

Bromsgrove District Council  
Civil Enforcement Officer Training and Development Manual

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I am a Civil Enforcement Officer.

I am an Ambassador for the Council, my colleagues, and the team. This is reflected in my standards of dress and behaviour.

I endeavour to ensure that our service is available to our customers at all times.

I will endeavour to ensure that our customers are able to use the service free from any preventable risks or hazards.

I will ensure fairness and equality for all customers by taking enforcement action, in line with my training and guidelines, against offending drivers.

I will support my colleagues during times of confrontation.

I act with politeness, respect, and authority.

*(Please do not sign until training is complete)*

Signed..... Civil Enforcement Officer

Signed..... Transport and Engineering Officer



## **Off-Street Parking in Bromsgrove District**

There are thirteen car parks operated by Bromsgrove District Council accounting for approximately 1470 spaces. Eleven of these are pay and display car parks whilst those in Alvechurch and Catshill are free.

The pay and display car parks are located in the town of Bromsgrove. Ten of these are within the town centre itself, whilst the Station car park is located at the end of New Road.

The Council does not currently enforce on-street restrictions. This is carried out by the police.

Each car park has a number of spaces marked out to the same standard. These normally measure 2.4 by 4.8 metres. Contrary to many drivers' beliefs, the size of these bays is constant across all the car parks.

Each car park has generally the same type of information in it. For example, at each entrance there is a notice board with information for the motorist. Additionally, there will be at least one tariff board adjacent to a pay and display machine. Spaces for drivers with a blue badge are designated with a hatched area around the bay highlighted in yellow with a blue background and an appropriate symbol on the ground. There are also signs at eye level indicating that the space is solely for blue badge holders.

Some car parks contain parent and child spaces. There is currently no provision for enforcing against drivers abusing these spaces, although this is likely to be amended in due course.

The Station car park incorporates spaces which are prohibited except for drivers waiting for 20 minutes or less. These are located directly next to the platform for drivers picking up or dropping off, and around the top of the road for visitors to local businesses.

School Drive car park also incorporates spaces where drivers are able to drop off at the Dolphin Centre, or wait for up to 30 minutes if using the Customer Service Centre.

In addition, there are three spaces on Churchfields Multi Storey car park which are solely for the use of Shopmobility customers when open.

The system currently used for paying for parking is pay and display. Drivers are required to enter the last three digits of their registration numbers, input their

money, and then press the green ticket issue button. A ticket is then produced which is displayed face up on the dashboard.

Some drivers aged 60 or over may be in possession of concessionary parking permits. These permits allow drivers to park on any car park. Additionally, there are other permits available which allow parking on specific car parks, or only on long stay car parks.

Emergency vehicles attending an emergency are exempt from purchasing tickets, as are local authority vehicles carrying out their duties. All other drivers who have entered the car park are expected to buy a ticket or display a permit.

The cost of maintaining these car parks is huge. The parking section carries out monthly health and safety inspections which then in turn generate orders for work for either Council staff or contractors to carry out. Each car park is well illuminated to beyond a minimum specification and each pay and display car park is covered by CCTV.

The revenue generated by parking also supports initiatives such as CCTV in the District. Prior to the introduction of CCTV, there were up to six criminal acts per week on one car park alone. After CCTV was provided, this number has dropped to less than six criminal acts per year.

The concession allowing free parking for blue badge holders was removed in May 2006. This was done so that the additional revenue created would allow the building and operation of a Shopmobility facility in the town.

The Council generates around £1.3 million from car parking per year, and the majority of this revenue is spent on maintenance and supporting the CCTV and Shopmobility facilities.

The primary responsibility for the parking section is to ensure that customers are able to pay for their parking, and to take enforcement action against drivers committing excess charge offences.

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Civil Enforcement Officer Training and Development Manual

The following map shows the locations of the main town centre car parks along with the machine numbers.



## **Standards - Uniform**

Civil Enforcement Officers are required to wear a uniform as part of their duties. This will consist of;

Trousers  
Shirts  
Sweater  
Fleece jacket  
Raincoat  
Over trousers  
Clip on tie or cravat  
Epaulettes  
Boots or shoes  
Hat

The uniform must be clean and ironed with shoes clean and polished. Additional items of uniform, such as gloves, scarves, and bags for storing items will also be available although if requested. There is currently no mandatory requirement to wear the hats provided, although you may not wear any other sort.

Epaulettes and ties must be worn at all times unless otherwise indicated by your line manager. In addition to the above uniform, you will be supplied with an ID badge which will carry your CEO number but not your name. You are required to carry this badge at all times when on duty and present it if challenged.

You will also be issued with and asked to sign for other items of equipment such as watches, torches, cameras, bags, pouches, keys, batteries and memory cards. You are required to keep these in good order, although reasonable wear and tear is to be expected.

## **Standards – Code of Conduct**

You should always be courteous and helpful when dealing with members of the public. Deal with complaints as quickly as possible in accordance with set procedures and in a courteous and sympathetic way.

You must by law take reasonable care of the health and safety of yourself and other people, including your colleagues, who may be affected by anything you do at work.

You will receive basic health and safety training as part of your induction.

Your consumption of alcohol, if any, must not at any time impair the level or quality of your work or cause a hazard to the health and safety of yourself, members of the public or colleagues. You should not consume alcohol in public whilst wearing your uniform.

Full details of the staff code of conduct are available on the Council intranet.

## **Standards – Sickness and Other Absence**

If you are reporting sick you must do so personally by telephone with your line manager. You will be given Steve's personal mobile number to ring if you need to call in sick, and you can ring him at any time if he is not off sick or on annual leave. This is a private number – do not give it to anyone else.

If Steve is off, please ring Kevin, and if Kevin is unavailable please ring Mike.

