

## **MEETING OF THE SOUTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE**

10 MARCH 2022  
COUNCIL CHAMBER, CIVIC CENTRE, CHELMSFORD CITY COUNCIL  
COMMENCING AT 2PM

### **AGENDA**

1. Welcome from Chairman
2. Apologies for absence and substitutions
3. Minutes of the Joint Committee meeting held on 28 October 2021
4. Public Question Time
5. Operational and Performance Report (Russell Panter)
6. Financial Report (Michael Packham)
7. Progress on Business Plan 2021/22 (Nick Binder)
8. The Annual Business Plan 2022/23 (Nick Binder)
9. Update on the new Joint Committee Agreement (verbal update Nick Binder)
10. Forward Plan of meetings for 2022/23

Date and time of next meeting

30 June 2022 at 2pm in the Marconi Room

**MINUTES**  
**of the**  
**SOUTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE**  
**held on 28 October 2021 at 2pm**

Members present:

Councillor Jon Cloke – Brentwood Borough Council  
Councillor Simon Hart – Castle Point Borough Council  
Councillor Mike Mackrory – Chelmsford City Council  
Councillor Carole Morris – Basildon Borough Council

Councillor Lee Scott – Essex County Council (observer)

Officers present:

Nick Binder – Chelmsford City Council  
Trudie Bragg – Castle Point Borough Council  
Mike Dun – Brentwood Borough Council  
James Hendry – Basildon Borough Council  
Victoria March – Chelmsford City Council  
Brian Mayfield – Chelmsford City Council  
Charlotte Moody – Chelmsford City Council  
Michael Packham – Chelmsford City Council  
Russell Panter – Chelmsford City Council

## 1. Welcome and Introductions

The Chair welcomed those present to the meeting of the Joint Committee.

## 2. Attendance and Apologies for Absence

The attendance of those present was confirmed. Apologies for absence had been received from Councillor Daniel Efde & Sharon Braney, Rochford District Council, Liz Burr, Essex County Council, and William Butcher, Chelmsford City Council.

### 3. Minutes of the Joint Committee Meeting on 24 June 2021

The minutes of the meeting on 24 June 2021 were confirmed as a correct record.

### 4. Public Question Time

No questions were asked or statements made by members of the public.

### 5. Operational and Performance Report

The Joint Committee was given an update on the following matters:

- Covid-19 precautions

The Partnership's staff continued to work to some Covid protocols.

- Uniforms, Equipment and Offices

Civic Enforcement Officers (CEOs) had been issued with new uniforms, which were less formal than the previous style. The public's views on them was being assessed.

It was planned to re-engage with the suppliers of body cameras for CEOs in 2022 but in the meantime all vans had been fitted with the cameras. Discussions would be held with NEPP and SCA about acquiring a CCTV car that was capable of carrying out ANPR checks, and handheld ANPR units were being tested.

Some office moves had taken place and Brentwood was in the early stages of exploring the creation of an enforcement hub of which SEPP could be part.

- Recruitment

Since June 2021 nine CEOs had been recruited. All were of a good calibre and had achieved the Level 2 Civil Enforcement qualification. Some vacancies remained, especially in Basildon, and whilst there were challenges in the current jobs market, efforts were being made to fill them.

- Service Level Agreements

Discussions continued with Maldon on the SLA for that area and the Partnership was working closely with Brentwood on its SLA. The Partnership was also looking to re-introduce the Police accreditation.

- Performance

Overall, the PCN issue rates across the whole of the Parking Partnership had made a good recovery and were in line with the estimate in the business plan.

AGREED that the Operational and Performance report be noted.

(2.03pm to 2.15pm)

## 6. Financial Report

Michael Packham reported on the financial position of the South Essex Parking Partnership up to 18 October 2021. It showed a surplus of £388,354 for SEPP and a deficit of £219,239 for the TRO account, on a cash basis for the financial year to 18 October 2021 before taking into account items funded from the Reserve. This resulted in an overall surplus position for the Partnership of £169,144. The use of reserves totalling £232,000 meant that there was an overall deficit of £62,886 as at 18 October. The income claimed from the 2020/21 Sales, Fees and Charges Compensation Scheme had been received and was being audited. A similar claim for the first quarter of 2021/22 had been submitted.

AGREED that the financial position of the Partnership for 2021/2022 to 18 October 2021 be noted.

(2.16pm to 2.18pm)

## 7. Update on Business Plan for 2021/22

The Joint Committee received an update on its Business Plan for the current year and progress with the achievement of financial projections. It showed that:

- The number of PCNs issued across the Partnership was currently 16% down against the 2019-20 performance and 68% up on the 2020/21 performance. The number of PCNs issued was 6% down against the estimated figure in the Business Plan. Operating costs and expenditure were currently as expected. The total overall income had reduced by 21% against the 2019/20 outturn and had increased by 45% compared to the 2020/21 account. Currently the income was 13% down against the estimated figure in the Business Plan for 2021/22, but it was estimated that the operation would improve further into the second half of the financial year as the recovery from Covid-19 continued.
- The projected Partnership outturn for 2021/22, including the TRO operational costs, was expected to achieve an operational fund in the region of £227,000.
- Overall, the operation had performed well in the first six months and the recovery of the operation following Covid-19 was progressing as estimated. Expenditure was currently as expected and the PCN issue rate and overall income was currently slightly down compared to the estimate in the 2021/22 business plan but it was estimated that the operation would improve further in the second half of the financial year as the recovery from Covid-19 continued.

- It was expected that the Partnership would achieve the estimated outturn position of the 2020/21 Business Plan.

The Joint Committee was informed that the vacant post of Schools Liaison Officer was being re-evaluated and would be advertised soon. In the meantime, the TROs team was covering school parking.

AGREED that progress against the Business Plan for 2021/2022 be noted.

(2.18pm to 2.28pm)

## 8. Review of Policies

The Joint Committee received an update on the results of the review of the Parking Partnership's Operational Protocols, the Parking Policy Framework, including the Partnership Enforcement Policy, and the Civil Parking Enforcement Discretion Policy. It had been concluded that all the policies continued to meet the requirements of the Partnership and legislation and did not need to be amended.

AGREED that the results of the review of the Partnership's policies be noted.

(2.46pm to 2.47pm)

## 9. Proposed New Working Arrangements for a New Term of the Joint Committee Agreement

Nick Binder outlined the main provisions of the proposed working arrangements for a new term of the Joint Committee Agreement.

The new Agreement would run for five years from 1 April 2022 with annual extensions possible for three years after that. The business model was based on the services currently provided by the Partnership but the new Agreement would also

- Establish a new surplus sharing model
- Encourage plans and ideas for innovation and technology
- Look at how cost efficiencies could be delivered in future

The proposed new surplus sharing arrangements would comprise three parts.

Part 1 would be a reserve of up to £400,000 a year to cover any potential deficit on the Partnership. The level of reserve would be maintained (and topped up as appropriate) before any surplus was moved into the second and third parts. Any surplus generated after any calls to maintain the Part 1 deficit reserve at the agreed level would be split between Part 2 (55%) and Part 3 (45%) subject to certain conditions.

Part 2 would be used for local needs as set out in the annual business plan. Specifically, it would cover (a) the operational and funding costs for TROs and the essential maintenance of parking related signs and lines and (b) innovation around different ways to manage parking within each partnership. Any capital/innovation funds required above the level agreed in the annual business plan that could not be contained within Part 2 could be bid for in Part 3 and considered on merit against other county-wide priorities. Any in-year surplus must cover the costs of TRO delivery and innovation to manage on-street parking. In the event that the 55% share did not cover those costs they would be covered but the remainder would be allocated to Part 3.

Part 3 was intended to cover Essex wider strategic highways priorities and was proposed to be governed through a new Strategic Panel led by the ECC cabinet member and including the two SEPP chairmen and possibly one other member from each of the three partners. Any surplus achieved in this area from NEPP and SEPP would be directed towards county-wide priorities within the respective areas, still in line with section 55 of the RTRA 1984. ECC would work with the two Lead Authorities to develop the assessment criteria for bids for this funding. Bids would be put forward by officers from both the partnerships and ECC.

Service Level Agreements would also be agreed with Essex County Council to cover:

- Management of additional on-street Pay and Display parking, which would replace limited waiting parking
- Management of CCTV cameras installed to monitor school parking

There would also be scope in the Agreement to engage in separate service level agreements for the Partnership to manage other activities such as discretionary disabled badge holder bays, enforcement on highways outside country parks, Traffic Management Act 2004 Part 6 moving traffic offences and electric vehicle charging points.

The Joint Committee was of the unanimous view that the revised terms of the new Agreement were satisfactory.

AGREED that:

1. The proposed terms of the new offer from Essex County Council to enter into a new joint committee agreement from 1 April 2022 be approved.
2. The Joint Committee Members go back to their respective councils to formally approve continued membership of the SEPP under the terms of the new offer and subject to the new Joint Committee Agreement being signed; and provide written notice of this decision to the SEPP Manager by 31 January 2022.
3. The SEPP Manager is authorised to agree the terms of the new Joint Committee Agreement in consultation with each of the SEPP partner authority lead officers and the lead authority (Chelmsford City Council) legal representative.

(2.28pm to 2.46pm)

## 10. Date and Time of Next Meeting

AGREED that the next meeting of the Joint Committee be on 9 December 2021 at 2pm.

The meeting closed at 2.47pm

Chair

## SOUTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE

**10 March 2022**

### AGENDA ITEM 5

<b>Subject</b>	Operational and Performance Report
<b>Report by</b>	Russell Panter, Enforcement Operations Manager

**Enquiries contact:** Russell Panter Parking Enforcement Operations Manager,  
russell.panter@chelmsford.gov.uk

#### **Purpose**

This report provides an update on the operation of the South Essex Parking Partnership for period October 2021 to 31 January 2022

#### **Options**

This report is for information.

#### **Recommendation(s)**

1. That the Joint Committee notes this report.

<b>Consultees</b>	Lead officers from each of the Partner Authorities as set out in Appendix C of the Joint Committee Agreement 2011
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### **1.0 Introduction**

- 1.1 This report seeks to update the Joint Committee on the performance and operation of the South Essex Parking Partnership (SEPP).

### **2.0 Operational**

#### **2.1 Covid-19 update:**

SEPP continue to be work within the current Government advice and guidelines. Working practices are gradually returning to normal and staff are encouraged to continue the good practice of regular hand washing and the sanitising and cleaning of equipment and vehicles.



## **2.2 PPE, Equipment, Technology & Hardware update:**

SEPP has recently re-engaged with companies for the supply of new body-worn cameras for the front-line enforcement staff and the associated web-based processing system for securely managing the images. SEPP will initially engage in a trial of any equipment before offering quote for goods from interested suppliers.

The introduction of the vehicle dash-cameras in the enforcement vehicles has proven very successful resulting in some recent insurance claims where SEPP had very detailed dash-cam footage to confirm that the liability was with the third party. Also provided the police with footage of a lady that drove into the rear of one of our vans and was clearly seen using a mobile phone which led to a prosecution.

Progress to implement a system whereby the CCTV vehicle can be adapted to monitor virtual permit data against registration details has stalled as the company continue to seek a solution. The North Essex Parking Partnership (NEPP) are also seeking to introduce this type of technology and share the same lack of progress. SEPP and NEPP are preparing a joint approach to go back to the supplier to move this issue forward.

A trial of Automatic Number Plate Readers (ANPR) installed on two of the enforcement Handheld Computer's has proven successful and will enable staff to manually scan a number plate which can be cross referenced against the valid resident permit data. The plan is to roll out this technology to all enforcement handhelds.

Some SEPP staff will undertake Power BI training (Microsoft package for creation of dashboards using data). This will enable SEPP to manage the reporting data in a more efficient way and will provide a comprehensive central reporting system to capture data from all the systems we use.

## **2.3 Premises update:**

SEPP has now moved into the Brentwood Town Hall Enforcement Hub. The offices are modern, bright and spacious with excellent network and communication and excellent welfare facilities for staff. The team will share the Hub with the Police and the Brentwood Community Safety Officers offering stronger partnership working opportunities within these teams.

## **2.4 Recruitment update:**

Following a successful secondment period, the Chelmsford Enforcement Team Leader role has been accepted on a permanent basis.

There are currently five vacancies for enforcement officers, three are vacant at Chelmsford, one at Brentwood and one at Basildon. Shortlist of interviewees for Chelmsford and Brentwood now drawn up and interviews taking place on 4<sup>th</sup> and 7<sup>th</sup> March. Basildon vacancy is out to advert until 12<sup>th</sup> March.

We currently have a vacant post for a School Liaison Officer; this role is being re-evaluated to incorporate a dual role of School Parking Liaison and administration support for performance monitoring and new projects. This role is planned to be filled by May 2022. The TRO team are currently covering the school parking enquiries.

## 2.5 **Partner Update:**

Ongoing meetings taking place with Maldon to review the current Service Level agreement between the Maldon Community Safety Officers and SEPP to deliver on-street parking outside of normal working hours

Brentwood SLA still ongoing and working well. Late-night high-street patrols have resumed after Covid relaxation.

SEPP and NEPP continue to meet and work together under the EPP Working Group.

Police accreditation is back on track with the Chelmsford base enforcement officers going through the vetting process to attain accreditation.

## 3.0 **Performance**

- 3.1 An update on performance in line with the Business Plan will be presented to the Joint Committee as Agenda item 7.

## 4 **Conclusion**

After a period of uncertainty and disruption due to Covid-19, the operation is starting to move towards a normal pattern of work. The partnership continues to invest in new equipment, solutions and welfare facilities to assist staff in their roles. As the business continues to recover, the final five vacant positions will be filled to bring the operation staffing levels back to pre-covid numbers.

### **List of Appendices**

Nil

## 5.1 **Background Papers**

Nil

## SOUTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE

10<sup>th</sup> March 2022

AGENDA ITEM 6

<b>Subject</b>	Financial Report
<b>Report by</b>	Specialist Accountant, Chelmsford City Council

**Enquiries contact:** Michael Packham, Specialist Accountant, 01245 606682,  
michael.packham@chelmsford.gov.uk

### **Purpose**

To report on the financial position of the South Essex Parking Partnership up to 28<sup>th</sup> February 2022

### **Options**

### **Recommendation(s)**

That the report be noted.

<b>Consultees</b>	Specialist Accountant South Essex Parking Partnership Manager
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### 1. Introduction

- 1.1 This report sets out the summary of the financial position for the South Essex Parking Partnership for the period covering 1<sup>st</sup> April 2021 to 28<sup>th</sup> February 2022.

## 2. Financial summary

- 2.1 For the second time reported in this financial year, the partnership showed a significant surplus for SEPP excluding the TRO account, returning again to a more normal operating position.

Appendix 1 provides details of the actual costs incurred and income received, and is currently showing a surplus of £412,254 for SEPP and a deficit of £367,926 for the TRO account, on a cash basis for the financial year to the 28<sup>th</sup> February 2022 before taking into account items funded from the Reserve. This results in an overall surplus position for the Partnership including the TRO account of £44,328.

