

PATROL ADJUDICATION JOINT COMMITTEE
Executive Sub Committee
Agenda

Date: Tuesday 13th October 2026
Time: 11.00am
Venue: Westminster Suite, 18 Smith Square, London SW1P 3HZ

1. Apologies for Absence

To receive apologies for absence (Page enclosed).

2. Declarations of Interest

To provide an opportunity for Members and Officers to declare any disclosable pecuniary and non-pecuniary interests and for Members to declare if they have pre-determined any item on the agenda.

3. Minutes of the Previous Meeting - page 4

To approve the minutes of the PATROL Adjudication Joint Committee Executive Sub Committee meeting held on 20th January 2026 as a correct record (Pages enclosed).

4. Chair's Update (Verbal)

To provide the Executive Sub Committee with a general update since the last meeting.

5. Chief Adjudicator's Update (General Progress report) - page 13

To receive an update from the Chief Adjudicator (Pages enclosed).

6. Budget Monitoring Update for Financial Year 2026/27 - page 20

To consider a report on the Income and Expenditure position at 31st July 2026 for the year 2026/27 and to consider a report on the Reserves position at 31st July 2026 against the approved Reserves levels in order to comply with the approved Financial Regulations (Pages enclosed).

7. **Defraying the Expenses of the Joint Committee - page 26**

To review the basis for defraying expenses during the 2026/27 Financial Year (Pages enclosed).

8. **Expenditure Falling outside of the Financial Regulations - page 31**

To note any expenditure falling outside the financial regulations 2026/27 (Pages enclosed).

9. **Approval for Changes to Financial Regulations and Scheme of Delegations due to Resource Changes - page 34**

To consider a report approving changes to financial regulations and delegations due to resource changes (Pages enclosed).

10. **Risk Management Framework - page 54**

To note the latest review of the Risk Register (Pages enclosed).

11. **Public Affairs Report - page 59**

To note the Public Affairs report for the period Aug-Oct 2026 (Pages enclosed).

12. **Traffic Penalty Tribunal Appellant Feedback Survey - page 68**

To consider a report outlining findings from the Traffic Penalty Tribunal Appellant Feedback Survey (Pages enclosed).

13. **Driving Improvement Awards-Announcement of theme for 2027**

14. **Date of next meeting**

To note the date of the next meeting as follows:-

Tuesday 19th January 2027 in Birmingham.

For requests for further information or to submit apologies please contact: Sarah Baxter, Democratic Services and Policy Manager Tel: 01625 445576 E-Mail: sbaxter@patrol.gov.uk

For further information on any of the reports contained within the agenda, please contact Laura Padden, Director of PATROL, email: info@patrol.gov.uk

ITEM 1

PATROL Adjudication Joint Committee – Executive Sub Committee- 13th October 2026

Apologies

Councillors

Councillor Denise Rollo – Cumberland Council

Councillor Andrew Stevens – Swansea City and County Council

Officers

Chris Major – BATHNES Council

Kamran Khan – National Highways

Ian Rees – Neath Port Talbot County Borough Council

Emma Barker – Sheffield City Council

ITEM 3

Minutes of a meeting of the
**PATROL Adjudication Joint Committee Executive
Sub Committee**

held on 20th January 2026 at The Studio, 7 Cannon Street, Birmingham,
B2 5EP

PRESENT

Councillor Graham Burgess (Hampshire County Council) in the Chair
Councillor Sam Riches (Lancaster City Council, Vice Chair)

Councillor Paula Burdess - Blackpool Council
Councillor Rob Bryher - Bristol City Council
Councillor Colin Hutchinson - Calderdale Council
Councillor Jon Andrews - Dorset Council
Councillor Vanessa Churchman - Isle of Wight Council
Councillor Chris Aldred - North Yorkshire Council
Councillor Henry Nottage - Sheffield City Council
Councillor Guy Pannell - South Hams District Council
Councillor Paul Barnes - South Holland District Council
Councillor Jermaine Atiya-Alla - Torbay Council
Councillor Katya Dray - Warwick District Council
Councillor Mike Eyles - Westmorland & Furness Council

OFFICERS IN ATTENDANCE

Sarah Baxter - PATROL
Andy Diamond - PATROL
Caroline Hamilton - Traffic Penalty Tribunal
Laura Padden - PATROL

IN ATTENDANCE

Marc Samways - Hampshire County Council, Chair of the Advisory Board.

35 APOLOGIES FOR ABSENCE

In addition to the apologies listed within the agenda pack further apologies were received as follows:-

Councillor Kirsten Bradley, Gosport Borough Council, Councillor Helen Walker, North Devon Council, Councillor Carl Quartermain - Redcar & Cleveland Borough Council and Councillor Andrew Stevens, Swansea Council.

