



**NORTH ESSEX**

# **North Essex Parking Partnership**

## **Joint Working Committee On-Street Parking**

**Griffon Suite, Latton Bush Centre  
Harlow**

**14 March 2013 at 1.30 pm**

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



**North Essex Parking Partnership**  
**Joint Committee Meeting – On-Street**  
 Thursday 14 March 2013 at 1.30 pm  
 Griffon Suite, Latton Bush Centre, Harlow

**Agenda**

**Attendees**

**Executive Members:-**

Susan Barker (Uttlesford)  
 Penny Channer (ECC)  
 Phil Waite (Harlow)  
 Martin Hunt (Colchester)  
 Robert Mitchell (Braintree)  
 Peter Halliday (Tendring)  
 Gary Waller (Epping Forest)

**Officers:-**

Emma Day (Parking Partnership)  
 Vicky Duff (ECC)  
 Qasim Durrani (Epping Forest)  
 Robert Judd (Colchester)  
 Joe McGill (Harlow)  
 Paul Partridge (Braintree)  
 Liz Saville (Essex County)  
 Andrew Taylor (Uttlesford)  
 Ian Taylor (Tendring)  
 Richard Walker (Parking Partnership)  
 Matthew Young (Colchester)

**Apologies:-**

Derrick Louis (ECC)

		<b>Introduced by</b>	<b>Page</b>
<b>1.</b>	<b>Welcome &amp; Introductions</b>		
<b>2.</b>	<b>Apologies</b> Councillor Derrick Louis (ECC)		
<b>3.</b>	<b>Declarations of Interest</b> The Chairman to invite Councillors to declare individually any interests they may have in the items on the agenda.		
<b>4.</b>	<b>Have Your Say</b> The Chairman to invite members of the public or attending councillors if they wish to speak either on an item on the agenda or a general matter.		
<b>5a.</b>	<b>To approve the draft minutes</b> of the On-Street Parking Joint Committee 13 December 2012		<b>1-7</b>
<b>5b.</b>	<b>To note the minutes</b> of Client Officers Group meeting on the 24 January 2013.		<b>8-9</b>
<b>6.</b>	<b>Annual Governance Statement</b> To note the requirement to undertake a review of the Governance arrangements of the Parking Partnership.	<b>Hayley McGrath</b>	<b>10-18</b>
<b>7.</b>	<b>Forecasted Financial Position for 2012-13</b> To comment on the report from the Parking Partnership Group Manager.	<b>Richard Walker</b>	<b>19-25</b>
<b>8.</b>	<b>Operational Report</b> To consider and note the Operational Report for On-Street Parking.	<b>Richard Walker</b>	<b>26-40</b>
<b>9.</b>	<b>Forward Plan 2013-14</b> To comment on and note the 2013-14 Forward Plan.	<b>Robert Judd</b>	<b>41-42</b>
<b>10.</b>	<b>Urgent items</b> To announce any items not on the agenda which the Chairman has agreed to consider.		

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

**13 December 2012 at 3.30pm  
Civic Offices, Saffron Walden**

Present: - Councillor Susan Barker (Uttlesford District Council)  
Councillor Penny Channer (Essex County Council)  
Councillor Tony Durcan (Harlow District Council)  
Councillor Peter Halliday (Tendring District Council)  
Councillor Martin Hunt (Colchester Borough Council)  
Councillor Robert Mitchell (Braintree District Officer)  
Councillor Gary Waller (Epping Forest District Council)

Apologies: - Councillor Derrick Louis (Essex County Council)  
Councillor Phil Waite (Harlow District Council)

Also Present: - Ms. Emma Day (Parking Partnership)  
Ms. Vicky Duff (Essex County Council)  
Mr. Qasim Durrani (Epping Forest District Council)  
Mr. Robert Judd (Colchester Borough Council)  
Ms. Emma Powell (Parking Partnership)  
Mr. Andrew Taylor (Uttlesford District Council)  
Mr. Ian Taylor (Tendring District Council)  
Mr. Richard Walker (Parking Partnership)  
Mr. Matthew Young (Colchester Borough Council)

Apologies: - Mr. Joe McGill (Harlow District Council)  
Mr. Paul Partridge (Braintree District Council)  
Ms. Liz Saville (Essex County Council)

## **26. Declarations of Interest**

Councillors Barker and Durcan, in respect of being Members of Essex County Council, declared a non-pecuniary interest in the following items.

## **27. Have Your Say**

### Mr. Stephen Thomas

Mr. Stephen Thomas addressed the Committee in respect of Common Hill West. Mr. Thomas said residents had parked on a paved area of common land since at least the 1950s, though it was accepted that this was not an ideal situation aesthetically when all the cars are parked.

Mr. Thomas said residents hopes were dashed at a November meeting when it was decided that whilst residents parking spaces would be created, there would be only spaces for eight cars, with residents parking available only from 5pm to 8am Monday to Friday, and all day on Saturday and Sunday.

Mr. Thomas said many essential journeys are undertaken by residents outside of these times, and when they return to their homes they will find their parking space taken-up by someone

else. Mr. Thomas said it would also be tempting for non-residents to use a parking space during the residents parking hours given the ineffectiveness of the parking enforcement.

Mr. Thomas said the car parking space allocation will allow one space per household, plus two additional spaces, one at either end of the resident's parking spaces, to be allocated by Uttlesford District Council. Mr. Thomas said this allocation needed to be looked at again to find a more equitable solution.

Mrs. Katherine Whitbourn-Gregory

Mrs. Whitbourn-Gregory addressed the Committee in respect of Common Hill West. Mrs. Whitbourn-Gregory said as a resident in Common Hill West she was concerned about the future effectiveness of parking enforcement in the area.

Mrs. Whitbourn-Gregory said the current parking arrangements are well managed between the residents with parked cars providing a barrier against all sorts of anti-social behaviour, some of which has previously been reported to the Police, who had not acted upon as they are not resourced sufficiently to deal with all non-serious crime.

Mrs. Whitbourn-Gregory feared that illegal night-time parking, beyond 5pm Monday to Friday will become a serious issue for the residents.

Councillor Douglas Perry (Uttlesford)

Councillor Perry addressed the Committee in respect of Common Hill West. Councillor Perry said the issues of parking in this area are not new, with the Council seeking Counsel Advice on parking on common land three times in the past twenty five years.

Whilst Councillor Perry had sympathy for the residents in this area, the fact was no-one is permitted to park on this common land, though the new scheme will allow for one parking space per household to park there at the permitted times.

Councillor Alastair Walters (Uttlesford)

Councillor Walters addressed the Committee in respect of Common Hill West. Councillor Walters reiterated Councillor Perry's remark, that it was an illegal act to park on this common land, though the Council are now trying to find a solution with the use of parking permits.

Councillor Walters said each household will have a dedicated parking space, plus there will be a further two spaces for allocation. The permits provided for parking to the residents will have the same conditions as apply to all other permits and Councillor Walter believed that this was unworkable, asking for the conditions of the permits to be reconsidered.

Mr. Ron Couchman

Mr. Couchman addressed the Committee in respect of a parking restriction scheme in Clavering. Mr. Couchman said a parking restriction scheme was needed outside of Clavering Primary School. Mr. Couchman said serious congestion was being caused outside the school at school opening and closing times, and this was been exacerbated by pre-school classes.

The local Highway Panel had referred this problem to the Parking Partnership. Mr. Couchman said they had been advised that a new scheme will be introduced in March 2013, but asked if there is budget provision, could the implementation date with an enforcement presence be

brought forward.

Mr. Peter Blomley

Mr. Peter Blomley addressed the Committee in respect of a parking restriction scheme in Clavering. Mr. Blomley said that Clavering Primary School has no parking provision, and with a very narrow access road the current situation was appalling.

Mr. Blomley said he believed creating a parking restriction zone in the vicinity will only make the situation worse.

Councillor Barker said enforcement officers will be patrolling this area and the scheme will be monitored for effectiveness.

Councillor Heather Asker

Councillor Asker addressed the Committee to request a parking resident's scheme. Councillor Asker said a parking resident's scheme was needed for residents living in properties at the upper end of Castle Street, on a stretch of road running from there to the junction of Little Walden Road and Catons Lane.

Councillor Asker said a stretch of roadway for residents parking in the area will alleviate the problems for current car owner residents with no parking facility.

Councillor Asker said a request for a feasibility study had been made to Mr. Shane Taylor of the Parking Partnership, and formally asked for this request to be taken forward.

Councillor Robert Eastman

Councillor Eastman addressed the Committee in respect of parking in the Castle Street area. Councillor Eastman said the Parking Partnership had informed him that due to limited parking in the vicinity, 6-hour permits are issued (4 per 24 hour period) rather than one 24 hour permit.

Councillor Eastman said he felt this was unnecessarily unwieldy and warranted 24 hour permits.

Mr. Richard Walker (Parking Partnership) confirmed to Councillor Eastman that 24 hour permits will be introduced in Uttlesford District from April 2013, as agreed by the Committee at the meeting on 4 October 2012.

In response to Councillor Eastman in respect of parking vehicles and vehicle registration recognition to pay by text, Councillor Barker said the scheme will be introduced in 2013, and will allow motorists to initially pay by text and then top-up by text. This will allow motorists to top-up remotely and avoid the need to return to their vehicle.

Councillor Alan Dean

Councillor Dean addressed the Committee in respect the concern he has for the traffic chaos caused by motorists parking to go to the Tesco Express in Cambridge Road, Stansted.

Councillor Dean requested that the current parking scheme in the area needed changing. In the long-term, Councillor Dean said redevelopment in the area will relieve the current traffic chaos. In the short term he believed a solution would be to extend the existing car park to

provide better access.

Councillor Dean said the residents parking scheme in Lower Street, Stansted also needed reviewing.

Councillor Dean said whilst he was making these requests to the Committee, he wasn't sure of the process for dealing with parking issues, how things worked and who did what.

Councillor Barker said the Parking Partnership is aware of the problems raised by Councillor Dean. The Parking Partnership had just completed a consultation exercise in the Cambridge Road area and a report relating to the objections received will shortly be considered. Changes in Lower Road have also been requested and the Parking Partnership has started work in this area. The consultation for Lower Street should occur in the New Year.

## **28. Minutes**

*RESOLVED* that the minutes of the meeting held on 4 October 2012 was confirmed as a correct record.

## **29. Call in of decision – CCTV Car Options Appraisal**

The Committee considered the minutes and notes from the Call in process relating to the decision on the CCTV Car – Options Appraisal.

*RESOLVED* that the Committee;

- i) Noted the call in process to the decision relating to the CCTV Car – Options Appraisal.
- ii) Agreed to continue with the implementation of the CCTV Car scheme (UNANIMOUS), with the condition that the CCTV Car is not initially used in the Tendring District, and that Tendring will reconsider its position when the first quarter's operation of the CCTV car is reviewed in October 2013.

## **30. Operational Report / Budget forecast outturn 2012/13**

Mr. Richard Walker, Parking Partnership Group Manager introduced the operational report.

### **Recruitment**

Members discussed the issues around recruitment and the long length of time it appeared to be taking to get to full strength, that of 63 full time equivalent enforcement officers.

Ms. Emma Powell, Enforcement Manager, Parking Partnership said the recruitment process, including advertisements, short listing, interviews, offers and notice, usually took a minimum of three months. A new set of applications are currently at the interview stage and the new appointments are likely to start work from the end of January 2013. Advertisements for future vacancies will then commence at the beginning of February 2013.

Mr. Ian Taylor (Tendring) said more information was needed so that Members and officers could make a more informed judgement on staffing levels versus income levels and the overall effect on the budget.

### **Financial position – recruitment / Penalty Charge Notices**

Councillor Mitchell asked how was it that the budget was already overspent although the staffing levels had never reached full establishment, and currently stood at 50.5 full time equivalent enforcement officers, a shortfall of 12.5 full time enforcement officers. Councillor Mitchell asked how the shortfall in staff was impacting on the service, why hadn't the Parking Partnership considered agency staff and what was the impact on Off-Street parking.

Councillor Barker asked whether the staffing shortfall was the reason for the fluctuation in Penalty Charge Notices (PCN) issued (On-Off Street Parking combined), with Councillor Mitchell adding whether the areas where the number of PCN issued are down are the same areas that are short in staffing numbers.

Mr. Walker (Parking Partnership) said whilst it is possible to monitor by district, the number of PCNs issued against the number of enforcement officers employed in the area, geographical, operational and local differences makes it difficult to make a direct comparison between districts. For example, the average income per enforcement officer ranges from £19-27k in Tendring, to £21-37k in Harlow, to £28-43k in Braintree and Uttlesford, to £36-71k in Colchester.

Mr. Walker said historic data showed that the level of income generated by agency staff was greater in Off-Street Parking areas, as these officers probably preferred enforcing in car parks. Whilst this trend no longer exists with the establishment made up of Parking Partnership staff, deployment / shift patterns are being looked at to stay ahead of the motorists. The intention is (for example, in Epping Forest / Harlow) to get officers deployed in busy areas, to avoid travelling time and thereby increase surveillance and maximise the income generated.

Councillor Mitchell said the ability to introduce flexibility into the deployment arrangements was very good, but there remained a need to see this reflected in further budget detail as soon as possible, and this was a concern as districts are now in the budget setting process.

In response to Councillor Halliday, Mr. Walker said the under spend would reduce to a nil deficit with a full establishment of enforcement officers. Mr. Walker also confirmed to Councillor Waller that Colchester is now employing a dedicated member of staff to organise and manage the recruitment process, though Ms. Powell confirmed at each stage of recruitment they receive on average 150 applications and from this conduct 35 interviews, a very long process. That said, with recruitment stages now overlapping, the time of each stage is being kept to a minimum. Councillor Durcan suggested that the Parking Partnership contact the Human Resources Service at each district to determine if they could help with the recruitment process.

In summary, members remained concerned about the budget deficit for 2012-13 and were of the opinion that officers, before the next meeting of the Joint Committee, and as a matter of urgency, needed to examine in detail all expenditure, including establishment and income levels by area and overall, to establish a way forward for the remainder of 2012-13 and 2013-14. In respect of Off-Street Parking there was also concern about the dramatic increase in Off-Street PCNs issued in Colchester in 2012, whilst all other districts saw a decrease, most noticeable Epping Forest, as expressed by Mr. Durrani (Epping Forest).

