



North Essex Parking Partnership

Joint Committee On-Street Parking

Grand Jury Room, Colchester
Town Hall, CO1 1PJ

20 June 2019 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 20 June 2019. Colchester Town Hall, High
Street CO1 1PJ

Agenda

Attendees

Executive Members:-

Cllr Nigel Avey (Epping Forest)
Cllr Deryk Eke (Uttlesford)
Cllr Mike Lilley (Colchester)
Cllr Robert Mitchell (Essex)
Cllr Danny Purton (Harlow)
Cllr Richard van Dulken (Braintree)
Cllr Michael Talbot (Tendring)

Officers:-

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

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 Deputy 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 Joint Committee meeting held on 19 March 2019.

North Essex Parking Partnership

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| 8. Annual Governance Review and Internal Audit
The report asks the Committee to review and comment on the Internal Audit report for the North Essex Parking Partnership and note the Annual Governance Review of the North Essex Parking Partnership. | Hayley McGrath | 6-28 |
| 9. Annual Review of Risk Management Report
The report asks the Committee to endorse the Risk Management Strategy for 2019/20, and agree the Strategic Risk Register, subject to any requested amendments. | Hayley McGrath | 29-42 |
| 10. NEPP Annual Report Data for 2018/19
This report asks the Committee to note the performance data presented for 2018/19. | Richard Walker | 43-45 |
| 11. Finance Report – End of Year and Reserves
To note the financial position at the end of 2018/19 | Lou Belgrove | 46-48 |
| 12. NEPP Medium Term Plan, Reserve and Work Programme
This report asks the Committee to note the Medium-Term plan illustration provided, the likely effects of costs on the operation in future and ways the operational service is managing these issues. It asks Committee to adopt the approach set out in the Plan, approach Essex County Council with plans to continue the Agreement beyond 2022 and delegate to officers the addition of schemes compliant with the reserves scoring system. | Richard Walker | 49-52 |
| 13. Forward Plan 2019-20
To note the North Essex Parking Partnership Forward Plan for 2019-20. | Owen Howell | 53-55 |

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

**21 March 2019 at 1.00pm
Civic Centre, The Water Gardens, College Square, Harlow**

Members Present:

Councillor Robert Mitchell (Essex County Council) (Chairman)
Councillor Richard Van Dulken (Braintree District Council)
Councillor Mike Lilley (Colchester Borough Council)
Councillor Nigel Avery (Epping Forest District Council)
Councillor Danny Purton (Harlow District Council)
Councillor Howard Ryles (Uttlesford District Council)

Apologies:

Councillor Fred Nicholls (Tendring District Council)

Also Present:

Liz Burr (Essex County Council)
Samir Pandya (Braintree District Council)
Qasim Durrani (Epping Forest District Council)
Miroslav Sihelsky (Harlow Council)
Ian Taylor (Tendring District Council)
Simon Jackson (Uttlesford District Council)
Richard Clifford (Colchester Borough Council)
Jake England (Parking Partnership)
Lisa Hinman (Parking Partnership)
Michael Adamson (Parking Partnership)
Paul Seabright (Parking Partnership)
Richard Walker (Parking Partnership)
Trevor Degville (Parking Partnership)

29. Declaration of Interest

Councillor Mitchell, Essex County Council, declared a non-pecuniary interest, in respect of his membership of Braintree District Council.

30. Minutes

RESOLVED that the minutes of the meeting held on 13 December 2018 be confirmed as a correct record.

31. Have Your Say!

Ruth Bartlett, Pear Tree Mead Academy, addressed the Joint Committee about road safety issues at Pear Tree Academy. The Academy had an entrance on Trotters Road, where there were no parking restrictions. Trotters Road was also a bus route. Parents were parking in an irresponsible manner, including parking on the pavement, which was unsafe and causing a road safety issue for pupils. School staff did patrol and ask parents not to park but had no powers to prevent or enforce this, and help was requested from the Parking Partnership in resolving this situation.

Councillor Purton expressed his support for the request as he had witnessed inconsiderate and selfish parking on Trotters Road and he believed there was a child safety issue. Whilst there maybe a need for the imposition of parking restrictions, this would not stop parents stopping to drop off children and he considered that there was a need for some infrastructure to be put in place to prevent cars mounting the pavement and this should be taken forward with the Local Highway Panel.

Councillor Mitchell explained that this might situation might be addressed under the 3PR scheme, or by the introduction of yellow School Keep Clear zig zags on Trotters Road. Whilst he noted the suggestion for the introduction of physical barriers, these were frequently damaged with a cost to repair and could also interfere with emergency access. He requested that Parking Partnership officers contact Ruth with the details of the 3PR scheme and the application process for parking restrictions and yellow zig zags.

32. Parking Management Policy Update Report

Richard Walker, Parking Partnership Group Manager, introduced the report on the Parking Management Policy Update report. He explained that this followed on from the decision at the last Joint Committee meeting to make the Partnership's policies clearer and more accessible. The text of the Parking Management Policy had been updated and simplified, using clear and plain English. However, the policy had not changed in substance. It was proposed to publish the updated policy on the Parking Partnership's website.

Councillor Mitchell welcomed the updated Parking Management Policy. It recognised innovation and modernisation. It was important to raise public awareness of the Partnership's work and the scope of its agenda. The move towards making policies clear and accessible through digital means was to be welcomed. He considered that it would be useful to invite the public with a means to provide comments about the policy on the website.

RESOLVED that the revised Parking Management Policy with improved design be noted.

33. Reserve Fund Process Report

Richard Walker, Parking Partnership Group Manager, introduced a report inviting the Joint Committee to agree a process for the allocation of funds for transport related projects. Following the decision at the last Joint Committee meeting on 13 December 2018 that partners be invited to submit schemes relating to parking for future funding from the Reserve Fund, the report proposed a process for allocating

funds to projects put forward by the partners and processing projects against funding in the future programme.

Parallels were drawn with the scoring system developed for Traffic Regulation Orders, which had been improved over time and now worked well. It was suggested it was important that the scoring system encouraged the funding of projects that related directly to parking or helped alleviate the impact on those affected by parking issues. Emphasis was given to the particular value in funding innovative technological projects through the Reserve Fund. This would be a sound investment for the future and could lead to improvements with a wider benefit. For example, there could be an opportunity to develop services based on artificial intelligence, or to better regulate blue badge usage.

Confirmation was sought about a number of aspects of the scoring system proposed, such as the difference in the definitions for “funding stream replaced” and “makes a contribution to future project budgets”. Some concern was expressed about the high weighting that could be allocated to additional qualitative measures, which were subjective. However, it was stressed that this was a range and the maximum number of points for this criterion would not always be awarded.

Some concern was expressed by members of the Committee that it would be difficult and time consuming to administer the process and that some of the criteria were very subjective. It needed to be borne in mind that the current Agreement was only due to last for a further three years. Therefore, the processes should prioritise smaller schemes that could be delivered quickly or which had match funding, possibly with an allocation to each authority. However, this might not provide value for money or meet strategic objectives. Whilst the argument for allocations for each authority was noted, this was not the general approach of the Partnership. It delivered schemes where they were needed and according to strategic priorities instead of concentrating on an even spread across the partners.

RESOLVED that the Framework Process set out in the report for allocating funds to projects put forward by the partners and processing projects against funding in the future programme be agreed (Three voted for, two voted against).

Councillor Purton declared a non-pecuniary interest in the following item in respect of being a resident in a street adjacent to the Chase.

