

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

11 DECEMBER 2025
CROMPTON ROOM, CHELMSFORD CITY COUNCIL
COMMENCING AT 14.00

AGENDA

1. Welcome from Chairman
2. Apologies for absence and substitutions
3. Minutes of the Joint Committee meeting held on 11 September 2025
4. Public question time
5. Operational and performance update (Russell Panter – verbal update)
6. Financial Report (Michael Packham)
7. Annual Business Plan 2026/27 (Nick Binder)
8. One-year extension to the Joint Committee Agreement (Nick Binder)
9. Forward plan of meetings (Nick Binder)
10. Date and time of next meeting

Joint Committee Meeting 12 March 2026, at 2pm.

MINUTES
of the
SOUTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE
held on 11th September 2025 at 2pm

Members present:

Councillor Daryll Sankey – Brentwood Borough Council
Councillor Terry Sherlock – Chelmsford City Council
Councillor Laureen Shaw – Essex County Council
Councillor Mike Steptoe – Rochford District Council

Officers present:

Brett Edwards – Basildon Borough Council
Carole Carr – Brentwood Borough Council
Stuart Jarvis – Castle Point Borough Council
Freddey Banks-Ayres – Chelmsford City Council
Nick Binder – Chelmsford City Council
William Butcher – Chelmsford City Council
Mike Packham – Chelmsford City Council
Russell Panter – Chelmsford City Council
Jack Sharp - Chelmsford City Council
Jo Heynes – Essex County Council

Shadowing:

Jack Doyle – Chelmsford City Council
Nicola Morris – Chelmsford City Council

1. Welcome and Introductions

The Chair welcomed those present to the meeting.

2. Apologies for Absence

Apologies were received from Cllr Mike Fuller (Castle Point Borough Council), Cllr Simon Morgan (Maldon District Council), Nicola Syder (Maldon District Council), Sharon Braney (Rochford District Council)

3. Minutes of the Joint Committee Meeting 26th June 2025

The minutes of the meeting 26 June 2025 were confirmed as a correct record.

4. Public Question Time

One question was raised from Chelmsford City Councillor, Andrew Sosin in relation to the current number of penalty Charge Notices issued across the partnership which are currently estimated to fall below the estimate contained in the Business Plan, and if the estimates in the Business Plan are too ambitious achieve.

In response Cllr Sosin was advised that this question would be covered in Agenda Item 7

5. Operational and Performance Report (Verbal Update)

The Joint Committee received a verbal update on operational enforcement matters. It was reported that staffing vacancies had been addressed, with two posts in Brentwood filled through agency staff, one agency officer appointed in Chelmsford, and the vacancy in Maldon had also been filled. The School Engagement Officer role had also been recruited to.

The Committee was updated on ongoing projects. Camera enforcement and red route feasibility work had continued in Chelmsford and Brentwood, the replacement of enforcement handheld computers and printers had been completed. Work was due to take place to improve the enforcement mailbox, and a risk assessment was planned with a focus on staff mental health.

The Pavement Parking Bill was noted to be scheduled for its second reading in December.

Action: The link to the first reading would be circulated to all attendees.

An update was provided on the current cost of penalty charge notices and the Central Government position on any future increase to the charge. It was explained that national data had been misrepresented in the Daily Mail, but the recovery process was underway. The British Parking Association had requested local authorities to submit evidence on repeat offenders, to demonstrate that PCNs were not always a sufficient deterrent. Persistent offenders were defined as vehicles with two or more PCNs that were still paid, and it was noted that the numbers were high. The BPA confirmed they had heard similar statistics elsewhere. No timeframe had been set for a formal government response on changes to PCN charges.

The Committee was informed that the 3PR school parking project had been quieter during the school holidays. The newly appointed School Engagement Officer had begun visits and resident surveys showed largely positive feedback, with only minor negative responses. Engagement levels from both schools and residents were promising, and the officer was settling well into their role. A request had been made for a list of schools included in the programme, and it was noted that funding had come from Essex County Council, with support from SEPP. The Sustainable Travel Scheme had provided a one off external payment, which only covered one year.

Action: A list of schools included in the 3PR programme would be circulated. LS would follow up on Stanbridge School.

It was confirmed that new body cameras had been ordered and were fully operational.

The Committee also considered camera enforcement locations. In Brentwood, discussions had taken place with the Council Leader about enforcement in the High Street and on a prospective red route, with two strands of work being developed around high street repair and future restrictions. In Chelmsford, a potential red route had been identified around Duke Street, the bus station, and the train station. In Chelmsford and Brentwood, funding for cameras had been included in the business plan. It was confirmed that dummy cameras would not be used, in the interests of transparency, and signage without cameras was not planned.

Legislative matters were raised. Questions were asked as to whether verge parking would be covered by the new Bill, but at present the wording referred to footways and walking areas. It was noted that a government consultation held in 2020 had considered different approaches, including a blanket ban or an obstruction based approach. SEPP expressed support for powers relating to obstruction, though recognised that staffing implications would need to be managed. The Bill was expected to provide councils with enforcement powers, subject to limited exemptions.

It was clarified that if schools wished to campaign for reduced speed limits, they would need to apply through National Highways and their Local Highways Panel.

RESOLVED that the operational and performance update be noted.

(2.00pm to 2.19pm)

6. Financial Report

The Joint Committee received a financial report regarding the financial position of the South Essex Parking Partnership for the period covering 1 April 2025 to 1 September 2025. The report provided details of the actual costs incurred and income received during this period.

Members were advised that the SEPP account showed a surplus of £153,639, while the TRO account showed a deficit of £208,407. The overall position for the Partnership, including the TRO account, was therefore a deficit of £54,768, which was £104,671 worse than last reported.

The Joint Committee noted that income from Penalty Charge Notices between April and August 2025/26 totalled £670,440, compared to £615,643 in the same period of 2024/25. This represented just under 109% of the previous year's level, although members were advised that PCN income was still unlikely to reach the budgeted level of £1,731,000 unless there was a significant increase later in the year.

The impact of the inflationary increases to residents' parking charges was also highlighted, with income for April to August 2025/26 totalling £352,102, compared to £283,119 over the same period in 2024/25. This represented 124% of the 2024/25 level and was on target to achieve the £750,000 budgeted for 2025/26.

It was also confirmed that there had not been any spend from reserves to date in 2025/26.

(2.20pm to 2.22pm)

7. Progress on Business Plan 2025/26

The Joint Committee received an update on progress of the Business Plan for 2025/26.

It was reported that the Business Plan had estimated a final enforcement account surplus of £332,000 to contribute towards the costs of the TRO function, maintenance of signs and lines, and the implementation of new traffic management schemes, with the £400,000 reserve maintained.

The Committee noted that the number of PCNs issued across the Partnership was currently 13% up compared with 2024/25, but 2.8% below the estimated figure in the Business Plan. Operating costs and expenditure remained as expected.

