

MANAGEMENT RESPONSE TO INTERNAL AUDIT RECOMMENDATIONS

AUDIT	Car Parking income and collection and anti-fraud controls			DATE	19 th May 2009
REPORT DATED	May 2009	REVIEWED BY	Lorraine Sarson	PAGE	1 OF 6

NO	RECOMMENDATIONS	PRIORITY	RESPONSIBLE OFFICER TIME-SCALE	COMMENTS / ACTIONS BY DEPARTMENT
1	Effective management control, monitoring and planning is in place			
1.1	<p>A business plan should be produced for Parking Services in accordance with Corporate Business Planning guidance published on the Intranet. The plan should cover: -</p> <ul style="list-style-type: none"> • link with corporate objectives • mission statement • service standards, measurement and benchmarking • resources • competencies • financial regulation requirements i.e. appendix B & C <p>The business plan should also include development of specific SMART performance indicators for Car Parking services and other providers facilitating the service, benchmarking and best practice standards for effective monitoring and management of service delivery.</p> <p>This should include a separate section providing for service delivery and reporting arrangements for GWH including compliance with existing contract criteria.</p>	High	<p>Interim Parking Services Manager</p> <p>June 2009</p>	<p>Parking Services is included in the overall Business Plan for StreetSmart.</p> <p>KPI's are in place and are monitored and reviewed monthly, we are developing new KPI's for departmental effectiveness. The following KPI's are in place at present:</p> <p>Capita Partnership for PCN administration – we manage and monitor various KPI's for this area on a daily monthly basis.</p> <p>Budget Monitoring</p> <p>Staff Sickness</p> <p>Cash Collection Audits (building new processes / procedures in line with new contract Start date 02/09/09)</p> <p>PCN quality</p> <p>Beat coverage – customer / resident complaints</p> <p>Parking related on-street furniture – faults & customer complaints.</p> <p>The above key performance indicators are also reviewed on a monthly basis at management team meeting and 1 – 1 's with senior management team of StreetSmart.</p> <p>Reviews of the departments structure / process and procedures are ongoing and are being amended and updated inline with not only our internal BP but also the changes to the Traffic Management Act 2004.</p>