Looking at a comparison between this year and last year, the recovery of the partnership and the impact of the pandemic can be clearly seen. Looking at PCN income for the entirety of 20/21, the Partnership received a total of £817,747, whereas in 21/22 the Partnership has received a total of £1,232,872 to the 28<sup>th</sup> February 2022, just over 150% of the total income received last year with another month remaining of the financial year.

At approximately the same time in 19/20 (the last financial year not significantly impacted by the Covid pandemic), PCN income was at £1,460,481, so the £1,232,872 of PCN income received this year represents just over 84% of the income received in a more typical year.

PCN income has remained at a fairly consistent level since last reported, even considering the impact of the Omicron variant, with income averaging just over £127,000 for the months October to February.

- 2.2 Reserve spend has been two amounts of £116,000 for two of the Partners, Essex County Council and Maldon District Council as part of their agreed allocations from the SEPP Reserves, plus a further £67,500 as part of Brentwood's allocation and £19,500 as part of Chelmsford's allocation. After taking into account the £319,000 use of reserves, the total deficit stands at £274,672 as at the 28<sup>th</sup> February 2022.

Whilst most costs reflect actual spend, where this is not specifically identifiable against an individual authority, the figures have been allocated based on the previously agreed method of allocation within the Annual Business Plan, and show the position for each Partner over the 1<sup>st</sup> April 2021 to 28<sup>th</sup> February 2022 period. For example, central support is not allocated across the Partnership until the end of the financial year, and so a pro-rata up to the date mentioned above has been included.

- 2.3 The Partnership has now received the full amount of income claimed from the Sales, Fees and Charges Compensation Scheme for loss of income in 20/21. The claim totalled to £450,637 in 20/21. This is still subject to the City Council's external auditors but has passed the necessary checks from the Government's point of view for them to make the payment.

The scheme also runs for the first quarter of the current financial year (April to June 2021) and so a further claim is in the process of being made currently. This should be in the region of around £130,000 for the Partnership.

We are still awaiting sign off from the City Council's external auditors and so a further update will be provided on this at the next Committee meeting if there are further developments.

## List of Appendices

Appendix 1 - Financial summary @ 28/02/2022

Appendix 1 South Essex Parking Partnership - Summary position @ 28/02/2022									
Actual 21/22	Chelmsford £	Brentwood £	Maldon £	Basildon £	Rochford £	Castle Point £	Total £	TROs £	Total £
<b>Direct Expenditure</b>									
- Employees	333,142	224,896	59,273	243,655	113,710	63,557	1,038,233	132,610	1,170,843
- Premises	0	9,800	0	0	0	0	9,800	0	9,800
- Supplies and Services	95,144	48,731	9,774	49,250	15,507	11,851	230,257	210,948	441,205
- Third Party Payments	10,891	8,094	1,840	5,887	2,796	2,428	31,936	0	31,936
- Transport costs	5,284	8,921	3,593	12,375	6,075	3,419	39,666	829	40,495
<b>Total Direct Expenditure</b>	<b>444,460</b>	<b>300,442</b>	<b>74,480</b>	<b>311,166</b>	<b>138,088</b>	<b>81,255</b>	<b>1,349,892</b>	<b>344,388</b>	<b>1,694,279</b>
<b>Indirect Expenditure</b>									
Central Support	52,824	35,398	7,664	29,103	10,857	9,215	145,060	23,538	168,598
<b>Total Indirect Expenditure</b>	<b>52,824</b>	<b>35,398</b>	<b>7,664</b>	<b>29,103</b>	<b>10,857</b>	<b>9,215</b>	<b>145,060</b>	<b>23,538</b>	<b>168,598</b>
<b>Total Expenditure</b>	<b>497,284</b>	<b>335,840</b>	<b>82,143</b>	<b>340,270</b>	<b>148,945</b>	<b>90,470</b>	<b>1,494,952</b>	<b>367,926</b>	<b>1,862,878</b>
<b>Income received to 28/02/2022</b>									
PCN's	422,594	372,524	68,252	157,092	113,057	99,354	1,232,872	0	1,232,872
Residents' Parking Permits	253,069	130,973	23,526	129,782	19,447	4,556	561,353	0	561,353
Pay & Display	78,360	33,946	0	0	0	0	112,306	0	112,306
Other	219	147	32	135	45	98	675	0	675
<b>Total Income</b>	<b>754,242</b>	<b>537,589</b>	<b>91,809</b>	<b>287,009</b>	<b>132,549</b>	<b>104,008</b>	<b>1,907,206</b>	<b>0</b>	<b>1,907,206</b>
<b>Net (Surplus) / Deficit - Cash Basis Excluding items earmarked from Reserves below</b>	<b>(256,958)</b>	<b>(201,749)</b>	<b>(9,666)</b>	<b>53,261</b>	<b>16,396</b>	<b>(13,538)</b>	<b>(412,254)</b>	<b>367,926</b>	<b>(44,328)</b>

(a)

**Memorandum: Items funded from Reserves**

	Actuals £
Cost of New Car Parking Machines installation within Maldon District (£116,000 agreed allocation)	116,000
ParkMap Licences - ECC - (part of £116,000 agreed allocation)	16,000
Bus Lane/Gate Improvement Work - ECC (part of £116,000 agreed allocation)	100,000
Mountnessing Pedestrian Crossing in Brentwood District (part of £116,000 agreed allocation)	67,500
Broomfield Parade/Pentland Avenue Works in Chelmsford City (part of £116,000 agreed allocation)	19,500
	<b>319,000</b>
<b>Net (Surplus) / Deficit - Cash Basis Excluding items earmarked from Reserves</b>	<b>(44,328)</b>
<b>Net After Use of Reserves</b>	<b>274,672</b>

(a)

## SOUTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE

**10 March 2022**

### AGENDA ITEM 7

<b>Subject</b>	Update on Business Plan for 2021/22
<b>Report by</b>	Parking Partnership Manager

**Enquiries contact:** Nick Binder Parking Partnership Manager, Chelmsford. 01245 606303, [nick.binder@chelmsford.gov.uk](mailto:nick.binder@chelmsford.gov.uk)

#### **Purpose**

This report updates the Joint Committee on progress against the Business Plan approved for 2021/22.

#### **Options**

This report is for information.

#### **Recommendation(s)**

1. That the Joint Committee notes this report

#### **Consultees**

Lead officers from each of the Partner Authorities as set out in Appendix C of the Joint Committee Agreement 2011.

#### 1. Introduction

- 1.1 At its meeting on 3 December 2020, the Joint Committee approved the South Essex Parking Partnership's Business Plan for 2021/22.
- 1.2 This Business Plan provided an estimated annual budget based on the operational data and financial outturns from the previous years of operation and considered the reduction in income during the Covid-19 pandemic and the future forecasts on the business recovery as the areas return to some form of normality.

1.3 This report provides the current progress to date against the approved Business Plan.

## 2 Current position against projected outturn.

2.1 The Business Plan 2021/22 estimated that the Partnership could expect an overall operational fund in the region of £227,000. This would take into account an estimated surplus of £599,000 from the parking enforcement operation which would contribute to the operational costs of Traffic Regulation Order (TRO) function, the necessary maintenance of signs and lines and the implementation of new traffic management schemes with an expected total cost to be in the region of £372,000. These projected outturns would be dependent on operating the function to the agreed expenditure costs and the amount of income received, in particular, PCN income which equates to 65% of the overall projected income.

2.2 The SEPP financial account until 28 February 2022 is currently showing a surplus of £412,264 from the enforcement account and the TRO operational costs including sign and line and new TRO funding is £387,254 resulting in a net surplus position of £44,328

2.2 The amount of PCNs issued across the Partnership is currently 8% down against the 2019-20 performance and 79% up on the 2020/21 performance. Currently the number of PCNs issued are 4% up against the estimated figure in the Business Plan. Operating costs and expenditure are currently as expected. The Business Plan factored in a gradual replacement of vacant enforcement officer posts, being monitored against the recovery of the operations.

2.3 The total overall income has reduced by 17% against the 2019-20 outturn and has, as expected, increased by 44% compared to the 2020/21 account. Currently the income is improving each month as the recovery continues and is 7% down against the estimated figure in the Business Plan for 2021/22.

2.4 Included in the account for this financial year will be the cost of items where the Joint Committee has approved funding from the operational fund. These items will be reported as reserve items of spend and will also be included in the end of year account and will therefore reduce the projected outturn.

## 3 Business objectives for 2021/22

3.1 The Business Plan sets out the objectives the Partnership wishes to achieve in 2021/21. Appendix A, section 1, provides an update against each objective. Section 2 provides a comparison of PCN issue rates across all Partnership areas, section 3 provides an overview of the income received and section 4 provides PCN issue rates for each individual area. Section 5 provides information on the recovery rates of the PCNs issued during the current financial year.

3.2 The overall recovery rate for PCNs paid is currently 76% of the PCN issued. The expected outturn for the Partnership is in the region of 75% to 77%. In 2020/21 the outturn recovery rate was 75%. Considering that a high volume of PCNs issued are still within the initial recovery stage, the current recovery level is very good.

The rate of PCN cancellation (11%) remains within the expected level. The outturn position for cancellation rates in 2020/21 was 7%

#### 4 Conclusion

The projected Partnership outturn for 2021-22, including the TRO operational costs, is expected to achieve an operational fund in the region of £44,000.

Overall, the operation has performed well and the recovery of the operation following Covid-19 is progressing as estimated. Expenditure is currently as expected and the PCN issue rate and overall income is currently slightly down compared to the estimate in the 2021-22 business plan with further restrictions being imposed due to the Omicron variant being a contributing factor.

The current financial position and the level of the performance to date provide a good indication that the estimated outturn position of Partnership will be down against the estimate in the 2020/21 Business Plan.

#### List of Appendices

Appendix A: Performance and update on the Business Plan objectives for 2021/22

#### Background Papers

South Essex Parking Partnership Business Plan 2021/22



# APPENDIX A



## Performance and update on Business Plan objectives for 2021/22

(April 2021 to January 2022)

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Objective for 2021/22	Linked to business aim	Action and measure
<p><b>1: Monitor the effects of the business recovery as lockdown measures ease and adjust the business case to ensure service provision meets demand.</b></p> <p><b>Gauge the potential long term operational and financial impact of the change of working patterns / environments and parking requirements following the easing of the lockdown measures.</b></p>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p>	<p>The number of PCNs issued, and the amount of PCN, Pay &amp; Display and resident parking income is being compared to the actual outturn from 2019/20 (Pre-Covid), the outturn from 2020/21 and the current financial year.</p> <p>The level of recovery is being gauged against the Annual Business Plan 2021/22 which contains estimates based on the performance for the first six months as the public move from a period of lockdown into the second six months of the year when an assumption that life will return to some form of normality</p>
<p><b>2: Continued focus on performance and sickness absence management at a local level to ensure best use of staff resource and improve attendance levels and subsequently maintain expected levels of patrol coverage.</b></p> <p><b>Provide a professional service, ensuring full compliance with TMA 2004 and high levels of customer service.</b></p> <p><b>Key Performance Indicators:</b></p> <ul style="list-style-type: none"> <li>• 75% of PCNs issued are successfully recovered</li> <li>• CEOs to achieve an average performance score of 33</li> <li>• PCNs which have been cancelled due to an CEO error, not to exceed 0.8%</li> </ul>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p>	<p>Monthly 1 to1 meetings are taking place between the Area Team Leaders and the Civil Enforcement Officers. These meetings provide an opportunity to discuss individual performance and how the performance is contributing to the overall Business Plan.</p> <p>In addition to these meetings, six monthly operational updates are provided by the Parking Partnership Manager. These inform staff of the progress against the agreed Business Plan. Monthly area performance updates are provided to each area depot on a monthly basis.</p> <p>CEOs are not set any targets regarding the amount of PCNs they should issue. The main focus of this work is to ensure that staff make best use of their time and maintain a sufficient level of patrol coverage throughout the many areas that require parking enforcement.</p> <p>The amount of PCNs issued across the Partnership is currently 8% down compared</p>

		<p>to 2019/20 (pre-covid). In comparison to the 2020/21 account the level of PCNs is up by 79% and 4% up in comparison against the estimated figure in the Business Plan for 2021/22.</p> <p>The current level of performance and is likely to achieve the overall outturn position as set out in the 2021/22 Business Plan</p>
<p><b>3: Ensure CEO patrol rotas are continually reviewed to ensure best use of staff time in key areas.</b></p> <p><b>Continue to provide ad-hoc out of hours enforcement to concentrate enforcement on known problem areas.</b></p> <p><b>Review enforcement outside of the core operational hours and review level of resource required to ensure staff have enough support during these periods</b></p>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p>	<p>Area Team Leaders are modifying staff rotas to meet the needs of changing parking habits. The focus of the team is to ensure that the staff are in the right place at the right time providing essential traffic management.</p> <p>There has been increased pressure to deal with parking issues at places of interest and recreation, such as country parks, rivers and locks, water attractions and as schools are returning to normality the demand for enforcement around schools is ever increasing. The team have adjusted working patterns to meet these demands.</p> <p>Each area continues to provide out of hours enforcement at known problem areas. The areas are identified from feedback and reports from Councillors, Lead Officers and members of the public.</p> <p>The Parking Partnership has arrangements in place with Maldon, Rochford and Brentwood for their staff to provide additional patrol coverage at known problem areas outside of the core hours.</p>
<p><b>3: Partnership CEOs to support Castle Point, and Rochford at key times and to provide holiday cover.</b></p>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO</p>	<p>When resource permits, the partnership staff are being utilised to cover any staffing shortfalls due to holiday or sickness in these key areas.</p>

	<p>function at zero deficit</p> <p>Maintain a contingency reserve</p>	
<p><b>4: Maldon to continue additional CEO patrol coverage with the use of the Community Service Officers outside of normal working hours and during peak summer season.</b></p> <p><b>Maintain communications between the Council and the Partnership passing on intelligence regarding events (such as the Maldon Mud Race. Burnham Carnival etc.) when additional enforcement is required</b></p> <p><b>Introduce targeted action days to deal with Hot Spots (schools etc.) allocating Council resources in addition to the Partnership staff</b></p>	<p>Partnership lead officers take all reasonable steps to ensure individual Partnership areas reduce the level of individual deficit</p>	<p>Maldon Community Service Officers continue to provide additional support to the Parking Partnership to provide out of hours parking enforcement in the Resident Parking Zones and in the High Street outside of normal patrol hours. This arrangement is extended to provide additional enforcement during know events in the district.</p>
<p><b>5: Continue to operate the service level agreement with Brentwood Borough Council to engage the services of the Brentwood Community Safety Officers to provide enforcement patrols to assist with weekend and out of hours coverage.</b></p>	<p>Partnership lead officers take all reasonable steps to ensure individual Partnership areas reduce the level of individual deficit</p>	<p>The SEPP enforcement Team and the Brentwood Community Safety team are working well in Partnership to address issues outside of core operational hours. Joint patrols have also been set up with the police to deal with issues of anti-social behaviour and parking contraventions. These patrols have proved to be very successful.</p>
<p><b>6: Review current operational expenditure and processes and determine if further efficiencies / improvements can be made</b></p>	<p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p>	<p>The operational expenditure is currently as expected and in line with the budget in the Annual Business Plan.</p>

