

Glossary.....	2
Introduction and context.....	3
Overview.....	3
The purpose of parking regulations and why they are enforced.....	4
The purpose of this document.....	4
Parking in the Royal Borough of Kensington and Chelsea.....	5
Residents' parking.....	5
Disabled Parking.....	6
Motorcycle parking.....	6
Car clubs.....	7
Bicycle parking.....	7
Boundary streets parking agreements.....	7
Inter-borough co-operation .....	7
Parking enforcement.....	7
The appeals process .....	8
What's new since our last Annual Parking Report .....	9
Minor changes to parking arrangements.....	9
Reviewing parking permit charges .....	9
Parking Appeals.....	9
ParkMap.....	9
Bicycle hire scheme .....	10
Suspensions.....	10
Return to Service Stickers trial.....	10
Olympic and Paralympic Games.....	10
Our mobile On-Street Team.....	11
New Handheld Computer Terminals.....	11
Online traffic orders .....	11
In the future.....	12
Electric vehicles .....	12
Online Suspensions .....	12
PCN photos online.....	12
ISO accreditation .....	12
Statistics, financial information, reviews and monitoring .....	13
Financial statistics.....	13
Parking income and expenditure.....	13
Application of surplus .....	13
Penalty charges .....	17
Payment of PCNs.....	17
PCN recovery rate .....	18
Performance statistics .....	20
Annual statistics on civil enforcement officers' safety .....	20

## Glossary

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

<b>Annual Report</b>	This is the abbreviated name for this document, the <i>Annual Parking and Enforcement Report</i> .
<b>CC</b>	Charge certificate
<b>CEO</b>	Civil Enforcement Officer. Following the enactment of Part 6 of the <i>Traffic Management Act 2004</i> on 31 March 2008 with respect to civil parking enforcement, 'Parking Attendants' are now referred to as CEOs.
<b>CPZ</b>	Controlled Parking Zone. All public highways in the Royal Borough of Kensington and Chelsea are covered by a CPZ.
<b>Contravention</b>	This refers to a breach of parking regulations. This was formerly referred to as an 'offence' when regulations were enforced by the police.
<b>Enforcement</b>	In this document 'enforcement' activity by the Council covers that of parking controls
<b>KPI</b>	Key performance indicator
<b>London Councils</b>	This body represents the interests of the 33 London Local Authorities in London. London Councils' Transport and Environment Committee, which is made up of nominated representatives from each London local authority, carries out statutory functions, such as setting the level of Penalty Charge Level for parking contraventions in London. It is responsible for the parking adjudication service, PATAS, and administration of the London Lorry Control Scheme.
<b>NTO</b>	Notice to owner
<b>PATAS</b>	Parking and Traffic Appeals Service
<b>PCN</b>	Penalty charge notice
<b>Recovery rate</b>	The percentage of PCNs issued that have been paid. Non payment of PCNs may be 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).
<b>TEC</b>	London Councils' Transport and Environment Committee
<b>TfL</b>	Transport for London, one of the bodies the GLA and the Mayor of London is responsible for.
<b>TMA</b>	Traffic Management Act 2004
<b>TMO</b>	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.

## Introduction and context

### Overview

The legislative framework for local authorities to carry out parking enforcement changed on 31 March 2008 when Part Six of the Traffic Management Act 2004 (TMA), replaced parts of the Road Traffic Act 1991. The Department of Transport (DfT) introduced the TMA to improve public perceptions 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 covered the terminology and documentation used, and the processing of Penalty Charge Notices (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 2012. Four broad areas are covered in the report:

- Introduction and context
- What's new since our last Annual report
- 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 Council needs to manage parking in the first place. Our parking policy principles are summarised as:

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 who 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 of traffic and the maintenance of a good quality residential environment. When allocating car parking spaces the needs of residents are the Council's primary consideration. Where possible, we cater for a minimum basic demand for visitor parking, 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

This document focuses on 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 open and transparent. 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 Controlled Parking Zone (CPZ) (with a few exceptions of private roads) 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
- taxis
- bicycles
- Mayor of London's Bicycle Hire Scheme
- Buses
- Police vehicles

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 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](http://www.dft.gov.uk).

