traffic Signs Manual
Chapter 3



651 Prohibition of traffic on mown verge

An arrow may be added, pointing horizontally to the left or to the right. The word "animals", or the diagram 625.1 symbol together with the word "pedestrians", or both words and the diagram 625.1 symbol may be omitted

For the purposes of the requirements of the Essex Act, certain words and symbols are omitted from this standard plate, as allowed in the text given below the sign shown above.

The full details of the signage can be found at <http://assets.dft.gov.uk/publications/traffic-signs-working-drawings/regulatoryp600series/p651prohibitionsonmownverge.pdf>



North Essex Parking Partnership

Meeting Date: 18 July 2024
Title: **Forward Plan 2024-2025**
Author: Owen Howell – Democratic Services, Colchester City Council
Presented by: Owen Howell – Democratic Services, Colchester City Council

This report concerns the 2024-25 Forward Plan of meetings for the North Essex Parking Partnership.

1. Recommended Decision(s)

- 1.1 To note and approve the North Essex Parking Partnership Forward Plan for 2024-25.

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. Additional items can be added at the Joint Committee's request, and when issues which arise during the year require consideration by the Joint Committee.
- 3.2 Two items for the 18 July 2024 Joint Committee meeting had been tabled for consideration of any suggested amendments to the wording of the NEPP Agreement, should these be provided by partner authorities. As no suggestions were made in time for inclusion on this meeting agenda, these two items have been cancelled. The Joint Committee may wish to consider whether to add them to the meeting agenda for 14 November 2024, and members are requested to inform the Joint Committee and the Clerk whether they intend to submit suggested wording for amendments to the NEPP Agreement. Any wording will need to be provided to the Clerk by 30 September 2024 at the latest, so that a report can be written to take this forward to the Joint Committee.

4. Appendices

- 6.1 Appendix A: NEPP Joint Parking Committee Forward Plan 2024-25.

**NORTH ESSEX PARKING PARTNERSHIP (NEPP)
FORWARD PLAN OF WORKING GROUP AND JOINT COMMITTEE MEETINGS 2024-25**

COMMITTEE / WORKING GROUP	CLIENT OFFICER MEETING	JOINT COMMITTEE MEETING	MAIN AGENDA REPORTS	AUTHOR
Joint Committee for On Street Parking	4 July 2024, 3pm Microsoft Teams - online	18 July 2024 1.00pm, Venue: Colchester Town Hall, High Street, Colchester	Annual Governance Review and Internal Audit	Hayley McGrath (CCC)
			Annual Review of Risk Management	Hayley McGrath (CCC)
			NEPP Financial Update	Richard Walker (PP)/ Chris Hartgrove (CCC)
			Fees and Charges 2024/25	Richard Walker (PP)
			Restructure of NEPP	Richard Walker (PP)
			Potential changes to NEPP Agreement: Withdrawal clauses	Richard Walker (PP)
			Potential changes to NEPP Agreement: Appendices wording and treatment of deficits	Richard Walker (PP)
			On-street parking charges - Update	Jake England (PP)
			Essex Act	Richard Walker (PP)
			Forward Plan 2024/25	Owen Howell (CCC)
Joint Committee for On Street Parking	31 October 2024, 10am Microsoft Teams - online.	14 November 2024 1.00pm, Venue: Uttlesford District Council's offices (CB11 4ER)	Technical report & Traffic Order Regulation Prioritisation	TBC (PP)
			Financial Report	Richard Walker (PP)/ Chris Hartgrove (CCC)
			Whether to cease camera operations or how to make savings*	Jake England (PP)
			Forward Plan 2024/25	Owen Howell (CCC)

COMMITTEE / WORKING GROUP	CLIENT OFFICER MEETING	JOINT COMMITTEE MEETING	MAIN AGENDA REPORTS	AUTHOR
Joint Committee for On Street Parking	9 January 2025 – 10am Microsoft Teams - online	23 January 2025 1.00pm Venue: Braintree District Council's offices (CM7 9HB)	NEPP Financial Update Forward Plan 2024/25 and 2025/26 Dates	Richard Walker (PP)/ Chris Hartgrove (CCC) Owen Howell (CCC)
Joint Committee for On Street Parking	6 March 2025, 10am Microsoft Teams - online	20 March 2025 1.00pm, Venue: Clacton Town Hall (CO15 1SE)	NEPP Financial Update Forward Plan 2024/25	Richard Walker (PP)/ Chris Hartgrove (CCC) Owen Howell (CCC)
Joint Committee for On Street Parking	5 June 2025, 10am Microsoft Teams - online	19 June 2025 1.00pm, Venue: Colchester Town Hall, High Street, Colchester	Annual Governance Review and Internal Audit Annual Review of Risk Management NEPP Financial Update Forward Plan 2025/26	Hayley McGrath (CCC) Hayley McGrath (CCC) Richard Walker (PP)/ Chris Hartgrove (CCC) Owen Howell (CCC)

NB: Any items marked with an asterisk are being provisionally scheduled, but may need to come to a later meeting in the calendar.

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