



DECRIMINALISED PARKING ENFORCEMENT

**LOCAL COMMITTEE FOR WOKING
20 OCTOBER 2005**

KEY ISSUE:

To provide an update on DPE in Woking, since its introduction on 25 July 2005 and to consider the future of the Decriminalised Parking Enforcement Member Task Group.

SUMMARY:

Decriminalised Parking Enforcement was introduced in Woking on 25 July 2005.

Enforcement has taken place throughout the Borough since then and has generally been well received.

Some signs and lines still need to be altered before all of the restrictions in the Borough can be enforced and Officers are working to complete these amendments as quickly as possible.

The DPE Member Task Group was originally set up to examine the potential for introducing DPE in Woking. Although DPE has now been introduced, it is considered that the group should continue to meet and to discuss points of detail relating to the operation of DPE.

CONSULTATIONS:

Member Task Group – County and Borough Members, in association with County and Borough Officers.

OFFICER RECOMMENDATIONS:

The Committee is asked to;

- (i) note the contents of this report; and**
- (ii) resolve that the Member Task Group remain in existence up to and including the DPE 2-year review to discuss points of operational detail.**

INTRODUCTION and BACKGROUND

1. The Committee agreed at its meeting on 12 June 2003 to the establishment of a Member Task Group, with Officer participation, to examine the potential for the introduction of Decriminalised Parking Enforcement (DPE) in the Woking area.
2. DPE was introduced on 25 July 2005 and is being enforced by Woking Borough Council's parking contractor using its existing staff as well as the 4 additional Parking Attendants that the Committee successfully lobbied for to ensure more robust enforcement of the borough's waiting restrictions.

ANALYSIS AND COMMENTARY

Signing and lining amendments

3. It was previously reported that the signing and lining amendments that were required for some of the waiting restrictions to be enforced would be substantially complete by 25 July 2005. Unfortunately, this work was not as complete as Officers had hoped and the work is continuing. Officers at LTS are pursuing colleagues internally for the release of further information to enable the completion of this work.
4. Until the signing and lining work is complete, there will be some areas of restrictions that cannot be enforced. The Committee should be clear, however, that the majority of restrictions in the Borough can be, and are being, enforced.

Feedback from Woking Borough Council Parking Services

5. Our colleagues at Woking Borough Council's Parking Services, and their contractor, have reported that the reaction to the introduction and enforcement of DPE has been generally favourable.
6. Many of the negative comments have come from motorists who have traditionally parked on restrictions that had not received any Police enforcement for some years. Those restrictions are still enforceable and are now receiving attention from our Parking Attendants.

Traffic Regulation Orders

7. Although every effort was made to include all of the Borough's waiting restrictions (and amendments) in the new Traffic Regulation Orders, it was not unexpected to find that some restrictions have been omitted or that some have been incorrectly described in the Orders.
8. The known omissions and anomalies have been collected together and we are in the process of making the first Amendment Order to rectify them. Additional Amendment Orders will need to be made in the future if more anomalies and omissions are found.

Future role of the Member Task Group

9. The Member Task group's original brief was to examine the potential for decriminalised parking enforcement in Woking. The Task Group also negotiated the detail of the Agency Agreement and other issues relating to the operation of DPE and ultimately oversaw its implementation in Woking
10. At its meeting on 28 September 2005, the Member Task Group debated whether it had served its purpose and should be dissolved or whether there was still a need for its continuation.
11. The consensus of the Group's members was that it could still play a useful role in dealing with any points of operational detail that may arise in the future. It was considered that the Group should continue to exist, with the same members, for the time being, certainly until the 2-year review of DPE Countywide. There may still be a need for the Group beyond that date but this could be reviewed at the time.
12. The Committee would normally receive a report on DPE once each year, at its July meeting, to update Members on progress and the financial situation. The Member Task Group can discuss any other operational issues that need Member input.

Protocol for Member suggestions for new or modified waiting restrictions

13. At its last meeting, the Member Task Group proposed a protocol for Members wishing to propose new waiting restrictions or modifications to existing restrictions.
14. It is proposed that if any County Councillors have any proposal for new or modified waiting restrictions, they should directly approach County Officers at the LTS. Similarly, any Borough Councillors should directly approach Woking Borough Council Parking Services Officers. Each set of Officers can then discuss the merits of the proposals with their counterparts and progress the matter as appropriate.
15. By adopting this protocol, valuable Local Committee time can be saved with proposals being handled swiftly by Officers with appropriate delegated authority.

