



North Essex Parking Partnership

Joint Working Committee On-Street Parking

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

22 June 2017 at 1.00 pm

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

North Essex Parking Partnership

Terms of Reference of the Joint Committee

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

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

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

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

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

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

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

The Joint Committee has the following specific responsibilities:

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

Strategic Planning

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

Committee Operating Arrangements

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

Service Delivery

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

Monitoring

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

Decision-making

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

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

Accountability & Governance

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

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

Thursday 22 June 2017 at 1.00 pm
Grand Jury Room, Colchester Town Hall, Colchester Borough Council, High
Street, Colchester, CO1 1PJ

Agenda

Attendees

Executive Members:-

Cllr Richard Van Dulken (Braintree)
Cllr Mike Lilley (Colchester)
Cllr Danny Purton (Harlow)
Cllr Howard Ryles (Uttlesford)
Cllr Nick Turner (Tendring)
Cllr Gary Waller (Epping Forest)

Non-Executive Member:

Cllr Robert Mitchell (Essex)

Officers:-

Lou Belgrove (Parking Partnership)
Jonathan Baker (Colchester)
Trevor Degville (Parking Partnership)
Qasim Durrani (Epping Forest)
Gordon Glenday (Uttlesford)
Laura Hardisty (Colchester)
Emily Harrup (Colchester)
Joe McGill (Harlow)
Hayley McGrath (Colchester)
Samir Pandya (Braintree)
Liz Burr (ECC)
Shane Taylor (Parking Partnership)
Ian Taylor (Tendring)
Richard Walker (Parking Partnership)
Matthew Young (Colchester)

Introduced by Page

- 1. Appointment of Chairman**
To appoint a Chairman for the North Essex Parking Partnership Joint Committee for On-Street parking
- 2. Appointment of Deputy Chairman**
To appoint a Chairman for the North Essex Parking Partnership Joint Committee for On-Street parking
- 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 meeting held 30 March 2017.

1-5

<p>8. Consideration of objections to schemes 20116 and 60072</p> <p>To consider objections received following the advertising of traffic regulation order proposals in Wickham Crescent/Holden Close/Gresley Drive (Braintree District) and Allnutts Road/Crossing Road/Brook Road/Warren Field/Charles Street (Epping Forest District)</p> <p>The options available are to progress the proposals to become traffic orders, amend the proposals (and possibly readvertised) or withdrawn the proposals with the parking situation remaining unchanged.</p>	<p>Trevor Degville</p>	<p>6-12</p>
<p>9. Annual Governance Review and Internal Audit</p> <p>The report considers the Governance Review and Internal Audit of the North Essex Parking Partnership for the year 2016/17</p>	<p>Hayley McGrath</p>	<p>13-32</p>
<p>10. Annual Review of Risk Management</p> <p>This report concerns the 2017/18 Risk Management Strategy and current strategic risk register for the partnership</p>	<p>Hayley McGrath</p>	<p>33-49</p>
<p>11. Colchester Car Club</p> <p>To consider proposals for the introduction of a Colchester Car Club and the application for dedicated on street car club spaces</p>	<p>Emily Harrup</p>	<p>50-52</p>
<p>12. On-Street Financial Report</p> <p>The report sets out the financial position of the Parking Partnership at the end of 2016/17</p>	<p>Richard Walker/Lou Belgrove</p>	<p>53-56</p>
<p>13. NEPP Annual Report Data for 2016/17</p> <p>This report sets out the data required to be published as part of transparency requirements. A full report will be made to the October meeting.</p>	<p>Richard Walker</p>	<p>57-62</p>
<p>14. On-Street Operational Report</p> <p>The report gives Members an overview of operational progress since March 2017</p>	<p>Lou Belgrove</p>	<p>63-66</p>
<p>15. NEPP Joint Committee Governance Review</p> <p>This report updates Members following a review of the Joint Committee governance arrangements.</p>	<p>Jonathan Baker</p>	<p>67-76</p>
<p>16. Forward Plan 2017/18</p> <p>This report concerns the Forward Plan of meetings for the North Essex Parking Partnership, including provisional dates for 2017-18.</p>	<p>Jonathan Baker</p>	<p>77-80</p>
<p>17. Urgent Items</p> <p>To announce any items not on the agenda which the Chairman has agreed to consider.</p>		

NORTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE FOR ON-STREET PARKING

30 March 2017 at 1.30pm

**Council Offices, Tendring District Council, Thorpe Road,
Weeley, Essex, CO16 9AJ**

Executive Members Present:-

Councillor Susan Barker (Uttlesford District Council)
Councillor Mike Lilley (Colchester Borough Council)
Councillor Robert Mitchell (Braintree District Council)
Councillor Danny Purton (Harlow District Council)
Councillor Nick Turner (Tendring District Council)
Councillor Gary Waller (Epping Forest District Council)

Apologies:-

Councillor Eddie Johnson (Essex County Council)

Also Present: -

Michael Adamson (Parking Partnership)
Jonathan Baker (Colchester Borough Council)
Lou Belgrove (Parking Partnership)
Nick Binder (Manager, SEPP)
Liz Burr (Essex Highways)
Trevor Degville (Parking Partnership)
Qasim Durrani (Epping Forest District Council)
Gordon Glenday (Uttlesford District Council)
Laura Hardisty (Colchester Borough Council)
Joe McGill (Harlow District Council)
Nikki Nepean (Tendring District Council)
Samir Pandya (Braintree District Council)
Councillor Howard Ryles (Uttlesford District Council)
Shane Taylor (Parking Partnership)
Richard Walker (Parking Partnership)
Matthew Young (Colchester Borough Council)

40. Declaration of Interest

Councillor Barker, in respect of being a Member of Essex County Council, declared a non-pecuniary interest.

41. Have Your Say

Councillor Andrew Pemberton, Tendring District Council

Councillor Pemberton attended the meeting and questioned why Tendring District Council continued to oppose the use of the ParkSafe Car outside of schools which would reduce instances of dangerous parking therefore improving the safety of pupils. Councillor Pemberton believed that the ParkSafe car should be used in the District, as it is used in other Partner Authority areas, to assist with the issue of parking outside schools.

Councillor Mitchell thanked Councillor Pemberton for his contribution to the meeting. Councillor Mitchell stated that the use of the car within each Partner Authority requires agreement from the relevant Partner Authority Executive Member. Other areas within the

Partnership use the ParkSafe car and have seen the benefits that it provides. Councillor Mitchell suggested that Councillor Pemberton remain at the meeting for the next item on the agenda which aims to provide an alternative option for reducing dangerous parking outside of schools.

42. Minutes

RESOLVED that the minutes of the meeting held on 15 December 2016 are confirmed as a correct record.

43. Schools Project – Presentation by SEPP

Nick Binder, South Essex Parking Partnership (SEPP), gave the Joint Committee a presentation on a School Parking Project that the SEPP had recently launched. The report requests that the Joint Committee notes the information provided and lends support to the project, including signing-up to and make use of the ideas and materials contained therein.

Nick Binder informed the Committee that the project was created to improve parking around schools as traditional restrictions do not always work, can be resource intensive and on occasion only make the issue move to a different location. The aim of the project is to discourage parking around schools by giving schools the tools to encourage pupils and parents to park their cars in nearby car parks or in safer locations. The project provides an early opportunity to engage with pupils about parking safely which it is hoped they will take through secondary school and when they become drivers.

Nick Binder highlighted that the scheme has been launched at the Tyrell Primary School in Chelmsford. A zone has been set up around the School where parking is discouraged; pupils from the School stand at the different entrances to the School zone and award tokens to other pupils who walk rather than drive into the zone. The tokens are then collected with the leading class in the School awarded a trophy. Reports back from the first week of operation were promising with parents parking in safer locations.

Nick Binder stated that this system incentivises the pupils to ensure that their parents are not parking directly outside the school; this replaces the traditional system of local authorities enforcing parking regulations. Nick Binder also demonstrated to the Joint Committee the resources provided to the schools including branded clothing featuring a robot called '3PR', which stands for the three parking principles or Care, Consideration and Caution. The project has a dedicated website which includes further information, quizzes and the opportunity for other schools to register their interest; approximately 30 schools have contacted the SEPP regarding the project so far.

The SEPP in conjunction with Chelmsford City Council have appointed a Schools Liaison Officer; part of the role will be to focus on further implementation of the project including applying for grant funding.

The Committee welcomed the presentation and the SEPP Project which would improve parking around schools and reduce pollution, queries were raised about whether these schemes would be possible if the schools in question were academies. Liz Burr, Essex County Council, stated that she would provide further information on this issue to the Committee following discussions with officers at ECC. The Committee also believed that the project should focus on Primary Schools rather than Secondary Schools due to the reduced reliance on parents driving Secondary School pupils to school.

Councillor Mitchell requested further information on the cost of the project to date. In response Nick Binder stated that the SEPP had invested approximately £8,000 setting up

the project, which included creating the different resources available. There will be further work in the future to determine the different packages that the SEPP could offer to the different schools which may reduce the cost of launching the scheme. The current estimate for the cost of getting a school running as part of this scheme is £400, however each school will have different circumstances and further research is required to determine how schools can contribute to the cost.

In response to a question from the Committee Nick Binder confirmed that the project launched at the end of February 2017; weekly monitoring has been taking place since the implementation. The June meeting of the South Essex Parking Partnership will receive a report about progress and further funding for the project.

The Committee heard that the North Essex Parking Partnership would have to assess whether it currently has the capacity to implement the project in schools across the area. Members requested that a report also comes to the NEPP June meeting outlining the progress of the project to date prior to any trials taking place in the NEPP area. Councillor Turner raised the query on whether Essex County Council could provide funding for the Schools project.

RESOLVED;

- a) That the report be noted
- b) That a further report on the progress of the SEPP School Project be brought back to the next North Essex Parking Partnership Joint Committee meeting.

44. Traffic Regulation Order Proposals

Trevor Degville, Parking Partnership, introduced the Traffic Regulation Order proposals report. The report requests that the Joint Committee approve, reject or defer the schemes as proposed in the report and supplementary agendas. The report also requests that scheme 50071 Williamsburg Avenue be reinstated instead of scheme 50117.5 Old School Lane Elmstead Market which would be altered to deferred.

The Committee heard the proposals from each of the Partner Authorities as included in the report and supplementary agendas. In addition to the schemes included in the supplementary agenda, Harlow District Council proposed that three further schemes be removed from their active traffic regulation order list. This included schemes 30032 Abercrombie Way, 30052 Spencers Croft and 30059 Spring Hills.

Councillor Barker requested further information at a future meeting about the installation of Traffic Regulation Orders in new housing developments and other significant planning applications including new schools. In particular, Councillor Barker queried whether the NEPP could become a statutory consultee for significant planning applications at Essex County Council to avoid complications for residents and restrictions for the NEPP, such as the five-year road adoption rules. The Committee welcomed the suggestion and requested that a report comes to the next NEPP meeting in June.

RESOLVED;

- a) That the Traffic Regulation Orders as proposed by Partner Authorities to the North Essex Parking Partnership be agreed.
- b) That Harlow District Council remove schemes 30032 Abercrombie Way, 30052 Spencers Croft and 30059 Spring Hills, from the list of Traffic Regulation Orders.
- c) That a report be compiled for the next Joint Committee meeting concerning traffic regulation orders in new and existing developments approved by Essex County

45. Traffic Regulation Orders Update report

Trevor Degville, Parking Partnership, introduced the report which requested that the Joint Committee note the work taking place on previously approved schemes and to note the advertisement of the Permit prices previously agreed.

The Committee thanked Trevor Degville and Shane Taylor for the work undertaken in installing the schemes. The Committee also noted the permit prices as previously agreed, with an operational date from early April.

RESOLVED;

- a) That the work taking place on previously approved schemes outlined be noted
- b) That the advertisement of the Permit prices be noted.

46. NEPP On-Street financial position at period 11 2016/17 and 2017/18 budget

Richard Walker, Parking Partnership, introduced the report which requests that the Joint Committee note the financial position set out in the report and that the budget for 2017/18 be approved.

Richard Walker stated that the current forecast at the end of the year is for a small surplus. The end of the year figure now includes an estimate on the amount of Penalty Charge Notice debt that is expected for this financial year but will not be paid until 2017/18. Richard Walker informed Committee members that the NEPP is currently undertaking a review of services and that the 2017-18 figures do not currently include any figures relating to this.

Following a query from Councillor Turner, Richard Walker informed the Committee that the supplies and services category now includes the Traffic Regulation Order funding as well as in year purchases, which include the ParkSafe car and body warn cameras.

Councillor Barker queried the increased budget set aside for Civil Enforcement Officers and Supervision considering that the budget was lower in 2016-17 and the NEPP did not reach full recruitment. Councillor Mitchell highlighted that whilst the NEPP had not achieved full recruitment levels ensuring that the most suitable candidates were appointed assured better quality Penalty Charge Notices. Richard Walker informed the Committee about a recruitment video that had been shared with all Partner Authorities.

RESOLVED;

- a) That the financial position at period 11 2016/17 be noted
- b) That the 2017/18 budget be approved.

47. Forward Plan 2016/17

Jonathan Baker, Colchester Borough Council, introduced the North Essex Parking Partnership forward plan. The report requests that the Committee note the forward plan for 2016/17 and agree the provisional dates for Joint Committee meetings in 2017-18.

Jonathan Baker highlighted the additional reports that would be scheduled for the June Joint Committee meeting following requests earlier in the meeting; this included an update on the SEPP Schools Project and a report on TRO's in new housing developments.

RESOLVED;

- a) That the Forward Plan 2016/17 be noted
- b) That the 2017/18 North Essex Parking Partnership Joint Committee dates be agreed.



North Essex Parking Partnership

Meeting Date: June 22nd 2017
Title: Consideration of objections to schemes 20116 and 60072
Author: Trevor Degville – Parking Technical Manager
Presented by: Trevor Degville – Parking Technical Manager

To consider objections received following the advertising of traffic regulation order proposals in Wickham Crescent/Holden Close/Gresley Drive (Braintree District) and Allnutts Road/Crossing Road/Brook Road/Warren Field/Charles Street (Epping Forest District)

The options available are to progress the proposals to become traffic orders, amend the proposals (and possibly readvertised) or withdrawn the proposals with the parking situation remaining unchanged.

1. Decision(s) Required

- 1.1. To consider the objections that have been received to Traffic Regulation Order (TRO) proposals that have been advertised by the NEPP Technical Team and then decide whether to proceed with the making of Traffic Regulation Orders, amend or withdraw the proposals for the following schemes:
- 1.2. **Scheme 20116** Wickham Crescent/Holden Close/Gresley Drive (Braintree District): - Approve/Amend/Reject
- 1.3. **Scheme 60072** Allnutts Road/Crossing Road/Brook Road/Warren Field/Charles Street (Epping Forest District):- Approve/Amend/Reject

2. Reasons for Decision(s)

- 2.1. Prior to a permanent traffic order being introduced there is a legal process that must be followed. This process allows for objections to the proposals to be made within 21 days from the date the Notice of Proposals is advertised.
- 2.2. All objections that are received must be considered before a TRO is sealed and the proposed restrictions installed.
- 2.3. The Joint Committee delegated powers to the NEPP Group Manager to be able to consider objections that are received and to decide whether the advertised proposal should become a sealed order, should be amended or should not progress. The delegated powers can enable NEPP officers to introduce restrictions more quickly, although the overall time it can take to introduce parking and waiting restrictions may on occasions still be substantial.
- 2.4. In view of the strength of arguments put forward in the objections it is considered to be appropriate that the matters are considered by the elected members on this occasion. The aim of a resident permit scheme or no waiting during limited hours (i.e. one hour in the morning, one hour in the afternoon) is to make the parking situation better for residents (and in some cases businesses in the area). If residents object because they feel that the

proposals will not benefit them or will make the situation worse NEPP should consider if the proposals meet the aims of the scheme.

3. Supporting Information

General Duties when considering any parking scheme

It shall be the duty of every local authority so to exercise the functions conferred on them by this Act as (so far as practicable having regard to the matters specified below) to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway.

The matters referred to are—

- a) the desirability of securing and maintaining reasonable access to premises;
- b) the effect on the amenities of any locality affected and (without prejudice to the generality of this paragraph) the importance of regulating and restricting the use of roads by heavy commercial vehicles, so as to preserve or improve the amenities of the areas through which the roads run;
- c) the strategy prepared under section 80 of the Environment Act 1995 (national air quality strategy);]
- d) the importance of facilitating the passage of public service vehicles and of securing the safety and convenience of persons using or desiring to use such vehicles; and
- e) any other matters appearing to the local authority to be relevant.

The duty imposed above is subject to the provisions of Part II of the Road Traffic Act 1991.

- 3.1. Members are advised that considering objections it is not solely the number of objections that have been received that should be considered but the strength of argument put forward in the objections
- 3.2. Copies of maps showing the advertised restrictions are included as Appendix A and Appendix B and redacted copies of the objections and other correspondence that were received can be found in Appendices C, D & E to the report which are available online at the following links;
 - [Appendix C – Consideration of Objections – Wickham Crescent, Holden Close, Gresley Drive](#)
 - [Appendix D – Consideration of Objections – Allnutts Road, Crossing Road, Brook Road, Warren Field, Charles Street](#)
 - [Appendix E – Consideration of Objections – Allnutts Road, Crossing Road, Brook Road, Warren Field, Charles Street continued.](#)

4. Proposals

4.1 Scheme 20116 Wickham Crescent/Holden Close/Gresley Drive

The proposal is to install a waiting restriction for an hour in the morning on one side of the carriageway and an hour in the afternoon on the opposite side of the carriageway. This is designed to discourage all day parking by commuters yet still allow local residents (and their visitors to park (albeit by moving their vehicles during the day if parking on-street). No waiting at any time is proposed on areas of the carriageway that are not considered appropriate for parking.

- 4.2 A brief summary of the objections can be found below. Redacted copies are available to view in the appendix. Objections have been received from residents who suggest that a permit scheme would be more appropriate for the area, that the times of the waiting restrictions should be altered and that the opinions of residents have been disregarded.

Number	Outline of reason for objection
1	Resident who argues that the road is too narrow for parking restrictions and that any restrictions should only be where the properties have off-street parking. The objector also asks about having a disabled badge holder bay installed outside their property and suggests that resident permits would have been a preferable proposal
2	Resident who suggests a one hour waiting restriction in the morning and afternoon outside their property. The resident also suggests that the scheme and costs of enforcement are out of line with the council's spending priorities in a time of austerity. The resident goes on to suggest that resident permits would have been a better solution.
3	Permit parking would be a far better option as most people have more than one car. The objector also suggests that the proposals will make it harder to rent out the flat they own Wickham Crescent.
4	Parking restrictions in nearby roads would be a good idea but objects to the times of the proposals as they clash with the times of the morning clinic and suggests alternatives times that will not have as large an effect on the medical establishment.
5	Resident suggests that there has been "complete disregard of the feedback of the residents". The objector goes on to add that most properties only have allocated parking for one vehicle yet many residents have two cars.

4.3 **Scheme 60072** Allnutts Road/Crossing Road/Brook Road/Warren Field/Charles Street

The proposal is for resident permit holders only parking between 10am and 2.30pm Monday to Friday with no waiting at any time proposed in areas that are not considered appropriate for parking.

4.4 Objections have been raised by residents, with brief descriptions of the objections listed below. These include suggestions that there is not a parking problem in the area and concerns about the effect the proposals would have on businesses in the area, including a playschool where parents will need to drop-off and collect young children.

Objection Number	Reason for Objection
6	Crossing Road is listed on the scheme proposals but the notice does not state that Crossing Road residents will be entitled to purchase permits. This is an error in the wording of the Notice of Intention as it is intended that Crossing Road residents should be able to purchase permits and would be corrected if the Order was made.
7	There is no real problem. Residents can usually find a space to park but it may be a short walk from their property. Permit parking will not solve the general problem of lack of parking at stations on the central line. The objector disagrees in principle to schemes that attempt to solve parking problems by displacing vehicles to other areas. The objector also suggests that the proposal has been designed with little consultation or research including advising that there is a playgroup in Allnuts Road where infants need to be dropped off and collected. Crossing Road only has two properties without driveways so residents are not affected by commuters. Objector also suggests that the proposed timings of the new scheme are too long.
8	Objector suggests that they were not aware of the scheme and would prefer the status quo.
9	The resident argues that the commuters only take up the space that is made available so it is either used or remains dormant and does not cause "much of a bother".
10	Objector is against a permit parking scheme that would make it impossible for commuters to park their cars to use the central line. The Objector advises that they will always be against restricting people who need to travel to London to work.

11	The entry to Warrenfield is too narrow to allow parking on both sides of the carriageway. If parking was allowed on both sides emergency vehicles and waste collection lorries may not be able to travel down the roads
12	Epping Town Council advise that they would prefer to see an overall strategy to tackle some of the parking problems in Epping. They suggest that there is a piecemeal approach and advise that there does not seem to be much consistency, and that each area is part of a much bigger problem. The Town Council also advise that residents should be consulted and listened to on any scheme that affects them
13	Resident advises that they were unaware of the proposals and asks how parents would be able to drop off and collect their children from the play school.
14	Resident writes to ask that parking permits are only available to residents whose address is on one of the streets. The residents argues that those properties that have a driveway on Allnutts Road but an address in a different road such as Bower Vale should not be allowed permits.
15	The omission of business permits from the scheme causes concern and suggests some businesses in the area need permits. Objects to parking being allowed on both side of the carriageway at Warrenfield as it is suggested that this part of the carriageway is too narrow to support parking. The objector advises that they support the concept of the scheme and the introduction of no waiting on Charles Street adjacent to number 36. It is suggested that the no waiting opposite the entrance to Warrenfield outside 9-11 Charles Street is longer than necessary and should be reduced to a minimum and concerns are raised about customers being able to park to use Allnutts Stores.
16	Concerns raised about perceived lack of information for residents. Objector is worried about parents and carers dropping off to the play school and difficulties for users of Allnutts Stores.
17	Objector suggests that the proposals could have the effect of blocking the road as not all residents will use their common sense.
18	Objector advised that if the change affects their ability to park in front of their own drive or allows others to park there blocking them in it would be unacceptable. Service providers use the area in front of the property to drop off groceries, park during house renovation and collect the resident's dog. The resident advises that it is important to be sure the proposals would not impact on this.
19	Is from the partner of objector 18. In addition to the points made by objector 18 they add that neighbours respect each other's driveways so there is no need to change how this works. They also advise that applying for permits would be cumbersome and time consuming and would mean paying for something that has previously been free of charge. The objector also advises that they do not want pay and display bays (there are none proposed in the scheme). The objector also advises that there are refurbishment projects planned at the property and it would be complicated if traders could not park on the kerb next to the residents driveway.
20	Resident raises a number of historic issues concerning a dropped kerb. Resident is against the proposals and advises that "...not everyone has off-street parking in Charles Street but I'm sorry to say they knew this when they brought their house..."
21	Raises the use of a playschool in Allnutts Road and is concerned about parents being able to drop off and collect children. The objector asked for 15 minutes dispensation to ensure that parents are not given PCNs when they collect the children.
22	The resident objects to proposals for no waiting at any time outside their property and advises about the difficulties this would cause. No waiting is not proposed outside the objector's property.
23	Resident objects to the proposal for permit parking and argues that the council is trying to do this to ensure extra revenue from residents rather than suggesting a single yellow line restrictions for an hour during the week to prevent all day parking

24	The resident objects to the proposal for permit parking as this is “just another way of draining money out of people”.
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Correspondences in support of the proposals and other comments about the way the proposal was advertised were also received. Redacted copies of these can be found in the appendix to this report labelled 25 – 77.

