

South Essex Parking Partnership

**NOTICE OF INSPECTION
ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2017**

NOTICE

- 1. Date of announcement** **26th May 2017**
- 2. This year the South Essex Parking Partnership's annual return is being reviewed. Any person interested may inspect the accounts and make copies of the annual return and all books, deeds, contracts, bills, vouchers and receipts relating to the accounting statements for the year ended 31 March 2017. These documents will be available on reasonable notice by application to:**

Director of Financial Services,
Civic Centre, Duke Street, Chelmsford, Essex,
CM1 1JE.

commencing on 12th June 2017

and ending on 21th July 2017
- 3. Local government electors and their representatives also:**
 - May raise queries in relation to the accounts or any item in them at any time. Queries in writing may be sent to the South Essex Parking Partnership at the address above.
- 4. This announcement is made by Ann Coronel, Legal and Democratic Services Manager**

Section 2 – Accounting statements 2017/18 for:

Enter name of reporting joint committee here:

SOUTH ESSEX PARKING PARTNERSHIP

	Year ending		Notes and guidance
	31 March 2017 £	31 March 2018 £	
1 Balances brought forward	1,593,430	1,996,545	Total balances and reserves at the beginning of the year as recorded in the joint committee's financial records. Value must agree to Box 7 of previous year.
2 (+) Income from local taxation and/or levy	—	—	Total amount of local tax and/or levy received or receivable in the year including funding from a sponsoring joint committee. Excluding any grants received.
3 (+) Total other receipts	2,258,065	2,405,763	Total income or receipts as recorded in the cashbook less the taxation and/or levy (line 2). Include any grants received here.
4 (-) Staff costs	1,214,263	1,193,286	Total expenditure or payments made to and on behalf of all employees. Include salaries and wages, PAYE and NI (employees and employers), pension contributions and employment expenses.
5 (-) Loan interest/capital repayments	—	—	Total expenditure or payments of capital and interest made during the year on the joint committee's borrowings (if any).
6 (-) All other payments	640,687	677,743	Total expenditure or payments as recorded in the cashbook less staff costs (line 4) and loan interest/capital repayments (line 5).
7 (=) Balances carried forward	1,996,545	2,531,279	Total balances and reserves at the end of the year. Must equal (1+2+3) – (4+5+6)
8 Total cash and short term investments	1,648,823	2,032,051	The sum of all current and deposit bank accounts, cash holdings and short term investments held as at 31 March – to agree with bank reconciliation.
9 Total fixed assets plus other long term investments and assets			The original Asset and Investment Register value of all fixed assets, plus other long term assets owned by the joint committee as at 31 March
10 Total borrowings			The outstanding capital balance as at 31 March of all loans from third parties (including PWLB).

I certify that for the year ended 31 March 2018 the accounting statements in this annual return present fairly the financial position of the Joint Committee and its income and expenditure, or properly present receipts and payments, as the case may be.

Signed by Responsible Financial Officer:

SIGNATURE REQUIRED

Date

DD/MM/YYYY

I confirm that these accounting statements were approved by the Joint Committee on:

DD/MM/YYYY

and recorded as minute reference:

MINUTE REFERENCE

Signed by Chair of meeting approving these accounting statements:

SIGNATURE REQUIRED

Date

DD/MM/YYYY



SOUTH ESSEX



Annual Report 2017/18



Basildon Council
BASILDON • BILLERICAY • WICKFORD



**BRENTWOOD
BOROUGH COUNCIL**



**Chelmsford
City Council**

**MALDON
DISTRICT
COUNCIL**



**Rochford
District Council**

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Executive Summary

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

Summary of key performance factors from financial year 2017/18 are:

- An overall surplus achieved of £389,980 after deduction of the TRO operational costs and signs and lines maintenance and new TRO costs
- £58,790 increase in expenditure and £103,490 increase in income, compared to 2016/17.
- 43,598 on-street Penalty Charge Notices (PCNs) issued resulting in a 4% increase compared to 2016/17.
- 77% of PCNs paid, exceeding the expected level of 75%.
- Back office correspondence received and processed up 7% compared to 2016/17.
- 192 sign and line maintenance schemes completed and 25 new Traffic Regulation Orders (TROs) implemented.
- £124,460 allocated during the year for the maintenance of signs and lines and £195,600 for schemes requiring a new TROs.

The overall performance of the Partnership for the financial year 2017/18 has been very successful ensuring that it is well placed to continue the delivery of the service effectively and efficiently into 2018/19 and throughout the term of the agreement.

1 Introduction

The South Essex Parking Partnership carries out the on-street parking enforcement in Chelmsford, Basildon, Rochford, Castle Point, Maldon and Brentwood on behalf

of Essex County Council (ECC), the highways authority, through delegated responsibilities under a Joint Agreement signed by all partner authorities in 2011.

The Operational Guidance of Part 6 to the Traffic Management Act 2004 (TMA 2004) clearly advises that it is a sensible aim that enforcement operations must be self-financing and if not, the Secretary of State will not expect either national or local taxpayers to meet any deficit.

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

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

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

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

- Support the core principles of TMA 2004.
- Operate a financially self-sufficient enforcement and TRO operation

ensuring sufficient funds are available to invest back into the function.

- Maintain a reserve fund.
- Partnership lead officers take all reasonable steps to ensure individual Partnership areas reduce the level of individual deficit.
- Maintain signs and lines, and TROs to an acceptable level ensuring suitable funding is available.

This annual report provides an overview of the 2017-18 performance of the overall SEPP operation and provides a comparison to the previous years of operation. This includes all financial and statistical data as recommended in the operational guidance of TMA 2004.

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

2 Operational overview

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

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

There are two areas of financial responsibility:

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

The primary function of the enforcement operation is to:

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

administer Resident Permit Schemes.

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

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

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

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

The key opportunities are:

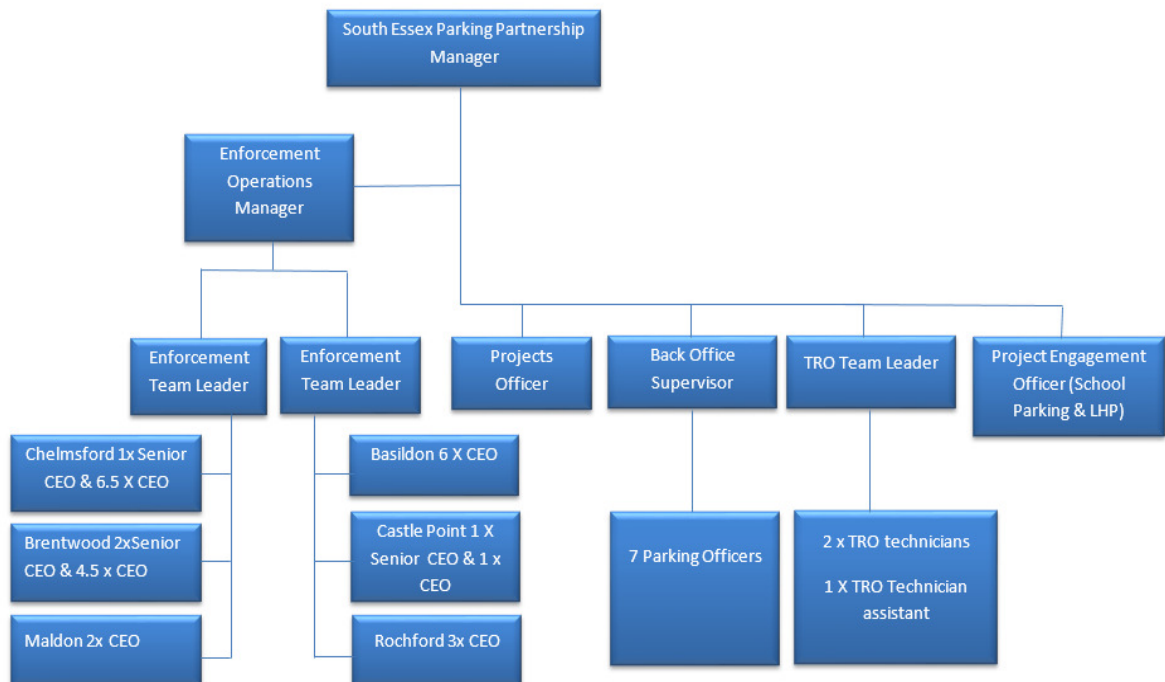
- Maintaining local influence on traffic management schemes.
- The provision of traffic management schemes which meet the aims and objectives of the Parking Partnership.
- Greater consistency of the application of TROs across the Partner areas.
- A higher level of compliance with maintaining signs and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

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

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

2.1 Staff structure

The current staff structure



The main focus of the Parking Partnership is to ensure that all staff are suitably trained and supported to ensure a consistent approach to parking enforcement across all the Partnership areas, while also providing a high level of customer service. The continued success of the Parking Partnership is testament to the continued hard work and professionalism of all the staff involved.

3 Financial performance 2017/18

The following section will give an overview of the financial outcome for financial year 2017/18. It determines the financial position compared against the original 2017/18 business case and against the performance of 2016/17.

3.1 Financial outturn for 2017/18 enforcement operation

The following table (**Table 1 page 10**) gives the overall enforcement operation financial outturn for 2017/18. It also identifies the financial outturn position for each individual partnership City / District / Borough.

The overall 2017/18 total expenditure is £1,574,830 and the income achieved is £2,260,240 resulting in a positive net gain surplus of £685,410 to be off set against the full TRO operational costs.

Table 1 2017/18 Outturn – Enforcement operation

Appendix 1 South Essex Parking Partnership - Summary position @ March 2018							
Actual	Chelmsford	Brentwood	Maldon	Basildon	Rochford	Castle Point	Total
	£	£	£	£	£	£	£
Direct Expenditure							
- Employees	303,410	279,240	85,400	222,650	111,590	75,940	1,078,230
- Premises	0	1,870	0	0	0	0	1,870
- Supplies and Services	37,250	29,980	6,930	22,720	10,480	7,000	114,360
- Third Party Payments	49,230	36,960	7,570	43,410	17,720	9,790	164,680
- Transport costs	13,240	15,550	12,220	35,340	9,010	8,650	94,010
Total Direct Expenditure	403,130	363,600	112,120	324,120	148,800	101,380	1,453,150
Indirect Expenditure							
Central Support	77,510	18,410	3,680	13,460	6,170	2,450	121,680
Total Indirect Expenditure	77,510	18,410	3,680	13,460	6,170	2,450	121,680
Total Expenditure	480,640	382,010	115,800	337,580	154,970	103,830	1,574,830
Income received to 31st March 17							
PCN's	488,360	396,980	78,990	238,070	138,580	113,940	1,454,920
Residents' Parking Permits	262,560	185,490	27,210	134,630	11,520	3,110	624,520
Pay & Display	115,050	45,550	0	360	0	0	160,960
Other	19,550	0	0	290	0	0	19,840
Total Income	885,520	628,020	106,200	373,350	150,100	117,050	2,260,240
Net (Surplus) / Deficit - Cash Basis	-404,880	-246,010	9,600	-35,770	4,870	-13,220	-685,410

3.2 Comparison of actual 2017/18 outturn against agreed 2017/18 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 2016, the Annual Business Plan for 2017/18 was approved. This Business Plan estimated an overall Partnership surplus of £454,000 which would be used to contribute to the TRO operational costs and would result in a modest surplus in the region of £279,000 to contribute to the operational fund.

Table 2: 2017/18 Enforcement outturn comparison against 2017/18 Business Plan estimate

	2017/18 Business case original estimate (cash basis)	2017/18 actual outturn (cash basis)	Position against original estimate. Deficit / (surplus)
Expenditure	£1,513,771	£1,574,830	£61,059
Income	£1,968,600	£2,260,240	(£291,640)
Deficit / (surplus)	(£454,829)	(£685,410)	(£230,581)

Table 3: Actual 2017/18 outturn compared to 2016/17 actual outturn

	2016/17 actual outturn (cash basis)	2017/18 actual outturn (cash basis)	Position against previous year. Deficit / (surplus)
Expenditure	£1,516,040	£1,574,830	£58,790
Income	£2,156,750	£2,260,240	(£103,490)
Deficit/ (surplus)	(£640,710)	(£685,410)	(£44,700)

There has been an increase (up £103,490 compared to previous year) in the level of income received. The main contributing factor has been the increase in PCNs issued this year which is up 4% compared to the previous year.

Table 4: Individual area 2017/18 outturn against 2016/17 outturn.

(surplus)	Chelmsford	Brentwood	Maldon	Basildon	Rochford	Castle Point
2016/17 outturn	(£288,700)	(£187,310)	(£16,360)	(£83,140)	(£20,460)	(£44,740)
2017/18 outturn	(£404,880)	(£246,010)	£9,600	(£35,770)	£4,870	(£13,220)
Comparison	Up £116,180	Up £58,700	Down £25,000	Down £47,370	Down £25,330	Down £31,520

The clear aim and intention of the Parking Partnership was to reduce the amount of unsustainable deficit under previous agency agreements and deliver a new service at zero cost to ECC, while retaining a high level of service provision. The Partnership to date has met this objective and demonstrated the benefits of partnership working and shared resource.

This year, four of the individual areas have again achieved a surplus position with another two of the areas falling slightly short of the previous year performance.

Compared to the outturn of 2016/17, the following factors apply:

- Chelmsford is 8% up on income received compared to last year and the PCN income is up by 14%.
- Brentwood income is up by 14% with the PCN income increasing by 20% compared to last year
- Maldon income was down by 10% with the 10% drop in PCN income being a contributing factor to the slight deficit position.
- Basildon income decreased by 7% with the decrease of PCN income by 16% being a contributing factor. The outturn position resulted in a lesser surplus position compared to the previous year.
- Rochford income decreased by 8% with the PCN income decreasing by 9% being a contributing factor to the slight deficit position this year.
- Castle Point had a slightly reduced surplus position compared to the previous year with a slight reduction in PCN income of 1.5%

3.3 TRO function 2017/18 financial outturn

Table 5 provides details of the TRO operational costs. These costs are deducted from the 2017/18 enforcement operation account and the outturn is shown in **Table 6**

The total amount of funding allocated in 2017/18 for new TROs and maintenance of signs and lines is £320,060

Table 5: 2016/17 financial outturn for the TRO function.

