



Annual Report 2025/26



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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 2025/26 are:

- An overall surplus achieved of £287,929 from the enforcement operation account to contribute to the costs of TRO function and maintenance of signs and lines.
- £356,914 increase in enforcement operational expenditure and £253,732 increase in PCN income, compared to 2024/25.
- An overall income increase of £449,173 compared to the previous year
- 56,805 on-street Penalty Charge Notices (PCNs) issued resulting in a 18.5% increase compared to 2024/25.
- 72% of PCNs issued fully paid.
- 217 sign and line maintenance schemes completed, and new TROs created containing 17 roads with new parking schemes.
- £42,000 allocated during the year for new schemes requiring a new TRO.
- £155,500 allocated during the year for essential maintenance of signs and lines.

The financial performance in 2025/26 is reflective of the more recent inflationary pressures resulting in increased operational and staff costs along with the impact of central government not increasing PCN charges since 2008. These factors are starting to put pressure on the final financial outturn position. Taking these factors into consideration, the financial account remains in a positive position and the current level of reserve held ensures the Partnership is well placed to continue the delivery of the service while expenditure and income are reviewed.

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 2025-26 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 2.1 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-2024.pdf](#)

3 Financial performance 2025/26

The following section will provide an overview of the financial outcome for financial year 2025/26 and a comparison of the financial position against the original 2025/26 business case and the performance of 2024/25. 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 2025/26 enforcement operation

The following table (**Table 1 page 8**) provides the overall enforcement operation financial outturn for 2025/26. It also identifies the financial outturn position for each individual partnership City / District / Borough.

The overall 2025/26 total expenditure is £2,519,440 and the income achieved is £2,807,369 resulting in a positive net gain surplus of £287,929 to be off set against the full TRO operational costs and funding as agreed in the 2022 Joint Committee Agreement.

Table 1 2025/26 Outturn – Enforcement operation

Appendix 1 South Essex Parking Partnership - Outturn 2025/26							
Actuals 25/26	Chelmsford	Brentwood	Maldon	Basildon	Rochford	Castle Point	Total
	£	£	£	£	£	£	£
Direct Expenditure							
- Employees	516,942	334,218	126,344	374,574	162,573	96,143	1,610,795
- Premises	0	0	2,500	8,858	7,400	0	18,758
- Supplies and Services	114,870	84,995	37,451	61,950	30,078	21,730	351,075
- Third Party Payments	35,982	26,743	6,078	19,450	9,239	8,023	105,514
- Transport costs	29,395	39,231	19,643	69,300	29,269	20,061	206,899
Total Direct Expenditure	697,188	485,187	192,016	534,132	238,560	145,958	2,293,040
Indirect Expenditure							
Central Support	77,200	57,400	13,100	41,700	19,800	17,200	226,400
Total Indirect Expenditure	77,200	57,400	13,100	41,700	19,800	17,200	226,400
Total Expenditure	774,388	542,587	205,116	575,832	258,360	163,158	2,519,440
Income Received							
PCN's	536,918	505,837	81,852	341,447	122,950	172,187	1,761,191
Residents' Parking Permits	390,379	175,566	30,249	187,655	20,729	9,943	814,522
Pay & Display	130,872	48,962	0	0	0	0	179,834
Other	18,883	12,654	2,727	10,398	3,875	3,286	51,822
Total Income	1,077,052	743,019	114,828	539,500	147,554	185,416	2,807,369
Net (Surplus) / Deficit - Cash Basis Excluding items earmarked from Reserves below	(302,663)	(200,432)	90,287	36,333	110,806	(22,259)	(287,929)

3.2 Comparison of actual 2025/26 outturn against agreed 2025/26 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 January 2025, the Annual Business Plan for 2025/26 was approved. This Business Plan estimated an overall Partnership surplus of £332,000 which would be used to contribute to the three key parts of the surplus sharing arrangement as set out in the 2022 Joint Committee Agreement .

Table 2: 2025/26 Enforcement outturn comparison against 2025/26 Business Plan estimate

	2025/26 Business case original estimate (cash basis)	2025/26 actual outturn (cash basis)	Position against original estimate. Deficit / (surplus)
Expenditure	£2,326,800	£2,519,440	£192,640
Income	£2,658,800	£2,807,369	(£148,569)
Total Deficit / (surplus)	(332,000)	(£287,929)	£44,071

Table 3: Actual 2025/26 outturn compared to previous year 2024/25 actual outturn

	2024/25 actual outturn (cash basis)	2025/26 actual outturn (cash basis)	Position against previous year. Deficit / (surplus)
Expenditure	£2,162,526	£2,519,440	£356,914
Income	£2,358,196	£2,807,369	(£449,173)
Deficit / (surplus)	(£195,670)	(£287,929)	(£92,259)

3.3 TRO function 2025/26 financial outturn

Table 4 provides details of the TRO operational costs. (Excludes signs and lines maintenance and new TRO funding which is taken from the reserve).

Table 4: 2025/26 financial outturn for the TRO function.

2025/26 TRO account	
Total Direct Expenditure	£ 154,602
Indirect Expenditure	£25,500
Total expenditure	£180,163
Income	(£844)
Total	£179,319

Table 5: 2025/26 overall Parking Partnership account.

