North Essex

Parking Partnership

North Essex Parking Partnership Meeting

Committee Room, Town Hall, Clacton-on-Sea, Town Hall, Station Road, Clacton-on-Sea, CO15 1SE
Thursday, 19 March 2026 at 13:00

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

North Essex Parking Partnership

Terms of Reference of the Joint Committee

The role of the Joint Committee is to ensure the effective delivery of Parking Services for Colchester Borough Council, Braintree, Epping Forest, Harlow, Tendring and Uttlesford District Councils, in accordance with the Agreement signed by the authorities in 2022.

Members are reminded to abide by the terms of the legal agreement: "The North Essex Parking Partnership Joint Committee Agreement 2022 'A combined parking service for North Essex' " and in particular sections 32 and 33.

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

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

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

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

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

The Joint Committee has the following specific responsibilities:

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

Strategic Planning

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

Committee Operating Arrangements

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

Service Delivery

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

Monitoring

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

Decision-making

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

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

Accountability & Governance

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

Joint Committee Meeting – On-Street

Executive Members:-
Cllr Mick Barry (Tendring)
Cllr Graham Butland (Braintree)
Cllr Martin Goss (Colchester)
Cllr Neil Hargreaves (Uttlesford)
Cllr Paul Honeywood (Essex) [Chair]
Cllr Nicky Purse (Harlow)
Cllr Ken Williamson (Epping Forest)

Officers who will or may attend:-
Trevor Degville (Parking Partnership)
Jake England (Parking Partnership)
Jo Heynes (Essex County Council)
Amelia Hoke (Epping Forest)
Owen Howell (Colchester City Council)
Dean James (Harlow)
Sarah Lewin (Uttlesford)
Esme McCambridge (Braintree)
Hayley McGrath (Colchester City Council)
Andrew Nepean (Tendring)
Charlotte Paine (Braintree)
Richard Walker (Colchester)
Danielle Wood (Parking Partnership)

AGENDA
THE LIST OF ITEMS TO BE DISCUSSED AT THE MEETING

1 **Welcome and Announcements**

The Chair will welcome members of the public and Councillors to the meeting and remind those participating to mute their microphones when not talking. The Chair will invite all Councillors and Officers participating in the meeting to introduce themselves.

2 **Apologies and Substituions**

3 **Declarations of Interest**

Councillors will be asked to say if there are any items on the agenda about which they have a disclosable pecuniary interest which would prevent them from participating in any discussion of the item or participating in any vote upon the item, or any other registerable interest or non-registerable interest.

4 **Have Your Say (Council)**

The Chairman to invite members of the public or attending councillors if they wish to speak on an item on the agenda, or a general matter, or to present a petition.

5 **Minutes of previous meeting**

The Councillors will be invited to confirm that the minutes of the meeting held on 22 January 2026 are a correct record.

NEPP Joint Committee Minutes 22 January 2026 7 - 12

6 **Urgent Items**

The Chair will announce if there is any item not on the published agenda which will be considered because it is urgent, and will explain the reason for the urgency.

7 **On-Street Paid Parking Update** 13 - 16

This report presents the findings of the formal consultation for the Braintree District on-street paid parking proposals and sets out the NEPP's recommendation not to proceed. It also proposes adding a Partnership-wide limited-waiting review to the reinvestment list to support future compliance and data-gathering improvements, if/when surplus allows.

8 **Period 11 Financial Update and Draft Budget for the 2026-27 Financial Year** 17 - 20

9 **NEPP Joint Committee Agreement Extension Report** 21 - 24

10 **NEPP Service Strategy & Plan** 25 - 56

11 **Forward Plan 2026-2027** 57 - 60

This report concerns the 2026-27 Forward Plan of meetings for the North Essex Parking Partnership.

12 **The future of Park Safe Schools Cameras (PSC)** 61 - 64

- To invite the NEPP Joint Committee to decide on the Future of Park Safe Schools -Cameras (PSS).

13 **Exclusion of the Public (not Scrutiny or Executive)**

In accordance with Section 100A(4) of the Local Government Act 1972 to exclude the public, including the press, from the meeting so that any items containing exempt information (for example confidential personal, financial or legal advice), in Part B of this agenda (printed on yellow paper) can be decided. (Exempt information is defined in Section 100I and Schedule 12A of the Local Government Act 1972).

Part B
(not open to the public including the press)

Confidential Appendix A - Park Safe Schools Report

- This report is not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (financial / business affairs of a particular person, including the authority holding information).

NORTH ESSEX PARKING PARTNERSHIP
JOINT COMMITTEE FOR ON-STREET PARKING

22 January 2026 at 1.00pm
Uttlesford District Council offices, London Road, Saffron Walden CB11 4ER

Members Present:

Councillor Mick Barry (Tendring District Council)
Councillor Graham Butland (Braintree District Council)
Councillor Neil Hargreaves (Uttlesford District Council) [Deputy Chairman]
Councillor Nicky Purse (Harlow District Council)
Councillor Ken Williamson (Epping Forest District Council)

Substitutions:

None.

Apologies:

Councillor Martin Goss (Colchester City Council)
Councillor Paul Honeywood (Essex County Council) [Chairman]

Also Present:

James Carstairs (Epping Forest District Council)
Trevor Degville (Parking Partnership)
Jake England (Parking Partnership)
Owen Howell (Colchester City Council)
Dean James (Harlow District Council)
Esme McCambridge (Braintree District Council)
Andrew Nepean (Tendring District Council)
Narj Sanghera (Colchester City Council)
Cassie Shanley-Grozavu (Uttlesford District Council)
Shane Taylor (Parking Partnership)
Richard Walker (Colchester City Council) (via Zoom)
Danielle Wood (Parking Partnership)

222. Have Your Say

Amanda Alexander, Town Clerk of Great Dunmow Town Council, attended and, with permission of the Chairman, addressed the Joint Committee to speak on behalf of the Town Council to raise safety risks and dangers being caused by parking by people using or working at Stansted airport. This included parking in no-parking areas on Rosemary Lane, in places reducing the Lane to a single carriageway and increasing the risk of collisions and blocked footways. Many residents had complained, and the Town Council had engaged with Essex Highways and the NEPP. A range of options had been discussed, such as use of the Essex Act. A request was made for regulation and enforcement across the area, to avoid problems being moved to other streets in the vicinity. A data-led, area-wide solution was called for that could be sustainable.

The Chairman highlighted two issues. Firstly, the situation on Rosemary Lane, where options to consider included use of the Essex Act and potentially a clearway. The second issue was of airport parking elsewhere. A request had been made to the District Council regarding these matters, but the District Council did not have the powers held by Essex Highways or the NEPP. An example was given where the Council had conducted a consultation on similar issues elsewhere, which had only received a response rate of around 20%. The Chairman noted that it was not possible for the Council to do this again. If Dunmow Town Council held a consultation, the District Council could cooperate with it and forward information to the NEPP and Essex Highways for consideration.

223. Minutes

RESOLVED that the minutes of the meeting held on 13 November 2025 be approved as an accurate record.

224. NEPP Financial Update

Narj Sanghera, Senior Finance Business Partner (Colchester City Council), introduced the report, highlighting variances and underspend. There had been increased income from Penalty Charge Notices [PCNs], so the closing balance forecast for 2025-26 had increased to £332,815. An overspend on Traffic Regulation Orders [TROs] had been covered by an increase in income streams.

The trend on over-recovery on permits and PCNs was welcomed but queried as to why it was considered that it would continue. Jake England, Interim Head of NEPP, described the forecast as a conservative one for year end and stated that performance may exceed it. When the budget was set for 2025-26, the projection was based on MiPermit data and the agreed increase in fees and charges. Recruitment had been strong in 2025-26, balancing any attrition and resulting in more Civil Enforcement Officers [CEOs] working over the year. There were currently only two vacancies out of 42 FTE [full-time equivalent] employment of CEOs. This resulted in an increase in PCNs issued, with more efforts made to recover payment of PCNs. An overview was given of the enforcement and recovery processes.

A Committee member ventured that the NEPP would have a reasonable surplus by 2028, should the trend continue, and asked how the surplus would be distributed to the new unitary authorities and where that decision would be taken. The Chairman noted that the proposed changes to the NEPP Agreement that had been sent to Essex County Council's [ECC's] legal team included clarification of this issue, with the proposal that any surplus be split evenly by all existing partners, unless the Joint Committee should decide otherwise. The Interim Head of NEPP laid out that the NEPP Agreement required the NEPP to hold a £400k reserve, and that the draft service plan coming to the JPC meeting in March would set this out.

The Chairman asked for confirmation that ECC Legal had been instructed to consider the proposed amendments to the NEPP Agreement. The Interim Head of NEPP stated that Jo Heynes, Essex Highways' Head of Network and Safety, had confirmed that this had now been done, and that any questions about this should be sent to Jo Heynes for answers. The Chairman asked that the matter of dividing any surplus be raised with ECC.

A Committee member argued that it would be practical to tie the proposed Agreement amendments to the issue of extending the Agreement, and that any surplus should be shared between the existing partners, leading to the funds going to the unitary councils once they were established. It was queried whether any share going to ECC would be divided between the unitary councils which covered the current NEPP area of operation.

Officers were asked about the £43,220 delay in additional permits and season ticket income shown at 4.3 of the report. The Senior Finance Business Partner explained that these were 'year to date' figures, and that the data was not recorded in time but was expected soon. The full year forecast included an estimate at this point. The Interim Head of NEPP explained that the NEPP received files from its suppliers in the first few days of each month. The report assumed that the NEPP achieved the amount budgeted. The actual figures would be brought to the Joint Committee in March 2026; this did not undermine the budget position.

A Committee member asked whether the basic nature of the base provided without charge by Braintree District Council and used by the NEPP in Braintree was a cause of recruitment problems, and whether improved facilities would improve recruitment and retention. The Interim Head of NEPP welcomed any members who wished to visit the Braintree base, which had toilet facilities, lockers and a staff rest area, providing for all staff needs. The free provision of the facility did not mean that it was inadequate. Colchester also did not charge for the use of its bases by the NEPP. The main issue faced by field staff was to be able to find facilities for comfort breaks whilst out on duty. The Chairman extolled the quality of depots operated by Uttlesford District Council and suggested that they could also be used to accommodate NEPP officers. The Joint Committee discussed the NEPP's duty of care to its staff and expressed certainty that the NEPP's management team would bring any significant issues to the Joint Committee, should they appear.

RESOLVED that the JOINT COMMITTEE notes the Quarter 3 (Q3) 2025/26 year-to-date (YTD) financial position, the expected full year outturn for 2025/26, and the impact of the Parking Reserve balance.

225. NEPP Joint Committee Agreement Extension Report

Jake England, Interim Head of NEPP, explained that Essex County Council [ECC] wanted to obtain consent for an extension of the current NEPP Agreement to run up to 31 March 2028, which would align with the timeline for LGR [local government reorganisation]. The report laid out the process and asked partners to formally agree in writing by 20 February 2026, sending written approval to Jo Heynes at Essex Highways, and a copy to Jake England, as Interim Head of NEPP. The notice given for a contract extension needed to be given no later than 12 months prior to the Agreement's end. This would mean that the March Joint Committee would be the last chance for this to be done. As long as verbal agreement could be obtained from each partner by 20 February, there would be time to then obtain written approval by the time the Joint Committee agenda for March's meeting is published on 11 March 2026.

Answering questions, the Interim Head of NEPP underlined the need for any partner authority not intending to approve the extension to let him know as soon as possible. There was some flexibility to the 20 February deadline, but if any partner had concerns or did not wish to continue as a signatory to an extended NEPP Agreement, then the NEPP would continue to operate in that area, but the local authority would not have representation on the Joint Committee.