2016/17 TRO account	
Direct Expenditure	
- Employees	115,060
- Supplies and Services	16,840
- Third Party Payments	141,830
- Transport costs	550
Total Direct Expenditure	274,280
Indirect Expenditure	
Central Support	21,900
Total Indirect Expenditure	21,900
Total Expenditure	296,180
Income received to 31st March 18	
Other	750,00
Total Income	750,00
Net (Surplus) / Deficit - Cash Basis	295,430

Table 6: 2017/18 overall Parking Partnership account outturn

Overall outturn position	2016/17 actual outturn
Enforcement operation	
Expenditure	£1,574,830
Income	(£2,260,240)
Total- deficit/ (surplus)	(£685,410)
TRO operation	
Expenditure	£296,180
Income	£750.00
Total- deficit/ (surplus)	£295,430
Outturn position - deficit/ (surplus)	(£389,980)

The overall outturn position including the additional cost for the TRO function and sign and line maintenance is a surplus position of £389,980

3.4 Managing the Partnership operational fund

The South Essex Parking Partnership (SEPP) has completed seven successful years of operation, each resulting in a modest surplus position, which has increased year on year.

The Parking Partnership has carefully managed the surplus achieved to date ensuring that the cost of operating the TRO function could be realistically achieved without the risk of operating the overall function in a deficit position. It is expected that the current operational model, including the additional TRO operational costs, will continue to produce an operational fund in the region of £280,000 to £360,000.

Based on this forecast the Parking Partnership was in a position to allocate the surplus achieved, towards schemes and projects which are in accordance with section 55 (as amended) of the Road Traffic Regulations Act 1984 (RTRA 1984) and which complement the aims and objectives of the Parking Partnership.

The accumulated surplus position during the first four years of operation was £864,150.

At its meeting on 10 December 2016 the Joint Committee approved the 2016/17 Annual Business Plan which included the recommendations for the allocation of the Partnership surplus.

The Joint Committee approved the following areas of essential investment and spend as shown in **table 7**

Table 7 Allocation of surplus

Amount	Sub total	Section 55 RTRA 1984
Parking account surplus 2011/2015	£864,150	
Maintain £200,000 reserve	£664,150	Sub section (3)
£350,000 to validate TROs against on-street signs and lines and map electronically	£314,150	Sub section (4a)
£70,000 to invest in replacement on-street pay and display machines	£244,150	Sub section (3)
£24,000 to aid implementation of a new school parking initiative	£220,150	Sub section (3)
£50,000 allocated in financial year 2016/17 and 2017/18, totalling £100,000 for the purpose of implementing new TROs	£120,150	Sub section (3)
£120,000 is transferred back into the signs and lines maintenance funding	£150	Sub section (4a)

In 2015/16 the Partnership achieved a surplus of £485,710 and in 2016/17 a surplus of £331,810, resulting in a total surplus of £817,520 to invest back into the function.

At its meeting on 7 September 2017 the Joint Committee approved the following further areas of essential investment and spend as shown in **table 8**

Table 8

Amount	Sub total	Status	Section 55 RTRA 1984
Parking account surplus 2015/2017	£817,520		
£70,000 to invest in the replacement of enforcement handheld computers.	£747,520	Replacement of equipment programmed for 2018-19	Sub section (2) (3)
£80,000 to provide full cost of launching 3PR in schools (zero cost to school). £450 - £500 per schools – covers approx. 168 schools	£667,520	Ongoing – funding enables each to launch the 3PR scheme at zero cost to the school	Sub section (2) (3)
£150,000 allocated in financial years 2018/19 and 2019/20, totaling £300,000 for the sign and line maintenance.	£367,520	£150,000 allocated for 2018-19	Sub section (2) (3)
£50,000 allocated in financial years 2018/19 and 2019/20, totalling £100,000 for the implementing new schemes which require a TRO.	£267,520	£50,000 allocated for 2018-19	Sub section (2) (3)

3.5 Progress on allocation of funds

Table 9 shows the current financial position of the SEPP operational fund and the revised cost to complete the outstanding areas of spend.

Table 9

Amount	Sub total
Parking account surplus 2011/2018 = £2,071,640	£2,071,640
£120,000 to validate TROs against on-street signs and lines and map electronically	£1,951,640

£85,000 to invest in replacement on-street pay and display machines	£1,866,640
£70,000 to invest in the replacement of enforcement handheld computers	£1,796,640
£80,000 to provide full cost of launching 3PR in schools (zero cost to school). £450 - £500 per schools – covers approx. 168 schools	£1,716,640
£150,000 allocated in financial years 2018/19 and 2019/20, totaling £300,000 for the sign and line maintenance	£1,416,640
£50,000 allocated in financial years 2018/19 and 2019/20, totaling £100,000 for implementing new schemes which require a TRO	£1,316,640
Maintain £200,000 reserve	£1,116,640
Total Partnership operational fund	£1,116,640

Taking into account the outstanding items of spend, the Partnership has an operational fund of £1,116,650 to invest back into the operation and allocate funding which is in accordance with section 55 of the RTRA 1984

A report will be submitted to the September 2018 Joint Committee with further recommendations for the allocation of this fund.

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 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 2017/18 are as follows:

Joint Committee Meeting	Items approved
8 June 2017	<ul style="list-style-type: none">➤ Financial outturn 2016/17➤ Annual Governance Statement➤ Annual Report 2016/17
7 September 2017	<ul style="list-style-type: none">➤ SEPP enforcement operation policies reviewed➤ Allocation of operational fund
7 December 2017	<ul style="list-style-type: none">➤ 2018/19 Business Plan
8 March 2018	<ul style="list-style-type: none">➤ Review of the TRO implementation policy

The Joint Committee is supported by the South Essex Parking Partnership Manager and the Lead Officers who represent each partnership area and ECC. These officers will attend regular meetings with the purpose of shaping the Partnership policies, procedures and business plans for approval by the Joint Committee Members.

All reports and minutes from the Joint Committee Meetings can be viewed on-line

at [Committees and meetings - Chelmsford City Council](#)

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

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

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

The main items approved, during 2017/18 at the Sub Committee meetings for funding new TRO schemes and signs and lines maintenance are as follows:

Sub Committee Meeting for signs and lines funding	Items approved
28 July 2017	<ul style="list-style-type: none">➤ Batch 13 maintenance works (£59,680)➤ £103,600 funding for new TROs
8 March 2018	<ul style="list-style-type: none">➤ Batch 14 maintenance works (£64,780)➤ £92,000 funding for new TROs

The proposed TROs considered, during 2017/18 at the Sub Committee meetings for considering objections to a proposed TRO are as follows:

TRO Sub Committee	Items considered.
7 September 2017	<ul style="list-style-type: none">➤ Egbert Gardens and Birs Close Chelmsford – agreed to be made as advertised➤ Meadgate Terrace Chelmsford - agreed to be made as advertised➤ Chelwater, Great Baddow, Chelmsford - agreed to be made as advertised with modifications➤ Links Drive, Widford Road and Wood Street,

	<p>Chelmsford - agreed to be made as advertised with modifications</p> <ul style="list-style-type: none"> ➤ Blackwater Close, Boyne Drive, Meon Close, Tamar Rise, Waveney Drive, Wear Drive, Windrush Drive and Lawn Lane Service Road - agreed to be made as advertised with modifications ➤ Burghstead Close, Billericay – Resident Parking Scheme withdrawn and modification to the no waiting restrictions
7 December 2018	<ul style="list-style-type: none"> ➤ Writtle Road Chelmsford – agreed to be made as advertised ➤ Fourth Avenue and Fifth Avenue, Chelmsford - agreed to be made as advertised ➤ Azalea Avenue, Bridge House Close and Lavender Way, Basildon - agreed to be made as advertised ➤ Redcliffe Road, Marlborough Road and Queen Street, Chelmsford - agreed to be made as advertised with modifications ➤ Bradley Way, Rochford - agreed to be made as advertised ➤ Princes Road, Maldon - agreed to be made as advertised ➤ Millfields Access Road, Maldon - agreed to be 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 9 shows the number of maintenance schemes processed during 2017/18 compared to schemes completed in 2016/17.

Table 9: Number of maintenance schemes processed and completed during 2017/18 compared to schemes completed in 2016/17

Number of lines and signs schemes processed							
	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
2016-2017	34	39	33	27	27	30	190
2017-2018	33	35	30	55	8	31	192

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 10** shows the number of new requests for parking restrictions received showing the comparison between 2016/17 and 2017/18.

Table 10 Requests for parking restrictions received

Requests for parking restrictions								
Month	Year	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
April	2016	8	2	6	7	1	4	28
May	2016	7	3	4	4	1	0	19
June	2016	4	4	2	10	2	4	26
July	2016	7	3	3	5	2	4	24
August	2016	9	7	3	7	1	3	30
September	2016	2	4	2	8	2	5	23
October	2016	3	5	3	13	1	5	30
November	2016	8	5	3	7	2	8	33
December	2016	5	6	3	11	2	4	31
January	2017	11	2	2	6	4	3	28
February	2017	3	1	3	15	2	3	27
March	2017	11	10	8	12	2	2	45
Total		78	52	42	105	22	45	344
April	2017	4	7	16	10	1	6	44
May	2017	6	7	4	11	2	9	39
June	2017	8	5	5	10	4	8	40
July	2017	7	6	5	9	5	6	38
August	2017	5	9	3	8	2	4	31
September	2017	6	5	5	10	3	3	32
October	2017	15	6	3	3	4	9	40
November	2017	4	3	1	14	0	2	24
December	2017	5	1	3	3	2	4	18
January	2018	8	4	1	7	1	4	25
February	2018	7	8	4	11	1	4	35
March	2018	10	6	7	13	3	2	41
Total		85	67	57	109	28	61	407

Part of the assessment process involves informal consultations with local residents and businesses who may be affected by the changes. Table 11 shows the number of residents who have received an informal consultation in 2017/18 compared to 2016/17.

Table 11 Consultations completed

Consultations							
	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
2016-2017							
No. of roads	5	6	9	13	1	11	45
No. of residents	108	211	408	607	11	325	1670
2017-2018							
No. of roads	14	9	22	33	2	12	92
No. of residents	539	336	289	1236	77	342	2819

Table 12 TRO requests completed.

Number of TRO Variation Orders completed							
	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
2016-2017	4	3	4	3	3	4	21
2017-2018	3	5	3	8	2	4	25

The Parking Partnership has also provided support for various events and essential highway maintenance works across the Partnership and provided the necessary temporary parking suspensions and road closures. **Table 13** provides a breakdown of the amount of suspensions and road closures processed in 2017/18 and the comparison to 2016/17

Table 13

Suspensions, Road Closures & Street Parties							
2016-2017							
Suspensions	2	5	7	39	3	2	58
Road Closures	0	0	0	28	0	0	28
Total							86
2017-2018							
Suspensions	2	6	4	43	8	3	66
Road Closures	0	0	0	23	0	0	23
Total							89

4.3 The Enforcement Operation

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

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

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

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

The presence of a CEO situated at every school on each of these occasions would be the ultimate solution, but this would be uneconomical. Therefore the Partnership's solution to this issue is to utilise a daily school patrol in each area,

which will cover school areas on an ad-hoc rota basis. Some schools may receive a more frequent level of enforcement. This however, will be based on the severity of the issues present.

In addition the Partnership has launched a new school parking initiative with full details 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 also 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 Resident Parking Zones, thus ensuring suitable space provision is available for residents with a permit.

4.3.1 The School Parking Initiative

Our Challenge

Our challenge is one that we do not face alone, but one faced by many across the UK: the subject of parking around schools and the congestion and safety concerns that can occur.

Any parent who completes the school run on a daily basis will, at times, experience the pressure on the road network that a lot of children and vehicles, all arriving at the same location for the same short period of time, can bring.

Car ownership and car usage has significantly increased over the years and more and more parents are relying on using a car to take their children to school.

There are many reasons for this, such as:

- travelling directly to or from work after or before the school drop-off and pick-

up

- children attending different schools
- living outside of a catchment area

The Local Authority Partners recognise the need for car usage and, through this initiative, aims to encourage safe, careful and considerate parking during the periods of the day when parents are dropping off and collecting their children from the school. In addition, this initiative will also promote and actively encourage healthy lifestyles and alternative modes of transport to school.

The Parking Partnership is under increasing pressure from residents to implement some form of parking restriction in their roads to ease the number of vehicles attending the area during peak school times. The challenge for the Partnership is to:

- strike the balance between the parents who need to bring their children to school in a car
- the safety of the children who are walking or cycling to the school
- the local residents who feel affected by inconsiderate parking on a daily basis

Most roads and residential areas around schools can reasonably accommodate parked vehicles for a short period of time and the local authority will encourage use of the public highway where it is considered safe to do so. The challenge is to encourage parents to park in a safe and considerate manner that does not cause an obstruction or compromises the highway network.

The implementation of parking restrictions is not always an effective solution and will tend to do no more than displace the problem to another area. In addition, the local authority does not have the resources available to effectively enforce parking restrictions outside of schools on a regular basis, the problem being that the parking issues take place at the same time across all schools. The local authority has a responsibility to make the public highway available to all road users where it is safe to do so.

The level of staff and cost involved to effectively patrol all school areas is also not financially sustainable. Therefore, it is important to explore and consider alternative methods of encouraging considerate parking outside of schools. We feel the School Parking Initiative is a step in the right direction.

The issue of parent school parking presents many challenges to the local authorities and there is no “one size fits all” solution. Although this initiative will not instantly solve all the problems associated with school parking, we are confident

that over time, the percentage of parents that adopt a considerate approach to parking in, and around, schools will increase.

3PR and the School Parking Initiative

The South Essex Parking Partnership has created the new and exciting project called the School Parking Initiative to actively engage with the schools, the children, the parents and the local residents to promote a good working relationship and understanding of the needs of everyone.



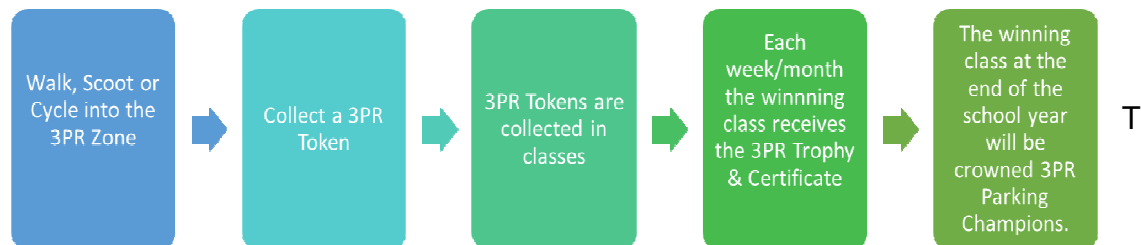
This will be achieved through:

- 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 of 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.

