



North Essex Parking Partnership

Joint Committee On-Street Parking

Grand Jury Room,
Colchester Town Hall, CO1 1PJ
18 March 2021 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:
<http://www1.parkingpartnership.org/north/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 meetings of the Joint Committee, a written contribution to each meeting of no longer than 500 words may be made by each person which should be submitted via the form accessed by this link, before noon on the working day before the meeting date:
[North Essex Parking Partnership Have Your Say!](#)
- 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.

Terms of Reference of the Joint Committee

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

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

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

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

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

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

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

The Joint Committee has the following specific responsibilities:

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

Strategic Planning

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

Committee Operating Arrangements

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

Service Delivery

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

Monitoring

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

Decision-making

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

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

Accountability & Governance

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

Joint Committee Meeting – On-Street
Thursday 24 June 2021. Meeting held in the Grand Jury
Room, Town Hall, High Street, Colchester CO1 1PJ

Agenda

Attendees

Executive Members:-

Cllr Richard Freeman (Uttlesford)
Cllr Alistair Gunn (Harlow)*
Cllr Sam Kane (Epping Forest)
Cllr Sue Lissimore (Essex County)
Cllr Beverley Oxford (Colchester)**
Cllr Michael Talbot (Tendring)

*To be confirmed

** Sub for Cllr Simon Crow

Members to attend (non-voting)

Cllr Richard van Dulken (Braintree)

Officers:-

Lou Belgrove (Parking Partnership)
Liz Burr (Essex County Council)
Jason Butcher (Parking Partnership)
Rory Doyle (Colchester)
Owen Howell (Colchester)
Linda Howells (Uttlesford)
Hayley McGrath (Colchester)
Samir Pandya (Braintree)
Miroslav Sihelsky (Harlow)
Ian Taylor (Tendring)
Alexandra Tuthill (Colchester)
Richard Walker (Parking Partnership)
James Warwick (Epping Forest)

Introduced by Page

1. Appointment of Chairman

2. Appointment of Deputy Chairman

3. Welcome & Introductions

4. Apologies and Substitutions

5. Declarations of Interest

The Chairman to invite Councillors to declare individually any interests they may have in the items on the agenda.

6. 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.

7. Minutes

To approve as a correct record the draft minutes of the Joint Committee meeting held on 18 March 2021.

7-12

Continues overleaf

8. NEPP Annual Governance Review and Internal Audit Report '20-21	Hayley McGrath	13-28
The report considers the Governance Review and Internal Audit of the North Essex Parking Partnership for the year 2020/21.		
9. Annual Review of Risk Management	Hayley McGrath	29-44
This report concerns the 2021/22 Risk Management Strategy and current strategic risk register for the partnership		
10. Financial Update	Richard Walker	45-50
Verbal update on developments.		
11. Annual Report Data	Richard Walker	51-52
The most recent dataset is provided for consideration		
12. Forward Plan 2020-21	Owen Howell	53-56
To note the North Essex Parking Partnership Forward Plan for 2021-22.		

NORTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE FOR ON-STREET PARKING

18 March 2021 at 1.00pm

**Online meeting, held on Zoom and broadcast via the
YouTube channel of Colchester Borough Council.**

Members Present:

Councillor Nigel Avey (Epping Forest District Council)
Councillor Richard Van Dulken (Braintree District Council)
Councillor Deryk Eke (Uttlesford District Council)
Councillor Mike Lilley (Colchester Borough Council) (Deputy Chairman)
Councillor Robert Mitchell (Essex County Council) (Chairman)
Councillor Michael Talbot (Tendring District Council)

Substitutions:

None.

Apologies:

Councillor Michael Danvers (Harlow District Council)

Also Present:

Richard Walker (Parking Partnership)
Lou Belgrove (Parking Partnership)
Liz Burr (Essex County Council)
Jason Butcher (Parking Partnership)
Rory Doyle (Colchester Borough Council)
Qasim Durrani (Epping Forest District Council)
Jake England (Parking Partnership)
Linda Howells (Uttlesford District Council)
Samir Pandya (Braintree District Council)
Miroslav Sihelsky (Harlow Council)
Ian Taylor (Tendring District Council)
James Warwick (Epping Forest District Council)

86. Have Your Say

Mr Peter Spring attended the meeting and, with the permission of the Chairman, addressed the Joint Committee regarding the proposal for parking restrictions on Maddox Road, Harlow.

Mr Spring noted that the intention given for this proposal was to assist the bus services using this road and further noted that other heavy traffic vehicles were able to navigate this road, even with parking occurring. It was queried why the restrictions would apply from 9am – 5pm, when heaviest use of buses on that road occurred in the evening, when parking would still be permitted.

Mr Spring questioned where vehicle users could then park, potentially seeing side roads becoming more congested and filled with parked vehicles, including for visiting carers and doctors.

The view was given to the Joint Committee that insufficient consultation had been carried out and had not been sufficiently thought out. Two local blocks of flats relied on the current on-street parking and would be adversely affected. Mr Spring explained that he had communicated with the local council but that no result had been achieved.

Richard Walker, Group Manager of the Parking Partnership, stated that the Joint Committee had approved the proposal to go forward to consultation. The proposals had then been redesigned to reflect feedback from consultation, with most of the proposed restrictions being removed from the scheme. The main problem had been identified as occurring during daytimes, when parking numbers were high and bus services were most common. It was agreed that parking was still heavy in evenings but explained that a balance had been sought in the proposal.

The Group Manager informed the Joint Committee that the decisions on this scheme were covered by delegations to him from the Committee, but that it could still be brought to the Joint Committee for a decision if the Committee so wished, or if it were deemed to be contentious. The Group Manager offered to bring this to the Joint Committee at its June Annual Meeting, where he could report on the next part of the process.

The Chairman clarified that it was up to Harlow District Council [as the Partnership member covering the area in question] to decide what schemes they bring forward for approval by the Joint Committee.

87. Minutes

RESOLVED that the minutes of the Joint Committee meeting held on 10 December 2020 be confirmed as a correct record.

The Joint Committee were informed that the Department for Transport were considering the comments and submission submitted for the consultation on obstruction parking. It was also expected that a governmental report on improving bus provision across the UK would be published in June 2021.

