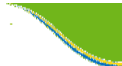




**SOUTH ESSEX**



# Annual Report 2014/15



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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 fourth 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 2014/15 are:

- An overall surplus achieved of £302,930, exceeding the original 2014/15 Business Plan estimate of £201,866 and resulting in a 11% increase compared to 2013/14
- £36,400 reduction in expenditure and £7,120 decrease in income, compared to 2013/14
- Basildon, Brentwood, Chelmsford and Maldon maintaining surplus positions
- 34,186 on-street Penalty Charge Notices (PCNs) issued resulting in a 7% decrease compared to 2013/14
- 76% of PCNs paid, exceeding the expected level of 75%
- Civil Enforcement Officers (CEOs) achieving an average performance score of 31 above the expected target of 27
- Back office correspondence received and processed up 14% compared to 2013/14
- 154 sign and line maintenance schemes completed and 28 new Traffic Regulation Orders (TROs) implemented
- £222,596 TRO funding allocated during the year for maintenance of signs and lines and new TROs. Overall funding of £776,116 allocated to date
- Body worn CCTV cameras, funded and distributed to CEOs
- Introduction of the new MiPermit system in Chelmsford and Rochford.

The overall performance of the Partnership for the financial year 2014/15 has been successful ensuring that it is well placed to continue the delivery of the service effectively and efficiently into 2015/16.

## 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 the TRO signs and lines function beyond March 2015
- Achieve an overall financial account to operate parking enforcement and the TRO function at zero deficit
- 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 fourth 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 first three years of operation has provided the opportunity to validate the operational model that had been proposed prior to the formation of the Partnership.

The first three years of the operation were very successful and achieved the Partnership objective of reducing the operational deficit (estimated at -£375,000). Additionally, it provided a first year surplus of £104,020 a second year surplus of £183,550 and in the third year a surplus of £273,650 was achieved for the Partnership account.

As the operational model for the first three years had proven successful and had exceeded expectations, the business plan for 2014/15 was replicated, with little change to the operation and method of delivering the service.

## **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<sup>st</sup> 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 April 1<sup>st</sup> 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

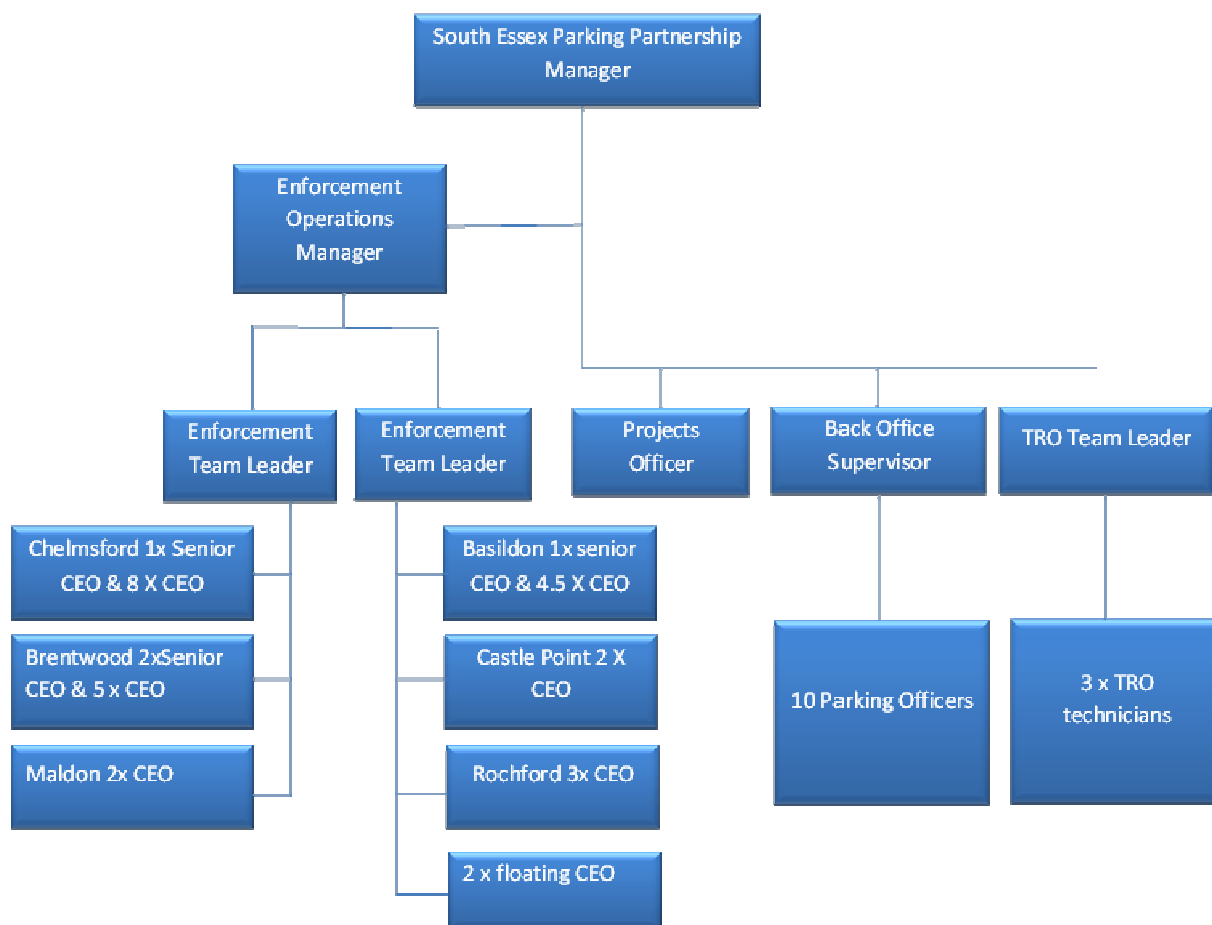
This policy can be viewed at [www.chelmsford.gov.uk/sepp](http://www.chelmsford.gov.uk/sepp)

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

## 2.2 Staff

The success of the operational model has resulted in the Parking Partnership staff structure remaining relatively unchanged from the previous years of operation. Following the retirement of a Civil Enforcement Supervisor a slight restructure took place whereby the Area Supervisor for Basildon, Castle Point and Rochford took on an enhanced role and would be accountable for the overall enforcement operation for the six partner areas. This role would be supported in managing the daily operation by two CEO team leaders which were selected from the existing senior CEO's. The saving from the original post was used to provide an additional shared CEO resource. In addition a projects officer was employed by the Partnership to manage and maintain the IT systems and implement new projects that the Partnership requires to successfully deliver the enforcement and TRO operation.

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 2014/15**

The following section will give an overview of the financial outcome for financial year 2014/15. It determines the financial position compared against the original 2014/15 business case and against the performance of 2013/14.

#### **3.1 Financial outturn for 2014/15 SEPP account**

The following table (**Table 1 page 10**) gives the overall financial outturn for 2014/15. It also identifies the financial outturn position for each individual partnership City / District / Borough.

The overall 2014/15 total expenditure is £1,480,210 and the income achieved is £1,783,140 resulting in a positive net gain surplus of £302,930 for the Partnership.

Table 1 2014/15 Outturn

South Essex Parking Partnership - 2015 Outturn							
	Chelmsford £	Brentwood £	Maldon £	Basildon £	Rochford £	Castle Point £	Total £
<b>Direct Expenditure</b>							
- Employees	322880	269370	61580	214100	87140	46760	1,001,830
- Premises	250	200	60	170	90	50	820
- Supplies and Services	37,490	28,380	7,570	24,110	11,420	5,590	114,560
- Third Party Payments	29,150	24,650	6,660	27,560	13,120	5,330	106,470
- Transport costs	10,100	15,190	2,490	34,050	8,340	6,770	76,940
<b>Total Direct Expenditure</b>	<b>399,870</b>	<b>337,790</b>	<b>78,360</b>	<b>299,990</b>	<b>120,110</b>	<b>64,500</b>	<b>1,300,620</b>
<b>Indirect Expenditure</b>							
Central Support	113200	22580	5040	17840	7160	3680	169,500
Accommodation	5880	1180	270	980	450	230	8,990
IT	720	140	30	120	60	30	1,100
<b>Total Indirect Expenditure</b>	<b>119,800</b>	<b>23,900</b>	<b>5,340</b>	<b>18,940</b>	<b>7,670</b>	<b>3,940</b>	<b>179,590</b>
<b>Total Expenditure</b>	<b>519,670</b>	<b>361,690</b>	<b>83,700</b>	<b>318,930</b>	<b>127,780</b>	<b>68,440</b>	<b>1,480,210</b>
<b>Income</b>							
PCN's	329580	333090	72580	226200	94230	53860	1,109,540
Residents' Parking Permits	199040	160590	20300	95000	5140	2300	482,370
Pay & Display	140190	45480	0	1840	0	0	187,510
Other	4380	0	100	0	0	0	3,720
<b>Total Income</b>	<b>673,190</b>	<b>538,400</b>	<b>92,980</b>	<b>323,040</b>	<b>99,370</b>	<b>56,160</b>	<b>1,783,140</b>
<b>Net (Surplus) / Deficit - Cash Basis</b>	<b>(153,520)</b>	<b>(176,710)</b>	<b>(9,280)</b>	<b>(4,110)</b>	<b>28,410</b>	<b>12,280</b>	<b>(302,930)</b>

### 3.2 Comparison of actual 2014/15 outturn against agreed 2014/15 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<sup>st</sup> December for each financial year.

At the Joint Committee of December 2013, the Annual Business Plan for 2014/15 was approved. This Business Plan estimated an overall Partnership surplus of £201,866

The outturn position for the previous financial year resulted in a £273,650 surplus for the Partnership account.

**Table 2: 2014/15 Outturn comparison against 2014/15 Business Plan**

	2014/15 Business case original estimate (cash basis)	2014/15 actual outturn (cash basis)	Position against original estimate. Deficit / (surplus)
<b>Expenditure</b>	£1,579,664	£1,480,210	(£99,454)
<b>Income</b>	£1,781,530	£1,783,140	(£1,610)
<b>Deficit / (surplus)</b>	<b>(£201,866)</b>	<b>(£302,930)</b>	<b>(£101,064)</b>

**Table 3: Actual 2014/15 outturn compared to 2013/14 actual outturn**

	2013/14 actual outturn (cash basis)	2014/15 actual outturn (cash basis)	Position against previous year. Deficit / (surplus)
<b>Expenditure</b>	£1,516,610	£1,480,210	(£36,400)
<b>Income</b>	£1,790,260	£1,783,140	7,120
<b>Deficit/ (surplus)</b>	<b>(£273,650)</b>	<b>(£302,930)</b>	<b>(£29,280)</b>

The outturn against the previous year financial performance has resulted in a £36,400 reduction in overall expenditure of which £28,770 is a reduction in direct expenditure and £7,630 is a reduction in the central support costs.

The level of income has reduced by £7,120 with a decrease in PCN income of £51,130. The amount of Resident Parking Permit income has increased by £19,500 and the income from on-street pay and display has increased by £28,280.

**Table 4: Individual area 2014/15 outturn against 2013/14 outturn.**

	<b>Chelmsford</b>	<b>Brentwood</b>	<b>Maldon</b>	<b>Basildon</b>	<b>Rochford</b>	<b>Castle Point</b>
2012/13 outturn	(£148,700)	(£122,260)	(£1,450)	(£33,310)	£8,880	£23,190
2013/14 outturn	(£153,520)	(£176,710)	(£9,280)	(£4,110)	£28,410	£12,280
Surplus increased by	<b>£4,820</b>	<b>£54,450</b>	<b>£7,830</b>			
Surplus decreased by				<b>£29,200</b>		
Deficit decreased by						<b>£10,910</b>
Deficit increased by					<b>£19,530</b>	

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.

