



North Essex

Parking Partnership

North Essex Parking Partnership Meeting

**Grand Jury Room, Town Hall, High
Street, Colchester, CO1 1PJ
Thursday, 18 June 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:-
TBC

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 **Appointment of Chair for 2026-27**
To appoint a Chair for 2026 - 2027.
- 2 **Appointment of Vice Chair for 2026-27**
To appoint a Vice Chair for 2026-27.
- 3 **Minutes of Previous Meeting**
The Joint Committee will be invited to confirm that the minutes of the meeting held on 19 March 2026 are a correct record.
NEPP Joint Parking Committee Minutes 19 March 2026 7 - 12
- 4 **Annual Governance Review and Internal Audit** 13 - 26
The report considers the Governance Review and Internal Audit of the North Essex Parking Partnership for the year 2025-26.
- 5 **Annual Review of Risk Management** 27 - 38
This report concerns the 2025/26 Risk Management Strategy and updating of the current strategic risk register for the Partnership.
- 6 **NEPP Financial Update – 2025/26 Outturn & 2026/27 M2 Position** 39 - 44
This report updates Members on the North Essex Parking Partnership's finances.
- 7 **Forward Plan 2026-2027** 45 - 48

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

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

**19 March 2026 at 1.00pm
Committee Room, Clacton Town Hall**

Members Present:

Councillor Mick Barry (Tendring District Council)
Councillor Graham Butland (Braintree District Council)
Councillor Paul Honeywood (Essex County Council) [Chairman]
Councillor Ken Williamson (Epping Forest District Council)

Substitutions:

None.

Apologies:

Councillor Martin Goss (Colchester City Council) [participated remotely]
Councillor Neil Hargreaves (Uttlesford District Council) [Deputy Chairman]
Councillor Nicky Purse (Harlow District Council) [participated remotely]

Also Present:

James Carstairs (Epping Forest District Council)
Trevor Degville (Parking Partnership)
Jake England (Parking Partnership)
Matthew Evans (Colchester City Council)
Jo Heynes (Essex County Council)
Amelia Hoke (Epping Forest District Council)
Esme McCambridge (Braintree District Council)
Sarah Lewin (Uttlesford District Council) [participated remotely]
Andrew Nepean (Tendring District Council)
Richard Walker (Colchester City Council)
Danielle Wood (Parking Partnership)

230. Minutes

RESOLVED that the minutes of the meeting held on 22 January 2026 be approved as an accurate record.

231. On-Street Paid Parking Update

Danielle Wood, Group Development Manager, introduced the report and recommendations, including those regarding potential on-street paid parking in the Braintree District and the North Essex Parking Partnership's [NEPP's] recommendation not to proceed with the sites relating to the proposals, as mentioned within Braintree District Council's amendment 49. This followed from consultations in the Braintree District areas affected. A further recommendation was for the Committee to note the inefficiencies of limited waiting restrictions, and that these had been agreed by the Committee to be of low enforcement priority, as part of the Parking Management Policy agreed by the Joint Committee on 22 January 2026. A holistic, NEPP-wide, review of limited waiting restrictions was also recommended, to seek investment opportunities as and when a surplus might allow for these.

Councillor Williamson, Joint Committee member representing Epping Forest District Council, described this as a significant disappointment for his local authority, describing the political difficulties experienced in Epping Forest and Colchester when those two authorities had engaged with the NEPP on seeking locations for on-street paid parking, as part of the wider plan for such charges. Councillor Williamson stated that the schemes introduced in those two Council areas had assisted the NEPP in returning itself to a healthy financial position.

Councillor Butland, Joint Committee member representing Braintree District Council, congratulated NEPP on the manner in which it had consulted in his District, venturing that there had been previously no complaints about restrictions, but that much concern had been raised by businesses and Town Councils about the impact of introducing paid on-street parking. Councillor Butland praised the NEPP's response to the consultation feedback, and the content of the resulting report.

The NEPP JOINT COMMITTEE:

- a) *AGREES* not to implement the on-street paid parking proposals for the Braintree District, as advertised under Braintree District Amendment 49.
- b) *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.
- c) *AGREES* to add "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.

232. NEPP Financial Update – 2025/26 M11 Position & 2026/27 Draft Budget

Jake England, Head of NEPP, introduced the report and explained that reference to '31 March 2025' in the Forecast Outturn column of Appendix A should instead read as '31 March 2026'. The forecast outturn was just under £310k which, combined with the almost £79k in the reserve fund, meant that a surplus for the year of around £388k was being forecast.

Joint Committee members paid tribute to significant improvements made in the financial reporting to the Joint Committee.

The JOINT COMMITTEE:

- a) *NOTES* 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;
- b) *APPROVES* the emerging draft budget for the 2026/27 financial year.

233. NEPP Joint Committee Agreement Extension Report

Jake England, Head of NEPP, summarised the wish of Essex County Council [ECC] to extend the length of the NEPP Agreement for a year, to run until 31 March 2028 and to align with the timeline set out for local government reorganisation [LGR] in Essex.

Written consent had been received from Uttlesford, Epping Forest and Harlow District Councils. Written consent had also now been received from Braintree District Council, with Tendring District Council having just published their decision on this, and the call-in period for Colchester's decision due to expire at 5pm on the day of this meeting. Jo Heynes, Head of Network and Safety at Essex Highways thanked the Partners and explained that having these written consents would help with the process of guiding the extension request through ECC's governance process.

A Committee member asked for an update as to the progress of gaining agreement for the proposed amendments to the NEPP Agreement's wording. These still sat with ECC's Legal Department. The Head of Network and Safety at Essex Highways stated that it would have been problematic to try to process these in the same timescale as the extension work but offered to seek information as to the timescale expected for the proposed amendments to be considered by ECC Legal.

The JOINT COMMITTEE *NOTES*:

- a) 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.
- b) 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.