### Residents' parking

There has been pressure on parking in Kensington and Chelsea for many years. The Council's CPZ covers the entire borough and, with approximately 28,000 permit holders' parking bays and around 36,000 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.

In the past few years the number of residents' parking permits has been gradually falling. This can be contributed, in part, to the Council's commitment to promoting car clubs and greener travel.

We want to ensure that only genuine Royal Borough residents have parking permits so we take fraudulent permit applications very seriously. In the past year we have:

- withdrawn and cancelled 532 permits from people no longer entitled to them
- prosecuted three permit holders for making fraudulent applications
- issued 12-month bans to 38 permit holders for abuse or misuse
- referred 72 permit applications to the Benefit Claims Investigations team, as their declared residency on their application was not compatible with the declared residency made in order to obtain benefit entitlements

### 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. When the scheme was introduced in 1971 these areas were exempted from the legislation. 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 people with disabilities who live, work or study 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. There are currently 2,200 purple badge holders.

We take fraudulent use of disabled badges very seriously and employ dedicated officers to investigate and prosecute offenders. Since April 2012 we have successfully apprehended 29 offenders who have had appropriate sanctions applied; 12 seizures, eight cautions and nine prosecutions (a further six prosecution cases are currently pending).

The four central London boroughs fund and maintain a website ([www.bluebadgelondon.org.uk](http://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

In the Royal Borough there are:

- 106 resident motorcycle permit bays, providing a total of around 730 motorcycle spaces
- 188 visitor motorcycle bays, providing a total of around 1610 motorcycle spaces

We offer resident motorcyclists three choices when parking on-street; a paid for permit (currently £93 per annum) that allows them to park in any residents' bay (including car parking bays), a free permit for the residents' motorcycle bays or they can park for free in the visitors' motorcycle bays.

We want to encourage resident motorcyclists to park in motorcycle bays rather than between cars in residents' bays where they are vulnerable to being damaged and do not always make to best use of kerbside space. We have located residents' motorcycle permit bays so that all residents are only a few minutes' walk from their nearest and most of the bays are fitted with locking anchors so they can secure their motorcycles.

### 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.

Car clubs are an alternative to car ownership that gives members of the club access to vehicles when needed. They have been described as a pay as you go form of car ownership, whereby you pay only when you are using the car.

We have encouraged the growth of the local car club market by progressing to a multiple operator method of operation and now have 200 on-street car club locations.

Our charges for permits for car club operators are priced to encourage the use of environmentally friendly vehicles and we do not allow car club operators to use diesel vehicles with emissions higher than 120g/km.

### 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. We have nearly 2,800 publicly available bicycle parking spaces in the borough with the vast majority of these located on pavements. We are in the process of retrofitting cycle hoops onto our sign posts in those streets where the pavements are too narrow for traditional cycle parking, thereby creating nearly 900 cycle parking spaces on our sign posts. These cycle hoops are more secure for cyclists to attach their bicycles to than simply attaching their bicycles to our sign posts, and make it far less likely for the bicycles to fall over and cause an obstruction to pedestrians.

The Council insists that all new residential developments must have safe and secure storage for at least one bicycle per dwelling unit and those of ten or more dwellings should also provide visitor bicycle parking. We support residents on housing estates around the borough to park their bicycles in secure locations, and have installed 283 secure spaces in the past two years.

### Boundary streets parking agreements

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

### 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 and parking policies.

### Parking enforcement

The Royal Borough decriminalised parking enforcement in July 1994. From this time the Council has contracted its own parking attendants, now known as Civil

Enforcement Officers (CEOs), to enforce all parking restrictions including yellow line restrictions. The current on-street enforcement contract with NSL Services Ltd, formerly National Car Parks plc, commenced on 4 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 is 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, faults with parking equipment and missing/faded road markings and missing/damaged signs. They act as the Council's 'eyes and ears' on the street and their high profile, uniformed patrols help to deter 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 for formal representations against the NtO. 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.
- The Council will issue a Notice of Rejection if the formal representation is rejected. The owner then has the right to appeal within 28 days to an adjudicator of the Parking and Traffic Appeals Service (PATAS). The adjudicators have a judicial status: 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

<http://www.parkingandtrafficappeals.gov.uk/>



## What's new since our last Annual Parking Report

### Minor changes to parking arrangements

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.