The overall PCN recovery rate was reported at 72%, which was in line with the previous year's outturn and within the expected range of 75–77%. The cancellation rate of 9% also remained within expected levels.

In answer to Cllr Sosin's previous question the Committee were advised that the estimates for PCNs issued in the Business Plan are based on historical performance and are dependent on a full complement of staff. The recent staff turnover and vacant positions had temporarily reduced the number of PCNs issued, but that the position was expected to improve following recruitment and completion of training for new staff.

All other expenditure and income were reported to be in line with expectations, and the Partnership was expected to maintain a positive financial position to cover the costs of the TRO function, necessary maintenance of signs and lines, and the implementation of new traffic management schemes, while retaining the £400,000 reserve.

RESOLVED that the update on the Business Plan 2025/26 be noted.

(2.22pm to 2.50pm)

8. AOB

Concerns were raised about parking issues on Ashingdon Road, Rochford, particularly in the service road opposite the school. Members noted that residents had reported persistent parking by non-permit holders, which was affecting access for carers and other essential visitors. It was also highlighted that residents who had purchased parking permits felt enforcement was insufficient and confidence in the scheme was being affected.

The Committee discussed enforcement resource challenges within the Rochford area and noted that this related to the wider Business Plan considerations. It was reported that the Partnership had previously worked with RMC, a contractor engaged through Brentwood Borough Council under a Service Level Agreement. RMC had successfully supported Brentwood with enforcement patrols and had recently undertaken enforcement activity within Rochford. Members noted that the use of RMC could provide a potential solution to

support local enforcement needs, either for specific problem areas or to supplement patrol coverage during core hours.

(2.50pm to 3.17pm)

9. Date and time of next meeting

RESOLVED that the next meeting of the Joint Committee be on 11th December 2pm, in the Marconi Room, at the Chelmsford City Council offices.

The meeting closed at 3.17pm

Chairman

SOUTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE

11th December 2025

AGENDA ITEM 6

Subject	Financial Report
Report by	Revenue Management Team Leader, Chelmsford City Council

Enquiries contact: Michael Packham, Revenue Management Team Leader, 01245 606682, michael.packham@chelmsford.gov.uk

Purpose

To report on the financial position of the South Essex Parking Partnership up to 1st December 2025

Options

Recommendation(s)

That the report be noted.

Consultees	Revenue Management Team Leader South Essex Parking Partnership Manager
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1. Introduction

- 1.1 This report sets out the summary of the financial position for the South Essex Parking Partnership for the period covering 1st April 2025 to 1st December 2025.

2. Financial summary

- 2.1 Appendix 1 provides details of the actual costs incurred and income received, and is currently showing a surplus of £274,538 for SEPP and a deficit of £295,479 for the TRO account, on a cash basis for the financial year to the 1st December 2025 before taking into account items funded from the Reserve. This results in an overall deficit position for the Partnership including the TRO account of £20,942. This is £33,826 better than last reported.

Looking at a comparison between this year and last year (April to November), and PCN income in particular, the Partnership received a total of £1,121,239 in 25/26, whereas in 24/25 the Partnership over the same period (April to November) received £997,544. PCN income to date in 25/26 therefore represents just over 112% of the income collected in 24/25, so if these trends continue income will exceed 24/25 levels. It is however likely that PCN income levels won't reach the budgeted level of £1,731,000 unless there is a pick up throughout the remainder of the year.

The impact of the inflationary increases to residents parking charges can be seen from a comparison between this year and last year over the same period as above. In 24/25, the Partnership received a total of £458,341 from residents parking up to the end of November, whereas in 25/26, £553,959 has been received over the same period. This represents just under 121% of the 24/25 income level and is on target to achieve the £750,000 budgeted level for 25/26.

- 2.2 There has not been any spend from reserves to date for 25/26

Whilst most costs reflect actual spend, where this is not specifically identifiable against an individual authority, the figures have been allocated based on the previously agreed method of allocation within the Annual Business Plan, and show the position for each Partner over the 1st April 2025 to 1st November 2025 period. For example, central support is not allocated across the Partnership until the end of the financial year, and so a pro-rata up to the date mentioned above has been included.

List of Appendices

Appendix 1 - Financial summary @ 01/12/2025

(a)

Actuals
£

(a)

Net (Surplus) / Deficit - Cash Basis Excluding items earmarked from Reserves	20,942
Net After Use of Reserves	20,942

SOUTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE

11 December 2025

AGENDA ITEM 7

Subject	Business Plan for 2026/27
Report by	South Essex Parking Partnership Manager

Enquiries contact: Nick Binder, Parking Partnership Manager, 01245 606303,
nick.binder@chelmsford.gov.uk

Purpose This report seeks the Joint Committee's approval of the South Essex Parking Partnership Business Plan for 2026/27.	
Options The Joint Committee can approve, reject or amend the Business Plan.	
Recommendation(s)	
1.	That the Joint Committee approves the attached Business Plan for 2026/27 and the four specific recommendations listed below:
	<ul style="list-style-type: none"> ▪ approve the 2026/27 budget and the proposed actions and objectives ▪ approve the proposed allocation of funding (Table 3 page 16) for 2026/27 ▪ agree to maintain a reserve of £400,000 for financial year 2026/27 ▪ approve the risks identified and the action plan to address the top three risks in Appendix B.

Consultees	Lead officers from each of the Partner Authorities as set out in Appendix B of the Joint Committee Agreement 2022.
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1. Introduction

- 1.1 Clause 23.12 of the 2022 Joint Committee Agreement sets out that the Treasurer shall prepare an annual budget, as part of the Annual Business Plan, to be presented to the Joint Committee for consideration, challenge and approval in accordance with the budgetary timetable of the Lead Authority.
- 1.2 The Business Plan 2026/27 (Appendix A) provides the proposed annual budget and the business aims and objectives the Partnership sets out to achieve in the forthcoming year.

2 Business aims and objectives

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

3 Budget for 2026/27

- 3.1 The Budget has been based on the annual performance of the Partnership since its introduction in April 2011. The business model has been developed each year to ensure that the parking enforcement operational costs and the Traffic Regulation Order (TRO) operational costs are fully funded by the Partnership account. In addition, the business plans have enabled the Partnership to maintain a reserve of £400,000 and produce an operational fund to invest back into essential areas of the operation without the need for any additional or capital funding from Partner Authorities.

2020 had been an unprecedented year with the Covid-19 pandemic and this had created a degree of uncertainty with the outcome of the future financial account and operational model. More recently, high inflation with increased operational costs and overheads along with staff pay increases has added further pressure on the budget. This is further impacted as the current rate for a Penalty Charge Notice has remained static since 2008 and any increases to offset inflationary costs can only be increased by central government. This budget for 2025-26 has been set considering all these factors.