On-street Finance Update and Budget 2021-22

Richard Walker, Parking Partnership Group Manager, provided a recap of the need to approve the Budget 2021-22, which had been drafted following the last meeting of the Joint Committee. That meeting had been given a 'worst-case' scenario, and the situation had improved since then, due to factors such as an increase of Government support up to £600k, to cover lost income from the past year. A deficit was still expected at year end, however it was expected to be less than previously feared.

Clarity had been given in the budget regarding the CCTV car and Park Safe scheme, as shown in the financial spreadsheet.

Permit income would be received at the start of the new financial year, when renewals come due. There was also the expectation that there would be a significant increase in tourist use of parking facilities, as visitor numbers increased following the end of lockdown.

The Chairman voiced approval of the data-led services working hard with a range of partners, such as the Police. The Group Manager answered questions regarding the budgeting for data services, explaining that they had been moved temporarily under Management whilst they were being set up, explaining why there had been an increase in the level of running costs for the Management section of the Partnership.

The Joint Committee were informed that the Partnership had planned to reserve-fund work on Traffic Regulation Orders [TROs]. £100k had been allocated to fund red routes, including in Epping. The budget would usually see around £165k of reserve funding being allocated as funding for TROs, however this spending had changed in 2020-21 due to the situation relating to Covid-19.

Transport costs had increased as the Partnership had acquired new second-hand vehicles to help officers to maintain their Covid safety. The vehicles could be sold on, once the risk posed by Covid-19 had receded sufficiently.

A Joint Committee member queried the increase in the size of the Partnership's budget in comparison to that of 2020-21. The Group Manager explained that this stemmed from the commencement of data-led services and the operation of a second CCTV car, four new CCTV sites coming onstream. It was expected that it would be possible to defray costs in the budget to an extent.

To answer questions regarding expectations of income for the Park Safe CCTV car, the Chairman emphasised that the car's primary purpose was to increase enforcement efficiency, compared to foot patrols. The service was expected to pay for itself, but also act to increase adherence to restrictions. There were over

300 school sites in the area covered. They could not all be monitored, but remote systems like CCTV helped to increase enforcement and lower the cost of monitoring. Fines continued to only be issued where regulations were broken. The income could be modelled by looking at data collected from the operation of existing schemes.

RESOLVED that the Joint Committee approved the Budget set for 2021-22.

88. NEPP Surplus Fund – Uttlesford [UDC] Projects and Project programme summary.

Jason Butcher, NEPP Parking Project Manager, explained the main points of the Uttlesford projects and the changes required, with the business case for the original plans to extend car parks being impossible to compile during the Covid-19 pandemic. The bids for funding on those projects had been withdrawn and alternative schemes had been identified. Funding had been requested for reallocation to an Uttlesford District Parking Review and Parking Strategy, and project updates were promised for future operational reports to the Joint Parking Committee.

Councillor Deryk Eke noted that the support for a review of permit schemes and restrictions mentioned in 3.4 of the report was not limited to Saffron Waldon and also applied to Stansted, Dunmow and other areas across the District. The Joint Committee was informed that issues had arisen across the District and that the NEPP was looking at ways to balance residents' parking, visitors' parking and the needs of bus users and others. The Chairman noted that areas across Essex would need to reassess parking needs as these develop over time.

The Parking Project Manager explained that the Uttlesford review and Parking Strategy would include in-house work and consultation with external experts. It was explained how internal work and use of NEPP resources were costed, when assessing the resource used and the overall project cost.

A discussion was held regarding how requests for additional schemes or traffic regulation orders should be raised. The Joint Committee were informed that the projects from last year had been delayed, owing to Covid-19. The Parking Project Manager gave assurance that he was happy to meet with partner authorities to discuss using allocated funding to get project work started.

Consultancy work by the Parking Partnership was outlined, with work being done for Babergh and Norfolk Councils. More detail could be given once these client organisations outlined their specific aims. The Group Manager confirmed that the Partnership wanted to increase consultancy and project management work for other areas, streamlining the consultancy process and reducing the external resources it needed.

The Joint Committee noted the reallocation of project funding, the withdrawal of the Lower Street Extension funding bid and the overall amended project programme provided.

89. Obstructive Pavement Parking Update

The Group Manager gave an update on the situation regarding potential changes to regulations and enforcement relating to obstructive and pavement parking. The Department for Transport had received much feedback to its consultation and was now looking at specific options. A report was expected by October regarding enforcement issues regarding moving traffic. There was also expected to be a report on obstructive parking measures by the Autumn.

90. Forward Plan 2021-2022

Owen Howell, Democratic Services Officer (Colchester Borough Council) introduced the Forward Plan for the coming 2021-22 year and gave an update on the situation regarding the possibility of conducting hybrid meetings in the future, once the regulations providing the ability to hold remote meetings lapsed.

The Chairman thanked the Partnership's officers and expressed his pride in their work on furthering a positive parking agenda, and the work of enforcement officers and the technical team on leading the use of innovative technology and approaches.

RESOLVED that the Forward Plan 2021-22 be approved.



North Essex Parking Partnership

Meeting Date: 24 June 2021
Title: Annual Governance Review and Internal Audit
Author: Hayley McGrath, Corporate Governance Manager, Colchester BC
Presented by: Hayley McGrath

The report considers the Governance Review and Internal Audit of the North Essex Parking Partnership for the year 2020/21.

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;
- review and comment on the attached Internal Audit report 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. 2020/21 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 Borough Council and are subject to their internal control procedure and review processes. Colchester Borough Council has a duty to produce an Annual Governance Statement and this indicates that an effective system of control has been in operation during 2020/21.
- 4.3. The Covid-19 pandemic had a significant impact on the operation of the service, particularly at the beginning of the financial year. However, the service was able to rapidly respond and initiate changes to operating practices, such as being able to route customer calls to home workers, as well as ensuring front line staff operated in a covid safe manner. As restrictions started to ease the service produced a parking management plan that defined the actions to be taken at each stage.
- 4.4. Initially the pandemic impacted on the ability to hold formal meetings and whilst this was resolved with the introduction of on-line meetings, it highlighted the need for the management agreement to include a process for decision making if meetings cannot be held.
- 4.5. Whilst the pandemic has not had an impact on the governance arrangements for 2020/21, the potential future impacts have been identified as a continuing risk for 2021/22 and will be included in audits reviews for the foreseeable future.
- 4.6. Overall there are adequate systems of control in place in the North Essex Parking Partnership, with some areas for improvement as outlined in the Internal Audit report below.