	Maintain a contingency reserve	
<b>7: Identify the proposed resident parking schemes, which are agreed and approved. Determine the additional income gained from the resident permit charges and adjust each area account to reflect the change.</b>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p>	Resident permit schemes have been progressed and approved by the Sub Committee. Several new permit schemes have been introduced into the Partnership areas and the additional income received is reflected in the individual area financial outturn and contributes to the running of this schemes.
<b>8: Identify and prioritise schemes in areas which provide the greatest benefit to the overall aims and objectives of the Parking Partnership</b>  <b>Produce and implement a programme of essential maintenance works for signs and lines and TROs requiring attention.</b>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p> <p>Maintain signs and lines and TROs to an acceptable level ensuring suitable</p>	Schemes requiring essential maintenance continue to be processed and agreed by the Sub Committee. A significant amount of work has been completed in this area ensuring parking restrictions remain enforceable.

	funding is available	
<b>8: Ensure that new developments requiring parking related restrictions / schemes contribute to the implementation of the scheme via section 106 arrangements or the Community Infrastructure Levy</b>	Maintain signs and lines and TROs to an acceptable level ensuring suitable funding is available	Ongoing: Partnership lead officers to maintain local relationships with planning departments and Essex County Council Highways.
<b>9: Continue to develop and roll out the School Parking Initiative across all Partnership areas, to improve parking behaviours at school drop off and pick up times</b>	Support the core principles of TMA 2004	After a period of inactivity due to Covid and social distancing at schools, the Partnership is starting to engage with interested schools again, and revisit schools who are currently in the initiative. We currently have a vacant post for a School Liaison Officer; this role is being re-evaluated to incorporate a dual role of School Parking and administration support for performance monitoring and new projects. Its hope this post will be filled by April 2022. The TRO team are currently dealing with the school parking liaison function
<b>13. Meet with Officers from NEPP and ECC to determine the future working arrangements of the Parking Partnerships and determine a timeline of key decisions for ECC and Joint Committee Members.</b>	Support the core principles of TMA 2004  Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit	A new Joint working proposal has been agreed by the Parking Partnership and each partner authority has submitted a proposal to their respective Cabinets / Committees for approval. All SEPP Partner Authorities have agreed the new proposal to remain in the Parking Partnership during the term of the new arrangement.  The Joint Committee Agreement is currently being drafted and agreed to reflect the changes of the new term of the agreement.

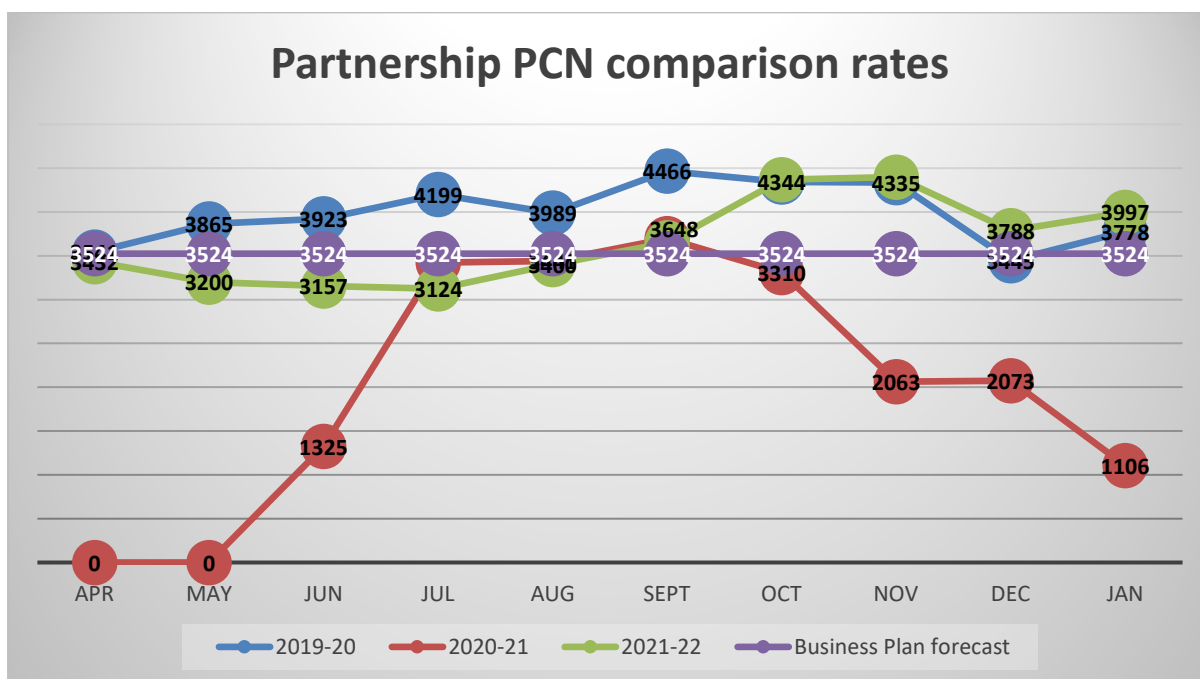
## 2 Overall Partnership PCN comparison

The income received from Penalty Charge Notices (PCNs) equates to 65% of the total income received. This income is not guaranteed and is dependent on the number of motorists who contravene a parking restriction and who are noted by an enforcement officer.

A reduction in this level of income will have a detrimental effect on the overall account and it is therefore important to monitor this effect. The amount of PCNs issued compared to the previous year of the operation is a good benchmark to determine how the operation is performing and recovering as lockdown measures have eased. The following table provides the current PCN issue rate compared to the operation in 2019/20 (pre-covid), the 2020/21 outturn and the Business Plan estimate.

This relates to the period April 2021 to January 2022 for PCNs issued across all areas in the Parking Partnership

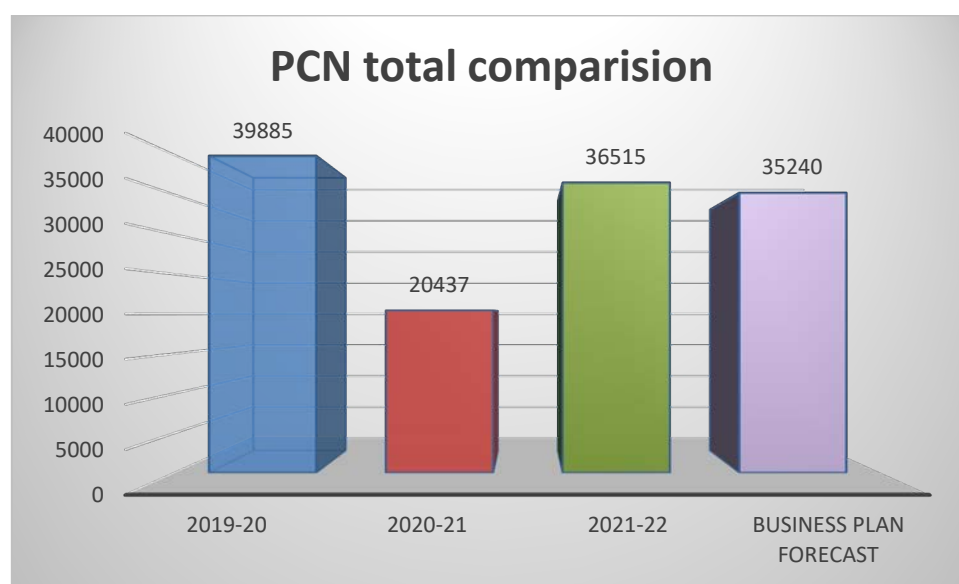
### Monthly 2021/22 PCN issue rate comparison against 2019/2020 & 2020/21 operation and Business Plan estimate for 2021/22.



SEPP	2019-20	2020-21	2021-22	Business Plan forecast
APR	3541	0	3432	3524
MAY	3865	0	3200	3524
JUN	3923	1325	3157	3524
JUL	4199	3423	3124	3524
AUG	3989	3441	3400	3524
SEPT	4466	3696	3648	3524
OCT	4344	3310	4370	3524
NOV	4335	2063	4399	3524
DEC	3445	2073	3788	3524
JAN	3778	1106	3997	3524
Total	39885	20437	36515	35240



## Overall Partnership PCN issue comparison figure for period April 2021 to January 2022



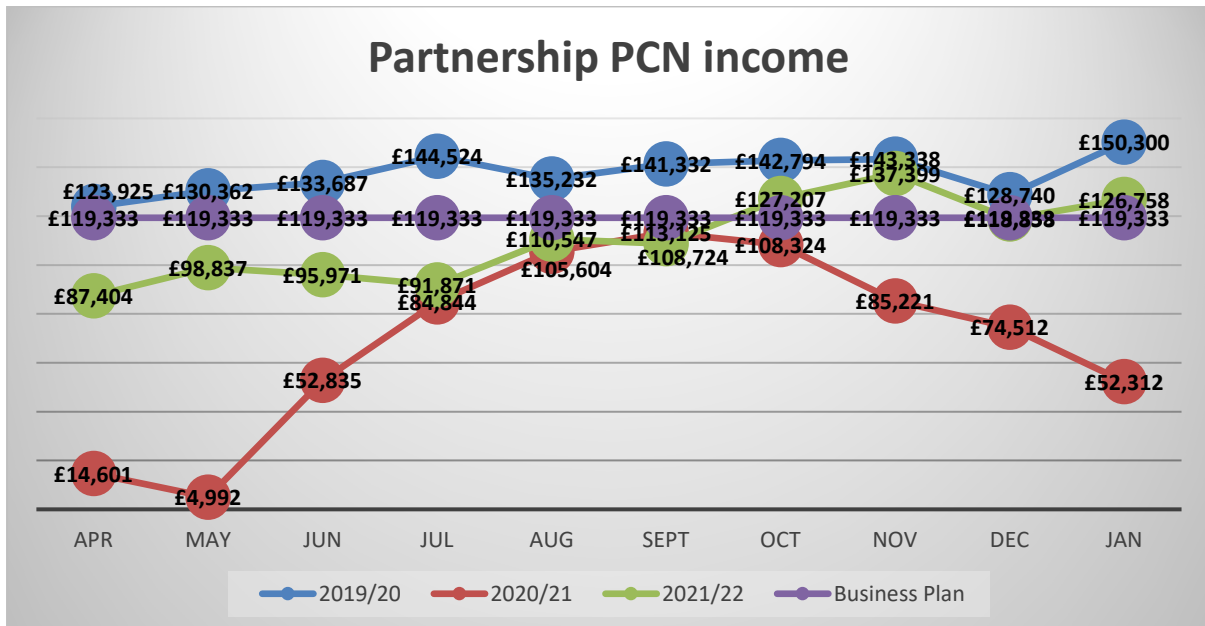
The amount of PCNs issued across the Partnership is currently 8% down against the 2019-20 performance, 79% up on the 2020/21 performance and currently 4% up against the estimated figure in the Business Plan.

### 3 **Income Statistics**

The following tables provide the current levels of income compared to the operation in 2019/20 (pre-covid), the 2020/21 outturn and the Business Plan estimate for 2021/22

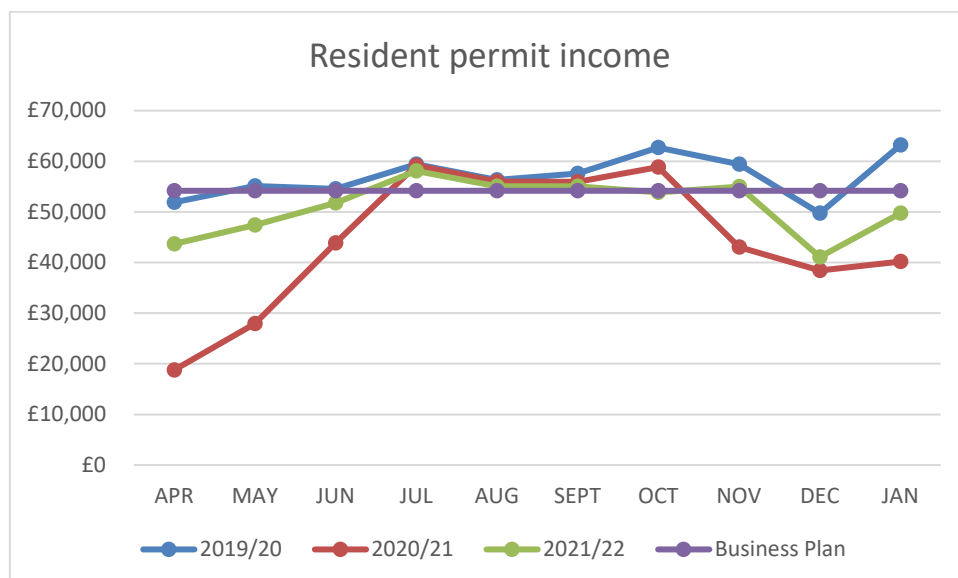
This relates to the period April 2021 to January 2022 for all partnership areas

## Overall Partnership monthly PCN income comparison for period April 2021 to January 2022



The overall PCN income has reduced by 20% against the 2019-20 performance and has increased by 58% compared to the 2020/21 performance and is currently 7% down against the estimated figure in the Business Plan for 2021/22.

