

Annual Report 2019/20

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Executive Summary

This annual report is produced in line with the Traffic Management Act (TMA 2004), which through Statutory Guidance, places a duty on enforcement authorities to produce and publish an Annual Report within 6 months of the end of the financial year. This annual report provides an overview of the performance of the South Essex Parking Partnership (SEPP) operation and a comparison to the previous years of operation. This includes all financial and statistical data as recommended in the operational guidance of TMA 2004.

Summary of key performance factors from financial year 2019/20 are:

- An overall surplus achieved of £243,378. after deduction of the TRO operational costs, signs and lines maintenance, new TRO costs and deduction of special project costs.
- £60,713 increase in expenditure and £23,109 increase in income, compared to 2018/19.
- 45,672 on-street Penalty Charge Notices (PCNs) issued resulting in a 7.5% decrease compared to 2018/19.
- 75% of PCNs paid.
- 152 sign and line maintenance schemes completed and 8 new Variation Orders created containing 56 new parking schemes.
- £84,000 allocated during the year for the maintenance of signs and lines and £40,000 for schemes requiring a new TRO.

The overall performance of the Partnership for the financial year 2019/20 has been very successful ensuring that it is well placed to continue the delivery of the service effectively and efficiently into 2020/21 and throughout the term of the agreement.

1 Introduction

The South Essex Parking Partnership carries out the on-street parking enforcement in Chelmsford, Basildon, Rochford, Castle Point, Maldon and Brentwood on behalf of Essex County Council (ECC), the highways authority, through delegated responsibilities under a Joint Agreement signed by all partner authorities in 2011.

The Operational Guidance of Part 6 to the Traffic Management Act 2004 (TMA

2004) clearly advises that it is a sensible aim that enforcement operations must be self-financing and if not, the Secretary of State will not expect either national or local taxpayers to meet any deficit.

As such, both the South and North Parking Partnerships were formed with a key objective to reduce inherent deficits and to provide more cost-effective solutions to the parking enforcement delivery across the County.

Parking enforcement and the implementation of traffic management schemes across SEPP are essential functions which set out to promote and achieve the following core principles:

- 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.
- Ensuring that the requirements of the TMA 2004 are met.
- Encouraging compliance of parking restrictions.
- Operating on street Civil Parking Enforcement across the Partnership area to achieve a zero-deficit position.

The core principles are also linked to the business aims and objectives of SEPP, which are:

- Support the core principles of TMA 2004.
- Operate a financially self-sufficient enforcement and TRO operation ensuring sufficient funds are available to invest back into the function.
- 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.

This annual report provides an overview of the 2019-20 performance of the overall SEPP operation and provides a comparison to the previous years of operation. This includes all financial and statistical data as recommended in the operational guidance of TMA 2004.

The performance figures for each individual partnership area are included in **Appendix A** to this report.

2 Operational overview

In April 2011 the South Essex Parking Partnership was formed with the primary aim of providing a new efficient operational model, providing on-street parking enforcement on behalf of ECC, at zero cost.

The subsequent years of operation has provided the opportunity to validate the operational model and improve the operational delivery to ensure that the Parking Partnership is financially self-sufficient and can maintain an operational fund to invest back into the function.

There are two areas of financial responsibility:

- The on-street enforcement operation which provides an income to the account
- The parking related sign and lines maintenance and new TROs which require a suitable level funding from the SEPP operational fund

The primary function of the enforcement operation is to:

- Provide suitable enforcement of parking restrictions on the public highway which are supported by a relevant Traffic Regulation Order (TRO).
- Issue Penalty Charge Notices (PCNs) to vehicles in contravention of a parking restriction.
- Process the recovery of PCNs, consider challenges and representations and administer Resident Permit Schemes.

In addition to the parking enforcement operation, the Joint Committee Agreement between ECC and the Parking Partnership made provision for the Partnership to accept delegation of the parking related TRO function.

A TRO team consisting of a TRO Manager and three FTE TRO technicians has been assembled to manage the workload of the TRO function. The main purpose of the team is to:

- Process requests for new parking restrictions
- Assess areas with reported parking problems and make recommendations
- Implement new TROs for agreed schemes
- Maintain existing signs and lines

The TRO function brings great benefit to the aims and objectives of the Parking Partnership.

The key opportunities are:

- Maintaining local influence on traffic management schemes.
- The provision of traffic management schemes which meet the aims and objectives of the Parking Partnership.
- Greater consistency of the application of TROs across the Partner areas.
- A higher level of compliance with maintaining signs and lines.

Each municipal year the Joint Committee nominates Joint Committee Members to represent two Sub Committees. One, for the purpose of reviewing and allocating funding for maintenance works and new TROs, and the other to receive and consider any objections to proposed new schemes.

A policy, 'How the SEPP will deal with requests for new parking restrictions' provides staff, officers, Councillors and members of the public with a consistent policy and approach to dealing with new requests. This policy can be viewed at www.chelmsford.gov.uk/sepp

3 Financial performance 2019/20

The following section will give an overview of the financial outcome for financial year 2019/20. It determines the financial position compared against the original 2019/20 business case and against the performance of 2018/19.

3.1 Financial outturn for 2019/20 enforcement operation

The following table (**Table 1 page 8**) gives the overall enforcement operation financial outturn for 2019/20. It also identifies the financial outturn position for each individual partnership City / District / Borough.

The overall 2019/20 total expenditure is £1,672,183 and the income achieved is £2,449,769 resulting in a positive net gain surplus of £777,585 to be off set against the full TRO operational costs.

Table 1 2019/20 Outturn – Enforcement operation

South Essex Parking Partnership - Outturn Position for 19/20							
Actual 19/20	Chelmsford	Brentwood	Maldon	Basildon	Rochford	Castle Point	Total
	£	£	£	£	£	£	£
Direct Expenditure							
- Employees	362,906	240,365	85,782	249,409	111,750	66,851	1,117,062
- Premises	8,344	7,499	1,709	6,025	2,564	1,488	27,629
- Supplies and Services	43,207	32,286	8,398	36,935	12,652	7,516	140,995
- Third Party Payments	46,841	42,311	7,665	32,165	17,017	9,726	155,726
- Transport Costs	15,870	18,546	7,705	40,430	10,594	10,481	103,626
Total Direct Expenditure	477,169	341,006	111,259	364,965	154,577	96,062	1,545,037
Indirect Expenditure							
Central Support	46,329	31,046	6,691	25,511	9,506	8,062	127,146
Total Indirect Expenditure	46,329	31,046	6,691	25,511	9,506	8,062	127,146
Total Expenditure	523,498	372,052	117,950	390,476	164,083	104,124	1,672,183
Income received							
PCN's	559,861	360,198	93,967	335,822	138,994	107,683	1,596,525
Residents' Parking Permits	264,811	185,475	28,939	177,254	17,096	4,804	678,379
Pay & Display	77,441	92,196	0	0	0	0	169,637
Other	5,867	-195	-42	-292	-60	-51	5,228
Total Income	907,980	637,673	122,864	512,784	156,030	112,437	2,449,769
Net (Surplus) / Deficit - enforcement operation	(384,482)	(265,620)	(4,915)	(122,309)	8,053	(8,312)	(777,585)

3.2 Comparison of actual 2019/20 outturn against agreed 2019/20 budget

The Joint Committee Agreement, Clause 23.15, sets out a requirement for the Joint Committee to develop an Annual Business Plan no later than 31 December for each financial year.

At the Joint Committee Meeting in December 2018, the Annual Business Plan for 2019/20 was approved. This Business Plan estimated an overall Partnership surplus of £559,000 which would be used to contribute to the TRO operational costs and would result in an estimated surplus in the region of £392,000 to contribute to the operational fund.

Table 2: 2019/20 Enforcement outturn comparison against 2019/20 Business Plan estimate

	2019/20 Business case original estimate (cash basis)	2019/20 actual outturn (cash basis)	Position against original estimate. Deficit / (surplus)
Expenditure	£1,634,000	£1,672,183	£38,183
Income	£2,192,600	£2,449,769	(£257,169)
Deficit / (surplus)	(£558,600)	(£777,585)	(£218,986)

Table 3: Actual 2019/20 outturn compared to 2018/19 actual outturn

	2018/19 actual outturn (cash basis)	2019/20 actual outturn (cash basis)	Position against previous year. Deficit / (surplus)
Expenditure	£1,611,470	£1,672,183	£60,713
Income	£2,426,660	£2,449,769	(£23,109)
Deficit/ (surplus)	(£815,190)	(£777,586)	£37,604

The clear aim and intention of the Parking Partnership was to reduce the amount of

unsustainable deficit under previous agency agreements and deliver a new service at zero cost to ECC, while retaining a high level of service provision and ensuring sufficient capital funds are available to invest back into the operation and fully fund the Traffic Regulation Order function and the maintenance of parking related signs and lines. The Partnership to date has met this objective and demonstrates the benefits of partnership working and shared resource.