	<b>Mobile</b>	<b>Private</b>
<b>Steve Martin</b>	<b>07850918996</b>	<b>XXXXXXXXX</b>
<b>Kevin Hiron</b>	<b>07771611921</b>	
<b>Mike Bell</b>	<b>07770223427</b>	

Record these numbers in your mobile phone(s) now.

You should always call in person and speak directly to the relevant person, and should **not** leave a message or attempt to communicate any absence by text or email.

A condensed version of the sickness absence reporting policy is provided with this folder, and the full policy is available on the intranet.

If you are going to be late for a shift, or are absent from work when on duty for any reason, you are required to ring your line manager as soon as possible and let them know. It is extremely important that you do not compromise yourself by being absent from work when you are supposed to be on duty.

Rotas are drawn up well in advance of the actual hours being worked. If you wish to change a shift, please consult with your colleagues to see if shifts can be swapped before consulting your line manager. The shift times entered on the rota should be adhered to at all times, although there may be a few minutes flexibility to allow for finishing off certain tasks or activities.

## **Standards – Other Items**

### **Mileage and Overtime Claims**

These should be submitted to your line manager at the end of every calendar month. Both types of claim form are available from your line manager.

In general terms, Civil Enforcement Officers should carry out their duties on foot. Visits to remote car parks such as Bromsgrove Station, Catshill, and Alvechurch will require the use of a vehicle as walking to these car parks may take some time and wear out shoe leather. Bromsgrove Station should be visited everyday, but Catshill and Alvechurch car parks should only ever be visited if explicitly requested by your line manager.

Overtime claims showing each Civil Enforcement Officer's hours should be submitted to your line manager. Officers are entitled to time and a half after 1900, whilst Sunday and Bank holiday working attracts double time.

Bank holidays and weekends are considered normal working days in every other respect. Floating days and Bank Holidays are added to your annual leave entitlement at the start of the year.

### **Access to Council Email and Council Internet**

Officers may access their email accounts and the Council intranet provided use is limited to 10 minutes at either the start of or end of a daily shift. Additional sparing use can be made outside of your published shift patterns.

There is to be no use of the internet-enabled computer by parking attendants while Shopmobility is open for business unless that officer is specifically covering Shopmobility.

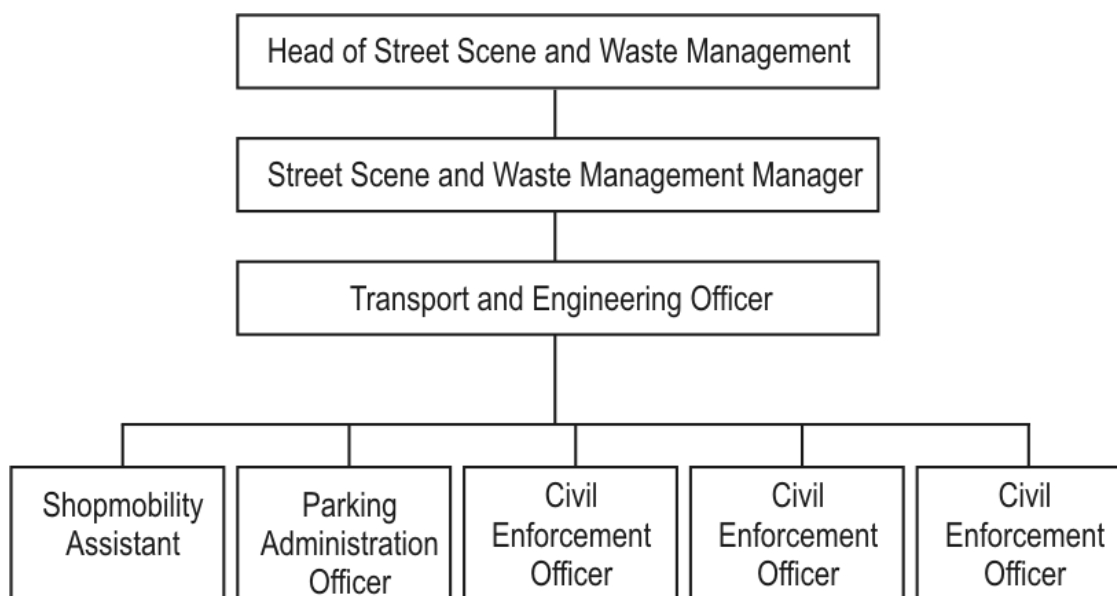
This is a local enhancement to the corporate policy. A copy of the full policy is available on the Council intranet.

### **Shopmobility**

Officers from the parking section are guests of the Shopmobility office. Please take care to keep the place neat and tidy by clearing up after yourself, cleaning mugs, emptying bins etc.

## Line Management

The line management structure follows;



If you have any queries regarding any aspect of the parking section, or the way the Council operates, please refer them to your line manager. If your line manager is unavailable through absence and the issue is important, please refer to the next line manager.

As well as being employed to manage the section and service, your line management is also there to offer support and guidance. If you are ever unsure of what action to take, or need guidance on a particular matter, then please ring your line manager.

## Probationary Period

Your first six months of employment are on a probationary basis. This gives the Council an opportunity to assess your suitability for the post, and conversely gives you the opportunity to establish whether the post is suitable for you. All Civil Enforcement Officers are required to fill in weekly summary sheets as part of their duties. Your performance will be monitored at all times, and during your probationary period you will be given regular feedback, support, and further training at regular meetings.

## Training and Retraining

Training is an ongoing process. You will be required to take a short test following your induction, and then at regular intervals. You will also be given brief refresher training every six months.

