



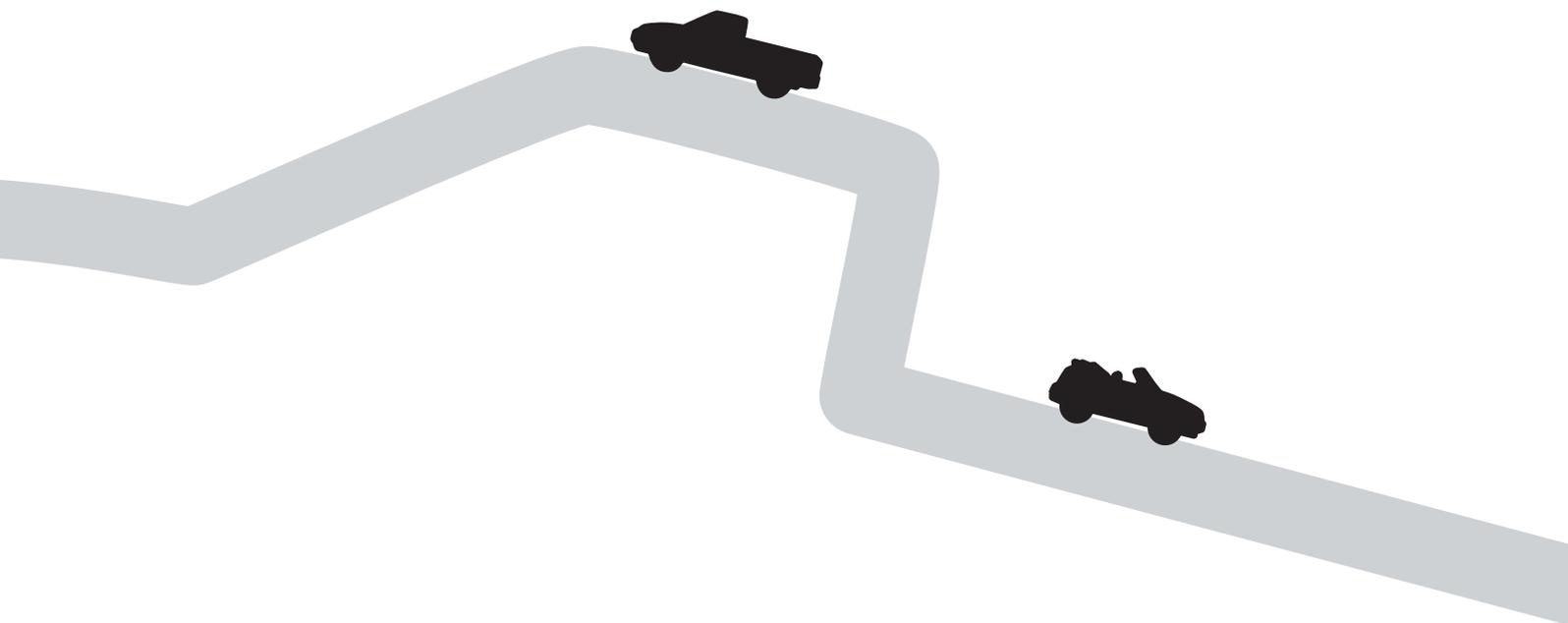
Devon County Council
Civil Parking Enforcement Service

ANNUAL REPORT

2018/19

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Foreword

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

Our team continue to meet the needs of our communities and network; delivering a sustainable and business-like service, with continuous improvement in service delivery and response to the changing needs of our communities.

Ongoing reviews of delivery has resulted in efficiencies and smarter deployment at the times when there is the greatest need for effective parking management and greatest benefit to communities, visitors and businesses.

The team have also engaged with the adult social care team, their partner's and the NHS trust to undertake a review of how health & care workers could be further assisted with meeting the needs of their clients and demands on the key workers delivering services via additional parking exemptions.

This year as discussion on climate change continues globally, we have also taken the opportunity to reflect on role of parking management in supporting carbon reduction.

Whilst the service sets out to assist in carbon reduction and improving air quality by managing congestion and ensuring free movement of vehicles day to day, the efficiencies driven by the service also ensures support is provided to public transport and "park & ride" sites.