3.3	TRO function 2019/20 financial outturn
	Table 4 provides details of the TRO operational costs. These costs are deducted from the 2019/20 enforcement operation account and the outturn is shown in Table 5 .

Table 4: 2019/20 financial outturn for the TRO function.

2019/20 TRO account		
Direct Expenditure		
- Employees	122,545	
- Supplies and Services	46,361	
- Third Party Payments	210,377	
- Transport costs	417	
Total Direct Expenditure	379,701	
Indirect Expenditure		
Central Support	25,131	
Total Indirect Expenditure	25,131	
Total Expenditure	404,832	
Net (Surplus) / Deficit - Cash Basis	404,832	

Table 5: 2019/20 overall Parking Partnership account outturn

Overall outturn position	2019/20 actual outturn
Enforcement operation	
Expenditure	£1,672,183
Income	£2,449,769
Total- deficit/ (surplus)	(£777,586)
TRO operation	
Expenditure	£404,832
Total- deficit/ (surplus)	£404,832
Outturn position - deficit/ (surplus)	(£372,754)

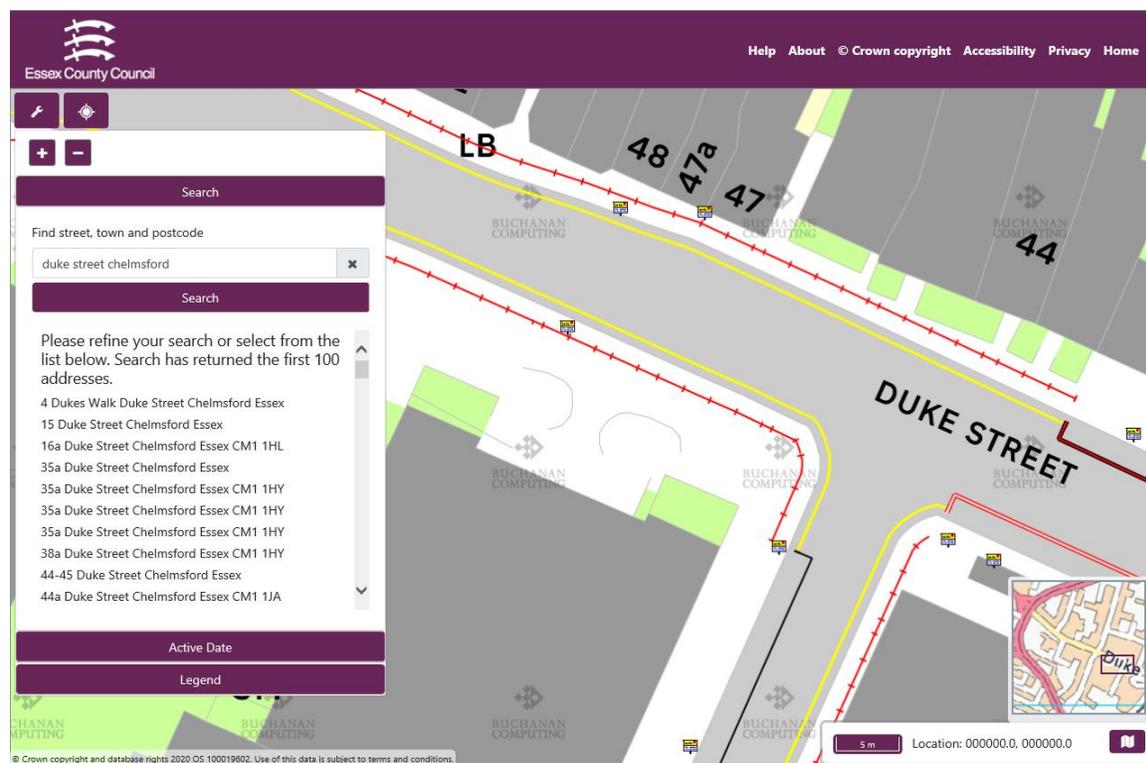
Included in the final accounts for 2019/20 are the items of spend allocated from the Partnership reserves which total £129,376, taking this into account the overall outturn position including the additional cost for the TRO function and sign and line maintenance is a surplus position of **£243,378**.

3.4	Investment and improving the service
	<p>The Parking Partnership has carefully managed the surplus achieved to date ensuring that the cost of operating the TRO function could be realistically achieved without the risk of operating the overall function in a deficit position.</p> <p>The Parking Partnership continues to invest in easily accessible IT systems to provide a better customer experience for our parking customers, our back-office staff and Civil Enforcement Officers (CEOs)</p> <p>The MiPermit system was introduced to provide residents, living in a residents parking zone, with a fast and effective method for managing, purchasing and allocating their resident permits and visitor tickets, via an on-line account. The new system does not require residents to display a paper permit as the permits allocated are virtual permits (paperless). The CEOs can identify valid permits from the registration details of the vehicle. This is achieved by real time data being sent to the CEOs handheld devices. The new system reduces the level of administration to manage the schemes. Full details on how the system works can be found at the following link:http://www.chelmsford.gov.uk/about-chelmsford-resident-permit-scheme</p>

The Response Master package provides back office staff with a system to produce consistent correspondence when dealing with challenges against a PCN, in addition this system provides a front-end portal for members of the public to review and gauge the likely outcome of a challenge.

To compliment these new systems the enforcement staff have been issued with lightweight smart phone handheld computer devices which operate on Apple and Android systems and have the benefit of receiving and providing real time data in a fast and efficient manner, this has significantly improved how the virtual permit data is downloaded and viewed.

Map based digitised TROs



In November 2019 the Parking Partnerships launched its new map based digitised TROs which involved the re-surveying of parking restrictions from the ground up, to provide consistent and accurate data.

This was also an opportunity to make the digitised data accessible via the internet, displaying it in a way that the public could understand. The accuracy of the map-based schedules and the improved style and robustness of the consolidation orders that they are included in, has been a massive step-forward in how NEPP and SEPP manage their traffic orders. Employees in each of the partnerships and in Essex County Council are now able to use the ParkMap software to help with many aspects of parking enforcement, scheme design and TRO management. The detailed dataset

also allows requests and other queries to be simply and clearly resolved by the users, helping to increase the transparency of its parking operations to their local users.

The information within the system is also fully available via Traffweb at the following link: [Essex Traffweb](#); now the public, the civil enforcement officers, the staff dealing with challenges and even the council's signs and lines contractors can easily access the information.

Having the ability to stream our traffic orders directly from ParkMap and overlaying them on Ordnance Survey 3D mapping is going to be key for the future. Telematics, autonomous cars, and the way we manage things kerbside all depend on getting data to a vehicle and the introduction of this digitised system enables the Parking Partnerships to expand and progress in these areas.

Local Parking and Highway Schemes

At its meeting on 6 December 2018 the Joint Committee agreed to equally share £816,140 between the seven partners (£116,000 each) to invest into schemes which are in accordance with Section 55 of the Road Traffic Regulation Act 1985. Each partner is required to present a report to the Joint Committee setting out how they intend to allocate their share of the funding. **Table 6** sets out how the funding has been allocated to date and the remaining amount to spend.

Table 6

Basildon	Amount
Reducing nuisance parking – trial Radford Crescent Car Park security improvements Relining of car park markings Installation of dropped kerb, Wickford High Street Purchase cashless car parking machines.	£116,000 (full amount of share allocated)
Chelmsford City Council	
Road Safety and parking control measures for Broomfield Parade	£30,000 (£86,000 of share remaining for allocation).
Castle Point Borough Council	
Resurfacing of car park at J H Burrows Recreational Ground Car Park improvements to Canvey Island seafront car park.	£116,000 (full amount of share allocated)

Essex County Council	
Bus lane / Bus Gate enhancements	£116,000 (full amount of share allocated)
Maldon District Council	
New Pay and Display machines	£116,000 (full amount of share allocated)
Brentwood Borough Council	
Mountnessing signalised pedestrian crossing Child safety project at Sawyers Hall Lane	£116,000 (full amount of share allocated)
Rochford District Council	
Public right of way improvements at local school	£16,000 (£100,000 of share remaining for allocation)

3.5 Operational Fund

Table 7 shows the current financial position of the SEPP operational fund / reserve and the revised cost to complete the outstanding areas of spend.

