

Devon County Council
Civil Parking Enforcement Service

ANNUAL REPORT

2014/15

January 2016





Contents

Foreword	3
Local context	4
Innovation and new initiatives	9
Customer service	16
Service statistics	18
Enforcement statistics	22
Financial information	23
Appendix	25
Penalty Charge Notices	

Foreword

The 1st of April 2014 saw the launch of our new in-house civil parking enforcement service.

However the story started many months before as the Traffic Management Team developed a model and business case to ensure that best value could be provided to the people of Devon, both in terms of finance and also service.

Once proposals had been tested via an independent panel of senior management, procurement and finance colleagues, the team set about a challenging process of engaging and transferring staff and assets from our eight previous city, district and borough partners. Despite the timeframe, the service was delivered and continuity of service maintained for the 1st April.

Looking back on our first year of operation it is clear that the initial modelling and assessment was robust, indeed the service has exceeded expectations in its first year.

Thanks to the hard work of the Parking and Enforcement Team (and wider Traffic Management Team), we have an agile and integrated service which continues to develop and innovate to deliver improvements and efficiencies whilst continuing to meet the traffic management needs of our communities.

Councillor Stuart Hughes

Cabinet Member for Highway Management and Flood Prevention



Local context

Devon and parking

Devon is the third largest county in England with Devon County Council covering 2,534 square miles (the remaining areas being within the unitary authorities of Plymouth and Torbay).

The distance from Ilfracombe in the north to Dartmouth in the south is around 80 miles, and from Tavistock in the west to Axminster in the east, 69 miles.

Devon has the twelfth highest county population with 767,400 residents. It is also the seventh most sparsely populated county with few large settlements and a dispersed rural population covering two national parks. Dartmoor National Park covers 368 square miles and is the largest open space in southern England. Exmoor National Park covers 267.5 square miles and is situated in

the north of the county. The county is also home to 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.

The population of Devon is mainly centred on the 28 market and coastal towns and the City of Exeter.

There are 8,000 miles of highway within Devon; the biggest highway network of any authority in the country. Successful traffic management of this network relies on placing restrictions including those affecting speed and parking. Parking management is essential for the safe and efficient movement of traffic through the network. Within Devon, limited waiting, pay and display, residents parking, and no waiting restrictions are used fairly and responsibly to meet the needs of our communities.

Service review

In our first year of operation we have realised the overall efficiencies modelled in our original business case, and delivered a service which exceeds predicted reductions in overall operating deficit.

Prior to April 2014, on-street enforcement and back office administration was provided by the district councils and Exeter City Council working under agency agreements. It was originally anticipated that the enforcement element of the on-street service would operate at or around a zero ('net nil') budget with the cost of enforcement being offset by the income from Penalty Charge Notices (PCNs) after a period of 'bedding in'. In reality the cost of enforcement significantly exceeded the income from PCNs, resulting in an annual deficit of £795,160 in 2011/12.

In addition to the savings made on overall expenditure, the service has performed efficiently in terms of enforcement, ensuring a transparent, focused and effective service. In the first year of operation 62,912 PCNs were issued to enforce the parking Traffic Regulation Orders that have been agreed over the years by Members to manage traffic and road safety throughout the County and £1,736,112 recovered.

Due to the good performance of the service in its first year of operation, it was decided that some 'set up' costs, previously considered a separate one-off cost, should be included in the first year operating costs model.

When these costs are combined with the operational costs and set against monies recovered from PCNs, it can be seen that the service has operated at a deficit of less than £60,000 compared to the 2011/12 base year deficit of £795,160. This has exceeded expectations and projections.

Indications from the Processing Team show that PCNs being issued by our teams of Civil Enforcement Officers (CEOs) are of a good standard, based on the number of challenges received (and whether these are accepted or not), and the number of appeals progressing to the Traffic Penalty Tribunal for an independent ruling. These have been benchmarked against other authorities.

Additionally, the service was reviewed by Devon Audit Partnership after six months of operation to ensure the structure was sound and being delivered in a transparent, responsible and professional manner. The service was found to be of a 'good standard', with recommendations made now incorporated.

Additionally, it was identified that the following benefits would also be achieved if the service was brought in-house:

- Devon County Council has direct control of its statutory duty.
- Complete transparency in financial reporting and service delivery.
- The greatest potential to achieve future operational cost savings.
- Any savings or efficiencies will be felt wholly and immediately by the County Council allowing monies to be returned to the running of the service and any surplus to be spent in line with Section 55 of the Road Traffic Regulation Act 1984.
- Clear focus on on-street parking management and DCC priorities.
- Clear management structure.
- Full access to direct staff, dealing with a dedicated on-street resource.
- Consistency in service delivery across the county.
- Consistency in the handling of cases/appeals across the county.
- Improved customer service arrangements, including complaint resolution.
- Synergies and links with existing DCC teams offering future savings, for example: direct links with the Neighbourhood Highways Team and maintenance teams allowing quicker delivery of fault identification, remedial works and snagging of completed works.

Delivering our new service

Overview

Following Cabinet's decision of December 2013, a small team of officers set about formalising and mobilising a comprehensive parking enforcement service. In addition to meeting the challenge of setting up the new service, throughout the TUPE transfer and operational change phase of the project, a real sense of team was developed. Care was taken to integrate the team into the wider County Council, linking with existing traffic management staff and engaging Members to understand their new service. Along the way numerous milestones were passed, some of the most notable are listed below:

- Introduction of a countywide management structure.
- Appointment of new operational staff.
- Procurement of a back-office processing system and hand-held computers for officers.
- Procurement of fleet.
- Development of in-house training and mentoring for new starters.
- Development of performance management and appraisal tools for all staff.
- Additional third party work won; Off-street parking services have been provided to Salcombe Town Council and other teams within the County Council.
- Member engagement, and improved online information.
- Service working groups to set direction for the future with staff empowered to shape their own future.
- Publishing service statistics (including PCN issue rates <https://new.devon.gov.uk/roadsandtransport/parking>) and operational guidance online to ensure transparency.
- Procurement of debt recovery services.

Creating a management team

At the time of 'go live' in April 2014 the management team were limited to the overall Parking Manager, a role that had previously existed within Devon County Council to manage the agency contracts, identified as the "Senior Officer (Parking and Enforcement)", and newly appointed "Operations Manager" and "Processing Manager".