Following the request from Mr. Ian Taylor (Tendring) to form an Officer Working Group (comprising of the Parking Partnership Group Manager and Client Officers from each partner authority, including Essex County Council) to examine the issues raised and to recommend a way forward, Councillor Barker agreed this should be organised as soon as possible, though the Chair for the working group should be agreed between the participating officers.



## **Performance**

It was acknowledged at the Client Officers meeting the week prior to the Joint Committee meeting and reiterated by Members that the statistical and performance data provided within the main report required amending, and that in some cases the data was meaningless.

Mr Walker provided Members with some additional information on the cost of Civil Enforcement Officer (CEO) service (£1.15m) and the income generated by the officers (£1.38m) for 2011/12, plus the range of income generated by CEOs at Colchester £36-£71k, Tendring £19-27k, Braintree / Uttlesford £28-43k and Harlow £21-37k. Further graphs were also provided showing trends (by district) of the annual total of PCNs issued since 2009 and the total number of PCNs issued between April and November each year since 2009. It was agreed that the new information did provide data by which trends could be identified and judgements made.

## **Back Office**

In response to Councillor Mitchell, Ms. Day explained that to cope with the extra demand from the steady increase in the office workload due to the inclusion of Epping Forest District Council and an increase in administrative caseload, the service was utilising the skills of former employees and inviting them to help during peaks in workload, mainly on a Monday and Tuesday.

## **Budget**

Councillor Barker said whilst the recruitment process continued, that given the budget was already overspent, Members needed confidence that when the Parking Partnership was fully staffed this will impact positively on the overall budget.

Councillor Halliday said whilst budget shortfalls remain Members need to know how long will it be before the books balance and that districts will need to know estimate outturns very shortly for their own budget process. Councillor Halliday said the budget process needed to be addressed immediately and agreed to officers meeting as soon as possible to determine a way forward and to address any potential financial liability.

Councillor Durcan and Mitchell concurred with Councillor Halliday, saying tangible evidence was needed as soon as possible in order that the correct budget decision was made by each district council.

Mr. Ian Taylor (Tendring) reiterated the need for an Officer Working Group to examine the issues raised and to recommend a way forward, adding that he would be happy to volunteer to chair the working group.

Mr. Young (Colchester) said that as Colchester was the Parking Partnership's lead authority, he felt the Working Group should be led (chaired) by Colchester. Councillor Halliday, whilst appreciating that Colchester was the lead authority, envisaged the working group working at a higher level as an independent critical friend, so the chairmanship didn't necessarily need to come from the lead authority.

Mr. Walker confirmed that the procurement process for a CCTV Car was underway. Councillor Barker asked the partner authorities to consider 'hot-spots' in their districts and forward details to the partnership for future reference.

Mr. Walker confirmed the reason for the CCTV Car is to keep traffic flowing and increase traffic safety. Mr. Ian Taylor (Tendring) said the CCTV Car would not only be deployed outside schools but could also enforce parking restrictions in e.g. bus lanes and clearways.

Mr. Walker presented the forecast outturn position for 2012-13 at period 8.

Councillor Mitchell said an accounts statement should be presented to the Joint Committee on a quarterly basis, to include trends and profit and loss, and with an accountant in attendance to provide the necessary professional advice and guidance. Also, with regard to the current budget, what steps are to be made to bring the over spend to nil balance. Councillor Halliday added that future reports needed to be presented in the form of a tracker account, with adjusted outturns.

*RESOLVED* that the Joint Committee;

- i) Considered and noted the Operational Report for On-Street Parking, since the last Joint Committee meeting in October 2012.
- ii) Noted the North Essex Parking Partnership forecast outturn position for 2012-13 at period 8.
- ii) Agreed to an Officer Working Group (comprising of the Parking Partnership Group Manager and Client Officers from each partner authority, including Essex County Council and the Chair to be agreed by the working group) being formed to examine the issues raised for On and Off Street parking concerning recruitment, income from PCNs and the overall budget, and to report back to the March meeting of the Joint Committee.

### **31. Forward Plan**

Mr. Judd (Colchester) confirmed that the Forward Plan will be updated to reflect the meetings undertaken by the Officer Working Group.

Mr. Judd also confirmed that the draft Forward Plan for 2013-14 will be presented to the March meeting.

*RESOLVED* that the Joint Committee noted the current Forward Plan.

**North Essex Parking Partnership  
Notes from the Client Officer meeting  
Rowan House, Colchester  
24-January-2013**

- Present: - Ms. Emma Day (Parking Partnership)  
Ms. Vicky Duff (Essex County Council)  
Mr. Qasim Durrani (Epping Forest District Council)  
Mr. Robert Judd (Colchester Borough Council)  
Mr. Paul Partridge (Braintree District Council)  
Mr. Sean Plummer (Colchester Borough Council)  
Ms. Samantha Sismey (Colchester Borough Council)  
Mr. Andrew Taylor (Uttlesford District Council)  
Mr. Ian Taylor (Tendring District Council)  
Mr. Richard Walker (Parking Partnership)  
Mr. Matthew Young (Colchester Borough Council) (Chairman)
- Apologies: - Mr. Joe McGill (Harlow District Council)

**Agenda Items discussed in open forum and actions;**

**NEPP Development Plan**

**Discussion around topics that will form part of the next Development Plan for implementation over the next 3-5 years.**

Action:-

1. A forward strategy to be discussed with the JC members on a date to be agreed with members, possibly for mid to late May (Richard)
2. Finance and NEPP Officers to provide an understanding of the Budget (and what to do to break even in future years. (Richard/Samantha/Sean)
3. Options appraisal – Strategy to consider outsourcing the in-house enforcement operation (Richard/Matthew)
4. Streamlining the Traffic Regulation Order (TRO) in-house process (Richard/Trevor)
5. The spring TRO meeting to include a summary of TRO Income (By district and O/A, plus b/d by unfunded / self funded) (Richard/Samantha)
6. Long-term aim to merge TRO account with On-Street Parking account
7. Priority to be given to Residents' Parking (RP) Schemes to generate revenue streams, including a need to separate TRO / RP schemes (Richard/Trevor)
8. Find other methods of income generation (Richard/Matthew)

**NEPP Agreement**

**A summary of the Agreement and policies as a reminder of the policy and remit of the NEPP**

Action:-

1. Workshop session with JC Members

**NEPP Enforcement**

**A discussion on the geographic, seasonal and socio-economic differences across the area, contrasted with the need to carry out fair, consistent and transparent enforcement in accordance with national guidance.**

**Action:-**

1. A need for improved communication – local contact with the central operation (NEPP Management team/Client Officers)
2. Review local policy issues and ensure local managers are aware of local needs / hotspots as well as the wider partnership needs. (NEPP Management team/Client Officers)
3. Client Officers asked to provide local policy issues and needs. (NEPP Management team/Client Officers)

**NEPP Finances**

**A discussion on the present budget situation and the likely out-turn, with an update of the budget and operation.**

**The issues discussed included;**

- **Current income Levels below the anticipated budget**
- **Current expenditure overspends**
- **Current level of support costs**
- **The need to review future costs and income**
- **The need to move to '0' balance in 2014/15**

**Action:-**

1. A breakdown of all direct and indirect costs to show base information that will enable a closer examination of costs and allow a correlation between income and expenditure (Samantha)
2. Line by line explanations (Richard/Samantha)
3. Essex County Council to be provided with monthly updates to be able to cover for any potential deficit in 2012-13. (Richard/Samantha/Sean)
4. A 2/3 year Business Plan needed for On and Off Street Parking (NEPP Management Team/Matthew)
5. Consideration for 'smarter' shift patterns to provide greater effectiveness in enforcement (Enforcement Manager/Richard)
6. Clarification on 'observation policy' for issuing Penalty Charge Notices, with acknowledgement that it is unrealistic to keep expecting year on year increases in the number issued (Enforcement Manager)

<b>Committee Date / Reference</b>	<b>North Essex Parking Partnership Joint Parking Committee</b>	
	<b>14 March 2013</b>	
<b>Report Title</b>	<b>The Annual Governance Statement 2012/13</b>	
<b>Report Subject</b>	<b>This report provides the committee with an introduction to the annual governance review.</b>	
<b>Reason and Decision being sought</b>	<p><b>The Joint Committee is required to provide formal assurance about its governance arrangements as part of the annual closure of accounts process.</b></p> <p>The committee is requested to:</p> <ul style="list-style-type: none"> <li>• Note the requirement to undertake a review of the governance arrangements of the North Essex Parking Partnership.</li> <li>• Highlight any governance issues they feel should be considered as part of the review.</li> </ul>	
<b>Type of Report</b>	Governance	
<b>Report Author/ Job Title</b>	Report by Hayley McGrath Risk & Resilience Manager	
<b>Author's Contact</b>	01206 508902	<a href="mailto:hayley.mcgrath@colchester.gov.uk">hayley.mcgrath@colchester.gov.uk</a>
<b>Other Referenced Papers</b>	Not applicable	

## 1.0 Introduction

- 1.1 The North Essex Parking Partnership has to comply with the requirements of the Account and Audit (England) Regulations 2011, in which it is defined as a 'smaller relevant body'.
- 1.2 The regulations state that '*The relevant body is responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of the body's functions and which includes arrangements for the management of risk*'.
- 1.3 Whilst the regulations do not require smaller relevant bodies to formally produce a full Annual Governance Statement they do have to complete an annual return, which consists of four declarations. One of which relates to the effectiveness of the body's governance arrangements in place during the 2012/13 financial year.

- 1.4 Declaration 2 requires this committee to complete an Annual Governance Statement by confirming that the service has complied with eight areas of governance. Therefore, whilst a full governance statement does not need to be produced, a review of the service's governance arrangements will be undertaken, and reported to this committee, to enable it to comply with its duty to complete the declaration. The return for 2012/13 has not been received yet but a copy of the return for 2011/12 has been attached at appendix 1 for reference.

## **2.0 Work required**

- 2.1 As the governance review forms part of the annual return, it will be undertaken by the Risk and Resilience Manager of Colchester Borough Council, on behalf of the service.
- 2.2 The findings from the 2011/12 review will be reviewed to ensure that the issues highlighted have been resolved. A copy of the findings from 2011/12 is attached at appendix 2.
- 2.3 All of the members of the joint committee should have an opportunity to contribute to the review. Therefore the Risk and Resilience Manager will make arrangements to meet with any member who wishes to discuss, in confidence, any governance concerns that they may have.
- 2.4 As previously stated the review will therefore be reported to this committee at the meeting in June 2013. At this meeting it will be for the committee to consider the findings of the review and agree any proposed actions that need to be undertaken to strengthen the governance arrangements. The statement will then be signed by the Chairman of the Joint Committee and the Clerk.

## **3.0 Conclusion and Recommendations**

- 3.1 Members are requested to note the requirement to undertake a review of the governance arrangements of the North Essex Joint Parking Service, their responsibility to highlight any concerns and the responsibility of the committee to consider and approve the completed declaration.

## **4.0 Standard References**

- 4.1 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.

### **Attached Papers:**

- Appendix 1 – Copy of 2011/12 declaration  
Appendix 2 – Governance issues 2011/12

## Small Bodies in England Electronic annual return Year ended 31 March 2012

Small relevant bodies in England with an annual turnover of £6.5 million or less must complete an annual return summarising their activities at the end of each financial year.

The annual return on pages 2 to 5 is made up of four sections:

- Sections 1 and 2 are completed by the person nominated by the body.
- Section 3 is completed by the external auditor.
- Section 4 is completed by the body's internal audit provider.

The body must approve this annual return no later than 30 June 2012.

### Completing your electronic annual return (eAR)

Guidance notes, including a completion checklist, are provided on page 6 and at relevant points in the annual return. For further information on eAR go to <http://www.audit-commission.gov.uk/audit-regime/support-guidance/Pages/Annualreturn.aspx>

Once downloaded you are able to complete certain sections of this e-annual return. You must then print the e-annual return to complete the remainder of the information required before approval by the body. The sections available for completion electronically are:

- the name of your body in sections 1, 2 and 4 on pages 2, 3 and 5
- boxes 1 to 10 in Section 1 on page 2; and
- the responses in boxes 1 to 8 in Section 2 on page 3.

You cannot save the e-annual return or send it electronically. You may only print it.

Complete all sections highlighted in red. Do not leave any red box blank. Incomplete or incorrect returns require additional external audit work and may incur additional costs.

Send the annual return, together with your bank reconciliation as at 31 March 2012, an explanation of any significant year on year variances in the accounting statements and any additional information requested, to your appointed external auditor by the due date.

Your auditor will identify and ask for any documents needed for audit. Therefore, unless requested do not send any original financial records to the external auditor.

Audited and certified annual returns will be returned to the body for publication or public display of sections 1, 2 and 3. You must publish or display the audited annual return by 30 September 2012.

It should not be necessary for you to contact the external auditor or the Audit Commission directly for guidance.

More guidance on completing this annual return may be found in the Practitioners' Guides for either local councils or internal drainage boards. These publications may be downloaded from the National Association of Local Councils (NALC) or Society of Local Council Clerks (SLCC) websites ([www.nalc.gov.uk](http://www.nalc.gov.uk) or [www.slcc.co.uk](http://www.slcc.co.uk)) or from the members area of the Association of Drainage Authorities website ([www.ada.org.uk](http://www.ada.org.uk)).

## Section 1 – Accounting statements for:

North Essex Parking Partnership Joint Committee			
	Year ending		Notes and guidance
	31 March 2011 £	31 March 2012 £	
1 Balances brought forward	0	0	Total balances and reserves at the beginning of the year as recorded in the body's financial records. Value must agree to Box 7 of previous year.
2 (+) Income from local taxation and/or levy	0	830,387	Total amount of local tax and/or levy received or receivable in the year including funding from a sponsoring body.
3 (+) Total other receipts	0	2,399,343	Total income or receipts as recorded in the cashbook less income from taxation and/or levy (box 2). Include any grants received here.
4 (-) Staff costs	0	1,967,647	Total expenditure or payments made to and on behalf of all body employees. Include salaries and wages, PAYE and NI (employees and employers), pension contributions and employment expenses.
5 (-) Loan interest/capital repayments	0	0	Total expenditure or payments of capital and interest made during the year on the body's borrowings (if any).
6 (-) All other payments	0	815,600	Total expenditure or payments as recorded in the cashbook less staff costs (box 4) and loan interest/capital repayments (box 5).
7 (=) Balances carried forward	0	446,483	Total balances and reserves at the end of the year. Must equal (1+2+3) – (4+5+6)
8 Total cash and short term investments	0	327,431	The sum of all current and deposit bank accounts, cash holdings and short term investments held as at 31 March – to agree with bank reconciliation.
9 Total fixed assets and long term assets	0	0	The recorded book value at 31 March of all fixed assets owned by the body and any other long term assets e.g. loans to third parties and any long-term investments.
10 Total borrowings	0	0	The outstanding capital balance as at 31 March of all loans from third parties (including PWLB).