5. 2020/21 Audit Review

- 5.1. The annual partnership audit was carried out in January 2021 and the final report was issued in March 2021. The results of the audit are contained in the report attached at Appendix 2.
- 5.2. There were two level 2 recommendations, which resulted in a reasonable assurance rating, which is the same as last year. The recommendations relate to:
- Re-tender of the contract for cash collection.
 - Reviews of policies and procedures.
- 5.3. Both recommendations have been accepted.

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. However, there are some internal controls that could be strengthened, and these are set out as recommendations in the attached internal audit reports.
- 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
- 8.2 Appendix 2: Partnership Internal Audit Report – March 2021

Key to Assurance Levels

Assurance Gradings

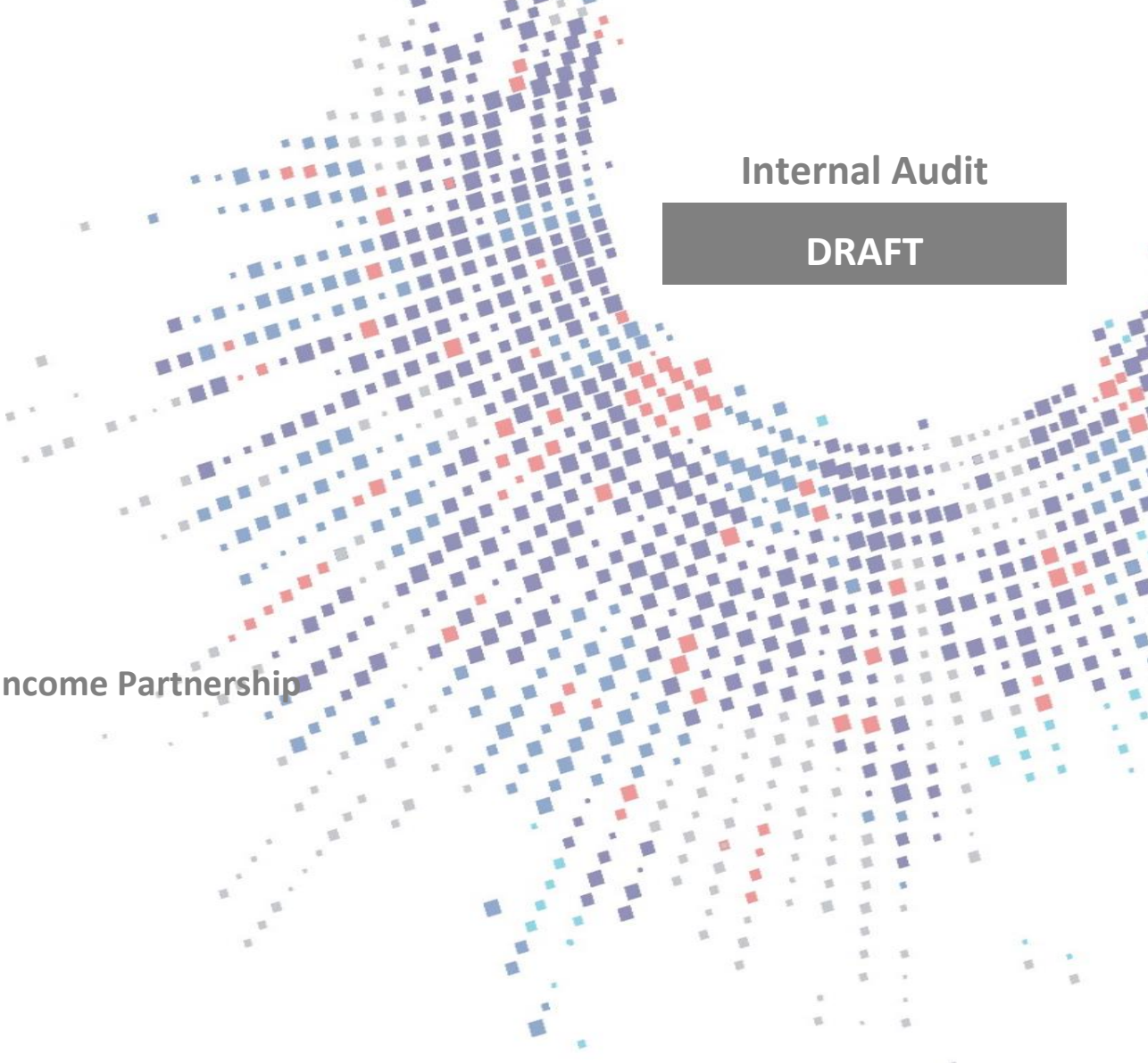
Internal Audit classifies internal audit assurance over four categories, defined as follows:

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

DRAFT

Colchester Borough Council

Assurance Review of CBC2122 Parking Services Income Partnership

2020/21

March 2021

Executive Summary

OVERALL ASSESSMENT



ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE

There are no specific risks relating to Parking services in the Council's risk register

SCOPE

The objective of the audit was to review the systems and controls in place in Parking Services, to help confirm that these are operating adequately, effectively and efficiently.

KEY STRATEGIC FINDINGS



North Essex Parking Partnership (NEPP) has a Partnership Development plan and there are policies and procedures in place to provide guidance and controls on the services rendered by the Partnership.



Adequate processes are in place to ensure that income collected from Car park machines, PCNs and MiPermit are recorded and regularly reconciled.



Contribution invoices are raised on time and monthly financial report is prepared and presented to the Joint Committee.



Collection of Car park income is contracted to a third party however, the contract with the third party expired in 2016.

GOOD PRACTICE IDENTIFIED



There is a robust process in place for managing complaints and sample testing of 30 complaints confirmed that all were closed before 28 days.



The Joint Committee met on quarterly basis as required by the Terms of Reference of the Committee.