Operational Parking Enforcement Policy

16. In accordance with the terms of the Agency Agreement, Woking Borough Council has devised an Operational Parking Enforcement Plan. This is attached at Annex A and covers enforcement regimes, offence codes and observation times, cancellation procedures, financial models and a process for dealing with proposals for new restrictions or modifications to existing restrictions. The draft of this plan was discussed and approved, subject to minor changes, by the Member Task Group on 28 September.

FINANCIAL IMPLICATIONS

17. The County Council's financial model for implementation and operation of DPE across the county showed no expectation of surpluses being generated following implementation of DPE. However, detailed financial models suggest that the number of Parking Attendants and enforcement regime that Members and Officers have devised will give the best available return and reduce the deficit in Woking Borough.

SUSTAINABLE DEVELOPMENT IMPLICATIONS

18. The enforcement of the Borough's waiting restrictions is already having an effect on the highway network by reducing congestion and the dangers from illegally parked vehicles in some areas. This is helping to improve the situation for other highway users, including pedestrians.

CRIME & DISORDER IMPLICATIONS

19. Waiting and loading restrictions are provided to serve a transportation purpose on the highway network. Woking Borough Council's contracted Parking Attendants are enforcing these restrictions on behalf of Surrey County Council and their work is already beginning to promote greater observance of the restrictions thereby minimising potential illegal behaviour.

EQUALITIES IMPLICATIONS

20. The enforcement of waiting and loading restrictions is assisting those with mobility problems and help manage facilities for disabled parking.

CONCLUSIONS AND REASONS FOR RECOMMENDATIONS

21. In the short time since DPE was introduced in Woking, the Parking Attendants have been successfully enforcing many of the borough's waiting restrictions and the reaction to this new regime from the public and local businesses has been generally favourable.
22. Some signing and lining amendments are still outstanding and these should be rectified in the near future. However, until then, the affected restrictions cannot be enforced. Similarly, some omissions and inaccuracies in the new Traffic Regulation Orders have been discovered and an Amendment Order is being made to resolve these issues.
23. The Member Task Group has successfully overseen the introduction of DPE in Woking. Although its initial role has been fulfilled, it is felt that the group should remain in existence to deal with any operational points of detail that may arise in the future. The need for the further continuation of the group can be reconsidered in 2 years time when the Countywide review of DPE takes place.
24. An Operational Parking Enforcement Policy has been developed, in

Item 21

accordance with the Agency Agreement. This has been endorsed by the Member Task Group, subject to some minor amendments. This policy covers enforcement regimes, offence codes and observation times, cancellation procedures, financial models and a process for dealing with proposals for new restrictions or modifications to existing restrictions. In addition to this, the Member Task Group suggested a protocol for Members to approach Officers to deal with proposals for new and modified restrictions that would prevent such matters from taking up valuable Committee time.

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BACKGROUND PAPERS:

Version No. 1 Date: 30/09/05 Time: Initials: KP No of annexes: 1

DPE Agency Agreement

Operational Parking Enforcement Policy

- Enforcement Regime
- Offence Codes & Observation Times
- Cancellation Procedures
- Traffic Management Orders – implementation and amendments
- DPE Implementation Financial Model (4PAs)
- PCN progression flowchart

Parking Enforcement Regime

Woking Borough Council employ the services of a specialist enforcement contractor, Control Plus, to supply, manage, train, equip and deploy Parking Attendants throughout the borough to enforce the various waiting and loading restrictions when they are in force.

An establishment of 9 enforcement staff consisting of 1 Supervisor and 8 PAs is employed to fulfil the service. Allowing for rest days and absence this provides an average of 8 enforcement staff on the street from Monday to Friday, 8.30am to 6.00pm and 3 on Saturdays, 8.30am to 6.00pm. This corresponds to the 4 additional PAs that were agreed in the DPE Financial Model.

PA's are deployed on foot throughout the Woking Town CPZ and on a mobile basis across the other patrol beats. The borough has been divided into 8 patrol areas with each area being allocated to an individual PA for the day. PAs patrol the area(s) issue Penalty Charge Notices (PCNs) to vehicles observed to be in contravention of the waiting and loading restrictions in force at that time. PCNs are issued in accordance with the Parking Enforcement Guidelines originally issued by the Parking Committee for London in 1994 and its subsequent amendments. Digital images are taken of vehicles in contravention and these, in addition to contemporaneous pocket book notes, support every PCN issued.

