



SOUTH ESSEX



Annual Report 2015/16



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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 fifth year 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 2015/16 are:

- An overall surplus achieved of £300,240 after deduction of the TRO operational costs.
- £32,820 increase in expenditure and £198,710 increase in income, compared to 2014/15.
- Basildon, Brentwood, Chelmsford and Maldon maintaining surplus positions.
- Rochford and Castle Point moving from a historical deficit position into a surplus position.
- 38,127 on-street Penalty Charge Notices (PCNs) issued resulting in a 9.7% increase compared to 2014/15.
- 76% of PCNs paid, exceeding the expected level of 75%.
- Civil Enforcement Officers (CEOs) achieving an average performance score of 33.5 above the expected target of 27.
- Back office correspondence received and processed up 8% compared to 2014/15.
- 174 sign and line maintenance schemes completed and 37 new Traffic Regulation Orders (TROs) implemented.
- £258,220 TRO funding allocated during the year for maintenance of signs and lines and new TROs. Overall funding of £997,997 allocated to date.
- New handheld computers and associated equipment issued to CEOs.
- The Joint Committee approved the 2016/17 Annual Business Plan which

included the recommendations for the allocation of the Partnership surplus, totalling £864,000.

- Introduction of the new MiPermit system in Basildon, Castle Point and Brentwood.

The overall performance of the Partnership for the financial year 2015/16 has been successful ensuring that it is well placed to continue the delivery of the service effectively and efficiently into 2016/17.

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.

Therefore, the primary function of SEPP is to:

- Provide suitable enforcement of parking restrictions on the public highway which are supported by a relevant TRO.
- Issue PCNs to vehicles in contravention of a parking restriction.
- Process the recovery of PCNs, consider challenges and representations and administer Resident Permit Schemes.
- Maintain on-street parking related signs and lines, and implement new parking related traffic management schemes.

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 fifth year performance of the overall 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.

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 first year of operation required a huge transition of change for everyone involved in the Partnership. Many new policies and procedures were produced, setting the foundation of how the Partnership would manage and deliver the operation. In addition, new IT systems, equipment and vehicles were implemented during the first year.

The subsequent years of operation has provided the opportunity to validate the operational model and improve the operational delivery that had been proposed prior to the formation of the Partnership.

The first four years of the operation has achieved the aims and objective of the Joint Committee and in addition a surplus of £864,150 has been successfully achieved during this period. This level of surplus ensures that sufficient funding is available to invest back into key operational areas and continue to improve the service. An overview of the allocation of surplus can be found on page 15.

2.1 The Traffic Regulation Order function

The Joint Committee Agreement between ECC and the Parking Partnership made provision for the Partnership to accept delegation of the parking related TRO function. During the first year of operation it was agreed that the Partnership would not accept this function, but it would consider the option for financial year 2012/13, as long as a suitable budget could be agreed.

At a special Joint Committee Meeting held on 1 February 2012 an options paper was produced. The Joint Committee agreed to a phased funding approach for a three year period, whereby the function after this period would be fully funded by the SEPP account or transferred back to ECC.

Included in the Business Plan for 2015/16 was a recommendation for the Partnership to continue operating the TRO function on behalf of ECC and for the Partnership to fully fund this function from 1 April 2015. The recommendation came with the provision that the £100,000, which ECC paid the lead authority in respect of cash flow assistance can be used as a contingency to support the TRO function in the event the Partnership account does not perform as expected.

This recommendation had been considered and agreed by the Partnership lead officers, who recognised the benefits of continuing to operate the TRO function, as set out below,

and the financial performance of the Partnership account to date. At its meeting on 11 December 2014 the Joint Committee approved this recommendation; a new Deed of Variation to the Joint Committee Agreement was agreed and signed in March 2015.

The Joint Committee agreement also provided that ECC would allocate an annual budget of £150,000 for the maintenance of signs and lines. In addition ECC allocated a further one-off sum of £250,000 to address schemes requiring maintenance previously identified by ECC.

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.

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

The key opportunities are:

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

A 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

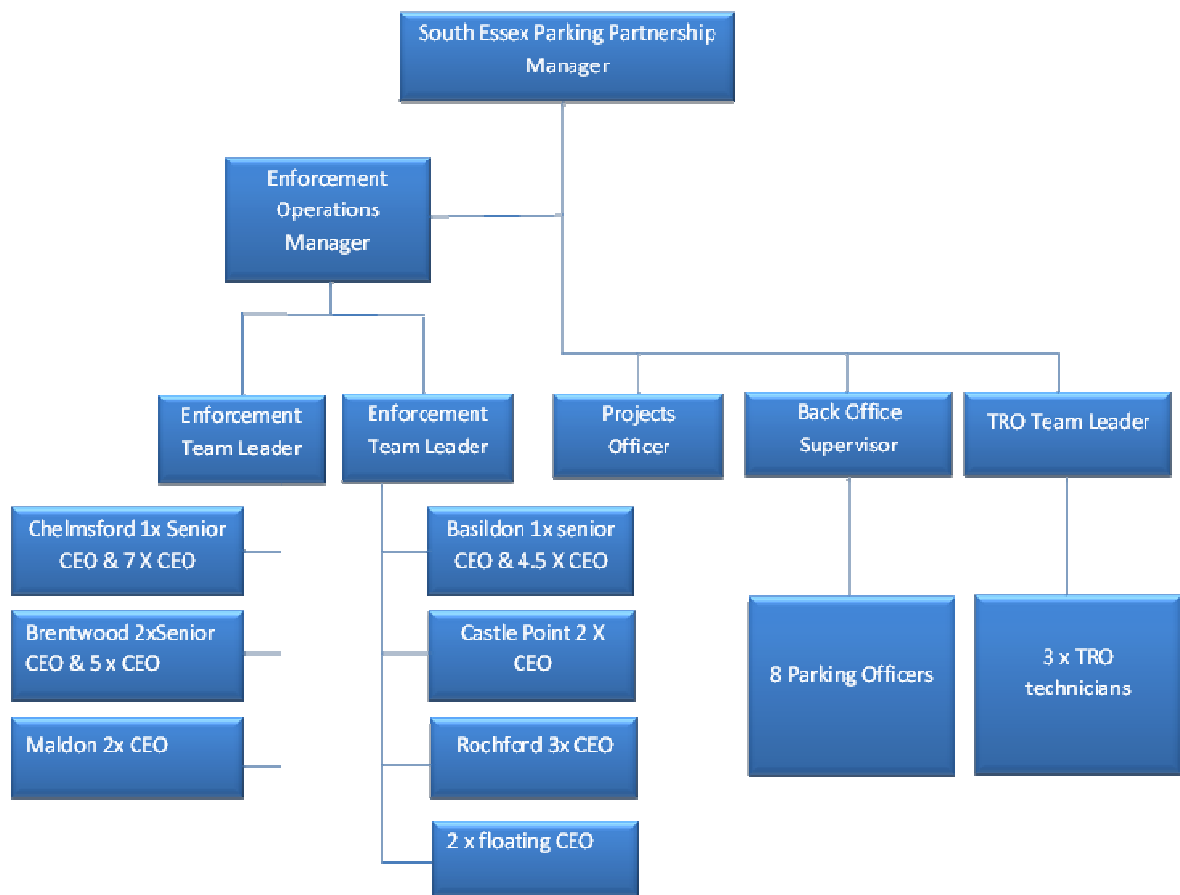
A policy, 'How the SEPP will deal with requests for new parking restrictions' was produced in consultation with Partnership lead officers. This policy was approved at the Joint Committee Meeting held on 17 July 2012 and provides staff, officers, Councillors and members of the public with a consistent policy and approach to dealing with new requests. This policy was amended to include a new application process which was approved at the Joint Committee Meeting held on 12 March 2015. This policy can be

viewed at www.chelmsford.gov.uk/sepp

The financial performance of the TRO function is detailed on page 12.

2.2 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 2015/16

The following section will give an overview of the financial outcome for financial year 2015/16. It determines the financial position compared against the original 2015/16 business case and against the performance of 2014/15.

3.1 Financial outturn for 2015/16 enforcement operation

The following table (**Table 1 page 10**) gives the overall enforcement operation financial outturn for 2015/16. It also identifies the financial outturn position for each individual partnership City / District / Borough.

The overall 2015/16 total expenditure is £1,500,470 and the income achieved is £1,981,850 resulting in a positive net gain surplus of £481,380 to be off set against the TRO operational costs.

Table 1 2015/16 Outturn – Enforcement operation

South Essex Parking Partnership Enforcement Operation - Outturn 2016							
	Chelmsford	Brentwood	Maldon	Basildon	Rochford	Castle Point	Total
	£	£	£	£	£	£	£
Direct Expenditure							
- Employees	322,570	277,720	64,240	232,960	87,720	55,350	1,040,560
- Premises	610	970	100	610	180	100	2,570
- Supplies and Services	48,870	33,610	7,240	50,110	14,150	9,690	163,670
- Third Party Payments	23,990	21,310	4,520	16,850	12,150	-3,480	75,340
- Transport costs	14,210	14,900	10,140	29,120	7,330	5,160	80,860
Total Direct Expenditure	410,250	348,510	86,240	329,650	121,530	66,820	1,363,000
Indirect Expenditure							
Central Support (Note 1)	95,660	22,670	4,520	16,570	7,600	3,010	150,030
Accommodation (Note 1)	0	0	0	0	0	0	0
IT (Note 1)	0	0	0	0	0	0	0
Total Indirect Expenditure	95,660	22,670	4,520	16,570	7,600	3,010	150,030
Total Expenditure	505,910	371,180	90,760	346,220	129,130	69,830	1,513,030
Income received to 31st March 2016							
PCN's	347,780	326,550	81,720	251,820	128,500	89,400	1,225,770
Residents' Parking Permits	245,060	170,610	21,590	116,990	6,220	3,010	563,480
Pay & Display	142,160	42,690	0	40	0	0	184,890
Other	7,710	0	0	0	0	0	7,710
Total Income	742,710	539,850	103,310	368,850	134,720	92,410	1,981,850
Net (Surplus) / Deficit - Cash Basis	-236,800	-168,670	-12,550	-22,630	-5,590	-22,580	-468,820

3.2 Comparison of actual 2015/16 outturn against agreed 2015/16 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 of December 2014, the Annual Business Plan for 2015/16 was approved. This Business Plan estimated an overall Partnership surplus of £216,866 which would be used to contribute to the TRO operational costs and would result in a modest surplus in the region of £50,000.

Table 2: 2015/16 outturn comparison against 2015/16 Business Plan estimate

	2015/16 Business case original estimate (cash basis)	2015/16 actual outturn (cash basis)	Position against original estimate. Deficit / (surplus)
Expenditure	£1,542,934	£1,513,030	(£29,904)
Income	£1,759,800	£1,981,850	(£222,050)
Deficit / (surplus)	(£216,866)	(£468,820)	(£251,954)

Table 3: Actual 2015/16 outturn compared to 2014/15 actual outturn

	2014/15 actual outturn (cash basis)	2015/16 actual outturn (cash basis)	Position against previous year. Deficit / (surplus)
Expenditure	£1,480,210	£1,513,030	£32,820
Income	£1,783,140	£1,981,850	(£198,710)
Deficit/ (surplus)	(£302,930)	(£468,820)	(£165,890)

The outturn against the previous year financial performance has resulted in a £32,820 increase in overall expenditure which is very positive considering there were some exceptional item costs included in this year's account, £18,100 for a new CCTV vehicle and £53,320 for new handheld computers and associated equipment. The central support costs have also reduced by a further £29,560 during this period.

