



Annual parking and enforcement report 2009

October 2009



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

www.rbkc.gov.uk

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Glossary

This glossary provides the full title to common acronyms and definitions of technical terms used through the document.

Annual Report	This is the abbreviated name for this document, the <i>Annual Parking and Enforcement Report</i> .
CC	Charge certificate
CEO	Civil enforcement officer. Following the enactment of Part 6 of the <i>Traffic Management Act 2004</i> on 31st March 2008 with respect to civil parking enforcement, 'Parking Attendants' are now referred to as CEOs.
CPZ	Controlled Parking Zone. All public highways in RBKC are covered by a CPZ.
Contravention	This refers to a breach of parking regulations. This was formerly referred to as an 'offence' when regulations were enforced by the police.
Decriminalisation	This is the process whereby local authorities take up enforcement powers from the Police. RBKC has taken up powers to enforce parking, bus lanes and certain moving traffic contraventions (such as banned moves).
Enforcement	In this document 'enforcement' activity by the council covers that of parking controls and decriminalised traffic contraventions (enforcement of bus lanes and of moving traffic offences).
KPI	Key performance indicator
London councils	This body represents the interests of local government in London, comprising nominated representatives, with a small specialist staff. It is responsible for the parking adjudication service, PATAS, and administration of the London lorry ban.
NOx	This terms refers collectively to the oxides of nitrogen, pollutants that can arise from vehicle emissions.
NTO	Notice to owner
PA	Parking attendant; from 23 July 2007 known as a civil enforcement officer
PCN	Penalty charge notice
Persistent evader	A persistent evader is defined as a vehicle with three or more unpaid penalty charge notices that have progressed to the charge certificate stage and which are not the subject of a representation or appeal. Charge certificates are issued to evaders that have not paid penalty charge notices and continue not to respond to further calls to pay PCNs after a notice to owner has been sent to the vehicles registered keeper. See section 6.1 of the <i>Parking and Enforcement Plan</i> for the stages leading up to the Charge Certificate stage.
PM10	PM10 refers to particles measuring 10µm or less; 1µm is a 'micrometre' - a millionth of a metre). Particulate matter

can cause health problems especially in combination with other pollutants. The PM10 standard was designed to identify those particles likely to be inhaled by humans, and PM10 has become the generally accepted measure of particulate material in the atmosphere in the UK and in Europe. The main sources of primary PM10 are road transport - all road transport emits PM10, but diesel vehicles emit a greater mass of particulate per vehicle kilometre.

Recovery rate	The percentage of PCNs issued that have been paid. Non payment of PCNs may arise due to those receiving the PCN or as a consequence of the council not being able to obtain the keeper details from the DVLA (Driver and Vehicle Licensing Agency).
TEC	London Councils' Transport and Environment Committee
TfL	Transport for London, one of the bodies that the GLA and the Mayor of London is responsible for.
TLRN	Transport for London Road Network - This is the 'GLA Road' network as defined and brought into being by the Greater London Authority Act 1999.
TMA	<i>Traffic Management Act 2004</i>
TMO	Traffic Management Order. TMO is used as a generic term in this report to cover any traffic management or traffic regulation orders that are used to designate parking and traffic controls.
VED	Vehicle exercise duty – the annual 'car tax'.

Introduction and context

Overview

The legislative framework for local authorities to carry out parking enforcement changed to the Traffic Management Act 2004 (TMA) Part 6 on 31 March 2008, replacing parts of the Road Traffic Act 1991. The TMA was introduced to improve public perception of parking enforcement by providing greater consistency of nationwide parking regulations and providing a fairer and more transparent system.

The TMA required a number of changes to parking enforcement practice, which included the terminology and documentation used, and the processing of PCNs. It also placed additional responsibilities on authorities to publish information regarding parking enforcement, including an annual report.

This is the Royal Borough of Kensington and Chelsea's Annual Parking and Enforcement Report 2009. Four broad areas are covered in the report:

- Introduction and context
- What's new
- In the future
- Reviews and monitoring

More information on parking in the Royal Borough is available on the council's website at:

<http://www.rbkc.gov.uk/environmentandtransport/parking.aspx>

The purpose of parking regulations and why they are enforced

This annual report sets out the important facts and figures of the Royal Borough's parking and enforcement activity but it is important also to bear in mind why the borough needs to manage parking in the first place. The various parking policy objectives are set out more fully in our *Parking and Enforcement Plan*, but are also summarised here:

Parking controls play an important part in the Council's transport strategy by regulating the amount of traffic within the Royal Borough and encouraging the use of public transport.

