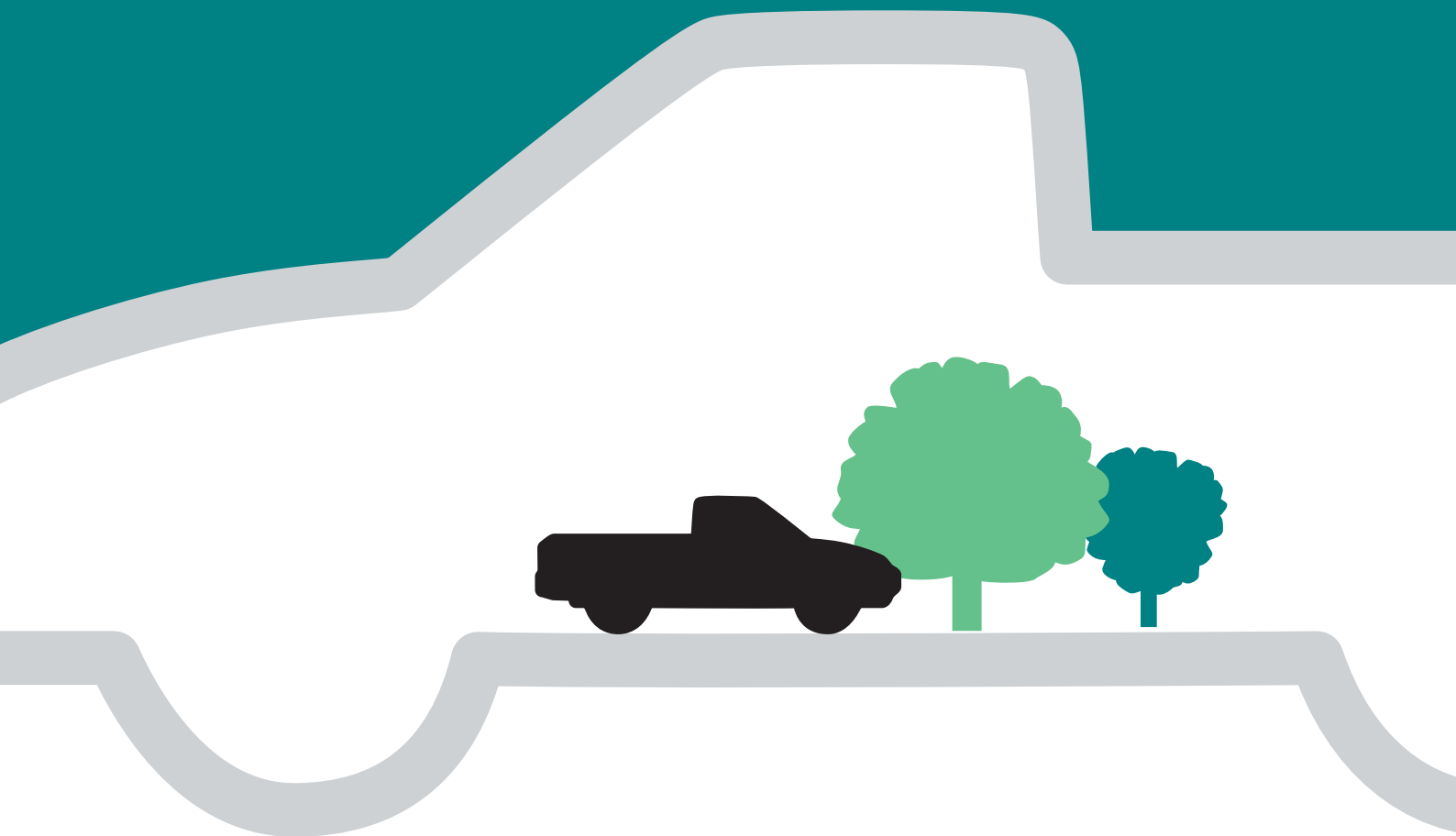


Devon County Council  
Civil Parking Enforcement Service

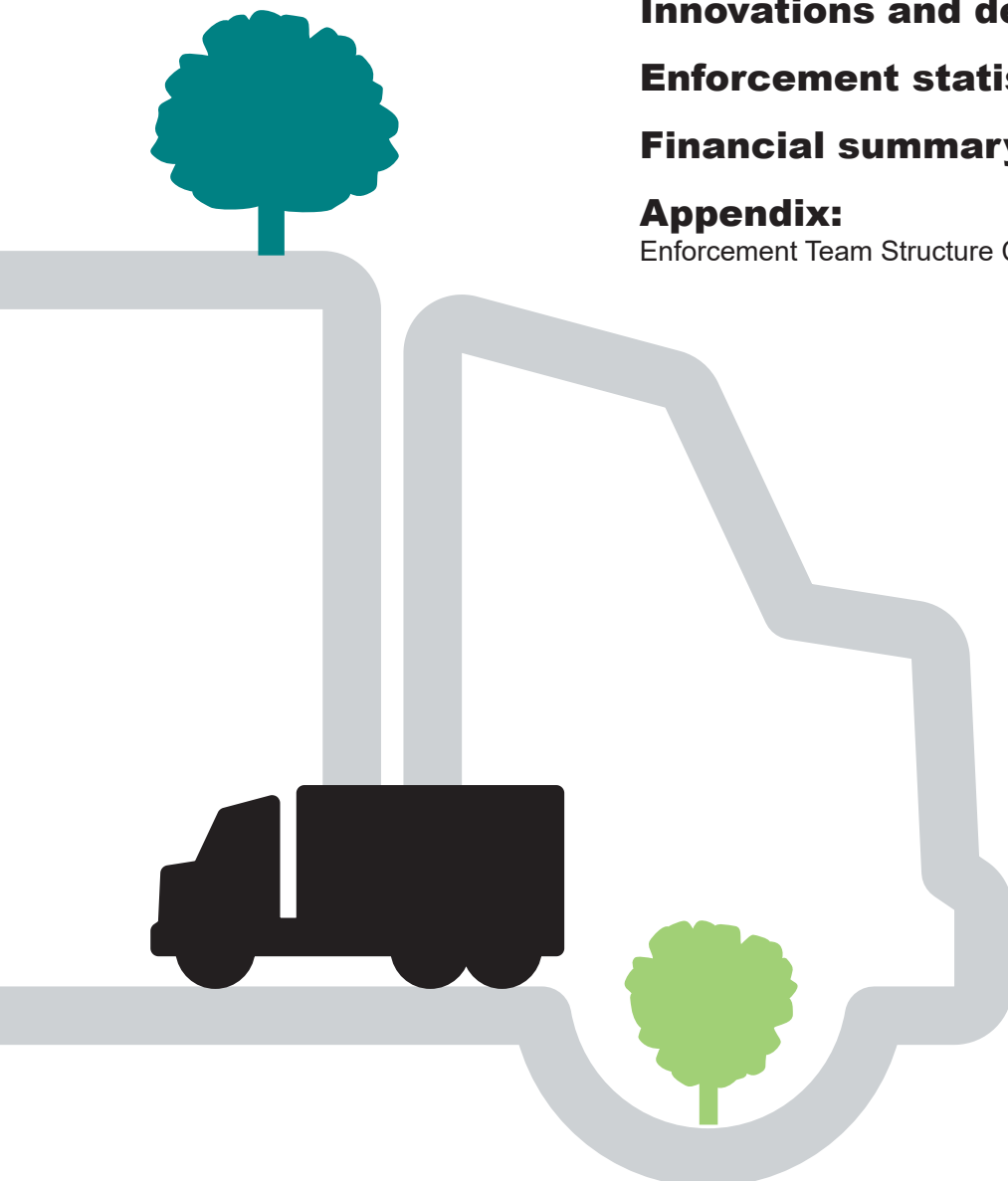
# ANNUAL REPORT

2017/18



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# Foreword

The management of parking is pivotal in supporting our network. It enables the Authority to balance the demand for on-street parking for businesses, residents and visitors with the safe and efficient movement of traffic.