Overall outturn position Deficit / (surplus)	2025/26 actual outturn
Enforcement operation	
Expenditure	£2,519,440
Income	£2,807,369
Total- deficit/ (surplus)	(£287,929)
TRO operation	
Expenditure	£180,163
Income	(£844)
Total- deficit/ (surplus)	£179,319
Outturn position - deficit/ (surplus)	(£108,610)

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.

If 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 2025/26 and the surplus sharing arrangements as set out above the surplus will be applied as follows:

Enforcement outturn position 2025/26	(£287,929)
Part 1 - £400,000 reserve already maintained. No additional contribution required.	(£287,929)
Part 2 - £287,929 allocated to the SEPP single account to contribute to the costs identified in Part 2 above	£0.00
Part 3 - £0.00 for allocation to the Essex wider strategic highways panel	£0.00

3.5 SEPP operational fund (reserves) 2025/26

The following table shows the reserve spend position of the SEPP operational fund at the end of financial year 2025/26 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 (31/3/2026)	£609,060
£200,000 to be allocated in financial year 2026/27 for the sign and line maintenance and new TRO's.	£409,060
£86,000 for CCTV and potential red route enforcement system in Chelmsford	£323,060
£63,000 to cover costs to provide additional out of hours and weekend enforcement patrols to cover known parking problems outside of core hours	£260,060

£48,400 Estimated surplus position for 2026/27 account	£308,460
Remaining Reserve	£308,460

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 2025/26 are as follows:

Joint Committee Meeting	Items approved
26 June 2025	➤ Financial outturn 2024/25 ➤ Annual Report 2024/25 ➤ Signs and lines and new TRO funding decisions taken under delegated authority
11 September 2025	➤ Update on the Business Plan 2025/26 ➤ Review of Enforcement Discretion Policy and Parking Partnership Operational Protocols
11 December 2025	➤ 2026/27 Business Plan ➤ One year extension to the Joint Committee Agreement.
12 March 2026	➤ Update on 2025/26 Business Plan ➤ Signs and lines and new TRO funding decisions taken under delegated authority
	Funding approved under delegated authority
	➤ £42,000 approved under delegated authority for new parking schemes requiring a TRO. ➤ £155,500 for Batch 22 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 \(chelmsford.gov.uk\)](https://www.chelmsford.gov.uk/committees/joint-committee)

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 7** shows the work processed during 2025/26.

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 7: work processed by the TRO team during 2025/26

2025/2026							
	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
Number of lines and signs maintenance schemes processed	35	44	32	69	9	28	217
Completed application forms received	8	3	3	46	13	14	87
No of residents informally consulted	166	159	27	0	0	164	516
No of TRO schemes completed	6 (4 pending)	2 (4 pending)	3 (0 pending)	5 (3 pending) (1 pending for ECC)	1 (1 pending for ECC)	0 (1 pending)	17 (12 pending) (2 pending for ECC)
Suspensions implemented	21	38	5	26	2	5	97

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 52 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
Perryfields Junior 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 8 Annual Patrol Performance 2025/26

Patrol visits to streets	269,611
Observations (PCN not issued)	258,491
PCNs issued	56,805
Average PCNs issued per day	265
Average PCNs issued per day per CEO	10

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 of 01 and 02 contravention PCNs issued (25,296).

The Partnership has contributed to improving the quality and accessibility of public transport by issuing 545 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 3,120 PCNs issued. Residents who encounter commuter parking problems have had the benefit of regular daily patrols of the Resident Parking Zones resulting in 14,746 PCNs issued to unauthorised vehicles in contravention of code 12 and 19.

Table 9: Contraventions for PCNs issued across the South Essex Parking Partnership

Code	Description	PCN'S Issued
	Higher- Level Contraventions	
01	Parked in a restricted street	21,125
02	Loading in restricted street	4,171
12	Parked in a residents' place	14,715
14	Parked in an electric place	221
16	Parked in a permit space	116
21	Parked in a suspended bay	66
23	Wrong class of vehicle	524
25	Parked in a loading place	2,048
26	Double parking in a SEA	105
27	Dropped footway in a SEA	521
40	Disabled person's parking	3,120
45	Taxi rank	1,996
46	Clearway	159
47	Restricted bus stop or stand	545
48	Restricted school area	148
49	Cycle track or lane	65
62	Footpath parking	4
99	Pedestrian crossing	398
	Lower-Level Contraventions	
04	Parked in a meter bay	1
05	Parked after payment expired	372
06	Parked without clear display	406
07	Feeding the meter	3
10	Parked without clear display 2	2
11	Parked without payment	805
19	Parked in a residents' place	31

22	Re-parked in the same place	321
24	Not parked correctly	228
30	Parked longer than permitted	4,586
35	Disc without clearly display	3
	Total PCNs Issued	56,805
	Patrol visits to streets	
	Observations	
	Average PCNs issued per day	
	Average daily PCNs issued per CEO	

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 10 Back Office work volumes processed in 2025/26

Process	2025/26
Informal and formal challenges received	7,989
Other correspondence received	6,516
Correspondence sent out including	45,828

automatic system generated documents	
Resident permits processed	15,950
Other permits (visitor tickets etc.)	39,985
Telephone calls received	21,874

5 PCN issue and recovery rates

The following section provides statistical information relating to the amount of PCNs issued and recovered in financial year 2025-26.

