



Annual parking and enforcement report 2011

October 2011



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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 31 March 2008 with respect to civil parking enforcement, 'Parking Attendants' are now referred to as CEOs.
CPZ	Controlled Parking Zone. All public highways in the Royal Borough of Kensington and Chelsea 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.
Enforcement	In this document 'enforcement' activity by the Council covers that of parking controls
KPI	Key performance indicator
London Councils	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.
NTO	Notice to owner
PATAS	Parking and Traffic Appeals Service
PCN	Penalty charge notice
Recovery rate	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).
TEC	London Councils' Transport and Environment Committee
TfL	Transport for London, one of the bodies the GLA and the Mayor of London is responsible for.
TMA	Traffic Management Act 2004
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.

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 2011. 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
- Bus stands

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.

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 nearly 38,000 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.

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 2,808 purple badge holders.

We take fraudulent use of disabled badges very seriously and employ dedicated officers to investigate and prosecute offenders.

The four central London boroughs fund and maintain a website (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

We offer resident motorcyclists three choices when parking on-street; a paid for permit that allows them to park in any residents' bay (including car parking bays), a free permit for the residents' motorcycle bays or free parking in the visitors' motorcycle bays. Currently we have:-

- 138 resident motorcycle permit bays with space for around 900 motorcycles
- 155 visitor motorcycle bays with space for around 1,420 motorcycles

A survey of motorcycle bays in 2010 showed that instead of purchasing a motorcycle permit (at £35 per year) resident motorcyclists prefer to park in the borough's visitors motorcycle bays for free or buy a full parking permit (at £88 per year) which allows them to park in both car and motorcycle bays. To encourage resident motorcyclists to park in motorcycle bays rather than alongside cars in residents' bays we ceased charging for permits for residents' motorcycle bays from 1 December 2010.

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 give 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.

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 2,500 publicly available bicycle parking spaces in the borough with the vast majority of these located on pavements.

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.

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 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 and parking policies.

Partners in Parking

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 member of PiP.

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 CEOs, to enforce parking place and 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 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 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 2010/11 our Miscellaneous Parking Matters Key Decisions have:

- introduced six new Blue Badge disabled bays
- created 11 extra residents' parking spaces
- redesignated eight residents' motorcycle bays to visitor motorcycle bays and car bays
- converted 59 pay and display bays to other uses
- introduced two new taxis ranks
- converted 1200 metres (1312 yards) of single yellow line to double yellow lines

Reviewing parking permit charges

In 2008 the Council introduced 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 charge 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 2011 we froze the cost of the two lowest CO2 bands and increased the cost of permits for the other five bands and pre 2001 vehicles by the rate of inflation. We also increased the diesel surcharge from £5.50 to £15 per annum but exempted new Euro V standard vehicles from the surcharge as this new standard is the same as that for petrol engines, and represents an 80 per cent reduction in accepted particulate levels from the Euro IV diesel standard.

Simplification of residents' permit renewal

In July 2009 we introduced a system of online parking permit renewals. In 2011 we expanded this service so all established residents, including those living in multi occupancy accommodation, can renew their permits online or by telephone. We are now using Authenticate, an identity verification system, to protect against fraudulent applications.

Bicycle hire scheme

The Barclays Cycle Hire scheme was launched by the Mayor of London on 30 July 2010. The number of docking stations rose to over 50 during 2010/11 and TfL plans to introduce about 15 more stations in 2011/12 as the scheme extends into other areas of the borough.

Congestion Charging Western Extension

The Western Extension of the Congestion Charge Zone was removed in December 2010. The Royal Borough of Kensington and Chelsea no longer has any roads in the congestion charge zone. We are currently carrying out an extensive borough-wide parking occupancy survey. We need this new survey to update existing data and to monitor the changes in parking demand that have occurred since the Western Extension was removed. The survey will record the number of vehicles parked on street at various times of the day on a weekday and at weekends.

Suspensions

We suspend parking bays for a variety of reasons including facilitating building works, furniture removals, utility and highways works, filming and special events. Long term suspensions cause a nuisance to some residents and occupy a disproportionate amount of officer time dealing with frequent complaints and information requests.

In January 2011 we introduced a new 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 the first six months of the new charges we have seen a reduction in the number of suspension 'bay days' of around 46 per cent.