234. NEPP Service Strategy & Plan

Jake England, Head of NEPP, outlined the Strategy and Plan, developed against a backdrop of evolving customer expectations and technology, with growing need for integrated public services. A response was needed to the current business environment, affected by LGR, and the proposed Strategy and Plan offered a transparent approach to this.

The JOINT COMMITTEE *RESOLVES* to:

- a) Approve and implement the new NEPP Service Strategy 2026-2030;
- b) Approve and implement the new NEPP Service Plan 2026-27.

235. Forward Plan 2026-27

A Committee member asked whether a change in meeting start times could be considered, moving away from the current start time of 1pm. A number of Committee members agreed that the current start time was inconvenient, especially for those members who worked during the day. The Joint Committee discussed possibilities, including the setting of a 10am start time for their next meeting, leaving the membership of the NEPP Joint Committee for 2026-27 to decide if they wished to set a different start time for their meetings.

RESOLVED that the JOINT COMMITTEE: -

- a) Directs that an online pre-meeting session be scheduled for the 2026-27 membership of the Joint Committee, to brief those members on roles and responsibilities of the NEPP and to include a discussion on members' preferred start time for Joint Committee meetings;
- b) Notes and approve the North Essex Parking Partnership Forward Plan for 2026-27.

236. The future of Park Safe Schools Cameras (PSSC)

Trevor Degville, Interim Group Operating Manager, explained that the Park Safe operation had been put into hibernation in 2024, due to the financial situation of the NEPP at the time. It had been agreed that a report would be brought to the

Joint Committee in 2026-27 to allow consideration as to the scheme's future. The data showed that the Park Safe scheme had seen success in stopping people from parking on zig-zag markings outside schools. The financial costs had been prohibitive, however, and the situation regarding local government reorganisation [LGR] meant that there would only be a limited time for any new Park Safe scheme to operate, once tendering had been completed, and the view put forward was that it would be better to wait for the new unitary authorities to be constituted and then make their own strategic decisions on such matters.

The JOINT COMMITTEE *RESOLVES* to 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.



North Essex Parking Partnership

Meeting Date: 18 June 2026
Title: Annual Governance Review and Internal Audit
Author: Hayley McGrath, Service Director - Governance, Colchester CC
Presented by: Hayley McGrath

The report considers the Governance Review and Internal Audit of the North Essex Parking Partnership for the year 2025/26.

1. Recommended Decision(s)

1.1. The Joint Committee is requested to:

- note the Annual Governance Review of the North Essex Parking Partnership (NEPP), and;
- consider the progress on implementing Internal Audit recommendations for the North Essex Parking Partnership.

2. Reasons for Recommended Decision(s)

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

3. Background Information

- 3.1. Previously the Accounts and Audit regulations required the Joint Committee to annually review the service's internal control arrangements and complete a governance statement and a small bodies return. The minimum turn-over limits have been raised and the service no longer has a duty to complete these items.
- 3.2. However, it is felt appropriate that the Joint Committee is still provided with assurances about the effectiveness of the internal control arrangements and the internal audit review forms a significant part of the review.
- 3.3. All audit reports are given one of four assurance ratings – no assurance, limited assurance, reasonable assurance or substantial assurance. This is based on the number and severity of the recommendations. A guide to assurance levels and recommendations is set out at Appendix 1.

4. 2025/26 Governance Review

- 4.1. The small bodies return required the Committee to confirm that the service had complied with several areas of governance. Therefore, the governance review has assessed the following areas:
- An adequate system of internal control was maintained, including measures designed to prevent and detect fraud and corruption.
 - Risks were appropriately assessed and controlled.
 - Accounting records and control systems were subject to an effective system of internal audit.
 - Appropriate action was taken in respect of any external and internal audit recommendations.
- 4.2. Many of the systems that the Partnership uses are managed by Colchester City Council and are subject to their internal control procedure and review processes. Colchester City Council has a duty to produce an Annual Governance Statement, and this indicates that an effective system of control was in operation during 2025/26.
- 4.3. The renewed joint agreement has been in operation since its approval in June 2022. During 2025/26 no concerns were raised with the author of this report, by any of the partners, regarding the operating policies of the partnership or any concerns relating to any interpretation of the joint agreement.
- 4.4. The staffing structure changes and the business plan review, that identified savings and how reserves would be rebuilt, that were implemented in 2024/25 have resulted in moving the service from a deficit to a surplus in 2025/26. The financial reporting to the joint committee has been revised to provide more assurance to members.
- 4.5. The Parking Partnership has a risk management process, which is supported by a strategy and risk registers. The joint committee receive a separate assurance report on risk management.
- 4.6. Overall, there are adequate systems of control in place in the North Essex Parking Partnership.

5. 2025/26 Audit Review

- 5.1. It was agreed in June 2022 that as long as the partnership maintained a minimum of a reasonable assurance rating, a full audit of the partnership would be carried out every other year, with the accounting transactions assessed in between.
- 5.2. The last full audit was carried out at the end of the 2024/25 financial year and was reported to this committee in June 25. A copy of the full report is attached at Appendix 2.
- 5.3. There were two level 2 recommendations, which resulted in a reasonable assurance rating, which was the same as the previous year. The recommendations related to:
- Reviewing the cash collection process (level 2)
 - Updating the NEPP website with the current Civil Enforcement Discretion and PCN Cancellation policy (level 2)
- 5.4. The recommendations were accepted the website has been updated with the correct policy. With cash collection there are now only two machines that take cash, and they are in the Braintree district. The Braintree parking order states that cash is an option, so the cash option cannot be removed. It is not viable to tender for a contract for just two

machines. Therefore, the arrangement with the current cash collector has remained in place.

- 5.5. As well as the specific audit of the partnership, the audit of Colchester City Council's key financial controls includes sampling partnership transactions.
- 5.6. This assess the systems and controls in place within the financial systems of the Council, including bank payments, reconciliations and payment authorisations, to confirm that these are operating adequately, effectively and efficiently. Parking partnership transactions were included in the audit sampling.
- 5.7. The Key Financial Controls audit did not identify any concerns relating to Parking Partnership transactions.