Our team continue to meet the needs of our communities and network; delivering a sustainable and business-like service, with continuous improvement in service delivery and response to the changing needs of our communities. Regular review of delivery has resulted in efficiencies and smarter deployment at the times when there is the greatest need for parking management and greatest benefit to communities, visitors and businesses.

I am pleased to say that the service continues to realise and exceed the expectations set out for it when considering future delivery models in 2013. The efficiencies driven by the service has reduced its demand on the On- Street Parking account, which would have previously been used to fund any deficit in the service, in turn this funding can be used to greater effect elsewhere. Not only does the account contribute to public transport, speed management, environmental maintenance, and our country parks, but it can now also fund initiatives to deliver more to improve parking facilities in our communities.

Such initiatives not only include large traffic management plans, as have been seen in Teignmouth and Exeter, but also smaller changes via the Highways and Traffic Orders Committee (HATOC) Waiting Restriction Programme. This initiative, now in its second year, has enabled delivery of many minor changes requested by communities to improve traffic management by introducing new waiting restrictions requested by the public, Members and our collective teams, in a timely and efficient manner. In 17/18 alone improvements were provided to over 250 locations

Thanks to the hard work of the Parking and Enforcement Team (and wider Traffic Management Team) and their ongoing commitment to continuous improvement and innovation, the service continues to develop and deliver.

**Councillor Stuart Hughes**

Cabinet Member for Highway Management



# About Devon

Devon is the third largest county in England with Devon County Council covering 2,534 square miles of the county (the remaining areas being within the unitary Authorities of Plymouth and Torbay). There are 8000 miles of highway within Devon; the biggest highway network of any authority in the country.

With major Universities in Exeter and Barnstaple now attracting students from around the world, and two national parks Dartmoor and Exmoor as well as England's only natural World Heritage Site, the Jurassic Coast which is well known for its unique geology and geographical features, Devon attracts nearly six million visitors per year and there are twice as many tourism businesses in Devon than the national average.

Our deployment prioritises key urban centres and their arterial routes where free flow of traffic is essential. It also recognises the needs of communities where a high demand for turnover of on-street spaces plays a vital role in maintaining economic viability.

Effective traffic management on this network is reliant on the placing of various restrictions including those affecting speed and parking. Management of parking is essential to provide safe and expeditious movement of traffic through the network, and within Devon, limited waiting, pay & display, residents parking, and no waiting restrictions are used to manage parking stock with efforts focused in the 28 Devon market and coastal towns and the City of Exeter which are where most of our population resides.

The service uses customer feedback and enforcement information from previous years to improve our deployment on a countywide basis.

New beats are designed to ensure that larger communities requiring more frequent attendance are serviced regularly, and grouped with several smaller communities which are serviced cyclically in line with their parking management needs. Grouping communities together allowed for a more efficient spread of resource to facilitate fewer CEO attendances whilst retaining a high level of service to all communities with parking management needs.

We deliver our service in line with the objectives of the Traffic Management Act 2004.



# Parking as a service

Our Parking Services Team comprises an enforcement team of civil enforcement officers deployed from 3 area bases, and a central team of appeals officers who consider challenges and appeals to Penalty Charge Notices (PCN) and oversee the management and issuing of on street permits.

Our deployment prioritises key urban centres and their arterial routes where free flow of traffic is essential. It also recognises the needs of communities where a high demand for turnover of on street spaces plays a vital role in maintaining economic viability.

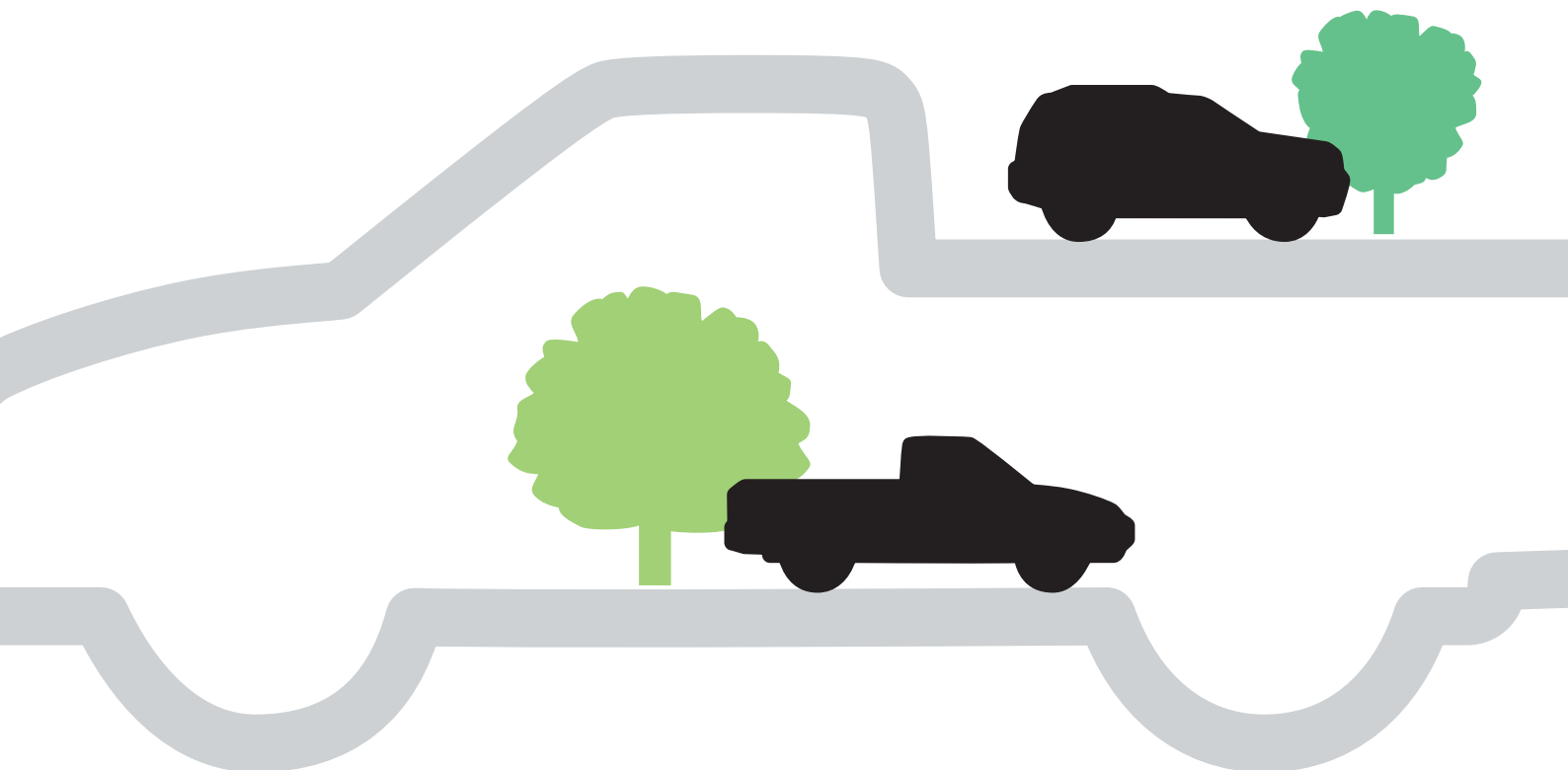
The service recognises the challenges for the modern high street and sees the management of parking as a supporting complimentary service; ensuring parking is available to customers and turning over, whilst maintaining clear passage and access for deliveries and loading.

Our approach to parking enforcement is consistent, transparent, and informed by national best practice (including feedback received from the Traffic Penalty Tribunal). The issue of a PCN is always a last resort with officers engaging with drivers whenever possible.

Our goal is to assist people to park; pick up; set down; load or unload conveniently and lawfully, to make our coastal communities, towns and city centres accessible to everyone.