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1.2	<p>On a timely basis monitor and manage service delivery and outcomes from Capita, CSS and Environment and Regeneration Finance. This should demonstrate ownership, accountability and action planning to address issues effectively.</p> <p>Clarify roles, responsibility and reporting for Capita, CSS and Environment and Regeneration Finance to ensure there is a joined up process to support the Car Parking service. This should be supported by an overview flowchart showing roles, responsibilities, outputs and contacts for all parties involved in the Car Parking process.</p> <p>Car Parking Services must implement a detailed weekly monitoring process. This should use information from the Car Parking control central computer (updates from individual Car park motherboards) and compare outcomes from CSS (collections completed) and Capita (reconciliation of ticket sales/income actually collected). In the event of individual Car park discrepancies +/- £10 Car Parking Services action should ensure that timely response and outcomes achieved to problems/issues.</p> <p>Improve and maintain regular communications with Capita, CSS and Environment and Regeneration Finance to ensure that performance is optimised and any emerging issues dealt with.</p> <p>From recommendations made in this report (action plan points 1.1 and 1.2) produce and agree a service performance overview report such that the Head of Street Smart can monitor at regular 1:1 meetings, the effectiveness of service management and delivery</p>	High	<p>Interim Parking Services Manager</p> <p>June 2009</p>	<p>We have completed a review of all processes carried out by Capita on our behalf. As part of the tender process for our Cash Collection Services, improvements have been made to the reconciliation process / procedure. Reconciliation is now managed daily and reports are provided identifying any issues. Monthly review meetings are in place to monitor services.</p> <p>Documents and process maps are being updated to reflect new processes.</p>
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1.3	<p>A clear management trail must be maintained for Car Parking services and for all those parties that facilitate delivery of the service.</p> <p>An overview procedure/ guidance manual should be produced for the Car Parking Service. The manual should act as a guide and setting out the following:</p> <ul style="list-style-type: none"> ▪ roles, responsibilities and reporting lines for all parties ▪ delegations, segregation of duties and independent management checks ▪ maintenance arrangements ▪ identify training needs for each role and provide appropriate training and development to ensure staff are fully aware of how to do their jobs ▪ treatment of loose change found in machines ▪ process for reporting, recording and authorising machine malfunctions and general maintenance. ▪ management spot checks to ensure processes are being followed and are fit for purpose. <p>reporting and treatment of Car Parking machine activities i.e. malfunctions, openings and works completed</p>	High	<p>Interim Parking Services Manager</p> <p>June 2009</p>	<p>Majority of areas are completed & published on our web site. (which is also a requirement of the traffic Management Act 2004).</p> <p>Cash collection & reconciliation process and procedures are being updated in line with the new contract specification, which includes a host of new KPI's. (New contract Started Tuesday 2nd September 2009).</p> <p>The audit findings assisted the procurement of the new collection service by highlighting areas that needed more robust processes which were instilled in the specification which went out to tender in March this year. The tender process was completed mid August 2009.</p>
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1.4	<p>All meetings of the Car Parking Operations team should be minuted and meetings numbered and supported by action plans detailing issues raised, responsible officer, planned action and outcome.</p> <p>A service issue log and risk register must be put in place and maintained. A risk register review should be a standard agenda-meeting item at Car Parking operation meetings as well as review and update of the service issues log.</p> <p>As issues are resolved these should be closed and signed off by the service manager. Outstanding actions should be escalated to ensure effective outcomes.</p>	Low	<p>Interim Parking Services Manager</p> <p>June 2009</p>	<p>All meetings are minuted and operational meeting notes are published on staff notice boards.</p> <p>Risk register incorporated in StreetSmart risk register.</p>
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2	A robust, consistent and accurate process is in place for the process of cash collection and partnership management cont.			
2.1	<p>The permanent contract must be reviewed to ensure that it addresses the following needs identified from this audit: -</p> <ul style="list-style-type: none"> ▪ includes a policy for the treatment of foreign and counterfeit coins ▪ details responsibility for loss of income or insurance provision to provide in the event of loss of income from the point of collection and banking ▪ policy for lone working to be produced and to, if viable/safe provide effective health and safety measures, communication means and protocol. <p>form of record to be agreed for contractor and client checks to assess contract performance and be provided as evidence to invoice payments.</p>	Low	<p>Interim Parking Services Manager</p> <p>June 2009</p>	<p>New cash collection contract started 2nd Sept 2009. (annual saving of £57K Parking Services budget, £16.2K Banking budget).</p> <p>Improved service incorporates all points raised in audit report.</p>
2.2	<p>Review responsibility for the provision of information between parties. Produce a checklist detailing all forms to be completed and timing so that Capita have all relevant information from CSS or Car Parking attendants to complete the independent reconciliation.</p> <p>Capita should produce for Car Parking Services a memorandum detailing weekly variance +/- £10 on individual Car parks. Car Parking services must investigate these within 1 or 2 days to ensure that appropriate action is taken and the outcome logged and case closed where appropriate. The Car Parking manager for appropriateness or follow-up action must review open cases weekly</p>	High	<p>Interim Parking Services Manager</p> <p>June 2009</p>	<p>Review completed and incorporated in procedure note.</p> <p>Shared document reviewed / revised improved automated reconciliations in line with new contract specification.</p> <p>Weekly / monthly reviews are in place.</p>

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3	To ensure sufficient controls are in place for the Operation, Management and security of council assets			
3.1	<p>The Car Parking asset register should be updated and subject to periodic review to identify all assets, including lease arrangements and in-house managed Car Parking.</p> <p>Ensure that all relevant spaces are charged for in accordance with rates agreed annual by Cabinet.</p> <p>Review and update where necessary Car-Parking charges published on the Council's web site and within Car parks to ensure that theses are in accordance with current rates agreed by Cabinet.</p>	High	<p>Interim Parking Services Manager</p> <p>June 2009</p>	<p>Car Park Asset register held by Tim Price Head of Transport Delivery.</p> <p>Agreed and correct</p>
3.2	<p>Boxes used for cash collection should have permanent numbers marked on them.</p> <p>Boxes used to empty the machine should be recorded and stated on the information provided by CSS.</p> <p>CSS must demonstrate that all SBC Car Parking cash collection boxes are properly controlled. With SBC completing regular spot checks.</p>	Low	<p>Interim Parking Services Manager</p> <p>June 2009</p>	<p>All boxes and machines have separate bar codes as part of the new contract specification.</p> <p>New contract covers all this recommendation.</p>
3.3	Evaluate appointing a specialist supplier to provide this service at any given time.	Medium	<p>Interim Parking Services Manager</p> <p>June 2009</p>	New contractors started Tuesday 2 nd Sept 2009.