I certify that for the year ended 31 March 2012 the accounting statements in this annual return present fairly the financial position of the body and its income and expenditure, or properly present receipts and payments, as the case may be.

Signed by Responsible Financial Officer:

Date 20/06/2012

Sean Plummer

I confirm that these accounting statements were approved by the body on:

21/06/2012

and recorded as minute reference:

Signed by Chair of meeting approving these accounting statements:

Date 21/06/2012

Councillor S Parker



## Section 2 – Annual governance statement

We acknowledge as the members of:

North Essex Parking Partnership Joint Committee

our responsibility for ensuring that there is a sound system of internal control, including the preparation of the accounting statements. We confirm, to the best of our knowledge and belief, with respect to the accounting statements for the year ended 31 March 2012, that:

	Agreed –		'Yes' means that the body:
	Yes	No	
1 We approved the accounting statements prepared in accordance with the requirements of the Accounts and Audit Regulations and proper practices.	<input checked="" type="radio"/>	<input type="radio"/>	prepared its accounting statements in the way prescribed by law.
2 We maintained an adequate system of internal control, including measures designed to prevent and detect fraud and corruption and reviewed its effectiveness.	<input checked="" type="radio"/>	<input type="radio"/>	made proper arrangements and accepted responsibility for safeguarding the public money and resources in its charge.
3 We took all reasonable steps to assure ourselves that there are no matters of actual or potential non-compliance with laws, regulations and codes of practice that could have a significant financial effect on the ability of the body to conduct its business or on its finances.	<input checked="" type="radio"/>	<input type="radio"/>	has only done things it has the legal power to do and conformed to codes of practice and standards in the way it has done so.
4 We provided proper opportunity during the year for the exercise of electors' rights in accordance with the requirements of the Accounts and Audit Regulations.	<input checked="" type="radio"/>	<input type="radio"/>	during the year gave all persons interested the opportunity to inspect and ask questions about the body's accounts.
5 We assessed the risks facing the body and taken appropriate steps to manage those risks, including the introduction of internal controls and external insurance cover where required.	<input checked="" type="radio"/>	<input type="radio"/>	considered the financial and other risks it faces and dealt with them properly.
6 We maintained throughout the year an adequate and effective system of internal audit of the body's accounting records and control systems.	<input checked="" type="radio"/>	<input type="radio"/>	arranged for a competent person, independent of the financial controls and procedures, to give an objective view on whether internal controls meet the needs of the body.
7 We took appropriate action on all matters raised in reports from internal and external audit.	<input checked="" type="radio"/>	<input type="radio"/>	responded to matters brought to its attention by internal and external audit.
8 We considered whether any litigation, liabilities or commitments, events or transactions, occurring either during or after the year-end, have a financial impact on the body and where appropriate included them in the accounting statements.	<input checked="" type="radio"/>	<input type="radio"/>	disclosed everything it should have about its business activity during the year including events taking place after the year-end if relevant.

This annual governance statement is approved by the body and recorded as minute reference

[Signature line]

dated 21/06/2012

Signed by: Councillor S. Barker

Chair

dated 21/06/2012

Signed by

Clerk

dated 21/06/2012

\*Note: Please provide explanations to the external auditor on a separate sheet for each 'No' response. Describe how the body will address the weaknesses identified.

### SECTION 3 – EXTERNAL AUDITOR’S CERTIFICATE AND OPINION

We certify that we have completed the audit of the annual return for the year ended 31 March 2012 of  
**NORTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE**

#### Respective responsibilities of the Joint Committee and the auditor

The Joint Committee is responsible for ensuring that its financial management is adequate and effective and that it has a sound system of internal control. The Joint Committee is also responsible for preparing an annual return in accordance with proper practices which:

- summarises the accounting records for the year ended 31 March 2012; and
- confirms and provides assurance on those matters that are important to our audit responsibilities.

Our responsibility is to conduct an audit in accordance with guidance issued by the Audit Commission and, on the basis of our review of the annual return and supporting information, to report whether any matters that come to our attention give cause for concern that relevant legislation and regulatory requirements have not been met.

#### External Auditor’s report

~~(Except for the matters reported below)\*~~ on the basis of our review, in our opinion the information contained in the annual return is in accordance with proper practices and no matters have come to our attention giving cause for concern that relevant legislation and regulatory requirements have not been met. ~~(\*delete as appropriate).~~

Other matters not affecting our opinion which we wish to draw to the attention of the Joint Committee;

#### **Approval arrangements**

Although the accounting statements at Section 1 have been signed and dated by the Responsible Financial Officer and Chair the minute reference has been omitted.

Minute references provide a link to the permanent record of the accounting statements submission to and approval by the Joint Committee and should in future be entered in the box provided for doing so.

External Auditor's signature

External Auditor's name  Date

**Note**  
The auditor signing this page has been appointed by the Audit Commission and is reporting to you that they have carried out and completed all the work that is required of them by law. For further information please refer to the Audit Commission’s publication entitled *Statement of Responsibilities of Auditors and of Audited Small Bodies*.

## Section 4 – Annual internal audit report to

North Essex Parking Partnership Joint Committee

The body's internal audit, acting independently and on the basis of an assessment of risk, carried out a selective assessment of compliance with relevant procedures and controls expected to be in operation during the financial year ended 31 March 2012.

Internal audit has been carried out in accordance with the body's needs and planned coverage. On the basis of the findings in the areas examined, the internal audit conclusions are summarised in this table. Set out below are the objectives of internal control and alongside are the internal audit conclusions on whether, in all significant respects, the control objectives were being achieved throughout the financial year to a standard adequate to meet the needs of the body.

Internal control objective	Agreed? Please choose from one of the following		
	Yes	No*	Not covered**
A Appropriate accounting records have been kept properly throughout the year.	✓		
B The body's financial regulations have been met, payments were supported by invoices, expenditure was approved and VAT was appropriately accounted for.	✓		
C The body assessed the significant risks to achieving its objectives and reviewed the adequacy of arrangements to manage these.	✓		
D The annual taxation or levy or funding requirement resulted from an adequate budgetary process; progress against the budget was regularly monitored; and reserves were appropriate.	✓		
E Expected income was fully received, based on correct prices, properly recorded and promptly banked; and VAT was appropriately accounted for.	✓		
F Petty cash payments were properly supported by receipts, expenditure was approved and VAT appropriately accounted for.			✓
G Salaries to employees and allowances to members were paid in accordance with body approvals, and PAYE and NI requirements were properly applied.	✓		
H Asset and investments registers were complete and accurate and properly maintained.			✓
I Periodic and year-end bank account reconciliations were properly carried out.	✓		
J Accounting statements prepared during the year were prepared on the correct accounting basis (receipts and payments or income and expenditure), agreed to the cash book, were supported by an adequate audit trail from underlying records, and, where appropriate, debtors and creditors were properly recorded.	✓		

For any other risk areas identified by the body (list any other risk areas below or on separate sheets if needed) adequate controls existed:

Name of person who carried out the internal audit: ELFREDA WALKER

Signature of person who carried out the internal audit: 

Date: 20/06/2012

\*Note: If the response is 'no' please state the implications and action being taken to address any weakness in control identified (add separate sheets if needed).

\*\*Note: If the response is 'not covered' please state when the most recent internal audit work was done in this area and when it is next planned, or, if coverage is not required, internal audit must explain why not (add separate sheets if needed).

## Guidance notes on completing the 2012 annual return

- 1 Proper practices for preparing this annual return are found in the *Practitioners' Guides*\*. These publications are updated from time to time and contain everything you should need to prepare successfully for your financial year-end and the subsequent audit. Both NALC and SLCC have helplines if you want to talk through any problem you may encounter. If you are using the electronic annual return (e-AR) read carefully the guidance on page 1.
- 2 Make sure that your annual return is complete (i.e. no empty red boxes), and is properly signed and dated. Avoid making any amendments to the completed return. But, if this is unavoidable, make sure the amendments are drawn to the attention of and approved by the body, properly initialled and an explanation is provided to the auditor. Annual returns containing unapproved or unexplained amendments will be returned unaudited and may incur additional costs.
- 3 Use the checklist provided below. Use a second pair of eyes, perhaps a member or the Chair, to review your annual return for completeness before sending it to the auditor.
- 4 Do not send the auditor any information not specifically asked for. Doing so is not helpful. However, you must advise the auditor of any change of Clerk, Responsible Financial Officer or Chair.
- 5 Make sure that the copy of the bank reconciliation which you send to your auditor with the annual return covers all your bank accounts. If your body holds any short-term investments, note their value on the bank reconciliation. The auditor should be able to agree your bank reconciliation to Box 8 on the accounting statements. You must provide an explanation for any difference between Box 7 and Box 8. More help on bank reconciliation is available in the *Practitioners' Guides*\*.
- 6 Explain fully significant variances in the accounting statements on page 2. Do not just send in a copy of your detailed accounting records instead of this explanation. The auditor wants to know that you understand the reasons for all variances. Include a complete analysis to support your explanation. There are a number of examples provided in the *Practitioners' Guides*\* to assist you.
- 7 If the auditor has to review unsolicited information, or receives an incomplete bank reconciliation, or you do not fully explain variances, this may incur additional costs for which the auditor will make a charge.
- 8 Make sure that your accounting statements add up and the balance carried forward from the previous year (Box 7 of 2011) equals the balance brought forward in the current year (Box 1 of 2012).
- 9 Do not complete section 3. The external auditor will complete it at the conclusion of their audit.

Completion checklist – 'No' answers mean you may not have met requirements		Done?
All sections	All red boxes have been completed?	<input checked="" type="checkbox"/>
	All information requested by the external auditor has been sent with this annual return? Please refer to your notice of audit.	<input checked="" type="checkbox"/>
Section 1	Approval by the body confirmed by signature of Chair of meeting approving the accounting statements?	<input checked="" type="checkbox"/>
	An explanation of significant variations from last year to this year is provided?	<input checked="" type="checkbox"/>
	Bank reconciliation as at 31 March 2012 agreed to Box 8?	<input checked="" type="checkbox"/>
	An explanation of any difference between Box 7 and Box 8 is provided?	<input checked="" type="checkbox"/>
Section 2	For any statement to which the response is 'no', an explanation is provided?	<input checked="" type="checkbox"/>
Section 4	All red boxes completed by internal audit and explanations provided?	<input checked="" type="checkbox"/>

\*Note: *Governance and Accountability for Local Councils in England – A Practitioners' Guides*, is available from NALC and SLCC representatives or *Governance and Accountability for Internal Drainage Boards in England – A Practitioners' Guides*, is available from the ADA at The Association of Drainage Authorities, 12 Cranes Drive, Surbiton, Surrey, KT5 8AL or from the NALC, SLCC or ADA websites - see page 1 for addresses.

## Appendix 1

### North Essex Parking Partnership Annual Governance Statement Issues Identified 2011/12

No.	Issue	Action
1	<p><u>Parking Services Income</u></p> <p>An audit of the parking services income was carried out in September 2011. Whilst there were no significant issues that required immediate senior management intervention the report did make 12 recommendations for improvement. These related to issues such as policies and procedures, health and safety processes, security, authorisation processes and reporting performance to members</p>	<p>Management have agreed the recommendations in the report and these include:</p> <ul style="list-style-type: none"> <li>• Updating policies</li> <li>• Reviewing risk assessments</li> <li>• Reviewing vehicles and processes used for cash collection</li> <li>• Carrying out reconciliations</li> <li>• Updating authorisation processes</li> <li>• Regularly reporting to the Portfolio Holder</li> </ul> <p>Many of the recommendations have already been implemented.</p>
2	<p><u>Write-Offs</u></p> <p>Presently the process for writing off parking tickets stands alone from the Corporate Debt policy, therefore there is no formal procedure for review and authorisation. Warrants are also only valid for one year after issue and currently expired warrants are still recorded. The expired warrants need to be removed.</p>	<p>A procedure for collecting parking fines and dealing with uncollectable items needs to be drawn up and formally incorporated into the Corporate Debt Policy. This should also include a process for monitoring warrants and removing expired ones from the system.</p>
3	<p><u>Service Level Agreement Off-Street Parking</u></p> <p>The main objective of the NEPP is to provide on-street parking control. However the partners are able to transfer the management of their off-street parking functions to the lead partner. There is provision for this in the formal partnership agreement, however whilst the provision sets out details of what can and can't be transferred in respect of off-street parking it is not very detailed and does not set out specific roles and responsibilities.</p>	<p>A detailed service level agreement should be drawn up for the off-street parking functions. This should detail specific roles and responsibilities to ensure that all parties have the same expectations from the service.</p>

## **North Essex Parking Partnership**

---

### **1 Forecasted Financial Position for 2012/2013**

1.0.1 The current forecasts for the on-street and off-street accounts can be found in **Appendix A**.

#### **1.1 On-street account:**

1.1.1 It is currently projected that the on-street account will be in deficit by £251k for the year. This forecast is based on best estimates and the information we have available at this time, but like any forecast is subject to change.

1.1.2 The business plan (please see **Appendix B**) assumed that the NEPP would generate a deficit of £66k for the year, so the current forecast is £185k worse than the business plan position. There are a number of key reasons for this:

- (a) Income from penalty charge notices (PCN's) is significantly down. This pattern is reflected regionally, following discussions at the East Anglian Parking Forum, where councils in the region agree that more motorists are paying at discount levels (often following making a challenge, which effectively lengthens the payment timescale).
- (b) The effect is also partly due to not having a full set of trained CEO's for much of the financial year. We have recently refocused our operation on smarter enforcement after detailed management analysis. Costs remain unchanged but effectively there is wider enforcement.
- (c) NEPP has almost finished its second transitional year – Epping Forest District Council joined in October 2012.
- (d) The surplus assumed for Epping Forest District Council in the business plan was £32k for quarters one and two. The actual surplus generated was £4k.
- (e) The impact of EFDC joining the NEPP has increased the non-direct costs attributable. Many costs are treated as non-direct for accounting purposes but in reality are incurred as a result of the service demands (e.g. number of employees, vehicles, postage etc).