6. Conclusion and Recommendations

- 6.1. There were no significant governance issues raised during the year and the audit process did not highlight any areas of concern that affect the overall control arrangements of the Partnership.
- 6.2. The review has demonstrated that the governance arrangements for the Partnership continue to be effective.
- 6.3. Members are asked to review and comment on the governance processes and internal audit reports.

7. Standard References

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

8. Appendices

- 8.1 Appendix 1: Key to Assurance Levels
Appendix 2: Internal Audit report for North Essex Parking Partnership December 2022.

Key to Assurance Levels

Assurance Gradings

Internal Audit classifies internal audit assurance over four categories, defined as follows:

Assurance Level	Evaluation and Testing Conclusion
Substantial	There is a robust system of internal controls operating effectively to ensure that risks are managed and process objectives achieved.
Reasonable	The system of internal controls is generally adequate and operating effectively but some improvements are required to ensure that risks are managed and process objectives achieved.
Limited	The system of internal controls is generally inadequate or not operating effectively and significant improvements are required to ensure that risks are managed and process objectives achieved.
No	There is a fundamental breakdown or absence of core internal controls requiring immediate action.

Recommendation Levels

Internal Audit categories recommendations according to their level of priority as follows:

Priority Level	Staff Consulted
1.	Urgent. Fundamental control issue on which action should be taken immediately.
2.	Important. Control issue on which action should be taken at the earliest opportunity.
3.	Routine. Control issue on which action should be taken.
OEM	Operational Effectiveness Matter. Items that would be best practise / improvements but do not impact on the effectiveness of the controls.



Colchester City Council

Assurance Review of Parking Services Income Partnership

May 2025

Final

Executive Summary

OVERALL ASSESSMENT







ASSURANCE OVER KEY STRATEGIC RISK / OBJECTIVE

C01 - Failure or inappropriate performance management of one or more strategic partnerships or key contracts


SCOPE

Policies & procedures, accounting for income, joint committee, management info, cash collection processes, refunds, security & keys, debt management, enforcement, complaints.

KEY STRATEGIC FINDINGS

-  Parking services policies are available on North Essex Parking Partnership (NEPP) website, however some of the documents are due for review.
-  All 30 complaints tested were allocated to officers and resolved on a timely basis.
-  The Joint Committee held meetings on a regular basis as required by the terms of reference of the committee.
-  An up-to-date partnership agreement is in place for North Essex Parking Partnership Joint Committee.

GOOD PRACTICE IDENTIFIED

-  Client officer meetings with representatives from all partner authorities took place prior to the Joint Committee meeting.

ACTION POINTS

Urgent	Important	Routine	Operational
0	0	2	0

Assurance - Key Findings and Management Action Plan (MAP)

Rec.	Risk Area	Finding	Recommendation	Priority	Management Comments	Implementation Timetable (dd/mm/yy)	Responsible Officer (Job Title)
1	Directed	A third-party cash collection contractor, G4S, is responsible for the collection of cash from car parking machines. There is a contract in place with G4S, and a review of the contract confirmed that it was signed by representatives of CBC and G4S. The contract has been in place since 2016 and is a rolling contract, which can be terminated at 3 months' notice by either party.	The council to review the competitiveness of the contract, as over 10 years have passed since the start date.	3	<i>As discussed at review meeting – this is down to CCC to consider going completely cashless - coin collections only take place in Colchester car parks rather than anywhere else in the partnership and we need Colchester CC to decide if it is going to keep coin collect or move fully to cashless as the other partners have.</i>	<i>On-going</i>	<i>Danielle Wood (Group Development manager) and Trevor Degville (Engineering Manager)</i>
2	Directed	The North Essex Parking Partnership (NEPP) have policies and procedure in place to provide guidance and controls on the services rendered by the Partnership. It was confirmed that the policies and procedures are on the NEPP website and are accessible by members of the public. The Parking Management Policy and Parking Partnership Operational Protocols (POP) are key policies and are available on the NEPP website. The NEPP website does not reflect the Civil Enforcement Discretion and PCN Cancellation Policy, which supersedes both the Enforcement and Discretion Policy and the Penalty Charge Notice Cancellation Policy.	The NEPP website must be updated to reflect the current Civil Enforcement Discretion and PCN Cancellation Policy. References to the superseded Enforcement and Discretion Policy and the Penalty Charge Notice Cancellation Policy be removed.	3	<i>Following the review meeting where it was believed that the website only had the correct Civil Enforcement Discretion and PCN Cancellation Policy on there – it was reviewed and the old link which was also still on there was removed.</i>	<i>Completed</i>	<i>N/A</i>

PRIORITY GRADINGS

1 **URGENT** Fundamental control issue on which action should be taken immediately.

2 **IMPORTANT** Control issue on which action should be taken at the earliest opportunity.

3 **ROUTINE** Control issue on which action should be taken.

Operational - Effectiveness Matter (OEM) Action Plan

Ref	Risk Area	Finding	Suggested Action	Management Comments
No Operational Effectiveness Matters raised.				

ADVISORY NOTE

Operational Effectiveness Matters need to be considered as part of management review of procedures.

Findings



Directed Risk:

Failure to properly direct the service to ensure compliance with the requirements of the organisation.

Ref	Expected Key Risk Mitigation	Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
GF	Governance Framework There is a documented process instruction which accords with the relevant regulatory guidance, Financial Instructions and Scheme of Delegation.	Partially in place	1, & 2	-
RM	Risk Mitigation The documented process aligns with the mitigating arrangements set out in the corporate risk register.	Out of scope	-	-
C	Compliance Compliance with statutory, regulatory and policy requirements is demonstrated, with action taken in cases of identified non-compliance.	In place	-	-

Other Findings











There is a Parking Development Plan from 2022 to 2025 which should be read with the Business plan report 2024. This was approved at the Joint Parking Committee in February 2024. The Development Plan sets the scene for operations between 2022 and 2027.