Offence codes complying with the National Parking Adjudication Service (NPAS) requirements are used and observation times carried out for certain types of contravention, where applicable. See schedule of Contravention Codes and observation times below.

Footway and verge parking. Waiting restrictions apply from the centre of the carriageway to the adjacent building line. Therefore PCNs will be issued to vehicles parked on the footway or verge behind an enforceable waiting restriction, except where local arrangements apply. Such arrangements, which will be documented in a formal instruction to the enforcement contractor, will be made where to fully enforce the restrictions in this respect would create rather than alleviate obstruction to the free flow of traffic. Footway parking at other

locations or at other times remains within the jurisdiction of the Police.

School enforcement. In order to combat obstructive and dangerous parking at drop off and collection times a list of schools in the borough will be compiled and prioritised in the light of congestion/compliance problems that have been observed or reported. A repeating schedule of enforcement visits over a period will then be carried out in order to demonstrate equitable enforcement of school related restrictions. Coupled with this will be a more intensive enforcement regime at those schools which continue to be a problem until increased compliance causes them to drop lower down the "league table" and allows us to move onto other schools which are causing concern. The precise visit frequencies will depend upon the availability of enforcement resources and other competing demands on PAs time.

The patrol beats or areas are as follows

Patrol Beat	Area
A	Woking CPZ Area 1
B	Woking CPZ Areas 1 & 2
C	Woking CPZ Areas 1 & 3
D	Woking CPZ Area 2
E	Woking CPZ Area 4 with Knaphill, Brookwood, Horsell and Goldsworth Park
F	Woking CPZ Area 5 with Mayford, St Johns, Old Woking and Maybury
G	West Byfleet CPZ (Inner) with Sheerwater and Maybury
H	West Byfleet CPZ (Outer) with Byfleet and Pyrford

Contravention Codes and Observation Times

Note observation times are the periods for certain classes of contravention that a PA will observe a vehicle in order to determine if loading or unloading, which is permitted at that location and/or time, is taking place. If at the end of the observation no loading activity is observed a PCN is issued on the basis that a contravention of the waiting restriction is taking place.

The observation period is not a statutory requirement. It is at the discretion of the issuing authority and is deemed to be a reasonable period during which to establish the purpose that the vehicle is stopped. If it is clear to the PA in a shorter time that no loading or unloading is taking place then a PCN may be issued quicker. Under such circumstances the PA is expected to support the shorter observation period with pocket book notes detailing their reason for not carrying out the recommended observation period fully.

Code	Contravention	Observation Time
01	Parked in a restricted street during prescribed hours	5 mins
02	Loading/Unloading in a restricted street where restrictions are in place	Instant
05	Parked after the expiry of paid for time at a pay and display bay	10 mins
06	Parked without clearly displaying a valid pay and display ticket	10 mins
09	Parked while displaying multiple pay and display tickets	Instant
15	Parked in a residents parking space without clearly displaying a valid residents parking permit	10 mins
16	Parked in a permit space without displaying a valid permit	10 mins
20	Parked in a loading gap marked by a yellow line	5 mins
21	Parked in a suspended Bay	Instant
22	Re-parked in the same parking place within one hour of leaving	Instant
23	Parked in a parking place or area not designated for that vehicle class	5 mins
24	Not parked correctly within the markings of the bay or space	Instant

Item 21

25	Parked in a loading place during restricted hours without loading	5 mins
30	Parked for longer than permitted	Instant
40	Parked in a designated disabled persons parking place without clearly displaying a valid disabled persons badge	Instant
42	Parked in a parking place designated for police vehicles	Instant
45	Parked on taxi rank	Instant
46	Parked on a clearway	Instant
47	Parked in a restricted bus stop or stand	Instant
48	Stopped in a restricted area outside a school	Instant
49	Parked wholly or partly on a cycle track	Instant
56	Parked in contravention of a commercial vehicle waiting restriction	5 Mins
60	Parked on an urban road with one or more wheels resting on a footway, land between two carriageways, grass verge, garden or space	Instant
61	A heavy commercial vehicle wholly or partly parked on a footway, verge or land between two carriageways	Instant
62	Parked with one or more wheels on any part of an urban road other than a carriageway (footway parking)	Instant
63	Parked with engine running where prohibited	5 mins
70	Parked in a loading area during restricted time (Off St)	5 mins
80	Parked for longer than the maximum permitted (Off St)	10 mins
81	Parked in a restricted area	Instant
82	Parked after the expiry of time paid for in a pay and display car park(Off St)	10 mins
83	Parked in a pay and display car park without clearly displaying a valid ticket (Off St)	10 mins