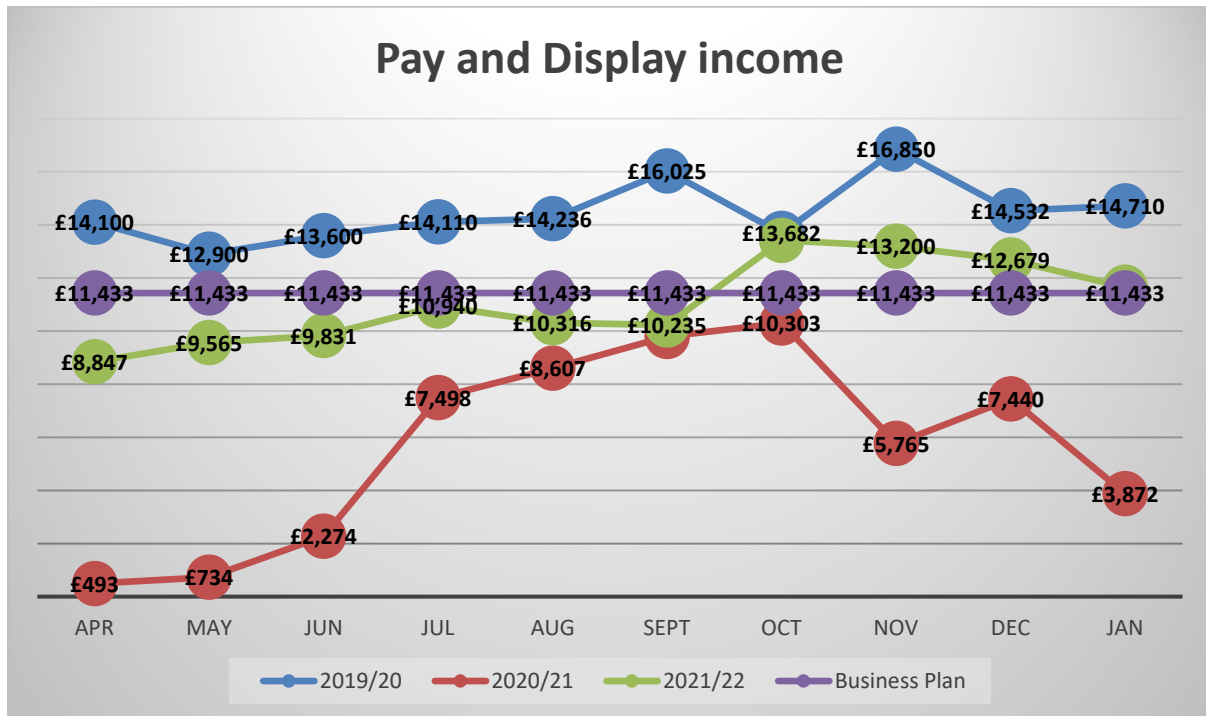
## Overall Partnership monthly resident permit income comparison for period April 2021 to January 2022



The overall resident parking income has reduced by 10% against the 2019/20 performance and has increased by 15% compared to the 2020/21

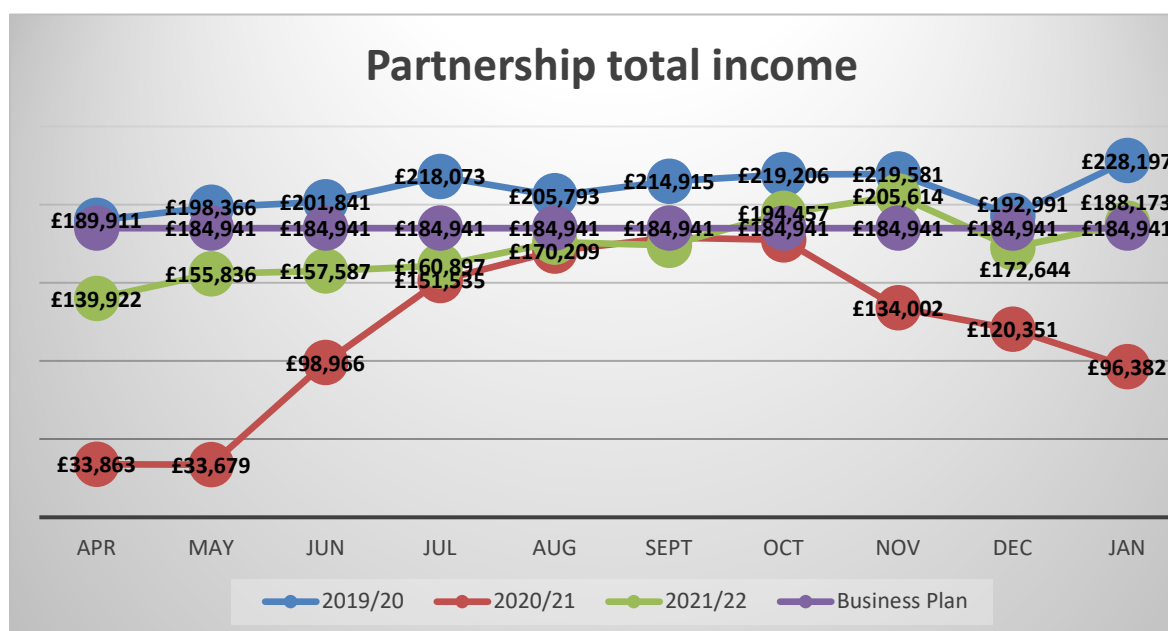
performance and is currently 6% down against the estimated figure in the Business Plan for 2021/22.

### Overall Partnership monthly Pay and display income comparison for period April 2021 to January 2022



The overall pay and display income has reduced by 23% against the 2019-20 performance and has increased by 92% compared to the 2020/21 performance and is currently 3% down against the estimated figure in the Business Plan for 2021/22.

## Total Partnership monthly income comparison for period April 2021 to January 2022



All SEPP Income	2019/20	2020/21	2021/22	Business Plan
APR	£189,911	£33,863	£139,922	£184,941
MAY	£198,366	£33,679	£155,836	£184,941
JUN	£201,841	£98,966	£157,587	£184,941
JUL	£218,073	£151,535	£160,897	£184,941
AUG	£205,793	£170,209	£175,949	£184,941
SEPT	£214,915	£178,896	£174,033	£184,941
OCT	£219,206	£177,459	£194,457	£184,941
NOV	£219,581	£134,002	£205,614	£184,941
DEC	£192,991	£120,351	£172,644	£184,941
JAN	£228,197	£96,382	£188,173	£184,941
Total	£2,088,874	£1,195,342	£1,725,112	£1,849,410

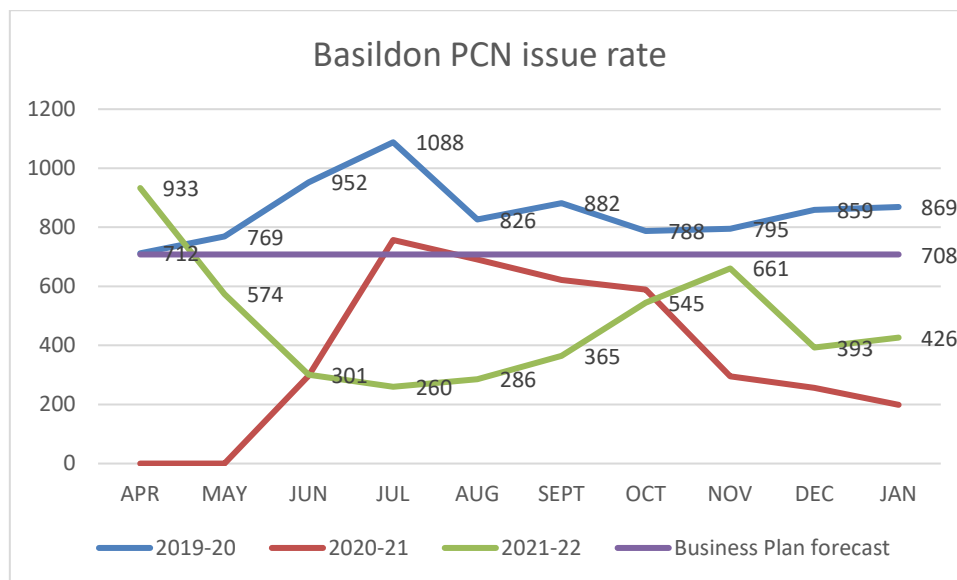
The total overall income has reduced by 17% against the 2019-20 performance and has increased by 44% compared to the 2020/21 performance and is currently 7% down against the estimated figure in the Business Plan for 2021/22.

#### 4 Individual area PCN comparisons

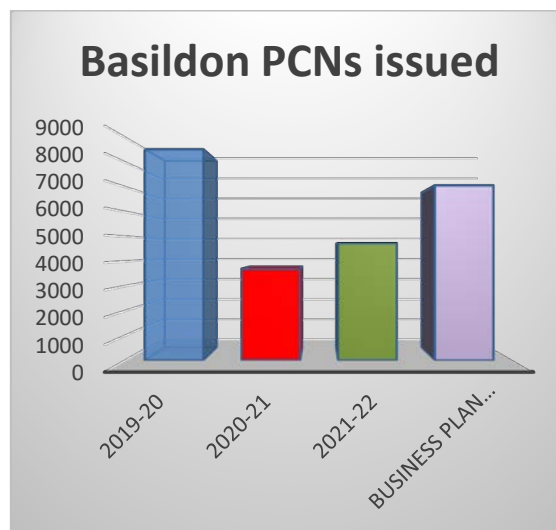
The following tables (pages 13 to 18) provides a comparison of the number of PCN issued against the previous two years of operation and the 21/22 Business Plan estimate

## 4.1 Basildon

### Combined Basildon foot patrol & CCTV PCN issue comparison figure for period April 2021 to January 2022



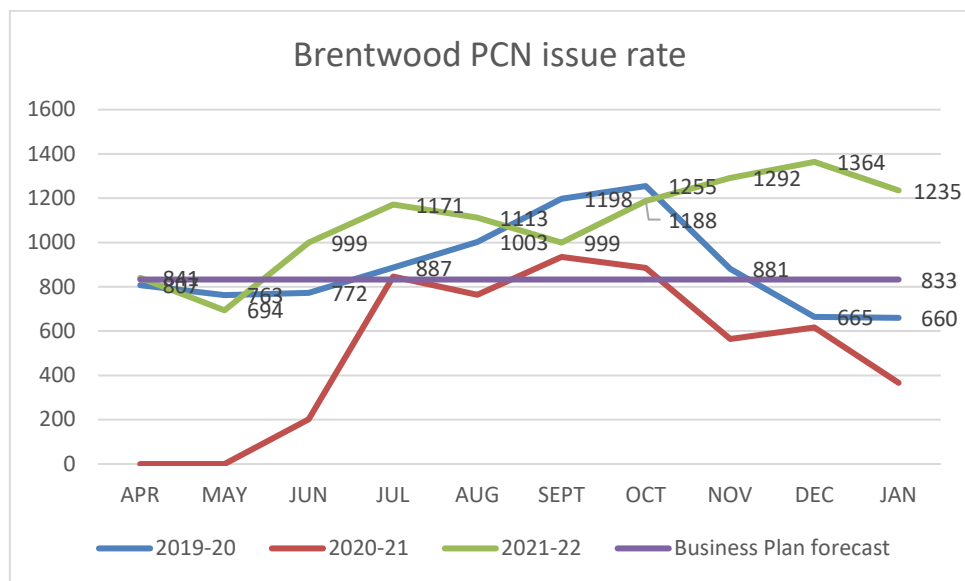
Basildon	2019-20	2020-21	2021-22	Business Plan forecast
APR	712	0	933	708
MAY	769	0	574	708
JUN	952	297	301	708
JUL	1088	757	260	708
AUG	826	691	286	708
SEPT	882	622	365	708
OCT	788	589	545	708
NOV	795	295	661	708
DEC	859	256	393	708
JAN	869	199	426	708
Total	8540	3706	4744	7080



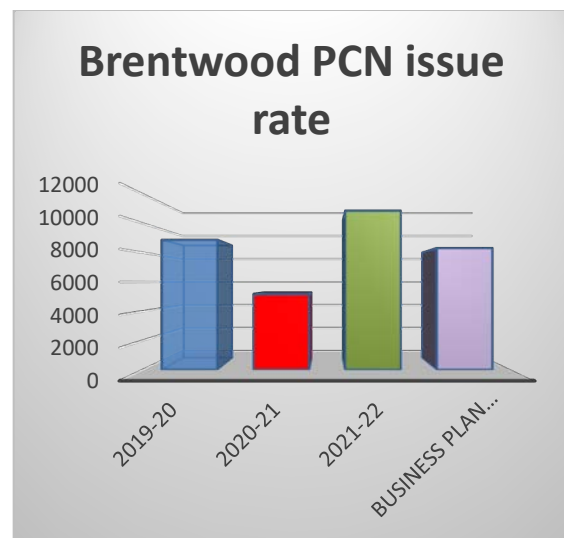
The number of PCNs issued in Basildon has reduced by 44% against the 2019-20 performance and has increased by 28% compared to the 2020/21 performance and is currently 33% down against the estimated figure in the Business Plan for 2021/22. Difficulty recruiting to the vacant enforcement officer roles and some periods of long-term sickness has been a contributing factor to the downturn in performance.

## 4.2 Brentwood

### PCN issue comparison



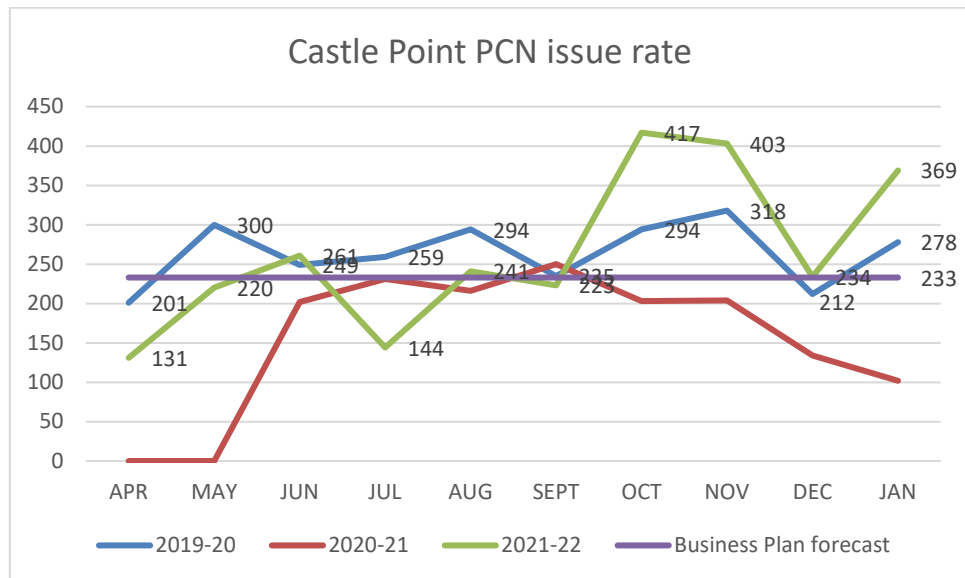
Brentwood	2019-20	2020-21	2021-22	Business Plan forecast
APR	807	0	841	833
MAY	763	0	694	833
JUN	772	202	999	833
JUL	887	846	1171	833
AUG	1003	764	1113	833
SEPT	1198	935	999	833
OCT	1255	885	1188	833
NOV	881	564	1292	833
DEC	665	617	1364	833
JAN	660	367	1235	833
Total	8891	5180	10896	8330



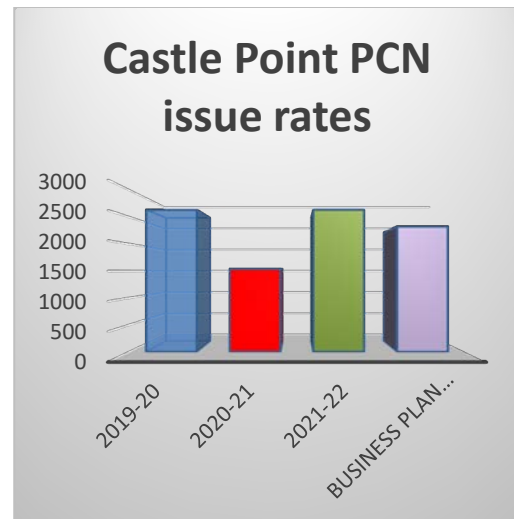
The number of PCNs issued in Brentwood has increased by 22% against the 2019-20 performance and has increased by 110% compared to the 2020/21 performance and is currently 31% up against the estimated figure in the Business Plan for 2021/22.