1.1.3 NEPP has been mitigating the shortfall in PCN income by reducing expenditure where possible.

#### **1.2 Off-street account:**

1.2.1 It is currently projected that the off-street account will generate a deficit of £19k but every effort is being made to ensure the account is brought in as close to break-even as possible.

1.2.2 The expenditure includes some items incurred on behalf of partner authorities which falls outside of the NEPP remit and is therefore being recharged to the relevant partner.

## **2 2013/2014 Budget**

2.0.1 The budget can be found in **Appendix C** of this report.

### **2.1 On-street:**

2.1.1 The business plan assumed a surplus of £69k would be generated by NEPP for 2013/2014 but current income levels suggest this is unlikely to be achieved, therefore the budget for 2013/2014 has been set to achieve a break-even position.

2.1.2 Please note that the budget includes a savings target of £69k which will need to be met in order to achieve the break-even position.

2.1.3 Officers are confident that the steps proposed in the Business Plan will mitigate this saving. The measures proposed include:

- (a) Implementation of Mi-Permit paperless parking permits (saving c.£40k in stationery, c.£25k in staffing). Savings will be made for part of the year.
- (b) Implementation of the CCTV car bringing c.£30k additional income for part of the year.
- (c) An assessment of the work of the enforcement and back-office functions including any rationalisation, changes in processes, further partnerships, or other work which could be carried out to reduce costs or reduce overheads further.

### **2.2 Off-street:**

2.2.1 The off-street budget has been set to break-even. Partner's contributions have been increased by 2% in order to achieve this position.

# Appendix A

## NEPP: Forecast Outturn Position 2012/2013 at period 10

On-street Account	Updated bgt		2012/2013		2012/2013		2012/2013		Business Plan
	Budget	2012/2013 Budget to date	2012/2013 Budget to date	2012/2013 (Under) / over spend	Forecast	2012/2013 (Under) / over spend			
<b>Expenditure</b>									
<b>Direct costs</b>									
Employee costs:									
Management	88	74	73	0	87	(1)		Management	
CEO's & Supervision	950	754	766	(12)	942	(8)		CEO's	
Back Office	223	182	184	(1)	223	-		Back Office	
TRO's	82	65	65	0	81	(1)		Back Office	
Premises costs	9	0	7	(7)	0	(6)		Accommodation	
Transport costs (running costs)	9	19	8	12	23	14		Transport	
Supplies & Services	233	156	180	(24)	193	(40)		Other	
Third Party Payments	31	37	26	11	43	12		Other	
	1,625	1,286	1,308	(22)	1,593	(32)			
<b>Non-direct costs</b>									
Accommodation	79	75	65	10	79	-		Accommodation	
Other Support Services	61	63	53	10	88	27		Accommodation	
Cash Office & Receiving & Postage	29	30	24	6	38	10		Central Support	
Communications	20	6	16	(10)	20	-		Central Support	
Fleet contract hire	67	49	64	(15)	67	-		Transport	
IT	84	84	68	16	84	-		IT	
	340	307	291	17	376	37			
	1,965	1,593	1,599	(5)	1,969	5			
<b>Total Expenditure</b>									
<b>Income</b>									
Penalty Charges (PCN's)	(1,483)	(909)	(1,096)	187	(1,275)	208		PCN's	
Parking Permits/Season Tickets	(300)	(292)	(247)	(46)	(355)	(55)		Permits / ST's	
Parking Charges (P&D etc)	(84)	(56)	(59)	1	(84)	-		P&D etc	
Other income	(0)	(1)	(0)	(0)	(1)	-			
	(1,867)	(1,260)	(1,402)	142	(1,714)	153			
<b>Total Income</b>									
	98	333	197	137	255	158			
<b>Deficit / (Surplus)</b>									
Epping Forest District Council net surplus	(32)	-	(32)	32	(4)	27		EFDC quarter 1 & 2 surplus	
<b>Adjusted Deficit for all NEPP</b>									
	66	333	166	169	251	185			

153 Income  
27 efdc q1 & 2  
5 expenditure  
185 worse than Bus Case



		Updated bgt		2012/2013		2012/2013		2012/2013		2012/2013	
		2012/2013		2012/2013		2012/2013		2012/2013		2012/2013	
		Budget		Actual to date		Budget to date		Forecast		(Under) / over spend	
<b>Off-street Account</b>											
<b>Expenditure</b>											
<b>Direct costs</b>											
Employee costs:											
Management		18	18	15	3	22	4				
CEO's & Supervision		391	323	318	5	404	13				
Back Office		96	78	79	(1)	96	-				
Off-street Account		359	296	291	6	359	-				
Premises costs		0	8	0	8	10	10				
Transport costs (running costs)		9	10	7	2	12	3				
Supplies & Services		61	81	48	33	95	33				
Third Party Payments		7	16	6	11	18	11				
		941	832	764	68	1,015	74				
<b>Non-direct costs</b>											
Accommodation		20	19	16	2	20	-				
Other Support Services		31	16	28	(12)	38	7				
Cash Office & Receiving & Postage		44	8	36	(29)	47	2				
Communications		5	1	4	(3)	5	-				
Fleet contract hire		34	29	33	(4)	34	-				
IT		21	21	17	4	21	-				
		155	94	134	(42)	164	9				
		1,096	925	898	26	1,179	83				
<b>Total Expenditure</b>											
<b>Funded by:</b>											
Braintree District Council		(142)	(142)	(142)	(0)	(142)	-				
Colchester Borough Council		(614)	(512)	(512)	-	(614)	-				
Epping Forest District Council		(129)	(129)	(129)	-	(129)	-				
Harlow District Council		(65)	(65)	(65)	-	(65)	-				
Uttlesford District Council		(145)	(145)	(145)	-	(145)	-				
Other income		-	-	-	-	(65)	(65)				
<b>Total Income</b>		(1,095)	(993)	(993)	(0)	(1,160)	(65)				
<b>Deficit / (Surplus)</b>		1	(68)	(95)	25	19	19				

## Appendix B

### North Essex Parking Partnership Business Plan

£000	2011/2012 outturn		2012/2013 forecast		Cumulative Position (2 years)		2013/2014 Budget	
	Expenditure	Income	Expenditure	Income	Expenditure	Income	Expenditure	Income
<b>Business Plan</b>								
NEPP excl EFDC	1,750	(1,483)	1,965	(1,867)	3,715	(3,350)	365	
EFDC	505	(564)	252	(284)	757	(848)	(91)	
<b>NEPP Total</b>	<b>2,255</b>	<b>(2,047)</b>	<b>2,217</b>	<b>(2,151)</b>	<b>4,472</b>	<b>(4,198)</b>	<b>274</b>	<b>(69)</b>
<b>Accounts</b>								
NEPP excl EFDC	1,638	(1,559)	1,969	(1,714)	3,607	(3,272)	335	
EFDC	586	(606)	279	(283)	865	(889)	(24)	
<b>NEPP Total</b>	<b>2,224</b>	<b>(2,165)</b>	<b>2,248</b>	<b>(1,997)</b>	<b>4,472</b>	<b>(4,161)</b>	<b>310</b>	<b>(2,257)</b>
<b>Over/(under) plan</b>								
NEPP excl EFDC	(112)	(76)	5	153	(108)	78	(30)	
EFDC	81	(42)	27	1	108	(41)	67	
<b>NEPP Total</b>	<b>(31)</b>	<b>(118)</b>	<b>31</b>	<b>154</b>	<b>(0)</b>	<b>37</b>	<b>37</b>	<b>69</b>

Expenditure was overall £31k lower than Business case; NEPP excl EFDC underspent by £112k but EFDC overspent by £81k.

Income was higher than Business Case by £118k.

Income is expected to be £154k lower than Business Case. NEPP excl EFDC has made savings to mitigate this but EFDC has o/s

EFDC costs:

Contractors Costs	209,064
Cash collection	1,638
Enforcement fees	816
BPA Subscription	171
Change BO number with Post Office	650
Management & Professional	6,790
Parking Group	59,850
	<b>278,979</b>

Overall we are £37k over the anticipated business case position for the 2 financial years the NEPP has been operational.

Despite the Business Case assuming a surplus of £69k for 2013/2014 we have budgeted to break-even.

It must be stressed that the budget shown includes some challenging savings targets: £88,900 of savings yet to be identified for on-street account.

Please note that the income budget assumed is £259,900 higher than we expect to achieve in 2012/2013.

**Appendix C**  
**NEPP: Budget 2013/2014**

On-street Account	2012/2013 Budget	2012/2013 Forecast	2012/2013 (Under) / over spend	2013/2014 Budget	Business Plan
<b>Expenditure</b>					
<b>Direct costs</b>					
Employee costs:					
Management	88	87	(1)	55	Management
CEO's & Supervision	950	942	(8)	1,246	CEO's
Back Office	223	223	-	267	Back Office
TRO's	82	81	(1)	99	Back Office
Premises costs	9	0	(8)	7	Accommodation
Transport costs (running costs)	9	23	14	14	Transport
Supplies & Services	233	193	(40)	200	Other
Third Party Payments	31	43	12	28	Other
Savings target	1,625	1,593	(32)	(69)	Other
				1,847	
<b>Non-direct costs</b>					
Accommodation	79	79	-	73	Accommodation
Other Support Services	61	88	27	134	Central Support
Cash Office & Receiving & postage	29	38	10	33	Central Support
Communications	20	20	-	20	Central Support
Fleet contract hire	67	67	-	73	Transport
IT	84	84	-	76	IT
	340	376	37	410	
	1,965	1,969	5	2,257	
<b>Total Expenditure</b>					
<b>Income</b>					
Penalty Charges (PCN's)	(1,483)	(1,275)	208	(1,712)	PCN's
Parking Permits/Season Tickets	(300)	(355)	(55)	(386)	Permits / ST's
Parking Charges (P&D etc)	(84)	(84)	-	(158)	P&D etc
Other income	(0)	(1)	-	(1)	
<b>Total Income</b>	(1,867)	(1,714)	153	(2,257)	
<b>Deficit / (Surplus)</b>	98	256	158	0	
Epping Forest District Council net surplus	(32)	(4)	27	-	EFDC quarter 1 & 2 surplus 2012/2013
<b>Adjusted Deficit for all NEPP</b>	66	252	185	0	

**Off-street Account**

	2012/2013 Budget	2012/2013 Forecast	2012/2013 (Under) / over spend	2013/2014 Budget
<b>Expenditure</b>				
<b>Direct costs</b>				
Employee costs:				
Management	18	22	4	14
CEO's & Supervision	391	404	13	534
Back Office	96	96	-	115
Off-street Account	359	359	-	351
Premises costs	0	10	10	2
Transport costs (running costs)	9	12	3	4
Supplies & Services	61	95	33	64
Third Party Payments	7	18	11	7
	<u>941</u>	<u>1,015</u>	<u>74</u>	<u>1,090</u>
<b>Non-direct costs</b>				
Accommodation	20	20	-	18
Other Support Services	31	38	7	47
Cash Office & Receiving & postage	44	47	2	16
Communications	5	5	-	4
Fleet contract hire	34	34	-	55
IT	21	21	-	19
	<u>155</u>	<u>164</u>	<u>9</u>	<u>159</u>
	<u>1,096</u>	<u>1,179</u>	<u>83</u>	<u>1,248</u>
<b>Total Expenditure</b>				
<b>Funded by:</b>				
Braintree District Council	(142)	(142)	-	(142)
Colchester Borough Council	(614)	(614)	-	(626)
Epping Forest District Council	(129)	(129)	-	(266)
Harlow District Council	(65)	(65)	-	(66)
Uttlesford District Council	(145)	(145)	-	(148)
Other income	-	(65)	(65)	-
<b>Total Income</b>	<u>(1,095)</u>	<u>(1,160)</u>	<u>(65)</u>	<u>(1,249)</u>
<b>Deficit / (Surplus)</b>	<u>1</u>	<u>19</u>	<u>19</u>	<u>(0)</u>

**Report to:** Joint Committee, Parking Partnership

**Date:** 14 March 2013

**Subject:** North Essex Parking Partnership Operational Report

**Author:** Richard Walker, NE Parking Partnership

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

## **1. Introduction and Purpose of Report**

1.1 The report gives Members an overview of operational progress since October 2012.

1.2 The report is presented for information and scrutiny and for ease of reference the following section has again been organised using relevant operational headings.

## **2. Detailed considerations**

### **2.1 Recruitment / Structure**

2.1.1 The structure has been changed. The post of Enforcement Manager has been taken out of the structure and will not be recruited to achieving an efficiency to help ensure the business case remains on target, making a saving. Lou Belgrove, Business Manager, returned from maternity leave in March.

2.1.2 The Area Manager for the West Area is being recruited. Emma Powell has taken up the role of East Area Manager.

2.1.3 The Enforcement organisation is now at virtually full capacity, and operational hours have been assessed following the previous meeting to ensure maximum use of resources.

2.1.4 We are recruiting for officers for the back office.

### **2.2 Accommodation**

2.2.1 All bases are fully functioning. Staff have been adding to the number of satellite offices where lunch can be taken by CEOs.

