

Durham County Council

**Parking Services
Annual Report 2008/09**



September
2009



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1.0 Foreword

Councillor Neil Foster :

Cabinet member for Regeneration and Economic Development

As the volume of traffic on our roads has steadily increased so too has our need to manage the highway network more efficiently. Parking controls are an effective tool to ensure that traffic keeps moving, our safety is not compromised, the local environment is not damaged, the reliability of public transport is not diminished and our access to services and facilities is not removed.

Delivering an efficient and effective parking service for County Durham is essential if demands from our customers are to be met and our roads are used for their intended purpose. Fair, consistent and equitable enforcement of parking restrictions will ensure our customers enjoy a safe and congestion free environment.

We have adopted a business model which aims to balance income and expenditure from our Parking Services ensuring enforcement is adequately resourced with no surplus or deficit to the Council. We aim to achieve a high level of compliance with our regulations through clear and concise information, and assisting the public by identifying where customers transgress and where possible discouraging such behaviour. Should our customers fail to comply with regulation we will treat them in a fair and respectful way and explain our actions and reason for any decisions we make.

As well as meeting the costs of parking enforcement, income generated is used to support the award winning Durham Park and Ride service thus benefiting those drivers who choose to leave their vehicles outside of the city of Durham. This report sets out all income and expenditure from parking related services including that of our Park and Ride scheme.

In November 2008 we commenced operating Civil Parking Enforcement in Durham District. This enables a consistent approach to be taken to 'on' and 'off

street' contraventions and clarifies enforcement responsibility for our customers. The turnover from the parking enforcement regime is significant with increasing revenue generation and enforcement costs. This report sets out the reasons why we enforce parking restrictions, what we enforce, and how we choose to enforce them. It aims to give transparency to the enforcement process and to the financial profile of the business. It sets out in detail costs, the income we generate and how this is achieved.

I commend this, the first Parking Services Annual Report to all our Customers and partners.

2.0 Parking Control Objectives

2.1 Background

The Traffic Management Act 2004 (TMA) imposes an explicit duty on local authorities to manage their network to reduce congestion and disruption. The Act provides the scope for authorities to assume responsibility for the enforcement of non- endorseable parking contraventions and some moving traffic offences from the police.

On 3 November 2008, we began operating parking enforcement throughout Durham District in accordance with Civil Parking Enforcement legislation set out in the Traffic Management Act. The Act includes a range of on and off street parking contraventions including prohibitive and permitted parking and loading areas, together with important school and bus stop clearways. We work closely with Durham Constabulary to ensure we can deliver an effective service having assumed responsibility for non endorseable contraventions in Durham District. Durham Constabulary remain responsible for enforcement for endorseable parking contraventions such as dangerous or obstructive parking.

The enforcement of all bus lane and moving traffic contraventions throughout the county continues to be the responsibility of Durham Constabulary. However; it is intended that Durham County Council will assume responsibility following the making of the appropriate legislation by the Lord Chancellor.

Prior to the introduction of Civil Parking Enforcement, Durham County Council were responsible for enforcement of 'on-street' parking (Pay and Display and Fixed Daily Charge areas) in Durham City only. The relevant powers were contained within the Road Traffic Regulation Act 1984. Durham Constabulary were responsible for the enforcement of all other parking, bus lane and moving traffic contraventions. Income for on street permissive parking was retained by Durham County Council whilst income from fixed penalty notices issued by the Police was retained by HM Treasury. Durham Constabulary have offered full

support to Durham County Council and recognise the importance of a single authority assuming responsibility for all non endorseable restrictions.

The legal framework for enforcement authorities in England comprises Part 6 of the Traffic Management Act 2004 and the regulations to bring Part 6 into effect. The TMA and the associated regulations have afforded powers that were already available to authorities in London, giving greater consistency across the country while allowing for parking policies to suit local circumstances. The framework aims to make the system fair as well as effective.

2.2 Policy Context

The aim of our Civil Parking Enforcement regime is to:

- manage the road network to ensure expeditious movement of traffic, (including pedestrians and cyclists), as required under the TMA Network Management Duty 4;
- improve road safety;
- improve the local environment;
- improve the quality and accessibility of public transport;
- meet the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car; and
- Manage and reconcile the competing demands for kerb space.

Managing and delivering parking enforcement requires clear unambiguous policy which is easily understood by all. Our Parking Strategy (2008 -2011) sets clear intentions through 22 stated policies on how we will deal with issues such as disabled persons parking, loading of vehicles and residents' parking. The strategy sets out our intentions for the future management of parking in County Durham and the plan to extend Civil Parking Enforcement to the rest of the County.

CPE provides a means by which we can effectively deliver the wider transport strategies and objectives contained within the following policy documents -



2.2.1 - Planning Policy Guidance Note (PPG) 13 Transport

The Government's policy on the provision of parking is set out in (PPG) 13, which is supplemented by specific policy in relation to parking provision for housing development in Planning Policy Statement (PPS) 3 Housing.

The guidance in PPG13 directs local authorities to use parking policies alongside other planning and transport measures to promote sustainable transport choices and reduce reliance on the car for work and other journeys. To support this objective, PPG13 states that local authorities should not normally require developers to provide more spaces than the developer would wish. Local authorities should also encourage the shared use of parking, particularly in town centres and, where appropriate, introduce on-street parking controls in areas adjacent to major travel generating development to minimise the potential displacement of parking where on-site parking is limited. PPG13 encourages setting maximum levels of parking provision. Where a limited supply of facility is available it is necessary to manage supply and demand through enforcement of restrictions.

The review of Planning Policy Guidance 13 on Transport suggests that levels of parking can be more significant than levels of public transport provision in determining means of travel, particularly for the journey to work, even for locations well served by public transport'. Controlling public parking on and off street is therefore an effective tool to manage travel demand in our most congested areas.

2.2.2 - Regional Transport Strategy (RTS)

The Regional Transport Strategy sets out to improve access to jobs and services, particularly for those most in need, in ways that are sustainable, improve public transport provision, reduce problems of congestion and pollution and improve safety. Controlling the supply and availability of parking supports the aims of the Regional Spatial Strategy of which the Regional Transport Strategy plays a key role.

The RTS promotes proposals to deliver the following:-

Demand Management Measures (Policy 53)

- park and ride
- car sharing schemes/car clubs
- parking standards
- workplace parking levies
- road user charging.

Parking and Travel Plans (Policy 54)

- minimise parking provision for non-residential developments,
- set maximum parking standards for non-residential land uses
- develop management strategies in each Interchange hub for parking stock
- apply guidance on residential parking standards, reflecting local circumstances
- ensure that the pricing of new parking provision is consistent with local parking regimes

2.2.3 - Durham County Council - Local Transport Plan 2

The LTP2 reflects the five shared priorities which the Government has agreed with the Local Government Association. These are

- Improve accessibility
- Reduce congestion
- Improve road safety
- Reduce pollution
- Improve public transport;

Policies within the LTP2 include:-

Cars in the Built Environment (Policy 6)

Measures will be implemented at retail, leisure and employment areas to become less car-dependent. These will include proposals to:

- Improve access by public transport, cyclists and pedestrians; and
- Develop travel plans.