### 4.3 Castle Point

#### PCN issue comparison



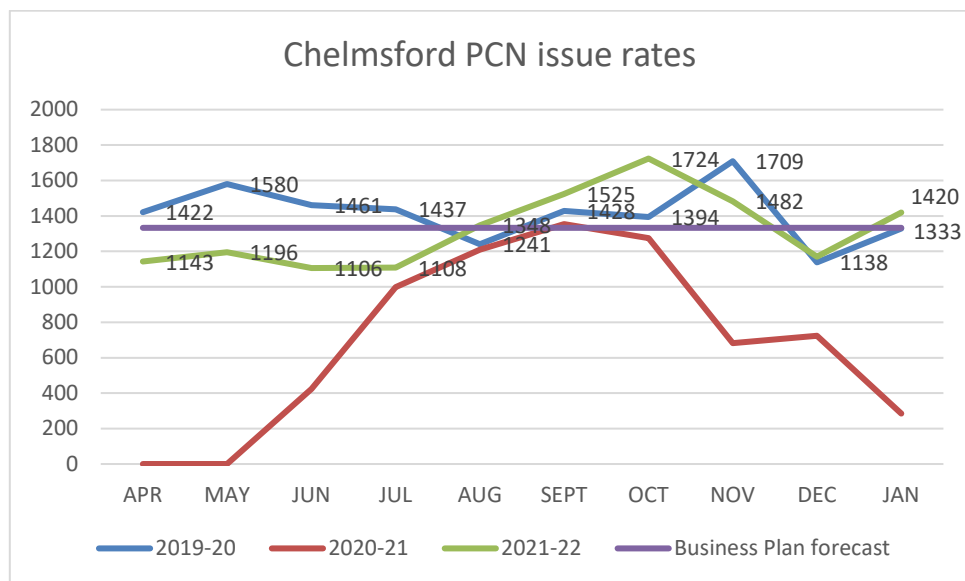
Castle Point	2019-20	2020-21	2021-22	Business Plan forecast
APR	201	0	131	233
MAY	300	0	220	233
JUN	249	202	261	233
JUL	259	231	144	233
AUG	294	216	241	233
SEPT	235	250	223	233
OCT	294	203	417	233
NOV	318	204	403	233
DEC	212	134	234	233
JAN	278	102	369	233
Total	2640	1542	2643	2330



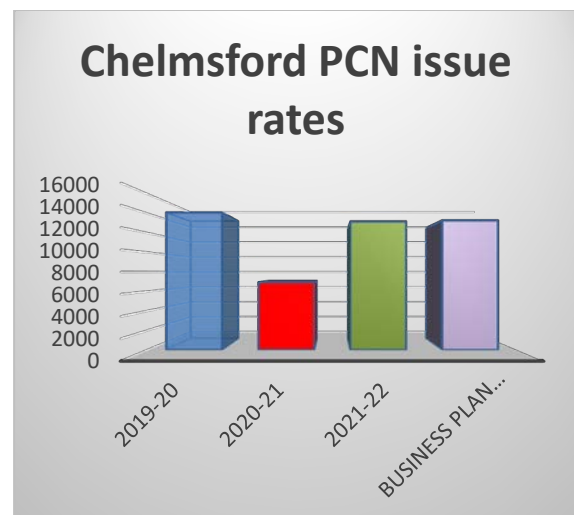
The number of PCNs issued in Castle Point is currently up by 0.1% against the 2019-20 performance and has increased by 71% compared to the 2020/21 performance and is currently 13% up against the estimated figure in the Business Plan for 2021/22.

#### 4.4 Chelmsford

##### PCN issue comparison



Chelmsford	2019-20	2020-21	2021-22	Business Plan forecast
APR	1422	0	1143	1333
MAY	1580	0	1196	1333
JUN	1461	423	1106	1333
JUL	1437	999	1108	1333
AUG	1241	1209	1348	1333
SEPT	1428	1354	1525	1333
OCT	1394	1274	1724	1333
NOV	1709	683	1482	1333
DEC	1138	723	1170	1333
JAN	1329	285	1420	1333
Total	14139	6950	13222	13330

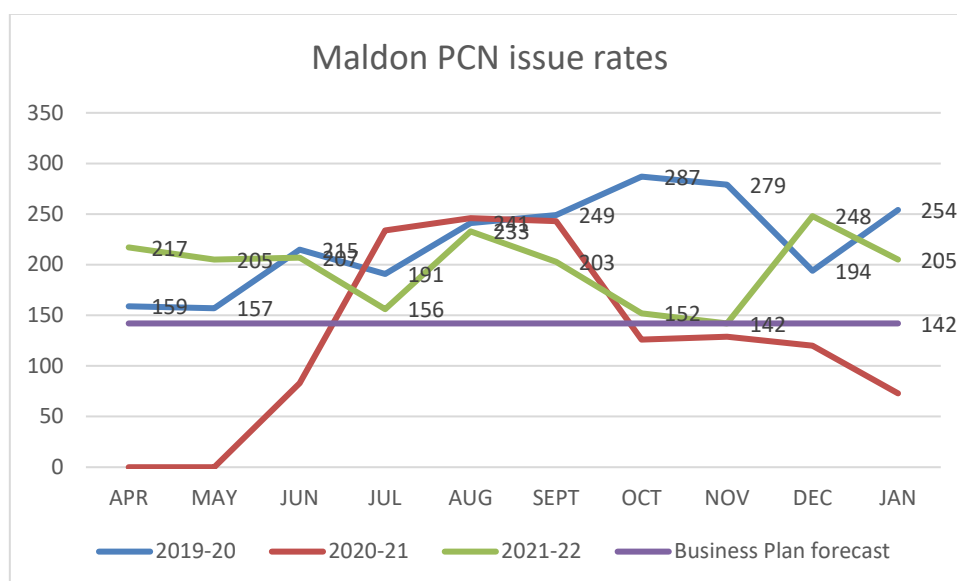


The number of PCNs issued in Chelmsford has reduced by 6% against the 2019-20 performance and has increased by 90% compared to the 2020/21 performance and is currently 0.8% down against the estimated figure in the Business Plan for 2021/22.

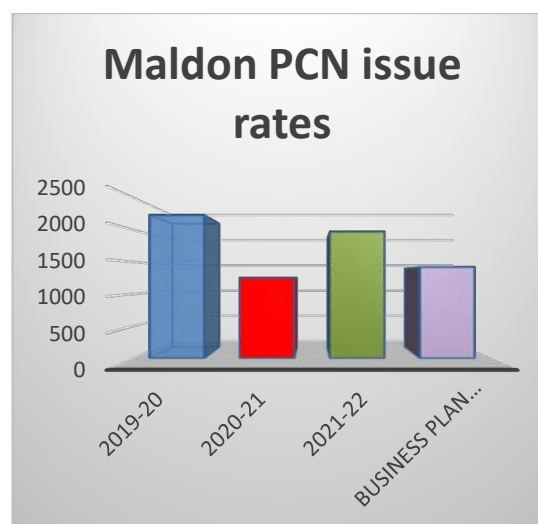


## 4.5 Maldon

### PCN issue comparison



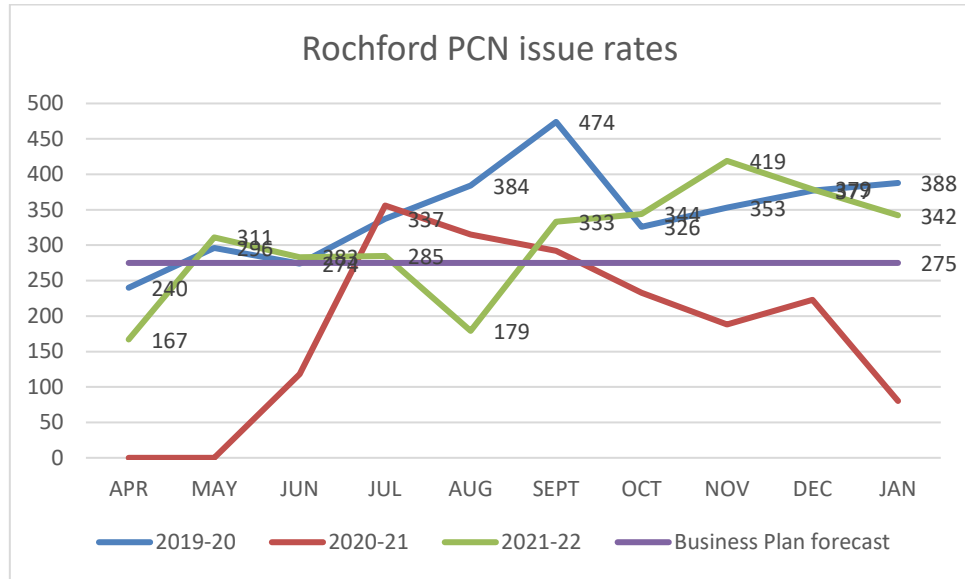
Maldon	2019-20	2020-21	2021-22	Business Plan forecast
APR	159	0	217	142
MAY	157	0	205	142
JUN	215	83	207	142
JUL	191	234	156	142
AUG	241	246	233	142
SEPT	249	243	203	142
OCT	287	126	152	142
NOV	279	129	142	142
DEC	194	120	248	142
JAN	254	73	205	142
Total	2226	1254	1968	1420



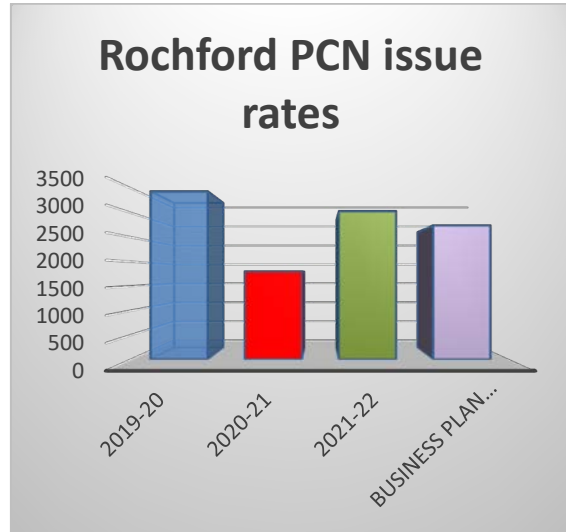
The number of PCNs issued in Maldon has decreased by 11% against the 2019-20 performance and has increased by 57% compared to the 2020/21 performance and is currently 39% up against the estimated figure in the Business Plan for 2021/22.

#### 4.6 Rochford

##### PCN issue comparison



Rochford	2019-20	2020-21	2021-22	Business Plan forecast
APR	240	0	167	275
MAY	296	0	311	275
JUN	274	118	283	275
JUL	337	356	285	275
AUG	384	315	179	275
SEPT	474	292	333	275
OCT	326	233	344	275
NOV	353	188	419	275
DEC	377	223	379	275
JAN	388	80	342	275
Total	3449	1805	3042	2750



The number of PCNs issued in Rochford has reduced by 12% against the 2019-20 performance and has increased by 69% compared to the 2020/21 performance and is currently 11% up against the estimated figure in the Business Plan for 2021/22.

## 5 Recovery rates

The following table shows the current recovery and cancellation rates across the Partnership and for each individual area. This data relates to the period 1 April 2021 to 31 January 2022.

Back Office PCN recovery rates April 2021 to January 2022								% of stage payment received from PCNs fully paid		
	PCNs Issued	Cases stopped	%	Outstanding	%	Fully Paid	%	Discount	Full amount	Surcharge Paid
Basildon	4,744	683	14	766	16	3295	69	84	13	3
Brentwood	10896	1150	11	1632	15	8114	74	84	13	3
Chelmsford	13222	1737	13	2072	16	9413	71	86	11	3
Castle Point	2643	217	8	269	10	2157	82	86	11	3
Maldon	1968	262	13	199	10	1507	77	87	10	2
Rochford	3042	230	8	299	9.8	2513	83	87	10	2
<b>Partnership Total</b>	<b>36515</b>	<b>4279</b>	<b>11</b>	<b>5237</b>	<b>13</b>	<b>26999</b>	<b>76</b>	<b>86</b>	<b>11</b>	<b>3</b>

The overall recovery rate for PCNs paid is currently 76% of the PCN issued. The expected outturn for the Partnership is in the region of 75% to 77%. In 2020/21 the outturn recovery rate was 75%. Considering that a high volume of PCNs issued are still within the initial recovery stage, the current recovery level is very good.

The rate of PCN cancellation (11%) remains within the expected level. The outturn position for cancellation rates in 2020/21 was 7%

## SOUTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE

**10 March 2022**

### AGENDA ITEM 8

<b>Subject</b>	Business Plan for 2022/23
<b>Report by</b>	South Essex Parking Partnership Manager

**Enquiries contact:** Nick Binder, Parking Partnership Manager, 01245 606303,  
[nick.binder@chelmsford.gov.uk](mailto:nick.binder@chelmsford.gov.uk)

<b>Purpose</b> This report seeks the Joint Committee's approval of the South Essex Parking Partnership Business Plan 2022/23.	
<b>Options</b> The Joint Committee can approve, reject or amend the Business Plan.	
<b>Recommendation(s)</b>	
1.	That the Joint Committee approves the attached Business Plan for 2022/23 and the four specific recommendations listed below:
	<ul style="list-style-type: none"> <li>▪ agree the 2022/23 budgets and proposed actions and objectives</li> <li>▪ agree to write off all specific Parking Authority deficits, including those over £10,000, should they arise.</li> <li>▪ agree to maintain a reserve of £400,000 for financial year 2022/23</li> <li>▪ approve the risks identified and the action plan to address the top three risks in <b>Appendix B</b>.</li> </ul>

<b>Consultees</b>	Lead officers from each of the Partner Authorities as set out in Appendix C of the Joint Committee Agreement 2011.
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## 1. Introduction

- 1.1 Clause 23.22 of the Joint Committee Agreement sets out that the Treasurer shall prepare an annual budget, as part of the Annual Business Plan, to be presented to the Joint Committee for consideration, challenge and approval in accordance with the budgetary timetable of the Lead Authority.
- 1.2 The Business Plan 2022/23 (Appendix A) provides the proposed annual budget and the business aims and objectives the Partnership sets out to achieve in the forthcoming year.

## 2 Business aims and objectives

- 2.1 Section 2, page 3 of the Business Plan sets out the long-term business aims and objectives of the Partnership and how they link into the requirements of the Traffic Management Act 2004.

## 3 Budget for 2022/23

- 3.1 The Budget has been based on the annual performance of the Partnership since its introduction in April 2011. The business model has been developed each year to ensure that the parking enforcement operational costs and the Traffic Regulation Order (TRO) operational costs are fully funded by the Partnership account. In addition, the business plans have enabled the Partnership to maintain a reserve of £300,000 and produce an operational fund to invest back into essential areas of the operation without the need for any additional or capital funding from Partner Authorities.

2020 had been an unprecedented year with the Covid-19 pandemic and this had created a degree of uncertainty with the outcome of the 2020-21 and 2021-22 financial account and the future operational model. This budget for 2022-23 has been set considering the reduction in the current income during the current financial year and the future forecasts on the business recovery as the partnership areas return to a more normal working environment.