5.0 Standard References

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

6.0 Risk Management Implications

6.1 If members approve the proposals the traffic orders will be sealed. Any decision made by the Joint Committee can be called in by Essex County Council’s scrutiny committee. Anyone who questions the validity of an Order on the grounds that it is not within the powers conferred by the Road Traffic Regulation Act 1984 or on the grounds that any requirement of the Act, or any instrument made under it, has not been complied with in relation to the Order can take the case to the High Court. There is then the potential cost of defending the Order via QC’s and costs being awarded against NEPP.

6.2 The NEPP has a rule whereby any area that is rejected will not be looked at again by NEPP for 5 years. There is a risk that any parking problems may grow during that time which could adversely affect the residents’ standard of living.

Appendices

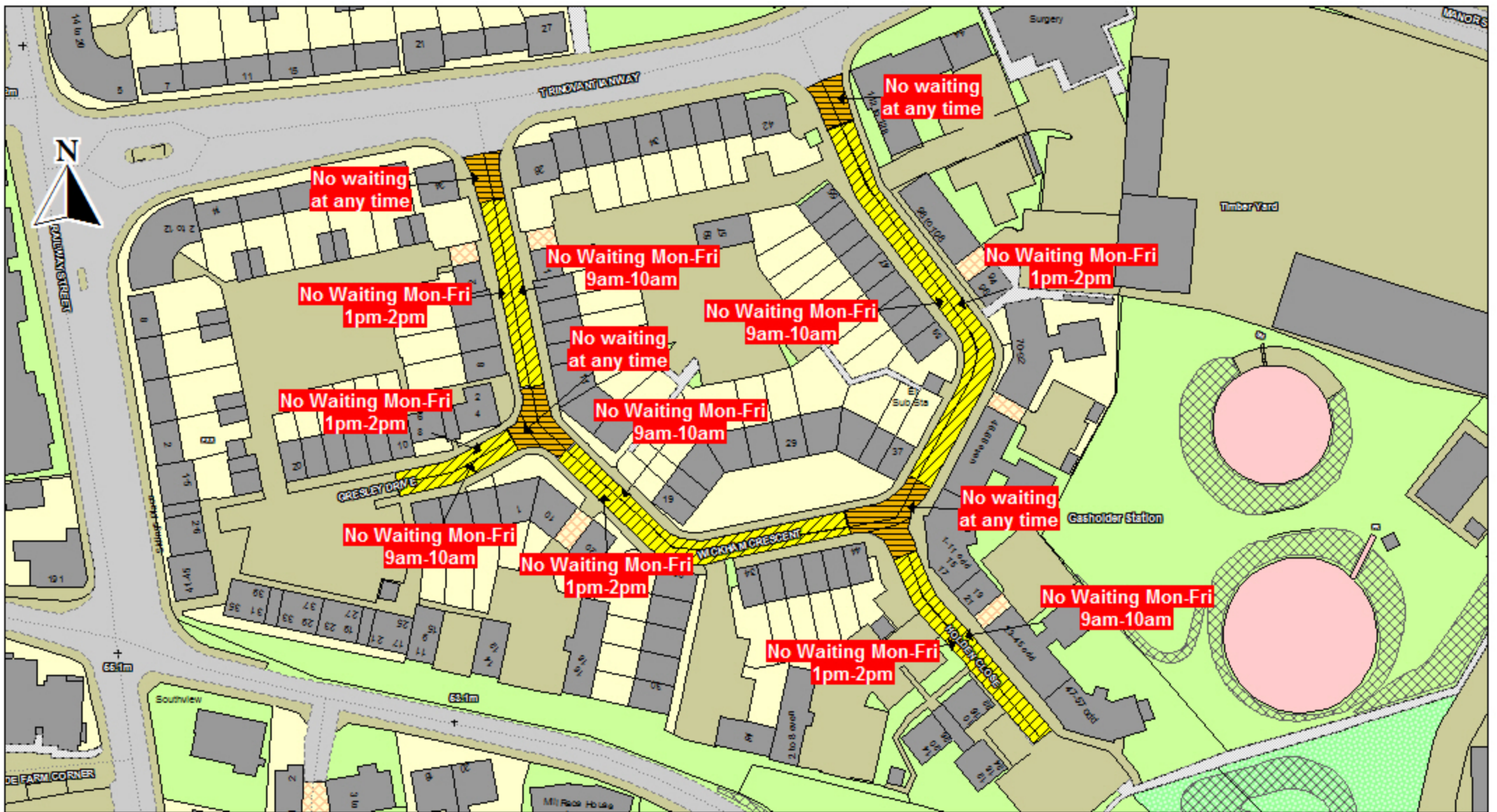
Appendix A – Map - Gresley Drive

Appendix B – Map – Allnutts Road

Appendix C - [Consideration of Objections – Wickham Crescent, Holden Close, Gresley Drive](#)

Appendix D - [Consideration of Objections – Allnutts Road, Crossing Road, Brook Road, Warren Field, Charles Street](#)

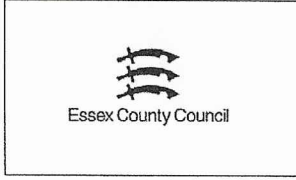
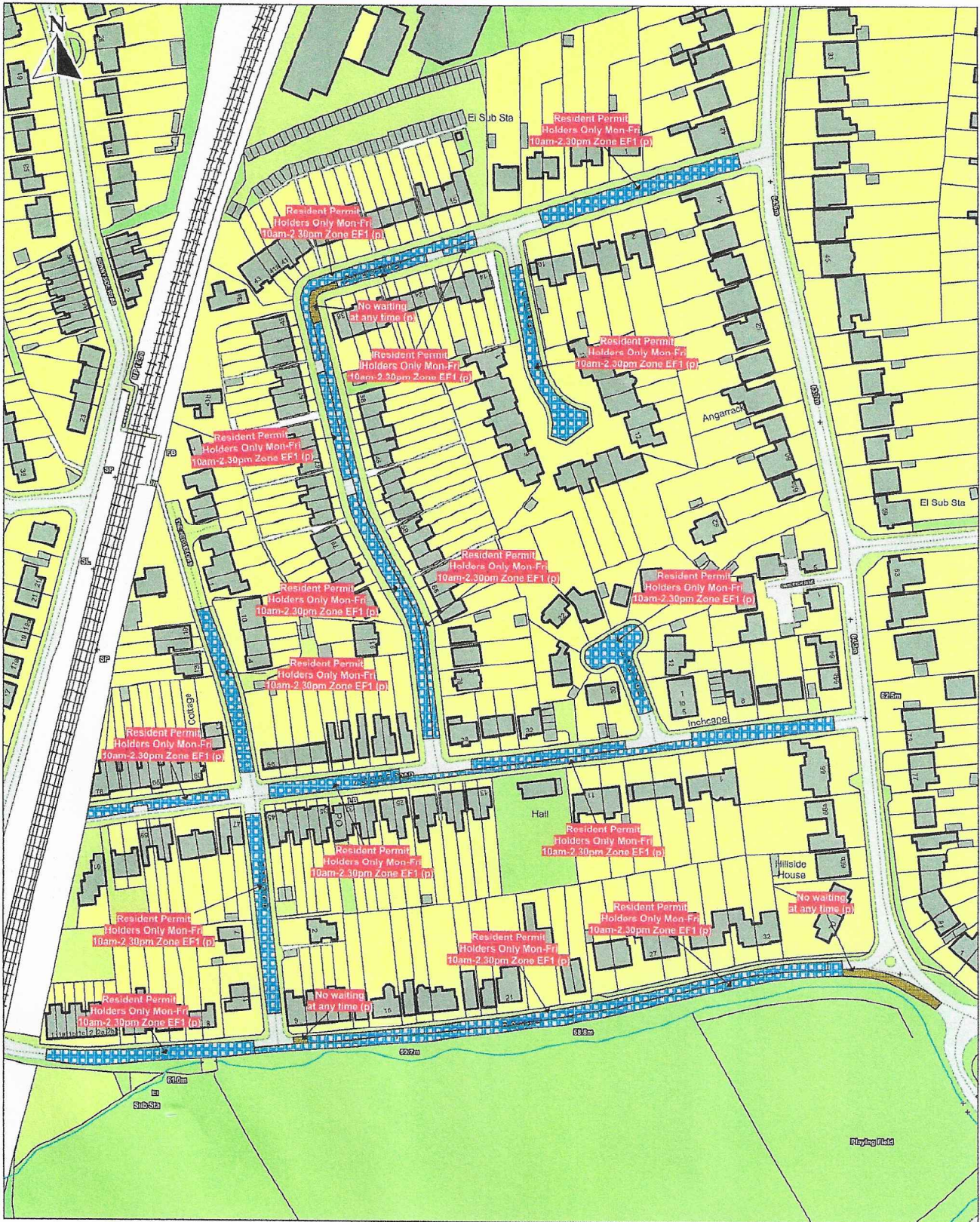
Appendix E - [Consideration of Objections – Allnutts Road, Crossing Road, Brook Road, Warren Field, Charles Street continued](#)



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Gresley Drive, Wickham Crescent and Holden Close

SCALE	1 : 1060
DATE	08/02/2017
DRAWING No.	
DRAWN BY	



Allnutts Road, Charles Street, Brook Road_Epping

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DRAWN BY	OS
	NEPP_17-01



North Essex Parking Partnership

22 June 2017

Title: Annual Governance Review and Internal Audit

Author: Hayley McGrath, Corporate Governance Manager, Colchester Borough Council

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

The report considers the Governance Review and Internal Audit of the North Essex Parking Partnership for the year 2016/17.

1. Decision(s) Required

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

2. Reason for Decision(s)

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

3. Background Information

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

4. 2016/17 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 service uses are managed by Colchester Borough Council and are subject to their internal control procedure and review processes. Colchester Borough Council has a duty to produce an Annual Governance Statement and this indicates that an effective system of control has been in operation during 2016/17.
- 4.3 Overall there are adequate systems of control in place in the North Essex Parking Partnership and the areas of concern have been highlighted in the Internal Audit report, which is outlined below.

5.0 2016/17 Audit Review

- 5.1 The audit was carried out in December 2016 and the final report was issued in January 2017. The results of the audit are contained in the report attached at appendix 2.
- 5.2 There were four recommendations – three level 2 and one level 3, which resulted in a substantial assurance rating. The level 2 recommendations all relate to cash collection or reconciliation of car park income and therefore are only of concern to the off-street committee. The level three recommendation relates to an independent review of season ticket reconciliations.
- 5.3 All recommendations have been implemented.

6.0 Conclusion and Recommendations

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

7.0 Standard References

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

Key to Assurance Levels

Assurance Gradings

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

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

Recommendation Gradings

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

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



Colchester Borough Council
Final Internal Audit Report
Parking Services Partnership Including Income (Ref: 227)

January 2017

This report has been prepared on the basis of the limitations set out on page 15.

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1. Executive Summary



1.1. Introduction

This internal audit details the results of the internal audit of the controls in place over Parking Services Partnership including Income and has been undertaken in accordance with the approved Internal Audit Plan for 2016/17. Our audit approach and a summary of the work undertaken are provided in the Audit Framework in Appendix 1.

1.2. Background

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

1.3. Audit Opinion

Audit Opinion & Direction of Travel	No Assurance	Limited Assurance	Substantial Assurance	Full Assurance
We categorise our opinions according to the assessment of the controls in place and the level of compliance with those controls.				
				
Rationale Supporting Award of Opinion and Direction of Travel	<p>The audit work carried out by Internal Audit (the scope of which is detailed in Appendix 1) indicated that:</p> <p>While there is a basically sound system of internal control, there are weaknesses, which put some of the Council's objectives at risk. There is evidence that the level of non-compliance with some of the control processes may put some of the client's objectives at risk.</p> <p>This opinion results from the fact that we have raised two priority 2 and one priority 3 recommendations, full details of which can be found within the main body of the report.</p> <p>The previous systems audit of this area was undertaken in January 2016 when a Limited Assurance opinion was awarded. As a result, there has been an improvement in the direction of travel indicator.</p>			

1.4. Summary of Findings

Partnership Agreement

A signed agreement is in place between the Council, as lead authority, and the partner authorities. The NEPP Joint Committee Agreement (the Agreement) comprises key sections concerning finance arrangements, monitoring of the NEPP and outlines the responsibilities of the Council as lead authority for providing support and assistance.

Policies and Procedures

The NEPP has a five-year Strategy and Development Plan in place that was implemented during the 2013/14 financial year and was updated in March 2015. The Strategy and Development Plan comprises sections including a mission statement and details the overall vision, aims and objectives of the Partnership. A Parking Partnership Development Plan 2018-22 is currently being drafted and a copy was provided during the audit. Review of the document showed that the document includes a summary of the achievements to date, such as generating a financial surplus.

Procedures covering operational processes are in place for the NEPP and these are available on the NEPP's website. Daily processes, including the issuing of Penalty Charge Notices (PCNs) are administered via the Chipside system. The system enables information concerning issued PCNs and parking permits to be easily located including payments received and processes actioned.

Important changes to the NEPP's operational practices are disseminated to staff via newsletters etc. and these are retained on the shared drive for reference. This includes a staff information pack which comprises a complete list of the parking tariffs for the car parks across the different regional areas covered by the NEPP.

Accounting for Income

The NEPP's budget for the 2016/17 financial year was approved at the meeting of the Joint Committee in March 2016.

In accordance with the Agreement, contribution fees had been paid quarterly by the partner authorities to the Council. Testing confirmed that invoices raised by the Council and payments received had been posted under the correct account of the partner authority.

Random sample testing also confirmed that parking permit and PCN income collected by the Council had been paid over to the partner authorities. In all 10 cases selected for testing, transactions had been approved in accordance with the Council's Signatory List and posted under the correct partner account coding.

A monitoring spreadsheet is used to record reconciliations undertaken of income including the date, variances between system totals and the details of the individuals preparing and independently reviewing the reconciliations. Supporting documentation is available and can be generated from the system when required.

Season Tickets

As already reported, parking tariffs are available to staff and the public. Charges for season tickets are automatically generated based on the car park location and duration entered onto an online application form. The fees collected for season tickets, have been tested under Accounting for Income above.

Season ticket reconciliations are performed on a daily basis. Testing of a random sample of 20 reconciliations confirmed that they had been performed promptly and the supporting documentation had been signed and dated by the preparer. The reconciliations are also independently reviewed. There was one case out of the sample selected for testing where the supporting documentation had not been signed and dated to indicate an independent review. A recommendation has been raised (Recommendation 1).

Partnership Costs

As already mentioned, the NEPP's budget for the 2016/17 financial year was approved at the meeting of the Joint Committee in March 2016. Testing as part of Accounting for Income area confirmed that parking expenditure for the NEPP had been administered and authorised by the Council in accordance with the Agreement and in all cases documentation was available to support the transactions.

Joint Committee

In accordance with the Agreement there is an established Joint Committee with specific responsibilities to oversee the governance arrangements of the Partnership. Supporting documentation, including reports and minutes of the Joint Committee, are available on the NEPP's website and it was confirmed that the meetings were held quarterly in accordance with the agreed schedule. The minutes clearly detail subject areas raised and these are reviewed at the following meeting to determine progress with actions etc.

The NEPP annual accounts for the 2015/16 financial year, along with the Annual Governance Statement, was approved by the Joint Committee at their meeting in June 2016.

The agenda and supporting documentation for the Joint Committee is published on the NEPP's website in advance of the scheduled meetings and this was confirmed for the meeting scheduled for December 2016. Meetings scheduled during 2016/17, for both Client Officer and Joint Committee meetings, are detailed within a timetable. Client Officer Meetings are scheduled a month in advance of the Joint Committee meetings.

Management Information

Budget reports detailing the financial position of the NEPP at the end of the 2015/16 financial year and forecast for 2016/17 as at the end of period 6 (October) were reviewed by the Joint Committee at the meetings held in June 2016 and October 2016 respectively. Also reviewed at the October 2016 Joint Committee meeting was the Annual Report for 2015/16 comprising of both performance and financial information.

Procedures for the Collection of Car Park Fees

Cash collections of parking fees are undertaken by G4S. Minutes of meetings between the NEPP and G4S were provided. Examination of the minutes from the meeting held on 11 February 2016 confirmed that the contract was to run until 30 November 2016 and then continue on a rolling basis. We were informed by the Parking Technical Manager that discussions are due to commence with G4S about a contract extension but nothing has been agreed as yet. A recommendation has been raised (Recommendation 2).

Security and Accuracy of Car Park Income Collection

On a daily basis, income collected and banked by G4S is matched to the income received as reported by the car parking machines with any variances subject to further investigation. A random sample of 20 reconciliations, selected for testing, confirmed that they all had been performed in a timely manner with supporting documentation available for review. It was confirmed that in each case the reconciliation had been signed and dated by the preparer. However, there were six cases, dated between October 2016 and December 2016, where the reconciliation had not been signed and dated to evidence an independent review. A recommendation has been raised (Recommendation 3).

Income collected and banked by G4S is reconciled to the income received in the bank account and our review of supporting documentation confirmed that this was being performed on a consistent basis. Significant cash variances (in excess of £50), are referred to G4S for investigation. A spreadsheet is maintained by the Parking Business Officer, enabling the progress made with the investigations to be monitored.

Production and Review of Management Information including Variance Reporting

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

Access to Car Park Pay Point Keys

Registers are maintained for keys for car parking machines across the NEPP and the keys for the Council's car parks. It was confirmed with the Parking Technical Manager, that the registers were last reviewed at the start of 2016/17 and are to be reviewed again shortly following the re-opening of the car park in Priory Street.

Debt Management including Bailiffs and Write Offs

Testing of a random sample of 20 PCNs issued confirmed that the Council had managed and pursued the debt in accordance with the procedures outlined by the Joint Committee of England and Wales for the Civil Enforcement of Parking and Traffic Regulations Outside London (PATROL). In each case, the appropriate action had taken place including the issue of a Notice to Owner and the issue of a Charge Certificate resulting in a 50% increase in the total debt charged. Orders for Recovery and the assignment of bailiffs were also processed where debts remained outstanding.

A Debt Cancellation Policy is in place for the NEPP which details the appropriate stages to be followed prior to a write-off and the authorisation that must be sought. The new process has only just been put in place and it was confirmed with the Business Manager that no write-offs had yet been completed under the new procedure, as yet.

The Business Manager and the Parking Systems Team Leader confirmed that the Council's parking debt recovery arrangements are in place via membership of the Rotherham Framework Agreement. The signed agreements with the three providers (Jacobs, Newlyn and Rossendales) were obtained as evidence. The agreements were in place from 27 August 2016 to 31 August 2018.

Bailiff income is allocated to the correct PCN by the Parking Systems Team Leader. Documentation confirmed that income was being allocated to the correct PCNs. The remittances received from the bailiffs are not retained but can be requested to be re-generated if required.

1.5. Acknowledgement

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

2. Observations and Recommendations

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

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

Season Tickets

2.1 Daily Season Ticket Reconciliations

Priority 3

Recommendation	Rationale	Responsibility
<p>Management should ensure that the daily reconciliations of the season ticket income are independently reviewed and authorised in a timely manner.</p>	<p>Independent review and authorisation of the daily reconciliations on a timely basis will help to ensure that discrepancies are identified and investigated in a timely manner.</p> <p>A random sample of 20 daily reconciliations performed of the season ticket income was selected for testing. In all cases, the reconciliation had been performed in a timely manner, signed and dated by the preparer with supporting documentation available for review. However, one case was identified where the reconciliation had not been signed and dated to indicate that it had been independently reviewed.</p> <p>Where the reconciliations undertaken are not independently reviewed in a timely manner, there is an increased risk that discrepancies are not identified in a timely manner and remain uncorrected.</p>	<p>Business Manager – Christine Belgrove</p>
Management Response		Deadline
<p>This is carried out daily by Parking Officers and is countersigned by a senior officer. To find one incomplete sheet out of all the reconciliations carried out was unfortunate – but every effort is made currently (and will continue to be) to ensure the reconciliation is independently reviewed accordingly.</p>		<p>Complete</p>

Procedures for the Collection of Car Park Fees

2.2 Contract between G4S and NEPP

Priority 2

Recommendation	Rationale	Responsibility
<p>The NEPP should review and discuss the current contractual agreement in place with G4S to ensure that the service requirements specified are appropriate and meet the needs of the NEPP. A contract extension should then be formally agreed.</p>	<p>Ensuring that a formal contract for a specified period is in place with G4S will provide the NEPP's management with additional assurance around the tenure of the agreement and that service requirements specified are appropriate, meets business needs and any dispute resolutions can be more easily resolved.</p> <p>The contract in place with G4S has been on "a rolling basis" since 30 November 2016, with three months' notice of termination required by either party. The Parking Technical Manager confirmed that discussions are due to commence with G4S about a contract extension, but nothing has been agreed as yet.</p> <p>Failure to ensure that a review of the contractual arrangements is undertaken and a contract extension formally agreed, could result in an increased risk that the contractual arrangements are no longer adequate for the service required by the NEPP and that there may be difficulty resolving a dispute should one arise.</p>	<p>Parking Partnership Group Manager – Richard Walker and Technical Manager – Trevor Degville</p>
Management Response		Deadline
<p>The NEPP have reviewed and met with G4S to discuss the contract. Meetings are held regularly with the Contract Manager to discuss the arrangement and discussions have begun in regard to the contract extension. The Council's Procurement Section wrote and offered G4S a two year extension in Sept 2016 – and we are waiting on a G4S response.</p>		<p>31 October 2017</p>

Security and Accuracy of Car Park Income Collection

2.3 Independent review of Daily Cash Collection Reconciliations

Priority 2

Recommendation	Rationale	Responsibility
<p>Management should ensure that the daily reconciliations of the cash collections are independently reviewed and authorised in a timely manner.</p> <p>Consideration should be given to training Team Leaders to complete the independent review to provide additional coverage during busy periods.</p>	<p>Independent review and authorisation of the daily reconciliations in a timely manner will help to ensure that discrepancies are identified and investigated in a timely manner.</p> <p>During the audit a random sample of 20 daily reconciliations performed of the cash collections by G4S was selected for testing. Six cases were identified where the reconciliation had not been signed and dated to indicate that it had been independently reviewed. All of the cases were the most recent examined and it was confirmed with the Business Manager that this is because the independent review is completed as and when other work commitments allow.</p> <p>Where reconciliations are not independently reviewed, there is an increased risk that discrepancies are not identified in a timely manner and remain unresolved which could impact upon management information.</p>	<p>Business Manager – Christine Belgrove</p>
Management Response		Deadline
<p>This was recognised prior to the audit and will be addressed. The Business Manager suggested to the auditor that Team Leaders could be trained to address the lapse in independently reviewing the reconciliations and this will now be picked up and started.</p>		<p>Complete</p>

Direction of Travel

⇨	Improved since the last audit visit. Position of the arrow indicates previous status.
⇩	Deteriorated since the last audit visit. Position of the arrow indicates previous status.
↔	Unchanged since the last audit report.
No arrow	Not previously visited by Internal Audit.