Road Traffic Reduction (Policy 36)

Initiatives to reduce road traffic will be targeted upon the following types of regular car journeys:

- Single occupant car commuting
- Short journeys suitable for cycling and walking
- Journeys to school.

Public Parking (Policy 38)

On-street and public parking will be managed in order to:

- Provide a sufficient (but not excessive) supply of short term visitor parking to sustain town centres and the local economy;
- Allow for an enforcement regime that will avoid significant traffic management and road safety problems;
- Discourage commuter parking in main towns and other built up areas adequately served by public transport; and
- Provide sufficient parking facilities for cycles and motorcycles.

There is a clear desire nationally, regionally and locally to address the transport demand of the populace and to address the social, environmental, and economic difficulties presented by our car culture. Policies will ensure that parking control is an effective contributor to address the growing demands for travel in all areas of County Durham.

3.0 Durham District Parking Profile

Permitted and restricted parking is introduced to achieve the objectives detailed in the previous section of this report. Where permitted or restricted parking has been introduced, we must ensure that the correct information is dispensed to all of our customers in a clear and coherent manner. This means ensuring the accuracy and condition of the traffic signs and road markings, conforming to the relevant regulations (currently the Traffic Signs Regulations and General Directions 2002 – TSRGD). In exceptional circumstance and where the need is identified we have sought special authorisation from Department for Transport to use non standard signs or markings if it is considered the public would be better served.

In many areas of the country signs, lines and traffic regulation orders have been found to be inaccurate and potentially misleading. We are confident that this is not the situation in Durham district. Before applying to the Secretary of State for CPE powers, we undertook an extensive exercise to ensure that all permitted and restricted parking areas displayed the relevant traffic signs and road markings consistent with TSRGD and were in a good state of repair so that their meaning was clear to road users.

A summary of all permitted and restricted parking in Durham District can be found below. More detailed information can be found in Appendix A

3.1 Restricted Parking

3.1.1 - No Waiting restrictions

There are approximately 60km of waiting restriction throughout Durham District.

3.1.2 - No Loading restrictions

There are approximately 14km of no loading restriction throughout Durham District.

3.1.3 - Blue Badge Holder Bays

There are 29 blue badge bays throughout Durham District.

3.1.4 - Loading Bays

There are 67 loading bays throughout Durham District.

3.1.5 - Taxi Bays

There are 32 taxi bays throughout Durham District.

3.1.6 - Police Bays

There are 6 police bays throughout Durham District.

3.1.7 – Bus and Coach Bays

There are 6 bus and coach bays throughout Durham District.

3.1.8 - Bus Stop Clearway

There are 147 no. Bus Stop Clearways throughout Durham District

3.1.9 - School Keep Clears

There are 50 no. 'School Keep Clears' covering a distance of 1.7 km throughout Durham District

3.2 Permitted Parking

3.2.1 - Pay and Display Parking Bays

There are 1713 pay and display bays within Durham City.

3.2.2 - Permit Parking Areas

There are 46 no. permit holder only streets in Durham City.

3.2.3 - Limited Waiting Bays

There are 10 limited waiting bays throughout Durham District.

3.3 Off Street Parking

3.3.1 - Durham Park and Ride

Belmont Park and Ride, Durham City – 424 spaces

Free parking for Park and Ride users

Designated parking for cars, blue badge holders and motor homes

Sniperley Park and Ride, Durham City – 294 spaces

Free parking for Park and Ride users

Designated parking for cars, blue badge holders and motor homes

Howlands Park and Ride, Durham City – 330 spaces

Free parking for Park and Ride users. Designated parking for cars, blue badge holders, motor homes and coaches

3.3.2 - The Safer Parking Scheme

The Safer Parking Scheme is managed by the British Parking Association in conjunction with the Association of Chief Police Officers. The scheme was launched by the Association of Chief Police Officers in 1992 as part of their Secured by Design initiative to encourage those responsible for car parks to improve security standards as a means of reducing criminal activity, the fear of crime and the perception of crime in all car parks and vehicle retention areas.

The initiative is primarily aimed at the management of criminal behaviour within the parking environment, and hence requires owners/operators to adopt an active management strategy to ensure that there is minimal occurrence of crime.

All of our Park and Ride sites have achieved the Park Mark Safer Parking Award in recognition of providing a safe and secure environment through the introduction of proven management processes, physical measures and site security systems. The Park and Ride sites are manned and have cctv security cameras relayed to a central control office at the Belmont site manned at all times of operation.

4.0 Parking Services Management, Operation and Enforcement

The County Council's Parking Services team are primarily responsible for the management of Civil Parking Enforcement, Durham City Park and Ride and Durham City Road User Charge. We work in partnership with our contractors, NSL Services Group and our Park and Ride bus operator. Together we have created a partnership with the ability to deliver a first class customer focused service.

NSL Services Group are currently responsible for –

- Civil enforcement of all parking restriction in Durham District
- Processing of all penalty charge notices up to Notice to Owner
- Operation of Durham City Park and Ride sites
- Operation of Durham City Road User Charge
- Operation of Durham City Controlled Parking Zone
- Cash collection



4.1 Parking Services Operation and Enforcement Protocol

We are committed to ensuring that our operational processes and enforcement procedures are transparent and that they deliver value for money for the County Council and its customers.

Operational information relating to the following services is available to view online at www.durham.gov.uk.

- Civil Parking Enforcement
- Durham City Controlled Parking Zone,
- Durham Park and Ride
- Durham City Road User Charge

All of our enforcement procedures comply with appropriate primary legislation, regulations, and traffic regulation orders. Our enforcement procedures can be found at www.durham.gov.uk.

4.2 Deployment Strategy

We are proactive in the planning and delivery of highly flexible deployment solutions to ensure that we meet the aims of CPE and deliver our wider transport objectives. Nine Civil Enforcement Officers (CEO) are deployed 08:00 to 18:00 Monday to Saturday with reduced level of deployment undertaken at evenings and during Sundays and Bank holidays. The reduced level of enforcement reflects the general reduced demand for parking in the City and surrounding district at these times.

Streets containing parking restrictions and/or permitted parking places within Durham City centre are enforced on 'beats' basis. i.e. no specific area is targeted but officers undertake a set number of visits on a pre determined route. Streets receiving the highest number of beats are those where contraventions would have the greatest impact upon the movement of traffic, road safety, the environment, access to public

transport, the needs of those with disabilities or where there is significant competing demand for kerb space.

Streets containing parking restrictions and/or permitted parking places outside of Durham City centre are enforced on a 'deployed hours' basis. CEO's are deployed in the civil enforcement area outside of Durham City centre between 08:00 to 18:00 Monday to Saturday for a total of 40 hours per week. An option exists for further deployment between Monday and Saturday during the evenings for 10 hours per week and Sunday and Bank Holidays for 4 hours per week.