Item 21

84	Parked with additional payment made to extend the stay beyond the time first purchased (Off St)	Instant
85	Parked in a permit bay without displaying a valid permit (Off St)	5 mins
86	Parked beyond the bay markings (Off St)	5 mins
87	Parked in a disabled persons parking space without clearly displaying a valid disabled persons badge (Off St)	Instant
89	Over weight or height vehicle (Off St)	Instant
90	Re-parked within one hour of leaving a bay or space in a car park (Off St)	Instant
91	Parked in an area not designated for that class of vehicle (Off St)	Instant
92	Parked causing an obstruction (Off St)	Instant
93	Parked in a car park when closed (Off St)	Instant

Penalty Charge Notice (PCN) Cancellation Procedure

All PCNs which have not yet received a statutory Notice to Owner (NtO) may be cancelled by The Parking Shop, subject to the authorisation of WBC's Controlled Parking Manager. They will be cancelled either by special instruction from Parking Services or in accordance with the established criteria laid down.

All cancellations of PCNs that have received an NtO will be carried out by WBC Parking Services officers.

- EVERY appeal must be in writing.
- PCN's are only considered for cancellation upon receipt of a written appeal.
- Once notice of an appeal has been received by any means, the PCN will be put on HOLD to halt any further automatic progression.
- For continuity all correspondence should be addressed to The Parking Shop.
- Any appeal correspondence received at WBC will be notified to The Parking Shop, (CPS have a standard paragraph to accommodate this), unless, by exception the Controlled Parking Manager feels it would be appropriate for WBC to reply directly.
- Where WBC reply to an appeal letter, a copy of both the letter and WBC's reply must be sent to CPS, for attaching to the PCN appeal file.

Cancellation by Parking Services

- **When WBC cancel a PCN, it should be possible to carry out this action electronically (via CPS and TSL on-line module`), the PCN details should be notified to CPS by e-mail.**
- **If they are NOT cancelled on-line but manually, a cancellation form (available electronically), must be completed. All relevant PCN details to be filled in, including the appropriate cancellation code together with the instigator's signature.**
- **This form is WBC's instruction to CPS to process the cancellation, overriding any previous CPS proposal or instruction. The original copy of the form should be sent to CPS and an electronic copy kept on file at WBC.**
- **The ticket should be reviewed (available on line), to confirm that the cancellation instruction has been processed**

Cancellation by The Parking Shop

CPS assesses the motorist's eligibility for cancellation in accordance with WBC's cancellation policy. By drafting a response using standard templates for insertion as appropriate, or a form of response notified to CPS by WBC. Periodical quality control checks will be carried out by the Controlled Parking Manager, to ensure an acceptable standard of response is maintained.

The computer processing system(s) will also be reviewed to identify any previous cancellations that may have been authorised for the same person/vehicle for a similar reason.

ALL subsequent cancellation requests WILL be considered in line with NPAS adjudication reviews policy but broadly similar appeals, unless there are exceptional circumstances relating to the latest PCN are unlikely to succeed.

Due to the level of PCN correspondence dealt with by CPS, it is not considered appropriate to complete a WBC cancellation form for each case dealt with at The Parking Shop, the Controlled Parking Manager's periodical checks being considered sufficient.

It would be fair to say that the majority of PCN's issued for contraventions of a "01" offence (see previous contravention codes) that subsequently appeal, are related to genuine deliveries or collections to or from premises. Common practise for many drivers was to leave the vehicle doors or shutters etc. open whilst they were away from the vehicle delivering. This gave the parking attendants a good indication that the driver was engaged in a genuine loading/unloading act and the attendants used a degree of discretion when dealing with these vehicles.

With the increased security awareness of most people including delivery drivers, this practise has now virtually ceased. Many business premises have also tightened up their office, shop, or general premises arrangements, thereby extending the time that a delivery driver spends away from his/her vehicle. Many of these delays are completely out of the drivers control but are nonetheless still part of the genuine loading/unloading act. Delivery drivers do not intentionally stay any longer than is absolutely necessary, in the main they are hostage to the recipients timings.

The NPAS view is that a PCN challenge is likely to succeed where a driver is able to show either by documentation or supported personally at interview by a witness verifying that the driver was continuously loading or unloading, even though an observation period was maintained when no such action was seen to take place.