Web Based Suspensions Search Facility

The Parking Service developed and implemented a new web based search facility that displays information about active suspensions and forthcoming suspensions on a street by street basis. The information tells people where the suspension sign is located, which type of bay is out of service, e.g residents bay or pay-and-display bay, the precise location of the suspended bay(s), when the suspension starts and ends and the number of spaces out of service.

This allows motorists who are out of town or planning to go away on holiday or business to look at the street(s) in which they park their car to make sure there is no impending suspension due to take place where they have left their vehicle. The risk of residents not checking could result in their vehicle receiving a Penalty Charge Notice or being towed away. For residents who are already out of town, this service allows them the opportunity to ask a relative or a neighbour to move the car to another bay on their behalf.

Parking outside schools

For some years we have been tackling the problem of illegal parking outside schools. It is not possible for our CEOs to be stationed outside every school, every morning and afternoon. To ensure parents park legally and considerately, we looked for more cost effective methods that would have a long term impact on driver conduct as well as working with our parking team and introducing more Keep Clear markings.

We used campaigns that engaged pupils, who in turn educated their parents and brought about a change in behaviour. The children designed leaflets that they handed out to inconsiderate drivers and banners that were displayed outside their schools. This has resulted in reduced congestion and illegal parking as well as enabling schools and their pupils to take ownership of the issue of parking.

In 2011 we were awarded the London Transport Award for Most Effective Road Safety, Traffic Management and Enforcement for this initiative.

Mystery Shopping exercises

In 2010-11 the Partners in Parking conducted a mystery shopping survey of the Council's web site and those provided by other partner authorities. The Royal Borough received very positive feedback as well as some recommendations, which we will be considering this year.

We also carried out a mystery shopping exercise to assess our on-street contractor, NSL's, response to scenarios put to them by "customers" who approached them for advice. The results for this were very good and our contract achieved the highest scores amongst all participating Boroughs.

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.

New Suspensions Signs

We are pioneering the use of a new design of suspension sign which allows for more than one suspension notice to be displayed on the same sign. This will reduce street clutter and make information about suspensions easier to interpret. Through our work with PiP we have managed to attract the interest of a high number of other boroughs in the new sign. If other boroughs also adopt its use, motorists should see a higher degree of consistency in suspension notices across London.

Parkmap

Parkmap is a software program which provides an accessible map-based inventory of parking and moving traffic regulations. It supports the traffic order making process by managing proposals and generating text-based order schedules. Parkmap has the ability to display orders as they were at any point in time and can be used as a historical reference.

We are currently carrying out a survey of our assets, including lines and signs, with a view to moving to ParkMap in 2012.

Olympics

The Olympic and Paralympic Games will place a significant pressure on London's road network. As part of TfL's proposals to ensure athletes and officials reach venues on time, they will implement an Olympic Road Network. This will include some temporary changes to waiting and loading restrictions. In addition, the Olympic road race events will take place on Brompton Road and Fulham Road, while Earl's Court will host the Olympic volleyball event. Officers are working with the London Organising Committee of the Olympic and Paralympic Games Ltd (LOCOG) and TfL to minimise the impact on residents and visitors to the borough.

Other projects which will be investigated during 2012/13

- further improving information about parking suspensions on the internet
- publishing details of proposed traffic management orders on the Council's website

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 2010/11 totalled £34.9 million, and the expenditure to provide the on-street service was £14.7 million. The surplus of £20.2 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 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 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.

On-street Account			
	£'000	£'000	£'000
	2010/11	2009/10	2008/09
Income			
Pay And Display	15,777	15,171	16,123
Residents Permits	5,280	5,322	4,774
Business Permits	0	0	0
Parking Suspension Income	3,667	3,277	3,677
PCN Income	8,300	10,370	11,014
Clamping and Removals Income	1,850	1,862	1,842
Other Income	61	17	43
Total Income	34,935	36,019	37,473
Expenditure	2010/11	2009/10	2008/09
In House Staff	3,400	2,942	3,409
Premises Related Costs	245	238	232
Transport Related Costs	23	25	26
Pay and Display and Carriageway Markings	908	810	830
Adjudication and Court Registration	316	357	349
Parking Enforcement Contracted Services	5,633	5,946	6,292
Central and Departmental Support	3,625	3,804	3,470
Other Costs	579	674	667
Total Expenditure	14,729	14,796	15,275
Surplus	20,206	21,223	22,198