Working in Partnership with the Maldon Park Rangers to provide evening and seasonal enforcement continues to have a very positive effect on the Maldon position, improving the Maldon surplus position by £7,830 compared to the previous year. The Chelmsford position remains consistent with the previous year's performance and has further increased the surplus position by 3%. An 11% increase in overall income in the Brentwood area has been a factor in further improving the Brentwood surplus position by 44%.

The Basildon account remains in a surplus position but the surplus position has reduced by £29,200 compared to the previous year. Higher than expected levels of sickness, staff turnover and the CCTV vehicle not operational while awaiting the new replacement vehicle has been a contributing factor and resulted in a reduction of PCN income by £35,890 compared to the previous year.

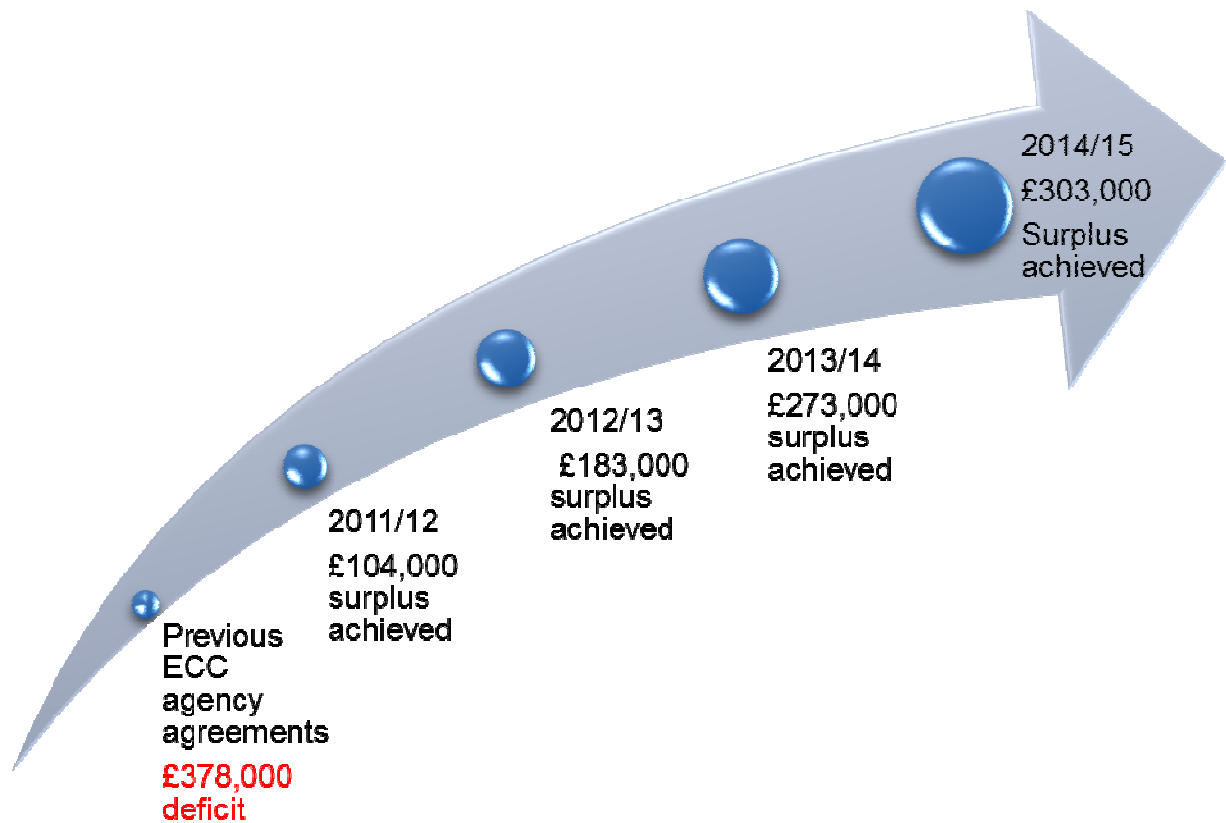
The staffing level in Rochford has also been challenging this year and the introduction of agency staff to replace a vacant position proved unsuccessful on this occasion. In the previous year the Partnership was in a position to supply additional

Partnership enforcement staff to cover periods of sickness and holiday but this was less feasible this year due to the overall staffing levels and challenges across the Partnership areas. As a result the PCN income in Rochford was down £39,850 compared to the previous year and resulted in an increased deficit position by £19,530.

The deficit position for Castle Point has slightly improved by £10,910 compared to the previous year.

Overall the outturn position for the whole Partnership has resulted in an 11% increase in surplus compared to the previous year.

**Figure 2** shows the financial benefit of Partnership working in the first four years of operation against the previous agency arrangements.



**Figure 2**

### 3.3 TRO function 2014/15 financial outturn

**Table 5** provides details of the TRO operational costs and the amount of agreed funding by ECC to cover these costs. In 2014/15 the amount of operational costs exceeded the amount of agreed funding by £17,617. **Table 6** provides information on the amount of funding provided by ECC to maintain existing signs and lines and TROs.

In the first three years of operation ECC have provided £850,000 funding of which £776,116 has been allocated to sign and line maintenance and TRO schemes, allowing for a carry forward of £73,884 to be taken into 2015/16 for further maintenance works.

The total amount of funding allocated in 2014/15 for new TROs and maintenance of signs and lines is £222,596.

**Table 5: 2014/15 Financial position of the TRO staff related costs.**

TRO revenue budget	2014/15 estimated budget	2014/15 actual outturn
Salaries	£121,567	£126,230
Direct expenditure	£4,500	£5,150
Indirect expenditure	£21,126	£26,227
Total	£147,193	£157,607
ECC funding	(£147,193)	(£150,130)
<b>Total</b>	<b>£0</b>	<b>£7,477</b>

**Table 6 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 2014	(£450,000)
2014/15 annual maintenance	(£150,000)
<b>Total</b>	<b>(£850,000)</b>
Signs and lines and new TRO approved funding to date	£776,116
<b>Total funding available to carry forward into 2015/16</b>	<b>(£73,884 )</b>

### 3.4 Managing the Partnership surplus

The first four years of operation have resulted in an overall Parking Partnership surplus of £864,150.

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.

At its meeting on 13 March 2014 the Joint Committee approved funding of £30,000 to provide the CEOs with CCTV body worn equipment and the associated central IT systems and accessories. The equipment was purchased and issued during the financial year resulting in a final cost of £27,019

Included in the Annual Business Plan for 2015/16 was a recommendation to supply the CEOs with new handheld computers to ensure that they can continue to effectively carry out their roles. The Joint Committee gave permission for the South Essex Parking Partnership Manager to purchase suitable handheld computers, ticket printers and cameras up to a maximum cost of £60,000.

The cost to operate the TRO operational costs exceeded the funding provided by ECC by £7,477.

It is recommended that the Joint Committee agree to allocate £7,477 of the Partnership surplus to cover the additional cost of the TRO function. If this recommendation is approved the overall Partnership surplus will be £618,046 and £150,000 reserve. **Table 7** provides a breakdown of the funding allocated by the Joint Committee.

From 1 April 2015 the Parking Partnership will be fully funding the TRO operational costs. These costs, on average, are approximately £168,000 and therefore the level of surplus achieved in the first four years of operation will reduce year on year from 2015/16

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 TRO operational costs, will continue to produce a modest surplus.

Based on this forecast the Parking Partnership is now 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. A report will be presented at the 10 September 2015 Joint Committee Meeting with a recommendation(s) regarding potential allocation of funds.

**Table 7 2014/15 Financial Position of the South Essex Parking Partnership**

Surplus achieved from 1 April 2011 to 31 March 2014	(£561,220)
2014/15 surplus (includes expenditure of £27,019 for body worn CCTV cameras)	(£302,930)
<b>Total surplus</b>	<b>(£864,150)</b>
Reserve maintained for 2015/16	£150,000
Surplus allocated to balance 2012/13 & 2013/14 TRO account	£28,627
Surplus allocated to balance 2014/15 TRO account (subject to Joint Committee approval)	£7,477
Funding allocated to supply new handheld computers and associated accessories	£60,000
Surplus available for investment back into the TRO function, the long term business plan and operational improvements and traffic management schemes.	<b>(£618,046)</b>

## 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 2014/15.

### 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 Case, 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 2014/15 are as follows:

Joint Committee Meeting	Items approved
5 June 2014	<ul style="list-style-type: none"> <li>➤ Financial outturn 2013/14</li> <li>➤ Annual Governance Statement</li> </ul>
15 July 2014	<ul style="list-style-type: none"> <li>➤ Annual Report 2013/14</li> </ul>
11 September 2014	<ul style="list-style-type: none"> <li>➤ Audited Parking Partnership Account</li> <li>➤ SEPP enforcement operation policies reviewed</li> </ul>
11 December 2014	<ul style="list-style-type: none"> <li>➤ 2014/15 Business Plan</li> </ul>
12 March 2015	<ul style="list-style-type: none"> <li>➤ TRO policy amendments</li> </ul>

The Joint Committee is supported by the South Essex Parking Partnership Manager and 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](http://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 2014/15 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
11 September 2014	<ul style="list-style-type: none"> <li>➤ Batch 8 maintenance works (£58,353)</li> <li>➤ £32,500 funding for new TROs to provide resident parking schemes and parking restrictions in Basildon, Chelmsford, Maldon and Castle Point</li> </ul>
5 February 2015	<ul style="list-style-type: none"> <li>➤ Batch 9 maintenance works (£85,291)</li> <li>➤ £50,100 funding for new TROs to provide resident parking schemes and parking restrictions in Basildon, Chelmsford, Maldon, Rochford and Basildon</li> </ul>

The proposed TROs considered, during 2014/15 at the Sub Committee meetings for considering objections to a proposed TRO are as follows:

TRO Sub Committee	Items considered.
11 September 2014	<ul style="list-style-type: none"> <li>➤ Seven Arches Road, Brentwood (Resident Parking Scheme – agreed to be made as advertised)</li> <li>➤ Hutton Road, Brentwood (implement double yellow lines – agreed to be made as advertised)</li> <li>➤ Rhapsody Crescent, Brentwood (implement double yellow lines – approved with modifications)</li> </ul>

	<ul style="list-style-type: none"> <li>➤ Waterhouse Street, Brentwood (Residents Parking Scheme – approved with modifications)</li> <li>➤ Shelley Road and Morris Road, Chelmsford (Residents Parking Scheme – agreed to be made as advertised)</li> <li>➤ Hampstead Gardens, Rochford (Residents Parking Scheme – agreed to be made as advertised)</li> <li>➤ Mornington Avenue, Rocheway, Stambridge Road, Weir Pond Road, Rochford (Residents Parking Scheme – approved with modifications)</li> <li>➤ Pottery Lane, Chelmsford (Residents Parking Scheme – agreed to be made as advertised)</li> <li>➤ Grange Gardens, Waltham Road, Purleigh Road Rochford (Residents Parking Scheme – agreed to be made as advertised)</li> </ul>
11 December 2014	<ul style="list-style-type: none"> <li>➤ Chelmer Avenue, Rayleigh (Residents Parking Scheme – agreed to be made as advertised)</li> <li>➤ London Road, Maldon (Residents Parking Scheme – approved with modifications)</li> <li>➤ Lynton Road, Hadleigh (Residents Parking Scheme – agreed that order will not be made)</li> </ul>

## 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 8** shows the number of maintenance schemes processed during 2014/15 compared to schemes completed in 2013/14.