## Parking

You will be issued a parking permit for use in the course of your duties. As you will see from the terms and conditions issued with the permit, this is solely for use when at work. If you are using the car parks in your own time, you are required to purchase a ticket.

Additionally, you should always park properly when using Council car parks.

We set the standard for our customers to follow.

I have received training in the standards section of the Civil Enforcement Officers handbook.

*(Please do not sign until training is complete)*

Signed..... Civil Enforcement Officer

Signed..... Transport and Engineering Officer

Dated.....

## **Pay and Display Machinery**

The Council sells over 1.4 million tickets per year. The busiest car park will sell over 10000 tickets per week at peak times, whilst the quietest long stay car park will sell less than 200 tickets per week.

There are 29 Metric pay and display machines on the pay and display car parks, these machines are known as Metric Accents. The machine below has two inserts which give details on how to use the machines, the tariff charged, what to do if the machine isn't working etc.



Drivers wishing to use the machine have to carry out the following procedure;

1. Enter the last three digits of their registration number.
2. Enter coins to the required value.
3. Check the coins have registered on the display.
4. Press the ticket issue button.
5. Take the ticket and display it on the dashboard of the car.

The reason the facility to enter the registration details of the car was introduced was to combat ticket swapping, which was rife.

If the driver is unable to use the machine, they are instructed to use another. Drivers who lose money, or are unable to buy a ticket at all, are instructed to contact the Council on 01527 881457. It is important that drivers use this procedure and no other – failure to do so may result in their request for a refund or appeal against an excess charge notice being rejected.

When trying to fix these machines, please treat them with respect. You should not have to force anything if trying to fix it, and try and avoid getting the interior wet.

## Checking Machines

Every time an officer enters a car park, they are required to produce a test ticket from all machines and check that the coin mechanism is not blocked. In addition, the first officer on duty is required to check that the number of tickets in that machine is enough for the whole day, and that the time on the machine is correct.

Again, one of the primary functions of the role is to ensure that machines are available for our customers. Therefore we need to ensure that they are working for the maximum amount of time. If a machine runs out of tickets, it stops functioning. If a machine becomes blocked with change, it stops functioning. The purpose of these checks is to find faults as quickly as possible, and then to address them as quickly as possible.

The procedure for checking the machine is;

1. Check the coin slot is free from any obstruction.
2. Open the machine, and type "A581" on the internal keypad.
3. Pocket the test ticket which is produced and hand it in later.
4. Type in three digits on the external keypad.
5. Drop a coin or token in the coin slot and make sure it registers.
6. Reject the coin or token and pick it up.
7. If the coin validator is jammed, follow the procedure listed later in this document.
8. Recheck with the coin or token.

The first officer on duty should also check these;

9. Check the number of tickets is adequate for the whole day.
10. Check the time is correct.
11. If the time is incorrect, type in "A101" and adjust the time as required.
12. Close the machine.

The three LEDs next to the display on the machine show its current state. Observe the machine with its door shut. A flashing green light indicates that everything is okay. A flashing green and yellow light indicates that there is a problem somewhere that requires investigation, but it is not terminal. A flashing red light and a message "not in use" indicate that the machine has a major fault and needs immediate attention.

To find out the current state of the machine, type in A540 on the internal keypad. This will list the current problems or faults on the display.

When leaving a machine it should display a flashing green light.

## Downloading

The machines record a great deal of information regarding which tickets are sold at what times and days (although they do not record the registration number of the vehicle) and this information is stored on a chip. This chip has a relatively small capacity, and therefore the information on the chip has to be removed by the use of a Psion hand held device on a regular basis. This is currently done on a Monday, Wednesday, and Friday.

The process for downloading is as follows;

1. Open the pay and display machine.
2. Switch on the Psion handheld.
3. Plug the handheld in to the socket.
4. Type in "A020" on the interior keypad.
5. Type "B" and then enter to disable the protocol.
6. Type "5" followed by "1" and then "1" on the Psion handheld.
7. Wait until the information has been downloaded.
8. Switch off the Psion.
9. Type in "A020" on the interior keypad.
10. Type "B" and then enter to enable the protocol.
11. Shut the machine.

On returning the unit to Shopmobility, the information needs to be transferred to the computer.

The process to follow is;

1. Switch on the PC and ensure that the Metric stats icon with the green triangle is running in the system tray.
2. Plug in the Psion.
3. Switch on the Psion.
4. Type in "5", "1" and "2".
5. If you get a message warning that the information has already been sent, press "Y".
6. Wait until the information has been sent.
7. Switch off the handheld and replace it in the cradle.
8. Switch off the PC.

If you have any problems downloading please contact your line manager immediately. If the information from the machines is not downloaded, the memory fills up until it is full. At this point the machines fail!

It is also important that the protocol is reset after downloading. The protocol referred disables the power saving functions for the machine. Failing to restart it causes more power to be used.

The Psion needs to be docked at all times on the recharging cradle in Shopmobility.

## Changing Tickets

Every time a magazine of tickets is loaded into the machine, it is necessary to reprogramme the machine with the correct number of tickets. A magazine of single issue tickets contains 5000, whilst a magazine of double issue tickets contains 3000.

The pay and display machines on School Drive and Dolphin Centre car parks are the only ones currently using double issue tickets.

The procedure for changing tickets is;

1. Open the printer by pulling the latch nut towards you.
2. Ensure that all the old tickets are used or removed from the mechanism.
3. Take a box of tickets and hold up the first strip of tickets.
4. Hold the box so that the blank strip is facing away from you.
5. Insert the tickets into the mechanism until they stop.
6. Turn the dial on the side of the mechanism until the tickets engage.
7. Align the tickets with the cutting mechanism and place the box in the machine.
8. Type "A302" on the internal keypad and set the number of tickets to 5000 (single issue) or 3000 (double issue).
9. Take the test ticket and keep with the others for handing in at the end of your shift.
10. Close the door and ensure the machine is working (i.e. either observe a customer buying a ticket or check as per your procedures).