Adequacy and Effectiveness Assessments

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

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

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

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

Appendix 1 - Audit Framework

Audit Objectives

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

Audit Approach and Methodology

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

The following procedures were adopted:

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

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

Areas Covered

Audit work was undertaken to cover the following areas:

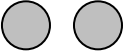



- Parking Partnership;
- Policies and Procedures;
- Accounting for Income;
- Season Tickets;
- Partnership Costs;
- Joint Committee;
- Management Information;
- Procedures for the Collection of Car Park Fees;
- Security and Accuracy of Car Park Income Collection;
- Production and Review of Management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

Appendix 2 - Definition of Audit Assurance

Assurance Gradings

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

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

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

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

Recommendation Gradings

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

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

Appendix 3 - Previous Assurance Opinions

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

2015/16	Limited Assurance
2014/15	Substantial Assurance
2013/14	Substantial Assurance
2012/13	Substantial Assurance
2011/12	Limited Assurance

Appendix 4 - Staff Consulted

Staff Consulted

- Christine Belgrove Business Manager
- Richard Walker Parking Partnership Group Manager
- Emma Day Parking Systems Team Leader
- Jake England Parking Business Officer
- Jonathan Baker Democratic Services Officer
- Trevor Degville Technical Manager
- Aimee Marshall Income Officer
- Matt Howe Business Partner (Procurement)

Draft Report Distribution

- Matthew Young Head of Operational Services
- Richard Walker Parking Partnership Group Manager
- Hayley McGrath Corporate Governance Manager

Final Report Distribution

- All of the above

Audit Team

- Mark Towler Director
- Alan Woodhead Engagement Manager
- Sarah Watkins Field Manager
- Chris Osborne Auditor

Key contact for this audit will be:

- Alan Woodhead
alan.woodhead@mazars.co.uk
07746 174544

Appendix 5 - Audit Timetable and KPIs

	Dates	Target KPI	Days Taken
Planning meeting	2 September 2016		
Fieldwork start	5 December 2016		
Fieldwork completion	14 December 2016		
Exit meeting	12 January 2017		
Draft report issued to Council	16 January 2017	15 days	2 days
Management response received	18 January 2017	15 days	2 days
Final report issued	19 January 2017	10 days	1 day

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

Statement of Responsibility

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

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

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

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



North Essex Parking Partnership

22 June 2017

Title: Annual Review of Risk Management

Author: Hayley McGrath, Corporate Governance Manager, Colchester Borough Council

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

This report concerns the 2017/18 Risk Management Strategy and current strategic risk register for the partnership

1. Decision(s) Required

- 1.1 The Joint Committee is requested to endorse the Risk Management Strategy for 2017/18.
- 1.2 And review and comment on the risk register for the North Essex Parking Partnership (NEPP).

2. Reasons for Decision(s)

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

3. Supporting Information

- 3.1 Risk Management is not about eliminating risk, as this would limit the ability of the service to develop and deliver its ambitions. Its purpose is to recognise the issues that could affect the achievement of objectives and develop actions to control or reduce those risks.
- 3.2 An effective risk management process is a continuous cycle of identification, controlling, monitoring and reviewing of potential risk issues.

3.3 For the NEPP this is governed by a strategy for managing risk that sets out the roles and responsibilities of the joint committee and officers. It also defines the types of risk, the processes to be followed and the review arrangements.

3.4 The main document is the risk register which captures details relating to both strategic and operational risks and the actions to be undertaken to control those risks. The strategic risks are reported to the joint committee and the operational risks are managed by the service.

4.0 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 2017/18 has been attached at appendix 1 for approval. The review did not highlight the need for any significant amendments.

5.0 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 2016. 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 added the following new item:

- 1.19 The change of the Senior Manager responsible for the service at Colchester Borough Council could affect service delivery.

5.4 Currently the highest ranking strategic risks are:

- 1.9 Future financial challenges.
- 1.18 Review of the Off Street Committee arrangement

5.5 Three risks are recommended for removal:

- 1.4 Preferences of members dictates the direction of the meeting.
- 1.5 Relationship between senior management and the committee deteriorates
- 1.17 Withdrawal of ECC funding

5.6 One risk has been removed:

- 1.16 Introduction of the new £1 coin.

5.7 Four risks have been reduced and one has been increased.

5.8 The risk matrix is set out at appendix 3.

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 strategic risks to ensure that they still reflect the issues faced by the service and that they are appropriately scored.

6.0 Conclusion and Recommendations

6.1 Members are asked to:

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

7.0 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.

RISK MANAGEMENT STRATEGY

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

INTRODUCTION

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

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

Endorsement by Chairperson of the Committee

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

signature required

WHAT IS RISK MANAGEMENT

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

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

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

Appendix A outlines the risk management process.

OWNERSHIP

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

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

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

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

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

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

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

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

THE WAY FORWARD

Aims & Objectives

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

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

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

Strategic Risk Management

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

Operational Risk Management

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

Links

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

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

Action Required

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

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

REPORTING & REVIEW

To ensure that the risk management process is effective it will need to be measured and reported to the Joint Committee at least every six months, with an annual review demonstrating the effectiveness of the risk management programme.

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

RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.4	<p>Preferences of members, or party political directions, dictate the direction of the meeting.</p> <p>RECOMMEND REMOVE – NOT A CURRENT ISSUE.</p>	<p>Adverse reputational impact on the partnership. The items for decision on the agenda do not receive equitable debate and more important items may not receive proper consideration. Decisions are not in the best interests of the partnership. Imbalance in services provided to each partner</p>	<p>Strong chairmanship of the meetings. Members should ensure that they are aware of the committee protocols.</p>	Parking Partnership Manager	January 2018	4	2	2		
1.5	<p>Relationship between senior management of the partnership and the committee deteriorates.</p> <p>RECOMMEND REMOVE- NOT A CURRENT ISSUE?</p>	<p>Low morale, poor decision making reduced capacity Lack of innovation.</p>	<p>Strong leadership of the partnership Open and honest communication between management and committee</p>	Parking Partnership Manager	January 2018	4	2	2		

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

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

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

Version 9 – June 2017

Draft to be discussed by Committee 22 June 2017

RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.17	Withdrawal of £150k of funding from Essex County Council from 2017/18 onwards. RECOMMEND REMOVAL –NO LONGER AN ISSUE	Inability to deliver full service.	Financial forecasting for the partnership is undertaken on a regular basis and this along with the budget position should be reported to the Joint Committee as a standing item for each meeting, with specific reference to the impact of the loss of the funding.	Chair of the Joint Committee	January 2018	9	3	3		
1.18	The partner review of off-street parking arrangements could result in major changes to the arrangement.	Could undermine confidence and alter the services that the partnership is required to deliver, possibly resulting in resourcing and delivery issues. If Colchester withdraws from the arrangement it would result in the cttee failing.	Clear objectives for the review should be set at the start of the process and regular reporting of progress and issues should be made, to ensure that there is transparent process.	Chair of the Joint Committee	January 2018	15	3	5	3	4
1.19	The Senior Management review at Colchester Borough Council will result in a new lead officer (& client officer) for the service.	Whilst the new structure embeds at Colchester there could be an impact on the support for the service or a change of direction.	The Chair should ensure that the new Assistant Director is fully briefed on the aim of the joint committee.	Chair of the Joint Committee	January 2018					

IMPACT TABLE

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

Minimum Score = 1
Maximum Score = 25

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

Removed Items

No	Risk	Date
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.	June 16
1.11	Income assumptions are based on outdated financial data	June 16
1.16	Introduction of new £1 coin	June 17

NORTH ESSEX PARKING PARTNERSHIP

RISK MATRIX JUNE 2017
(pre committee consideration)

Low Risks	Medium Risks	High Risks
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Scoring 1-5

Risk Tolerance Line

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

Risks Removed

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



North Essex Parking Partnership

Meeting Date: June 22nd 2017
Title: Colchester Car Club
Author: Emily Harrup – Colchester Travel Plan Club Coordinator
Presented by: Emily Harrup – Colchester Travel Plan Club

To consider proposals for the introduction of a Colchester Car Club and the application for dedicated on street car club spaces.

1. Decision(s) Required

- 1.1. To support the introduction of a Colchester Car Club by a private operator offering an alternative to residents to owning a first or second car.
- 1.2. To agree in principle for a Colchester Car Club to apply for dedicated on street car park spaces for car club vehicles.

2. Reasons for Decision(s)

- 2.1. The North Essex Parking Partnership manage the off-street car parks on behalf of CBC and the on-street permit schemes on behalf of ECC. The NEPP therefore have the authority to dedicate on street parking spaces for specific uses.

3. Alternative Options

- 3.1 Not to introduce a car club – There is a high demand for parking spaces which are oversubscribed in many areas where a permit scheme is in operation. This causes tension between residents and with the council. A car club offers an alternative choice of having access to a car without having to own or park it.
- 3.2 Only provide off road spaces – This would impact on the viability of the car club through lack of visibility and insufficient spaces in appropriate locations to make the scheme work. Research shows that 20% of new members join due to seeing a car club car on street.

4. Supporting Information

- 4.1. A national car club is interested in setting up in Colchester. CBC want to support the development of a car club for residents as a means of offering an alternative to car ownership to encourage residents to adopt more sustainable travel habits while still having access to a car when needed. Car clubs offer access to conveniently located cars, available 24/7, on a pay as you go basis. Members pay a membership fee then pay for distance and time when they use a car. All costs of running and maintaining the car are included as well as insurance.

- 4.3 Car clubs work by having dedicated car park spaces where members pick up and return the car from. The car park spaces needs to be highly visible and in an area convenient to the potential membership pool. This is to aid marketing, increase membership, give members a sense of security and to overall be successful.
- 4.4 Car clubs are ideal for people who drive less than 6-8000 miles a year and don't need a car to commute to work, offering considerable financial savings as well as removing some of the inconvenience that comes with car ownership.
- 4.5 Car clubs have been found to be popular in areas that are in and close to the town centre, where alternative travel options are available and where demand for parking is high. These factors will contribute to encouraging residents to join a car club and give up a first or second car therefore reducing demand for on street parking.
- 4.6 Joining a car club leads to lower levels of car ownership. Recent research shows that 16% of members had sold a car in the last 12 months and 32% would have bought a private car if they had not joined a car club.
- 4.7 People joining a car club, adopt more sustainable travel habits and drive a car less than previously. Research shows that on average a new car club member drives 1000 miles less a year than they previously did.
- 4.8 A recent local survey indicated that 63 local people would likely or definitely join a car club, with a further 55 considering it. 51 would use it as a main car and 31 as an alternative to a 2nd car. 36 currently don't have a car, with 64 owning one car and 25 owning two cars.

5. Proposals

- 5.1. This proposal seeks support from NEPP for the introduction of a car club into Colchester which would be funded by a private car club operator.
- 5.2. The proposal also seeks in principle support for the car club operator to apply for on street dedicated car park spaces for car club vehicles.
- 5.3. It is proposed that the car club would work with CBC, NEPP, local car club members and the local community to develop a protocol for identifying suitable on road locations for spaces.
- 5.4. Car clubs rely on highly visible car park spaces, in areas convenient to existing and potential future members. On this basis, for cost efficiencies and to minimise administration time for the NEPP, at least three spaces would be applied for with any one application. The car club in partnership with the CBC and ECC Transportation Policy Team would seek funding to fund the TRO process.
- 5.5. In the short term there is currently already one dedicated car club bay in Castle Road (provided by CBC to the former car club Wombat several years ago) A bay could also be made available in Priory Street car park and potentially within the Ryegate Road (former Museum Resource building development) through development.
- 5.6. Where appropriate car club spaces will be requested as part of new development, especially conversions of building to apartments in the town centre where parking is limited. For example a car club space has been requested at Ryegate House. The redevelopment of the County Hospital site might present further opportunities. New developments and conversions will only be suitable if the car club space is easily accessible and visible from outside the development to attract new users.

6. Standard References

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

Background Papers

Carplus website – Charity promoting the shared transport sector including car clubs, bike sharing and 2+ car sharing. We are a not-for-profit, environmental transport NGO working for accessible shared mobility.

www.carplus.org.uk

Car club local survey



North Essex Parking Partnership

Meeting Date: June 22nd 2017
Title: On Street Financial Report
Author: Richard Walker, NEPP Group Manager
Presented by: Richard Walker, Lou Belgrove

The report sets out the financial position of the Parking Partnership at the end of 2016/17.

1. Decision(s) Required

- 1.1. To approve the financial position at the end of 2016/17.
- 1.2. To approve contributions towards the financing of Development Plan set out in section 5.

2. Reasons for Decision(s)

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

3. Alternative Options

- 3.1. Legislation dictates that funds are ring-fenced in accordance with s.55 of the Road Traffic Regulation Act 1984 (as amended).
- 3.2. NEPP could agree to commit some, all or none of its on-street reserves to parking initiatives. It has been agreed at previous meetings that retaining a £100k minimum balance would be prudent.

4. Supporting Information

- 4.1. At the December 2016 Meeting an allocation of funding was approved from the Civil Parking Reserve to be allocated to a number of projects, including Body-worn Cameras, Replacement computer equipment for Enforcement Officers, and the CCTV car (approved in an earlier report).
- 4.2. The expenditure on these projects was made during 2016/17 and, where possible, investments in equipment have been capitalised. A total of £146,096 has been set aside for this.
- 4.3. The amount provided by Essex County Council to cover Traffic Regulation Order (TRO) maintenance, included in the accounts, reduced in line with the Service Review and Development Plan to £120,000. Budgets have been adjusted to take account of the reduction to £nil in future years.
- 4.4. After capital costs, the operation returned a surplus of £283,261 in the financial year 2016/17 and this has been transferred to the Civil Parking Reserve.

5. Proposals for the year ahead – Financial Implications

5.1. The proposals for the service are contained in more detail in the Development Plan. Members are asked to approve the following Development Plan priorities:

5.2. Recommendation 1:

- Upon expiry of the remaining patrol fleet (2 vehicles) to replace these with further Park Safe-equipped cars.
- To commit funds (£50k per vehicle, a provisional £100k total) to replace life-expired patrol vehicles with ParkSafe cars, which can be used for both CCTV and normal patrols in participating districts. Target for implementation is the educational year 2017/18.

5.3. Recommendation 2:

- To provide for updating of the TRO system, including consolidation of amendments and digital mapping of the remaining un-mapped areas (a provisional sum of £80k). To follow a procurement exercise to select a consultancy to carry out the work.

5.4. Recommendation 3:

- To provide for further commuter reports for additional areas, complementing the existing Epping Area review – Wivenhoe, Witham, Marks Tey and surrounding area, and Kelvedon all proposed – (a provisional sum of £100k, over the next 2 years).

5.5. Recommendation 4:

- To provide for updating of remaining Pay & Display machines for on-street parking, including implementing Wave & Pay contactless technology where possible – implementation depends on a good internet signal being available and a tariff which supports the payment of the transaction charge – (a provisional sum of £140k, over the next 2-3 years).

5.6. Recommendation 5:

- To provide an amount of surplus to support the creation of a Reserve Capital Investment Fund, such that decisions do not have to be listed each year.

6. Standard References

6.1. Reference should be made to the NEPP Development Plan, particularly section 7.

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

7. Risk Management Implications

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

Background Papers

NEPP Development Plan.

Appendices

Table 1 – Financial Year 2016/17

	2015/2016 Actual	2016/2017 Actual	2016/2017 Budget	2016/2017 Variance	2017/2018 Budget
Provisional Outturn					
On-street Account					
Direct costs					
Expenditure					
Employee costs:					
Management	62	57	53	3	66
CEOs & Supervision	976	1,024	1,272	(248)	1,200
Back Office	259	290	285	5	302
TRO's	78	83	83	1	79
Premises / TRO Maintenance costs	16	182	93	89	163
Transport costs (running costs)	35	37	38	(2)	32
Supplies & Services	150	269	342	(73)	322
Third Party Payments	31	45	35	9	34
	1,607	1,988	2,203	(216)	2,198
Income					
Penalty Charges (PCNs)	(1,778)	(1,867)	(1,663)	(204)	(1,724)
Parking Permits/Season Tickets	(495)	(534)	(500)	(34)	(515)
Parking Charges (P&D etc)	(188)	(249)	(200)	(49)	(213)
Other income	(1)	(162)	(150)	(12)	(50)
	(2,462)	(2,812)	(2,513)	(299)	(2,502)
Total Direct Costs	(855)	(824)	(310)	(515)	(304)
Total Non-direct Costs	444	395	412	(17)	454
Sub total	(411)	(429)	102	(532)	150
Contribution from Surplus					150
Contribution to Capital		146			
Deficit / (Surplus)		(283)			0
		out-turn			out-turn

Table 2 – Civil Parking Reserves

Appendix B																		
	2011/12			2012/13			2013/14			2014/15			2015/16			2016/17		
	Opening Balance	Transfers	Closing Balance	Opening Balance	Transfers	Closing Balance	Opening Balance	Transfers	Closing Balance	Opening Balance	Transfers	Closing Balance	Opening Balance	Transfers	Closing Balance	Opening Balance	Transfers	Closing Balance
Area of NEPP Reserve	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Start-up funds *	-47,871	0	-47,871	-47,871	0	-47,871	-47,871	0	-47,871	-47,871	0	-47,871	-47,871		-47,871			-47,871
TRO Backlog Fund	-250,000		-250,000	-250,000		-250,000	-163,857		-163,857	-96,752		-96,752	-96,752		0			0
Transfer to Capital																		146,096
Inflow of surplus								-151,991			-19,356			-163,341				-429,356
New Civil Parking reserve							0		-151,991	-151,991		-171,347	-171,347		-546,416	-546,416		-829,677
NEPP Sub-Total							-211,728	-151,991	-363,719	-363,719	-19,356	-383,075	-383,075	-163,341	-594,287	-594,287	-283,261	-877,548
Agreement: Cashflow amount (ring-fenced to TROs)	-100,000	0	-100,000	-100,000	0	-100,000	-100,000	0	-100,000	-100,000	0	-100,000	-100,000	0	-100,000	-100,000	0	-100,000
Grand Total	-100,000	0	-100,000	-100,000	0	-100,000	-311,728	-151,991	-463,719	-463,719	-19,356	-483,075	-483,075	-163,341	-694,287	-694,287	-283,261	-977,548
*(ring-fenced, from the previous CBC operation)																		



North Essex Parking Partnership

Meeting Date: 22nd June 2017
Title: NEPP Annual Report Data for 2016/17
Author: Richard Walker
Presented by: Richard Walker, NEPP Group Manager

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

1. Recommended Decision(s)

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

2. Reasons for Recommended Decision(s)

2.1. To comply with requirements regarding data publication.

3. Alternative Options

3.1 None

4. Supporting Information

4.1. The data for inclusion in the Annual report is set out in the appendix.

5. Background Information

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

5.2. The data included in the appendix will be published on the DataShare service in connection with transparency requirements and a full Annual report will be presented at the October meeting.

6. Standard References

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

Table 1

ISSUED PCNs

These columns!

These columns!

