



SOUTH ESSEX

Annual Report 2022/23



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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 during financial year 2022/23 are:

- An overall surplus achieved of £465,114 from the enforcement operation account to contribute to the surplus sharing arrangement and to cover the costs of TRO function and maintenance of signs and lines .
- £82,467 increase in enforcement operational expenditure and £188,371 increase in income, compared to 2021/22.
- An overall income increase of 8.62% compared to previous year.
- 47,649 on-street Penalty Charge Notices (PCNs) issued resulting in a 6.2% increase compared to 2021/22.
- 76% of PCNs paid.
- 117 sign and line maintenance schemes completed, and new TROs created containing 50 roads with new parking schemes.
- £134,100 allocated during the year for new schemes requiring a new TRO.
- £89,200 allocated during the year for essential maintenance of signs and lines.

The performance in 2022/23 continues to make good progress following a few challenging years due to the impact of Covid-19 and the inflationary pressures resulting in increased operational costs. Taking these factors into consideration the financial account remains in a positive position and the level of reserve held ensures the Partnership is well placed to continue the delivery of the service effectively and efficiently through the current term of the Joint Committee 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.

This agreement ended on 31 March 2022 and all the partner authorities have signed up to a new Joint Committee Agreement for a further five years with the option to extend year-on for a further three years.

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 2022-23 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 of 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 makes 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 parking restriction 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.

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 [sepp-policy-](#)

[introducing-new-parking-restrictions-2020.pdf \(chelmsford.gov.uk\)](#)

3 Financial performance 2022/23

The following section will provide an overview of the financial outcome for financial year 2022/23 and a comparison of the financial position against the original 2022/23 business case and the performance of 2021/22. The financial information is broken down into three areas:

- The on-street enforcement operation
- The TRO operation
- The Joint Committee reserve fund

3.1 Financial outturn for 2022/23 enforcement operation

The following table (**Table 1 page 8**) provides the overall enforcement operation financial outturn for 2022/23. It also identifies the financial outturn position for each individual partnership City / District / Borough.

The overall 2022/23 total expenditure is £1,908,204 and the income achieved is £2,373,318 resulting in a positive net gain surplus of £465,114 to be off set against the full TRO operational costs and funding as agreed in the 2022 Joint Committee Agreement.

Table 1 2022/23 Outturn – Enforcement operation

Appendix 1								South Essex Parking Partnership - Outturn 2022/23							
Actuals 22/23								Chelmsford	Brentwood	Maldon	Basildon	Rochford	Castle Point	Total	
								£	£	£	£	£	£	£	
Direct Expenditure															
- Employees		416,448	264,570	58,097	311,006	131,702	85,235	1,267,058							
- Premises		0	10,000	0	0	0	0	10,000							
- Supplies and Services		76,865	58,238	12,529	44,214	26,928	15,560	234,335							
- Third Party Payments		25,766	19,142	4,358	13,955	6,624	5,739	75,584							
- Transport costs		22,554	29,629	14,583	52,557	22,203	15,602	157,127							
Total Direct Expenditure		541,633	381,579	89,567	421,732	187,457	122,137	1,744,104							
Indirect Expenditure															
Central Support		59,800	40,100	8,600	33,000	12,200	10,400	164,100							
Total Indirect Expenditure		59,800	40,100	8,600	33,000	12,200	10,400	164,100							
Total Expenditure		601,433	421,679	98,167	454,732	199,657	132,537	1,908,204							
Income Received															
PCN's		523,427	529,748	60,019	233,115	131,996	134,067	1,612,372							
Residents' Parking Permits		277,556	141,061	22,656	147,395	15,907	5,899	610,473							
Pay & Display		99,838	49,675	0	0	0	0	149,513							
Other		350	234	51	193	72	61	960							
Total Income		901,170	720,718	82,726	380,703	147,974	140,027	2,373,318							
Net (Surplus) / Deficit - Cash Basis Excluding items earmarked from Reserves below		(299,738)	(299,039)	15,442	74,029	51,683	(7,491)	(465,114)							

3.2 Comparison of actual 2022/23 outturn against agreed 2022/23 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 2021, the Annual Business Plan for 2022/23 was approved. This Business Plan estimated an overall Partnership surplus of £512,800 which would be used to contribute to the three key parts of surplus sharing arrangement as set out in the 2022 Joint Committee Agreement .

Table 2: 2022/23 Enforcement outturn comparison against 2022/23 Business Plan estimate

	2022/23 Business case original estimate (cash basis)	2022/23 actual outturn (cash basis)	Position against original estimate. Deficit / (surplus)
Expenditure	£1,890,500	£1,908,204	£17,704
Income	£2,403,300	£2,373,318	£29,982
Total Deficit / (surplus)	(512,800)	(£465,114)	£47,686

Table 3: Actual 2022/23 outturn compared to previous year 2021/22 actual outturn

	2021/22 actual outturn (cash basis)	2022/23 actual outturn (cash basis)	Position against previous year. Deficit / (surplus)
Expenditure	£1,825,737	£1,908,204	£82,467
Income	£2,184,947	£2,373,318	(£188,371)
Deficit / (surplus)	(£359,210)	(£465,114)	£105,904
Sales, Fees & Charges Compensation	(£145,576)		
	(£504,786)		

3.3 TRO function 2022/23 financial outturn

Table 4 provides details of the TRO operational costs.

Table 4: 2022/23 financial outturn for the TRO function.

2022/23 TRO account	
Direct Expenditure	
- Employees	£132,842
- Supplies and Services	£178,484
Total Direct Expenditure	£311,326
Indirect Expenditure	
Central Support	£26,300
Total Indirect Expenditure	£337,626
income	(£2'225)
Total Expenditure	£335,401

Table 5: 2022/23 overall Parking Partnership account compared to 2021/22 outturn.