The concept of the project is to create a '3PR Zone' outside of the school, parents are advised to park elsewhere and walk their children into the '3PR Zone'. The 3PR Zone will be monitored by '3PR Patrols' the patrols will be children from the school. Every child that walk, scoots or cycles into the zone will receive a '3PR Token', tokens are then collected in class groups and every week and/or month the class with the most tokens will receive the '3PR Class Winners' trophy and certificate. At the end of the academic year, the class that have received the trophy the most times will be crowned '3PR Parking Champions'. Where possible we will look to

find a suitable location to run a 'Park and Stride' or a 'Walking Bus'. More information can be found at <http://www.essex.gov.uk/Education-Schools/Travel-School/Pages/Walking-to-School.aspx>



Individual parking maps are created for each school highlighting the 3PR Zone, where the 3PR Patrols will be standing, examples of inconsiderate parking, information on the restrictions outside of their school and an overview of the reward system. In addition, every child will receive a 12-page booklet that provides information on; the 3PR parking rules, parking restrictions and the law, considering the schools neighbours and the role of the 3PR Patrols.

The school children will be key in providing the support and promotion of this new scheme by taking part in some of 3PR's exciting parking initiatives and learning activities.

To help deliver this message, the Parking Partnership has created a website (www.schoolparking.org.uk) which provides all the information required to make a big difference to the school and the surrounding area. Schools in South Essex can register their interest through this site and set up an account. Schools with an account will have access to case studies and can share learnings from the initiative.

It is our view that a few slight changes in parking habits and how we perceive parking around schools will make a big difference.

In February 2017, 3PR started his mission to help assist Tyrrells Primary School with their parking problems by creating a 3PR no parking zone outside of the school and rewarding those children who walk, scoot or cycle into the 3PR Zone.

Tyrrells Primary School held an assembly to introduce 3PR and explain how the initiative will work. Letters, leaflets, tweets and emails were sent home to parents and the local residents to ensure that the local community were fully aware of the initiative. Large 3PR banners and lamppost signs were placed outside of the school, raising the profile of 3PR to all.

Local Councillor's were invited to the launch morning, very few cars entered the 3PR Zone and the difference was recognised by all members of the local school community.

A year on, the children at Tyrrells Primary School are regularly patrolling the 3PR Zone with the help of their 3PR Patrols. Classes are still competing to be crowned 3PR Parking Champions at the end of the year.



3PR Zone – Tyrrells Primary School & 3PR Launch Photo



What has happened since 3PR's first mission commenced at Tyrrells Primary School in February 2017...

- SEPP now have a dedicated officer, Claire Harris who has been busy delivering 3PR into schools in South Essex and developing other aspects of the 3PR School Parking Initiative.
- The 3PR website has been updated and now includes interactive quizzes that cover the following topics; parking restrictions and the law, active/sustainable travel methods and road safety awareness.
- The 3PR Parking Maps now include pictures highlighting the individual parking problems that occur regularly outside of schools.
- 3PR has come alive – 3PR will soon become a real-life Mascot!
- 3PR Pavement Signs – used at 3PR Schools to discourage pavement parking, stopping and dropping and overall awareness.



In addition, 3PR has introduced a new scheme called PREDAS – Private Residents Enforcement of Dropped Access Scheme. This scheme has been developed to try and reduce parking across private kerb access, which is a major issue outside of schools. PREDAS gives residents the option to sign up to the scheme.

The scheme allows property owners to officially register the property within the scheme which subsequently allows enforcement officers to issue Penalty Charge Notices to vehicles parked across a dropped kerb access without the property owner having to continually make direct complaints. A PREDAS permit will be issued to each property, therefore if they themselves and/or visitors need to park across the access they will be exempt from receiving a PCN.

After conducting many visits to schools in the different districts/boroughs it became apparent that 3PR needed to consider finding alternative places where parents could park, away from the school gates. Working in partnership with

Essex County Council, 3PR has incorporated 'Park & Stride' into the initiative and has been helping schools set up agreements and routes.

What is a Park & Stride? A Park & Stride scheme is ideal for families who live too far away from school to be able to walk. Upon an agreement with a local business/car park (Council car park, supermarket, restaurant, church, community centre). Parents are granted permission to park their vehicle in a car park, 5-10 minutes away from school and walk the remainder of the way to and from school. Children living far from school have the benefits of walking some of the way resulting in less vehicles congregating outside of the school gates.

The information below showcases some of the excellent work that our schools are doing with the help of 3PR.

Basildon Borough Schools-

School	Launch Date
Abacus Primary School	Wednesday 8 th November 2017
St Anne Line Infant & Nursery School	Tuesday 16 th January 2018
St Anne Line Junior School	Tuesday 16 th January 2018
Wickford Infant School	Tuesday 20 th February 2018
Wickford Junior School	Tuesday 20 th February 2018

St Anne Line Schools –The school is situated at the end of a small Cul-de-sac, a large proportion of vehicles were driving to the school gates and then turning around on the Zig Zags directly outside of the school, resulting in conflict between children and vehicles. 3PR has created a 3PR Zone which includes the entire Cul-de-sac. In addition to the 3PR Zone, the Park & Stride route from the local church has been formalised, a map of the route and permits have been created, parents were asked to 'sign up' to the scheme. Historically the schools have also advertised this option but uptake has been low, however since the 3PR Zone has been introduced the numbers using the church car park have increased.

The St Anne Line Schools are extremely dedicated to 3PR and ensure they have 3PR Patrols outside patrolling the zone every day, and as a result they have a high compliance of vehicles adhering to the 3PR no parking Zone.



A. Parking Restrictions

The zigzag lines outside of the schools restrict vehicles stopping between 08:30 – 09:30am and 2:30 – 3:30pm. Monday – Friday.

Please do not stop on these lines during these hours, they are there to keep the area vehicle free and safe for pedestrians.

B. Parking on the corners of junctions

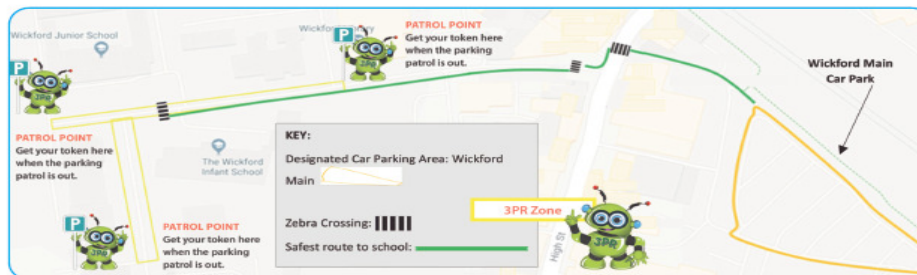
It restricts the visibility for pedestrians crossing the road and the view of drivers entering and exiting the road. Please avoid parking on the corners.

Wickford Infant School & Wickford Junior School –

The schools are situated in Wickford Town Centre where unrestricted residential parking is very limited. The Headteachers had previously tried many other initiatives to help tackle the parking problems that occurred often outside of the schools, however the problem was persistent.

3PR began working with the schools in June 2017, assessing the parking problems at peak times and seeking to find alternative places for parents to park. 3PR contacted Basildon Borough Council in relation to one of their car parks – Wickford Main and put forward a case to trial a 'Park & Stride', which was later agreed. Parents were made aware that a limited number of 3PR Park & Stride permits would be available to them, the permits are valid from 08:30 – 09:30 and 14:30 – 15:30 Monday – Friday, during school term time. Claire Harris organised two 'drop in' sessions at the school, signing parents up to MiPermit and issuing them with a 3PR Park & Stride Permit and a route map. One hundred permits were issued over the two sessions.

The feedback received from the school, councilors and parents has been fantastic. The number of vehicles who before were 'stopping and dropping' outside of the school has decreased, easing the congestion outside of the schools. Wickford Main Car Park is monitored regularly to ensure vehicles are complying and empty spaces are counted, to assess whether additional permits can be issued to those parents on the waiting list. This is a great example of partnership working and has had a very positive impact on the local community.



The South Essex Parking Partnership and Basildon Council are offering an alternative way of travelling to school called 'Park and Stride'. Permits will be issued for use in Wickford Main Car Park within Wickford Town Centre.

The map above shows the car park in which your 3PR permit allows you to park, the quickest and safest route to school and the 3PR Zone on Market Road and Irvon Hill Road.

Where can you park?

Wickford Main is situated between High St & Railway Line - SS12 9AJ. Please park within the white marked parking bays.

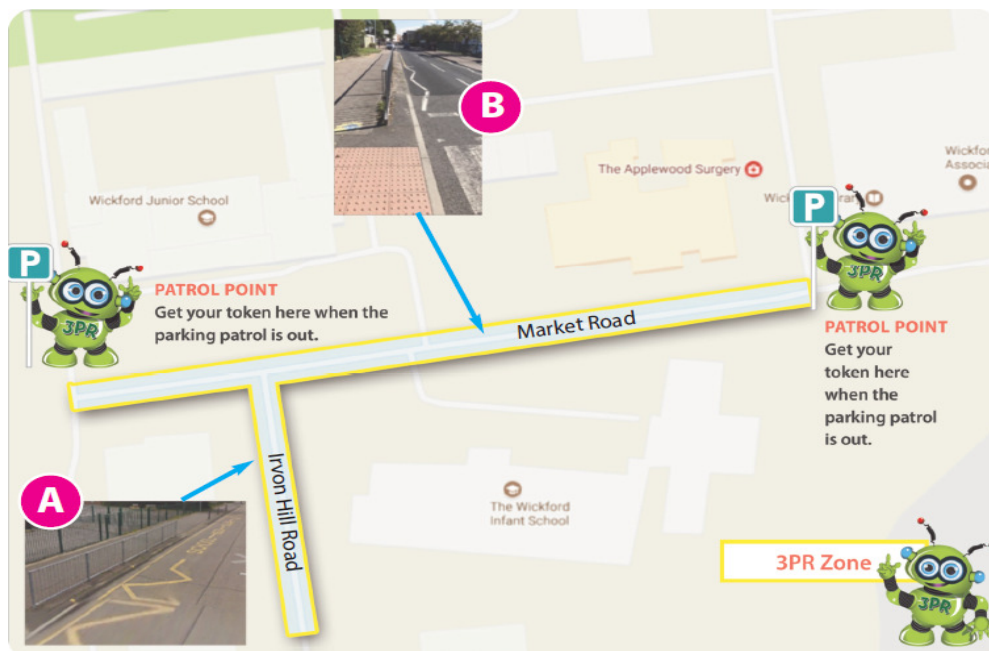
Do we need to display a permit?

We have created a 3PR Park and Stride permit which will highlight that you are participating in the Park and Stride Scheme. Your personalised 3PR permit is valid during school term time between the hours of 08:30 - 09:30 and 14:30 - 15:30 in Wickford Main Car Park. The permit must be displayed on the dashboard of the vehicle it is registered to.

Please ensure you use the footpaths where available throughout the car park and take extra care of vehicles reversing in and out of spaces.



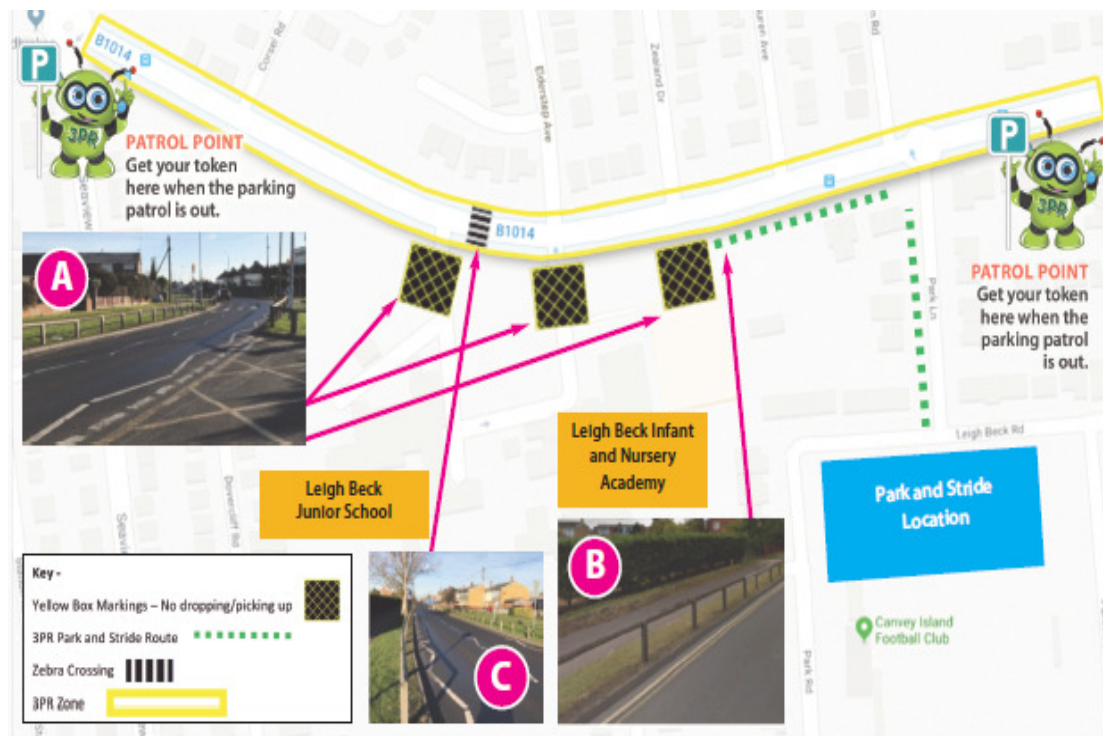
3PR Park and Stride car window sticker



Castle Point Borough Schools –

School	Launch Date
Leigh Beck Infant & Nursery School	Wednesday 16 th May 2018
Leigh Beck Junior School	Wednesday 16 th May 2018
Montgomery Primary School	Tuesday 12 th June 2018

A 3PR Zone has been created outside of both schools, the schools are situated on a busy road. A 3PR Park and Stride route has been formalised, which grants permission for vehicles to park in Canvey Island FC car park. The schools have been issued with four 3PR pavement signs, to discourage vehicles parking on the entrances/exits to the schools which often causes conflict with pedestrians.