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 2025/26 recovery figures for the Partnership currently stand at 72%, which is just short of expected 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 1.5% of PCNs written off due to CEO error, only 8% 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 9%

Another positive indicator of the fair decisions of the CEOs is that 59% of motorists pay the PCN at the discounted amount, suggesting that the motorists do not dispute the validity of the PCN in the first instance.

Table11, provides this information.

Table 11

South Essex Parking Partnership	Total PCNs
Number of Higher level PCNs issued	50047
Number of lower level PCNs issued	6758
Number of total PCNs issued	56805
Number of PCNs paid	40637
Number of PCNs paid at discount amount	33600
Number of PCNs against which an informal or formal representation was made	7989
Number of PCNs cancelled because of an informal or a formal representation	4400
Number of PCNs written off due to CEO error	841
Number of PCNs written off for other reasons (e.g., DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	5286
Number of appeals to adjudicator	62
*Number of appeals rejected (awarded to Council)	35
*Number of appeals allowed (awarded to motorist)	12
*Number of appeals non-contested	15
% against total PCN's Issued	%
Percentage of Higher level PCNs issued	88%
Percentage of lower level PCNs issued	12%
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	14%
Percentage of PCNs cancelled because of an informal or a formal representation	8%
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)	9%
Percentage of appeals to adjudicator	0.1%
*Percentage of appeals rejected	56.5%
*Percentage of appeals allowed	19.5%
*Percentage of appeals non-contested	24%

5.1 PCN issue rate comparison

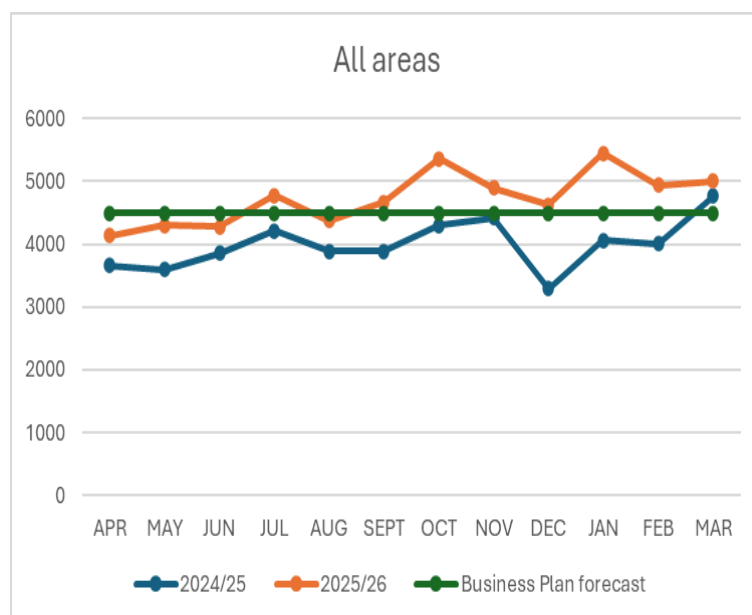
The following table compares the PCN issue rates of 2025/26 against the previous three year's performance

South Essex Parking Partnership	2022-23	2023-24	2024-25	2025-26
PCNs issued	47,649	48,884	47,932	56807
Comparison with 2022-23		2.6%	0.6%	19.2%
Comparison with 2023-24			-1.94%	16.2%
Comparison with 2024-25				18.52%

The amount of PCNs issued in 2025/26 compared to the previous year is up by 18.52%

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

SEPP	2024/25	2025/26	Business Plan forecast
APR	3664	4137	4496
MAY	3596	4297	4496
JUN	3859	4274	4496
JUL	4208	4779	4496
AUG	3888	4372	4496
SEPT	3888	4670	4496
OCT	4295	5358	4496
NOV	4415	4896	4496
DEC	3292	4629	4496
JAN	4056	5453	4496
FEB	4007	4940	4496
MAR	4764	5000	4496
Total	47932	56805	53952