Streets receiving the highest level of deployed hours are those where contraventions would have the greatest impact and where community concern has been expressed about unsafe parking practices. Centres of activity such as, local retail areas, have required deployed officers to address specific parking problems. In such areas our approach would be to issue advice and warning before proceeding with follow up visits where Penalty Charge Notices are issued. This appears to be an effective and acceptable approach to what is often a very local issue. All enforcement can be adjusted in response to specific needs of individuals including the public, councillors and emergency services.

4.3 Parking Services Staff Structure and Training

Durham County Council have outsourced parking enforcement and notice processing since commencement of a controlled parking zone in 2000. The present contract is held by NSL Services Group having successfully tendered to provide services for two successive 5 year contracts. The contract is overseen by the County Council's in house Parking Services team. The Durham County Council Parking Service team is contained within the Council's Strategic Traffic Management Section and consist of one Parking Manager and two Administrative Assistants.

The success of CPE depends on the dedication and quality of these staff who manage and support our contractor. As the systems and processes involved in

CPE are complex, we recognise that it is essential that we give staff the skills and training to do their jobs effectively and professionally.

Management staff have undertaken specialist training and can demonstrate an understanding of –

- Government transport policy and objectives;
- the role of parking regulations and enforcement;
- the legal framework for civil parking enforcement;
- applying the authority's published policies;

Each team member has undertaken specialist CPE training and has an understanding of -

- the legal framework for civil parking enforcement;
- applying the authority's published policies;
- parking contravention codes and descriptions, and their use;
- challenges and representations; and
- mitigation.

Appendix B details the staff structure within Strategic Traffic Management Section. We consider that Parking Service is currently appropriately resourced. Development of CPE throughout County Durham in accordance with our parking strategy will inevitably result in an increase in workload for the Parking Services Team. This will undoubtedly necessitate additional resource in order to maintain a high-quality, professional, efficient, timely and user-friendly service.

4.4 NSL Services Group Staff Structure and Training

NSL Services Group provides resource for enforcement and management of all permitted and restricted parking within Durham District. They also undertake processing of all penalty charge notices up to 'Notice to Owner' status, management of the Durham City Park and Ride sites, operation and management of Durham City Road User Charge scheme.



It has been recognised that a true partnership has developed with NSL Services Group since enforcement operations commenced in 2000. They consider that having a stable, experienced and motivated workforce is one of the most important elements of running a successful parking operation. At the heart of this are the learning opportunities and the training and development support given to the front line operations teams, to their team leaders and managers and to the business teams and support functions that help them to fulfil their roles.



Appendix C details the staff structure for NSL Services Group.

Appendix D details the training plan set out by NSL Services Group for its employees.

5.0 Financial Performance

The financial operation of CPE generates significant income and expenditure. For our CPE operation to remain self-financing it is necessary to ensure that our income is, and remains, in line with our expenditure.

As explained earlier in this report the County Council aim for a cost neutral parking business where all enforcement costs are met from revenue generated through on and off street charges. Revenue is generated from Pay and Display tariffs, sale of permits and issue of Penalty Charge Notices. The purpose of the penalty charges is to dissuade motorists from contravening parking restrictions. The issue of a notice should act as a deterrent to those motorists who wilfully contravene regulations and also as a reminder to those motorists who are less aware that safe and considerate parking is a necessity for all those using our roads. We do not set targets for revenue or the number of Penalty Charge Notices (PCNs) we issue. We finance the enforcement of restrictions from our on and off street revenues.

Any penalty charge payments received (whether for on-street or off-street enforcement) must only be used in accordance with section 55 (as amended) of the Road Traffic Regulation Act 1984 (RTRA 1984). That is it must finance the costs of provision of and maintenance of accommodation for vehicles. Surpluses from current parking activity are used to subsidise the Durham Park and Ride scheme which offers motorists an alternative to parking in the City and is in accordance with S55 of the Act.

5.1 Parking Services Financial Information

Income subject to section 55 of the RTRA 1984 is generated from –

- Penalty charge notices issued ‘on street’ and in ‘off street’ car parks in Durham District
- Durham City Controlled Parking Zone ‘on street’ pay and display and permit issue

Income **not** subject to section 55 of the RTRA 1984 is generated from –

- Durham City Road User Charge
- Durham City Park and Ride passenger fares

Expenditure funded from income subject to section 55 of the RTRA 1984 -

- Operation of Durham City Parking Shop (includes maintenance, business rates, electricity, gas, water etc.)
- Management and enforcement of parking restrictions throughout Durham District

Expenditure funded from both income subject and **not** subject to section 55 of the RTRA 1984 -

- Operation of Durham Park and Ride sites (includes maintenance, business rates, electricity, gas, water etc.)
- Management and enforcement Durham City Road User Charge,
- Management and enforcement Durham City Park and Ride sites
- Park and Ride bus service operation

5.2 Parking Services Account

Income subject to section 55 of the RTRA 1984 is generated from –

	Financial Year 2008/09
Pay and Display revenue	£747,819
Permits and Scratch cards	£56,088
Penalty charges paid to office	£223,985
Fines paid via courts (pre TMA 2004)	£4,922
Refunds	-£988
Total	£1,031,827

Income **not** subject to section 55 of the RTRA 1984 is generated from –

	Financial Year 2008/09
Road User Charge	£66,772
Park and Ride passenger payments	£445,833
Park and Ride concession subsidy	£159,000
Advertising pay and display tickets	£1,385
Recovered damages	£9,804
Other	£11,019
Total	£693,814

Expenditure funded from income subject to section 55 of the RTRA 1984 -

	Financial Year 2008/09
Provision of city centre Parking Shop	£165,390
Contractor issue Penalty Charge Notice (on street and off street)	£24,317
Contractor Issue Notice to Owner	£1,048
Enforcement 8am to 6pm - Mon to Sat	£240,295
Enforcement outside normal office hours	£8,809
Pay & Display Machine cash collection	£38,526
Pay & Display machine maintenance + upgrade	£20,887
Other	£17,382
Total	£517,657

Expenditure funded from combination of both income subject and **not** subject to section 55 of the RTRA 1984 –

	Financial Year 2008/09
Management of Durham road user charge + access restriction	£38,474
Maintenance of road user charge and other access restrictions	£18,693
Operation and management of Durham City Park and Ride sites	£104,458
Park and Ride cash collection	£11,291
Maintenance of Park and Ride sites	£48,907
Park and Ride business rates and utility costs	£75,086
Provision of bus service	£850,000
British Parking association Membership	£515
Other	£4,250
Total	£1,151,677

Total surplus for Parking Services **£56,307**

5.3 Action Taken with Respect to Surplus

The surplus of £56,307 contributed to the operation of Durham City Shopmobility and provision of public transport to Durham's Historic Peninsula through the Durham City Cathedral Bus.

Shopmobility loans scooters and wheelchairs to members with a mobility difficulty and offers a fully-accessible minibus service which is used to transport registered members to and from their homes to the City centre.

The Cathedral bus offers easy access to the Cathedral and Castle as well as city centre shopping areas from the railway station and off street car and coach parks. The service was introduced to support a reduction in vehicular traffic on the Historic peninsula and World Heritage site.

5.4 Forecast for Financial Year 2009/10

We expect to generate an increase of £70,000 in income subject to section 55 of the RTRA 1984.