## **Cleaning the Printer**

Cleaning is normally required every six months or so, but busier machines may require cleaning prior to this. When checking machines, look for faded tickets or inconsistent burn (patchy printing). These are indications that cleaning is required.

1. Switch the machine off.
2. Open the printer.
3. Remove the ticket stock from the printer.
4. Using a small brush carefully clean all dust from the printer mechanism.
5. Using a suitable cleaning fluid, carefully clean the thermal head and the ticket drive roller. This is done by gently rubbing a small quantity of the liquid over both areas, and then gently rubbing the cleaned area with a dry part of the cloth.
6. Re-install the tickets.
7. Close the printer.
8. Issue a test ticket.

## **Common Faults - No ticket is produced**

Are tickets loaded?

If not, load a fresh magazine.

Are the tickets loaded correctly?

If not, ensure the hole is to the left, and the blank thermal side facing up.

Are the tickets jammed?

If so;

1. Open the printer
2. Remove the ticket stock
3. Check for and carefully remove any debris
4. Check and if necessary clean the thermal print head and roller.
5. Reload the ticket stock ensuring the first ticket is undamaged.
6. Close the printer.
7. Obtain a test ticket.

Do you get a “synch fail” message after typing “A540” on the internal keypad?

If so;

1. Ensure that the machine is switched on and the ticket stock is loaded.
2. Press and hold the switch to the right of the ribbon cable on the PCB – this will turn on a green LED.
3. Release the switch.
4. A string of blank tickets will be cut, followed by a string of printed tickets. The printer will continue issuing up to 100 individual test tickets if not stopped. After approximately 10 tickets have been produced, terminate the process by repressing the switch.
5. Switch the machine off and then on.
6. Reconfirm the burn time and adjust if necessary (type “A311” on the internal keypad).

In all other cases, report the fault to Metric as detailed in the fault reporting section.

## **Common Faults – Ticket Print Not Legible**

Clean the printer as previously described in this manual, and then change the burn time by typing “A311” on the internal keypad.

If this does not work, report the fault to Metric as detailed in the fault reporting section.

## **Common Faults – “Not in Use” Displayed**

Type in “A540” on the internal keypad for an indication of the fault.

If the fault says “Coin box full” ring Steve Martin immediately.

If the fault does not appear to be any of the other faults listed in this manual, report the fault to Metric.

## **Common Faults - No Money is accepted**

Are all the connections to the money system secure?

Is there debris in the coin slot?

If yes;

1. Switch the machine off.
2. Slide the money system forwards.
3. Remove the validator.
4. Push the solenoid plunger to the rear until latched.
5. Using a suitable tool carefully endeavour to release the blockage by pushing the tool into the coin entry.
6. If this fails to release the obstruction, release the solenoid plunger. Using a suitable tool, carefully try and dislodge the obstruction from the rear gate.
7. Replace the validator.
8. Switch the machine on.
9. Insert a coin or token to ensure that the coin path is clear.

Is there money lodged in the upper part of the system?

1. Switch the machine off.
2. Slide the money system forward.
3. Open the validator.
4. Carefully remove the jammed coins.
5. Close the validator.
6. Slide the money system back into place.
7. Switch the machine back on.

Is there money lodged in the lower part of the system?

1. Switch the machine off.
2. Slide the money system forwards.
3. Remove the validator by carefully unplugging the three connectors.

4. Disengage the money system from the side rails by lifting the front of the unit upwards and forwards. Please note that the unit is now free to drop, so keep hold of it.
5. Release the validator securing catch, positioned above the internal keypad, and whilst holding the catch open push the validator towards the top. When the validator is angled at approximately 45 degrees lift it upwards clear of the housing.
6. Open the validator by turning the screw so that the slot is horizontal. Ensure the screw is loose before attempting to open the door.
7. Invert the validator whilst holding the door open and carefully tap the unit on the palm of your hand. This should release coins trapped in the lower part of the unit.
8. Reassembly is the reverse of the process listed above.

In all other cases, report the fault to Metric as detailed in the fault reporting section.

## **Fault Reporting**

In the event that a machine is broken down and cannot be fixed by a member of the team, Metric will be called to fix the machine. In this instance a small self adhesive not must be pressed over the coin slot so that customers cannot use the machine. We do not use, or permit to be used by a third party, any other method of indicating that the machine is out of order.

The procedure for fault reporting is;

1. Try to fix the machine, but find that you cannot.
2. Affix a "this machine is out of order sign" across the coin slot of the machine.
3. Whilst you are still stood at the machine, ring Metric on 01793 647873 and report the machine as faulty giving as much detail as possible.
4. Record the help desk number in your notebook along with the machine number, time, and nature of the fault.
5. Record the fault on the white board in Shopmobility along with the time and date of the fault.

It is important that all officers follow this procedure exactly as laid out here. There have been occasions where officers have forgotten to report machines as faulty for over four days. As one of the primary functions of the role is to ensure that machines are available for our customers, we need to report them as quickly as is possible.

## Function Codes

- A020 Disable and enable protocol
- A100 Set the date
- A101 Set the time
- A102 Set date to advance clock by one hour
- A103 Set date to retard clock by one hour
- A300 Set tickets low level alert
- A302 Set number of tickets loaded in machine
- A311 Set burn time for printer
- A540 Display machine status
- A543 Print status event history
- A581 Print test ticket

I have received training in the Pay and Display Machinery section of the Civil Enforcement Officers handbook.

*(Please do not sign until training is complete)*

Signed..... Civil Enforcement Officer

Signed..... Transport and Engineering Officer

Dated.....