34. Technical Report

Trevor Degville, Parking Partnership Technical Manager, introduced a report inviting the Joint Committee to note the location of Traffic Regulation Orders installed in 2018/19 and to consider the introduction of a traffic regulation order for waiting and loading restrictions on The Chase, Harlow, following public submissions of opposition and support.

It was explained that, whilst most schemes are handled under delegated powers, where substantial objections were received to a proposed Traffic Regulation Order in the pursuance of transparency, the Parking Partnership Group Manager could request that the proposal be determined by the Joint Committee. A proposal to

introduce no waiting/no loading restrictions on The Chase was originally advertised in April 2018. Following objections and other issues being raised Harlow District Council requested that an amended proposal be advertised. This saw a reduction in the amount of carriageway that would be restricted and was advertised in November 2018. This had generated a number of objections. A summary of the objections received from members of the public and the letter of support from the Ambulance Service were included in the report to the Joint Committee, who were invited to determine the proposal.

Councillor Purton explained some of the background that had led to the proposal for a Traffic Regulation Order. Newhall had been a proposed development for 20,000 dwellings but up until three years ago, only a quarter of the development had been built. It was always intended that The Chase would be the main entrance to the development. Houses on The Chase had been built with parking spaces for 2-3 cars to the rear. They were also subject a covenant which prevented parking on The Chase, but this had never been enforced. Therefore, residents on The Chase had parked on the roadside. Now further development was proceeding, more traffic was using The Chase and parking on the roadside was impeding the flow of traffic. The frustration of residents with the introduction of restrictions was understood. However, there would still a section of roadway for use by residents and there was considerable parking space to the rear of houses on The Chase. The proposed traffic regulation order would significantly improve the flow of traffic.

Members of the Joint Committee indicated their support for introduction of the Traffic Regulation Order. In particular the Joint Committee took account of the representations made by the Ambulance Service in support of the Order. It was noted that the Covenant preventing parking on The Chase could still be legally enforced.

RESOLVED that: -

- (a) The Traffic Regulation Order for scheme 30777 be introduced and the Objectors informed of the outcome;
- (b) The Traffic Regulation Orders introduced during the 2018/19 financial year be noted;
- (c) The progress on the Commuter Parking Review be noted.

35. Financial Report

Richard Walker, Parking Partnership Group Manager, introduced a report setting out the financial position of the Parking Partnership to the end of period 10 2018-19. It was reported that the Partnership was in a strong financial position. Income was presently forecast to exceed expectations, helped by the good weather over winter (in particular, a lack of snow), and expenditure was also on budget. It had been budgeted to take £250k out of the reserve to fund technical services which may not now be required, and £50k to fund 3PR schemes. Even with those deductions, it was still anticipated that there would be a small operating surplus.

RESOLVED that the financial position to the end of period 10 of 2018/9 be noted.

36. Forward Plan 2018-19 and 2019-20 Dates

Richard Clifford, Democratic Services Officer, introduced the Forward Plan for 2018-19 and 2019-20.

RESOLVED that the North Essex Parking Partnership Forward Plan 2018-19 and 2019-20 be noted;



North Essex Parking Partnership

Meeting Date: 20 June 2019
Title: Annual Governance Review and Internal Audit
Author: Hayley McGrath, Corporate Governance Manager, Colchester BC
Presented by: Hayley McGrath

The report considers the Governance Review and Internal Audit of the North Essex Parking Partnership for the year 2018/19.

1. Recommended Decision(s)

1.1. The Joint Committee is requested to:

- Note the Annual Governance Review of the North Essex Parking Partnership (NEPP), and;
- Review and comment on the attached Internal Audit report for the North Essex Parking Partnership.

2. Reasons for Recommended Decision(s)

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

3. Background Information

- 3.1. Previously the Accounts and Audit regulations required the Joint Committee to annually review the service's internal control arrangements and complete a governance statement and a small-bodies return. The minimum turn-over limits have been raised and the service no longer has a duty to complete these items.
- 3.2. However, it is felt appropriate that the Joint Committee is still provided with assurances about the effectiveness of the internal control arrangements and the internal audit review forms a significant part of the review.
- 3.3. All audit reports are given one of four assurance ratings – no assurance, limited assurance, 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. 2018/19 Governance Review

- 4.1. The small-bodies return required the Committee to confirm that the service had complied with several areas of governance. Therefore, the governance review has assessed the following areas:
- An adequate system of internal control was maintained, including measures designed to prevent and detect fraud and corruption.
 - Risks were appropriately assessed and controlled.
 - Accounting records and control systems were subject to an effective system of internal audit.
 - Appropriate action was taken in respect of any external and internal audit recommendations.
- 4.2. Many of the systems that the Partnership uses are managed by Colchester Borough Council and are subject to their internal control procedure and review processes. Colchester Borough Council has a duty to produce an Annual Governance Statement and this indicates that an effective system of control has been in operation during 2018/19.
- 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. 2018/19 Audit Review

- 5.1. The audit was carried out in March 2019 and the final report was issued in April 2019. The results of the audit are contained in the report attached at Appendix 2.
- 5.2. There were four level 2 recommendations, which resulted in a substantial assurance rating. The recommendations relate to:
- Review of cash handling arrangements and the contract for cash collection
 - Completion of reconciliations
 - Checking of cancelled parking charge notices
 - Providing management data of complaints to the Joint Committee
- 5.3. All recommendations have been accepted.

6. Conclusion and Recommendations

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

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7. Standard References

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

8. Appendices

- 8.1 Appendix 1: Key to Assurance Levels
- 8.2 Final Internal Audit Report – April 2019

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.

Appendix 2



Colchester Borough Council
Final Internal Audit Report
Parking Services Partnership including Income (Ref: 415)

May 2019

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1. Executive Summary



1.1. Introduction

This internal audit report details the results of the internal audit of the controls in place in relation to the Parking Services Partnership including Income, and has been undertaken in accordance with the approved Internal Audit Plan for 2018/19. Our audit approach and a summary of the work undertaken are provided in the Audit Framework in Appendix 1.

1.2. Background

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

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 Council's objectives at risk.</p> <p>This opinion results from the fact that we have raised four Priority 2 recommendations; full details are included in the body of the report.</p> <p>The previous audit of this area was completed in June 2018, when a Substantial opinion was awarded. As a result, there has been no change in the level of assurance.</p>			

1.4. Summary of Findings

Policies and Procedures

The Parking Partnership (the Partnership) have a Development Plan in place which covers the period 2018-2022. The Development Plan includes information on the history of the Partnership as well as the future vision and direction to be taken. Also included is consideration for the future of the Partnership post 2022. The Development Plan was approved by the Joint Committee in December 2016.

The Partnership also has a number of policies and procedures available through their website, these were confirmed to have been last updated in either 2015 or 2016, with five year review dates. However, we were informed that early reviews had been scheduled and approved by the Joint Committee, and as such work is due to begin on these.

Accounting for Income

The Partnership has an annual budget which was approved by the Joint Committee in March 2018. Performance against the budget is monitored through regular reporting, see the Management Information area of the scope (below) for further details.

Contribution invoices for the Council's off-street partners are raised quarterly by the Income Team. Examination of all invoices due, in the year to date, confirmed they had all been paid and income had been processed through the eFinancials system.

Reconciliations of Penalty Charge Notices (PCNs) are performed monthly by Chipside. Chipside reconcile the income against the PCNs and provide a breakdown by each partner authority. The Parking Business Specialist then performs a reconciliation of the figures received from Chipside against the amount banked and the Contra file (source data) to ensure all income due has been received from Chipside. Examination of the Reconciliation spreadsheet confirmed all reconciliations in the year to date had been performed and independently signed-off until October 2018. The November 2018 reconciliation had not yet been completed, however further discussions with the Parking Business Specialist confirmed the November data was received in January and he had disputed it, therefore the reconciliation would not take place until after Chipside had clarified the data. A recommendation has therefore not been raised.