There has been a significant increase (up £198,710 compared to previous year) in the level of income received. The main contributing factor has been the increase in PCNs issued this year (9.7%), resulting in an additional £116,230 of PCN income compared to the previous year. The introduction of the new Resident Parking Schemes, implement for the benefit of residents who are affected by all day commuter parking, has resulted in additional resident and visitor permit sales thus increasing the level of Resident Permit income by £81,110 compared to the previous year.

Table 4: Individual area 2015/16 outturn against 2014/15 outturn.

(surplus)	Chelmsford	Brentwood	Maldon	Basildon	Rochford	Castle Point
2014/15 outturn	(£153,520)	(£176,710)	(£9,280)	(£4,110)	£28,410	£12,280
2015/16 outturn	(£236,800)	(£168,670)	(£12,550)	(£22,630)	(£5,590)	(£22,580)
Comparison	Up £83,280	Down £8,040	Up £3,270	Up £18,520	Up £34,000	Up £34,860

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 the individual areas have all achieved a surplus position, which has been a significant contributing factor to the overall surplus position.

The following factors apply:

- Chelmsford is 10% up on income received compared to last year and the expenditure has reduced by 3%. PCN income was up by 5% and resident permit income resulted in an increase of 23%.
- Brentwood income was slightly down by 0.2% and expenditure increased by 2%. A slight reduction in the number of PCNs issued in the last quarter due to a vacant staff position was a contributing factor.
- Maldon income was up by 11% with an increase of PCN income of 8% and expenditure increased by 8% resulting in a modest increased surplus position compared to the previous year.
- Basildon income increased by 14% with the increase of PCN income by 11%

being a contributing factor. The expenditure in Basildon slightly increased by 8% but this also takes into account the additional expenditure for a new CCTV vehicle. The outturn position resulted in an improved surplus position compared to the previous year.

- Rochford income increased by 35% with the PCN income increasing by 36% being a significant contributing factor. The introduction of new staff members and a senior member of the enforcement team operating in this area has had a positive effect on the performance and patrol coverage in this area. The expenditure in Rochford slightly increased by 1% resulting in a much improved overall surplus position compared to the previous historical deficit outturns.
- Castle Point also benefited from the input from the senior member of the enforcement team who is responsible for Rochford and Castle Point. The income in Castle Point has increased by 64% with the 66% increase in PCN income being the main contributing factor. Improved use of staff resource and patrol coverage has been key to this increase. The expenditure in Castle Point increased slightly by 2% with the overall outturn resulting in a much improved surplus position compared to the previous historical deficit outturns

3.3 TRO function 2015/16 financial outturn

Table 5 provides details of the TRO operational costs.

From April 1st 2015 the Joint Committee agreed that the TRO function operational costs would be funded by the Parking Partnership account. Previously these costs were funded by ECC.

These costs are deducted from the 2015/16 enforcement operation account and the outturn is shown in **Table 6**

Table 7 provides information on the amount of funding provided by ECC to maintain existing signs and lines and TROs.

In the five years of operation ECC have provided £1,000,000 funding of which £997,997 has been allocated to sign and line maintenance and TRO schemes, allowing for a carry forward of £2,003 to be taken into 2016/17 for further maintenance works.

The total amount of funding allocated in 2015/16 for new TROs and maintenance of signs and lines is £258,220.

Table 5: 2015/16 financial position of the TRO staff related costs.

TRO revenue budget	2015/16 actual outturn
Salaries	£129,890
Direct expenditure	£6,150
Indirect expenditure	£32,540
Total	£168,580

Table 6: 2015/16 overall Parking Partnership account outturn

Overall outturn position	2015/16 actual outturn
Enforcement operation	
Expenditure	£1,513,030
Income	£1,981,850
Deficit/ (surplus)	(£468,820)
TRO operation	
Salaries	£129,890
Direct expenditure	£6,150
Indirect expenditure	£32,540
Total	£168,580
Outturn position	(£300,240)

The overall outturn position including the additional cost for the TRO function is a surplus position of £300,240

Table 7 Signs and lines funding to date

ECC Signs and lines funding to date	
2011/12 one off backlog funding	(£250,000)
£150,000 annual maintenance for period 1 April 2011 to 31 March 2015	(£600,000)
2015/16 annual maintenance	(£150,000)
Total	(£1,000,000)
Signs and lines and new TRO approved funding to date (£656,949 completed works & £341,048 work in progress)	£997,997
Total funding available to carry forward into 2015/16	(£2,003)

3.4 Managing the Partnership surplus

The South Essex Parking Partnership (SEPP) has completed five 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 a modest annual surplus in the region of £250,000 to £300,000.

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:

1: Maintaining a reserve

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

At the outset of the Partnership, it was agreed that a reserve of £200,000 should be held to act as a contingency. However, as the Partnership became more established, it is felt appropriate that the reserve should be maintained in the range of £150,000 - 200,000.

At its meeting on 12 December 2013 the Joint Committee agreed, as part of the 2014/15 Business Plan, that a reserve of £150,000 be maintained for 2014/15. Approval to retain the £150,000 reserve for financial year 2015/16 was also given at the Joint Committee Meeting held on 11 December 2014.

Since 1 April 2015, the Partnership has agreed to fully fund the TRO function until 31 March 2018. This coincides with the seven-year period of the Joint Committee Agreement with the option to extend for a further four years.

The additional cost of the TRO function will reduce the level of surplus gained to date and therefore the Joint Committee agreed that the level of reserve is increased to **£200,000**.

2: Electronic mapping of TROs

Compliant enforcement requires a valid Traffic Regulation Order (TRO) and signs and lines, which match the information on the TRO. If the TRO does not match the road markings or vice versa, the restriction may become invalid and unenforceable.

There are two types of TRO: map based electronic TRO's and paper based TRO's. Chelmsford and Brentwood still have a paper-based system while the other Partnership areas use the digital map based system.

The map-based system called ParkMap is an ECC system and provided by a third party supplier. It is important to regularly review and validate the information to ensure no discrepancies have appeared when maintenance and resurfacing work has taken place. The only way to fully validate the information is to check and log each parking restriction in each area and enter the information on a new layer on the ParkMap System. The areas with paper based TRO's can also be transferred onto electronic mapping system.

This piece of work will need to be completed in the six SEPP areas and will

need to be completed by a specialist contractor. It is estimated that the cost to complete this work will be in the region of **£350,000**.

3: Replacement on-street pay and display machines

The Parking Partnership has 24 on street pay and display machines located across the Partnership areas. The machines are of varying age and condition and consideration needs to be given to replace the machines during the next three years. It is estimated that the cost to replace the machines will be **£70,000**.

4: School Parking Initiative project

The Parking Partnership is currently working on a joint initiative to promote behavioural change around school parking. The project is at an early phase but it is expected that an initial start-up cost will be required to help deliver the project from initial concept to finished product. **£24,000** is allocated to cover any identified start-up costs and implement a trial with an initial selected school.

5: Signs and lines maintenance funding

From the outset of the Parking Partnership, Essex County Council (ECC) provided a one off sum of £250,000 and an annual amount of £150,000 for the maintenance of signs and lines.

During the first four years of operation the Partnership has received £850,000 funding to maintain signs and lines. The Partnership has also used an amount of this funding (£134,000) to support the introduction of new parking schemes, to improve parking in residential areas. It was agreed that **£120,000** is transferred back into the signs and lines maintenance funding stream.

6: New parking schemes and TROs

As the TRO function has developed the amount of new TROs that are being progressed are increasing. It is therefore important that the Partnership has funding to progress required schemes. £50,000 is to be allocated in financial year 2016/17 and 2017/18, totaling **£100,000** for the purpose of implementing TROs which meet the aims and objectives of the Partnership.

Table 8 provides a breakdown of the surplus allocation.

Table 8 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)

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 in

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 principals, 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 financial year 2015/16 are as follows:

Joint Committee Meeting	Items approved
23 June 2015	<ul style="list-style-type: none"> ➤ Financial outturn 2014/15 ➤ Annual Governance Statement
16 July 2015	<ul style="list-style-type: none"> ➤ Annual Report 2014/15
10 September 2015	<ul style="list-style-type: none"> ➤ SEPP enforcement operation policies reviewed
10 December 2015	<ul style="list-style-type: none"> ➤ 2016/17 Business Plan ➤ Audited Parking Partnership Account
10 March 2016	<ul style="list-style-type: none"> ➤ Regulation of dispensation cost

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 www.chelmsford.gov.uk/council-meetings

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 progress as advertised, progress with amendments or will be declined.

The main items approved, during 2015/16 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
26 October 2015	<ul style="list-style-type: none"> ➤ Batch 10 maintenance works (£73,555) ➤ Batch 11 maintenance works (£80,565) ➤ £104,100 funding for new TROs

The proposed TROs considered, during 2015/16 at the Sub Committee meetings for considering objections to a proposed TRO are as follows:

TRO Sub Committee	Items considered.
10 September 2015	<ul style="list-style-type: none"> ➤ Beresford Close, Falbro Crescent, Arcadian Gardens Hadleigh (Resident parking and no waiting restrictions – agreed to be made as advertised) ➤ Love Lane Rayleigh (School Keep Clear and No waiting restrictions – agreed to be made as advertised) ➤ The Drive Rochford, High Street and Common Road Great Wakering (extension of no waiting restrictions – agreed to be made as advertised) ➤ Park Drive Civic Amenity Site Maldon (no waiting restrictions – agreed to be made as advertised subject to modification) ➤ Park Road Maldon (Resident permit scheme –

	<p>made as advertised with modification)</p> <ul style="list-style-type: none"> ➤ Parkhurst Road and Church Road Pitsea (Resident permit scheme – agreed to be made as advertised) ➤ Whinhams Way, Rumbullion Drive, Forester Court and Trumpeter Court Billericay (Resident parking scheme – agreed to be made as advertised) ➤ West Beech Avenue, South Beech Avenue and West Beech Close Wickford (Resident parking scheme – agreed to be made as advertised) ➤ Hilltop Road Wickford (no waiting and no loading parking restrictions – made as advertised) ➤ St Fabians Drive, Acres End, Canterbury Way, Litchfield Close, Tees Road and Lawn Lane (Resident permit scheme – agreed to be made as advertised) ➤ Winsford Way, Oliver Way, Tapley Road and Partridge Avenue Chelmsford (no waiting restrictions – agreed to be made as advertised) ➤ Hill View Road Chelmsford (Resident parking scheme – agreed to be made as advertised) ➤ Lynmouth Avenue Chelmsford (Resident parking and no waiting restrictions - agreed to be made as advertised) ➤ Widford Road Chelmsford (Resident parking scheme – made as advertised with modifications) ➤ Southborough Road Chelmsford (no waiting restrictions – order withdrawn)
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26 October 2015

- Hampden Crescent Brentwood (Resident parking scheme – agreed to be made as advertised)
- Honeypot Lane Brentwood (Resident parking scheme – agreed to be made as advertised)
- Ashford Avenue, The Kavanaghs Road, The Terlings Brentwood (Resident parking scheme – agreed to be made as advertised with modifications)
- St Charles Road Brentwood (Resident parking scheme – agreed to be made as advertised with modifications)
- Southall Way Brentwood (no waiting restriction – order withdrawn)
- Harold Gardens, Whitelands Close Wickford (no waiting restriction – agreed to be made as advertised)
- Ethelred Gardens Wickford (no waiting restriction – agreed to be made as advertised)
- Goodier Road, Ridgewell Avenue Riddiford Drive Chelmsford (Resident parking scheme – agreed to be made as advertised with modifications)
- Moulsham area, Chelmsford (Resident parking schemes – agreed to be made as advertised with modifications)
- South Woodham Ferrers area (Resident parking schemes – agreed to be made as advertised with modifications)

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 CEO's 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 2015/16 compared to schemes completed in 2014/15.