## **Health and Safety Reporting**

As part of your normal day to day duties, you are required to ensure that our customers are able to use the car parks free from any preventable hazards. This may range from a piece of timber lying on the ground which requires to removal to a damaged height barrier hanging down and flapping in the breeze.

Officers should not touch anything that they have not had Council training to deal with such as hypodermic needles, broken glass, etc etc.

The following list details the items which officers should be checking during a Health and Safety survey, and gives an indication of the type of problems which indicate a hazard. This list is not exhaustive! If you see something which you believe constitutes a hazard and which you feel you cannot deal with, ring your line manager straight away.

Health and Safety surveys should be conducted during quiet periods when there is little or no traffic about. This allows officers to view more of the car park and any potential hazards. The item of concern should be noted with a number on the plan, and the item detailed in the space below the plan. This survey is the used to prepare works orders to clear the problems.

The survey should be completed by a trained member of staff every month. The Council is obliged to do this for insurance purposes. If something still needs to be listed even if it has been previously mentioned, then record it again.

### **Surface**

The surface of the car park should be free from obvious trip hazards. Trip hazards are defined as being 25mm or more in size. Trip hazards can occur naturally in tarmac surfaces, but are far more likely to form around joins with other surfaces or materials. For example, manhole covers or drains often have areas of surface failure around them.

General wear and tear of the surface of less than 25mm which is significant should also be recorded on the survey.

A build up of foliage, moss, deposits, or mud should also be reported as this can cause a slip hazard.

Additionally, the top surfaces of the multi storage car parks should be checked during cold conditions (i.e. October through March inclusive) to see if ice has

formed. If it has, use surveyor tape to cordon the top two levels off and prevent use.

Curb stones should also be checked to see that they are correctly laid and are firmly fixed to the surface.

## **Signs**

*All signs in the car park should be checked.*

Check that the signs are securely fixed and will not move or give.

Check that signs are free from damage.

Check that the signs are clean and free from graffiti. If the sign is within reach, graffiti should be removed on the same day.

Check that signs are not liable to cause a cutting hazard. The signs for blue badge holders are encompassed in a steel tube to prevent this. However, some smaller signs (such as at the entrance or exit) should be placed above 2.3 metres to prevent injury.

Check that signs are the correct way round. For example, a sign saying "Have you paid and displayed?" should face into the car park.

## **Barriers**

Check that the barrier is secured into its locked position.

Check that any chain or cable is also secured and not able to move about freely.

Check the padlock functions adequately.

Check that the height barrier has a clear sign depicting the height displayed.

Check that the barrier is free from rust that would cause or start to cause any failure through corrosion.

## **Pay and Display Machines**

Check the machine is free from graffiti or obvious damage. Graffiti should be removed as soon as it is found.

Check that the machine is securely fastened to the ground. Rocking back and forth is an indication that the machine is properly set.

Check the vault door and surrounding casement for any obvious signs of drilling or cutting.

Check that the area around the coin slot is free from any build up of adhesive. Again, this should be removed as soon as it is discovered.

## **Lamp Post Protectors and Lamp Posts**

Check both items to see if they are securely fixed.  
Check both items for obvious signs of impact damage.  
Check both items are free from rust that would cause or start to cause any failure through corrosion.

## **Foliage**

Check that foliage does not overhang the area of the car park. This can cause scratches to vehicles.  
Check that foliage is not growing where the surface and curb or wall meet. This can eventually cause damage to the surface.

## **Surface Lining**

Lining should be visible. If it is faded so that it is not immediately apparent, report it.

## **Lifts**

At the start of each shift, ensure that the lifts are both working.

The procedure for lowering the lifts in the event that someone has become trapped:

## **Graffiti**

Graffiti which can be reached should be removed using the graffiti stored in Shopmobility. This should be done as soon as possible on the day of discovery. If the graffiti is too stubborn or cannot be safely reached, report it straight away to your line manager.

We have made a commitment to removing graffiti within five working days of discovery, so it is important that it is removed as soon as possible.

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I have received training in the Pay Health and Safety Reporting section of the Civil Enforcement Officers handbook.

*(Please do not sign until training is complete)*

Signed..... Civil Enforcement Officer

Signed..... Transport and Engineering Officer

Dated.....

## **Enforcement**

Why do we have enforcement?

In the first instance consider the drivers who fail to buy tickets. The parking section brought in £1 050 000 from pay and display ticket sales alone in 2007/2008. According to our latest research, this figure is based on 85% compliance, i.e. 85% of people using the car parks paid for their parking.

Without any form of enforcement, the 85% figure would be far lower. According to colleagues who worked here when pay and display was first introduced, a compliance rating of 15% was given. A similar rate of compliance now would result in an income of £185 000.

In the second instance consider the drivers who fail to return in a reasonable amount of time after the ticket has expired. There is no information to back this up this, but a similar problem to the above would occur if drivers were aware they could “get away with it.”

In the instance of parking outside of a designated bay, the car parks are laid out in a specific manner so that traffic can move freely. Therefore, parking anywhere other than in a designated bay will cause an obstruction, and enforcement will discourage drivers from committing an offence.

For drivers parking and slightly obstructing an adjacent bay, this is one of the biggest causes of complaint from our customers. In some circumstances, it will also depress revenue.

Where drivers who are not blue badge holders use spaces for the disabled, this is unacceptable. Blue badges are issued to persons with limited mobility, and this entitles them to park in spaces for the disabled. Anyone who does not have a blue badge is simply not entitled to park in these spaces. This offence is the one that we as officers receive the most complaints about. We have a duty to enforce effectively against this problem.