- 3.2 Section 3.1, page 6 of the Business Plan details the proposed budget for the 2022/23 parking enforcement operation. The total direct and indirect expenditure is estimated at £1,890,500 and the total income is estimated to be £2,403,300.
- 3.3 Section 3.3, page 7 of the Business Plan shows the expected costs of £172,000 for the operational staffing resource of the TRO function.
- 3.4 A detailed breakdown of allocation of salaries and an explanation of the factors used to allocate total direct and indirect costs are contained as Appendix A on page 19 of the Business Plan.
- 3.5 Section 3.4, page 8 sets out the new arrangements, consisting of three parts, for how the surplus will be managed under the new joint committee agreement which will commence from 1 April 2022.
- 3.6 Maintaining a reserve

- 3.7 It is an important part of the development of the business plan to consider the level and purpose of any reserves held by the Partnership. An assessment of the level of reserves will need to consider factors such as the risks facing the Partnership and the capacity to deal with in year budget pressures and other unforeseen events.

However, there is no precise methodology to establish the correct level of reserves and this is a matter for judgement for the Partnership's Treasurer to propose to the Joint Committee.

Taking into account the impact of the account and loss of income during the Covid-19 pandemic and the uncertainty on how the account will perform as normality returns, it has been agreed when entering into the new Joint Committee Agreement that a reserve of £400,000 would be maintained which would consist of £300,000 from the SEPP operational reserve and a further £100,000 contribution from ECC which consists of the £100,000 cash flow assistance given to SEPP at the start of the current Joint Committee Agreement which is payable to ECC at the termination of the contract. It is recommended that the level of reserve is set to £400,000 for financial year 2022/23.

3.8 Estimated outturn position for 2022/23

- 3.9 The estimated outturn position for 2022/23 by applying the new surplus management arrangements is as follows

The Business plan estimates that the Partnership can expect a surplus in the region of £513,000 from the parking enforcement account

Part 1: £400,000 reserve maintained – carry forward from SEPP operational account.

From the estimated £513,000 outturn position, £428,000 will cover the TRO operational costs, the maintenance of sign and lines and the funding for new innovation identified in part 2 of the arrangement. The remaining £85,000 will contribute to the new Strategic Partnership Panel, identified in Part 3

4 Business objectives for 2022/23

- 4.1 Section 4, page 11 of the Annual Business Plan provides the business objectives and actions the Partnership aims to achieve in 2022/23. These objectives link into the longer term aims and objectives of the Partnership. The main area of focus will be to monitor the effects of the business recovery and adjust the business case to ensure service provision meets demand.

4.7 The Operational Fund

- 4.8 Any operational fund carried forward into the new joint committee agreement is not subject to the new surplus management arrangements and will remain the full responsibility of the SEPP Joint Committee to invest into schemes which are in accordance with Section 55 of the RTRA 1984.

Section 4.3 page 16 provides the current financial position of the SEPP operational fund / reserve and the revised cost to complete the outstanding areas of spend and maintain a reserve. Considering the outstanding items of spend and agreed reserve level, the Partnership is expected to have an operational fund in the region of £1,600,000 to invest back into the operation and allocate funding towards schemes which are in accordance with section 55 of the RTRA 1984.

- 4.9 One of the business objectives set out in the Business Plan is to agree and approve with Joint Committee Members and Lead Officers how this carry forward operational fund will be allocated and distributed as per Section 55 of the RTRA 1984.

## 5 Review of Risks to the Partnership

- 5.1 A requirement of the annual business planning process is to review the risks to the Partnership. It is important that these risks are regularly monitored and the action plan implemented to ensure that the long-term business objectives are not compromised.

The risks have been updated to reflect the new joint committee agreement working arrangements.

**Appendix B**, page 25, provides the identified risks and the updated Risk Action Plan.

It is recommended that the Joint Committee approve the risks identified and the action plan to address the top three risks.

## 6 Contract Register

- 6.1 The Partnership should ensure that key contractual arrangements are monitored annually to enable adequate time to be allowed to re-tender as appropriate. It is an important part of the business planning process that a contracts register should be monitored, to ensure that sufficient consideration is given to key contracts, expiry dates and ongoing requirements.

The table in section 6 page 17 provides details of the key contracts and expiry dates and current actions required

## 7 Summary

The business objectives for 2022/23 have been set to ensure the Partnership maintains the current level of performance and continues to provide a high level of service delivery.

The financial position of the Partnership and the budget set for 2022/23 has ensured that the enforcement operation, the TRO function and the funding for the signs and lines maintenance can be fully funded from the Partnership account with sufficient reserves to cover any shortfalls should they arise.

For financial year 2022/23 there will be £200,000 funding available for the maintenance of signs and lines and new TROs.

This Annual Business Plan sets out four key recommendations for approval by the Joint Committee.

- agree the 2022/23 budgets and proposed actions and objectives
- agree to write off all specific Parking Authority deficits, including those over £10,000, should they arise.

- agree to maintain a reserve of £400,000 for financial year 2022/23
- approve the risks identified and the action plan to address the top three risks in **Appendix B**.

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Appendix 1 South Essex Parking Partnership Business Plan 2022/23

#### Background Papers

The South Essex Parking Partnership Joint Committee Agreement 2011



# Appendix A



## South Essex Parking Partnership Business Plan 2022/23

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## **1: Introduction**

The South Essex Parking Partnership (SEPP) has been operational since 1 April 2011. Governed by a Joint Committee, the Partnership has developed the Annual Business Plans to ensure that the parking enforcement operational costs and the Traffic Regulation Order operational costs are fully funded by the Partnership account. In addition, the business plans have enabled the Partnership to maintain a reserve of £300,000 and produce a surplus to invest back into essential areas of the operation without the need for capital funding.

The current Joint Committee Agreement terminates on 31 March 2022 and SEPP has agreed to engage in a new Joint Committee Agreement with Essex County Council from 1 April 2022. The new Joint Committee Agreement will be for a period of five years with the option to extend year on year for a maximum of eight years. This new agreement will incorporate a new surplus management model which is included in this Business Plan.

The Partnership has now had the benefit of several years of operational costs, income and data and this has historically enabled the Parking Partnership Manager and Treasurer to the Partnership to provide robust estimates for the Annual Budget.

Clause 23.22 of the current Joint Committee Agreement sets out that the Treasurer shall prepare an annual budget, as part of the Annual Business Plan, to be presented to the Joint Committee for consideration, challenge and approval in accordance with the budgetary timetable of the Lead Authority.

This document has been created in consultation with all Partnership Lead Officers and provides the proposed annual budget for 2022/23 and the business aims and objectives the Partnership sets out to achieve in the forthcoming year.

## **2: Business aims and objectives**

The following section specifies the long term business aims and objectives of the Partnership and how they link into the requirements of the Traffic Management Act 2004 (TMA 2004).

The business aims and objectives in this Annual Business Plan link into the longer term financial forecast.

The TMA 2004 provides the legislation and guidance as to how Civil Parking Enforcement should be managed and sets out the core principles that enforcement authorities should aspire to achieve. These principles are:

- Managing the traffic network to ensure expeditious movement of traffic
- Improving road safety
- Improving the quality and accessibility of public transport
- Meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car
- Managing and reconciling the competing demand for highway parking provision
- Providing suitable on street parking arrangements, considering the needs of local businesses and residents
- Supporting wider policies through incentivising behaviour.
- Encouraging compliance of parking restrictions
- Operating on street Civil Parking Enforcement to achieve a zero - deficit position
- Ensuring that the requirements of the Traffic Management Act 2004 are met
- Investing surplus back into Civil Parking Enforcement and traffic management schemes

The Business aims of the South Essex Parking Partnership are set out as follows;

- Support the core principles of TMA 2004
- Achieve an overall financial account to operate parking enforcement and the Traffic Regulation Order (TRO) function at zero deficit and to provide an operational fund to invest back into the operation.
- Maintain a reserve fund
- Partnership lead officers take all reasonable steps to ensure individual Partnership areas reduce the level of individual deficit

- Maintain signs and lines and TROs to an acceptable level ensuring suitable funding is available

### **3: Budget for 2022/23**

Following the introduction of the South Essex Parking Partnership in April 2011 the operation has provided a modest year on year surplus for the Partnership account.

2020 had been an unprecedented year with the Covid-19 pandemic and this had created a degree of uncertainty with the outcome of the 2020-21 and 2021-22 financial account and the future operational model. This budget for 2022-23 has been set considering the reduction in the current income during the current financial year and the future forecasts on the business recovery as the areas return to normality.

### 3.1: Parking Enforcement Budget 2022/23

22/23 SEPP Budgets	Chelmsford	Brentwood	Maldon	Basildon	Rochford	Castle Point	Total	
Management	£24,860	£17,196	£4,673	£17,196	£7,103	£4,673	£75,700	E
Civil Enforcement Supervision	£16,281	£11,140	£3,428	£11,997	£5,141	£2,913	£50,900	B
Back Office Staff	£111,499	£74,719	£16,102	£61,397	£22,879	£19,404	£306,000	D
Civil Enforcement Staff	£411,900	£171,200	£78,400	£202,200	£89,100	£55,700	£1,008,500	
<b>Staffing Costs</b>	<b>£564,540</b>	<b>£274,255</b>	<b>£102,603</b>	<b>£292,790</b>	<b>£124,223</b>	<b>£82,690</b>	<b>£1,441,100</b>	
<b>Split of General Expenditure</b>								
Cyclical Maintenance	£0	£3,500	£0	£0	£0	£0	£3,500	
New Equipment	£3,580	£2,476	£673	£2,476	£1,023	£673	£10,900	E
Equipment Repairs	£427	£295	£80	£295	£122	£80	£1,300	B
Clothing & Uniforms	£2,003	£1,386	£377	£1,386	£572	£377	£6,100	B
Printing & Stationery	£2,890	£1,999	£543	£1,999	£826	£543	£8,800	D
Advertising	£36	£24	£5	£20	£7	£6	£100	D
Postages	£4,926	£3,407	£926	£3,407	£1,407	£926	£15,000	D
Mobile Phones	£1,279	£875	£269	£943	£404	£229	£4,000	B
Radios	£0	£2,800	£0	£0	£0	£0	£2,800	
Insurance	£2,364	£1,636	£444	£1,636	£676	£444	£7,200	E
Audit Fees	£911	£610	£132	£502	£187	£159	£2,500	D
Bank Charges	£2,496	£1,726	£469	£1,726	£713	£469	£7,600	D
County Court Fees	£10,162	£7,553	£1,717	£5,493	£2,609	£2,266	£29,800	A
TPT	£5,575	£3,736	£805	£3,070	£1,144	£970	£15,300	A
Software Licences	£15,668	£10,500	£2,263	£8,628	£3,215	£2,727	£43,000	D
Security Costs	£0	£5,400	£0	£0	£0	£0	£5,400	
Accommodation (Satellite Depots)	£0	£4,100	£2,000	£8,900	£6,100	£2,000	£23,100	
	<b>£52,318</b>	<b>£52,024</b>	<b>£10,703</b>	<b>£40,480</b>	<b>£19,005</b>	<b>£11,869</b>	<b>£186,400</b>	
<b>Transport Costs</b>								
Repairs	£300	£400	£200	£700	£300	£200	£2,100	C
Vehicle Insurance	£3,000	£4,000	£2,000	£7,000	£3,000	£2,000	£21,000	C
Fuel	£2,414	£3,219	£1,610	£5,633	£2,414	£1,610	£16,900	C
Vehicle Lease Charges	£8,414	£11,219	£5,610	£19,633	£8,414	£5,610	£58,900	C
	<b>£14,129</b>	<b>£18,838</b>	<b>£9,419</b>	<b>£32,967</b>	<b>£14,129</b>	<b>£9,419</b>	<b>£98,900</b>	
<b>Total Direct Expenditure</b>	<b>£630,986</b>	<b>£345,117</b>	<b>£122,725</b>	<b>£366,237</b>	<b>£157,357</b>	<b>£103,978</b>	<b>£1,726,400</b>	
<b>Indirect Expenditure</b>								
Central Support	£56,223	£37,677	£8,120	£30,959	£11,537	£9,784	£154,300	
Corporate Support	£3,571	£2,393	£516	£1,966	£733	£621	£9,800	D
<b>Total Indirect Expenditure</b>	<b>£59,794</b>	<b>£40,070</b>	<b>£8,635</b>	<b>£32,926</b>	<b>£12,269</b>	<b>£10,406</b>	<b>£164,100</b>	
<b>Total Direct &amp; Indirect Expenditure</b>	<b>£690,780</b>	<b>£385,187</b>	<b>£131,360</b>	<b>£399,162</b>	<b>£169,627</b>	<b>£114,384</b>	<b>£1,890,500</b>	
<b>Income</b>								
PCN's	-£536,200	-£394,500	-£84,900	-£313,000	-£135,600	-£101,100	-£1,565,300	
Resident Permits/Visitor Tickets	-£293,200	-£187,300	-£29,300	-£151,700	-£24,400	-£6,100	-£692,000	
Pay & Display	-£102,100	-£38,500	£0	£0	£0	£0	-£140,600	
Other	-£5,400	£0	£0	£0	£0	£0	-£5,400	
<b>Total Income</b>	<b>-£936,900</b>	<b>-£620,300</b>	<b>-£114,200</b>	<b>-£464,700</b>	<b>-£160,000</b>	<b>-£107,200</b>	<b>-£2,403,300</b>	
<b>Total Net Budget (surplus)</b>	<b>£(246,120)</b>	<b>£(235,113)</b>	<b>£17,160</b>	<b>£(65,538)</b>	<b>£9,627</b>	<b>£7,184</b>	<b>£(512,800)</b>	

### 3.2: Breakdown of budget costs 2022/23

A breakdown of the budget costs can be found in **Appendix A** (page 19). This information provides the Joint Committee with more detailed information regarding the predicted expenditure costs for 2022/23.

This covers the allocation of salaries, an explanation of the factors used to allocate total direct and indirect costs and a breakdown of known direct costs such as cyclical maintenance, accommodation and vehicle costs.

Information is also provided on the expected Penalty Charge Notice (PCN) income and PCN issue rates. Please note this information is based on historical performance and outcomes and considers the current performance during the Covid-19 pandemic and assumptions on business recovery. No PCN targets are set for staff and this estimate can fluctuate, depending on the level of parking compliance.

### 3.3: TRO operation cost budget 2022/23

The following table sets out the proposed budget for the 2022/23 TRO operational costs only (does not include sign and line maintenance funding and funding for new TROs)

TRO operational budget 2022/23	
<b>Direct Expenditure</b>	
- Employees	144,000
- Supplies and Services	Note A
- Third Party Payments	Note A
- Transport costs	2,00
<b>Total Direct Expenditure</b>	<b>146,000</b>
<b>Indirect Expenditure</b>	
Central Support	26,000
<b>Total Indirect Expenditure</b>	<b>26,000</b>
<b>Total budget</b>	<b>172,000</b>

Note A

These items of spend relate to the signs and lines maintenance and new TRO funding which is allocated from the operational fund.