- 3.2 Section 3.1, page 6 of the Business Plan details the proposed budget for the 2026/27 parking enforcement operation. The total direct and indirect expenditure is estimated at £2,446,400 and the total income is estimated to be £2,684,300.
- 3.3 Section 3.3, page 7 of the Business Plan shows the expected costs of £189,500 for the operational staffing resource of the TRO function.
- 3.4 A detailed breakdown of allocation of salaries and an explanation of the factors used to allocate total direct and indirect costs are contained as Appendix A on page 20 of the Business Plan.
- 3.5 Section 3.4, page 8 sets out the new arrangements, consisting of three parts, for how the surplus will be managed under the new joint committee agreement which commenced on 1 April 2022.
- 3.6 Estimated outturn position for 2026/27

- 3.7 The estimated outturn position for 2026/27 by applying the new surplus management arrangements is as follows

The Business plan estimates that the Partnership can expect a surplus in the region of £237,900 from the parking enforcement account

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

- 3.8 From the estimated £237,900 outturn position, the full amount will contribute towards the TRO operational costs, the maintenance of sign and lines and the funding for new TROs identified in part 2 of the arrangement. There will be no estimated surplus to add to Part 3 of the surplus sharing arrangement

4 Business objectives for 2026/27

- 4.1 Section 4, page 10 of the Annual Business Plan provides the business objectives and actions the Partnership aims to achieve in 2026/27. These objectives link into the longer term aims and objectives of the Partnership. The main area of focus will be to monitor the effects of the business and adjust the business case to ensure service provision meets demand.

4.2 Maintaining a reserve

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

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

Considering the impact of the account and loss of income during the Covid-19 pandemic and the uncertainty on how the account will perform, it had previously been agreed when entering into the new Joint Committee Agreement that a reserve of £400,000 would be maintained.

It is recommended that the level of reserve remains at £400,000 for financial year 2026/27.

4.4 Proposed Funding for approval

- 4.5 Section 4.4 page 16 sets out the following proposed items for funding during the 2026/27 financial year.

- £63,000 to cover costs to provide additional out of hours and weekend enforcement patrols to cover known parking problems outside of core hours
- £152,000 to cover projected TRO operational shortfall for sign and line maintenance and new TROs for 2026/27

If the Joint Committee approve these items of spend, the Joint Committee will hold a reserve of £400,000 plus an additional £626 to invest back into the operation or into schemes which are in accordance with Section 55 of the RTRA 1984.

4.6 Beaulieu Park Train Station – additional funding sourced for new TROs

The Partnership has secured an additional £100,000 from a commuted sum of money relating to the management and infrastructure of the new Beaulieu Park Train Station development in Chelmsford. This funding is ring fenced to provide traffic management schemes and new TROs relating to parking issues that may arise in surrounding roads as a result of train commuter parking. This funding will cover the costs for the recent implementation of the new resident parking schemes in Beaulieu Park.

5 Review of Risks to the Partnership

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

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

Appendix B, page 27, provides the identified risks and the updated Risk Action Plan.

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

6 Contract Register

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

The table in section 6 page 18 provides details of the key contracts and expiry dates and current actions required

7 Summary

The business objectives for 2026/27 have been set to ensure the Partnership maintains the current level of performance and continues to provide a high level of service delivery.

The financial position of the Partnership and the budget set for 2026/27 has ensured that the enforcement operation, the TRO function and the funding for the signs and lines maintenance can be fully funded from the Partnership account with sufficient reserves to cover any shortfalls should they arise .

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

- approve the 2026/27 budget and the proposed actions and objectives
- approve the proposed allocation of funding (Table 3 page 16) for 2026/27
- agree to maintain a reserve of £400,000 for financial year 2026/27
- approve the risks identified and the action plan to address the top three risks in **Appendix B**.

It is recommended that the Joint Committee approves the attached Business Plan for 2026/27 which includes the four specific recommendations as listed above

List of Appendices

Appendix A South Essex Parking Partnership Business Plan 2026/27

Background Papers

The South Essex Parking Partnership Joint Committee Agreement 2022

Appendix A



SOUTH ESSEX

South Essex Parking Partnership Business Plan 2026/27



SOUTH ESSEX



Chelmsford
City Council



Rochford Basildon Council
District Council BASILDON • BILLERICAY • WICKFORD



Maldon District Council



castlepoint
Local Energy Hub



Brentwood Borough Council



Essex County Council

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1: Introduction

The South Essex Parking Partnership (SEPP) has been operational since 1 April 2011. Governed by a Joint Committee, the Partnership has developed the Annual Business Plans to ensure that the parking enforcement operational costs and the Traffic Regulation Order operational costs are fully funded by the Partnership account. In addition, the business plans have enabled the Partnership to maintain a reserve of £400,000 and produce a surplus to invest back into essential areas of the operation without the need for capital or additional funding.

The Partner Authorities have signed up to a new Joint Committee Agreement for a further period of five years with the option to extend year on year for a maximum of eight years. This new agreement will incorporate a new surplus management model which is included in this Business Plan.

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

Clause 22.12 of the 2022 Joint Committee Agreement sets out that the Treasurer shall prepare an annual budget, as part of the Annual Business Plan, to be presented to the Joint Committee for consideration, challenge and approval in accordance with the budgetary timetable of the Lead Authority.

This document has been created in consultation with all Partnership Lead Officers and provides the proposed annual budget for 2025/26 and the business aims and objectives the Partnership sets out to achieve in the forthcoming year.

2: Business aims and objectives

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

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

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

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

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

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

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

3: Budget for 2026/27

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

2020 had been an unprecedented year with the Covid-19 pandemic and this had created a degree of uncertainty with the outcome of the future operational model.

The current level of inflation, increased supplier costs, overheads and staff pay increases have contributed to increased costs on the overall account. The current Penalty Charge Notice charges remain static and have not been increased by central government since 2008

The budget for 2026/27 has been produced considering all these factors.