ACTION POINTS

Urgent	Important	Routine	Operational
0	2	0	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	North Essex Parking Partnership (NEPP) has policies and procedures to provide guidance and controls on the services rendered by the Partnership. It was confirmed that the policies and procedures are on NEPP website and are accessible by members of the public. The policies include: Parking Management Policy dated April 2019. The policy provides a framework which sets out how the Partnership manage parking at the roadside and in car parks. Other policies and procedures on the website are as follows: - Parking partnership operational protocol dated 2016 - Permit Administration customer care policy dated 2015 - Partnership Enforcement and Discretion Policy dated 2015 - Penalty Charge Notice Cancellation dated 2015	The policies which are dated four years and above be reviewed and updated.	2			

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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DRAFT

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
2	Directed	G4S was contracted to collect cash from the 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 year ago as it covers the period 6th October 2014 to 30th November 2016.	An up to date contract be put in place for the services rendered by G4S.	2			

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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Operational - Effectiveness Matter (OEM) Action Plan

Ref	Risk Area	Finding	Suggested Action	Management Comments
No Operational Effectiveness Matters were identified.				

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	-

Other Findings



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.



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 – (lead authority for the partnership)

Epping Forest District Council

Harlow Council

Tendring District Council

Uttlesford District Council

Other Findings

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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 period 8 notes that annual budgeted income for the year is £3,123,000 and total budgeted cost is £3,358,000 leading to a budgeted deficit of £185,000. Forecast outturn deficit is however £516,000. On 25th June 2020, the Joint Committee were requested to review and comment on the end of year financial position for 2019-20 and to decide the Parking Partnership budget for 2020/21.
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As noted above, monthly report showing actual performance against budget is prepared and sent to NEPP. A review of the minutes of meeting of the Joint Committee held in October 2020 confirmed that the Finance Report to end of period 5 2020/21 was presented by the NEPP Group Manager to the Joint Committee. The impact of COVID on the services was noted as having affected finances and the Group Manager informed the Committee that 'a reserve had always been kept in case of need, should an unforeseen reduction in income be experienced, such as the Covid-19 crisis, which had been very bad on finances.' It was also noted that the projections were the worst case scenario.
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A schedule on contribution invoices is automatically 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 five 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 and payments have been received from the Councils tested.
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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 30 PCNs selected across the financial year found that all required details are included on the system and payments have been received for 23 of the 30 PCNs tested, one was cancelled and six were overdue for payment. Two of the PCNs overdue for payment have been forward to the Collections agency for recovery. It was confirmed that the PCNs were assigned an offence code and supporting evidence available on the system.
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Chipside (the software provider for the parking system) perform 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.
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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 log for the meeting held on 25th February confirmed that actions were documented and name of officer responsible for the action is noted. Representatives of the six Councils were in attendance.

Other Findings

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As noted in G1.1 above, 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. It was confirmed that the quarterly operational reports for the first and second quarters are available on NEPP website.
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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.
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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 February 2021.
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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, income collected by G4S is reconciled on a daily basis as part of the Bulk Cash reconciliation process.
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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.
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Unpaid PCNs are registered with Traffic Enforcement Centre (TEC) at the County Court and an Order of Recovery is sent to the debtor. If the debt is not paid, NEPP will register it with TEC for a Warrant of Execution to be issued and the PCN is passed to the appointed Bailiff/Enforcement Agency. A Warrant of Execution is valid for 12 months and If after 12 months the enforcement agents have been unable to locate the debtor, the PCN will be returned to NEPP and cancelled for reasons noted in the Debt Cancellation policy. Debts are written off by delegated authority by an appropriate officer (manager or team leader).

It was confirmed that a total of 7064 PCNs valued £756,321 was passed to the Bailiffs between the period 1st April to date (26th February 2021). The sum of £101,649.45 was recovered by the Bailiffs in the same period.

Other Findings



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 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 110 complaints were received in the current financial year. Sample testing of 30 complaints found that all 30 complaints were allocated to officers who investigated the complaints and all complaints were closed before the 28 day deadline.

A recommendation made in the 2019/2020 audit report that 'consideration should be given to including a summary report of complaints at each NEPP Joint Committee meeting.' The recommendation was accepted by the Joint Committee at their meeting held in June 2020.

**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	-	-
FC	Financial Constraint	The process operates within the agreed financial budget for the year.	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 June, October and December 2020.

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. [REDACTED] 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:	2 nd February 2021	3 rd February 2021
Draft Report:	4 th March 2021	
Final Report:		

AUDIT PLANNING MEMORANDUM

Appendix B

Client:	Colchester Borough Council		
Review:	CBC2122 Parking Services Income Partnership		
Type of Review:	Assurance	Audit Lead:	Olufolake Mustafa

Outline scope (per Annual Plan):	The objective of the audit is to review the systems and controls in place in Parking Services, to help confirm that these are operating adequately, effectively and efficiently.		
Detailed scope will consider:	Directed Governance Framework: There is a documented process instruction which accords with the relevant regulatory guidance, Financial Instructions and Scheme of Delegation. Risk Mitigation: The documented process aligns with the mitigating arrangements set out in the corporate risk register. Compliance: Compliance with statutory, regulatory and policy requirements is demonstrated, with action taken in cases of identified non-compliance.	Delivery 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. Financial constraint: The process operates with the agreed financial budget for the year. Resilience: Good practice to respond to business interruption events and to enhance the economic, effective and efficient delivery is adopted.	
Requested additions to scope:	(if required then please provide brief detail)		
Exclusions from scope:			

Planned Start Date:	22/02/2021	Exit Meeting Date:	01/03/2021	Exit Meeting to be held with:	Lou 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 financial year



North Essex Parking Partnership

Meeting Date: 24 June 2021

Title: Annual Review of Risk Management Report

Author: Hayley McGrath, Corporate Governance Manager, Colchester BC

Presented by: Hayley McGrath, Corporate Governance Manager, Colchester Borough Council

This report concerns the 2021/22 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 2021/22, 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 2021/22 has been attached at appendix 1 for approval.
- 4.2. It is felt that the process continues to meet the needs for the service therefore no changes have been made to the process.