### **3.4: New surplus management arrangements under the new Joint Committee Agreement.**

For current services the surplus generated at the end of every financial year will be applied across three key areas split into three parts.

#### **Part 1**

The principle in Part 1 ensures the maintenance of a suggested deficit reserve of up to £400,000 per partnership (agreed by the Parking Partnership Managers). This level of reserve must be maintained (and topped up as appropriate) before any surplus is moved into the second and third parts. The level of reserve will be monitored through the quarterly meetings. Provided that this reserve is maintained (which is the priority), this minimises the deficit risk to all members of the partnership.

Any surplus generated after any calls to maintain the Part 1 deficit reserve at the agreed level will be split on the following basis between Part 2 (55%) and Part 3 (45%) subject to the conditions of part 2 below.

#### **Part 2**

Part 2 is used for local needs as set out in the annual business plan and specifically; a) the operational and funding costs for TROs and the essential maintenance of parking related signs and lines and; b) innovation around different ways to manage parking within each partnership. This reflects the existing arrangements within the joint committee agreement. Any capital / innovation funds required above the level agreed in the annual business plan that cannot be contained within Part 2 can be bid for in Part 3 and will be considered on merit against other county-wide priorities.

It is recognised that there are fixed and ongoing commitments in relation to ongoing TRO costs therefore any in year surplus must cover the below costs (see **table 1** below, Part 2 Breakdown). Therefore, a priority is to ensure that these costs are always covered within the 55% split.

In the event that the 55% share does not cover the required costs in the table below, those costs will be covered but the remainder will be allocated to Part 3.



<b>Table 1 -Part 2 breakdown</b>	<b>SEPP</b>
<b>a) TRO delivery (operational and costs)</b>	<b>*£172,000</b>
<b>Maintenance of parking related signs and lines and implementation of new TROs</b>	<b>*£200,000</b>
<b>b) Innovation / capital to manage on street parking</b>	<b>*£56,000</b>
<b>TOTAL ANNUAL CAP</b>	<b>*£428,000</b>

\*These figures will be reviewed on an ongoing basis and any changes will be agreed between ECC and the Lead Authority

Note: The surplus generated in one year will be allocated for spend in the subsequent year.

### **Part 3**

The principle in **Part 3** is to cover Essex wider strategic highways priorities and is proposed to be governed through a new Strategic Panel. It is proposed the new Panel is led by the ECC cabinet member, with the two chairmen possibly with one other member from each of the three partners. Any surplus achieved in this area from NEPP and SEPP will be directed towards county-wide priorities within the respective areas, still in line with section 55 of the RTRA 1984. ECC will work with the two Lead Authorities to develop the assessment criteria for bids for this funding. Bids will be put forward by officers from both the partnerships and ECC.

### **SEPP Operational surplus - carry forward into new arrangement**

Any surplus remaining at the end of the current Joint Committee Agreement will transfer into the new arrangement but will remain the sole responsibility of the SEPP Joint Committee to determine how this surplus is used and allocated in accordance with Section 55 of the RTRA 1984.

## **3.5 Maintaining a reserve**

It is an important part of the development of the business plan to consider the level and purpose of any reserves held by the Partnership. An assessment of the level of reserves will need to consider factors such as the risks facing the

Partnership and the capacity to deal with in year budget pressures and other unforeseen events. However, there is no precise methodology to establish the correct level of reserves and this is a matter for judgement for the Partnership's Treasurer to propose to the Joint Committee.

Taking into account the impact of the account and loss of income during the Covid-19 pandemic and the uncertainty on how the account will perform as normality returns it was agreed when proposing the new Joint Committee Agreement that a reserve of £400,000 would be maintained which would consist of £300,000 from the SEPP operational reserve and a further £100,000 contribution from ECC which consists of the £100,000 cash flow assistance given to SEPP at the start of the current Joint Committee Agreement which is payable to ECC at the termination of the contract. It is recommended that the level of reserve is set to £400,000 for financial year 2022/23.

### **3.6: Estimated outturn position for 2022/23**

The estimated outturn position for 2022/23 by applying the new surplus management arrangements is as follows

Part 1: £400,000 reserve maintained – carry forward from SEPP operational account.

The estimated outturn position for 2022/23 from the parking enforcement operation is £513,000

A 55% split of this amount equates to £282,150 which is insufficient to contribute to the £428,000 TRO and innovations costs identified in table 1. In the event that the 55% share does not cover the required costs, those costs will be covered but the remainder will be allocated to Part 3.

From the estimated £513,000 outturn position, £428,000 will cover to the costs in part 2 and the remaining £85,000 will contribute to Part 3

## 4: Objectives and actions for 2022/23

The following section provides the objectives and actions proposed for the forthcoming year.

### 4.1: Business objectives for 2022/23

The following table provides the business objectives the Partnership aims to achieve in 2022/23

Objective for 2022/23	Linked to business aim	Action and measure
<b>1: Monitor the effects of the business recovery and adjust the business case to ensure service provision meets demand.</b>  <b>Gauge the potential long term operational and financial impact of the change of working patterns / environments and parking requirements following the Covid 19 pandemic.</b>	Support the core principles of TMA 2004  Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit  Maintain a contingency reserve	Monthly performance and financial monitoring
<b>2: Continued focus on performance and sickness absence management at a local level to ensure best use of staff resource and improve attendance levels and subsequently maintain expected levels of patrol coverage.</b>  <b>Provide a professional service, ensuring full compliance with TMA 2004 and high levels of customer service.</b>  <b>Key Performance Indicators:</b> <ul style="list-style-type: none"> <li>• 75% of PCNs issued are successfully recovered</li> <li>• CEOs to achieve an average</li> </ul>	Support the core principles of TMA 2004  Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit  Maintain a contingency reserve	Monthly 1to1 performance reviews with staff  Identify training needs  Manage sickness in accordance with Chelmsford City Council Sickness Management Policy  Monthly PCN issue rates recorded and monitored against estimate  Quarterly performance figures provided to lead officers  Update on Business Plan to Joint Committee

<p>performance score of 33</p> <p>• PCNs which have been cancelled due to an CEO error, not to exceed 0.8%</p>		
<p><b>3: Ensure CEO patrol rotas are continually reviewed to ensure best use of staff time in key areas.</b></p> <p><b>Continue to provide ad-hoc out of hours enforcement to concentrate enforcement on known problem areas.</b></p> <p><b>Review enforcement outside of the core operational hours and review level of resource required to ensure staff have enough support during these periods</b></p>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p>	<p>Monthly 1to1 performance reviews with staff</p> <p>Monthly PCN issue rates recorded and monitored against estimate</p> <p>Quarterly performance figures provided to lead officers</p> <p>Update on Business Plan to Joint Committee</p> <p>Monitor SLAs with partner authorities to deliver out of hours enforcement on behalf of the Partnership</p>
<p><b>3: Partnership CEOs to support Castle Point, and Rochford at key times and to provide holiday cover.</b></p>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p>	<p>Monthly 1to1 performance reviews with staff</p> <p>Monthly PCN issue rates recorded and monitored against estimate</p> <p>Quarterly performance figures provided to lead officers</p> <p>Update on Business Plan to Joint Committee</p>
<p><b>4: Maldon to continue additional CEO patrol coverage with the use of the Community Service Officers outside of normal working hours and during peak summer season.</b></p> <p><b>Maintain communications between the Council and the Partnership passing on intelligence regarding events (such as the Maldon Mud Race. Burnham Carnival etc.) when additional enforcement is required</b></p> <p><b>Introduce targeted action days to deal with Hot Spots (schools etc.) allocating Council resources in addition to the</b></p>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p> <p>Partnership lead officers take all reasonable steps to ensure individual</p>	<p>Monthly 1to1 performance reviews with staff</p> <p>Monthly PCN issue rates recorded and monitored against estimate</p> <p>Quarterly performance figures provided to lead officers</p> <p>Update on Business Plan to Joint Committee</p>

<b>Partnership staff</b>	Partnership areas reduce the level of individual deficit	
<b>5: Continue to operate the service level agreement with Brentwood Borough Council to engage the services of the Brentwood Community Safety Officers to provide enforcement patrols to assist with weekend and out of hours coverage.</b>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p> <p>Partnership lead officers take all reasonable steps to ensure individual Partnership areas reduce the level of individual deficit</p>	<p>Monthly 1to1 performance reviews with staff</p> <p>Monthly PCN issue rates recorded and monitored against estimate</p> <p>Quarterly performance figures provided to lead officers</p> <p>Update on Business Plan to Joint Committee</p>
<b>6: Review current operational expenditure and processes and determine if further efficiencies / improvements can be made</b>	<p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p>	<p>Update on Business Plan to Joint Committee</p> <p>Ongoing action: Obtain competitive quotes for all services and supplies provided. Ensure best value for money is achieved.</p> <p>Explore alternative methods of delivering the service utilising digital and on-line technology</p>
<b>7: Identify the proposed resident parking schemes, which are agreed and approved. Determine the additional income gained from the resident permit charges and adjust each area account to reflect the change.</b>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the</p>	<p>Review the outcome of consultations with residents and business. All schemes agreed at local level to be prioritised and submitted to the Sub Committee for approval. Review the first year of</p>

	<p>TRO function at zero deficit</p> <p>Maintain a contingency reserve</p> <p>Partnership lead officers take all reasonable steps to ensure individual Partnership areas reduce the level of individual deficit</p>	<p>permit sales and adjust Partnership account to reflect additional income.</p> <p>Update on Business Plan to Joint Committee</p>
<p><b>8: Identify and prioritise schemes in areas which provide the greatest benefit to the overall aims and objectives of the Parking Partnership</b></p> <p><b>Produce and implement a programme of essential maintenance works for signs and lines and TROs requiring attention.</b></p>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p> <p>Partnership lead officers take all reasonable steps to ensure individual Partnership areas reduce the level of individual deficit</p> <p>Maintain signs and lines and TROs to an acceptable level ensuring suitable funding is available</p>	<p>Review the outcome of consultations with residents and business. All schemes agreed at local level to be prioritised and submitted to the Sub Committee for approval.</p> <p>Submit essential maintenance schemes to the Signs and Lines funding Sub Committee for consideration and approval</p> <p>Update on Business Plan to Joint Committee</p>
<p><b>9: Ensure that new developments requiring parking related restrictions / schemes contribute to the</b></p>	<p>Maintain signs and lines and TROs to an acceptable level</p>	<p>Ongoing: Partnership lead officers to maintain local relationships with planning departments and Essex</p>

<b>implementation of the scheme via section 106 arrangements or the Community Infrastructure Levy</b>	ensuring suitable funding is available	County Council Highways.
<b>10: Continue to develop and roll out the School Parking Initiative across all Partnership areas, to improve parking behaviours at school drop off and pick up times</b>	Support the core principles of TMA 2004	Engage with as many schools as possible to promote the scheme.  Develop and test new ideas and validate the schemes which are operational.
<b>11. Meet with Officers from NEPP and ECC to determine any additional services that can be delivered by the Partnerships on behalf of ECC under separate Service Level Agreements.</b>	Support the core principles of TMA 2004  Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit  Partnership lead officers take all reasonable steps to ensure individual Partnership areas reduce the level of individual deficit	Arrange meetings with relevant officers and start initial discussions.
<b>12. Agree and approve with Joint Committee Members and Lead Officers how the carry forward operational fund will be allocated and distributed as per Section 55 of the RTRA 1984.</b>	Support the core principles of TMA 2004  Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit  Partnership lead officers take all reasonable steps to ensure individual Partnership areas reduce the level of individual deficit	Set up Lead officer meetings / present report to Joint Committee for approval.

### 4.3 Operational fund

The following table shows the current financial position of the SEPP operational fund / reserve and the revised cost to complete the outstanding areas of spend.

	Sub total
<b>Parking reserve (1 April 2021)</b>	£2,390,090
<b>£274,872 estimated deficit outturn for 2021/22 after use of reserves</b>	£2,115,218
<b>£28,000 remaining to provide full cost of launching 3PR in schools (zero cost to school)</b>	£2,087,218
<b>£33,000 to cover costs to provide additional out of hours and weekend enforcement patrols to cover known parking problems outside of core hours</b>	£2,054,218
<b>£36,000 remaining from Chelmsford £116,000 allocation of Partnership funds</b>	£2,018,218
<b>Maintain £400,000 reserve</b>	£1,618,218
<b>Total Partnership operational fund</b>	<b>£1,618,218</b>

Considering the outstanding items of spend and reserve maintained, the Partnership has an operational fund of **£1,618,218** to invest back into the operation and allocate funding which is in accordance with section 55 of the RTRA 1984

### 5: Risks to the Partnership

From the outset of the Parking Partnership, the Joint Committee approved the action plan which identified the risks to the Partnership and requested that the Parking Partnership Manager undertake an annual review of the Partnerships risk in conjunction with the Business Plan.



It is important that these risks are regularly monitored, and the action plan implemented to ensure that the long-term business objectives are not compromised.

The risks have been updated to reflect the new Joint Committee Agreement working arrangements

**Appendix B**, page 26, provides the identified risks and the Risk Action Plan

It is recommended that the Joint Committee approve the risks identified and the action plan to address the top three risks.

## 6: Contracts register

The Partnership should ensure that key contractual arrangements are monitored annually to enable adequate time to be allowed to re-tender as appropriate. It is an important part of the business planning process that a contracts register should be monitored, to ensure that enough consideration is given to key contracts, expiry dates and ongoing requirements.

The following table provides details of the key contracts and expiry dates and current actions required

Contractor	Expiry date	Action required
<p>The Contractors for Sign and Line Maintenance Framework Agreement.</p> <p>Contractor included in the framework are:</p> <p>Auckland Ltd D Linemarkings Ltd Entire Surface Solutions Ltd Eurovia UK Ltd Highline Roadmarkings Ltd Signway Supplies Ltd W&amp;H Romac Ltd</p>	Expires on 2 July 2022.	Expression of interest currently being received for new framework agreement to commence from 3 July 2022.
Chipside Ltd for the provision of Civil Enforcement Services (back	Expires 31 <sup>st</sup> August 2025.	

office and frontline IT software and hardware systems and systems support)		
Chipside Ltd for MiPermit cashless and virtual resident permit systems and support.	Expires 31 <sup>st</sup> August 2025.	

## 7: Summary

The business objectives for 2022/23 have been set to ensure the Partnership maintains the current level of performance and continues to provide a high level of service delivery.

The financial position of the Partnership and the budget set for 2022/23 has ensured that the enforcement operation, the TRO function and the funding for the signs and lines maintenance can be fully funded from the Partnership account with sufficient reserves to cover any shortfalls should they arise.

For financial year 2022/23 there will be £200,000 funding available for maintenance of signs and lines and new TROs.

This Annual Business Plan sets out four key recommendations for approval by the Joint Committee.

### 7.1: Recommendations for Joint Committee approval

- agree the 2022/23 budgets and proposed actions and objectives
- agree to write off all specific Parking Authority deficits, including those over £10,000, should they arise.
- agree to maintain a reserve of £400,000 for financial year 2022/23
- approve the risks identified and the action plan to address the top three risks in **Appendix B**.