Description	report year					2014/15 figures			2015/16 figures			2016/17 figures		
	With EFDC like for like					On Street	Off Street	CCTV	On Street	Off Street	CCTV	On Street	Off Street	CCTV
	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2015/16	2014/15	2014/15	(included in columns to the left)	2015/16	2015/16	(included in columns to the left)	2016/17	2016/17	(included in columns to the left)
Number of PCNs Issued	59,517	72,055	61,674	69,629	66,703	45,159	16,515	326	51,393	18,236	0	54,209	12,494	334
Number of higher level PCNs issued	38,056	43,060	37,789	45,095	47,208	36,226	1563	326	43,630	1465	0	45,544	1664	334
Number of lower level PCNs issued	21,351	28,995	23,885	24,534	19,161	8,933	14,952	0	7,763	16,771	0	8,331	10,830	0
Percentage of higher level PCNs issued	53%	60%	61%	65%	71%	80%	9%	100%	85%	8%	0%	84%	13%	100%
Percentage of lower level PCNs issued	49%	40%	39%	35%	29%	20%	91%	0%	15%	92%	0%	15%	87%	#DIV/0!
Number of Reg 9 PCNs issued	58,172	70,161	61,348	68,396	65,181	44,833	16,515	0	50,211	18,185	0	52,716	12,465	0
Number of Reg 10 PCNs issued	1145	1752	1609	1233	1522	1522	87	326	1182	51	0	1493	29	334

Table 2

PCNs PAID

Description	report year					2014/15 figures			2015/16 figures			2016/17 figures		
	With EFDC like for like					On Street	Off Street	CCTV	On Street	Off Street	CCTV	On Street	Off Street	CCTV
	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2015/16	2014/15	2014/15	(included in columns to the left)	2015/16	2015/16	(included in columns to the left)	2016/17	2016/17	(included in columns to the left)
Number of PCNs paid	34,064	54,996	46,561	52,824	55,495	34,000	12,497	64	39,101	13,723	0	41,731	13,764	221
Number of PCNs paid which were issued at the lower band	7,138	22,852	18,549	18,847	19,404	7,138	11,411	0	6,178	12,669	0	6,836	12,568	0
Number of PCNs paid which were issued at the higher band	26,926	32,144	28,012	33,977	36,091	26,862	1086	64	32,923	1054	0	34,895	1196	221
Percentage of PCNs paid which were issued at the lower band	33%	42%	40%	36%	35%	21%	91%	0%	16%	92%	0%	16%	91%	0%
Percentage of PCNs paid which were issued at the higher band	71%	58%	60%	64%	65%	79%	9%	100%	84%	8%	0%	84%	9%	100%
Number of PCNs paid at discount rate (i.e. within 14 days)	29,725	48,319	40,627	45,006	47,799	29,664	10,902	61	33,293	11,713	0	35974	11,825	199
Number of PCNs paid at full rate	3344	5141	4571	5675	5711	3344	1227	0	4208	1467	0	4254	1457	0
Number of PCNs paid after Charge Certificate served (i.e. at increased rate)	977	1501	1342	2121	1971	974	365	3	1583	538	0	1491	480	22
Percentage of PCNs paid at Charge Certificate	2%	3%	3%	4%	4%	3%	3%	5%	4%	4%	0%	4%	3%	10%
Number of PCNs paid at another rate (e.g. negotiated with bailiff, etc).	18	31	21	22	14	18	3	0	17	5	0	12	2	0
Percentage of PCNs paid	57%	76%	75%	76%	83%	75%	76%	20%	76%	75%	0%	77%	110%	66%
Percentage of PCNs paid at discount rate	50%	88%	87%	85%	86%	87%	87%	95%	85%	85%	0%	86%	86%	90%

Table 3

PCNs CHALLENGED

Description	report year					2014/15 figures			2015/16 figures			2016/17 figures		
	With EFDC like for like					On Street	Off Street	CCTV	On Street	Off Street	CCTV	On Street	Off Street	CCTV
	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2015/16	2014/15	2014/15	(included in columns to the left)	2015/16	2015/16	(included in columns to the left)	2016/17	2016/17	(included in columns to the left)
Number of PCNs cancelled as a result of an informal or a formal representation	#REF!	5,174	4,129	4,874	5004	2215	1914	15	2691	2183	0	2618	2386	7
Number of PCNs against which an informal or formal representation was made	11,336	17,084	15,209	16,654	16345	9832	5377	24	10923	5731	0	10774	5571	59
Number of PCNs where informal representations are made	9,243	14,217	12,741	13,501	13124	7984	4757	4	8472	5029	0	8191	4933	0
Number of formal representations received		2,532	2,468	3,153	3221	1848	620	20	2451	702	0	2583	638	59
No of NTOs issued	11,842	13,329	13,694	17,757	17881	10366	3328	0	13896	3861	0	14086	3795	274
Percentage of PCNs cancelled at any stage.	12%	7%	7%	7%	8%	5%	12%	5%	5%	12%	0%	5%	19%	2%
Number of PCNs written off for other reasons (e.g. CEO error or driver untraceable)	2,741	5,318	4,803	2,951	2111	3385	1418	244	2785	166	0	1847	264	9
Number of vehicles immobilised	0	0	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	0	0
Percentage of PCNs written off for other reasons (e.g. CEO error or driver untraceable)	10%	7%	8%	4%	3%	8%	9%	14%	5%	1%	0%	3%	2%	3%

Table 4
**APPEALS TO THE TRAFFIC PENALTY
 TRIBUNAL**

Description	report year					2014/15 figures			2015/16 figures			2016/17 figures		
	With EFDC like for like					On Street	Off Street	CCTV	On Street	Off Street	CCTV	On Street	Off Street	CCTV
	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2015/16	2014/15	2014/15	(included in columns to the left)	2015/16	2015/16	(included in columns to the left)	2016/17	2016/17	(included in columns to the left)
Number of appeals to adjudicators	25	58	103	88	156	71	32	0	72	16	0	128	28	0
Number of appeals refused	6	16	29	26	46	20	9	0	19	7	0	38	8	0
Number of appeals non-contested (i.e. NEPP does not contest)	12	24	50	42	71	31	19	0	34	8	0	61	10	0
Percentage of cases to appeal	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Percentage of formal representations that go to appeal		2%	4%	3%	5%	4%	5%	0%	3%	2%	0%	5%	4%	0%
Percentage of appeals allowed in favour of the appellant	52%	31%	23%	23%	25%	28%	13%	0%	26%	6%	0%	23%	36%	#DIV/0!
Percentage of appeals dismissed	24%	28%	28%	30%	29%	28%	28%	0%	26%	44%	0%	30%	29%	#DIV/0!
Percentage of appeals to Traffic Penalty Tribunal that are not contested and reasons	48%	41%	49%	48%	46%	44%	59%	0%	47%	50%	0%	48%	36%	#DIV/0!

Table 5

OTHER

Description	report year					2014/15 figures			2015/16 figures			2016/17 figures		
	With EFDC like for like					On Street	Off Street	CCTV	On Street	Off Street	CCTV	On Street	Off Street	CCTV
	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2015/16	2014/15	2014/15	(included in columns to the left)	2015/16	2015/16	(included in columns to the left)	2016/17	2016/17	(included in columns to the left)
Percentage of PCNs taken to Court Order	4%	4%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Number of CEOs employed	72	59	53	53	53	37	16	0.1	37	16	0	37	16	0
Average number of appeals per officer	0.3	1.0	1.9	1.7	2.9	1.92	2.0	0.0	1.95	1.0	0.0	3.5	1.8	0.0



North Essex Parking Partnership

Meeting Date: June 22nd 2017
 Title: On-Street Operational Report
 Author: Lou Belgrove – Business Manager
 Presented by: Lou Belgrove – Business Manager

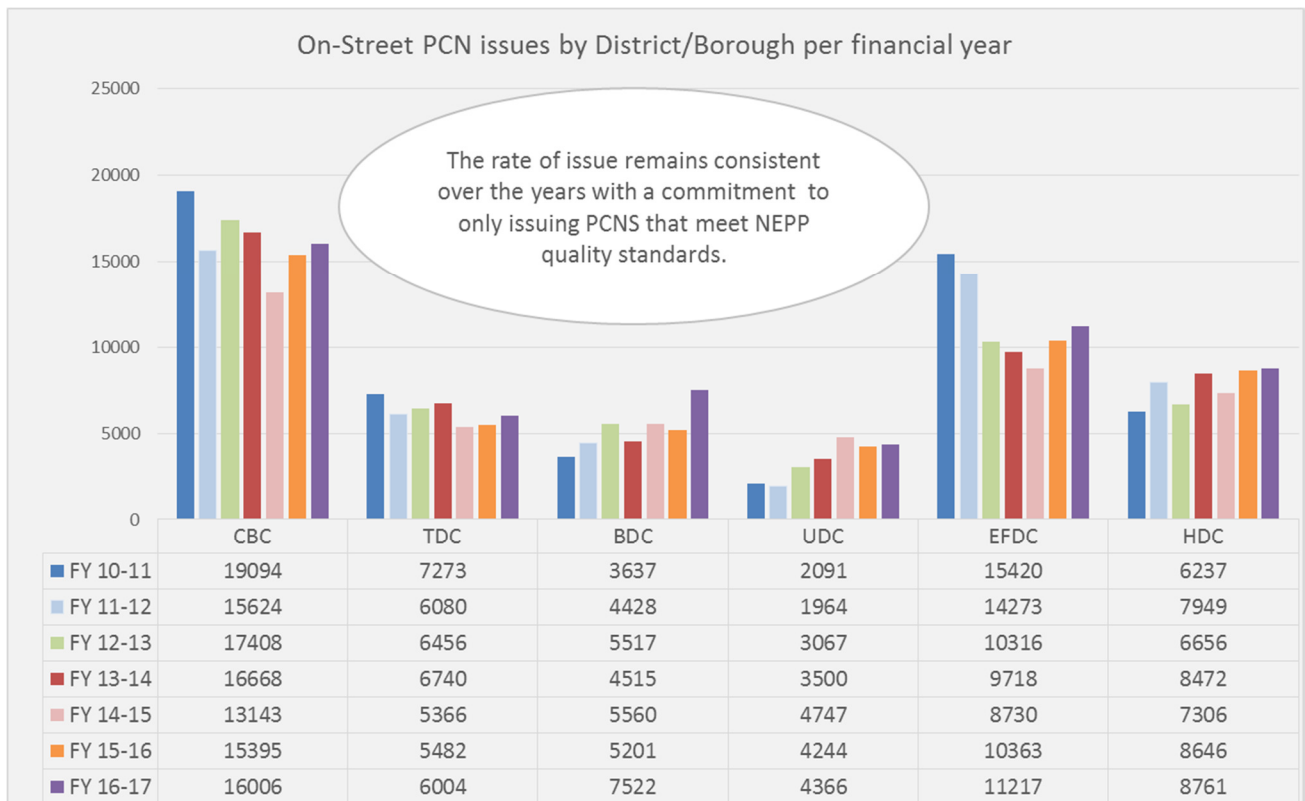
The report gives Members an overview of operational progress since March 2017.

1. Decision(s) Required

1.1. To note the content of the report.

2. On - Street Performance measures

2.1. The following graph and supporting data shows the issue rate of all Penalty Charges for the on-street function, with a financial year comparison.



2.2. The number of PCNs issued is mostly dependent upon staff resources. Availability has increased recently and this is shown in the upturn in issue rates.

2.3. The new lone-worker solution which is now in use together with the body-worn video system have helped to increase the amount of patrols possible.

3. Recruitment

3.1. Recruitment continues with vacancies remaining in two of the three areas.

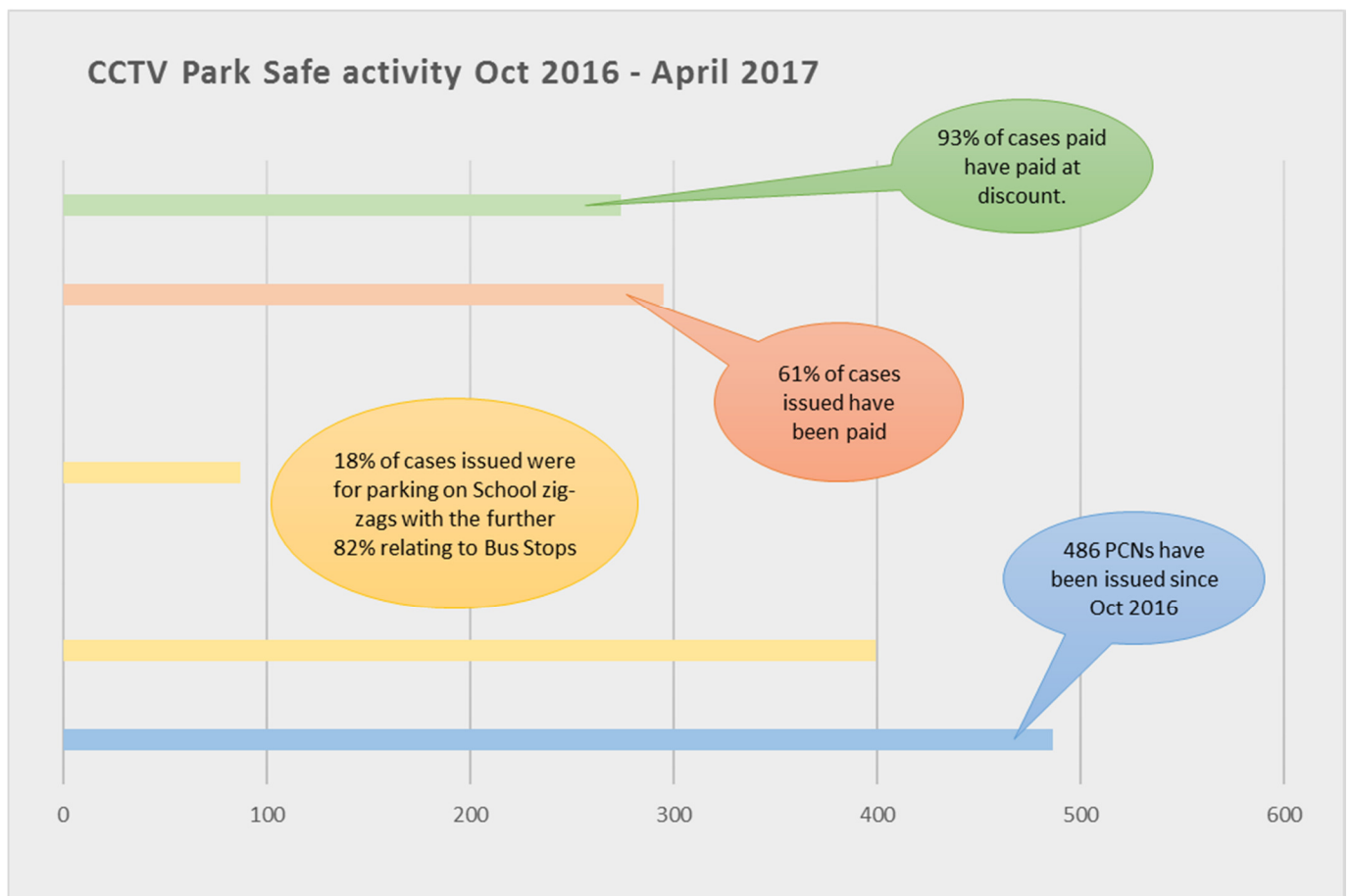
3.2. The recruitment video "*Be a parking hero*" is now in circulation and is being promoted on the various social media channels which NEPP uses, in order to encourage employment with the service. The video has been published on NEPP's YouTube channel which was created in February. Since being published, the video has been viewed 254 times with most of the viewers accessing it from outside of YouTube itself.

3.3. Recently revisions have been made to the organisational structure resulting in a more streamlined organisation. This will in turn help the management team focus on projects and more specific specialisms.

4. Park Safe Car

4.1. The Park Safe CCTV car continues to operate across all participating districts and is being used to effectively enforce restrictions outside schools and at bus-stops where Essex County Council (ECC) and bus operators have raised issues with difficulty in stopping at the kerbside.

4.2. Regular adjustments to the enforcement polygons within the system are made to ensure all contravening vehicles are captured by the vehicle and at the same time ensuring vehicles not in contravention are not picked up by the camera.



4.3. Deployment of the car is being investigated further to ensure it is reaching its maximum potential alongside a project which will commence shortly to develop the vehicles capabilities including linking it to MiPermit allowing focused enforcement in resident zones and the collection of vehicle movement and survey data.

5. Projects

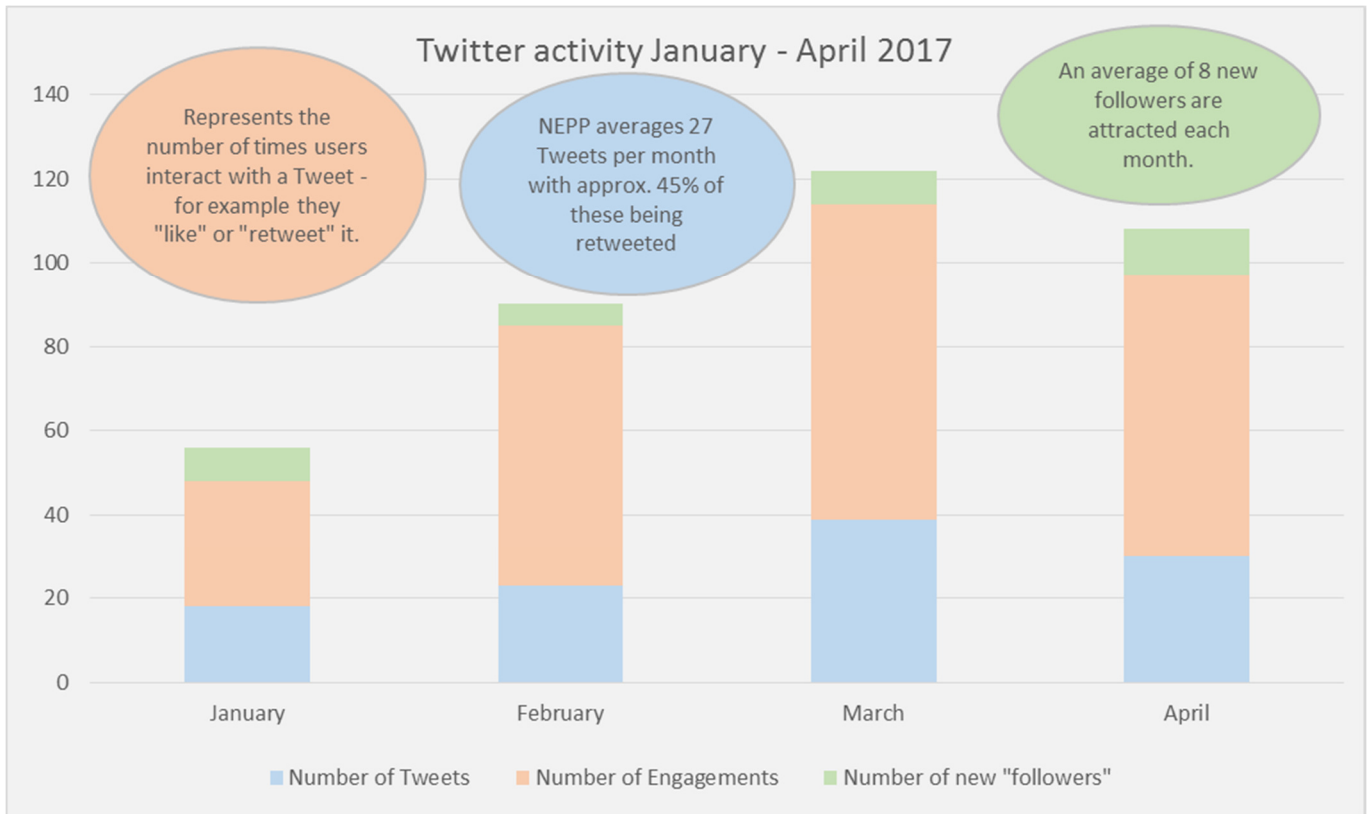
- 5.1. A number of projects covering different areas of operation are currently underway
- 5.2. The Business Unit has now outsourced the process of printing and posting of all legal documents. Whilst every effort is made to send correspondence at the informal stage via electronic systems, approximately 75% of all outgoing correspondence has to legally be sent via the postal system. By outsourcing the process of printing, envelope stuffing and posting, NEPP could make the whole process more effective with substantial efficiencies in both officer time and associated costs.
- 5.3. Officers are working with our software suppliers to migrate our current CBC reliant payment system to their in-house equivalent. This will allow real-time payment data and will reduce the amount of monthly income reconciliation that officers currently undertake. Payments which are taken by NEPP for other authorities (off-street partners) will then be credit immediately to the respective bank account rather than coming via CBC in the first instance.
- 5.4. A new customer-facing “self-serve” system, which will give motorists an indication of the likely outcome of their case prior to deciding whether to challenge the Penalty or not, is currently in development. Officers are working with our software supplier and a company who specialises in customer self-serve systems to develop a product that meets NEPPs expectations and supports our discretion policy.
- 5.5. As the system is currently in development, no time scale for delivery has been set. Once we have the system in its draft form we will bring it to a future meeting for demonstration.

6. Website

- 6.1. The website continues to be reviewed with improvements and additions being added regularly. A new application form to request the installation of an “H-Bar “has been added in the most recent update, allowing customers to electronically apply to the Tech Team for H-Bars to be put down in the highway, outside their properties (at cost) to help discourage errant parking.
- 6.2. SEPP have recently approached NEPP to ask about applying the new look of the NEPP website to their own site to allow for a more united feel across both sites. Work is ongoing.

7. NEPP on Social Media

- 7.1. NEPP is now available via a number of social media outlets which are managed by CBC’s Communications and Marketing team in conjunction with NEPP officers and Members. These outlets are used by NEPP to promote our service and to act as an educative tool to explain what we do and why we do it.
- 7.2. Twitter is the main social media platform used by NEPP. NEPP first joined Twitter in May 2016 on a trial and now has 104 “followers”.
- 7.3. Most of NEPPs “tweets” are proactive and promote all aspects of NEPP activity from parking offers across all districts to giving advice on what restrictions actually mean.



7.4. NEPP also has a LinkedIn profile which is aimed at other Parking professionals and individuals who may be interested in what NEPP do and how we do it to promote industry best practice.

8. Future work

8.1. The issues outlined at the last meeting, and discussed with Client Officers recently, make up the future work of the NEPP. The focus will remain on generating further efficiency in office systems and patrol deployment through “smarter enforcement” in order to reduce costs, together with a significant number of projects already programmed as part of the service review.



North Essex Parking Partnership

22 June 2017

Title: Joint Committee Governance Review
Author: Jonathan Baker, Colchester Borough Council
Presented by: Jonathan Baker, Colchester Borough Council

This report updates Members on the findings of a Joint Committee Governance Review.

1. Decision(s) Required

- 1.1 To amend the quorum for the Off-Street Joint Committee to half plus one.
- 1.2 To note the current call-in arrangements
- 1.3 To agree to a format for report templates to be used for both On-Street and Off-Street Committees.

2. Reasons for Decision(s)

- 2.1 The membership of the Off-Street Joint Committee has reduced to four following the withdrawal of Epping Forest District Council. The current quorum for the Off-Street Committee is also four members. It is suggested that this is unnecessarily restrictive and impractical and it would prove greater flexibility for the quorum for this meeting to be reduced. It is proposed that the quorum be half of the membership plus one; resulting in the quorum being three. This will ensure that the meetings can proceed if a member of the Committee is required to send their apologies.
- 2.2 The Joint Committee agreement includes the call-in procedure for both On-Street and Off-Street decisions. As the arrangements at Essex County Council have changed the report requests that Committee members note the changes to the process for On-Street Call-in procedure. The Off-Street call-in arrangements have also been reviewed following the withdrawal of Epping Forest District Council.
- 2.3 Colchester Borough Council have recently updated their report templates to make them more accessible to members of the public. The Joint Committee may also wish to alter the templates used to reflect this change and include standard references information.

3. Alternative Options

- 3.1 The Committee can decide not to amend the quorum for the Joint Committee, however this would risk the decision-making process if meetings are not permitted to proceed.