Table 9: Number of maintenance schemes processed and completed during 2014/15 compared to schemes completed in 2014/15

Number of lines and signs schemes processed							
	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
2014-2015	25	26	33	29	18	23	154
2015-2016	34	26	32	32	11	39	174

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 amount of new requests for parking restrictions received showing the comparison between 2014/15 and 2015/16.

Table 10 Requests for parking restrictions received

Requests for parking restrictions								
Month	Year	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
April	2014	6	7	2	8	1	0	24
May	2014	3	2	6	9	1	5	26
June	2014	1	6	3	11	5	6	32
July	2014	2	4	1	6	1	3	17
August	2014	7	2	6	6	2	7	30
September	2014	7	1	4	5	3	6	26
October	2014	2	9	4	6	4	11	36
November	2014	5	1	4	4	1	6	21
December	2014	7	5	0	4	1	2	19
January	2015	8	2	4	2	1	5	22
February	2015	4	2	4	4	1	2	17
March	2015	10	6	5	14	2	8	45
Total		62	47	43	79	23	61	315
April	2015	13	5	2	8	2	3	33
May	2015	12	5	4	10	1	4	36
June	2015	5	2	3	11	2	6	29
July	2015	3	3	2	3	3	4	18
August	2015	7	4	4	3	0	3	21
September	2015	8	3	1	5	2	3	22
October	2015	5	4	1	9	1	2	22
November	2015	7	4	2	2	3	0	18
December	2015	7	3	3	3	2	1	19
January	2016	5	9	3	7	1	2	27
February	2016	10	5	7	8	2	11	43
March	2016	12	9	3	10	2	7	43
Total		94	56	35	79	21	46	331

Part of the assessment process involves informal consultations with local residents and businesses who may be affected by the changes. **Table 11** shows the amount of consultations undertaken in 2015/16 compared to 2014/15.

Table 11 Consultations completed

Consultations							
	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
2014-2015							
No. of roads	18	9	24	142	5	13	211
No. of residents	596	610	432	5395	184	284	7501
2015-2016							
No. of roads	28	5	9	39	2	36	119
No. of residents	1241	296	137	1517	114	913	4218

Table 12 TRO requests completed.

Number of TRO Variation Orders completed							
	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
2014-2015	4	4	7	4	3	6	28
2015-2016	9	10	1	11	3	3	37

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 2015/16 and the comparison to 2014/15

Table 13

Suspensions, Road Closures & Street Parties							
2014-2015							
Suspensions	1	4	2	15	1	2	25
Road Closures	0	0	0	23	0	0	23
Total							48
2015-2016							
Suspensions	2	5	7	39	3	2	58
Road Closures	0	0	0	28	0	0	28
Total							86

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.

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 Maldon Park Rangers. The Park Rangers 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

The issues of parking around schools at drop off and pick up time is an area that is constantly being brought to the attention of the Partnership. The challenge we face, which is a national problem, is that many stakeholders have differing views and objectives on how parking around schools should happen – from parents wanting to park on the doorstep to ensure their child gets safely to school and on time, so that they can then get off quickly to carry on with the rest of the day, to the resident who feels trapped by parents cars parked in the street and across driveways thus requesting yellow lines to solve the problem, to enforcement authorities who don't have enough resource to be at all schools at the same time, to the head teachers who don't know how to tackle the problem.

Implementing parking restrictions around schools is not always the answer; cars will still come and a parking restriction will do no more than push the problem to another area. The key is to engage with schools, residents, parents and children to encourage considerate parking where it is safe to do so.

During the past eight months the Parking Partnership has been engaged in a new and exciting project called the School Parking Initiative. This Initiative is being developed through a training programme, which is being delivered through a joint initiative between the Local Government Association and the Design Council. The course provides support and advice on how to design an initial idea or concept through to a workable project.

The concept is to develop a tool kit / travel plan for schools to actively engage with and to promote throughout the school and with parents.

Stakeholders with an interest in school parking issues have been identified and a series of meetings has taken place. The purpose of these meetings was to gain customer insight into the various organisations involved, the current problems they face, potential solutions to the issues raised, links to other projects / strategies, links to other stakeholders and how they can support the initiative.

The following organisations are very keen to work in partnership and support this new project and are actively working to develop a cohesive approach to school

parking problems:

- South Essex Parking Partnership
- School Head Teachers Association
- Essex County Council (School Crossing Patrol, Road Safety, Safer Journeys to school,)
- Essex Police
- Police and Crime Commissioner
- Safer Chelmsford Partnership

These organisations have now formed a stakeholder working group.

A significant amount of information and research has been gained so far and the group is currently at the stage of reviewing and developing the many potential ideas that can be effectively used.

Data has also been gathered from the Civil Enforcement Officers (CEOs), School Crossing Patrol Team, ECC Road Safety Team and the Traffic Regulation Order Team to identify schools with a parking issue

The working group met in early February to discuss which school should be approached for a trial. It was decided that Tyrells Primary School (Chelmsford) would be a good partner to work with the Stakeholders and develop some of the initial ideas.

A very positive meeting took place between the school Deputy Head and Partnership representatives on 23 February 2015. The school is already actively working, with the School Council, on some projects, to improve the parking and safety outside the School. The School has agreed to take part in the prototype and will now become an active member of the stakeholder group to develop ideas going forward.

The £25,000 funding approved by the Joint Committee to develop this initiative is contributing to some very exciting branding and website development which will be unveiled during 2016/17.

4.3.2 MiPermit

In 2014, the new MiPermit system was successfully launched to the residents of Chelmsford and Rochford. During 2015/16 this system was successfully implemented in Brentwood, Basildon and Castle Point and provided further efficiencies for the Partnership.

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>

Maldon is the final area to receive the MiPermit system and this will be implemented by July 2016.

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 2015/16

Patrol visits to streets	379,171
Observations (PCN not issued)	203,809
PCNs issued	38,127
Average PCNs issued per day per CEO	6.2

It should be noted, that the Partnership, through its core principles, has a commitment to managing the traffic network to ensure expeditious movement of traffic and improve road safety. Providing sufficient levels of parking enforcement on no waiting yellow line restrictions is fundamental to this aim and has been demonstrated by the number (15,925) of 01 and 02 contravention PCNs issued.

The Partnership has contributed to improving the quality and accessibility of public transport by issuing 1,059 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 1,634 PCNs issued. Residents who encounter commuter parking problems have had the benefit of regular daily patrols of the Resident Parking

Zones resulting in 9,938 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	13,795		13,795
02	Loading in a restricted street	2,130		2,130
05	Parked after payment expired	502		502
06	Parked without correctly displaying permit	887		887
07	Feeding the meter	25		25
10	Park without clear display	1		1
11	Parked without payment	2		2
12	Parked in a residents place (higher level)	9,398		9,398
16	Parked in a permit place	361		361
19	Parked in a residents place (lower level)	540		540
20	Parked in a loading gap	1		1
21	Parked in a suspended bay	74		74
22	Re-parked in same place	319		319
23	Wrong class of vehicle	1,927		1,927
24	Not parked correctly	85		85
25	Parked in a loading place	402		402
26	Double parked in a SEA	68		68
27	Dropped footway in a SEA	392		392
30	Parked longer than permitted	2,718		2,718
40	Blue badge parking only	1,634		1,634
45	Taxi rank only	946		946
46	Clearway	317		317
47	Restricted bus stop or stand	500	559	1,059
48	Restricted school area	74	60	134
49	Cycle track or lane	141		141
62	Footpath parking	2		2
99	Pedestrian crossing	267		267
	Total	37,508	619	38,127

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

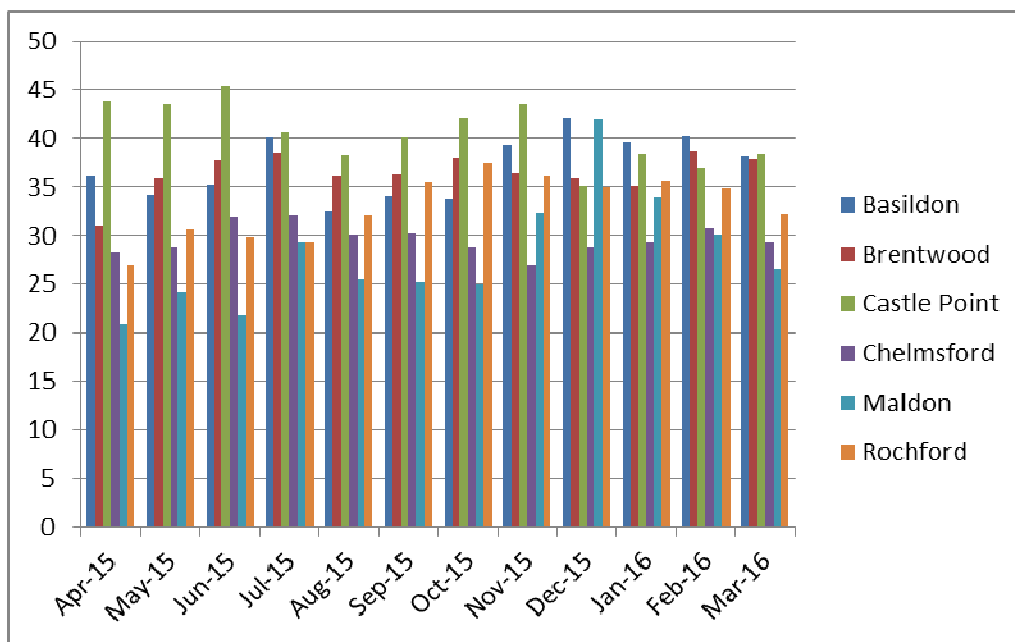
- The amount of time in each street
- The amount of observations made
- The amount of PCNs issued (no set target)
- Time off sick (score deduction)
- Holiday
- Mobile or foot patrol
- The quality of PCNs issued

The scoring is based as follows:

25 to 27	Meets the required level of performance	(Expected)
28 to 33	Exceeds the required level of performance	(Good)
34 and above	Excellent performance	

The overall average annual performance score for CEOs across all partner areas is currently 33.5 (Exceeds the required level of performance).