We continue to use intelligence gathered through customer feedback, our 'report it' and request enforcement web forms, and social media feeds to regularly review beat patterns to further enhance our service. Ensuring we attend when most needed and can respond to changing local needs.

Enforcement can be requested here: [new.devon.gov.uk/roadsandtransport/report-a-problem](https://new.devon.gov.uk/roadsandtransport/report-a-problem)



# Parking and Traffic Regulation Orders

Traffic Regulation Orders (TROs) are legal agreements which allow us (or the police) to enforce regulations including speed limits, on-street parking and one-way streets.

Most TROs are created with input from numerous stakeholders, including:

- **Elected Members**
- **Local communities**
- **Police**
- **Highways and parking officers**

to address specific traffic congestion or quality of life issues.

The Traffic Orders, Policy and Programme team based at County Hall collate and prioritise requests for Community Traffic Management Plans, and then work with elected Members and other local stakeholders to design proposals which will then be put out to public consultation.

## How TROs are created

There is a statutory procedure for creating a TRO:

### Design and consultation

We create a proposed design for the TRO and then consult on this with local councillors and parish councils, the emergency services and sometimes other institutions such as The Freight Transport Association, The Road Haulage Association and local public transport operators. Residents, traders and community groups who are likely to be affected are consulted where appropriate. Following consultation, the proposal may be amended.

### Advertising the TRO

We will usually display a notice in the local paper and put signs in affected roads. We may also deliver notices to premises likely to be affected. For at least 21 days from the start of the notice the proposal can be viewed online and at a nominated council office. Objections and comments must be made online or by writing to the address in the notice. Objections and contentious issues are considered by local councillors who decide whether to allow the scheme to proceed as advertised, modify the scheme or abandon it.

### Making the Order

The TRO is formally made and introduced.

Information about Traffic Regulation Orders and proposed schemes is available on our website:

[new.devon.gov.uk/roadsandtransport/parking/traffic-regulation-orders](https://www.new.devon.gov.uk/roadsandtransport/parking/traffic-regulation-orders)



## Exeter residents parking: new zones

After a successful launch of new schemes in February 2017, a further 2000 addresses in central Exeter were provided with access to residents parking, benefiting from improved access to parking, removing competing pressures from commuter and shopper parking.

A further review was committed to in response to feedback from adjacent streets that now sought to be included in the new zones. With support of their local Member and with funding secured from the on-street parking account, a second round of public consultation began.

Responding to feedback from customers the team now provides as much information as possible on new schemes and their development on our web pages mapping out the process and providing regular updates.

Information on the 2017 Exeter Residents Parking Consultation was available to customers here:

[new.devon.gov.uk/roadsandtransport/parking/traffic-regulation-orders/exeter-resident-parking/2017-consultations](http://new.devon.gov.uk/roadsandtransport/parking/traffic-regulation-orders/exeter-resident-parking/2017-consultations)

The results of the additional consultation were presented to the HATOC at its meeting on 4 July 2017. Minutes of the meeting can be viewed here:

[democracy.devon.gov.uk/ieListDocuments.aspx?Cid=168&Mid=2144&Ver=4](http://democracy.devon.gov.uk/ieListDocuments.aspx?Cid=168&Mid=2144&Ver=4)

## Highways and Traffic Order Committee (HATOC)

### Waiting Restriction Project

The County Council regularly receives requests for waiting restrictions to be introduced or amended.

These can be difficult to deliver due to resource and funding pressures which can then have a negative impact on the County Council's relationship with local communities. Recognising this difficulty, a managed process has been developed to deliver an Annual Local Waiting Restriction Programme for each HATOC area for the funding and delivery of waiting restriction schemes and was launched in 2016/17.

It was agreed by Cabinet to continue the programme in 2017/18 allocating £100,000 countywide from the On-Street Parking Account to this process which equated to £12,500 to each HATOC area.

The 2017/18 programme delivered proposals at over 250 sites across Devon. These were mainly amendments to Yellow Lines and Limited Waiting, thought to be non-controversial, which had been requested by communities, local Highway Officers, or the civil parking team.

Responding to feedback from customers the team now provides as much information as possible on HATOC Waiting Restrictions Programme schemes and their development on our web pages mapping out the process and providing regular updates, here:

[new.devon.gov.uk/roadsandtransport/parking/traffic-regulation-orders/annual-local-waiting-restriction-programme](http://new.devon.gov.uk/roadsandtransport/parking/traffic-regulation-orders/annual-local-waiting-restriction-programme)

# Customer service

Transparency and providing clear information to our customers is a key objective of our service.

Our enforcement and appeals policies are regularly reviewed and can be read on our Open data page.

## Open data - Policies

[new.devon.gov.uk/factsandfigures/open-data/highways-land-buildings/on-street-parking](https://new.devon.gov.uk/factsandfigures/open-data/highways-land-buildings/on-street-parking)

We continue to use customer feedback to shape and improve the information we provide and continue to expand communications by utilising corporate social media. This allows us to adapt as customers trend to communications on new platforms.

## Corporate Twitter accounts

[new.devon.gov.uk/twitter](https://new.devon.gov.uk/twitter)

By using customer feedback, we also identified that visitors would benefit from a single source of information on parking whether that is our on-street facilities, or car parks offered in our sister District, Borough, and City Councils to help them plan their visit.

[new.devon.gov.uk/roadsandtransport/parking/car-parks-in-devon](https://new.devon.gov.uk/roadsandtransport/parking/car-parks-in-devon)

Parking and income remain an emotive topic for many. We hope by publicising what we do and how we use the public's money in our Annual Parking Reports we demonstrate our commitment to delivering an effective, responsible and sustainable service.

## Our Annual Parking Reports are archived here:

[new.devon.gov.uk/roadsandtransport/parking/how-parking-is-regulated](https://new.devon.gov.uk/roadsandtransport/parking/how-parking-is-regulated)

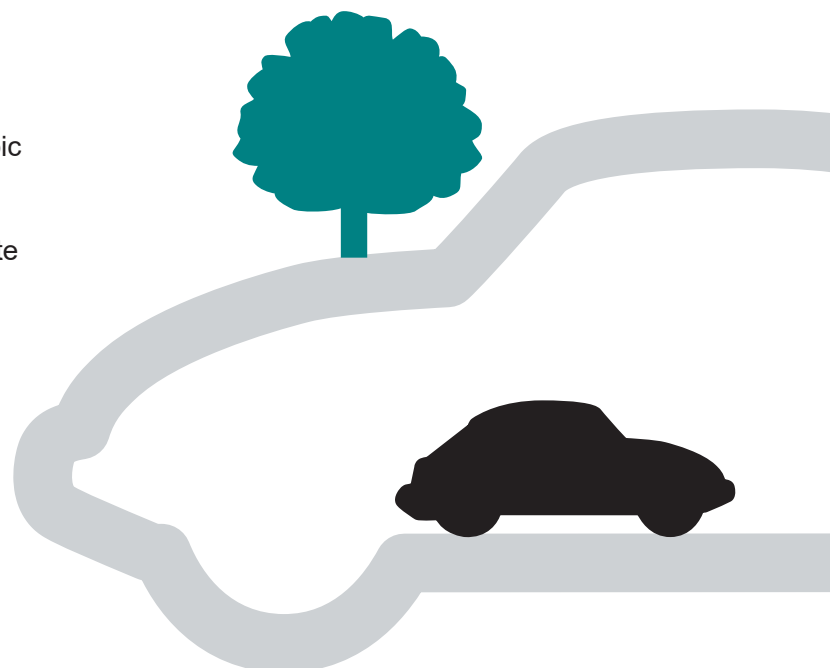
## Blue Badges: misuse and fraud

We recognise the prevalence of Blue Badges misuse to access free or preferential parking.

It is recognised that the driving public and legitimate Blue Badge users demand that more action is taken to deal with those knowingly abusing the use of a blue badge for their own personal gain, and at the expense and inconvenience of genuine badge users.

Where necessary we work alongside the issuing team, Care Direct, and the Police, to assist in addressing abuse.