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 2020. The register has since been reviewed with the Parking Services Manager and then by the partnership client officers to ensure that it continued to reflect the issues faced by the service.

5.3. The review highlighted the following changes for approval:

- 5.4. The risk matrix is set out at appendix 3.
- 5.5. 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.
- 5.6. It is requested that this committee reviews the strategic risks to ensure that they still reflect the issues faced by the service and that they are appropriately scored.

6. 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 2021-22
Appendix 2 – North Essex Parking Partnership Strategic Risk Register June 2021-22
Appendix 3 – North Essex Parking Partnership Risk Matrix June 2021-22

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 Chairperson of the Committee

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

signature required

WHAT IS RISK MANAGEMENT

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

Risk Management is not about eliminating risk, as this would limit the ability of the service to develop and deliver its ambitions. Its purpose is to recognise the issues that could 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.

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

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

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

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

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

THE WAY FORWARD

Aims & Objectives

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

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

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

Strategic Risk Management

Strategic risks are essentially those that threaten the long-term goals of the 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 Delivery Plan
- Revenue and Capital Budgets
- Annual Internal Audit Plan

Action Required

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

- Embedding a risk register that identifies the strategic and operational risks and outline the actions to be taken in respect of those risks.
- Considering risk management as part of the 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 Parking Partnership Manager.

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

Appendix A

The Risk Management Process

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

Stage 1 – Risk Identification

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

Stage 2 – Risk Analysis

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

Stage 3 – Risk Control

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

Stage 4 – Risk Monitoring

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

STRATEGIC RISKS

RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.2	A partner resets their strategic priorities to meet future funding challenges which impacts on the arrangements for the partnership. Due to financial constraints, one of the partners challenges the funding arrangements for the partnership. This includes the treatment of surplus funds as well as deficits.	Decrease in service provision / failure of the partnership. Stranded costs to be covered by the remainder of the partners.	Ensure that member authority representatives fully understand the partnership agreement and are involved in the budget setting of each authority Note: Reduced down in May 19 - given the current financial position and no anticipated contribution in the near future.	Chief Finance Officer	January 2022	6	2	3		
1.3	There's a change in political will of a partner that leads to the partner withdrawing from the arrangement	Decrease in service provision.	Ensure that performance of the partnership is appropriately reported back to each authority and the effects of withdrawing are understood.	Parking Partnership Manager	January 2022	8	2	4		
1.9	Potential future financial challenges, of reduced income	Inability to invest in the future of the service.	Financial performance is stringently monitored, and	Parking Partnership Manager	January 2022	10	2	5		

	and increased costs, are greater than expected.	Missed opportunities Failure of the service.	deviancies reported to the partnership for action.							
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 2022	4	1	4		

RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.13	Central Government changes, from minor operational adjustments through to fundamental policy decisions, affect the ability of the partnership to deliver programmed services and meet its published financial and operational targets.	Increased challenge from the public - whose expectations are raised, increased costs of additional working, reduction in performance whilst changes bed in. With impacts as highlighted in 1.10 above.	Ensure all consultation is considered and responded to, ensure policies and procedures are aligned with any changes and future direction Note: The risk is not considered to have materialised as anticipated however there is still potential footway parking legislation.	Chair of the Joint Committee	January 2022	4	2	2	3	2
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	Ensure that there is a robust business case for all new investment, that considers all of the options and potential failures,	Chair of the Joint Committee	January 2022	6	2	3	2	4

RW/HJM
TO BE AGREED BY COMMITTEE: 24/06/21
NEXT REVIEW: January 2022

		able to keep pace with competitors in off street parking and cannot meet customer expectations.	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.							
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RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.20	The impacts of the COVID-19 pandemic will be far reaching on the partnership for a significant period of time.	Significantly reduced income from off street and pcn's. Fundamental changes to working practises leading to increased operating costs. A need for partners to reduce costs/cut services. Reduced ability of partners to invest in the service.	Implementation of a specific recovery programme for the service. This should detail all of the impacts of COVID-19 and the actions / resources required to enable the service to respond to them. This should be reported to the committee on a regular basis with interim reports between committee meetings.	Parking Partnership Manager	January 2022	20	5	4		
1.21	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. The new agreement will need to be agreed by each partner authority.									
1.22	Insufficient investment in innovative technology results in opportunities to deliver service efficiencies being missed.									

IMPACT TABLE

RW/HJM
 TO BE AGREED BY COMMITTEE: 24/06/21
 NEXT REVIEW: January 2022

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

Minimum Score = 1 Maximum Score = 25

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

Removed Items

No	Risk	Date removed	Last score
1.1	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
1.4	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.		
1.11	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. (removed June 20)	June 20	4
1.14	Selective media reporting of policy changes affects the ability of the partnership to deliver services. (removed June 20)	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	

NORTH ESSEX PARKING PARTNERSHIP

RISK MATRIX JUNE 2021
Draft for Cttee 24 June 2021

Low Risks	Medium Risks	High Risks
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Scoring 1-5

Risk Tolerance Line

Probability of Occurrence	5 Very High				20	
	4 High					
	3 Medium					
	2 Low		13	2	15	3
	1 Very Low				10	
		1 Very Low	2 Low	3 Medium	4 High	5 Very high
Severity of Impact						

Risks Removed

- 1.1 A partner is not represented at a meeting - June 20
- 1.4 Preferences of members dictate the direction of the meeting - June 17
- 1.5 Relationship between management and committee deteriorates - June 17
- 1.6 Lack of Partnership support for shared target - June 19
- 1.7 Essex County Council review of service - June 16
- 1.8 Decisions are taken on a political basis as opposed to being considered on their own merits.



North Essex Parking Partnership

Meeting Date: 24 June 2021

Title: Finance Report – End of year and Reserves 2020/21

Authors: Richard Walker, Group Manager / Lou Belgrove, Business Manager

Presented by: Richard Walker, Lou Belgrove

The report sets out the End-of-Year financial position for NEPP from 2020/21 and the Reserve position as a result of operations during the year.

1. Recommended Decisions Required

- 1.1. Note the financial position at the end of the Financial Year 2020/21
- 1.2. Note the current Parking Reserve position.