Within the opening months this core management team led on development and carried out a recruitment process to appoint three Operations Team Leaders, overseeing the three teams in East, West and North, and then four Senior Civil Enforcement Officers, providing expert operational support to the Civil Enforcement Officers in the three teams (two SCEOs being appointed to East to recognise the larger team and the fact that the team reported to three work bases).

Once the management team were in place a series of regular development meetings were set up. These meetings ensured effective communication between the processing and operations teams, and overall service management. They were also utilised to develop key documents, such as operating procedures, lone worker policy, and risk assessments.

In-house training

It was evident immediately that there were a number of areas where staff had transferred with numbers less than anticipated and desired. The management team undertook an appointment process to bring in new staff from the open market.

Whilst there are nationally recognised qualifications available to parking enforcement staff, such as the City & Guilds, it was felt that these courses lacked on-the-ground mentoring and on-site support that we believed was truly needed by a new member of enforcement staff.

Therefore an induction programme was developed in-house to ensure new starters, who may have no formal background in enforcement, could flourish. Having monitored our first intake of staff in the in-house service we believe that our course has been effective in developing excellent enforcement officers. We believe our in-house induction and training programme is more thorough and comprehensive than any externally provided course.

However, it is felt that there is still merit in investing in external training to supplement this to: a) achieve a standard recognisable to the public, and b) support staff in attaining a nationally recognisable qualification that will allow them access to future employment opportunities both within the authority and beyond.

CEO working groups

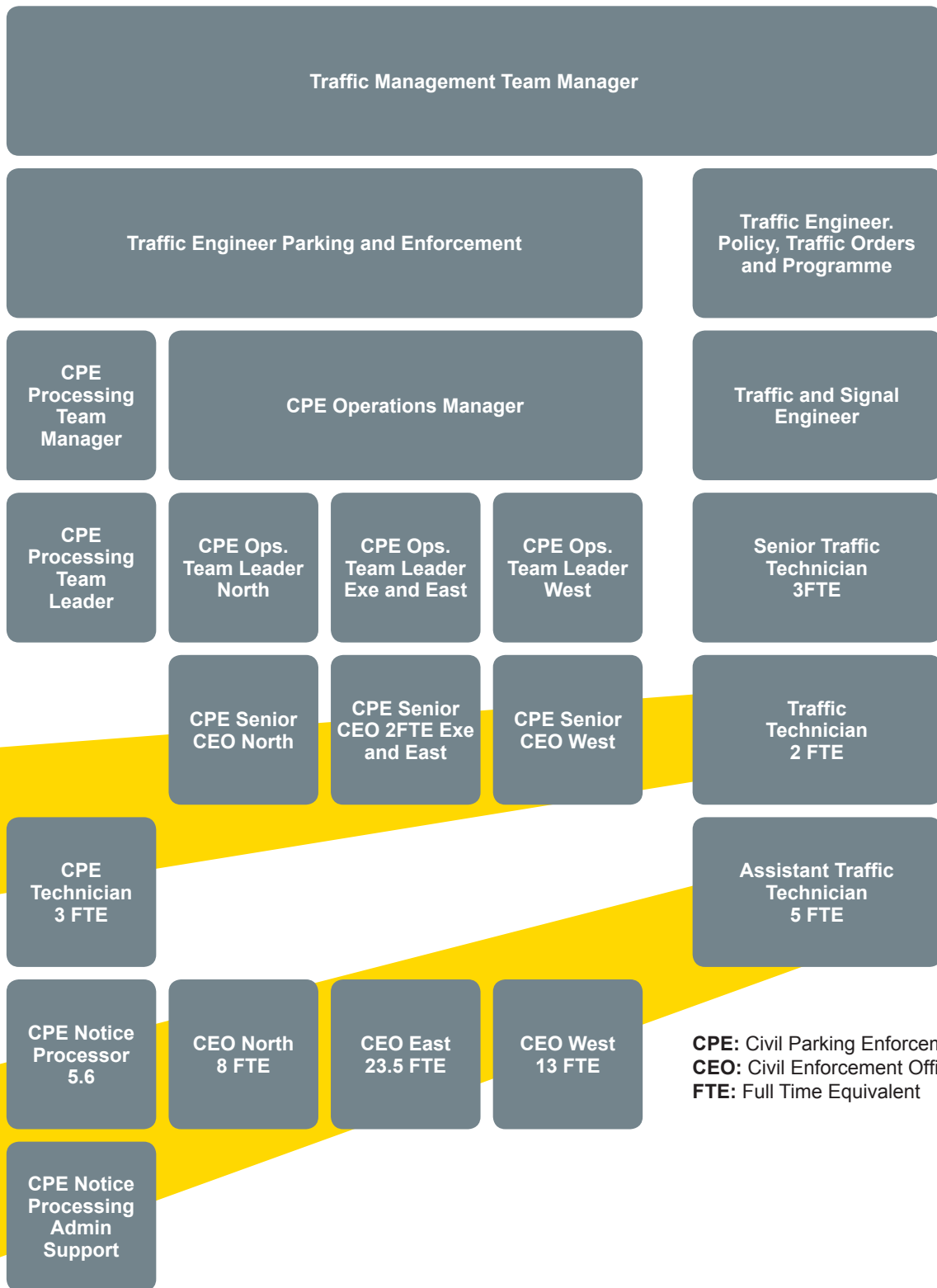
At the end of our first year of service the management in conjunction with the CEOs committed to review and reflect on how things had progressed as a group. Over the course of a week three team days were set up to review key issues and to set direction for future years.

From the team days three key themes were identified; use of discretion, uniform, and media perception. The management team committed to three further working groups based around these themes so that decisions could be made with a commitment to deliver.

As an outcome, the management team have committed to:

- Review of operational guidance to allow a consistent approach to discretion on key scenarios.
- Involving staff in selecting new uniform items.
- Continued investment in web information, leaflet, and engagement on social media platforms such as YouTube, Facebook, and Twitter.

Team structure





Innovation and new initiatives

Our priority for year one was to transform the front line fragmented operations previously provided by seven district and Exeter City councils into a single team delivering a consistent approach to enforcement throughout the county.

Three new operating centres were created with a level geographic split of the county, each managed by a Team Leader reporting to The Operations Manager. This small management team undertook a review of enforcement activity and procedures without the need to consider previous district council boundaries. Priority is given to 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.