Overall outturn position Deficit / (surplus)	2021/22 actual outturn	2022/23 actual outturn	Position against previous year.
Enforcement operation			
Expenditure	£1,825,737	£1,908,204	£82,467
Income	£2,184,947	£2,373,318	(£188,371)
Total- deficit/ (surplus)	(£359,210)	(£465,114)	(£105,904)
TRO operation			
Expenditure	£408,112	£337,626	(£70,486)
Income	£0	(£2,225)	(£2,225)
Total- deficit/ (surplus)	£408,112	£335,401	(£72,711)
Outturn position - deficit/ (surplus)	£48,902	(£129,714)	(£178,616)

3.4 Surplus management arrangements under the new Joint Committee Agreement 2022.

Under the terms of the 2022 Joint Committee Agreement, 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.

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

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. 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.

In terms of the outturn for the enforcement account 2022/23 and the surplus sharing arrangements as set out above the surplus will be applied as follows:

Enforcement outturn position 2022/23	£465,114
Part 1 - £400,000 reserve already maintained. No additional contribution required.	£465,114
Part 2 - £428,000 allocated to the SEPP single account to cover costs identified in Part 2 above	£37,114
Part 3 - £37,114 remainder of surplus for allocation to the Essex wider strategic highways panel	£0.00

3.5 SEPP operational fund (reserves) 2022/23

The following table shows the position of the SEPP operational fund and the remaining cost to complete the outstanding areas of approved spend. These funds include the amount of reserves that were carried forward into the new Joint Committee Agreement. These reserves remain the sole responsibility of the Joint Committee and remain separate from any funds which are allocated into Part 3 and the Essex wider strategic highways panel

Table 6

SEPP Operational fund	
	£
SEPP Operational fund position (31/3/2023)	£2,155,790
£37,114 – allocated to Part 3 of the surplus sharing arrangements (Essex wider strategic highways panel)	£2,118,676
£12,000 to provide full cost of launching 3PR in schools and replenishing promotional materials to schools signed up to the initiative (zero cost to school).	£2,106,676

£200,000 to be allocated in financial year 2023/24 for the sign and line maintenance and new TRO's.	£1,906,676
£60,000 replacement handheld computer (HHC) Equipment and Printers for enforcement officers.	£1,846,676
£65,000 for pilot CCTV enforcement of School Keep Clear markings in Sawyers Hall Lane	£1,781,676
£1,143,000 remaining to be transferred from the £1,303,000 shared equally (£186,00 each) between the seven partner authorities for highway and car park improvements which are in accordance with section 55 (as amended) of the Road Traffic Regulations Act 1984.	£638,676
£46,500 Chelmsford allocation remaining of the £816,000 Shared between the seven Partnership Authorities for highway and car park improvements.	£592,176
£33,000 to cover costs to provide additional out of hours and weekend enforcement patrols to cover known parking problems outside of core hours	£559,176
Maintain £400,000 reserve.	£159,176
	£159,176

Considering the outstanding items of spend and reserve maintained, the Partnership has an operational fund of **£159,176** to invest back into the operation and allocate funding which is in accordance with section 55 of the RTRA 1984.

4 The four key areas of performance

The continuing success of the Parking Partnership depends on four key areas:

- the Joint Committee,
- the TRO function,
- the enforcement operation,
- the back office.

The following section gives an overview on how these areas have performed this financial year.

4.1 The Joint Committee

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.

The Joint Committee consists of one nominated Councillor from Basildon, Brentwood, Castle Point, Chelmsford, Maldon, Rochford and the Cabinet Member or deputy 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.

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 2022/23 are as follows:

Joint Committee Meeting	Items approved
28 July 2022	<ul style="list-style-type: none"> ➤ Financial outturn 2021/22 ➤ Annual Report 2021/22 ➤ Allocation of operational fund totalling £1,460,270
22 September 2022	<ul style="list-style-type: none"> ➤ Joint Committee delegations under the new Joint Committee Agreement 2022 ➤ Update on Business Plan 2022/23
15 December 2022	<ul style="list-style-type: none"> ➤ .2023/24 Business Plan ➤ Approval of Rochford proposals for allocation of funding
10 March 2023	<ul style="list-style-type: none"> ➤ Update on 2022/23 Business Plan

	<ul style="list-style-type: none"> ➤ Approval of Brentwood proposals for allocation of funding ➤ Approval of Maldon proposals for allocation of funding.
Funding approved under delegated authority	
March 2023	<ul style="list-style-type: none"> ➤ £134,100 approved under delegated authority for new parking schemes requiring a TRO. ➤ £89,200 for Batch 19 signs and lines identified in need of maintenance – approved under delegated authority.

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 [Committee meeting \(chelmsford.gov.uk\)](http://chelmsford.gov.uk)

Separate sub-committee meetings for the purpose of considering objections against an advertised TRO proposal 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 TRO sub-committee considers and hears objections against an advertised TRO and will make a final decision if the scheme or schemes are implemented as advertised, implemented with less restrictive modifications or if the proposed scheme is withdrawn in its entirety.

The items approved at the Sub Committee Meetings during 2022/23 are as follows:

TRO Sub Committee	Items considered.
1 November 2022	<p>Amendment No.29 (Chelmsford City Council)</p> <ul style="list-style-type: none"> ➤ Foxholes Road and Snelling Grove - Order made as advertised. ➤ Linnet Drive - Order made as advertised. ➤ Roslings Close and Chignal Road - Order made as advertised.

	<ul style="list-style-type: none"> ➤ Kelvedon Road and Patching Hall Lane - Order made as advertised. ➤ Ongar Road, Victoria Road and Back access Writtle - Order made as advertised. ➤ Trent Road and Thames Road - Order made with modifications that are less restrictive. ➤ Hearsall Avenue – Order Withdrawn. ➤ Osea Way and Havengore - Order made as advertised. ➤ Clements Green Lane and Hither Blakers - Order made as advertised. ➤ Clarence Close and Henniker Gate - Order made as advertised. ➤ <p>Amendment No.23 (Basildon Borough Council)</p> <ul style="list-style-type: none"> ➤ Emanuel Road, Vowler Road, Great Oxcroft, Little Oxcroft, Bedford Road and Priors Close - Order made as advertised. <p>Amendment No.7 (Maldon District Council)</p> <ul style="list-style-type: none"> ➤ Fitches Crescent - Order made as advertised. ➤ Park Drive - Order made as advertised. ➤ Princes Road – Order withdrawn.
15 December 2022	<p>Amendment No.7 (Rochford District Council)</p> <ul style="list-style-type: none"> ➤ Louise Road and Helena Road – Order made as advertised.