3.2 The Committee may wish to continue with the current report templates, however this would bring them out of step with the Colchester Borough Council report templates which aim to increase accessibility for members of the public.

4. Background

4.1 The Joint Committee agreement includes the ability for the Clerk of the Joint Committee to monitor the provisions relating to call-in and urgency on an annual basis, and to bring a report to the Joint Committee with proposals for review if necessary.

4.2 Following the change in membership to the Off-Street Partnership and the changes to report templates, it was felt that a wider review be incorporated into this report.

5. Quorum

5.1 The quorum for the Joint Committee, as included in the original agreement, is four members present.

5.2 Following Epping Forest District Council serving notice to leave the Off-Street Partnership, there are only four members on the Off-Street Committee. To ensure that meetings will be able to proceed if an apology is received, it is proposed that the quorum be reduced to half, plus one.

6. Call-in Procedure

6.1 The North Essex Parking Partnership agreement outlines the procedures for calling in a decision. The Essex County Council call-in procedure, by which On-street decisions can be reviewed has changed from a five-day period to a three-day period.

6.2 A notice of decisions is circulated alongside the minutes when they are published by Essex County Council. The notice includes information on how the decisions can be called in to the Essex County Council Place, Services and Economic Growth Committee. A draft notice of decisions is attached in **Appendix A** which outlines how a decision by the On-Street Committee can be called in.

6.3 Off-Street decisions are handled differently due to the Off-Street Committee being a partnership between Braintree District Council, Colchester Borough Council, Harlow Council and Uttlesford District Council. Decisions made as part of the Off-Street Committee are required to go through each individual councils' call-in process; the call-in period cannot exceed five days. **Appendix B** is an example of the decision notice that is circulated to Partner Authorities Democratic Services teams alongside the minutes before circulation to all Councillors.

7 Report Templates

7.1 Colchester Borough Council have recently undertaken a Review of Meetings and Ways of Working to look at how Council Committee meetings can be made more accessible to members of the public. As part of this the report templates used by the Council have been updated. As part of the review, the Colchester Borough Council is considering revising its report templates to include an executive summary on all its reports, as well as to simplify some of the section headings used.

7.2 In addition to the change above, it is proposed that the Joint Committee reports also includes standard references which are included in Colchester Borough Council reports.

7.3 **Appendix C** includes a draft of the report template that the Joint Committee may wish to consider using in future.

Appendices

Appendix A – Decision Notice (On-Street)

Appendix B – Decision Notice (Off-Street)

Appendix C – Draft report template

NOTICE OF DECISIONS

DRAFT MINUTES OF THE MEETING

[Date of meeting]

The North Essex Parking Partnership Joint Committee for On-Street Parking

**Braintree District Council
Colchester Borough Council
Epping Forest District Council
Essex County Council
Harlow District Council
Tendring District Council
Uttlesford District Council**

Notification of the decision(s) taken (DRAFT minutes) was given to Client Officers from all Parking Partnership Councils on [Date]. District Council Members should be notified of the decision(s) taken by 9am on [Date].

The decision notice for this decision(s) will be published at County Hall and a request for call-in must be made between 9am [Date] and 5pm [Date].

The decision(s) may be implemented from 5pm [Date] unless 'called in'.

Please note the scrutiny of a decision taken by the North Essex Parking Partnership is undertaken by Essex County Council's Place, Services and Economic Growth Committee.

A request for a decision to be scrutinised may be made by:

- (a) Any Member of the relevant Overview and Scrutiny Committee;**
- (b) Any Member of the Council who has the support of a further three Members of the Council; or**
- (c) With the agreement of the chairman of the relevant Overview and Scrutiny Committee, any Member of the Council who**

represents a Division which is particularly affected by the decision in question.

A decision is called-in if during the period stated in the notice of decisions [on the expiry of three clear working days after publication] a valid written call-in notice is received which specifies the reasons for the call-in.

The Chairman and Members of the Place, Services and Economic Growth Committee can be found on the Essex County Council website, or [here](#).

The call-in procedure shall not apply where the decision or action taken by the Joint Committee is certified by the Joint Committee as urgent.

NOTICE OF DECISIONS

DRAFT MINUTES OF THE MEETING

[Date]

The North Essex Parking Partnership Joint Committee for Off-Street Parking

**Braintree District Council
Colchester Borough Council
Harlow District Council
Uttlesford District Council**

Any decision taken by the Joint Committee for Off-Street Parking may be called in for Scrutiny by members of any Partner Authority of the Partnership operating under executive arrangements. A decision is called in by Members of such a Partner Authority in the same way in which they would call in a decision of each Partner Authority's Executive or Committee except that:-

- The decision may not be called in after 5pm on the 5 working day after the date upon which the decision is published;
- A call in of such a decision may only be made if the decision affects the Partner Authority whose membership wishes to call the decision or action.

Date decision published: [Date]

Date decision can be implemented if not called in: [Date]



North Essex Parking Partnership

Meeting Date: June 22nd 2017
Title: Title of Report
Author: Officer Name – Job Title
Presented by: Officer Name – Job Title

To consider proposals for XXXXXXXXXXXX a brief description for reference, as an Executive Summary in the box, here.

1. Recommended Decision(s)

- 1.1. Insert decision text here.
- 1.2. If there is more than one decision, please list them separately.

2. Reasons for Recommended Decision(s)

- 2.1. Insert reasons for decision here.

3. Alternative Options

- 3.1 Give details of alternative options considered/rejected here.

4. Supporting Information

- 4.1. Insert background/supporting information here.
- 4.2. If you have a lengthy appendix to include with your report, please consider adding an index with page numbers to assist the Cabinet at the meeting.

5. Background Information

- 5.1. Provide details of proposals here.
- 5.2. This is the main body of the report.
- 5.3. Include all the details of the proposals here.
- 5.4. This will be the main section of the report and should be started on a new page. Give full details of the background, supporting information and proposals (but not the recommended decision) here. This section is likely to cover a number of pages and may be separated into sub-headings for ease of reading and clarity.

If your report does not impact on any of the standard references, please consider using the following paragraph as an alternative to the separate paragraphs beyond.

6. Standard References

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

... .. OR

7. Development Plan References

- 7.1. In this section you should identify any direct links to the NEPP vision, themes and objectives of the NEPP Development Plan.

8. Consultation

- 8.1. In this section you should show that consideration has been given to the timing and method of consultation. You should also give an indication of what will happen to the responses.

9. Publicity Considerations

- 9.1. In this section you should show that consideration has been given to who will be affected by the decision, what effect it will have on them and the best way of communicating the decision to them.
- 9.2. If the project is likely to be very controversial then consideration should be given to consulting the people concerned in advance of the decision.

10. Financial implications

- 10.1. Set out details here of any financial implications which are not already allowed for in the approved budget.
- 10.2. You should include an indication of costs for any project.

11. Equality, Diversity and Human Rights implications

- 11.1. All new policies and any major changes to a policy need an Equality Impact Assessment (EIA) to be completed. Senior Management Team has advised that the following process must be complied with:
- EIA to be completed in line with the policy or change being introduced;
 - EIA to be uploaded to the website and Equality and Diversity Officer informed who will amend the master timetable to include the new EIA and review date;
 - A link to the EIA to be included in the relevant section of the report.

12. Community Safety Implications

- 12.1. The Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder. Community safety includes actions to address problems identified by people living and working in the area including the fear of crime

13. Health and Safety Implications

13.1. In completing this section you should consider whether as a result of the decision there would be any harm to the health and safety of the general public and ensure that the actions taken as a result of the decision are as safe as is reasonably practicable.

14. Risk Management Implications

14.1. In completing this section you should keep the details to the implications of the decision made i.e. the effect of agreeing or disagreeing with the recommendation, not necessarily the risks of the report item.

14.2. Identify the risks and opportunities. If there are strong risks or opportunities associated with the item these should be made clear in the main body of the report.

14.3. This section is a summary of the potential effect of the decision. Any implications for other items or projects should be outlined with further details in the main body if applicable.

Appendices

Background Papers



North Essex Parking Partnership

22 June 2017

Title: Forward Plan 2017/2018

Author: Jonathan Baker

Presented by: Jonathan Baker

This report concerns the Forward Plan of meetings for the North Essex Parking Partnership, including provisional dates for 2017-18.

1. Decision(s) Required

1.1 To note the North Essex Parking Partnership Forward Plan for 2017/18.

2. Reasons for 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 incorporate requests from Joint Committee members on issues that they wish to be discussed.

3.2 Meeting dates for the North Essex Parking Partnership have been uploaded to both the Parking Partnership website and Colchester Borough Council's committee management system.

**NORTH ESSEX PARKING PARTNERSHIP (NEPP)
FORWARD PLAN OF WORKING GROUP AND JOINT COMMITTEE MEETINGS 2016-17**

COMMITTEE / WORKING GROUP	CLIENT OFFICER MEETING	JOINT COMMITTEE MEETING	MAIN AGENDA REPORTS	AUTHOR
Joint Committee for On/Off Street Parking (AGM)	1 June 2017 S15, Rowan House, 10-12pm	22 June 2017 1.00 pm Grand Jury Room, Town Hall, Colchester	Annual Review of Risk Management	Hayley McGrath (CBC)
			Annual Governance Review and Internal Audit	Hayley McGrath (CBC)
			Colchester Car Club	Emily Harrup (CBC)
			NEPP On and Off Street Financial Position 2016/15	Lou Belgrove (PP)/Richard Walker (PP)
			NEPP Annual Report Data for 2016/17	Richard Walker (PP)
			Traffic Regulation Orders Update	Trevor Degville (PP)
			North Essex Parking Partnership On and Off Street Operational Report	Lou Belgrove (PP)
			Joint Committee Governance Review	Jonathan Baker (CBC)
			Forward Plan 17/18	Jonathan Baker (CBC)
Future of Off-Street Service	Matthew Young			
Joint Committee for On/Off Street Parking	28 September 2017, Grand Jury Room Colchester	19 October 2017 1.00pm Harlow District Council	TRO Schemes for approval and update	Trevor Degville/Shane Taylor (PP)
			Schools Report Progress Update	Nick Binder (SEPP)
			Budget Update: 6 month position	Richard Walker/ Lou Belgrove (PP)
			Annual Report	Richard Walker (PP)
			Forward Plan 17/18	Jonathan Baker

COMMITTEE / WORKING GROUP	CLIENT OFFICER MEETING	JOINT COMMITTEE MEETING	MAIN AGENDA REPORTS	AUTHOR
Joint Committee for On/Off Street Parking	23 November, Grand Jury Room, 2017	14 December 2017 1.00pm Uttlesford District Council	NEPP Budget Update Period 8 Operational Report Forward Plan 17/18	Richard Walker/Lou Belgrove (PP) Lou Belgrove (PP) Jonathan Baker (CBC)
Joint Committee for On/Off Street Parking	1 March 2018 G3, Rowan House	22 March 2018 1.00pm Epping Forest District Council	TRO Schemes for approval TRO Scheme updates Finance Update Period 11 and 2018/19 Budget Forward Plan 16/17	Trevor Degville/Shane Taylor (PP) Trevor Degville/Shane Taylor (PP) Richard Walker/Lou Belgrove (PP) Jonathan Baker (CBC)
Joint Committee for On/Off Street Parking	31 May 2017, S17	21 June 2018 1.00pm, Grand Jury Room Colchester Borough Council	Annual Governance Review and Internal Audit Annual Review of Risk Management NEPP On and Off Street Financial Position 2017/18 Draft Annual Report Technical Team Update Operational Report Forward Plan 18/19	Hayley McGrath (CBC) Hayley McGrath (CBC) Lou Belgrove (PP)/Richard Walker (PP) Richard Walker (PP) Trevor Degville (PP)/Shane Taylor (PP) Lou Belgrove (PP) Jonathan Baker (CBC)

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North Essex Parking Partnership

Joint Working Committee Off-Street Parking

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

22 June 2017 at 1.00 pm

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

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

Thursday 22 June 2017 at 1.00 pm

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

Agenda

Attendees

Executive Members:-

Cllr Richard Van Dulken (Braintree)
Cllr Mike Lilley (Colchester)
Cllr Danny Purton (Harlow)
Cllr Howard Ryles (Uttlesford)

Officers:-

Lou Belgrove (Parking Partnership)
Jonathan Baker (Colchester)
Trevor Degville (Parking Partnership)
Gordon Glenday (Uttlesford)
Laura Hardisty (Colchester)
Joe McGill (Harlow)
Samir Pandya (Braintree)
Shane Taylor (Parking Partnership)
Richard Walker (Parking Partnership)
Matthew Young (Colchester)

- | | Introduced by | Page |
|--|----------------------|-------------|
| 1. Appointment of Chairman
To appoint a Chairman for the North Essex Parking Partnership Joint Committee for Off-Street parking | | |
| 2. Appointment of Deputy Chairman
To appoint a Chairman for the North Essex Parking Partnership Joint Committee for Off-Street parking | | |
| 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 meeting held 30 March 2017. | | 1-2 |
| 8. The future of the North Essex Parking Partnership Off-Street Service
To consider proposals for the future of the off-street parking service following the extension of the on-street service by Essex County Council (ECC) to 2022. | Matthew Young | 3-46 |

- | | | |
|---|---|---------------------|
| <p>9. Off-Street Financial Report
The report sets out the financial position of the Off-Street Account at the end of 2016/17.</p> | <p>Richard Walker/Lou Belgrove</p> | <p>47-49</p> |
| <p>10. Off-Street Operational Report
This report gives Members an overview of operational progress since March 2017.</p> | <p>Lou Belgrove</p> | <p>50-51</p> |
| <p>11. Urgent Items
To announce any items not on the agenda which the Chairman has agreed to consider.</p> | | |
| <p>12. Exclusion of the Public
In accordance with Section 100A(4) of the Local Government Act 1972 and in accordance with The Local Authorities (Executive Arrangements)(Access to Information)(England) Regulations 2000 (as amended) to exclude the public, including the press, from the meeting so that any items containing exempt information (for example confidential personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided.(Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).</p> | | |

Part B

NORTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE FOR OFF-STREET PARKING

30 March 2017 at 1.30pm

**Council Offices, Tendring District Council, Thorpe Road,
Weeley, Essex, CO16 9AJ**

Executive Members Present:-

Councillor Susan Barker (Uttlesford District Council)
Councillor Mike Lilley (Colchester Borough Council)
Councillor Robert Mitchell (Braintree District Council)
Councillor Danny Purton (Harlow District Council)
Councillor Gary Waller (Epping Forest District Council)

Also Present: -

Michael Adamson (Parking Partnership)
Jonathan Baker (Colchester Borough Council)
Lou Belgrove (Parking Partnership)
Trevor Degville (Parking Partnership)
Qasim Durrani (Epping Forest District Council)
Gordon Glenday (Uttlesford District Council)
Laura Hardisty (Parking Partnership)
Joe McGill (Harlow District Council)
Samir Pandya (Braintree District Council)
Councillor Howard Ryles (Uttlesford District Council)
Shane Taylor (Parking Partnership)
Richard Walker (Parking Partnership)
Matthew Young (Colchester Borough Council)

16. Declaration of Interest

Councillor Barker, in respect of being a Member of Essex County Council, declared a non-pecuniary interest.

17. Minutes

RESOLVED that the minutes of the meeting held 15 December 2016 were confirmed as a correct record.

18. NEPP Off-Street financial position at period 11 2016/17 and 2017/18 budget

Lou Belgrove, Parking Partnership, introduced the report which requests the Joint Committee note the Off-Street financial position at period 11 2016/17 and approve the 2017/18 budget and contributions from Partner Authorities.

Lou Belgrove provided the Committee with a brief overview of the financial position. It is proposed that the contributions from Partner Authorities for 2017/18 remains unchanged from 2016/17 levels. Lou Belgrove also confirmed that there is an Off-Street Rebate reserve where unspent contributions from Partner Authorities can be held and used on any of the projects, such as £1-coin conversion or wave and pay machines. Alternatively, the funding can be handed back to the Partner Authorities if requested.

Matthew Young informed the Committee that this would be the last year of the Off-Street Partnership in its current form as a Sub-Committee of the On-Street Partnership. Officers

will commence work on a new separate agreement shortly, with the aim to have it in place by 30 September to ensure that it can be incorporated into Partner Authorities budget setting processes.

RESOLVED;

- a) that the NEPP Off-Street financial position at period 11 2016/17 be noted.
- b) that the Off-Street budget and contributions from Partner Authorities for 2017/18 be approved.

19. Credit/Debit card facilities at Pay and Display machines

Trevor Degville, Parking Partnership, introduced the report, which requests the Joint Committee note the information provided around credit/debit card facilities and pay and display machines.

Trevor Degville stated that the report was in response to a number of queries that had been raised at previous Joint Committee meetings about card payments on pay and display machines. The report provides the necessary information if Partner authorities wish to introduce the machines in Off-Street car parks. Trevor Degville highlighted that the main advantage is the reduction in coins and therefore coin collection charges. The disadvantages include the possible impact on repair time for each of the machines given the complexity of the technology as well as potentially causing confusion for customers who may not know how to use the machines.

The Committee discussed the advantages and disadvantages of the machines, and the requirement of a mobile data signal in order for the machines to accept cashless payments. Due to these issues Committee members were of the opinion that wave and pay machines should only be installed in larger car parks and that not all machines within these car parks should be converted. Members were made aware that this was the approach that Epping Forest District Council has used in implementing wave and pay machines. It was confirmed that in circumstances where a mobile data signal is poor Partner Authorities would be advised not to install wave and pay machines in this location.

RESOLVED that the report on Credit/Debit Card facilities at Pay and Display Machines be noted.



North Essex Parking Partnership

Meeting Date:	22 June 2017
Title:	The future of the North Essex Parking Partnership Off-street service
Author:	Matthew Young, Head of Operational Services
Presented by:	Matthew Young, Head of Operational Services

To consider proposals for the future of the off-street parking service following the extension of the on-street service by Essex County Council (ECC) to 2022.

1. Recommended Decisions

- 1.1. To agree to disband the North Essex Parking Partnership (NEPP) Joint Parking Committee (JPC) Off-Street Parking Sub-Committee.
- 1.2. To move the off-street service to a contract-based Service Level Agreement Model for delivery of the agreed specification separately between the lead authority and the three partner authorities and
- 1.3. To agree that a further report with the operational and financial details of the new arrangement is brought to the NEPP JPC meeting on 19 October 2017.

2. Reasons for Decision(s)

- 2.1. Following ECC's decision to extend the main JPC Agreement for on-street parking services, an Agreement needs to be reached by the four remaining authorities using the off-street portion of the service, on how this operates, until 2022.
- 2.2. To address the funding issues that have caused concerns amongst partner authorities.
- 2.3. This removes any issues regarding fairness of the services being delivered; the allocation of resources and the charges made as this can become an individual conversation between the authority and the NEPP. In addition it will facilitate the development of services that meet the needs of that authority and also allow better budget planning for both the authority and the NEPP.

3. Alternative Options

- 3.1 Maintain the existing Joint Committee structure and reporting mechanism running it a shared service across the four authorities with contributions and the risks of contributing to deficits.
- 3.2 To continue the off-street service as an annexe to the JPC Agreement and maintain the existing JPC Off-Street Parking Sub-Committee governance structure.

4. Supporting Information – Background & History

- 4.1. The NEPP JPC is governed by an Agreement with ECC to whom its on-street parking function is delegated now extended until March 2022. By local Agreement, the client authorities can also sign up the operations of their off-street car parks service with the NEPP providing different service modules based on local need.
- 4.2. NEPP provides services in the districts/borough of Tendring, Colchester, Braintree, Uttlesford, Harlow and Epping Forest District Council (EFDC) for Essex County Council highway parking enforcement and operations and the districts/borough are members of the NEPP JPC.
- 4.3. Members of the NEPP JPC can also elect to have their off-street car park services provided. The NEPP operational service provides off-street car parking services in the districts/borough of Colchester, Braintree, Uttlesford and Harlow and these authorities are members of the NEPP JPC Off-Street Parking Sub-Committee (OSPSC).
- 4.4. The original parking partnership between Colchester Borough Council (CBC), Braintree District Council and Uttlesford District Council set up in 2009 was based on CBC as lead authority providing the on and off-street parking service for the other two authorities.
- 4.5. When the NEPP was formed in 2011 the off-street service was adopted as an annexe to the main Joint Committee Agreement and was then operated and managed in the same way as the on-street service reporting to a Joint Committee. At this point Harlow chose to join the off-street service and Epping Forest joined in October 2012 when their outsource contract ended.
- 4.6. This allowed the delivery of the service to continue, but as the assets and the income for the service remained with the original authority, an annual payment was agreed to be paid to the NEPP to deliver the service.
- 4.7. The amounts paid by Braintree and Uttlesford Councils were based on the budgets transferred to the original partnership with an annual inflation allowance. However, the Harlow and Epping Forest amounts were calculated on the cost of providing the actual services required and the annual inflation allowance added to that.
- 4.8. The cost model was based on the services requested in the original service level agreement introduced in 2008, which have also varied over time; details are attached as Appendix One to this report.
- 4.9. Over the years the costs of providing the services required by each authority have increased and varied, and a review of this was undertaken in 2014/15 due to a predicted deficit on the off-street account and the results reported to the Joint Committee at its meeting held on 12 March 2015. This report is attached as Appendix Two to this report.
- 4.10. At that meeting it was resolved that the Off-Street Budget contributions for 2015/16 be based on 50% from CBC and a 1% increase for all other Partner Authorities.
- 4.11. Further work was undertaken during the 2015/16 financial year that addressed the deficit situation and in both 2015/16 and 2016/17 a surplus has been achieved on the off-street account and rebates were either paid to authorities or the allocations were used to improve car park assets.
- 4.12. However, there still remains the analysis from March 2015 that showed that the contributions from authorities did not match the level of the off-street service being delivered
- 4.13. Therefore, as the off-street annexe ends in March 2018, it seems sensible to review how this service is managed from April 2018 to March 2022. This review needs to take into account the financial pressures that all authorities will be facing in future financial years.
- 4.14. A copy of the off-street service level agreement used by the South Essex Parking Partnership is attached as Appendix Three for information.

5. Development Plan References

- 5.1. The Development Plan Paragraph 2.1 outlines the context. 6.1 sub item 7 details the works necessary to review the Off-street Service and the exit of EFDC.

6. Consultation

- 6.1. All authorities in the off-street partnership will be fully involved in the development of the final proposals in the report to the October Joint Committee meeting.