We expect movement in income to be generated from payments of penalty charge notices and increase total income from £1,031, 000 to£1,100,000.

We expect income subject to section 55 of the RTRA 1984 to remain broadly the same.

We expect expenditure funded from income subject to section 55 of the RTRA 1984 to remain broadly the same.

We expect income subject and **not** subject to section 55 of the RTRA 1984 to remain broadly the same.

6.0 Statistical Performance

On 3 November 2008, we began operating parking enforcement throughout Durham District under the Civil Parking Enforcement legislation. Unfortunately, as the operations have not been in place for a full 12 month period we are unable to benchmark against previous activity or derive accurate information about our current performance. For the purpose of this report we have included all available statistical information. We will use this information to measure our performance in future annual reports.

6.1 On Street Penalty Charge Notices (PCNs) -

A total of 5,088 PCNs were issued for on street contraventions from 3rd Nov 2008 to 31st March 2009.

The total number of PCNs for each contravention can be found in Appendix E

6.2 Off Street Penalty Charge Notices (PCNs)

A total of 213 PCNs were issued for off street contraventions from 3rd Nov 2008 to 31st March 2009.

The total number of PCNs for each contravention can be found in Appendix F.



6.3 Payment Stage

When a PCN is issued, payment of the charge may be made at various stages of representation and appeal in accordance with relevant primary legislation and regulations. Early payment results in a discounted charge being accepted. Late payment generally results in higher charges being payable. A high volume of Warning PCN's not subject to payment were issued in the first month of CPE operation, hence the total number of PCN's subject to payment is substantially less than the total number issued.

Financial Year 2008/09

Number of PCNs paid within 14 days (discounted)	1964
Number of PCNs paid before Charge Certificate issued (within 56 days)	360
Number of PCNs paid after Charge Certificate served	0
Number of PCNs with an amount outstanding	449
Number of Charge Certificates registered	429
Number of PCNs Written off or cancelled	246
Total	3448

6.4 Challenges, Representations and Appeals

A PCN may be contested at various stages in accordance with relevant primary legislation and regulations.

- An informal challenge can be made before the issue of a Notice to Owner.
- A formal representation can be made after the issue of the Notice to Owner but before the issue of a Charge Certificate
- An appeal to the Traffic Penalty Tribunal can be made following the service of a Notice of Rejection of representation.

Number of PCNs resulting in informal challenge = 600

Reasons for cancellation of PCN's at the informal stage are listed below:-

	Financial Year 2008/09
Cancelled see letter details	69
Cancelled Processing Error	2
Cancelled PA Error	33
Cancelled Machine Fault	3
Cancelled Vehicle Broken Down	5
Cancelled Valid Ticket Produced	66
Cancelled Blue Badge	86
Cancelled Representation Allowed	25
Cancelled General reason	7
Cancelled DVLA No Trace	20
Cancelled Address Late - Postal	8
(Cancelled The Sands, Sidegate, Providence Row car parks)	-82
TOTAL	243

<u>Number of PCNs against which a formal representation was made</u>	107
Of which resulted in cancellation of PCN	26
Of which resulted in Notice of Rejection	28
Of which resulted in new Notice to Owner being issued	53
 <u>Number of Appeals against Notice of Rejection</u>	 4
Of which resulted in cancellation of PCN	1

6.5 Performance

We judge the success of our operation according to how far desired transport objectives have been achieved - not the number of PCN's issued. We will also judge our success on how satisfied our customers are with the service.

As CPE has only been operational since 3 November 2008 we are unable to compare our current performance with past performance. In future annual reports we will be able to judge how successful we have been. For example a reduction in the number of penalty charge notices issued for PI 1 (see below) may suggest a reduction in the number of contraventions and therefore an improvement over previous years.

PI 1 - Manage the traffic network to ensure expeditious movement of traffic

Contravention Code 01 - Parked in a restricted street during prescribed hours.
Total number of contraventions = 658

These Notices are issued for vehicles left on yellow line restrictions. It is considered the public understand the meaning of such restrictions and that often the risk of enforcement is considered acceptable to drivers. As CPE matures throughout the district it is likely the public will accept the higher levels of enforcement and less risk takers will be evident.

PI 2 - Manage the traffic network to ensure expeditious movement of traffic

Contravention Code 02 – Parked or loading / unloading in a restricted street where waiting or loading / unloading restrictions are in force. Total number of contraventions = 180

Restricted streets are often misunderstood by the public. We will ensure all restricted streets are clearly and unambiguously signed and that the public are aware of the meaning of the signs through publicity in County Council publications.

PI 3 - Improve road safety

Contravention Code 48 – Stopped in a restricted area outside a school where prohibited Total number of contraventions = 19

Compliance with this type of restriction is high and generally understood by most members of the public. Enforcement is reactive following reports from schools, pupil's parents, residents, or Council members. It is expected a low level of contravention will continue.

PI 4 – Improve road safety

Contravention Code 99 – Stopped on a pedestrian crossing or crossing area marked by a zigzag Total number of contraventions = 9

It is considered this type of restriction is well known to the public. Contravention places pedestrians at particular risk. Whilst not a common contravention it is one which we will remain vigilant to take action against should it occur.

PI 6 – Improve the local environment

Contravention Code 06 – Parked without clearly displaying a valid pay and display ticket or voucher. Total number of contraventions = 864

Non compliance with this type of restriction can be generally be categorised into two groups. The intentional risk takers who do not buy a ticket or ignore it may have expired: and the non intentional errors that occur simply because the driver may have forgotten about the time limits. The Council will investigate any means that could be found (e.g. telecommunications) to address the latter group who did not intend to contravene restrictions.

PI 7– Improve the local environment

Contravention Code 19 – Parked in a residents or shared use parking space or zone displaying invalid permit, invalid voucher or invalid pay and display ticket.

Total number of contraventions = 170

Pressure of parking on residential streets close to the City Centre means that demand must be regulated through restrictions. Contravention by not displaying a valid permit or ticket indicates that the driver would be aware such device should be displayed. Nevertheless it can be found that invalid devices are displayed in attempts to comply with regulations. Often inadvertent but sometimes intentional, contravention of this type should reduce if drivers become aware of enforcement policy.

PI 8– Improve the local environment

Annual On Street Parking Survey

69% of respondents could either always or most of the time, find a space in their street.

The annual survey of residents identifies which streets residents find it most difficult to park and allows us to reconsider the appropriateness and ‘fit for purpose’ of parking restrictions.

PI 9 – Improve the quality and accessibility of public transport

Contravention Code 47 – Stopped on a restricted bus stop or stand

Total number of contraventions = 28

This type of restriction may not be understood by the public and this may be cause for concern. Generally contravention occurs in built areas where parking demand is high. If demand is from residential parking we aim to engage with residents to inform of our intention to enforce before any notices are issued.

PI 10 - Meet the needs of people with disabilities

Contravention Code 40 – Parked in a designated disabled persons bay without displaying a disabled persons badge in the prescribed manner. Total number of contraventions = 198

This restriction can have an unacceptable negative impact if contravention occurs. We considered the public are aware of the meaning of such restrictions and that those choosing to park in contravention are clear risk takers. We will continue to enforce at current levels to discourage such contraventions.