4.2 The TRO function

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.

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.

The team works very closely with the CEOs who are best placed, during their patrolling activity, to identify and note areas requiring attention. **Table 10** shows the work processed during 2022/23.

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 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 9: work processed by the TRO during 2022/23

2022/23							
	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
Number of lines and signs maintenance schemes processed	14	18	42	29	5	9	117
Requests for parking restrictions	7	5	0	24	10	24	70
No of residents informally consulted	0	0	0	97	0	54	151
No of TRO schemes completed	10	11	3	15	9	2	50
Suspensions implemented	13	11	2	47	11	8	92

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, commuter parking and to provide parking provision for retail and businesses including 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 weekday 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 and well received in 51 schools across South Essex.



The initiative is achieved through

- engagement with the pupils providing education, learning activities and reward schemes for good parking practices (children are the next generation of drivers)
- distribution of educational material to parents and residents on considerate parking and the impact of inconsiderate parking on the local area
- a commitment from the parents via the school charter to embrace the School Parking Initiative
- an understanding from local residents that cars will need to be accommodated on the highway at peak school times and that provided the cars park sensibly, this should be encouraged
- an understanding from the parents that inconsiderate parking is discouraged and not supported by the school
- alternative travel to school schemes

A character called 3PR has been designed to help deliver a positive message about school parking and 3PR provides advice and guidance to children, parents and the residents on safe and considerate parking practices and alternative methods of travel to school.

To help deliver the 3PR message remotely, the Partnership commissioned a company to make a simple educational animation which schools and pupils can utilise to further promote safe and considerate parking. All schools who sign up to the initiative are provided with an access link to this animated video.

Full information on 3PR and the School Parking Initiative can be found on the website at (www.schoolparking.org.uk). The interactive website explains the aims and objectives of 3PR, 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.

Since the launch of the scheme the following schools in the SEPP area have introduced 3PR and the School Parking Initiative.

School	District
Abacus Primary School	Basildon
Brightside Primary School	Basildon
Buttsbury Junior School	Basildon
Greensted Infant School	Basildon
Greensted Infant School	Basildon
Hilltop Infant School	Basildon
Merrylands Primary School	Basildon
Millhouse Primary School	Basildon
Ryedene Primary School	Basildon
St. Anne Line Catholic Junior School	Basildon
Wickford Primary School	Basildon
Willows Primary School	Basildon
Willowbrook Primary School	Brentwood
Mountnessing Primary School	Brentwood
St Thomas's Primary School (Sawyers Hall Lane Scheme)	Brentwood
St Helen's Primary School (Sawyers Hall Lane Scheme)	Brentwood
Canvey 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
South Benfleet Primary	Castlepoint
Barnes Farm Infant School	Chelmsford
Barnes Farm Junior School	Chelmsford
Beaches Pre-School	Chelmsford
Boreham Primary School	Chelmsford
Galleywood Infants	Chelmsford
Great Waltham Primary School	Chelmsford
Lawford Mead Primary School	Chelmsford
Newlands Spring Primary School	Chelmsford
St Michaels Junior School	Chelmsford
St Pius X Catholic Primary School	Chelmsford
Stock CofE Primary School	Chelmsford
Tyrrells Primary School	Chelmsford
Westlands Community Primary School	Chelmsford
Woodville Primary School	Chelmsford

Writtle Infant School	Chelmsford
Writtle Junior School	Chelmsford
Burnham On Crouch Primary	Maldon
Southminster Primary School	Maldon
St Francis Primary School	Maldon
Wentworth Primary School	Maldon
Woodham Walter Primary School	Maldon
Barling Magna Primary School	Rochford
Glebe Primary School	Rochford
Plumberow Primary Academy	Rochford
Rayleigh Primary School	Rochford
St Nicholas CoE Primary School	Rochford
Westerings Primary School	Rochford
Wyburns Primary School	Rochford

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 number 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 10 Annual Patrol Performance 2022/23

Patrol visits to streets	199,322
Observations (PCN not issued)	166,047
PCNs issued	47,649
Average PCNs issued per day	214
Average PCNs issued per day per CEO	9.2

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

(21,451) of 01 and 02 contravention PCNs issued.

The Partnership has contributed to improving the quality and accessibility of public transport by issuing 578 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 3,187 PCNs issued. Residents who encounter commuter parking problems have had the benefit of regular daily patrols of the Resident Parking Zones resulting in 11,317 PCNs issued to unauthorised vehicles in contravention of code 12 and 19.

Table 11: Contraventions for PCNs issued across the South Essex Parking Partnership

Code	Description	PCNs Issued
01	Parked in a restricted street	17,780
02	Loading in restricted street	3,671
04	Parked in a meter bay	0
05	Parked after payment expired	432
06	Parked without clear display	339
07	Feeding the meter	30
10	Parked without clear display 2	0
11	Parked without payment	883
12	Parked in a residents' place	11,220
14	Parked in an electric place	2
16	Parked in a permit space	392
19	Parked in a residents' place	97
20	Parked in a loading gap	5
21	Parked in a suspended bay	8
22	Re-parked in the same place	222
23	Wrong class of vehicle	703
24	Not parked correctly	485
25	Parked in a loading place	2,275
26	Double parking in a SEA	89
27	Dropped footway in a SEA	391
30	Parked longer than permitted	2,478
35	Disc without clearly display	1
36	Disc longer than permitted	1
40	Disabled person's parking	3,187
41	Diplomatic vehicles	0
45	Taxi rank	1,539
46	Clearway	239
47	Restricted bus stop or stand	578
48	Restricted school area	86
49	Cycle track or lane	127
55	Overnight lorry waiting ban	2

62	Footpath parking	5
63	Parked with engine running	7
99	Pedestrian crossing	375
	Total PCNs issued	47,649
	Patrol visits to streets	199,322
	Observations	166,047
	Average PCNs issued per day	214
	Average PCNs issued per CEO	9.2

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 staff deliver all aspects of the Back-Office function, to enable resilience 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 12 Back Office work volumes processed in 2022/23

Process	2022/23
Informal and formal challenges received	8398
Other correspondence received	2832
Correspondence sent out including automatic system generated documents	36,699
Resident permits processed	12,079
Other permits (visitor tickets etc.)	43,864
Telephone calls received	24,075

5 PCN issue and recovery rates

The following section provides statistical information relating to the amount of PCNs issued and recovered in financial year 2022-23.