A. Yellow Boxes

Please do not drop off/pick up your children on the yellow boxes located at the three entrances/exits to both schools. You will be obstructing any vehicles wishing to enter or exit the school, as well as causing conflict with pedestrians walking on the footway.

B. Double Yellow Line Restrictions

You must not park or wait on any of these restrictions during the operational hours or a Penalty Charge Notice (PCN) may be issued. Parking on these restrictions will cause an obstruction

C. White Zig Zag Lines

The approach to, and exit from, a pedestrian crossing is marked with zigzag lines. It is illegal to park on them and/or overtake the leading vehicle when approaching the crossing. Parking here will block the view for pedestrians crossing and approaching traffic.

Chelmsford City Schools –

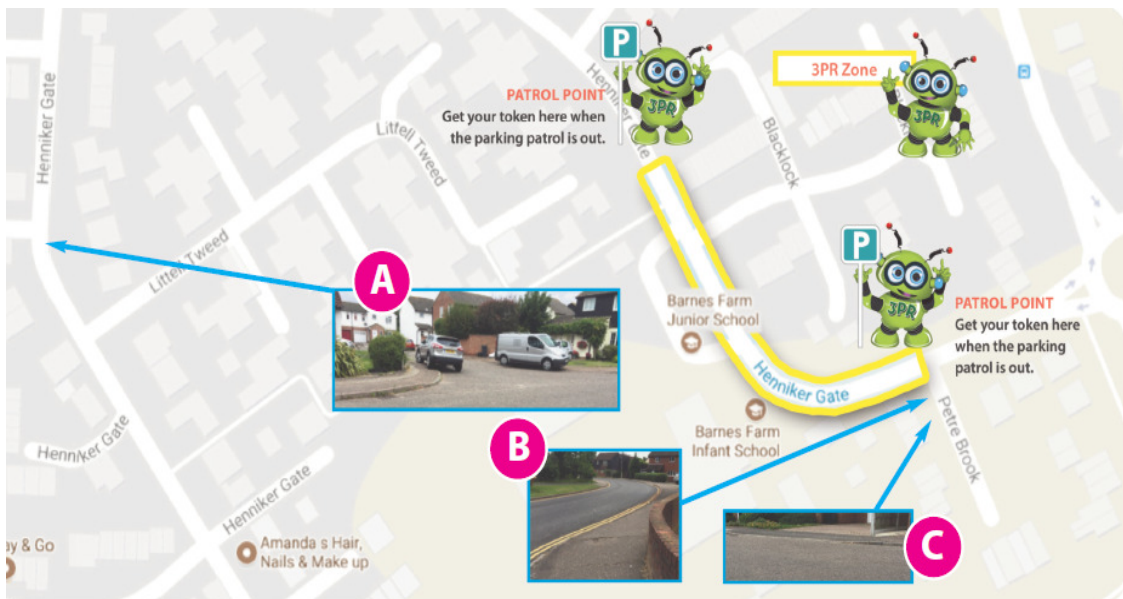
School	Launch Date
Barnes Farm Infant School	Tuesday 17 th October 2017
Barnes Farm Junior School	Tuesday 17 th October 2017
Maltese Road Primary School	Tuesday 16 th November 2017
Lawford Mead Primary School	Tuesday 21 st November 2017
Little Waltham CEVA Primary School	Tuesday 24 th April 2018

Barnes Farm Schools –

The schools are situated in a large Cul-de-sac, which doesn't accommodate for the number of vehicles entering and exiting on mass, daily. As part of the 3PR initiative a 3PR Zone has been created to remove 4/5 unrestricted spaces that are positioned outside of the school to allow for two cars to pass at one time, resulting in less conflict between vehicles.

A short walk away from the school's rear entrance is a large Asda Superstore, with a free car park. Asda agreed to launch a Park & Stride from their store to school. 3PR Parking Permits and Maps were created to highlight the new scheme. Any child who walks this route receives a higher value token.

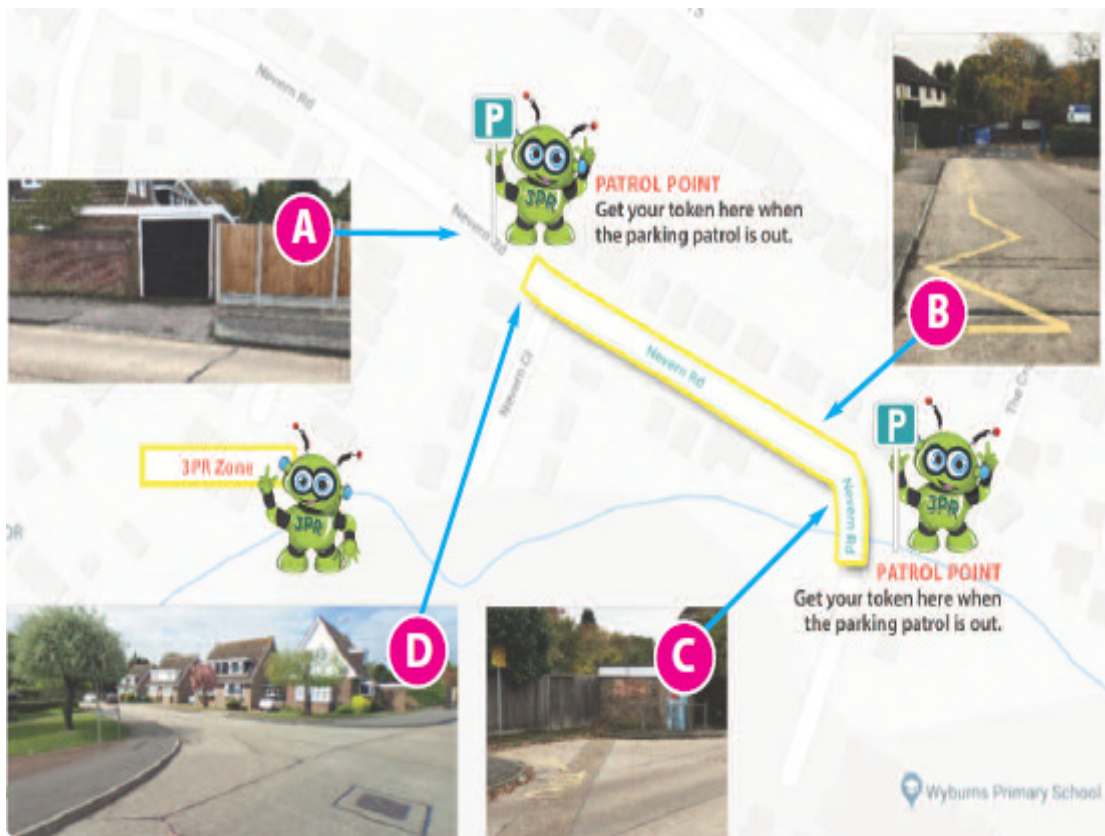
A few months after the launch in a bid to encourage more parents and children to use the route, Asda's Community Champion gave out a small thank you gift to the parents and children who have continuously walked the Park & Stride route, rain or shine. The school continues to promote the use of Asda's car park to their parents and staff.



Rochford District Schools –

School	Launch Date
Wyburns Primary School	Tuesday 20 th March 2018

Wyburns is the first school to implement a 3PR Zone outside of their school in the Rochford District. They have a dedicated team of Eco Warriors who spend their time promoting active and sustainable ways of travelling to school. They are doing a great job of keeping the area outside of their school clear of vehicles.



Maldon District Schools –

School	Launch Date
Wentworth Primary School	Tuesday 1 st May 2018

More schools launching in June/July 2018

Wentworth Primary School is a large primary school situated in a residential area, there are many unrestricted roads nearby that could be used when travelling in a car. Unfortunately, driveways and parking restrictions are heavily abused in this area, the 3PR Zone has been implemented outside of the school covering the current restrictions and removing a minimal amount of available spaces.

There is a large community centre, a 10-minute walk from the school gates which has been set up as a Park & Stride route to help remove vehicles from outside of the school gates and encourage the number of child walking even part of the way to school.



Wentworth Primary School – Park and Stride Route



3PR Park and Stride car window sticker

West Maldon Community Centre has kindly opened its gates to parents/guardians at Wentworth Primary School who wish to participate in a new 'Park and Stride' scheme alongside its 3PR School Parking Initiative.

Park and Stride schemes help remove vehicles from directly outside of the school gates, encouraging other ways of travelling to school and help ease parking problems from outside of schools.

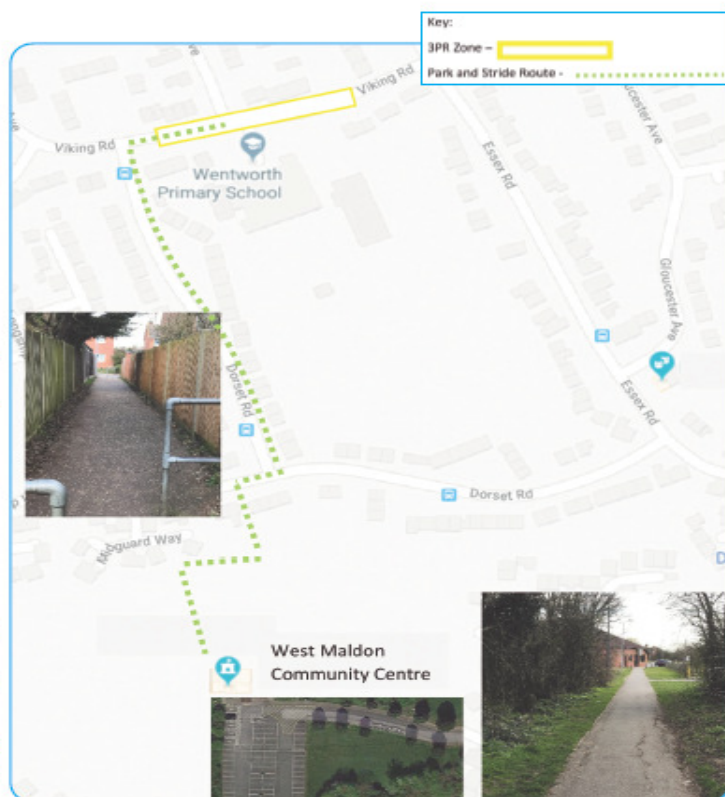
When can you park?

You can park in any of the spaces in the car park belonging to West Maldon Community Centre.

Do we need to display and permit?

There are a select number of permits, offered on a first come first served basis. You will need to sign up to the 3PR Park and Stride scheme by registering your interest directly to the school and will receive a 3PR Park and Stride permit, this must be displayed in your vehicle.

West Maldon Community Centre have kindly agreed to the use of their car park and we therefore ask that you please park responsibly and in the marked bays, abide by the speed limits and be aware of vehicles when walking through the car park.



4.3.2 MiPermit

The new MiPermit system has been successfully launched within the resident parking schemes across all the Partnership areas.

This system provides residents, living in a residents parking zone, with a fast and effective method for purchasing and allocating their resident permits and visitor tickets, via an on-line account. The new system does not require residents to display a paper permit as the permits allocated are virtual permits (paperless). The CEOs can recognise valid permits from the registration details of the vehicle. This is achieved by real time data being sent to the CEOs handheld devices. The new system reduces the level of administration to manage the schemes.

Full details on how the system works can be found at the following link:
<http://www.chelmsford.gov.uk/about-chelmsford-resident-permit-scheme>

4.3.3 Enforcement Patrol and PCN contravention data

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

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

Table 14 Annual Patrol Performance 2017/18

Patrol visits to streets	317,112
Observations (PCN not issued)	235,638
PCNs issued	43,598
Average PCNs issued per day per CEO	7.3

It should be noted, that the Partnership, through its core principles, has a commitment to managing the traffic network to ensure expeditious movement of traffic and improve road safety. Providing sufficient levels of parking enforcement on no waiting yellow line restrictions is fundamental to this aim and has been demonstrated by the number (18,873) of 01 and 02 contravention PCNs issued.

The Partnership has contributed to improving the quality and accessibility of public transport by issuing 532 PCNs to unauthorised vehicles parked in a bus stop and met the needs of people with disabilities by patrolling blue badge only parking areas resulting in 2,429 PCNs issued. Residents who encounter commuter parking problems have had the benefit of regular daily patrols of the Resident Parking Zones resulting in 9,466 PCNs issued to unauthorised vehicles in contravention of code 12 and 19.

Table 15 Contraventions for PCNs issued across the South Essex Parking Partnership

Code	Description	PCNs issued Foot patrol	PCNs Issued CCTV	Total
01	Parked in a restricted street	16316		16316
02	Loading in a restricted street	2557		2557
05	Parked after payment expired	416		416
06	Parked without correctly displaying permit	979		979
07	Feeding the meter	68		68
11	Parked without payment	3		3
12	Parked in a residents place (higher level)	9358		9358
16	Parked in a permit place	539		539
19	Parked in a residents place (lower level)	108		108
20	Parked in a loading gap	1		1
21	Parked in a suspended bay	86		86
22	Re-parked in same place	567		567
23	Wrong class of vehicle	2466		2466
24	Not parked correctly	290		290
25	Parked in a loading place	579		579
26	Double parked in a SEA	77		77
27	Dropped footway in a SEA	480		480
30	Parked longer than permitted	4003		4003
40	Blue badge parking only	2429		2429
45	Taxi rank only	1074		1074
46	Clearway	138		138
47	Restricted bus stop or stand	428	104	532
48	Restricted school area	103	5	108
49	Cycle track or lane	55		55
62	Footpath parking	37		37
99	Pedestrian crossing	332		332
	Total	43489	109	43598

4.3.4 Performance management (CEOs)

CEOs are monitored regularly on their performance to ensure best use of resource and patrol rota coverage.

