

A Review of Ipswich Decriminalised Parking Enforcement

including

Main Points for Note and Actions Arising from *the House of Commons Transport Committee Parking Policy and Enforcement Report HC 748-I/II*

Richard Walker
Manager, Ipswich Parking Service

July 2006



Introduction

This is a report on the experience of operating Decriminalised Parking Enforcement (DPE) in Ipswich since October 2005. StreetCare decided to carry out a review after six months.

A report was recently issued following on from the recent House of Commons Transport Committee entitled *Parking Policy and Enforcement Seventh Report of Session 2005–06 Volume I* (Ref: HC748 I/II), for brevity hereinafter known simply as “the Report”. That report has been considered when carrying out this review. The Report highlights a number of points that would improve the transparency and repute of parking enforcement under the DPE scheme in the UK.

The Department for Transport is consulting on the Guidance and Regulations to support legislative changes under the Traffic Management Act 2004.

Executive Summary

Ipswich Borough Council decided, after consideration, that it would achieve Best Value by employing its own resources to carry out the DPE operation. This resulted in a successful introduction and Ipswich has avoided the bonus-driven approach adopted by many external contractors (the Transport Select Committee calls on councils to ban that approach to parking enforcement).

The approach to DPE in Ipswich has included many of the recommendations of the Select Committee e.g. transport strategy sets priorities for use of enforcement resources, transparency in how DPE is run. Although Ipswich has set out clearly the DPE policies and enforcement processes on the Council's website from the outset, the Select Committee are proposing that council's publish performance statistics and a range of relevant statistics. It is proposed that this report be published on the Council's web site in advance of any Government guidance to Councils.



Summary of Decriminalised Parking Enforcement in Ipswich

Parking enforcement was taken over from the Police in October 2005, when it was 'decriminalised'. The Decriminalised parking Enforcement (DPE) process is well documented elsewhere. This report details out the experience in Ipswich to date.

Parking enforcement is carried out under the Road Traffic Act 1991 (as amended). That ties in with the Local Transport Plan, Transport Strategy and Parking Strategy for Ipswich. Controls are documented in the appropriate Traffic Regulation Orders and map schedules. The enforcement Policy is laid out in the Ipswich Parking Enforcement Policy (iPEP), and Ipswich Parking Operational Plan (iPOP) which gives details on how the policy is put into practice.

The hierarchy of enforcement required under the iPEP is given in Appendix A. It is not thought necessary to change the policy priorities after so short an operational period.

Organisation

DPE operations are split into three functional teams, Enforcement, Case Management and Commercial and Appeals. This ensures the avoidance of a conflict in interest between PCN issue, investigations surrounding representations, and a "fresh look" at the formal appeal stage.

The managers generally reserve their judgement for later stages of the process, to oversee the process generally, and to review cases of unusual context. This process has worked well in practice.

Operations

Operationally, the town is divided into five areas, roughly coincident with the Area Forum boundaries, with dedicated Parking Attendants in distinct areas, being overlaid in the town centre with distinct additional enforcement, since this is where the majority of parking restrictions are to be found. This operational plan seems to work well, as the Area Forums can feed comments directly into the daily enforcement patrols.

The majority of parking restrictions in town are 0800 – 1800 on the highway, with parking bays and most single yellow lines not in operation outside these times. Initial enforcement was during these hours, but surveys and experience revealed that enforcement outside these core hours was also required. Shift patterns have evolved to take into consideration Sunday, early morning and evening enforcement.

Information Technology

Ipswich Parking Service uses the Chipside case management database. This has proved flexible and reliable and the supplier has been pro-active in developing solutions for the changing enforcement environment.

Parking Attendants use handheld computers to issue PCN's, backed up by taking digital photographs and making pocket book notes. This has reduced the requirement for re-keying any data later in the process. Handheld terminals load data directly into the database.

The database brings together camera photographs into cases. This has saved unnecessary administration. Investigation is being made into gathering more notes on the handheld rather than in pocket books.

Correspondence incoming is scanned making further savings on document storage, filing and archiving. Case managers can then refer directly to correspondence within cases. This has worked successfully in operation.

Recruitment, Training and Staff Retention

Three phases of recruitment were undertaken in the run up to DPE. Existing staff transferred at the start of DPE. Full training was given for all staff, regardless of position, in order to gain competency in the DPE process. Top-up training is proposed for the coming year. Visits have also been made to neighbouring authorities and the National Parking Adjudication Service (NPAS) in Manchester. The service is a member of the respected British Parking Association, and the manager is secretary of the East Anglian Parking Forum, a useful source of information for industry professionals.

From appraisal outcomes, it is clear that staff all take exceptional pride in their job, stating professionalism and service as priorities. Training, understanding and competence together with individuals' meticulous attention to detail are clear themes. As a result of this recruitment and training campaign, staff turnover has been extremely low. Only one member of staff has left, gaining promotion to the Police service.

Finance

Start up expenditure means that the DPE account will be in deficit until the third year of operation. A financial model was prepared in the run up to DPE commencement, as any new business would expect. Trends have been generally in line with expectations, with slightly fewer Penalty Charge Notices issued than expected, however collection of debt has been in excess of the model, balancing the difference. This may be in part to our **only** target: ensure any penalty issued is of a high quality and can be substantiated (i.e. we do not issue a Penalty Charge Notice unless we have *very* good reason to believe a contravention has occurred).