The following table shows the PCN issue and recovery rates for the Parking Partnership. The recovery figures will improve slightly once all the outstanding cases have progressed through the various stages.

The 2022/23 recovery figures for the Partnership currently stand at 76%, which meets the expected national level.

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 1% of PCNs written off due to CEO error, only 6% of the total PCNs issued being cancelled as a result of a challenge or representation, and 0.1% of motorists who appeal to the independent adjudicator because they do not agree with the Partnerships decision. The amount of PCNs written off for other reasons such as where vehicles are untraceable and bailiff recovery is unsuccessful is 14%

Another positive indicator of the fair decisions of the CEOs is that 62% 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.

Table13, provides this information.

Table 13

South Essex Parking Partnership	Total PCNs
Number of Higher level PCNs issued	42673
Number of lower level PCNs issued	4976
Number of total PCNs issued	47649
Number of PCNs paid	36348
Number of PCNs paid at discount amount	29674
Number of PCNs against which an informal or formal representation was made	8398
Number of PCNs cancelled because of an informal or a formal representation	2795
Number of PCNs written off due to CEO error	569
Number of PCNs written off for other reasons (e.g., DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	6604
Number of appeals to adjudicator	41
*Number of appeals rejected	17
*Number of appeals allowed	14
*Number of appeals non-contested	10
% 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	76%
Percentage of PCNs paid at discount amount	62%
Percentage of PCNs against which an informal or formal representation was made	18%
Percentage of PCNs cancelled because of an informal or a formal representation	6%
Percentage of PCNs written off due to CEO error	1%
Percentage of PCNs written off for other reasons (e.g., DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	14%
Percentage of appeals to adjudicator	0.1%
*Percentage of appeals rejected	41%
*Percentage of appeals allowed	35%
*Percentage of appeals non-contested	24%

5.1 PCN issue rate comparison

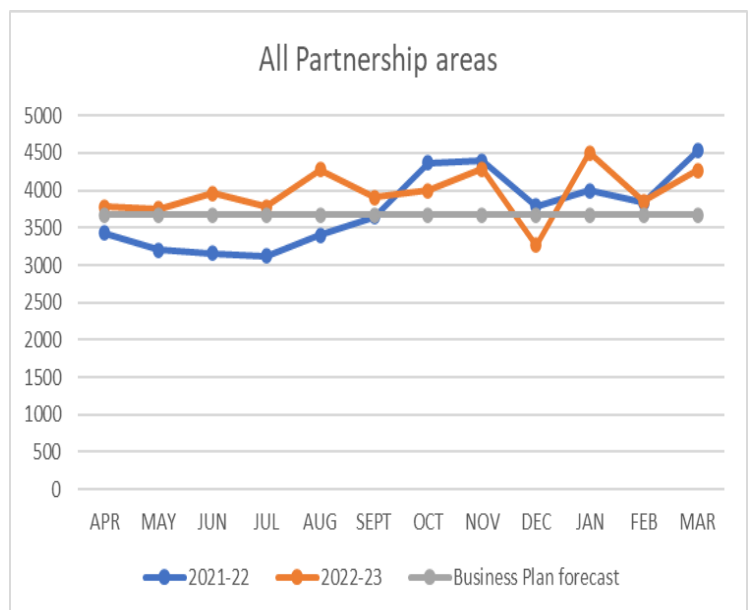
The following table compares the PCN issue rates of 2022/23 against the previous three year's performance

South Essex Parking Partnership	2019-20	2020-21	2021-22	2022-23
PCNs issued	45,672	23,383	44,881	47,649
Comparison with 2019-20		-48.8	-1.73	4.3%
Comparison with 2020-21			91.94%	103.8%
Comparison with 2021-22				6.17%

The amount of PCNs issued continues to improve following the Covid 19 pandemic with a further 6.17% increase compared to the previous year.

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

SEPP	2021-22	2022-23	Business Plan forecast
APR	3432	3778	3672
MAY	3200	3753	3672
JUN	3157	3962	3672
JUL	3123	3780	3672
AUG	3401	4282	3672
SEPT	3648	3911	3672
OCT	4370	3997	3672
NOV	4399	4284	3672
DEC	3788	3270	3672
JAN	3997	4506	3672
FEB	3832	3857	3672
MAR	4534	4269	3672
Total	40347	47649	40392