The North Essex Parking Partnership (NEPP) is a council-run organisation which brings together all street-based parking services in North Essex. The service is a partnership between Essex County Council and six district/borough councils:

- Braintree District Council.
- Colchester Borough Council - who are the lead authority for the partnership.
- Epping Forest District Council.
- Harlow Council.
- Tendring District Council.
- Uttlesford District Council.

Other Findings

-  There is an annual budget in place and monthly report including actual performance against budget is prepared by the Finance Business Partner. The annual budgeted income for 2024- 2025 is £3,734,000 and total budgeted cost is £3,198,000 leading to a budgeted surplus of £536,000. A review of the financial reporting monthly table for period 6 shows the forecast outturn surplus is £507,000. On 21st March 2024, the Joint Committee agreed the Base Budget for the 2024-2025 Financial Year.
-  A monthly report showing actual performance against budget in a table with supporting explanations is prepared and sent to NEPP.
A review of the minutes of the Joint Committee held on the 18th of July 2024 confirmed that the Finance Report of the outturn of period 12 2023-2024 was presented by the Service Director of Finance to the Joint Committee.
The meeting papers for the 14th of November 2024 include a Financial Report for period 6, however the meeting was cancelled and will be rescheduled.
-  A schedule on contribution invoices is generated monthly by the Accounts Receivable department and invoices raised and sent out to members of the partnership on a quarterly basis.
Sample testing of five invoices selected from the AR periodic schedule found that invoices were raised by the Accounts Receivable Team and sent to the Councils in the partnership on a timely basis and payments have been received from the Councils tested.
-  Penalty Charge Notices (PCNs) is one of the major sources of income to NEPP. The PCNs are uploaded to the Chipside Parking system and all details relating to the PCNs i.e. Device number, vehicle details, location, reason for PCN, penalty charged, where notice was placed, payment received and status of the PCN.
Sample testing of 30 PCNs selected across the financial year found that all required details are included on the system, five have been received for 22 of the 30 PCNs tested, seven were cancelled and three were overdue for payment and still open.
-  Chipside (the software provider for the parking system) performs a monthly reconciliation of PCNs.
Income received is reconciled with the PCNs monthly. A reconciliation is performed by the Council of the figures received from Chipside against the amount banked and the contra file (source data) to ensure all income due has been received from Chipside. A review of the reconciliation spreadsheet noted that where differences were identified in the reconciliation process, these are investigated and explained. It is noted that the reconciliation is done up to end of December 2024.
-  Client officer meetings take place with representatives from all partner authorities. The meetings take place prior to the Joint Committee and an action log is maintained to document key decisions and points made at the meetings. Meeting action logs were reviewed from June, July and October 2024 which contained the details of actions to be taken and action leads.
-  Monthly financial reports, including budget variance and forecasts are provided by the Council's Finance Team to the Assistant Director for Environment and Parking Business Manager. Quarterly operational reports (which will make up the annual report) are prepared and includes service overview, on street parking, off street parking, number of parking permits issued, number of parking permits extended, Percentage of issued PCNs which were challenged at the informal stage, People and performance, work programme and other relevant information. It was confirmed that the quarterly operational reports for January to March 2024 and April to June 2024 are available on NEPP website.
-  A schedule is in place for permit fees including residential and non-residential zones. The price permit for the year 2023 - 2024 was presented to and approved by the Joint Committee on the 22nd June 2023. The committee was asked to approve permit prices for financial years up to 2025.

Other Findings



Daily reports of cash collected from carpark machines are prepared by G4S and sent to NEPP. Receipts printed from the carpark machines detailing amounts collected are also given to NEPP. Daily reconciliation of the CALE report (operating software for the car parking machines) with the G4S report, for both cash and contactless Pay and Display machines, is done by a member of the Parking Team and countersigned by the Parking Business Manager. A Bulk Cash reconciliation is also carried out to reconcile income collected by G4S with income banked. A review of the Bulk Cash reconciliation confirmed that the reconciliation is up to date and latest reconciliation was done in November 2024.



NEPP receives income from revenue streams, including MiPermit, Car park income and PCNs. MiPermit enables the Partnership to accept electronic payments for pay & display car parking, residents and visitor permits, and season tickets. It was confirmed that the MiPermit, income collected by G4S is reconciled daily as part of the Bulk Cash reconciliation process.



The Parking Technical Manager maintains the car park pay points key cabinet log. The car park name, car park machine and key number are included in the log. The location of each key is also included in the key cabinet log. Keys held by the staff members of the Parking team are noted under the names of the staff members and access to the keys are restricted to the Parking services staff members.



The process for recovering unpaid PCNs is documented on the NEPP website. The process is as follows:
If there is a PCN debt that has not been paid, the local authority or a Magistrates' court issues a warrant of control or liability orders. This starts the process to recover the money. NEPP pass over the warrant to the Bailiffs and add £75.00 and issue an Enforcement Notice to the debtor within 7 days of the instruction. The time frame for the compliance stage is set at 21 days and this means an Enforcement Agent cannot visit the debtor until day 22, however during this time the debtor will be sent more letters, texts, emails and receive telephone calls. If a debtor has multiple instructions outstanding £75.00 can be added to each warrant. On Day 22, an Enforcement Agent can visit the address of the debtor and a fee of £235.00 is added, this is in addition to the £75.00 'Compliance Stage' fee. £235.00 can ONLY be added once, even when multiple warrants are outstanding. If the debt is not paid by the end of the Enforcement Stage, then possessions may be sold. This can include the debtor's own vehicle. An additional fee of £110 can also be added to the amount owed. Additional costs for storage, auctioning, etc can also be applied but are limited and must be approved by the court. It was confirmed that a total of 7064 PCNs valued £123,728.00 was passed to the Bailiffs between the period 1st April to date (6th December 2024). The sum of £13,048.74 was recovered by the Bailiffs in the same period.