3.1: Parking Enforcement Budget 2026/27

26/27 SEPP Budgets	Chelmsford	Brentwood	Maldon	Basildon	Rochford	Castle Point	Total
Management	£36,353	£25,147	£6,833	£25,147	£10,387	£6,833	£110,700
Civil Enforcement Supervision	£23,478	£16,064	£4,943	£17,300	£7,414	£4,201	£73,400
Back Office Staff	£154,678	£103,654	£22,338	£85,173	£31,739	£26,918	£424,500
Civil Enforcement Staff	£313,800	£227,100	£126,700	£246,800	£116,400	£67,100	£1,097,900
Staffing Costs	£528,309	£371,965	£160,814	£374,420	£165,940	£105,053	£1,706,500
Split of General Expenditure							
New Equipment	£3,284	£2,272	£617	£2,272	£938	£617	£10,000
Equipment Repairs	£8,657	£5,654	£123	£454	£188	£123	£15,200
Clothing & Uniforms	£3,087	£2,135	£580	£2,135	£882	£580	£9,400
Printing & Stationery	£3,284	£2,272	£617	£2,272	£938	£617	£10,000
Advertising	£36	£24	£5	£20	£7	£6	£100
Postages	£19,704	£13,630	£3,704	£13,630	£5,630	£3,704	£60,000
Mobile Phones	£1,056	£722	£222	£778	£333	£189	£3,300
Radios	£0	£3,300	£0	£0	£0	£0	£3,300
Insurance	£2,824	£1,954	£531	£1,954	£807	£531	£8,600
Bank Charges	£11,494	£7,951	£2,160	£7,951	£3,284	£2,160	£35,000
County Court Fees	£18,756	£13,940	£3,168	£10,138	£4,816	£4,182	£55,000
TPT	£5,101	£3,419	£737	£2,809	£1,047	£888	£14,000
Software Licences	£27,328	£18,313	£3,947	£15,048	£5,608	£4,756	£75,000
Accommodation (Satellite Depots)	£0	£10,000	£2,000	£8,900	£8,000	£0	£28,900
	£104,611	£85,585	£18,412	£68,360	£32,478	£18,354	£327,800
Transport Costs							
Repairs	£1,557	£2,076	£1,038	£3,633	£1,557	£1,038	£10,900
Vehicle Insurance	£6,671	£8,895	£4,448	£15,567	£6,671	£4,448	£46,700
Fuel	£2,857	£3,810	£1,905	£6,667	£2,857	£1,905	£20,000
Vehicle Lease Charges	£10,714	£14,286	£7,143	£25,000	£10,714	£7,143	£75,000
	£21,800	£29,067	£14,533	£50,867	£21,800	£14,533	£152,600
Total Direct Expenditure	£654,720	£486,617	£193,760	£493,646	£220,217	£137,940	£2,186,900
Indirect Expenditure							
Central Support	£94,556	£63,365	£13,655	£52,067	£19,402	£16,455	£259,500
Total Indirect Expenditure	£94,556	£63,365	£13,655	£52,067	£19,402	£16,455	£259,500
Total Direct & Indirect Expenditure	£749,275	£549,981	£207,415	£545,713	£239,620	£154,395	£2,446,400
Income							
PCN's	-£530,000	-£470,000	-£93,000	-£324,000	-£130,000	-£150,000	-£1,697,000
Resident Permits/Visitor Tickets	-£380,000	-£178,400	-£31,300	-£176,000	-£19,200	-£10,000	-£794,900
Pay & Display	-£139,400	-£53,000	£0	£0	£0	£0	-£192,400
Total Income	-£1,049,400	-£701,400	-£124,300	-£500,000	-£149,200	-£160,000	-£2,684,300
Total Net Budget (Surplus) / deficit	(£300,125)	(£151,419)	£83,115	£45,713	£90,420	(£5,605)	(£237,900)

3.2: Breakdown of budget costs 2026/27

A breakdown of the budget costs can be found in **Appendix A** (page 20). This information provides the Joint Committee with more detailed information regarding the predicted expenditure costs for 2026/27.

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

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

3.3: TRO operation cost budget 2026/27

The following table sets out the proposed budget for the 2026/27 TRO operational costs only (does not include sign and line maintenance funding and funding for new TROs)

TRO operational budget 2026/27	
Direct Expenditure	
- Employees	£157,500
- Supplies and Services	Note A
- Third Party Payments	Note A
- Transport costs	£2,000
Total Direct Expenditure	£159,500
Indirect Expenditure	
Central Support	£30,000
Total Indirect Expenditure	£30,000
Total budget	£189,500

Note A

These items of spend relate to the signs and lines maintenance and new TRO funding which is allocated from Part 2 of the surplus sharing model.

3.4: Surplus management arrangements under the new Joint Committee Agreement.

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

Part 1

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

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

Part 2

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

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

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

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

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

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

Part 3

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

3.5: Estimated outturn position for 2026/27

The estimated outturn position for 2026/27 by applying the new surplus management arrangements is as follows

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

The estimated outturn position for 2026/27 from the parking enforcement operation is £237,900 surplus.

A 55% split of this amount equates to £130,845 which is insufficient to contribute to the £428,000 TRO and innovations costs identified in table 1. In the event that

the 55% share does not cover the required costs, those costs will be covered but the remainder will be allocated to Part 3.

From the estimated £237,900 outturn position, £237,900 will contribute to cover the costs in part 2 with no contribution to Part 3

4: Objectives and actions for 2026/27

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

4.1: Business objectives for 2026/27

The following table provides the business objectives the Partnership aims to achieve in 2026/27

Objective for 2026/27	Linked to business aim	Action and measure
1: Monitor the budget and adjust the business case to ensure service provision meets demand. Continue to gauge the potential long term operational and financial impact of the change of working patterns / environments and parking requirements.	Support the core principles of TMA 2004 Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit Maintain a contingency reserve	Monthly performance and financial monitoring
2: Continued focus on performance and sickness absence management at a local level to ensure best use of staff resource and improve attendance levels and subsequently maintain expected levels of patrol coverage. Provide a professional service, ensuring full compliance with TMA 2004 and high levels of customer service.	Support the core principles of TMA 2004 Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit Maintain a contingency	Monthly 1to1 performance reviews with staff Identify training needs Manage sickness in accordance with Chelmsford City Council Sickness Management Policy Monthly PCN issue rates recorded

Key Performance Indicators: <ul style="list-style-type: none"> • 75% of PCNs issued are successfully recovered • CEOs to achieve an average performance score of 33 • PCNs which have been cancelled due to an CEO error, not to exceed 0.8% 	reserve	and monitored against estimate Quarterly performance figures provided to lead officers Update on Business Plan to Joint Committee
3: Ensure CEO patrol rotas are continually reviewed to ensure best use of staff time in key areas. Continue to provide ad-hoc out of hours enforcement to concentrate enforcement on known problem areas. Review enforcement outside of the core operational hours and review level of resource required to ensure staff have enough support during these periods	Support the core principles of TMA 2004 Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit Maintain a contingency reserve	Monthly 1to1 performance reviews with staff Monthly PCN issue rates recorded and monitored against estimate Quarterly performance figures provided to lead officers Update on Business Plan to Joint Committee Monitor SLAs with partner authorities to deliver out of hours enforcement on behalf of the Partnership
3: Partnership CEOs to support Castle Point, and Rochford at key times and to provide holiday cover.	Support the core principles of TMA 2004 Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit Maintain a contingency reserve	Monthly 1to1 performance reviews with staff Monthly PCN issue rates recorded and monitored against estimate Quarterly performance figures provided to lead officers Update on Business Plan to Joint Committee
4: Maldon to continue additional CEO patrol coverage with the use of the Community Safety Officers outside of normal working hours and during peak summer season. Maintain communications between the Council and the Partnership passing on intelligence regarding events (such as the Maldon Mud Race. Burnham	Support the core principles of TMA 2004 Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit Maintain a contingency	Monthly 1to1 performance reviews with staff Monthly PCN issue rates recorded and monitored against estimate Quarterly performance figures provided to lead officers Update on Business Plan to Joint