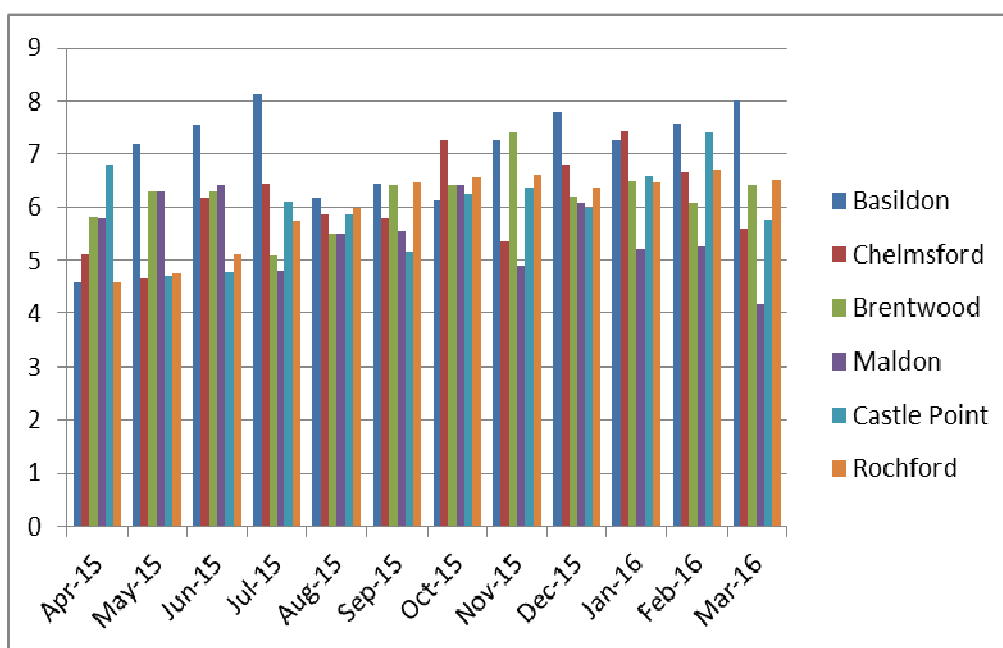
Table 16 Average monthly performance factor for all CEOs across the Partnership



	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Basildon	36.23	34.21	35.18	40.09	32.44	34.18	33.89	39.26	42.11	39.52	40.25	38.24
Brentwood	31	35.89	37.83	38.66	36.15	36.31	38.02	36.47	35.94	35.04	38.79	37.91
Castle Point	43.97	43.66	45.42	40.63	38.39	40.16	42.13	43.63	35.15	38.47	37.05	38.5
Chelmsford	28.34	28.86	31.9	32.06	30.01	30.17	28.88	26.92	28.89	29.37	30.8	29.33
Maldon	20.8	24.2	21.72	29.42	25.43	25.15	24.89	32.37	42	34.04	30.04	26.49
Rochford	26.95	30.57	29.85	29.33	32.1	35.43	37.47	36.18	34.96	35.66	34.79	32.27

Due to the different demographics of the areas and different requirement for traffic management schemes, Chelmsford, Brentwood and Basildon tend to present more enforcement needs and therefore the daily PCN issue rates will be higher than those areas with less traffic management issues.

Table 17 Average daily total PCN issue rate per month for each Partnership area



	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16
Basildon	4.6	7.18	7.56	8.12	6.17	6.44	6.15	7.26	7.8	7.27	7.58	8.02
Chelmsford	5.12	4.68	6.18	6.43	5.88	5.8	7.27	5.37	6.81	7.42	6.65	5.6
Brentwood	5.81	6.3	6.3	5.1	5.5	6.4	6.4	7.41	6.2	6.5	6.1	6.4
Maldon	5.8	6.3	6.4	4.8	5.5	5.56	6.4	4.91	6.1	5.2	5.25	4.18
Castle Point	6.8	4.7	4.78	6.12	5.86	5.18	6.26	6.39	5.99	6.6	7.39	5.77
Rochford	4.6	4.76	5.13	5.73	5.99	6.47	6.58	6.62	6.39	6.47	6.71	6.51

4.3.5 Investing in our staff

Ensuring that staff are suitably trained and receive the correct operational support is essential for the Partnership to achieve its overall aims and objectives.

Parking enforcement can be very emotive and staff working in parking enforcement, whether it is a Civil Enforcement Officer, Parking Officer or a member of the management team, will be faced with confrontational and challenging situations which can, on occasions, be very distressing for all involved.

Staff are required at all times to provide a high level of professionalism when dealing with members of the public and to ensure that parking enforcement, and the implementation of TROs are carried out as per the statutory requirements, policies

and operational guidance.

The Partnership management team continues to work closely with the CEOs to ensure their welfare and safety. During 2014/15 the CEOs were all issued with Body worn CCTV cameras and these have continued to prove successful during 2015/16. Since the introduction of this equipment the amount of reported incidences of verbal abuse and threatening behaviour has reduced by 50%.

During 2015/16 the new members of the enforcement team successfully passed the City and Guilds Parking Enforcement course and several staff members attended refresher courses on conflict management.



With ever emerging technology and the introduction of virtual permits, it is essential that investment into new equipment for staff is a priority for the Partnership. The operation had the benefit of £60,000 investment during 2015/16 to supply enforcement staff with new Handheld Computers and associated equipment.

Wireless Mobile Computer Honeywell Dolphin®99EX

Tough and Ready

Rated IP67, the device can endure exposure to dust, dirt and splashing water. It is resistant to drops from distances as high as 1.8 metres

Outstanding Ergonomics

Chemically strengthened 3.7" VGA, transreflective active matrix glass display with alphanumeric and numeric keypad



Honeywell

Superior Connectivity

WiFi, Bluetooth 2.1 with EDR, 3.9G voice and data and Integrated A-GPS

Data Collection

SR, ER and HD Imagers available reading standard 1D and 2D Symbologies

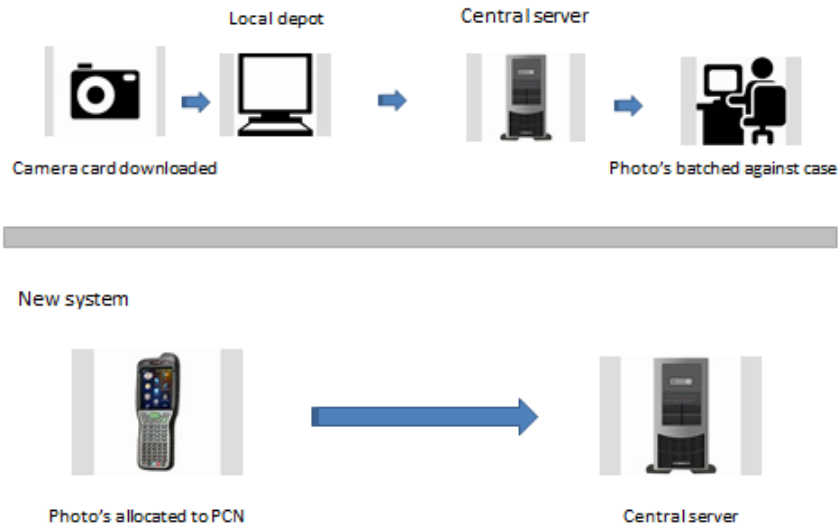
Long Lasting Battery

Integrated Shift-PLUS technology provides all day battery life, minimising downtime

Windows Embedded
Handheld 6.5
Professional or Classic

This new equipment provides fast real time data to support the enforcement team in their roles and effectively monitor the new virtual permits in the resident permit

areas. The added benefit of having the camera incorporated in the Handheld has resulted in further efficiencies compared to the previous additional digital cameras.



4.3.6 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.

This is the first financial year where the vehicle has been utilised using the new changes to CCTV parking enforcement legislation.

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.

During the months between April and July the CCTV vehicle was not fully functional while the new software was being aligned with the GPRS mapping systems and the link between the data and the enforcement software provider was fully made.

Enforcement of the parking contraventions was fully operational from August 2015 onwards.

The amount of PCNs issued this year relates to eight months of operation and a full year of operational data has yet to be realised to gauge the cost effectiveness of the operation under the new legislation.



Table 18 Financial Performance of the CCTV vehicle 2015/16

Expenditure for CCTV patrols	
Vehicle insurance	£689
Fuel	£1,085
Annual CCTV equipment maintenance contract	£3,954
Chipside CCTV media processing	£1,200
Secure CCTV office and garage for vehicle	£1,500
Staff costs (during normal hours)	£6,050
Staff costs (out of hours)	£1,340
Total expenditure	£15,818
PCN income	
Cash basis	(£11,921)
Total (surplus)	£3,897
Potential un-recovered fines	(£3,339)

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 8 (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 2015/16 there was an overall increase in the volume of work functions by 8%. 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 2015/16 and compared to 2014/15

Process	2014/15	2015/16
Informal and formal challenges received	7,762	8,133
Other correspondence received	3,219	5,244
Correspondence sent out including automatic system generated documents	27,095	27,995
Resident permits processed	8,800	9,597
Other permits	17,795	19,547
Telephone calls received	37,744	40,459

5 PCN issue and recovery rates

The following section provides statistical information relating to the amount of PCNs issued and recovered in financial year 2015-16.

The following table shows the PCN issue and recovery rates for the Parking Partnership. These recovery figures were extracted from the system on 18 May 2016. The recovery figures will improve slightly once all the outstanding cases have progressed through the various stages.

The 2015/16 recovery figures for the Partnership currently stand at 76%, 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 0.8% of PCNs written off due to CEO error, 5% written off due to untraceable drivers, only 7% of the total PCNs issued being cancelled as a result of a challenge or representation, and 0.2% 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 65% of motorists pay the PCN at the discounted amount, suggesting that the motorists do not dispute the validity of the PCN in the first instance.

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, page 39 provides this PCN overview information.

Table 20 PCN overview

South Essex Parking Partnership	Total PCNs
Number of Higher level PCNs issued	33,048
Number of lower level PCNs issued	5,079
Number of total PCNs issued	38,127
Number of PCNs paid	28,817
Number of PCNs paid at discount amount	24,693
Number of PCNs against which an informal or formal representation was made	8,133
Number of PCNs cancelled as a result of an informal or a formal representation	2,725
Number of PCNs written off due to CEO error	318
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	1,863
Number of appeals to adjudicator	80
*Number of appeals rejected	32
*Number of appeals allowed	23
*Number of appeals non-contested	25
% 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	76%
Percentage of PCNs paid at discount amount	65%
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	7%
Percentage of PCNs written off due to CEO error	0.8%
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	0.2%
*Percentage of appeals rejected	40%
*Percentage of appeals allowed	29%
*Percentage of appeals non-contested	31%

5.1 PCN issue rate comparison

The following tables compare the PCN issue rates of 2015/16 against the previous four years performance

South Essex Parking Partnership	2011-12	2012-13	2013-14	2014-15	2015-16
PCNs issued	33,867	34,077	36,759	34,186	37,508
Comparison with 2011-12		+0.6%	+8.5%	+0.94%	+10.8%
Comparison with 2012-13			+7.9%	+0.32%	+10.0%
Comparison with 2013-14				-7.0 %	+2%
Comparison with 2014-15					+9.7%

Overall there has been a 9.7% increase in the amount of PCNs issued compared to the previous year.

The introduction of a senior enforcement officer to the Castle Point and Rochford area has resulted in better utilisation of staff members and more efficient patrol coverage. This measure has had a positive effect resulting in a 61% increase of PCNs issued in Castle Point and a 44% increase in Rochford, compared to the previous year.

There were also increases in the amount of PCNs issued in Basildon (24%), Chelmsford (2%) and Maldon (12%) compared to the previous year. The issue rate in Brentwood was slightly down by 3% with a vacant CEO position for the last quarter of the year being a contributing factor.

Full performance data for each area can be found in Appendix A page 43 of this report.

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.

From 1 April 2015 the Partnership also agreed to provide the additional funding for the TRO operational costs. Taking this cost into account, the outturn for the 2015/16 account is a surplus of £300,240 which significantly exceeded the estimated amount of £50,000 set out in the 2016/17 Annual Business Plan.