Joint Committee

A Joint Committee has been established by the Partnership which includes representation from the various Partners. A Joint Committee Agreement is in place which outlines its role and responsibilities. The Joint Committee meets on a quarterly basis and was confirmed to have done so for the previous year. In addition, the Partnership also produces its own accounts which are included within its Annual Report.

Management Information

Client officer meetings are held on a quarterly basis and have representation from all partner authorities. The meetings typically occur prior to Joint Committee meetings. The client officer meetings are not minuted but an action log is maintained and it was confirmed that an action log has been produced for the previous three meetings (June, September and December 2018).

Financial updates are provided at each Joint Committee meeting in order to provide an overview of financial performance to the Committee. Financial updates had been provided at the previous three Joint Committee meetings (June, September, and December 2018). As already mentioned, the

Partnership also produces an Annual Report which includes financial information as well as an overview of services provided and the Partnerships work programme. The 2017/18 Annual Report was approved by the Joint Committee in October 2018 and was available in the dedicated Annual Report section of the website.

Procedures for the Collection of Car Park Fees

The Partnerships cash collection contractor (G4S) is responsible for the collection of cash from car parking machines, therefore procedures for the Partnership are not necessary. The audit of this area last year identified that the Partnership did not have any procedural guidance in place for the reconciliation of income and reporting variances. Discussions with the Parking Business Manager confirmed that procedures had been developed throughout the year and have recently been completed.

The previous audit of this area also identified that the Partnership did not have assurances that their cash collection contractor had an adequate risk assessment in place. While it was noted the contract detailed the need for the contractor to mitigate risk, a recommendation was raised as part of the previous audit to obtain the contractors risk assessment. Discussions with the Parking Technical Manager confirmed this has not yet happened and therefore the recommendation has been re-raised (Recommendation 1).

The contract in place with the G4S was obtained during the audit which confirmed it had been signed by both parties. However, it was identified that the contract had expired. Further discussions with the Parking Technical Manager confirmed that the contract was being extended on a rolling three month basis, however no evidence was available to verify this. We were informed by the Parking Technical Manager that the Council were looking to retender the contract in 2019 and that the delays in doing this were due to the uncertainty about the length of time the partner authorities were going to sign up for. A recommendation has been raised (Recommendation 2).

Security and Accuracy of Car Park Income Collection

The collection of cash from car parking machines is managed by G4S. The Partnership receive the receipts from the machines detailing the collection amounts. As well as the receipts, G4S provides a report which details the income collected. The Parking Business Specialist then reconciles this against the CALE report (operating software for the car parking machines) in the Pay and Display Income Spreadsheet which splits daily income by machine. These reconciliations are then signed-off by the Parking Business Manager.

A Bulk Cash Reconciliation is also undertaken to reconcile the income from G4S to the income received in the bank. Collection receipts from G4S are used for this and income is reconciled against the ledger. Discussions with the Parking Business Specialist confirmed that G4S had relocated its distribution centre in June 2018 which had led to multiple issues which included them not regularly receiving the collection receipts or receiving them in a random order. This made the Bulk Cash Reconciliation difficult as these problems lasted from June-September 2018.

A Discrepancy Log is maintained by the Parking Business Specialist which details any discrepancies identified during the reconciliation process. We were informed that typically the variances arise due to connectivity issues with the machines and that the receipt of the collection receipts usually helps to identify this.

Production and Review of Management Information including Variance Reporting

The Parking Partnership Group Manager receives monthly budget reports which provide a detailed breakdown between on and off street services, including spend in the year to date compared against budget, with any variances clearly present. The previous three budget reports (September, October and November 2018) were obtained as evidence.

Access to Car Park Pay Point Keys

A Key Register (the Register) is maintained by the Parking Technical Manager which details who holds the keys to the various car parking machines. This is updated on an adhoc basis when staff changes occur. Testing of all staff names on the Register confirmed they were all currently employed by the Council.

Debt Management including Bailiffs and Write Offs

Internal procedural guidance is available on the debt management process. The procedural document was confirmed to have been last reviewed in January 2018 by the Parking Business Manager. A number of statutory deadlines are in place for chasing debts relating to PCNs, e.g. A Notice to Owner (NTO) must be sent within six months. A report of all PCNs where recovery action had stopped with a breakdown of the reason why was provided which confirmed only 0.6% had to be cancelled (less than £5k in total) due to statutory timeframes not being met.

Officers within the Parking Team have the access rights to be able to cancel PCNs on the system. Cancellations should detail the reason with a pre-existing category selected on the system. Testing of a random sample of 20 cancellations confirmed in all cases that a reason had been recorded and the Parking Team Leader deemed all reasons to be legitimate. The Parking Team Leader informed us that spot checks used to take place on cancellations but no record of these were kept and that they have not been completed for a period of time. A recommendation has been raised (Recommendation 3).

The Partnership use three bailiffs for debt recovery services. All three were confirmed to have a signed Service Level Agreement in place. The bailiffs provide a summary of any debts recovered including a breakdown of which PCNs they relate to, this allows the Parking Team to allocate the income against the PCN on the Chipside system.

Enforcement

PCNs are issued by Enforcement Officers for parking offences across the Partnership area. Parking Contravention codes are assigned to the PCN dependent on the offence; this is detailed on the PCNs record. Staff issuing PCNs do so on a handheld device and must record their notes and observations, in addition they take photographs of the vehicle for further evidence. Testing of a random sample of 20 PCNs confirmed that in all cases the officers' notes and observations had been recorded and retained on file. Two cases were identified where the record had no photograph of the offending vehicle, however we were informed that a photograph is only secondary evidence with only the notes and observation needed. Therefore no recommendation has been raised.

Complaints

The complaints process underwent review and was redesigned in October 2018 with complainants encouraged to first speak to the relevant department to try and resolve any issues before making a formal complaint. This has led to a reduction in the number of formal complaints.

Complaints are made via the Council's website which allows the complainant to select the area their complaint relates to, this routes the complaint to a dedicated officer within that department who then assigns the complaint to a relevant officer. The complaint should be responded to within 28 days, with the system sending reminders to the allocated officer after 14, 21 and 28 days; the Assistant Director of the service is copied into the 28 day reminder. Once the complaint has been responded to the complainant has the right to appeal / make a Stage 2 complaint which is automatically routed to the Assistant Director of the service who will then investigate and respond to the complaint within 28 days. Any further appeals would be taken up with the Ombudsman.

Since the change in process eight complaints have been received relating to parking. Six of these cases had been responded to within the 28 day time period, whilst the remaining two were received in January and were not yet due at the time of the audit visit.

Discussions with the Parking Partnership Group Manager confirmed that currently complaints are not reported to the Joint Committee. A recommendation has been raised (Recommendation 4).