The Joint Committee were informed that Jo Heynes, Essex Highways' Head of Network and Safety, had stated that it was not possible for the County Council to agree the proposed Agreement amendments by the March 2026 JPC meeting, in line with the deadline for extension discussions and approval

Councillor Graham Butland, Braintree District Council, stated that his Council would want to approve the proposed Agreement extension, and that he would seek this approval from his Cabinet. Councillor Barry, Tendring District Council, said that the advice he had received from officers was that this would not be a key decision and would be a Portfolio Holder decision. Councillor Hargreaves, Uttlesford District Council, informed the Committee that Uttlesford's Cabinet was due to meet on 17 February 2026.

RESOLVED that the JOINT COMMITTEE agrees to request that the Committee Members of the NEPP Joint Committee return to their respective Partner Authority, seek consent to ECC's proposed 12-month extension of the NEPP Joint Committee to 31 March 2028 under The North Essex Parking Partnership Joint Committee Agreement 2022, and confirm their decision in writing (or if that is not possible, then initially verbally), to Jo Heynes, Head of Network & Safety at Essex Highways, and Jake England, Interim Head of NEPP, by 20 February 2026.

226. Red Route (parking restrictions) Policy

Shane Taylor, Interim Engineering Manager, described this Policy as being

guidance around use of red lines, which had been in use since 2017. These were an effective tool but were not always suitable and needed a policy to oversee their use. An explanation was given of the rationale behind not allowing red line usage to create new issues or move existing issues to other areas. Some feedback from Essex County Council [ECC] was awaited, including on matters regarding use around schools.

RESOLVED that the JOINT COMMITTEE agrees to the introduction and use of the proposed new Policy for the use of Red Routes (double and single red line parking control measures).

227. Essex Act (verge parking) Policy

Shane Taylor, Interim Engineering Manager, introduced the report. Two members of the Joint Committee described the successful use of the Essex Act by their respective local authorities.

RESOLVED that the JOINT COMMITTEE approves the introduction and use of the proposed new Policy for the Essex Act.

228. Pavement Parking Update

Jake England, Interim Head of NEPP, outlined the update produced following the release of a Department for Transport [DfT] report on its pavement parking consultation. The Joint Committee was asked to note the situation and the content of the DfT report. The current situation around enforcement of restrictions was summarised, along with the potential proposals to allow enforcement against obstructive pavement parking. Detail on the necessary statutory instrument content was awaited, along with detail on the consultation which would be needed with council leaders and whether this would only involve leaders of upper tier councils.

The developments were welcomed by the Joint Committee, but a Committee member urged consideration of issues around displacing parking, including from older streets which were not designed to accommodate car parking. A balance between enforcement and necessity was counselled, with the potential for exemptions to be sought. Defining what constituted an obstruction would be important and the Committee member argued that local authorities should be able to influence the approach to enforcement in their area.

The Interim Head of NEPP informed the Joint Committee that the statutory instrument was expected for this year, alongside statutory guidance. This had been laid out in a statement by the relevant parliamentary under-secretary of state. Once the wording of the Statutory Instrument was known, this would be brought to the Joint Committee for a briefing and discussion. It was not yet known who would be consulted prior to the Statutory Instrument being laid before Parliament.

A Committee member asked if the NEPP would prepare a draft local approach in advance, with standardised training for Civil Enforcement Officers [CEOs]. The Interim Head of NEPP confirmed that an approach would be put together and

proposed to the Joint Committee. The NEPP might experience an increase in workload as a result, which would increase the number of CEOs employed, however more information was needed before this could be confirmed, such as how any changes would affect the areas and residents where NEPP operated. A policy would be brought for Joint Committee approval prior to any additional training for CEOs being rolled out.

A Committee member described a successful use of pavement markings to show space that had to be left for pedestrians. The Interim Head of NEPP pointed out that footway parking issues could already be addressed by restrictions, where necessary.

RESOLVED that the JOINT COMMITTEE notes the original 'Managing pavement parking' consultation and the full outcome of 'Pavement parking options for change: government response'.

229. Forward Plan 2025-2026

Owen Howell, Democratic Services Officer, explained that an issue had been found with the proposed meeting date for 24 September 2026 and requested the Joint Committee's approval of the report and other proposed dates, and for permission to seek a new date, in consultation with Client Officers, to replace the 24 September meeting date.

RESOLVED that the JOINT COMMITTEE notes and approves: -

a) The North Essex Parking Partnership Forward Plan for 2025-26, and;

b) The dates for Joint Committee meetings to be held in 2026-27, with the exception of the 24 September 2026 date, an alternative for which would be set by the Clerk to the Committee in consultation with the Client Officers to the NEPP

North Essex Parking Partnership

Meeting Date:	19 March 2026
Title:	On-Street Paid Parking Update
Author:	Danielle Wood, Group Development Manager
Presented by:	Danielle Wood, Group Development Manager

This report presents the findings of the formal consultation for the Braintree District on-street paid parking proposals and sets out the NEPP's recommendation not to proceed. It also proposes adding a Partnership-wide limited-waiting review to the reinvestment list to support future compliance and data-gathering improvements, if/when surplus allows.

1. Recommended Decision(s)

It is recommended that the Joint Committee:

1.1 Agrees ***not*** to implement the on-street paid parking proposals for the Braintree District, as advertised under Braintree District Amendment 49.

1.2 Notes that limited waiting restrictions remain operationally inefficient and therefore a low-priority category for civil enforcement, as stated in the Parking Management Policy (PMP), last reviewed and approved by the Committee in January 2026.

1.3 Adds "Limited Waiting Review" to the list of areas eligible for reinvestment under Part 3 of the Joint Committee Agreement, should the Partnership achieve a surplus in excess of £400,000. This would support a holistic, partnership-wide review of limited waiting arrangements, focused on identifying more efficient and modern, data-led compliance-monitoring approaches.

2. Reasons for Recommended Decision(s)

2.1 The recommendation ***not*** to proceed reflects clear, consistent evidence that the Braintree District proposals no longer meet the operational, strategic or community-outcome objectives originally intended when the programme was first agreed in 2024.

2.2 Differences in local highway pressures, transport policy direction and usage patterns mean that the Braintree District proposals do not share the strategic rationale that justified progression of earlier schemes in the Colchester and Epping Forest Districts

2.3 The recommendation ***not*** to proceed with the proposals under Braintree District Amendment 49 is based on:

- The responses received during the public formal consultation, alongside the NEPP's commitment to localism,
- The desire to collect additional operational data and evidence of compliance at existing limited waiting sites, NEPP-wide, to further support decisions to implement changes.

2.4 The recommendation to add "Limited Waiting Review" to the reinvestment list reflects longstanding, recognised inefficiencies associated with limited-waiting restrictions and the need for a structured approach to modernising these arrangements.

2.5 The Joint Committee also agreed, in January 2025, that a uniform approach was necessary as to how areas were selected for potential on-street paid parking schemes. Including limited waiting in the reinvestment programme ensures that any future reform is considered strategically across all districts, rather than driven by localised pressure of piecemeal implementation.

3. Alternative Options

3.1 The NEPP Joint Committee chooses to proceed with implementation of the proposed paid-parking sites, as advertised under Braintree District Amendment 49.

4. Background Information

4.1 The reasons for the proposed introduction of additional on-street paid parking sites were the subject of reports and discussion at the February 2024, March 2024, July 2024 and January 2025 Joint Committee meetings. The agenda reports and minutes can be found on the Parking Partnership's website at north.parkingpartnership.org/joint-committee/. Those reports and minutes give the background to the decisions that are being considered and should be read in conjunction with this report.

4.2 A timeline summary is provided below:

- February 2024: the Joint Committee accepted proposals for all districts (excluding Uttlesford and Tendring) in the North Essex Parking Partnership (NEPP) area to revoke the limited waiting in a number of the locations within those districts and replace it with paid parking.

- March 2024: the Joint Committee accepted proposals for a more "enhanced" consultation process, following call-in from Essex County Councillors, and agreed a timeline for delivery which involved beginning with proposals in the Colchester City and Epping Forest District areas, before moving on to Harlow District and Braintree District proposals.

- July 2024: Following informal consultation within the Epping Forest and Colchester districts, which produced very few objections or comments, the Joint Committee agreed to progress proposals to formal consultation.

- January 2025: The results of the formal consultation for the Epping Forest and Colchester City proposals, which took place in Autumn 2024, were brought back to the Committee, who subsequently agreed to implement the proposals in these areas. The Committee also agreed to move the Braintree District proposals to formal consultation, following informal

consultation during Autumn 2024, and to *not* progress the Harlow District proposals due to wider reviews in the area.

- February/March 2025: The decision to progress the Braintree District proposals was subject to a further call-in by Essex County Councillors. A Braintree District Council-led scrutiny panel was also held, into the North Essex Parking Partnership. Following reiteration that there would be an "enhanced" consultation process, including a communication plan in collaboration with the local District Council and letter-drops to local businesses and residents, adjusted proposals for the Braintree District sites were formally advertised and consulted upon in Autumn 2025.

4.3 During the public consultation, over 250 individual responses were received. In addition, Witham Town Council submitted over 800 signatures to a petition against the scheme. The NEPP carried out thematic coding on these responses, identifying six key themes:

- Impact on local businesses/high street vitality,
- Charging/revenue concerns,
- Digital exclusion (apps/machines/technical barriers),
- Accessibility concerns (elderly/disabled/mobility),
- Adequacy of existing system ("works well already"),
- Concerns regarding parking turnover/space availability.

Taken together, these themes indicate limited community support for a shift from limited waiting to paid parking, significant concern about the impact on local trading environments, and strong preference for retaining the current model across all three locations.

4.3 It was also found that, whilst implementation of the scheme would deliver operational efficiencies for the NEPP, it would no longer achieve the initially laid-out objectives regarding turnover, sustainability or modal shift, due to the continued provision of a free hour which was included following the informal consultation with stakeholders. The inclusion of a second hour limits the ability of charging to influence stay-length behaviour, modal shift or turnover.

5.0 Rationale Behind Recommendations

5.1 The enhanced consultation process agreed by the Joint Committee in 2024 placed a strong emphasis on transparency, responsiveness and public confidence. The formal consultation for the Braintree District proposals presented a local picture, with clear and consistent feedback from respondents who identified themselves mostly as local residents or workers. Existing limited-waiting arrangements were generally viewed as working adequately, with strong local sentiment in favour of retaining the current system. Given this level of response and recognising the commitment made during earlier call-ins to ensure that consultation outcomes would meaningfully inform final decisions, the NEPP considers that retaining the current limited-waiting arrangements is the most appropriate course of action at this time.

5.2 The NEPP recommends exercising the interests of those we represent, promoting localism and partnership-working on balance with our other core aims and themes, as highlighted within the proposed NEPP Service Strategy. This strategy recognises that

effective parking management must reflect the differing needs, pressures and priorities of individual districts. Within this framework, consistency is achieved not by applying identical solutions everywhere, but by applying the same principles and decision-making approach to materially different local contexts.

This means that outcomes may appropriately differ across districts. For example, the on-street paid-parking schemes progressed in Colchester City and Epping Forest District were implemented in response to their specific local circumstances at the time – including the nature of demand for kerbside space, wider changes in parking provision, and levels of local support demonstrated during consultation – which means that on-street charging was considered an appropriate tool. Accordingly, the recommendation for Braintree District reflects the same consistent approach: evidence is gathered, local views are considered, and interventions are tailored to the need of each area.