7. Financial implications

- 7.1. This will be covered in the report to the October Joint Committee meeting as a result of the work between NEPP officers and the Joint Committee

8. Risk Management Implications

- 8.1. A decision needs to be made at the October meeting to ensure that each authority can build the necessary amounts into its 2018/19 budgets. In addition the annexe to the original Joint Committee needs to be replaced as it finishes on 31 March 2018.
- 8.2. The risk has been noted in the Risk Management Matrix for NEPP at item 1.18.

9. Standard References

- 9.1. There are no particular references to the publicity considerations; equality, diversity and human rights; community safety and health and safety implications.

Background Papers

Off-Street Parking Operational Service Level Agreement for the North Essex Parking Partnership.

1 Service Level

1.1 Strategic Vision

1.1.1 The vision and aim of the combined parking service will be to provide a parking service that:

“Results in a merging of services to provide a single, flexible enterprise providing full parking services for a large group of Partner Authorities. It will be run from a central office, with outstations providing bases for local operations. There will be a common operating model, adopting best practices and innovation, yet also allowing variation in local policies and decision-making. Progress will be proportional to the level of investment in the Annual Business Plan.”

1.1.2 Underlying this vision is a set of values that express the Service Values:

1.2 Efficiency

1.2.1 Flexible & innovative working practices will minimise office overheads

1.2.2 The combined pool of staff will provide a critical mass giving resilience between the partners;

1.2.3 Expanded purchasing power on shared contracts will generate savings to be reinvested which authorities on their own could not contemplate;

1.2.4 Supervision from a central location will reduce the need for managers in every locality, while extra travelling will be minimised through use of mobile communications;

1.2.5 Investigation of multiple offenders, across partner boundaries, will lead to the more efficient use of bailiffs;

1.2.6 Off-street car park operations will be streamlined by central monitoring of calls, an effective out-of-hours system, and security staffing to replace call-outs;

1.2.7 Economies of scale and a just-in-time approach will reduce costs of ticket-machine operations and enable advertising revenues to be realised;

1.3 Innovation

1.3.1 A single central database, accessible from a wide area network, will provide real-time updates whenever penalties are issued;

1.3.2 Routeing & scheduling will optimise enforcement investigations by using the latest software to schedule tasks for operational staff;

- 1.3.3 Back-office functions will be fulfilled by a combined team able to handle correspondence, accessible from any partner area, using software that automatically tailors responses to that authority's own policies.

1.4 Service Quality

- 1.4.1 Pooled specialist expertise will be available to all authorities, and sharing of in-house skills in maintenance and engineering will reduce reliance on contractors;
- 1.4.2 All partners will use common systems, facilities and processes, rather than replicating them;
- 1.4.3 Public expectations will be surveyed and addressed through adjusting service quality and managing perceptions;
- 1.4.4 Accreditation to the Park Mark (or equivalent) standard, and other quality schemes will be spread across all operations;
- 1.4.5 Paperless parking will be possible by implementing best practice in technology, joining up parking meters, mobile phone technology and officers' handheld computers.

1.5 Outcomes for Customers

- 1.5.1 Less inconvenience and danger from illegal parking
- 1.5.2 More responsive to customer requirements when issuing permits, dealing with enforcement and appeals
- 1.5.3 Better access to services and self-serve at any time over the Internet using a single service web site.
- 1.5.4 Access to services via credit/debit card and self-serve accounts, cashless and paperless parking systems.
- 1.5.5 Greater value for money for Council Tax-payers

1.6 Strategic Leadership

- 1.6.1 Strategic performance analysis and pricing strategy can be carried out centrally, to advise decision-makers within each authority. This will save duplication and consultancy costs, and ensure consistent, high-quality outcomes;
- 1.6.2 A single voice speaking for all partners will carry more weight in both political and commercial negotiations;
- 1.6.3 The enforcement function will be reviewed, to inform levels of staffing and patterns of patrols. This will integrate with the contract with Essex County Council, to make best use of resources under the CPE scheme.

2 Baseline Services

2.1.1 The baseline services in relation to the Partner Authorities parking functions are as follows:

Task	Partner tasks provided by the Lead Authority for:					Service Operational Arrangements provided by the NEPP operational Lead (and additional Notes).
	Braintree	Colchester	Epping Forest	Harlow	Uttlesford	
Back Office – staff available at the single central back office	✓	✓	✓	✓	✓	Staff employed by Lead Authority
Back Office – Case management notice processing	✓	✓	✓	✓	✓	Provided from single central office
Back Office – Email monitoring generic inbox for council parking	✓	✓	✓	✓	✓	Provided from single central office
Back Office – Generation of exemption permits (waivers, dispensations, etc.)	✓	✓	✓	*	✓	Some Permits in Harlow handled on site by Client
Back Office – Generation of Season Tickets	✓	✓	✓	*	✓	Some Tickets in Harlow handled on site by Client
Back Office – Incoming Post & Allocation	✓	✓	✓	✓	✓	Post directed to central office
Back Office – incoming telephone – Advice and guidance on Penalty Charge Notices and the enforcement legal system through to Appeal and collection	✓	✓	✓	✓	✓	Transfer to Colchester (and redirect the telephone line/number) routed via McFarlane call system

Task	Partner tasks provided by the Lead Authority for:					Service Operational Arrangements provided by the NEPP operational Lead (and additional Notes).
	Braintree	Colchester	Epping Forest	Harlow	Uttlesford	
Back Office – Invoice receipt checking, coding, signing off	✓	✓	✓	✓	✓	By Lead Authority where this relates to the service functions. Retain at client authority where this relates to the Asset Base, for joint committee invoicing, income, asset related invoices.
Back Office – Make decisions on challenges within the remit of the TMA2004/RTRA1984 (etc.) as appropriate (according to agreed Enforcement Policy and Operational Protocols)	✓	✓	✓	✓	✓	
Back Office – Manage the progression of all caseload correspondence (from first challenge through to Debt collection)	✓	✓	✓	✓	✓	
Back Office – Monitoring Performance: Pro-active reporting of potential problems noted throughout the service area – trend analysis contraventions/compliance for reporting to Committee	✓	✓	✓	✓	✓	
Back Office – TPT Appeals	✓	✓	✓	✓	✓	
Back Office – location of person able to give first contact advice	✓	✓	✓	✓	✓	Direct customers to Online Web presence. Retain client authority Reception customer service desk and where a form to fill in can be processed which should be sent to Colchester. Transfer other

Task	Partner tasks provided by the Lead Authority for:					Service Operational Arrangements provided by the NEPP operational Lead (and additional Notes).
	Braintree	Colchester	Epping Forest	Harlow	Uttlesford	
						elements to Lead Authority where this relates to the service functions.
Back Office – Receive and deal with ‘post in’ banking / cost centre queries	✓	✓	✓	✓	✓	Transfer to postal PO Box at Colchester
Back Office – Receive cash and cheque (etc.) payments and reconcile	✓	✓	✓	✓	✓	Cheques to be removed as a means of payment when digital payment is available.
Back Office – Receive telephone payments to cash receipting system/Customer Service Office & reconcile with system	✓	✓	✓	✓	✓	Convert to automated systems as soon as practicable for all Partners.
Back Office – Renewal of exemption permits (waivers, dispensations, etc.)	✓	✓	✓	✓	✓	Convert to automated systems as soon as practicable for all Partners.
Back Office – Renewal of Season Tickets	✓	✓	✓	✓	✓	Convert to automated systems as soon as practicable for all Partners.
Back Office – Resident Permit issuing	✓	✓	✓	✓	✓	Convert to automated systems as soon as practicable for all Partners. Investigate outsourcing printing and posting for remainder of paper copy.
Back Office – Scanning	✓	✓	✓	✓	✓	
Back Office – Smart Card/M-Parking/Multi ticket Sales	✓	✓	✓	✓	✓	Sales and top-ups as “Permits” above
Back Office – IT system and database	✓	✓	✓	✓	✓	Transfer database to new merged (but separately reportable district) system managed by Lead Auth.

Task	Partner tasks provided by the Lead Authority for:					Service Operational Arrangements provided by the NEPP operational Lead (and additional Notes).
	Braintree	Colchester	Epping Forest	Harlow	Uttlesford	
Back Office – Banking & Cost Centre coding of car park income	✓	✓	✓	✓	✓	Some client function to be retained at authorities where it relates to asset and direct payment.
Front Office (or Customer Service Centre) – solution of customer queries in person, e.g. parking penalties, permits	*	*	*	*	*	Provision of preferred contact via Internet. All correspondence for a PCN has to be in writing. Retain reception enquiry service at client authorities. Preferred channel is via enhanced Internet. No personal contact with back office as all has to be in writing.
H&S – Report aspects and impacts of environmental occurrences and take any immediate actions necessary.	✓	✓	✓	✓	✓	
H&S – Responsible for all equipment issued and security and continuity of all data therein	✓	✓	✓	✗	✓	Except for Harlow which receives only enforcement, transfer to Colchester.
H&S – Toolbox talks	✓	✓	✓	✗	✓	Except for Harlow which receives only enforcement services.
H&S – Written fault/damage reports and knowledge of emergency system	✓	✓	✓	✗	✓	Except for Harlow which receives only enforcement services.
H&S – Written reports and statistics		✓		✗		
Strategy – Formulation and review of Development Plan and Strategic Policies	*	✓	*		*	Partner membership on Strategy Includes an element of assistance – larger projects will be

Task	Partner tasks provided by the Lead Authority for:					Service Operational Arrangements provided by the NEPP operational Lead (and additional Notes).
	Braintree	Colchester	Epping Forest	Harlow	Uttlesford	
Strategy – Formulation of fees and charges updates and implementation of special offers and promotions	*	✓	*	✗	*	considered under additional consultancy.
Strategy – Formulation of parking, enforcement, operational, and cancellation policies, harmonisation of codes of practice.	✓	✓	✓	✓	✓	
Strategy – developing ideas for the longer term vision for the service	*	✓	*	✗	*	Partner membership on Strategy Includes an element of assistance – larger projects will be considered under additional consultancy.
Strategy – Responsible for all necessary steps to ensure status is maintained under Investors in People and national awards such as Park Mark and consider other appropriate accreditations such as the Institute of Parking Professionals and British Parking Association and continue to be a partner in the East Anglian Parking Forum	*	✓	*	✗	*	
Strategy – Provide all appropriate performance figures in order to allow authorities to report Best Value Performance Indicators to the Audit Commission, Essex County Council, Department for Transport, Transport	*	✓	*	✗	*	Partner membership on Strategy Includes an element of assistance – larger projects will be considered under additional consultancy.

Task	Partner tasks provided by the Lead Authority for:					Service Operational Arrangements provided by the NEPP operational Lead (and additional Notes).
	Braintree	Colchester	Epping Forest	Harlow	Uttlesford	
Penalty Tribunal						
Strategy – Continue to implement all the service specific actions in the current business plan; working with the business partners and the county council, contribute to the development of the next Business Plan; and report as required by the committee, development plan and legislation	*	✓	*	✗	*	Partner membership on Strategy Includes an element of assistance – larger projects will be considered under additional consultancy.
Strategy – Give advice and support to the wider parking community, in accordance with the requirements of a TMA and RTRA and in recognition of the status and size of the joint service, commensurate with the amount of resources available at any one time	*	✓	*	✗	*	Partner membership on Strategy Includes an element of assistance – larger projects will be considered under additional consultancy.
Manager – Implement and comply with the Business Plans and Development Plans approved by the Partner Authorities' Executives and/or the Joint Committee from time to time.	✓	✓	✓	✗	✓	
Manager: Appraisals – of reporting staff, assessment of training needs (IIP)	✓	✓	✓	✓	✓	

Task	Partner tasks provided by the Lead Authority for:					Service Operational Arrangements provided by the NEPP operational Lead (and additional Notes).
	Braintree	Colchester	Epping Forest	Harlow	Uttlesford	
Manager – Contribute as appropriate to the broader objectives of client authorities as set out in their Corporate and/or Strategic Plans and Transport Strategy documents and to work with appropriate service areas of client authorities or the county council to achieve this	✓	✓	✓	✗	✓	
Manager – In relation to parking matters, represent client authorities as appropriate at County; Regional; National; and International level and take a lead both regionally and nationally in the field of enforcement issues in parking including TMA/RTRA	✓	✓	✓	✓	✓	
Manager: Communication (written, verbal, face to face) with public, to and from colleagues at all times (mobile, radio and in meetings) advice, guidance, clarification, problem solving.	*	*	*	*	*	Client authorities retain face-to-face contact entirely to front office reception with own management, with recourse to Lead for advice if necessary.
Manager: Image: corporate, clothing, uniform, letterhead	✓	✓	✓	✓	✓	Transfer to Lead with local identifier on corporate image
Manager: Receive and deal with escalated incidents and intervene to diffuse potential	✓	✓	✓	✓	✓	Transfer to Lead. Complaints process as Lead Authority

Task	Partner tasks provided by the Lead Authority for:					Service Operational Arrangements provided by the NEPP operational Lead (and additional Notes).
	Braintree	Colchester	Epping Forest	Harlow	Uttlesford	
conflict situations						
Manager: Recruitment	✓	✓	✓	*	✓	Transfer to Lead – distance management with appropriate representation from each council (Harlow insofar as relating to Enforcement process)
Manager: Responsible for Staff and work planning for managed staff	✓	✓	✓	*	✓	Transfer to Lead.
Manager: supervision of PAs/CEOs	✓	✓	✓	✓	✓	Transfer to Lead.
Operations – Cones & signage scheduling as appropriate and setting out to order, e.g. suspensions, football, special events, suspensions)	✓	✓	✓	✗	✓	Harlow has not selected this item.
Operations – Enforcement staff, fully equipped, correctly and fully attired for duty (in accordance with guidance, local procedures & regulations)	✓	✓	✓	✓	✓	Transfer to Lead.
Operations – Manage <i>Just in Time</i> service stock of spares and ticket stock	✓	✓	✓	✗	✓	Transfer to Colchester but retain small stocks in locality if possible.
Operations – Provide cover for other senior/supervisor/PAs/CEOs leave and sickness	✓	✓	✓	✓	✓	

Task	Partner tasks provided by the Lead Authority for:					Service Operational Arrangements provided by the NEPP operational Lead (and additional Notes).
	Braintree	Colchester	Epping Forest	Harlow	Uttlesford	
Operations – Training to NVQ2 standard and local processes and procedures	✓	✓	✓	✓	✓	
Operations – Data transfer & storage (inc. pocket books, unit upload/download, cameras, charging, etc.)	✓	✓	✓	✓	✓	Downloading to be connected to NEPP database.
Operations – Supervisors responsible for ensuring team is fully equipped and correctly and fully attired and prepared for duty (inc. all daily requirements, sector allocation list and identification)	✓	✓	✓	✓	✓	Retain in locality, distance managed by local shared supervision.
Operations – Use of IT system and database	✓	✓	✓	*	✓	For enforcement staff. Direct access to client limited by data privacy and DVLA controls. Harlow insofar as relating to Enforcement process.
Operations – Maintain an operate stock and storage for tickets and parking machine and handheld computer spares including an appropriate storage facility at Colchester and any storage facility provided by Braintree and Uttlesford for the purposes of the Joint Parking Service from time to time	✓	✓	✓	✗	✓	
Operations – Provide a signage, design and coning service both to meet a range of in-house needs (and as a commercial	✓	✓	✓	✗	✓	

Task	Partner tasks provided by the Lead Authority for:					Service Operational Arrangements provided by the NEPP operational Lead (and additional Notes).
	Braintree	Colchester	Epping Forest	Harlow	Uttlesford	
service)						
Joint Committee – Administer Joint Committee operation	✓	✓	✓	✓	✓	
Car Park – opening hours baseline	0800-1730	0800-1730 0720-1900	Pay & display only	✗	Pay & display only	Operational opening hours to be in consultation with Client. Costs where this involves additional staffing to be agreed separately with NEPP. Any lesser hours only ever to be in consultation with the Client.
Car Park – Care for, manage and make accessible the parking stock held by authorities	✓	✓	✓	✗	✓	
Car Park – operate and staff customer service role in staffed off street car park (e.g. multi-storey)	✓	✓	✗	✗	✗	Staffed car parks only
Car Park – Daily checks of pay and display machines	✓	✓	✓	✗	✓	Checks for operation by enforcement staff
Car Park – pay and display machines weekly on demand ticket restock and operational check	✓	✓	✓	✗	✓	Attendance by technical staff; Checks for operation by enforcement staff
Car Park – Daily maintenance of pay and display machines	✓	✓	✓	✗	✓	Technical solutions support by engineer-trained staff

Task	Partner tasks provided by the Lead Authority for:					Service Operational Arrangements provided by the NEPP operational Lead (and additional Notes).
	Braintree	Colchester	Epping Forest	Harlow	Uttlesford	
Car Park – Repair and improvement of pay and display machines	✓	✓	✓	✗	✓	Decision making and recommendations for machines changes or updates to be made by Lead to the Joint Committee.
Car Park – Maintenance of pay on foot machines	✗	*	✗	✗	✗	Only Colchester manages pay on foot car parks. NEPP provides daily service and Client retains contract in place for maintenance
Car Park – Collection of cash	✓	✓	✓	✗	✓	Investigate new harmonised or contracted process. Recommendations for changes to be made by Lead to the Joint Committee
Car Park – Provision of appropriate technical advice to the building maintenance processes	*	✓	*	✗	*	Other than Colchester, for provision of project services (not to include any responsibility for the assets). Recommendations for changes or updates to be made by Colchester to the Joint Committee
Car Park – Develop and conduct appropriate offers and strategies detailed in the Development Plan and any subsidiary documents to not only increase visits and usage but also to improve the perception of parking	*	✓	*	✗	*	Other than Colchester, for provision of project services (not to include any responsibility for the assets). Recommendations for changes or updates to be made by Colchester to the Joint Committee

In the table above an element selected is costed and an agreed contribution is made for the provision of time, resources and supplies in carrying out those services. Areas not selected are not subject to a contribution and will not be provided. Where an asterisk is shown, an element of assistance is to be provided. Larger projects may also be managed and carried out and will be agreed in advance.

3 Specific Limits and Requirements

3.1 Lead Authority

- 3.1.1 The lead authority will ensure that a register will be maintained of the assets owned by the Partner Authorities relating to parking services, in order that assets used or stored by it can be disposed appropriately if the Agreement is terminated.
- 3.1.2 Any significant change to the machines, signage, surface or lines in any Partner Authority's area would be subject to prior agreement and form part of the business plan which will be agreed by all Partner Authorities.
- 3.1.3 The Joint Parking Service will be operated in such a way that the car parks or any part of them are open to the public only where all risks to the health and safety of the public or any employee or Councillor of the Partner Authorities are, so far as reasonably practicable, avoided.
- 3.1.4 Each Partner Authority's car parks receive a fair share of the available management, enforcement and operational resources, as in the Agreement for the joint service.
- 3.1.5 Any goods services signage, tickets, spares, stock, computers, other equipment or property purchased as part of the Joint Parking Service and which is wholly or partly funded from the Joint Parking Account will, so far as possible, be procured so that if this agreement ends:
- (a) The body or bodies who funded the purchase of the property (including jointly funded property) can be identified and the ownership dealt with that time.
 - (b) Any title to the item can be transferred to a Partner without any further payment having to be made to any supplier (e.g. a software supplier or the owner of goods under an operating lease).
 - (c) Where goods or services are purchased specifically for use at a Partner's site then they are recorded in that Partner's name and be so attributable at the dissolution.
 - (d) All acquisitions or additions to the Joint Parking Service shall be acquired in the name of Colchester but the ownership by Partner for the intended use shall be clearly recorded in the asset register.

3.2 Inclusions

- 3.2.1 The Partner Authorities agree that:
- (a) Signage, tickets, spares, stock, computers and other equipment may be stored at the Lead Authority's storage facilities without any charge over and above the Annual Contribution.
 - (b) Signage, tickets, spares, stock, computers and other equipment may be stored at the Partner Authority's storage facilities without any charge over and above the Annual Contribution.

3.2.2 The Partner Authorities will co-operate with each other (or their auditors or contractors) and give full access to documents, premises and records to the extent that the Partner Authorities (or their auditors or contractors) reasonably require such access or co-operation in order to:

- (a) Monitor the operation of this Agreement.
- (b) Audit the performance and systems in the joint parking service.
- (c) Investigate complaints about the operation of the Joint Parking Service.
- (d) Respond to requests for information under the Freedom of Information Act 2000 or the Environmental Information Regulations 2005.

3.2.3 The Lead Authority grants its Partners a permanent irrevocable licence to use and to allow others to use for any purpose and without payment any intellectual property created by or on behalf of The Partnership as a result of the this Agreement (except to the extent that the intellectual property exclusively relates to parking and/or assets owned by Colchester).

3.2.4 Neither this agreement nor the operation of it gives Colchester any legal estate (leasehold or otherwise) or rights or title to over any real or personal property belonging to Braintree and Uttlesford or the right to grant the same on behalf of Braintree and Uttlesford, except for the granting of access licenses under Road Traffic Regulation Act 1984.

3.2.5 Any intellectual property created by or on behalf of the Joint Parking Service shall, to the extent that it relates to a Partner Authority asset base or sites belong to that Partner respectively.

3.2.6 Each Partner Authority will handle and respond to Freedom of Information Act requests concerning their respective Authority aspects of the Joint Parking Service.

3.2.7 Each Partner Authority will notify the Lead Authority of any FOI requests received which relate to the functions of the Joint Committee.

3.2.8 The Client authority shall discharge its responsibilities under health and safety and welfare legislation in relation to staff accommodation in each of its operating bases.

3.3 Exclusions

3.3.1 The Partner Authorities agree that the following areas are excluded from the Joint Parking Service and remain the responsibility of the respective Partner Authorities as they apply to the parking asset base and parking sites and buildings of each respective Partner Authority:

- (a) The disposal or permanent transfer of title of any item in each Partner Authority's car park sites.

- (b) The decision to levy fees and charges to the general public at any of the parking sites.
 - (c) Changes to the opening times of the parking buildings (as set out in paragraphs 3.2 and 3.3) apart from when there is an overriding operational issue, such as a health and safety matter, that necessitates a short-term closure.
- 3.3.2 Decisions in these areas will be agreed through the usual political decision making process of each Partner Authority.
- 3.3.3 Each Partner Authority shall inform the others of any proposals to make any decision under paragraph 3.3.1 above so that the Business Plan might be revised at the Joint Committee.
- 3.3.4 The following functions will not be delegated to the Joint Committee:
- (a) Ownership or Stewardship of car park assets, including maintenance, repair and upgrading, other than minor work carried out during day to day operations.
 - (b) Responding to customers who contact the Partner Authorities directly. The Authorities' response will be limited to provision of a form to complete for 'appeals', provision of e-forms or via enhanced Internet. Other elements will be transferred to the Lead Authority's office where they relate to the functions of the joint service since Partner Authorities will not have direct access to back office staff (except recourse to the Lead Authority's staff for telephone advice if necessary).
- 3.5.3 Each Partner Authority agrees that they will not dispose of any of their respective car parks without six months prior written notification to the Joint Committee of its intention.