Further to this, apologies were also received from Erica Maslen, PATROL and Rob Shoebridge, Derby City Council, Advisory Board member.

36 DECLARATIONS OF INTEREST

There were no declarations of interest.

37 MINUTES OF THE MEETING HELD ON 14th OCTOBER 2025

RESOLVED

That the minutes of the meeting of the PATROL Adjudication Joint Committee Executive Sub Committee held on 14th October 2025 be approved as a correct record subject to the inclusion of Councillor Katya Dray in the list of those present.

38 CHAIR'S UPDATE (VERBAL UPDATE)

The Chair gave a verbal update which covered the following matters:-

- DfT's response to the 2020 pavement parking consultation;
- Reminder in respect of the Driving Improvement Awards 2026 theme of school parking and safety and the deadline for submission of bids;
- Thanks to those members standing down in May and for members to note that he was up for re-election and therefore this meeting could be his last as chair.

Councillor Paula Burdess commented that she would be reminding her officers of the opportunity to submit a bid in relation to the Driving Improvement Awards initiative.

RESOLVED

That the Chair's update be noted.

39 CHIEF ADJUDICATOR'S UPDATE (GENERAL PROGRESS REPORT)

Caroline Hamilton, the Chief Adjudicator attended the meeting and gave an update in respect of the following matters:-

- Summary of appeals including statistics relating to appeal numbers, hearing types, case closure times and appeal outcomes;
- Adjudicator training;
- Recruitment process for appointing additional adjudicators.

During consideration of the report, Members raised the following questions:

- What case had established the relevant precedent?
- Why 235,685 fewer Penalty Charge Notices (PCNs) were issued in 2025/2026 compared with 2024/2025, and why this reduction coincided with an increase in the number of appeals?
- How many councils were absent from the table in Section 2 of the report due to not submitting data to the Tribunal?
- How many PCNs had been written off because the registered keeper of the vehicle could not be traced?
- What support was being provided to councils experiencing difficulties with bad debt recovery?

These questions were responded to by officers and satisfactory answered.

RESOLVED

That the Chief Adjudicator's update be noted.

40 BUDGET MONITORING UPDATE 2025/2026

Consideration was given to a report on the income and expenditure position at 31st October 2025 for the year 2025/2026 alongside consideration of the reserves position at 31st October 2025 against the approved reserves levels in order to comply with the approved financial regulations.

RESOLVED

1. That the Income and Expenditure position at 31st October 2025 for the year 2025/26 be noted.

2. That the Reserves position at 31st October 2025 against the approved Reserves levels be noted.

41 REVENUE BUDGETS FOR 2026/2027

Consideration was given to the revenue budgets for 2026/2027.

RESOLVED

That the revenue budget for 2026/2027 as detailed in the report be adopted.

42 RESERVES POLICY STATEMENT

Consideration was given to the Reserves Policy Statement.

RESOLVED

1. That the proposed Reserves Policy Statement for 2026/2027 be approved.

2. That the PATROL reserve level for 2026/2027 of £2,418,310 as set out at (4) be approved. The equivalent amount for 2025/2026 was £2,333,708.

3. That approval be given to the balance of any surplus from 2025/2026 to be carried forward to 2026/2027.

4. That the delegation of authority to the Chair and Vice Chair to authorise the withdrawal of funds from the PATROL Free Reserves to meet budgetary deficits be approved.

43 DEFRAYING THE EXPENSES OF THE JOINT COMMITTEE

Consideration was given to a report defraying the expenses of the Joint Committee.

RESOLVED

1. That for the Financial Year 2026/2027, a continuation in charge of **25 pence per PCN** issued for member authorities be approved and the expected impact on reserves contained within the report be noted.

2. That this charge be reviewed at the October 2026 meeting in the light of actual income and expenditure information for the first half of the year.

3. That the rate of **25 pence per PCN** would apply to penalties issued as follows:
Parking – England and Wales
Bus Lanes and Moving Traffic – England and Wales
Road User Charging – England and Wales (In respect of Clean Air Zones, and the Durham Peninsular)
Littering from Vehicles – England

4. That it be noted separate charging arrangements to be entered into with National Highways and Halton Borough Council who were not members of the Joint Committee but with each of whom the Joint Committee had entered into a Memorandum of Understanding. Ring-fenced balances associated with these schemes would be reported separately to the Executive Sub Committee within budget monitoring reports.

5. That there would be no annual charge, nor cost per case apart from the LFV PIN Generator initiative approved at the October 2022 meeting.