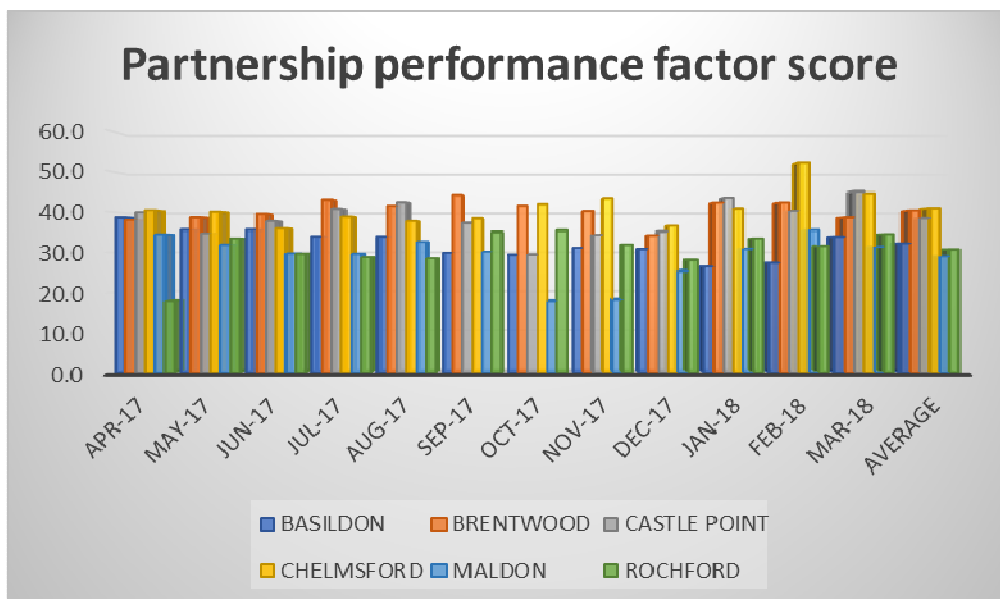
The performance monitoring takes into account the following criteria and will result in an overall points score:

- The amount of streets visited
- The amount of time in each street
- The amount of observations made
- The amount of PCNs issued (no set target)
- Time off sick (score deduction)
- Holiday
- Mobile or foot patrol
- The quality of PCNs issued

The scoring is based as follows:

27 to 31	Meets the required level of performance	(Expected)
32 to 36	Exceeds the required level of performance	(Good)
37 and above	Excellent performance	

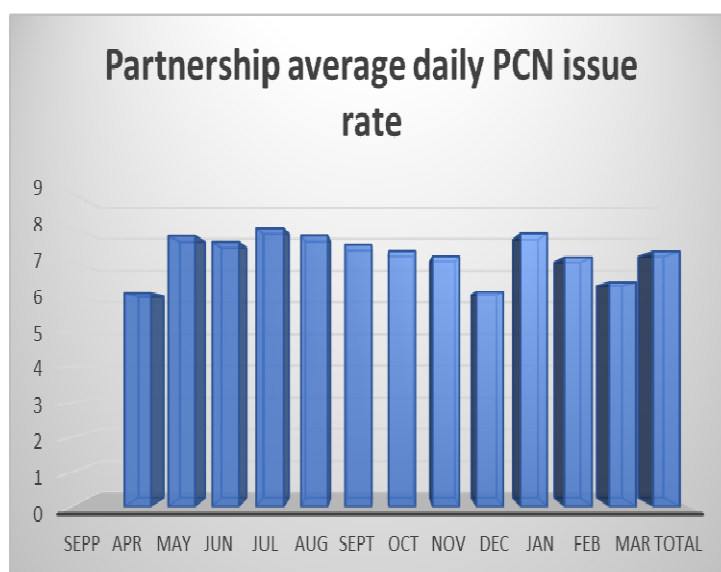
The overall average annual performance score for CEOs across all partner areas is currently 35.3 (Exceeds expected level of performance).



AREA	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	AVERAGE
BASILDON	38.7	35.6	35.6	34.0	34.0	29.9	29.4	31.1	30.8	26.5	27.4	33.9	32.2
BRENTWOOD	38.1	38.7	39.6	43.2	41.6	44.4	41.6	40.3	34.3	42.5	42.5	38.7	40.4
CASTLE POINT	40.0	34.8	37.8	40.8	42.6	37.3	29.5	34.4	35.2	43.6	40.3	45.2	38.5
CHELMSFORD	40.5	40.1	35.9	38.9	37.8	38.5	42.1	43.5	36.6	40.9	52.4	44.7	41.0
MALDON	34.5	31.9	29.7	29.6	32.7	30.2	17.8	18.2	25.4	30.9	35.6	31.4	29.0
ROCHFORD	17.8	33.5	29.6	28.8	28.5	35.1	35.5	31.9	28.1	33.5	31.6	34.6	30.7
TOTAL AVERAGE	34.9	35.8	34.7	35.9	36.2	35.9	32.6	33.2	31.7	36.3	38.3	38.1	35.3

Table 17 Average daily PCN issue rate per month

APR	6.11
MAY	7.77
JUN	7.59
JUL	8.01
AUG	7.78
SEPT	7.52
OCT	7.34
NOV	7.18
DEC	6.15
JAN	7.84
FEB	7.16
MAR	6.46
Total	7.33



4.3.5 CCTV vehicle

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

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

Enforcement using Approved Devices

*Traffic Management Act 2004 Regulations give limited powers to authorities throughout England to issue penalty charge notices for contraventions detected solely with a camera associated recording equipment (approved device). Any such device **must** be certified by the Secretary of State. Once certified they may be called an 'approved device'. To comply with certification the system must be used in accordance with the Guidelines issued by the Vehicle Certification Agency. From*

*April 1 2015 penalty charge notices **must not** be served by post on the basis of evidence from an approved device other than when vehicles are parked on:*

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

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

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

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

4.4 The Back Office

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

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

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

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

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

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

During 2017/18 there was an overall increase in the volume of work functions by 7%. This rise represents the increase in PCNs issued throughout the Partnership. The introduction of the MiPermit system across the Partnership areas has resulted in efficiencies, which has enabled the existing staff levels to effectively manage the additional workload.

Table 19 Back Office work volumes processed in 2017/18 and compared to 2016/17

Process	2016/17	2017/18
Informal and formal challenges received	8,449	8127
Other correspondence received	5,835	6129
Correspondence sent out including automatic system generated documents	29,498	31,195
Resident permits processed	10,989	10,792
Other permits (visitor tickets etc.)	21,584	29,239
Telephone calls received	39,590	39,034

5 PCN issue and recovery rates

The following section provides statistical information relating to the amount of PCNs issued and recovered in financial year 2017-18.

The following table shows the PCN issue and recovery rates for the Parking Partnership. These recovery figures were extracted from the system on 4 May 2018. The recovery figures will improve slightly once all the outstanding cases have progressed through the various stages.

The 2017/18 recovery figures for the Partnership currently stand at 77%, which exceeds the 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 0.6% of PCNs written off due to CEO error, 6% written off due to untraceable drivers, 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.

Another positive indicator of the fair decisions of the CEOs is that 64% of motorists pay the PCN at the discounted amount, suggesting that the motorist do not dispute the validity of the PCN in the first instance.

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

Table 20, provides this PCN overview information.

South Essex Parking Partnership	Total PCNs
Number of Higher level PCNs issued	37164
Number of lower level PCNs issued	6434
Number of total PCNs issued	43598
Number of PCNs paid	33491
Number of PCNs paid at discount amount	27994
Number of PCNs against which an informal or formal representation was made	8127
Number of PCNs cancelled as a result of an informal or a formal representation	2681
Number of PCNs written off due to CEO error	258
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	2645
Number of appeals to adjudicator	48
*Number of appeals rejected	22
*Number of appeals allowed	9
*Number of appeals non-contested	17
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	85%
Percentage of lower level PCNs issued	15%
Percentage of PCNs paid	77%
Percentage of PCNs paid at discount amount	64%
Percentage of PCNs against which an informal or formal representation was made	19%
Percentage of PCNs cancelled as a result of an informal or a formal representation	6%
Percentage of PCNs written off due to CEO error	0.6%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	6%
Percentage of appeals to adjudicator	0.1%
*Percentage of appeals rejected	46%
*Percentage of appeals allowed	19%
*Percentage of appeals non-contested	35%

5.1 PCN issue rate comparison

The following tables compare the PCN issue rates of 2017/18 against the previous three year's performance

South Essex Parking Partnership	2014-15	2015-16	2016-17	2017-18
PCNs issued	34,186	38,127	41,853	43,598
Comparison with 2014-15		+11%	+22%	+27%
Comparison with 2015-16			+10%	+14%
Comparison with 2016-17				+4%

Overall there has been a 4% increase in the amount of PCNs issued compared to the previous year.

6 Conclusion

The aims and objectives of the Parking Partnership have again been achieved in another satisfactory year of operation. The Partnership has provided a cost effective, self- sufficient operational model while maintaining a high level of service provision.

Taking into consideration the operational costs of the TRO function and the additional signs and lines maintenance funding, the Partnership account produced a better than expected surplus position of £389,980 to contribute to the Partnership operational fund.

There has been a significant increase (up £103,490 compared to previous year) in the level of income received. The main contributing factor has been the increase in PCNs issued this year (up 4%), resulting in an additional £56,310 of PCN income compared to the previous year.

The overall performance of the Partnership for the financial year 2017/18 has been very successful ensuring that it is well placed with the necessary funding to deliver the TRO function and to continue the delivery of the service effectively and efficiently into 2018/19 and throughout the term of the contract.

The TRO function continues to provide the Partnership with greater opportunity to maintain local influence on traffic management schemes, provide greater consistency of the application of TROs across the Partner areas, maintain a higher level of compliance with the maintenance of signs and lines and provide traffic management schemes, which meet the aims and objectives of the Parking Partnership. In 2017/18 £320,060 was allocated for new TROs and sign and line maintenance and 192 sign and line sign maintenance schemes and 25 new TRO schemes were completed.

The financial position of the Partnership account has enabled the South Essex Parking Partnership to fund and implement a new and exciting project called the School Parking Initiative. 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.

The school children will be key in providing the support and promotion of this new scheme by taking part in some of 3PR's exciting parking initiatives and learning activities.

To help deliver this message, the Parking Partnership has created a website (www.schoolparking.org.uk) which provides all the information required to make a big difference to the school and the surrounding area.

The four key elements of the Parking Partnership, The Joint Committee, The TRO team, The Back Office and the Civil Enforcement Officers have all contributed, through effective performance to another successful year.

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

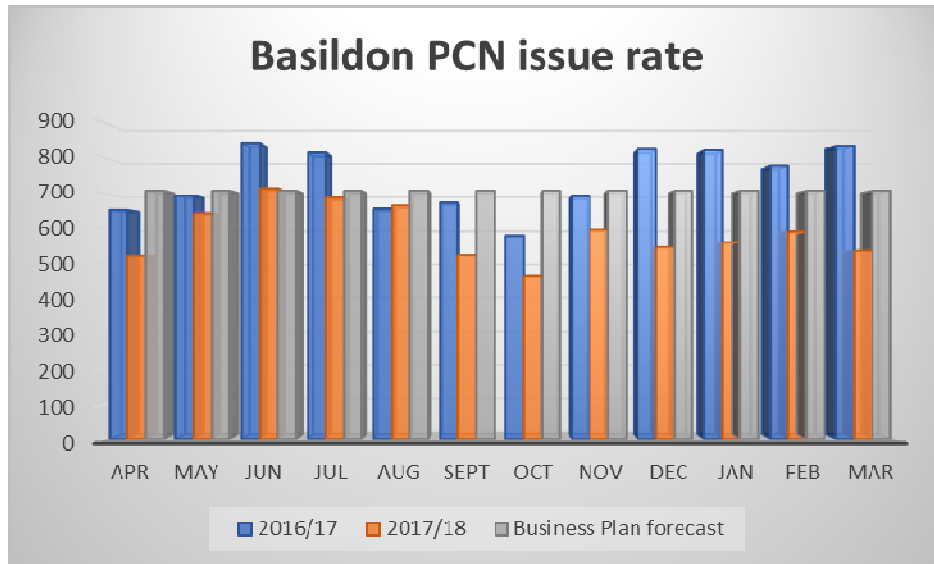
2017/18 annual performance figures for each Partnership area

Basildon

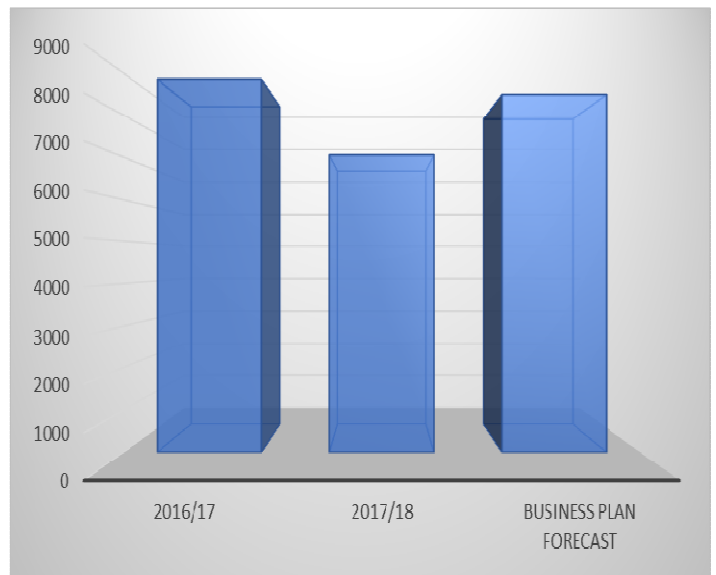
CEO patrol data

Code	Description	PCNs issued Foot patrol	PCNs issued CCTV
01	Parked in a restricted street	2351	
02	Loading in a restricted street	365	
05	Parked after payment expired	1	
06	Parked without correctly displaying ticket	1	
12	Parked in a resident place (higher level)	2558	
22	Re-parked in the same place	109	
23	Wrong class of vehicle	153	
24	Not parked correctly	58	
25	Parked in a loading place	68	
26	Double parked in a SEA	27	
27	Dropped footway in a SEA	220	
30	Parked longer than permitted	464	
40	Blue badge parking only	73	
45	Taxi rank only	237	
46	Clearway	78	
47	Restricted bus stop or stand	39	104
48	Restricted school area	50	5
49	Cycle track or lane	13	
99	Pedestrian crossing	77	
	Total	6944	109
	Average PCNs issued per day	31.1	0.49
	Number of streets visited	39649	
	No of observations made	34115	
	Average PCN issue rate per CEO	5.3	