Table 7

Amount at 31 March 2020	Sub total
Parking reserve	£2,681,450
£28,000 remaining of £80,000 allocated to provide full cost of launching 3PR in schools (zero cost to school). £450 - £500 per schools – covers approx. 168 schools	£2,653,450
£150,000 allocated in financial year 2020/21 for the sign and line maintenance	£2,503,450
£50,000 allocated in financial year 2020/21 for implementing new schemes which require a TRO	£2,453,450
£789,300 remaining of the £816.000 Shared between the seven Partnership Authorities for highway and car park improvements which are in accordance with section 55 (as amended) of the Road Traffic Regulations Act 1984 (RTRA 1984)	£1,664,150

	£150,000 to be allocated in financial year 2021/22 for the sign and line maintenance	£1,514,150	
	£50,000 to be allocated in financial year 2021/22 for implementing new schemes which require a TRO	£1,464,150	
	£76,000 to cover costs until 2022 to provide additional out of hours and weekend enforcement patrols to cover areas of known parking problems	£1,388,150	
	Maintain £200,000 reserve	£1,188,150	
	Total Partnership operational fund	£1,188,150	
<p>Considering the outstanding items of spend, the Partnership has an operational fund of £1,188,150 to invest back into the operation and allocate funding which is in accordance with section 55 of the RTRA 1984</p>			

4	The four key areas of performance
	<p>The continuing success of the Parking Partnership depends on four key areas:</p> <ul style="list-style-type: none"> • the Joint Committee, • the TRO function, • the enforcement operation, • the back office. <p>The following section gives an overview on how these areas have performed this financial year.</p>
4.1	The Joint Committee
	<p>The Joint Committee, governed by the Joint Committee Agreement, performs an essential role ensuring that all Partnership members have an influence on how the Partnership is operated and on local parking enforcement issues.</p> <p>The Joint Committee consists of one nominated Councillor from Basildon, Brentwood, Castle Point, Chelmsford, Maldon, Rochford and the Cabinet Member for Highways and Transportation at ECC. The Joint Committee is responsible for approving Partnership policies, the Annual Business Plan, the Resident Parking Schemes, Traffic Regulation Orders for new parking schemes, maintenance of signs and lines, and managing the Parking Partnership financial account.</p>

The Joint Committee has agreed the Civil Parking Enforcement principles, and business aims, and objectives as outlined in the introduction to this report.

There are at least four Joint Committee Meetings held in the financial year in the months of June, September, December and March. Each meeting will have set agenda items and items for approval. The set agenda items consist of the Operational and Performance Report, and the Financial Report. Additionally, updates on the Annual Business Plan are provided at the meetings held in September and March.

The main items approved by the Joint Committee in the financial year 2019/20 are as follows:

Joint Committee Meeting	Items approved
27 June 2019	<ul style="list-style-type: none"> ➤ Financial outturn 2018/19 ➤ Annual Report 2018/19 ➤ Approved £116,000 of the operational fund for local highway and car park improvement schemes in Basildon Borough Council
5 September 2019	<ul style="list-style-type: none"> ➤ SEPP enforcement operation policies reviewed ➤ Approved £116,000 of the operational fund for local highway and car park improvement schemes in Castle Point Borough Council ➤ Approved £30,000 of the operational fund for local highway and car park improvement schemes for Chelmsford City Council
5 December 2019	<ul style="list-style-type: none"> ➤ 2020/21 Business Plan ➤ SEPP Audit recommendations
5 March 2020	<ul style="list-style-type: none"> ➤ Review of the TRO Implementation Policy ➤ Approved £116,000 of the operational fund for local highway improvement schemes in Essex County Council. ➤ Approved £116,000 of the operational fund for local highway and car park improvement schemes for Maldon District Council ➤ Approved £116,000 of the operational fund for local highway and car park improvement schemes for Brentwood Borough Council ➤ Approved £16,000 of the operational fund for local highway and car park improvement schemes for Rochford District Council

The Joint Committee is supported by the South Essex Parking Partnership Manager and the Lead Officers who represent each partnership area and ECC. These officers will attend regular meetings with the purpose of shaping the Partnership policies, procedures and business plans for approval by the Joint Committee Members. All reports and minutes from the Joint Committee Meetings can be viewed on-line at [Committees and meetings - Chelmsford City Council](#)

Separate sub-committee meetings for the purpose of considering TRO proposals/objections, and funding for new TROs and signs and lines maintenance are normally held after the Joint Committee Meetings. Additional Sub Committee meetings will be arranged dependant on the number of schemes, which require a decision.

The signs and lines maintenance sub-committee is responsible for considering and allocating funding for essential maintenance works, which relate to existing parking restrictions and new proposals for parking controls, which require a TRO.

The TRO sub-committee considers and hears objections against an advertised TRO and will make a final decision if the scheme or schemes will be progress as advertised, progress with amendments or will be declined.

The items approved, during 2019/20 at the Sub Committee Meetings for Funding new TRO Schemes and Signs and Lines Maintenance are as follows:

Sub Committee Meeting for signs and lines funding	Items approved
6 September 2018	<ul style="list-style-type: none"> ➤ Batch 16 maintenance works (£84,000) ➤ £40,000 funding for new TROs

The proposed TROs considered, during 2019/20 at the Sub Committee meetings for considering objections to a proposed TRO are as follows:

TRO Sub Committee	Items considered.
5 September 2019	<p>Variation Order No.79 (Chelmsford City Council)</p> <ul style="list-style-type: none"> ➤ Warren Close - Order made as advertised ➤ Exeter Road, Torrington Close – Order made with modifications ➤ Mildmay Road – withdrawn subject to further assessment.

	<p>Variation Order No.82 (Chelmsford City Council)</p> <ul style="list-style-type: none"> ➤ Ravensbourne Drive, Nabbott Road, Benedict Drive, St Peter's Road, St Catherine's Road, Dane Road, Abbess Close, Beeches Drive - Order made as advertised
<p>19 September 2019</p>	<p>Amendment No 100 (Basildon Borough Council)</p> <ul style="list-style-type: none"> ➤ Brackendale Avenue, St Michaels Avenue, Mountfields - Order made with modifications ➤ Laurel Avenue, Lilac Avenue, St Peters Terrace, Almond Avenue, Laburnum Avenue - Order made as advertised ➤ Stock Road, Oakwood Drive - Order made as advertised ➤ Morris Avenue, Outwood Common - Order made as advertised <p>Amendment No 104 (Basildon Borough Council)</p> <ul style="list-style-type: none"> ➤ Eastley and Rantree Fold - Order made with modifications ➤ Perry Street - Order made as advertised ➤ Wick Glenn - Order made as advertised ➤ Wood Green, Burnet Mills Road - Order made as advertised
<p>3 October 2019</p>	<p>Variation Order No.39 (Brentwood Borough Council)</p> <ul style="list-style-type: none"> ➤ Hammond Lane - Order withdrawn ➤ Woodman Road - Order made as advertised ➤ Lindon Rise, Conifer Drive - Order made as advertised ➤ Britannia Road, Wellington Place - Order made as advertised ➤ Canterbury Way, Ashbeam Close, Birchwood Close - Order made as advertised ➤ Warley Hill – Order withdrawn and to be redesigned. ➤ The Grove - Order made as advertised ➤ Shenfield Green - Order made as advertised <p>Variation Order No.44 (Brentwood Borough Council)</p> <ul style="list-style-type: none"> ➤ Copperfield Gardens, Sycamore Drive - Order

		<p>made as advertised</p> <ul style="list-style-type: none"> ➤ Copperfield Gardens - Order made with modifications ➤ Doddinghurst Road, Robin Hood Road - Order made as advertised ➤ Margaret Avenue, Shorter Avenue – Order withdrawn
	5 December 2019	<p>Amendment No 53 (Rochford District Council)</p> <ul style="list-style-type: none"> ➤ Helena Road, Rydal Close, Grayson Close - Order made as advertised <p>Variation Order No.92 (Chelmsford City Council)</p> <ul style="list-style-type: none"> ➤ The Laurels - Order made as advertised ➤ Church Avenue, Broomhall Road, Broomhall Close, Main Road and Jubilee Avenue - Order made as advertised ➤ Chestnut Walk, Town Croft, Sunrise Avenue Borda Close - Order made as advertised ➤ Springfield Park Avenue, Springfield Park Parade - Order made as advertised ➤ Telford Place - Order made as advertised ➤ Rossendale - Order made as advertised ➤ Beaufort Road - Order made as advertised
4.2	The TRO functions	
	<p>The TRO team plays an important role ensuring existing on-street parking restrictions are relevant and legally enforceable. It is essential that signs and lines are maintained to a high standard. Poorly maintained signs and lines will compromise the enforcement operation and potentially mislead motorists into parking in restricted areas.</p> <p>Maintaining the signs and lines to a high standard is a priority of the Parking Partnership and a lot of work has gone into identifying batches of work for maintenance.</p> <p>The team works very closely with the CEOs who are best placed, during their patrolling activity, to identify and note areas requiring attention. Table 8 shows the work processed during 2018/19.</p> <p>The TRO team is also responsible for receiving new requests for parking restrictions. When each new request is received, an assessment is carried out. This includes a site visit, informal discussions with local residents and the necessary checks carried</p>	

out against the criteria and priorities of the Parking Partnership.