Summary of the House of Commons Report

In summary, the main points and recommendations (denoted by reference to the recommendation and paragraph in the report, thus: ^{R10:48}) in the Report, and the areas of responsibility are:

Note: actions are split between Departments as follows:

- T&E – Transport & Engineering Department – traffic engineers;
 - IPS – Ipswich Parking Service, DPE operations;
 - DfT – Department for Transport
-
- Clear performance standards in applying parking restrictions must be established; (T&E)
 - It must be made clearer to drivers what regulations are in force and how compliance is to be achieved; (T&E, joint with IPS)
 - Appropriate recruitment, remuneration and training is needed to ensure a professional parking service throughout the country; (IPS)
 - The process for challenging penalty charge notices must be made much more transparent; (IPS)
 - The impact of the parking adjudication service must be increased and its profile heightened; (IPS)
 - Scrutiny of local authority parking departments is woefully inadequate and needs to be strengthened; (Corporate, DfT)
 - Local authorities must develop parking strategies which meet local objectives fully, focusing particularly on congestion, road safety and accessibility. (T&E, IPS)

The Committee also comments:

The Department for Transport intends to publish draft revised statutory guidance on decriminalised parking enforcement. This is long overdue. The last national guidance document on this subject was issued in 1995. It is essential that, as a first step to making sensible improvements, the guidance addresses the key shortcomings of the system in detail. Generalised guidance will not do.

Note on Draft New Guidance

The Department for Transport released revised legislation, regulations and new draft statutory guidance for consultation in July 2006.

It is likely that revisions will be made to the legislation under which Decriminalised Parking Enforcement is run during mid-late 2007.

Many of the items in the draft consultation documents relate to the recommendation in the Transport Committee Report.

Possible Changes and Other Outcomes for Ipswich

Whilst some of the recommendations in the Report will require changes to Regulations and Legislation, there are a number of changes that can be easily made to bring in best practice with immediate effect.

These include:

1. Update of Public Information
 - 1.1. This area of the Report is concerned with information sources (e.g. Web, PCN, NtO and other documents) taking account of best current practice. ^{R8/9:101}
 - 1.2. IBC Website was developed in advance of the introduction of DPE in Ipswich by October 2005. A quick search of the Internet will reveal that the Ipswich information has been used as a model for other authorities. It is in need of updating, and now is a good time, in light of the comments in the Report, to achieve this. The web site should also include mapping data for restrictions (see 5.3 below)
 - 1.3. The PCN could be changed to incorporate “Pay or Challenge” information regarded as best practice in the Report. For reasons of economy and efficiency in transport, IPS orders PCN ticket rolls in bulk; there is a supply of these to be used up before changes are made to the general text on the PCN, however the front of the PCN is entirely computer generated. Additional text could be included by printing additional information on the front of the PCN (this is generated by the Handheld computer) and as soon as stocks run low, include revised information on the rear of the tickets. ^{R20-29:89,90,93,95,98-100,102}
 - 1.4. Letters, Web and NtO could incorporate more information about the councils powers and duties, and the path to Appeal always open to the owner/motorist. The council’s duty to consider all circumstances, and exercise its discretion (e.g. for a senior officer to consider again and waive cases even where a contravention is considered to have occurred) should be made clearer. It is important to deliver this in a fair manner, without either: falsely raising hopes; nor encouraging vexatious challenges but not concealing or discouraging the opportunity for so doing. ^{R30:106}
 - 1.5. The discount period is fixed at “payment within 14 days from issue of the PCN”. The Report considers issues where the Owner/Motorist had not received the PCN initially and about the discount period when a challenge or appeal is made. The council always takes photos of the PCN served – others may unlawfully tamper prior to the motorists return. The council offers any Owner/Motorist a reset discount period if a challenge is made, but not generally after the discount period has passed (e.g. after the NtO has been served). In some cases, the council uses its discretion and returns to the discount amount, in cases where the PCN had been removed; this is good practice and should continue. The council has also used its discretion to waive/reduce to the partial discount amount at Challenge/Appeal cases, where a contravention is ruled to have taken place, but a reduced penalty/no penalty has been required to be paid by the Owner/Motorist.
2. Transparency of Information and Administration
 - 2.1. The Borough Council could easily publish statistics on the website showing number of tickets issued, and certain categories at each stage for pending and cancelled cases. It should be remembered that this information changes from day to day, depending upon the action of Parking Attendants, enforcement, administration, recovery/collection and appeals. A summary of latest recovery and other performance measures such as those recommended could and should easily be published on a monthly basis however (see 2.5 and 3.1 below).
 - 2.2. The Report outlines some basic measures which could be used when reporting:
 - 2.2.1. Expenditure on the civil parking enforcement scheme

- 2.2.2. Revenue collected
- 2.2.3. Revenue outstanding and use of bailiffs
- 2.2.4. Expenditure of surpluses
- 2.2.5. Parking compliance survey statistics
- 2.2.6. Number of Penalty Charge Notices issued and other enforcement actions
- 2.2.7. Number of informal representations received
- 2.2.8. Number of Penalty Charge Notices cancelled by the council prior to adjudication
- 2.2.9. Number of appeals against the council lodged with the adjudicators and the number upheld and refused; and
- 2.2.10. Details of costs awarded by the adjudicators, against and in favour of the council

2.3. Ipswich has not completed its first 12 months as a DPE authority, but every intention is to report performance in a transparent manner. To this end, a survey of staff, enforcement and compliance has already been undertaken, which forms a part of this report; Appendices B and C carry statistical information in the above forms. ^{R10,R17,R18:48,77-8}

2.4. The Report mentions the importance of publicity. IPS attempts to gain press coverage at times other than when a parking story is newsworthy. Press coverage, including that following Freedom of Information (FoI) requests is variable. Comparisons have been made on an “Apples and Pears” basis; for instance the questions “How many parking charges have been issued?” is different from “How many parking tickets do you issue on yellow lines?”.