5.3 As part of the NEPP's ongoing commitment to data-led and proportionate enforcement, the Partnership would like to undertake a wider review of limited waiting across its operational area. This will include the locations proposed under Braintree District Amendment 49 as well as similar sites in other districts. The purpose of this work is to build a clearer understanding of compliance, usage patterns and operational pressures associated with limited-waiting restrictions, which currently provide no usage data and require disproportionate enforcement resources. A structured, Partnership-wide approach to data gathering will allow NEPP to identify where limited-waiting arrangements are functioning effectively, where compliance issues exist, and where alternative models may offer improved accessibility, efficiency and value for money. This work will support future decision-making and help ensure that enforcement resources are prioritised consistently and transparently across all districts.

6. Standard References

6.1 Other than set out above, there are no particular references to the Development Plan; publicity or consultation considerations; or equality, diversity and human rights; community safety; health and safety implications.

North Essex Parking Partnership

Joint Parking Committee

Meeting Date:	19th March 2026
Title:	NEPP Financial Update – 2025/26 M11 Position & 2026/27 Draft Budget
Author:	Narj Sanghera – Senior Finance Business Partner
Presented by:	Narj Sanghera

This report updates Members on the North Essex Parking Partnership's finances.

1. Recommended Decisions

1.1. To note the Month 11 2025/26 year-to-date (YTD) financial position, the expected full year outturn for 2025/26, and the impact of the Parking Reserve balance.

1.2. To approve the emerging draft budget for the 2026/27 financial year.

2. Reasons for Recommended Decisions

2.1. To achieve good practice governance in terms of monitoring and controlling in-year expenditure that supports the future delivery of the Partnership's objectives, whilst balancing the long-term financial sustainability of the NEPP and mitigating the financial risk exposure of partner councils.

3. Background and Introduction

3.1. This report updates the Committee on:

- The M11 financial position and expected full year outturn of the NEPP for the year 2025/26.
- The projected impacts on the NEPP Reserve balance.

4. <u>Month 11 - YTD Financial Position 2025/26</u>

4.1. The cumulative Year to Date (YTD) financial position as of 28th February 2026, presented in Appendix A, shows a contribution to the surplus of **£91,869**.

4.2. Within the overall YTD surplus of £91,869 there was a small **overspend of £10,660 on expenditure budgets.** This includes:

- **Staffing underspend of £26,192.** This trend is forecast to continue and is driven by savings on Management and Civil Enforcement Officers (CEO's), albeit partially offset by slightly higher costs on Traffic Regulation Orders (TRO's) and back-office staff.

- **Other costs (direct) overspend by £36,852**. This is driven by many variances with the key ones being: Printing has exceeded budget expectations by £37,512 along with Court fees by £31,411. These are offset with underspends on income transaction charges of £20,984 partly due to a delay in processing the fees, postage costs by £4,705 and DVLA fees of £3,562.

4.3 For income budgets there was an over-recovery of £102,529 YTD. Variances within this include:

- **£60,769 over recovery of income on Penalty Charge Notices (PCNs).** This is based on income to date, but the variance does reflect 2024/25 debtor adjustment. It is expected to exceed income target by year end.

- **£27,188 delay in additional Parking Permits/Season Tickets and Parking Charges income.** We are still awaiting the February MiPermit income file – an update will be provided once known.

- **£68,948 over recovery of income across other areas.** This is driven by additional ad-hoc TRO works for local authorities and Essex County Council.

5. Full Year Forecast Outturn 2025/26

5.1. The forecast outturn position for 2025/26, presented in Appendix A, is expected to provide a year-end surplus of **£309,456**, which is £244,863 above the assumed surplus of £64,593 in the 2025/26 Budget. The NEPP Reserve has a closing surplus balance of £78,982 as at 31st March 2025, and would therefore give a closing balance of £388,439 as at 31st March 2026.

5.2. The overall surplus is expected to be £309,456 for 2025/26, with a predicted overspend of **£119,323** on expenditure budgets. Significant variances as follows:

- **£17,120 underspend on management.** This is driven by staff acting up into higher management roles but is partially worsened by higher than budgeted pay award.
- **£46,035 underspend on CEO's and direct supervision.** The underspend relates to a number of vacant posts held. Following a recruitment drive, recruitment and selection is still ongoing with some new starters planned. In the interim, the use of agency staff is being investigated to maintain enforcement officer levels.
- **£19,954 overspend on Back Office staff.** Forecast overspend relates to PCN Recovery training, CMG 11 pay scale uplift and higher than budgeted pay award.
- **£9,740 overspend on TROs.** Forecast overspend relates to error in budget setting on split coded posts within TRO and Off-Street team and higher than budgeted pay award.
- **£1,295 overspend on Premises / TRO maintenance.** Forecast underspend relates to Repairs & Maintenance of £10,613 and £8,625 on premises hire due to BDC agreeing to not charge for St Georges Yard MSCP facilities. This is partially offset by £20,608 TRO implementation costs for external TRO works that are recharged upon completion.
- **£151,490 overspend on supplies and services.** The largest variances relate to increased printing costs for the year (£48,000), Court fees of (£37,500) - the significant increased cost is due to PCN debt registration to allow debt recovery. Equipment is forecast to overspend by £41,425 due to upgrade body worn cameras and £21,610 on machines upgrades. Underspends forecast on postage costs of £6,375 and signs of £5,522.

5.3. For income budgets there is expected to be an over-recovery of **£364,187**. Variances within this include:

- **£93,135 over-recovery on additional Parking Permits/Season Tickets and Parking Charges income.** Increased resident and business permits are expected to generate an additional £51,138 compared to budget, and visitor permits to generate an additional £14,630. Additional over recoveries are expected on Parking charges of £17,885 and fees of £13,274. Season tickets are expected to under-recover by approx. £4,000.
- **£210,000 over-recovery on PCN's**. A trend has now been established, and it is anticipated to exceed budget as above.
- **£61,052 over recovery of income across other areas.** This is driven by ad hoc TRO work for local authorities and Essex County Council. This work is not factored into the budget so any work undertaken will improve the income position.
-

NET EXPECTED OUTTURN FOR 2025/26 – SURPLUS TO BUDGET OF £244,863

6. NEPP Reserve Movements/Balance

6.1. The reserve opening balance at 31 March 2025 is £78,982. Based on an estimated surplus of £309,456 in 2025/26, the closing balance at 31 March 2026 is forecast to be **£388,439** (*See Appendix A below*).

7. Emerging Budget 2026/27

7.1 The On Street Parking/NEPP elements of the emerging budget for 2026/27 is presented in ***Appendix A***. Most budget lines follow a very similar pattern, with a projected *surplus* of **£48,500** anticipated for the financial year.

- Expenditure - Employee Costs: The organisational structure has not changed from financial years 2025/26 to 2026/27. However, it is still assumed the original management structure will return and any interims return to their substantive roles.
  All increases either reflect estimated staff pay awards or corrects errors made in the 2025-26 financial year; for example, the error with the TRO team budgeted percentage apportionment. Also, the current financial year's budget underestimated the pay award, thus compounding the variance when compared to next financial year.
- Expenditure - Premises & TRO Maintenance Costs: TRO R&M was reduced to reflect the improvements implemented by the Technical Team to better manage and deliver lines and signs improvements.
- Income – PCN's: This budget line was increased by 2.6% (£55k) to reflect improvements in PCN recovery.
- Income – All other income: These budget lines have been calculated based on two variables. Firstly, the volume and trends of permits (residents, businesses, and visitors) and on street pay and display. In most cases, usage and volume is increasing. Secondly, the increase in fees & charges to be implemented in April 2026, previously agreed by the NEPP Joint Committee in 2023.

8. Standard References

8.1 North Essex Parking Partnership (NEPP) Joint Committee Agreement (2022).

Appendix A

NEPP Financial Update - *2025/26 Expected Outturn*

North Essex Parking Partnership (NEPP)

2025/26 Budget Forecast

28th February 2026 (M11)

	2025/26						2026/27
	Budget (Profiled Month 11)	Actual Spending (Month 11)	Variance (Month 11)	Budget (Full Year)	Forecast Outturn (31 March 2025)	Variance	Draft Budget
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Expenditure							
Employee Costs (Direct)							
Management	144,172	128,087	-16,085	159,322	142,202	-17,120	162,805
CEOs & Supervision	1,633,184	1,599,443	-33,741	1,781,630	1,735,595	-46,035	1,903,840
Back Office	407,908	422,791	14,883	444,975	464,929	19,954	465,900
TRO's	216,672	225,422	8,750	236,400	246,140	9,740	310,600
Other Costs (Direct)							
Premises / TRO Maintenance costs	92,527	82,650	-9,877	98,650	99,945	1,295	70,525
Transport costs (running costs)	46,538	50,019	3,481	61,030	77,145	16,115	62,480
Supplies & Services	421,029	475,939	54,911	459,330	597,818	138,488	464,195
Third Party Payments	18,413	6,750	-11,662	19,350	16,238	-3,113	22,875
Bad Debts	0	0	0	70,000	70,000	0	70,000
	2,980,442	**2,991,102**	**10,660**	**3,330,687**	**3,450,010**	**119,323**	**3,533,220**
Income							
Penalty Charges (PCNs)	-1,750,000	-1,810,769	-60,769	-2,100,000	-2,310,000	-210,000	-2,155,000
Parking Permits/Season Tickets	-1,061,143	-1,036,589	24,554	-1,157,900	-1,219,876	-61,976	-1,280,700
Parking Charges and other fees	-518,841	-516,207	2,634	-566,000	-597,159	-31,159	-575,000
Other income	-1,382	-70,331	-68,948	-1,500	-62,552	-61,052	-700
	-3,331,366	**-3,433,895**	**-102,529**	**-3,825,400**	**-4,189,587**	**-364,187**	**-4,011,400**
DIRECT COSTS (NET)	**-350,924**	**-442,793**	**-91,869**	**-494,713**	**-739,576**	**-244,863**	**-478,180**
CORPORATE OVERHEADS (INDIRECT)*	394,277	394,277	0	430,120	430,120	0	429,580
TOTAL COSTS	**43,352**	**-48,517**	**-91,869**	**-64,593**	**-309,456**	**-244,863**	**-48,600**

**Note - Corporate Overheads pro rated for illustration (e.g. 10/12 at Month 10)*

Forecast Movement on NEPP Reserve

	£000's		
Opening Balance 01/04/23 (Actual B/Fwd.)	**160,083**	**Deficit**	
Actual Contribution 2023/24	-121,162		
Balance 31/03/24 (Outturn)	**38,921**	**Deficit**	
Opening Balance 01/04/24 (Actual B/Fwd.)	**38,921**	**Deficit**	
Actual Contribution 2024/25	-117,903		*Reflects outturn surplus*
Balance 31/03/25 (Outturn)	**-78,982**	**Surplus**	
Opening Balance 01/04/25 (Actual B/Fwd.)	**-78,982**	**Surplus**	
Forecast Contribution 2025/26	-309,456		*Reflects forecast surplus*
Forecast Balance 31/03/26	**-388,439**	**Surplus**	
Opening Balance 01/04/26 (Estimated B/Fwd.)	**-388,439**	**Surplus**	
Budgeted Contribution 2026/27	-48,600		
Estimated Forecast Balance 31/03/27	**-437,039**	**Surplus**	

Column Totals my not agree due to roundings

North Essex Parking Partnership

Joint Parking Committee

Meeting Date:	Thursday, 19 March 2026
Title:	NEPP Joint Committee Agreement Extension Report
Author:	Jake England, Head of NEPP
Presented by:	Jake England

Essex County Council (ECC) intends to extend the operational period of the North Essex Parking Partnership (NEPP) Joint Committee by 12 months, ceasing on 31 March 2028 and aligning with the current Local Government Reorganisation (LGR) timeline in Greater Essex.