Civil Enforcement Officers' (CEOs) beats have been redesigned so that larger communities needing more frequent attendance can be grouped with several smaller communities that demand less attendance. This allows large communities to be serviced regularly, while smaller communities are serviced in line with their parking management needs.

Grouping communities together allowed for a more efficient spread of resource in order to facilitate fewer CEO attendances whilst retaining a high level of service to all communities with parking management needs.

Once the management team were in place a series of regular development meetings were set up. These meetings ensured effective communication between the processing and operations teams, and overall service management. They were also utilised to review and develop standard operating procedures to ensure both transparency and consistency for our customers. These documents are available on the authority's web pages.

Key initiatives delivered in 14/15 (year one)

Electric fleet

As the first year of service came to a close, it was identified that several of the vehicles transferred from previous partners on lease agreements were nearing their expiry dates (or there was potential to close the agreements early). A review was carried out to consider future options to backfill.

In general the favoured approach to fleet for the service is to purchase outright, therefore saving on interest associated with loans or premiums on lease agreements.

It was identified that central government subsidies were available to incentivise use of electric vehicles to assist in priming increased uptake of this power option. After analysis of purchase / lease costs, running and fuel costs, it was found that for each electric vehicle brought into the fleet a saving of several thousand pounds would be achieved per annum. The use of an electric fleet supports Local Transport Plan / Sustainable Travel objectives in reducing carbon emissions and improving air quality in communities.

Cash collection

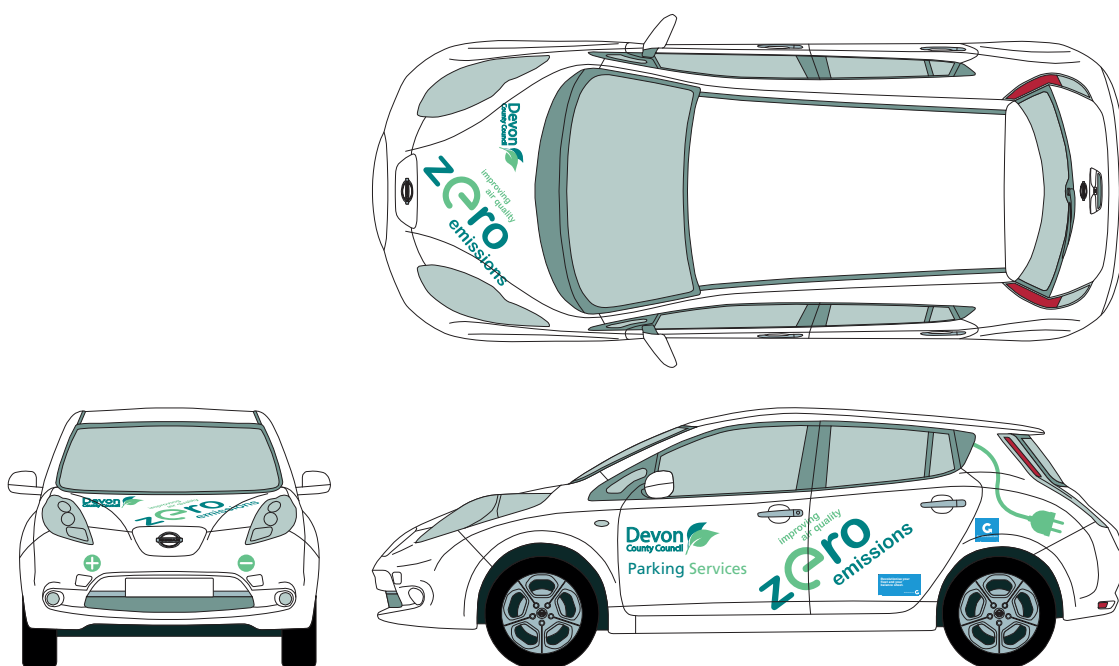
In our original model a commitment was made to review arrangements for cash collection and consider whether there was a benefit in bringing this element of the service in-house.

After review it was not felt that there was financial benefit in pursuing this and there was a likely detriment to the key focus of the team of keeping our network working safely and efficiently.

New cash collection services have been procured utilising a single contract for the whole county and achieving best value.

Rationalisation of the DCC technical team

It was identified that there were likely efficiencies in the review of roles of the team which supports civil parking enforcement at a technical level. Through the transfer of service this has been reviewed and it is proposed that the role of Senior Technician is deleted with the team reporting to the Traffic Orders, Policy and Programme Team. Considerations being finalised via a consultation process programmed for the final quarter of 2015.



Developing the business

A review of off-street sites belonging to the County Council, and their parking management provisions has been undertaken. The Parking and Enforcement Team have worked closely with colleagues in Estates to revisit arrangements for management of parking at County Hall and Barnstaple Civic Centre. New Traffic Orders have been processed to ensure parking can be managed efficiently with the County Hall site now benefiting from an additional visitors parking area.

Additionally, the team have worked with local communities to review what can be done to support them by taking on 'third party' sites.

One particular example is Salcombe Town Council where the team have worked to provide a fully managed solution for the Town Council's site on the edge of their community which serves as a Park & Ride / Park & Walk car park, easing congestion in the community.

The Town Council report:

"Salcombe Town Council have worked with Devon County Council Enforcement Team to use their skills and manpower to manage their small community owned car park. Through this partnership meters have been installed and DCC officers and agents visit and collect cash, monitor the meters and if necessary issue parking tickets. This assistance has allowed Salcombe Town Council to provide a well-run facility and use the expertise of in-house officers and have the accessible local government knowledge and guidance to implement season tickets, better signage, a workable parking layout and all year round operation. Working together has provided peace of mind for the town council and a closer working relationship with enforcement in the town."

Deployment

The new service enables a holistic view of parking enforcement in Devon to be taken, allowing a review of how staff are deployed, to which communities and at what frequency.

This rationalised approach saw some communities benefiting from a greater recognition of the demand for parking enforcement to support parking space turnover feeding local business and ensuring the expeditious movement of traffic through them. Other peripheral communities saw a reduction in visits, or visits provided in response to specific issues. All communities have been ranked in priority to assist in programming visits, with resources focused on areas in genuine need of parking management.