2.5. Publishing performance information on the web site would perhaps go some way to dispelling these inaccuracies; however there is still a risk that statistics are not checked for consistency by journalists who are never keen to explain the angle to their story! (e.g. a newspaper story multiplied the number of PCN’s issued by the PCN charge, without realising the discount amount, cancellations under discretion or additional evidence such as loading, might make this inaccurate). We will endeavour to improve the way we respond to FoI questions by meeting journalists if necessary following FoI requests.

3. Finance & Training

3.1. The Report recommends that parking managers are not put under undue pressure to set or conform to budget targets; experience so far is that this is certainly the case in Ipswich – although a business model is in existence (as with any new business where knowledge of cash-flow and capital forecast would be necessary), the manager is given the freedom to explain variances, by way of a monthly reporting process. Recommendations are that this freedom from budgetary and penalty issue targets is sensible and should continue. The report does mention other forms of measurement, which are welcomed, and should be published (see 2.1 above). The DPE accounts are independently audited. ^{R11,R12,R16:60-1,73}

3.2. The Report recommends effective training so that the enforcement workforce is able to deal efficiently and courteously with issues arising. All IPS Parking Attendants are directly employed and have undergone two training courses, including five days training in parking enforcement matters and two days conflict management. Updates are given as required. Refresher training is considered necessary and has been budgeted for, but the Report goes further in recommending City & Guilds (C&G) qualifications for Parking Attendants. ^{R53:180}

3.3. The British Parking Association’s (BPA) C&G-approved competency training given in the Report is welcomed (IPS is a member of the BPA). However there is yet to be an approved training organisation to deliver the course. The trainers IPS use are seeking to be the first in the market delivering this course and IPS will endeavour to ensure all its Parking Attendants undergo this course to demonstrate competency within a short a timescale as is reasonably practicable. From the training they have already received, and their appraised competency,

the Parking Manager has no reason to doubt any Parking Attendant would not pass this course.^{R55:186}

- 3.4. Funding has not been set aside for this additional training, but current guidance recommends freedom for authorities to consider funding any DPE scheme running costs from the revenue prior to declaring the year end budget – the manager will approach Accounting Services to request this approach to fund training.
 - 3.5. IPS is working tirelessly to improve the perception of professionalism of the industry. Good recruitment, personal appearance (uniform), interpersonal and inter-agency communication, etiquette and liaison with the Police have all contributed, alongside quality training. The will to engender professionalism at the highest level must remain endemic in the service.^{R51:173}
4. Recruitment & Retention
 - 4.1. The Report recommends that authorities have a robust recruitment process and seek to maximise retention of staff.
 - 4.1.1. This is certainly the case in IPS where enforcement staff are employed directly by the council.^{R14,R15:69,70}
 - 4.1.2. Staff turnover has been lower than expected, which is encouraging, given the investment in training associated; a high standard of employees, supervision and management, together with good processes for dealing with problems is identified.^{R56,R57:189,190}
 5. The Report considers Traffic Regulation Orders (TRO's). These seem to vary in style and content countrywide. The Report compliments authorities that have consolidated their TRO's.
 - 5.1. IBC was careful to include the consolidation and remapping, of its TRO's into simple clear documents accompanied by maps in the run up to DPE. It has examined and used best practice in doing so.^{R61:201}
 - 5.2. The Report recommends that councils keep a close eye on rulings where signage/lines are considered confusing or illegal. IPS will take action in any such cases, relying on T&E to make changes. The joint officer will assist in these matters when this post can be recruited.^{R63,R67,R68:203,215,216}
 - 5.3. The Report recommends that the TRO's are available for inspection on the Website and technology to enable our mapping to be so posted now exists. This will be included at the next Web Update (see 1.2 above).^{R65:209}
 - 5.4. The Report emphasises the usefulness of signage at the point of parking. IBC completely removed its CPZ (Controlled Parking Zones, zones which allow scant signage within their boundaries, e.g. for conservation reasons) at the time of DPE and thus conforms to this requirement by way of having signed **all** restrictions in the former CPZ area. New CPZ's are currently proposed for Resident Areas (RPZ's) – the "adequate signage" requirement in the Report is noted in advance for this purpose.^{R69:218}
 6. Enforcement
 - 6.1. The Report focuses on the fact that motorists think that parking enforcement is only about revenue raising and see it as another "tax".
 - 6.1.1. Clearly, a PCN cannot be issued if there is no contravention! IPS deploys its Parking Attendants in order to fairly enforce the existing Traffic Regulation Orders. Some of these are "at any time" and so teams have been on patrol between the hours of 0500 and 2215.
 - 6.1.2. A dedicated evening enforcement team has now been established from within existing shifts and resources, to randomly patrol evenings. Morning enforcement is also carried out at random in order to check machines are working correctly prior to operational hours, and to assist in keeping major

routes clear for morning peak hours. The bulk of restrictions operate 0800 – 1800, so this is where most enforcement is carried out.