A commercial vehicle which exceeds 1.5 tonnes unladen weight is also committing an offence. The car parks are designed for the use of cars! Use by vehicles heavier than cars causes damage. The three manhole covers in front of the Asda store on Recreation Road South were damaged by Asda delivery vehicles repeatedly using this car park (this explains why the height barriers are there). This damage cost thousands of pounds to repair.

Drivers who ignore time limits are also enforced against. The bays allowing up to twenty minutes parking at the top of the Station car park are specifically provided

for drivers wishing to visit the local shops and businesses. They are not there for drivers wishing to park all day. Similarly, the spaces outside the Customer Service Centre on School Drive are provided for drivers wishing to park for up to 30 minutes without payment. After the thirty minutes are up, they are required to leave these bays.

Without enforcement of the preceding two cases there would be abuse of these bays.

If the offender is present when the excess charge is issued, it is Council policy to give them the opportunity to comply with the car parking order. For example, if you come across someone parked outside a parking bay, you should ask them to park correctly and then purchase a ticket. In the event that they do not comply, you should issue an excess charge notice. The only times that you are may not approach an offender is if they are abusing the spaces in School Drive which are for customers visiting the Dolphin Centre or the Customer Service Centre.

Similarly, if someone is parked up in a bay and they are not displaying a ticket, then they should be asked to purchase a ticket. If they fail to comply then you should issue an excess charge. There are no circumstances where anyone who is parked without payment, and who does not comply with requests to pay or leave, should not be given an excess charge.

If in doubt, or you feel to issue an excess charge would be dangerous, withdraw a safe distance from the offender and telephone your line manager **immediately**.

Our standards of enforcement are detailed in the following pages. We also work to our charter and procedures, a copy of which is provided in this folder.

## Use of Cameras

Cameras are provided to record the offence being committed. Photographs are taken of every offence. Not only does this provide evidence at a later date, it also shows why an excess charge has been issued. These photographs can only be used by the parking section for enforcement.

The following sequence of photographs shows the pictures taken of a car driver who has failed to buy a ticket. This sequence is ideal showing one of the vehicle in place, two of either side of the dashboard, and one of the excess charge notice stuck to the vehicle.

The following sequence shows a driver who has left their vehicle overhanging the twenty minute bays at Bromsgrove Station. The first shot proves the offence was committed, the second allows us to confirm the time of arrival from the ticket purchased, and the third shows the excess charge notice in place with the registration number of the vehicle clearly shown.

The first photograph shows how not to do it. The shadow of the person taking the photo obscures the view. The following two photos show the correct method for taking these types of photo.

## Use of Notebooks

Notebooks are used to record when, where, and what.

Ideally the first entry of the shift should be the date and time, and if you are using your car, the mileage.

When you enter a car park and observe a vehicle with no ticket, you should note the time, the registration number, and the fact that no ticket is displayed.

If you speak to a driver, you should also make notes of your conversation. In particular, you should do this when confrontation has occurred, and your notes should be as detailed as possible.

You should also record faults with pay and display machines, and any call reference numbers that are given to you.

An example of a real notebook entry is given below;

*05/02/2008 07:45 5000*

*XXXXXX at 08:32 Aston Road*

*Asked not to park on footpath – driver complied.*

*Machine 24 reject button u/s at 13:20 – machine righted itself after restarting.*

*13:23 Spoke to driver of XXXXXX on Hanover Street. Requested to move vehicle and to park in a bay and buy a ticket. Passenger returned and vehicle left car park.*

*13:25 Spoke to driver of XXXXXX parked outside Bromsgrove Parking and Bedding Warehouse – asked driver to move which he did.*


Notebooks are used in assessing appeals, to gather intelligence, and to provide evidence in times of dispute. They are invaluable.

Bromsgrove District Council  
Civil Enforcement Officer Training and Development Manual

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### Excess Charge Notices

Excess charge notice booklets are controlled stationary. You are required to sign for them, and to look after them. Do not lose any of your excess charge notices!

Copy to Driver		<b>BROMSGROVE DISTRICT COUNCIL EXCESS CHARGE NOTICE</b>	Excess Charge Number: <b>ECN</b>
<b>ROAD TRAFFIC REGULATION ACT 1984 DISTRICT COUNCIL OF BROMSGROVE (OFF-STREET PARKING PLACES) (VARIATION) ORDER 2008</b>			
To the driver of the vehicle, the registration number of which is: _____			
the above vehicle was observed in the _____ parking place			
at (time) _____ on (date) _____ 20 ____ by Civil Enforcement Officer No. _____. The vehicle (tick as applicable);			
<input type="checkbox"/> Did not have a valid ticket or permit displayed.	<input type="checkbox"/> Was not parked wholly in a designated bay.		
<input type="checkbox"/> Had a ticket which had expired at _____.	<input type="checkbox"/> Had a permit which had expired on _____.		
<input type="checkbox"/> Exceeded the maximum time allowed of _____.	<input type="checkbox"/> Was using a space for a purpose other than indicated.		
<input type="checkbox"/> Was parked in a space for the disabled without displaying a valid blue badge.	<input type="checkbox"/> Was being used for the sale of foodstuffs or other goods to persons in or near the car park.		
<input type="checkbox"/> Exceeded the maximum weight permitted.	Issued at (time): _____ VDA? <input type="checkbox"/>		
<b>IF YOU DO NOT PAY A REDUCED CHARGE OF £35 WITHIN 14 DAYS OF THE DATE OF ISSUE OF THIS NOTICE, THE CHARGE DUE WILL BE £70. FAILURE TO PAY MAY LEAD TO PROSECUTION. DO NOT PAY THE ATTENDANT. SEE THE REVERSE FOR DETAILS OF HOW TO PAY.</b>			
<b>IT IS AN OFFENCE UNDER SECTION 35A(1) OF THE ROAD TRAFFIC REGULATION ACT 1984 FOR THE DRIVER WHO HAS LEFT THE VEHICLE IN THIS PARKING PLACE TO FAIL TO PAY THE EXCESS CHARGE.</b>			

If you make a mistake when issuing an excess charge notice, then put two lines across the excess charge and write “cancel – PA error” on the excess charge. The excess charge should be handed in with your other excess charges. The number of excess charges cancelled by PA error is monitored by your line manager and the audit section. PA errors should be recorded on your weekly summary sheet.