Links to policies, reports, and procedures

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

	<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

2025/26 annual performance figures for each Partnership area

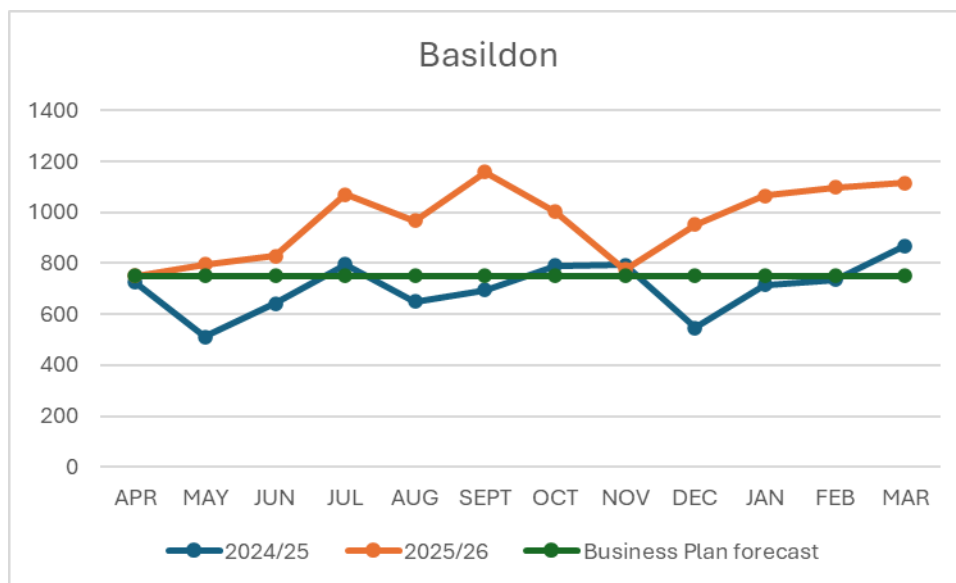
Basildon

CEO patrol data

Code	Description	PCN'S Issued
	Higher- Level Contraventions	
01	Parked in a restricted street	3,714
02	Loading in restricted street	1,071
12	Parked in a residents' place	4,245
16	Parked in a permit space	9
21	Parked in a suspended bay	13
23	Wrong class of vehicle	8
25	Parked in a loading place	156
26	Double parking in a SEA	9
27	Dropped footway in a SEA	158
40	Disabled person's parking	219
45	Taxi rank	688
46	Clearway	23
47	Restricted bus stop or stand	110
48	Restricted school area	38
99	Pedestrian crossing	264
	Lower-Level Contraventions	
19	Parked in a residents' place	1
22	Re-parked in the same place	52
24	Not parked correctly	16
30	Parked longer than permitted	784
35	Disc without clearly display	1
	Total PCNs issued	11,579
	Patrol visits to streets	45,486
	Observations	57,913
	Average PCNs issued per day	52.15
	Average daily PCNs issued per CEO	10.43

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

Basildon	2024/25	2025/26	Business Plan forecast
APR	725	751	750
MAY	512	795	750
JUN	643	829	750
JUL	796	1070	750
AUG	649	966	750
SEPT	694	1158	750
OCT	791	1001	750
NOV	793	775	750
DEC	547	953	750
JAN	716	1066	750
FEB	734	1099	750
MAR	868	1116	750
Total	8468	11579	9000



PCN issue and recovery rates

Basildon	Total PCNs
Number of Higher level PCNs issued	10725
Number of lower level PCNs issued	854
Number of total PCNs issued	11579
Number of PCNs paid	7827
Number of PCNs paid at discount amount	6469
Number of PCNs against which an informal or formal representation was made	1656
Number of PCNs cancelled because of an informal or a formal representation	912
Number of PCNs written off due to CEO error	102
Number of PCNs written off for other reasons (e.g., DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	1165
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	93%
Percentage of lower level PCNs issued	7%
Percentage of PCNs paid	68%
Percentage of PCNs paid at discount amount	56%
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	8%
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%