6.2. The Report is divided on the issue of Parking Attendant discretion on street.

6.2.1. IPS managers rely on Parking Attendants issuing only high quality PCN's, so a small amount of discretion is given in places where signage is missing (e.g. sign not yet replaced); Parking Attendants are clear on their role however, which is to issue a PCN wherever a contravention occurs, and they do not have authority to revoke that PCN when issued; this rather is for the separate officer challenge/appeal/discretion process to decide.^{R59,R60:195,196}

6.3. The Report states that local authorities should concentrate enforcement activity on congestion hotspots, bus routes, and locations where offences increase road risk. Transport for London achieves this through an 'enforcement demand matrix'.

6.4. The Report recommends other authorities examine this approach. IPS worked with T&E to develop such a plan for Ipswich. Enforcement in Ipswich is carried out using such a matrix contained in the Ipswich Parking Enforcement Policy (IPEP) and put into practice through the Ipswich Parking Operational Plan (IPOP). These are linked to the Local Transport Plan by way of the Ipswich Transport Strategy and Parking Strategy.^{R77,R78:251,253}

7. New Technology

7.1. The Report encourages further investment in new technology.

7.2. The Report outlines best practice in enforcement using latest technology, such as taking digital camera pictures of alleged contraventions. The Chief Parking Adjudicator for England and Wales clarified the position. "There is no requirement for corroboration of the parking attendant's evidence but where the adjudicator is required to consider two conflicting accounts the decision will necessarily be made at least in part on the quality of the evidence presented (emphasis applied).^{R96:305}

7.2.1. IPS uses digital cameras to record the circumstances of alleged contraventions, in an attempt to quickly resolve any doubt.^{R98:309}

7.3. The Report also recognises and welcomes initiatives in the use of new technology and wishes to see more use being made of technology.

7.3.1. IPS uses latest technology in enforcement. In partnership with its supplier, Chipside, IPS has been the site of reference for at least seven other councils investigating such new technologies.

8. The Report recognises that all the improvements cannot come at once. It states:

These points are easy to set down. They will be trickier to implement. Radical improvements will not be achieved overnight. The cardinal point is that the Department must not miss this opportunity to coordinate a 'step-change' in parking enforcement arrangements in the country. There must be no delay. But equally we do not want to see draft guidance emerge which ignores, or otherwise fails to tackle, the fundamental problems of the present system.
^{R104:315}

8.1. The first part of this document describes a review of the first nine months of operation. IPS intends to systematically review the information and service it offers, incorporating as many of the recommendations as may legally be accomplished under existing legislation as soon as is reasonably practicable.

Appendix A – Hierarchy of Parking Enforcement

Highway Safety

Preventing dangers due to parking:	Near Accident locations such as junctions.	PRIORITY HIGH	Mainly enforcement of single and double yellow line restrictions and loading restrictions at or close to junctions and bends particularly where visibility is poor to minimise dangers to moving traffic, pedestrians and other road users.
	Near Pedestrian Crossings	PRIORITY HIGH	Mainly preventing danger to pedestrians at crossing places. (This does not include the offence of stopping on white zigzag markings, which remains a police enforcement function.)
	Dangerous or double parking	PRIORITY HIGH	Mainly where drivers are parked on the carriageway but in a manner that is likely to cause a hazard to other drivers and road users.
	On Pedestrian Footways	PRIORITY MEDIUM	Mainly enforcement of single and double yellow line restrictions and loading restrictions where drivers are using the footway causing obstruction and hazard to pedestrians, wheelchair and pushchair users. This also applies where there are no yellow line restrictions in the Traffic Regulation Orders.

Aid to Movement

Preventing obstruction and congestion on:	Main access roads into Ipswich (Principal Roads).	PRIORITY HIGH	Mainly enforcement of single and double yellow line restrictions and loading restrictions to enable traffic to flow freely and not be hindered by parked vehicles.
	Town Centre shopping streets	PRIORITY HIGH	Mainly enforcement of double yellow line restrictions and loading restrictions to enable essential traffic to access the town centre and not be hindered by illegally parked vehicles.
	Public Transport routes	PRIORITY MEDIUM	Mainly enforcement of single and double yellow line restrictions and loading restrictions to enable bus traffic to flow freely and not be hindered by illegally parked vehicles.
	Main traffic routes within Ipswich (Non-principal Road)	PRIORITY MEDIUM	Mainly enforcement of single and double yellow line restrictions and loading restrictions to enable traffic to flow freely and not be hindered by illegally parked vehicles.
	Other busy streets (Access Roads to Residential Areas/Local Shopping Parades)	PRIORITY LOW	Mainly enforcement of single and double yellow line restrictions to enable traffic to flow freely and not be hindered by illegally parked vehicles.

Obstruction & Nuisance

Preventing hindrance to road users at:	Bus stops	PRIORITY HIGH	Enforcement of No Stopping Except Buses restriction in marked Bus Stop locations (where there is a wide yellow line marking) to prevent obstruction of bus stops.
	Vehicle accesses	PRIORITY HIGH	Mainly prevention of obstruction to private driveways that have yellow line restrictions. This is particularly important where residents are in the process of trying to enter or exit their premises. Dealing with obstruction of driveways without yellow line restrictions will be still be a police function.*
	Pedestrian access routes	PRIORITY MEDIUM	Mainly enforcement of single and double yellow line restrictions where numbers of pedestrians are walking, such as shopping areas and pedestrian prioritised streets.
	Taxi Ranks	PRIORITY MEDIUM	Mainly enforcement of single and double yellow line restrictions at Taxi Ranks to prevent obstruction.
	Grass verges	PRIORITY LOW	Mainly enforcement of single and double yellow line restrictions where drivers are using the grass verge and causing damage. This does not apply where there are no yellow lines.