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

2022/23 annual performance figures for each Partnership area

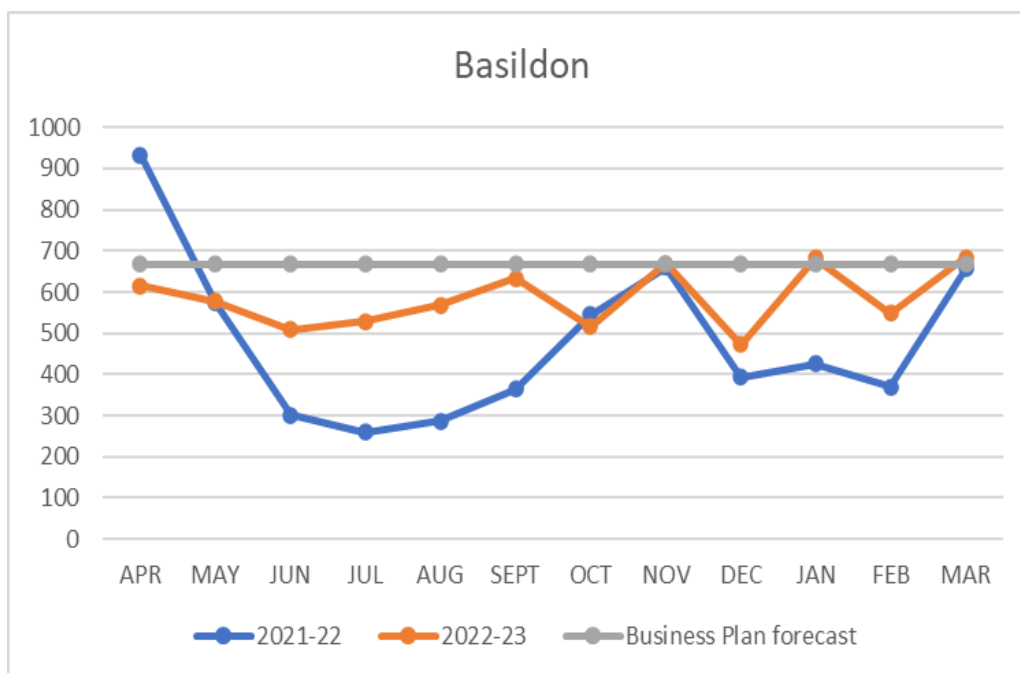
Basildon

CEO patrol data

Code	Description	PCNs Issued
01	Parked in a restricted street	2,028
02	Loading in restricted street	366
12	Parked in a residents' place	2,747
07	Feeding the meter	1
19	Parked in a residents' place	5
20	Parked in a loading gap	4
21	Parked in a suspended bay	1
22	Re-parked in the same place	54
23	Wrong class of vehicle	38
24	Not parked correctly	59
25	Parked in a loading place	152
26	Double parking in a SEA	2
27	Dropped footway in a SEA	123
30	Parked longer than permitted	659
35	Disc without clearly display	1
40	Disabled person's parking	179
45	Taxi rank	410
46	Clearway	24
47	Restricted bus stop or stand	40
48	Restricted school area	6
49	Cycle track or lane	2
62	Footpath parking	1
99	Pedestrian crossing	101
	Total PCNs issued	7,003
	Patrol visits to streets	29,570
	Observations	42,804
	Average PCNs issued per day	31.5
	Average daily PCNs issued per CEO	6

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

Basildon	2021-22	2022-23	Business Plan forecast
APR	933	616	667
MAY	574	578	667
JUN	301	508	667
JUL	259	528	667
AUG	287	569	667
SEPT	365	633	667
OCT	545	516	667
NOV	661	669	667
DEC	393	472	667
JAN	426	682	667
FEB	369	549	667
MAR	656	683	667
Total	5113	7003	7337



PCN issue and recovery rates

Basildon	Total PCNs
Number of Higher level PCNs issued	6224
Number of lower level PCNs issued	779
Number of total PCNs issued	7003
Number of PCNs paid	5223
Number of PCNs paid at discount amount	4169
Number of PCNs against which an informal or formal representation was made	1247
Number of PCNs cancelled because of an informal or a formal representation	386
Number of PCNs written off due to CEO error	90
Number of PCNs written off for other reasons (e.g., DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	993
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	89%
Percentage of lower level PCNs issued	11%
Percentage of PCNs paid	75%
Percentage of PCNs paid at discount amount	60%
Percentage of PCNs against which an informal or formal representation was made	18%
Percentage of PCNs cancelled because of an informal or a formal representation	6%
Percentage of PCNs written off due to CEO error	1%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	14%

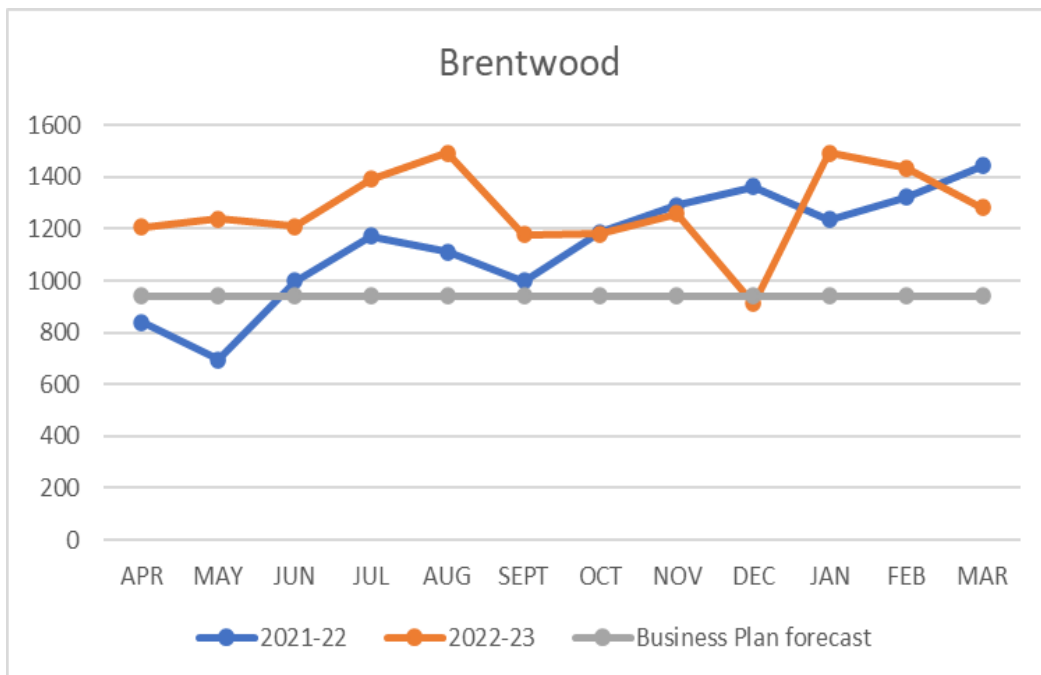
Brentwood

CEO patrol data

Code	Description	PCNs Issued
01	Parked in a restricted street	6,399
02	Loading in restricted street	2,188
05	Parked after payment expired	80
06	Parked without clear display	280
11	Parked without payment	33
12	Parked in a residents' place	1,958
16	Parked in a permit space	35
19	Parked in a residents' place	50
20	Parked in a loading gap	1
21	Parked in a suspended bay	2
22	Re-parked in the same place	77
23	Wrong class of vehicle	39
24	Not parked correctly	315
25	Parked in a loading place	654
26	Double parking in a SEA	52
27	Dropped footway in a SEA	76
30	Parked longer than permitted	651
40	Disabled person's parking	1,492
41	Diplomatic vehicles	0
45	Taxi rank	246
46	Clearway	0
47	Restricted bus stop or stand	439
48	Restricted school area	47
49	Cycle track or lane	58
55	Overnight lorry waiting ban	2
63	Parked with engine running	1
99	Pedestrian crossing	106
	Total PCNs issued	15,281
	Patrol visits to streets	38,922
	Observations	40,248
	Average PCNs issued per day	69
	Average daily PCNs issued per CEO	15.5