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

Councillor Stuart Hughes

Cabinet Member for Highway Management



About Devon

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

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

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

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

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

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

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



Parking as a service

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

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

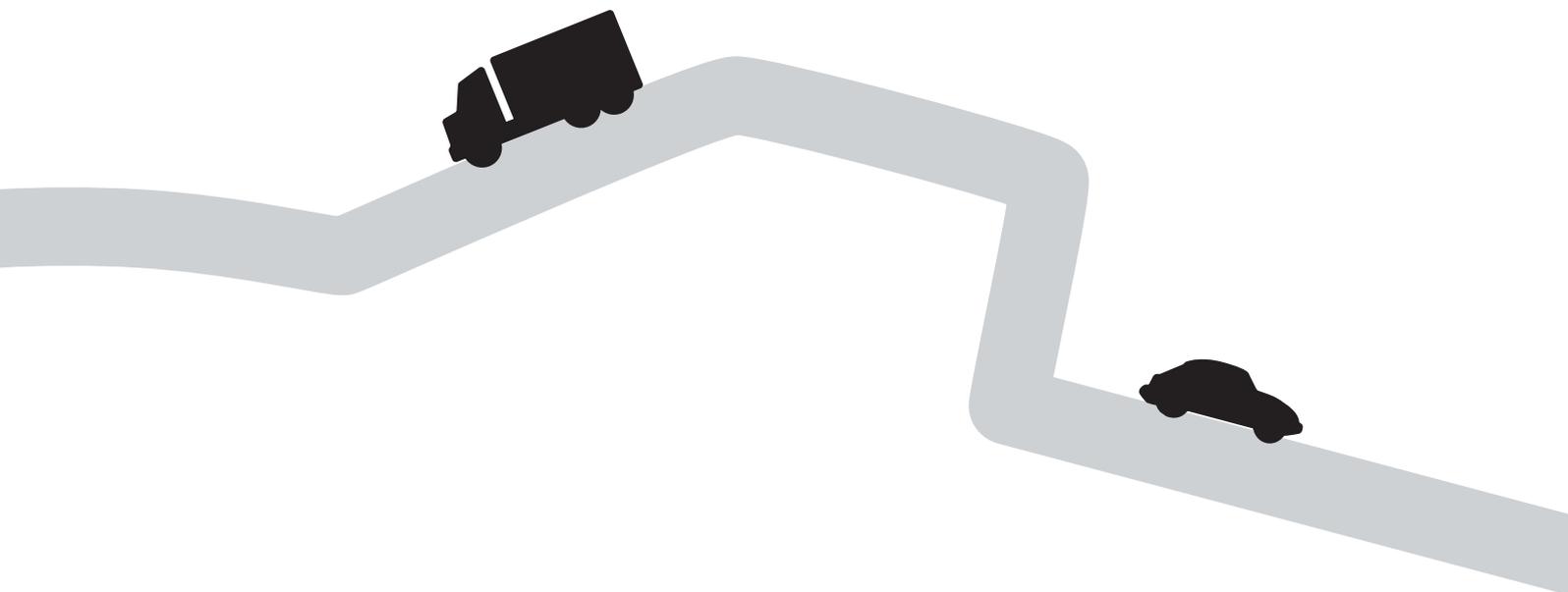
The service recognises the challenges for the modern high street and sees the management of parking as a supporting complimentary service; ensuring parking is available to customers and turning over, whilst maintaining clear passage and access for deliveries and loading.

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

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

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

Enforcement can be requested here: new.devon.gov.uk/roadsandtransport/report-a-problem



Parking and Traffic Regulation Orders

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

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

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

to address specific traffic congestion or quality of life issues.

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



How TROs are created

There is a statutory procedure for creating a TRO. The introduction or removal of a traffic order can be lengthy and expensive process.

Design and consultation

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

Advertising the TRO

We publish a copy of the notice in the towns local paper and put up public notices utilising lamp columns and any other existing posts at regular intervals along the lengths of the affected roads. Where appropriate we may also deliver notices to premises most likely to be affected the proposals. For at least 21 days from the start of the notice the proposal can be viewed online and at a nominated council office. Objections and comments must be made online or by writing to the address in the notice. Any objections and contentious issues are considered by a committee of the areas local councillors who will review and consider those objections and comments and collectively decide whether to allow the scheme to proceed as advertised, make minor modifications to the scheme to resolve objections or abandon the proposal entirely.

Making the Order

The TRO is formally made and introduced and a notice of making published.

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

new.devon.gov.uk/roadsandtransport/parking/traffic-regulation-orders

New residents parking zones

After a successful launch of new schemes in Exeter in 2017 & 2018, the lessons learned were utilised to carry out further consultations at locations across the City and in Topsham and Sidmouth.

Topsham is a historic town which attracts a high number of visitors who are attracted to the picturesque location and local small businesses. The town centre contains narrow streets and dense housing which add to the character and charm of the town. However, this means that a high number of residents, workers and visitors compete for the limited parking spaces available. The town's proximity to Exeter and the direct rail links into the City, make the town's free on-street parking desirable to commuters keen to avoid City centre parking charges.

Sidmouth is located on the Jurassic coastline of East Devon and plays host for a week each August to its World renowned Folk Festival which attracts thousands of music lovers to town. Like Topsham its town centre area is made up of narrow streets and dense housing which add to the character and charm of this seaside town, but this results in a high number of residents, workers and visitors competing for the limited parking spaces available.

Parking management can help to redistribute the available parking space to the various users and reduce congestion in residential areas. Furthermore, reviews of existing yellow line restrictions have taken place which has created extra parking capacity. The objectives of the both schemes are to: free up as much on-street parking as possible to benefit residents, enable enforcement to be undertaken efficiently and encourage longer term visitors to use off-street car parks.

We held two exhibitions and a mailshot for the Topsham proposals; the Sidmouth consultation was carried by mailshot only. The local communities have asked for some resident only parking areas, some pay and display spaces and pay and display with exemptions

for permit holders and short free periods. All of these with tariffs set to encourage use of car parks will discourage commuters and shoppers from using the on-street spaces in resident areas. Both schemes were presented to the local Highways and Traffic Orders Committee where it was resolved to implement part of the proposed scheme where residents were supportive of restrictions.

Further details on each of these schemes can be found on our website:

<http://devon.cc/topshamparking>

<http://devon.cc/sidmouthparking>

Highways and Traffic Order Committee (HATOC)

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

With reduced funding it is increasingly difficult to meet all expectations from our communities, so funding and resources must be prioritised. To overcome this, a managed process was established to deliver an Annual Local Waiting Restriction Programme for each HATOC area with limited funding to deliver priority waiting restriction schemes identified by the HATOCs.

Due to the ongoing success of the schemes Cabinet agreed to continue supporting the programme in 2018/19 allocating £100,000 countywide from the On-Street Parking Account to this process which equated to £12,500 to each HATOC area.