**Table 8 Number of maintenance schemes processed and completed during 2014/15 compared to schemes completed in 2013/14**

Number of lines and signs schemes processed							
	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
2013-2014	35	43	29	55	34	29	<b>225</b>
2014-2015	25	26	33	29	18	23	<b>154</b>

The TRO team is also responsible for receiving new requests for parking restrictions. When each new request is received, an assessment is carried out. This includes a site visit, informal discussions with local residents and the necessary checks carried out against the criteria and priorities of the Parking Partnership.

To ensure local influence is maintained on decisions made, a report with recommendations will be presented to the lead officer and relevant area Joint Committee Member to discuss and agree locally. Regular meetings have been conducted throughout the year for this purpose. **Table 9** shows the amount of new requests for parking restrictions received showing the comparison between 2013/14 and 2014/15.

The TRO team deal with a significant amount of new requests and the process for receiving these requests was reviewed by lead officers in 2014/15. A new application form, which requires the requester to detail the parking issues and demonstrate a level of support for a proposed scheme, was approved by the Joint Committee at its meeting on 12 March 2015. The intention of this new application form is to reduce the amount of single opinion applications where the surrounding residents / businesses do not necessarily share the same view.

**Table 9 Requests for parking restrictions received**

Requests for parking restrictions								
Month	Year	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
April	2013	2	1	2	11	2	6	<b>24</b>
May	2013	3	5	1	21	2	5	<b>37</b>

June	2013	6	1	1	4	3	3	<b>18</b>
July	2013	8	6	2	11	1	4	<b>32</b>
August	2013	10	8	2	6	0	4	<b>30</b>
September	2013	5	7	3	10	1	1	<b>27</b>
October	2013	5	1	3	3	2	1	<b>15</b>
November	2013	4	2	1	10	3	5	<b>25</b>
December	2013	5	6	1	6	0	11	<b>29</b>
January	2014	10	10	2	6	1	11	<b>40</b>
February	2014	5	11	5	13	5	7	<b>46</b>
March	2014	9	6	4	10	1	2	<b>32</b>
<b>Total</b>		<b>72</b>	<b>64</b>	<b>27</b>	<b>111</b>	<b>21</b>	<b>60</b>	<b>355</b>
April	2014	6	7	2	8	1	0	<b>24</b>
May	2014	3	2	6	9	1	5	<b>26</b>
June	2014	1	6	3	11	5	6	<b>32</b>
July	2014	2	4	1	6	1	3	<b>17</b>
August	2014	7	2	6	6	2	7	<b>30</b>
September	2014	7	1	4	5	3	6	<b>26</b>
October	2014	2	9	4	6	4	11	<b>36</b>
November	2014	5	1	4	4	1	6	<b>21</b>
December	2014	7	5	0	4	1	2	<b>19</b>
January	2015	8	2	4	2	1	5	<b>22</b>
February	2015	4	2	4	4	1	2	<b>17</b>
March	2015	10	6	5	14	2	8	<b>45</b>
<b>Total</b>		<b>62</b>	<b>47</b>	<b>43</b>	<b>79</b>	<b>23</b>	<b>61</b>	<b>315</b>

Part of the assessment process involves informal consultations with local residents and businesses who will be affected by the changes. **Table 10** shows the amount of consultations undertaken in 2014/15 compared to 2013/14.

**Table 10 Consultations completed**

<b>Consultations</b>							
	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
2013-2014							
No. of roads	6	12	4	35	7	29	<b>93</b>
No. of residents	80	452	80	1423	345	974	<b>3354</b>

2014-2015							
No. of roads	18	9	24	142	5	13	<b>211</b>
No. of residents	596	610	432	5395	184	284	<b>7501</b>

Since the Partnership has operated the TRO function, a total of 101 new TRO schemes have been approved. 25 of the total new schemes were approved during 2014/15. To date 60 new TROs have been fully implemented, of which 28 were implemented during 2014/15

**Table 11 TRO requests completed**

Number of TRO Variation Orders completed							
	Basildon	Brentwood	Castle Point	Chelmsford	Maldon	Rochford	Total
2012-2014	8	5	0	14	4	0	<b>32</b>
2014-2015	4	4	7	4	3	6	<b>28</b>

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 12** provides a breakdown of the amount of suspensions and road closures processed in 2013/14 and the comparison to 2012/13

**Table 12 Suspensions and road closures processed**

Suspensions, Road Closures & Street Parties							
2013-2014							
Suspensions	2	18	1	13	2	4	<b>40</b>
Road Closures	0	0	0	12	0	0	<b>12</b>
Total							<b>47</b>
2012-2013							
Suspensions	1	4	2	15	1	2	<b>25</b>
Road Closures	0	0	0	23	0	0	<b>23</b>
Total							<b>48</b>

### **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 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 Changes to Legislation

On 6 December 2013, the Government launched a consultation paper on local authority parking enforcement. The consultation asked a number of questions and invited views on a number of aspects of local authority parking enforcement.

The outcome of the consultation in 2014/15 resulted in two changes to the current legislation:

#### **SI 2015 No.561 (Grace periods for paid for parking)**

Made:	5 March 2015
Laid before Parliament:	5 March 2015
Came into force :	6 April 2015

From 6 April 2015 the amount of grace period given to a motorist when the permitted parking period has expired will increase from 5 minutes to 10 minutes before a PCN can be issued.

The follow paragraph is taken from the Secretary of State's Statutory Guidance to Local Authorities on Civil Enforcement of Parking Contraventions:

#### Grace periods

*8.11 Parking policy should be designed to enable people to access the community and carry out their business as easily as possible. Whilst it is important to undertake enforcement, to prevent abuse of parking facilities to the detriment of the majority, enforcement should be sensitive, fair and proportionate. This would not be the case if a driver received a penalty for returning to their vehicle only moments after the expiry of a period of permitted parking. Therefore, from 6 April 2015, the law requires that a penalty charge **must** not be issued to a vehicle which has stayed parked in a parking place on a road or local authority car park beyond the permitted parking period for a period of time not exceeding 10 minutes. The grace period applies to on-street and off-street parking places provided under traffic orders, whether the period of*



*parking is paid or free. Any penalty charge issued before expiry of the 10 minute grace period would be illegal, unless the vehicle is parked unlawfully (e.g. where the motorist has not paid any required parking fee or displayed a parking ticket where required).*

**8.12** *It is important that all civil enforcement officers understand that grace periods only apply to designated parking places where a person is permitted to park. A road with a restriction (e.g. single yellow line) or prohibition (e.g. double yellow line) is not a 'designated' parking place either during – or outside of- the period of the restriction or prohibition.*

#### **SI 2015          No. (CCTV enforcement)**

Made:                                  27 March 2015  
Came into force :                1 April 2015

From April 1<sup>st</sup> 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**

**8.7** *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 Right to Challenge Parking Polices**

***Traffic Management Network Traffic Duty Guidance.***

This new policy guidance ensures that members of the public, businesses and organisations are given the opportunity to request and review parking traffic management schemes. SEPP already have an agreed policy in place which meets the criteria of the new guidance. The SEPP policy clearly specifies how to request a review of parking management and also clearly states the process involved and the responsible bodies for decision making. This policy was updated in March 2015 to introduce a new request form, which relies on the requester gaining sufficient support in the form of a petition.

The changes to legislation and impact on the Parking Partnership were discussed at the September 2014 Joint Committee Meeting and it was agreed that the overall effect of the new legislation would have a minimal effect on the current operation

### **4.3.2 The MiPermt system**

In May 2014 the new MiPermit system was successfully launched to the residents of Chelmsford City. This was followed by the launch of the system in Rochford during November 2014

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>

The MiPermit system will be introduced in phases across the other Partnership areas during 2015/16

### **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 13 Annual Patrol Performance 2012/13**

Patrol visits to streets	303,014
Observations (PCN not issued)	164,252
PCNs issued	34,186

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 high number (14,286) of 01 and 02 contravention PCNs issued.

The Partnership has contributed to improving the quality and accessibility of public transport by issuing 1,043 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 1,655 PCNs issued. Residents who encounter commuter parking problems have had the benefit of regular daily patrols of the Resident Parking Zones resulting in 7,988 PCNs issued to unauthorised vehicles in contravention of code 12 and 19.

#### **Contraventions for PCNs issued across the South Essex Parking Partnership**

<b>Code</b>	<b>Description</b>	<b>PCNs issued Foot patrol</b>	<b>PCNs Issued CCTV</b>	<b>Total</b>
01	Parked in a restricted street	11,459		<b>11,459</b>
02	Loading in a restricted street	1,874	953	<b>2827</b>
05	Parked after payment expired	603		
06	Parked without correctly displaying ticket / permit	1,163		<b>1,163</b>
07	Feeding the meter	44		<b>44</b>
10	Park without clear display	2		<b>2</b>
11	Parked without payment	7		<b>7</b>
12	Parked in a residents place (higher level)	7,202		<b>7,202</b>
16	Parked in a permit place	177		<b>177</b>
19	Parked in a residents place (lower level)	786		<b>786</b>
21	Parked in a suspended bay	14		<b>14</b>
22	Re-parked in same place	351		<b>351</b>
23	Wrong class of vehicle	1,754		<b>1,754</b>

24	Not parked correctly	73		<b>73</b>
25	Parked in a loading place	498		<b>498</b>
26	Double parked in a SEA	35		<b>35</b>
27	Dropped footway in a SEA	297		<b>297</b>
30	Parked longer than permitted	2,440		<b>2,440</b>
40	Blue badge parking only	1,655		<b>1,655</b>
42	Police vehicles	1		<b>1</b>
45	Taxi rank only	664	372	<b>1,036</b>
46	Clearway	108	188	<b>296</b>
47	Restricted bus stop or stand	463	580	<b>1,043</b>
48	Restricted school area	103	48	<b>151</b>
49	Cycle track or lane	20		<b>20</b>
62	Footpath parking	2		<b>2</b>
99	Pedestrian crossing	168	82	<b>250</b>
	<b>Total</b>	<b>31,963</b>	<b>2,223</b>	<b>34,186</b>

#### 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	

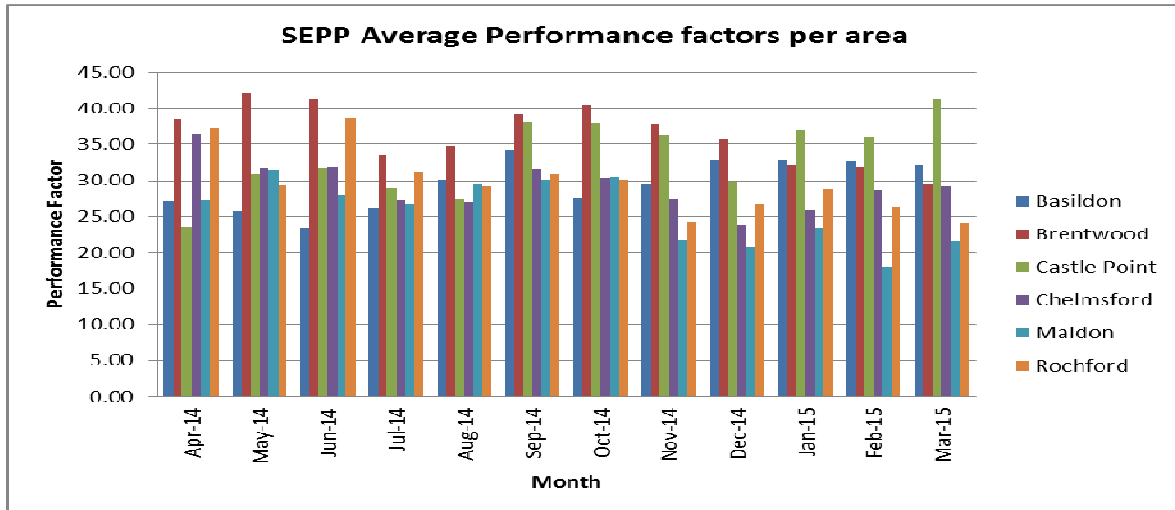
The overall average annual performance score for CEOs across all partner areas is currently 31 (Exceeds the required level of performance (Good)).