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

Brentwood	2021-22	2022-23	Business Plan forecast
APR	841	1206	942
MAY	694	1240	942
JUN	999	1209	942
JUL	1171	1393	942
AUG	1113	1494	942
SEPT	999	1177	942
OCT	1188	1182	942
NOV	1292	1259	942
DEC	1364	911	942
JAN	1235	1493	942
FEB	1322	1435	942
MAR	1445	1282	942
Total	12218	15281	10362



PCN issue and recovery rates

Brentwood	Total PCNs
Number of Higher level PCNs issued	13794
Number of lower level PCNs issued	1487
Number of total PCNs issued	15281
Number of PCNs paid	11706
Number of PCNs paid at discount amount	9344
Number of PCNs against which an informal or formal representation was made	2880
Number of PCNs cancelled because of an informal or a formal representation	837
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)	2240
% 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	77%
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 because of an informal or a formal representation	5%
Percentage of PCNs written off due to CEO error	1%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	15%

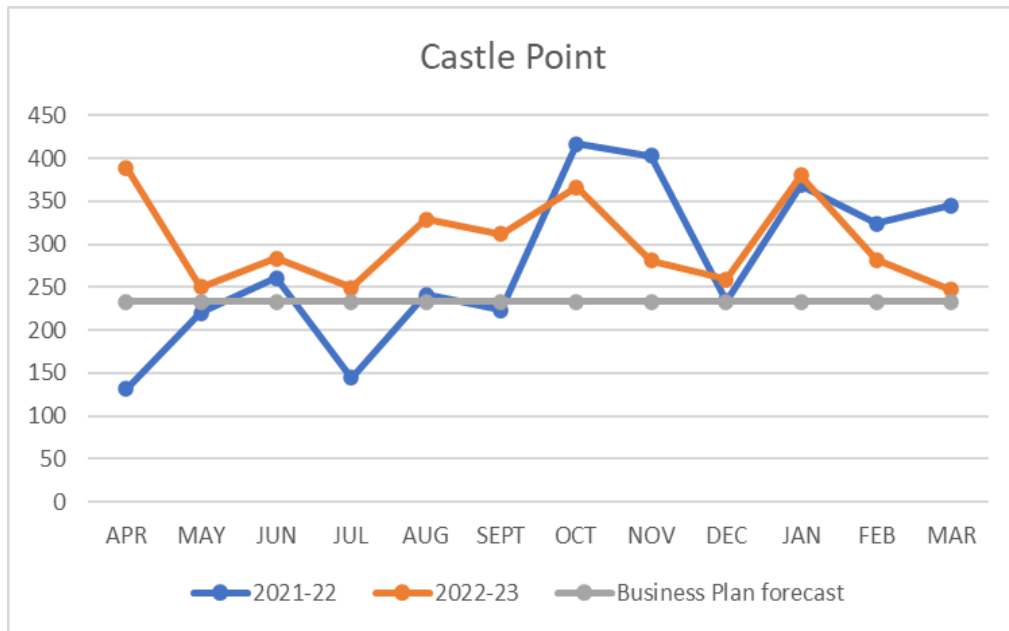
Castle Point

CEO patrol data

Code	Description	PCNs Issued
01	Parked in a restricted street	2,443
12	Parked in a residents' place	198
22	Re-parked in the same place	33
23	Wrong class of vehicle	11
24	Not parked correctly	52
26	Double parking in a SEA	8
27	Dropped footway in a SEA	94
30	Parked longer than permitted	263
40	Disabled person's parking	195
41	Diplomatic vehicles	0
45	Taxi rank	160
46	Clearway	45
47	Restricted bus stop or stand	38
48	Restricted school area	5
99	Pedestrian crossing	82
	Total PCNs issued	3,627
	Patrol visits to streets	25,215
	Observations	15,188
	Average PCNs issued per day	16
	Average daily PCNs issued per CEO	8

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

Castle Point	2021-22	2022-23	Business Plan forecast
APR	131	389	233
MAY	220	250	233
JUN	261	283	233
JUL	144	249	233
AUG	241	329	233
SEPT	223	312	233
OCT	417	366	233
NOV	403	281	233
DEC	234	259	233
JAN	369	380	233
FEB	324	282	233
MAR	345	247	233
Total	2967	3627	2563



PCN issue and recovery rates

Castle Point	Total PCNs
Number of Higher level PCNs issued	3279
Number of lower level PCNs issued	348
Number of total PCNs issued	3627
Number of PCNs paid	3086
Number of PCNs paid at discount amount	2560
Number of PCNs against which an informal or formal representation was made	456
Number of PCNs cancelled because of an informal or a formal representation	137
Number of PCNs written off due to CEO error	44
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	337
% 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	94%
Percentage of PCNs paid at discount amount	78%
Percentage of PCNs against which an informal or formal representation was made	14%
Percentage of PCNs cancelled because of an informal or a formal representation	4%
Percentage of PCNs written off due to CEO error	1%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	10%