There is a Debt Cancellation Policy in place which notes that when a PCN has reached the stage where it is to be registered at the at the County Court, it then becomes classed as a debt. The debt is registered with TEC and an Order of Recovery is sent to the debtor. If the debt is not paid, the PCN will be passed to the Bailiffs for recovery. NEPP works with three Bailiffs (Equita, Jacobs and Newlyn and there is a Service Level Agreement in place with the Bailiffs. The agreement commenced from August 2018 and was reviewed in April 2024.



NEPP use the Council's complaints policy and procedure as the Council is the lead authority in the Partnership. The Complaints policy and procedure can be found on the website. Complaints are managed via SharePoint and are assigned an investigating officer. Complaints received should be investigated and a reply issued with 28 days, as per the Council Complaints Policy. A total of 84 complaints were received in the current financial year. Sample testing of 30 complaints found that all 30 complaints were allocated to officers who investigated the complaints, and all complaints were closed before the 28-day deadline.



Delivery Risk:

Failure to deliver the service in an effective manner which meets the requirements of the organisation.

Ref	Expected Key Risk Mitigation	Effectiveness of arrangements	Cross Reference to MAP	Cross Reference to OEM
PM	Performance Monitoring There are agreed KPIs for the process which align with the business plan requirements and are independently monitored, with corrective action taken in a timely manner.	In place	-	-
S	Sustainability The impact on the organisation's sustainability agenda has been considered.	Out of scope	-	-
R	Resilience Good practice to respond to business interruption events and to enhance the economic, effective and efficient delivery is adopted.	Out of scope	-	-

Other Findings - Section covered in MAP above

Scope and Limitations of the Review

1. The definition of the type of review, the limitations and the responsibilities of management in regard to this review are set out in the Annual Plan. As set out in the Audit Charter, substantive testing is only carried out where this has been agreed with management and unless explicitly shown in the scope no such work has been performed.

Disclaimer

2. The matters raised in this report are only those that came to the attention of the auditor during the course of the review and are not necessarily a comprehensive statement of all the weaknesses that exist or all the improvements that might be made. This report has been prepared solely for management's use and must not be recited or referred to in whole or in part to third parties without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared, and is not intended, for any other purpose. TIAA neither owes nor accepts any duty of care to any other party who may receive this report and specifically disclaims any liability for loss, damage or expense of whatsoever nature, which is caused by their reliance on our report.

Effectiveness of Arrangements

3. The definitions of the effectiveness of arrangements are set out below. These are based solely upon the audit work performed, assume business as usual, and do not necessarily cover management override or exceptional circumstances.

In place	The control arrangements in place mitigate the risk from arising.
Partially in place	The control arrangements in place only partially mitigate the risk from arising.
Not in place	The control arrangements in place do not effectively mitigate the risk from arising.

Assurance Assessment

4. The definitions of the assurance assessments are:

Substantial Assurance	There is a robust system of internal controls operating effectively to ensure that risks are managed and process objectives achieved.
Reasonable Assurance	The system of internal controls is generally adequate and operating effectively but some improvements are required to ensure that risks are managed and process objectives achieved.
Limited Assurance	The system of internal controls is generally inadequate or not operating effectively and significant improvements are required to ensure that risks are managed and process objectives achieved.
No Assurance	There is a fundamental breakdown or absence of core internal controls requiring immediate action.

Acknowledgement

5. We would like to thank staff for their co-operation and assistance during the course of our work.

Release of Report

6. The table below sets out the history of this report:

Stage	Issued	Response Received
Audit Planning Memorandum:	14 th October 2025	14 th October 2025
Draft Report:	18 th February 2025	19 th February 2025
Final Report:	20 th May 2025	



North Essex Parking Partnership

Meeting Date:	18 June 2026
Title:	Annual Review of Risk Management
Author:	Hayley McGrath, Service Director - Governance, Colchester CC
Presented by:	Hayley McGrath, Service Director - Governance, Colchester CC

This report concerns the 2026/27 Risk Management Strategy and current strategic risk register for the partnership

1. Recommended Decision(s)

1.1. The Joint Committee is requested to:

- endorse the Risk Management Strategy for 2026/27, and
- agree the Strategic Risk Register, subject to any requested amendments.

2. Reasons for Recommended Decision(s)

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

3. Supporting Information

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

4. Review of the Risk Management Strategy

- 4.1. The strategy should be reviewed annually to ensure that it is still relevant to the service and that it meets the governance objectives. Therefore, a review has been carried out and the draft strategy for 2026/27 has been attached at appendix 1 for approval.
- 4.2. It is felt that the strategy continues to meet the needs for the service, and the only changes are to the titles of Colchester City Council officers, from 'Head of' to 'Service Director'.

5. Review of the Risk Register

- 5.1. The register is attached at appendix 2, this sets out the strategic risks, which are scored for impact and probability, enabling the risks to be ranked, so that resources can be directed to the key areas.
- 5.2. The format of the risk register has been amended to include an initial score for each risk, and then a revised score post the control actions being implemented.
- 5.3. Work has also been undertaken on identifying risks appetites for each of the PESTLE areas of risk - this is the amount of risk that the partnership is prepared to tolerate. The table at appendix 3 shows the appetite levels for each risk category.
- 5.4. The risk appetites have been included on the risk register, to demonstrate where each risk sits within the tolerance levels.
- 5.5. The register was last reported to this committee in June 2025. The register has since been reviewed with the Head of Parking, and then by the partnership client officers, to ensure that it continues to reflect the issues faced by the service.
- 5.6. Following the review by client officers the following changes are recommended for consideration by the committee (comments in red on the register):
- 5.7. For the joint officer meeting – some amendments have been suggested in red - to be discussed.
- 5.8. The operational risks are managed by the service and currently the highest operational risks relate to the possibility of an officer or member of the public incurring a serious injury and an interruption to the IT that is required to deliver the service.
- 5.9. It is requested that this committee reviews the remaining strategic risks to ensure that they still reflect the issues faced by the service and that they are appropriately scored.