	Special entertainment events	PRIORITY LOW	<i>This is primarily where large events such as football or firework displays cause short term visitors to park vehicles in side/residential streets contravention of waiting restrictions, excluding temporary No Waiting cones placed at such events, which is still a police function.*</i> <i>For main traffic routes see AID TO MOVEMENT</i>
Deliveries & Servicing			
Control and enable the conveyance of goods at:	Servicing yards	PRIORITY MEDIUM	<i>Enforcement of single and double yellow line restrictions to enable effective use and access to service yards.</i>
	Permitted loading areas	PRIORITY MEDIUM	<i>Enforcement of single and double yellow line restrictions to enable effective use and access to loading bays.</i>
Parking Bays			
Control effective use of permitted parking areas in:	Borough Council Car parks	PRIORITY MEDIUM	<i>Issue PCN for infringement of car park Orders</i>
	On-street Pay & Display	PRIORITY MEDIUM	<i>Issue PCN for infringement of on street parking Orders</i>
	Disabled Badge Holder Bays	PRIORITY MEDIUM	<i>Enforce infringement of on street disabled only parking places where there is time a restriction and where vehicle is not displaying a blue Disabled Driver Badge</i>
	Residents parking	PRIORITY MEDIUM	<i>Enforce infringement of on street residents parking places where a vehicle is not displaying a current residents parking or visitor badge for the appropriate Zone.</i>
	Limited waiting	PRIORITY LOW	<i>Enforce infringement of on street parking Orders where there is no fee but parking is time restricted.</i>

Note: * indicates that this may change under the Traffic Management Act 2004 (parts 6/7).

Hours of Operation and Enforcement Staff Numbers are given in the Ipswich Parking Operational Plan (iPOP).

Appendix B – Statistical Information

Figure 1.

Radial Chart showing **Contraventions by Month of Issue** (concentric rings are months, starting with October in the centre).

This chart gives a proportion of each type of contravention, showing if more of a particular type have been issued. Cromwell Square contraventions are shown separately.

The trend is for more penalties to be issued (as a proportion of the whole) in loading restricted areas, for no ticket on display and for overstays recently. Permit/Resident bay contraventions have remained constant. January saw more penalties than usual issued on yellow lines as a proportion of the whole.

Compare this detail with compliance statistics.

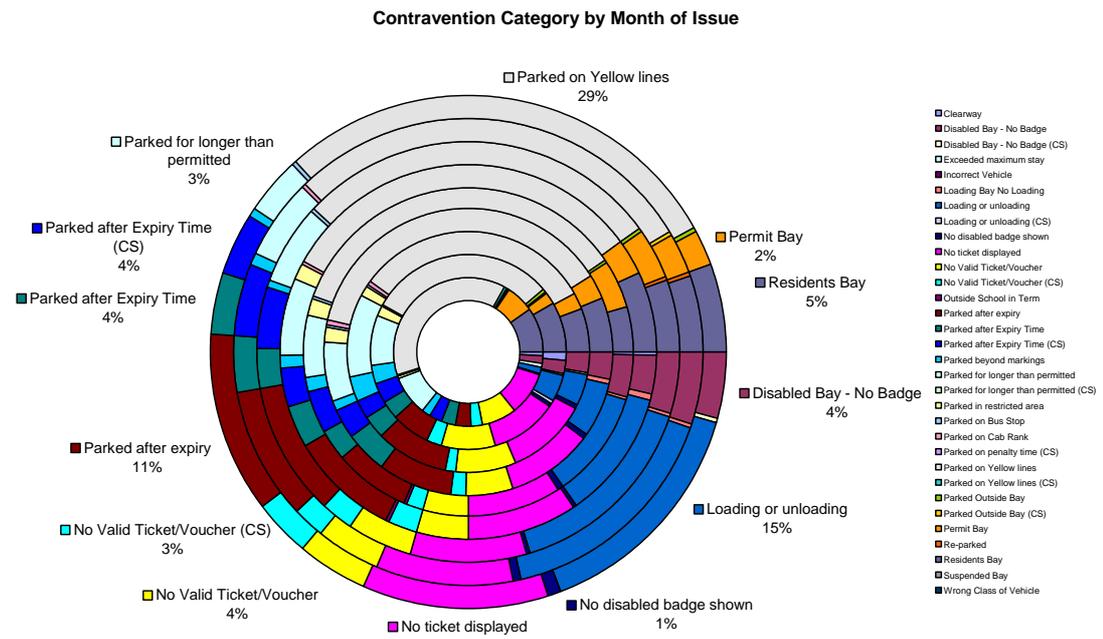
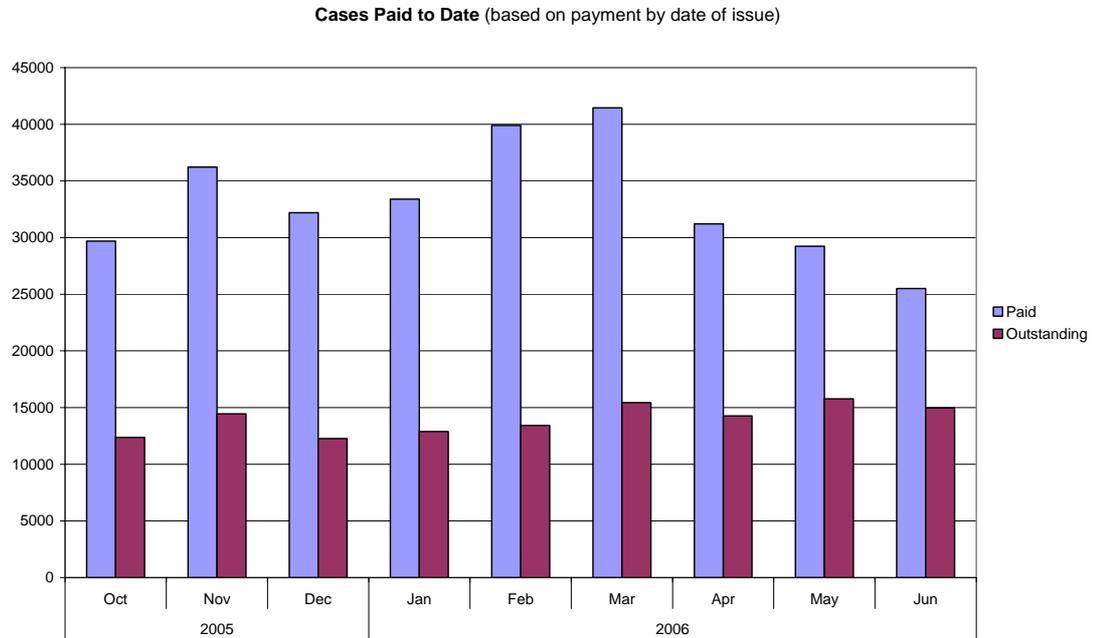