## Appendix A

### Breakdown of budget costs 2022/23

#### Allocation of Salaries

##### MANAGEMENT

	hrs	Salary + on costs	Additions to basic		Total
Total	37	£75,700			£75,700

##### CEO MANAGEMENT

	Hrs	Salary + on costs	Additions to basic		Total
Total	37	£50,900			£50,900

##### CENTRAL BACK OFFICE

1 x Office Supervisor 7 x FTE Case Officers 1x projects officer 1 x School Parking Liaison Officer	Hrs	Salary + on costs	Additions to basic		Total
	370	£306,000			£306,000
<b>CIVIL ENFORCEMENT OFFICERS</b>					
<b>CHELMSFORD</b>					
1x Team Leader 9.5 FTE CEOs					
Total	388.5	£411,900			£411,900
<b>BRENTWOOD</b>					
1x Team Leader 5.5 FTE CEOs					
Total	201	£171,200			£171,200

<b>BASILDON</b>					
1x Team Leader 6 FTE CEOs					
Total	259	<b>£202,200</b>			<b>£202,200</b>
<b>CASTLE POINT</b>					
1.7 FTE CEOs					
Total	64	<b>£55,700</b>			<b>£55,700</b>
<b>ROCHFORD</b>					
3 FTE CEOs					
Total	111	<b>£89,100</b>			<b>£89,100</b>
<b>MALDON</b>					
2 FTE CEOs	64	<b>£59,000</b>			<b>£59,000</b>
Maldon Park Rangers	22	<b>£19,400</b>			<b>£19,400</b>
Total	84	<b>£78,400</b>			<b>£78,400</b>

### Estimated Penalty Charge Notice (PCN) income

Estimated PCN income (£)	22/23 Estimate
Chelmsford	£536,200
Brentwood	£394,500
Maldon	£84,900
Basildon	£313,000
Rochford	£135,600
Castle Point	£101,100
<b>TOTAL</b>	<b>£1,565,300</b>

## Factors applied to allocate total direct and indirect costs

The budget contains total direct and indirect costs that require apportioning across the six Partnership areas. This apportionment relies on four percentage factors dependant on what the expenditure relates too. These are explained below:

### A. Percentage of PCNs issued.

It is estimated that 44,050 PCNs will be issued by the Partnership during 2022/23. The table illustrates the allocation split.

	Estimated PCN issue	% of PCN allocation
Chelmsford	16,750	38
Brentwood	11,300	26
Maldon	2,600	6
Basildon	8,000	18
Rochford	2,600	6
Castle Point	2,800	6

### B. Percentage of Civil Enforcement Officers (CEOs)

The total number of CEOs working across the Partnership area is 29.7 Full Time Equivalent (FTE) officers

	No of CEOs	% of CEOs
Chelmsford	10.5	35
Brentwood	5.5	19
Maldon	2	7
Basildon	7	24
Rochford	3	9
Castle Point	1.7	6

### C. Vehicle percentage

The total amount of enforcement vehicles in use across the Partnership area is 24 (including the CCTV vehicle).

	No of vehicles	% of vehicles
Chelmsford	3	12.5
Brentwood	5	21
Maldon	2	8.5
Basildon	8	33
Rochford	3	12.5
Castle Point	3	12.5

### D. Percentage of total number of PCNs and resident permits issued

	PCNs	Resident permits	total	%
Chelmsford	16,750	4450	21,200	40
Brentwood	11,300	1900	13,200	25
Maldon	2,600	280	2,880	5
Basildon	8,000	2600	10,600	20
Rochford	2,600	150	2,750	5
Castle Point	2,800	50	2,850	5

## E. Percentage of Civil Enforcement Officers and Back Office Staff

The total number of CEOs and Back office staff working across the Partnership area is 39.7 FTE officers

	No of staff	% of staff
Chelmsford	14	35
Brentwood	7.9	20
Maldon	2.5	6
Basildon	9.2	23
Rochford	3.8	10
Castle Point	2.3	6

## Breakdown of 2021/22 known direct costs

Cyclical Maintenance		Annual cost
Chelmsford	Pay and display machine maintenance contract for 11 on street pay and display machines	£4,900
Brentwood	Pay and display machine maintenance contract for 7 on street pay and display machines	£3,500
	TOTAL	£8,400

Accommodation		
<b>Brentwood</b>  1 x team leader  2 x Civil Enforcement Officers	Enforcement Hub – Brentwood Borough Council	£4,100
<b>Maldon</b>  2 x Civil Enforcement Officers	Maldon District Council Offices – Promenade depot	£2,000
<b>Basildon</b>  1 x Team Leader  7 x Civil Enforcement Officers	Barley Lands Depot.  Also includes office for Enforcement Operations Manager.  Dedicated secure CCTV data and viewing room.  CCTV vehicle garage space.	£8,900
<b>Rochford</b>  3 x Civil Enforcement Officers	Hockley Road Council Offices, Rayleigh.	£6,100
<b>Castle Point</b>  1.7 x Civil Enforcement Officers	Farmhouse Canvey Island	£2,000
	<b>Total</b>	<b>£23,100</b>



<b>Vehicle Lease costs</b>		<b>Annual cost</b>
<b>Chelmsford</b>	3 x lease vehicles	£7,695
<b>Brentwood</b>	5 x lease vehicles	£12,830
<b>Maldon</b>	2 x lease vehicles	£5,130
<b>Basildon</b>	7 x lease vehicles 1 x CCTV vehicle owned by the partnership	£17,995
<b>Rochford</b>	3 x lease vehicles	£7,695
<b>Castle Point</b>	3 x lease vehicles	£7,695
	<b>TOTAL</b>	<b>£59,000</b>

## APPENDIX B

### South Essex Parking Partnership Risk Assessment Exercise 2022-2023

As part of the risk assessment exercise the group considered risks currently faced by the Partnership between 2022- 2023. Only non-operational risks were included (apart from 2B).

A detailed plan of action has been created for the top three risks: 1, 3B and 7, as seen below.

Likelihood	6				
	5		3B		
	4	8	11 3A	7 1	
	3		4		
	2	9	2A	2B 5	2C 10
	1	6			
		1	2	3	4
Impact					

Identified risks	Impact	Likelihood
<b>1. Legislative changes</b>  If central government reduces levels of PCN charges. Change in enforcement legislation.	3 - Critical	4 – significant
<b>2. Financial risk from a significant reduction of income due to:</b>  a. Consumers' behaviour b. Operational non-collection (e.g. staff sickness, weather) c. Deficit	2 – Marginal 3 – Critical 4 Catastrophic	2 – Very low 2 – Very low 2 – Very low
<b>3. Political risks</b>  a. Committee not agreeing, e.g. the annual Business Plan b. Political change- political representation changing	2 –Marginal 2 –Marginal	4 – Significant 5 – High
<b>4. A Partner authority of the Partnership leaves</b>	2 – Marginal	3 – Low

Identified risks	Impact	Likelihood
If a Partner authority left, services would still be run in that area, but that local authority would not be represented and unable to influence local decisions. One-year notice period needs to be given.		
<b>5. The Lead Authority leaves the partnership</b>  The Lead Authority, Chelmsford, would still need to give one year of notice period.	3- Critical	2 – Very low
<b>6. Full compliance</b>  Currently the recovery rates are at a national average.	1 – Negligible	1 – Almost impossible
<b>7. Inability to enforce due to lack of signs and lines</b>	3 – Critical	4 - Significant
<b>8. Business objectives not documented clearly</b>  For ease of reference these should be clearly defined and included in all the relevant documents.	1 – Negligible	4- Significant
<b>9. Public response to changes in charges</b>	1- Negligible	2 – Very low
<b>10. Legal challenge</b> to the way in which enforcement is being carried out / wrong legal advice	4-Catastrophic	2 –Very low
<b>11. Economic impact on the partnership</b>	2 – Marginal	4 – Significant

## Likelihood and Impact Definitions

### Impact Definitions

Score	1	2	3	4
Description	Negligible	Marginal	Critical	Catastrophic
Customer Experience	Reduced quality of customer experience - difficult to quality	Unsatisfactory customer experience - readily resolvable - short term effects.	Unacceptable customer service experience - management intervention - medium term effects	Unacceptable customer experience - continued ongoing problem. High level intervention
Objectives / Project	barely noticeable reduction in scope, quality or timeframe	Reduction in scope or quality of project; project objectives or schedule	Significant project over run or budget over spend.	Inability to meet project objectives, reputation of the organisation seriously damaged. Project Fails.
Service / Business Interruption	Interruption in a service which does not impact on the delivery of direct customer care or the ability continue to provide service	Some disruption in service with unacceptable impact on customer care.	Sustained loss of service which has serious impact on delivery of customer care resulting in major contingency plans being evoked	Permanent loss of core service of facility. Disruption to facility leading to a significant "knock on" effect.
Staffing and Competence	Short term low staffing level temporarily reduces service quality. <b>No serious errors</b>	Late delivery of key objective / service due to lack of staff. Ongoing problems with staffing levels. <b>Moderate error</b> due to ineffective training / inadequate skills.	Uncertain delivery of key objective / service. <b>Major error</b> due to ineffective training / inadequate skills.	Non-Delivery of key objectives / services due to lack of staff. Loss of key staff. <b>Critical error</b> due to ineffective training / implementation of training.
Financial - Capital	Minor organisational financial loss (£1 -£100k)	Significant organisational loss (£100k-£1m)	Major organisation loss (£1m - £10m)	Severe organisational financial loss (>£10m)
Financial - Revenue	Minor organisational revenue loss (<£50k)	Significant organisational revenue loss (£50k-250k)	Major organisation revenue loss (£250k - £500k)	Severe organisational financial loss revenue (>£500k)
Inspection / Audit	Recommendations made which can be addressed by low level of management action	Challenging recommendations that can be addressed with appropriate action plan.	Enforcement action. Critical Audit report. Lower CPA rating.	Prosecution following an inspection. Severely critical audit report. Very poor CPA rating.

### Likelihood Definitions

Score	1	2	3	4	5	6
Description	Almost Impossible	Very Low	Low	Significant	High	Very High
Probability	Practically impossible to occur	Can't believe this would happen - will only happen in exceptional circumstances.	Not expected to happen, but definite potential exists - unlikely to occur	May occur occasionally, has happened before on occasions - reasonable chance of occurring	Strong possibility that this could occur - likely to happen	This is expected to occur frequently / in most circumstances - more likely to occur than not.
Percentage of chance of something happening	< 2%	2% -25%	25% - 50%	50% - 75%	75% - 95%	> 95%

### Mitigation Options

<b>Treated</b>	- through preventative measures management
<b>Tolerated</b>	- through ensuring adequate plans exist to respond to potentially disruptive events
<b>Transferred</b>	- through, as an example insurance or contractual arrangements
<b>Terminated</b>	- although in practice this is often not possible

## Risk Management Action Plan

Likelihood	6				
	5				
	4			1	
	3				
	2				
	1				
		1	2	3	4
		Impact			

Risk Number	Current Risk Score	Target Risk Score	Description
1: <b>Legislative changes</b>	Significant / Critical	Significant/Critical Legislative changes will be determined by central government and therefore mitigating the risk is not possible. The Action is to ensure that any change in enforcement legislation is considered and the Annual Business Plans adjusted accordingly	<b>Legislative changes</b>  If central government reduces levels of PCN charges. Change in enforcement legislation.

Action/controls already in place	Level of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
<p>An Annual Business Plan is produced and agreed annually and adjusted to reflect any changes in operational costs and income received</p> <p>A reserve of £400,000 is currently maintained and reviewed annually</p>	<p>Adequate</p> <p>Adequate</p>	<p>The Parking Partnership Manager and Partnership lead officers to be aware of any change in enforcement legislation.</p> <p>The Parking Partnership Manager in consultation with Lead Officers to provide a financial and operational impact assessment and agree individual area actions plans to be incorporated in the Annual Business Plan and the medium to long term financial forecast.</p>	<p><b>Partnership Lead Officers and Parking Partnership Manager</b></p>	<p>Business Plans adjusted to recognise changes in legislation and potential impact.</p> <p>Partnership Account remains in zero deficit position.</p>	<p>Annually</p> <p>Annually</p>	<p>December Joint Committee Meeting and approval of Annual Business Plans</p>

## Risk Management Action Plan

Likelihood	6				
	5		3B		
	4				
	3				
	2				
	1				
		1	2	3	4
		Impact			

Risk Number	Current Risk Score	Target Risk Score	Description
3B <b>Political change-political representation changing</b>	High / Marginal	High/Marginal Political change will be determined by local elections and therefore mitigating the risk is not possible. The Action is to ensure that any new Joint Committee Member gains a full understanding of the Parking Partnership at the earliest opportunity	Political change (political representation changing)

Action/controls already in place	Level of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
The Partnership lead officer representing the area to notify the Clerk and the Parking Partnership Manager within a time period of one week following any change in political representation	Adequate	Partnership lead officers to be aware of any change in political representation and take the necessary action to notify the Clerk and Parking Partnership Manager	<b>Partnership Lead Officers</b>	The Clerk receives notification within one week of political change	Annually	Annual Council meetings and local elections
Parking Partnership Manager to arrange meeting with new representative and lead officer within one month of notification with the purpose of providing an overview of the Parking Partnership, the aims and objectives the Partnership wish to achieve and a full explanation of the relevant individual area action plan	Adequate	Parking Partnership Manager to arrange meeting within one month of notification of change with Lead Officer and new Joint Committee Member.	<b>Parking Partnership Manager</b>	New Joint Committee Member is fully informed of the Partnership aims and objectives within one month of notification of change	Annually	

## Risk Management Action Plan

Likelihood	6				
	5				
	4			7	
	3				
	2				
	1				
		1	2	3	4
		Impact			

Risk Number	Current Risk Score	Target Risk Score	Description
7 <b>Inability to enforce due to lack of signs and lines</b>	Significant / Critical	Marginal / Low	Inability to enforce due to lack of signs and marks

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
<p>Parking Partnership operates the TRO signs and lines function.</p> <p>Parking Partnership funding the TRO staff and operational costs.</p> <p>The Partnership currently allocates the funding, implements the works and ensures unenforceable areas are rectified.</p>	<p>Current funding is enough to address areas that are considered unenforceable but falls short when consideration is given to ongoing preventative maintenance of signs and lines and implementing new schemes</p> <p>Partnership lead officers and Joint Committee Members have full control over expenditure and allocation of works</p>	<p>The new surplus management requirements in the Joint Committee Agreement from 1 April 2022 ensures that a suitable reserve of £400,000 is maintained in Part 1 and the TRO and sign and line maintenance costs identified in part 2 are always covered before any spend is contributed to part 3 of the arrangement.</p> <p>In addition the Partnership will be fully responsible for operational fund which will be carried forward into the new agreement and is not subject to the new surplus sharing arrangements.</p>	<p><b>Parking Partnership Manager and Lead Officers</b></p>	<p>The Parking Partnership continues to operate the function with enough funding.</p> <p>90% of signs and lines are fully compliant and refreshed by 2023</p>	<p>Annually</p>	