PI 11 – Manage and reconcile the competing demands for kerb space

Contravention Code 25 – Parked in a loading place during restricted hours without loading. Total number of contraventions = 459

In general loading areas are well understood. Found in and adjacent to commercial establishments their intended use is clear. However, it is evident on a daily basis that risk takers are prepared to park in such areas and cause disruption to the operation of those areas. We will continue to resource enforcement at the present level to discourage such use.

PI 12 – Manage and reconcile the competing demands for kerb space

Contravention Code 45 – Parked on a taxi rank Total number of contraventions = 2

As with most restrictions, these are clearly and unambiguously marked in our city centre. Such parking inconveniences taxis and their users and can have impact on the safe operation of ranks. Generally contravention is low and no increase in resource is needed to discourage such contraventions.

PI 13 – Customer Care

Annual On Street Parking Survey – The Parking Shop office staff are courteous and helpful.89% of respondents either strongly agree or agreed.

The partners delivering car park management and enforcement are pleased with the response of the public to our efforts in delivering a customer friendly service. Such a customer friendly culture will continue to be fostered and encouraged throughout all of the service areas.

PI 14 - Customer Care

Annual On Street Parking Survey – The CEOs are courteous and helpful 89% of respondents either strongly agree or agreed.

Working on street with the public is a demanding and stressful task that requires a raft of personal skills to be able to deliver acceptably. The partners recognise that training of CEO's in customer focus is vitally important if the service is to retain a positive image. We will continue to work together to ensure our front line CEO's retain such a high reputation for customer service.

Appendix A – Summary of parking restrictions in Durham District

Blue Badge Holder Bays

Street Name & Location	Restriction	Total Spaces
New Elvet, Durham City	Blue Badge Holders Only for 3 Hours (All Day)	3
New Elvet, Durham City	Blue Badge Holders Only for 3 Hours (All Day)	2
Court Lane (Prison Green) , Durham City	Blue Badge Holders Only for 3 Hours (All Day)	2
Green Lane, Durham City	Blue Badge Holders Only for 3 Hours (All Day)	2
Old Elvet, Durham City	Blue Badge Holders Only for 3 Hours (All Day)	2
Old Elvet, Durham City	Blue Badge Holders Only for 3 Hours (All Day)	1
Church Street, Durham City	Blue Badge Holders Only for 1 Hour & No return within 1 Hour (All Day)	2
Claypath, Durham City	Blue Badge Holders Only for 3 Hours & No return that day (Mon – Sat, 8am – 6pm)	2
Framwellgate Waterside, Durham City	Blue Badge Holders Only for 3 Hours & No return that day (All Day)	2
Milburngate, Durham City	Blue Badge Holders Only for 1 Hour & No return that day (All Day)	3
North Road, Durham City	Blue Badge Holders Only for 1 Hour & No return that day (All Day)	3
Walkergate, Durham City	Blue Badge Holders Only for 3 Hours & No return that day (All Day)	5
Total		29

Loading Bays

Street Name & Location	Restriction	Total Spaces
McIntyre Way, Gilesgate	Loading Only (All Day)	4
Freemans Place, Durham City	Loading Only (All Day)	8
Claypath, Durham City	Loading Only between the hours of 8am - 6pm Mon - Sat	2
Claypath, Durham City	Loading Only between the hours of 8am - 6pm Mon - Sat	2
Claypath, Durham City	Loading Only between the hours of 8am - 6pm Mon - Sat	4
Elvet Crescent, Durham City	Loading Only between the hours of 8am - 6pm Mon - Sat	2
New Elvet, Durham City	Loading Only between the hours of 8am - 6pm Mon - Sat	3
Old Elvet, Durham City	Loading Only between the hours of 8am - 6pm Mon - Sat	4
North Road (8), Durham City	Loading Only (All Day)	10
North Road (17a), Durham City	Loading Only between the hours of 8am - 6pm	7
Crossgate (59), Durham City	Loading Only between the hours of 8am - 6pm Mon - Sat	3
North Road (24), Durham City	Loading Only between the hours of 8am - 6pm Mon - Sat	4
North Road (19), Durham City	Loading Only between the hours of 8am - 6pm Mon - Sat	2
Tenter Terrace, Durham City	Loading Only between the hours of 8am - 6pm Mon - Sat	4
Crossgate (Elm Tree Inn) , Durham City	Loading Only between the hours of 8am - 6pm Mon - Sat	3
North Road Roundabout, Durham City	Loading Only (All Day)	3
Back Silver Street, Durham City	Loading Only (All Day)	2
Total		67

Taxi Bays

Street Name & Location	Restriction	Total Spaces
Claypath, Durham	No Waiting Except Taxis between 6pm to 8am	6
Station Approach, Durham	No Waiting Except Taxis (All Day)	3
North Road, Durham	No Waiting Except Taxis between 6pm to 8am	2
North Road, Durham	No Waiting Except Taxis between 6pm to 8am	7
North Road, Durham	No Waiting Except Taxis (All Day)	9
Claypath Slip Road, Durham	No Waiting Except Taxis (All Day)	5
Total		32

Police Bays

Street Name & Location	Restriction	Total Spaces
Court Lane, Durham City	No stopping except police vehicles	3
New Elvet, Durham City	No stopping except police vehicles	3
	Total	6

Bus and Coach Bays

Street Name & Location	Restriction	Total Spaces
Walkergate, Durham City	Buses only (All Day)	3
Elvet Hill Road, Durham City	Coaches only 15 mins no return within 30 mins (All Day)	3
	Total	6

Pay and Display Parking Bays

Street Name & Location	Tariffs	Type	Total Spaces
	8am – 6pm Monday to Saturday		
Albert Street, Durham City	30p per half hour	P&D	26
Allergate, Durham City	30p per half hour	P&D	23
Anchorage Terrace, Durham City	30p per half hour	P&D	10
Atherton Street, Durham City	40p per half hour	P&D	24
Castle Chare, Durham City	40p per half hour	P&D	16
Church Street Head, Durham City	30p per half hour	P&D	9
Church Street, Durham City	30p per half hour	P&D	30
Claypath, Durham City	30p per half hour	P&D	52
Court Lane (Prison Green), Durham City	40p per half hour	P&D	44
Crossgate, Durham City	40p per half hour	P&D	44
East Atherton Street, Durham City	40p per half hour	P&D	15
Ellis Leazes, Durham City	30p per half hour	P&D	14
Elvet Hill Road, Durham City	20p per half hour	P&D	28
Elvet Waterside, Durham City	40p per half hour	P&D	9
Flass Street, Durham City	30p per half hour	P&D	30
Framwellgate Peth, Durham City	30p per half hour	P&D	25