Figure 2.

Bar Chart showing **Case Accounts (with amount paid to date) by Month of Issue** (bars represent cases issued that have been paid).

This chart shows the total paid by month of issue (i.e. if an amount is paid today, it is added onto the month of penalty issue – showing the amount collected based on the time they were issued). Recent months are less far through the process.



Year	Issue Date	Paid	Outstanding
2005	Oct	£29,692.70	£12,375.00
	Nov	£36,234.50	£14,450.00
	Dec	£32,200.00	£12,270.00
2006	Jan	£33,395.00	£12,875.00
	Feb	£39,909.15	£13,425.00
	Mar	£41,449.60	£15,440.00
	Apr	£31,215.00	£14,270.00
	May	£29,250.00	£15,780.00
	Jun	£25,500.00	£14,970.00
Grand Total		£298,845.95	£125,855.00

Figure 3.

Radial Chart showing **Time of penalty issue**. The concentric rings represent month of issue, the different segments the hour of day of issue.

This is a radial chart showing the hour of penalty issue, as a proportion of the whole. Only penalty issues are shown.

Morning enforcement was started in June. Evening enforcement starts in July.

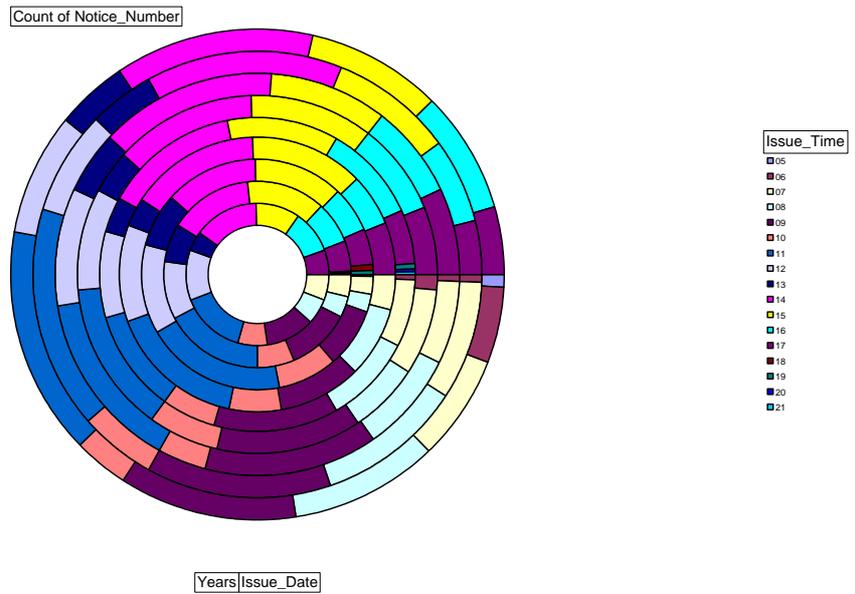


Figure 4.

Chart showing **Outstanding Penalty Process stages** as a proportion of all cases.

The pie chart segments show the location of outstanding accounts, within the debt collection progression as a proportion of the whole.

The process has not reached its conclusion, with bailiff action still a month or so away even for the earliest penalty issues. Almost half of the outstanding cases in administration are at this stage.

The chart shows the efficiency of collection in progress, with large proportions outstanding at legal states where deadlines have to expire before cases can be moved on. Very few cases are awaiting administrative input or responses.