To ensure local influence is maintained on decisions made, a report with recommendations will be presented to the lead officer and relevant area Joint Committee Member to discuss and agree locally. Regular meetings have been conducted throughout the year for this purpose.

Table 8: work processed by the TRO during 2019/20

	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
Number of lines and signs maintenance schemes processed	19	30	20	56	19	8	152
Requests for parking restrictions	25	19	13	47	15	18	137
No of residents informally consulted	599	1199	106	230	0	116	2250
No of TRO schemes completed	17	15	6	4	6	8	56
Suspensions implemented	14	39	4	49	4	3	113

4.3 The Enforcement Operation

The increasing number of vehicles on the highway network and the ever -increasing demand for kerbside parking provides many challenges to the parking enforcement operation. Many forms of parking restrictions have been implemented over the years to address issues around safety, congestion and commuter parking; to provide parking provision for retail and businesses and loading and unloading facilities.

The enforcement patrol priorities and levels of enforcement have remained consistent with the previous year of operation. However, reviews of the rota patrols are carried out regularly, to ensure that the operation can meet with the challenges of maintaining the necessary levels of enforcement.

A level of balance is required to ensure that the amount of enforcement undertaken is affordable in terms of operational costs and staffing levels, yet still remains a deterrent to illegal parking. In order to manage this balance, staff resource is focused on areas of greatest need, where parking problems cause severe safety and congestion implications. These areas will normally receive daily patrols and all other restrictions will receive a level of frequent enforcement on an ad-hoc basis.

Another long-term challenge faced by the operation is short term invasive parking. This type of parking exists, for example, where there is a school, local shops or a train station. These locations will attract a motorist who is only stopping for a few minutes to collect someone or pick something up. This type of parking, and in particular 'school-run' parking, is challenging because it will exist at the same time every week day at numerous schools for a short period of time.

The presence of a CEO situated at every school on each of these occasions would be the ultimate solution, but this would be uneconomical. Therefore, the Partnership's solution has been to look at new ways of engaging with the schools and the parents to encourage parking in a safe and considerate manner and this has been achieved with the launch of the School Parking Initiative with full details of the scheme at 4.3.1 below

The same approach to enforcement is also applied to the vicinities of local shops and train stations. However, in these locations the parking issue results from motorists who stay for longer and as such, these particular areas benefit from periods of sustained enforcement to eradicate the problem.

The normal enforcement operation will operate between 08.00 to 20.00 hrs. The operational guidance recognises that most issues surrounding safety, congestion and free flow of traffic will ease outside these hours. There will be areas within the Partnership where parking issues will need addressing outside these core hours; these will tend to be in areas where the night-time economy is buoyant. The Parking Partnership utilises ad-hoc 'out of hours' patrols, either on foot or mobile, dependant on the location and area.

The enforcement operation in Maldon and Brentwood has the benefit of working in partnership with the Community Safety Officers (CSOs). The CSOs have provided additional enforcement coverage during out of hours periods and during the peak summer season. This enforcement coverage has been particularly beneficial to residents living in the Maldon Resident Parking Zones, thus ensuring suitable space provision is available for residents with a permit and maintaining the free flow of traffic through Brentwood High Street.

4.3.1 3PR and The School Parking Initiative

The 3PR School Parking Initiative was launched in 2017 to promote safe and considerate parking habits to school children, parents, teachers and residents. Since then, the initiative has been launched in over 40 schools across South Essex.



Each 3PR schools receives literature about considerate parking and road safety, a personalised map advising parents and carers where to park around the school

grounds, and an introductory assembly hosted by the School Parking Liaison Officer. Schools also receive all the resources they need to set up and monitor a “3PR Zone” (an advisory no parking zone), such as pavement signs, railing banners, high-vis uniforms and tokens. Each student who enters this zone on foot, bicycle or scooter (i.e. does not park there) is given a token to take to their classroom and the class with the most tokens at the end of the week/month receives a trophy and certificate, also provided free of charge by the South Essex Parking Partnership.

In addition to launching at 18 schools over the past year, the South Essex Parking Partnership has reviewed the ways in which it can maintain interest and engagement from all members of the school community. This has involved hosting “refresher assemblies” to remind children about the 3 Parking Rules, producing new 3PR merchandise (e.g. stationery, bags, badges etc.) and discussing the topic with school councils. The South and North Essex Parking Partnerships also collaborated on an inter-school competition to mark “Walk to School Month” (October). Children were asked to write a poem or design a poster portraying their walk to school, for which they received prizes such as scooter helmets, pencil cases and medals.

To further promote the initiative, a new 3PR website was launched in November 2019 (www.schoolparking.org.uk). The new engaging and interactive website explains 3PR clearly and concisely, has an easy-to-use enquiry form, showcases 3PR schools on a case studies page and discusses topics such as safe parking, idling and sustainable travel on its new blog.

The South Essex Parking Partnership has also worked with Chelmsford City Council’s Community Protection Team to pilot the Junior Traffic Warden scheme at two Chelmsford primary schools. Accompanied by Police Community Support Officers, children approach parents and carers who are parked illegally or inappropriately around school. The children read a script to the driver to educate them about the potential dangers of their behaviour. The scheme received excellent feedback from parents, residents and teachers and will consequently be rolled out to more schools over the next year.

The following schools in the SEPP area have introduced 3PR and the School Parking Initiative.

School	District
Abacus Primary School	Basildon
Buttsbury Junior School	Basildon
Greensted Infant School *	Basildon
Greensted Infant School *	Basildon
Hilltop Infant School	Basildon
Merrylands Primary School	Basildon
North Crescent Primary School	Basildon
St. Anne Line Catholic Junior School	Basildon

Wickford Primary School	Basildon
Willowbrook Primary School *	Brentwood
Canvey Junior School *	Castlepoint
Hadleigh Infant School *	Castlepoint
Hadleigh Junior School *	Castlepoint
Holy Family Catholic Primary School *	Castlepoint
Kents Hill Junior School *	Castlepoint
Leigh Beck Infant School	Castlepoint
Montgomerie Primary School	Castlepoint
Northwick Park Primary School *	Castlepoint
Barnes Farm Infant School	Chelmsford
Barnes Farm Junior School	Chelmsford
Beaches Pre-School *	Chelmsford
Boreham Primary School	Chelmsford
Great Waltham Primary School *	Chelmsford
Lawford Mead Primary School	Chelmsford
Newlands Spring Primary School *	Chelmsford
St Pius X Catholic Primary School *	Chelmsford
Tyrrells Primary School	Chelmsford
Westlands Community Primary School *	Chelmsford
Woodville Primary School *	Chelmsford
Writtle Infant School	Chelmsford
Writtle Junior School	Chelmsford
Wentworth Primary School	Maldon
Barling Magna Primary School	Rochford
Glebe Primary School	Rochford
Holt Farm Infant School	Rochford
Holt Farm Junior School	Rochford
Plumberow Primary Academy *	Rochford
Rayleigh Primary School *	Rochford
St Nicholas CoE Primary School *	Rochford
Westerings Primary School	Rochford
Wyburns Primary School	Rochford

* = launched May 2019 – May 2020.

The launch of the Junior Traffic Warden scheme pilot at Barnes Farm Junior School



The Launch of 3PR at the Willowbrook Primary School in Brentwood



4.3.2 Enforcement Patrol and PCN contravention data

The aim of parking enforcement is to optimise compliance with regulations in order to meet the aims as outlined previously and in particular to ensure that a safe and free-flowing highway network is maintained. A significant way of fulfilling this aim is to encourage vehicles to move on before a contravention occurs. This can be achieved by the physical presence of the CEOs on the street carrying out their daily duties. This is demonstrated by the amount of observations whereby an officer has started the initial process to issue a PCN and the driver of the vehicle has either moved the vehicle or it has been determined that the vehicle is legally loading or unloading

goods.

The following table provides information on the annual patrol performance across all partnership areas.

Table 9 Annual Patrol Performance 2019/20

Patrol visits to streets	258,138
Observations (PCN not issued)	206,516
PCNs issued	45,672
Average PCNs issued per day	206
Average PCNs issued per day per CEO	7.43

It should be noted, that the Partnership, through its core principles, has a commitment to managing the traffic network to ensure expeditious movement of traffic and improve road safety. Providing sufficient levels of parking enforcement on no waiting yellow line restrictions is fundamental to this aim and has been demonstrated by the number (18,622) of 01 and 02 contravention PCNs issued.

The Partnership has contributed to improving the quality and accessibility of public transport by issuing 306 PCNs to unauthorised vehicles parked in a bus stop and met the needs of people with disabilities by patrolling blue badge only parking areas resulting in 2,485 PCNs issued. Residents who encounter commuter parking problems have had the benefit of regular daily patrols of the Resident Parking Zones resulting in 11,349 PCNs issued to unauthorised vehicles in contravention of code 12 and 19. **Table 10** provides a full breakdown of the various parking contraventions and the number of PCNs issued.