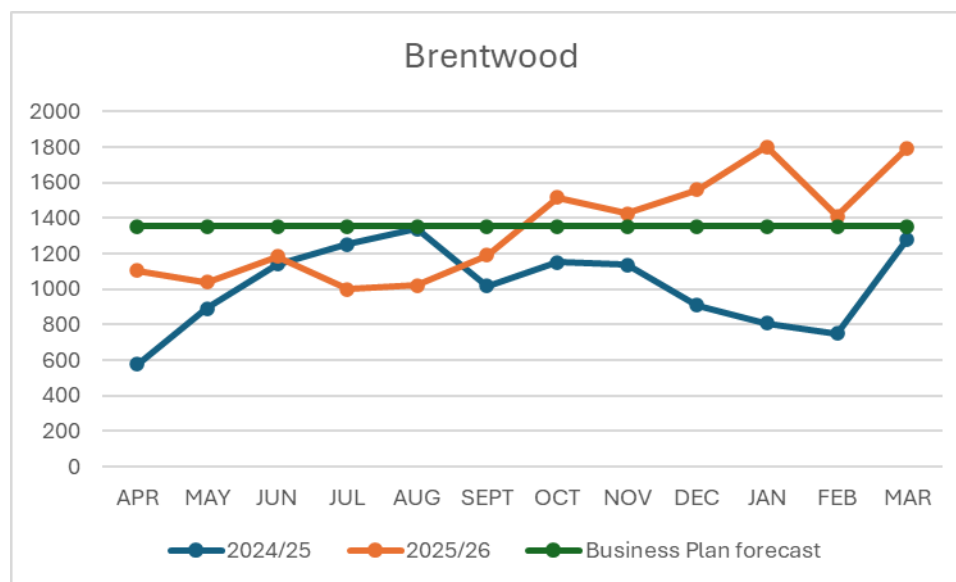
Brentwood

CEO patrol data

Code	Description	PCN'S Issued
	Higher- Level Contraventions	
01	Parked in a restricted street	5,994
02	Loading in restricted street	1,780
12	Parked in a residents' place	2,669
16	Parked in a permit space	87
20	Parked in a loading gap	1
21	Parked in a suspended bay	47
23	Wrong class of vehicle	74
25	Parked in a loading place	618
26	Double parking in a SEA	16
27	Dropped footway in a SEA	168
40	Disabled person's parking	1,202
45	Taxi rank	240
47	Restricted bus stop or stand	304
48	Restricted school area	79
49	Cycle track or lane	43
62	Footpath parking	2
99	Pedestrian crossing	47
	Lower-Level Contraventions	
04	Parked in a meter bay	1
05	Parked after payment expired	96
06	Parked without clear display	379
11	Parked without payment	2
19	Parked in a residents' place	5
22	Re-parked in the same place	113
24	Not parked correctly	45
30	Parked longer than permitted	2,034
35	Disc without clearly display	1
	Total PCNs issued	16,047
	Patrol visits to streets	51,244
	Observations	86,293
	Average PCNs issued per day	72.28
	Average daily PCNs issued per CEO	14.46

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

Brentwood	2024/25	2025/26	Business Plan forecast
APR	579	1105	1354
MAY	891	1040	1354
JUN	1140	1183	1354
JUL	1251	999	1354
AUG	1338	1020	1354
SEPT	1019	1191	1354
OCT	1151	1516	1354
NOV	1137	1425	1354
DEC	908	1561	1354
JAN	810	1802	1354
FEB	750	1411	1354
MAR	1281	1794	1354
Total	12255	16047	16248



PCN issue and recovery rates

Brentwood	Total PCNs
Number of Higher level PCNs issued	13371
Number of lower level PCNs issued	2676
Number of total PCNs issued	16047
Number of PCNs paid	11809
Number of PCNs paid at discount amount	9566
Number of PCNs against which an informal or formal representation was made	2245
Number of PCNs cancelled because of an informal or a formal representation	1276
Number of PCNs written off due to CEO error	226
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	1552
% 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	74%
Percentage of PCNs paid at discount amount	60%
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	8%
Percentage of PCNs written off due to CEO error	1.4%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	10%

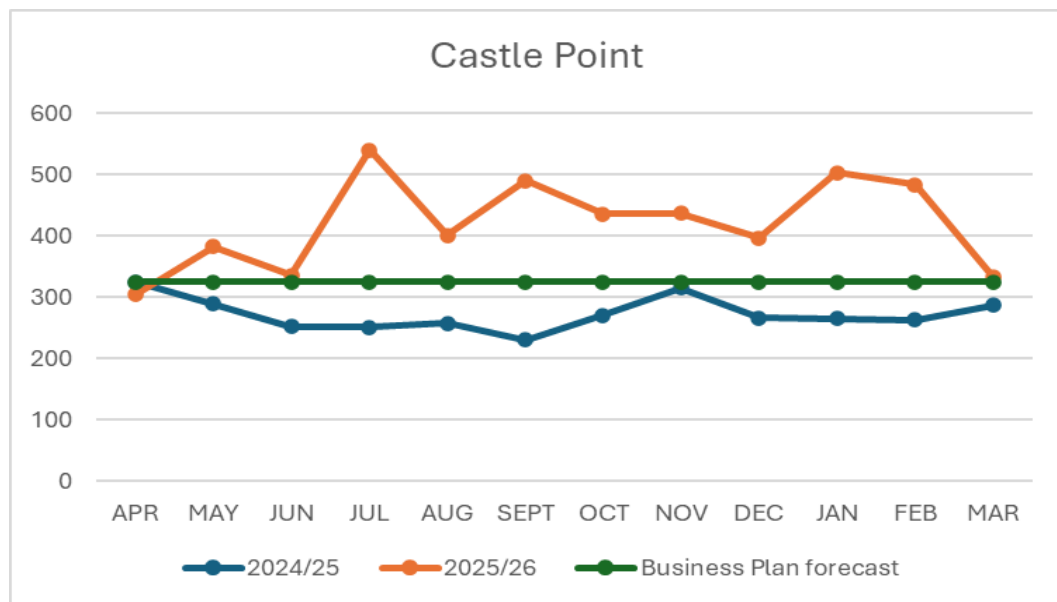
Castle Point

CEO patrol data

Code	Description	PCN'S Issued
	Higher Level Contravention	
01	Parked in a restricted street	3,589
02	Loading in restricted street	7
12	Parked in a residents' place	221
14	Parked in an electric place	4
23	Wrong class of vehicle	31
26	Double parking in a SEA	6
27	Dropped footway in a SEA	72
40	Disabled person's parking	240
45	Taxi rank	201
46	Clearway	21
47	Restricted bus stop or stand	24
48	Restricted school area	20
99	Pedestrian crossing	48
	Lower-Level Contraventions	
06	Parked without clear display	1
22	Re-parked in the same place	64
24	Not parked correctly	56
30	Parked longer than permitted	440
	Total PCNs issued	5,045
	Patrol visits to streets	26,753
	Observations	24,379
	Average PCNs issued per day	22.76
	Average daily PCNs issued per CEO	11.36