This report highlights the process to extend the operational period of the NEPP Joint Committee (stipulated under *The North Essex Parking Partnership Joint Committee Agreement 2022*) and requests the NEPP Joint Committee to agree to ECC's proposal and instruct the Head of NEPP to formally respond to ECC.

1. Recommended decision

1.1. To note the decisions and written consent given by the NEPP Joint Committee Partner Authorities to ECC's proposed 12-month extension of the NEPP Joint Committee to 31 March 2028 under *The North Essex Parking Partnership Joint Committee Agreement 2022*.

1.2. To note the action in paragraph 7.8 of this report, whereby a letter will be written to formally respond to ECC's proposal but only when a written decision is received from **all** partner authorities, and to note the time-sensitive nature of this action in that this response **must** be sent by 31 March 2026.

2. Reasons for recommended decision

2.1. To minimise disruption and ensure the continued delivery of the functions delegated by ECC to the NEPP Joint Committee under Appendix A of *The North Essex Parking Partnership Joint Committee Agreement 2022* in North Essex until 31 March 2028 (inclusive) when, thereafter, it is currently anticipated the functions will transfer to the new unitary authorities in Greater Essex to deliver.

2.2. To avoid further disturbing NEPP Officers delivering the functions of the NEPP Joint Committee. Terminating *The North Essex Parking Partnership Joint Committee Agreement 2022* on 31 March 2027, when it is anticipated the functions will transfer to the new unitary authorities in Greater Essex on 01 April 2028, will expose NEPP Officers to an additional 12-month period of potential stress, uncertainty, and significant change.

3. Introduction

3.1. Paragraph 3 of *The North Essex Parking Partnership Joint Committee Agreement 2022*, hereon referred to as the "current agreement", states The Term and "Operational Period" of the NEPP Joint Committee.

3.2. With the Commencement Date of 01 April 2022, the Operational Period of the NEPP Joint Committee shall be five years. This takes the current agreement up to 31 March 2027.

3.3. The Operational Period can be extended for an additional 12 months on three consecutive occasions, to a maximum term of eight years, with the written consent of all the Partner Authorities.

> **3. The Term**
>
> 3.1 The Joint Committee shall be operational for a period of five years ("the Operational Period") commencing on 1 April 2022 ("the Commencement Date") unless, with the written consent of all the Partner Authorities, the Operational Period is extended for an additional 12 months on three consecutive occasions, to a maximum term of eight years.
>
> 3.2 The decision whether to extend the Operational Period shall be taken by the Council not less than fifteen months before the end of the Operational Period.
>
> 3.3 The Joint Committee's consent must be obtained in writing to the proposed extension and shall be delivered to the Council not less than twelve months before the end of the Operational Period.

The North Essex Parking Partnership Joint Committee Agreement 2022

4. Proposal

4.1. The current timeline for LGR in Greater Essex anticipates Vesting Day of the new Unitary Councils on 01 April 2028.

4.2. It is the intention of ECC to extend the Operational Period of the NEPP Joint Committee under the current agreement by 12 months, from 31 March 2027 to 31 March 2028, to coincide with LGR Vesting Day in Greater Essex.

5. Risk and impact of ECC not extending the agreement

5.1. Under paragraph 3.2 of the current agreement, the Council (ECC) must decide whether to extend the Operational Period "not less than fifteen months before the end of the Operational Period", i.e. 31 December 2025.

5.2. Jo Heynes, Head of Network & Safety at Essex Highways, confirmed in writing on 24 December 2025 that ECC intends to extend the Operational Period by 12 months, from 31 March 2027 to 31 March 2028.

5.3. If ECC decide against extending the current agreement, the Operational Period will end on 31 March 2027 and the provisions which shall have effect on termination of the current agreement are stated in Appendix C of the current agreement. This includes, but is not limited to, implications concerning financial liability, transfer of staff, assets, and property.

6. Risk and impact of a Partner Authority not agreeing to the proposal

6.1. Generally speaking, if a Partner Authority decides to withdraw from the NEPP Joint Committee at any time, the delegated functions would still be delivered by the NEPP within the District and the NEPP Joint Committee could continue to fully function without a member from that Partner Authority, as long as the Quorum for meetings of the Joint Committee is met, i.e. three members.

6.2. Under paragraph 3.1 of the current agreement, **all** Partner Authorities **must** consent in writing to ECC's proposal for the current agreement to be extended. If not, the current agreement will terminate on 31 March 2027 and ECC would need to find an alternative delivery model for the functions currently delegated to the NEPP Joint Committee.

6.3. An alternative delivery model could be one of a few options but, much like what was explained in paragraph 6.1 above, one option could be very similar to the current agreement (in terms of delegated functions and geographic boundaries) but with alternative Partner Authority membership.

6.4. Under paragraph 3.3 of the current agreement, "the Joint Committee's consent must be obtained in writing to the proposed extension and shall be delivered to the Council [ECC] not less than twelve months before the end of the Operational Period", i.e. 31 March 2026. This required each Partner Authority to consent in writing to ECC's proposal in advance of this NEPP Joint Committee meeting.

7. Written Consent from the NEPP Joint Committee Partner Authorities

7.1. All NEPP Joint Committee Partner Authorities have either consented to ECC's proposal or are fulfilling their applicable governance process and anticipated to give their consent very soon.

7.2. Sarah Lewin, Client Officer for Uttlesford District Council (UDC), confirmed in writing UDC's consent to the proposal on 30 January 2026. Their decision was made by executive order.

7.3. Amelia Hoke, Client Officer for Epping Forest District Council (EFDC), confirmed in writing EFDC's consent to the proposal on 19 February 2026. Their decision was made by the Portfolio Holder.

7.4. Dean James, Client Officer for Harlow District Council (HDC), confirmed in writing HDC's consent to the proposal on 23 February 2026. Their decision was made by the Portfolio Holder.

7.5. At the time of writing, Braintree District Council (BDC) are yet to confirm their decision in writing. Esme McCambridge, Client Officer for BDC, advised the decision still awaits final approval; however, it is anticipated that BDC will consent.

7.6. At the time of writing, Tendring District Council (TDC) are yet to confirm their decision in writing. Andrew Nepean, Client Officer for TDC, advised the decision still awaits final approval; however, it is anticipated that TDC will consent.

7.7. At the time of writing, Colchester City Council (CCC) are yet to confirm their decision in writing. As the lead authority, Richard Walker, Client Officer for CCC, advised the decision must go to Cabinet on 11 March 2026; however, it is anticipated that CCC will consent.

7.8. Once decisions have been received by **all** Partner Authorities, Jake England, Head of NEPP, will write a letter to Jo Heynes, Head of Network & Safety at Essex Highways, on behalf of the NEPP Joint Committee and formally respond to ECC's proposal. Under the current agreement, this response **must** be sent by 31 March 2026 (date inclusive).

8. Standard References

8.1. The NEPP Equality Impact Assessment is published on Colchester City Council's website here or by following the path: www.colchester.gov.uk > Equality and Diversity > Equality Impact Assessments > Environment Equality Impact Assessments.

8.2. Other than set out above, there are no particular references to the Development Plan; publicity or consultation considerations; or equality, diversity and human rights; community safety; health and safety implications.

North Essex Parking Partnership

Joint Parking Committee

Meeting Date:	Thursday, 19 March 2026
Title:	NEPP Service Strategy & Plan
Author:	Jake England, Head of NEPP
Presented by:	Jake England

This report presents two documents for approval and implementation: a new NEPP Service Strategy, and a new NEPP Service Plan. The NEPP Service Strategy is proposed to see out the remainder of the NEPP Joint Committee operational period, and any transitional arrangements linked to Local Government Reorganisation (LGR) to the new Unitary Councils in Greater Essex. The NEPP Service Plan is proposed for the 2026-27 financial year only.

1. Recommended decisions

1.1. To approve and implement the new NEPP Service Strategy 2026-2030.

1.2. To approve and implement the new NEPP Service Plan 2026-27 Financial Year.

2. Reasons for recommended decision

2.1. For good governance and to ensure the effective leadership and efficient management of the NEPP service.

3. Background and Context

3.1. The North Essex Parking Partnership Joint Committee Agreement 2022 requires a business plan to be presented and approved by the NEPP Joint Committee annually.

3.2. Alongside the commencement of the NEPP Joint Committee Agreement, a development plan was produced to see the NEPP up to 2027.

3.3. Since the production of the development plan, however, various internal and external factors of the business environment have changed. For various reasons, any surplus in the NEPP reserve fund at the time was depleted and, for a couple of financial years, there was a deficit. The NEPP organisational structure was reduced by approximately 16% and some products and services were indefinitely suspended, as part of a wider programme of transformation in June 2024. In early 2025, the Devolution and Local Government Reorganisation (LGR) agenda arrived in Greater Essex and continues to develop.

3.4. For the 2024-25 and 2025-26 financial years, the NEPP Joint Committee has been presented with and approved an annual business plan. The former plan resulting in the reversal of the remaining deficit on the reserve fund into a modest surplus, beginning to replenish the £400k surplus required by the NEPP Joint Committee Agreement. The latter and current business plan for the 2025-26 financial year is yet to complete but is

forecasting an equally optimistic surplus that could meet or exceed the £400k surplus required on the NEPP reserve fund.

4. NEPP Service Strategy 2026-2030

4.1. Customer expectations are evolving, technology is advancing at pace, and there is a growing need for integrated public products and services. All the while, Local Authorities in Greater Essex prepare for reorganisation, await the "minded to" decision from the Ministry of Housing, Communities and Local Government (MHCLG) in March 2026, and anticipate "Vesting Day" of the new Unitary Councils on 01 April 2028. The North Essex Parking Partnership (NEPP) must respond confidently to this new business environment.

4.2. This 'umbrella' strategy provides a simple, transparent, and adaptable framework to guide decision-making at the NEPP. It is intended to see out the remainder of the NEPP Joint Committee operational period, and any transitional arrangements linked to Local Government Reorganisation (LGR) to the new Unitary Councils in Greater Essex.

4.3. By aligning our products and services to Our Vision, Our Mission and Our Aims – centred around being Modern, Resilient and Collaborative – we are transforming today while preparing for tomorrow.

5. NEPP Service Plan 2026-27 Financial Year

5.1. The annual service plan is split into two main sections: Background & Context, and Service Plan.

5.2. The background and context section pulls together much of the key factors influencing our business environment: the NEPP Joint Committee Agreement and other agreements; the current organisational structure, national regulations and guidance; local policy; and devolution and local government reorganisation.

5.3. The service plan then builds upon our business environment to identify our business-as-usual products and services, what innovations and investments will be prioritised, and re-emphasising our support for parking industry-wide initiatives.

6. Standard References

6.1. The NEPP Equality Impact Assessment is published on Colchester City Council's website here or by following the path: www.colchester.gov.uk > Equality and Diversity > Equality Impact Assessments > Environment Equality Impact Assessments.

6.2. Other than set out above, there are no particular references to the Development Plan; publicity or consultation considerations; or equality, diversity and human rights; community safety; health and safety implications.