Engagement with the communities and responding to customers with concise clear answers and reasoning is making the process easier and more effective. People feel listened to and involved in the decision making process. Information at all stages from design, consultation and implementation found here:

<https://new.devon.gov.uk/roadsandtransport/parking/traffic-regulation-orders/annual-local-waiting-restriction-programme>

Customer service

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

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

Open data - Policies

new.devon.gov.uk/factsandfigures/open-data/highways-land-buildings/on-street-parking

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

Corporate Twitter accounts

new.devon.gov.uk/twitter

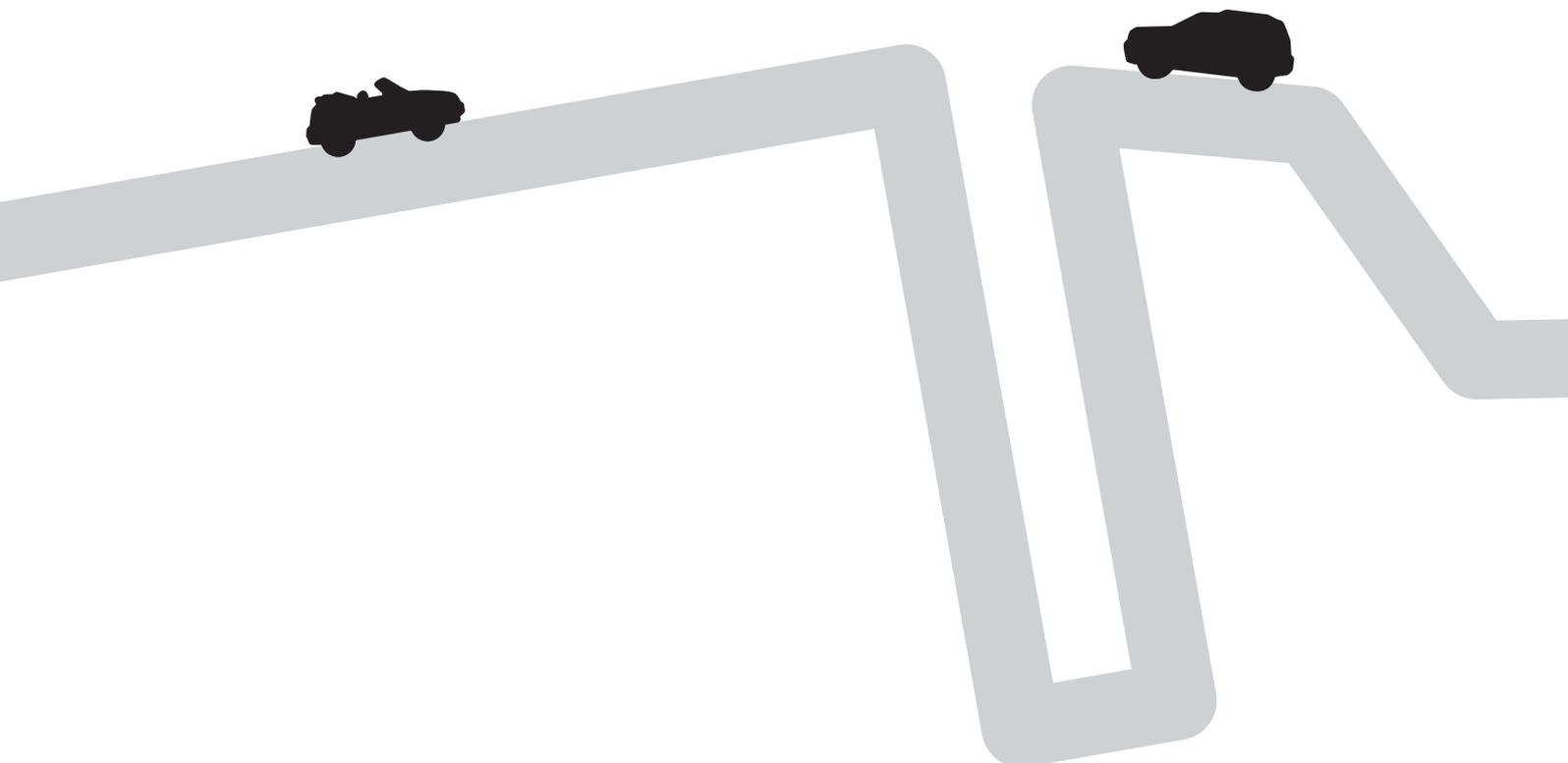
By using customer feedback, we also identified that visitors would benefit from a single source of information on parking whether that is our on-street facilities, or car parks offered in our sister District, Borough, and City Councils to help them plan their visit.

new.devon.gov.uk/roadsandtransport/parking/car-parks-in-devon

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

Our Annual Parking Reports are archived here:

new.devon.gov.uk/roadsandtransport/parking/how-parking-is-regulated



Key performance indicators

Looking back at previous feedback from our customers via our complaints or appeals process the enforcement team this year has focused on achieving improved customer service standards and consistency of delivery.

We have identified key performance indicators to enable the team to measure and improve performance for customers across Devon who value the enforcement service.

These have evolved into the following standards:

- Handling and responding to 80% of actionable customer requests for enforcement within five days and 99% within 28 days.
- Attending and feedback on 80% of pay & display faults within 24 hours of report
- Deliver an average of 85% against planned area coverage each month

The introduction of these key performance indicators has meant the structure of appraisals and monthly one to one meetings focus on quality of delivery not quantity, resulting in the whole team are working towards a shared goal of continuous improvement.

These KPIs have also meant our Customer Service Centre is able to manage customer expectation, removing the need for customers to chase for a response or re-raise an issue.

They also assist the appeals team to reply to questions raised in a challenge or representation quickly with an informed answer. This may clarify why the PCN was served and allow the appellant to make an informed decision early on, whether or not to pay their fine.

It improves consistency from both sections of the service.

We also introduced more robust standards for the Civil Enforcement Officers, focussed around the quality of their delivery on-street.

100% of checked Penalty Charge Notices issued correctly by Civil Enforcement Officer.

100% of Civil Enforcement Officers achieving over 80% of quality criteria through monthly audit.

The monthly audit covers technical and behavioural aspects of the role of which a key part of this is now involves on-street mentoring.

This observes the efficiency and effectiveness of the CEO on-street and opportunities to share best practice ideas.

It also enables an improved team bond and opportunities to talk about issues whilst side by side, rather than in the more formal settings of a one to one discussion.



Pavement Parking

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

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

Last year we reported that reports had been received identifying issues in over 120 communities in the County, and on our borders* with towns reporting multiple locations as being a real safety concern for the residents. This issue remains a high priority for our residents.