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
	Policies and Procedures	Adequate	Effective	0	0	0
	Accounting for Income	Adequate	Effective	0	0	0
	Joint Committee	Adequate	Effective	0	0	0
	Management Information	Adequate	Effective	0	0	0
	Procedures for the Collection of Car Park Fees	Adequate	Partly Effective	0	2	0
	Security and Accuracy of Car Park Income Collection	Adequate	Effective	0	0	0
	Production and Review of Management Information including Variance Reporting	Adequate	Effective	0	0	0
	Access to Car Park Pay Point Keys	Adequate	Effective	0	0	0
	Debt Management including Bailiffs and Write-Offs	Adequate	Partly Effective	0	1	0
	Enforcement	Adequate	Effective	0	0	0
	Complaints	Adequate	Partly Effective	0	1	0
	Total			0	4	0

Procedures for the Collection of Car Park Fees

2.1. Risk Assessment

Priority 2

Recommendation	Rationale	Responsibility
<p>To help ensure that safety of staff and visitors, the Council should undertake a risk assessment of the cash handling at the car parks, or receive assurances from G4S that they have done so. If reliance is placed on G4S, a copy of the risk assessment should be obtained.</p> <p>This recommendation has been re-raised from the previous audit of this area.</p>	<p>Undertaking a risk assessment or obtaining assurance from G4S that they have completed one, will provide management with additional assurance that the safety of staff and visitors in a cash handling environment have been considered.</p> <p>The Council has not undertaken a risk assessment or received assurance from G4S that arrangements for collection of cash and the safety of staff and visitors have been considered.</p> <p>Where a risk assessment is not undertaken, there is an increased risk that staff and visitors are put at risk as a result of manageable risks not being addressed / mitigated against.</p>	Parking Technical Manager
Management Response		Deadline
This information has been requested on a number of occasions and the latest request being sent to the new G4S area manager on 26 February 2019. The Risk Assessment has now been received.		Complete

2.2. Contract

Priority 2

Recommendation	Rationale	Responsibility
<p>The Council should confirm that a written agreement is in place confirming the rolling contract situation with G4S. In the absence of such an agreement being in place the Council should produce a written contract confirming the arrangements which should be signed by both parties.</p>	<p>Having a signed contract in place helps to ensure that the service is provided to the specified standard and helps to resolve any disputes.</p> <p>Examination of the contract in place between the Council and G4S confirmed that the agreement had expired. The Parking Technical Manager confirmed that the contract had been extended on a three month rolling basis, however no evidence could be provided to confirm this.</p> <p>Where a contract is not in place there is an increased risk that both parties will not provide / or receive the services expected and there will be no written agreement to evidence the specified service in the event of a dispute.</p>	<p>Parking Technical Manager</p>
Management Response		Deadline
<p>There is a contract in place but rolling outside the extension period. This needs re-tendering now that the SLAs give us assurance as to a realistic term (suggest 2 years or to 31/03/2021, with options to extend for 1 or 2 years up to 31/03/2022 or beyond the NEPP Agreement of 2023).</p>		<p>30 June 2019</p>

Debt Management including Bailiffs and Write Offs

2.3. PCN Cancellation

Priority 2

Recommendation	Rationale	Responsibility
<p>The Parking Services management team should conduct random sample checking on a monthly basis of PCNs cancelled. Evidence of these checks should be retained to provide a clear audit trail.</p>	<p>Conducting random sample checks will help to ensure that only legitimate cancellations are made.</p> <p>Discussions with the Parking Systems Team Leader confirmed that cancellations can be made by members of the Parking Team, and no authorisation is required. We were informed by the Parking Systems Team Leader that spot checks have historically taken place but no evidence could be provided to verify this.</p> <p>In the absence of spot checks there is an increased risk that PCNs will be cancelled for no valid reason which may result in the Partnership losing out on potential income.</p>	<p>Parking Business Manager</p>
Management Response		Deadline
<p>Following previous audits, spot checks were started however, have fallen of the radar due to other commitments. This task previously sat with the Team Leaders but will now be passed to the Parking Business Specialists to gather the necessary evidence and record it, reporting any issues or concerns to the Team Leaders and the parking Business Manager.</p> <p>Checks will be 10 per week from a randomised spot check.</p>		<p>31 May 2019</p>




Complaints

2.4. Complaints Reporting

Priority 2

Recommendation	Rationale	Responsibility
Consideration should be given to including a summary report of complaints at each Joint Committee meeting.	<p>Reporting complaints to the Joint Committee will give partners clear oversight of any complaints made against the partnership.</p> <p>Discussions with the Parking Partnership Group Manager confirmed that currently complaints are not reported to the Joint Committee.</p> <p>Where complaints are not reported there is an increased risk that partners remain unaware of issues which may result in poor service and/or reputational damage.</p>	Parking Partnership Group Manager and parking Business Manager
Management Response		Deadline
This has never been something we have done directly. All operational issues have been passed to the Joint Committee via the quarterly Operational Report produced at the Joint Partnership Committee meetings. Assuming all “complaints” are logged via the Council’s complaints procedure, we should be able to ascertain how many we have received. We are not sure if it will be relevant to the Joint Partnership Committee as it is an operational task, however, we will look to include this in the quarterly operational report moving forward, ensuring that the amount of data reported is kept proportionate.		30 June 2019

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 the 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:

- Policies and Procedures;
- Accounting for Income;
- 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;
- Debt Management including Bailiffs and Write-Offs;

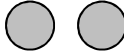



- Enforcement; and
- Complaints.

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 - Staff Consulted

Staff Consulted

- Lou Belgrove Parking Business Manager
- Richard Walker Parking Partnership Group Manager
- Danielle Northcott Parking Business Specialist
- Jake England Parking Business Specialist
- Emma Day Parking Systems Team Leader
- Trevor Degville Parking Technical Manager
- Julie Blackwell Income Officer
- Jane Goodenough Business Improvement Coordinator

Draft Report Distribution

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

Final Report Distribution

- All of the above

Audit Team

- Alan Woodhead Audit Manager
- Sarah Watkins Audit Lead
- Ryan Fisher Auditor

Appendix 4 - Audit Timetable and KPIs

	Dates	Target KPI	Days Taken
Planning meeting	5 November 2018		
Fieldwork start	7 January 2019		
Fieldwork completion	29 January 2019		
Exit meeting	21 February 2019		
Draft report issued to Council	6 March 2019	15 days	9 days
Management response received	5 April 2019	15 days	22 days
Final report issued	8 April 2019	10 days	1 day

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

Appendix 5 - Statement of Responsibility

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

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

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

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



North Essex Parking Partnership

Meeting Date: 20 June 2019
Title: Annual Review of Risk Management Report
Author: Hayley McGrath, Corporate Governance Manager, Colchester BC
Presented by: Hayley McGrath, Corporate Governance Manager, Colchester Borough Council

This report concerns the 2019/20 Risk Management Strategy and current strategic risk register for the partnership

1. Recommended Decision(s)

- 1.1. The Joint Committee is requested to:
- endorse the Risk Management Strategy for 2019/20, and
 - agree the Strategic Risk Register, subject to any requested amendments.

2. Reasons for Recommended Decision(s)

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

3. Supporting Information

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

4. Review of the Risk Management Strategy

- 4.1. The strategy should be reviewed annually to ensure that it is still relevant to the service and that it meets the governance objectives. Therefore a review has been carried out and the draft strategy for 2019/20 has been attached at Appendix 1 for approval.
- 4.2. It is felt that the process continues to meet the needs for the service therefore no changes have been made to the process.

5. Review of the Risk Register

- 5.1. The register is attached at Appendix 2, this sets out the strategic risks, which are scored for impact and probability, enabling the risks to be ranked, so that resources can be directed to the key areas.
- 5.2. The register was last reported to this committee in June 2018. 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 did not add any new items.
- 5.4. Currently the highest risk is that future financial challenges are greater than expected, although the likelihood of this has decreased.
- 5.5. The risk of lack of partnership support for shared targets is recommended for removal.
- 5.6. Two further risks have been reduced – Lack of agility responding to business need and Investment in innovation does not provide a return that matches or exceeds the investment.
- 5.7. The risk matrix is set out at Appendix 3.
- 5.8. 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.
- 5.9. It is requested that this committee reviews the strategic risks to ensure that they still reflect the issues faced by the service and that they are appropriately scored.