We believe that parking issues affect everyone that uses our streets not only car owners.

Demand for parking in Kensington and Chelsea far outweighs the supply of kerb space available and the Council seeks to maintain a balance between the different demands – from residents, businesses and visitors, whilst ensuring there is good access for pedestrians, bicyclists, buses and other vehicles. Our general policy is to provide the maximum number of car parking spaces while allowing the satisfactory and safe movement for traffic and the maintenance of a good quality residential environment. The needs of residents for car parking spaces are the Council's primary consideration when allocating space. A minimum basic demand for visitor parking, where possible, is catered for after providing for residents and loading requirements.

The Council constantly monitors and reviews its parking policies to ensure that they meet the needs of the local community and reflect the Council's transport policy objectives.

The purpose of this document

In a busy area like Kensington and Chelsea parking demands and priorities are constantly changing. To cope with these we carry out numerous small scale adjustments to parking arrangements each year. This document does not record these modifications but focuses on broader parking and enforcement issues and the new schemes and processes that we believe will offer a better service to our customers.

The Council is committed to making its parking operation fairer and being open about its parking policies and enforcement activities. This parking and enforcement report will be published each year to keep the local community and other interested parties abreast of the changes the Council has made and the ones it is considering for the future.

Parking in the Royal Borough of Kensington and Chelsea

All roads within the borough are controlled as part of a CPZ and all kerbside space is therefore dedicated as a parking space or has a yellow line waiting restriction.

On-street parking bays are reserved for use by certain users:-

- Residents
- Disabled badge holders
- Motorcycles
- Doctors
- Diplomatic vehicles
- Pay and display
- Car clubs

Whatever the restrictions, they will be specified on the nearby signs.

Information concerning parking and examples of road markings and signage can be found in the *Highway Code* and in the Department for Transport's *Know Your Traffic Signs* booklet and also in the *Traffic Signs Regulations and General Directions 2002*. These publications and other useful information related to parking can be found on the Department for Transport's website www.dft.gov.uk

Residents' parking

There has always been pressure on parking in Kensington and Chelsea. The Council's CPZ covers the entire borough and, with approximately 28,500 permit holders' parking bays and over 39,000 parking permits issued, competition for parking space is high. Our borough-wide CPZ allows residents to use their permits to park in any residents' parking bay across the borough. A facility that is very popular with residents and encourages them to make their car trips inside rather than outside the borough.

Disabled Parking

Due to the severe pressure on parking space the National Disabled Persons' Parking Badge Scheme (Blue Badge Scheme) does not apply in the Royal Borough of Kensington and Chelsea, the City of London, the City of Westminster, and part of the London Borough of Camden. These areas were exempted from the legislation when the scheme was introduced in 1971. Although this means that the on-street parking concessions available under the Blue Badge scheme do not apply in the Royal Borough, we provide Blue Badge bays as well as offering restricted concessions for non-resident Blue Badge holders.

The Royal Borough administers its own Purple Badge Scheme for disabled residents, people who work in the borough and full time students. These badges allow the holders to park without payment or time limit in any residents' or pay and display parking bay throughout the borough.

A website funded by the four central London boroughs was launched in May 2008 (www.bluebadgelondon.org.uk) to help Blue Badge holders wishing to park in the exempted area. The website includes an explanation of where Blue Badge holders can and cannot park and an interactive search facility to find a suitable Blue Badge bay. Users of the website can also report fraudulent use of Blue Badges and suggest locations for new bays.

Motorcycle parking

The Council has recently completed a comprehensive review of motorcycle parking across the borough. We have increased the amount of free visitor motorcycle parking and have introduced additional dedicated bays for resident motorcycle owners. Resident motorcyclists now have three choices when parking on-street; they can purchase a permit that allows them to park in any residents' bay, they can choose a cheaper permit for the residents' motorcycle bays or they can park for free in the visitors' motorcycle bays. We have installed security devices in all residents' motorcycle bays to help deter theft. In the long-term, we hope this policy will encourage resident motorcyclists to park in motorcycle bays rather than alongside cars in residents' bays.

Car clubs

The Council is an enthusiastic supporter of car clubs, and believes that they offer great potential to reduce both traffic congestion and on-street parking stress. In 2002, the Royal Borough led a consortium of London boroughs in establishing the London City Car Club. At this time, the car club concept was new to the UK.