### **2.3 On - Street Performance measures**

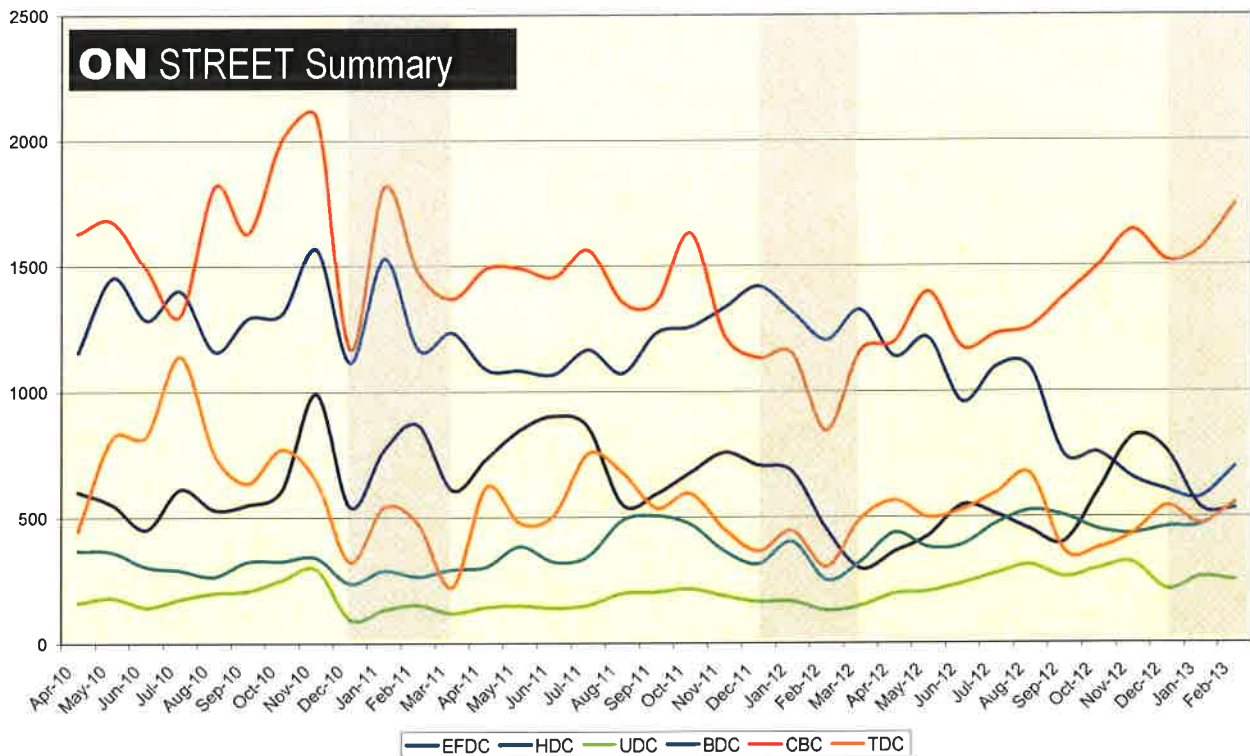
2.3.1 Performance and deployment measures have been reviewed in the enforcement teams following the last meeting in order to focus resources in the most efficient way, in accordance with the wishes of the Committee and with guidance of Client Officers. The full effects of these changes will be seen from February 2013.

2.3.2 The level of Penalty Charge Notices issued has remained on average broadly in line with previous years, in almost all cases recently operating slightly above the numbers issued last year. The exception is Epping Forest.

2.3.3 The change in Epping Forest appears to be attributable to a number of factors including the lack of overtime payable where it is thought extra time was being put in by the previous operator; operation of overtime would have made it easier to mobilise officers, already on beat, for longer. The difference in Epping Forest is around 145 PCNs per month below the trend (which equates to around 2 extra PCNs per shift).

2.3.4 The statistic for recovery values on PCN issued has yet to be calculated. This is one of the key areas to develop for the Partnership; to issue good quality PCNs and follow up the enforcement of them.

2.3.5 The following chart shows the issue rate of all Penalty Charges for the on-street parking function. This chart shows the full effect of the bad winters of previous years.



2.3.6 A separate set of PCN charts has been made available for each authority on an individual basis to show on street PCN issue levels. Details of payments and issued PCNs are also shown in the table in Appendix A.

2.3.7 Whilst there was some bad weather in January 2013, more consistency has been seen in overall figures and trends follow a similar pattern of issue to the last year at a similar time, albeit with increased performance in February due to revised deployment.

A summary is given below:

- **Harlow** – has seen an issue pattern similar to the last year; issue rate is expected to remain at this level.
- **Epping Forest** – The issue rate is below the previous year, but intervention has been made in deployment patterns.
- **Uttlesford** – with staffing returning to normal levels, the rate of issue has increased. The pattern of issues is similar to previous years, with a peak in October/November, but at a higher rate through winter.
- **Braintree** – The rate of issue has increased and, similar to Uttlesford, the change is represented by the deployment of more staff.
- **Colchester** – The level of issue in previous years had fallen slightly behind, and the rate has increased again due to twin factors of higher deployment and a number of new areas of enforcement.
- **Tendring** – Following a dip in deployment in October and November, the rate of issue has recently increased to previous levels due to better deployment from more active resources. The February figure is substantially higher than last year.

2.3.8 A number of training courses has been run, with CEOs receiving vocational training and internal courses being run to introduce enforcement staff to the running of the back office. A number of useful hints has been passed on, so officers can provide better information on cases.

2.3.9 The area concerning payments will be the focus of management attention especially following up the quality of PCNs. More data has been requested from the database supplier in order to target reporting.

## **2.4 Procurement**

2.4.1 Procurement is taking place for the CCTV vehicle. The standard procurement process is being followed for CCTV car using the Braintree Procurement Hub).

2.4.2 Procurement is also taking place for external contractors to assist with TRO functions, particularly the Colchester Review.

## **2.5 Back Office**

2.5.1 With the addition of the Epping Forest operation, and due to a continuing trend over time, the volume of correspondence in abeyance had started to build into a backlog where the response time was beyond our outer limit of 20 working days (it is desirable to keep responses within 14 days, except for more complex cases where more information has to be investigated).

2.5.2 Case workload had remained manageable within a turn-around time of approximately a month until a system failure put the database out of use for a number of days immediately following New Year. The system was returned within four days and within our risk management boundaries, however this was sufficient to build the caseload to levels where further intervention became necessary.

2.5.3 Management using emergency measures (by giving preference to work involving just outgoing correspondence) was able to stop the response time from growing further, but it was clear that additional help would be necessary to reduce the timescale for replies to a more respectable ten working days, and so that other services could return to normal.

2.5.4 Having assessed the rate of throughput, and to manage the situation to keep the response time under control, we have made use of Agency Bureau services. Chipside has been passed 750 initial challenges to be answered and set a target rate of approximately 100 per week. This arrangement can be terminated at the end of the 750 or we can pass them further work if required.

2.5.5 It has been assessed that this arrangement will be sufficient to clear the backlog of initial informal challenges before the end of the financial year. With the backlog reduced and further case officers employed to cover the assessed underlying increase in workload it is expected that we will again be responding to challenges within 10 working days.

2.5.6 The following table shows the number of challenges and representations received between 01/10/2013 - 31/1/2013 (for those received both by electronic means & by post):

	Incoming web challenges	By post challenges	Incoming web representations	By post representations
Braintree	445	197	9	61
Colchester	1121	479	18	145
Epping Forest	399	298		
Harlow	435	183	8	77
Tendring	183	109		22
Uttlesford	256	120	6	36

2.5.7 It can be seen that the web channel now accounts for over two thirds of initial challenges at the informal stage, however the vast majority of people still prefer to send in representations by paper form. This is an area which warrants review over the coming months.

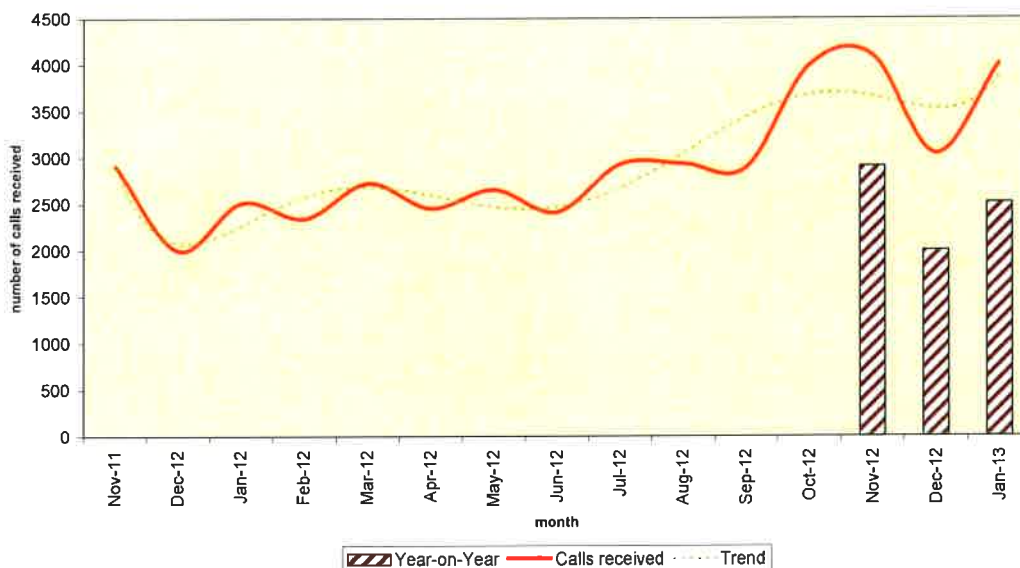
2.5.8 The next table shows the number of challenges and representations responded to (including cancellations) and fully paid 1/10/2012 -31/1/2013:

	Challenges answered	Challenges fully paid	Representations answered	Representations fully paid
Braintree	412	243	62	16
Colchester	944	496	105	19
Epping Forest	305	130		
Harlow	322	193	50	3
Tendring	168	109	25	4
Uttlesford	224	126	26	7

2.5.9 Some of the challenges are paid by telephone with no need to respond. The tables show that the number of outgoing correspondence has been close to the number of items incoming (some of which are second challenges or with more information on a single case).

2.5.10 There has been a steady increase in the number of calls made to the back office. A message announcing other channels is being considered to help people choose to use the digital and self-serve methods.

Telephone Calls Received - number by month



**2.6 Future work**

2.6.1 The issues outlined at the last meeting, and discussed with Client Officers recently, make up the future work of the NEPP. The focus will remain on generating further efficiency in office systems and patrol deployment through “smarter enforcement” in order to reduce costs.

2.6.2 The MiPermit system will be extended to cover Resident Permits, and will make a saving in stationery and postage.



Income & PCN by authority area  <i>On-Street Parking (up to Feb 2013)</i> <i>- Negative figures are under expectation</i>	Income - to Feb 21st Amount of income received			Penalty Charges (to end Feb) Number of charges issued			Collect'd per PCN (£)	See Note
	Business Plan (£)	Actual Income (£)	Difference (£)	Business Plan (PCN)	Actual PCN (to Feb)	Difference in issued PCN		
	Appendix A							

Authority **Colchester Borough Council**

Summary of Payments								
Years	Date Received							
2012								
	Qtr2	151,954	115,833	-36,121	4,750	3,769	-981	31
	Qtr3	151,954	119,974	-31,980	4,750	3,862	-888	31
	Qtr4	151,954	139,782	-12,173	4,750	4,663	-87	30
2013	Qtr1 (to 21/02/13)	151,954	76,896	-75,058	4,750	3,311	-1,439	23
Grand Total		607,817	452,485	-155,332	19,000	15,605	-3,395	29

**A**

Authority **Braintree District Council**

Summary of Payments								
Years	Date Received							
2012								
	Qtr2	28,614	33,286	4,672	878	1,206	328	28
	Qtr3	28,614	40,873	12,259	878	1,503	625	27
	Qtr4	28,614	42,525	13,910	878	1,342	464	32
2013	Qtr1 (to 21/02/13)	28,614	27,503	-1,111	878	1,021	143	27
Grand Total		114,457	144,187	29,730	3,511	5,072	1,561	28

**B  
C**

Authority **Epping Forest District Council**

Summary of Payments								
Years	Date Received							
2012								
	Qtr4	99,956	40,790	-59,166	3,329	2,017	-1,312	20
2013	Qtr1 (to 21/02/13)	99,956	24,230	-75,726	3,329	1,276	-2,053	19
Grand Total		199,911	65,020	-134,891	6,659	3,293	-3,366	20

Authority **Harlow District Council**

Summary of Payments								
Years	Date Received							
2012								
	Qtr2	45,500	35,255	-10,245	1,625	1,334	-291	26
	Qtr3	45,500	44,437	-1,063	1,625	1,362	-263	33
	Qtr4	45,500	61,794	16,294	1,625	2,187	562	28
2013	Qtr1 (to 21/02/13)	45,500	32,593	-12,907	1,625	1,070	-555	30
Grand Total		182,000	174,079	-7,921	6,500	5,953	-547	29

**D  
E**

Authority **Tendring District Council**

Summary of Payments								
Years	Date Received							
2012								
	Qtr2	68,588	42,412	-26,176	2,325	1,594	-731	27
	Qtr3	68,588	45,376	-23,212	2,325	1,629	-696	28
	Qtr4	68,588	37,216	-31,371	2,325	1,352	-973	28
2013	Qtr1 (to 21/02/13)	68,588	24,217	-44,371	2,325	1,031	-1,294	23
Grand Total		274,350	149,221	-125,129	9,300	5,606	-3,694	27

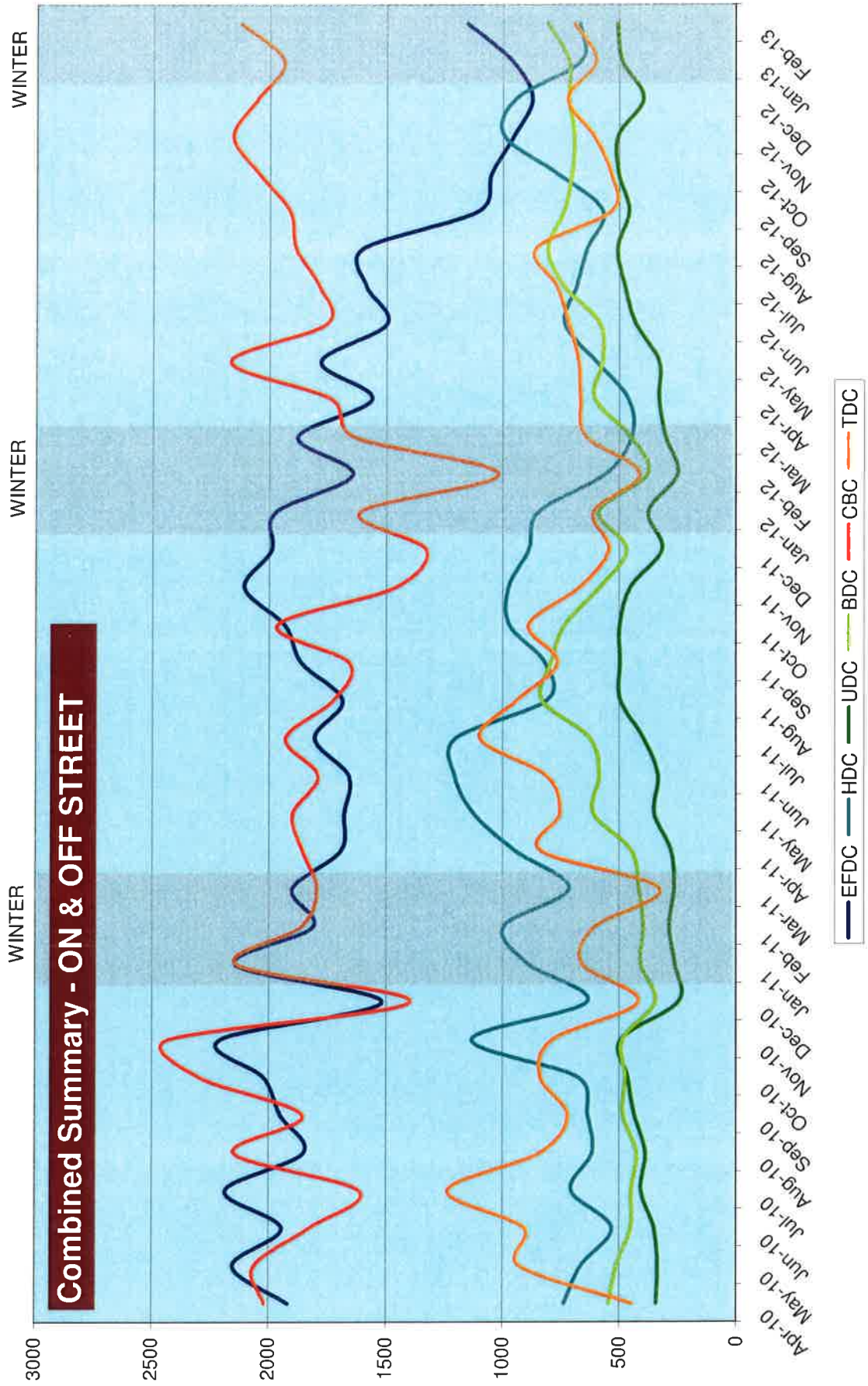
Authority **Uttlesford District Council**