6. Standard References

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

Appendices

- Appendix 1 – North Essex Parking Partnership Risk Management Strategy 2026-27
- Appendix 2 – North Essex Parking Partnership Strategic Risk Register June 2026
- Appendix 3 – Risk Appetite Table

RISK MANAGEMENT STRATEGY

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

INTRODUCTION

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

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

Endorsement by Chair of the Committee

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

signature required

WHAT IS RISK MANAGEMENT

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

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

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

Appendix A outlines the risk management process.

OWNERSHIP

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

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

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

Service Director - North Essex Parking Partnership

– Embedding a risk management culture in the service. Advising the Joint Committee on strategic risks and ownership of the service’s operational risks

Service Director - Governance, Colchester City Council - Responsible for co-ordination of the risk management process, co-ordinating and preparing reports and providing advice and support.

All Partner Client Officers – Reviewing the risk management process and identified risks, to ensure that the process meets the requirements of their authority and that their authority has an opportunity to comment on, and influence, risk identification and outcomes.

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

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

THE WAY FORWARD

Aims & Objectives

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

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

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

Strategic Risk Management

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

Operational Risk Management

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

Links

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

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

Action Required

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

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

REPORTING & REVIEW

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

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

Appendix A

The Risk Management Process

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

Stage 1 – Risk Identification

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

Stage 2 – Risk Analysis

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

Stage 3 – Risk Control

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

Stage 4 – Risk Monitoring

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

North Essex Parking Partnership Risk Register

Version 17 - June 2026

To be agreed by Cttee 18 June 2026

Ref	Risk Title	Risk Category	Description	Potential Consequences	P (Initial)	I (Initial)	Initial Rating	Risk Appetite	Lead	Mitigation	P (Residual)	I (Residual)	Residual Rating	Risk Appetite	Review Date
1.03	Change in partner political priorities	1	There's a change in political will of a partner that leads to them resetting their strategic priorities, which impacts on the arrangements for the partnership.	Decrease in service provision	3	3	9	Within	Parking Partnership Manager	Ensure that performance of the partnership is appropriately reported back to each authority, and the effects of withdrawing are understood.	2	3	6	Within	Jan-27
1.10	Legal challenge to policy decision	6	The partnership is subject to a major legal challenge relating to policy decision.	High financial impact of defending action. Reputation loss. Reduction or withdrawal of services	2	4	8	Within	Chair of Joint Committee	All policy decisions are made in line with legal powers.	1	4	4	Within	Jan-27
1.15	Innovation investment fails	5	Investment in innovation does not provide a return that matches or exceeds the investment.	Loss of financial stability and partners lose confidence in the arrangements. The Service is not able to keep pace with competitors in off street parking and cannot meet customer expectations.	2	3	6	Within	Chair of Joint Committee	Ensure that there is a robust business case for all new investment, that considers all of the options and potential failures, with financial modelling of all scenarios. Development of formal monitoring processes for all investment - that identifies deviances to the business plan at an early stage.	2	3	6	Within	Jan-27
1.21	Investment in technology	3	Insufficient investment in embedding innovative technology into the service, including developing the service to reflect the advances in sustainable travel.	Opportunities to deliver service efficiencies and improvements are missed.	4	2	8	Within	Parking Partnership manager	New technology opportunities should be monitored and assessed on a cost/benefit basis.	3	2	6	Within	Jan-27
1.24	Salary costs exceed income	2	Salary increases outstrip ability to provide income to cover costs	Salary increases rise at a rate above the agreed fees and charges, or at a rate that outstrips ability to gain income, leading to deficit	4	4	16	Exceeds	Chair of Joint Committee	Ensure that Members are aware of financial position and consequences of late or no decisions relating to pay awards.	3	4	12	At limit	Jan-27
1.25	Failure to return to break-even	2	Inability to sustain the return from a deficit to break-even or surplus, or planned service additions fail to materialise to offset costs and overheads with any income.	If deficit remains after the following financial year If the surplus cannot be maintained partners will be asked to contribute to cover or and clear any deficit.	3	5	15	Exceeds	Chair of Joint Committee	Prompt and detailed financial monitoring. Detailed operational plans from Lead Authority. Timely decision-making.	2	5	10	Within	Jan-27

1.26	Workforce resilience risk	4	The personnel structure review in 2023 has resulted in fewer posts. This means that there are more functions with individual specialist officers.	The new organisational structure, implemented in June 2024, rationalised positions into fewer posts. This improves business resilience in case of attrition, absence, or poor performance. However, there still stands the risk of succession, which is being clarified through workforce planning discussions, leading up to (and potentially beyond) LGR.	3	4	12	At limit	Parking Partnership Manager	Identify the key roles to the service and develop a business impact assessment of vacancies. Use this to develop service plans to ensure continuity of deliver, including training and development opportunities and formal succession planning processes.	2	4	8	Within	Jan-27
1.27	Recruitment difficulties	4	Difficulty in recruiting sufficient front-line staff.	If posts cannot be filled then the service cannot be delivered to the level needed to achieve the objectives of the partnership.	3	4	12	At limit	Parking Partnership Manager	Development of a formal recruitment programme with identified opportunities to promote the service.	2	4	8	Within	Jan-27
1.28	LGR uncertainty	1	Future planning and innovation is impacted by the uncertainty created by Local Government Reorganisation	The current lack of clarity on the future of the partnership under LGR, could impact on the desire to deliver anything other than a base level of service, with reduced investment in both 'business as usual' items and delivering innovation.	4	4	16	Exceeds	Chair of Joint Committee	Ensure continued delivery of business as usual, identifying service needs and improvements. Maintain a watching brief on LGR developments, with a regular item on the joint committee agenda going forwards, to ensure that impacts on the service are quickly identified and considered.	3	4	12	At limit	Jan-27
1.29	Economic sustainability risk	2	The economic environment, including static PCN charges and lack of harmony across permit charges, results in an inability to cover service delivery costs.	Decrease in service provision / failure of the partnership. Stranded costs to be covered by the remainder of the partners. Inability to invest in BAU items - body worn cameras, hand held devices, software, hardware etc - at the end of their lifespan. Inability to invest in the future of the service.	4	4	16	Exceeds	Parking Partnership Manager	Ensure that there is a robust and regular financial reporting process, that all partners are part of. Develop new and diverse income streams. Investment in technology to better use data to deliver efficiencies. Ensure that there is a defined replacement programme for BAU items, that is budgeted for.	4	4	16	Exceeds	Jan-27