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

Castle Point	2024/25	2025/26	Business Plan forecast
APR	325	304	325
MAY	289	383	325
JUN	252	336	325
JUL	251	540	325
AUG	257	401	325
SEPT	230	490	325
OCT	270	436	325
NOV	315	437	325
DEC	266	397	325
JAN	265	503	325
FEB	263	484	325
MAR	287	334	325
Total	3270	5045	3900



PCN issue and recovery rates

Castle Point	Total PCNs
Number of Higher level PCNs issued	4484
Number of lower level PCNs issued	561
Number of total PCNs issued	5045
Number of PCNs paid	4198
Number of PCNs paid at discount amount	3566
Number of PCNs against which an informal or formal representation was made	590
Number of PCNs cancelled because of an informal or a formal representation	267
Number of PCNs written off due to CEO error	20
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	197
% 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	83%
Percentage of PCNs paid at discount amount	71%
Percentage of PCNs against which an informal or formal representation was made	12%
Percentage of PCNs cancelled because of an informal or a formal representation	5%
Percentage of PCNs written off due to CEO error	0.39%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	4%

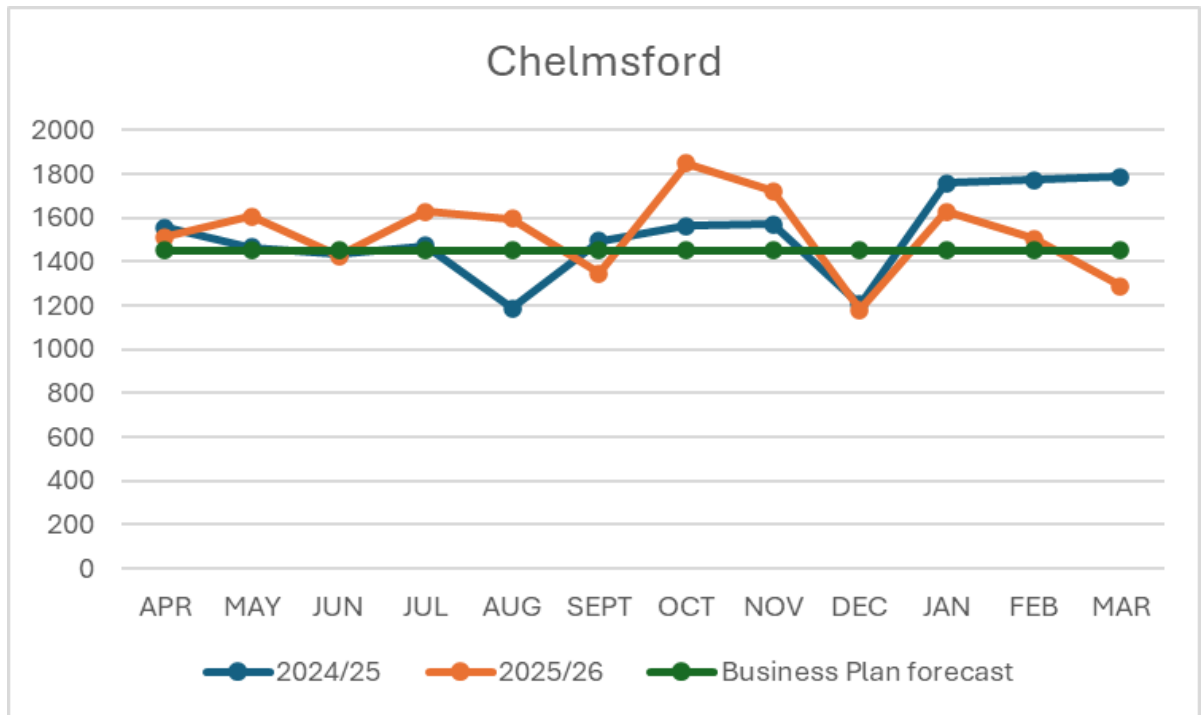
Chelmsford

CEO patrol data

Code	Description	PCN'S Issued
	Higher- Level Contraventions	
01	Parked in a restricted street	4,687
02	Loading in restricted street	1,048
12	Parked in a residents' place	6,405
14	Parked in an electric place	217
16	Parked in a permit space	20
23	Wrong class of vehicle	389
25	Parked in a loading place	1,202
26	Double parking in a SEA	36
27	Dropped footway in a SEA	78
40	Disabled person's parking	1,272
45	Taxi rank	525
46	Clearway	113
47	Restricted bus stop or stand	57
48	Restricted school area	5
49	Cycle track or lane	21
62	Footpath parking	2
99	Pedestrian crossing	18
	Lower-Level Contraventions	
05	Parked after payment expired	276
06	Parked without clear display	24
07	Feeding the meter	3
10	Parked without clear display 2	2
11	Parked without payment	802
19	Parked in a residents' place	21
22	Re-parked in the same place	75
24	Not parked correctly	74
30	Parked longer than permitted	913
35	Disc without clearly display	1
	Total PCNs issued	18,286
	Patrol visits to streets	85,448
	Observations	60,253
	Average PCNs issued per day	82.37
	Average daily PCNs issued per CEO	12.63