The service continues to review its response to abuse with consideration to focused campaigns to challenge misuse in key locations.





## Parking Permits:

The decision to move the permit service online in 2011, has delivered a convenient efficient way for our permit holders to order their permits at a time to suit them, with minimal fuss and have their permits delivered to their address.

In the last year we issued, almost 30,000 permits to our customers and saw over 2000 new property addresses added to our database resulting from the launch of the new residents parking areas in Exeter.

To ensure schemes, continue to deliver benefits to residents over 400 audit checks were carried out in 2017/18. These checks seek proof of residency at the permit address, and ownership of (or permission to use) the vehicle registration number shown on the permit; allowing permits that were being misused to be cancelled.

The audits are a part of our ongoing commitment to minimise misuse of our parking permits and discourage fraudulent purchase and selling on of permits.

Our annual dispensation permits for tradespeople continue to be popular with its target audience and allow easy access to work sites where existing restrictions may have previously prevented this.

Over 2000 tradespeople, landlords and their agents bought or renewed an annual permit this year.

Information on our dispensation scheme can be found here:

[new.devon.gov.uk/roadsandtransport/parking/parking-permits/parking-dispensation-scheme](https://new.devon.gov.uk/roadsandtransport/parking/parking-permits/parking-dispensation-scheme)



# Pavement Parking

The Council recognises the need for new legislation to meet our residents' expectations for pavement parking issues to be addressed.

Our pavement parking report function is one of our most frequently used web forms.

Last year we reported that reports had been received identifying issues in over 120 communities in the County, with towns reporting multiple locations as being a real safety concern. The level of concern from our communities remains consistently high, showing this issue remains high priority for our residents.

The vast majority of instances being reported are at locations without existing restrictions meaning that traditional civil parking enforcement powers cannot be used to address the issue. Nevertheless, it remains clear that public perception is that there is a significant issue and the Council continues to seek influence at National level to allow new powers for local Authorities to deal with the issue.

We continue to issue the educational leaflets introduced in 2015/2016 to assist in delivering our message to drivers to think about how they park, and an online reporting tool for the public to tell us about their parking concerns.

The form can be used to tell us about pavement parking and other enforcement requests as well:

Reporting Pavement Parking here: [new.devon.gov.uk/roadsandtransport/parking/pavement-parking](http://new.devon.gov.uk/roadsandtransport/parking/pavement-parking)

Pavement Parking Reports	15/16	16/17	17/18
	473	868	1000

Pavement Parking Reports 2017/18			
Exeter	317	Crediton	13
Exmouth	75	Ilfracombe	13
Newton Abbot	91	Honiton	11
Barnstaple	31	Kingsteignton	11
Tiverton	29	Axminster	10
Dawlish	21	Tavistock	10
Ottery St Mary	18	Teignmouth	10
Bideford	17	Exminster	8
Cullompton	16	Bere Alston	7



# Cashless Parking

The Council is committed to delivering the best value for money to our residents and visitors to the county.

On-street pay and display equipment can be costly; purchase costs, networking, cash collection and maintenance (particularly in our coastal locations where exposure to salt water and extreme weather can shorten the life of machines) can be a significant financial burden.

We started to review and rationalise the numbers of machines needed to provide our service to customers in 2016 to minimise these costs as mentioned in our previous report.

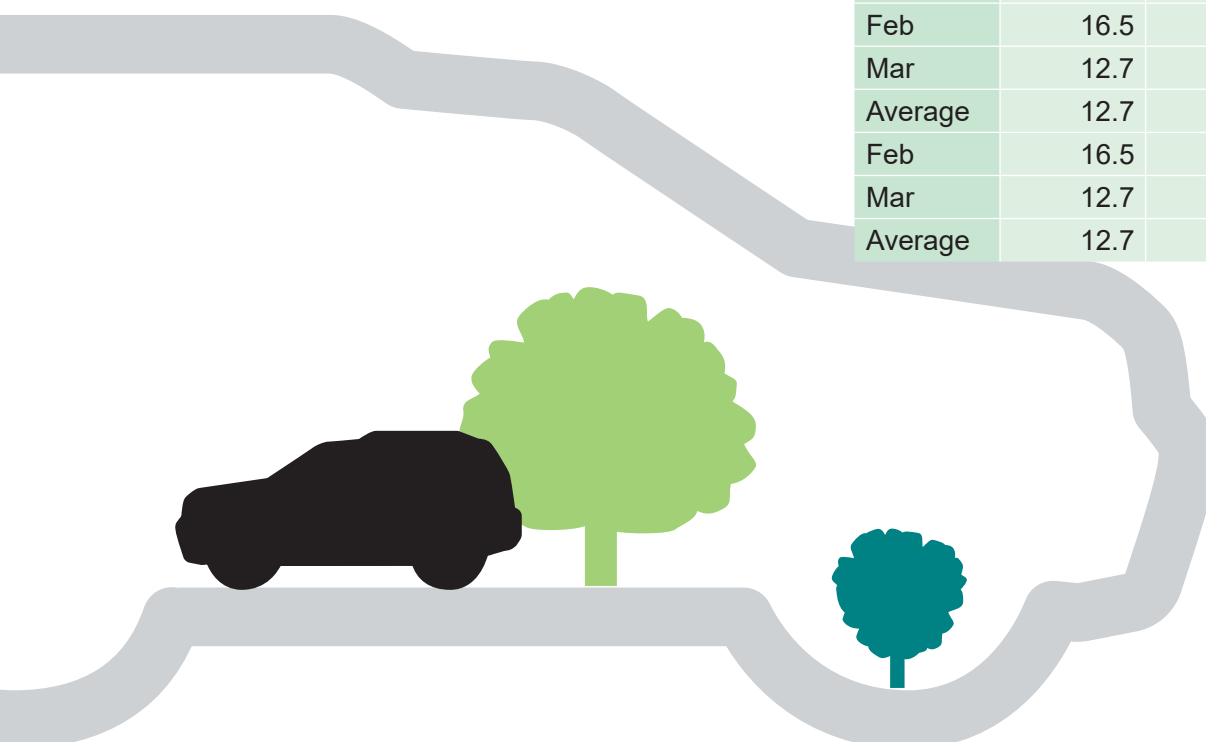
Further analysis of how our customers are choosing to pay for their parking shows that there has been a further increase in numbers of customers opting to use our parking app, paying by phone, or by SMS. It has risen from 10% to 12.7% over the last year. Customers like the convenience the service provides, the opt-in reminders, and the need not to have to return to their cars to extend their parking time.

The use of Pay & Display in new residential zones and in commercial areas will continue to form a key part of our traffic management considerations in consultation with residents and communities, but fewer physical payment machines will be deployed in future responding to increasing uptake of cashless options by customers.

There will always be an option to pay by cash in each location, but the customer may have to walk a little further to use a machine.

This has benefits for public realm (keeping the streetscape clear), and delivers a saving to the Council, in reduced operating costs, which in turn can be used to support other key transport initiatives across the County.

Month	17/18 %	16/17 %	15/16 %
Apr	8.6	8.5	0
May	11.4	10.77	6.46
Jun	11.4	10.13	6.53
Jul	11.7	9.13	6.41
Aug	11.5	9.94	6.96
Sep	12.1	10.00	6.89
Oct	13.1	10.03	7.26
Nov	15.4	11.00	8.39
Dec	12.7	9.89	7.03
Jan	15.7	10.36	8.41
Feb	16.5	9.61	8.63
Mar	12.7	10.87	8.55
Average	12.7	10.02	7.90
Feb	16.5	9.61	8.63
Mar	12.7	10.87	8.55
Average	12.7	10.02	7.9



# Working with Others

Close working relationships and partnerships with other Authorities are essential in delivering an effective and relevant parking management service. We continue to explore all opportunities where working in partnership would benefit our Authorities and our residents, visitors and businesses.