The outturn against the previous year financial performance has resulted in a £32,820 increase in overall expenditure which is a very positive outturn considering there were some exceptional item costs included in this year's account, £18,100 for a new CCTV vehicle and £53,320 for new handheld computers and associated equipment. The central support costs have also reduced by a further £29,560 during this period.

There has been a significant increase (up £198,710 compared to previous year) in the level of income received. The main contributing factor has been the increase in PCNs issued this year (up 9.7%), resulting in an additional £116,230 of PCN income compared to the previous year. The introduction of the new Resident Parking Schemes, implemented for the benefit of residents who are affected by all day commuter parking, has resulted in additional resident and visitor permit sales thus increasing the level of Resident Permit income by £81,110 compared to the previous year.

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 2015/16 £258,220 was allocated for new TROs and sign and line maintenance and 174 sign and line sign maintenance schemes and 37 new TRO schemes were completed.

The South Essex Parking Partnership (SEPP) has completed five successful years of operation, each resulting in a modest surplus position, which has increased year on year. 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, totaling £864,000

In 2014 the new MiPermit system was successfully launched to the residents of Chelmsford and Rochford. During 2015/16 this system was successfully implemented in Brentwood, Basildon and Castle Point and provided further efficiencies for the Partnership.

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

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

Glossary

- 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

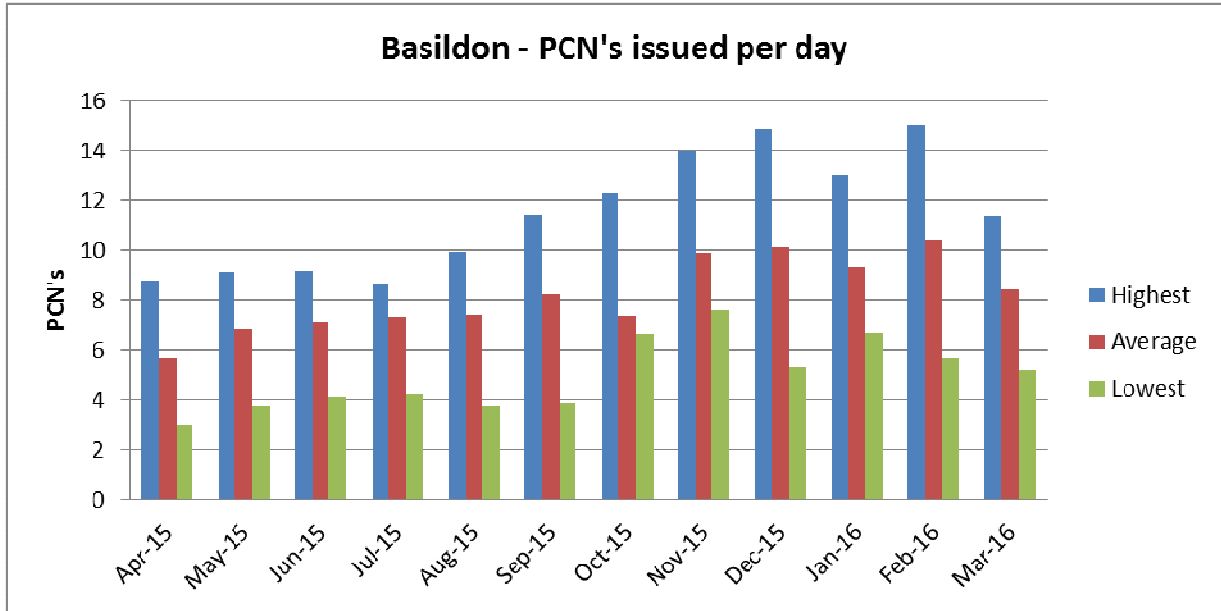
2012/13 annual performance figures for each Partnership area

Basildon

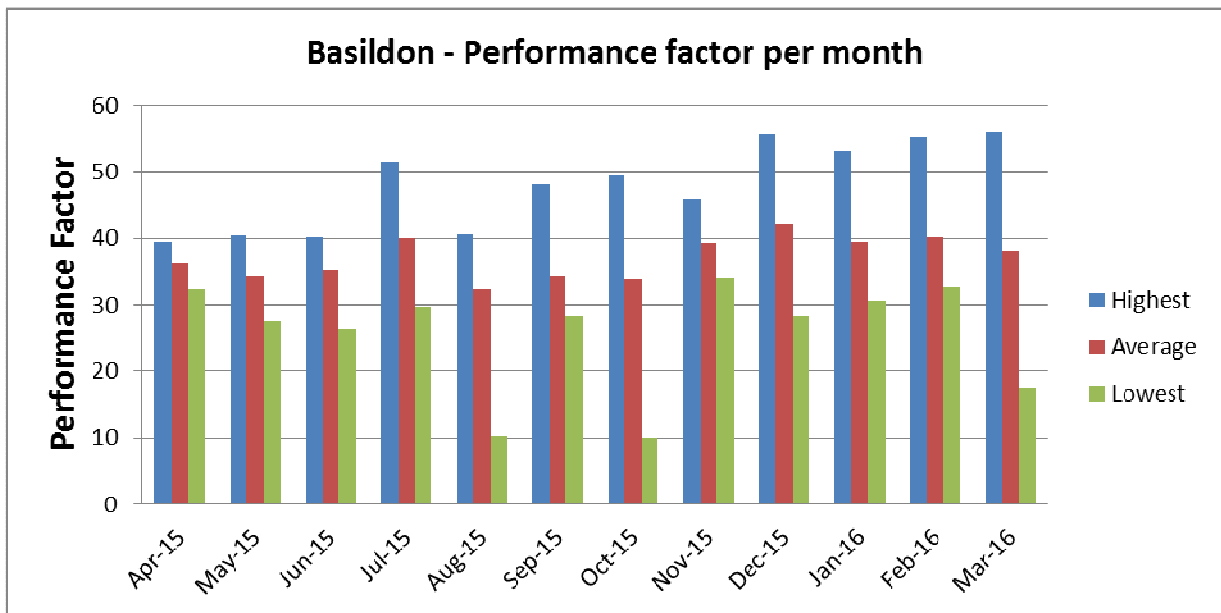
CEO patrol data

Code	Description	PCNs issued Foot patrol	PCNs issued CCTV
01	Parked in a restricted street	2,493	
02	Loading in a restricted street	444	
12	Parked in a residents place (higher level)	3,328	
16	Parked in a permit space	2	
19	Parked in a resident place (lower level)	169	
20	Parked in a loading gap	1	
22	Re-parked in the same place	36	
23	Wrong class of vehicle	18	
24	Not parked correctly	18	
25	Parked in a loading place	89	
26	Double parked in a SEA	17	
27	Dropped footway in a SEA	194	
30	Parked longer than permitted	452	
40	Blue badge parking only	164	
45	Taxi rank only	205	
46	Clearway	190	
47	Restricted bus stop or stand	69	559
48	Restricted school area	10	60
49	Cycle track or lane	21	
99	Pedestrian crossing	79	
	Total	7,999	619
	Average PCNs issued per day	35.85	1.74
	Number of streets visited	86,835	
	No of observations made	39,681	
	Average PCN issue rate per CEO	7.01	
	Average performance factor per CEO	32	

Highest, lowest and average PCNs issued per day per CEO during the month



Highest, lowest and average performance factor per month per CEO



PCN issue rate comparison

The following tables compare the PCN issue rates over the past five years

Basildon (without CCTV)	2011-12	2012-13	2013-14	2014-15	2015-16
PCNs issued	3,958	4,147	5,298	4,734	7999
Comparison with 2011-12		+4.8%	+33.9%	+19.6	+102%
Comparison with 2012-13			+27.7%	+14.1%	+93%
Comparison with 2013-14				-10.6%	+51%
Comparison with 2014-15					+69

Basildon CCTV vehicle	2011-12	2012-13	2013-14	2014-15	2015-16
PCNs issued	3,161	3,279	3,564	2,223	619
Comparison with 2011-12		+3.7%	+12.7%	-29.6%	-80%
Comparison with 2012-13			+8.7%	-32.20%	-81%
Comparison with 2013-14				-37.63%	-83%
Comparison with 2014-15					-72%

Overall there has been a 24% increase in the total number of PCNs issued in Basildon compared to the previous year. Since the changes to CCTV enforcement legislation the shift of PCNs issued for a 02 contravention has moved from CCTV enforcement to on-foot patrol enforcement. This is represented by the increase in PCNs issued on foot and decrease in PCNs issued by CCTV.

PCN issue and recovery rates

Basildon (without CCTV)	Total PCNs
Number of Higher level PCNs issued	7,324
Number of lower level PCNs issued	675
Number of total PCNs issued	7,999
Number of PCNs paid	5,423
Number of PCNs paid at discount amount	4,638
Number of PCNs against which an informal or formal representation was made	2,106
Number of PCNs cancelled as a result of an informal or a formal representation	863
Number of PCNs written off due to CEO error	69
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	470
Number of appeals to adjudicator	27
*Number of appeals rejected	12
*Number of appeals allowed	7
*Number of appeals non-contested	8
% 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	68%
Percentage of PCNs paid at discount amount	58%
Percentage of PCNs against which an informal or formal representation was made	26%
Percentage of PCNs cancelled as a result of an informal or a formal representation	10%
Percentage of PCNs written off due to CEO error	0.7%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	6%
Percentage of appeals to adjudicator	0.3%
*Percentage of appeals rejected	44%
*Percentage of appeals allowed	26%
*Percentage of appeals non-contested	30%

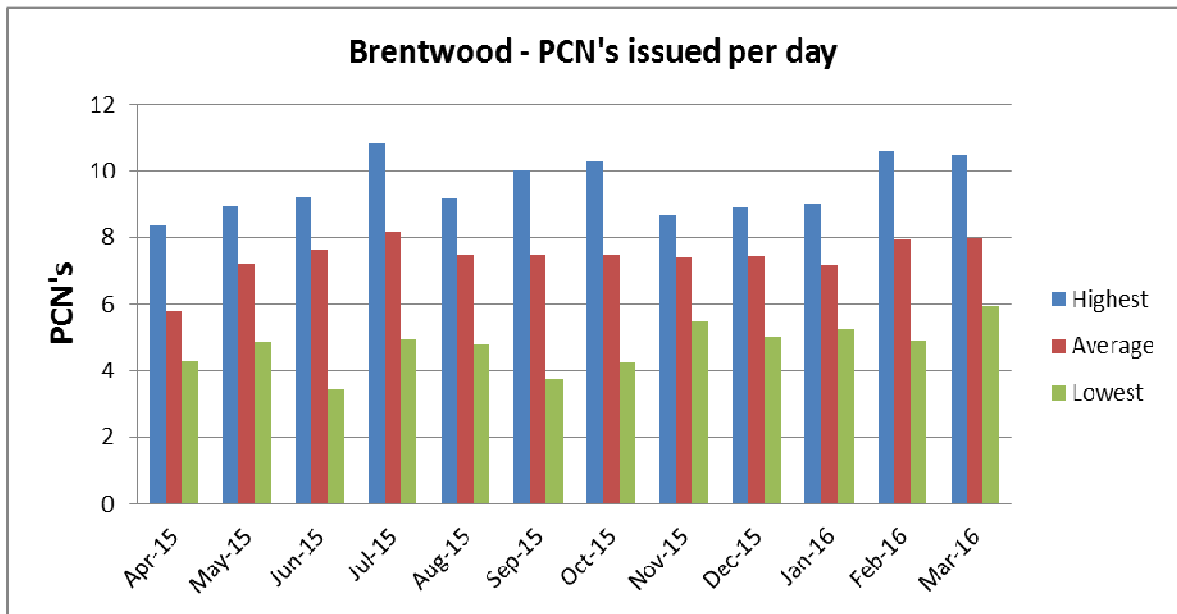
Basildon CCTV Vehicle	Total PCNs
Number of Higher level PCNs issued	619
Number of lower level PCNs issued	n/a
Number of total PCNs issued	619
Number of PCNs paid	313
Number of PCNs paid at discount amount	298
Number of PCNs against which an informal or formal representation was made	65
Number of PCNs cancelled as a result of an informal or a formal representation	25
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)	218
Number of appeals to adjudicator	2
*Number of appeals rejected	0
*Number of appeals allowed	0
*Number of appeals non-contested	2
% 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	51%
Percentage of PCNs paid at discount amount	48%
Percentage of PCNs against which an informal or formal representation was made	10%
Percentage of PCNs cancelled as a result of an informal or a formal representation	4%
Percentage of PCNs written off due to CEO error	0.2%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	35%
Percentage of appeals to adjudicator	0.3%
*Percentage of appeals rejected	0%
*Percentage of appeals allowed	0%
*Percentage of appeals non-contested	100%