The car club is an alternative to car ownership that gives members of the club access to vehicles when needed. It has been described as a pay as you go form of car ownership, whereby you pay only when you are using the car.

Recent research suggests that each car club vehicle results in 14 private vehicles being sold and nine more not being bought in the first place. Given the high levels of parking demand across the borough, this reduction of vehicles parked on-street is an important benefit of the scheme.

We have encouraged the growth of the local car club market by progressing to a multiple operator method of operation and now have 97 on-street car club locations and over 24 off-street car club bays around the borough. This means that over 95 per cent of residents are within a five minute walk of at least one car club bay. We plan to double the number of bays by the end of the year.

Bicycle parking

The provision of secure bicycle parking is important in encouraging greater bicycle use. We have an established programme of providing bicycle parking at main attractions, shopping areas and in response to individual requests. To date we have nearly 2,000 bicycle parking places located around the borough. Most of these are located on footway areas where they do not obstruct pedestrian movements. In Kensington High Street many stands have been located along the central reservation.

The Council insists that all new residential developments must have safe and secure storage for at least one bicycle per dwelling unit and for those of ten or more dwellings visitor bicycle parking should also be provided.

Boundary streets parking agreements

The Royal Borough has an agreement with the City of Westminster that allows resident permit holders to park on the either side of a boundary road.

Inter-borough co-operation

The Royal Borough maintains regular contacts with its neighbouring boroughs to ensure co-ordination in parking matters. This includes co-operation on permit fraud, discussions on operational and enforcement issues, parking policies, and meetings between the boroughs' heads of parking operations.

Partners in Parking

Initially the Partners in Parking (PiP) project was funded by the London Centre for Excellence and comprised of seven central London boroughs and Transport for London. The aim and objective of PiP is that by working collaboratively local authorities can harmonise systems, controls and practices and have greater buying power as a group. The Royal Borough is an active and founder member of PiP which has now expanded to 12 London Authorities with more interest expressed from prospective new partners across England.

Parking enforcement

The Royal Borough undertook the decriminalisation process in July 1994. From this time the Council has contracted its own parking attendants, now known as CEOs, to enforce parking places and yellow line restrictions. The current on-street enforcement contract with NSL Services Ltd, formerly National Car Parks plc, commenced on 4th July 2006 and with two break points for consideration of contract extensions, the maximum contract period is ten years.

The Council expects CEOs to act in a consistent and professional manner and to treat all motorists equally, without showing favour, bias, or prejudice.

When finding a vehicle which appears to be parked in contravention of a parking restriction, it is the duty of a CEO to issue a PCN to that vehicle and they have no powers to subsequently cancel or withdraw those notices.

In addition to parking enforcement, CEOs provide advice and guidance to the public, inform the police of suspected criminal activity and report suspected abandoned vehicles, untaxed vehicles and faults with parking equipment. They act as the Council's 'eyes and ears' on the street and their high profile, uniformed patrols help to dissuade antisocial behaviour.

The appeals process

When a PCN is issued the owner of the vehicle is legally obliged to pay the penalty charge. Vehicle owners may dispute the issuing of a PCN at three stages:

- They can make an informal 'challenge' or 'representation' before the Council issues a Notice to Owner (NtO).
- Once an NtO has been served, they can make a formal representation against the NtO (this can still be done if an informal challenge has previously been made and rejected). The legislation sets out specific grounds on which formal representations against the NtO may be made, however, whether or not those grounds apply, representations may also be made on the basis that, in the particular circumstances of the case, there are mitigating reasons for the cancellation of the penalty charge.
- If the formal representation is rejected, the Council will issue a Notice of Rejection. The owner then has the right to appeal within 28 days to an adjudicator of the Traffic Penalty Tribunal. The adjudicators have a judicial position, they are appointed with the agreement of the Lord Chancellor and they are wholly independent. Their decisions are final and they have the power to award costs against either party.

After this no further challenges can be made, other than on a point of law through an application to the High Court for Judicial Review.

Full details of the adjudication service and of the appeals process can be found on their website www.trafficpenaltytribunal.gov.uk

What's new

Graduated charges for residents' parking permits

In June 2008 we introduced a graduated pricing structure for residents' parking permits, based on the vehicle's effect on the environment. We wanted to encourage residents to think about the way they travel and the impact that this has on climate change and air quality. Over time, we hope that the graduated permit charge system will encourage residents, when they come to replace their vehicles, to choose models which produce lower emissions.