We are committed to expanding our connections to share efficiencies with other local Authorities and throughout 2017-18 investigated a number of options to provide our services to third parties after the successful introduction of Salcombe Park and Ride Car Park.

During 2017 we entered negotiations with Cullompton Town Council who were seeking a partnership to manage their car park to ensure that it can remain open for the local community. Our traffic and enforcement teams shared their expertise with the Town Council and together drew up plans to develop the car park into something that would be able to sustain itself to benefit the local town, incorporating permits, and a new machine as well as arranging for essential works to take place in the car park.

We also entered negotiations with Exeter City Council about exchanging processing and debt recovery services for accommodation in the centre of the City; allowing a new larger and better positioned base to be created our Exeter and East enforcement team.

Further afield, as part of ongoing interactions between the Nicosia Municipality Government in Cyprus and Devon County Council in highway management best practice, a delegation from Nicosia came to speak with our Enforcement and Processing teams to learn about how we deploy our officers and how appeals are managed.

The Nicosian delegation went out with a Civil Enforcement Officers and experienced first-hand our approach to managing traffic and enforcement.

Both parties learned a great deal during the trip and it was reassuring to hear that some of the challenges we deal with are the same regardless of where you are in the world.

A bit closer to home, we've been working closely with Parish and Town Councils, and their event committees across the county to support them with managing traffic around the events that take place throughout the year.

Events such as Dartmouth Regatta, Sidmouth Folk week, Widecombe fair and Tavistock Goose fair draw in thousands of extra visitors and provide a major economic boost to traders in these towns.

After a very successful event season in the summer and autumn of 2017, we've met with event organisers to review how well we did manage traffic and parking in support of their events and what lessons we could take away and how we could do better for summer 2018.

Ensuring traffic flows well, and parking is sensitively managed to balance needs for traders and residents as well as visitors to these towns, multiple teams need to collaborate to ensure the success of these events.



## Innovation and developments

Since the launch of our service in 2014...

the Council's Parking Enforcement Team has continually reviewed how the service was being delivered and listened carefully to feedback from the public and community leaders about parking concerns and suggestions on how the service could be changed to better serve businesses, visitors and local communities across the county.

## Evolution of the Service; Operational workbases

To ensure the service continues to be delivered in the most effective and efficient manner, the locations of our enforcement teams have been a key area of interest during our first years of service.

We believe that deployment from three strategically based locations will provide the optimum level of service balanced against cost to the authority.

In 2015/2016, we consulted on closing three satellite operations bases in Totnes, Tiverton, and Tavistock. The implementation of these closures was completed in March 2017 leaving only one satellite base remaining in Sidmouth.

After further review and consultation during 16/17 it was determined that the service would operate more effectively from 3 core bases situated in Barnstaple, Exeter, and Kingsteignton.

During 17/18 the consultation process was completed and the final satellite base at Sidmouth closed. It is believed this now presents the optimal deployment model whereby resources can be deployed more effectively across all our communities.

## Review of deployment

To ensure the service continues to be delivered in the most effective and efficient manner, our enforcement team regularly reviews "boundary communities" that exist between operational areas.

During 2017/18 the town of Okehampton was shared for some time between our West and East teams, making use of both resources as peak demands for enforcement fluctuated between the teams.

Our enforcement team continues to regularly review its deployment and make use of intelligence reviewed from the public, other departments and local officers to make sure that it is providing the best service it can with limited resources.

One such review included a comprehensive study of all schools within each team and the development of a bespoke enforcement plan to manage the worst locations more frequently and yet still provide an enforcement presence for every school on a regular basis.

Enforcement around schools is both necessary and contentious to ensure safe passage for both pedestrians and vehicles; the service works hard to find balance between parental expectation that parking should be available, and the needs of adjacent residents and other road users.

# Persistent evaders

After delivering the Civil Parking Enforcement service directly in-house for four years, we have evidence of a number of UK vehicles and foreign registered vehicles which are repeatedly found contravening parking restrictions and owners not engaging with the appeals process or paying their penalty charges and associated costs.

Department for Transport guidance identifies persistent evaders as those who have 3 or more Penalty Charge Notices (PCNs) and who have not engaged with the process.

DfT Statutory Guidance can be found here:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/609788/statutory-guidance-local-authorities-enforcement-parking-contraventions.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/609788/statutory-guidance-local-authorities-enforcement-parking-contraventions.pdf)

In Devon, in the region of 1,000 vehicles acquiring PCNs since 2014 fall into scope. The potential value of the outstanding debt being in the order of £400,000.

If owners / registered keepers are unwilling to pay or engage with the appeals process, and avoid detection of debt enforcement agents, there is little to prevent that owner's/ registered keeper's vehicle repeatedly parking in contravention of restrictions without ever paying parking fees or charges.

The parking service have been asked to develop a proposal for consideration of the County Council's Cabinet.

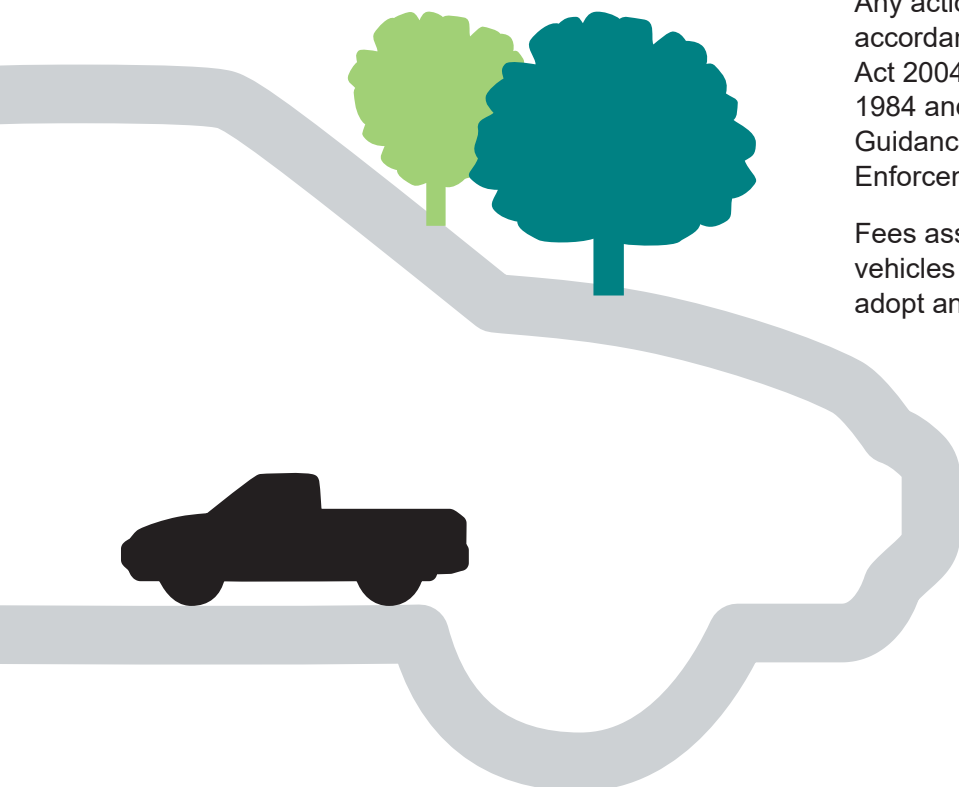
The proposal will be to extend the Council's enforcement activity to be able to remove or seize any vehicle, where the owner / keeper is identified as a persistent evader where appropriate to tackle this antisocial behaviour.

It is anticipated that a procurement exercise would need to be undertaken to identify an approved contractor for the removal / seizure of vehicles, rather than develop a "in house" solution.

It is likely that any action would focus on the most extreme of cases, however with publicity it is believed that this would be a meaningful deterrent.

Any action taken by the Authority will be in accordance with the Traffic Management Act 2004, The Road Traffic Regulation Act 1984 and the Secretary of State's Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions.

Fees associated with removing / seizing vehicles are set nationally which Devon would adopt and follow.





# Investing in people

We value our staff and want to invest in them.