6. Standard References

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

7. Appendices

- 7.1 Appendix 1: North Essex Parking Partnership Draft Risk Strategy
- 7.2 Appendix 2: North Essex Parking Partnership Risk Register
- 7.3 Appendix 3: North Essex Parking Partnership Draft Risk Matrix

North Essex Parking Partnership

Risk Management Strategy 2019/20

Draft for Cttee 20 June 2019

RISK MANAGEMENT STRATEGY

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

INTRODUCTION

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

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

Endorsement by Chairperson of the Committee

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

signature required

WHAT IS RISK MANAGEMENT

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

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

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

Appendix A outlines the risk management process.

OWNERSHIP

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

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

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

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

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

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

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

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

THE WAY FORWARD

Aims & Objectives

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

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

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

Strategic Risk Management

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

Operational Risk Management

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

Links

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

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

Action Required

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

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

REPORTING & REVIEW

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

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

Appendix A

The Risk Management Process

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

Stage 1 – Risk Identification

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

Stage 2 – Risk Analysis

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

Stage 3 – Risk Control

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

Stage 4 – Risk Monitoring

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

STRATEGIC RISKS

RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.1	A partner is not represented at a meeting as a suitable member from that authority has not attended, or the meeting is not quorate.	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 2020	2	2	1		
1.2	Owing to financial constraints, one of the partners challenges the funding arrangements for the partnership This includes the treatment of surplus funds as well as deficits.	Decrease in service provision / failure of the Partnership. Stranded costs to be covered by the remainder of the partners.	Ensure that member authority representatives fully understand the Partnership Agreement and are involved in the budget setting of each authority Note: Reduced down, given the current financial position and no anticipated contribution in the near future.	Chief Finance Officer	January 2020	6	2	3		
1.3	There is a change in political will of a partner that leads to the partner	Decrease in service provision.	Ensure that performance of the partnership is appropriately reported back to each authority and the effects of withdrawing are understood.	Parking Partnership Manager	January 2020	8	2	4		

**North Essex Parking Partnership Risk Register
Version 11 – June 2019**

	withdrawing from the arrangement									
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RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Workings	
							P	I	P	I
1.4	Removed									
1.5	Removed									
1.6	Lack of Partnership support for shared targets. CONSIDER REMOVAL	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 2020	3	1	3		
1.7	Removed									
1.8	Removed									
1.9	Potential future financial challenges, of reduced income and/or 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 deviations reported to the partnership for action.	Parking Partnership Manager	January 2020	10	2	5	3	5
1.10	The Partnership is subject to a major legal challenge relating to a policy decision.	High financial impact of defending action. Reputational loss. Reduction or withdrawal of services.	All policy decisions are made in line with legal powers.	Chair of the Joint Committee	January 2020	4	1	4		
1.11	Removed									

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RISK No.	RISK	CONSEQUENCE	CONTROLS	BY WHOM	REVIEW	SCORE	Workings		Previous Working s	
							P	I	P	I
1.12	Lack of agility responding to business need and demand, based on historical data in cttee reports.	Headline figures sway discussion, masking debate around project and solutions based improvements.	Ensure that committee reports contain relevant and timely data that is balanced with future solutions, which identify critical issues and root cause analysis not just headline performance. Ensure that the development plan (and cttee) keeps a commercial and strategic focus rather than concentrating on operational details.	Parking Partnership Manager	January 2020	4	1	4	2	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 2020	6	3	2		

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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.	Parking Partnership Manager	January 2020	6	2	3		
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 2020	8	2	4	3	4
1.16	Removed									
1.17	Removed									
1.18	Removed									
1.19	Removed									

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IMPACT TABLE

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

Minimum Score = 1
 Maximum Score = 25

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

Removed Items

No	Risk
1.4	Preferences of members dictates the direction of the meeting.
1.5	Relationship between senior management and the committee deteriorates
1.7	ECC review results in fundamental changes to the service
1.8	Decisions are taken on a political basis as opposed to being considered on their own merits.
1.16	Introduction of new £1 coin
1.17	Withdrawal of ECC funding (prior to review)
1.18	The partner review of off-street parking arrangements could result in major changes to the arrangement
1.19	The Senior Management review at Colchester Borough Council will result in a new lead officer (& client officer) for the service.

NORTH ESSEX PARKING PARTNERSHIP

RISK MATRIX JUNE 2019
Draft for Cttee 20 June 2019

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			
	2 Low	1		2 14	3 15	9
	1 Very Low			6 Remove	10 12	
		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
- 1.6 Lack of Partnership support for shared targest - June 19
- 1.7 Essex County Council review of service - June 16
- 1.8 Decisions are taken on a political basis as opposed to being considered on their own merits.



North Essex Parking Partnership

Meeting Date: 20 June 2019
Title: NEPP Annual Report Data for 2018/19
Author: Richard Walker, NEPP Group Manager
Presented by: Richard Walker

This report sets out the data required to be published as part of transparency requirements. A full report is available online.

1. Recommended Decision(s)

1.1. To note the details set out in Appendix 1.

2. Reasons for Recommended Decision(s)

2.1. To comply with requirements regarding data publication.

3. Alternative Options

3.1 None

4. Supporting Information

4.1. The data for inclusion in the Annual Report (from the 2018/19 financial year) is set out in the appendix. A full copy of the Annual Report is available online and has been published in parts as the year progressed. See the following link for details:

<http://www1.parkingpartnership.org/north/annualreports>

5. Background Information

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

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

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

6. Standard References

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

Appendix 1:

Table 1 ISSUED PCNs																
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	TOTAL 2018/19	2016/17 figures			2017/18 figures			2018/19 figures		
								On Street 2016/17	Off Street 2016/17	CCTV (included in columns to the left)	On Street 2017/18	Off Street 2017/18	CCTV (included in columns to the left)	On Street 2018/19	Off Street 2018/19	CCTV (included in columns to the left)
Number of PCNs Issued	59,517	72,055	61,674	69,629	66,703	74,358	76,078	54209	12494	334	58,351	16,007	630	59,802	16,276	333
Number of higher level PCNs issued	38,056	43,060	37,789	45,095	47,208	51,767	53,535	45544	1664	334	50,191	1576	630	52,027	1508	333
Number of lower level PCNs issued	21,351	28,995	23,885	24,534	19,161	22,591	22,565	8331	10830	0	8,160	14,431	0	7,775	14,790	0
Percentage of higher level PCNs issued	53%	60%	61%	65%	71%	70%	70%	84%	13%	100%	86%	10%	100%	87%	9%	100%
Percentage of lower level PCNs issued	49%	40%	39%	35%	29%	30%	30%	15%	87%		14%	90%		13%	91%	
Number of Reg 9 PCNs issued	58,172	70,161	61,348	68,396	65,181	73,194	74,645	52716	12465	0	57,214	15,980	0	58,369	16,276	0
Number of Reg 10 PCNs issued	1145	1752	1609	1233	1522	1164	1455	1493	29	334	1137	27	630	1433	22	333