There is still a misunderstanding by the public about what we can actually do to deal with pavement parking and inconsiderately parked vehicles. We often receive reports about issues at locations without any restrictions where our enforcement powers cannot be used to address the issue and resolve their concerns and meet their expectations.

The Council continues to seek influence at National level to allow new powers for local Authorities to deal with the issue of pavement parking.

We still issue our educational leaflets to drivers to deliver our message to think about how they park. We also maintain an online reporting form, that the public can tell us about parking and enforcement concerns in their area.

Reporting Pavement Parking here: new.devon.gov.uk/roadsandtransport/parking/pavement-parking

Pavement Parking Reports	16/17	17/18	18/19
	868	1000	1104

Pavement Parking Reports 2018/19			
Exeter	303	Crediton	7
Exmouth	84	Ilfracombe	12
Newton Abbot	157	Honiton	11
Barnstaple	60	Kingsteignton	9
Tiverton	64	Axminster	9
Dawlish	18	Tavistock	9
South Molton	16	Teignmouth	21
Bideford	19	Torbay*	33
Cullompton	19	Plymouth*	42



Cashless Parking

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

The public's appetite for cashless parking continues to grow. As more and more customers are choosing to pay electronically over cash for all their purchases, we need to adapt and make sure we offer a convenient way to all of customers to buy their parking needs.

Our cashless sales rose by an average of 3.8% again over the previous the year.

We are continuing to review and rationalise the numbers of pay and display machines needed to provide our service to customers. Machines nearing the end of their useful lives are being retired from service and replaced by machines from low usage areas.

By recycling some of our existing stocks we are reducing our carbon impact, reducing on-costs for cash collection and maintenance which helps to maintain current pay and display tariffs at a sustainable level to support local businesses.

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

Where demand shows a need for a pay by cash option, we will continue to provide an option to pay by cash in that location.

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

The Council is looking at new technologies such as contactless touch pads, and app-based payments such as apple-pay, as possible alternative options to make paying for parking as easy and convenient as possible for the public.

Month	18/19 %	17/18 %	16/17 %
Apr	14.3	8.6	8.5
May	15.6	11.4	10.77
Jun	13.9	11.4	10.13
Jul	13.2	11.7	9.13
Aug	12.8	11.5	9.94
Sep	14.4	12.1	10
Oct	17.3	13.1	10.03
Nov	19.8	15.4	11
Dec	16.1	12.7	9.89
Jan	19.5	15.7	10.36
Feb	19.6	16.5	9.61
Mar	22.0	12.7	10.87
Average	16.5	12.7	10.02



Working with Others

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

We are committed to expanding our connections to share efficiencies with other local Authorities and throughout 2018 -19 investigated a variety of options to provide our services to third parties after the successful introduction of Salcombe's Park and Ride Car Park.

We now have entered into an agreement with Cullompton Town Council to manage and enforce a local town centre car park instead of their District Council.

The Traffic Orders team, enforcement team with the Town Council drew up plans to develop the car park into something that is sustainable and bring benefits the local town, incorporating permits, and a new machine. Essential works in the car park were done to improve standards and safety, making it more appealing to users.

Negotiations with Exeter City Council about exchanging processing and debt recovery services for accommodation in the centre of the City continued with legal obstacles overcome.

The new base in their car park will deliver improvements for our enforcement team based in the central area of the County, and allow the City to improve its enforcement activities across its estate by mobilising officers more effectively and having the back up of an experienced team of appeals officers to handle correspondence on their behalf.

Customer Service Centre

The enforcement team also worked closely with the Customer Service Centre to consolidate knowledge of our first point of contact.

We undertook to complete several training sessions to help cement the knowledge and understanding of this crucial team. We also completed a similar exercise with the internal business support team to aid understanding of enforcement and dispel the common myths.

Exeter City Council

We initiated a piece of joint working with Exeter City Council where-by in exchange for housing our Exeter based enforcement team in one of their sites we deliver their processing function. We completed the first phase, renovating the office and relocating 25 members of staff.

Events – Local and national

Once again the team we happy to provide support to organisers of the Tour of Britain event and the communities that the various stages passed through. Looking at the numbers of people lining the 175-mile route it's clear that Devon has really embraced the Tour of Britain. Approximately 200,000 people turned out with £4m of extra spending generated in the county, making it one of the most successful Devon stages ever held.



Review of Trade Dispensations

Devon County Council have offered “dispensations” for trades people since 2011 allowing contractors, landlords and agents special permission to park on restricted roads across Devon whilst working at an adjacent property.

This would usually be to carry out building or repair work at a property where it is essential to park at or close to that property to do the work, and there are no other viable parking options available.

During 2019 the service is under review with a view to introducing digital permits, going digital will offer several benefits:

- In many instances the permits will be issued on the same days as it is applied for.
- There will be no need to print out permits as details will be held digitally in the CEOs handheld.
- Account holders will be able to make real time changes and use a single permit more flexibly, e.g. the permit can be used with one vehicle reg number on site in the morning, and a different one in the afternoon, or different days if using weekly permits.
- Account holders can advance book their future needs without having to enter all their details in full each time.



Review of Health & Care Workers Permits

Devon County Council has always supported frontline health and care worker in our communities in delivering essential services to residents in the own homes.

Health and Care Workers have been able to print a proforma permit allowing them to use on-street pay and display parking, limited waiting and residents parking for no charge if they are delivering essential services to residents in their own homes.

In 2019 the service is under review with proposals to extend this exemption to include parking on single and double yellow lines – but only when alternative parking isn't available.

The proposed extension of the scheme recognises that in some communities parking can be limited and can add to the stress of an already demanding job.

The care or health professional will have to have made a reasonable effort to find alternative parking first, and park where it is safe to do so.

The vehicle must not cause an obstruction, block access or pose a danger to road users, for instance on a corner.

As part of the improvements to the scheme, permit holders will be issued with a time clock, similar to those issued to Blue Badge holders, which must be displayed while delivering their services.