2. Reasons for Recommended Decisions

- 2.1. For good governance, to ensure the future running of the service, and that NEPP on-street funds are allocated in line with its priorities and goals set out in the Development Plan.

3. Alternative Options

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

4. Supporting Information – Operations 2020/21 Financial Year

- 4.1. With the outbreak of Covid-19 in March 2020 and the first of the enforced National Government lockdown being brought into force, NEPP followed national advice and ceased patrols operations and enforcement across all districts, and the validity of annual permits was extended by three months; a further month was added in the second lockdown.
- 4.2. During the second and third lockdown, NEPP operations otherwise carried on in the main, with minor amendments being made to enforcement priorities, in line with the hierarchy of controls set out in our Parking Management Policy.
- 4.3. The Management team, Business Unit and Technical Team remained operational throughout all lockdowns. Nine of NEPP's enforcement staff were furloughed during the first lockdown, with other officers were possible assisting other Service Areas.
- 4.4. Expenditure remained consistent and as expected due to the level of service still being provided. Service levels returned to pre-lockdown levels in phases, during summer 2020, with income slowly showing signs of recovery prior to the second and third lockdowns being imposed.

- 4.5. Details of the NEPP financial position at the end of the financial year are set out in Appendix 1.

5. Financial Implications/Covid-19 Impact – Summary

- 5.1. As a result of the National Lockdowns, income overall was depleted. With a 38% reduction in Penalty Charge Notices, a “worst case scenario” was reported previously based on the information we had available to us at the time.
- 5.2. With the unfavourable operating conditions experienced during the winter and further emergency measures being imposed, any chances of recouping any losses were gone and a year-end surplus was not expected to be achieved.
- 5.3. The addition of a £600k “Cash and Income” Grant from National Government improved the expected outturn position on the income budgets for casual parking and penalties and left only the cashflow of the 4-month resident parking extensions not covered.
- 5.4. Income relating to “the debtor” (Penalty Charge Notice income from Notices issued late this financial year but which won’t be recovered until next financial year) has been included in the PCN income figure in Appendix 1.
- 5.5. With the previous year’s £286k in-year surplus being added, the Reserve stood at approx. £1.6m at the start of 2020/21. An in-year deficit of £372k was recorded at the end of the Financial Year and will be drawn from the Reserve to ensure a breakeven position at year end. The usual £185k TRO costs, agreed project spend, and end of year deficit (as described above) are included and have also been drawn from the Reserve.
- 5.6. At Financial Year 2020/21 close, the Reserves now stand at just over £1m.

6. Impact of the Pandemic

- 6.1. The budget is set each year in line with the medium-term plan, particularly in support of the TRO (Traffic Regulation Order) programme from reserves, alongside investments in operational projects and, as expected, these exhausted their full budgets.
- 6.2. A large amount of work was undertaken including additional red routes, signage, and other amendments which were made during the emergency. This will effectively be paid for from the Reserve – accounting for a proportion of the in-year deficit in the TRO area.
- 6.3. Permit income has been reduced in year, due to the previously mentioned extensions to the end of expiring parking permits. This is a temporary cashflow issue where income would normally expect to come within the year; this will all appear in the new year.
- 6.4. Casual visitor permit income in year was also reduced, and the same is true of pay and display at the kerbside stays. These purchases can be seen as “one-off” types of income and, once lost, is unrecoverable.
- 6.5. Despite the draw on the Reserve and lockdowns, little impact was made on the planned project spend; many projects have been initiated and delivered as expected.
- 6.6. Expenditure in areas for employees reflected the in-year set up of the new Data-Led Services Team, with a small overspend compared to the Budget in the Management account being offset by savings in Operations and Third Party Costs.

- 6.7. Moving forward, a different cost centre will be used to reflect this team separately and will also include expenditure and income associated with the Park Safe car (currently shown in Supplies and Services), 3PR and the Park Safe School cameras. The expansion of the ParkSafe fleet has also been allowed for in the 2021/22 financial year including replacement of the petrol vehicle with two electric vehicles.
- 6.8. The Supplies and Services costs came in under budget, at around £437k due to interruptions caused by the Pandemic.
- 6.9. An illustration of the revenue accounts for the in-year position is shown in Appendix 1. This includes the Government Grant, which has been allocated across all income cost centres, and draw-downs to cover the cashflow deficit incurred by resident parking.

7. Parking Reserve

- 7.1. The Parking Reserve is held separately and any surplus or deficit, after in-year operating costs are deducted, is reflected.
- 7.2. Investment is planned to be made in projects from the Reserve prior to the end of the Agreement, with the forward programme having a budget of up to £0.9m approved, only c.£0.7m is allocated to projects, with c.£0.4m committed during 2020/21.
- 7.3. With £300k having been earmarked to be carried forward to support the start of any new Agreement with ECC commencing in 2022, the Reserve should return to zero by the end of the current Agreement, pending any other (surplus or deficit) amounts in 2021/22.
- 7.4. The Cashflow amount remains at £100k as per paragraph 23.3 of the NEPP Joint Committee Agreement (JCA),
- 7.5. An illustration of the Parking Reserve at the end of 2020/21 is shown below:

Cost Centre 0718:	Brought forward at 01.04.20	In year Movements	Carried forward at 31.03.21
DPE account (now part of Decrim Parking Reserve)	0.00	0.00	0.00
Cashflow	(100,000.00)	0.00	(100,000.00)
Use of Reserves (TRO funding)		185,000.00	185,000.00
Use of Reserves (NEPP Projects)		123,735.91	123,735.91
Provision of Bad Debt		(255,642.17)	(255,642.17)
Transfer to Capital Expenditure Reserve		0.00	0.00
On-Street (surplus) / deficit	(1,413,029.85)	372,192.23	(1,040,837.62)
Balance c/f	(1,513,029.85)	425,285.97	(1,087,743.88)