Appendices

Appendix A – NEPP Service Strategy 2026-2030 DRAFT (attached)

Appendix B – NEPP Service Strategy 2026-27 Financial Year DRAFT (attached)

North Essex Parking Partnership

Service Strategy 2026-2030

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Purpose

Customer expectations are evolving, technology is advancing at pace, and there is a growing need for integrated public products and services. All the while, Local Authorities in Greater Essex prepare for reorganisation, await the “minded to” decision from the Ministry of Housing, Communities and Local Government (MHCLG) in March 2026, and anticipate “Vesting Day” of the new Unitary Councils on 01 April 2028. The North Essex Parking Partnership (NEPP) must respond confidently to this new business environment.

This ‘umbrella’ strategy provides a simple, transparent, and adaptable framework to guide decision-making at the NEPP. It is intended to see out the remainder of the NEPP Joint Committee operational period, and any transitional arrangements linked to Local Government Reorganisation (LGR) to the new Unitary Councils in Greater Essex.

By aligning our products and services to **Our Vision**, **Our Mission** and **Our Aims** – centred around being **Modern**, **Resilient** and **Collaborative** – we are transforming today while preparing for tomorrow.

Our Vision

To drive the transformation of parking services, deliver value for our communities, and become the model for success through Local Government Reorganisation.

Our Mission

We deliver high-quality parking services that are **modern**, **resilient** and **collaborative** - continually improving to meet today's needs while preparing for tomorrow.

Our Aims

Guided by **Our Vision** and **Our Mission**, we have three core aims and nine themes:

Modern: Embracing Innovation and Efficiency

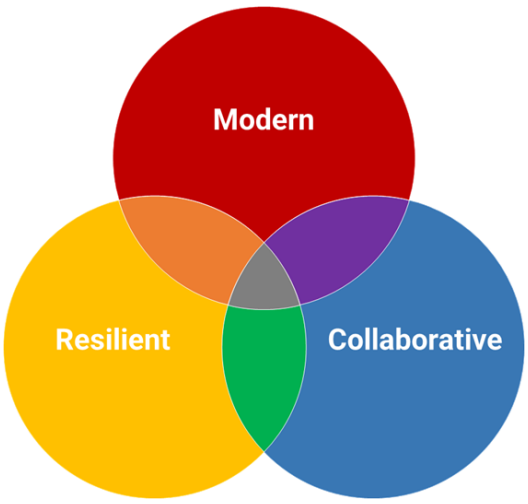
- **Stay responsive** to changing customer values and mobility trends.
- **Implement smart solutions** to improve customer experience and influence the attitudes and behaviours of motorists.
- **Continually improve** internal systems and processes and maintain brilliant business as usual.

Resilient: Ensuring Long-Term Viability

- **Ensure financial sustainability** through effective resource management and smart investment in service delivery.
- **Diversify income streams** by exploring commercial opportunities and external funding and grants – reducing reliance on penalty charge notices.
- **Develop a skilled, adaptable workforce** through continuous professional development and a commitment to lifelong learning.

Collaborative: Working Together for Better Outcomes

- **Engage communities and stakeholders** in shaping local parking services.
- **Build strong relationships** with partners and suppliers, which continue through Local Government Reorganisation and beyond.
- **Support our people** to foster a culture of teamwork and shared success.



Modern: Embracing Innovation and Efficiency

Stay responsive to changing customer values and mobility trends.

How we will do it:

- Listen and learn from customer compliments and complaints.
- Monitor our own data and identify patterns in how customers are interacting with our products and services.
- Utilise external data sources, such as the Office for National Statistics and Census, and predict emerging trends.
- Consider and align emerging technology to customer demand.

Implement smart solutions to improve customer experience and influence the attitudes and behaviours of motorists.

How we will do it:

- Promote digital-by-default self-service options while ensuring inclusive alternatives remain available.
- Support customers through change with clear communication, community outreach and training.
- Design inclusive smart solutions that work for everyone, making sure no one is left behind as services evolve.

Continually improve internal systems and processes and maintain brilliant business as usual.

How we will do it:

- Embed lean thinking principles to discover customer value and remove inefficiencies in processes and systems.
- Utilise change management practices to identify and remove barriers to adoption.
- Build reflection into everything we do, reviewing what works well and what can be improved after each change.
- Benchmark our systems and processes against other councils and industry standards to highlight opportunities for improvement.

Resilient: Ensuring Long-Term Viability

Ensure financial sustainability through effective resource management and smart investment in service delivery.

How we will do it:

- Understand and plan our resource requirements, including people, time, technology, financial and physical assets, to support smarter planning.
- Attract and retain the right skills through effective recruitment, development and support.
- Allocate resources dynamically so we can respond quickly to changing priorities and emerging needs.
- Use proportionate business cases to make informed, data-led investment decisions, ensuring value for money.

Diversify income streams by exploring commercial opportunities and external funding and grants – reducing reliance on penalty charge notices.

How we will do it:

- Set costs that accurately reflect the value of our products and services and support long-term sustainability.
- Actively promote and market our products and services to grow commercial opportunities.
- Research and pursue external funding and grants that can enable improvements for our communities.

Develop a skilled, adaptable workforce through continuous professional development and a commitment to lifelong learning.

How we will do it:

- Offer thorough, structured onboarding and ongoing training so colleagues feel confident and supported.
- Use skills-gap analysis and succession planning to build a flexible, future-ready workforce.
- Support career growth through apprenticeships and accredited development programmes.

Collaborative: Working Together for Better Outcomes

Engage communities and stakeholders in shaping local parking services.

How we will do it:

- Review and improve our communications and marketing strategy, enabling clear, timely access to information.
- Establish consistent engagement and service standards that can be applied flexibly to reflect the needs, priorities, and identities of local communities.
- Identify key stakeholders for each project and engage with them from an early stage to improve proposals and outcomes.

Build strong relationships with partners and suppliers, which continue through Local Government Reorganisation and beyond.

How we will do it:

- Maintain open, honest and transparent communication with our partners.
- Work closely with suppliers to ensure they meet agreed service level and contractual standards.
- Leverage LGR opportunities to strengthen partnerships and create mutual benefits.

Support our people to foster a culture of teamwork and shared success.

How we will do it:

- Clarify the roles and purpose of individuals and teams, aligning their responsibilities with our strategic priorities.
- Refresh our Staff Charter so our shared values, attitudes and behaviours are clear and lived every day.
- Recognise and celebrate achievements to reinforce a culture of collaboration.
- Promote active listening, critical reflection and feedback so we learn, improve and grow together.

Transforming Today. Preparing for Tomorrow.

Guided by **Our Vision** to drive the transformation of parking services, deliver value for our communities, and become the model for success through Local Government Reorganisation, we will achieve **Our Mission** to deliver high-quality parking services that are:

- **Modern: Embracing Innovation and Efficiency**
- **Resilient: Ensuring Long-Term Viability**
- **Collaborative: Working Together for Better Outcomes**

This umbrella strategy provides a simple, transparent, and adaptable framework to guide decision-making at the North Essex Parking Partnership. We will stay responsive, implement smart solutions, and continually improve. We will ensure financial sustainability, diversify income streams, and develop a skilled, adaptable workforce. We will engage communities and stakeholders, build strong relationships, and support our people.

In doing so, we will transform today, while preparing for tomorrow.

North Essex Parking Partnership

Service Plan 2026-27 Financial Year

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Executive Summary

Established in 2011, the North Essex Parking Partnership (NEPP) unites seven partner authorities under a Joint Committee agreement to deliver a single, flexible operating framework for on-street parking services in North Essex, with Colchester City Council as the Lead Authority. The NEPP also provides off-street parking services under separate agreements for several district, town and parish councils. To deliver these on- and off-street parking services, the NEPP comprises of three teams, and officers are based across the North Essex area.

The NEPP's work is shaped by national regulations and guidance and by local policy, such as the NEPP Service Strategy 2026–2030 and Essex County Council's Local Transport Plan. Devolution and Local Government Reorganisation (LGR) in Greater Essex pose potential implications for the operation period of the current agreement and any transitional arrangements, with a "minded to" decision on LGR anticipated imminently.

Financially, the NEPP Joint Committee is governed by a three-part funding model: maintaining a £400k reserve (Part 1), supporting local operations including TROs, lines and signs, and innovations (Part 2), and contributing to Essex-wide strategic highways priorities (Part 3). With a fully funded reserve anticipated at the 2025-26 financial year-end, the 2026-27 financial year budget will sustain business-as-usual services.

The NEPP will strengthen outcomes through targeted innovation and investment in five priority areas. A review of the NEPP's fees and charges will inform recommendations for the 2027-28 financial year onwards. Penalty Charge Notice recovery options include re-tendering enforcement agent contracts, refining warrant recycling between agents, increasing the Traffic Enforcement Centre registration budget, and optimising the end-to-end debt process. With recent uptake of some NEPP products and services, it prompts consideration into possible future communications and marketing tactics to diversify income streams. The NEPP may conduct a holistic review of limited waiting to balance local needs with efficient, evidence-led compliance, exploring operational and technological alternatives. Finally, learning and development could prioritise data collection, management and analysis, alongside cyber-security resilience, to the benefit of data-led decision-making and continuous improvement. The NEPP will also continue to support industry-wide initiatives.

Background & Context

Introduction

Established in 2011, the NEPP operates under a Joint Committee model and is currently governed by *The North Essex Parking Partnership Joint Committee Agreement 2022*, uniting seven partner authorities and setting out a single, flexible operating framework for full on-street parking services across North Essex. As the Lead Authority, Colchester City Council also commissions the NEPP to deliver off-street parking services for several District, Town and Parish councils. With officers based across North Essex, the NEPP's organisational structure comprises 76.5 full time equivalent positions across 15 posts and three teams.

The NEPP's work is framed by national regulations and guidance and complemented locally by the NEPP Service Strategy 2026–2030, Essex County Council's Local Transport Plan, and other NEPP and Council Policies. Overlaid with the devolution and local government reorganisation agenda in Greater Essex, the business environment is complex. Thus, it is important the background and context of which the NEPP are governed by and operate within are acknowledged and understood ahead of outlining a service plan for the 2026-27 financial year.

NEPP Joint Committee Agreement

The NEPP Joint Committee has been operational since 01 April 2011 and is currently governed by *The North Essex Parking Partnership Joint Committee Agreement 2022*, hereon referred to as the "current agreement". The NEPP Joint Committee comprises seven Partner Authorities:

- Essex County Council (ECC), as the Highway Authority
- Colchester City Council (CCC), as the Lead Authority
- Braintree District Council
- Epping Forest District Council
- Harlow District Council
- Tendring District Council
- Uttlesford District Council

The purpose of the NEPP Joint Committee is "to provide a parking service that results in a merging of services to provide a single, flexible enterprise providing full parking services for the Partner Authorities. It will be run from a central office, with outstations providing bases for local operations. There will be a common operating model, adopting best practices and innovation, yet also allowing variation in local policies and

decision-making. Progress will be proportional to the level of investment in the Annual Business Plan" (NEPP Joint Committee Agreement, 2022).

Appendix A of the current agreement details the functions delegated by ECC to the NEPP for delivery. For ease of reference, these delegated functions have been captured in **Appendix A**.

Appendix F of the current agreement details the three-part funding model for delivering the functions delegated by ECC to the NEPP Joint Committee and illustrates it with a diagram. For ease of reference, the illustrative diagram has been captured in **Appendix B**.

Part 1 requires any in-year surplus to maintain a £400k reserve fund. Part 2 requires any in-year surplus (above and beyond Part 1) to fund local needs as set out in the Annual Business Plan and specifically the operational and funding costs for Traffic Regulation Orders (TROs) and the essential maintenance of parking related signs and lines, and innovation around different ways to manage parking within each partnership. Part 3 requires any in-year surplus (above and beyond Part 1) to fund Essex wider strategic highways priorities. Any in-year surplus (above and beyond Part 1) is split into Part 2 at 55% and Part 3 at 45%.