During 2011/12 we have:

- introduced three new Blue Badge disabled bays
- created eight extra residents parking spaces
- created eight new solo motorcycle bays
- converted 49 pay and display bays to other uses
- introduced nine new mandatory school keep clear markings
- converted 1900 metres (2078 yards) of single yellow line to double yellow lines

### Reviewing parking permit charges

The Council operates a graduated pricing structure for residents' parking permits. There are seven bands based on CO2 emissions and two bands for vehicles registered before March 2001. Permit prices are based on the principle that vehicles with high CO2 emissions pay higher permit fees than those with low emissions. We also apply a surcharge for diesel fuelled vehicles and a supplementary charge for second and subsequent permits in a household

We review the cost of residents' permits each year. In April 2012, we increased the charge for all residents' permits by 5.6 per cent which was recorded as being the annual rate of Retail Price Index (RPI).

### Parking Appeals

The 2011/12 statistics from the Parking and Traffic Appeals Service (PATAS) show that the number of appeals won by the Council increased by four percent from 58% to 62% when compared to the previous year. This is regarded as one of the best independent measures of the overall quality of a council's parking service in which the Royal Borough is one of the highest scoring in London.

### ParkMap

ParkMap is a software program, which provides an accessible map-based inventory of parking and moving traffic regulations.

Following the introduction of a ParkMap system, in August 2012, we moved to map based schedules for our traffic management orders. Although map based orders have been used for several years outside London, we are the first London authority to use map based schedules for traffic management orders across the whole of the authority's area.

## Bicycle hire scheme

The London Cycle Hire scheme was launched by the Mayor of London on 30 July 2010. There are now 63 docking stations in the Borough with a capacity to handle 1,455 cycles. We plan to introduce over 20 more stations in 2013 as the scheme extends into the west and south of the borough.

## Suspensions

We suspend parking bays for a variety of reasons including facilitating building works, furniture removals, utility and highways works, filming and special events.

We operate a charging structure that charges longer suspensions at a higher daily rate than shorter ones. These charges range from £44 per day per space for suspensions of less than six days to £88 for suspensions lasting longer than 43 days.

In June 2012, we started charging utilities companies the full cost of suspending parking bays for traffic management reasons. Previous to this, utility companies paid only for the first day of a suspension, regardless of how long the suspension lasted, or the reason for the suspension, and were not subject to the graduated pricing structure.

Introducing a charge for suspending parking bays for traffic management reasons encourages utility companies to plan their works so that suspensions are minimised and works are carried out as quickly as possible. For suspensions requested by utility companies for road works we continue to charge only for the first day, in order to reserve the space. This is to encourage utility companies to turn up on the first day of work as this will be the only day when the space will be guaranteed to be clear and also enables the space to be returned to use as soon as the work has finished.

## Return to Service Stickers trial

Since April 2012 we have been working with three of our biggest parking bay suspension customers to trial a system where they place stickers across the yellow-coloured suspension notices when they complete their work and no longer require the suspended bay(s). The stickers inform other road users that the bays have been returned to service. This avoids bays being suspended for any longer than necessary. The trial has been successful and we will now explore how it can be developed to include a wider range of customers.

## Olympic and Paralympic Games

We worked closely and successfully with the London Organising Committee of the Olympic and Paralympic Games Ltd (LOCOG) and Transport for London to keep disruptions to residents associated with the Olympic and Paralympic Games in the borough to a minimum.

## Our mobile On-Street Team

In March 2012 our On Street Team, who deal with parking bay suspensions and pay and display machines, stopped being office- based and started working from environmentally friendly, secure vans. The team moves around the borough as needed. This benefits residents because the signs they print on-site are more accurate and timely and, most importantly, they are on hand to take the signs down and return suspended bays back to use as soon as they are no longer needed.

We have also redesigned the suspension signs to make them easier to understand and to reduce the need for multiple signs that can look unsightly.

## New Handheld Computer Terminals

Our on-street enforcement staff all received new, improved technology handheld computer terminals in September 2011. The new terminals operate in 'real' time therefore information about Penalty Charge Notices is available on our system within minutes rather than at the end of the day and the in-built cameras automatically download images instead of being manually added later. Another important feature of the new handhelds is their ability to be used as an electronic pocket book. This speeds up the availability of CEO notes and is estimated to save the Council between £40,000 and £50,000 each year as we will no longer be paying for costs associated with hand written pocket books.