Off-street Account			
	£'000	£'000	£'000
	2010/11	2009/10	2008/09
PCN Income	22	23	26
Clamping and Removal Income	0	0	0
Total Income	22	23	26
Expenditure	7	7	7
Clamping and Removal Expenditure	0	0	0
Total Expenditure	7	7	7
Surplus	15	16	19

Total On and Off-street Accounts			
	£'000	£'000	£'000
	2010/11	2009/10	2008/09
Income	34,957	36,042	37,499
Expenditure	14,736	14,803	15,282
Surplus	20,221	21,239	22,217

Clamping and removal sub account			
	£'000	£'000	£'000
	2010/11	2009/10	2008/09
ON-STREET			
Income			
Clamping Income	572	576	555
Removals Income	1,278	1,286	1,287
Total Income	1,850	1,862	1,842
Expenditure			
In House Staff	324	283	418
Premises Related Costs	206	202	202
Transport Related Costs	0	1	1
Adjudication and Court Registration	102	103	134
Parking Enforcement Contracted Services	1,323	1,439	1,439
Central and Departmental Support	198	175	188
Other Costs	76	83	106
Total Expenditure	2,229	2,286	2,488
Deficit	379	424	646

Application of parking surplus			
	£'000	£'000	£'000
	2010/11	2009/10	2008/09
Surplus (Deficit)	-20,206	-21,223	-22,197
Brought Forward	-31,824	-37,687	-38,503
Concessionary fares	6,153	4,233	4,346
Taxicard	783	796	762
Welfare transport	949	926	903
School permits	49	42	48
Special needs and youth transport	2,045	2,106	1,940
Off Street parking costs	1,070	1,031	1,012
Lighting, traffic signs, pedestrian crossings	2,160	1,963	2,145
Carriageway and footways, street trees, traffic management, safety and transportation	8,661	15,726	11,548
Parks and open spaces	42	263	309
Carried forward	-30,118	-31,824	-37,687

Penalty charges

The amount a Council can 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: 69 per cent in 2008/09, 70 per cent in 2009/10 and 74 per cent in 2010/11.

PCNs issued On-street			
	2010/11	2009/10	2008/09
No. Higher level Issued	101,817	120,362	148,992
No. Lower level Issued	65,971	76,045	84,664
Total number of PCNs paid	135,363	151,332	164,142
No. of PCNs paid at discount	102,841	111,917	126,217
No. of PCNs paid at full value	33,217	33,695	37,949
No. of PCNs paid at Charge Certificate	3003	2,451	2,034
No. of PCNs where a representation was made	38,645	47,795	63,202
No. of PCNs cancelled as a result of representation (mitigation)	11,703	10,369	27,669
No. of PCNs cancelled for other reasons	3,638	21,709	6,123
No. of representations that are rejected	17,378	15,717	5,005
No. of vehicles immobilised	8,661	8,804	8,415
No. of vehicles removed	6,316	6,462	6,621

PCNs issued Off-street			
	2010/11	2009/10	2008/09
No. Higher level Issued	44	3	0
No. Lower level Issued	552	433	757
Total number of PCNs paid	437	322	491
No. of PCNs paid at discount	355	254	295
No. of PCNs paid at full value	80	54	172
No. of PCNs paid at Charge Certificate	13	6	24
No. of PCNs where a representation was made	134	108	26
No. of PCNs cancelled as a result of representation (mitigation)	37	15	5
No. of PCNs cancelled for other reasons	19	56	184
No. of representations that are rejected	36	37	22
No. of vehicles immobilised	58	29	38
No. of vehicles removed	7	8	4

Appeals and Adjudication			
	2010/11	2009/10	2008/09
No. of Appeals Heard	2,094	1,941	1,636
Ratio of appeals to PCNs issued	1.25%	0.99%	0.70%
Appeals not contested	273	323	431
Appeals allowed by Adjudicator	871	991	889
Appeals refused by Adjudicator	1223	950	621

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.

	2010/11	2009/10	2008/09
KPI : Staff retention	97.4%	96.3%	96.10%
KPI : Street visit percentage	292%	249%	159.00%
KPI : CEO errors percentage	1.6%	2.5%	2%
KPI : Complaint handling	113	51	74
KPI : Crime awareness incidents	52	82	91
KPI : PCNs issued with photos	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

	2010/11	2009/10	2008/09
Code Red	41	61	77
Code Yellow	11	21	32