Table 10

Code	Description	PCNs issued
01	Parked in a restricted street	15,779
02	Loading in restricted street	2,843
05	Parked after payment expired	639
06	Parked without clear display	1,486
07	Feeding the meter	40
10	Parked without clear display 2	2
12	Parked in a residents' place	11,203
16	Parked in a permit space	511
18	Parking for sale of goods	1
19	Parked in a residents' place	146
21	Parked in a suspended bay	35
22	Re-parked in the same place	342
23	Wrong class of vehicle	2,575

	24	Not parked correctly	331
	25	Parked in a loading place	721
	26	Double parking in a SEA	47
	27	Dropped footway in a SEA	506
	30	Parked longer than permitted	3,539
	40	Disabled person's parking	2,485
	45	Taxi rank	1,180
	46	Clearway	382
	47	Restricted bus stop or stand	306
	48	Restricted school area	104
	49	Cycle track or lane	42
	99	Pedestrian crossing	427
		Total PCNs issued	45,672

4.3.3 CCTV vehicle

The Partnership is in possession of a CCTV vehicle, based within the Basildon Borough. It complements the Basildon operation and is operated by the Basildon CEOs.

From 1 April 2015 CCTV enforcement can only be used for contraventions as per the amended Statutory Instrument. The TMA 2004 Operational Guidance has been updated as follows:

Enforcement using Approved Devices

*Traffic Management Act 2004 Regulations give limited powers to authorities throughout England to issue penalty charge notices for contraventions detected solely with a camera associated recording equipment (approved device). Any such device **must** be certified by the Secretary of State. Once certified they may be called an 'approved device'. To comply with certification the system must be used in accordance with the Guidelines issued by the Vehicle Certification Agency. From April 1, 2015 penalty charge notices **must not** be served by post on the basis of evidence from an approved device other than when vehicles are parked on:*

- a bus lane
- a bus stop clearway or bus stand clearway
- a Keep Clear zig-zag area outside schools; or a red route

The new regulations remove the ability to enforce 02 contraventions (no waiting and no loading double yellow line parking restrictions) with the use of a CCTV device.

Under the new legislation, the Basildon CCTV vehicle can only be used to enforce parking contraventions in bus stops and school Keep Clear markings.

Following the Government's intention to restrict the type of parking contravention that can be enforced by CCTV, the Lead Officer and Joint Committee Member for Basildon felt there were still significant benefits to operate the CCTV to promote safe and compliant parking outside schools and to ensure that bus stops are used for their intended purpose.

4.4 The Back Office

The back office performs the key function of administering the PCN recovery and challenge process using the legislation and operational guidance of the TMA 2004.

It is essential for the enforcement back office function to apply consistency and transparency when considering challenges and representations against a PCN. The Parking Partnership has an agreed discretion policy, which specifies occasions where mitigating circumstances may be considered.

The Response Master system continues to be an effective tool to aid staff with a consistent approach to considering challenges and representations against PCNs, with the added benefit of improving the processing time.

The back office currently consists of 7 (FTE) PCN processing officers and the Back-Office Supervisor

All staff have completed cross-training to deliver all aspects of the Back-Office function, to enable resistance and continuity in service delivery and they possess extensive knowledge of the legislation in place to deal with the following elements of their roles:

- Responding to PCN challenges and representations
- Attending adjudications
- Administering the resident parking schemes
- General phone enquiries
- Processing payments

Table 11 Back Office work volumes processed in 2019/20 and compared to 2018/19

Process	2018/19	2019/20
Informal and formal challenges received	9831	8090
Other correspondence received	6979	2926
Correspondence sent out including automatic system generated documents	33,941	34,351

Resident permits processed	11,993	12669
Other permits (visitor tickets etc.)	31,944	33712
Telephone calls received	28,800	21,107

5 PCN issue and recovery rates

The following section provides statistical information relating to the amount of PCNs issued and recovered in financial year 2019-20.

The following table shows the PCN issue and recovery rates for the Parking Partnership. These recovery figures were extracted from the system on in May 2020. The recovery figures will improve slightly once all the outstanding cases have progressed through the various stages.

The 2019/20 recovery figures for the Partnership currently stand at 75%, which meets the expected national level of 75%.

It is essential that PCNs are legally issued and correctly recovered using the legislation of TMA 2004. Failure to do so will result in a high number of representations, appeals to adjudicators and PCNs written off due to CEO error. The Partnership carries out the operation in a consistent, professional manner and in accordance with TMA 2004. This is demonstrated with only 0.7% of PCNs written off due to CEO error, 6.5% written off due to untraceable drivers, only 7% of the total PCNs issued being cancelled as a result of a challenge or representation, and 0.07% of motorists who appeal to the independent adjudicator because they do not agree with the Partnerships decision.

Another positive indicator of the fair decisions of the CEOs is that 63% of motorists pay the PCN at the discounted amount, suggesting that the motorist do not dispute the validity of the PCN in the first instance.

N.B. regarding appeals sent to the adjudicator, the term 'rejected' means adjudicator awarded in favour of the Partnership. The term 'allowed' means the adjudicator awarded in favour of the motorist. Non-contested means the Partnership cancelled the case based on additional evidence provided. The percentage figure is calculated against the number of cases presented to the adjudicator.

Table12, provides this information

Table 12

South Essex Parking Partnership	Total PCNs
Number of Higher level PCNs issued	39180
Number of lower level PCNs issued	6492
Number of total PCNs issued	45672
Number of PCNs paid	34316
Number of PCNs paid at discount amount	28800
Number of PCNs against which an informal or formal representation was made	8090
Number of PCNs cancelled as a result of an informal or a formal representation	3184
Number of PCNs written off due to CEO error	314
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	2968
Number of appeals to adjudicator	33
*Number of appeals rejected	15
*Number of appeals allowed	6
*Number of appeals non-contested	12
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	86%
Percentage of lower level PCNs issued	14%
Percentage of PCNs paid	75%
Percentage of PCNs paid at discount amount	63%
Percentage of PCNs against which an informal or formal representation was made	18%
Percentage of PCNs cancelled as a result of an informal or a formal representation	7%
Percentage of PCNs written off due to CEO error	0.7%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	6.5%
Percentage of appeals to adjudicator	0.07%
*Percentage of appeals rejected	46%
*Percentage of appeals allowed	18%
*Percentage of appeals non-contested	36%

5.1 PCN issue rate comparison

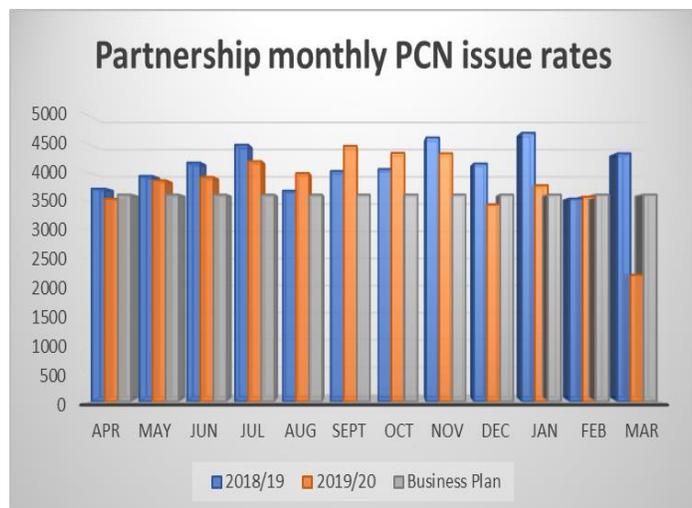
The following table compares the PCN issue rates of 2019/20 against the previous three year's performance

South Essex Parking Partnership	2016-17	2017-18	2018-19	2019-20
PCNs issued	41,853	43,598	49,430	45,672
Comparison with 2016-17		+4.17%	+18.10%	+9.12%
Comparison with 2017-18			+13.3%	+4.8%
Comparison with 2018-19				-7.6%

Overall there has been a 7.6% reduction in the amount of PCNs issued compared to the previous year.