## Online traffic orders

Residents no longer have to look for advertisements in local newspapers or for notices on street to see what changes the Council is proposing to make to Traffic Management Orders as these can now be viewed online at the Council's website <http://www.rbkc.gov.uk/environmentandtransport/roadsandhighways/trafficmanagementorders.aspx>

## 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. The Council is keen to support this initiative and recognises the positive effects on air quality that electric vehicles offer.

We will introduce two on-street electric vehicles charging points in high profile locations in the coming year.

### Online Suspensions

We will be introducing an online system for applications for parking bay suspensions. In early 2013 the first phase will allow customers to renew current suspensions online and see the introduction of a mapping system displaying the suspended bays. Future phases of the project will develop into a fully automated system that will allow customers to select bays from a map and apply for their suspension online.

### PCN photos online

Photographs taken when a Penalty Charge Notice is issued will be available for drivers to view online. This will improve information provided to customers when a ticket is issued and also reduce internal processing costs.

### ISO accreditation

Our Parking Operations Team is working towards ISO 9001:2008 accreditation. This involves audits and checks on all our processes to ensure they are efficient and provide a quality service and that they encourage continual improvement on the way we work. This process has already identified a number of changes we can make to improve efficiency and we expect that more opportunities will be highlighted as the accreditation process advances.

## 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 be 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 2011/12 totalled £40.9 million, and the expenditure to provide the on-street service was £13.8 million. The surplus of £27.1 million was transferred to the Council's Car Parking Reserve and used mostly 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 by London Councils' TEC. The highest proportion of income is from 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 Section 55 of the Road Traffic Regulation Act 1984. 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.

<b>On-street Account</b>			
	£'000	£'000	£'000
<b>Income</b>	2011/12	2010/11	2009/10
Pay And Display	18,780	15,777	15,171
Residents Permits	5,584	5,280	5,322
Parking Suspension Income	5,336	3,667	3,277
PCN Income	9,365	8,300	10,370
Clamping and Removals Income	1,858	1,850	1,862
Other Income	42	61	17
<b>Total Income</b>	<b>40,965</b>	<b>34,935</b>	<b>36,019</b>
<b>Expenditure</b>	2011/12	2010/11	2009/10
In House Staff	2,712	3,400	2,942
Premises Related Costs	230	245	238
Transport Related Costs	30	23	25
Pay and Display and Carriageway Markings	762	908	810
Adjudication and Court Registration	322	316	357
Parking Enforcement Contracted Services	5,625	5,633	5,946
Central and Departmental Support	3,521	3,625	3,804
Other Costs	657	579	674
<b>Total Expenditure</b>	<b>13,859</b>	<b>14,729</b>	<b>14,796</b>
<b>Surplus</b>	<b>27,106</b>	<b>20,206</b>	<b>21,223</b>

<b>Off-street Account</b>			
	£'000	£'000	£'000
	2011/12	2010/11	2009/10
PCN Income	24	22	23
Clamping and Removal Income	0	0	0
<b>Total Income</b>	<b>24</b>	<b>22</b>	<b>23</b>
Expenditure	8	7	7
Clamping and Removal Expenditure	0	0	0
<b>Total Expenditure</b>	<b>8</b>	<b>7</b>	<b>7</b>
<b>Surplus</b>	<b>16</b>	<b>15</b>	<b>16</b>

<b>Total On and Off-street Accounts</b>			
	£'000	£'000	£'000
	2011/12	2010/11	2009/10
Income	40,989	34,957	36,042
Expenditure	13,867	14,736	14,803
<b>Surplus</b>	<b>27,122</b>	<b>20,221</b>	<b>21,239</b>

<b>Clamping and removal sub account</b>			
	£'000	£'000	£'000
	2011/12	2010/11	2009/10
<b>ON-STREET</b>			
<b>Income</b>			
Clamping Income	575	572	576
Removals Income	1,283	1,278	1,286
<b>Total Income</b>	<b>1,858</b>	<b>1,850</b>	<b>1,862</b>
<b>Expenditure</b>			
In House Staff	285	324	283
Premises Related Costs	201	206	202
Transport Related Costs	0	0	1
Adjudication and Court Registration	97	102	103
Parking Enforcement Contracted Services	1,348	1,323	1,439
Central and Departmental Support	188	198	175
Other Costs	68	76	83
<b>Total Expenditure</b>	<b>2,187</b>	<b>2,229</b>	<b>2,286</b>
<b>Deficit</b>	<b>329</b>	<b>379</b>	<b>424</b>