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

Chelmsford	2024/25	2025/26	Business Plan forecast
APR	1555	1511	1450
MAY	1467	1608	1450
JUN	1432	1426	1450
JUL	1472	1627	1450
AUG	1189	1596	1450
SEPT	1494	1345	1450
OCT	1564	1848	1450
NOV	1569	1723	1450
DEC	1206	1182	1450
JAN	1758	1628	1450
FEB	1774	1504	1450
MAR	1788	1288	1450
Total	18268	18286	17400



PCN issue and recovery rates

Chelmsford	Total PCNs
Number of Higher level PCNs issued	16095
Number of lower level PCNs issued	2191
Number of total PCNs issued	18286
Number of PCNs paid	12042
Number of PCNs paid at discount amount	9940
Number of PCNs against which an informal or formal representation was made	2690
Number of PCNs cancelled because of an informal or a formal representation	1545
Number of PCNs written off due to CEO error	439
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	1934
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	88%
Percentage of lower level PCNs issued	12%
Percentage of PCNs paid	66%
Percentage of PCNs paid at discount amount	54%
Percentage of PCNs against which an informal or formal representation was made	15%
Percentage of PCNs cancelled because of an informal or a formal representation	8%
Percentage of PCNs written off due to CEO error	2.4%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	10.5%

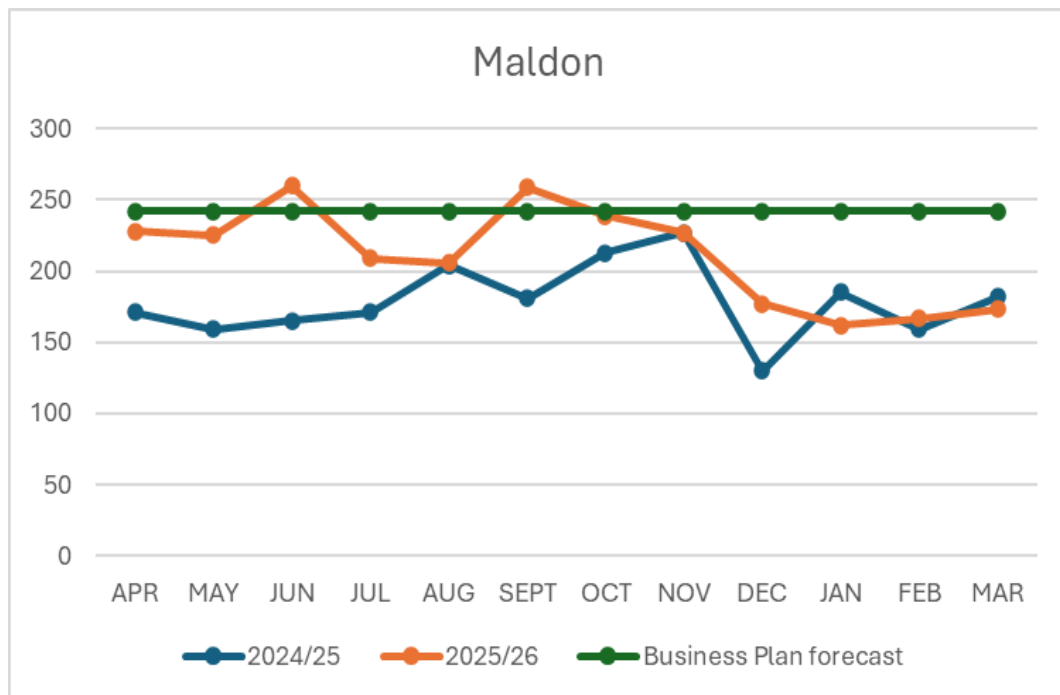
Maldon

CEO patrol data

Code	Description	PCN'S Issued
	Higher- Level Contraventions	
01	Parked in a restricted street	1,364
12	Parked in a residents' place	673
23	Wrong class of vehicle	11
26	Double parking in a SEA	1
27	Dropped footway in a SEA	11
40	Disabled person's parking	35
45	Taxi rank	126
46	Clearway	1
47	Restricted bus stop or stand	36
48	Restricted school area	5
99	Pedestrian crossing	12
	Lower-Level Contraventions	
06	Parked without clear display	2
11	Parked without payment	1
19	Parked in a residents' place	4
22	Re-parked in the same place	13
24	Not parked correctly	1
30	Parked longer than permitted	234
63	Parked with engine running	2
	Total PCNs issued	2,532
	Patrol visits to streets	33,166
	Observations	14,925
	Average PCNs issued per day	11.4
	Average daily PCNs issued per CEO	4.56

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

Maldon	2024/25	2025/26	Business Plan forecast
APR	171	228	242
MAY	159	225	242
JUN	165	260	242
JUL	171	209	242
AUG	204	206	242
SEPT	181	259	242
OCT	213	239	242
NOV	227	227	242
DEC	130	177	242
JAN	185	162	242
FEB	159	167	242
MAR	182	173	242
Total	2147	2532	2904