Basildon total monthly PCN issue rate compared to previous year

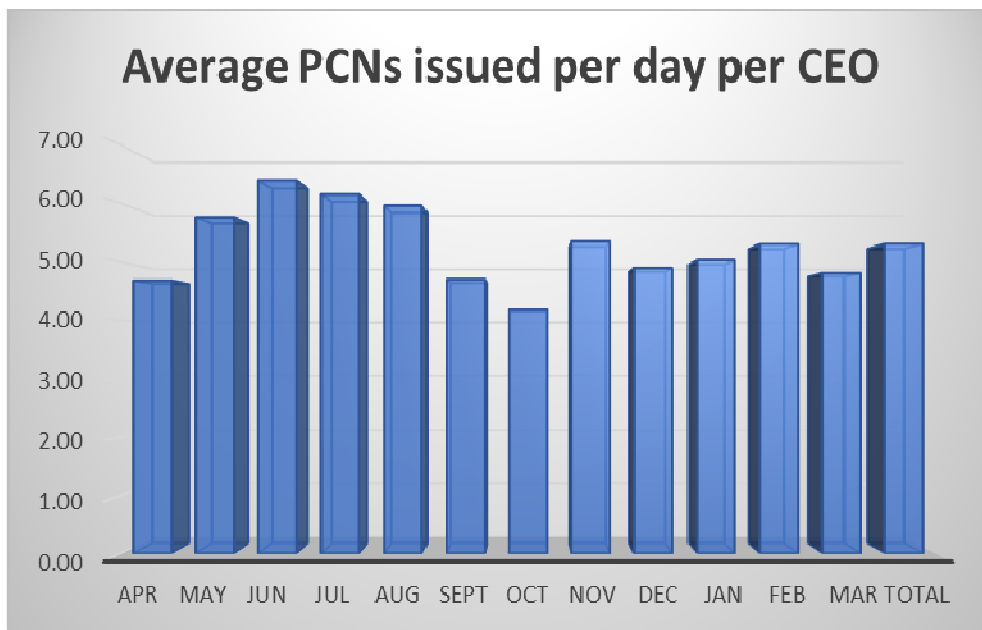


Basildon	2016/17	2017/18	Business Plan forecast
APR	652	522	708
MAY	693	643	708
JUN	843	714	708
JUL	814	687	708
AUG	655	665	708
SEPT	673	524	708
OCT	580	466	708
NOV	691	597	708
DEC	824	546	708
JAN	821	561	708
FEB	777	592	708
MAR	835	536	708
Total	8858	7053	8496



Basildon average daily PCN issue rate per CEO per month

APR	4.68
MAY	5.77
JUN	6.40
JUL	6.16
AUG	5.97
SEPT	4.70
OCT	4.18
NOV	5.36
DEC	4.90
JAN	5.03
FEB	5.31
MAR	4.81
Total	5.31



PCN issue and recovery rates

Basildon (without CCTV)	Total PCNs
Number of Higher level PCNs issued	6309
Number of lower level PCNs issued	635
Number of total PCNs issued	6944
Number of PCNs paid	5020
Number of PCNs paid at discount amount	4191
Number of PCNs against which an informal or formal representation was made	1494
Number of PCNs cancelled as a result of an informal or a formal representation	453
Number of PCNs written off due to CEO error	37
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	570
Number of appeals to adjudicator	1
*Number of appeals rejected	0
*Number of appeals allowed	0
*Number of appeals non-contested	1
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	91%
Percentage of lower level PCNs issued	9%
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	21%
Percentage of PCNs cancelled as a result of an informal or a formal representation	6%
Percentage of PCNs written off due to CEO error	0.5%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	8%
Percentage of appeals to adjudicator	0.01%
*Percentage of appeals rejected	0%
*Percentage of appeals allowed	0%
*Percentage of appeals non-contested	100%

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

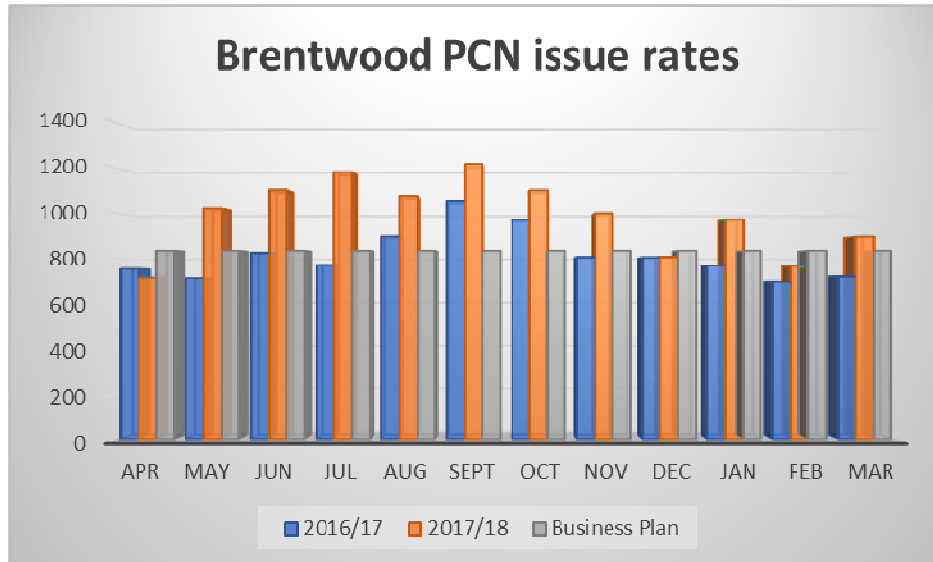
Basildon CCTV Vehicle	Total PCNs
Number of Higher level PCNs issued	109
Number of lower level PCNs issued	0
Number of total PCNs issued	109
Number of PCNs paid	92
Number of PCNs paid at discount amount	85
Number of PCNs against which an informal or formal representation was made	25
Number of PCNs cancelled as a result of an informal or a formal representation	7
Number of PCNs written off due to CEO error	1
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	2
Number of appeals to adjudicator	0
*Number of appeals rejected	0
*Number of appeals allowed	0
*Number of appeals non-contested	0
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	100%
Percentage of lower level PCNs issued	n/a
Percentage of PCNs paid	84%
Percentage of PCNs paid at discount amount	78%
Percentage of PCNs against which an informal or formal representation was made	23%
Percentage of PCNs cancelled as a result of an informal or a formal representation	6%
Percentage of PCNs written off due to CEO error	0.9%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	2%
Percentage of appeals to adjudicator	0%
*Percentage of appeals rejected	0%
*Percentage of appeals allowed	0%
*Percentage of appeals non-contested	0%

Brentwood

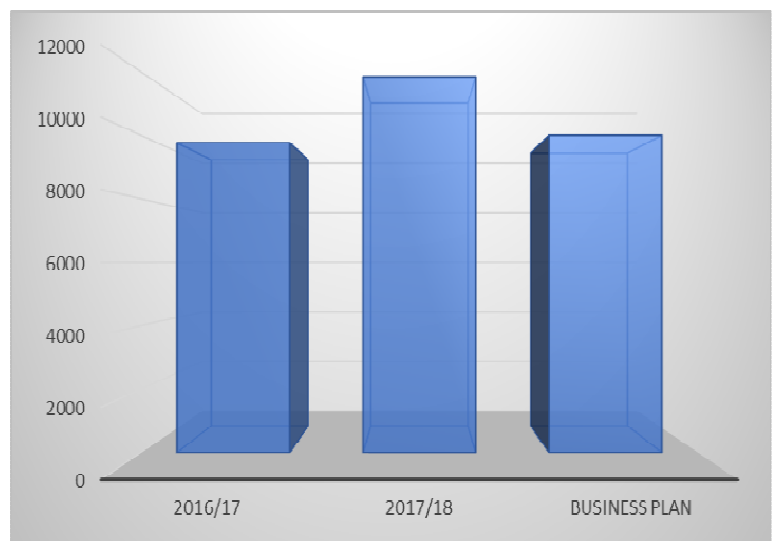
CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	5189
02	Loading in a restricted street	765
05	Parked after payment expired	65
06	Parked without correctly displaying ticket / permit	286
12	Parked in a resident place (higher level)	1828
19	Parked in a resident place (lower level)	57
16	Parked in a permit place	216
22	Re-parked in the same place	289
24	Not parked correctly	31
23	Wrong class of vehicle	103
25	Parked in a loading place	330
26	Double parked in a SEA	7
27	Dropped footway in a SEA	13
30	Parked longer than permitted	1559
40	Blue badge parking only	653
45	Taxi rank only	106
47	Restricted bus stop or stand	258
48	Restricted school area	31
62	Footpath parking	1
99	Pedestrian crossing	46
	Total	11833
	Average PCNs issued per day	53
	Number of streets visited	83645
	No of observations made	93072
	Average daily PCN issue rate per CEO	8.1

Brentwood total monthly PCN issue rate compared to previous year

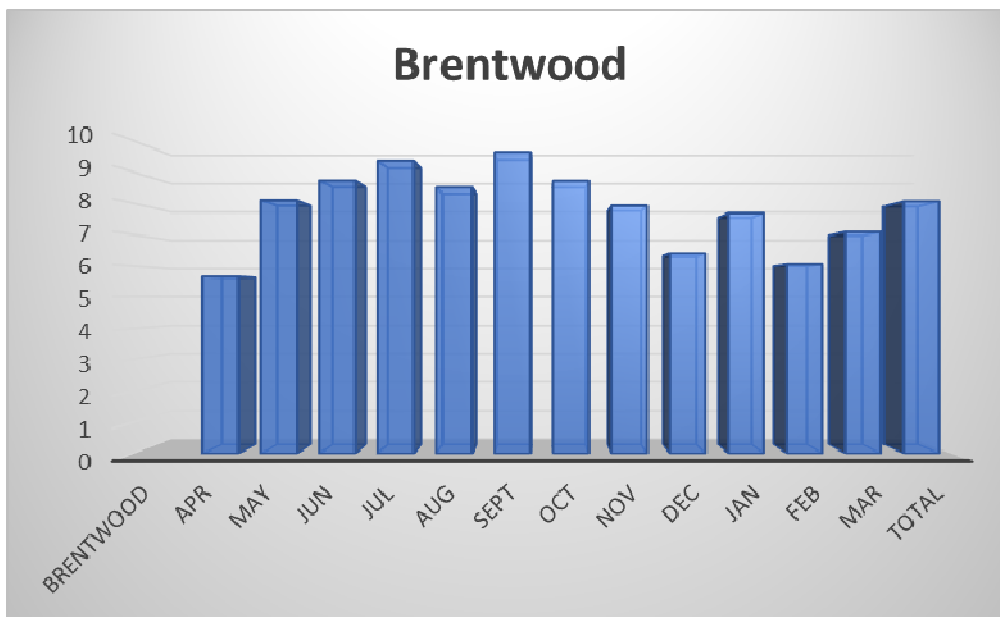


Brentwood	2016/17	2017/18	Business Plan
APR	752	713	833
MAY	710	1021	833
JUN	823	1100	833
JUL	769	1180	833
AUG	895	1072	833
SEPT	1052	1216	833
OCT	969	1099	833
NOV	804	999	833
DEC	803	805	833
JAN	766	970	833
FEB	696	764	833
MAR	717	894	833
Total	9756	11833	9996



Brentwood average daily PCN issue rate per CEO per month

APR	5.65
MAY	8.09
JUN	8.72
JUL	9.35
AUG	8.50
SEPT	9.64
OCT	8.71
NOV	7.92
DEC	6.38
JAN	7.69
FEB	6.06
MAR	7.09
Total	8.07



PCN issue and recovery rates

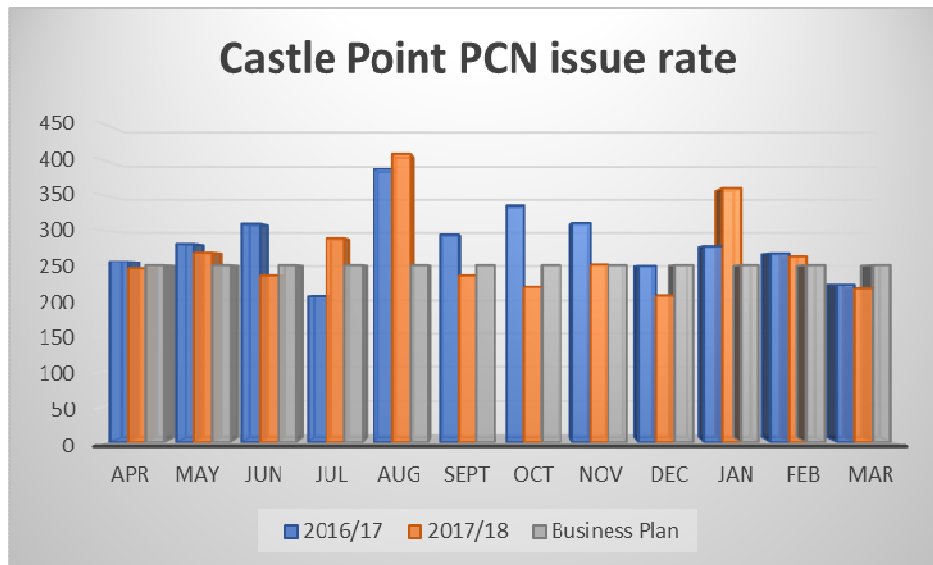
Brentwood	Total PCNs
Number of Higher level PCNs issued	9546
Number of lower level PCNs issued	2287
Number of total PCNs issued	11833
Number of PCNs paid	9344
Number of PCNs paid at discount amount	7669
Number of PCNs against which an informal or formal representation was made	2118
Number of PCNs cancelled as a result of an informal or a formal representation	714
Number of PCNs written off due to CEO error	37
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	436
Number of appeals to adjudicator	14
*Number of appeals rejected	5
*Number of appeals allowed	4
*Number of appeals non-contested	5
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	81%
Percentage of lower level PCNs issued	19%
Percentage of PCNs paid	79%
Percentage of PCNs paid at discount amount	65%
Percentage of PCNs against which an informal or formal representation was made	18%
Percentage of PCNs cancelled as a result of an informal or a formal representation	6%
Percentage of PCNs written off due to CEO error	0.3%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	4%
Percentage of appeals to adjudicator	0.1%
*Percentage of appeals rejected	36%
*Percentage of appeals allowed	28%
*Percentage of appeals non-contested	36%