The review follows a consultation in which 89 per cent of respondents agreed that including yellow lines in the scheme would make their jobs easier and 80 per cent said it would help them care for their clients.

Almost 65 per cent said it would help them manage stress and most said that parking near their clients' homes would help them feel safer if they were working alone.

Car Parking: The Bigger Picture

In May '19 Devon County Council recognised a state of Climate Emergency and committed to meet (or exceed) the Intergovernmental Panel on Climate Change (IPCC) advice that global carbon emissions should reach a net zero footprint by 2050 in order to avoid the worst effects of climate change.

In this context it is worth reflecting on the role of parking management to support carbon reduction.

Whilst the service sets out to assist in carbon reduction and improving air quality by managing congestion and ensuring free movement of vehicles day to day, our role does not stop there!

Park & Ride

Park & Ride sites are provided in key locations around the County to offer an alternative to private car use and minimise congestion in our communities. These sites are funded and maintained by surplus developed by the service.

In Exeter, Park & Ride sites are located at Honiton Road, Exeter, and Sidmouth Road, Exeter. A further Park & Ride facility provided by Exeter City Council is located on the Western side of the city.

At these sites there are also options to Park & Cycle for those preferring to use their own bicycle rather than one of the bus services.

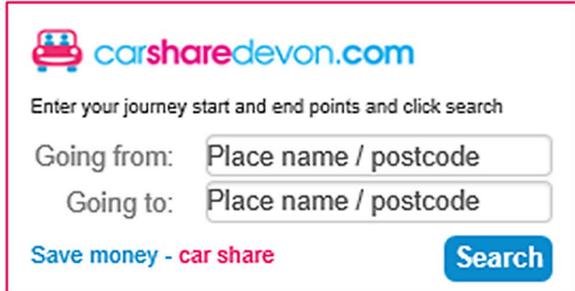
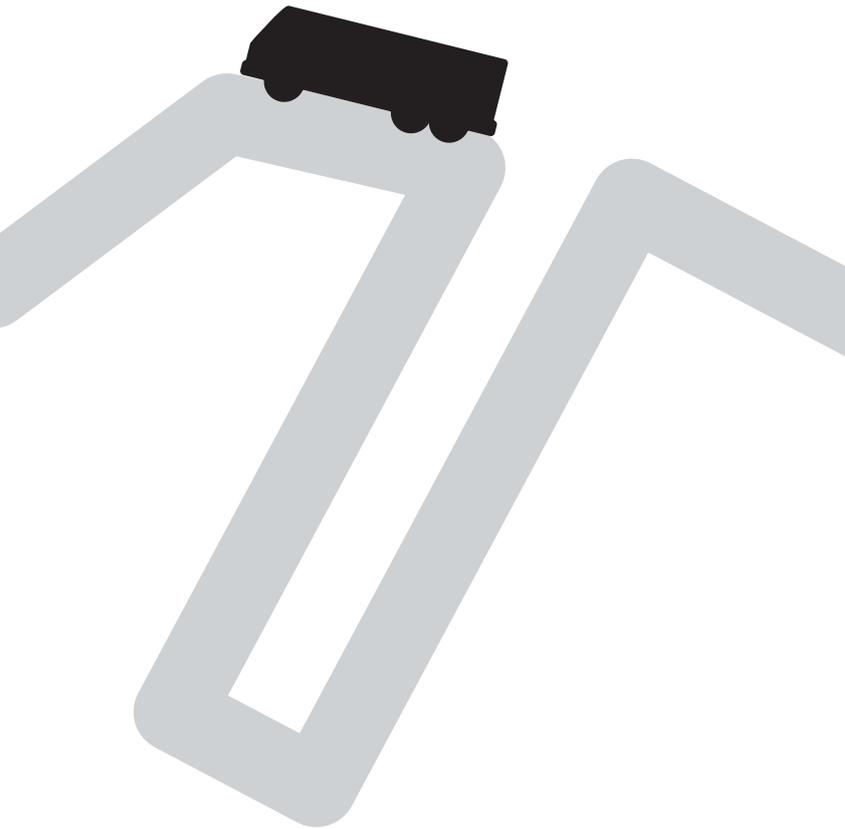
There are Park & Rail sites at Crediton and Sowton (Exeter) for commuters to Exeter, and the facility at Ivybridge provides opportunities for commuters travelling to Plymouth to enjoy a rail alternative to the last 12 miles of their journey.

There are also opportunities to utilise bus services into the South Hams from this site.

Details of Park and Ride and Park and Rail sights, their opening times and timetables for connecting services can be found here:

<https://www.devon.gov.uk/roadsandtransport/parking/park-and-ride>

The Council also offers a car sharing database for those looking to find an alternative way to get to work on our website:



The screenshot shows the carsharedevon.com search interface. It includes a search bar with the text "Enter your journey start and end points and click search". Below this are two input fields: "Going from: Place name / postcode" and "Going to: Place name / postcode". At the bottom left, it says "Save money - car share" and at the bottom right, there is a blue "Search" button.

Innovation and new development

The Council continually reviews the service to ensure we deliver an efficient and cost-effective service to the people of Devon.

We listen to the feedback we receive from our local communities, business users and visitors and the adjudicators to shape how to manage or meet those expectations.

Evolution of the Service; Operational workbases

To ensure the service continues to be delivered in the most effective and efficient manner. We believe that deployment from three strategically based locations will provide the optimum level of service balanced against cost to the authority. During 17/18 the consultation process was completed and the service now operates from 3 bases, Exeter, Kingsteignton & Barnstaple. It is believed this now presents the optimal deployment model whereby resources can be deployed more effectively across all our communities.



Investment in Fleet

In March 2019 we entered the first phase of replacing old, high capacity diesel vans with new, low Co2 cars alongside some of our existing electric vehicles.

This replacement scheme aims to see the entire fleet replaced in a period of 5 years with emphasis on continuing to reduce the carbon footprint of the service.