<p>Carnival etc.) when additional enforcement is required</p> <p>Introduce targeted action days to deal with Hot Spots (schools etc.) allocating Council resources in addition to the Partnership staff</p>	<p>reserve</p> <p>Partnership lead officers take all reasonable steps to ensure individual Partnership areas reduce the level of individual deficit</p>	<p>Committee</p>
<p>5: Continue to operate the service level agreement with Brentwood Borough Council to engage the services of the Brentwood Community Safety Officers to provide enforcement patrols to assist with weekend and out of hours coverage.</p> <p>Engage with external supplier to provide out of hours enforcement at key times (weekend evenings) within the City of Chelmsford</p>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p> <p>Partnership lead officers take all reasonable steps to ensure individual Partnership areas reduce the level of individual deficit</p>	<p>Monthly 1to1 performance reviews with staff</p> <p>Monthly PCN issue rates recorded and monitored against estimate</p> <p>Quarterly performance figures provided to lead officers</p> <p>Update on Business Plan to Joint Committee</p>
<p>6: Review current operational expenditure and processes and determine if further efficiencies / improvements can be made</p>	<p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p>	<p>Update on Business Plan to Joint Committee</p> <p>Ongoing action: Obtain competitive quotes for all services and supplies provided. Ensure best value for money is achieved.</p> <p>Explore alternative methods of delivering the service utilising digital and on-line technology</p>

<p>7: Identify the proposed resident parking schemes, which are agreed and approved. Determine the additional income gained from the resident permit charges and adjust each area account to reflect the change.</p>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p> <p>Partnership lead officers take all reasonable steps to ensure individual Partnership areas reduce the level of individual deficit</p>	<p>Review the outcome of consultations with residents and business. All schemes agreed at local level to be prioritised and submitted to the Sub Committee for approval. Review the first year of permit sales and adjust Partnership account to reflect additional income.</p> <p>Update on Business Plan to Joint Committee</p>
<p>8: Identify and prioritise schemes in areas which provide the greatest benefit to the overall aims and objectives of the Parking Partnership</p> <p>Produce and implement a programme of essential maintenance works for signs and lines and TROs requiring attention.</p>	<p>Support the core principles of TMA 2004</p> <p>Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit</p> <p>Maintain a contingency reserve</p> <p>Partnership lead officers take all reasonable steps to ensure individual Partnership areas reduce the level of individual deficit</p> <p>Maintain signs and lines and TROs to an acceptable level ensuring suitable</p>	<p>Review the outcome of consultations with residents and business. All schemes agreed at local level to be prioritised and submitted to the Sub Committee for approval.</p> <p>Submit essential maintenance schemes to the Signs and Lines funding Sub Committee for consideration and approval</p> <p>Update on Business Plan to Joint Committee</p>

	funding is available	
9: Ensure that new developments requiring parking related restrictions / schemes contribute to the implementation of the scheme via section 106 arrangements or the Community Infrastructure Levy	Maintain signs and lines and TROs to an acceptable level ensuring suitable funding is available	Ongoing: Partnership lead officers to maintain local relationships with planning departments and Essex County Council Highways.
10: Continue to develop and roll out the School Parking Initiative across all Partnership areas, to improve parking behaviours at school drop off and pick up times	Support the core principles of TMA 2004	Engage with as many schools as possible to promote the scheme. Develop and test new ideas and validate the schemes which are operational.
11: Consider implementation of red routes with CCTV enforcement to deal with consistent all day inconsiderate parking on key parts of the network and bus routes	Support the core principles of TMA 2004	Work in partnership with ECC to identify areas for consideration.

4.2 Maintaining a reserve

It is an important part of the development of the business plan to consider the level and purpose of any reserves held by the Partnership. An assessment of the level of reserves will need to consider factors such as the risks facing the Partnership and the capacity to deal with in year budget pressures and other unforeseen events. However, there is no precise methodology to establish the correct level of reserves and this is a matter for judgement for the Partnership's Treasurer to propose to the Joint Committee.

Taking into account the impact of the account and loss of income during the Covid-19 pandemic and the uncertainty on how the account will perform it was agreed when proposing the new Joint Committee Agreement that a reserve of £400,000 would be maintained and carried forward into the new term of the agreement.

It is recommended that the level of reserve remains at £400,000 for financial year 2026/27.

4.3 SEPP Operational surplus carried forward from previous Joint Committee Agreement.

Any surplus remaining at the end of the 2011 Joint Committee Agreement will remain the responsibility of the SEPP Joint Committee to determine how this surplus is used and allocated in accordance with Section 55 of the RTRA 1984.

The following table shows the current financial position of this SEPP operational fund and the remaining cost to complete the outstanding approved areas of spend.

Table 2

SEPP Operational fund	
	£
SEPP Operational fund position (31/3/2025)	(£801,740)
£37,114 – allocated from 2022/23 financial account to Part 3 of the surplus sharing arrangements (Essex wider strategic highways panel)	£37,114
£86,000 (revised figure from £105,000) for CCTV and potential red route enforcement system in Chelmsford and the reinstatement of parking restrictions in Brentwood High Street following resurfacing works within the restricted zone.	£86,000
£63,000 to cover costs to provide additional out of hours and weekend enforcement patrols to cover known parking problems outside of core hours	£63,000
Sub Total	(£615,626)
Maintain a reserve of £400,000.	£400,000
Total operational fund available	(£215,626)

4.4 Proposed 26/27 funding for approval

Table 3 sets out the proposed funding required of £215,000 to maintain the current level of service delivery and to invest in schemes which complement the aims and objectives of the Parking Partnership

Table 3

Proposed 26/27 funding for approval	
Funding available	(£215,626)
£63,000 to cover costs to provide additional out of hours and weekend enforcement patrols to cover known parking problems outside of core hours	£63,000
£152,000 to cover projected TRO operational shortfall for sign and line maintenance and new TROs for 2026/27	£152,000
Operational fund remaining	(£626)
(£400,000) reserve maintained	(£400,000)
Total reserve held	(£400,626)

If the Joint Committee approve the proposed funding of £215,000 there will be £626 (in addition to the £400,000 reserve maintained) available for allocation in accordance with Section 55 of the RTRA 1984.

It is recommended that the Joint Committee approves the allocation of funding in table 3

4.5 Beaulieu Park Train Station – additional funding sourced for new TROs

The Partnership has secured an additional £100,000 from a commuted sum of money relating to the management and infrastructure of the new Beaulieu Park Train Station development in Chelmsford. This funding is ring fenced to provide traffic management schemes and new TROs relating to parking issues that may arise in surrounding roads as a result of train commuter parking. This

funding will cover the costs for the recent implementation of the new resident parking schemes in Beaulieu Park.