For vehicles registered on and after 1 March 2001 the permit price is based on the level of CO² produced. Vehicles with higher emissions – measured in grams of CO² per kilometre (g/km) – pay higher permit charges; those with lower emissions pay less. For vehicles registered before 1 March 2001, which do not have an emissions rating parking permit charges are based on engine size.

The Council has developed nine tariff levels for residents' parking permit charges. The differential between the cheapest and most expensive price bands provides a clear signal to residents without imposing an unreasonably high charge for anyone.

At the same time we also introduced a supplementary charge for second and subsequent parking permits in a household to discourage high levels of car ownership and a supplement for diesel fuelled vehicles which emit higher levels of P10 and NOX particulates that contribute to poor local air quality.

Clamping and removals

The Royal Borough reduced the number of circumstances in which vehicles are clamped in September 2007. At present, we do not clamp residents in pay and display bays or any vehicle parked on yellow lines, except persistent evaders or illegally parked foreign vehicles (in these cases the vehicles are clamped and then removed as soon as a removal vehicle is available).

In general, vehicles are removed to keep the highway safe and free of obstruction and to allow parking spaces to be used for the purpose for which they were intended. The Council's policy allows the removal of vehicles illegally parked where parking is prohibited, such as yellow lines and suspended bays. The policy was moderated in 2007 to only remove vehicles from parking bays if there is clear evidence that the vehicle is increasing parking stress and making it difficult for residents to find a legal parking space.

Persistent evaders

The Royal Borough is one of the few local authorities who have staff designated specifically to deal with persistent evaders and we have had

considerable success by focussing primarily on the worst offenders (those with 10 or more outstanding PCNs) and directing our resources to either recovering these outstanding debts or removing the offending vehicles.

Recent legislation (the London Local Authorities and Transport for London Act 2008) gives local authorities the power to remove persistent evaders' vehicles, even when they are not parked illegally. We will be taking part in a trial, alongside four other London councils, to assess the merits of the new legislation.

Simplification of residents' permit renewal

In July 2009 we introduced a system of online parking permit renewals. This service is available to residents, renewing their permits for at least the second consecutive year, where both personal and vehicle details have not changed, that have no more than two outstanding PCNs and are residing in single permit households.

As well as improving the service offered to residents the new system will provide savings to staff resources in the Customer Service Centre as currently 90 per cent of all renewals are made in person.

Bicycle parking in the carriageway

Bicycle use has increased by 70% since 2000 with over 15,000 bicycle trips being made daily from the borough. We have around 2,000 publicly available bicycle parking spaces in the borough with the vast majority of these, over 1,960, located on the pavement. We regularly receive requests for more bicycle parking and it is becoming increasingly difficult to find more pavement space. Last year we converted four pay and display bays to bicycle parking on an experimental basis. During the first eight months of operation the on-carriageway bays have been well used with no complaints and we are now considering extending this initiative. We are also considering introducing bicycle parking on the carriageway, between pay and display bays and residents' bays, as a way of more clearly showing where one type of bay ends and another begins.

In the future

Electric vehicles

The Mayor of London has made it clear that he supports electric vehicles and intends to deliver a large scale increase in electric vehicle usage. Through his Electric Vehicle Delivery Plan he intends to introduce 25,000 charging points across London by 2015. Only 500 of these will be on-street with the vast majority of points being located in employers' car parks and retail and leisure locations.

Whilst the Council is keen to support this initiative and recognises the positive effects on air quality that electric vehicles offer, we are reluctant to commit valuable on-street parking space at this time. We will monitor the market for electric vehicles and the usage of charging points in other London boroughs before making any changes. The Royal Borough is a member of the Electric Vehicle Charging Point Infrastructure Working Group who are considering providers, branding and marketing.

There are six charging points in the Town Hall car park that offer free charging and reduced parking fees.

Reviewing of process with Hammersmith & Fulham

As part of the ongoing joint-working arrangements between the Royal Borough and the London Borough of Hammersmith & Fulham, we are undertaking a review of our PCN processing operation.

Capital Ambition, London's regional Improvement and efficiency partnership is funding a study to investigate the potential of creating a shared service between the two boroughs. The study, which commenced in June 2009 and is programmed to finish in January 2010, will deliver three outcomes;-

- to propose a number of options for a shared service, complete with implementation plans
- to conduct efficiency reviews for each council, should a shared service not be a desired option
- to produce a 'blueprint' for other local authorities to conduct similar exercises.