Table 2 PCNs PAID																
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	TOTAL 2018/19	2016/17 figures			2017/18 figures			2018/19 figures		
								On Street 2016/17	Off Street 2016/17	CCTV (included in columns to the left)	On Street 2017/18	Off Street 2017/18	CCTV (included in columns to the left)	On Street 2018/19	Off Street 2018/19	CCTV (included in columns to the left)
Number of PCNs paid	38,988	54,996	46,561	52,824	55,495	56,158	56,379	41,731	13,764	221	44,287	11,871	415	44,381	11,998	190
Number of PCNs paid which were issued at the lower band	9,790	22,852	18,549	18,847	19,404	17,505	17,256	6,836	12,568	0	6,655	10,850	0	6,248	11,008	0
Number of PCNs paid which were issued at the higher band	31,018	32,144	28,012	33,977	36,091	38,653	39,123	34895	1196	221	37,632	1021	415	38,133	990	190
Percentage of PCNs paid which were issued at the lower band	37%	42%	40%	36%	35%	31%	31%	16%	91%	0%	15%	91%	0%	14%	92%	0%
Percentage of PCNs paid which were issued at the higher band	82%	58%	60%	64%	65%	69%	69%	84%	9%	100%	85%	9%	100%	86%	8%	100%
Number of PCNs paid at discount rate (i.e. within 14 days)	34,159	48,319	40,627	45,006	47,799	48,480	48,861	35,974	11,825	199	38,267	10,213	391	38,416	10,445	183
Number of PCNs paid at full rate	3708	5141	4571	5675	5711	5967	5828	4254	1457	0	4660	1307	4	4583	1245	1
Number of PCNs paid after Charge Certificate served (i.e. at increased rate)	1096	1501	1342	2121	1971	1662	1517	1491	480	22	1318	344	20	1224	293	6
Percentage of PCNs paid at Charge Certificate	2%	3%	3%	4%	4%	3%	3%	4%	3%	10%	3%	3%	5%	3%	2%	3%
Number of PCNs paid at another rate (e.g. negotiated with bailiff, etc).	22	31	21	22	14	49	173	12	2	0	42	7	0	158	15	0
Percentage of PCNs paid	66%	76%	75%	76%	83%	76%	74%	77%	110%	66%	76%	74%	66%	74%	74%	57%
Percentage of PCNs paid at discount rate	57%	88%	87%	85%	86%	86%	87%	86%	86%	90%	86%	86%	94%	87%	87%	96%

Table 3 PCNs CHALLENGED																
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	TOTAL 2018/19	2016/17 figures			2017/18 figures			2018/19 figures		
								On Street 2016/17	Off Street 2016/17	CCTV (included in columns to the left)	On Street 2017/18	Off Street 2017/18	CCTV (included in columns to the left)	On Street 2018/19	Off Street 2018/19	CCTV (included in columns to the left)
Number of PCNs cancelled as a result of an informal or a formal representation	3,071	5,174	4,129	4,874	5,004	4781		2618	2386	7	2656	2125	43	2821	1985	9
Number of PCNs against which an informal or formal representation was made	11,336	17,084	15,209	16,654	16,345	17164		10774	5571	59	12195	4969	139	11437	5060	53
Number of PCNs where informal representations are made	9,243	14,217	12,741	13,501	13,124	13372		8191	4933	0	8945	4427	0	8979	4554	0
Number of formal representations received		2,532	2,468	3,153	3,221	3792		2583	638	59	3250	542	139	2458	506	53
No of NTOs issued	11,842	13,329	13,694	17,757	17,881	18383		14086	3795	274	15290	3093	630	13292	3090	291
Percentage of PCNs cancelled at any stage.	12%	7%	7%	7%	8%	6%		5%	19%	2%	5%	13%	7%	5%	12%	3%
Number of PCNs written off for other reasons (e.g. CEO error or driver untraceable)	2,741	5,318	4,803	2,951	2,111	3796		1847	264	9	3378	418	264	3098	969	78
Number of vehicles immobilised	0	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	0
Percentage of PCNs written off for other reasons (e.g. CEO error or driver untraceable)	10%	7%	8%	4%	3%	5%		3%	2%	3%	6%	3%	42%	5%	6%	23%

Table 4 APPEALS TO THE TRAFFIC PENALTY TRIBUNAL									2016/17 figures			2017/18 figures			2018/19 figures		
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	TOTAL 2018/19	On Street 2016/17	Off Street 2016/17	CCTV (included in columns to the left)	On Street 2017/18	Off Street 2017/18	CCTV (included in columns to the left)	On Street 2018/19	Off Street 2018/19	CCTV (included in columns to the left)	
Number of appeals to adjudicators	25	58	103	88	156	147	89	128	28	0	119	28	4	72	17	0	
Number of appeals refused	6	16	29	26	46	58	24	38	8	0	52	6	1	18	6	0	
Number of appeals non-contested (i.e. NEPP does not contest)	12	24	50	42	71	33	31	61	10	0	20	13	1	28	3	0	
Percentage of cases to appeal	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	
Percentage of formal representations that go to appeal		2%	4%	3%	5%	4%	#DIV/0!	5%	4%	0%	4%	5%	3%	3%	3%	0%	
Percentage of appeals allowed in favour of the appellant	52%	31%	23%	23%	25%	38%	38%	23%	36%		39%	32%		36%	47%		
Percentage of appeals dismissed	24%	28%	28%	30%	29%	39%	27%	30%	29%		44%	21%		25%	35%		
Percentage of appeals to Traffic Penalty Tribunal that are not contested and reasons	48%	41%	49%	48%	46%	22%	35%	48%	36%		17%	46%		39%	18%		

Table 5 OTHER									2016/17 figures			2017/18 figures			2018/19 figures		
Description	Total 2012/13	Total 2013/14	Total 2014/15	TOTAL 2015/16	TOTAL 2016/17	TOTAL 2017/18	TOTAL 2018/19	On Street 2016/17	Off Street 2016/17	CCTV (included in columns to the left)	On Street 2017/18	Off Street 2017/18	CCTV (included in columns to the left)	On Street 2018/19	Off Street 2018/19	CCTV (included in columns to the left)	
Percentage of PCNs taken to Court Order	4%	4%	4%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Number of CEOs employed	72	59	53	53	53	43	43	37	16	0	30.6	12.4	0	3060%	1240%		
Average number of appeals per officer	0.3	1.0	1.9	1.7	2.9	3.4	2.1	3.5	1.8	0.0	3.9	2.3	0.0	235%	137%		



North Essex Parking Partnership

Meeting Date: 20 June 2019
Title: Finance Report – End of Year and Reserves
Author: Richard Walker, NEPP Group Manager
Presented by: Lou Belgrove

The report sets out the End-of-Year financial position for NEPP from 2018/19 and the Reserve position as a result of operations during the year.

1. Recommended Decision(s)

- 1.1. The Committee is invited to note the financial position at the end of 2018/19:
 - from the in-year operation
 - of the current Parking Reserve position.

2. Reasons for Recommended Decision(s)

- 2.1. For good governance, and to ensure that prudent use of funds is made.

3. Operations – 2018/19 Financial Year

- 3.1. The budget is set each year in line with the medium-term plan, particularly in support of the Technical Function from reserves, alongside a number of investments in operational technology.
- 3.2. Operations proceeded as expected during the year. The financial details are set out in Appendix 1.
- 3.3. As a result of favourable operating conditions through winter, the investments were possible from within the annual budget, rather than drawing down funds from the reserve. As a result, the out-turn was more favourable than budgeted.

4. Financial Reserves

- 4.1. A surplus on the in-year operation was transferred into the Civil Parking Reserve at the end of 2018/19 which was £259,396.39.
- 4.2. A reserve that was left over from the Decriminalised Parking Enforcement was utilised by NEPP in 2018/19 to offset dilapidation in accommodation.
- 4.3. Since 2016/17, Technical Team works have been charged into the On-Street account and were budgeted to be funded from the Reserve. The expected costs of Traffic Regulation Order (TRO) works (£185k) was vired back to the Civil Parking Reserve as a sufficient operating surplus had been achieved to cover the cost in year.