Table 4

Beaulieu Park Train Station – additional funding	
Funding allocated	(£100,000)
£35,000 allocated for new resident permit schemes in Beaulieu Boulevard, Shardelow Avenue, Burnell Gate, Frances Green, Wharton Drive, Billers Chase, Sidney Place, Honor Link, Clunford Place, Multon Lea, Anjou Green, Montagu Gardens, Louvain Drive, Braganza Way, Ratcliffe Gate, Fleetwood Square, Albemarle Link and Oak Lodge Tye	£35,000
Funding remaining	(£65,000)

5: Risks to the Partnership

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

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

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

Appendix B, page 27, provides the identified risks and the Risk Action Plan

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

6: Contracts register

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

The following table (table 4) provides details of the key contracts and expiry dates and current actions required

Table 4

Contractor	Expiry date	Action required
Sign and Line Maintenance Framework Agreement. Contractors included on the framework are: D Line markings Ltd Highline Road markings Ltd Signway Supplies Ltd W&H Romac Ltd Henderson and Taylor	Expired on 2 July 2024. The option for two further years extension has been agreed, contract runs until 2 July 2026.	Procurement of new Sign and Line Maintenance Framework Agreement required until March 31 2028
Chipside Ltd for the provision of Civil Enforcement Services (back office and frontline IT software and hardware systems and systems support)	Expires 31 st August 2026.	A further 1-year extension is permitted under the current contract and this will be extended until 31 st August 2027
Chipside Ltd for MiPermit cashless and virtual resident permit systems and support.	Expires 31 st August 2026.	A further 1-year extension is permitted under the current contract and this will be extended until 31 st August 2027

7: Summary

The business objectives for 2026/27 have been set to ensure the Partnership maintains the current level of performance and continues to provide a high level of service delivery.

The financial position of the Partnership and the budget set for 2026/27 has ensured that the enforcement operation, the TRO function and the funding for the signs and lines maintenance can be fully funded from the Partnership account with sufficient reserves to cover any shortfalls should they arise .

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

7.1: Recommendations for Joint Committee approval

- approve the 2026/27 budget and the proposed actions and objectives
- approve the proposed allocation of funding (Table 3 page 16) for 2026/27
- agree to maintain a reserve of £400,000 for financial year 2026/27
- approve the risks identified and the action plan to address the top three risks in **Appendix B**.

Appendix A

Breakdown of budget costs 2026/27

Allocation of Salaries

CENTRAL BACK OFFICE

1 x Office Supervisor 8 x FTE Case Officers 1x Digital and projects Manager 1 x School Parking Liaison Officer and project support	Salary + on costs		Total
	£424,500		£424,500
CIVIL ENFORCEMENT OFFICERS			
CHELMSFORD			
1x Team Leader 8 FTE CEOs			
Total	£313,800		£313,800
BRENTWOOD			
1x Team Leader 5 FTE CEOs			
Total	£227,100		£227,100
BASILDON			
1x Team Leader 6.5 FTE CEOs			
Total	£246,800		£246,800
CASTLE POINT			
1.7 FTE CEOs			
Total	£67,100		£67,100

ROCHFORD			
3 FTE CEOs			
Total	£116,400		£116,400
MALDON			
3 FTE CEOs	£109,700		£109,700
Maldon Park Rangers	£17,000		£17,000
Total	£126,700		£126,700

Estimated Penalty Charge Notice (PCN) income.

Estimated PCN income (£)	26/27 Estimate
Chelmsford	£530,000
Brentwood	£470,000
Maldon	£93,000
Basildon	£324,000
Rochford	£130,000
Castle Point	£150,000
TOTAL	£1,697,000

Factors applied to allocate total direct and indirect costs.

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

A. Percentage of PCNs issued.

It is estimated that 53,700 PCNs will be issued by the Partnership during 2026/27. The table illustrates the allocation split.

	Estimated PCN issue	% of PCN allocation
Chelmsford	17,400	32.40
Brentwood	15,000	27.93
Maldon	2,900	5.4
Basildon	10,000	18.62
Rochford	4,500	8.38
Castle Point	3,900	7.27

B. Percentage of Civil Enforcement Officers (CEOs)

The total number of CEOs working across the Partnership area is 30.2 Full Time Equivalent (FTE) officers.

	No of CEOs	% of CEOs
Chelmsford	9	29.9
Brentwood	6	19.87
Maldon	3	9.93
Basildon	7.5	24.83
Rochford	3	9.93
Castle Point	1.7	5.63

C. Vehicle percentage

The total amount of enforcement vehicles in use across the Partnership area is 23 (including the CCTV vehicle).

	No of vehicles	% of vehicles
Chelmsford	3	13.04
Brentwood	5	21.74
Maldon	2	8.70
Basildon	8	34.78
Rochford	3	13.04
Castle Point	2	8.70

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

	PCNs	Resident permits	total	%
Chelmsford	17,400	4450	21,850	34.61
Brentwood	15,000	1900	16,900	26.77
Maldon	2,900	280	3,180	5.04
Basildon	10,000	2600	12,600	19.95
Rochford	4,500	150	4,650	7.37
Castle Point	3,900	50	3,950	6.26

E. Percentage of Civil Enforcement Officers and Back Office Staff

The total number of CEOs and Back-office staff working across the Partnership area is 41.2 FTE officers

	No of staff	% of staff
Chelmsford	13.5	32.78
Brentwood	8.4	20.39
Maldon	3.5	8.49
Basildon	9.7	23.54
Rochford	3.8	9.22
Castle Point	2.3	5.58

Breakdown of 2025/26 known direct costs

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

Accommodation		
Brentwood 1 x team leader 2 x Civil Enforcement Officers	Enforcement Hub – Brentwood Borough Council	£10,000
Maldon 2 x Civil Enforcement Officers	Maldon District Council Offices – Promenade depot	£2,000
Basildon 1 x Team Leader 7 x Civil Enforcement Officers	Barley Lands Depot. Also includes office for Enforcement Operations Manager. Dedicated secure CCTV data and viewing room. CCTV vehicle garage space.	£8,900
Rochford 3 x Civil Enforcement Officers	Hockley Road Council Offices, Rayleigh.	£8,000
Castle Point 1.7 x Civil Enforcement Officers	Farmhouse Canvey Island	£0.00
	Total	£28,900