Framwellgate Waterside, Durham City	40p per half hour	P&D	49
Frankland Lane, Durham City	30p per half hour	P&D	35
George Street, Durham City	20p per half hour	P&D	15
Gilesgate, Durham City	30p per half hour	P&D	36
Green Lane, Durham City	30p per half hour	P&D	53
Grove Street, Durham City	30p per half hour	P&D	30
Hallgarth Street, Durham City	30p per half hour	P&D	71
Hawthorn Terrace, Durham City	30p per half hour	P&D	53
Holly Street, Durham City	30p per half hour	P&D	16
John Street, Durham City	30p per half hour	P&D	16
Laburnum Avenue, Durham City	30p per half hour	P&D	22
Lawson Terrace, Durham City	30p per half hour	P&D	26
Leazes Lane, Durham City	30p per half hour	P&D	5
Margery Lane, Durham City	30p per half hour	P&D	6
May Street, Durham City	30p per half hour	P&D	34
Mistletoe Street, Durham City	30p per half hour	P&D	22
Mitchell Street, Durham City	30p per half hour	P&D	18
Mowbray Street, Durham City	30p per half hour	P&D	22
Neville Street, Durham City	30p per half hour	P&D	16
New Elvet, Durham City	40p per half hour	P&D	25
New Street, Durham City	40p per half hour	P&D	18
North Road, Durham City	30p per half hour	P&D	60
Old Elvet, Durham City	40p per half hour	P&D	109
Orchard Drive, Durham City	30p per half hour	P&D	8
Oswald Court, Durham City	30p per half hour	P&D	42
Pelaw Leazes Lane, Durham City	30p per half hour	P&D	22
Percy Terrace, Durham City	20p per half hour	P&D	17
Pimlico, Durham City	30p per half hour	P&D	19
Potters Bank, Durham City	20p per half hour	P&D	20
Quarryheads Lane, Durham City	20p per half hour	P&D	33
Renny Street, Durham City	30p per half hour	P&D	14
Sidegate, Durham City	30p per half hour	P&D	12
South Street, Durham City	30p per half hour	P&D	29
St Hilds, Durham City	30p per half hour	P&D	6
St Johns Road, Durham City	20p per half hour	P&D	61
Station Lane, Durham City	30p per half hour	P&D	4
Stockton Road, (A177), Durham City	30p per half hour	P&D	8

Sutton Street, Durham City	30p per half hour	P&D	16
The Avenue, Durham City, Durham City	30p per half hour	P&D	119
The Hallgarth, Durham City	30p per half hour	P&D	9
The Sands, Durham City	30p per half hour	P&D	53
Waddington Street, Durham City	30p per half hour	P&D	13
West Terrace, Durham City	30p per half hour	P&D	14
Whinney Hill Link Road, Durham City	20p per half hour	P&D	7
Whinney Hill, Durham City	20p per half hour	P&D	31

Permit Parking Areas

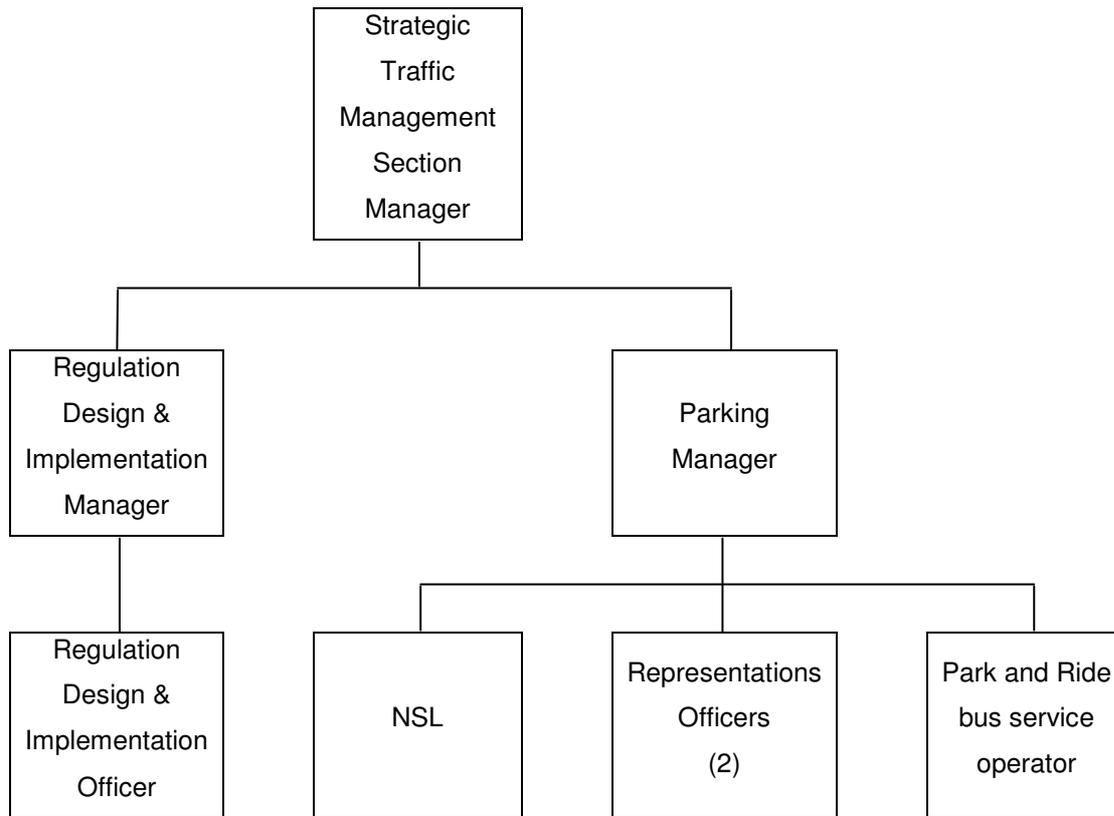
Street Name & Location	Tariffs	Type	Total Spaces
	8am – 6pm Monday to Saturday		
Boyd Street, Durham City	free for permit holders	Permit Holders Only	n/a
Highwood View, Durham City	free for permit holders	Permit Holders Only	n/a
Oswald Court, Durham City	free for permit holders	Permit Holders Only	n/a
Oswald Court / Church Lane Flats, Durham City	free for permit holders	Permit Holders Only	n/a
Stockton Road, Durham City	free for permit holders	Permit Holders Only	n/a
The Hallgarth, Durham City	free for permit holders	Permit Holders Only	n/a
Whinney Hill, Durham City	free for permit holders	Permit Holders Only	n/a
Whinney Hill Cul de Sac, Durham City	free for permit holders	Permit Holders Only	n/a
Elvet Crescent, Durham City	free for permit holders	Permit Holders Only	n/a
Leazes Court, Durham City	free for permit holders	Permit Holders Only	n/a
Douglas Villas, Durham City	free for permit holders	Permit Holders Only	n/a
Hillcrest, Durham City	free for permit holders	Permit Holders Only	n/a
Kepier Terrace, Durham City	free for permit holders	Permit Holders Only	n/a
Kepier Villas, Durham City	free for permit holders	Permit Holders Only	n/a
Mayorswell Close, Durham City	free for permit holders	Permit Holders Only	n/a
Mayorswell Field, Durham City	free for permit holders	Permit Holders Only	n/a
Ravensworth Terrace, Durham	free for permit holders	Permit Holders Only	n/a
The Chains, Durham City	free for permit holders	Permit Holders Only	n/a
Wear View, Durham City	free for permit holders	Permit Holders Only	n/a
Ferens Close, Durham City	free for permit holders	Permit Holders Only	n/a
Ferens Park, Durham City	free for permit holders	Permit Holders Only	n/a
Orchard Drive, Durham City	free for permit holders	Permit Holders Only	n/a