It is recognised that the service benefits from dedicated and professional individuals in both the Processing and Operations Teams which has seen the service flourish since its launch in April 2014.

In December 2017, our Civil Enforcement Officers, their supervisors and managers held a team day at Westpoint Arena in Exeter.

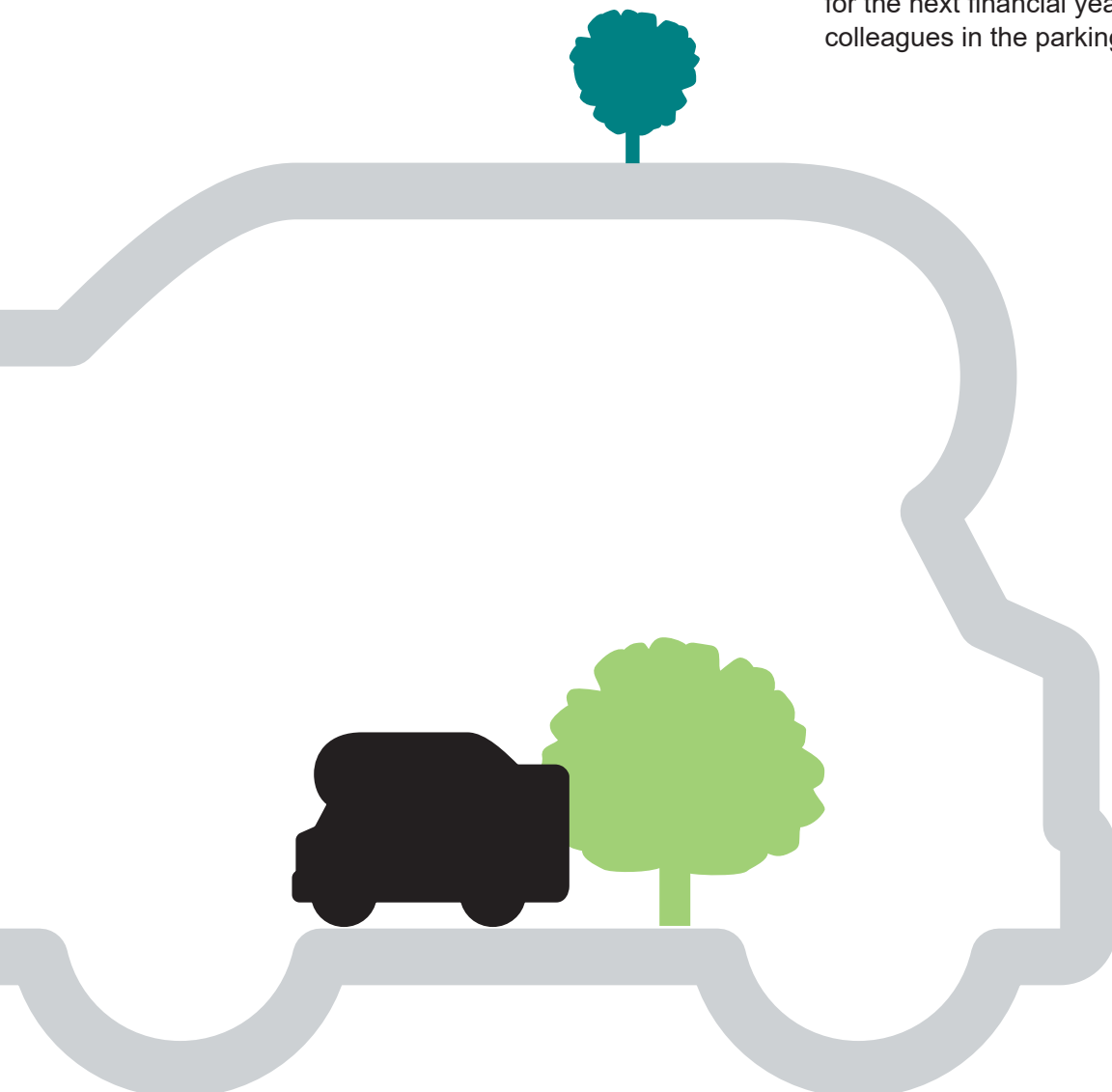
An external facilitator helped the group to recognise and reflect on their successes and explored what they felt could be delivered better. Almost every officer attended, with some changing rest days to take part.

Engagement throughout the day was outstanding and everyone participated in the activities. The event showed just how invested each person within the team is in our service. Their feedback has been consolidated into our future action plans and shared with them.

Feedback was that the event was enjoyable, productive and inspiring, therefore this will be something that will become an annual feature in the service.

The management team are keen that access to opportunities in the wider Highways service are facilitated and that individuals to progress their careers to their full potential. This may be via specific training or closer working relationships / shadowing of colleagues.

Within the wider Highway Management service, a number of nationally accredited qualifications for team leading and management have been identified with bids for the next financial year encouraged from colleagues in the parking service.



# Enforcement statistics

## Parking Statistics

Volume of on-street parking spaces **23095**

Volume of off-street parking spaces **1584**

## Penalties Issued

Total numbers of PCNs issued **75308**

Number of PCNs at high level **38819**

Number of PCNs at low level **36160**

Number of Reg 9 PCNs issued **74979**

Number of Reg 10 PCNs issued **329**

Number of PCNs issued on-street **74322**

Number of PCNs issued off-street **657**

## Penalties Paid

Number of PCNs paid **57890**

Number Paid at Discount rate **48976**

Number of PCNs before Charge Certificate (within 56 days) **7428**

Number Paid after Charge Certificate served **1486**

Number of Charge Certificates registered **6272**

Number of warrants of execution issued **5602**

Number of PCNs cancelled **7469**

Number of PCNs written off **949**

## Penalties Challenged

Number of PCNs resulting in Informal Challenge **12627**

Number of PCNs cancelled as a result of informal challenge **5407**

Number of informal challenges rejected **7210**

Number of PCNs resulting in a Formal Representation **2542**

Number of Formal Representations which resulted in the cancellation of the PCN **1493**

Number of Formal Representations which resulted in a Notice of Rejection **1049**

Number of PCNs written off for other reasons (e.g. CEO error, DVLA untraceable) **16383**

Number of vehicles immobilised **0**

Number of vehicles removed **0**

## Cases Referred to the Traffic Penalty Tribunal

Total No. of Appeals **183**

No. of Appeals Allowed **80**

No. of Appeals Dismissed **83**

No. of Appeals Not Contested **9**

Cases awaiting decisions **11**



# Financial performance

Our service focus is around minimising expenditure and maximising efficiencies rather than increased income.

We remain cautious about any financial projections related to income; our parking enforcement remains focussed on delivering the best possible parking management service for residents of Devon, and our visitors.

The service continues to remain sustainable, generating a surplus, and performing beyond original modelled projections. Investment arising from our continuous review of the service has seen a smaller surplus generated in year 4.