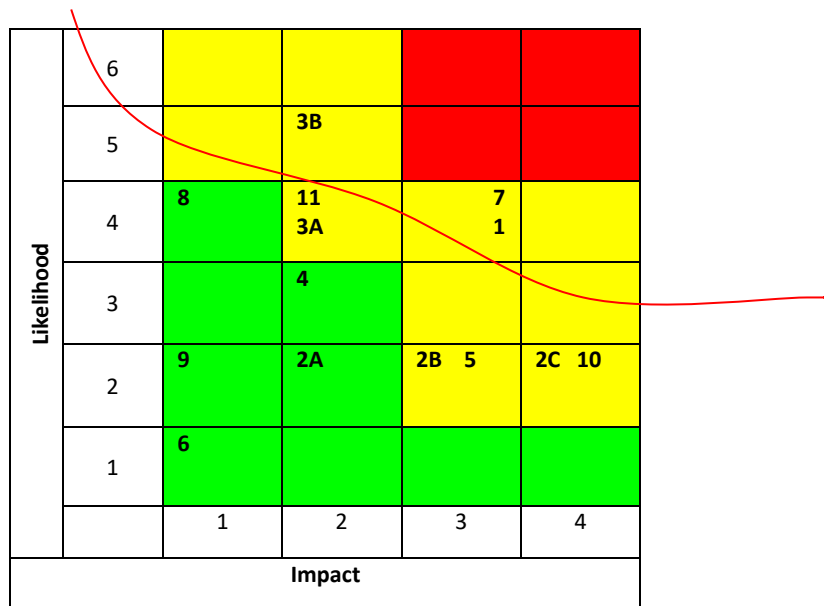
Vehicle Lease costs		Annual cost
Chelmsford	3 x lease vehicles	£10,714
Brentwood	5 x lease vehicles	£14,286
Maldon	2 x lease vehicles	£7,143
Basildon	7 x lease vehicles 1 x CCTV vehicle owned by the partnership	£25,000
Rochford	3 x lease vehicles	£10,714
Castle Point	2 x lease vehicles	£7,143
	TOTAL	£75,000

APPENDIX B

South Essex Parking Partnership Risk Assessment Exercise 2026-2027

As part of the risk assessment exercise the group considered risks currently faced by the Partnership between 2025- 2026. Only non-operational risks were included (apart from 2B).

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



Identified risks	Impact	Likelihood
1. Legislative changes If central government reduces levels of PCN charges or levels remain static without inflationary increases Change in enforcement legislation.	3 - Critical	4 – significant
2. Financial risk from a significant reduction of income due to: a. Consumers’ behaviour b. Operational non-collection (e.g. staff sickness, weather) c. Deficit	2 – Marginal 3 – Critical 4 Catastrophic	2 – Very low 2 – Very low 2 – Very low
3. Political risks a. Committee not agreeing, e.g. the annual Business Plan b. Political change- political representation changing	2 –Marginal 2 –Marginal	4 – Significant 5 – High
4. A Partner authority of the Partnership leaves	2 – Marginal	3 – Low

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

Likelihood and Impact Definitions

Impact Definitions

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

Likelihood Definitions

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

Mitigation Options

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

Risk Management Action Plan

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

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

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

Risk Management Action Plan

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

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

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

Risk Management Action Plan

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

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

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
<p>Parking Partnership operates the TRO signs and lines function.</p> <p>Parking Partnership funding the TRO staff and operational costs.</p> <p>The Partnership currently allocates the funding, implements the works and ensures unenforceable areas are rectified.</p>	<p>Current funding is enough to address areas that are considered unenforceable but falls short when consideration is given to ongoing preventative maintenance of signs and lines and implementing new schemes</p> <p>Partnership lead officers and Joint Committee Members have full control over expenditure and allocation of works</p>	<p>The new surplus management requirements in the Joint Committee Agreement form 1 April 2022 ensures that a suitable reserve of £400,000 is maintained in Part 1 and the TRO and sign and line maintenance costs identified in part 2 are always covered before any spend is contributed to part 3 of the arrangement.</p> <p>In addition the Partnership will be fully responsible for operational fund which will be carried forward into the new agreement and is not subject to the new surplus sharing arrangements.</p>	Parking Partnership Manager and Lead Officers	<p>The Parking Partnership continues to operate the function with enough funding.</p> <p>90% of signs and lines are fully compliant and refreshed by 2028</p>	Annually	

SOUTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE

11 December 2025

AGENDA ITEM 8

Subject	One-year extension to the current Joint Committee Agreement
Report by	The South Essex Parking Partnership Manager

Enquiries contact: Nick Binder, South Essex Parking Partnership Manager ,01245 606303, nick.binder@chelmsford.gov.uk

Purpose

The report sets out the process with the option to extend the current Joint Committee Agreement for a further year as per the requirements set out in the Joint Committee Agreement. The report requests that each Partner Authority provides their written consent to continue the delegated function for a further one-year period up to 31st March 2028

Options

The Joint Committee can agree, reject or amend this proposal.

Recommendation(s)

- | | |
|----|--|
| 1. | That the Joint Committee agrees to go back to their respective Councils' to seek agreement for the South Essex Parking Partnership (SEPP) to continue the delegated function for a further one-year as set out in the Joint Committee Agreement and confirm this decision in writing to the South Essex Parking Partnership Manager by 20 February 2026. |
|----|--|

Consultees

Lead officers from each of the Partner Authorities as set out in Appendix B of the Joint Committee Agreement 2022.

1. Introduction

- 1.1 The South Essex Parking Partnership (SEPP) entered into a new Joint Committee Agreement on the 1st of April 2022 to continue the on-street parking enforcement operation and the associated Traffic Regulation Order function on behalf of Essex County Council.

- 1.2 The Term of this agreement is set out in Section 3 of the agreement as follows:

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.
- 1.3 The current 5-year term will take the agreement up to 31 March 2027. The proposal is to extend the agreement for a further one year to take the term of the agreement until 31 March 2028 to coincide with the timeline of the Local Government Reform within Essex.

2 Proposal

- 2.1 With the introduction of Local Government Reform it is anticipated that on 1 April 2028 the new unitary authorities will be in place and the existing SEPP & NEPP Partnership Councils and Essex County Council will be dissolve and replaced with the new unitary Council’s. The current on-street functions that SEPP deliver on behalf of Essex County Council (ECC) will therefore fully transfer to the new unitary authorities and will be the responsibility of those unitary authorities as from 1 April 2028.
- 2.2 The proposal to extend the current SEPP Joint Committee Agreement is to fully ensure that the service continuity and legal enforcement of the parking restrictions can be maintained throughout the Partnership areas for financial year 2027/28 when thereafter the function will transfer and operate from 1 April 2028 under the new unitary authorities due to Local Government Reform in Essex.

3 Financial Position

- 3.1 The financial forecast (Business Plan 2026/27) demonstrates that the South Essex Parking Partnership can enter into a one-year extension to the Operational Period and remain financially self- sufficient to fully fund the parking enforcement operation and TRO function with zero financial risk to any of the SEPP partner authorities.

3 Risk and impact of ECC not extending the agreement

- 3.1 Section 3.2 of the Joint Committee Agreement states that the decision to extend the Joint Committee Agreement must initially be taken by the Council (ECC) within 15 months (31 December 2025) before the end of the operational period.