- 4.4. The Reserve stands at £1.3m which will become surplus after any operating costs are deducted, and less any investment from the reserve prior to the end of the Agreement.
- 4.5. The Cashflow amount remains at £100,000 as per paragraph 23.3 of the NEPP Joint Committee Agreement (JCA).

The unspent portions of the above were transferred to the reserve in 2011/12 and form part of the brought-forward balance, as detailed below.

Cost Centre 0718	<i>Brought forward at 01.04.18</i>	<i>In-year movements</i>	<i>Carried forward at 31.03.19</i>
DPE account (now part of Decrim Parking Reserve)	(47,870.86)	47,870.86	0.00
Cashflow	(100,000.00)		(100,000.00)
Use of Reserves (TRO/DPE)	0.00	137,129.14	137,129.14
Transfer to Capital Expenditure Reserve	146,095.57		146,095.57
On-street surplus	(1,198,161.17)	(444,096.39)	(1,642,257.56)
Balance c/f	(1,199,936.46)	(259,096.39)	(1,459,032.85)

5. Standard References

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

6. Appendix

- 6.1 Appendix 1 – NEPP On-street Account.

Appendix 1 –

Period 13 - March 2019 - Year End	A	B	C	D	
On-street Account	2017/2018	2018/2019	2018/2019	2018/2019	
<i>Direct costs</i>	Actual	Actual	Budget	Variance	Notes
Expenditure					
Employee costs:					
Management	73	69	68	1	Parking Services Mgt Account a/c & staff costs
CEOs & Supervision	1,148	1,184	1,290	(105)	CEOs & Supervisory staff costs; CEO transitional vacancy
Back Office	341	328	355	(27)	Business Unit staff costs
TRO's	127	126	101	25	TRO team staff costs
Premises / TRO Maintenance costs	190	153	38	115	R&M budget - includes £137k TRO works in-year
Transport costs (running costs)	39	34	31	2	Fuel, public transport etc
Supplies & Services	359	542	411	131	General expenditure; includes £55k IT, £108k mapping in-year
Third Party Payments	45	28	44	(15)	Chipside and TEC bureau costs
Sub total	2,322	2,463	2,337	127	
Income					
Penalty Charges (PCNs)	(1,900)	(1,965) *	(1,844)	(121)	PCNs - revised due to CEO recruitm't
Parking Permits/Season Tickets	(660)	(807)	(534)	(273)	Visitor Permits / Season tickets
Parking Charges (P&D etc)	(310)	(348)	(227)	(121)	Pay & Display machine income
Other income	(97)	(43)	0	(43)	Misc reimbursements, dispensations etc
	(2,967)	(3,163)	(2,605)	(558)	
Sub Total Direct Costs	(645)	(700)	(268)	(431)	
Non-direct Costs	423	441	454	(13)	See analysis in table 1
Sub total	(222)	(259)	186	(444)	Budgeted to fund £186k TRO work from Reserve (medium term plan).
In-year deficit/(surplus) net from/to reserve	(222)	(259)			Operational budget does not include the cost of TRO maintenance, so is set to out-turn to deficit, this being taken out of reserve If the net operating costs are in surplus (in-year) by more than £186k, no draw from reserve is required.
	out turn	out turn			



North Essex Parking Partnership

Meeting Date: 20 June 2019
Title: NEPP Medium Term Plan, Reserve and Work Programme
Author: Richard Walker, NEPP Group Manager
Presented by: Richard Walker

This report sets out the Medium-Term Plan for the Partnership, with associated financial impacts for the Reserve Surplus, and sets out plans for a forward Work Programme.

1. Recommended Decision(s)

- 1.1. The Committee is invited to **note** the following:
 - a. the Medium-Term plan illustration in the appendix
 - b. likely effects of costs on the operation in future
 - c. ways the operational service is managing these issues
- 1.2. The Committee is invited to **decide** the following:
 - a. adopt the approach set out in the Medium-Term Financial Plan
 - b. delegate to the Group Manager the addition of schemes compliant with the scoring system to the Work Programme, reporting to the December meeting.

2. Reasons for Recommended Decision(s)

- 2.1. For good governance, and to ensure that prudent use of funds is made.
- 2.2. To ensure the effective future operation of the Partnership.

3. Alternative Options

- 3.1. Alternatives have been considered at previous meetings and during the drafting of this report, and the options presented represent the most reasonable course of action.

4. Supporting Information

- 4.1. Over the course of previous meetings, Members have already decided to: –
 - set aside a Contingency fund to cover any unforeseen operating costs;
 - use the surplus of the Reserve balance to invest in transport-related projects pertinent to the operation of the Partnership, with an emphasis on;
 - a process for allocating Surplus Reserve Funds to transport-related projects;
 - ensure that projects presented are kept on a list and will be submitted to the Joint Committee for consideration.
 - a framework process for scoring projects to bring the most effective schemes forward that would provide maximum benefit within the lifetime of the Partnership Agreement.

- 4.2. Funds are to be committed to schemes which may span financial years, and the reserve has already been allocated in this way. Examples of funding already committed include:
- 3PR scheme
 - Commuter Parking Project
 - ParkSafe CCTV car
 - Mapping Project digital survey
 - Zonal Reviews (town centre and resident parking scheme reviews).
- 4.3. The decisions taken previously have widened the scope of schemes that will be considered, and the scoring system represents this. Emphasis was given to information technology schemes in the Chairman's summary, and the Scoring Matrix reflects this.

5. Medium Term Financial Plan and the Reserve

- 5.1. It is important to consider the future costs and operation of the Partnership, since some decisions taken now may not be implemented until after the Agreement has had concluded.
- 5.2. At the last meeting, an estimate was given of the likely Reserve surplus funds; a plan is now available, updated to include the out-turn from the last financial year, showing these details.
- 5.3. The plan shown in Appendix A is an illustration of actual operations to the end of 2018/19, including the latest out-turn addition to the Reserve.
- 5.4. Years between 2019/20 and 2021/22 show the forecast up to the end of the current Agreement, taking into consideration the need to retain a contingency amount to support any deficit in operations due to inclement weather.
- 5.5. After 2022 some other form of Agreement or operation will be required by the County Council, and, unless the current operation is to continue with the agreement of the partners, there will be no reserve available.

6. Work Programme

- 6.1. As detailed above, over the course of previous meetings, Members have decided to agree a process for allocating Surplus Reserve Funds to transport-related projects and have agreed a process for scoring these to bring the most effective schemes forward.
- 6.2. This report recommends the establishment of a Work Programme and a methodology with which to carry out, manage, the schemes and set aside a time frame and budget for these schemes.
- 6.3. Adding a Work Programme to the Scoring Matrix will establish a full Project Management Framework through which to report to Joint Committee.
- 6.4. It is recommended that delegations are given to officers to add projects to the Framework as they are submitted, with a reporting mechanism built into the Joint Committee schedule where a decision to commit funds is required, as is the case with Traffic Regulation Order (TRO) Schemes (presently normally at the October meeting, but possible at other times under delegations). It is also proposed to make this system digital by default.
- 6.5. It is recommended that delegations are given to officers to add projects to the Framework as they are submitted, with a reporting mechanism built into the Joint Committee schedule where a decision to commit funds is required, as is the case with New Parking