The NEPP Joint Committee is accounted separately (ring-fenced) from other accounts at CCC.

The current agreement commenced on 01 April 2022 with an operational period of five years. This takes the current agreement up to 31 March 2027. The operational period can be extended for an additional 12 months on three consecutive occasions, to a maximum term of eight years, with written consent of all the Partner Authorities. The first 12-month extension is currently under consideration.

Other Agreements

As the lead authority, CCC then has further agreements for the NEPP to deliver off-street (car parks) parking services to their communities and citizens, as well as its own. This includes, but is not limited to, agreements with:

- Braintree District Council
- Coggeshall Parish Council
- Dedham Parish Council
- Essex County Council (Country Parks)
- Harlow District Council
- Hatfield Peverel Parish Council

- Uttlesford District Council
- West Mersea Town Council
- Wivenhoe Town Council

All off-street services are accounted separately to the NEPP Joint Committee account.

All agreements run co-terminus with the current agreement.

Organisational Structure

The current organisational structure was agreed by the NEPP Joint Committee in February 2024 and implemented in June 2024 under Part 2 of the NEPP Transformation Programme. It consists of 76.5 full-time equivalent (FTE) positions, across 15 posts, and structured into three teams: the Enforcement Team, the Business Process Team, and the Technical Team. **Appendix C** illustrates the current NEPP organisational structure.

NEPP Officers are presently based across three areas: Braintree, Colchester, and Harlow. For security, exact locations will not be stated here.

National Regulations & Guidance

There are several regulations and guidance influencing civil enforcement. Principally, these include, but are not limited to:

- Road Traffic Regulation Act 1984
- The Removal and Disposal of Vehicles Regulations 1986
- Traffic Management Act 2004
- Statutory guidance for local authorities in England on civil enforcement of parking contraventions
- The Civil Enforcement Officers (Wearing of Uniforms) (England) Regulations 2007 (S.I. 2007/3485)
- The Civil Enforcement of Road Traffic Contraventions (Approved Devices, Charging Guidelines and General Provisions) (England) Regulations 2022 (S.I. 2022/71)
- The Civil Enforcement of Road Traffic Contraventions (Representations and Appeals) (England) Regulations 2022 (S.I. 2022/576)
- Traffic enforcement equipment certification guidance for local councils
- Surveillance Camera Code of Practice

Local Policy

The NEPP Service Strategy 2026-2030 states Our Vision, Our Mission and Our Aims. For ease of reference, these have been re-stated in **Appendix D**.

The NEPP also publishes all its policies online at:

https://north.parkingpartnership.org/policies-and-procedures/

In addition to this, ECC has a Local Transport Plan, with its third and current iteration (LTP3) having been adopted in June 2011. ECC have since adopted several other strategies, policies and plans to enhance their LTP3, and they have recently consulted upon LTP4. More details can be found online at:

https://www.essexhighways.org/highway-schemes-and-developments/local-transport-plan

Devolution & Local Government Reorganisation

Greater Essex is subject to Devolution and Local Government Reorganisation (LGR).

Whilst the Devolution timeline has been postponed with the Mayoral Elections being delayed from May 2026 to May 2028, the LGR timeline is still on track with a “minded to” decision anticipated imminently (March 2026). This decision will affect the operational period of the current agreement, and it may trigger further discussions about any transitional arrangements to the new Unitary Councils in Greater Essex.

More details about Devolution in Greater Essex can be found online at:

https://www.essex.gov.uk/about-council/plans-and-strategies/our-vision-essex/devolution

More details about LGR in Greater Essex can be found online at:

https://www.essexlgrhub.org/stronger-greater-essex

Service Plan

Introduction

With the key background and context to the NEPP summarised above, this service plan sets out what is to be achieved during the 2026-27 financial year using the agreed budget. A fully funded reserve at the end of the last financial year will satisfy part one of the three-part funding model and fulfil delivery of our business-as-usual products and services. To strengthen outcomes, further innovation and investment under parts two and three are possible, and five priority areas have been identified: Fees & Charges; PCN Recovery; Marketing Products & Services; Limited Waiting Improvements; and Learning & Development. The NEPP will also continue to support and, where possible, participate in industry-wide initiatives.

Business-As-Usual

As stated earlier in the document, the current agreement delegates specific functions from ECC to the NEPP and defines the three-part funding model in delivering those functions.

With a fully funded £400k reserve anticipated at the end of the 2025-26 financial year, a budget for delivering the NEPP's business-as-usual products and services in the 2026-27 financial year is to be considered and approved by the NEPP Joint Committee alongside this service plan for the 2026-27 financial year.

Innovation & Investment

There are five areas of innovation and investment into our business-as-usual services that are being prioritised during the 2026-27 financial year: Fees & Charges; PCN Recovery; Marketing Products & Services; Limited Waiting Improvements; and Learning & Development.

Fees & Charges

Our current fees and charges were last considered and approved by the NEPP Joint Committee at the March and June 2023 meetings. This included fees and charges up to and including the 2026-27 Financial Year. We plan to review our fees and charges and recommend changes for the 2027-28 Financial Year and onwards.

Penalty Charge Notice Recovery

One key area for reinvestment is Penalty Charge Notice (PCN) recovery, where several improvements are already underway. Work will begin in late April/May 2026 to re-tender enforcement agent contracts, ensuring best value and optimal performance across our recovery partners. In addition, we are strengthening our PCN warrant recycling process so that, when a warrant has not been recovered within a defined timeframe, the case is returned and reallocated to an alternative enforcement agent to maximise recovery prospects and encourage competition.

We must also increase the budget for Traffic Enforcement Centre (TEC) debt registrations, driven by three factors: a rise in PCN issuance, a trend of more PCNs progressing to later enforcement stages, and a 10% increase in the TEC registration fees.

Alongside this, we are reviewing and refining the end-to-end debt collection process, using value-stream mapping to identify where resources provide the greatest impact. This includes exploring solutions for aged debt, as well as strengthening revenue-protection measures – such as tackling permit misuse – to prevent avoidable loss of income and support long-term financial resilience.

Marketing Products & Services

We have continued to see growing demand for our non-statutory products and services, including Traffic Regulation Order (TRO) implementation outside of the Joint Committee, and an increase in bay suspension requests. To build on this momentum, we intend to work closely with the CCC Communications and Marketing Team to identify and develop targeted marketing opportunities. This will help raise public awareness of the full range of products and services we offer, support wider engagement, and diversify our income streams by strengthening uptake of these commercially viable activities.

Limited Waiting Improvements

Limited waiting is currently a low enforcement priority under our Parking Management Plan, as agreed by the NEPP Joint Committee in January 2026, primarily due to the inefficiency of repeated (CEO) patrols needed to monitor compliance, and the lower safety concerns raised by contravening vehicles when compared with other restrictions, such as School Keep Clears. We plan to review this issue more holistically across the NEPP area, assessing how best to balance local needs with a more efficient, evidence-led approach to understanding compliance. Building on insights from recent work – such as the paid-parking review in the Braintree District – we will

explore alternative methods, technologies or operational models that could deliver clearer insight into usage and compliance, without disproportionate demands on frontline resources.

This review will help inform future recommendations on whether limited waiting controls can be modernised, streamlined, or reconfigured to achieve better value and improved parking management outcomes and compliance.

Learning & Development

One of the nine themes of our NEPP Service Strategy 2026-2030 centres around the development of a skilled, adaptable workforce through continuous professional development and a commitment to lifelong learning.

A particular area of focus for this learning and development will be data collection, management, and analysis. As an organisation, let alone a service, it is vital we consider and prepare for both the opportunities and the threats a modern, resilient and collaborative business environment creates. Data-led decision-making and continuous improvement are key to delivering high-quality parking services, but cyber-security risks are at an all-time high and we must develop processes and systems with long-term viability in mind. We will explore options with CCC's Digital Team and the wider organisation, and we will report back on anything significant.

Supporting Industry-Wide Initiatives

The NEPP openly supports several parking industry-wide initiatives, such as our very own award-winning Beyond the Uniform; the National Parking Platform; the National Persistent Evader Database; the Digital Traffic Regulation Orders Service; Pavement Parking Options for Change; Penalty Charge Notice Levels; and the National Blue Badge's Week of Action.

Beyond the Uniform

We are extremely pleased and proud to have recently piloted a campaign in Harlow, called "Beyond the Uniform" which aims to tackle violence and aggression towards our frontline parking staff, Civil Enforcement Officers (CEOs).

The aim of this externally funded campaign was to humanise CEOs, highlighting the positive impact they have in our communities and encourage respect towards them. CEOs face diverse forms of abuse, including spitting, racial and homophobic slurs, sexual harassment, physical threats, and even being deliberately driven at. These incidents take a significant emotional, mental, and physical toll on staff.

Beyond the Uniform picked up a Special Jury Award at the British Parking Awards 2025, and it has also been announced as a finalist for *Campaign of the Year* category at the Local Government Chronicle (LGC) Awards 2026 and for the *New Communications* category at the MJ Achievement Awards 2026.

More details about Beyond the Uniform can be found online at:

https://north.parkingpartnership.org/beyondtheuniform/

The National Parking Platform

The National Parking Platform (NPP) is a not-for-profit, open platform that connects multiple parking service providers to thousands of locations nationwide.

Instead of asking drivers to download another app, it integrates the ones they already use, making parking simple, seamless, and consistent everywhere.

Created by the Department for Transport and now run independently, the NPP is governed by Local Authorities, service providers, and the British Parking Association – ensuring it grows based on collaboration and real-world feedback.

More details about the NPP can be found online at:

https://www.npp.org.uk/

National Persistent Evader Database

The National Persistent Evader Database (NPED) is the UK's only centralised database of offending vehicle behaviour data from the parking sector. It tracks persistent evaders of PCNs and vehicles lacking necessary documentation like MOT, tax and insurance. These vehicles are ranked in a scoring matrix allowing the local authorities and enforcement agencies to prioritise the worst offenders in society.

More details about the NPED can be found online at:

https://nped.co.uk/

The Digital Traffic Regulation Orders Service

A digital traffic regulation order (D-TRO) is the digital version of a traditional traffic regulation order. It's not a legal document, but rather a digital extract of the legal order. It contains machine-readable data in a standardised format that can be easily shared and integrated with other digital systems.

The D-TRO Service is a centralised repository to hold digital traffic regulation orders. These D-TROs are published to the service by traffic regulation authorities (TRAs) or their digital solution providers (DSPs). The data, which is accessed via an API, can be used for purposes such as:

- improving existing services, for example, sat nav routing
- reducing enforcement and processing costs to highway authorities
- reducing congestion by providing information on road closures
- supporting the development of innovative new services
- providing the digital infrastructure for connected and automated vehicles

More details about the D-TRO Service can be found online at:

https://www.gov.uk/guidance/digital-traffic-regulation-orders-d-tro-service

Pavement Parking Options for Change

From 31 August 2020 to 22 November 2020 (dates inclusive), the Department for Transport (DfT) proposed options to tackle pavement parking at a local authority or national level. The DfT consultation asked whether a change of existing pavement parking legislation should occur, and it proposed three options:

1. Improving the Traffic Regulation Order (TRO) process, under which local authorities can already prohibit pavement parking.
2. A legislative change to allow local authorities with civil parking enforcement powers to enforce against 'unnecessary obstruction of the pavement'.
3. A legislative change to introduce a London-style pavement parking prohibition throughout England.