Bicycle hire scheme

The Mayor of London has asked TfL to deliver the London Cycle Hire Scheme and the Royal Borough is working with TfL on this project. The scheme which will cover the Travelcard Zone One area will be introduced in May 2010.

Users will be able to pick up a bicycle from one of 400 docking stations, use it, and dock it back at any station at the end of their journey. In the Royal Borough, there will be approximately 50 docking stations, where users will be able to collect or return bicycles.

Other projects which will be investigated during 2010/2011

- Cashless parking and the possible use of mobile phones to pay to park and if the latest generation of pay and display machines which take credit and debit cards could be introduced:
- Improving information about parking suspensions on the internet: and
- Possibly allowing drivers who have received a penalty charge notice to see photographic evidence of parking offences through the internet.

Statistics, financial information, reviews and monitoring

Financial statistics

Within the Council's budgeting processes and procedures the parking account is a 'memorandum account', which is set up and collated from the Council's accounts. It is necessary to set up the parking account in this way since any surplus generated can only spent on certain allowable transport, parking, and highways related activities, as specified by law, and accounted for separately in the council's accounts to show transparency.

Parking income and expenditure

Income from the on-street operation in 2008/09 totalled £37.5 million, and the expenditure to provide the on-street service was £15.3 million. The surplus of £22.2 million was transferred to the Council's Car Parking Reserve fund and used to fund parking, public transport and other transport related improvements.

Although the level of permit and pay and display charges are set by the Council, the level of penalty charge notices, clamping, and removal fees are set externally. The highest proportion of income is from short term visitor parking reflecting the demand for these facilities

Application of surplus

The Council has discretion on how to spend any surplus that may arise, within the allowable uses set by law. Under current legislation the application of any surplus is limited to meeting the cost of providing and maintaining parking facilities, highways improvement schemes, highway maintenance, public passenger transport services and certain other categories. The Council is pleased to use the surplus to fund Freedom Passes for elderly and disabled people.

On-street Account		
	£'000	£'000
	2008/09	2007/08
Income		
Pay And Display	16,123	16,741
Residents and Visitors Permits	4,774	4,617
Business Permits	0	0
Parking Suspension Income	3,677	2,935
PCN Income	11,014	12,555
Clamping and Removals Income	1,842	2,495
Other Income	43	161
Total Income	37,473	39,504
Expenditure	2008/09	2007/08
In House Staff	3,409	3,589
Premises Related Costs	232	228
Transport Related Costs	26	40
Pay and Display and Carriageway Markings	830	1,167
Adjudication and Court Registration	349	483
Parking Enforcement Contracted Services	6,292	6,069
Central and Departmental Support	3,470	3,295
Other Costs	667	895
Total Expenditure	15,275	15,766
Surplus	22,198	23,738

Off-street Account		
	£'000	£'000
	2008/09	2007/08
PCN Income	26	32
Clamping and Removal Income	0	0
Total Income	26	32
Expenditure	7	7
Clamping and Removal Expenditure	0	0
Total Expenditure	7	7
Surplus	19	25

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Total On and Off-street Accounts		
	£'000	£'000
	2008/09	2007/08
Income	37,498	39,536
Expenditure	15,281	15,772
Surplus	22,217	23,764

Clamping and removal sub account	
	£'000
	2008/09
ON-STREET	
Income	
Clamping Income	555
Removals Income	1,286
Total Income	1,841
Expenditure	
In House Staff	418
Premises Related Costs	202
Transport Related Costs	1
Adjudication and Court Registration	134
Parking Enforcement Contracted Services	1,438
Central and Departmental Support	188
Other Costs	106
Total Expenditure	2,488
Deficit	646

Application of parking surplus		
	£'000	£'000
	2008/09	2007/08
Surplus (Deficit)	-22,197	-23,738
Brought Forward	-38,503	-39,596
Concessionary fares	4,346	4,687
Taxicard	762	757
Welfare transport	903	821
School permits	48	63
Special needs and youth transport	1,876	1,658
Other community transport	64	69
Off Street parking costs	1,012	1,028
Lighting, traffic signs, pedestrian crossings	2,145	2,038
Carriageway and footway improvements, street trees and verges, town centres	8,354	11,383
Traffic management, safety and transportation	3,194	2,327
Parks and open spaces	309	0
Carried forward	-37,687	-38,503

Differential penalty charges

The amount a Council can charge for a PCN is set by London Councils, agreed by the Mayor of London and ratified by the Secretary of State. This is reviewed every four years.