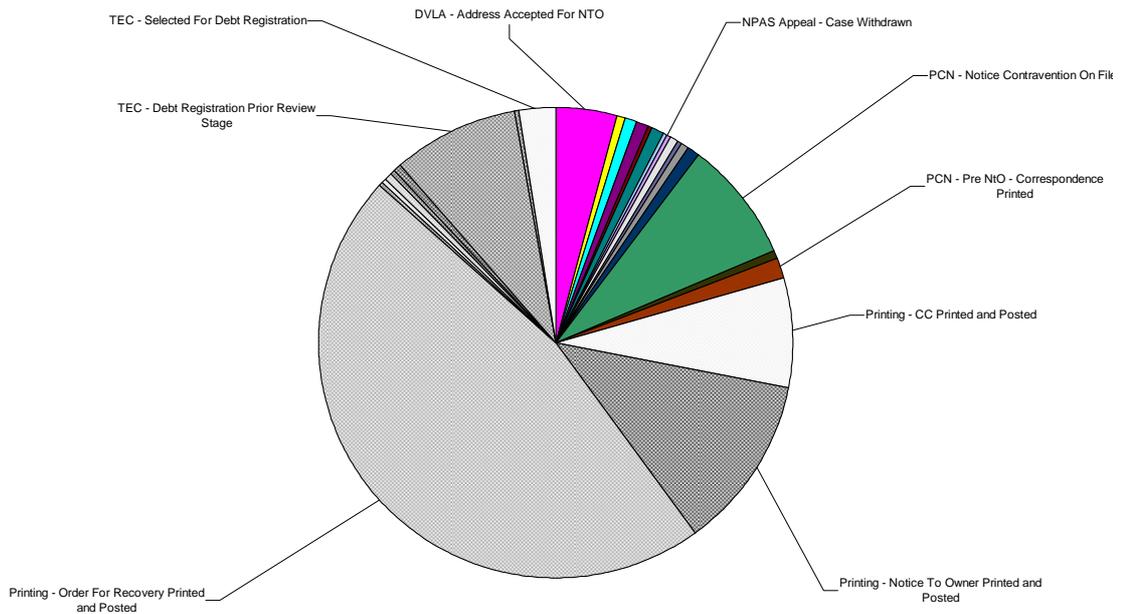


Figure 5

Chart showing the **Amount paid by date of transaction**. If the payment is made today, the amount is added to the month in which it is paid.

The owner of the vehicle is liable to pay the charge. The owner may not have been the driver. There is a lag in payment in many cases, as the normal timescale for first reminders (the "Notice to Owner") is over a month after issue. Payment within 14 days of issue attracts a 50% discount, encouraging prompt payment. Payments otherwise can come in at any time, with a notable peak at each reminder or decision stage.

All parking enforcement was decriminalised and there are four parking accounts; Residents, Off Street, Cromwell Square and On Street (e.g. yellow lines). The current collection rate is between 70 and 85% in most accounts, highlighting good judgement made on street when the penalties are issued. Payment at the start of the process attracts the discount penalty amount of £30.

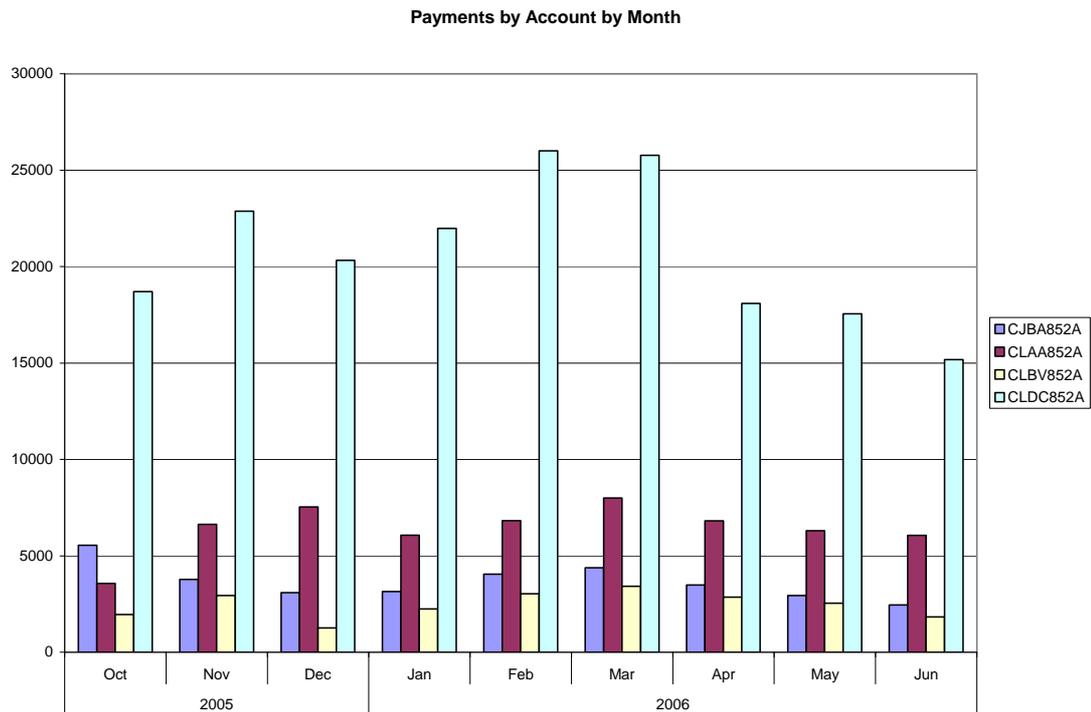
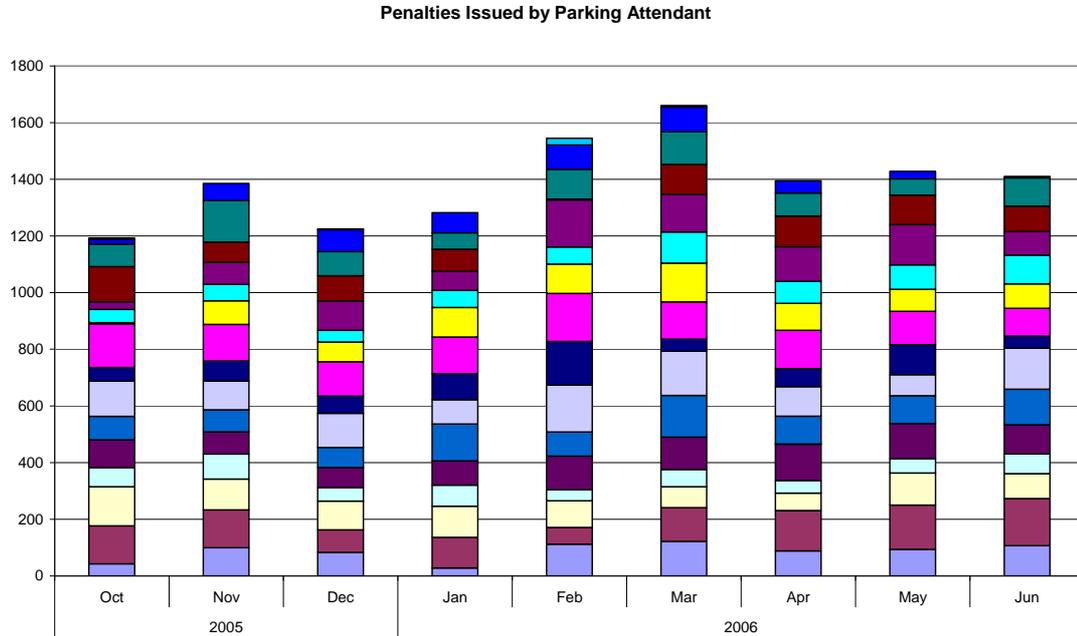