On 08 January 2026, the DfT published an outcome to the original *Managing pavement parking* consultation, titled *Pavement parking options for change: government response*. The DfT received 15,381 responses to the consultation from individuals, local authorities, businesses and other organisations. The DfT stated that delivering a permanent, devolved solution on pavement parking requires primary legislation followed by the development of a regulatory framework governing how devolved solutions on pavement parking are to be implemented. They will look to legislate on this at the next available opportunity.

In the meantime, the DfT has acknowledged that pavement parking is a problem today, local authorities want to address this for their communities, and the Government will proceed with option 2 – providing local authorities with the power to enforce against unnecessary obstruction of the pavement. The DfT stated that this civil enforcement

power will be delivered in due course through secondary legislation and will not require additional traffic signage. The DfT clarified that this civil enforcement power will sit alongside existing TRO powers, enabling councils to enforce pavement parking restrictions both where TROs are in place and in other areas where obstruction occurs.

More details about pavement parking in England outside of London can be found online at:

https://www.gov.uk/government/consultations/managing-pavement-parking/outcome/pavement-parking-options-for-change-government-response

Penalty Charge Notice Levels

There has been no change to Penalty Charge Notice (PCN) levels in England outside of London, with charges remaining at the same banded levels prescribed in national regulations in 2015 (Civil Enforcement of Road Traffic Contraventions (Approved Devices, Charging Guidelines and General Provisions) (England) Regulations 2022).

During 2025, Bournemouth, Christchurch and Poole (BCP) Council carried out a government-approved trial of significantly increased coastal parking fines – raising charges from £70 to £160 – to assess whether higher penalties more effectively deter dangerous and irresponsible parking. The trial ran throughout August 2025 after which charges were returned to standard charge levels while data was analysed. The resulting evidence has been formally submitted to the DfT, which will use the findings to determine whether higher PCN levels should be permitted more widely across England outside of London. The outcome of this trial may influence central government's future position, but at present no uplift has been approved, and PCN levels remain unchanged.

More details about BCP's trial can be found online at:

https://www.bcpcouncil.gov.uk/parking/trial-for-increased-parking-fines-and-penalty-charge-notices-pcn

National Blue Badge's Week of Action

The National Blue Badge's "Week of Action" is an annual initiative bringing Local Authorities together to protect the integrity of the Blue Badge Scheme. The scheme plays a vital role in supporting disabled people to access services, maintain independence and park closer to their destinations. Protecting it ensures those who genuinely rely on it are not disadvantaged.

Misuse of Blue Badges undermines fairness, erodes public trust and impacts legitimate badge holders. The week of action provides Local Authorities with an opportunity to conduct structured checks, reinforce correct usage, raise public awareness, and demonstrate visible commitment to protecting the scheme.

The NEPP plans to join this year's week of action, which will take place 11-15 May 2026.

More details about NBB's week of action can be found online at:

https://nationalbluebadge.com/blue-badge-day-of-action/

Appendices

Appendix A – Delegated Functions

The Joint Committee shall exercise the following functions:

1. Collection of charges for on street parking within the permitted parking area;
2. The administration of residents' parking schemes and the collection of charges for permits;
3. Issuing Penalty Charge Notices;
4. Deal with all correspondence, appeals, adjudication and representations to the Traffic Tribunal arising from those functions set out in paragraph 10 and Appendix A where appropriate;
5. Take steps necessary to recover payments and charges due under these functions;
6. Immobilisation, removal, recovery, storage and disposal of vehicles in connection with the above activities;
7. Procurement and maintenance of signs and lines relating to on-street enforcement;
8. Determine the levels and nature of fees and charges in respect of on street car parking provisions in North Essex;
9. Establish and manage the cost of the operation incurred under the Joint Committee;
10. Manage any surplus or deficit in accordance with the requirements contained in paragraphs 23.1 to 23.3 and Appendix F of the Joint Committee Agreement;
11. Provide a forum to discuss strategic issues relating to parking across North Essex;
12. Provide a forum to review at a strategic level the success of the Joint Committee;
13. Set local parking policies, ensuring that primary legislation obligations are met. This includes design of parking policies with respect to:
    a. Traffic network;
    b. Safety;
    c. Environment;
    d. Public transport quality and accessibility;
    e. Disabled persons;
    f. Kerb space demands; and
    g. Sustainable/Active travel
14. Make relevant traffic regulation orders as permitted under the Road Traffic Regulation Act 1984 and in line with the agreed Parking Management Policy Framework and other local policies.

15. Maintain parking related road signs and road markings to ensure compliance with the Traffic Regulation Order.
16. Other duties which legislation as amended from time to time requires, or which are added by virtue of clauses within the Joint Committee Agreement.

Appendix B – Funding Model

PROVISION OF ENFORCEMENT SERVICES OUTSIDE BUSINESS-AS-USUAL SERVICES

On street (new sites only)

Park Safe (outside schools)

Provision of further activities

BUSINESS-AS-USUAL SERVICES

Part 1	**Maintain Deficit Reserve for each partnership**	First call on any in year surplus is that a minimum agreed deficit reserve for each respective partnership should be maintained and/or topped back up.
Part 2	**TRO & Innovation - Local Reserve**	After district identifeid TRO projects have been allocated, innovations and projects will also be funded from part 2. These will be discussed and agreed by the joint committee.
Part 3	**Strategic Highway Panel Priorities**	A Strategic Highway Panel will be formed to deploy the residual funding on an annual basis to support Strategic Highway Investment priorities pan Essex

Current activities comprise:-

1. Resident Parking scheme, administration, maintenance, mapping and its patrols (RP)
2. Resident Parking Visitor Parking scheme to accompany this (VP)
3. Parking Patrols and their administrative and enforcement, mapping, maintenance follow-up (PCNs)
4. Kerbside parking ("Pay and Display"), its maintenance, operation, cash collection, banking, reconciliation and cashless versions of the same.
5. Current Reserve projects continue through transition & Other Projects added

Operational innovation and entrepreneurship fund to comprise:-

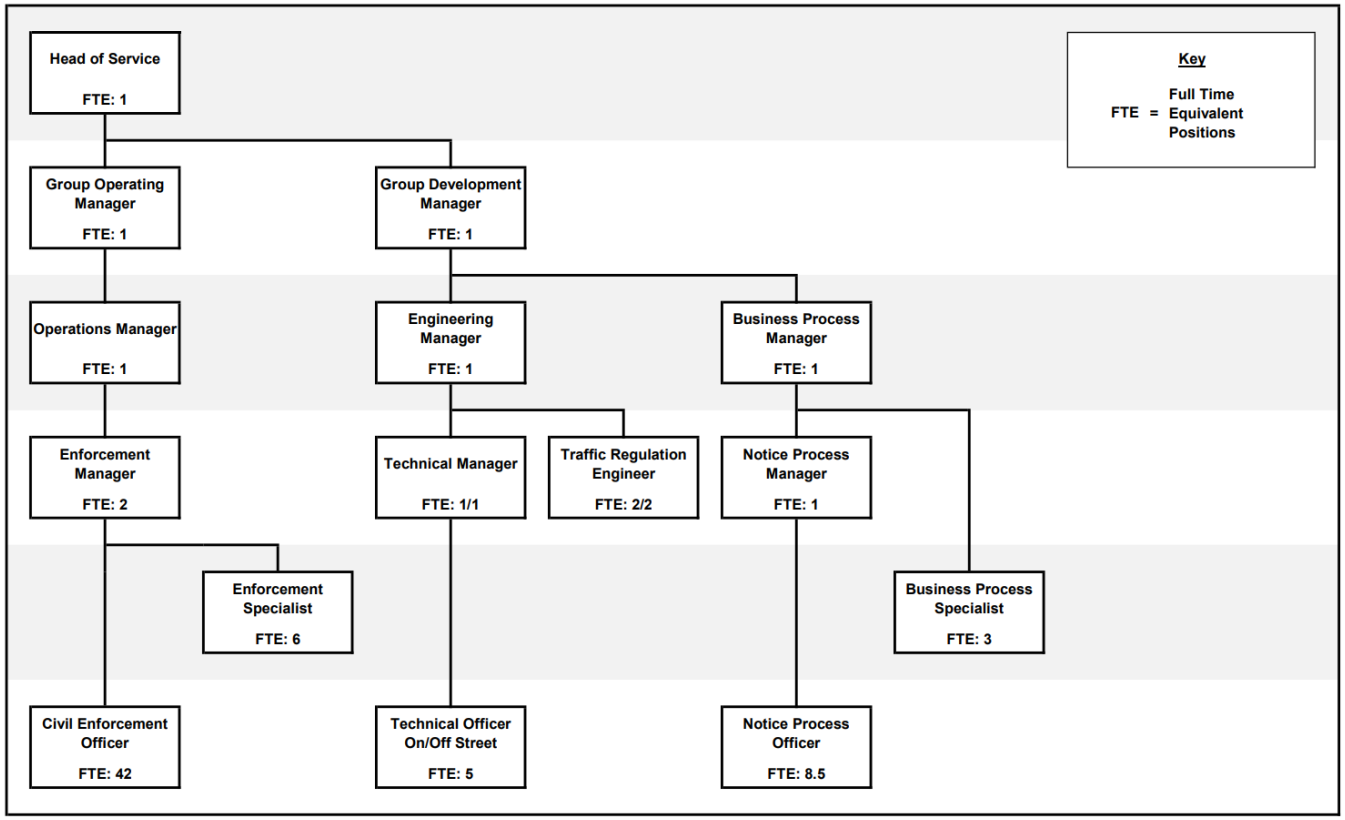
1. TROs (signs and lines) - funding
2. TRO - maintenance (operational and staff costs)
3. Innovation / investment for BAU services

PARKING PARTNERSHIP NORTH ESSEX

In partnership with:

Colchester City Council · Braintree District Council · Epping Forest District Council · Essex County Council · Harlow Council · Uttlesford District Council

Appendix C – Organisational Structure



In partnership with:

Appendix D – Our Vision, Our Mission, and Our Aims

Our Vision

To drive the transformation of parking services, deliver value for our communities, and become the model for success through Local Government Reorganisation.

Our Mission

We deliver high-quality parking services that are **modern**, **resilient** and **collaborative** - continually improving to meet today's needs while preparing for tomorrow.

Modern: Embracing Innovation and Efficiency

- **Stay responsive** to changing customer values and mobility trends.
- **Implement smart solutions** to improve customer experience and influence the attitudes and behaviours of motorists.
- **Continually improve** internal systems and processes and maintain brilliant business as usual.

Resilient: Ensuring Long-Term Viability

- **Ensure financial sustainability** through effective resource management and smart investment in service delivery.
- **Diversify income streams** by exploring commercial opportunities and external funding and grants – reducing reliance on penalty charge notices.
- **Develop a skilled, adaptable workforce** through continuous professional development and a commitment to lifelong learning.

Collaborative: Working Together for Better Outcomes

- **Engage communities and stakeholders** in shaping local parking services.
- **Build strong relationships** with partners and suppliers, which continue through Local Government Reorganisation and beyond.
- **Support our people** to foster a culture of teamwork and shared success.

North Essex Parking Partnership

Meeting Date:	19 March 2026
Title:	**Forward Plan 2026-2027**
Author:	Owen Howell – Democratic Services, Colchester City Council
Presented by:	Owen Howell – Democratic Services, Colchester City Council

This report concerns the 2026-27 Forward Plan of meetings for the North Essex Parking Partnership.