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. The amount of daily PCNs issued

in Maldon has increased with the additional evening and seasonal enforcement by the Park Rangers.

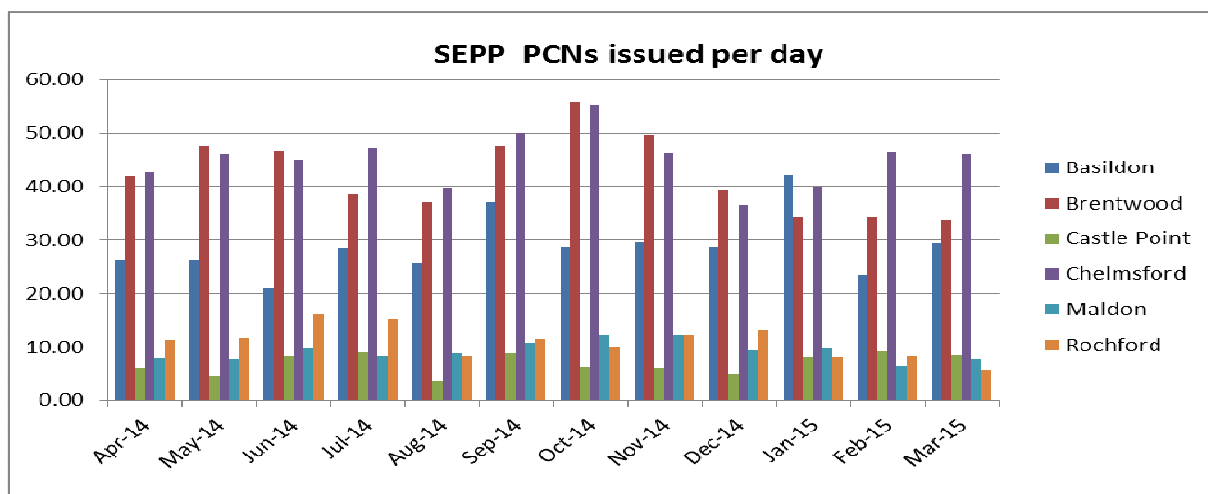
The following tables show the overall average monthly performance score for each geographical area and the average daily PCN issue rate for each area.

### Average monthly performance factor for all CEOs across the Partnership



	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Year average
<b>Basildon</b>	27.09	25.67	23.49	26.10	30.09	34.27	27.62	29.40	32.80	32.84	32.66	32.04	<b>29.51</b>
<b>Brentwood</b>	38.49	42.11	41.36	33.51	34.79	39.07	40.47	37.81	35.76	32.09	31.80	29.53	<b>36.40</b>
<b>Castle Point</b>	23.60	30.90	31.75	28.97	27.47	38.15	38.05	36.30	29.90	37.10	35.90	41.30	<b>33.28</b>
<b>Chelmsford</b>	36.42	31.74	31.83	27.37	26.94	31.58	30.38	27.51	23.82	25.94	28.71	29.17	<b>29.28</b>
<b>Maldon</b>	27.30	31.50	28.00	26.70	29.50	30.15	30.45	21.70	20.75	23.45	17.95	21.55	<b>25.75</b>
<b>Rochford</b>	37.30	29.23	38.67	31.17	29.17	30.87	30.10	24.17	26.75	28.75	26.40	24.10	<b>29.72</b>
<b>Month average</b>	<b>31.70</b>	<b>31.86</b>	<b>32.52</b>	<b>28.97</b>	<b>29.66</b>	<b>34.01</b>	<b>32.85</b>	<b>29.48</b>	<b>28.30</b>	<b>30.03</b>	<b>28.90</b>	<b>29.61</b>	<b>30.66</b>

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



	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Ave Total
<b>Basildon</b>	26.30	26.21	20.90	28.63	25.65	37.12	28.78	29.54	28.78	42.17	23.38	29.49	28.91
<b>Brentwood</b>	41.86	47.62	46.76	38.63	37.12	47.62	55.75	49.74	39.24	34.14	34.24	33.73	42.20
<b>Castle Point</b>	6.11	4.70	8.30	9.09	3.74	8.84	6.26	6.01	4.94	8.08	9.19	8.53	6.98
<b>Chelmsford</b>	42.67	46.11	45.15	47.12	39.74	49.94	55.35	46.41	36.66	40.05	46.51	46.21	45.16
<b>Maldon</b>	7.92	7.57	9.79	8.30	8.80	10.75	12.42	12.12	9.29	9.64	6.46	7.80	9.24
<b>Rochford</b>	11.36	11.61	16.11	15.25	8.23	11.46	10.15	12.12	13.23	8.18	8.23	5.70	10.97
<b>Total</b>	136.22	143.82	147.01	147.02	123.28	165.73	168.71	155.94	132.14	142.26	128.01	131.46	143.47

### 4.3.5 Staff training and wellbeing

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 be 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. This followed a discussion at a Joint Committee Meeting where a CEO had been the unfortunate victim of an assault, which resulted in a prosecution.

As a result, the Joint Committee agreed funding to supply CEOs with a body worn CCTV device for enhanced protection and to assist police with their enquiries, should such an event happen again.



Since the introduction of this equipment the amount of reported incidences of verbal abuse and threatening behaviour has reduced by 50%

The use of CCTV surveillance equipment is subject to compliance with the surveillance camera code of practice which is produced by the Home Office and Surveillance Camera Commissioner.

The Code of practice sets out 12 principles which encapsulates:

- Data Protection Act 1998
- Freedom Information Act 2000
- Human Rights Act 1998
- Protection of Freedoms Act 2012

To ensure compliance with the 12 guiding principles SEPP have created the following documents:

- Policy & Operational Guidelines
- Privacy Impact Assessment
- Website publication
- Your Questions Answered

A meeting was held between the Parking Enforcement Operations Manager and the Surveillance Camera Commissioner Manager (SCCM) to discuss the intended use of the equipment and the associated policies. The SCCM fully approved all the documentation and how the equipment will be used in the course of duty. They also granted permission for the Parking Partnership to use their approval in any publication.

A workshop training day has been completed by all CEOs and essential users, to ensure that all responsible staff has had full training on the code of practice and how to operate the equipment in the workplace.

The Policy and Operational Guidelines can be found at the following link: [www.chelmsford.gov.uk/body-worn-cctv](http://www.chelmsford.gov.uk/body-worn-cctv) and provide an overview regarding the intended use of the equipment and how the 12 principles will be met.

All CEOs are also required by the Partnership to pass a City and Guilds parking enforcement course. This course provides staff with comprehensive knowledge of parking enforcement legislation and health and safety aspects of the role. This course is recognised as an industry standard and adheres to the good practice guidance as set out in the TMA 2004

#### **4.3.6 CCTV vehicle**

The Partnership is in possession of a CCTV vehicle, based within the Basildon District. It complements the Basildon operation, is operated by the Basildon CEOs and has again proven to be an effective method of enforcement for contraventions which do not require an observation period. The vehicle has been particularly effective patrolling the many no waiting and no loading restrictions, clearways, School Keep Clear and bus stops where parking can cause significant safety and congestion issues.

The CCTV vehicle lease arrangement expired on 1 February 2015. During 2014 the Parking Partnership explored various options to replace the vehicle and the cost involved. The most cost effective method was to purchase a vehicle outright and install the new CCTV equipment in it. This method is also considerably more cost effective than the previous lease arrangement. Initial arrangements were made with the service provider to carry out this work and supply a vehicle at the same time the existing vehicle was returned. The Government's initial proposal to ban the use of CCTV put this replacement schedule on hold awaiting further developments.

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.

Since the introduction of the new legislation it was agreed that the vehicle could be used in the following manner:

- The vehicle can be used for part CCTV patrol and part foot patrol and will replace one of the aging fleet vehicles which will need replacing in the next two years.
- The camera can be adapted to become an ANPR reader which can monitor the virtual Resident Permits in the Resident Parking Zones.
- The vehicle can be shared across other Partnership areas to monitor bus stop and School Keep Clear parking restrictions.

The new vehicle was purchased in February 2015 and was delivered to the Partnership in April 2015.





There was no CCTV enforcement during the months of February and March and this is reflected in the amount of PCNs issued in 2014/15 compared to 2013/14.

**Table 14 Financial Performance of the CCTV vehicle 2014/15**

Expenditure	
Vehicle lease	£9,867
Vehicle insurance	£649
Fuel	£2,160
Annual CCTV equipment maintenance contract	£3,954
Chipside CCTV media processing	£3,500
Secure CCTV office and garage for vehicle	£1,500
Staff costs (during normal hours)	£18,000
Staff costs (out of hours)	£4,791
<b>Total expenditure</b>	<b>£44,421</b>
PCN income	
<b>Cash basis</b>	(£65,576)
<b>Total (surplus)</b>	<b>(£21,155)</b>
<b>Potential un-recovered fines</b>	<b>(£6,200)</b>

## 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, 1 (FTE) resident permit officer 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 2014/15 there was an overall increase in the volume of work functions by 16%. The amount of telephone calls managed by the team has increased by 66% and follows the introduction of the virtual MiPermit system. Although work processes have increased the level of staff has remained the same as the shift of moving resident parking customers to the on-line systems has reduced the amount of manual paper handling to customer service phone helpline duties.

**Table 16 Back Office work volumes processed in 2013/14 and compared to 2012/13**

<b>Process</b>	<b>2013/14</b>	<b>2014/15</b>
Informal and formal challenges received	9,048	7,762
Other correspondence received	2,949	3,219
Correspondence sent out including automatic system generated	28,928	27,095

documents		
Resident permits processed	8,534	8,800
Other permits	7,849	7,795
Telephone calls received	22,544	37,744

## 5 PCN issue and recovery rates

The following section provides statistical information relating to the amount of PCNs issued and recovered in financial year 2013-14.

The following table shows the PCN issue and recovery rates for the Parking Partnership. These recovery figures were extracted from the system on 6 May 2015. The recovery figures will improve slightly once all the outstanding cases have progressed through the various stages.

The 2014/15 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 0.7% of PCNs written off due to CEO error, 6% 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 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.

\* Note; 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.

<b>South Essex Parking Partnership</b>	<b>Total PCNs</b>
Number of Higher level PCNs issued	28,717
Number of lower level PCNs issued	5,469
Number of total PCNs issued	34,186
Number of PCNs paid	25,876
Number of PCNs paid at discount amount	22,013
Number of PCNs against which an informal or formal representation was made	7,660
Number of PCNs cancelled as a result of an informal or a formal representation	2,389
Number of PCNs written off due to CEO error	252
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	2,172
Number of appeals to adjudicator	55
*Number of appeals rejected	16
*Number of appeals allowed	15
*Number of appeals non-contested	24
<b>% against total PCN's Issued</b>	<b>Total PCNs</b>
Percentage of Higher level PCNs issued	84%
Percentage of lower level PCNs issued	16%
Percentage of PCNs paid	76%
Percentage of PCNs paid at discount amount	64%
Percentage of PCNs against which an informal or formal representation was made	22%
Percentage of PCNs cancelled as a result of an informal or a formal representation	7%
Percentage of PCNs written off due to CEO error	0.7%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	6%
Percentage of appeals to adjudicator	0.2%
*Percentage of appeals rejected	29%
*Percentage of appeals allowed	27%
*Percentage of appeals non-contested	44%

## 5.1 PCN issue rate comparison

The following tables compare the PCN issue rates of 2014/15 against the previous three years performance

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

Overall there has been a 7% decrease in the amount of PCNs issued compared to the previous year. Brentwood and Castle Point PCN levels have increase by 9% and 7% respectively, with the level of Chelmsford PCN remaining consistent with a slight reduction of 1.6%. Maldon also experienced a modest reduction of 6% with Basildon and Rochford experiencing a greater downturn in issue rates by 21% and 32%. The contributing factors to the greater than expected down turn in these areas has been previously explained on page 13 and 14 of this report.