The operations team have monitored the effectiveness of our new deployment patterns and based on their own observations and customer feedback deployment is regularly reviewed to follow trends and changing demand.

Days and hours of attendance are regularly reviewed, especially with regards to out of hours and weekend working to ensure that best value is provided by deploying staff when they are most needed.

Persistent evaders

By taking a whole-county view, patterns of evasion where drivers repeatedly avoid payment or seek to become untraceable have been monitored and investigated. One particular trend has been identified in vehicles being incorrectly registered with the DVLA, or held at 'in trade' status for protracted periods. These matters continue to be investigated and a multi-agency approach is being taken to address them.

Open data and transparency

In order to deliver a transparent, accountable, and open service throughout our first year of operation we have reflected on what drivers, members and other interested parties wish to know about a parking service, and enquiries made through the Freedom of Information (FOI) Act. This also fits with the national Open Data initiative.

One key question that was regularly asked related to enforcement activities in each community being identified by issue rate of Penalty Charge Notices. These figures have been released on our public web pages and are kept up to date on a monthly basis. Figures for 14/15 are also included in the appendix of this report.

Additionally, and in line with recommendations in national guidance (Operational Guidance to Local Authorities: Parking Policy and Enforcement, March 2015) our operating procedures and policy, for both our Operations Team and Processing Team has been published so the public can understand how our service operates. These can be viewed here:

<https://new.devon.gov.uk/factsandfigures/open-data/on-street-parking>

In addition to building trust in our service from the public the added benefit to publishing relevant data in to reduce the amount of time invested in preparing FOI requests against key themes. The service will continue to add to the information provided under the Open Data initiative.



The vision for the future: 15/16 and beyond

Parking solutions for third parties

Based on the first year successes of the service and the ability to significantly reduce the operating deficit, with a very real prospect of providing a self-sustaining and cost neutral enforcement solution in 2015/16, it is hoped that these benefits can be shared with other organisations.

It is considered that where appropriate DCC should look at opportunities to develop new business / work with partners to further reduce costs to the public purse.

Similarly, building on successes shared with Salcombe Town Council, it is also proposed to work with other town and parish councils to assist in managing their off-street sites and to provide a revenue which will see these sites become sustainable and potentially mobilise the communities to fund other improvements in their areas.

Beyond a simple parking enforcement solution, it is important to also recognise the benefits of sharing professional expertise and buying power. By joint working, procurement of cash collection services, and assets (such as pay and display machines or traffic signs and lines), as well as the provision of legal services (such as drafting and processing traffic orders) can all be simplified and will become more efficient.

Digital by design

Through the first year of service contact with customers has been monitored not only to understand what they need but also the mechanism by which they are contacting the County Council.

Whilst it would be hoped that the majority of contacts are made in order to appeal or pay a Penalty Charge Notice and would be via the online or postal contacts given on the rear of that Notice, this is not necessarily the case.

A significant number of calls are made to the Customer Service Centre seeking guidance on the process (and also seeking information on parking permits, dispensations, or highlighting parking concerns). There are between six and seven hundred calls relating to parking enforcement received per month.

In order to embrace the national Digital By Design initiative and to ensure customers get the right information at first point of contact, improved web pages, self-serve facilities, and telephony systems are being developed which should reduce the number of calls.

Similarly, the cost of both receiving and processing physical correspondence is recognised, having to scan and index incoming mail and print and post ongoing mail.

In the first year of service 14,516 pieces of correspondence were received in relation to parking tickets; 7,762 were submitted online, and 6,754 were sent by post to the Council. Whilst initial challenges can be responded to by email (if an address is provided by the appellant), all correspondence in the latter stages (after the service of the Notice to Owner document) must be sent using traditional services.

Currently an average of 1,210 letters are received each month by the Processing Team, and an average of 1,987 letters are posted out. Again by investing in improved web pages, self-serve facilities and telephony systems it is hoped to drive the volume of costly 'traditional' correspondence down.

Rationalise restrictions

Recognising the new position of the in-house parking enforcement service within Devon County Council's wider Highway Management service, and sitting aside colleagues that review and design new parking schemes within the Traffic Management Team, there is a new emphasis on engaging operational enforcement staff in shaping future schemes.

By using the expertise of those that ultimately ensure things 'work' on street we can ensure that any new restrictions truly deliver the benefits intended for the communities receiving them. For example, the operations team are acutely aware of the operational benefit of pay and display in only needing to visit a location once and the greater level of compliance that can therefore be expected. They will also have local knowledge to inform where problem parking may be occurring and the application of a "no waiting" restriction may need to be considered. Similarly, they may also be aware of a location where a "no waiting" restriction is no longer relevant and parking could be released to benefit adjacent businesses.

County-wide review of parking compliance

Whilst it is believed that an excellent service is being provided it is felt prudent to statistically monitor actual compliance to benchmark our performance and compliance on the network periodically. The service will be undertaking non-uniformed community spot checks to gather statistical information, initially in our market and coastal communities, to create a 2015/16 baseline. During these visits only information relating to compliance would be recorded and no penalty charge notices would be issued. Sample areas will be selected in each community, choosing a blend of restrictions (such as residents parking, limited waiting, pay & display, yellow lines), through key times throughout the day and during peak and off seasons. The exercise will be repeated regularly to ensure parking bays and network are functioning as effectively as possible. Led by Operations Team Leaders and Senior CEOs.

Rationalisation of work bases

Through a consultation exercise programmed for the last quarter of 2015, the management team are considering the benefits of rationalising work bases, and inviting comment from the effected staffing groups.

For the operations team it is felt that reducing workbases will ensure full management support can be provided to the teams, and that resource is located such that deployment is flexible and effective.

For the processing team, although the virtual back office model that has been utilised since the start of the service allowed delivery without disruption, travel costs, for TUPE staff, and assisted driving efficiency by working from a single county-wide work flow, it remains our belief that management and support can be optimised further by bringing staff together to a central location.

Review of Pay and Display stock

A commitment has been made to review the county's approach to on-street Pay and Display machine infrastructure. The current costs relating to maintenance, software upgrades, networking (so statistics and faults are reported utilising a SIM card), and cash collection are considerable. At the same time there are indications of an increasing acceptance and increasing use of cashless telephone payment for parking.

Therefore, it is proposed to review our stock with a view to reducing the number of machines. It would be proposed that there is always a cash payment option but the machines would be placed more sparsely.