This rolling improvement of our fleet also ensures team members can enjoy a cleaner space to work from when on a mobile beat, aiding the well-being, health and safety of our workforce.

We are firmly committed to playing our part in the current climate emergency and reducing our impact as we travel to deliver our service.



On Street Charging facilities

Devon County Council has formed a consortium with two private sector companies, ZAPINAMO and Gamma Energy, to install and operate 150 electric car charge points on the streets of Exeter over the next two years.

The £4m StreetHUBZ project will be delivered by ZAPINAMO, developers of a new generation of superfast car chargers. ZAPINAMO will design, build, install and maintain the EV 'StreetHUBZ' chargers and Gamma Energy will own and operate the infrastructure.

It is hoped that on-street charging places will encourage more people without off street parking take up EV ownership.

The new facilities will be supported by managed on-street parking bays to ensure that users enjoy easy access and abuse of the bays is addressed.

Find out more here:

<https://www.devonnewscentre.info/leading-the-charge-new-scheme-will-quadruple-electric-car-charge-points-in-exeter>

DELETTI Solar Car Ports & Off-Street Charging facilities

The Devon Low Carbon Energy & Transport technology Innovator (DELETTI) programme is an innovative programme developing and demonstrating systems to increase low emission transportation in the region. The programme is supported by the European Regional Development Fund and led by Devon County Council.

DELETTI is running from 2019-2022 and will be supporting the installation of charge points in car parks and on-street as well as increasing awareness of low emission vehicles. The programme will also be demonstrating the use of solar carport technology to increase the amount of renewable energy on the grid and supply low carbon energy to charge points. The programme has a target of saving 335 tCO₂e per year.

Co Cars

Co Cars provide an alternative to private car ownership allowing users to book a "pool" vehicle when needed, ultimately reducing pressure on parking and encouraging reduced car ownership and usage.

Additionally, Co-Cars will provide electric vehicles through their car-sharing service, which will allow the public to test drive an electric vehicle and use the car charge points.

The service works to ensure that Co-Car bays are available for their fleet, and the wider traffic team are currently reviewing our residents policy to allow to these permit holder only schemes by Co-Car hirers to remove any barriers to enjoying the benefits of ad-hoc or regular car usage, without the need for car ownership.

Co-Bikes e-Bikes

Costs £1 for 20 minutes or £24 for a full day.

In addition to the Co-Cars scheme Devon has recently rolled out the Co-Bikes infrastructure to support easy e-bike travel from A to B in Exeter area with bikes located at:

- Civic Centre
- County Hall
- Central Station & St David's Station
- The Forum, Exeter University
- St. Luke's, Exeter University
- Digby & Sowton Park n Ride
- Heavitree, High Street
- Younghayes, Cranbrook



Investing in people

We value our staff and want to invest in them. We have focused on the mental wellbeing of staff this year and part of this focus was about improving how we communicate with each other as much as how we communicate to the public.

In part this has been achieved through ensuring regular side by side mentoring, which has enabled CEO's to have open discussions with their Supervisor's.

We have invested in technology for the team to reduce the feeling of isolation on-street. The issue of new smart phones with access to emails and shared Microsoft Teams pages has enabled staff easy knowledge checking and ad-hoc communication with colleagues. It allows them to feel connected to everyone else and has been a game changer with cross team communication and injecting fun into the workplace.

The management team were issued with laptops to enable agile working across sites and at home, helping to create a work-life balance across the team and well as encouraging the move towards and agile and digital service.

After 4 years of reviews, refining and shaping how the service is delivered, we brought the whole team together to attend a full team event to launch our new shared vision for the service which focuses on four key strands;

- People and culture
- Customer engagement
- Training and development
- Technology

and is underpinned by performance management of the new Key Performance Indicators.

The day focused on team-work and everyone in the team contributed to the content and direction of each of these workstreams, giving the team focus and direction for 2019/20.

The afternoon was an exercise to develop teamwork within teams – working together to maximise resources to complete the creation of an effective structure. This demonstrated strong teamworking to achieve a goal and a great deal of healthy competitiveness... and a little cheating!

Everyone has also attended a bespoke programme of training in Conflict Management and Customer Service. 73% of CEO's have stated the training changed their thinking and how they now approach these sometime difficult situations.

CEOs often let down by the support available to them when faced an aggressor on-street whilst doing their job. So this year to address this issue we introduced an initiative to write to business owners regarding the conduct of their staff.

The appeals team also include information about our zero-tolerance approach to abusive comments and behaviours to drivers submitting appeals, regardless of outcome.

Feedback from the businesses we have approached with this information has been well-received and action has been taken.

We held a working group to review the CEO uniform. We agreed to maintain the current look but with some flexibility. Simple changes, introducing shorts and a more supportive vest, increasing the well-being of front-line staff.

Two members of the team have started a CMI management and leadership course. Both, have undertaken project work which will benefit the team by adopting any new learnings gained from both course content and insights from colleagues in other organisations.

Enforcement statistics

Parking Statistics

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

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

Penalties Issued

Total numbers of PCNs issued **69691**

Number of PCNs at high level **36626**

Number of PCNs at low level **33065**

Number of Reg 9 PCNs issued **69427**

Number of Reg 10 PCNs issued **264**

Number of PCNs issued on-street **69015**

Number of PCNs issued off-street **676**

Penalties Paid

Number of PCNs paid **53095**

Number Paid at Discount rate **44775**

Number of PCNs before Charge Certificate (within 56 days) **6937**

Number Paid after Charge Certificate served **1381**

Number of Charge Certificates registered **8925**

Number of warrants of execution issued **7790**

Number of PCNs cancelled **10859**

Number of PCNs written off **1069**

Penalties Challenged

Number of PCNs resulting in Informal Challenge **12392**

Number of PCNs cancelled as a result of informal challenge **4399**

Number of informal challenges rejected **6924**

Number of PCNs resulting in a Formal Representation **2272**

Number of Formal Representations which resulted in the cancellation of the PCN **1232**

Number of Formal Representations which resulted in a Notice of Rejection **920**

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

Number of vehicles immobilised **0**

Number of vehicles removed **0**

Cases Referred to the Traffic Penalty Tribunal

Total No. of Appeals **160**

No. of Appeals Allowed **48**

No. of Appeals Dismissed **56**

No. of Appeals Not Contested **24**

Cases awaiting decisions **32**

Financial performance

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

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

The service continues to remain sustainable and performing beyond original modelled projections. Investment arising from our continuous review of the service and a change in debt enforcement contracts has seen a small deficit generated in year 5.