Partnership total monthly PCN issue rate compared to Business Plan forecast and previous year

SEPP	2018/19	2019/20	Business Plan
APR	3719	3541	3615
MAY	3941	3865	3615
JUN	4174	3923	3615
JUL	4486	4199	3615
AUG	3683	3989	3615
SEPT	4026	4466	3615
OCT	4060	4344	3615
NOV	4611	4335	3615
DEC	4156	3445	3615
JAN	4693	3778	3615
FEB	3546	3578	3615
MAR	4335	2209	3615
Total	41549	45672	36150



6	<p>Conclusion</p>
	<p>The aims and objectives of the Parking Partnership have again been achieved in another satisfactory year of operation. The Partnership has provided a cost effective, self- sufficient operational model while maintaining a high level of service provision.</p> <p>Taking into consideration the operational costs of the TRO function including the additional signs and lines maintenance and items funded from the reserve, the Partnership account produced a surplus of £243,378 to contribute to the Partnership operational fund.</p> <p>The overall performance of the Partnership for the financial year 2019/20 has been very successful ensuring that it is well placed with the necessary funding to deliver the TRO function and to continue the delivery of the service effectively and efficiently into 2020/21 and throughout the term of the contract.</p> <p>The TRO function continues to provide the Partnership with greater opportunity to maintain local influence on traffic management schemes, provide greater consistency of the application of TROs across the Partner areas, maintain a higher level of compliance with the maintenance of signs and lines and provide traffic management schemes, which meet the aims and objectives of the Parking Partnership. In 2019/20 £124,000 was allocated for new TROs and sign and line maintenance and 152 sign and line sign maintenance schemes and 8 new Variation Orders created containing 56 new parking schemes.</p> <p>The Parking Partnership has carefully managed the surplus achieved to date ensuring that the cost of operating the TRO function could be realistically achieved without the risk of operating the overall function in a deficit position. Taking into account the outstanding items of spend, the Partnership has an operational fund of £1,188,150 to invest back into the operation and allocate funding which is in accordance with section 55 of the RTRA 1984</p> <p>The four key elements of the Parking Partnership, The Joint Committee, The TRO team, The Back Office and the Civil Enforcement Officers have all contributed, through effective performance to another successful year.</p>

Links to policies, reports and procedures

<p>The Parking Partnership Enforcement Policy</p> <p>The Parking Partnership Operations Protocol</p> <p>The South Essex Parking Partnership Discretion Policy</p> <p>How the Partnership deals with requests for new TROs (TRO policy)</p> <p>Annual Reports</p>	<p>www.chelmsford.gov.uk/sepp</p>
<p>Joint Committee Meeting minutes and reports</p>	<p>www.chelmsford.gov.uk/council-meetings</p>

	<u>Glossary</u>
SEPP:	The South Essex Parking Partnership
TMA 2004:	The Traffic Management 2004 (part 6). Statutory government legislation issued by the Department of Transport and Secretary of State for the purpose decriminalised parking enforcement and moving traffic offences. Replaced the Road Traffic Act 1991 (RTA 1991)
ECC:	Essex County Council, The Highways Authority.
TRO:	Traffic Regulation Order. The Local Authorities Traffic Order (Procedure) (England and Wales) Regulations 1996
PCN:	Penalty Charge Notice
CEO:	Civil Enforcement Officer
CCTV:	Close Circuit Television Camera

Appendix A

2019/20 annual performance figures for each Partnership area

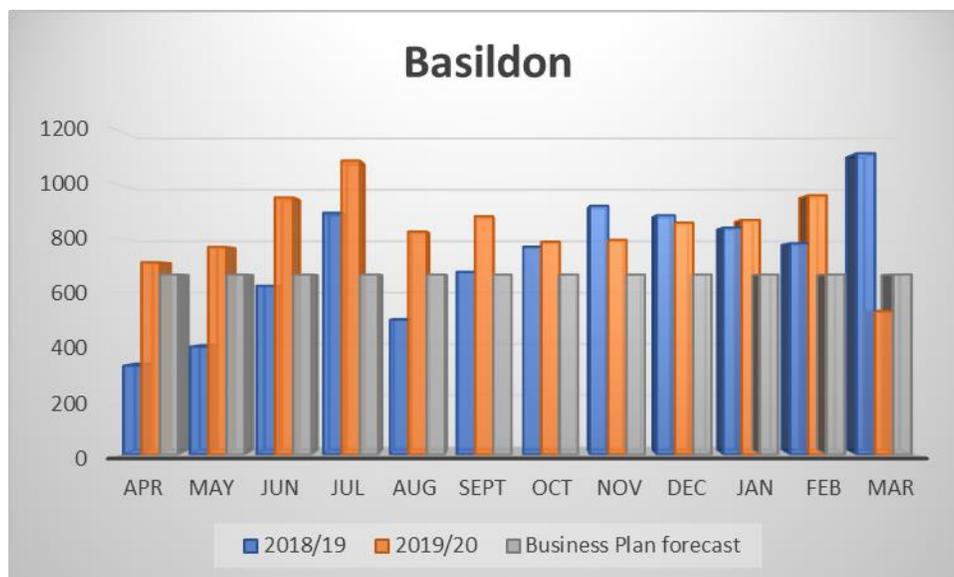
Basildon

CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	3,167
02	Loading in restricted street	611
12	Parked in a residents' place	3,592
19	Parked in a residents' place	15
22	Re-parked in the same place	64
23	Wrong class of vehicle	161
24	Not parked correctly	90
25	Parked in a loading place	149
26	Double parking in a SEA	2
27	Dropped footway in a SEA	200
30	Parked longer than permitted	672
35	Disc without clearly display	1
40	Disabled person's parking	240
42	Police vehicles	1
45	Taxi rank	532
46	Clearway	310
47	Restricted bus stop or stand	88
48	Restricted school area	22
62	Footpath parking	3
63	Parked with engine running	1
99	Pedestrian crossing	109
	Total PCNs issued	10,030
	Patrol visits to streets	33,138
	Observations	34,918
	Average PCNs issued per day	45
	Average PCNs issued per day per CEO	6.4

Basildon total monthly PCN issue rate compared to Business Plan forecast and previous year

Basildon	2018/19	2019/20	Business Plan forecast
APR	329	712	667
MAY	399	769	667
JUN	625	952	667
JUL	895	1088	667
AUG	499	826	667
SEPT	677	882	667
OCT	770	788	667
NOV	921	795	667
DEC	886	859	667
JAN	840	869	667
FEB	782	960	667
MAR	1115	530	667
Total	6841	10030	6670



PCN issue and recovery rates

Basildon	Total PCNs
Number of Higher level PCNs issued	9187
Number of lower level PCNs issued	843
Number of total PCNs issued	10030
Number of PCNs paid	7261
Number of PCNs paid at discount amount	6152
Number of PCNs against which an informal or formal representation was made	1918
Number of PCNs cancelled as a result of an informal or a formal representation	765
Number of PCNs written off due to CEO error	49
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	658
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	92%
Percentage of lower level PCNs issued	8%
Percentage of PCNs paid	72%
Percentage of PCNs paid at discount amount	61%
Percentage of PCNs against which an informal or formal representation was made	19%
Percentage of PCNs cancelled as a result of an informal or a formal representation	8%
Percentage of PCNs written off due to CEO error	0.5%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	7%

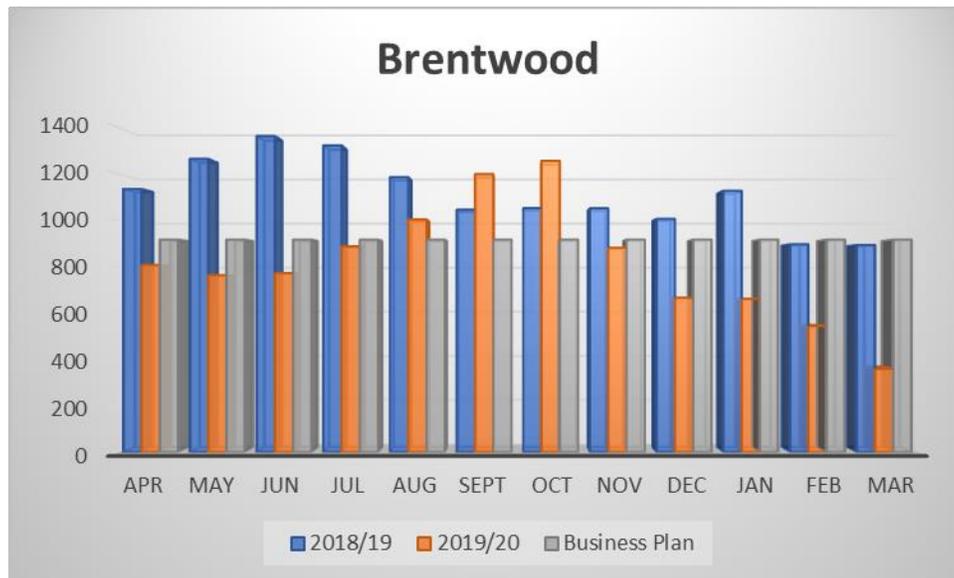
Brentwood

CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	4,312
02	Loading in restricted street	815
05	Parked after payment expired	59
06	Parked without clear display	239
07	Feeding the meter	1
12	Parked in a residents' place	1,531
16	Parked in a permit space	158
19	Parked in a residents' place	64
20	Parked in a loading gap	1
21	Parked in a suspended bay	9
22	Re-parked in the same place	162
23	Wrong class of vehicle	348
24	Not parked correctly	93
25	Parked in a loading place	253
26	Double parking in a SEA	11
27	Dropped footway in a SEA	44
30	Parked longer than permitted	927
36	Disc longer than permitted	1
40	Disabled person's parking	506
45	Taxi rank	64
47	Restricted bus stop or stand	125
48	Restricted school area	25
99	Pedestrian crossing	46
	Total PCNs issued	9,794
	Patrol visits to streets	57,211
	Observations	56,891
	Average PCNs issued per day	44
	Average PCNs issued per day per CEO	6.8