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. Consideration is being given to finding an appropriate mechanism to recognise excellence, and additionally ensure that talent is developed to allow individuals to progress their careers to their full potential.

The management team are keen that access to opportunities within management positions, or technical roles in the wider Highways service, are facilitated for the right individual, either with specific training or closer working relationships / shadowing of colleagues.

Blue Badge fraud initiatives

The service recognises the prevalence of abuse of Blue Badges to access free or preferential parking. Equally it is recognised that the driving public and legitimate Blue Badge users demand that action is taken. Where requested to do so by Care Direct we will seek to work alongside them and the Police to assist in addressing abuse.

Pavement parking

The service recognises the impact that pavement parking has on pedestrians, particularly those that are most vulnerable; the elderly, parents with buggies, the visually impaired and wheelchair users. Pavement parking also damages the structure of footways, increasing maintenance costs.

Current legislation provides only limited scope to act. Although the Department for Transport now permits the making of a Traffic Order and erection of signing to prohibit pavement parking, the need to potentially sign every location would be very costly and visually intrusive.

The service supports the progression of the Pavement Parking Bill, and is assisting in gathering data to support its implementation. A review of educational leaflets is being carried out with a view to developing a multi-agency document with colleagues in the emergency services to alter driver behaviour whilst the outcome of the bill is awaited.

Moving Traffic Offences

The service will continue to consider the benefit of enforcing moving traffic offences utilising Civil Parking Enforcement powers. A business case will be created to test whether there is a benefit to the network to maintain free movement of traffic, in particular public service vehicles by utilising these powers.



Customer service

Key initiatives delivered in 14/15 (year one)

Understanding the customer

The launch of our new service resulted in more direct contact between the Council and its customers. A clearer understanding of the needs of communities was therefore required. The management team has directly engaged with representatives of communities with discussion on shared issues.

In particular, engagement with the Barnstaple Town Management Team has allowed the team to reflect on the needs of traders in that community and review enforcement practices which were ultimately rolled out county-wide. The team has also been involved with multi-agency community partnership working such as the “Ilfracombe One” initiative.

All parking-related issues are reported through our dedicated highways customer service centre who feed report issues to the relative operations team for action.

Reports of parking abuse are always investigated by the area team and good intelligence provided by customers is used to determine deployment activity.

Reflecting on the manner in which customers contact the County Council and the information being sought, the team has developed proposals for 15/16 which will see comprehensive improvements to telephony, webpages, leaflets and greater engagement on social media platforms (such as Twitter, Facebook and YouTube).

Supporting members

The management team recognise the importance of our County Councillors in engagement with customers and communities; often our Members are the first point of contact for customers so it is essential that they are supported in understanding the service.

In response to increased questions from Members as the service went live, emails keeping them informed of developments and the publication of parking statistics were sent. In addition, members were invited to 'join the team' on the ground and walk beats in their communities. The 'join the team' initiative proved very successful in allowing insight and understanding of the service, with Members commenting:

"I truly believe I had a window on to some of the work that our Officers do for people in Devon. Not only did I learn a great deal about our complex parking laws but also I saw what hard work it is. I was immensely impressed with the officer's commitment to our County and to his service as well as his obvious extensive knowledge and calm and unflappable nature – genuinely I feel proud that we have such a committed person representing Devon as a Civil Enforcement Officer."

Councillor Alistair Dewhirst
(Teignbridge South)

"The officer was very smart and polite. During his patrol, the officer was frequently stopped by people who were seeking advice on many issues including tourist information and directions in general. One potential parking offender was very grumpy but the officer did not appear to take the aggression to heart! I had an interesting 3 hours this morning & found out lots of useful information including local issues not relating to parking!"

Councillor Debo Sellis
(Tavistock)

Creating partnerships

It was identified that partnerships and close working relationships with other agencies are essential to effective and relevant parking enforcement.

We have joined the Police in activities to change parking behaviour around schools by parents and on occasion utilised these closer relationships when there have been concerns relating to abuse and threats to our staff on the street.

Similarly, it has been recognised that the emergency services (Police, Fire and Ambulance), and the Parking service, all wish to address inconsiderate and obstructive parking, especially when it hinders passage along the carriageway or blocks the pavement. Whilst awaiting the progress of the national Pavement Parking Bill, a commitment has been made to investigate the use of a multi-agency leaflet to educate inconsiderate drivers.





Service statistics

Parking stock

The County has developed a mix of parking and loading restrictions to meet the diverse requirements of its market and coastal towns, and those for the county's capital Exeter.

With the continuing success of Exeter University to attract students globally, the population of the city dramatically increases for the academic year. The county is also attracting increasing numbers of students choosing to study in our beautiful county at campuses in Barnstaple in North Devon and Newton Abbot in the south.

The area continues to be a big draw for tourism, seeing increasing numbers of visitors all year round as well as big increases in visitor numbers during high season in July and August.

The county offers variations in parking restrictions to reflect seasonal changes, to ensure that the ease of traffic movements and availability of spaces to support our local communities and amenities all year round.

Devon is still a popular place to choose to live for those who have retired. The county has an age demographic of the over-60s that is higher than the national average, and therefore has a higher number of residents that hold blue badges.

The county tries to reflect this in its provision of disabled-only parking spaces at key locations, and in its policy for providing marked spaces outside of a blue badge holder's home.

The following tables indicate the numbers of parking areas or zones with a priority for residents; an estimate of the number of on-street pay and display parking spaces and the number of mandatory disabled only parking spaces; estimates derived from total length of bays in metres, divided by 5.5 metres; an estimate of the number of loading bay spaces, based on an average vehicle length of 10 metres.

Towns with resident parking only area or zones

* by exemption in Pay & Display spaces
 ^ by exemption in Limited Waiting Spaces
 + some areas in the city have a mix of Pay & Display and/or Limited Waiting spaces where permit holders are exempted.