Various factors are taken into account when setting charges, such as local traffic conditions, evidence about the effectiveness of charges and inflation. As the demand for road space and parking is more intense towards the centre of London, PCN charges are generally higher in Central and Inner London. The whole of Kensington and Chelsea is in the highest band, Band A.

In the past, PCN charge levels were criticised for not being proportionate to the severity of the contravention. For example, many considered parking on a double yellow line to be more serious and deserving of a higher fine than overstaying in a pay and display bay. In response to this opinion, a differential charging system was introduced on 1 July 2007. There are now two different levels of penalty charges: a higher level charge for parking in places where parking is prohibited (such as on yellow lines, or in a disabled bay without displaying a valid badge) and a lower level charge for parking in places where parking is permitted (for example, failing to display a pay and display ticket or overstaying the permitted time). Previously, all PCNs in Band A were £100. Under the new two tier system the charge for lesser parking breaches has

decreased to £80 while the charge for more serious contraventions has increased to £120.

Payment of PCNs

If a PCN is paid within 14 days from the date of issue, a 50 per cent discount applies. Representations received within the initial 14 day period can result in a PCN being cancelled, but if we decide not to cancel the PCN we allow a further 14 days from the decision date for payment to be made at the reduced rate.

PCN recover rate

Recovery Rate is calculated as the number of PCNs paid (in part or in full) as a percentage of PCNs issued. The Royal Borough's recovery rates are consistently high; 70 per cent in 2006/07, 72 per cent in 2007/08 and currently at 70 per cent for 2008/09. However, as payments are not received immediately, the recovery rate increases over time, especially as PCNs issued towards the end of the financial year are still in the process of representation/appeal. Therefore, we would expect the 2008/09 rate to increase.

PCNs issued On-street		
	2008/09	2007/08
No. Higher level Issued	148,992	196,014
No. Lower level Issued	84,664	66,564
Total number of PCNs paid	164,142	190,096
No. of PCNs paid at discount	126,217	136,446
No. of PCNs paid at face value	37,949	53,678
No. of PCNs paid at Charge Certificate	2,034	5,727
No. of PCNs where a representation was made	63,202	79,639
No. of PCNs cancelled as a result of representation (mitigation)	27,669	31,416
No. of PCNs cancelled for other reasons	6,123	8,848
No. of representations that are rejected	5,005	7,988
No. of vehicles immobilised	8,415	13,355
No. of vehicles removed	6,621	8,247

PCNs issued Off-street		
	2008/09	2007/08
No. Higher level Issued	0	0
No. Lower level Issued	757	874
Total number of PCNs paid	491	575
No. of PCNs paid at discount	295	374
No. of PCNs paid at face value	172	173
No. of PCNs paid at Charge Certificate	24	28
No. of PCNs where a representation was made	26	31
No. of PCNs cancelled as a result of representation (mitigation)	5	10
No. of PCNs cancelled for other reasons	184	257
No. of representations that are rejected	22	21
No. of vehicles immobilised	38	81
No. of vehicles removed	4	4

Appeals and Adjudication		
	2008/09	2007/08
No. of Appeals Received	1636	2224
Ratio of appeals to PCNs issued	0.7%	0.8%
Appeals not contested	431	727
Appeals allowed by Adjudicator	889	1443
Appeals refused by Adjudicator	621	909
Appeals awaiting a decision		

Performance statistics

The Council uses a number of key performance indicators (KPIs) to monitor the performance of its enforcement contractor.

	2008/09	2007/08
KPI : Staff retention	96.1%	93.4%
KPI : Street visit percentage	159.0%	119.0%
KPI : CEO errors percentage	2.0%	2.9%
KPI : Complaint handling	74	73
KPI : Crime awareness incidents	91	98
KPI : PCNs issued with photos	89%	79%

Annual statistics on civil enforcement officers' safety

Unfortunately, CEOs are subject to high levels of abuse and assault, both verbal and physical, whilst carrying out their duties. In order to provide support to CEOs our contractor has implemented an alarm system that can be sent by personal radio to their control room.

- Code Yellow is sent by a CEO when he or she is being subjected to an intense verbal assault that could become physical. CEOs are encouraged to distance themselves from the person who is abusing them at this point
- Code Red is sent when a CEO has been subjected to a physical assault or feels that it is imminent. If a Code Red is broadcast all CEOs and mobile units in the area will move to provide support to the threatened CEO

	2008/09	2007/08
Code Red	77	102
Code Yellow	32	31