1. Recommended Decision(s)

1.1 To note and approve the North Essex Parking Partnership Forward Plan for 2026-27.

2. Reasons for Recommended Decision(s)

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

3. Supporting Information

3.1 The Forward Plan is reviewed regularly to provide an update on those items that need to be included on future agendas and incorporate requests from Joint Committee members on issues that they wish to be discussed. Additional items can be added at the Joint Committee's request, and when issues which arise during the year require consideration by the Joint Committee.

3.2 Please note that the date for the second meeting in the year has yet to be confirmed but will be set in agreement with the Client Officers of each partner authority, as agreed by the Joint Committee on 22 January 2026.

4. Appendices

4.1 Appendix A: NEPP Joint Parking Committee Forward Plan 2026-27.

Appendix A

NORTH ESSEX PARKING PARTNERSHIP (NEPP)
FORWARD PLAN OF WORKING GROUP AND JOINT COMMITTEE MEETINGS 2026-27

COMMITTEE / WORKING GROUP	CLIENT OFFICER MEETING	JOINT COMMITTEE MEETING	MAIN AGENDA REPORTS	AUTHOR
Joint Committee for On Street Parking	4 June 2026, 10am Microsoft Teams - online	18 June 2026 1.00pm, Venue: Colchester Town Hall, High Street, Colchester (CO1 1PJ)	Annual Governance Review and Internal Audit Annual Review of Risk Management NEPP Financial Update Forward Plan 2026/27	Hayley McGrath (CCC) Hayley McGrath (CCC) CCC Finance Team (CCC) Owen Howell (CCC)
Joint Committee for On Street Parking	TBC Microsoft Teams - online.	TBC Venue: Harlow District Council, Latton Bush Centre, Southern Way, Harlow (CM18 7BL)	Technical report & Traffic Order Regulation Prioritisation Financial Report Forward Plan 2026/27	Shane Taylor (NEPP) CCC Finance Team (CCC) Owen Howell (CCC)
Joint Committee for On Street Parking	26 November 2026 – 10am Microsoft Teams - online	10 December 2026 1.00pm Venue: Braintree District Council's offices (CM7 9HB)	NEPP Financial Update Forward Plan 2026/27 and 2027/28 Dates	CCC Finance Team (CCC) Owen Howell (CCC)
Joint Committee for On Street Parking	4 March 2027, 10am Microsoft Teams - online	18 March 2027 1.00pm, Venue: Epping Forest District Council, Civic	NEPP Financial Update and Budget 2027-28 NEPP Business Plan Forward Plan 2027/28	CCC Finance Team (CCC) Jake England (NEPP) Owen Howell (CCC)

COMMITTEE / WORKING GROUP	CLIENT OFFICER MEETING	JOINT COMMITTEE MEETING	MAIN AGENDA REPORTS	AUTHOR
		Offices, High Street, Epping (CM16 4BZ)		
Joint Committee for On Street Parking	10 June 2027, 10am Microsoft Teams - online	24 June 2027 1.00pm, Venue: Colchester Town Hall, High Street, Colchester (CO1 1PJ)	Annual Governance Review and Internal Audit Annual Review of Risk Management Update on LGR and risk management NEPP Financial Update Forward Plan 2027/28	Hayley McGrath (CCC) Hayley McGrath (CCC) Jake England (NEPP) Hayley McGrath (CCC) CCC Finance Team (CCC) Owen Howell (CCC)

Colchester City Council / Parking Partnership Contacts

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Civil Operations Manager, Lisa Hinman - lisa.hinman@colchester.gov.uk
Service Accountant, Louise Richards - louise.richards@colchester.gov.uk
Governance, Owen Howell - owen.howell@colchester.gov.uk

North Essex Parking Partnership

Meeting Date:	19 March 2026
Title:	The future of Park Safe Schools Cameras (PSSC)
Author:	Trevor Degville, Interim Group Operating Manager
Presented by:	Trevor Degville

- To invite the NEPP Joint Committee to determine the future of the Park Safe Schools Camera (PSSC) enforcement programme, which has been in hibernation since 2024.
- A decision is required to provide clarity on the NEPP's enforcement strategy and to support communication with schools and other stakeholders.

1. Recommended Decision

1.1 Maintain the hibernation of the PSSC until 2028, allowing the new unitary authorities to consider a revised business case. Static camera enforcement around schools is effective but financially high-risk. Maintaining hibernation helps to ensure the NEPP's financial viability until the unitary authorities can evaluate a long-term, holistic approach to camera enforcement of various motoring contraventions, rather than only parking.

2.0 Alternative Option

2.1 Proceed with reactivation of PSSC, including a tender process for new cameras and financial appraisal. Enforcement cameras offer a consistent and effective way to reduce dangerous parking, improve compliance, and enhance safety at school entrances.

3. Reasons for Report

3.1 It has previously been agreed that a decision regarding the future of PSSC would be brought to the committee in the 25/26 financial year.

3.2 A decision is required to provide clarity for the NEPP's enforcement strategy and to support clear communication when councillors, schools and members of the public request PSSC deployment. The reactivation of PSSC is not currently within the NEPP Service Plan for the 2026-27 Financial Year.

4. Background

4.1 The NEPP has long been aware of public concerns regarding parking at schools. Since the PSSC were put into hibernation the NEPP has continued to operate its two Park

Safe cars in all partner areas, ensuring there is the possibility of some camera enforcement around schools.

4.2 The patrolling and enforcement of schools is a part of regular CEO duties and patrols of schools are a daily occurrence during term time. Nonetheless, there are approximately 300 schools within the NEPP area. This means that even with Park Safe cars and foot patrols, the deterrent effect against motorists who choose to park on school entrance markings (SEM) will be limited. It is simply not possible within the current NEPP structure for foot patrols and Park Safe cars to be everywhere that we would like to be at school opening and closing times.

4.3 Local authorities are permitted by legislation to enforce a limited number of parking restrictions by approved device. These restrictions include SEM, bus stops/stands, red lines and parking within certain types of cycle lanes.

4.4 An approved device is a traffic enforcement camera with Vehicle Certification Agency approval. There are two types of approved devices - attended and unattended. The PSSC that NEPP have previously used are attended devices.

4.5 Highway authorities such as ECC can also use approved devices to enforce bus lanes and box junctions as well as Safer School Streets.

4.6 Parking enforcement by static camera can offer benefits compared to foot patrols. These benefits include increased compliance of the restrictions, which in turn may lead to other improvements, such as clearer sight lines near school entrances. In some cases, there may be a reduction in traffic congestion and subsequent air pollution near schools.

4.7 The PSSC were introduced by NEPP as a trial in March 2021 as a support to the 3PR scheme, also now in hibernation. Static cameras were introduced to monitor parking on SEM. They can also be used to monitor any no stopping red lines near schools. Details of the trial can be found on the Essex Parking Partnership website at https://north.parkingpartnership.org/2021/03/16/school-parking-camera-trial-launched/

4.8 The PSSC trial was viewed as successful in that there was a reduction in parking on SEM. As part of the development plan that was introduced leading up to the current NEPP agreement, the use of PSSC was expanded, and a dedicated digital team was introduced to operate the PSSC along with other duties.

4.9 The below is taken from the NEPP Joint Committee meeting agenda of 1st February 2024. This outlines that the PSSC were successful in preventing parking on SEM. However, the cost of maintaining the service was unstainable at a time when NEPP needed a recovery plan to return to financial security.

"The Park Safe Schools camera pilot project has been remarkably effective in reducing contraventions of the school yellow zig-zag markings. In excess of all predictions, these cameras can reduce contravention levels by 82% within 6-8 weeks of installation. It was originally thought that the compliance might take up to two school terms. This unexpected reduction has impacted on the viability of the scheme, as cameras need to be moved more regularly to new areas. Costs involved have increased to the point where this important service cannot currently be sustained. The cost of moving cameras, installing new posts and configuration of the services required to provide coverage has become significantly more expensive over the last three years – part of this is due to working at height, and the contractor's costs have increased significantly. To reduce the

costs associated with moving and operating Park Safe Schools cameras, it is proposed to temporarily halt the School Park Safe camera service until schemes similar to the June 2020 model can be designed and implemented to ensure better compliance in the whole area around schools and better cover costs involved. Any future fixed camera service will be on a smaller scale than before."

4.10 There appears to be little doubt that static camera enforcement outside schools can have a beneficial safety effect. However, unlike other types of camera enforcement by local authorities, such as bus lane enforcement or box junction enforcement, it is extremely unlikely that all static camera enforcement outside schools will be cost neutral before the new unitary authorities are in place. The reasons for this include the operating costs of the cameras, the failure of the penalty charge to match inflation and the limited number of motorists (parents/carers) that would wish to park on SEM for convenience when they are aware that there is an extremely high chance that any contraventions will be captured on camera.

5. Current Situation

5.1 Since it was agreed to put the service into hibernation, the current PSSC have not been active and the NEPP is not paying any fees. As part of the NEPP transformation in 2024, the posts across the civil and digital enforcement teams were rationalised and the overall number of positions in the team was reduced. Two officers from the former digital team were made redundant, with others being successful in finding other posts either within the NEPP or Colchester City Council.

5.2 If the PSSC were to be reactivated, the operation of the cameras would be carried out by the current enforcement team – a new organisational structure would not be proposed.

5.3 Members will be aware that Local Government Reorganisation (LGR) is ongoing, and it is planned that new unitary authorities will be in place in April 2028. Members will see from the confidential information in Appendix A that there would be a significant financial outlay for the NEPP, with previous evidence showing that it is extremely unlikely that this would be compensated for by income prior to the formation of the new unitary authorities.

5.4 If the NEPP were to tender for static cameras it would be for a relatively short-term contract duration due to LGR. In addition to the extra administrative burden that undertaking a tender would cause the NEPP and other council departments, the nature of the length of contract may hinder supplier engagement as the contract offered would be under two years in duration.

6. Summary

6.1 Benefits of PSSC

- High compliance rates shortly after PSSC activation – NEPP previously found an 82% reduction rate in contraventions on SEM.

- Improved safety and visibility at school entrances due to reduced numbers of vehicles parking on SEM.

- Reduced congestion in specific locations due to increased traffic flow around school entrances.

- Community support - The use of PSSC is often supported by schools where there are short-term invasive parking problems.

6.2 Risks associated with the alternative option (2.1)

- Significant capital and operational costs. Potential costs are shown in Appendix A following initial discussions with suppliers.

- Long-term financial viability. The reactivation of PSSC is unlikely to break even prior to the formation of the unitary authorities. Whilst the NEPP has recovered its financial position, there are still financial concerns. It does not take a large overall percentage swing in income against expenditure to put the NEPP back into an annual deficit position. We are operating in an uncertain world, with the possibility of unforeseen costs having a negative effect on the NEPP.

- To achieve the most benefit in the medium-to-long term the PSSC need to be moved regularly once high compliance has been achieved. This proved to be difficult and costly to the NEPP prior to the PSSC scheme going into hibernation and, to date, there is no evidence that this would not be an issue going forward.

- The ongoing LGR process makes a short-term contract necessary. This may adversely affect bids from contractors. The unitary authorities may be able to offer longer contracts and take a more holistic approach to camera enforcement, which could be more attractive to potential bidders e.g. also offer bus lane and box junction enforcement as one service.

7. Costs and additional information in appendix A.

7.1 Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972 (financial/business affairs of a particular person, including the authority holding information).

8 Standard References

8.1 Discussion of the future of PSSC is in the NEPP Business Plan for 2025/6 which was discussed at the March 2025 Joint Committee. Apart from that, there are no references to the Development Plan; publicity or consultation considerations; or equality, diversity and human rights; community safety; health and safety implications.