Community	No. of zones	Est. no. spaces
Barnstaple	10	1129
Bideford [^]	3	54
Budleigh Salterton*	1	43
Dartmouth	1	15
Exeter+	21	8076
Ivybridge	3	101
Kingsbridge	1	16
Kingswear	1	47
Marldon	1	3
Newton Abbot	9	656
Salcombe	1	46
Seaton [^]	1	24
Sidmouth	2	23
Tavistock [^]	1	40
Totnes	4	574
Woolacombe	1	55

Towns with on-street parking areas

* Seasonal variations apply

Community	No of tariff zones	Est. no. spaces
Barnstaple	1	38
Bideford	2	70
Budleigh Salterton	1	43
Combe Martin	1	15
Dawlish	3	80
Exeter	14	1008
Exmouth	2	201
Ilfracombe*	2	81
Newton Abbot	5	232
Seaton*	1	82
Sidmouth*	1	44
Teignmouth	4	117
Totnes	2	52
Woolacombe*	1	100

Parking restricted by vehicle or type

Mandatory Disabled Only spaces	554
Loading Only spaces	412

Towns with limited waiting spaces

Seasonal variations apply in tourist towns.

Community	Estimated no. of spaces
Ashburton	30
Axminster	54
Barnstaple	504
Beer	31
Berrynarbour	2
Bickington	5
Bideford	376
Bishopsteignton	4
Bovey Tracey	41
Braunton	26
Buckfastleigh	17
Budleigh Salterton	64
Chagford	30
Chillington	2
Chudleigh	16
Clyst St Mary	12
Combe Martin	19
Crediton	149
Croyde	18
Cullompton	43
Dartmouth	262
Dawlish	51
Exeter	1178
Exminster	6
Exmouth	281
Great Torrington	60
Hartland	14
Holsworthy	31
Honiton	103
Hope Cove	4
Ilfracombe	81
Instow	84

Community	Estimated no. of spaces
Ivybridge	47
Kingsbridge	127
Kingskerswell	15
Kingswear	2
Lympstone	7
Lynmouth	59
Lynton	73
Modbury	14
Moretonhampstead	33
Morthoe	2
Newton Ferrers	24
Northam	13
Ottery St Mary	38
Princetown	11
Salcombe	63
Seaton	94
Shaldon	26
Sidmouth	126
South Brent	11
South Molton	85
Starcross	7
Stoke Fleming	2
Tavistock	249
Teignmouth	111
Tiverton	128
Topsham	66
Totnes	119
Westward Ho!	13
Woodbury	8
Woolacombe	72
Yealmpton	13
Yelverton	16

Ensuring excellence: service health check

When the proposal for the service was developed it was identified that performance would improve as staff were brought into a single team with a single focus. This was based on a case study of the Exeter City Council service that had created an on-street-only focused team in the previous year (2013/14).

Increased productivity has been demonstrated within our service, with increased coverage despite a marginal reduction in posts. This can be attributed to: flexibility in deployment; removal of district boundaries; effective management and staff development; clarity of role; increased sense of team purpose; increased expertise on on-street traffic management and parking enforcement skills and knowledge.

Staff KPIs

(Key Performance Indicators) Throughout the development of the service a key focus has been on recognising excellence, and allowing staff to achieve their potential by providing feedback at regular one-to-one reviews.

Processing KPIs

Number of cases decided. Breakdown of decisions; accepted, rejected, request for more information, first strike cancellations, follow up challenges. Traffic Penalty Tribunal (TPT) case decisions, uphold, dismiss, no contest.

Operations KPIs

Beat management; locations visited, vehicles logged. Accurate records of time spent, in communities, in transit, breaks, cancellations due to quality.

Financial performance

Whilst it was always noted that caution must be applied to any financial projections related to income; this cannot be a focus of parking enforcement and our original model was designed around reduced expenditure rather than increased income. There was a confidence that the new service would not see any drop in income. Indeed this was the case and £1,736,112 was recovered 'in year', compared to £1,577,882 in the 2011/12 base year – an increase of 10%.

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."

Audit

An audit was carried out on the service after six months of operation to ensure it was functioning efficiently, being managed responsibly and that mechanisms were in place to secure its future. Whilst a number of areas were still in development (as this is a young service) the service was identified as being of a "Good Standard".

Benchmarking performance

In order to ensure that the service is meeting its core aim, that of reducing the cost to the public purse for parking enforcement whilst maintaining an excellent service it is important to make comparisons against costs in the base year and proceeding years.

Enforcement statistics

Penalties issued

Total numbers of PCNs issued **62891**
No. of PCNs at high level **34120**
No. of PCNs at low level **28771**
No. of Reg 9 PCNs issued **62588**
No. of Reg 10 PCNs issued **303**
No. of PCNs issued on street **62764**
No. of PCNs issued off street **127**

Penalties paid

No. of PCNs paid **49856**
No. Paid at Discount rate **42540**
No. of PCNs before Charge Certificate (within 56 days) **48111**
No. Paid after Charge Certificate served **1745**
No. of Charge Certificates registered **6109**
No. of warrants of execution issued **0** (1st year of service. Warrants issued in April 2016)
No. of PCNs cancelled **8749**
No. of PCNs written off **1884**

Penalties challenged

No. of PCNs resulting in Informal Challenge **10961**
No. of PCNs cancelled as a result of informal challenge **3952**
No. of informal challenges rejected **5075**
No. of PCNs resulting in a Formal Representation **2384**
No. of Formal Representations which resulted in the cancellation of the PCN **456**
No. of Formal Representations which resulted in a Notice of Rejection **1346**
No. of PCNs written off for other reasons (e.g. CEO error, DVLA untraceable) **3996**
No. of vehicles immobilised **0**
No. of vehicles removed **0**

Cases referred to the Traffic Penalty Tribunal

Total No. of Appeals **136**
No. of Appeals Allowed **54**
No. of Appeals Dismissed **53**
No. of Appeals Not Contested **29**

Financial information

Financial summary

Breakdown of operational costs:

Item	Modelled cost	Actual cost	Notes
Staff	£1,568,691	£1,418,812	Including insurances, temp staff, central management and technical support
Accommodation	£30,663	£10,642	
Fleet	£124,441	£117,229	Includes £22,000 purchase cost for twelve vehicles prorated over five years
IT	£25,852	£44,138	Includes £13,582 for software licensing and enforcement hardware originally considered outside model
Stationery	£68,713	£68,686	
Debt recovery	-	£21,000	Fees to register debts at Traffic Enforcement Centre
Other	£28,475	£23,756	Includes £14,969 for uniform originally considered outside model
TOTAL	£1,846,835	£1,704,263	£142,572 additional savings

Item	Modelled cost	Actual cost	Notes
One off set up costs	£187,200	£94,999	Covering HR support, new equipment, and allowances for relocation / redundancy if necessary

The bulk of the savings have been found through reducing costs. An increase in PCN income was also achieved through focussing resource where it was most needed, and ensuring any PCNs issued were done so fairly and robustly contributing to an excellent recovery rate. This has seen an increase in the PCN issue rate of 10%, and a total in year income of £1,736,112, compared to PCN income from the 2011/12 base year, £1,577,882. In addition to the operational budget there is also income derived from on-street parking charges, and permits:

Income collected from On-street parking **£2,516,621**
Income from Penalty Charge Notices **£1,736,112**
Income from Permits **£393,151**

How do we spend our money?