Brentwood

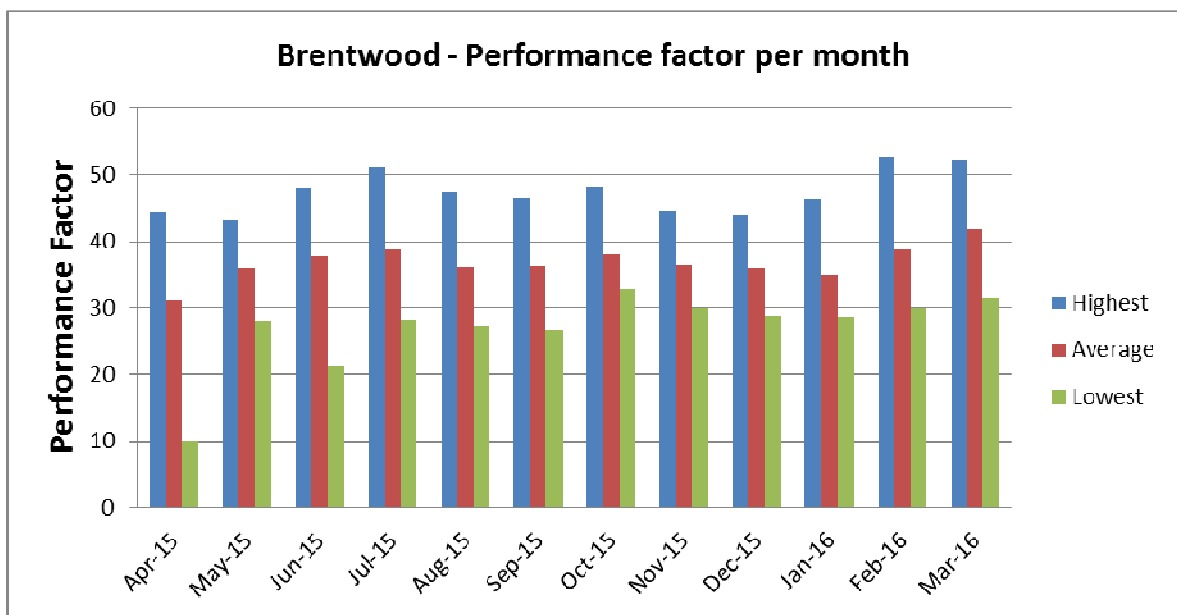
CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	4,193
02	Loading in a restricted street	452
05	Parked after payment expired	113
06	Parked without correctly displaying ticket / permit	245
10	Parked without clear display	1
11	Parked without payment	1
12	Parked in a residents place (higher level)	1,572
19	Parked in a resident place (lower level)	236
16	Parked in a permit place	149
21	Parked in a suspended bay	8
22	Re-parked in the same place	198
24	Not parked correctly	22
23	Wrong class of vehicle	190
25	Parked in a loading place	239
27	Dropped footway in a SEA	9
30	Parked longer than permitted	1,089
40	Blue badge parking only	482
45	Taxi rank only	103
47	Restricted bus stop or stand	239
48	Restricted school area	27
49	Cycle track or lane	110
99	Pedestrian crossing	33
	Total	9,711
	Number of streets visited	73,691
	No of observations made	74,686
	Average daily PCN issue rate per CEO	6.2
	Average performance factor per CEO	37

Highest, lowest and average PCNs issued per day per CEO during the month



Highest, lowest and average performance factor per month per CEO



PCN issue and recovery rates

Brentwood	Total PCNs
Number of Higher level PCNs issued	7,806
Number of lower level PCNs issued	1,905
Number of total PCNs issued	9,711
Number of PCNs paid	7,616
Number of PCNs paid at discount amount	6,425
Number of PCNs against which an informal or formal representation was made	1,797
Number of PCNs cancelled as a result of an informal or a formal representation	500
Number of PCNs written off due to CEO error	39
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	468
Number of appeals to adjudicator	19
*Number of appeals rejected	7
*Number of appeals allowed	5
*Number of appeals non-contested	7
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	80%
Percentage of lower level PCNs issued	20%
Percentage of PCNs paid	78%
Percentage of PCNs paid at discount amount	66%
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	5%
Percentage of PCNs written off due to CEO error	0.4%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	5%
Percentage of appeals to adjudicator	0.2%
*Percentage of appeals rejected	37%
*Percentage of appeals allowed	26%
*Percentage of appeals non-contested	37%

PCN issue rate comparison

The following tables compare the PCN issue rates over the past five years.

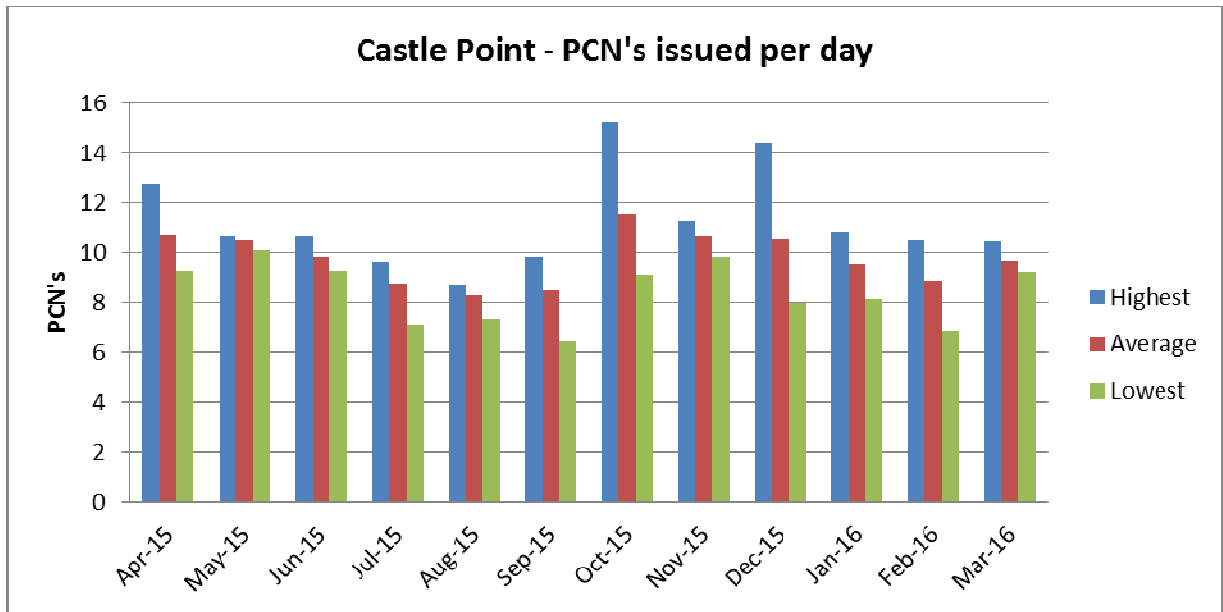
Brentwood	2011-12	2012-13	2013-14	2014-15	2015-16
PCNs issued	9,637	10,002	9,226	10,031	9711
Comparison with 2011-12		+3.8%	-4.26%	+4.09%	0.7%
Comparison with 2012-13			-7.8%	+0.3%	-3%
Comparison with 2013-14				+8.7%	+5%
Comparison with 2015-16					-3%

Castle Point

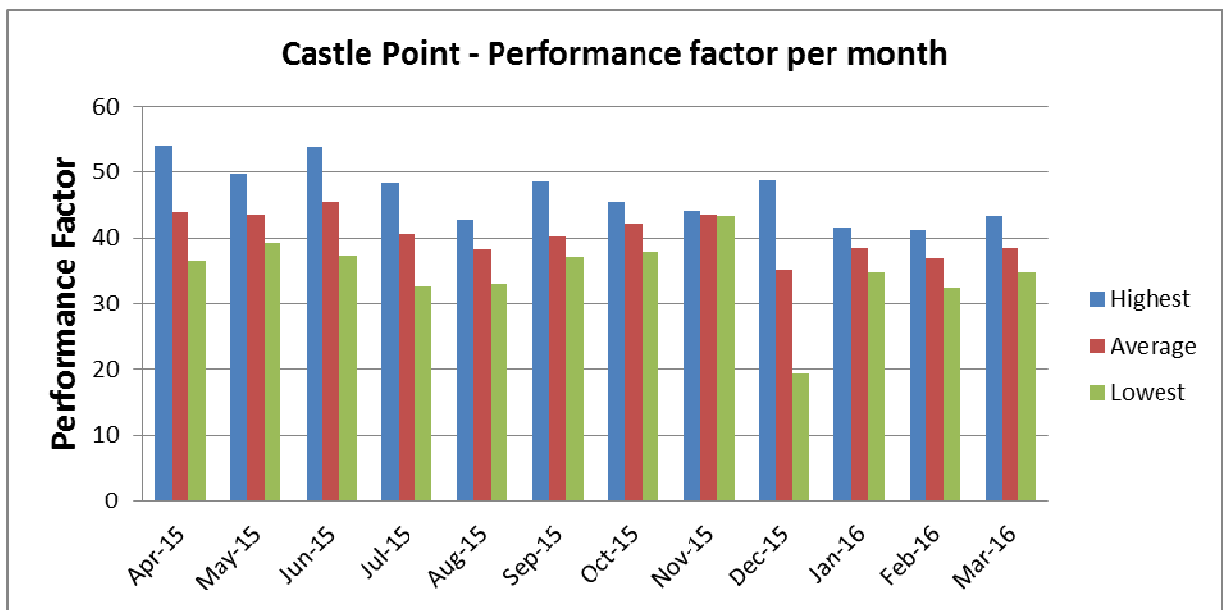
CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	1,825
02	Loading in a restricted street	10
12	Parked in a residents' place (higher level)	142
19	Parked in a residents' place (lower level)	7
21	Parked in a restricted bay	1
22	Re-parked in the same place	21
24	Not parked correctly	11
26	Double parked in a SEA	23
27	Dropped footway in a SEA	69
30	Parked longer than permitted	237
40	Blue badge parking only	101
45	Taxi rank only	70
46	Clearway	112
47	Restricted bus stop or stand	30
48	Restricted school area	8
49	Cycle track or lane	1
99	Pedestrian crossing	9
	Total	2677
	Number of streets visited	30,916
	No of observations made	10,976
	Average PCN issue rate per CEO	6
	Average performance factor per CEO	40

Highest, lowest and average PCNs issued per day per CEO during the month



Highest, lowest and average performance factor per month CEO



PCN issue and recovery rates

Castle Point	Total PCNs
Number of Higher level PCNs issued	2,401
Number of lower level PCNs issued	276
Number of total PCNs issued	2,677
Number of PCNs paid	2,105
Number of PCNs paid at discount amount	1,896
Number of PCNs against which an informal or formal representation was made	482
Number of PCNs cancelled as a result of an informal or a formal representation	152
Number of PCNs written off due to CEO error	25
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	114
Number of appeals to adjudicator	8
*Number of appeals rejected	4
*Number of appeals allowed	2
*Number of appeals non-contested	2
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	90%
Percentage of lower level PCNs issued	10%
Percentage of PCNs paid	79%
Percentage of PCNs paid at discount amount	71%
Percentage of PCNs against which an informal or formal representation was made	18%
Percentage of PCNs cancelled as a result of an informal or a formal representation	7%
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)	4%
Percentage of appeals to adjudicator	0.3%
*Percentage of appeals rejected	50%
*Percentage of appeals allowed	25%
*Percentage of appeals non-contested	25%

PCN issue rate comparison

The following tables compare the PCN issue rates over the past five years.