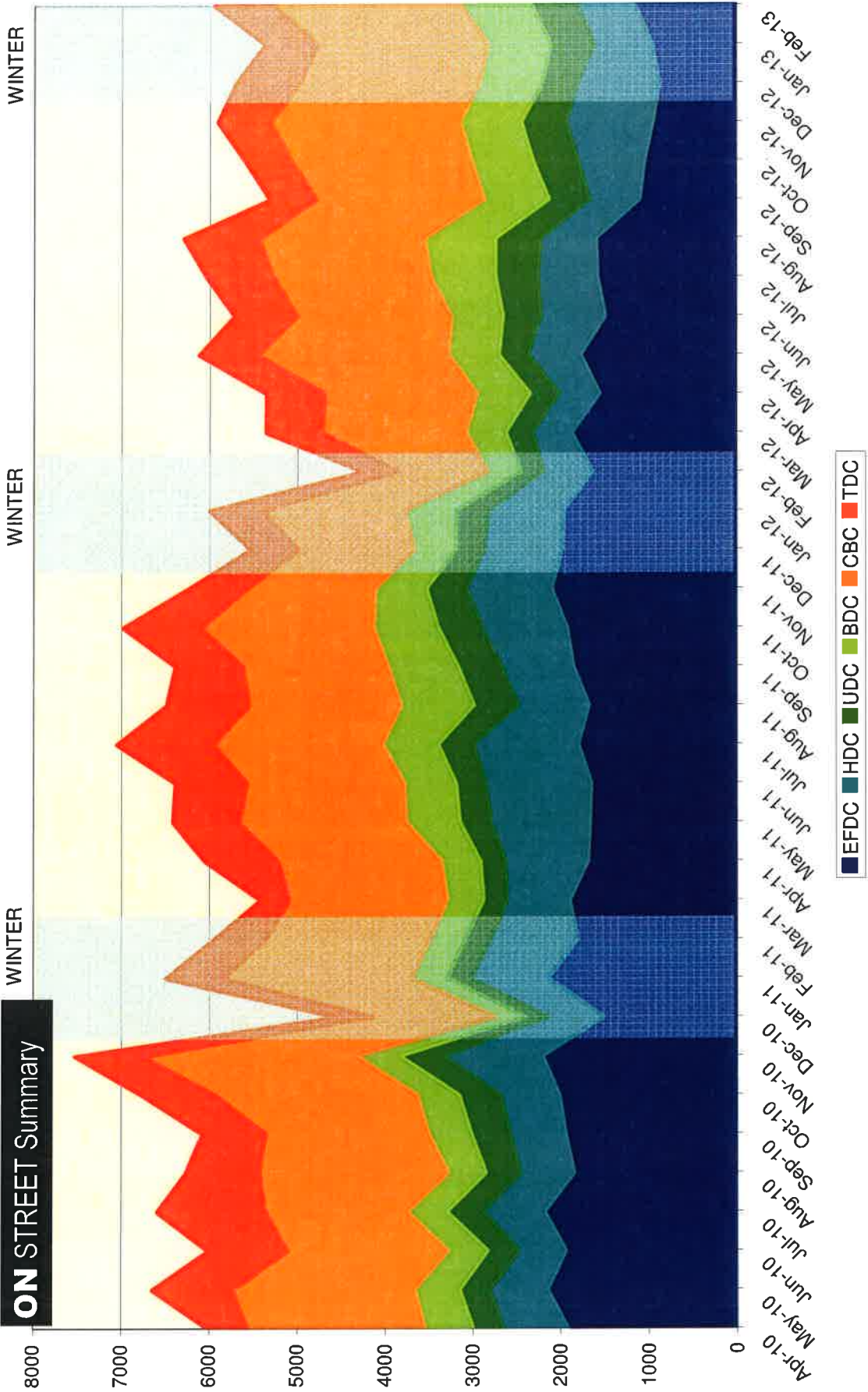
Summary of Payments								
Years	Date Received							
2012								
	Qtr2	16,232	17,945	1,713	488	635	148	28
	Qtr3	16,232	26,834	10,602	488	844	357	32
	Qtr4	16,232	27,397	11,165	488	821	334	33
2013	Qtr1 (to 21/02/13)	16,232	13,430	-2,802	488	506	19	27
Grand Total		64,929	85,606	20,677	1,950	2,806	856	31

**F  
F**

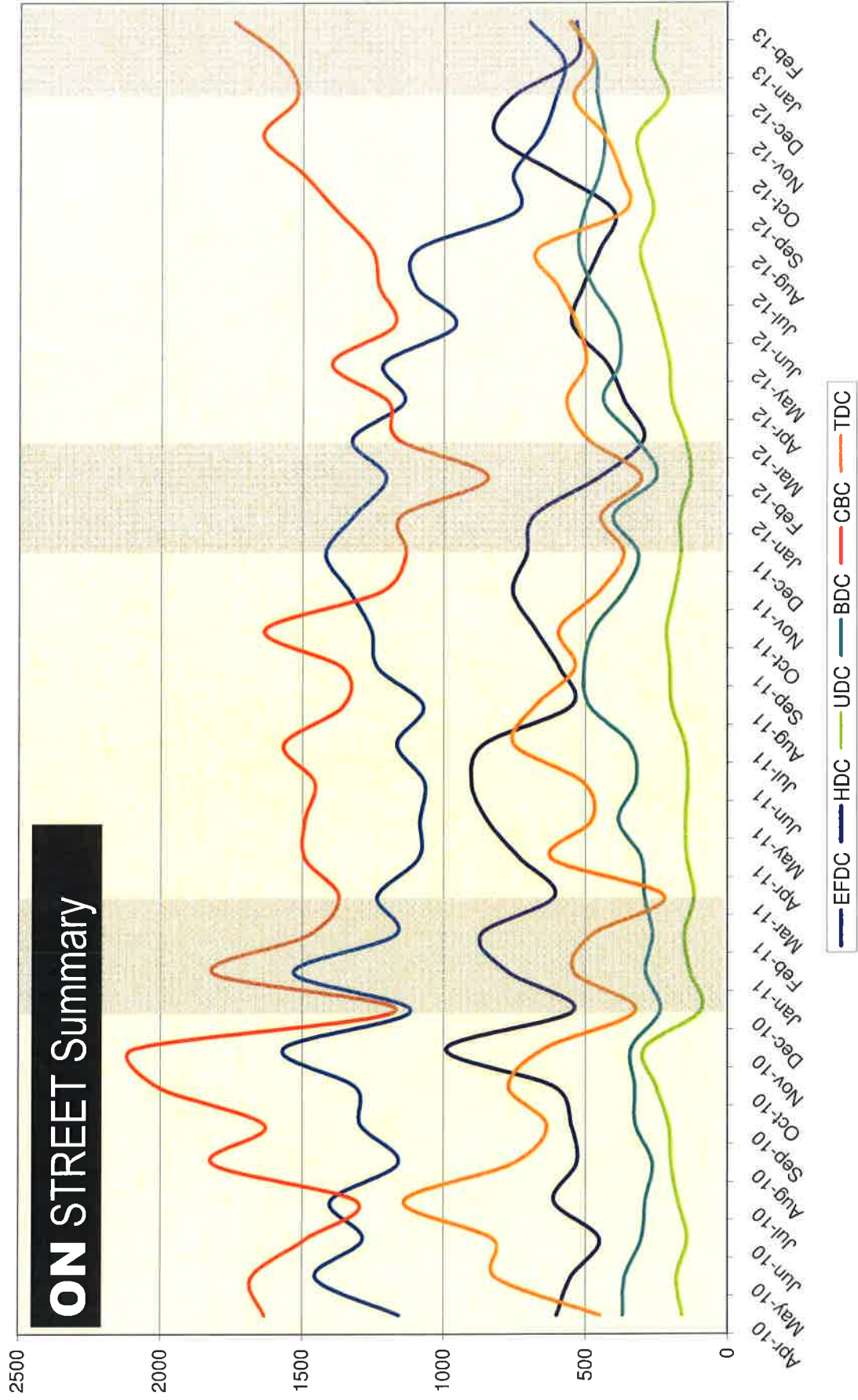
**Notes**

- A Colchester - income from PCNs increased over Christmas, reducing the deficit but not sufficient to bring back on BP.
- B Braintree - robust and consistent performance in Q3/Q4 '12 has kept income above BP.
- C Braintree - good performance on income suggests that good PCNs issued. Set against an increased issue rate, shows good performance
- D Harlow - good performance on income suggests that good PCNs issued. Set against an increased issue rate, shows good performance
- E Harlow - Q4 '12 good performance in issuing and payment has kept above BP.
- F Uttlesford - consistently above BP in PCN issue, income and collection suggests sound performance.