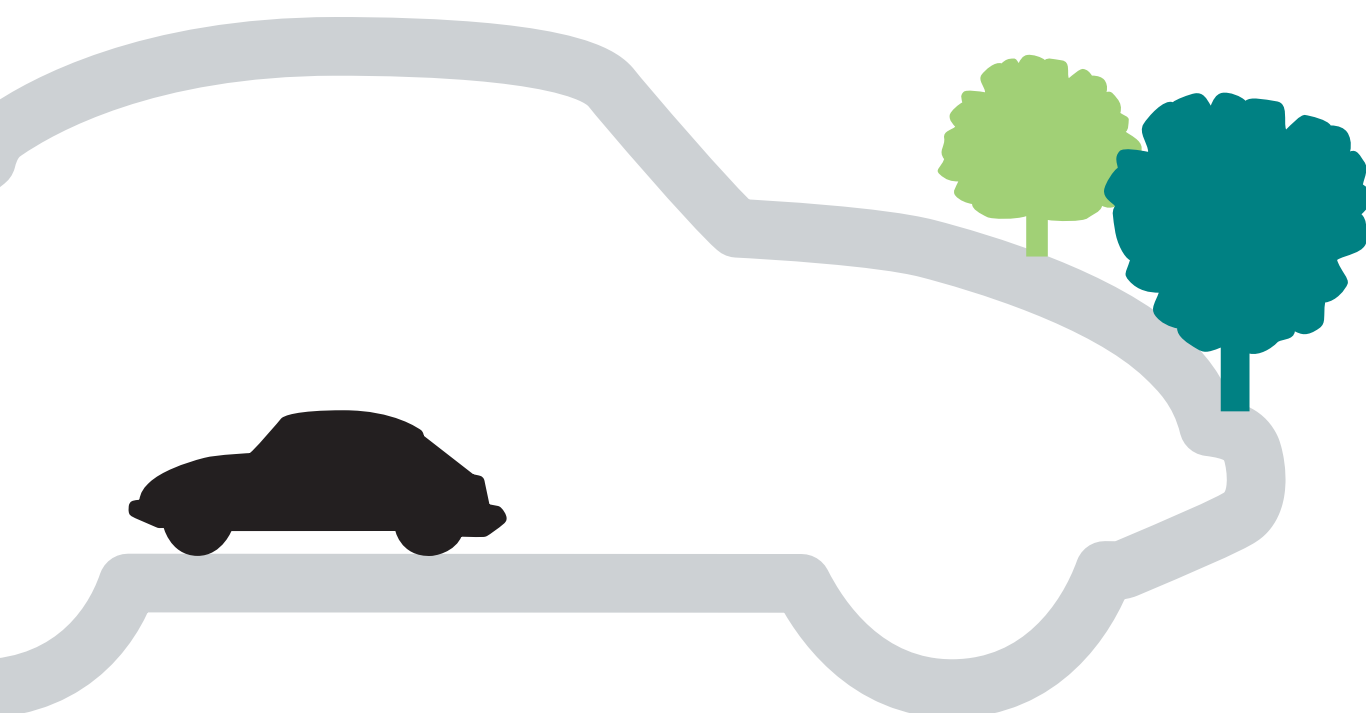
The quality of evidence gathered by the enforcement officers at time of issue and through due diligence in consideration of challenges with clear explanations given in responses, and timely management of cases requiring debt recovery, our recovery rates have remained consistent at around 80%.

Traffic Management Act 2004, para 14: “For good governance, enforcement authorities need to forecast revenue in advance. But raising revenue should not be an objective of CPE, nor should Authorities set targets for revenue or the number of Penalty Charge Notices (PCNs) they issue.”

## Benchmarking performance

To ensure that the service is meeting its core aim of reducing the cost to the public purse for parking management whilst maintaining an excellent service, we review and make comparisons against costs in the base year and proceeding years.

	17/18 (Year 4)	16/17 (Year 3)	15/16 (Year 2)	14/15 (Year 1)
PCN Issue	75,308	68,947	65,008	62,912
Income	£2,273,858	£2,186,616	£2,166,235	£1,746,112
Expenditure	£2,163,924	£1,896,928	£1,831,026	£1,799,262
Surplus / Deficit	£109,934	£289,688	£335,209	-£53,150



# Transparency and Finance

## Breakdown of operational costs:

Item	2017/18	2016/17	2015/16	2014/15
Staff	£1,782,062.00	£1,515,374.00	£1,453,951.79	£1,418,812.00
Accommodation	£9,645.00	£12,954.00	£7,525.00	£10,648.00
Fleet	£77,339.00	£55,881.00	£106,651.00	£117,229.00
IT	£28,174.00	£40,637.00	£59,275.00	£44,138.00
Stationary & back office	£142,201.00	£95,152.00	£90,209.52	£68,686.00
Debt recovery	£60,000.00	£60,000.00	£53,795.00	£21,000.00
Other	£63,903.00	£116,930.00	£49,609.05	£23,756.00
One off set up costs	£0.00	£0.00	£10,008.86	£94,999.00
<b>Total cost</b>	<b>£2,163,923.00</b>	<b>£1,896,928.00</b>	<b>£1,831,026.14</b>	<b>£1,799,268.00</b>

Income from PCNs	£2,273,858.00	£2,186,616.00	£2,166,235.00	£1,736,112.00
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Surplus / (Deficit)	£109,935.00	£289,688.00	£335,208.86	(£63,156.00)
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Operational costs increased in year 4 due to the re-investment in new equipment, fleet, uniform and IT to make the service more effective and benefit the well-being of our officers whilst on patrol.

Processing costs (debt registry, correspondence, postage) also saw a small increase as activities increased. To ensure our reporting is as transparent as possible and a true reflection of the service is given also included are corporate costs; e.g. travel expenses and venue hire.

The total in year income for 2017/18 was **£2,273,858**, an increase of 4% on 2016/17 when it was **£2,186,616**. This is also a 31% increase to PCN income over our first year of service in 2014/15 of **£1,736,122**.

The number of Penalty Charge Notices rose by 9% over the previous year to 75,308. This resulted in a 21% increase in informal challenges to be considered over the previous year.

Increasing residential parking zones in Exeter has resulted in the demands for enforcement increasing and the service has adapted to meet those expectations.

We are constantly reviewing feedback from the public and Traffic Penalty Tribunal (TPT) decisions to ensure we adapt our service delivery and appeals policy to ensure we are delivering a fair and robust service for the people of Devon. We are firmly committed to delivering an effective parking management service in the most efficient ways possible.

Any resulting surplus affords us the opportunity to contribute further into the on-street parking account. This additional funding affords support for any eligible work, such as parking improvement schemes, school crossings and public transport.

In addition, to the operational budget there is also income derived from on-street parking charges, and permits, these figures are summarised below:

**Income collected from On-street parking**  
**£2,984,838**

**Income from Penalty Charge Notices**  
**£2,273,858**

**Income from Permits**  
**£777,898**



## How do we spend our money?

The financial aspects of our service are managed through the 'On-Street Parking Account'.

The On-Street Parking Account consists of two elements: **1)** Income from 'Pay & Display' and other charges; **2)** Surplus or Deficit from On-street CPE (enforcement).

Income from the 'On-Street Parking Account' is used to fund the maintenance and development of parking management schemes and a limited number of other traffic and transport related services in accordance with the criteria for funding prescribed in Section 55 of the Road Traffic Regulations Act 1984, with surpluses used for:

- **The provision or operation of public transport services**
- **The provisions of facilities for public transport services**
- **Highway or road improvement projects**
- **Environmental improvements**

The service is currently sustainable and generating a surplus affording additional income to the On-Street Parking account.

We continue to effectively facilitate the income being generated from our on-street pay & display and cashless parking spaces, and car parks; this is currently more than £2.9m per year.

Decisions on how monies are spent are made annually at the Devon County Council Cabinet meeting in March to decide on the next years budgets. The most recent report discussing how monies derived in 2017/18 will be spent can be viewed here:

**Devon County Council Public Reports:**

[democracy.devon.gov.uk/documents/g158/Public reports pack 13th-Apr-2016 10.30 Cabinet.pdf?T=10](https://democracy.devon.gov.uk/documents/g158/Public%20reports%20pack%2013th-Apr-2016%2010.30%20Cabinet.pdf?T=10)