8. Standard References

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

Appendix 1 – On-Street Account at end of Financial Year 2020/21

	A	B	C	D	
2020/21 Outturn	2019/2020 Last Year	2020/2021 Current Year Actual Full Year	2020/2021 Current Year Budget Full Year	2020/2021 Current Year Variance Full Year	Notes
Provisional Outturn	Actual				
On-street Account					
Direct costs					
Expenditure					
Employee costs:					
Management	74	123	81	42	Parking Services Mgt Team staff costs and management a/c
CEOs & Supervision	1,324	1,399	1,403	(3)	CEOs & Supervisor staff & costs; small vacancy u/spend
Back Office	388	425	393	32	Back Office staff costs
TRO's	132	134	172	(38)	TRO team staff costs
Premises / TRO Maintenance costs	219	329	191	138	R&M budget (seasonal: small expenditure anticipated)
Transport costs (running costs)	38	54	30	24	Fuel, public transport etc
Supplies & Services	500	437	611	(174)	General expenditure; includes ParkSafe car IT & TRO costs
Third Party Payments	35	13	53	(40)	Chipside and TEC bureau costs
	2,711	2,914	2,934	(19)	In Year Service expenditure total
Income					
Penalty Charges (PCNs)	(1,994)	(1,313)*	(1,561)	248	PCNs - revised due to CEO deployment (£1,965 Last Yr)
Parking Permits/Season Tickets	(883)	(641)	(729)	87	Visitor Permits - includes new areas and fee increase last yr
Parking Charges (P&D etc)	(369)	(181)	(253)	72	Pay & Display - includes additional area and new fees
Other income	(24)	(18)	(2)	(16)	Misc - other works undertaken - billed at end of work
	(3,270)	(2,153)	(2,545)	391	In Year Service income total
Total Direct Costs	(559)	761	389	372	In Year Service net expenditure
Total Non-direct Costs	458	458	458	0	Corporate costs added (see table)
Sub total (in year operation)	(101)	1,219	847	372	Red is surplus = to be added to reserve
	(185)				Black is Deficit = to be taken from the reserve
	(286)				

* PCN Income budget reduced by £628.56k Income Support Grant and PCN actual income adjusted by £185,490 PCN Debtor estimate.

Table 1 ISSUED PCNs												
										2020/21 figures		
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	TOTAL 2018/19	TOTAL 2019/20	TOTAL 2020/21	On Street 2020/21	Off Street 2020/21	CCTV (included in neither on the off)
Number of PCNs issued	55,817	73,695	91,674	65,639	96,791	14,369	76,479	73,268	48,136	37,716	11,420	638
Number of higher level PCNs issued	38,969	41,686	37,789	45,968	47,338	91,767	83,836	64,367	32,126	31,434	691	939
Number of lower level PCNs issued	21,367	26,999	23,885	24,514	16,181	22,591	22,888	34,959	16,009	6,282	10,499	6
Percentage of higher level PCNs issued	55%	60%	61%	80%	71%	70%	79%	69%	69%	83%	9%	100%
Percentage of lower level PCNs issued	40%	40%	39%	20%	29%	30%	20%	31%	30%	17%	91%	
Number of Reg 9 PCNs issued	58,072	70,181	61,346	68,366	95,181	73,164	74,446	75,907	46,697	37,394	12,313	6
Number of Reg 10 PCNs issued	1145	1152	1600	1235	1622	1164	1466	782	364	322	58	638

Table 2 PCNs PAID												
										2020/21 figures		
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	TOTAL 2018/19	TOTAL 2019/20	TOTAL 2020/21	On Street 2020/21	Off Street 2020/21	CCTV (included in neither on the off)
Number of PCNs paid	35,969	54,596	46,391	52,934	95,490	99,189	86,279	89,941	95,999	27,296	8,386	638
Number of PCNs paid which were issued at the lower band	6,790	22,852	18,540	18,947	16,434	17,505	11,296	18,962	16,876	5,183	7,683	6
Number of PCNs paid which were issued at the higher band	31,019	32,144	28,612	33,977	30,091	38,683	36,123	49,939	25,198	24,416	691	939
Percentage of PCNs paid which were issued at the lower band	37%	42%	40%	36%	35%	31%	31%	52%	33%	12%	91%	9%
Percentage of PCNs paid which were issued at the higher band	62%	58%	60%	64%	65%	69%	69%	48%	70%	88%	9%	100%
Number of PCNs paid at discount rate (i.e. within 14 days)	35,138	46,376	45,627	45,968	67,789	48,883	48,891	69,279	36,894	23,816	7,388	388
Number of PCNs paid at full rate	2708	5181	4671	3675	2711	2867	3935	4968	7701	1029	4215	267
Number of PCNs paid after Charge Certificate served (i.e. at increased rate)	1086	1901	1342	2721	1971	1862	1917	1938	1489	1001	188	7
Percentage of PCNs paid at Charge Certificate	2%	3%	3%	4%	4%	3%	3%	3%	4%	3%	2%	1%
Number of PCNs paid at another rate (e.g. negotiated with third, etc.)	22	31	21	22	18	46	173	164	1779	368	275	6
Percentage of PCNs paid	98%	76%	73%	76%	83%	76%	79%	79%	73%	77%	11%	100%
Percentage of PCNs paid at discount rate	57%	86%	87%	86%	86%	86%	87%	87%	88%	89%	98%	97%

Table 3 PCNs CHALLENGED												
										2020/21 figures		
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	TOTAL 2018/19	TOTAL 2019/20	TOTAL 2020/21	On Street 2020/21	Off Street 2020/21	CCTV (included in neither on the off)
Number of PCNs cancelled as a result of an informal or a formal representation	2,871	5,174	6,139	4,878	5,368	4,781	4685	0	6151	3865	2886	61
Number of PCNs agreed with an informal or formal representation was made	11,338	17,694	16,289	16,666	16,165	17,764	16487	0	16886	12122	2963	162
Number of PCNs where informal representations are made	9,262	14,217	12,781	13,505	15,128	13,272	13033	0	6152	3879	1278	6
Number of formal representations received	0	2,932	2,968	1,363	1,221	1,702	2964	0	2771	2195	685	160
No of NTDs issued	11,842	13,326	13,694	17,767	17,881	18,383	16188	0	15634	10364	1270	363
Percentage of PCNs cancelled at any stage	12%	7%	7%	7%	6%	6%	6%	0%	17%	10%	21%	6%
Number of PCNs written off for other reasons (e.g. CED error or driver acknowledgement)	2,741	6,318	4,862	3,381	2,717	3,796	4687	0	1688	1817	162	61
Number of vehicles immobilised	0	0	0	0	0	0	0	0	0	0	0	0
Number of vehicles removed	0	0	0	0	0	0	0	0	0	0	0	0
Percentage of PCNs written off for other reasons (e.g. CED error or driver acknowledgement)	10%	7%	8%	6%	5%	6%	6%	0%	4%	4%	2%	9%