PCN issue and recovery rates

Maldon	Total PCNs
Number of Higher level PCNs issued	2275
Number of lower level PCNs issued	257
Number of total PCNs issued	2532
Number of PCNs paid	1986
Number of PCNs paid at discount amount	1705
Number of PCNs against which an informal or formal representation was made	371
Number of PCNs cancelled because of an informal or a formal representation	195
Number of PCNs written off due to CEO error	42
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	188
% 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	78%
Percentage of PCNs paid at discount amount	67%
Percentage of PCNs against which an informal or formal representation was made	15%
Percentage of PCNs cancelled because of an informal or a formal representation	8%
Percentage of PCNs written off due to CEO error	1.6%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	7%

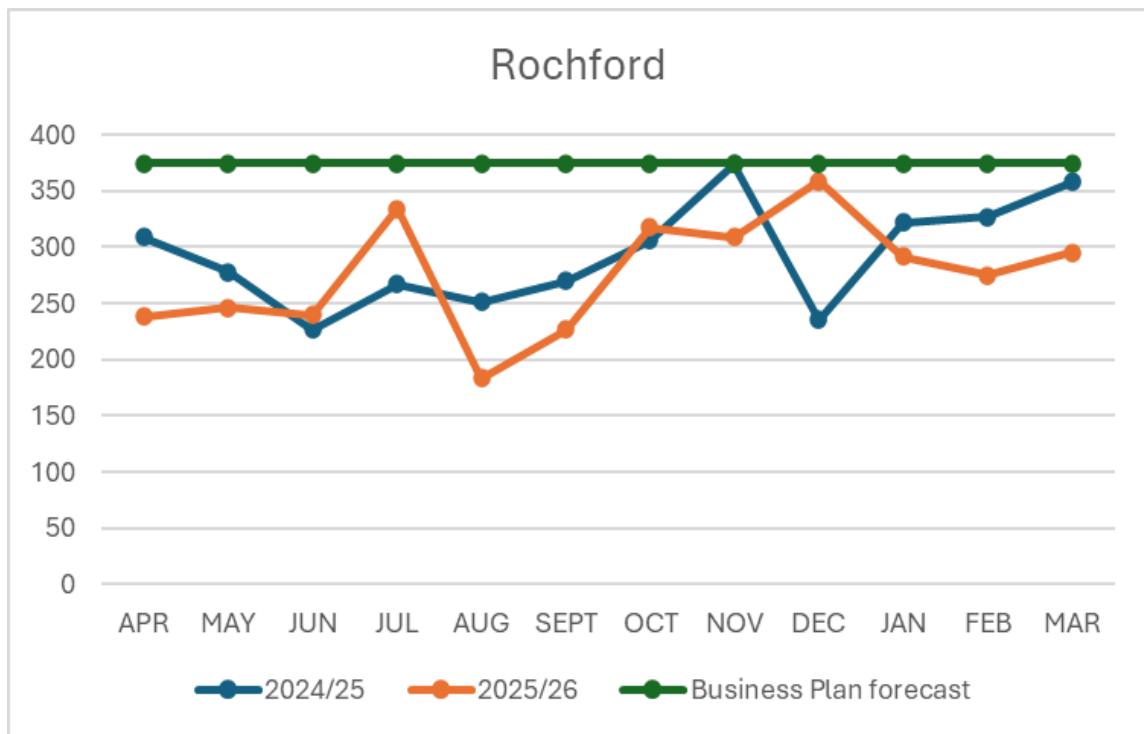
Rochford

CEO patrol data

Code	Description	PCN'S Issued
	Higher- Level Contraventions	
01	Parked in a restricted street	1,777
02	Loading in restricted street	265
12	Parked in a residents' place	502
21	Parked in a suspended bay	6
23	Wrong class of vehicle	11
25	Parked in a loading place	71
26	Double parking in a SEA	37
27	Dropped footway in a SEA	34
40	Disabled person's parking	152
45	Taxi rank	216
46	Clearway	1
47	Restricted bus stop or stand	14
48	Restricted school area	1
49	Cycle track or lane	1
99	Pedestrian crossing	9
	Lower-Level Contraventions	
22	Re-parked in the same place	4
24	Not parked correctly	36
30	Parked longer than permitted	179
	Total PCNs issued	3,316
	Patrol visits to streets	27,514
	Observations	14,728
	Average PCNs issued per day	14.93
	Average daily PCNs issued per CEO	4.98

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

Rochford	2024/25	2025/26	Business Plan forecast
APR	309	238	375
MAY	278	246	375
JUN	227	240	375
JUL	267	334	375
AUG	251	183	375
SEPT	270	227	375
OCT	306	318	375
NOV	374	309	375
DEC	235	359	375
JAN	322	292	375
FEB	327	275	375
MAR	358	295	375
Total	3524	3316	4500



PCN issue and recovery rates

Rochford	Total PCNs
Number of Higher level PCNs issued	3097
Number of lower level PCNs issued	219
Number of total PCNs issued	3316
Number of PCNs paid	2775
Number of PCNs paid at discount amount	2354
Number of PCNs against which an informal or formal representation was made	437
Number of PCNs cancelled because of an informal or a formal representation	205
Number of PCNs written off due to CEO error	12
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	250
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	93.4%
Percentage of lower level PCNs issued	6.6%
Percentage of PCNs paid	84%
Percentage of PCNs paid at discount amount	71%
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	6%
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)	7.5%

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