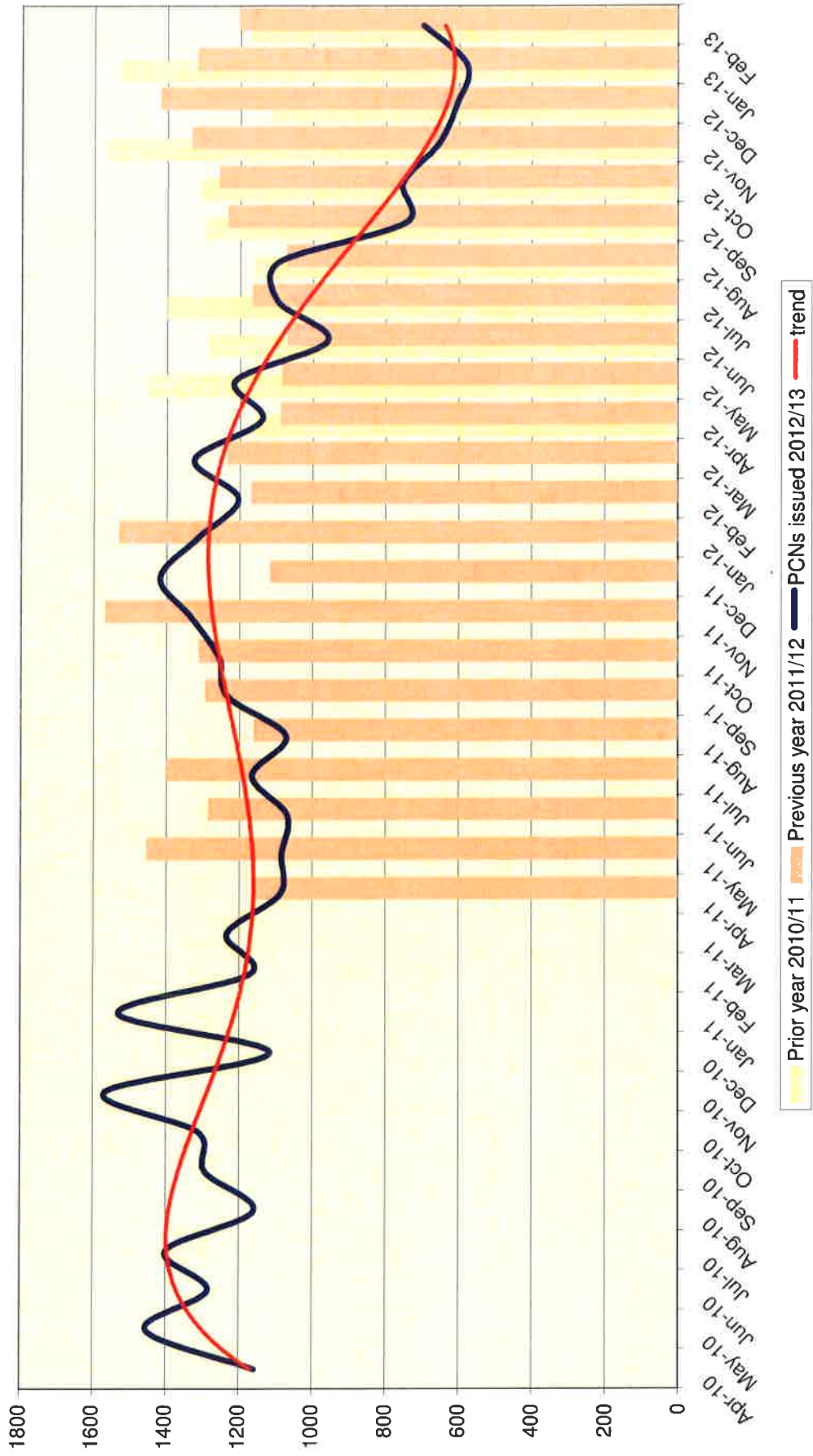




# ON STREET Summary

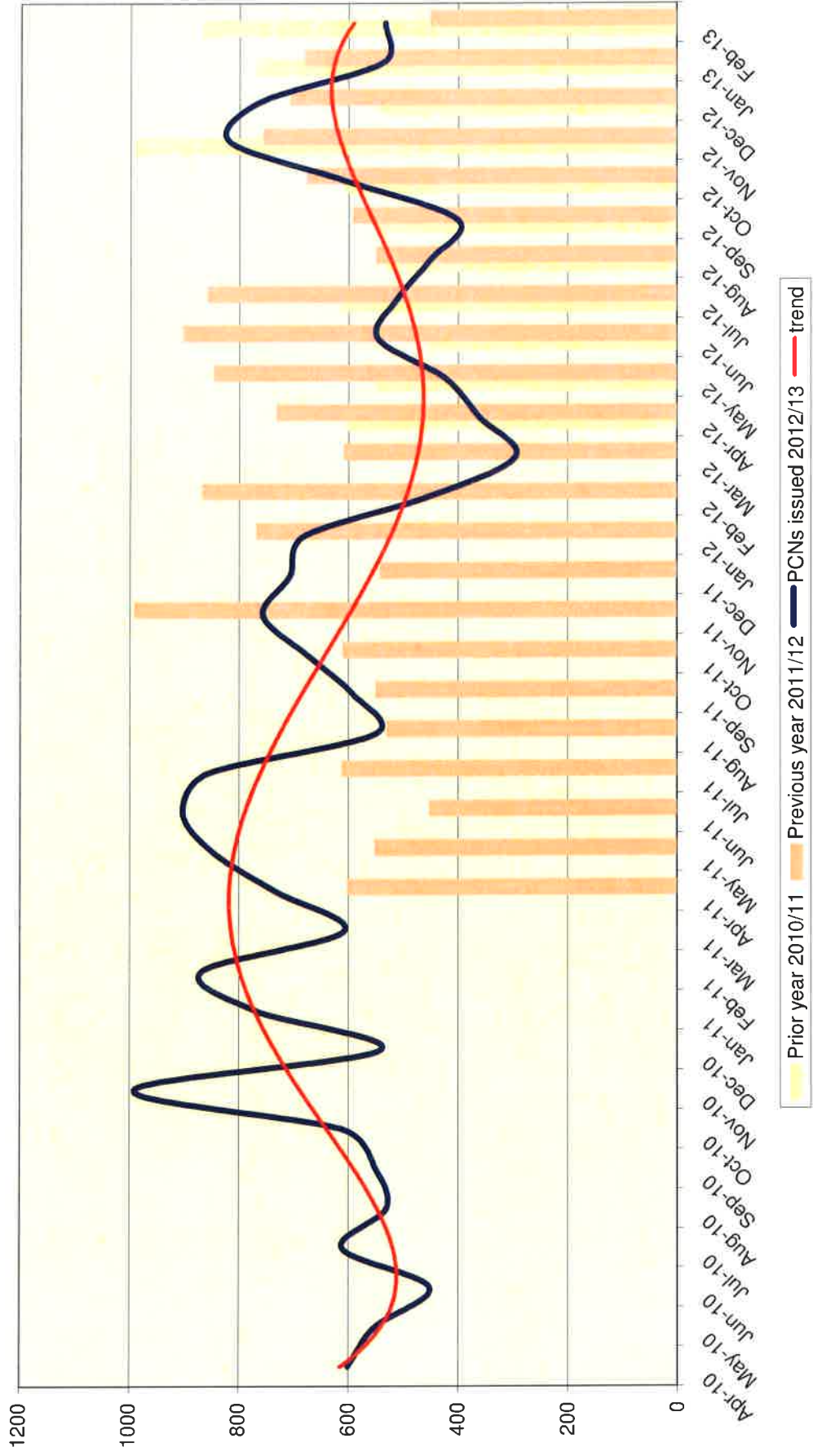


**Epping Forest - PCN issued by month**



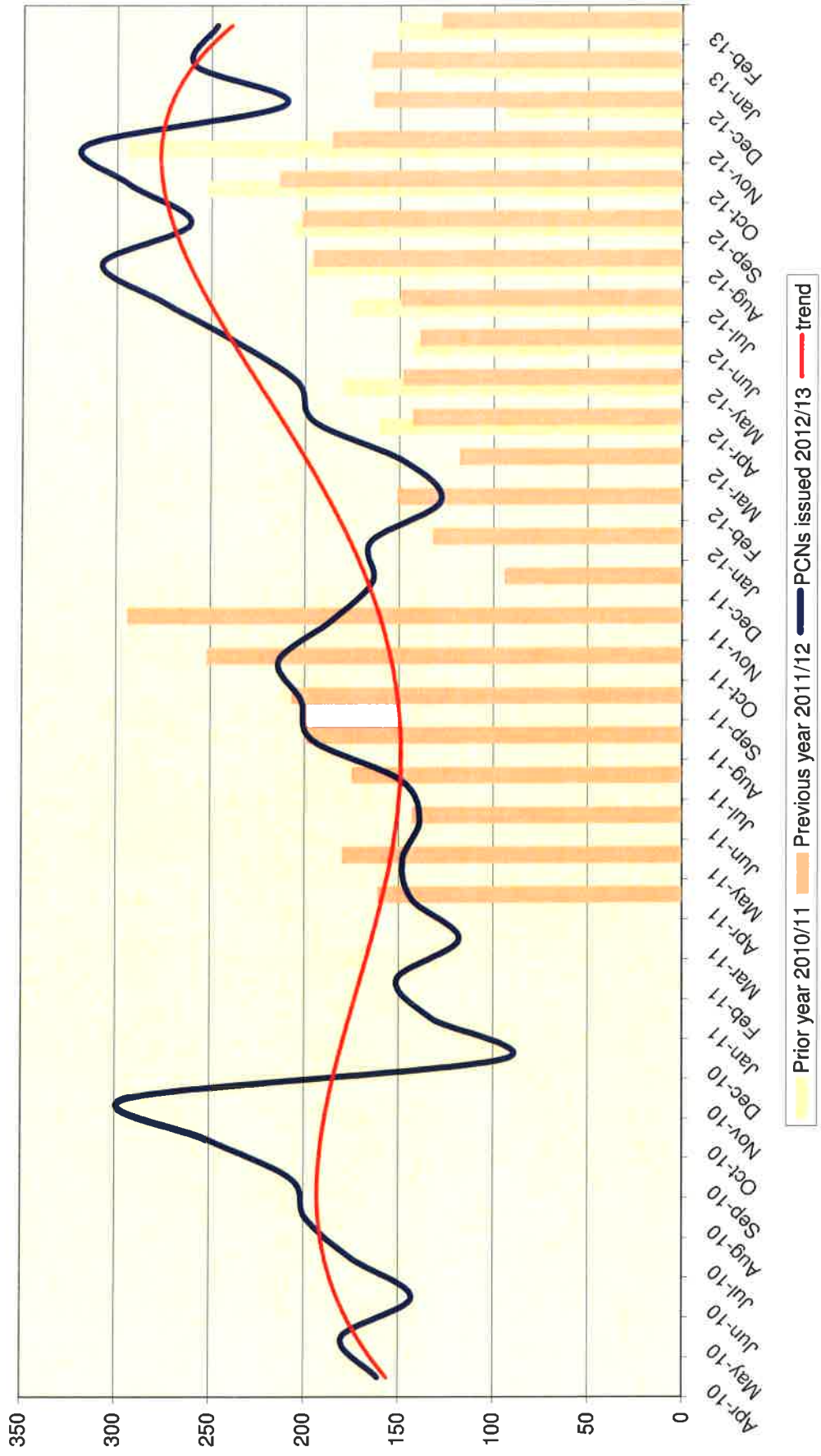
# ON STREET

## Harlow - PCN issued by Month



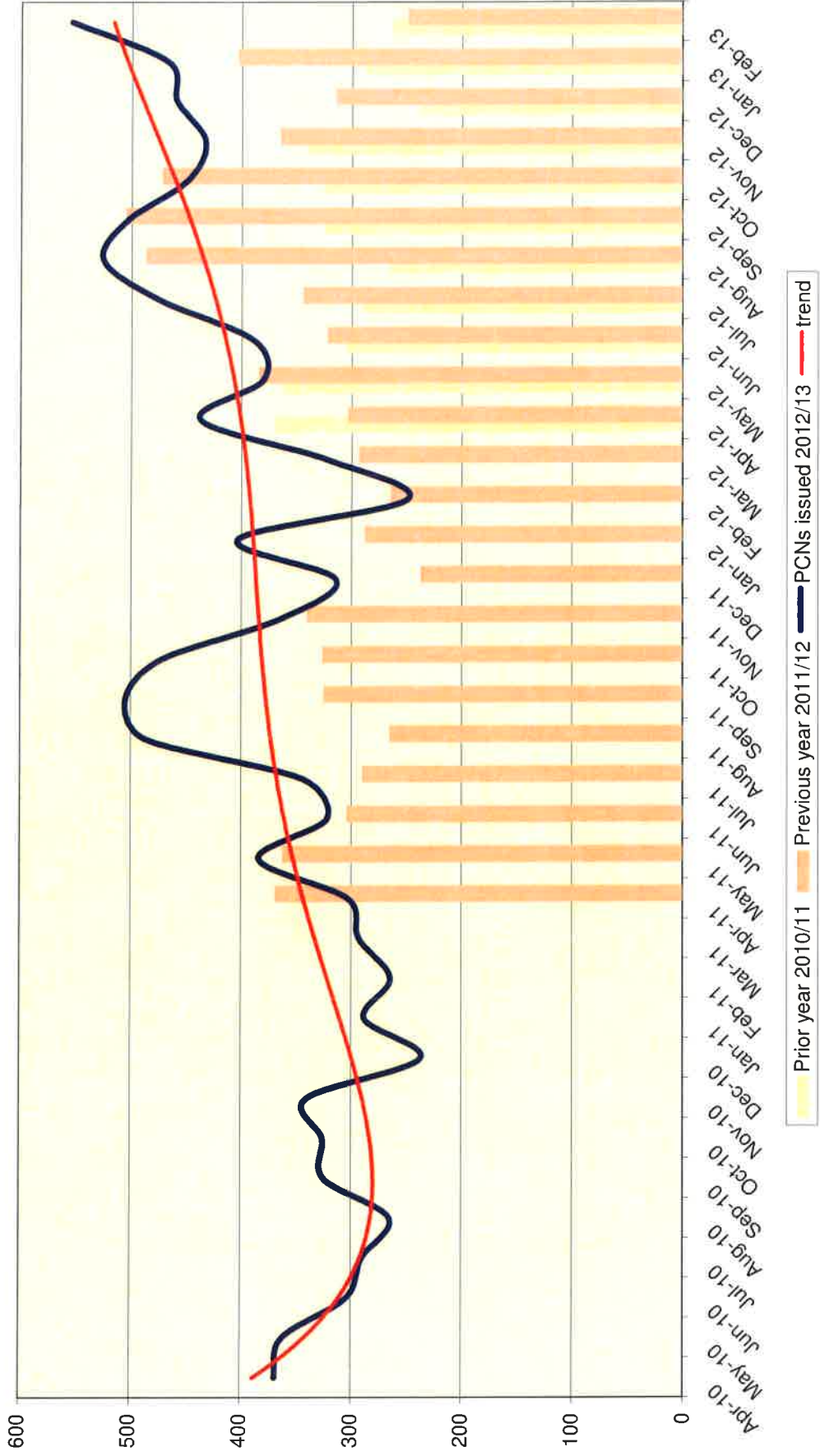
# ON STREET

Uttlesford - PCN issued by month



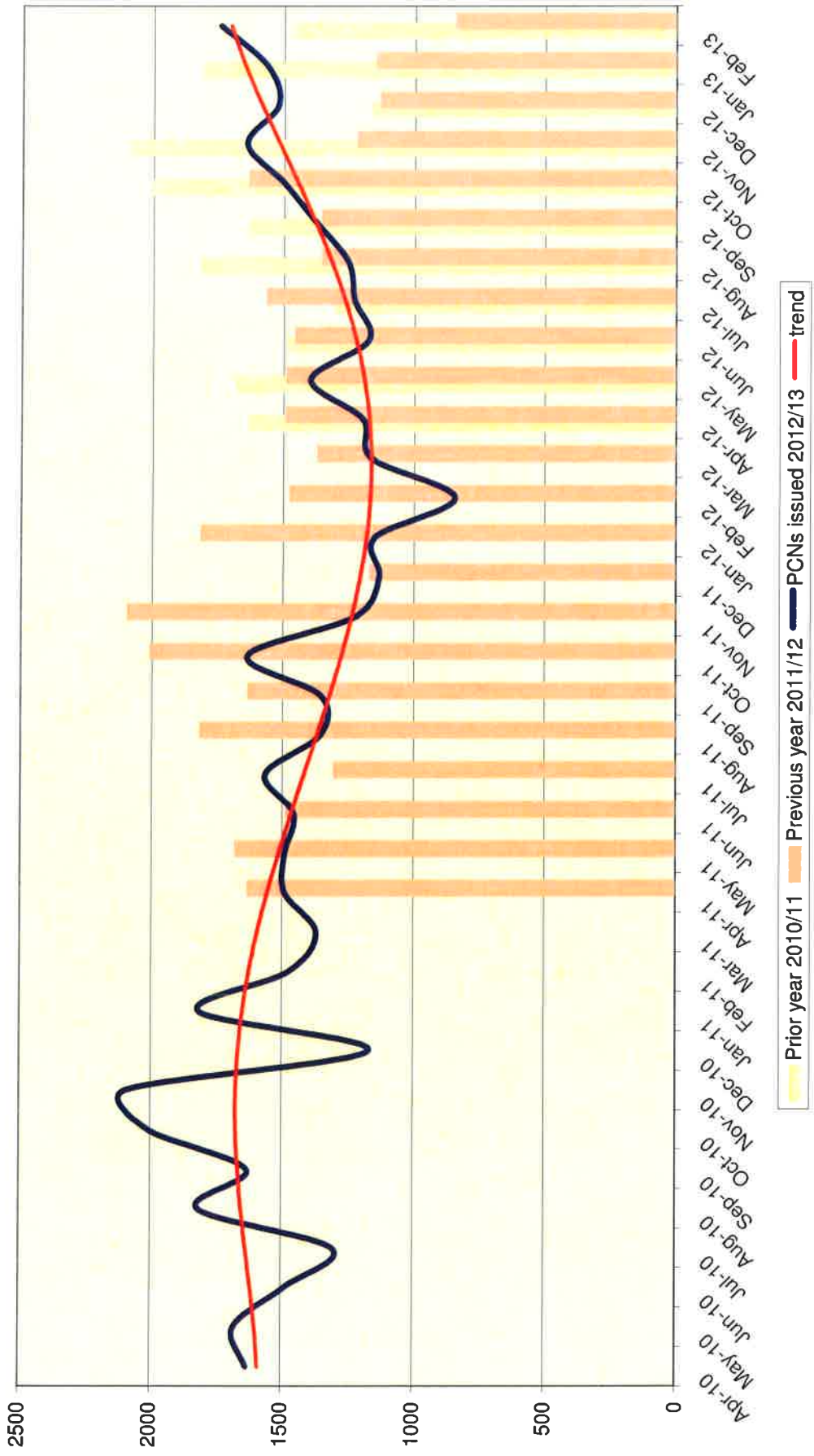
# ON STREET

Braintree - PCN Issued by month



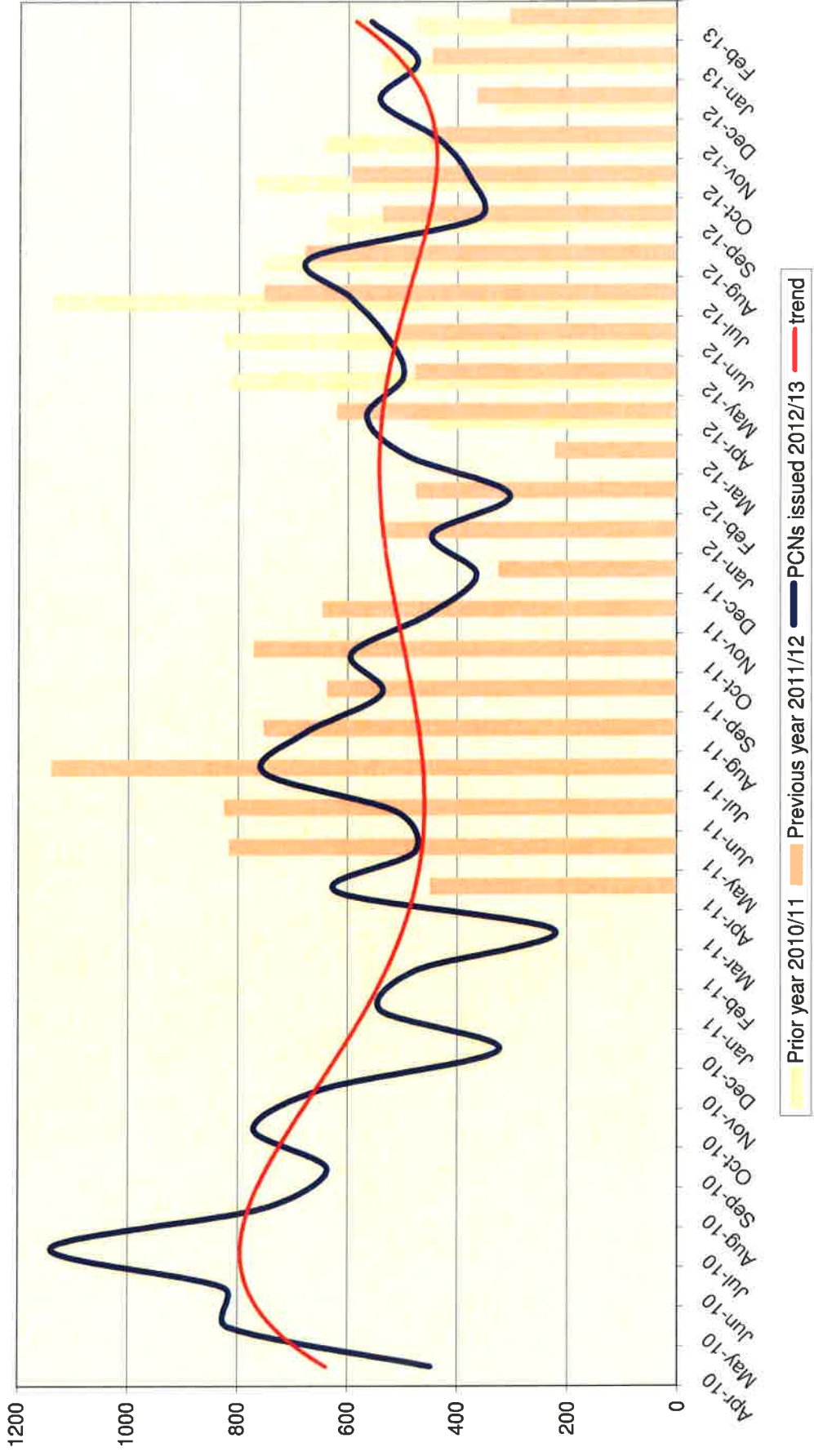


**Colchester - PCN Issued by month**

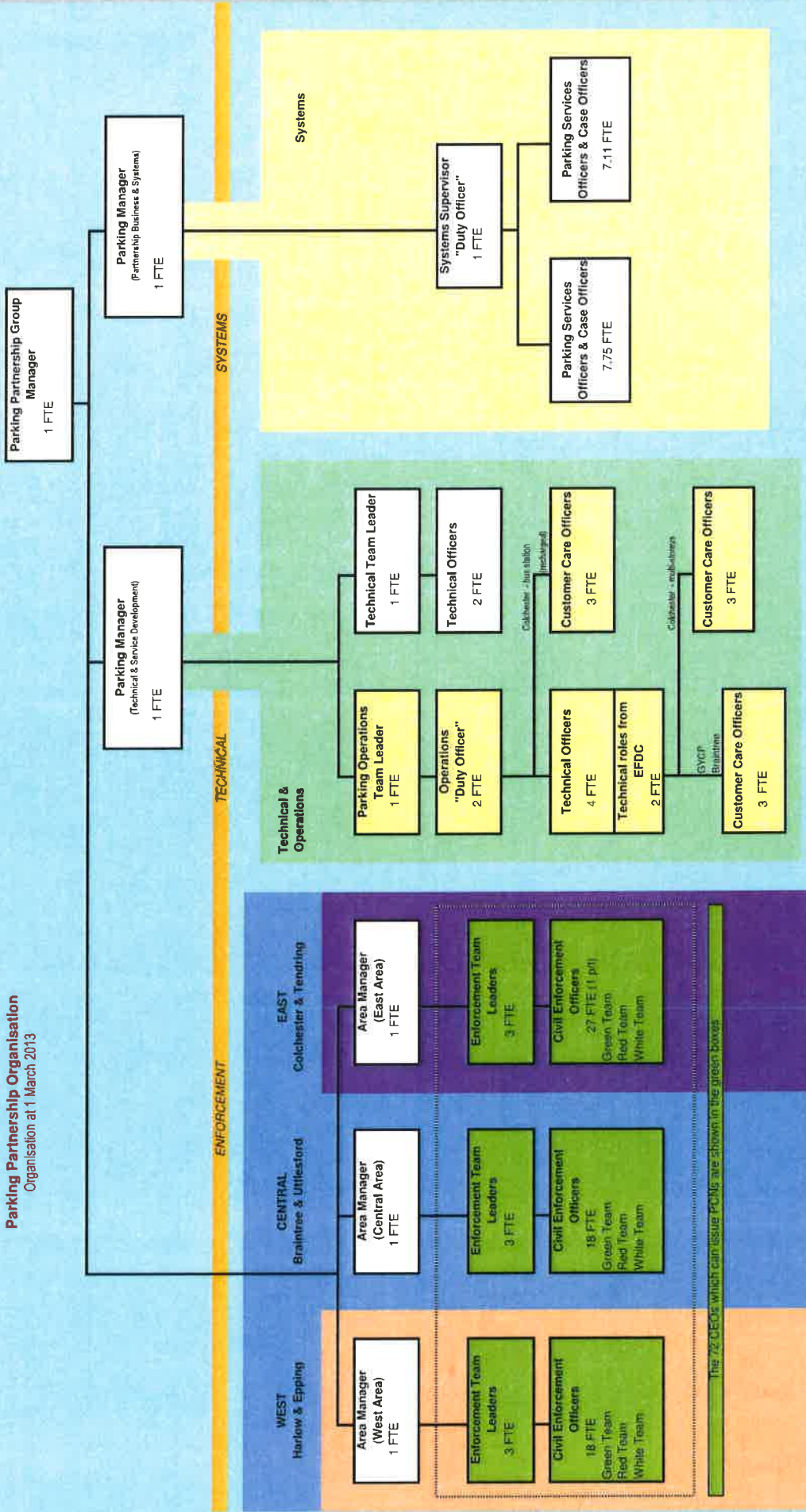


# ON STREET

Trending - PCN issued by month



**Parking Partnership Organisation**  
Organisation at 1 March 2013



## NORTH ESSEX PARKING PARTNERSHIP (NEPP)

### FORWARD PLAN OF WORKING GROUP AND JOINT COMMITTEE MEETINGS AND REPORTS 2012-13 / 2013-14

COMMITTEE / WORKING GROUP	DRAFT REPORT DUE DATE	CLIENT OFFICER MEETING	JOINT COMMITTEE MEETING	MAIN AGENDA REPORTS	AUTHOR
Client Officer Working Group		24 January 2012 10.00am Colchester			
Joint Committee for On/Off Street Parking	7 Feb. 2013	14 February 2013 10-12pm G7 Rowan House Colchester	14 March 2013 1.30 pm Griffon Suite, Latton Bush Centre, Harlow	Introduction to the AGS review  Budget – Progress report	Hayley McGrath (CBC) 01206 508902  Richard Walker / Samantha Sismey
Joint Committee for On/Off Street Parking	14 March 2013	21 March 2013 10-12pm G7, Rowan House Colchester	10 April 2013 1.00pm G3, Rowan House Colchester	Operational report TRO schedule for approval  TRO Progress report	Richard Walker (PP) Richard Walker / Shane Taylor (PP)  Trevor Degville (PP)
Joint Committee for On/Off Street Parking (AGM)	16 May 2013	23 May 2013 10 – 12pm S16, Rowan House Colchester	20 June 2013 1.00 pm G3, Rowan House Colchester	Statement of Accounts AGS / Risk Register  Annual Report	Steve Heath (CBC) 01206 282389 Hayley McGrath (CBC) 01206 508902  Richard Walker (PP)
Joint Committee for On/Off Street Parking	11 July 2013	18 July 2013 10-12pm G6, Rowan House Colchester	8 August 2013 1.00 pm Braintree (venue tbc)	Operational Report TRO schedule for approval  TRO Progress report  TRO Price Review	Richard Walker / Lou Belgrove (PP) Richard Walker / Shane Taylor (PP)  Trevor Degville (PP)  Richard Walker (PP)
Joint Committee for On/Off Street Parking	26 Sept. 2013	3 October 2013 10-12pm S16, Rowan House Colchester	31 October 2013 1.00 pm Epping Forest (venue tbc)	Budget – Progress report  CCTV Car – appraisal  Operational Report	Richard Walker / Samantha Sismey  Richard Walker (PP)  Richard Walker / Lou Belgrove (PP)

COMMITTEE / WORKING GROUP	DRAFT REPORT DUE DATE	CLIENT OFFICER MEETING	JOINT COMMITTEE MEETING	MAIN AGENDA REPORTS	AUTHOR
Joint Committee for On/Off Street Parking	12 Dec. 2013	19 Dec 2013 10-12pm S16, Rowan House Colchester	8 January 2014 1.00pm Tending (venue tbc)	Interim review of Risk Register  TRO schedule for approval  TRO Progress report  TRO Policy Review	Hayley McGrath (CBC) 01206 508902  Richard Walker / Shane Taylor (PP)  Trevor Degville (PP)  Richard Walker (PP)