Table 4 APPEALS TO THE TRAFFIC PENALTY TRIBUNAL												
										2020/21 figures		
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	TOTAL 2018/19	TOTAL 2019/20	TOTAL 2020/21	On Street 2020/21	Off Street 2020/21	CCTV (subject to evidence in the case)
Number of appeals to adjudicators	26	58	103	68	168	167	82	9	78	35	23	0
Number of appeals refused	6	16	28	26	44	38	24	5	27	20	7	0
Number of appeals non-contested (i.e. NEPP does not contest)	12	24	50	42	71	33	21	5	24	15	7	0
Percentage of cases to appeal	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Percentage of initial representations that go to appeal		2%	4%	3%	8%	4%	2%	6000%	0%	2%	0%	0%
Percentage of appeals allowed in favour of the appellant	50%	31%	23%	23%	25%	38%	38%	8000%	33%	21%	38%	
Percentage of appeals dismissed	24%	28%	28%	30%	28%	39%	47%	6000%	33%	38%	38%	
Percentage of appeals to Traffic Penalty Tribunal that are not contested and released	68%	41%	49%	68%	46%	22%	23%	8000%	33%	27%	38%	
Table 5 OTHER												
										2020/21 figures		
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	TOTAL 2018/19	TOTAL 2019/20	TOTAL 2020/21	On Street 2020/21	Off Street 2020/21	CCTV (subject to evidence in the case)
Percentage of PCNs taken to Court Order	4%	4%	4%	3%	0%	0%	0%	0%	0%	0%	0%	0%
Number of CSOs employed	72	58	53	53	53	53	52	41	38	23.36	11.88	
Average number of appeals per officer	0.3	1.0	1.9	1.7	2.9	3.4	3.7	0.0	2.3	2.36	1.36	



North Essex Parking Partnership

Meeting Date: 24 June 2021

Title: **Forward Plan 2021-2022**

Author: Owen Howell – Democratic Services, Colchester Borough Council

Presented by: Owen Howell – Democratic Services, Colchester Borough Council

This report concerns the 2021-22 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 2021-22.
- 1.2 To approve a change in dates, to replace the meeting scheduled for 30 September 2021 with a new meeting date on 28 October 2021.

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.
- 2.2 Officers are requesting a rescheduling of the meeting on 30 September 2021, to move this to 28 October 2021 in order to better fit in with the timetable for decision making regarding the new NEPP Agreement.

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.

4. Meeting venues for 2021-22

- 4.1 Following the lapsing of regulations permitting remote meetings for joint committees, the Partnership's Annual Meeting will take place at the Town Hall in Colchester, as usual. The revolving hosting of future Joint Committee meetings by the Partnership local authorities will then recommence, with the next meeting to be hosted by Braintree District Council. Measures to allow social distancing will be implemented for the Annual Meeting, and hosting authorities will need to abide by any health and safety measures required by law at the time they are held.

5. Appendices

5.1 Appendix A: NEPP Joint Parking Committee Forward Plan 2021-22.

NORTH ESSEX PARKING PARTNERSHIP (NEPP)
FORWARD PLAN OF WORKING GROUP AND JOINT COMMITTEE MEETINGS 2021-22

COMMITTEE / WORKING GROUP	CLIENT OFFICER MEETING	JOINT COMMITTEE MEETING	MAIN AGENDA REPORTS	AUTHOR
Joint Committee for On Street Parking	3 June 2021, Microsoft Teams - online	24 June 2021 1.00pm, Venue: Colchester Town Hall, High Street, Colchester	Annual Governance Review and Internal Audit Annual Review of Risk Management NEPP Financial Update NEPP Annual Report Data Forward Plan '21/22	Hayley McGrath (CBC) Hayley McGrath (CBC) Lou Belgrove (PP) Richard Walker (PP) Owen Howell (CBC)
Joint Committee for On Street Parking	9 September 2021, Microsoft Teams - online.	30 September 2021 1.00pm, Venue: Braintree District Council, Causeway House, Bocking End, Braintree, CM7 9HB	Technical report and Traffic Order Scheme Prioritisation Financial Report Annual Report Obstructive Parking Update Forward Plan '21/22	Trevor Degville (PP) Lou Belgrove (PP) Richard Walker (PP) Richard Walker (PP) Owen Howell (CBC)
Joint Committee for On Street Parking	18 November 2021, Microsoft Teams - online	9 December 2021 1.00pm, Venue: Council Chamber, Tendring District Council Offices	NEPP Financial Update Use of Reserves Obstructive Parking Update Forward Plan '21/22 and' 22/23 Dates	Lou Belgrove (PP) Richard Walker (PP) Richard Walker (PP) Owen Howell (CBC)

Joint Committee for On Street Parking	24 February 2022, Microsoft Teams - online	17 March 2022 1.00pm, Venue: Harlow District Council, Civic Centre, Harlow	Finance Update and 2022/23 Budget Obstructive Parking Update Forward Plan '22/23	Lou Belgrove (PP) Richard Walker (PP) Owen Howell (CBC)
Joint Committee for On Street Parking	2 June 2022, Microsoft Teams - online	23 June 2022 1.00pm, Venue: Colchester Town Hall, High Street, Colchester	Annual Governance Review and Internal Audit Annual Review of Risk Management NEPP Financial Update NEPP Annual Report Data Obstructive Parking Update Forward Plan '22/23	Hayley McGrath (CBC) Hayley McGrath (CBC) Lou Belgrove (PP) Richard Walker (PP) Richard Walker (PP) Owen Howell (CBC)

* These meeting venues are subject to change and may be replaced with online meetings, if required, in order to comply with social distancing measures and advice from central government.

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