Castle Point

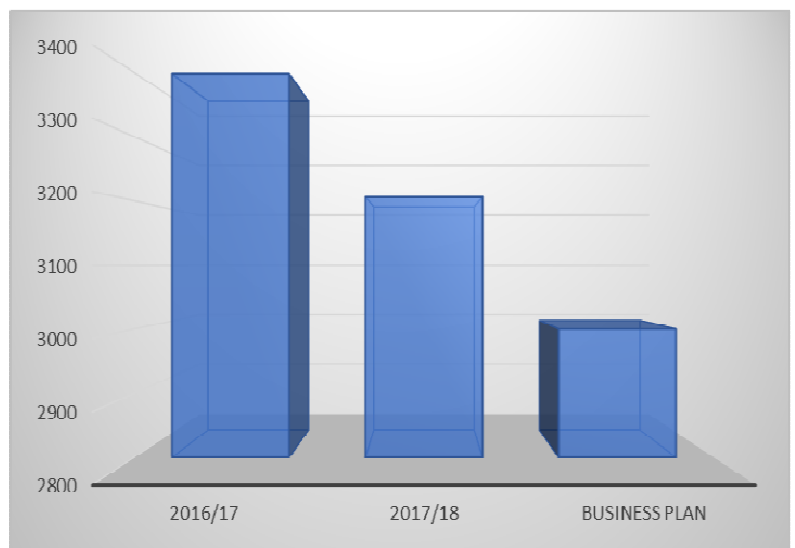
CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	2131
02	Loading in a restricted street	1
12	Parked in a residents' place (higher level)	144
22	Re-parked in the same place	32
23	Wrong class of vehicle	4
24	Not parked correctly	32
26	Double parked in a SEA	6
27	Dropped footway in a SEA	88
30	Parked longer than permitted	345
40	Blue badge parking only	166
45	Taxi rank only	135
46	Clearway	47
47	Restricted bus stop or stand	31
48	Restricted school area	6
49	Cycle track or lane	2
99	Pedestrian crossing	36
	Total	3206
	Average PCNs issued per day	14.4
	Number of streets visited	26971
	No of observations made	13995
	Average PCN issue rate per CEO	8.6

Castle Point total monthly PCN issue rate compared to previous year

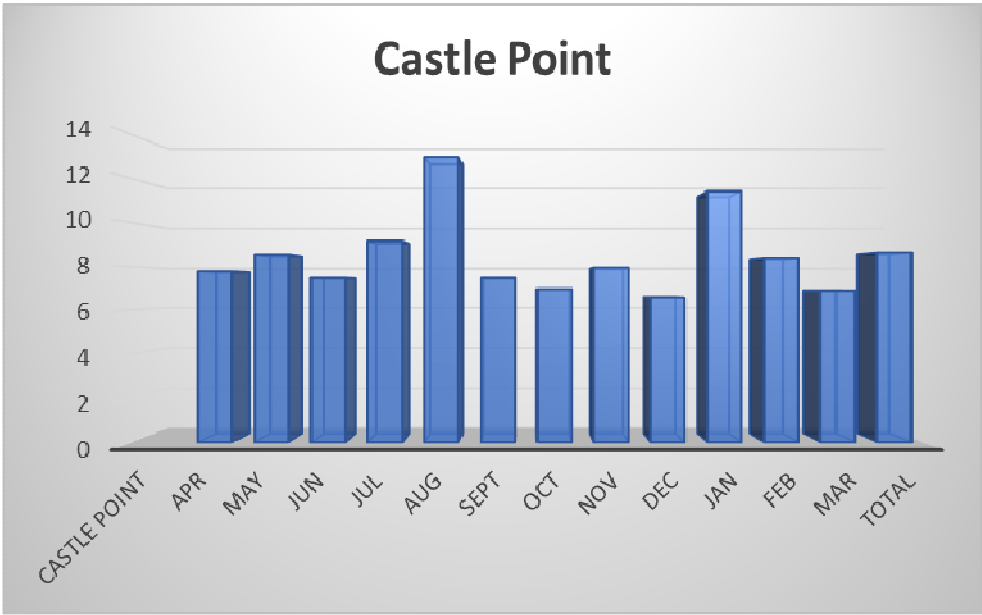


Castle Point	2016/17	2017/18	Business Plan
APR	256	246	250
MAY	281	269	250
JUN	309	236	250
JUL	207	289	250
AUG	387	409	250
SEPT	294	236	250
OCT	336	220	250
NOV	310	251	250
DEC	249	208	250
JAN	278	360	250
FEB	268	264	250
MAR	223	218	250
Total	3398	3206	3000



Castle Point average daily PCN issue rate per CEO per month

APR	7.79
MAY	8.52
JUN	7.47
JUL	9.15
AUG	12.95
SEPT	7.47
OCT	6.97
NOV	7.95
DEC	6.59
JAN	11.40
FEB	8.36
MAR	6.90
Total	8.62



PCN issue and recovery rates

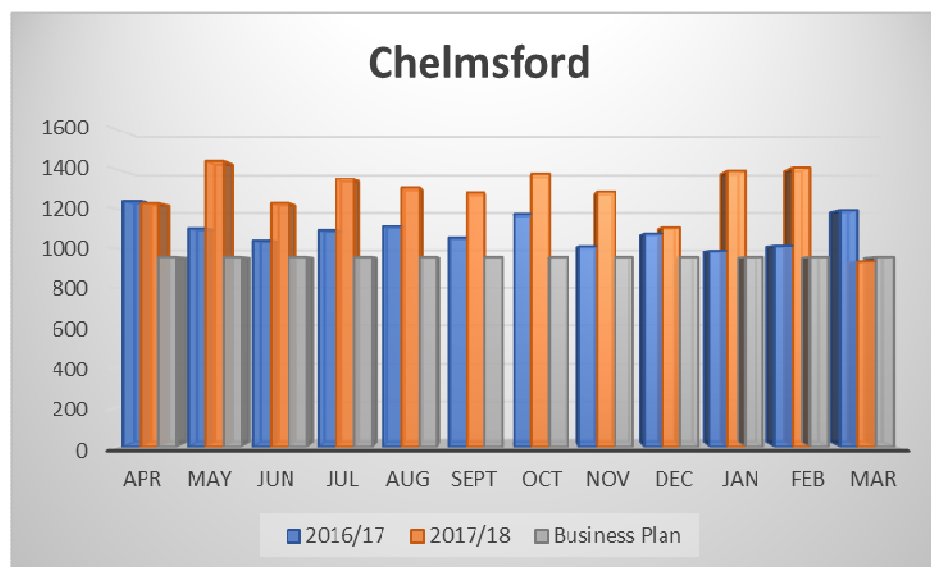
Castle Point	Total PCNs
Number of Higher level PCNs issued	2797
Number of lower level PCNs issued	409
Number of total PCNs issued	3206
Number of PCNs paid	2628
Number of PCNs paid at discount amount	2256
Number of PCNs against which an informal or formal representation was made	496
Number of PCNs cancelled as a result of an informal or a formal representation	153
Number of PCNs written off due to CEO error	22
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	154
Number of appeals to adjudicator	4
*Number of appeals rejected	3
*Number of appeals allowed	0
*Number of appeals non-contested	1
% 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	82%
Percentage of PCNs paid at discount amount	70%
Percentage of PCNs against which an informal or formal representation was made	15%
Percentage of PCNs cancelled as a result of an informal or a formal representation	5%
Percentage of PCNs written off due to CEO error	0.7%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	5%
Percentage of appeals to adjudicator	0.1%
*Percentage of appeals rejected	75%
*Percentage of appeals allowed	0%
*Percentage of appeals non-contested	25%

Chelmsford

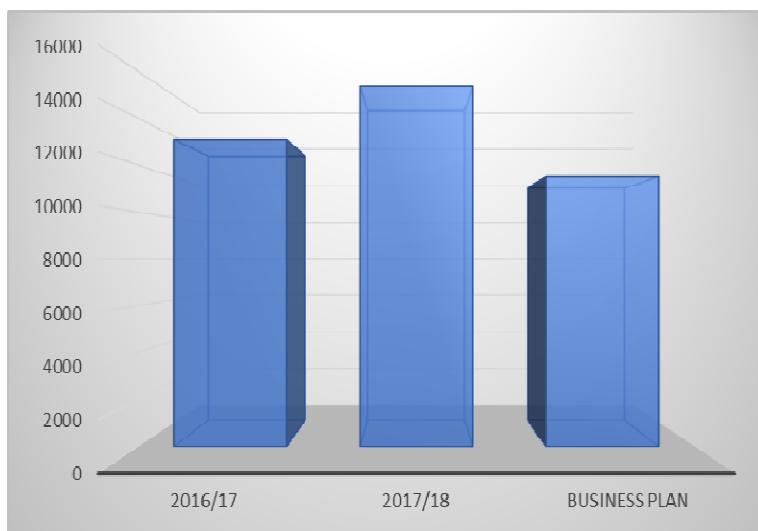
CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	3361
02	Loading in a restricted street	1088
05	Parked after payment expired	350
06	Parked without correctly displaying ticket / permit	692
07	Feeding the meter	68
11	Parked without payment	2
12	Parked in a residents place (higher level)	3884
16	Parked in a permit place	323
19	Parked in a resident place (lower level)	45
20	Parked in a loading gap	1
21	Parked in a suspended bay	78
22	Re-parked in the same place	126
24	Not parked correctly	140
23	Wrong class of vehicle	1806
25	Parked in a loading place	160
26	Double parked in a SEA	35
27	Dropped footway in a SEA	140
30	Parked longer than permitted	1262
40	Blue badge parking only	1246
45	Taxi rank only	296
46	Clearway	11
47	Restricted bus stop or stand	41
48	Restricted school area	5
49	Cycle track or lane	37
99	Pedestrian crossing	141
	Total	15345
	Average PCNs issued per day	69
	Number of streets visited	75996
	No of observations made	46104
	Average daily PCN issue rate per CEO	9.3

Chelmsford total monthly PCN issue rate compared to previous year

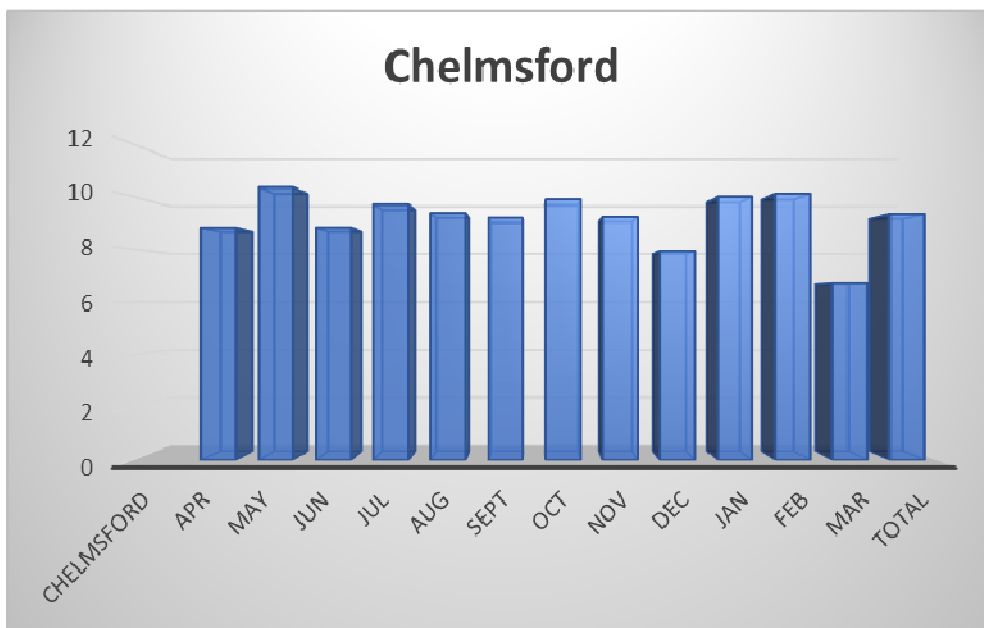


Chelmsford	2016/17	2017/18	Business Plan
APR	1239	1229	958
MAY	1098	1442	958
JUN	1038	1230	958
JUL	1090	1352	958
AUG	1111	1306	958
SEPT	1053	1281	958
OCT	1175	1379	958
NOV	1010	1285	958
DEC	1072	1103	958
JAN	988	1393	958
FEB	1013	1409	958
MAR	1194	936	958
Total	13081	15345	11496



Chelmsford average daily PCN issue rate per CEO per month

APR	8.82
MAY	10.35
JUN	8.83
JUL	9.70
AUG	9.37
SEPT	9.19
OCT	9.90
NOV	9.22
DEC	7.92
JAN	10.00
FEB	10.11
MAR	6.72
Total	9.33



PCN issue and recovery rates

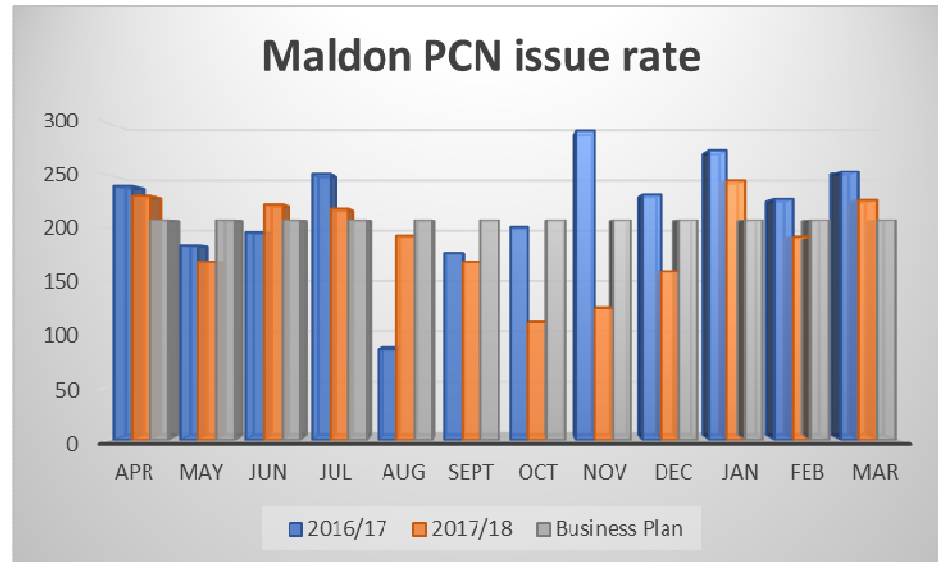
Chelmsford	Total PCNs
Number of Higher level PCNs issued	12659
Number of lower level PCNs issued	2686
Number of total PCNs issued	15345
Number of PCNs paid	11258
Number of PCNs paid at discount amount	9389
Number of PCNs against which an informal or formal representation was made	2912
Number of PCNs cancelled as a result of an informal or a formal representation	1020
Number of PCNs written off due to CEO error	99
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	849
Number of appeals to adjudicator	22
*Number of appeals rejected	11
*Number of appeals allowed	3
*Number of appeals non-contested	8
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	82%
Percentage of lower level PCNs issued	18%
Percentage of PCNs paid	73%
Percentage of PCNs paid at discount amount	61%
Percentage of PCNs against which an informal or formal representation was made	19%
Percentage of PCNs cancelled as a result of an informal or a formal representation	6%
Percentage of PCNs written off due to CEO error	0.6%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	5%
Percentage of appeals to adjudicator	0.1%
*Percentage of appeals rejected	50%
*Percentage of appeals allowed	14%
*Percentage of appeals non-contested	36%