## 6 Conclusion

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

The year on trend of an increasing surplus position has continued this year with an 11% increase on the previous year.

The outturn against the previous year financial performance has resulted in a £36,400 reduction in overall expenditure of which £28,770 is a reduction in direct expenditure and £7,630 is a reduction in the central support costs.

The level of income has reduced by £7,120 with a decrease in PCN income of £51,130. The amount of Resident Parking Permit income has increased by £19,500 and the income from on-street pay and display has increased by £28,280

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 2014/15 £222,596 was allocated for new TROs and sign and line maintenance and 154 sign and line sign maintenance schemes and 28 new TRO schemes were completed.

The financial performance of the parking account, to date, has enabled the Partnership to fully fund the TRO function from 1 April 2015 and is expected to maintain a modest year on surplus. Based on this forecast the Parking Partnership

is now 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.

The Joint Committee has invested into the safety and wellbeing of the CEOs, authorising £30,000 funding to supply body-worn CCTV cameras. Since the introduction of this equipment there has been a 50% reduction in the amount of incident forms submitted whereby a CEO has reported an act of verbal or intimidating aggression.

The successful introduction of the MiPermit system in Chelmsford has provided a streamline service which enables residents to manage, purchase and activate virtual permits via an on-line account. This system will be introduced throughout the Partnership during 2015.

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 a 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 Report 2013/14	<a href="http://www.chelmsford.gov.uk/sepp">www.chelmsford.gov.uk/sepp</a>
Joint Committee Meeting minutes and reports	<a href="http://www.chelmsford.gov.uk/council-meetings">www.chelmsford.gov.uk/council-meetings</a>

## 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

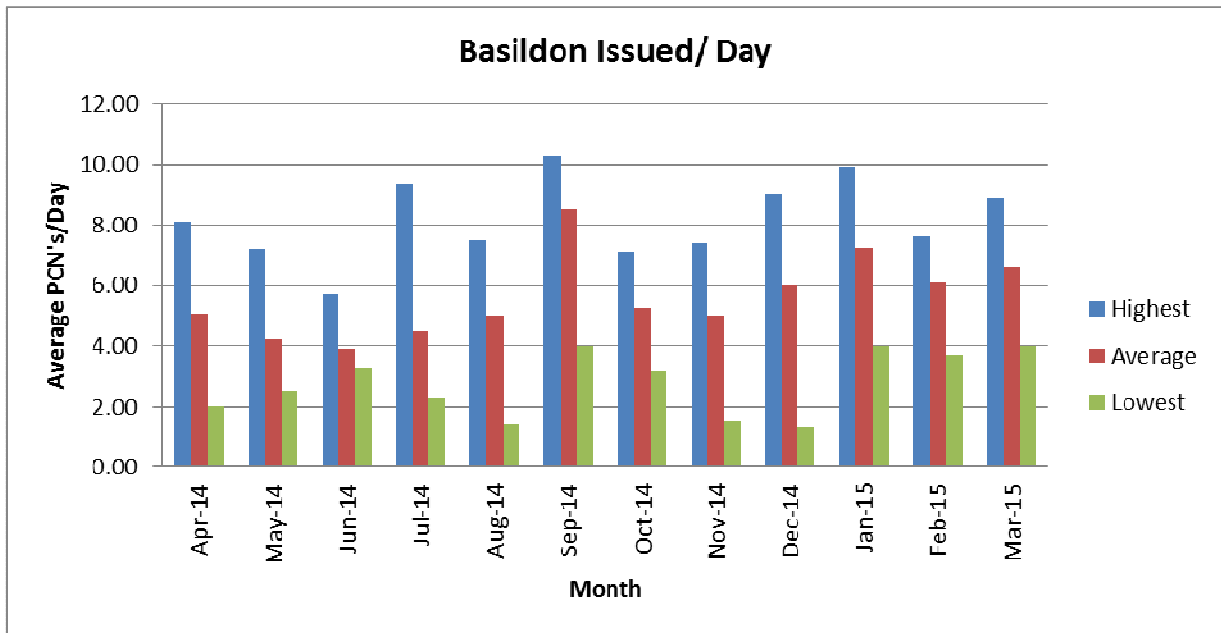
## Basildon

### CEO patrol data

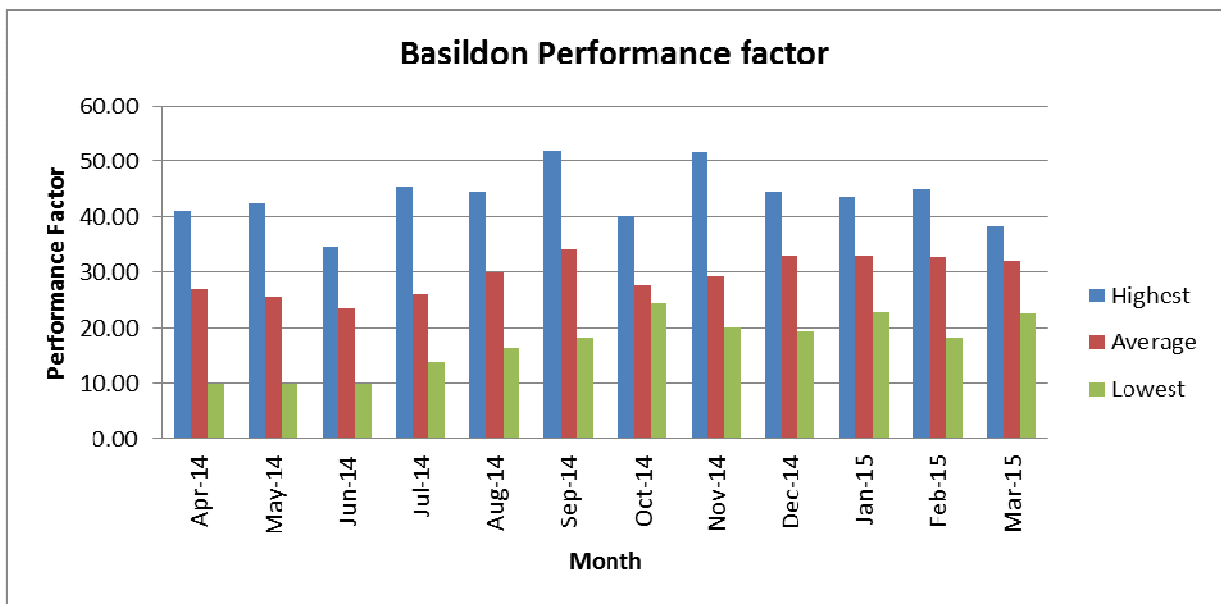
Code	Description	PCNs issued Foot patrol	PCNs issued CCTV
01	Parked in a restricted street	1,472	
02	Loading in a restricted street	181	953
05	Parked after payment expired	2	
06	Parked without correctly displaying ticket / permit	6	
12	Parked in a residents place (higher level)	2,133	
19	Parked in a resident place (lower level)	272	
22	Re-parked in the same place	18	
23	Wrong class of vehicle	4	
24	Not parked correctly	18	
25	Parked in a loading place	21	
26	Double parked in a SEA	10	
27	Dropped footway in a SEA	92	
30	Parked longer than permitted	326	
40	Blue badge parking only	30	
45	Taxi rank only	45	372
46	Clearway	46	188
47	Restricted bus stop or stand	19	580
48	Restricted school area	7	48
49	Cycle track or lane	13	
99	Pedestrian crossing	19	82
	<b>Total</b>	<b>4,734</b>	<b>2,223</b>
	<b>Average PCNs issued per day</b>	<b>19.92</b>	<b>9.35</b>
	<b>Number of streets visited</b>	<b>46,422</b>	
	<b>No of observations made</b>	<b>18,992</b>	
	<b>Average PCN issue rate per CEO</b>	<b>5.2</b>	
	<b>Average performance factor per CEO</b>	<b>29.5</b>	



**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 of financial years 2011-12, 2012-13, 2013-14 and 2014-15

<b>Basildon (without CCTV)</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
PCNs issued	3,958	4,147	5,298	4,734
Comparison with 2011-12		+4.8%	+33.9%	+19.6
Comparison with 2012-13			+27.7%	+14.1%
Comparison with 2013-14				-10.6%

<b>Basildon CCTV vehicle</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
PCNs issued	3,161	3,279	3,564	2,223
Comparison with 2011-12		+3.7%	+12.7%	-29.6%
Comparison with 2012-13			+8.7%	-32.20%
Comparison with 2013-14				-37.63%

## PCN issue and recovery rates

<b>Basildon (without CCTV)</b>	<b>Total PCNs</b>
Number of Higher level PCNs issued	4,092
Number of lower level PCNs issued	642
Number of total PCNs issued	4,734
Number of PCNs paid	3,313
Number of PCNs paid at discount amount	2,753
Number of PCNs against which an informal or formal representation was made	1,159
Number of PCNs cancelled as a result of an informal or a formal representation	417
Number of PCNs written off due to CEO error	23
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	373
Number of appeals to adjudicator	4
*Number of appeals rejected	3
*Number of appeals allowed	1
*Number of appeals non-contested	0
<b>% against total PCN's Issued</b>	<b>Total PCNs</b>
Percentage of Higher level PCNs issued	86%
Percentage of lower level PCNs issued	14%
Percentage of PCNs paid	70%
Percentage of PCNs paid at discount amount	58%
Percentage of PCNs against which an informal or formal representation was made	24%
Percentage of PCNs cancelled as a result of an informal or a formal representation	9%
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	0.1
*Percentage of appeals rejected	75%
*Percentage of appeals allowed	25%
*Percentage of appeals non-contested	0%