Joint Committee for On/Off Street Parking	30 Jan. 2014	6 February 2014 10-12pm S16, Rowan House Colchester	6 March 2014 1.00pm Uttlesford (venue tbc)	Budget – Progress report  CCTV Car – appraisal  Operational Report	Richard Walker / Samantha Sismey  Richard Walker (PP)  Richard Walker / Lou Belgrove (PP)

CBC / Parking Partnership Contacts

Parking Partnership Group Manager, Richard Walker  
 Parking Manager, Lou Belgrove  
 Parking Business Manager (Interim), Emma Day  
 Technical Services, Trevor Degville  
 Technical / TROs, Shane Taylor  
 Service Accountant, Samantha Sismey

[richard.walker@colchester.gov.uk](mailto:richard.walker@colchester.gov.uk) 01206 282708  
[Christine.Belgrove@colchester.gov.uk](mailto:Christine.Belgrove@colchester.gov.uk) 01206 282627  
[emma.day@colchester.gov.uk](mailto:emma.day@colchester.gov.uk) 01206 507860  
[trevor.degville@colchester.gov.uk](mailto:trevor.degville@colchester.gov.uk) 01206 507158  
[shane.taylor@colchester.gov.uk](mailto:shane.taylor@colchester.gov.uk) 01206 507860  
[Samantha.sismey@colchester.gov.uk](mailto:Samantha.sismey@colchester.gov.uk) 01206 506025

## Information for Members of the Public

### Access to information and meetings

You have the right to attend all meetings of the North Essex Parking Partnership. You also have the right to see the agenda, which is usually published 5 working days before the meeting. Dates of the meetings and agendas (that include minutes from the previous meeting) are available on the Colchester Borough Council website [http://tmf.colchester.gov.uk/menu\\_map\\_level\\_2.asp?sec\\_id=3808](http://tmf.colchester.gov.uk/menu_map_level_2.asp?sec_id=3808) . Alternatively, the complete agenda papers are available on the Parking Partnership website by clicking on [http://www.parkingpartnership.org/north\\_policies.asp](http://www.parkingpartnership.org/north_policies.asp) (agendas are found in the section titled "Traffic Regulation Orders").

### Have Your Say!

The Parking Partnership values contributions from members of the public and under the Partnership's Have Your Say! policy you can ask questions or express a view to the Joint Committee.

### Private Sessions

Occasionally meetings will need to discuss issues in private. This can only happen on a limited range of issues, which are set by law. When the Committee does so, you will be asked to leave the meeting.

### Mobile phones, pagers, cameras, audio recorders

Please ensure that all mobile phones and pagers are turned off before the meeting begins and note that photography or audio recording is not permitted.

**For further information contact;**

Robert Judd, Secretary to the Joint Committee at Colchester Borough Council,  
Rowan House, 33 Sheepen Road, Colchester, CO3 3WG

**Tel. (01206) 282274 or e-mail at [robert.judd@colchester.gov.uk](mailto:robert.judd@colchester.gov.uk)**