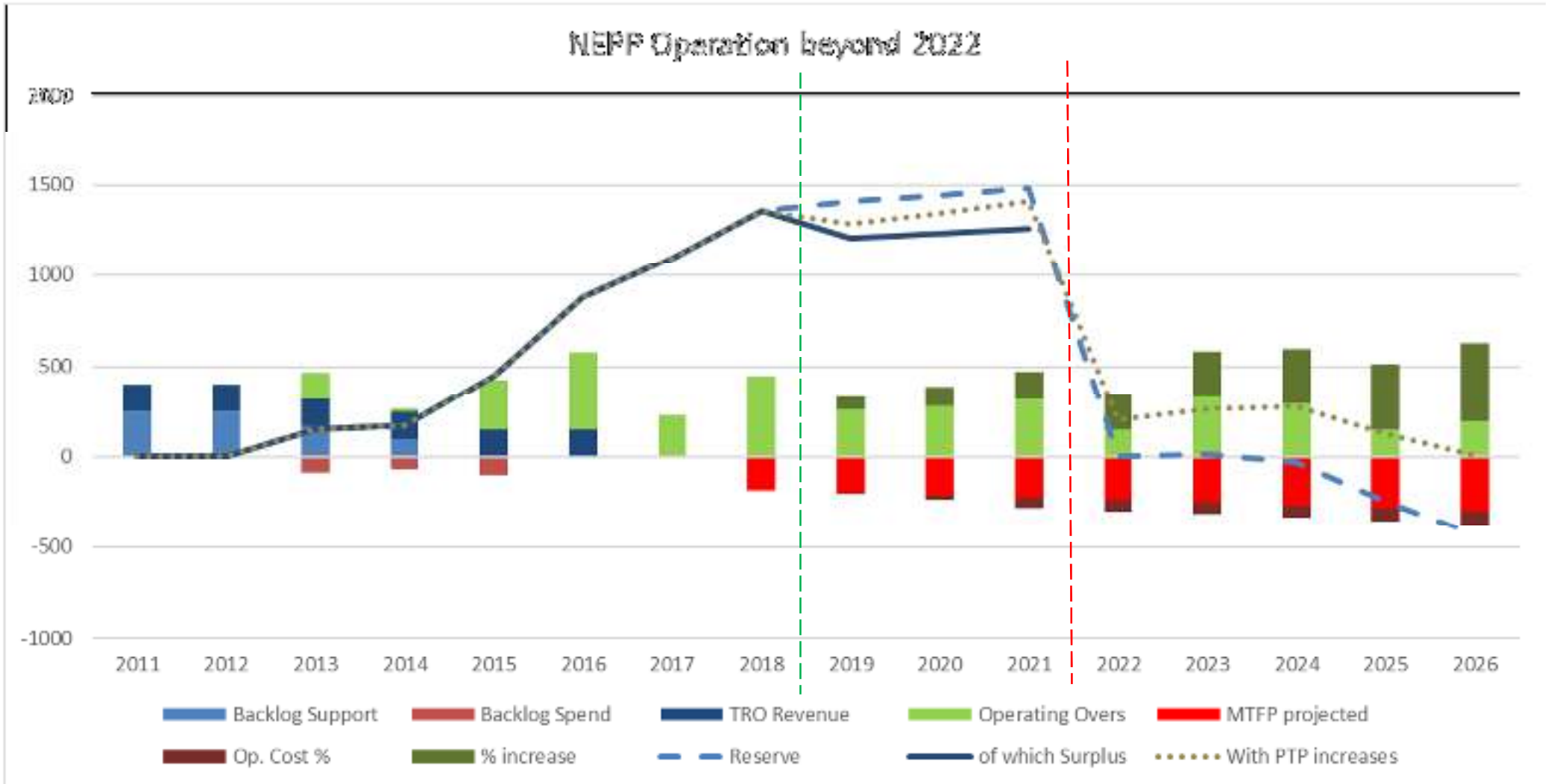
Restriction Schemes (presently normally at the October meeting, but possible at other times under delegations).

- 6.6. It is noted that these Surplus Reserve projects may include TRO schemes over and above the usual six to be considered for each district in the normal process; it is for this reason that the above flexibility is requested.
- 6.7. The Partnership is recruiting a Project Manager to assist with the planning of projects within the proposed Framework, from within existing resources.

7. Standard References

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

Appendix A:
Illustration of long-term financial plan



At 2022 the fund will re-zero in accordance with the Agreement.



North Essex Parking Partnership

Meeting Date: 20 June 2019
Title: Forward Plan 2019-2020
Author: Owen Howell – Democratic Services, Colchester Borough Council
Presented by: Owen Howell – Democratic Services, Colchester Borough Council

This report concerns the 2019-20 Forward Plan of meetings for the North Essex Parking Partnership.

1. Recommended Decision(s)

- 1.1 To note the North Essex Parking Partnership Forward Plan for 2019-20.

2. Reasons for Recommended Decision(s)

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

3. Supporting Information

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

**NORTH ESSEX PARKING PARTNERSHIP (NEPP)
FORWARD PLAN OF WORKING GROUP AND JOINT COMMITTEE MEETINGS 2019-20**

COMMITTEE / WORKING GROUP	CLIENT OFFICER MEETING	JOINT COMMITTEE MEETING	MAIN AGENDA REPORTS	AUTHOR
Joint Committee for On Street Parking	30 May 2019, Room G04, Rowan House, Sheepen Road.	20 June 2019 1.00pm, Grand Jury Room, Town Hall, Colchester Borough Council	Annual Governance Review and Internal Audit	Hayley McGrath (CBC)
			Annual Review of Risk Management	Hayley McGrath (CBC)
			NEPP Annual Report Data for 2018/19	Richard Walker (PP)
			Finance Report – End of Year and Reserves	Lou Belgrove (PP)
			Reserve Funds Allocations	Richard Walker (PP)
Forward Plan 19/20	Owen Howell (CBC)			
Joint Committee for On Street Parking	12 September 2019, Room G04, Rowan House, Sheepen Road.	3 October 2019 1.00pm, Uttlesford District Council, Committee Room, Council Offices.	Technical report and Traffic Order Scheme Prioritisation	Trevor Degville (PP)
			Financial Report	Lou Belgrove (PP)
			Annual Report	Richard Walker (PP)
			Forward Plan 19/20	Owen Howell (CBC)
Joint Committee for On Street Parking	21 November 2019, Room G04, Rowan House, Sheepen Road.	12 December October 2019 1.00pm, Epping Forest District Council, Council Chamber	On Street Budget Update	Lou Belgrove (PP)
			Use of Reserves	Richard Walker (PP)
			Forward Plan 19/20 and 20/21 Dates	Owen Howell (CBC)
Joint Committee for On Street Parking	27 February 2020, Room G04, Rowan House, Sheepen Road.	19 March 2020 1.00pm, Braintree District Council, Committee Room 1	Technical Team traffic Regulation Order Update	Trevor Degville (PP)
			Finance Update and 2019/20 Budget	Lou Belgrove (PP)
			Forward Plan 19/20	Owen Howell (CBC)

COMMITTEE / WORKING GROUP	CLIENT OFFICER MEETING	JOINT COMMITTEE MEETING	MAIN AGENDA REPORTS	AUTHOR
Joint Committee for On Street Parking	4 June 2020, Room G04, Rowan House, Sheepen Road.	25 June 2020 1.00pm, Grand Jury Room, Town Hall, Colchester Borough Council	Annual Governance Review and Internal Audit	Hayley McGrath (CBC)
			Annual Review of Risk Management	Hayley McGrath (CBC)
			NEPP Financial Update	Lou Belgrove (PP)
			NEPP Annual Report Data	Richard Walker (PP)
			Technical Team Traffic Regulation Order Updates	Trevor Degville (PP)
			Forward Plan 20/21	Owen Howell (CBC)

CBC / Parking Partnership Contacts

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