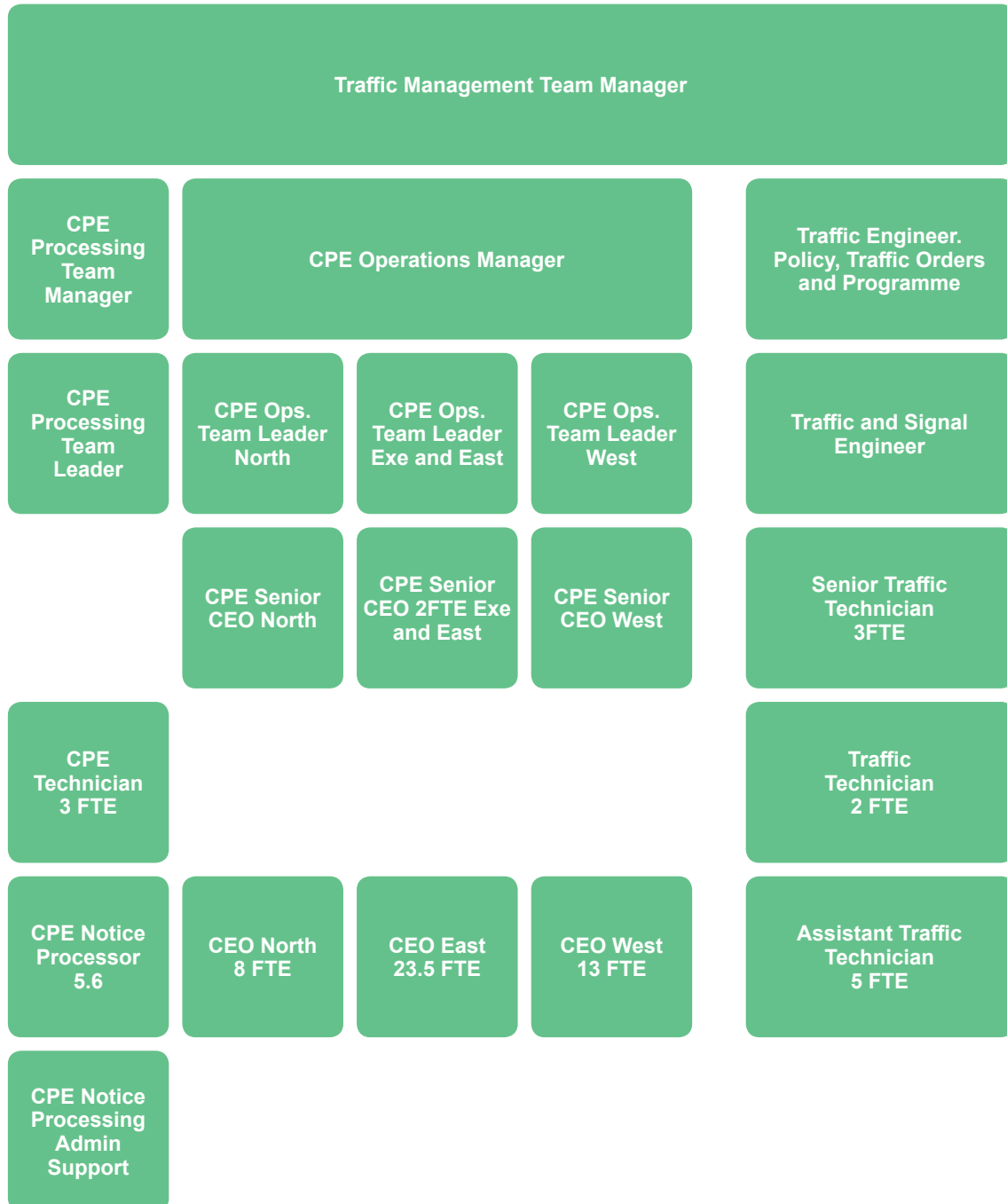
## On-Street Parking Account 2017/18

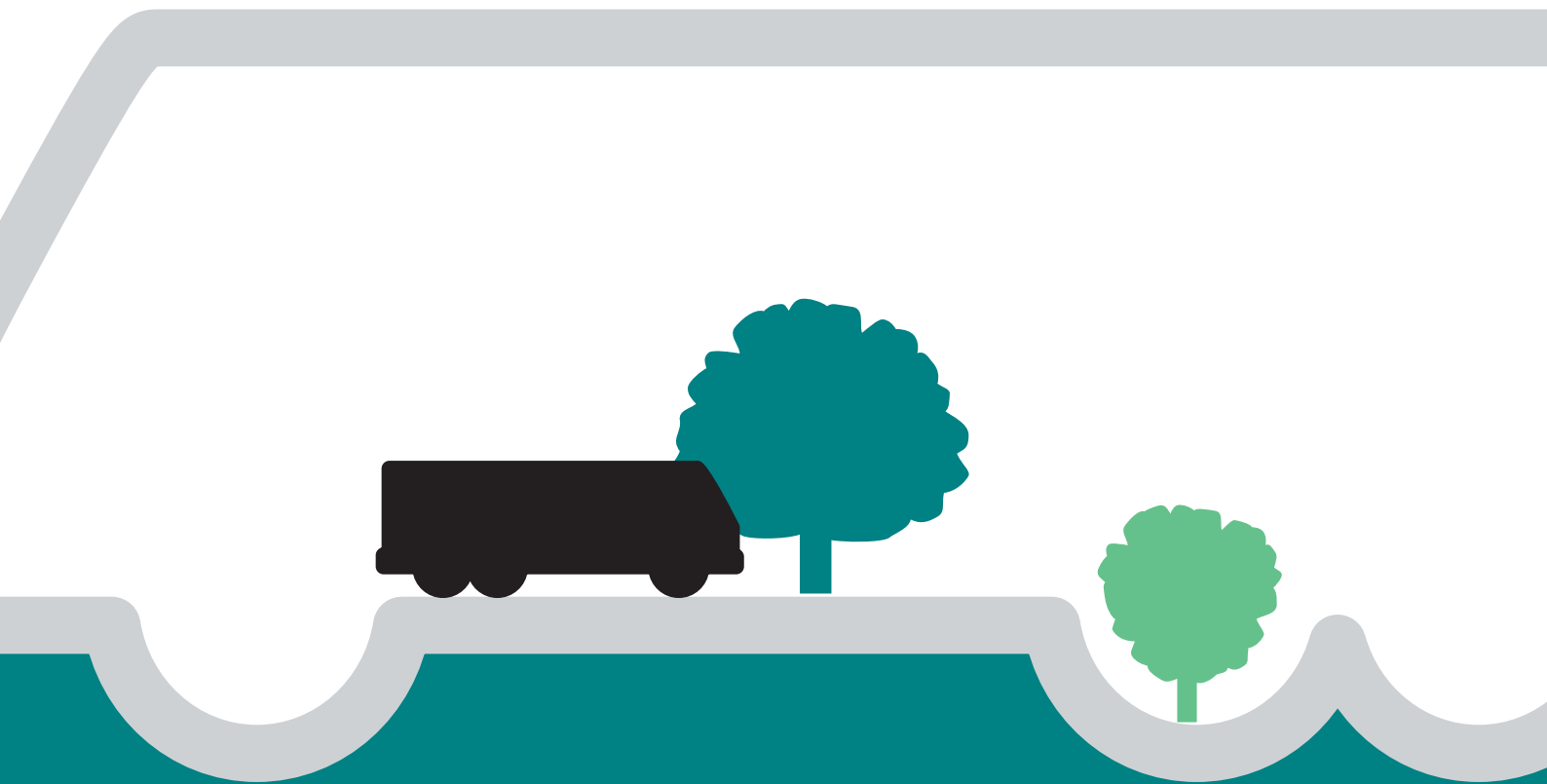
Scheme	Budget allocation £
Public Transport Support	2,411,000
CPE Road Signs & Road Markings	225,000
Traffic Management Plans	100,000
Disabled parking bays	20,000
Cyclical Maintenance for purposes of environmental improvement	1,200,000
Route reviews & improvements to road signs / lines	100,000
HATOC Waiting Restriction Project	100,000
Speed Management	60,000
Traffic and Parking IT Systems	20,000
Safety Camera partnership	10,000
Real time passenger Information	78,000
Variable Message signs	10,000
CPE P&D machine maintenance	40,000
Road Safety Improvements - Reactive	50,000
Park & Ride business rates	100,000
Park & Ride minor site maintenance	10,000
Country Parks	219,000
<b>TOTAL</b>	<b>4,753,000</b>



# Appendix

## Team Structure





Traffic Management Team  
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