- 3.2 If ECC decide against extending the agreement, the operational term will cease on 31 March 2027 and the operation and associated staff shall be transferred back to ECC. This would potentially be very damaging and disruptive to all staff involved when you consider that a further transfer will be necessary when the new unitary authorities operate from 1st April 2028. In terms of maintaining business continuity and preventing unnecessary staff disruption prior to the introduction of the new authorities in April 2028, it is recommended that the 1-year extension is agreed.
- 3.3 Assuming ECC wish to maintain the current service continuity and offer the one-year extension until 31 March 2028, the Joint Committee's consent (as per 3.3 of the Joint Committee Agreement) must be obtained in writing to the proposed extension and shall be delivered to the Council not less than twelve months (31 March 2026) before the end of the operational period. This will require each Partner Council to provide their written consent to enter into a further one-year extension to the operational period.

5 Risk of a Partner Authority withdrawing from the Partnership

- 5.1 If a Partner Authority decides to withdraw from SEPP at any time, the delegated functions for on-street parking enforcement, TROs and signs and lines maintenance would still be delivered within that geographical area by SEPP but without an elected Member from that Authority being part of the Joint Committee.

All responsibilities sit with the Joint Committee and the Partnership could fully function as long as at least three Partner Authorities remain (quorum for meetings is three).

If all Partner Authorities decide against extending the 1-year extension and SEPP is terminated completely, ECC would need to find an alternative delivery model for the functions currently delegated resulting in the same impact on service provision and staff as highlighted in section 3.2 of this report.

- 5.2 It should be noted that technically in order to fully comply with Clause 3.1 of the Joint Committee Agreement, if one of the Partner Authorities does not provide written consent at this stage to the one-year extension and wishes to withdraw, then the existing agreement would terminate on 31st March 2027 and a new Joint Committee Agreement would be required for the one-year period up to 31st March 2028.

6 Conclusion

- 6.1 The current Joint Committee Agreement is for an operational period of five years ending 31 March 2027. The Joint Committee Agreement makes provision for a further 12 month extension on three consecutive occasions, to a maximum term of eight years subject to written consent from each Partner Authority.

The decision whether to extend the Operational Period shall be taken by the Council (ECC) not less than fifteen months (i.e. 31 December 2025) before the end of the Operational Period. 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 12 months (31 March 2026) before the end of the Operation Period.

The Joint Committee's consent is therefore required from each Partner Authority by 20th February 2026 to enable this to be reported to the SEPP Joint Committee meeting being held on 12 March 2026.

The proposal to extend the current SEPP Joint Committee Agreement is to fully ensure that the service continuity and legal enforcement of the parking restrictions can be maintained throughout the Partnership areas for the period 2027/28 when thereafter the function will transfer and operate from 1 April 2028 under the new unitary authorities due to Local Government Reform in Essex.

The financial forecast (Business Plan 2026/27) demonstrates that the South Essex Parking Partnership can enter into a one-year extension to the Operational Period and remain financially self-sufficient to fully fund the parking enforcement operation and TRO function with zero financial risk to any of the SEPP partner authorities.

Each Partner Authority is now requested to provide their written consent to enter into a one-year extension to the Operational Period to the South Essex Parking Partnership Manager by 20th February 2026.

List of Appendices

None

Background Papers

South Essex Parking Partnership Joint Committee Agreement 2022

Annual Business Plan 2026/27

SOUTH ESSEX PARKING PARTNERSHIP JOINT COMMITTEE

11 December 2025

AGENDA ITEM 9

Subject	Forward plan and meeting dates for 2026/27
Report by	The South Essex Parking Partnership Manager

Enquiries contact: Nick Binder, South Essex Parking Partnership Manager ,01245 606303, nick.binder@chelmsford.gov.uk

Purpose

The report sets out the forward plan of agenda items for approval by the Joint Committee and the proposed meeting dates for the Joint Committee for the 2026/27 municipal year.

Options

The Joint Committee can agree, reject or add items to the forward plan of agenda items and agree, reject or alter any of the proposed meeting dates.

Recommendation(s)

1. That the Joint Committee agrees the forward plan of agenda items
2. That the Joint Committee agrees the future meeting dates of 25 June 2026, 10 September 2026, 10 December 2026, 11 March 2027, each commencing at 2pm
3. That the Joint Committee agrees to hold those meetings at the Chelmsford City Council offices

Consultees

Lead officers from each of the Partner Authorities as set out in Appendix B of the Joint Committee Agreement 2022.

1. Introduction

- 1.1 The consideration of the Forward Plan is a standing item of the Joint Committee's agenda.

1.2 The Joint Committee has one more meeting scheduled within this current municipal year on 12 March 2026. New dates are proposed for the municipal year 2026/27.

2. Forward Plan of Agenda Items

2.1 An updated Forward Plan of Agenda Items for the scheduled meetings in 2026/27 has been prepared for consideration by the Joint Committee and is contained at Appendix A.

3. Meeting Dates for 2026/27

3.1 Clause 17 of the Joint Committee Agreement sets out the arrangements for meetings. The first meeting of the Joint Committee shall be the annual meeting for the year and thereafter the first meeting held after 1st April in any year shall be the annual meeting and the Joint Committee shall meet at least four times a year

3.2 The proposed dates for meetings of the Joint Committee are:

- 25 June 2026
- 10 September 2026
- 10 December 2026
- 11 March 2027

commencing at 2pm

3.4 All meetings of the Joint Committee have so far been held at the Chelmsford City Council offices. This venue seems to have worked well with free parking on-site and making it easier to provide the necessary legal and democratic support to the Committee. It is proposed that this arrangement continues for 2026/27.

4. Conclusion

4.1 The Joint Committee will meet at least four times in any one year and dates for the 2026/27 municipal year are proposed. A Forward Plan of Agenda Items has been prepared to ensure that the Joint Committee is fulfilling the requirements as set out in the Joint Committee Agreement.

List of Appendices

Appendix A Forward Plan of Agenda Items

Background Papers

South Essex Parking Partnership Joint Committee Agreement 2022

APPENDIX A FORWARD PLAN OF AGENDA ITEMS

Standing items

Apologies and substitutions
Minutes of previous meeting
Matters arising
Public Question Time
Operational and Performance Report (Russell Panter)
Financial Report (Michael Packham)
Forward Plan (Nick Binder)

Date of meeting	Items	Lead
Thursday 12 March 2026	Progress on Business Plan 2024/25	Nick Binder
	One-year extension to the Joint Committee Agreement	Nick Binder
Thursday 25 June 2026	Financial Outturn 2025/26 Report	Michael Packham
	Annual Report of the South Essex Parking Partnership (for the period 1 April 2025 to 31 March 2026)	Nick Binder
Thursday 10 September 2026	Progress on Business Plan 2026/27	Nick Binder
	Update on Local Government reform	Nick Binder
Thursday 10 December 2026	Business Plan 2027/28	Nick Binder
	Dates of Joint Committee meetings for 2027/28	Nick Binder
	Update on Local Government reform	Nick Binder
Thursday 11 March 2027	Progress on Business Plan 2026/27	Nick Binder
	Update on Local Government reform	Nick Binder