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

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

Benchmarking performance

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

	18/19	17/18	16/17	15/16
PCNs Issued	70,115	75,308	68,947	65,008
Income	£2,141,517	£2,273,858	£2,186,616	£2,166,235
Expenditure	£2,163,245	£2,163,924	£1,896,928	£1,831,026
Surplus / (Deficit)	(-£21,728)	£109,934	£289,688	£335,209



Transparency & Finance

Breakdown of operational costs:

	18/19	17/18	16/17	15/16
Staff	£1,731,763	£1,782,062	£1,515,374	£1,453,951
Accommodation	£25,021	£9,645	£12,954	£7,525
Fleet & Travel	£103,104	£77,339	£55,881	£106,651
IT	£32,854	£28,174	£40,637	£59,275
Stationery	£138,253	£142,201	£95,152	£90,209
Debt Recovery	£51,383	£60,000	£60,000	£53,795
Other	£80,867	£63,903	£116,930	£49,609
One Off Set Up Costs	£0	£0	£0	£10,008
TOTAL COST	£2,163,245	£2,163,324	£1,896,928	£1,831,023

TOTAL INCOME	£2,141,517	£2,273,858	£2,186,616	£2,166,235
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Surplus / (Deficit)	(-£21,728)	£110,534	£289,688	£335,212
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Since the launch of the service in April 14, the average surplus generated has been £130k per annum.

During the life of the service there have been annual fluctuations in income and expenditure due to variations in debt recovery activity, staff costs, investment in technology, and fleet.

The most recent financial year, 18/19, has seen the service fall into a small deficit due to additional necessary expenditure in terms of moving to new office accommodation, investment in new vehicles, and investment in new handhelds.

Some vehicles and handhelds had reached the end of the productive life, and new replacements provide enhanced functionality or in the case of vehicles less polluting engines.

The total in year PCN income for 2018/19 was £2,141,517, representing a 6% drop in income from 2017/18.

Furthermore, income developed from debt recovery activities was impacted due to the need to go through a procurement process to appoint new contracts with providers.

This delayed registration of outstanding cases with the Court for a number of weeks and payments received falling into the following financial year.

The demand on the service to support residents parking schemes continued to grow as schemes were launched in Exeter and Teignmouth and the service has adapted to meet those expectations.

Whilst investment must continue, it is expected that the service will return to, and maintain, cost neutral status from 19/20.

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

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

Income collected from On-street parking
£3,019,765

Income from Penalty Charge Notices
£2,141,517

Income from Permits
£854,379



How do we spend our money?

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

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

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

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

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

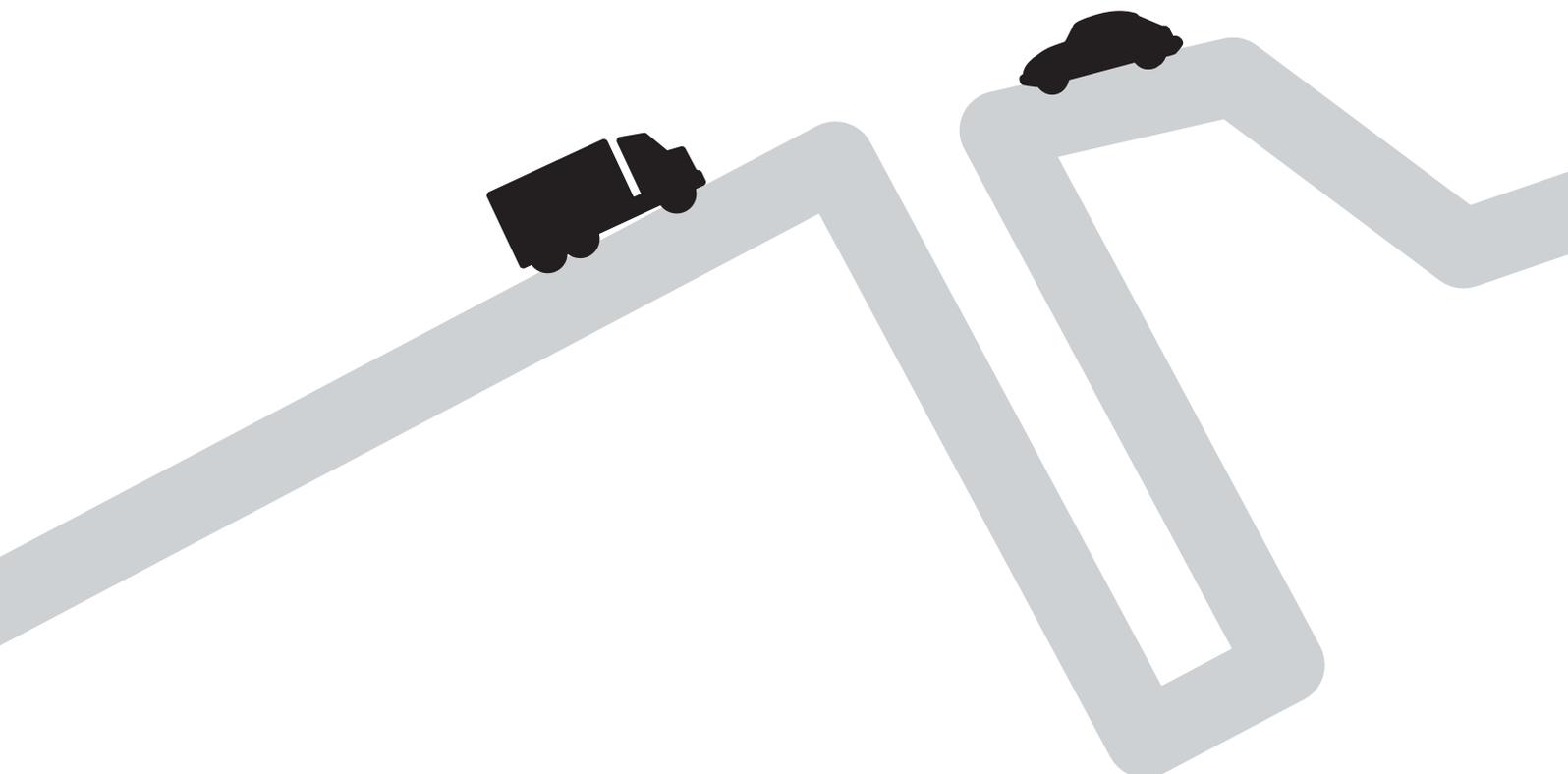
We continue to effectively facilitate the income being generated from our on-street pay & display and cashless parking spaces, and car parks; this is currently more than £2.9m per year.