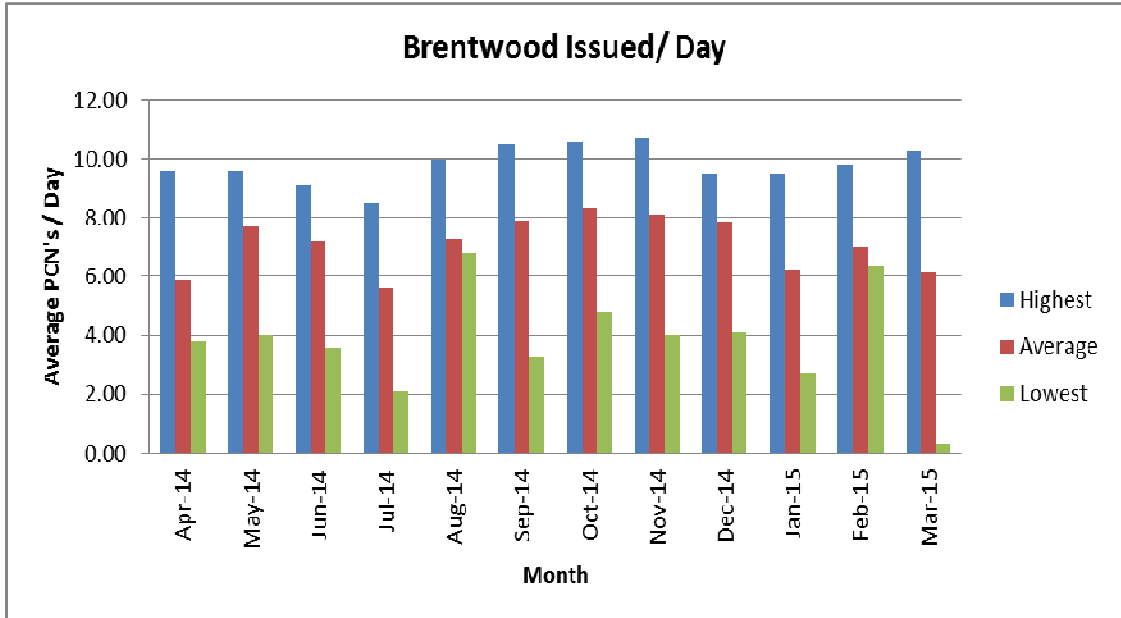
<b>Basildon CCTV Vehicle</b>	<b>Total PCNs</b>
Number of Higher level PCNs issued	2,223
Number of lower level PCNs issued	n/a
Number of total PCNs issued	2,223
Number of PCNs paid	1,635
Number of PCNs paid at discount amount	1,515
Number of PCNs against which an informal or formal representation was made	512
Number of PCNs cancelled as a result of an informal or a formal representation	165
Number of PCNs written off due to CEO error	6
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	234
Number of appeals to adjudicator	9
*Number of appeals rejected	0
*Number of appeals allowed	2
*Number of appeals non-contested	7
<b>% against total PCN's Issued</b>	<b>Total PCNs</b>
Percentage of Higher level PCNs issued	100%
Percentage of lower level PCNs issued	n/a
Percentage of PCNs paid	74%
Percentage of PCNs paid at discount amount	68%
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	7%
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)	10%
Percentage of appeals to adjudicator	0.4%
*Percentage of appeals rejected	0%
*Percentage of appeals allowed	22%
*Percentage of appeals non-contested	78%

## Brentwood

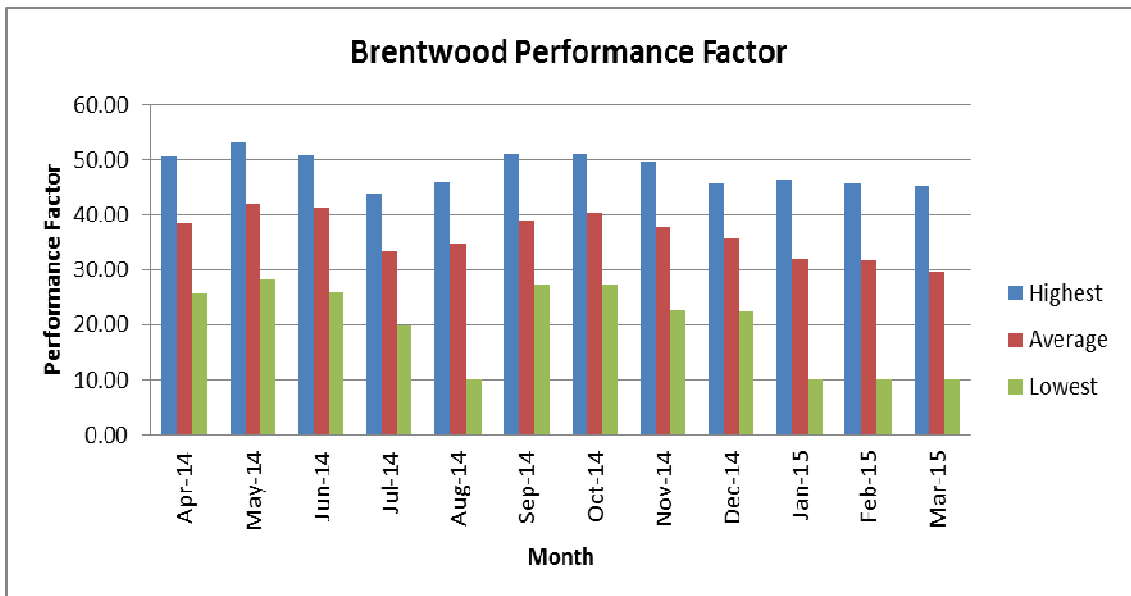
### CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	3,694
02	Loading in a restricted street	627
05	Parked after payment expired	177
06	Parked without correctly displaying ticket / permit	308
11	Parked without payment	2
12	Parked in a residents place (higher level)	1,596
19	Parked in a resident place (lower level)	298
16	Parked in a permit place	127
21	Parked in a suspended bay	1
22	Re-parked in the same place	269
24	Not parked correctly	28
23	Wrong class of vehicle	221
25	Parked in a loading place	353
27	Dropped footway in a SEA	7
30	Parked longer than permitted	1,216
40	Blue badge parking only	623
45	Taxi rank only	112
47	Restricted bus stop or stand	302
48	Restricted school area	45
99	Pedestrian crossing	25
	<b>Total</b>	<b>10,031</b>
	<b>Number of streets visited</b>	<b>73,244</b>
	<b>No of observations made</b>	<b>83,660</b>
	<b>Average PCN issue rate per CEO</b>	<b>7.1</b>
	<b>Average performance factor per CEO</b>	<b>36.3</b>

**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

<b>Brentwood</b>	<b>Total PCNs</b>
Number of Higher level PCNs issued	7,733
Number of lower level PCNs issued	2,298
Number of total PCNs issued	10,031
Number of PCNs paid	7,982
Number of PCNs paid at discount amount	6,624
Number of PCNs against which an informal or formal representation was made	2013
Number of PCNs cancelled as a result of an informal or a formal representation	574
Number of PCNs written off due to CEO error	55
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	504
Number of appeals to adjudicator	10
*Number of appeals rejected	2
*Number of appeals allowed	5
*Number of appeals non-contested	3
<b>% against total PCN's Issued</b>	<b>Total PCNs</b>
Percentage of Higher level PCNs issued	77%
Percentage of lower level PCNs issued	23%
Percentage of PCNs paid	80%
Percentage of PCNs paid at discount amount	66%
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	0.5%
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	20%
*Percentage of appeals allowed	50%
*Percentage of appeals non-contested	30%

### PCN issue rate comparison

The following tables compare the PCN issue rates of financial years 2011-12, 2012-13 , 2013-14 and 2014/15

<b>Brentwood</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
PCNs issued	9,637	10,002	9,226	10,031
Comparison with 2011-12		+3.8%	-4.26%	+4.09%
Comparison with 2012-13			-7.8%	+0.3%
Comparison with 2013-14				+8.7%

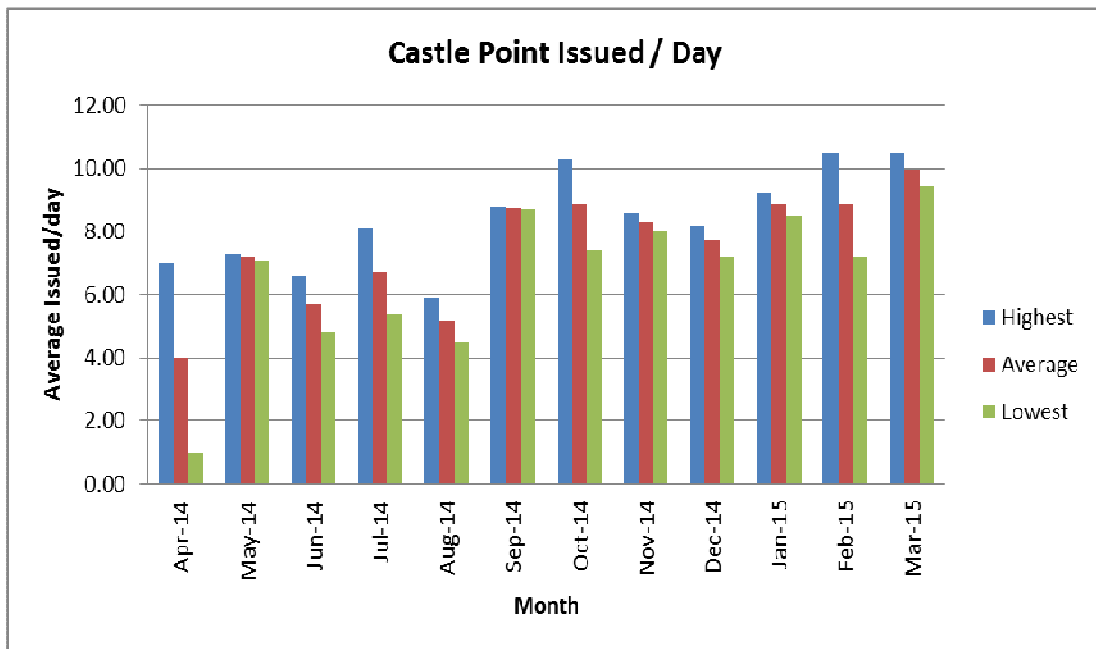


## Castle Point

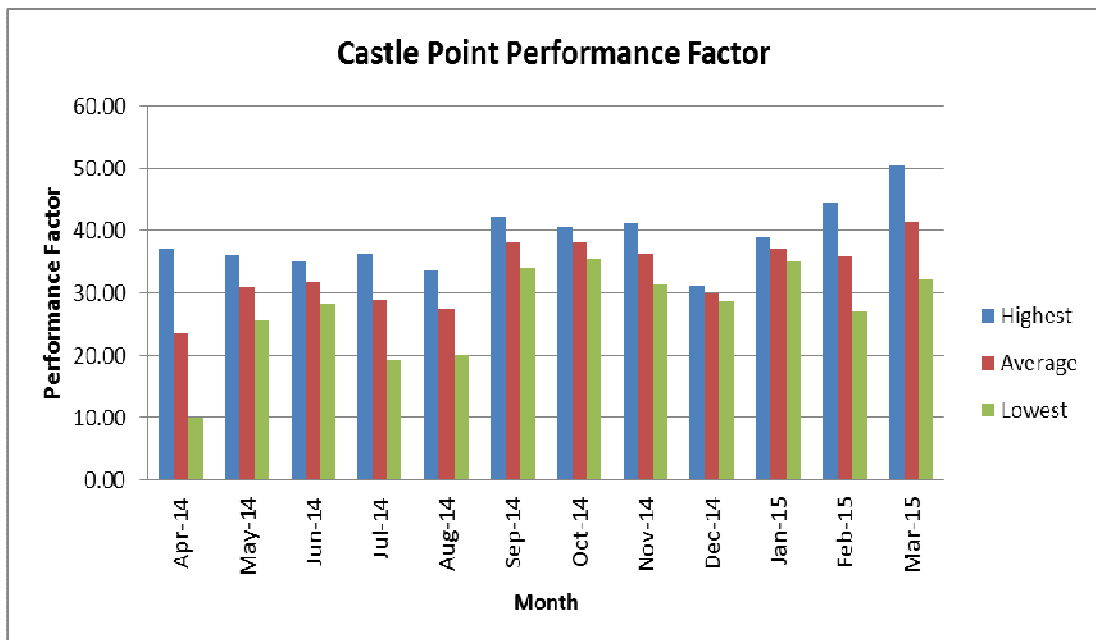
### CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	1,224
02	Loading in a restricted street	9
12	Parked in a residents' place (higher level)	39
19	Parked in a residents' place (lower level)	15
22	Re-parked in the same place	5
24	Not parked correctly	5
27	Dropped footway in a SEA	7
30	Parked longer than permitted	142
40	Blue badge parking only	64
45	Taxi rank only	73
46	Clearway	51
47	Restricted bus stop or stand	15
48	Restricted school area	4
49	Cycle track or lane	1
62	Footpath parking	1
99	Pedestrian crossing	6
	<b>Total</b>	<b>1,661</b>
	<b>Number of streets visited</b>	<b>21,573</b>
	<b>No of observations made</b>	<b>7,139</b>
	<b>Average PCN issue rate per CEO</b>	<b>6</b>
	<b>Average performance factor per CEO</b>	<b>33.2</b>