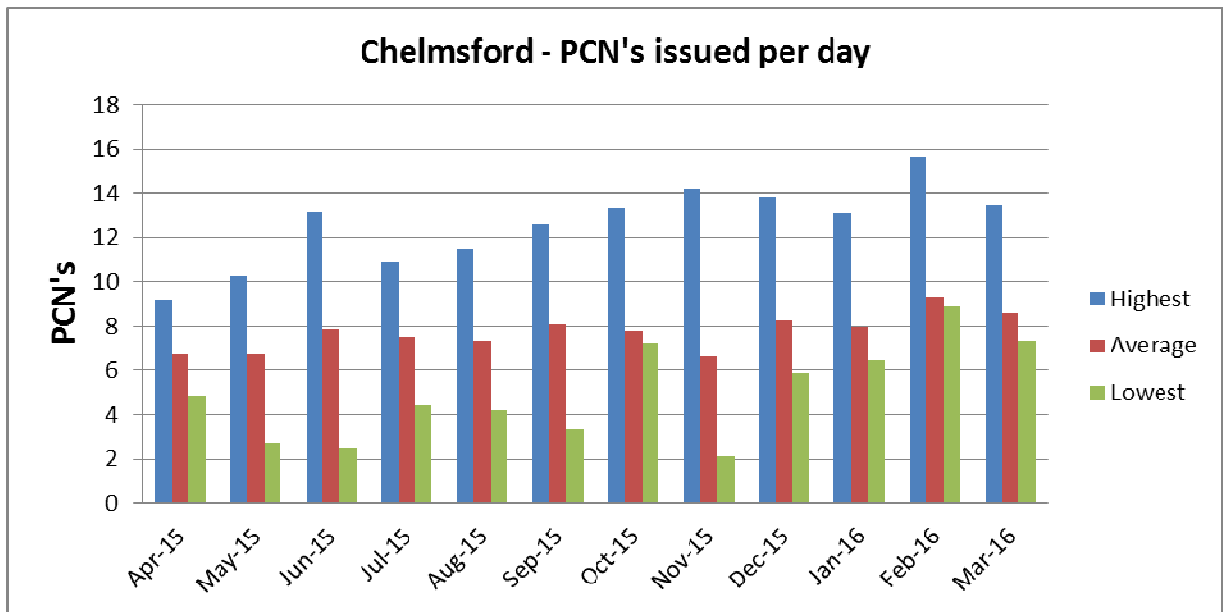
Castle Point	2011-12	2012-13	2013-14	2014-15	2015-16
PCNs issued	1,229	1502	1,553	1,661	2677
Comparison with 2011-12		+22.2%	+26.4%	+35%	+82%
Comparison with 2012-13			+3.4%	+10.5%	+78%
Comparison with 2013-14				+7%	+72%
Comparison with 2014-15					+61%

Chelmsford

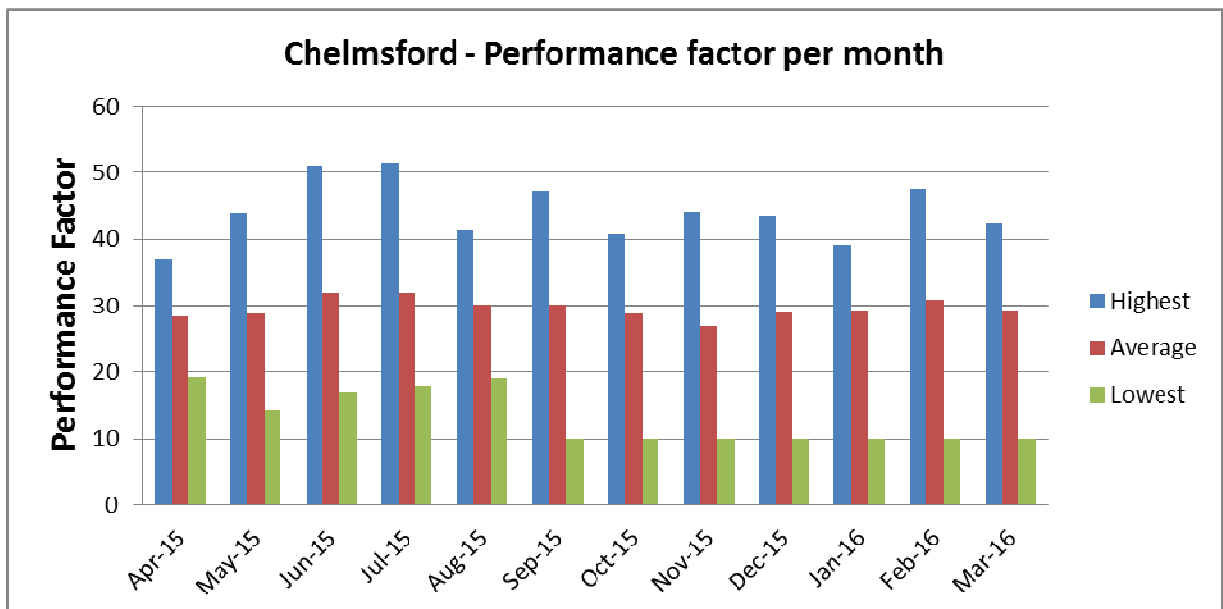
CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	2,415
02	Loading in a restricted street	917
05	Parked after payment expired	389
06	Parked without correctly displaying ticket / permit	642
07	Feeding the meter	25
11	Parked without payment	1
12	Parked in a residents place (higher level)	2917
16	Parked in a permit place	210
19	Parked in a resident place (lower level)	62
21	Parked in a suspended bay	61
22	Re-parked in the same place	41
24	Not parked correctly	29
23	Wrong class of vehicle	1,241
25	Parked in a loading place	63
26	Double parked in a SEA	16
27	Dropped footway in a SEA	95
30	Parked longer than permitted	656
40	Blue badge parking only	631
45	Taxi rank only	278
46	Clearway	13
47	Restricted bus stop or stand	74
49	Cycle track or lane	9
99	Pedestrian crossing	118
	Total	10,903
	Number of streets visited	72,296
	No of observations made	24,427
	Average daily PCN issue rate per CEO	6.1
	Average performance factor per CEO	30

Highest, lowest and average PCNs issued per day per CEO during the month



Highest, lowest and average performance factor per month per CEO



PCN issue and recovery rates

Chelmsford	Total PCNs
Number of Higher level PCNs issued	9,058
Number of lower level PCNs issued	1,845
Number of total PCNs issued	10,903
Number of PCNs paid	7,664
Number of PCNs paid at discount amount	6,441
Number of PCNs against which an informal or formal representation was made	2,514
Number of PCNs cancelled as a result of an informal or a formal representation	904
Number of PCNs written off due to CEO error	131
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	563
Number of appeals to adjudicator	15
*Number of appeals rejected	5
*Number of appeals allowed	5
*Number of appeals non-contested	5
% against total PCN's Issued	Total PCNs
Percentage of Higher level PCNs issued	83%
Percentage of lower level PCNs issued	17%
Percentage of PCNs paid	70%
Percentage of PCNs paid at discount amount	60%
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	8%
Percentage of PCNs written off due to CEO error	1.2%
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	33.33%
*Percentage of appeals allowed	33.33%
*Percentage of appeals non-contested	33.33%

PCN issue rate comparison

The following tables compare the PCN issue rates over the past five years.

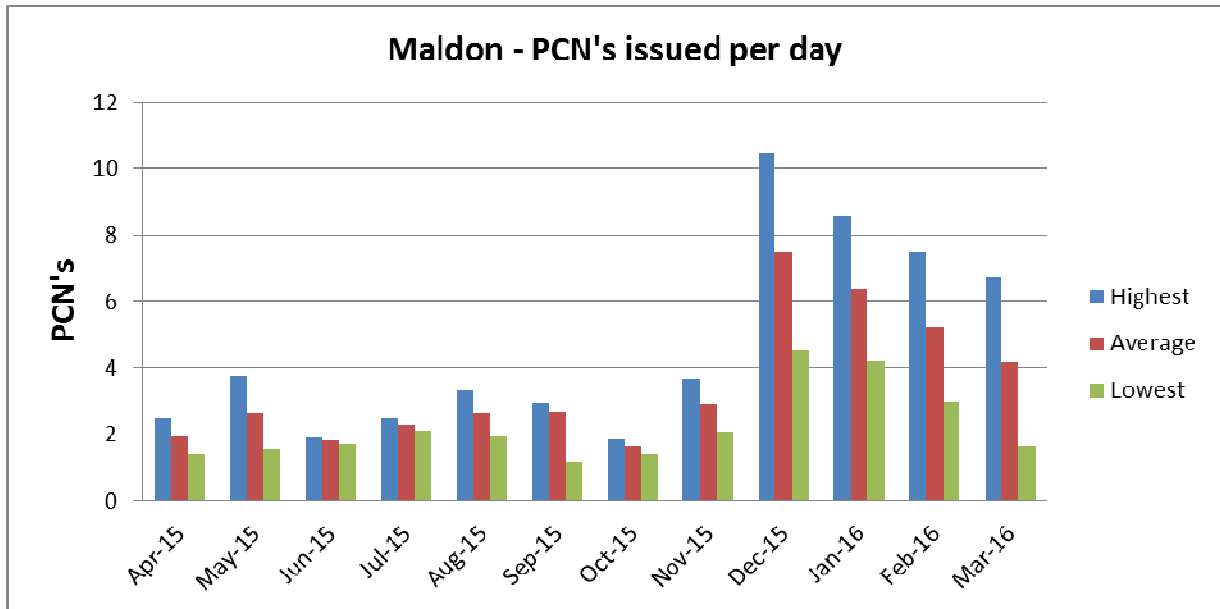
Chelmsford	2011-12	2012-13	2013-14	2014-15	
PCNs issued	11,269	9751	10,916	10,732	10,903
Comparison with 2011-12		-13.5%	-3.13%	-4.7%	-3.25%
Comparison with 2012-13			+12%	+10.06%	+12%
Comparison with 2013-14				-1.6%	-0.1%
Comparison with 2014-15					+2%