The financial aspects of our service are managed through the 'On-Street Parking Account' which consists of two elements:

- 1) **Income from 'Pay & Display' and other charges**
- 2) **Surplus or Deficit from On-street CPE (civil parking 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.

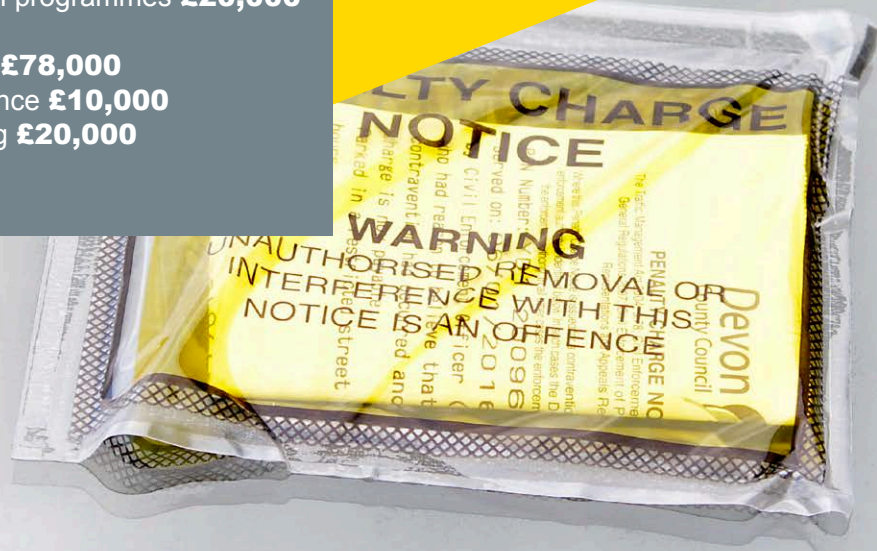
Whilst the service still operates at a marginal deficit, it is worth noting rules relating the use of any surplus monies derived from parking activities, and to understand that the service does facilitate the income derived from on-street pay and display; this is in excess of £2,500,000 per annum.

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 2014/15 will be spent can be viewed at:

<http://www.devon.gov.uk/loadtrimdocument?url=&filename=HCW/14/20.CMR&rn=14/WD99&dg=Public>

Budget allocation

Bus service support **£569,000**
Barnstaple to Exeter hourly train service **£75,000**
Dartmoor railway **£70,000**
P&R security **£50,000**
Traveline **£50,000**
Wheels to Work **£92,700**
Shopmobility **£9,270**
Traffic Management plans **£130,000**
Speed management **£85,000**
Staff costs in delivering CPE **£164,000**
CPE road signs and road markings **£225,000**
IT costs relating to parking and TM programmes **£20,000**
ANPR **£10,000**
Real Time Passenger Information **£78,000**
Variable message signs maintenance **£10,000**
Special events, coning and signing **£20,000**
TOTAL £1,657,970



Appendix

Penalty Charge Notices issued by community by month 2014/15

Community	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	TOTAL
Appledore	0	2	1	7	7	0	0	0	0	0	7	8	32
Ashburton	39	40	34	29	46	54	33	92	37	53	47	39	543
Aveton Gifford	0	1	2	2	0	0	4	0	2	0	11	2	24
Axminster	21	28	13	38	31	34	27	28	39	36	31	32	358
Bampton	2	0	1	1	0	0	3	0	0	0	4	2	13
Bantham	0	0	1	2	0	0	0	0	0	0	0	0	3
Barnstaple	140	172	142	134	161	284	265	645	609	520	406	441	3919
Beer	8	8	9	20	23	18	11	24	15	7	7	2	152
Bere Alston	0	6	4	0	2	4	5	1	0	0	0	0	22
Berrynarbour	0	0	1	0	0	0	0	0	0	0	0	0	1
Bickington	0	0	0	0	0	0	0	0	0	0	1	0	1
Bideford	147	100	105	133	88	105	133	216	180	209	204	201	1821
Bishopsteignton	0	3	0	1	3	3	5	3	2	4	2	0	26
Bishops Tawton	0	0	1	0	0	0	0	0	0	0	0	0	1
Bovey Tracey	38	31	43	39	43	11	20	33	26	45	43	6	378
Bow	0	5	4	7	3	1	0	0	1	1	0	0	22
Bradninch	0	0	0	0	2	0	0	0	2	0	0	0	4
Braunton	5	4	17	16	14	17	12	0	2	4	22	12	125
Buckfastleigh	21	30	19	13	8	14	13	30	17	11	7	15	198
Budleigh Salterton	20	26	23	20	23	8	15	14	15	6	16	25	211
Chagford	16	34	24	35	27	13	56	25	17	26	30	43	346
Chudleigh	32	21	18	7	21	9	8	22	12	14	21	6	191
Clyst Honiton	0	0	0	0	0	1	0	0	0	0	0	0	1
Clyst St Mary	0	0	1	1	4	4	2	6	4	0	0	0	22
Clovelly	0	0	0	0	5	0	0	0	0	3	1	7	16
Colyton	0	0	0	0	1	1	3	0	1	0	0	1	7
Combe Martin	24	10	16	3	31	19	45	21	23	38	40	31	301
Crediton	138	115	92	108	88	60	112	152	150	149	138	151	1453
Croyde	0	1	5	4	6	1	0	0	0	0	0	0	17
Cullompton	31	40	27	16	11	10	39	45	33	31	38	35	356
Dartmouth	67	89	157	129	204	57	117	122	97	111	111	136	1397
Dawlish	56	56	45	68	35	55	107	106	114	127	79	91	939
Dawlish Warren	0	0	1	0	0	0	0	0	0	0	0	0	1
East Budleigh	0	0	2	1	0	0	0	0	0	0	0	0	3
East The Water	0	1	10	12	0	0	0	0	0	0	0	2	25
Exeter	1542	1446	1501	1263	1322	1676	1809	2479	2153	2317	2087	2341	21936
Exminster	1	1	2	0	1	0	2	2	1	0	1	0	11
Exmouth	265	324	244	305	372	385	431	430	414	446	420	441	4477
Frithelstock	0	0	0	0	1	0	0	0	0	0	0	0	1