Maldon

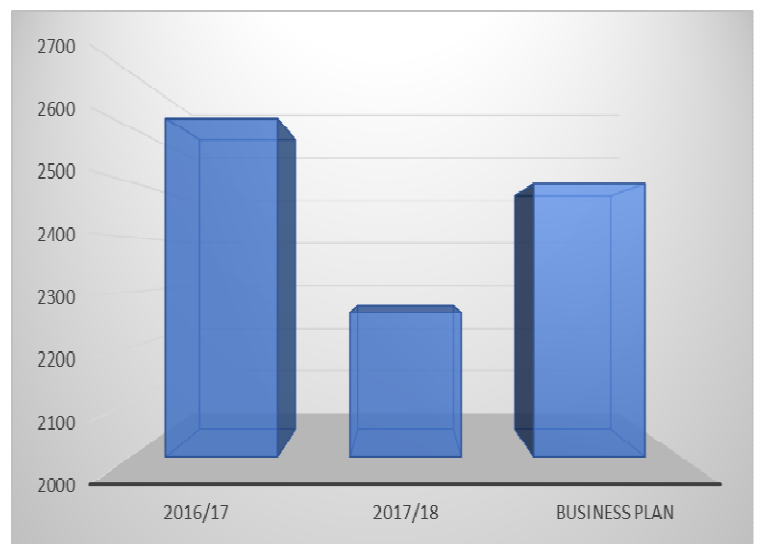
CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	1098
02	Loading in a restricted street	1
12	Parked in a residents place (higher level)	617
19	Parked in a resident place (lower level)	6
22	Re-parked in the same place	6
21	Parked in a suspended bay	8
23	Wrong class of vehicle	4
24	Not parked correctly	25
30	Parked longer than permitted	135
40	Blue badge parking only	101
45	Taxi rank only	153
47	Restricted bus stop or stand	43
48	Restricted school area	3
62	Footpath parking	36
99	Pedestrian crossing	25
	Total	2261
	Average PCNs issued per day	10
	Number of streets visited	21164
	No of observations made	13821
	Average PCN issue rate per CEO	5

Maldon total monthly PCN issue rate compared to previous year

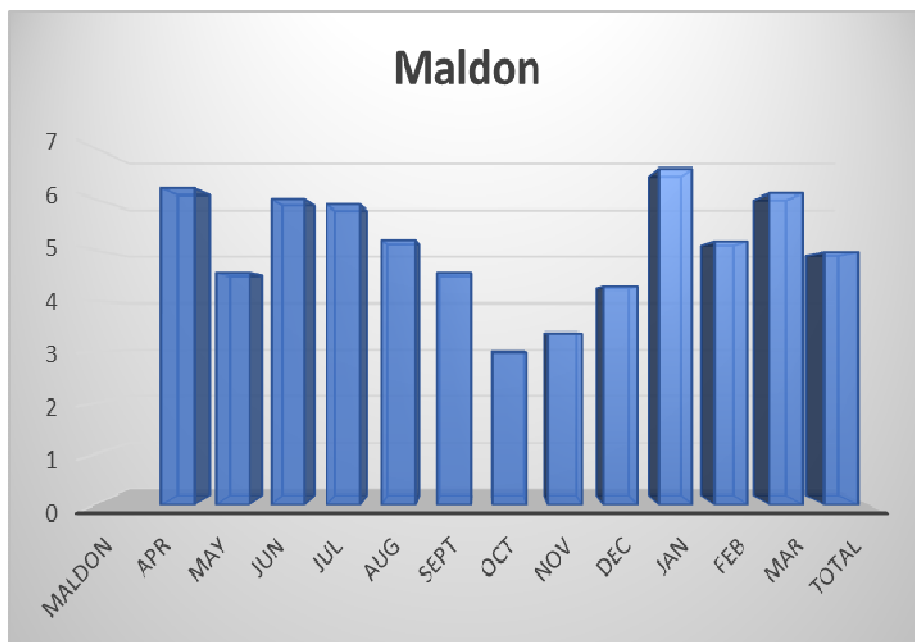


Maldon	2016/17	2017/18	Business Plan
APR	240	231	208
MAY	184	169	208
JUN	196	223	208
JUL	251	219	208
AUG	86	193	208
SEPT	177	169	208
OCT	201	111	208
NOV	292	125	208
DEC	232	159	208
JAN	274	245	208
FEB	228	192	208
MAR	254	227	208
Total	2615	2263	2496



Maldon average daily PCN issue rate per CEO per month

APR	6.22
MAY	4.55
JUN	6.00
JUL	5.89
AUG	5.19
SEPT	4.55
OCT	2.99
NOV	3.36
DEC	4.28
JAN	6.59
FEB	5.17
MAR	6.11
Total	4.96



PCN issue and recovery rates

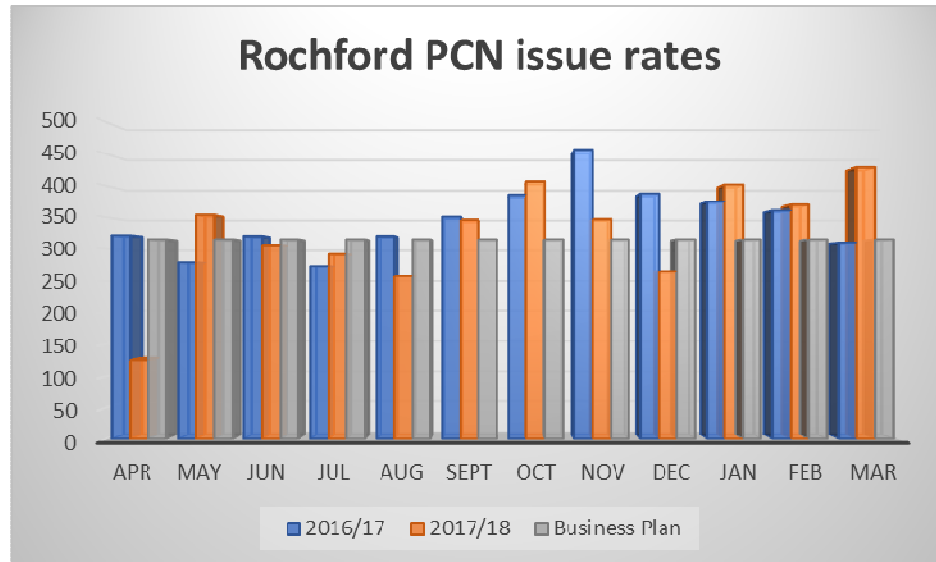
Maldon	Total PCNs
Number of Higher level PCNs issued	2089
Number of lower level PCNs issued	172
Number of total PCNs issued	2261
Number of PCNs paid	1804
Number of PCNs paid at discount amount	1572
Number of PCNs against which an informal or formal representation was made	469
Number of PCNs cancelled as a result of an informal or a formal representation	196
Number of PCNs written off due to CEO error	33
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	269
Number of appeals to adjudicator	3
*Number of appeals rejected	1
*Number of appeals allowed	2
*Number of appeals non-contested	0
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	92%
Percentage of lower level PCNs issued	8%
Percentage of PCNs paid	78%
Percentage of PCNs paid at discount amount	69%
Percentage of PCNs against which an informal or formal representation was made	21%
Percentage of PCNs cancelled as a result 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)	12%
Percentage of appeals to adjudicator	0.1%
*Percentage of appeals rejected	33%
*Percentage of appeals allowed	67%
*Percentage of appeals non-contested	0%

Rochford

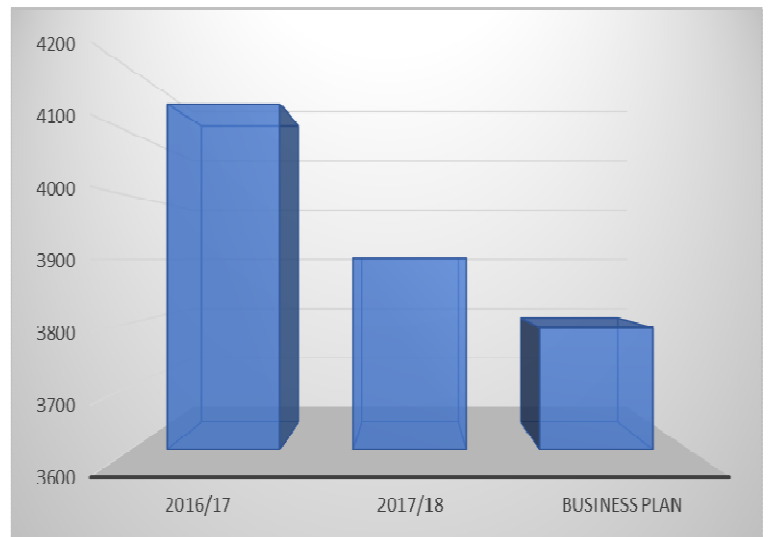
CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	2186
02	Loading in a restricted street	337
12	Parked in a residents' place	327
22	Re-parked in the same place	5
23	Wrong class of vehicle	396
24	Not parked correctly	2
25	Parked in a loading place	15
26	Double parked in a SEA	2
27	Dropped footway in a SEA	19
30	Parked longer than permitted	238
40	Blue badge parking only	190
45	Taxi rank only	147
46	Clearway	2
47	Restricted bus stop or stand	16
48	Restricted school area	8
49	Cycle track or lane	3
99	Pedestrian crossing	7
	Total	3900
	Average PCNs issued per day	17
	Number of streets visited	69687
	No of observations made	34531
	Average PCN issue rate per CEO	5.6

Rochford total monthly PCN issue rate compared to previous year

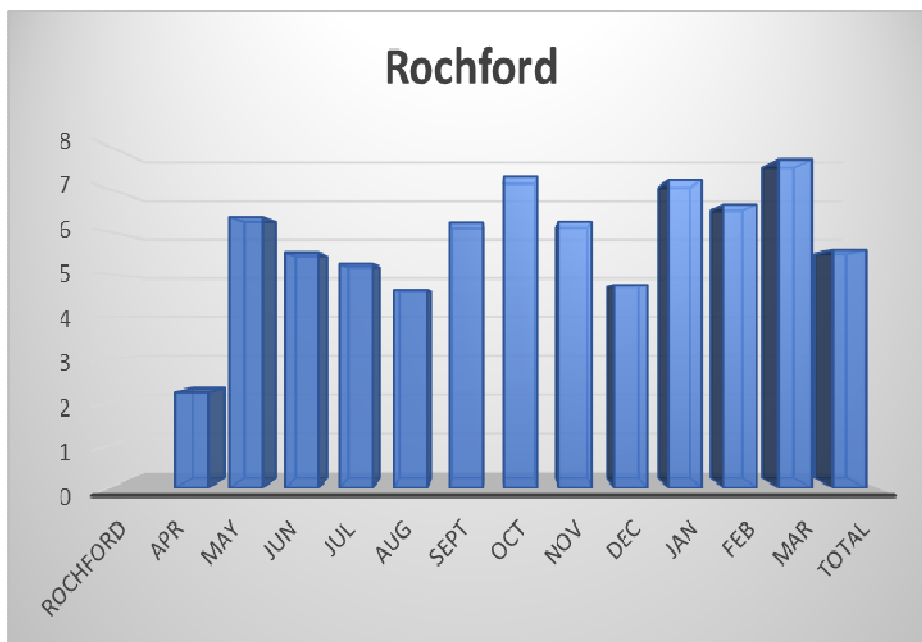


Rochford	2016/17	2017/18	Business Plan
APR	322	125	316
MAY	279	354	316
JUN	321	307	316
JUL	273	292	316
AUG	321	258	316
SEPT	351	346	316
OCT	386	407	316
NOV	457	347	316
DEC	388	265	316
JAN	375	402	316
FEB	361	370	316
MAR	311	429	316
Total	4145	3902	3792



Rochford average daily PCN issue rate per CEO per month

APR	2.24
MAY	6.35
JUN	5.51
JUL	5.24
AUG	4.63
SEPT	6.21
OCT	7.30
NOV	6.23
DEC	4.75
JAN	7.21
FEB	6.64
MAR	7.70
Total	5.57



PCN issue and recovery rates

Rochford	Total PCNs
Number of Higher level PCNs issued	3655
Number of lower level PCNs issued	245
Number of total PCNs issued	3900
Number of PCNs paid	3345
Number of PCNs paid at discount amount	2832
Number of PCNs against which an informal or formal representation was made	613
Number of PCNs cancelled as a result of an informal or a formal representation	138
Number of PCNs written off due to CEO error	29
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	365
Number of appeals to adjudicator	4
*Number of appeals rejected	2
*Number of appeals allowed	0
*Number of appeals non-contested	2
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	94%
Percentage of lower level PCNs issued	6%
Percentage of PCNs paid	86%
Percentage of PCNs paid at discount amount	73%
Percentage of PCNs against which an informal or formal representation was made	16%
Percentage of PCNs cancelled as a result of an informal or a formal representation	3.5%
Percentage of PCNs written off due to CEO error	0.7%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	9%
Percentage of appeals to adjudicator	0.1%
*Percentage of appeals rejected	50%
*Percentage of appeals allowed	0%
*Percentage of appeals non-contested	50%

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