Wanless Terrace, Durham City	free for permit holders	Permit Holders Only	n/a
Wearside Drive, Durham City	free for permit holders	Permit Holders Only	n/a
Sidegate, Durham City	free for permit holders	Permit Holders Only	n/a
Crossgate Cul de Sac, Durham	free for permit holders	Permit Holders Only	n/a
Grape Lane, Durham City	free for permit holders	Permit Holders Only	n/a
Tenter Terrace, Durham City	free for permit holders	Permit Holders Only	n/a
Highgate, Durham City	free for permit holders	Permit Holders Only	n/a
Alexandria Crescent (rear), Durham City	free for permit holders	Permit Holders Only	n/a
Back Nevilledale Terrace, Durham City	free for permit holders	Permit Holders Only	n/a
Beech Crest, Durham City	free for permit holders	Permit Holders Only	n/a
Briardene, Durham City	free for permit holders	Permit Holders Only	n/a
Brierville, Durham City	free for permit holders	Permit Holders Only	n/a
Crossgate Peth, Durham City	free for permit holders	Permit Holders Only	n/a
Summerville, Durham City	free for permit holders	Permit Holders Only	n/a
Bridge Street Access, Durham City	free for permit holders	Permit Holders Only	n/a
Lambton Street, Durham City	free for permit holders	Permit Holders Only	n/a
Princes's Street, Durham City	free for permit holders	Permit Holders Only	n/a
Back Western Hill, Durham City	free for permit holders	Permit Holders Only	n/a
Milbank Court, Durham City	free for permit holders	Permit Holders Only	n/a
Obelisk Lane, Durham City	free for permit holders	Permit Holders Only	n/a
Valeside, Durham City	free for permit holders	Permit Holders Only	n/a
Farnley Hey Road, Durham City	free for permit holders	Permit Holders Only	n/a
Farnley Mount, Durham City	free for permit holders	Permit Holders Only	n/a
Farnley Ridge, Durham City	free for permit holders	Permit Holders Only	n/a

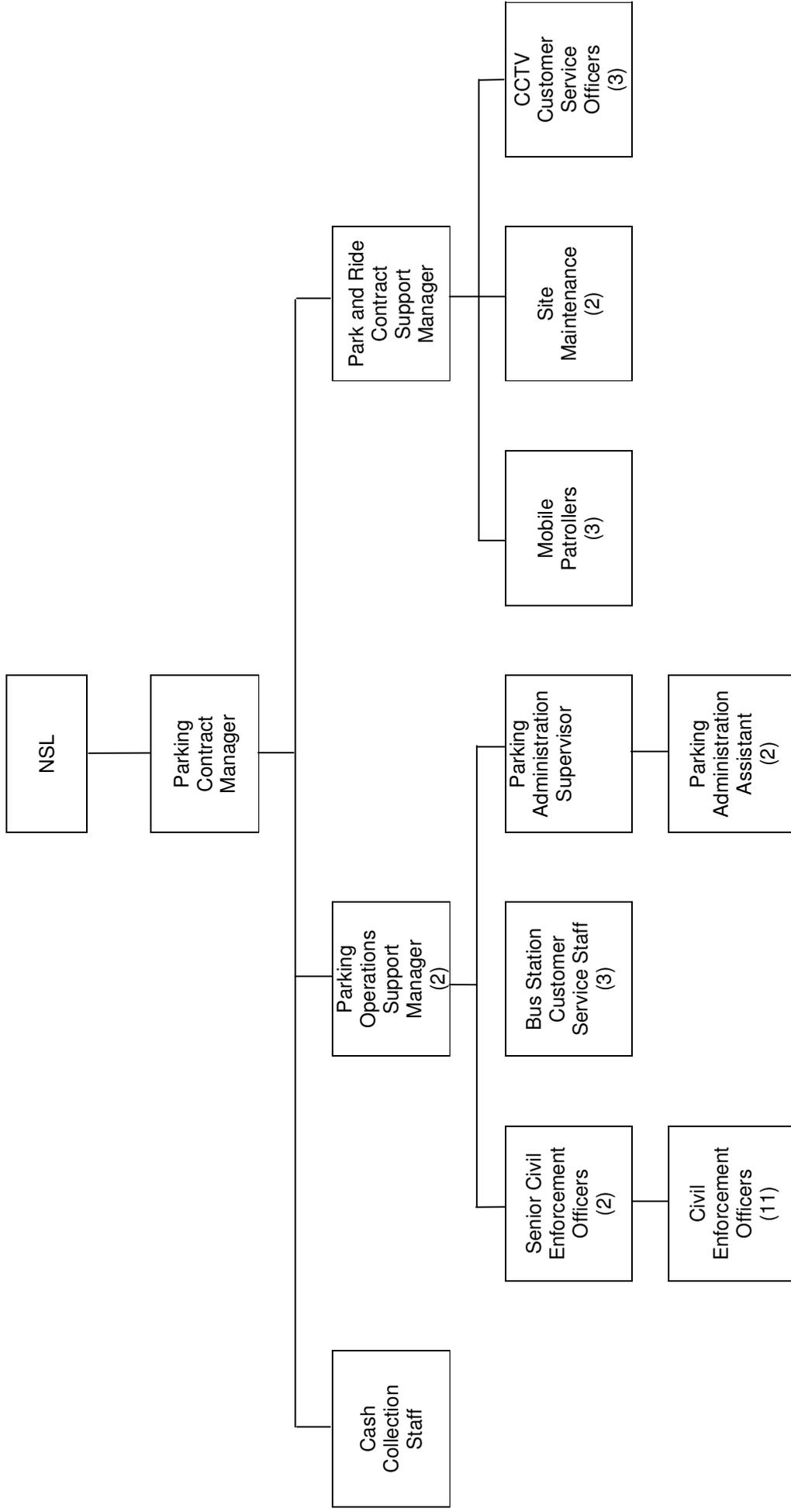
Limited Waiting Bays

Street Name & Location	Restriction	Total Spaces
Finchale Road/Front Street, Framwellgate Moor	2 Hours No Return within 30 Minutes – All Day	4
Finchale Road/Front Street, Framwellgate Moor	2 Hours No Return within 30 Minutes –All Day	6
High Street, Langley Moor	1 Hour No Return within 1 Hour – Mon – Sat 9am – 5pm	9
High Street, Langley Moor	1 Hour No Return within 1 Hour – Mon – Sat 9am – 5pm	3
High Street, Langley Moor	1 Hour No Return within 1 Hour – Mon – Sat 9am – 5pm	10