**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

<b>Castle Point</b>	<b>Total PCNs</b>
Number of Higher level PCNs issued	1,494
Number of lower level PCNs issued	167
Number of total PCNs issued	1,661
Number of PCNs paid	1,361
Number of PCNs paid at discount amount	1,198
Number of PCNs against which an informal or formal representation was made	335
Number of PCNs cancelled as a result of an informal or a formal representation	89
Number of PCNs written off due to CEO error	16
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	45
Number of appeals to adjudicator	3
*Number of appeals rejected	0
*Number of appeals allowed	1
*Number of appeals non-contested	2
<b>% against total PCN's Issued</b>	<b>Total PCNs</b>
Percentage of Higher level PCNs issued	90%
Percentage of lower level PCNs issued	10%
Percentage of PCNs paid	82%
Percentage of PCNs paid at discount amount	72%
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	5%
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	0.2%
*Percentage of appeals rejected	0%
*Percentage of appeals allowed	33%
*Percentage of appeals non-contested	67%

### PCN issue rate comparison

The following tables compare the PCN issue rates of financial years 2011-12, 2012-13, 2013-14 and 2014/15

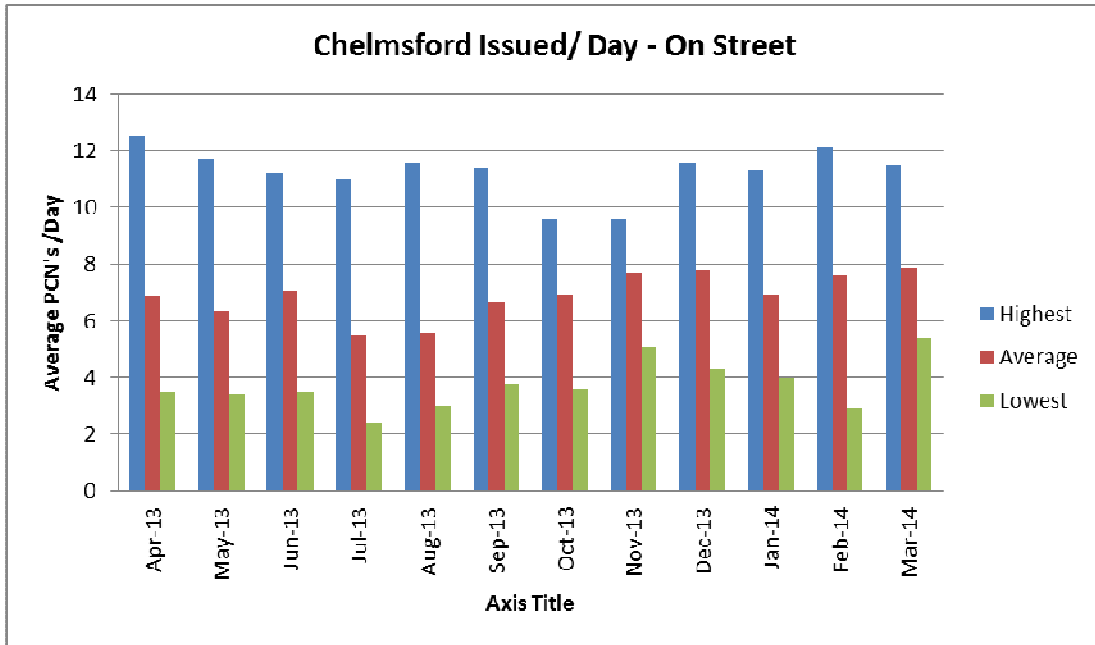
<b>Castle Point</b>	<b>2011-13</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
PCNs issued	1,229	1502	1,553	1,661
Comparison with 2011-12		+22.2%	+26.4%	+35%
Comparison with 2012-13			+3.4%	+10.5%
Comparison with 2013-14				+7%

# Chelmsford

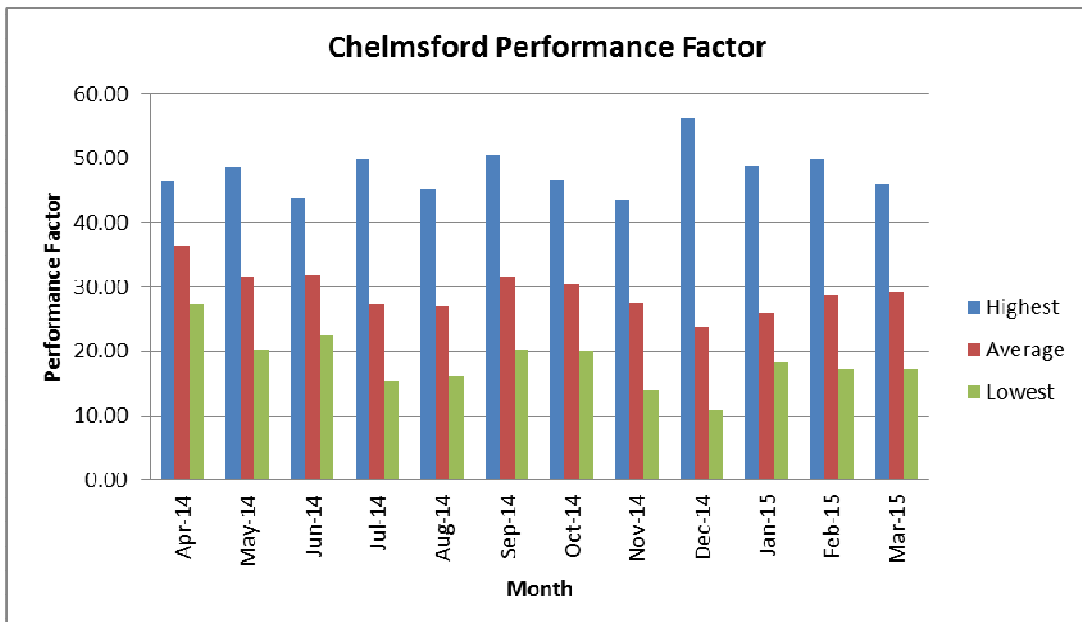
## CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	2,620
02	Loading in a restricted street	866
05	Parked after payment expired	603
06	Parked without correctly displaying ticket / permit	670
07	Feeding the meter	44
10	Parked without correctly displaying permit (2)	2
11	Parked without payment	5
12	Parked in a residents place (higher level)	2,264
16	Parked in a permit place	177
19	Parked in a resident place (lower level)	164
21	Parked in a suspended bay	10
22	Re-parked in the same place	41
24	Not parked correctly	6
23	Wrong class of vehicle	1,278
25	Parked in a loading place	110
26	Double parked in a SEA	18
27	Dropped footway in a SEA	142
30	Parked longer than permitted	549
40	Blue badge parking only	727
42	Police vehicles	1
45	Taxi rank only	265
46	Clearway	11
47	Restricted bus stop or stand	60
48	Restricted school area	1
49	Cycle track or lane	4
99	Pedestrian crossing	94
	<b>Total</b>	<b>10,732</b>
	<b>Number of streets visited</b>	<b>81,907</b>
	<b>No of observations made</b>	<b>20,654</b>
	<b>Average PCN issue rate per CEO</b>	<b>6.9</b>
	<b>Average performance factor per CEO</b>	<b>29.28</b>

**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

<b>Chelmsford</b>	<b>Total PCNs</b>
Number of Higher level PCNs issued	8,648
Number of lower level PCNs issued	2,084
Number of total PCNs issued	10,732
Number of PCNs paid	7,663
Number of PCNs paid at discount amount	6,427
Number of PCNs against which an informal or formal representation was made	2,653
Number of PCNs cancelled as a result of an informal or a formal representation	882
Number of PCNs written off due to CEO error	118
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	762
Number of appeals to adjudicator	20
*Number of appeals rejected	8
*Number of appeals allowed	4
*Number of appeals non-contested	8
<b>% against total PCN's Issued</b>	<b>Total PCNs</b>
Percentage of Higher level PCNs issued	80%
Percentage of lower level PCNs issued	20%
Percentage of PCNs paid	71%
Percentage of PCNs paid at discount amount	60%
Percentage of PCNs against which an informal or formal representation was made	25%
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)	7%
Percentage of appeals to adjudicator	0.2%
*Percentage of appeals rejected	40%
*Percentage of appeals allowed	20%
*Percentage of appeals non-contested	40%

### PCN issue rate comparison

The following tables compare the PCN issue rates of financial years 2011-12, 2012-13, 2013-14 and 2014/15

<b>Chelmsford</b>	<b>2011-13</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
PCNs issued	11,269	9751	10,916	10,732
Comparison with 2011-12		-13.5%	-3.13%	-4.7%
Comparison with 2012-13			+12%	+10.06%
Comparison with 2013-14				-1.6%