Risk Category		Risk Score Mapped to Risk Appetite by Category							
		Low: Averse to Risk		Medium: Cautious with risk		High: Open to risk		Very High: Eager for Risk	
1	Political	1 & 2	3 & 4	5 & 6	8 & 9	10 & 12	15	16 & 20	25
2	Economic & Financial Revenue	1 & 2	3 & 4	5 & 6	8 & 9	10	12 & 15	16 & 20	25
3	Economic & Financial Capital	1 & 2	3 & 4	5 & 6	8 & 9	10 & 12	15	16 & 20	25
4	Social, Community & Service Delivery	1 & 2	3 & 4	5 & 6	8 & 9	10	12 & 15	16 & 20	25
5	Technological, Data Protection & Systems	1 & 2	3 & 4	5 & 6 & 8	9	10 & 12	15	16 & 20	25
6	Legal, Statutory Duties & Data Breaches	1 & 2	3 & 4	5 & 6	8 & 9	10 & 12	15	16 & 20	25
7	Environmental	1 & 2	3 & 4	5 & 6 & 8	9	10 & 12	15	16 & 20	25
8	Corporate Objectives	1 & 2	3 & 4	5 & 6	8 & 9	10 & 12	15	16 & 20	25
		Risk is within appetite – review periodically				Risk is at limit of appetite – monitor closely and reduce risk if possible		Risk exceeds appetite – implement controls or seek an alternative to this risk activity	



North Essex Parking Partnership

Joint Parking Committee

Meeting Date: 18th June 2026

Title: NEPP Financial Update – 2025/26 Outturn & 2026/27 M2 Position

Author: Louise Richards – Finance Business Partner
Jack Burton – Senior Finance Business Partner

Presented by: Jake England

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

1. Recommended Decisions

- 1.1. To note the 2025/26 Outturn and the Month 2 2026/27 year-to-date (YTD) financial position, and the impact of the Parking Reserve balance.

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 full year outturn and the NEPP Reserve balance for the year 2025/26.
 - The M2 financial position and projected 2026/27 forecast performance.

4. Full Year Outturn 2025/26

- 4.1. The outturn position for 2025/26, presented in Appendix A, is a year-end surplus of **£313k**, which is £248k above the budgeted surplus of £64k in 2025/26. The NEPP Reserve had an opening surplus balance of £78k on 1st April 2025, and the in-year surplus resulted in a closing surplus balance of £392k on 31st March 2026.
- 4.2. The additional **surplus of £248k** for 2025/26, comprised of an overspend of **£186k** on expenditure budgets, an over-recovery of **(£439k)** on income budgets and an overspend on corporate overhead budgets of **£4k**. The significant expenditure variances are as follows:
 - **£97k overspend on management costs**. This is driven by a large pension strain cost and a higher than budgeted pay award.

- **(£36k) underspend on CEO's and direct supervision.** The underspend relates to a number of vacant posts during 2025/26 which have been recruited into for 2026/27.
- **£15k overspend on Back Office staff.** Forecast overspend relates to PCN Recovery training, and pay scale uplifts and higher than budgeted pay award.
- **£9k overspend on TROs.** Forecast overspend relates to split coded posts within TRO and Off-Street team and higher than budgeted pay award.
- **£2k underspend on Premises / TRO maintenance.** Small underspend relates to premises hire due to BDC agreeing to not charge for St Georges Yard MSCP facilities.
- **£41k overspend on Transport costs.** Additional vehicle purchase and higher maintenance/servicing/repairs costs
- **£61k overspend on supplies and services.** The largest variances relate to increased printing costs for the year £49k, Court fees of £29k - the significant increased cost is due to PCN debt registration to allow debt recovery. Equipment is overspent by £78k, mostly due to the upgrade of body worn cameras and machines upgrades. Underspends on income transaction charges of (£19k), postage costs of (£8k), Marketing (£7k) and signs (£6k). In addition, the provision for bad debts amount was (£53k) under the budget estimation.

4.3. For income budgets there is an over-recovery of **(£439K)**. Variances within this include:

- **(£239K) over-recovery on PCN's.** The PCN income trend continued for the year and exceeded budget as forecast.
- **(£130k) over-recovery on additional Parking Permits/Season Tickets and Parking Charges income.** Resident and business permits generated an additional £62k compared to budget, and visitor permits generated an additional £22k. Over recoveries on Parking charges of £22k and fees of £24k.
- **(£70k) 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 has improved the income position.

5. NEPP Reserve Movements/Balance

5.1. The reserve opening balance at 1st April 2025 was £78k. The 2025/26 in year surplus of £313k resulted in a closing surplus balance of **£392k** as at 31st March 2026. (See Appendix A below).

6. Budget 2026/27

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

7. Month 2 - YTD Financial Position 2026/27

- 7.1. The cumulative Year to Date (YTD) financial position as of 31st May 2026, presented in Appendix B, shows a contribution to the surplus of **(£54k) with a full year forecast for 2026/27 (£120k)**.
- 7.2. Within the overall YTD surplus of **(£54k)** there are underspends on employee costs of (£44k) due to vacant CEO posts and a TRO post. Additionally, underspends of supplies and services of (£22k) with the majority of this being transaction fees not yet received.
- 7.3 For income year to date actuals are tracking as follows:
 - **£34k under recovery of income on Penalty Charge Notices (PCNs)**. This is based on income to date, but the variance does reflect 2025/26 debtor adjustment. It is expected to meet the income target by year end.