Brentwood total monthly PCN issue rate compared to Business Plan forecast and previous year

Brentwood	2018/19	2019/20	Business Plan
APR	1134	807	916
MAY	1264	763	916
JUN	1362	772	916
JUL	1322	887	916
AUG	1185	1003	916
SEPT	1045	1198	916
OCT	1052	1255	916
NOV	1051	881	916
DEC	1005	665	916
JAN	1126	660	916
FEB	896	544	916
MAR	893	359	916
Total	11546	9794	9160



PCN issue and recovery rates

Brentwood	Total PCNs
Number of Higher level PCNs issued	8248
Number of lower level PCNs issued	1547
Number of total PCNs issued	9794
Number of PCNs paid	7650
Number of PCNs paid at discount amount	6289
Number of PCNs against which an informal or formal representation was made	1771
Number of PCNs cancelled as a result of an informal or a formal representation	596
Number of PCNs written off due to CEO error	56
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	614
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	84%
Percentage of lower level PCNs issued	16%
Percentage of PCNs paid	78%
Percentage of PCNs paid at discount amount	64%
Percentage of PCNs against which an informal or formal representation was made	18%
Percentage of PCNs cancelled as a result of an informal or a formal representation	6%
Percentage of PCNs written off due to CEO error	0.6%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	6%

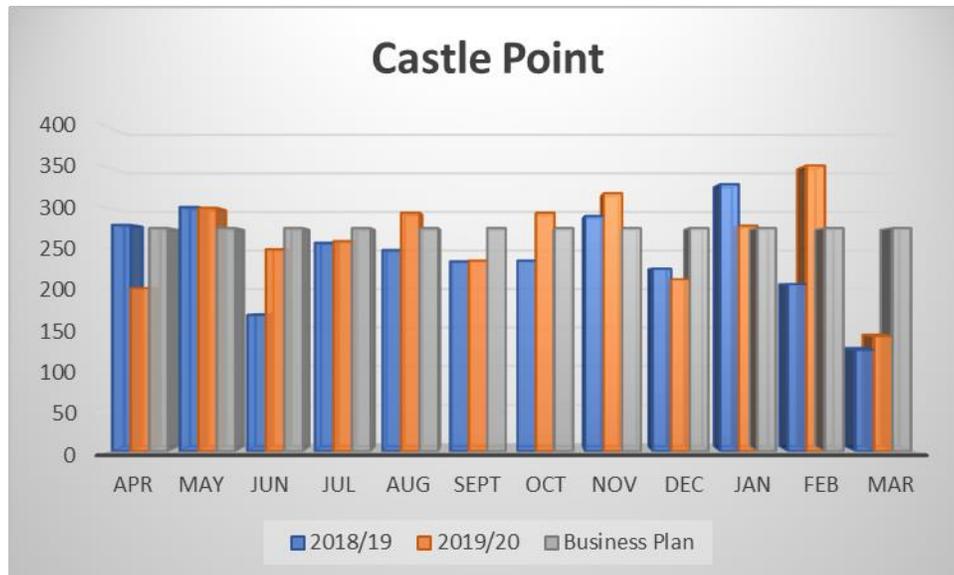
Castle Point

CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	1,869
02	Loading in restricted street	4
05	Parked after payment expired	1
12	Parked in a residents' place	220
16	Parked in a permit space	1
19	Parked in a residents' place	2
22	Re-parked in the same place	40
23	Wrong class of vehicle	9
24	Not parked correctly	28
26	Double parking in a SEA	3
27	Dropped footway in a SEA	81
30	Parked longer than permitted	470
40	Disabled person's parking	200
45	Taxi rank	99
46	Clearway	27
47	Restricted bus stop or stand	25
48	Restricted school area	6
99	Pedestrian crossing	49
	Total PCNs issued	3,134
	Patrol visits to streets	21,057
	Observations	20,265
	Average PCNs issued per day	14
	Average PCNs issued per day per CEO	8.3

Castle Point total monthly PCN issue rate compared to Business Plan forecast and previous year

Castle Point	2018/19	2019/20	Business Plan
APR	279	201	275
MAY	301	300	275
JUN	168	249	275
JUL	257	259	275
AUG	248	294	275
SEPT	234	235	275
OCT	235	294	275
NOV	290	318	275
DEC	225	212	275
JAN	329	278	275
FEB	206	352	275
MAR	125	142	275
Total	2566	3134	2750



PCN issue and recovery rates

Castle Point	Total PCNs
Number of Higher level PCNs issued	2593
Number of lower level PCNs issued	541
Number of total PCNs issued	3134
Number of PCNs paid	2511
Number of PCNs paid at discount amount	2149
Number of PCNs against which an informal or formal representation was made	401
Number of PCNs cancelled as a result of an informal or a formal representation	153
Number of PCNs written off due to CEO error	18
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	131
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	83%
Percentage of lower level PCNs issued	17%
Percentage of PCNs paid	80%
Percentage of PCNs paid at discount amount	68%
Percentage of PCNs against which an informal or formal representation was made	13%
Percentage of PCNs cancelled as a result of an informal or a formal representation	5%
Percentage of PCNs written off due to CEO error	0.6%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	4%

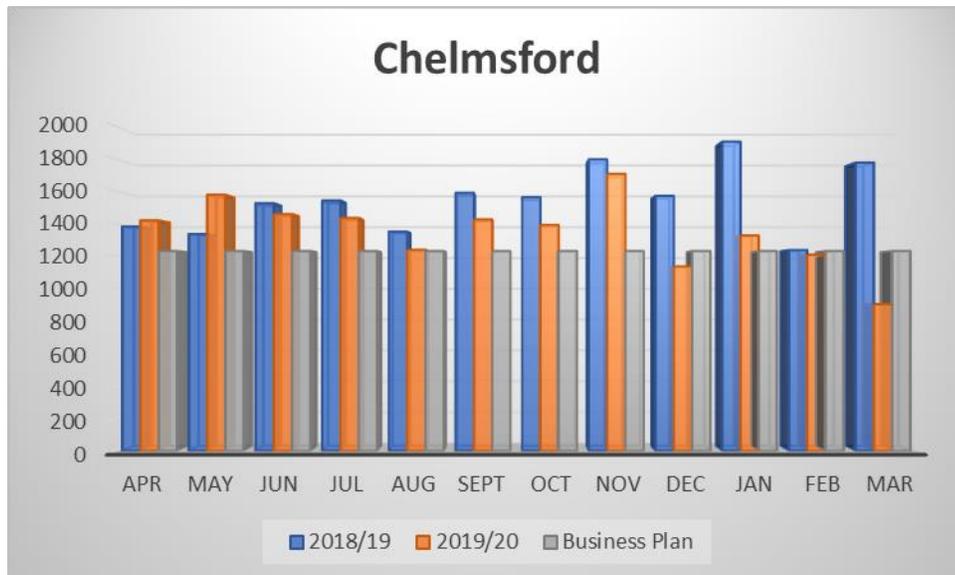
Chelmsford

CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	3,416
02	Loading in restricted street	1,144
05	Parked after payment expired	579
06	Parked without clear display	1,246
07	Feeding the meter	39
10	Parked without clear display 2	2
12	Parked in a residents' place	4,245
16	Parked in a permit space	341
18	Parking for sale of goods	1
19	Parked in a residents' place	50
21	Parked in a suspended bay	20
22	Re-parked in the same place	55
23	Wrong class of vehicle	1,833
24	Not parked correctly	74
25	Parked in a loading place	197
26	Double parking in a SEA	22
27	Dropped footway in a SEA	181
30	Parked longer than permitted	1,025
40	Disabled person's parking	1,271
45	Taxi rank	210
46	Clearway	28
47	Restricted bus stop or stand	32
48	Restricted school area	15
49	Cycle track or lane	31
99	Pedestrian crossing	197
	Total PCNs issued	16,254
	Patrol visits to streets	65,021
	Observations	49,183
	Average PCNs issued per day	73
	Average PCNs issued per day per CEO	9.8

Chelmsford total monthly PCN issue rate compared to Business Plan forecast and previous year