Appendix B – Staff structure within Strategic Traffic Management Section



Appendix C - Staff structure for NSL Services Group



Appendix D - NSL Services Group Training Plan

Training Requirement	NSL SERVICES GROUP Provision
Career growth and fulfilling potential	NSL SERVICES GROUP Academy with development, training and certified qualifications at each level
Planned approach	<p>L&D strategy with annual training plans</p> <p>Twice yearly L&D reviews</p> <p>Team Training Plans to meet individual and team needs delivered by managers and with L&D function delivery or support as required</p>
C&G PA qualification	Learning delivered as part of Streets Ahead induction prior to working on street with exam at end of course. Individual support and re sit option where appropriate. Thereafter all staff undertake guided on job development and regular performance review during the first three months to ensure competency in the role
Customer focus, conflict and tourist training	<p>All employees undertake the Driving Customer Focus Certificated Programme as part of Induction Programme before undertaking their role. The programme covers customer service, conflict management and bespoke local and client requirement knowledge and practical activity</p> <p>On-going development within the first nine months includes all employees undertaking a further in depth certificated Conflict Management Course run by Maybo ad an individually designed contract and local area/tourist 'Ambassador' Programme</p>
<p>Specific roles:</p> <ul style="list-style-type: none"> • Team leader/Manager • OBPA's • Radio Controller • Lines and Signs 	NSL SERVICES GROUP has developed a series of job role specific training programmes, and deliver SIA licensed training courses where appropriate to meet the needs of specific roles and where PA and other staff have additional responsibilities

	<p>Prior to commencement of induction a training and delivery plan is formulated to meet the these job skills training needs for groups or individuals in addition to induction and Driving Customer training requirements and is delivered and monitored by the contract Training Officer and L&D Team. Further group and individual training needs are identified and built into the annual team plan to ensure al requirements are met</p>
<p>NVQ Level 2 Controlling Parking Areas or equivalent</p>	<p>NSL SERVICES GROUP Stage 2 Academy Award – Driving Excellence provides all staff with the opportunity to undertake a programme of training and development, assessment, external verification, certification and achievement award after 3 months of employment. Usually achieved with 9 months employees undertake a programme that uses NVQ/NVQ Lv 2 CPA as the minimum standard but which additionally includes further learning and development with an additional Team Work module</p> <p>At 9-24 months employees are then able to progress to Stage 3 award by undertaking further development modules focused on multi skilling, advanced customer and client relations and team leader appreciation before being considered for promotion and progression through stage 4 and 5 team leader and manager development</p>
<p>Refresher training / briefings</p>	<p>Managers and Team Leaders are provided with trainer skills training, L&D coaching and resource support to enable them to fulfil their key responsibility of training the staff on a regular basis – in training sessions and at briefings. Activity is monitored regularly by the L&D Manager, through performance reviews conducted by line managers and additional training delivery is provided by the contract Training Officer to ensure that al refresher and new</p>

	skills/knowledge training is completed
Training support, evidence and achievement	All employees are provided with quality training materials, workbooks and personal / job skills development records. In addition NSL SERVICES GROUP operate a personnel and training record process where every training activity, development programme and certificated / accredited learning activity is recorded commencing at induction and updated throughout the individual's career. L&D Reviews and regular Training Officer & HR Manager visits ensure that all records are updated and maintained regularly. Copies of certificates are placed on the individual's files and can be provided as required
Provision of training information / client liaison	NSL SERVICES GROUP Academy aim to build strong links and relationships with the client and to that end are able and happy to provide: <ul style="list-style-type: none"> • Copies of training information and materials • Documentary evidence of training requirements met. Training and certification records • Opportunities for client personnel to attend any of the Academy training programmes including Streets Ahead Induction, technical skills courses, leadership and management programmes • Opportunities for client input into training courses or to identify further training and development requirements • Opportunities to meet and update to ensure client is fully briefed on the Academy learning and development provision and has opportunity to feedback on provision, content and results

Appendix E - Total number of PCNs for each on street contravention

Code	Contravention (on street)	Level	Penalty	PCNs Issued 3/11/ 2008 – 31/03/2009
01	Parked in a restricted street during prescribed hours	Higher	£70	658
02	Parked or loading/unloading in a restricted street where waiting and loading/unloading restrictions are in force	Higher	£70	180
05	Parked after the expiry of paid for time	Lower	£50	523
06	Parked without clearly displaying a valid pay & display ticket or voucher	Lower	£50	864
16	Parked in a permit space without displaying a valid permit	Higher	£70	279
18	Using a vehicle in a parking place in connection with the sale or offering or exposing for sale of goods when prohibited	Higher	£70	0
19	Parked in a residents' or shared use parking place or zone displaying an invalid permit, an invalid voucher or an invalid pay & display ticket	Lower	£50	170
21	Parked in a suspended bay or space or part of bay or space	Higher	£70	1
22	Re-parked in the same parking place or zone within one hour (or other specified time) of leaving	Lower	£50	2
23	Parked in a parking place or area not designated for that class of vehicle	Higher	£70	4
24	Not parked correctly within the markings of the bay or space	Lower	£50	5
25	Parked in a loading place during restricted hours without loading	Higher	£70	459

26	Parked in a special enforcement area more than 50 cm from the edge of the carriageway and not within a designated parking place	Higher	£70	0
27	Parked in a special enforcement area adjacent to a dropped footway	Higher	£70	0
30	Parked for longer than permitted	Lower	£50	35
40	Parked in a designated disabled person's parking place without displaying a valid disabled person's badge in the prescribed manner	Higher	£70	198
42	Parked in a parking place designated for police vehicles	Higher	£70	7
45	Parked on a taxi rank	Higher	£70	2
47	Stopped on a restricted bus stop or stand	Higher	£70	28
48	Stopped in a restricted area outside a school when prohibited	Higher	£70	19
49	Parked wholly or partly on a cycle track or lane	Higher	£70	1
99	Stopped on a pedestrian crossing or crossing area marked by zigzags	Higher	£70	9
w01	Warning Notice - General on street			1288
w02	Warning Notice - General off street			356
			TOTAL	5088

Appendix F - Total number of PCNs for each off street contravention

Code	Contravention (off street)	Level	Penalty	PCNs Issued 3/11/ 2008 – 31/03/2009
73	Parked without payment of the parking charge	Lower	£50	0
74	Using a vehicle in a parking place in connection with the sale or offering or exposing for sale of goods when prohibited	Higher	£70	0
80	Parked for longer than the maximum period permitted	Lower	£50	0
81	Parked in a restricted area in a car park	Higher	£70	0
82	Parked after the expiry of paid for time	Lower	£50	0
83	Parked in a car park without clearly displaying a valid pay & display ticket or voucher or parking clock	Lower	£50	0
86	Parked beyond the bay markings	Lower	£50	0
87	Parked in a designated disabled person's parking place without displaying a valid disabled person's badge in the prescribed manner	Higher	£70	8
89	Vehicle parked exceeds maximum weight or height or length permitted in the area	Higher	£70	0
91	Parked in a car park or area not designated for that class of vehicle	Higher	£70	3
92	Parked causing an obstruction	Higher	£70	0
93	Parked in car park when closed	Lower	£50	2
95	Parked in a parking place for a purpose other than the designated purpose for the parking place	Lower	£50	1
w40	Warning Notice - Blue Badge			176
w87	Warning Notice - Blue Badge off street			23
			TOTAL	213