Protocol for processing Traffic Regulation Orders

Implementation and Amendment procedures for new and existing Traffic Regulation Orders (TROs)

Proposal made by:

- Officer, Member, Public, Emergency Services, Statutory A N Other.
- Development Related Schemes:
Development related proposals are outside the functions of this protocol, i.e. part of the planning process.
NB Key to the implementation of changed restrictions forming part of a development proposal is the receipt by the County Nominated Officer, of a notification from either WBC Planning or SCC Transportation Development Control, requesting the order making and operational processes commence.

Proposal:

Initiated by either Council, i.e. Surrey County Council (SCC) or Woking Borough Council (WBC).

The following process chart(s) for each Council separately identify CPZ and Waiting/Loading restrictions.

Communications:

All communications, on substantive issues, between the two Councils must be recorded in writing: Letter, Fax or Email.

Telephone conversations must be confirmed in writing for record purposes particularly if these consolidate and or ratify substantive actions or authority associated with the Agreement.

Compliance with reasonable response i.e. "Not to be unreasonably withheld or delayed" as per the Agreement; means both Councils must respond within their Customer Care Policy time frames.

Initiation by Surrey County Council

Initial approach:

Initiated by Officer, Member, or Public etc.

Via Local Transport Plan (LTP) Scheme:

Surrey County Council's Local Committee for Woking approves LTP scheme proposal, which could include alterations or additional restrictions, for design and implementation. The report to the Local Committee for Woking will need to show that discussion has taken place with the Borough Nominated Officer on any necessary restriction adjustments.

The Local Committee for Woking's resolution is sufficient for the County Nominated Officer to proceed with changes, i.e. proceed to END PLAN.

Waiting/Loading Restrictions

- Initial approach:
Considered by County Nominated Officer: if OK = "Good idea".
If not ok report back to those making the initial approach.
- "Good Idea"
Approach and consult Borough Nominated Officer – reach a consensus and agree "Good idea".
Progress to END PLAN: Local Committee for Woking or Delegated Authority.

Controlled Parking Zones -- Boundary alterations and / or new CPZ areas only.
[Adjustments within existing CPZ's are alterations to existing waiting/loading restrictions]

- Initial approach:
Considered by County Nominated Officer: if OK = "Good idea".
If not ok report back to those making the initial approach.
- "Good Idea"
Approach and consult Borough Nominated Officer – reach a consensus agree "Good idea".

NB Assume here that Borough Nominated Officer will require a Borough Council Committee resolution to agree the "Good Idea" before proceeding further.

Borough Nominated Officer undertakes full area wide public consultation, including Police (Strategic Roads Group), related to the CPZ proposal, complies with Borough's internal procedures and obtains favourable Borough Committee resolution, with appropriate delegated authorities, to the acceptance for implementation of a CPZ proposal.

County Nominated Officer reports final proposal and Borough Committee resolution to Local Committee for Woking to obtain favourable resolution to progress to END PLAN.

NB Objections to the advertised CPZ Orders must be discussed with the Borough Nominated Officer, subject to appropriate delegated authority.

Initiation by Woking Borough Council

Initial approach:

Initiated by Officer, Member, or Public etc.

Borough Scheme:

A Woking Borough Council scheme, which affects the public highway, will most likely need a planning consent. There is an established procedure for Development Related schemes.

A Borough proposal not requiring planning consent but which could change any restrictions will follow one of the processes below.

Waiting/Loading Restrictions

- Initial approach:

Considered by Borough Nominated Officer: if OK = “Good idea”.
If not ok report back to those making the initial approach.

- “Good Idea”

Approach and consult County Nominated Officer – reach a consensus and agree “Good idea”.

Progress to END PLAN: Local Committee for Woking or Delegated Authority.

NB Assumes Borough Nominated Officer has Delegated Authority otherwise Borough internal procedures to obtain favourable resolution before proceeding to END PLAN.

Controlled Parking Zones -- Boundary alterations and / or new CPZ areas only.

[Adjustments within existing CPZ's are alterations to existing waiting/loading restrictions]

- Initial approach:

Considered by Borough Nominated Officer: if OK = “ Good idea”.
If not ok report back to those making the initial approach.

Approach and consult County Nominated Officer - reach and agree consensus for ‘in principle’ acceptance of “Good Idea”

If not ok report back to those making the initial approach.

NB Assume here that Borough Nominated Officer will require a Borough Council Committee resolution to agree the “Good Idea” before proceeding further.