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

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

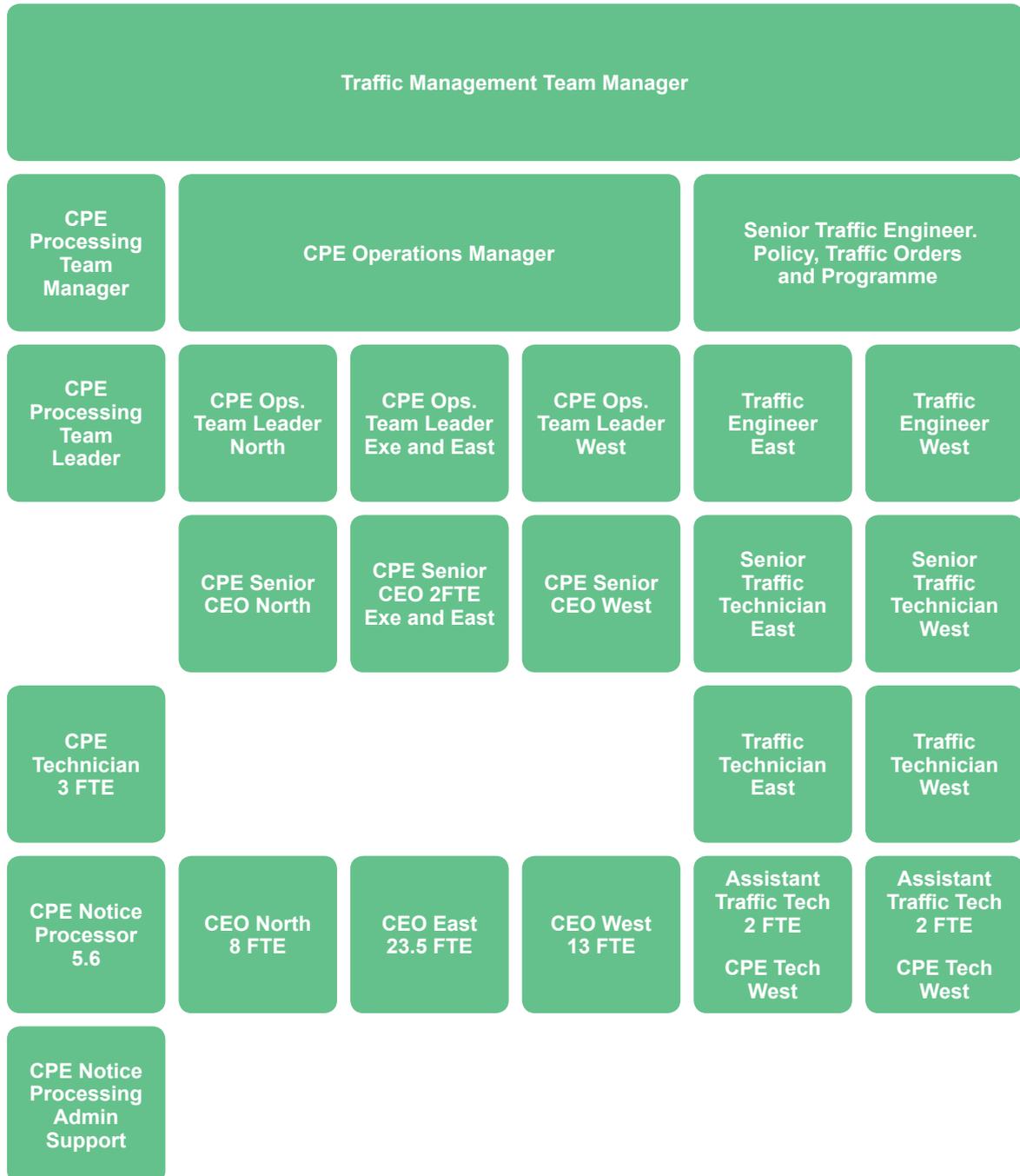
On-Street Parking Account 2018/19

Scheme	Allocation £000's
TCS: Bus, Rail & Community Transport Support	2,411
CPE: Road Signs & Road Markings	225
Traffic Management Plans	50
Disabled Parking Bays	100
Cyclic Maintenance - Environmental Improvement	2,200
Traffic & Parking IT Systems	10
Safety Camera Partnership	10
Real Time Passenger information	78
Variable Message Signs	10
Road Safety Improvements – Reactive	50
Park & Ride Business Rates / Site Maintenance	110
Country Parks	219
TOTAL	5,473



Appendix

Team Structure





Traffic Management Team
County Hall, Exeter EX2 4QD

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Devon 
County Council