Maldon

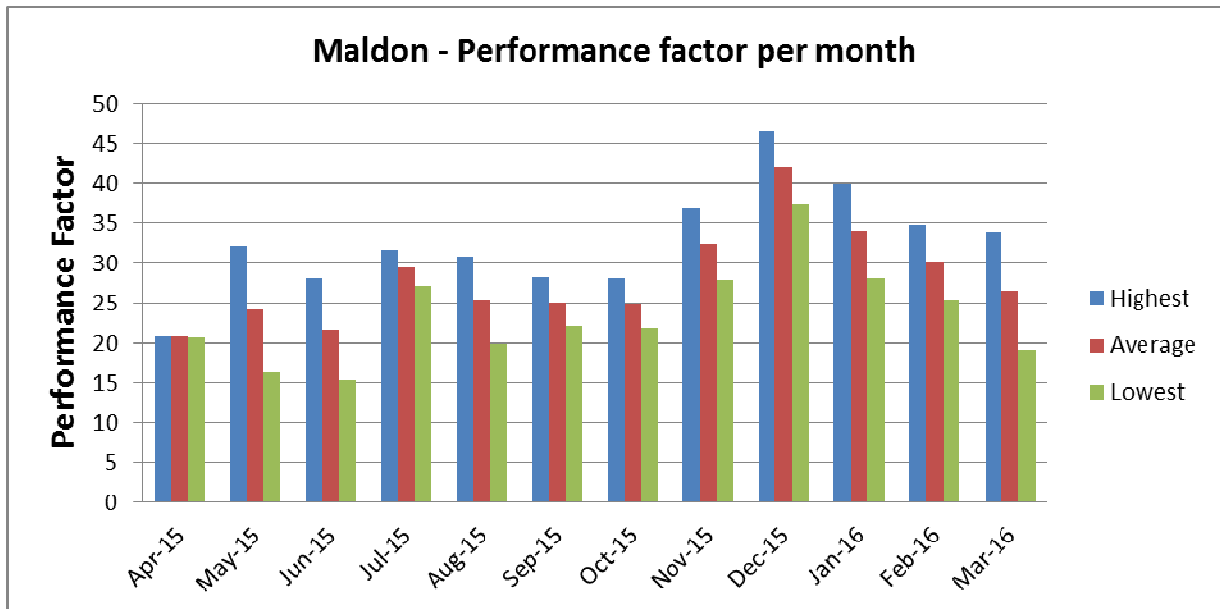
CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	844
12	Parked in a residents place (higher level)	1,203
19	Parked in a resident place (lower level)	62
22	Re-parked in the same place	2
21	Parked in a suspended bay	3
23	Wrong class of vehicle	29
24	Not parked correctly	1
27	Dropped footway in a SEA	5
30	Parked longer than permitted	94
40	Blue badge parking only	70
45	Taxi rank only	83
47	Restricted bus stop or stand	34
48	Restricted school area	10
62	Footpath parking	2
99	Pedestrian crossing	19
	Total	2461
	Number of streets visited	27,363
	No of observations made	11,943
	Average PCN issue rate per CEO	5.5
	Average performance factor per CEO	28

Highest, lowest and average PCNs issued per day per CEO during the month



Highest, lowest and average performance factor per month per CEO



PCN issue and recovery rates

Maldon	Total PCNs
Number of Higher level PCNs issued	2,302
Number of lower level PCNs issued	159
Number of total PCNs issued	2,461
Number of PCNs paid	1,903
Number of PCNs paid at discount amount	1,675
Number of PCNs against which an informal or formal representation was made	488
Number of PCNs cancelled as a result of an informal or a formal representation	155
Number of PCNs written off due to CEO error	18
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	115
Number of appeals to adjudicator	6
*Number of appeals rejected	2
*Number of appeals allowed	2
*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	77%
Percentage of PCNs paid at discount amount	68%
Percentage of PCNs against which an informal or formal representation was made	20%
Percentage of PCNs cancelled as a result of an informal or a formal representation	6%
Percentage of PCNs written off due to CEO error	0.7%
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	0.2%
*Percentage of appeals rejected	33.33%
*Percentage of appeals allowed	33.33%
*Percentage of appeals non-contested	33.33%

PCN issue rate comparison

The following tables compare the PCN issue rates over the past five years.

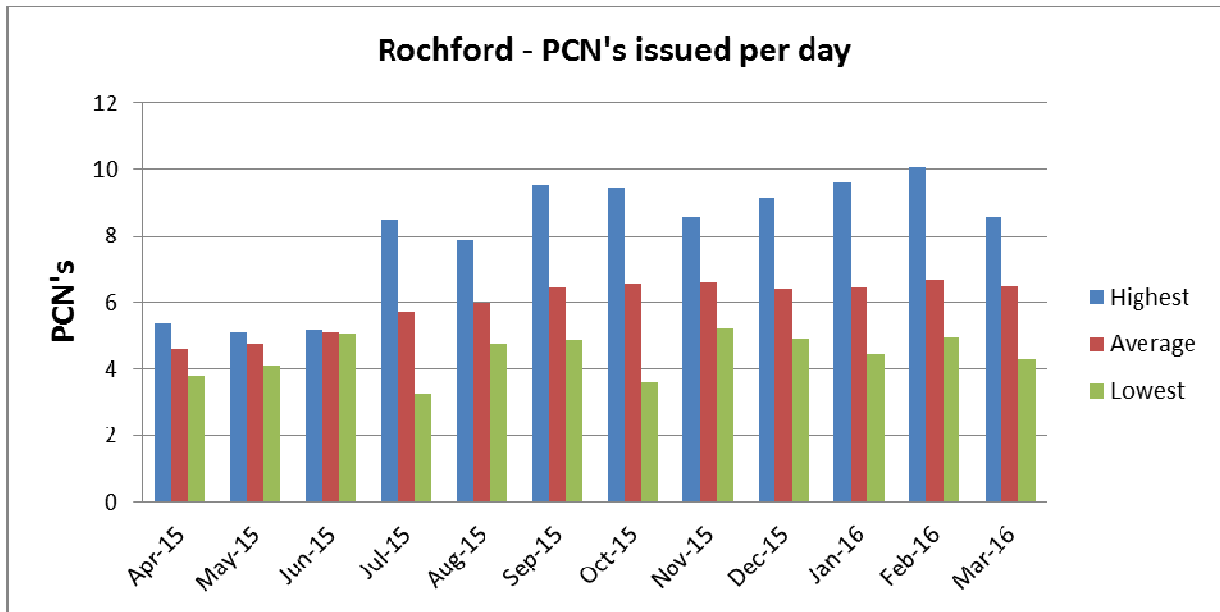
Maldon	2011-12	2012-13	2013-14	2014-15	2015-16
PCNs issued	1,577	1,810	2,343	2,198	2461
Comparison with 2011-12		+14.7%	+48.6%	+39.3%	+56%
Comparison with 2012-13			+29.5%	+21.4%	+36%
Comparison with 2013-14				-6.2%	+5%
Comparison with 2014-15					+12%

Rochford

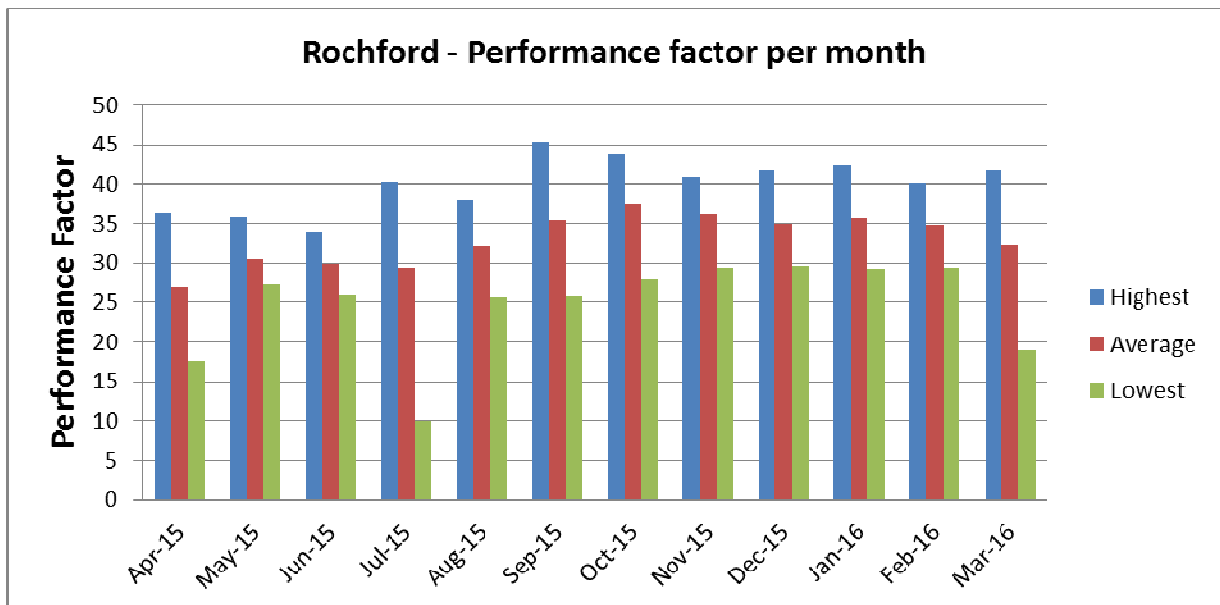
CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	2,025
02	Loading in a restricted street	307
12	Parked in a residents' place	236
19	Parked in a residents' place	4
21	Parked in a suspended bay	1
22	Re-parked in the same place	21
23	Wrong class of vehicle	449
24	Not parked correctly	4
25	Parked in a loading place	11
26	Double parked in a SEA	12
27	Dropped footway in a SEA	20
30	Parked longer than permitted	190
40	Blue badge parking only	186
45	Taxi rank only	207
46	Clearway	2
47	Restricted bus stop or stand	54
48	Restricted school area	19
99	Pedestrian crossing	9
	Total	3,757
	Number of streets visited	88,070
	No of observations made	42,096
	Average PCN issue rate per CEO	5.99
	Average performance factor per CEO	33

Highest, lowest and average PCNs issued per day per CEO during the month



Highest, lowest and average performance factor per month per CEO



PCN issue and recovery rates

Rochford	Total PCNs
Number of Higher level PCNs issued	3,538
Number of lower level PCNs issued	219
Number of total PCNs issued	3,757
Number of PCNs paid	2984
Number of PCNs paid at discount amount	2626
Number of PCNs against which an informal or formal representation was made	709
Number of PCNs cancelled as a result of an informal or a formal representation	151
Number of PCNs written off due to CEO error	36
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	133
Number of appeals to adjudicator	4
*Number of appeals rejected	2
*Number of appeals allowed	2
*Number of appeals non-contested	0
% 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	79%
Percentage of PCNs paid at discount amount	70%
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	4%
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)	3%
Percentage of appeals to adjudicator	0.1%
*Percentage of appeals rejected	50%
*Percentage of appeals allowed	50%
*Percentage of appeals non-contested	0%

PCN issue rate comparison

The following tables compare the PCN issue rates over the past five years.

Rochford	2011-12	2012-13	2013-14	2014-15	2016-16
PCNs issued	3,036	3,586	3,859	2,607	3,757
Comparison with 2011-12		+18.1%	+27.1%	-14.1%	+23%
Comparison with 2012-13			+7.6%	-27.30	+4%
Comparison with 2013-14				-32.4%	-3%
Comparison with 2014-15					+44%

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