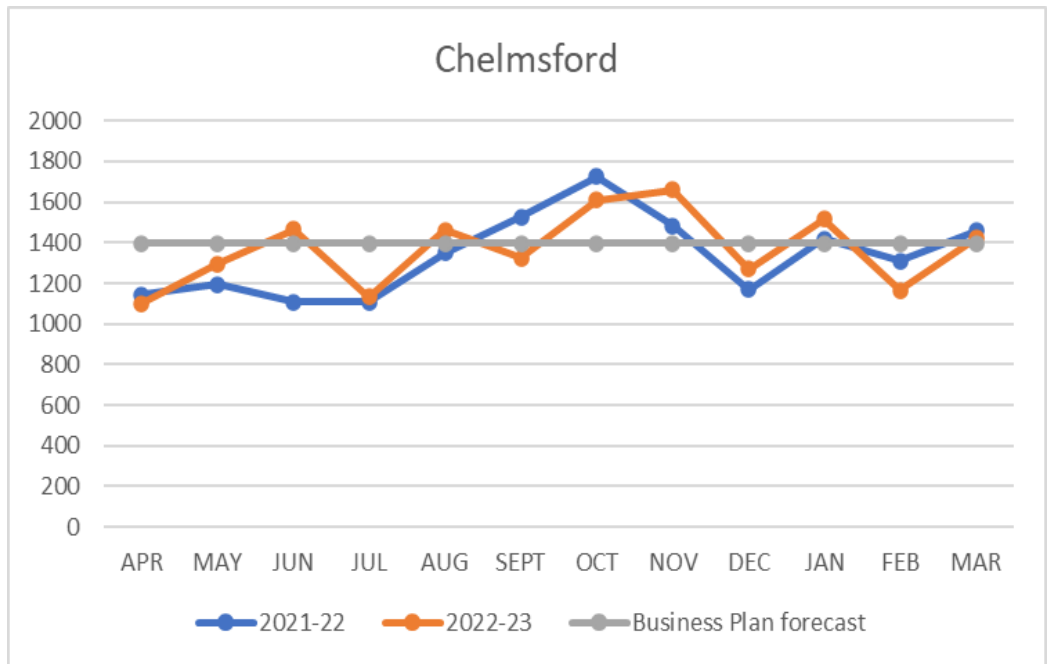
Chelmsford

CEO patrol data

Code	Description	PCNs Issued
01	Parked in a restricted street	4,179
02	Loading in restricted street	876
04	Parked in a meter bay	0
05	Parked after payment expired	352
06	Parked without clear display	59
07	Feeding the meter	29
10	Parked without clear display 2	0
11	Parked without payment	850
12	Parked in a residents' place	5,189
14	Parked in an electric place	2
16	Parked in a permit space	355
19	Parked in a residents' place	40
20	Parked in a loading gap	0
22	Re-parked in the same place	42
23	Wrong class of vehicle	526
24	Not parked correctly	33
25	Parked in a loading place	1,335
26	Double parking in a SEA	12
27	Dropped footway in a SEA	53
30	Parked longer than permitted	698
36	Disc longer than permitted	1
40	Disabled person's parking	1,091
41	Diplomatic vehicles	0
45	Taxi rank	369
46	Clearway	160
47	Restricted bus stop or stand	37
48	Restricted school area	3
49	Cycle track or lane	64
62	Footpath parking	4
63	Parked with engine running	6
99	Pedestrian crossing	57
	Total PCNs issued	16,422
	Patrol visits to streets	59,075
	Observations	44,885
	Average PCNs issued per day	74
	Average daily PCNs issued per CEO	10

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

Chelmsford	2021-22	2022-23	Business Plan forecast
APR	1143	1100	1396
MAY	1196	1294	1396
JUN	1106	1466	1396
JUL	1108	1133	1396
AUG	1348	1461	1396
SEPT	1525	1324	1396
OCT	1724	1610	1396
NOV	1482	1659	1396
DEC	1170	1272	1396
JAN	1420	1516	1396
FEB	1309	1166	1396
MAR	1459	1421	1396
Total	14531	16422	15356



PCN issue and recovery rates

Chelmsford	Total PCNs
Number of Higher level PCNs issued	14312
Number of lower level PCNs issued	2110
Number of total PCNs issued	16422
Number of PCNs paid	11904
Number of PCNs paid at discount amount	9818
Number of PCNs against which an informal or formal representation was made	3044
Number of PCNs cancelled because of an informal or a formal representation	1206
Number of PCNs written off due to CEO error	248
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	2458
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	87%
Percentage of lower level PCNs issued	13%
Percentage of PCNs paid	72%
Percentage of PCNs paid at discount amount	60%
Percentage of PCNs against which an informal or formal representation was made	19%
Percentage of PCNs cancelled because of an informal or a formal representation	7%
Percentage of PCNs written off due to CEO error	1.5%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	15%

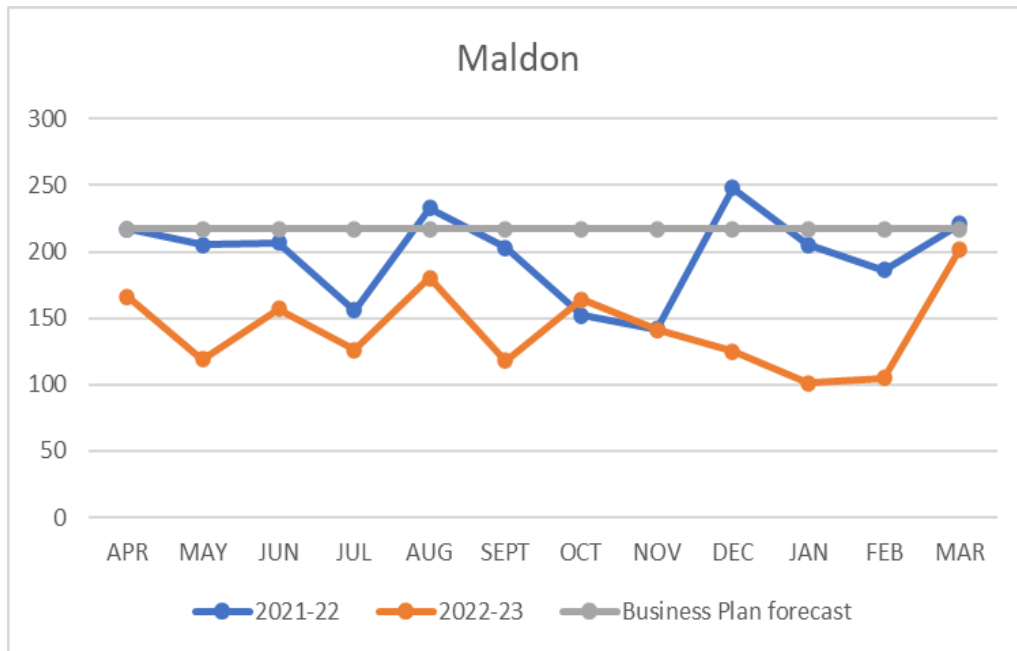
Maldon

CEO patrol data

Code	Description	PCNs Issued
01	Parked in a restricted street	827
12	Parked in a residents' place	578
16	Parked in a permit space	2
19	Parked in a residents' place	2
21	Parked in a suspended bay	3
23	Wrong class of vehicle	3
24	Not parked correctly	1
27	Dropped footway in a SEA	1
30	Parked longer than permitted	66
40	Disabled person's parking	23
45	Taxi rank	123
46	Clearway	6
47	Restricted bus stop or stand	16
48	Restricted school area	25
49	Cycle track or lane	3
99	Pedestrian crossing	25
	Total PCNs issued	1,704
	Patrol visits to streets	17663
	Observations	6861
	Average PCNs issued per day	8
	Average daily PCNs issued per CEO	4