Once you have started issuing an excess charge, you should complete it.

You should not encourage drivers to go and purchase a ticket to attempt to avoid payment of the excess charge.

If the excess charge has been issued and affixed to the vehicle, you are not permitted to remove or cancel it. In this instance, the driver should be encouraged to appeal.

Drivers who happen to be employed by the Council should not be treated any differently from other members of the public when using the car parks, and staff displaying a staff badge in lieu on any means of payment or permit should be issued an excess charge notice. All members of staff have been notified that it is a disciplinary matter if they use their ID cards in this way.

Civil Enforcement Officers should always have one spare booklet of excess charge notices in reserve. Completed excess charge notices should be placed in the relevant box in Shopmobility along with your test tickets. The last shift of the week should also include your summary sheet. A summary sheet details what you have achieved in the preceding week, and allows you to record the number of PA errors committed. You will also record any non-enforcement activity (such as training, meetings, etc) on this sheet.

### **Did Not Have a Valid Ticket or Permit Displayed**

Check the dashboard for a ticket / permit

Check the corners of the dashboard and any areas that may be obscured by supports or tax discs.

Check the dashboard from the opposite side of the car to ensure that any blind spots have not been missed.

Check the foot wells and seats to ensure a ticket has not been displaced.

Check the entire windscreen from both sides to ensure that no permit is displayed.

Check the side windows to ensure that the driver has not put the ticket in the wrong place.

If a permit is displayed, ensure that the number plate matches the one on the permit.

If a ticket is displayed, ensure that the number plate matches the one on the ticket.

Record the initial time of observation of the vehicle in your notebook.

Allow five minutes to elapse.

Issue an excess charge.

Take a photograph which clearly shows the registration number of the vehicle.

Take a photograph showing one side of the dashboard.

Take another showing the other side of the dashboard.

Issue the excess charge, place it in the excess charge holder, and affix it to the windscreen underneath a wiper (this prevents it being blown off).

Take a picture that shows the excess charge affixed to the vehicle along with the number plate.

#### **Notes;**

- When making notes when the driver is present, it is necessary to withdraw to a safe distance before making notes in your notebook.
- The offender may be seated in the vehicle and claim that someone has gone for change. If the person returns and the vehicle then leaves the car park issue an ECN and mark it VDA.
- The observation period is there to avoid any misunderstanding. Consistency of enforcement is essential.

**Had a Ticket Which Had Expired at .....**  
**Had a Permit Which Had Expired on .....**

Check the rest of the dashboard to ensure that a valid ticket / permit is definitely not being displayed.

This also includes permits where the registration number does not match the vehicle it is being displayed upon.

Ensure that ten minutes have elapsed since the ticket expired. Expired permits do not have any additional time allowed.

Take a photograph of the vehicle from the front (or rear) clearly showing the number plate.

Take a photograph of the expired ticket / permit.

Take a photograph of the dashboard from each side of the vehicle ensuring that you cover every possible area.

When issuing the excess charge, record the serial number of the expired ticket / permit on the bottom copy of the ECN.

Issue the excess charge, place it in the excess charge holder, and affix it to the windscreen underneath a wiper (this prevents it being blown off).

Take a photograph showing that the excess charge is in place.

Notes;

- The ten minutes observation time is there to try and avoid problems when issuing to expired ticket holders. Consistency of enforcement is essential.

### **Was Not Parked Wholly Within a Designated Bay**

No observation time is to be given – issue immediately.

Issue the excess charge, place it in the excess charge holder, and affix it to the windscreen underneath a wiper (this prevents it being blown off).

Take a photograph which shows the number plate, that the vehicle is not parked in a prescribed position, and that an excess charge has been issued.

If it is possible to combine all three in one photograph, then please do so.

Notes;

- Vehicles hanging over another bay are also covered by this offence.
- Normally you should not issue unless there is clear tarmac between the white line and the inside of the wheel. However, if you receive complaints or the vehicle overhangs you may still issue.

### **Vehicles Parked in a Space for the Disabled with No Blue Badge Displayed**

Check the dashboard for a valid badge.

Check the dashboard from the opposite side of the car to ensure that any blind spots have not been missed.

Check the foot wells and seats to ensure that a badge has not been displaced.

Check the sun visors.

Take a photograph of the vehicle from the front (or rear) showing the number plate.

Take a photograph of the dashboard from each side of the vehicle ensuring that you cover every possible area.

Issue the excess charge, place it in the excess charge holder, and affix it to the windscreen underneath a wiper (this prevents it being blown off).

Take a photograph of the excess charge notice in place with the number plate in picture, and also evidence that the car is parked in a space for the disabled.

Notes;

- No drivers other than blue badge holders may use these bays – do not allow anybody else to do so. Contractors should be encouraged to park elsewhere.
- Tax discs which display the word “disabled” are not used by us in enforcement and should be ignored.

### **Being Used for the Sale of Goods or Services**

Issue the excess charge, place it in the excess charge holder, and affix it to the windscreen underneath a wiper (this prevents it being blown off).

Take a photograph which shows the number plate, that the vehicle is being used for the sale of goods or services, and that an excess charge has been issued. If it is possible to combine all three in one photograph, then please do so.