<b>Application of parking surplus</b>			
	£'000	£'000	£'000
	2011/12	2010/11	2009/10
Surplus (Deficit)	-27,106	-20,206	-21,223
Brought Forward	-30,118	-31,824	-37,687
Concessionary fares	8,099	6,153	4,233
Taxicard	487	783	796
Welfare transport	985	949	926
School permits	22	49	42
Special needs and youth transport	1,860	2,045	2,106
Off Street parking costs	981	1,070	1,031
Lighting, traffic signs, pedestrian crossings	2,073	2,160	1,963
Carriageway and footways, street trees, traffic management, safety and transportation	14,648	8,661	15,726
Parks and open spaces	3,849	42	263
Carried forward	-24,220	-30,118	-31,824

## Penalty charges

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

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 parking charge band, Band A.

On 15 April 2011 the Band A penalty charges were set at:

- Higher rate - £130 reduced to £65 if paid within 14 days
- Lower rate - £80 reduced to £40 if paid within 14 days

## Payment of PCNs

If a vehicle owner pays a PCN within 14 days of the date of issue, a 50 per cent discount applies. Representations that we receive within the initial 14 day period can result in us cancelling a PCN, 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 recovery 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 2009/10, 74 per cent in 2010/11 and 76 per cent in 2011/12.

<b>PCNs issued On-street</b>			
	2011/12	2010/11	2009/10
No. Higher level Issued	109,924	101,817	120,362
No. Lower level Issued	70,337	65,971	76,045
Total number of PCNs paid	142,149	135,363	151,332
No. of PCNs paid at discount	104,280	102,841	111,917
No. of PCNs paid at face value	31,566	33,217	33,695
No. of PCNs paid at Charge Certificate	2,840	3,003	2,451
No. of PCNs where a representation was made	43,391	38,645	47,795
No. of PCNs cancelled as a result of representation (mitigation)	13,699	11,703	10,369
No. of PCNs cancelled for other reasons	4,134	3,638	21,709
No. of representations that are rejected	25,558	17,378	15,717
No. of vehicles immobilised	8,685	8,661	8,804
No. of vehicles removed	6,299	6,316	6,462

<b>PCNs issued Off-street</b>			
	2011/12	2010/11	2009/10
No. Higher level Issued	52	44	3
No. Lower level Issued	640	552	433
Total number of PCNs paid	498	437	322
No. of PCNs paid at discount	376	355	254
No. of PCNs paid at face value	86	80	54
No. of PCNs paid at Charge Certificate	9	13	6
No. of PCNs where a representation was made	154	134	108
No. of PCNs cancelled as a result of representation (mitigation)	32	37	15
No. of PCNs cancelled for other reasons	20	19	56
No. of representations that are rejected	102	36	37
No. of vehicles immobilised	53	58	29
No. of vehicles removed	0	7	8

<b>Appeals and Adjudication</b>			
	2011/12	2010/11	2009/10
No. of Appeals Received	1,454	2,094	1,941
Ratio of appeals to PCNs issued	0.8%	1.25%	1.16%
Appeals not contested	213	273	323
Appeals allowed by Adjudicator	569	871	991
Appeals refused by Adjudicator	924	1,223	950

Note: figures reflect activity throughout the year

## Performance statistics

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

	2011/12	2010/11	2009/10	2008/09
KPI : Staff retention	96.3%	97.4%	96.3%	96.1%
KPI : Street visit percentage	285%	292%	249%	159%
KPI : CEO errors percentage	0.4%	1.6%	2.5%	2.0%
KPI : Complaint handling	100%	113%	51%	74%
KPI : Crime awareness incidents	54	52	82	91
KPI : PCNs issued with photos	98%	98%	96%	89%

## 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

	2011/12	2010/11	2009/10	2008/09
Code Red	48	41	61	77
Code Yellow	6	11	21	32