Figure 6.

Parking Attendant Deployment – PCN's issued by Parking Attendant by Month.

The graph shows Parking Attendant deployment by month, with number of penalty charge issues each shown. Deployment varies according to other duties, sickness, holiday and enforcement patrol area.



Number of penalties issued

Location	2005			2006						Total
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
Residents	189	142	98	112	139	165	134	117	111	1207
Off Street	192	316	319	278	317	363	283	287	336	2691
Cromwell	70	95	50	70	91	103	103	109	104	795
On Street	741	832	758	822	998	1029	875	915	859	7829
Grand Total	1192	1385	1225	1282	1545	1660	1395	1428	1410	12522

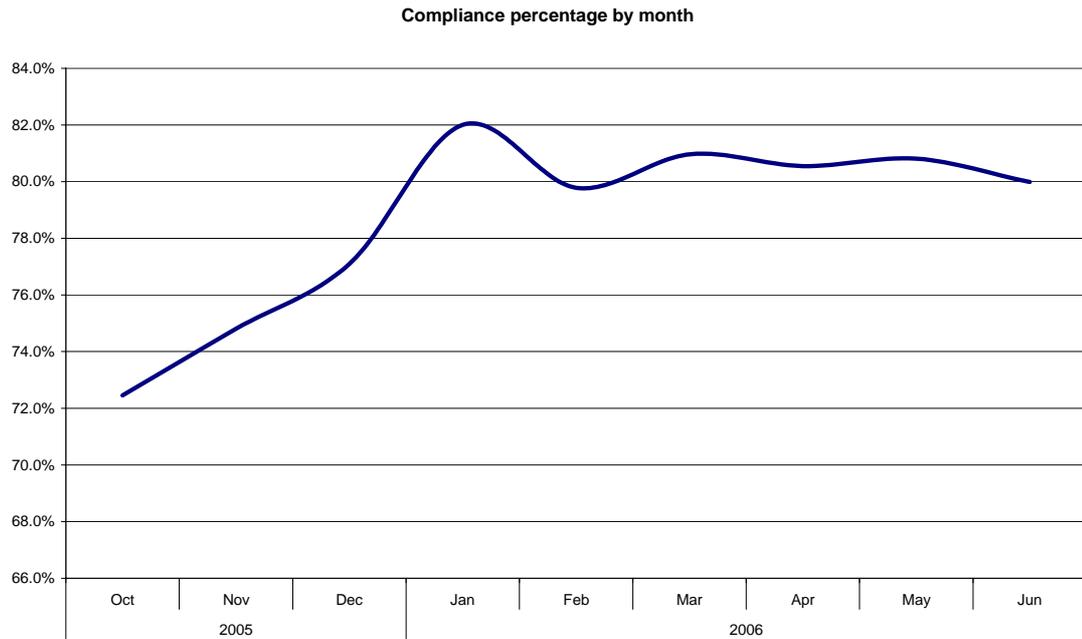
Figure 8.

Compliance with regulations by month.

Compliance is measured by visits made where no penalty is issued; the graph shows this as a percentage.

Compliance can be affected by the number of visits made, penalty issues, number of Parking Attendants on duty, and type of enforcement undertaken.

Ipswich has seen a steady rise in compliance with regulations since the start of Decriminalisation, with peaks and troughs as varying types of enforcement are investigated depending upon circumstances at the time.



Appendix C: Department for Transport Performance Indicators

Expenditure on the Civil Parking Enforcement scheme (only), Revenue collected

Start Up expenses	
	Expenditure
	£324,460.06
In the first 6 months of operation	
Income	Expenditure
£279,565.91	£271,387.14

Revenue outstanding and use of bailiffs

Bailiffs have just been contracted – the scheme is only nine months old, and bailiff action normally only commences at around month 9 for the oldest cases. The locations of outstanding debt are shown in fig. 4, appendix B.

Expenditure of surpluses

Since this is a new scheme, no surpluses have yet been generated.

Parking compliance

See fig. 8, appendix B.