Report to: Joint Committee, North Essex Parking Partnership

Date: 12 March 2015

Subject: Off-Street Budget Review and Budget 2015/6

Author: Matthew Young, Head of Operational Services, Colchester B.C.
Richard Walker, Group Manager, North Essex Parking Partnership

Presented by: Matthew Young, Head of Operational Services, Colchester B.C.
Richard Walker, Group Manager, North Essex Parking Partnership

1. Reason for report

- 1.1. At the December 2014 meeting of the Partnership Joint Parking Committee (JPC), Members agreed that the Off-Street budget for 2015/16 should be comprehensively reviewed and results brought to the next meeting.

2. Introduction

- 2.1 To help understanding this report is set out in the following sections with three supporting appendices:

- History of the NEPP
- Explanation of the On and Off-street accounts
- The Off-street Business Plan
- Explanation of the contents of the Appendices
- Budget for 2015/16
- Analysis of the Off-street Budget
- Options
- Decision

3. History

- 3.1. When it was formed, the JPC had a Business Plan for the On-Street functions, but the Off-Street budgets were not reviewed. Braintree, Uttlesford and Colchester's budgets were transferred from the former Off-Street Partnership, without scientific analysis, due to the timescale for creating the new and more complex North Essex Parking Partnership (NEPP). Therefore, Braintree and Uttlesford's contributions remained on the same basis as the original agreement.
- 3.2. However, at the time it joined, the Epping Forest contribution was accurately calculated for two reasons, firstly to compare against the previous private provider and secondly there was improved knowledge of the costs of different aspects of the service.
- 3.3. Conversely Harlow's contribution was based initially on staff transferring and an arrangement was put in place for services to be provided to the NEPP in relation to the technical requirements of designing and implementing Traffic Regulation Orders (TRO).
- 3.4. Districts could elect to join the Off-street Partnership if they wished, or leave by giving a year's Notice from any end of year (March). The benefit of being a member authority is

principally economies of scale, explained below, both within the district, with neighbouring authorities, and within the wider Partnership.

- 3.5. On this basis the beat rounds were built and the pattern of working has been established over the last four years that meets the Off-street needs of the district partners as well as providing the on-street service.

4. On Street and Off-Street Accounts

- 4.1. It must be noted from the above that the On-street and Off-street accounts are intrinsically linked, yet funded in different ways. Neither account can benefit from the other.
- 4.2. The On-street account is bound by legislation and must not set out to make a surplus and any in-year surplus must be retained for highway use. If a deficit is made the Agreement states that it must be made up by funds by the Partner authorities. The On-street account therefore sets out to break even although there is a small banked surplus which is held in the lead authority's balances to cover small deficits, and the power to carry over £50k between years.
- 4.3. Work completed by enforcement officers is not limited to car parks (Off-street) or highway line enforcement (on-street) because when in a particular location the officers can efficiently carry out a mixture of both types, and beats are set up in this way. Similarly, the Business Unit takes all parking calls and administers all PCNs whether Off-street or On-street. This means that the work carried out must be measured out and allocated to one account or the other.
- 4.4. In addition, the On-street account can expand or contract according to the resources available to it. The Off-street operation is finite however, and cannot proceed beyond the limit of the contributions from the partner authorities. Any savings made in the On-street account (such as vacancies) will however flow through to the Off-street account in proportional measure, due to the nature of the accounting, explained below.
- 4.5. It is worth recognising both the financial and operational success of the Partnership in both on and off-street service:
- A deficit approaching £600k for the NEPP authorities in the on-street fund has been eradicated
 - A reduction in the costs of providing both the On and Off-street services for all authorities
 - On and off-street operations have been maintained and improved across most areas, particularly in the original partner authorities
 - A consistent and efficient back office service that deals with all enquiries and challenges
 - The introduction of TROs most of which had either been delayed or not prioritised under previous arrangements
 - The availability of expertise on parking matters for all partner authorities

5. The Business Plan for Off-street functions

- 5.1. In order to work towards a balanced Off-street budget the JPC has, over time, received and agreed documents which relate to the Off-street budget and operation.
- 5.2. At the December 2012 JPC, the Service Level Agreement was updated and agreed. This document sets out which services each authority receives, and the level of service, as part of the Off-street Agreement (Annexe B to the main JPC Agreement).

At the June 2014 JPC meeting, the Development Plan was presented and approved. This contained the budget splits for different parts of the service, including re-confirming the 70:30† and 80:20‡ work splits for On-/Off- street, and it was agreed that once the Technical Service Review had been completed (with Cash Collection outsourced) then the document would be completed. This report is a precursor to that completion.

NB: 70:30† split is for enforcement and 80:20‡ is for management costs.

- 5.3. The lead authority has reviewed its internal recharges for all services to ensure that the correct amount of charges are being passed to the correct service areas. The budget has been set with the updated allocations from this review.
- 5.4. The present model does not make any link between actions and income, since all the income from an authority's car parks and all the PCN income goes to the Client Authority.
- 5.5. Therefore, some changes in PCN levels may have occurred due to policy changes, parking charges levels or special offers. For example where a special offer is in place, e.g. 10p after 3pm, it will be far less likely for customers to overstay their tickets, leading to a reduction in PCNs issued.

6. Appendices

- 6.1. Appendix A is the Budget for both 2014/15 and 2015/16 and shows the expenditure required to run the Off-street service as agreed in the Development Plan.
- 6.2. Appendix B is the analysis of the Off-street budget requested by Members showing how the budget is split between authorities using the agreed proportions from the Development Plan. Where applicable, agreed percentage splits have been used, against the services as agreed in the SLA. The percentage splits in the document for Cash Collection relate directly to the collection frequency at each machine and these have been used where there is no directly applicable usage data.
- 6.3. Appendix C is the Development Plan including updated text added since the completion of the Technical Review.

7. Budget for 2015/16

7.1 This is shown in detail in Appendix A and the variations from the 2014/15 budget are explained below.

- Salaries – any increases reflects 2% budgeted pay increase and increments for staff. The reduction in Technical Service is due to the outsourcing of the cash collection contract
- The increase in Supplies and Services is due to the inclusion of the cash collection service payment to G4S.
- Support Services: as a result of the review described in the on-street budget report charges are now shown directly on appropriate NEPP codes rather than being apportioned from a general management overhead code resulting in a more accurate cost of the service. However, this has resulted in increases against some of the following recharges:
 - HR recharges will be based on the number of staff within NEPP
 - Accountancy will be based on an apportionment of time
 - Insurances are those directly specific to the NEPP
 - Systems – split three ways with other Operational Services
 - Corporate PSU – Invoices and income administration and payroll functions that are specific to the NEPP
- Cash Office/Postage: change in cash collection process and reduction in usage of postage
- IT charges have been thoroughly reviewed and are based on the number of users, licences and applications specific to NEPP shown on the appropriate NEPP code rather than being apportioned from a general management overhead code.

7.2 Therefore, whilst there have been increases in other budget areas the net cost of outsourcing the cash collection service is a saving of £48k to the Off-street account.

7.3 However, if contributions are maintained at 2014/15 levels there will be a predicted deficit on the Off-street account of £39k.

8. Analysis of the Off-street budget

8.1. The work analysis as requested by the Joint Committee has been carried out and is summarised below using rounded figures. The basis for apportioning each task across the partner authorities is set out in Appendix C.

Table 1

Authority	Braintree	Colchester	Epping Forest	Harlow	Uttlesford
Contributions from 2014/15	£145,900	£643,500	£269,600	£67,800	£152,100
Contribution based on work analysis	£199,513	£502,570	£258,571	£124,276	£194,069
Difference from 14/15	£53,613	-£140,930	-£11,029	£56,476	£41,969

8.2 The analysis shows that the basis for charging the Partners has not been equitable and it has become evident that Colchester Borough Council's contribution, to a significant extent, and Epping District Council, to a lesser extent, is subsidising the work done for other authorities.

8.3 To correct this, contributions would need to be revised based on the analysis of work, then the contributions would be as shown in the third row of the table above, which would mean a significant increase for some authorities.

8.4. Therefore, to bring in the work analysis changes immediately would cause an imbalance such that most authorities will not have planned for the level of contribution necessary.

8.5. However, Colchester recognises that it does have the more varied and complex off-street parking operation and, in line with present contributions is willing to maintain its contribution at approximately 50% of the Off-Street Budget costs. This decision will be subject to formal Cabinet approval.

8.6. Therefore, a further option is presented where contributions are revised in line with Colchester's offer of additional funding, plus a 1% uplift of 2014/15 contributions for other authorities. This gives the following result:

Table 2

Authority	Braintree	Colchester	Epping Forest	Harlow	Uttlesford
Contributions from 2014/15	145,900	643,500	269,600	67,800	152,100
CBC offer to pay 50% + 1% increase for other authorities	147,359	639,500	272,296	68,478	153,621
Difference from 14/15	1,459	-4,000	2,696	678	1,521

8.7. This reduces the predicted deficit to £36.5k which would need to be dealt with in-year through re-charging an appropriate level of cash collection costs to the On-street fund

and by making tactical savings on expenditure like vacancies and, where possible, delaying spend.

8.8. However, if the Joint Committee wants to make further reductions in the costs of the service some or all of the following actions will need to be considered with the resultant reductions in service level and quality:

- Continue to make savings in the operation to make transactions digital and internet-based, passing the benefit proportionately to the Off-street operation, this would mean the service would not be available in some channels
- Make savings (cuts) in the operation, which will pass a proportion to the Off-street fund - this is likely to reduce the service provided if all costs are to be reduced to current contribution levels
- Save all vacancies currently in the establishment for Civil Enforcement Officers which will pass a proportion to the Off-Street fund. This option would result in severely cutting income possibilities reduce income that goes to the Client and probably increase complaints about the availability of and coverage by enforcement staff
- Review/revise the percentage split to on-street. For example a 10% change to the On-Street costs split to bring that to 80:20 (like the Management cost centre) means a reallocation of £250k costs into On-Street, but this would result in a reduced service to the car parks and significantly increase the difficulty of balancing the On-street fund
- Revisit the work of the Technical Service to see if machine maintenance can be provided more cheaply by a contractor – TUPE may apply and in any event this is unlikely to be cheaper
- Remove the Off-street service from the NEPP and return its operation to the districts – TUPE may apply and the economies of scale would be lost
- Phase in the fairer funding changes over time meaning some cross-funding may have to continue to exist – all Partners would have to agree how to manage this, especially if one did not want to continue to support others
- Allocate resources precisely on the basis of the contribution, whether required by an area or not - this would mean the lessening of services to some districts and improvements in others

9. Options

9.1 Based on the information set out above the following options are presented for Members' consideration

- Contributions are revised to represent the results of the work analysis shown in Table 1 above
- Contributions are revised in line with Colchester's offer of additional funding, plus a 1% uplift of 2014/15 contributions shown in Table 2 above.

10. Decision

- 10.1 Members are asked to debate the Off-Street Budget and contributions split and decide the level of contributions from the two options shown above for 2015/16 so that a budget can be set for the Off-street Operation.
- 10.2 Members are asked to indicate whether any of the further actions shown in paragraph 8.8 are to be pursued.

Appendix A – Budgets for 2014/15 and 2015/16					
Off-street Account	2014/2015	2015/2016			
<u>Expenditure</u>	<u>Annual Budget</u>	<u>Annual budget</u>			
Direct costs					
Employee costs:					
Management	14	14			Parking Services Management Team staff costs
CEOs & Supervision	458	484			CEOs & Supervisor staff costs
Back Office	110	117			Back Office staff costs; salary increase plus increments.
Technical Service	381	182			Off-street car park workers / cash collectors – reduces due to start of cash collection contract
Premises costs	2	3			Premises work to be recharged to partners
Transport costs (running costs)	19	20			Fuel and public transport
Supplies & Services	128	303			General expenditure – increases due to start of Cash Collection contract
Third Party Payments	15	15			Chipside and TEC bureau costs
<i>Sub-total</i>	<i>1,128</i>	<i>1,139</i>			
Non-direct costs					
Accommodation	14	10			Accommodation
Other Support Services	43	59			Accountancy, HR, insurance, management and systems support
Cash Office & Receipting & Postage	30	6			Cash Office & postage – reduces due to start of Cash Collection contract
Communications	5	5			Communications
Fleet contract hire	42	43			Fleet costs
IT	17	56			IT cost based on actual usage
<i>Sub-total</i>	<i>151</i>	<i>179</i>			
Total Expenditure	1,279	1,318			
Funded by Contributions:					
Braintree District Council	(146)	(146)			BDC contribution
Colchester Borough Council	(644)	(644)			CBC contribution
Epping Forest District Council	(270)	(270)			EFDC contribution
Harlow District Council	(68)	(68)			HDC contribution
Uttlesford District Council	(152)	(152)			UDC contribution
Other income	0	-			Work for partners outside of normal duties
Total Income	(1,279)	(1,279)			
Deficit / (Surplus)	0	39			

Appendix B – Percentage basis for splits

Percentages			District Split					Other (excluded)
Element	Description of basis	BDC	CBC	EFDC	HDC	UDC	On-Street	
1	G4S cost	Based on number and frequency of collections	13%	41%	19%	0	17%	10%
2	5542 Back Office	No of PCNs processed - staff costs	14.7%	35.3%	22.2%	13.1%	14.7%	
3	5542 Back Office	Mi-Permit transactions - processing cost	13%	41%	19%	0	17%	10%
4	5542 Back Office	Adjudication Service levy per PCN issued	12.7%	29.3%	28.8%	15.3%	13.8%	
5	5542 Back Office	Season Ticket or Permits issued	12.7%	29.3%	28.8%	15.3%	13.8%	
6	Management/Strategy	Management of services & Strategy preparation – collection frequency	13%	41%	19%	10%	17%	
7	5545 Technical Team	Off-street car park staffing – time allocation and type of operation	20%	45%	14%	8%	13%	
8	5541 Enforcement	No of PCNs processed - Enforcement general, CEO costs	14.7%	35.3%	22.2%	13.1%	14.7%	
9	5541 Enforcement	No of PCNs processed - Other Staff costs	14.7%	35.3%	22.2%	13.1%	14.7%	
10	Non-direct costs	Accommodation – collection frequency	13%	41%	19%	10%	17%	
11	Non-direct costs	Support– collection frequency	13%	41%	19%	10%	17%	
12	Non-direct costs	Cash– collection frequency	13%	41%	19%	10%	17%	
13	Non-direct costs	Communications– collection frequency	13%	41%	19%	10%	17%	
14	Non-direct costs	Fleet– collection frequency	13%	41%	19%	10%	17%	
15	Non-direct costs	ICT– collection frequency	13%	41%	19%	10%	17%	

Note: Splits taken from the approved NEPP Development Plan

Dated this20

SERVICE LEVEL AGREEMENT

for

OFF-STREET PARKING ENFORCEMENT

THIS AGREEMENT is made on the day of 2015

Between:

1. SCOPE OF THE AGREEMENT AND TERM

- 1.1 This Service Level Agreement covers the operational aspects of off-street parking enforcement and car park permit administration within the.
- 1.2 The Council has powers under the Traffic Management Act 2004 and the Council Off-Street Parking Places Order 2008, revised in 2012 for the enforcement of off street parking enforcement on Council owned land.
- 1.3 The Council shall delegate the control of local off street parking enforcement within the Borough to the Lead Authority in accordance with the terms of this Agreement.

2. LEAD AUTHORITY RESPONSIBILITIES

- 2.1 Under the terms of this Agreement the Lead Authority shall be responsible for:
 - 2.1.1 A minimum of 11 daily parking enforcement patrols, including weekends and Bank Holidays of the Council owned car parks as detailed in Schedule 1;
 - 2.1.2 The Council accepts that the provision of the Services by the Lead Authority will take into account the requirement for different work demands and patterns of work and the amount of daily patrols will vary from week to week but will average at 11 patrols per day as set out in 2.1.1 above
 - 2.1.3 The enforcement of the Borough (Off Street Parking Places 2008) and the issue of Penalty Charge Notices where vehicles contravene the Order;
 - 2.1.4 The replenishment of pay and display tickets in the machines;
 - 2.1.5 Producing a daily pay and display test ticket to ensure machines are in working order prior to undertaking patrols, taking remedial action or reporting the defect to the Council, as appropriate;

- 2.1.6 Completing a daily Health and Safety check list and reporting any issues to the Council. The Lead Authority will not have any obligation other than to report it.
- 2.1.7 The administration and recovery of all Penalty Charge Notices issued from 1 September 2015, the commencement of the Service Level Agreement;
- 2.1.8 The coordination and response to any representations received against any enforcement action including all appeals and representations;
- 2.1.9 The receipt of any monies paid in respect of off-street Penalty Charge Notices issued in respect of the Council's car parks;
- 2.1.10 The collection of all monies due following the issue of off street Penalty Charge Notices;
- 2.1.11 All costs associated with the provision, training and supervision of Civil Enforcement Officers and support staff;
- 2.1.12 The provision and maintenance of all vehicles and equipment used by the Civil Enforcement Officers in connection with this Agreement;
- 2.1.13 The provision of Penalty Charge Notice paper rolls and Penalty Charge Notice envelope wallets
- 2.1.14 Be the first point of contact to receive requests from customers to renew or purchase car park season tickets as per the cost and car park availability as detailed in Schedule 1
- 2.1.15 On receipt of payment, issue a permit to the customer which will be valid for the specified period and can be recognised as valid by the Civil Enforcement Officers. The Lead Authority has the option to issue a paper permit or as an electronic virtual permit.
- 2.1.16 Maintain a record of customers details, when the permit is issued and the date of expiry. Notify customers, in advance of the permit expiring, that renewal is required
- 2.1.17 Where the conditions of use for a issued season ticket has been breached, Liaise with the Council to agree a suitable course of action

- 2.1.18 Refunds for season tickets will be issued in line with the Council's policy.
- 2.1.15 The Collection, receipt and reconciliation of all monies due from the sale of car park permits; and
- 2.1.16 The timely provision of the management information as detailed in clause 6.

3. COUNCIL RESPONSIBILITIES

- 3.1 Under the terms of this Agreement the Council shall be responsible for:
 - 3.1.1 The review and amendment of the Council's off street parking policy. The policy will not be changed to the Lead Authorities disadvantage without a review of the Service Level Agreement and its express agreement;
 - 3.1.2 The making of Off Street Parking Places Orders; The orders will not be changed to the Lead Authorities disadvantage without a review of the Service Level Agreement and its express agreement;
 - 3.1.3 The setting of off street parking fees and charges; The setting of fees and charges will not be changed to the Lead Authorities disadvantage without a review of the Service Level Agreement and its express agreement;
 - 3.1.4 The maintenance of the car parks detailed in Schedule 1 and the maintenance of all the pay and display machines located in each of the car parks;
 - 3.1.5 Receive and log calls from the Lead Authority in respect of pay and display machine faults and car park issues and make the necessary arrangements with the service providers and contractors to attend site and repair the problem;
 - 3.1.6 The car park assets, equipment, CCTV and pay and display machines to include inspections, monitoring and maintenance;
 - 3.1.7 Insurance and liabilities and handling insurance claims against the Council;

- 3.1.8 The first point of contact for all parking enquiries from the public, Councillors and members of the press;
- 3.1.9 Provide car park machine pay and display tickets and parking permits, ensuring sufficient stock is retained and sent to the Lead Authority, on request, and within agreed timescales;
- 3.1.10 The emptying of pay and display machines and the reconciliation of tickets issued and income collected from the machines;
- 3.1.11 Retain the cash collection, PayByMobile and pay & display machine contracts (this could be amended subject to better value for money being achieved) and
- 3.1.12 The administration and recovery of all Penalty Charge Notices issued prior to 1 April 2015, the commencement of the Service Level Agreement;

4 REVIEWS AND AMENDMENTS TO THE SERVICE LEVEL AGREEMENT

- 4.1 This Agreement shall commence on 1 September 2015 and shall continue for a period of one year with an option on the Council's part to extend the Agreement for a further three years (the "**Term**").
- 4.2 If this Agreement is extended in accordance with clause 4.1 this Agreement shall be reviewed annually and any changes shall be with the agreement of both parties and recorded in writing
- 4.3 The annual review shall incorporate a review of the service level provided by way of this Agreement and its adequacy given any proposed service changes.
- 4.4 The annual review shall incorporate a review of the annual management fee and will reflect any increases/decrease according to staff pay increase/decreases and any increase/decrease to direct expenditure costs in line with the published Consumer Prices Index.

4.5 The Council shall inform the Lead Authority at the earliest opportunity of any changes to its car parking charges so that patrols can be adjusted where necessary. Any increase to the agreed volume of work and patrols will be reflected in an increase to the agreed management fee as specified in clause 13 and shall be with the agreement of both parties.

5. PERFORMANCE INDICATORS

5.1 The performance indicators have been set based on the average performance of the current operation over the past three years.

It is acknowledged that these indicators are not target driven and are based on a reasonable assumption that these figures can be achieved based on the historical level of performance. There will be no penalty clause or reduction in management fee if the following performance indicators are not fully achieved.

5.2 2170 PCN's issued per annum

5.3 At least 73% of PCN fines successfully recovered

5.4 At least £47,500 income received from PCN's

5.5 100% correspondence relating to permits replied to within 10 working days of receipt. For this provision a working day is Monday to Friday excluding Bank Holidays.

5.6 Financial reconciliation reports covering the quarterly periods for the financial year will be provided to the Council in July, October, January and April.

6. PERFORMANCE MONITORING

6.1 The Lead Authority and the Council shall meet at least quarterly to discuss any operational and performance issues.

6.2 The Lead Authority shall develop a patrolling programme in consultation with the Council. The effectiveness of the patrolling programme shall be considered at the quarterly review meetings.