Notes;

- It is normally rare to issue these. The driver is normally present and will therefore be asked to leave.

**Exceeded the Maximum Time Allowed of .....**

Note the first time of observation. This may be direct observation, or the time of purchase of a ticket, or a notification from another member of staff.

Note the second time of observation. If this exceeds the maximum time permitted, issue an excess charge.

Issue the excess charge, place it in the excess charge holder, and affix it to the windscreen underneath a wiper (this prevents it being blown off).

Take a photograph which shows the number plate, the location of the vehicle, and that an excess charge has been issued.

**Notes;**

- There are three car parks which have a five hour limit, these are Recreation Road South, Parkside, and New Road.
- Windsor Street car park has a two hour limit.
- There are spaces on School Drive which are limited to 30 minutes or less parking.
- There are spaces on the Station car park which are limited to 20 minutes or less waiting.
- These spaces are provided for specific purposes. Consistency of enforcement is essential.

### **Was Using a Space for a Purpose Other Than Indicated**

Observe the driver using the space for a purpose other than indicated.  
Issue the excess charge, place it in the excess charge holder, and affix it to the windscreen underneath a wiper (this prevents it being blown off).  
Take a photograph which shows the number plate, the location of the vehicle, and that an excess charge has been issued.

Notes;

- In this circumstance, officers do not have to approach the offender and attempt to resolve the situation.

### **Exceeded the Maximum Weight Permitted**

Observe the vehicle.

If the vehicle is not being used for loading and unloading, or there are alternative arrangements for unloading which the driver has ignored, issue an excess charge.

Issue the excess charge, place it in the excess charge holder, and affix it to the windscreen underneath a wiper (this prevents it being blown off).

Take a photograph which shows the number plate, the location of the vehicle, and that an excess charge has been issued.

Notes;

- In this circumstance it is likely that the driver may have settled down for the night.

### **Persistent Evaders and Offenders**

Drivers who consistently behave in such a way so that they avoid payment are known as persistent evaders. An example of this may be a driver who parks and drops someone off to collect some shopping without buying a ticket. If the person is known to you as a persistent evader, you may act accordingly. For example, you may not apply any observation time. You may be aware that the driver is already aware of the terms and conditions of use of the car parks.

Persistent offenders are drivers who have committed three or more excess charge offences. Again, if the person is known to you as a persistent offender, you may act accordingly.

It is important that you record why you have acted differently in your notebook.

You may also be given additional intelligence regarding vehicles or persons driving vehicles. Please note this down and follow any instructions that you are given. For example, it may necessary to remove a particular car. This will involve you calling the contractor to come and remove the vehicle.

Bromsgrove District Council does not currently clamp vehicles.

## **Confrontation**

An unfortunate aspect of the role is the level of abuse directed to officers discharging their duties. When writing out excess charge notices, remain aware of the likely direction of threat and position yourself so that you keep your eyes in that direction. Stand in an area which is protected and where you are not vulnerable. Remember that vehicles can and are used as weapons. Do not stand in front of a vehicle that is moving or is likely to start moving, particularly if the driver has just been issued with an excess charge notice.

When approaching offenders, keep a suitable barrier between yourself and the driver – i.e. approach from the passenger side. Do not allow yourself to drift out of code yellow! Be aware of potential threats and their likely direction. The way that we behave and act as officers has a direct impact on our vulnerability.

Officers should be aware that their safety is of paramount importance to the Council, and should not place themselves in danger. In the event of physical violence or verbal abuse being offered, officers should immediately attempt to notify CCTV and instruct them to call the police. Such circumstances are rare, but attendants need to be prepared for them. In the event that you are in immediate need of back up, press the orange button on your radio.

Officers should also be aware that their own behaviour has a direct impact on the behaviour of the person that they are talking to. In general terms, if you become angry and shout, then the person you are talking to will respond in the same manner.

There are warning signs that an individual will almost certainly display when they are unhappy, and on recognising these attempts can then be made to diffuse the problem.

The warning signs are;

**Foot or finger tapping**

**Prolonged eye contact**

**Large movements**

**Standing tall with head back**

One step on from warning signs are danger signs - these are indicators that a person is beginning to lose control. If you miss them there is a chance that you will be injured, so it is extremely important that you do not miss them.

The danger signs are;

**Fist clenching**

**Lips tightening over teeth**

**Hands raised above the waist**

**Lowering of the body**

To avoid this situation, use de-escalation skills to calm the person down. Use soft relaxed tones, actively listen to what is being said, and listen to everything that they have to say, show empathy with their problem. You can also use assertiveness to indicate the offensive or unacceptable nature of their behaviour, and then give them the options which are available to them.

Always remember where your escape routes are, and take measures to protect them.

**If the choice is between being hit, hitting your attacker, or withdrawing, then you should withdraw.**

### **Lost Money**

There is currently no system for the refund of money lost in pay and display machines. The current system is to attempt to attend and see what has caused the problem. This is because a number of requests for refunds are caused by operator error.

For example, some drivers may forget to press the ticket issue button. This means that the money is held in the money system and is released after a couple of minutes, normally when the driver has left the machine. The next driver therefore profits from the previous drivers mistake, and the Council doesn't physically have the money to give back.

### **Appeals**

Drivers who have been issued with an excess charge have the right to appeal. Appeals are covered in great detail in our charter and procedures, a copy of which is provided in this folder. Discussions with drivers regarding appeals should not extend past the advice that a driver has the right to appeal. Business cards with your line manager's details are available for you to hand out.

### **Radios**

Radios are your panic buttons. You must carry a radio with you at all times when on duty. Remember anyone standing next to a radio can hear you speak, so remain professional when using them.