- “Good Idea”

Borough Nominated Officer undertakes full area wide public consultation, including Police (Strategic Roads Group), related to the CPZ proposal, complies with Borough’s internal procedures and obtains favourable Borough Committee resolution, with appropriate delegated authorities, to the acceptance for implementation of a CPZ proposal.

County Nominated Officer reports final proposal and Borough Committee resolution to Local Committee for Woking to obtain favourable resolution to progress to END PLAN.

NB Objections to the advertised CPZ Orders must be discussed with the Borough Nominated Officer, subject to appropriate delegated authority.

Completion Phase/End Plan

- Surrey County Council's Local Committee for Woking resolves to action a change in and or new Waiting/Loading restrictions and or the implementation of a change in and or new CPZ.
- With effect from 18 July 2005 Authority to introduce New Waiting Restrictions is delegated to Surrey County Council's Local Transportation Director in consultation with Chairman and Divisional Member.
- Once one of the above is confirmed:
County Nominated Officer issues instructions to Surrey County Council's Legal Orders Team (ref: Terry Caddle).
County Legal Orders Team, prepares, advertises, etc. necessary Order paperwork, including statutory consultations.

Waiting/Loading Restrictions

- Objections to advertised Orders are considered by County Nominated Officer in consultation with the Chairman and Divisional Member OR taken back to Surrey County Council's Local Committee for Woking for determination.

Controlled Parking Zones

- Objections to advertised CPZ Orders are considered by County Nominated Officer in consultation with the Chairman and Divisional Member, and Borough Nominated Officer OR taken back to Surrey County Council's Local Committee for Woking for determination.

NB The above assumes both Councils Nominated Officers have the appropriate delegated authority to determine CPZ objections.

- After objections are determined County Nominated Officer issues instructions to County Legal Orders Team to conclude the Order making process, including statutory consultations and modify DPE Agreement map base. Legal team notify the County Nominated Officer that work is complete.
- County Nominated Officer ensures changes are made on the ground to all necessary Signs/Lines/Plates, etc.
- County Nominated Officer notifies the Borough Nominated Officer of the alterations in writing; Borough Nominated Officer acknowledges notification and instigates commencement of appropriate enforcement regime.

NB Continuous review and or monitoring feedback loop between both Councils.

Item 21

Woking	Year -1 FY 2004/05		Year 1 FY 2005/06			Year 2 FY 2006/07			Year 3 FY 2007/08			Year 4 FY 2008/09			
	Year 1 FY 2004/05	Cap Exps	Rev Exps	Rev *	Cap Exps	Rev Exps	Rev	Cap Exps	Rev Exps	Rev	Cap Exps	Rev Exps	Rev	Cap Exps	Rev Exps
On Street															
Penalty Charge Notices				£76,440			£136,013			£131,625			£131,625		
Employment															
Parking Attendants (DPE) (4)			£16,667			£75,000			£97,530			£101,431			£105,488
Additional Admin #			£5,488			£24,698			£34,247			£35,617			£37,042
Recruitment Costs															
Staff Training						£1,000			£1,000			£1,000			£1,000
Equipment															
Server and Software (On & Off Street)		£16,000				£8,000			£8,000			£8,000			£8,000
Desktop Workstations		£3,000													
HHC (Hand Helds)		£6,600				£1,400			£1,400			£1,400			£1,400
Digital Camera		£1,800				£400			£400			£400			£400
Mobile Telephones		£1,500				£3,200			£3,200			£3,200			£3,200
Uniforms				£2,000		£1,000			£1,000			£1,000			£1,000
Transport		£9,000													
Vehicle Maintenance						£3,160			£3,160			£3,160			£3,160
Office Equipment		£5,000													
Other															
Ticket Ancillaries						£5,000			£5,000			£5,000			£5,000
Project Team - Consultancy Fees		£10,000													
Line / Sign Survey															
Line / Sign Maintenance		£20,000				£7,000			£7,000			£7,000			£7,000
Sign Changes in Off Street Car Parks		£20,000													
Public Consultation / Information		£10,000				£5,000			£5,000			£5,000			£5,000
General Advertising		£13,600													
Adjudication															
Annual Fee						£250			£250			£250			£250
PCN Fee (.65 per)						£1,820			£3,120			£3,120			£3,120
TOTALS	£0	£116,500	£22,155	£78,440	£0	£136,928	£136,013	£0	£170,307	£131,625	£0	£175,578	£131,625	£0	£181,060
SURPLUS/DEFICIT			-£138,655			-£58,488			-£34,294			-£43,953			-£49,435

DPE Financial model – 4 additional PA's