Chelmsford	2018/19	2019/20	Business Plan
APR	1384	1422	1233
MAY	1338	1580	1233
JUN	1528	1461	1233
JUL	1545	1437	1233
AUG	1353	1241	1233
SEPT	1592	1428	1233
OCT	1565	1394	1233
NOV	1798	1709	1233
DEC	1573	1138	1233
JAN	1907	1329	1233
FEB	1239	1211	1233
MAR	1778	904	1233
Total	15583	16254	12330



PCN issue and recovery rates

Chelmsford	Total PCNs
Number of Higher level PCNs issued	13184
Number of lower level PCNs issued	3070
Number of total PCNs issued	16254
Number of PCNs paid	11747
Number of PCNs paid at discount amount	9559
Number of PCNs against which an informal or formal representation was made	2966
Number of PCNs cancelled as a result of an informal or a formal representation	1290
Number of PCNs written off due to CEO error	148
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	1227
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	81%
Percentage of lower level PCNs issued	19%
Percentage of PCNs paid	72%
Percentage of PCNs paid at discount amount	59%
Percentage of PCNs against which an informal or formal representation was made	18%
Percentage of PCNs cancelled as a result of an informal or a formal representation	8%
Percentage of PCNs written off due to CEO error	0.9%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	8%

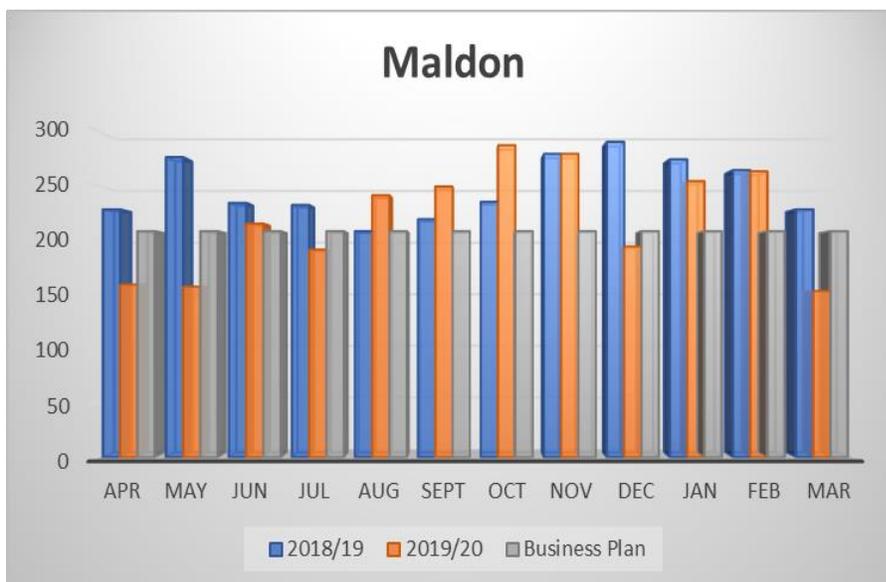
Maldon

CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	1,062
02	Loading in restricted street	4
06	Parked without clear display	1
12	Parked in a residents' place	955
16	Parked in a permit space	11
19	Parked in a residents' place	13
21	Parked in a suspended bay	6
22	Re-parked in the same place	14
23	Wrong class of vehicle	1
24	Not parked correctly	12
30	Parked longer than permitted	222
40	Disabled person's parking	83
45	Taxi rank	159
46	Clearway	2
47	Restricted bus stop or stand	30
48	Restricted school area	34
49	Cycle track or lane	10
63	Parked with engine running	1
99	Pedestrian crossing	22
	Total PCNs issued	2,642
	Patrol visits to streets	39,943
	Observations	20,090
	Average PCNs issued per day	12
	Average PCNs issued per day per CEO	6

Maldon total monthly PCN issue rate compared to Business Plan forecast and previous year

Maldon	2018/19	2019/20	Business Plan
APR	228	159	208
MAY	276	157	208
JUN	234	215	208
JUL	232	191	208
AUG	208	241	208
SEPT	219	249	208
OCT	235	287	208
NOV	279	279	208
DEC	290	194	208
JAN	274	254	208
FEB	264	263	208
MAR	228	153	208
Total	2475	2642	2080



PCN issue and recovery rates

Maldon	Total PCNs
Number of Higher level PCNs issued	2379
Number of lower level PCNs issued	263
Number of total PCNs issued	2642
Number of PCNs paid	1915
Number of PCNs paid at discount amount	1869
Number of PCNs against which an informal or formal representation was made	488
Number of PCNs cancelled as a result of an informal or a formal representation	204
Number of PCNs written off due to CEO error	24
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	233
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	90%
Percentage of lower level PCNs issued	10%
Percentage of PCNs paid	72%
Percentage of PCNs paid at discount amount	71%
Percentage of PCNs against which an informal or formal representation was made	18%
Percentage of PCNs cancelled as a result of an informal or a formal representation	8%
Percentage of PCNs written off due to CEO error	0.9%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	9%

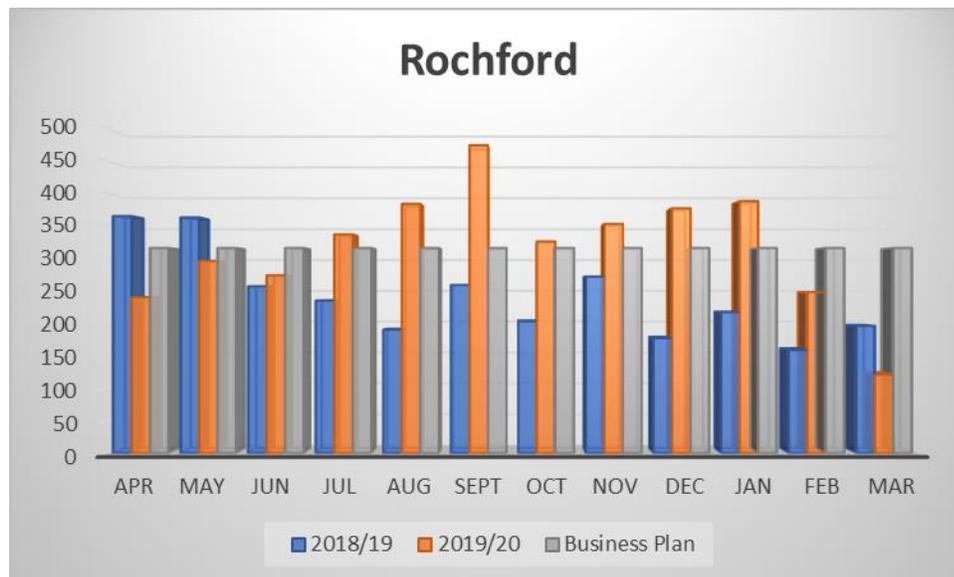
Rochford

CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	1,953
02	Loading in restricted street	265
04	Parked in a meter bay	1
12	Parked in a residents' place	660
19	Parked in a residents' place	2
22	Re-parked in the same place	7
23	Wrong class of vehicle	223
24	Not parked correctly	34
25	Parked in a loading place	122
26	Double parking in a SEA	9
27	Dropped footway in a SEA	28
30	Parked longer than permitted	184
40	Disabled person's parking	185
45	Taxi rank	116
46	Clearway	15
47	Restricted bus stop or stand	6
48	Restricted school area	2
49	Cycle track or lane	1
63	Parked with engine running	1
99	Pedestrian crossing	4
	Total PCNs issued	3,818
	Patrol visits to streets	41,768
	Observations	25,169
	Average PCNs issued per day	17.2
	Average PCNs issued per day per CEO	5.7

Rochford total monthly PCN issue rate compared to Business Plan forecast and previous year

Rochford	2018/19	2019/20	Business Plan
APR	365	240	316
MAY	363	296	316
JUN	257	274	316
JUL	235	337	316
AUG	190	384	316
SEPT	259	474	316
OCT	203	326	316
NOV	272	353	316
DEC	177	377	316
JAN	217	388	316
FEB	159	248	316
MAR	196	121	316
Total	2538	3818	3160



PCN issue and recovery rates

Rochford	Total PCNs
Number of Higher level PCNs issued	3589
Number of lower level PCNs issued	229
Number of total PCNs issued	3818
Number of PCNs paid	3232
Number of PCNs paid at discount amount	2782
Number of PCNs against which an informal or formal representation was made	546
Number of PCNs cancelled as a result of an informal or a formal representation	176
Number of PCNs written off due to CEO error	19
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	105
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	94%
Percentage of lower level PCNs issued	6%
Percentage of PCNs paid	85%
Percentage of PCNs paid at discount amount	73%
Percentage of PCNs against which an informal or formal representation was made	14%
Percentage of PCNs cancelled as a result of an informal or a formal representation	5%
Percentage of PCNs written off due to CEO error	0.5%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	3%

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