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

Maldon	2021-22	2022-23	Business Plan forecast
APR	217	166	217
MAY	205	119	217
JUN	207	157	217
JUL	156	126	217
AUG	233	180	217
SEPT	203	118	217
OCT	152	164	217
NOV	142	141	217
DEC	248	125	217
JAN	205	101	217
FEB	186	105	217
MAR	221	202	217
Total	2154	1704	2387



PCN issue and recovery rates

Maldon	Total PCNs
Number of Higher level PCNs issued	1634
Number of lower level PCNs issued	70
Number of total PCNs issued	1704
Number of PCNs paid	1347
Number of PCNs paid at discount amount	1156
Number of PCNs against which an informal or formal representation was made	311
Number of PCNs cancelled because of an informal or a formal representation	114
Number of PCNs written off due to CEO error	25
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	195
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	96%
Percentage of lower level PCNs issued	4%
Percentage of PCNs paid	79%
Percentage of PCNs paid at discount amount	68%
Percentage of PCNs against which an informal or formal representation was made	18%
Percentage of PCNs cancelled because of an informal or a formal representation	7%
Percentage of PCNs written off due to CEO error	1.5%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	11%

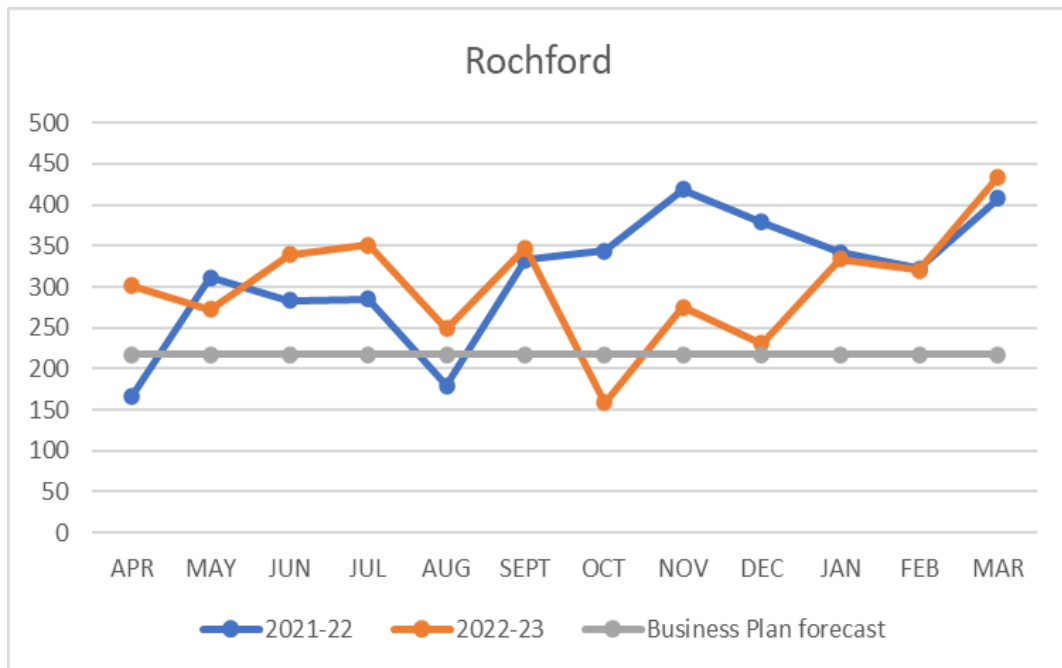
Rochford

CEO patrol data

Code	Description	PCNs Issued
01	Parked in a restricted street	1,904
02	Loading in restricted street	241
12	Parked in a residents' place	550
21	Parked in a suspended bay	2
22	Re-parked in the same place	16
23	Wrong class of vehicle	86
24	Not parked correctly	25
25	Parked in a loading place	134
26	Double parking in a SEA	15
27	Dropped footway in a SEA	44
30	Parked longer than permitted	141
40	Disabled person's parking	207
41	Diplomatic vehicles	0
45	Taxi rank	231
46	Clearway	4
47	Restricted bus stop or stand	8
99	Pedestrian crossing	4
	Total PCNs issued	3,612
	Patrol visits to streets	28,877
	Observations	16,061
	Average PCNs issued per day	16
	Average daily PCNs issued per CEO	5.4

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

Rochford	2021-22	2022-23	Business Plan forecast
APR	167	301	217
MAY	311	272	217
JUN	283	339	217
JUL	285	351	217
AUG	179	249	217
SEPT	333	347	217
OCT	344	159	217
NOV	419	275	217
DEC	379	231	217
JAN	342	334	217
FEB	322	320	217
MAR	408	434	217
Total	3364	3612	2387



PCN issue and recovery rates

Rochford	Total PCNs
Number of Higher level PCNs issued	3430
Number of lower level PCNs issued	182
Number of total PCNs issued	3612
Number of PCNs paid	3082
Number of PCNs paid at discount amount	2627
Number of PCNs against which an informal or formal representation was made	460
Number of PCNs cancelled because of an informal or a formal representation	115
Number of PCNs written off due to CEO error	14
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	381
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	95%
Percentage of lower level PCNs issued	5%
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	13%
Percentage of PCNs cancelled because of an informal or a formal representation	3%
Percentage of PCNs written off due to CEO error	0.4%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	11%

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