Georgham	0	0	0	2	0	0	0	0	0	0	0	0	2
Great Torrington	9	2	34	40	26	14	23	70	35	16	35	32	336
Hartland	0	0	0	0	1	0	0	0	0	2	0	1	4
Harberton	0	0	0	0	0	0	0	0	0	0	1	0	1
Harberton Ford	0	0	0	0	0	0	0	0	0	0	1	0	1
Holsworthy	2	3	6	12	10	5	13	34	12	11	1	4	113
Honiton	37	45	67	60	66	79	83	75	79	111	81	49	832
Hope Cove	0	1	0	0	0	0	0	0	0	0	0	0	1
Ide	0	3	5	2	0	0	0	1	4	2	4	2	23
Ilfracombe	113	91	90	108	103	123	126	187	252	197	194	192	1776
Instow	0	8	16	5	14	0	0	2	3	1	1	5	55
Ipplepen	0	0	0	0	0	0	0	0	1	0	0	0	1
Ivybridge	14	16	19	14	30	29	41	52	38	70	44	47	414
Kenton	2	1	0	0	0	0	0	0	0	0	0	0	3
Kingsbridge	45	127	150	137	33	77	103	153	165	120	87	100	1297
Kingskerswell	0	0	0	0	4	1	10	12	11	6	7	0	51
Kingsteignton	6	8	3	10	7	8	6	19	16	16	15	0	114
Kingswear	7	0	3	2	26	7	14	18	2	9	7	10	105
Lee Mill	4	0	0	0	2	0	0	2	1	0	8	1	18
Liverton	0	0	0	0	0	0	1	0	0	0	0	0	1
Lypstone	3	0	3	4	9	6	5	0	4	0	6	1	41
Lynmouth	1	8	2	3	0	0	18	0	0	0	0	1	33
Lynton	2	4	4	3	6	0	22	0	0	0	0	7	48
Marldon	2	1	1	0	2	1	0	1	0	1	0	1	10
Modbury	0	1	9	4	7	11	1	4	15	7	20	11	90
Moretonhampstead	4	8	0	5	9	4	4	21	19	20	35	26	155
Mortehoe	0	0	1	0	0	0	0	0	0	0	0	0	1
Newton Abbot	283	258	204	190	307	274	285	650	593	517	444	312	4317
Newton Ferrers	0	0	0	0	0	0	3	0	2	10	4	8	27
Newton Poppleford	0	0	0	0	0	1	0	0	0	0	0	0	1
North Tawton	2	7	5	3	4	3	4	8	0	3	10	6	55
Northam	0	0	4	2	0	2	6	0	0	0	1	12	27
Ogwell	0	0	0	0	0	0	0	0	0	0	1	0	1
Okehampton	11	20	21	18	50	24	22	44	59	87	73	86	515
Ottery St Mary	16	17	41	35	37	43	50	41	49	24	24	29	406
Plymton	0	0	0	2	0	0	0	0	0	3	0	0	5
Poundsgate	7	35	57	34	19	2	0	0	0	0	0	0	154
Salcombe	48	86	66	56	20	61	71	77	35	65	45	43	673
Sampford Peverall	0	0	1	1	2	5	2	2	1	7	0	0	21
Seaton	24	43	16	89	80	72	80	61	76	49	40	54	684
Shaldon	12	7	7	22	41	9	15	31	38	28	34	14	258
Sidbury	0	0	0	0	0	1	0	3	1	0	0	1	6
Sidford	0	0	0	0	1	0	0	0	1	0	0	0	2
Sidmouth	128	153	132	131	235	103	152	110	109	102	48	89	1492
Silverton	2	2	2	0	0	0	0	2	2	1	0	0	11
South Brent	0	0	3	3	4	1	4	25	3	9	5	5	62
South Molton	41	14	20	33	28	18	52	46	47	13	39	36	387
Starcross	0	0	1	0	0	0	0	1	2	2	0	0	6

Sticklepath	4	10	6	3	4	18	11	42	21	33	14	12	178
Stoke Fleming	0	0	0	0	1	0	0	1	0	3	0	0	5
Stoke Gabriel	1	1	0	0	3	0	1	0	1	0	1	2	10
Tavistock	60	90	75	59	77	70	106	154	143	147	180	149	1310
Teignmouth	96	155	148	161	208	145	196	321	335	293	244	326	2628
Thurlestone	0	0	1	1	1	0	0	0	0	0	5	0	8
Tiverton	117	97	124	84	79	115	201	140	156	167	136	85	1501
Topsham	25	17	42	29	35	31	32	47	67	44	58	50	477
Torcross	0	0	0	0	1	0	0	0	0	0	0	0	1
Totnes	154	203	195	173	124	150	258	268	281	216	192	185	2399
Uffculme	0	0	0	0	0	0	0	1	1	1	1	0	4
Wembury	0	0	0	7	1	0	0	0	0	0	0	0	8
West Alvington	0	0	1	1	0	1	1	1	0	0	0	0	5
Westward Ho!	0	2	4	4	5	5	1	0	0	0	0	1	22
Widcombe In The Moor	0	0	2	9	1	3	0	0	0	0	0	0	15
Woodbury	0	0	0	0	0	0	5	0	0	0	0	1	6
Woolacombe	35	57	46	48	48	36	0	0	0	0	0	5	275
Yealmpton	0	0	0	0	0	0	2	2	1	7	1	3	16
Yelverton	0	0	3	3	6	3	3	4	0	2	1	2	27
TOTALS	3930	4195	4205	4026	4361	4405	5311	7230	6649	6580	5936	6084	62912

Traffic Management Team
County Hall, Exeter EX2 4QD

Tel: **0345 155 1004**

Email: **trafficpolicy@devon.gov.uk**

Web: **www.devon.gov.uk**