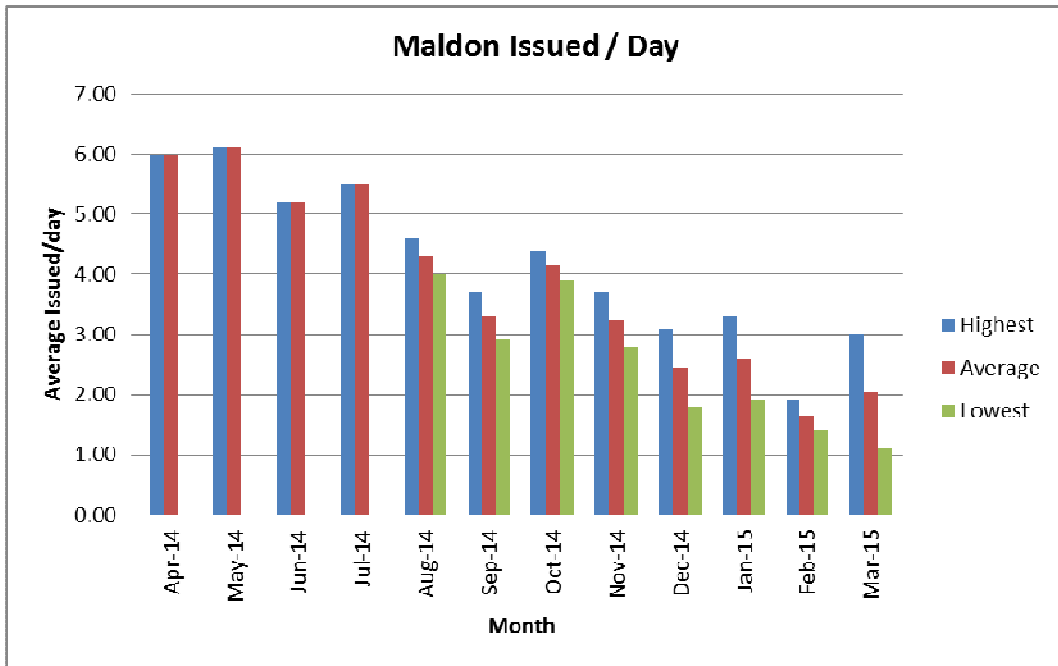


## Maldon

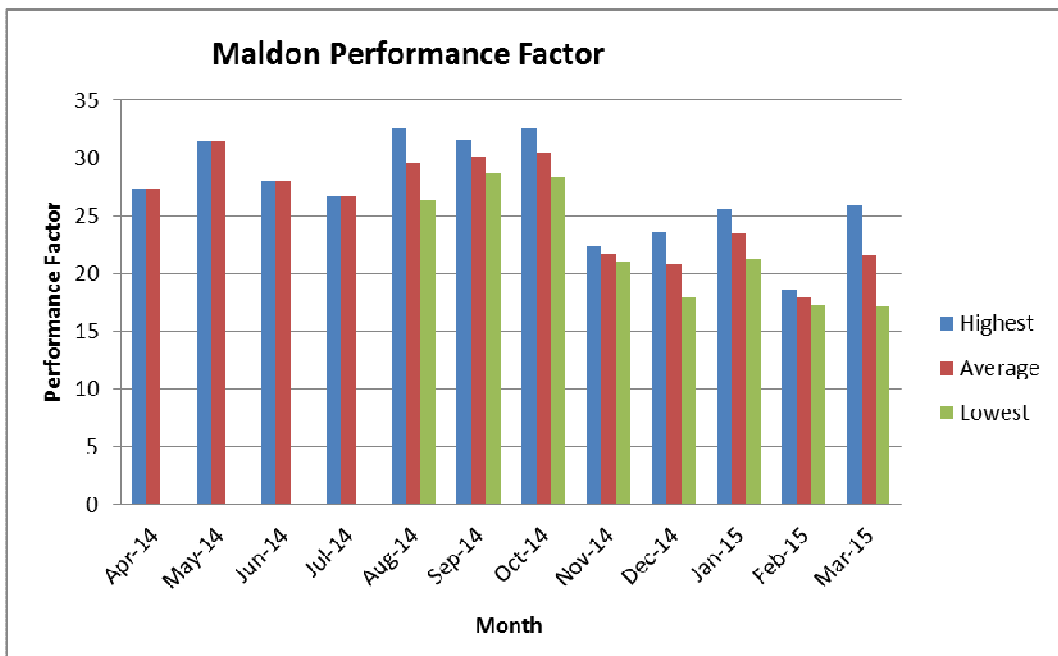
### CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	834
12	Parked in a residents place (higher level)	1,064
19	Parked in a resident place (lower level)	37
22	Re-parked in the same place	5
21	Parked in a suspended bay	3
23	Wrong class of vehicle	12
24	Not parked correctly	2
26	Double parked in a SEA	4
27	Dropped footway in a SEA	21
30	Parked longer than permitted	31
40	Blue badge parking only	54
45	Taxi rank only	42
47	Restricted bus stop or stand	44
48	Restricted school area	36
99	Pedestrian crossing	9
	<b>Total</b>	<b>2,198</b>
	<b>Number of streets visited</b>	<b>22,432</b>
	<b>No of observations made</b>	<b>6,157</b>
	<b>Average PCN issue rate per CEO</b>	<b>4</b>
	<b>Average performance factor per CEO</b>	<b>25.7</b>

**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

<b>Maldon</b>	<b>Total PCNs</b>
Number of Higher level PCNs issued	2,123
Number of lower level PCNs issued	75
Number of total PCNs issued	2,198
Number of PCNs paid	1,755
Number of PCNs paid at discount amount	1,580
Number of PCNs against which an informal or formal representation was made	491
Number of PCNs cancelled as a result of an informal or a formal representation	152
Number of PCNs written off due to CEO error	15
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	117
Number of appeals to adjudicator	4
*Number of appeals rejected	1
*Number of appeals allowed	1
*Number of appeals non-contested	2
<b>% against total PCN's Issued</b>	<b>Total PCNs</b>
Percentage of Higher level PCNs issued	97%
Percentage of lower level PCNs issued	3%
Percentage of PCNs paid	80%
Percentage of PCNs paid at discount amount	72%
Percentage of PCNs against which an informal or formal representation was made	22%
Percentage of PCNs cancelled as a result of an informal or a formal representation	7%
Percentage of PCNs written off due to CEO error	0.7%
Percentage of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	5%
Percentage of appeals to adjudicator	0.2%
*Percentage of appeals rejected	25%
*Percentage of appeals allowed	25%
*Percentage of appeals non-contested	50%

### PCN issue rate comparison

The following tables compare the PCN issue rates of financial years 2011-12, 2012-13, 2013/14 and 2014/15

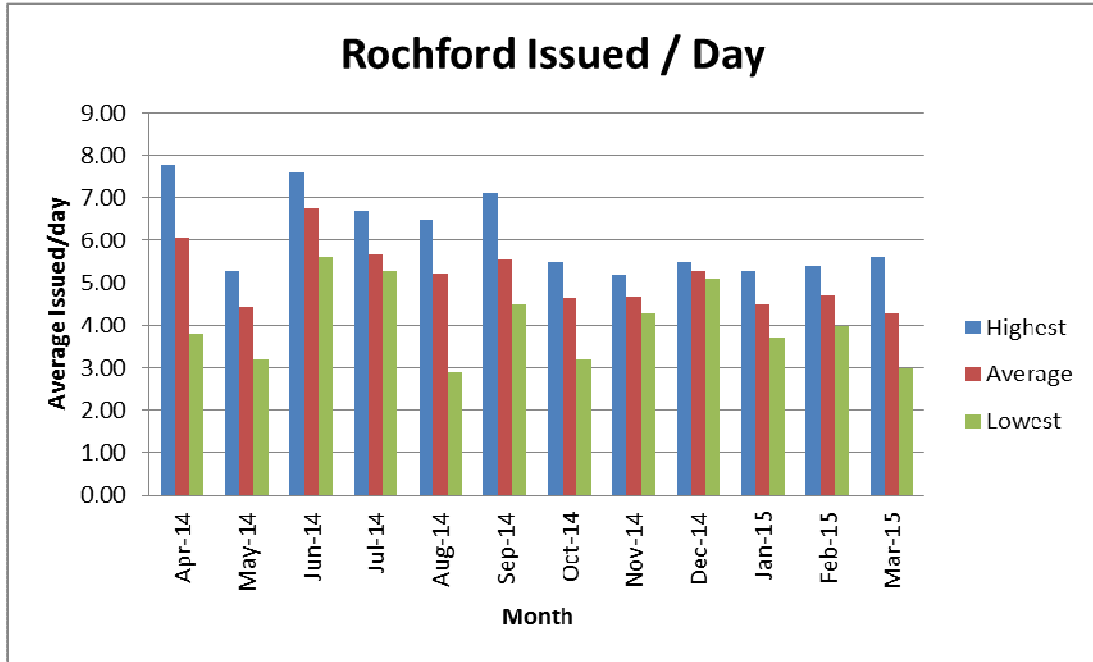
<b>Maldon</b>	<b>2011-13</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
PCNs issued	1,577	1,810	2,343	2,198
Comparison with 2011-12		+14.7%	+48.6%	+39.3%
Comparison with 2012-13			+29.5%	+21.4%
Comparison with 2013-14				-6.2%

## Rochford

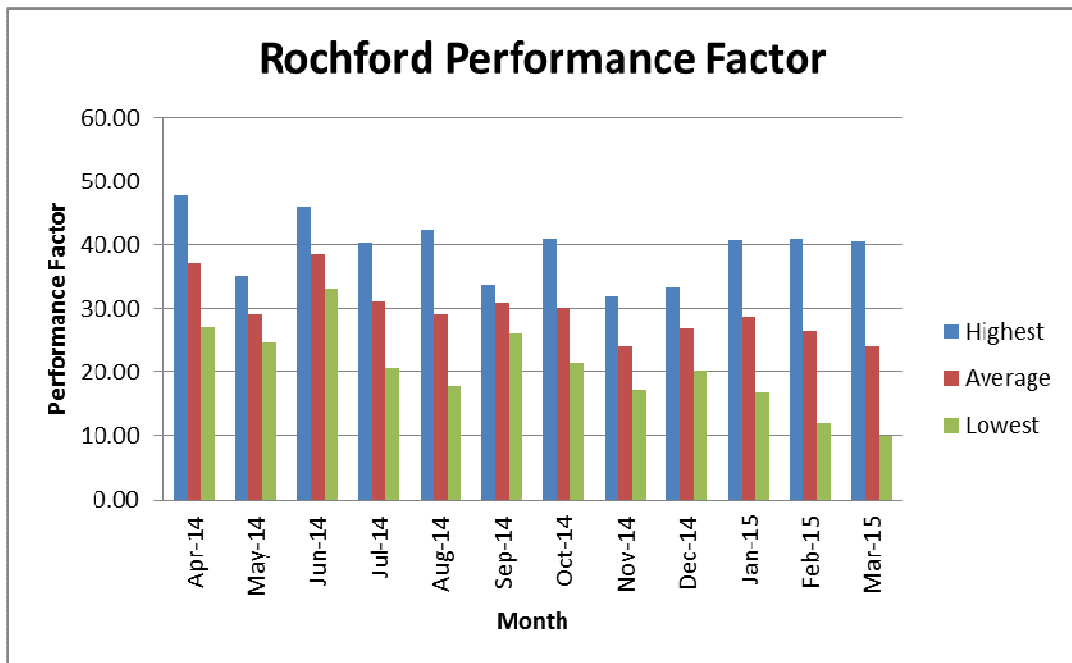
### CEO patrol data

Code	Description	PCNs issued
01	Parked in a restricted street	1,488
02	Loading in a restricted street	191
12	Parked in a residents' place	106
22	Re-parked in the same place	13
23	Wrong class of vehicle	239
24	Not parked correctly	14
25	Parked in a loading place	14
26	Double parked in a SEA	3
27	Dropped footway in a SEA	28
30	Parked longer than permitted	176
40	Blue badge parking only	157
45	Taxi rank only	127
46	Clearway	2
47	Restricted bus stop or stand	23
48	Restricted school area	10
99	Pedestrian crossing	16
	<b>Total</b>	<b>2,607</b>
	<b>Number of streets visited</b>	<b>57,436</b>
	<b>No of observations made</b>	<b>27,650</b>
	<b>Average PCN issue rate per CEO</b>	<b>5.1</b>
	<b>Average performance factor per CEO</b>	<b>29.72</b>

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

<b>Rochford</b>	<b>Total PCNs</b>
Number of Higher level PCNs issued	2,404
Number of lower level PCNs issued	203
Number of total PCNs issued	2,607
Number of PCNs paid	2,195
Number of PCNs paid at discount amount	1,906
Number of PCNs against which an informal or formal representation was made	497
Number of PCNs cancelled as a result of an informal or a formal representation	111
Number of PCNs written off due to CEO error	19
Number of PCNs written off for other reasons (e.g. DVLA untraceable, bailiff unable to recover, PCN not issued by officer)	137
Number of appeals to adjudicator	5
*Number of appeals rejected	2
*Number of appeals allowed	1
*Number of appeals non-contested	2
<b>% against total PCN's Issued</b>	<b>Total PCNs</b>
Percentage of Higher level PCNs issued	92%
Percentage of lower level PCNs issued	8%
Percentage of PCNs paid	84%
Percentage of PCNs paid at discount amount	73%
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	0.7%
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	40%
*Percentage of appeals allowed	20%
*Percentage of appeals non-contested	40%

### PCN issue rate comparison

The following tables compare the PCN issue rates of financial years 2011-12, 2012-13, 2013-14 and 2014/15

<b>Rochford</b>	<b>2011-13</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>
PCNs issued	3,036	3,586	3,859	2,607
Comparison with 2011-12		+18.1%	+27.1%	-14.1%
Comparison with 2012-13			+7.6%	-27.30
Comparison with 2013-14				-32.4%



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