8. Standard References

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

NEPP Financial Update - 2025/26 Outturn

North Essex Parking Partnership (NEPP)							
2025/26 Outturn							
31st March 2026 (Outturn)							
2025/26							2026/27
	Budget (Profiled Month 12)	Actual Spending (Outturn)	Variance (Outturn)	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							
<i>Employee Costs (Direct)</i>							
Management	159,322	257,119	97,797	159,322	142,202	-17,120	162,805
CEOs & Supervision	1,781,630	1,745,231	-36,399	1,781,630	1,735,595	-46,035	1,903,840
Back Office	444,975	460,514	15,539	444,975	464,929	19,954	465,900
TRO's	236,400	246,052	9,652	236,400	246,140	9,740	310,600
<i>Other Costs (Direct)</i>							
Premises / TRO Maintenance costs	98,650	96,106	-2,544	98,650	99,945	1,295	70,525
Transport costs (running costs)	61,030	102,509	41,479	61,030	77,145	16,115	62,480
Supplies & Services	459,330	573,797	114,467	459,330	597,818	138,488	464,195
Third Party Payments	19,350	19,315	-35	19,350	16,238	-3,113	22,875
Bad Debts	70,000	16,689	-53,311	70,000	70,000	0	70,000
	3,330,687	3,517,332	186,645	3,330,687	3,450,010	119,323	3,533,220
Income							
Penalty Charges (PCNs)	-2,100,000	-2,338,895	-238,895	-2,100,000	-2,310,000	-210,000	-2,155,000
Parking Permits/Season Tickets	-1,157,900	-1,242,224	-84,324	-1,157,900	-1,219,876	-61,976	-1,280,700
Parking Charges and other fees	-566,000	-611,913	-45,913	-566,000	-597,159	-31,159	-575,000
Other income	-1,500	-71,811	-70,311	-1,500	-62,552	-61,052	-700
	-3,825,400	-4,264,844	-439,444	-3,825,400	-4,189,587	-364,187	-4,011,400
DIRECT COSTS (NET)	-494,713	-747,512	-252,799	-494,713	-739,576	-244,863	-478,180
CORPORATE OVERHEADS (INDIRECT)*	430,120	434,091	3,971	430,120	430,120	0	429,580
TOTAL COSTS	-64,593	-313,421	-248,828	-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
Actual Contribution 2025/26	-313,421	Reflects outturn surplus
Balance 31/03/26 (Outturn)	-392,404	Surplus
Opening Balance 01/04/26 (Estimated B/Fwd.)	-392,404	Surplus
Budgeted Contribution 2026/27	-48,600	
Estimated Forecast Balance 31/03/27	-441,004	Surplus

Column Totals my not agree due to roundings

NEPP Financial Update – 2026/27 Month 2 (May 2026)

North Essex Parking Partnership (NEPP)							
2026/27 Budget Forecast							
31st May 2026 (Month 2)							
2026/27							2025/26
	Budget (Profiled Month 2)	Actual Expenditure / Income (Month 2)	Variance (Month 2)	Budget (Full Year)	Forecast Outturn (31 March 2027)	Forecast Outturn Variance	Actual Outturn
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Expenditure							
<i>Employee Costs (Direct)</i>							
Management	27,142	26,374	-768	162,805	147,413	-15,392	257,119
CEOs & Supervision	317,295	286,295	-31,000	1,903,840	1,897,124	-6,716	1,745,231
Back Office	77,646	74,967	-2,679	465,900	465,786	-114	460,514
TRO's	51,759	41,826	-9,932	310,600	256,345	-54,255	246,052
<i>Other Costs (Direct)</i>							
Premises / TRO Maintenance costs	14,501	14,414	-87	70,525	70,875	350	96,106
Transport costs (running costs)	6,099	5,180	-919	62,480	63,528	1,048	102,509
Supplies & Services	66,597	44,811	-21,786	464,195	467,389	3,194	573,797
Third Party Payments	3,812	1,840	-1,971	22,875	22,875	0	19,315
Bad Debts	0	0	0	70,000	70,000	0	16,689
	564,851	495,707	-69,143	3,533,220	3,461,335	-71,885	3,517,332
Income							
Penalty Charges (PCNs)	-179,583	-145,254	34,329	-2,155,000	-2,155,000	0	-2,338,895
Parking Permits/Season Tickets	-106,721	-117,972	-11,251	-1,280,700	-1,280,700	0	-1,242,224
Parking Charges and other fees	-52,503	-55,068	-2,565	-575,000	-575,000	0	-611,913
Other income	-125	-5,525	-5,400	-700	-700	0	-71,811
	-338,932	-323,818	15,114	-4,011,400	-4,011,400	0	-4,264,844
DIRECT COSTS (NET)	225,918	171,889	-54,029	-478,180	-550,065	-71,885	-747,512
CORPORATE OVERHEADS (INDIRECT)*	71,597	71,597	0	429,580	429,580	0	434,091
TOTAL COSTS	297,515	243,486	-54,029	-48,600	-120,485	-71,885	-313,421
<i>*Note - Corporate Overheads pro rated for illustration (e.g. 10/12 at Month 10)</i>							
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					
Actual Contribution 2025/26	-313,421				Reflects outturn surplus		
Balance 31/03/26 (Outturn)	-392,404	Surplus					
Opening Balance 01/04/26 (Estimated B/Fwd.)	-392,404	Surplus					
Budgeted Contribution 2026/27	-48,600						
Estimated Forecast Balance 31/03/27	-441,004	Surplus					

Column Totals my not agree due to roundings



North Essex Parking Partnership

Meeting Date: 18 June 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.

4. Appendices

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

**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)	Appointment of Chair Appointment of Deputy Chair Annual Governance Review and Internal Audit Annual Review of Risk Management NEPP Financial Update Forward Plan 2026/27	Owen Howell (CCC) N/A [Chair to lead item] Hayley McGrath (CCC) Hayley McGrath (CCC) CCC Finance Team (CCC) Owen Howell (CCC)
Joint Committee for On Street Parking	17 September 2026 Microsoft Teams - online.	1 October 2026 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	18 March 2027 1.00pm,	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
	Microsoft Teams - online	Venue: Epping Forest District Council, Civic 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)

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