6.3 The Lead Authority shall provide the Council on a quarterly basis with a report containing the following information:

6.3.1 Number of higher level PCNs issued.

6.3.2 Number of lower level PCNs issued.

- 6.3.3 Number of PCNs paid.
- 6.2.4 Total income received from PCNs.
- 6.3.5 Number of PCNs against which an informal or formal representation was made.
- 6.3.6 Number of PCNs cancelled as a result of an informal or a formal representation.
- 6.3.7 Number of PCNs written off for other reasons (e.g. CEO error or driver untraceable).
- 6.3.8 Number of complaints received against the Lead Authority while carrying out the functions as set out in this Agreement
- 6.3.9 Performance against performance indicators

7. COMPLAINTS

- 7.1 Any complaints received by, or referred to, the Lead Authority shall be acknowledged within 7 working days. For this provision a working day is Monday to Friday excluding Bank Holidays.
- 7.2 The Lead Authority shall fully investigate any complaint and notify the complainant in writing (and copy to the Council) of its findings in a timely manner.

8. PROTECTION OF CHILDREN AND VULNERABLE ADULTS

- 8.1 The Lead Authority acknowledges that the Council has legal responsibilities under section 11 of the Children Act 2004 ("CA 2004") in providing the services under this Contract, the Lead Authority warrants that it will cooperate with the Council to enable the Council to comply with CA 2004.
- 8.2 The Lead Authority shall give reasonable assistance to the Council to comply with the CA 2004 and shall not do any act either knowingly or recklessly that would cause the Council to be in breach of the CA 2004.
- 8.3 The Lead Authority shall make arrangements during the provision of the services under this contract to ensure that it complies with CA 2004

and accordingly the Lead Authority shall comply with the Council's policy regarding safeguarding children and the CA 2004.

8.4 Failure by the Lead Authority to comply with the provisions of this clause may lead to the termination of this contract at the absolute discretion of the Council.

8.5 The Lead Authority shall at its own costs obtain for each individual involved in the provision of the service a clear Disclosure and Barring Service check and shall provide a copy of the Certificate to the Council prior to commencement of the Service

9. INCLUSION AND DIVERSITY MATTERS

9.1 In performing the services, the Lead Authority will comply with all applicable equalities, inclusion, and diversity legislation now in force or which may be in force in the future.

9.2 The Lead Authority, while carrying out the functions of this agreement, will not discriminate directly or indirectly against any person on the grounds of race/ethnicity, gender, disability, age, religion/belief or sexual orientation contrary to the Equal Pay Act 1970, the Sex Discrimination Act 1975 (as amended), the Race Relations Acts 1976 and 2000 (as amended), the Equality Act 2010 and Human Rights Act 1998 and any other relevant legal requirement applicable during this agreement.

9.3 The Lead Authority will provide to the Council such information as the Council may reasonably request in respect of the impact of equality issues on the operation of this Agreement.

9.4 Failure by the Lead Authority to comply with the provisions of this clause may lead to the termination of this Agreement at the absolute discretion of the Council

10. DATA PROTECTION

10.1 The Lead Authority shall comply with the provisions of the Data Protection Act 1988 (as amended from time to time) and shall

indemnify the Council against any loss, damage or expenses which may be incurred as a result of any breach.

- 10.2 The Lead Authority will follow all procedures and controls and safeguards as determined by the Council if accessing any data in accordance with the Agreement that is subject to the provisions of the Data Protection Act 1988 (as amended from time to time).

11. CONFIDENTIALITY

11.1 The parties:

11.1.1 Shall treat all confidential information belonging to the other party as confidential and safeguard it accordingly; and

11.1.2 Shall not disclose any confidential information belonging to the other party to any other person without the prior written consent of the other party, except to such persons and to such extent as may be necessary for the performance of this Agreement or except where disclosure is otherwise permitted by the provisions of this Agreement.

11.2 The Lead Authority shall not use any confidential information received other than for the purpose of this Agreement.

11.3 The provisions of the above two clauses 10 and 11 shall not apply to any confidential information received by one party from the other:-

11.3.1 Which is or becomes public knowledge (otherwise than by breach of this condition);

11.3.2 Which was in the possession of the receiving party, without restriction as to its disclosure, before receiving it from the disclosing party;

11.3.3 Which is received from a third party who lawfully acquired it and who is under no obligation restricting its disclosure;

11.3.4 Which is independently developed without access to the confidential information; or

11.3.5 Which must be disclosed pursuant to a statutory, legal or parliamentary obligation placed upon the party making the disclosure, including the requirements for disclosure under the Freedom of Information Act 2000 ("FOIA"), the code of Practice on Access to Government Information (2nd Edition) or the Environmental Information Regulations.

11.4 The Lead Authority shall promptly inform the Council about the receipt of any request for information, as defined in FOIA, held on behalf of the Council whether or not expressed to be under Section 1 of the FOIA or otherwise and shall not disclose or release any information without notifying the Council.

11.5 In the event that the Lead Authority fails to comply with this condition 11, the Council reserves the right to terminate this Agreement by notice in writing with immediate effect.

12. INSURANCE

12.1 The Lead Authority shall indemnify the Council against any liability, loss, claim demand or proceedings whatsoever arising under any statute or at common law in respect of the provision of services unless due to any act or neglect on the part of the Council.

12.2 Throughout the Term of the Service Level Agreement, the Lead Authority shall maintain insurance in force with an insurer reasonably acceptable to the Council to cover the liabilities referred to in the above clause for an amount not less than 5 million pounds for any one claim and shall produce a completed Certificate of Insurance in the form reasonably required by the Council. The Lead Authority shall produce a copy of the policy and updated Certificates of Insurance when reasonably requested to do so.

13. PAYMENT

13.1 The Lead Authority shall provide the services set out in this Agreement for the annual sum of £. This fee is also subject to VAT. The Lead Authority shall invoice the Council for the sum of £ for the period (dates).

13.3 Thereafter the Lead Authority shall invoice the Council (six months in arrears and six months in advance) annually in April each year. Upon receipt of the invoice the Council shall make payment for the whole amount within 30 days.

13.4 The Lead Authority shall transfer any income received from Penalty Charge Notices and permit sales to the Council in July, October, January and April of each financial year.

13.5 Any additional PCN income achieved above the agreed service level of £, will be shared between the Lead Authority and the Council. The Lead Authority will receive 70% of the additional income (to cover the cost of recovering the charge); the Council will receive 30% of the

income, subject to the audited accounts demonstrating the agreed service level income has been exceeded.

14. TERMINATION

14.1 Both parties reserve the right to terminate the Agreement at any time by giving six months' written notice.

14.2 The Council reserves the right to terminate this Agreement forthwith if the Lead Authority fails to provide the services required by this Agreement. The Council will issue the Lead Authority with a notice of default.

15. CONSEQUENCES OF TERMINATION

15.1 In the event that this Agreement, or that the provision of services by the Lead Authority are suspended, postponed or cancelled by the Council, the following provisions shall apply:

(a) the Lead Authority shall take immediate steps to bring an end to the Services concerned or, as the Council may direct, complete the Services concerned in an orderly manner, but with all reasonable speed and economy and shall within such period from the date of such termination, suspension, postponement or cancellation as the Council shall reasonably specify deliver to the Council all of the Council's property in its possession or under its control or any material in respect of which any Intellectual Property Rights are vested in a form usable by the Council together with all correspondence and documentation in the possession or control of the Lead Authority relating to the services. The Lead Authority hereby relinquishes any lien on such material to which it may be entitled;

(b) the Lead Authority shall submit an invoice to the Council within 28 days of such termination, suspension, postponement or cancellation setting out its bona fide assessment of its fees up to and including the date of termination, suspension, postponement

or cancellation together with a narrative. Such fees may include, at the discretion of the Council, all reasonable costs necessarily and properly incurred by the Lead Authority in relation to the orderly cessation of the provision of the services;

- (c) the Council may make all arrangements which are in its view necessary to procure the orderly completion of the services including entering into similar contractual arrangements to those set out in this Agreement with a third party;
- (d) where the total costs reasonably and properly incurred by the Council by reason of such arrangements exceed the amount that would have been payable to the Lead Authority for the completion of the services which the Lead Authority had been instructed to provide the excess shall be recoverable from the Lead Authority and may be set off against any amount withheld by the Council;

15.2 Save as expressly set out in this Agreement, the Lead Authority shall not be entitled to any compensation or loss and/or expense, loss of profit or damages whatsoever for suspension, postponement or cancellation of the services or termination of the Agreement.

15.3 The Council agrees that where the identity of the provider of the services set out in this Agreement changes at any point, this shall constitute (or be treated as) a Relevant Transfer under the Transfer of Undertakings (protection of Employment) Regulations 2006 ("TUPE") which shall apply to the change of provider.

15.4 The provisions of this Agreement shall continue to bind each party insofar as and for as long as may be necessary to give effect to their respective rights and obligations hereunder.

16. ARBITRATION AND GRIEVANCE PROCEDURES

Any dispute, difference or question between the parties to this Agreement with respect to any matter or thing arising out of or relating to this Agreement which cannot be resolved by negotiation and except insofar as may be otherwise provided in this Agreement, shall be referred to mediation. If the mediation should fail to resolve the difference, then both parties will seek arbitration under the provisions of the Arbitration Act 1996 or any statutory modification or re-enactment thereof by a single arbitrator to be appointed by agreement between the parties.

Signed for and on behalf of)
COUNCIL)
by)

Authorised Signatory

.....

Signed for and on behalf of)
COUNCIL)
in the presence of)

Authorised Signatory

.....

SCHEDULE 1

**SCHEDULE OF PARKING PLACES, WAITING RESTRICTIONS AND CHARGES
FOR USE UNDER THE ORDER**



North Essex Parking Partnership

Meeting Date: June 22nd 2017
Title: Off Street Financial Report
Author: Richard Walker, NEPP Group Manager
Presented by: Richard Walker, Lou Belgrove

The report sets out the financial position of the Off-Street Account at the end of 2016/17.

1. Decision(s) Required

- 1.1. To approve the financial position at the end of 2016/17.
- 1.2. To decide how to use surplus contributed funds.

2. Reasons for Decision(s)

- 2.1. For good governance, to ensure the future running of the service.

3. Alternative Options

- 3.1. Surplus funds contributed towards the general running of the service could be returned to the Partner Authorities if unused.
- 3.2. An operational reserve of £50,000 has been established and is thought to be prudent to cover any fluctuations in the operation of the service.

4. Supporting Information

- 4.1. The operation returned a surplus of £97,000 in the financial year 2016/17 and this is being held in the Off-Street Parking Reserve.

5. Financial Implications

- 5.1. A surplus situation is present; Members are asked how to distribute the funds. A percentage illustration is contained in Table 2 in the Appendix.
- 5.2. A balance of £50,000 is already retained in the Off-Street Reserve, including any remaining balances for individual authorities.

6. Standard References

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

Background Papers

none

Appendix

Table 1 – Financial Year 2016/17

Off-street Account	2015/2016	2016/2017	2016/2017	2016/2017	2017/2018
<i>Direct costs</i>	Actual	Actual	Budget	Variance	Budget
Expenditure					
Employee costs:					
Management	16	15	14	1	3
CEOs & Supervision	275	289	359	(70)	267
Back Office	111	124	122	2	129
Off-street Account	206	209	188	21	185
Premises costs	6	12	3	9	9
Transport costs (running costs)	14	15	19	(4)	16
Supplies & Services	392	418	290	128	250
Third Party Payments	13	19	15	4	14
	1,033	1,102	1,010	91	873
Income					
Braintree District Council	(147)	(147)	(147)	0	(147)
Epping Forest District Council	(272)	(272)	(272)	0	0
Harlow District Council	(68)	(68)	(68)	0	(68)
Uttlesford District Council	(154)	(154)	(154)	0	(154)
Other income	(41)	(29)	0	(29)	0
Colchester Borough Council	(676)	(674)	(663)	(10)	(663)
	(1,358)	(1,343)	(1,304)	(39)	(1,032)
Total Direct Costs	(325)	(242)	(294)	52	(159)
Non-direct costs					
Other non-direct costs	191	145	159	(14)	159
Total Non-direct Costs	191	145	159	(14)	159
Deficit / (Surplus)	(134)	(97)	(135)	38	0
		out-turn			out-turn

Table 2A – Split of contributions surplus illustration 2016/17

Total Contribution	£ 1,304,000		
Area	2016/17	Proportion	After rebate
Braintree	£ 147,000	11%	£ 131,894
Colchester	£ 663,000	51%	£ 594,870
Epping Forest	£ 272,000	21%	£ 244,049
Harlow	£ 68,000	5%	£ 61,012
Uttlesford	£ 154,000	12%	£ 138,175
	£ 134,000	surplus	
	£ -	to reserve	
	£ 134,000	to share	
Share of surplus			
Braintree	£ 15,106	11%	
Colchester	£ 68,130	51%	
Epping Forest	£ 27,951	21%	
Harlow	£ 6,988	5%	
Uttlesford	£ 15,825	12%	
	£ 134,000	total	

Table 2B – Summary of funds held on account by authority

Share of surplus	2015/16	share	Expend	Total	2016/17	Net Fund
Braintree	£ 9,639	11%	£ 3,036	£ 6,603	£ 15,106	£ 21,709
Colchester	£ 41,967	50%	£ 6,204	£ 35,763	£ 68,130	£ 103,894
Epping Forest	£ 17,836	21%	£ 17,836	£ 0	£ 27,951	£ 27,951
Harlow	£ 4,459	5%	£ -	£ 4,459	£ 6,988	£ 11,447
Uttlesford	£ 10,098	12%	£ 3,696	£ 6,402	£ 15,825	£ 22,228

Showing spend on account for Colchester, Braintree & Uttlesford for the updating of machines to new £1 coin. Harlow did not draw on account. Epping Forest had surplus returned.

The net amount held in reserves after 2015/16 calculations above, and proportion of surplus added for 2016/17, is shown in the last column.



North Essex Parking Partnership

Meeting Date: June 22nd 2017
 Title: Off-Street Operational Report
 Author: Lou Belgrove – Business Manager
 Presented by: Lou Belgrove – Business Manager

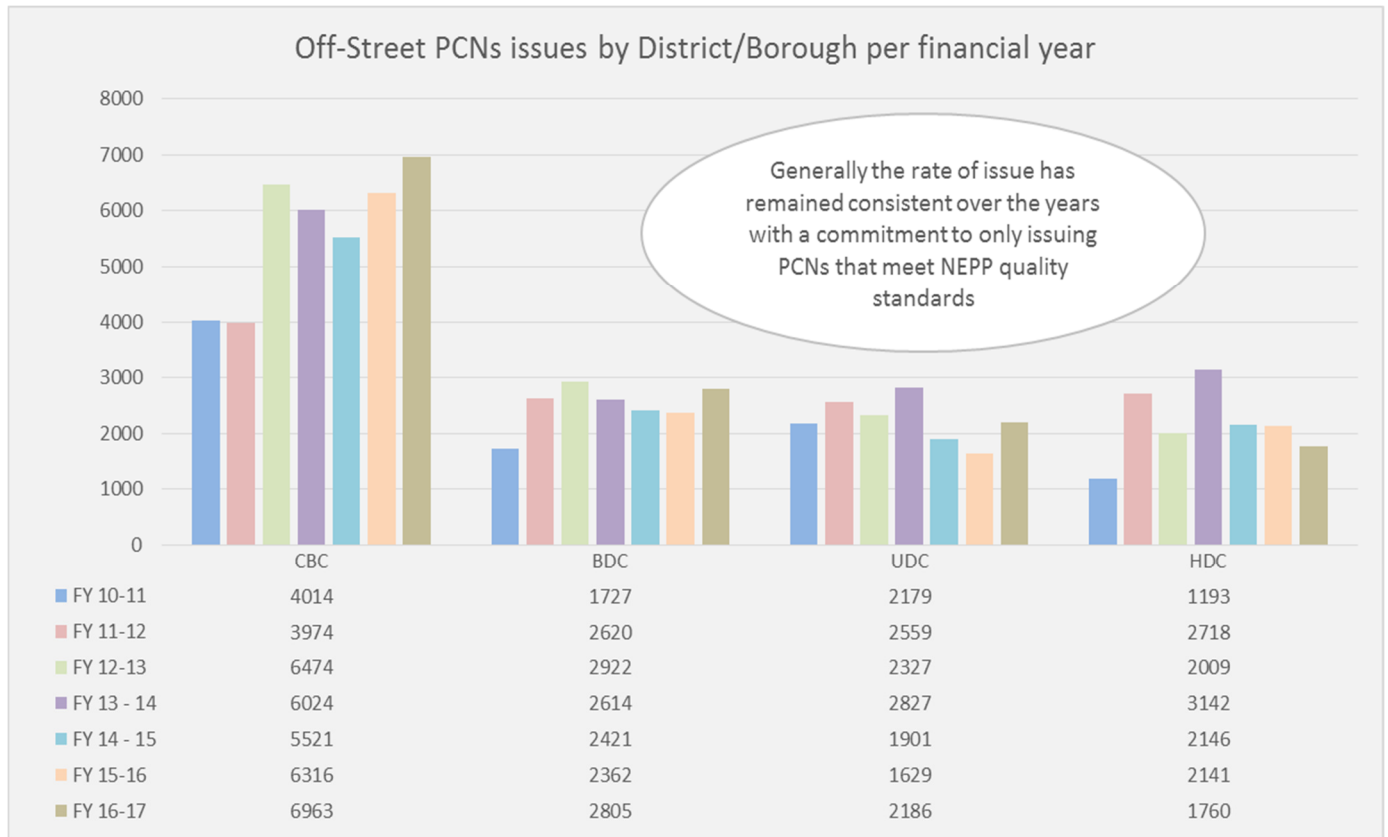
The report gives Members an overview of operational progress since March 2017.

1. Decision(s) Required

1.1. To note the content of the report.

2. Off - Street Performance measures

2.1. The following graph and supporting data shows the issue rate of all Penalty Charges for the on-street function, with a financial year comparison.



2.2. The number of PCNs issued is mostly dependent upon staff resources. Availability has increased recently and this is shown in the general upturn in issue rates.

2.3. The new lone-worker solution which is now in use together with the body-worn video system have helped to increase the amount of patrols possible.

3. Projects – Epping leaving

3.1. Work with Hatfield Peverel Parish and Coggeshall Parish Councils continue in regard to Partnership working in the future. BDC are working with the Business Unit to develop a SLA to cover all aspects of possible future arrangements.

3.2. Epping Forest has now left the off-street Partnership with a smooth hand-over of PCN and season ticket data.

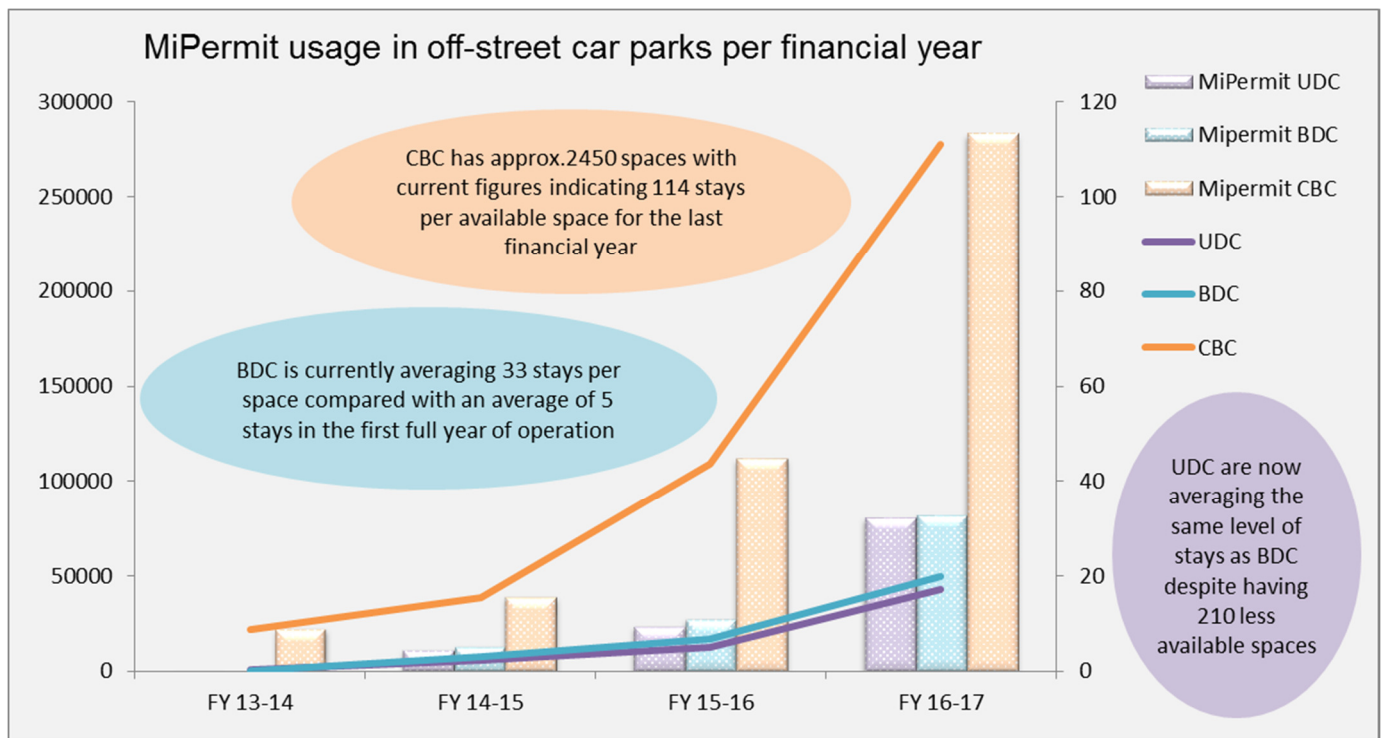
3.3. NEPP management are working on a revised Off-Street Partnership Agreement which will allow for simplified arrangements between the Partners and for us to reflect on and update the contributions payable in light of changes since the Partnership was first established.

3.4. Many of the projects mentioned in the on-street update also apply to the off-street function and will assist in delivering the service in the future.

4. MiPermit

4.1. MiPermit continues to be a popular choice of payment in all car parks where it is available.

4.2. The graph below shows both the number of stays purchased via MiPermit and the average amount of stays per available space.



4.3. With the introduction of MiPermit in Harlow car parks, all car parks in NEPP’s 6 districts now offer MiPermit as a payment option (including Tendring and Epping Forest) providing consistency for car park users across the region.

5. Future work

5.1. The issues outlined at the last meeting, and discussed with Client Officers recently, make up the future work of the NEPP. The focus will remain on generating further efficiency in office systems and patrol deployment through “smarter enforcement” in order to reduce costs, together with a significant number of projects already programmed as part of the service review.