6. That invoicing would be undertaken based on monthly returns received from enforcement authorities as in 2024/2025. A new portal was also currently being rolled out to all authorities to enable easier and more timely submission of returns.

44 ANNUAL INVESTMENT STRATEGY 2026/2027

Consideration was given to a report seeking the Executive Sub Committee's approval of the Annual Investment Strategy for 2026/2027.

A question was asked as to whether ethical investment was taken into consideration when assessing suitable investment schemes. In response members were advised this would be an action for officers to follow up.

RESOLVED

1. That it be noted that investments would only be made with low-risk institutions with offices in the UK.

2. That it be noted the CIPFA requirements in the Treasury Code of Practice required the use of credit ratings as a qualifying level – Cheshire East Council (PATROL's lead authority) would require grade A- for 2026/2027. This related to the lowest published long-term credit rating from Fitch, Moody's or Standard and Poor's.

3. That it be noted investments would take the form of fixed term deposit accounts. Deposits would be spread over at least two banks to reduce risk. The banks were currently Santander and HSBC which had the required credit rating.

4. That it be noted the availability of new investments would be reviewed regularly to ensure that the best products are chosen in terms of rate of return and accessibility.

5. That it be noted that security and risk would be prioritised over return for any investment.

6. That it be noted that the Director would sign off any proposed deposits in terms of amount, duration and rate.

45 REVIEW OF FINANCIAL DOCUMENTATION

Consideration was given to a report requesting the Executive Sub Committee to approve several financial documents and policies.

A suggestion was put forward at the October meeting that, if possible, the Scheme of Financial Delegations should be amended and that the limit of £2,000 for a written quotation submitted by the requisitioner and authorised by the Budget Manager be increased to a limit of £5,000. The Director confirmed that in line with the suggestion the threshold had been increased from £2,500 to £5,000.

RESOLVED

That the following documents be approved:-

- a. Financial Regulations 2026/2027
- b. Scheme of Financial Delegation 2026/2027
- c. Managers Expenses Policy 2026/2027
- d. Staff Expenses Policy 2026/2027
- e. Non-Staff Expenses Policy 2026/2027
- f. Gifts & Hospitality Expenses Policy 2026/2027

46 EXPENDITURE FALLING OUTSIDE OF THE FINANCIAL DELEGATIONS

Consideration was given to a report on any expenditure falling outside of the Scheme of Financial Delegations 2025/2026.

RESOLVED

That the report at appendix one be noted.

47 RISK MANAGEMENT FRAMEWORK

Consideration was given to a report summarising the most significant threats facing the Joint Committee which could prevent or assist with the achievement of its objectives.

The organisation was asked whether it was increasing its protection against cyber-attacks. Members were informed that approximately £70,000 had been drawn from the technical reserve fund to engage a specialist consultant. This consultant has been supporting the organisation by training internal staff and advising on system security enhancements.

In addition, the organisation was progressing toward Cyber Essentials Plus accreditation, recognised as the gold standard for cyber security assurance. Multi-factor authentication had also been implemented for all appellants, adjudicators, and employees across PATROL/TPT.

It was felt these measures were sufficient to ensure that PATROL maintained a strong and resilient defence against potential cyber-security threats.

RESOLVED

That the report be noted.

48 APPOINTMENTS TO THE ADVISORY BOARD

Consideration was given to a report requesting approval of two new appointments to the Advisory Board due one officer being unable to attend meetings and the other leaving the organisation she worked for.

It was requested that should officers no longer be able to attend meetings of the Board then the position be advertised across authorities within England and Wales rather than recruiting another officer from the same authority.

RESOLVED

1. That the appointment of Lorraine Rushton (Cheshire East Council) be approved.
2. That the appointment of (National Highways) be approved.

49 PATROL / TPT SUMMER USER GROUP FEEDBACK SURVEY

Consideration was given to a report on the findings from the User Group feedback survey which was undertaken to enhance the value, accessibility and effectiveness of future engagement events.

Members asked if the invitation to attend the user group workshops could be extended to councillors. The Director confirmed that councillors were welcome to attend.

RESOLVED

That the update be noted.

50 PUBLIC AFFAIRS REPORT

Consideration was given to a report which provided an overview of current traffic management issues.

Laura Padden, the Director of PATROL also provided an update in relation to the following matters:-

- **Government's response to the 2020 Consultation on Pavement Parking** – The Committee received an update on the Government's recent announcement regarding new powers for councils, including London authorities, to enforce against highway obstruction. Members were advised that the Department for Transport (DfT) had reiterated the existing Highways Act definition of obstruction, meaning that any accompanying national guidance would be limited in scope. As a result, substantial work would be required to develop clear and practical examples of what constituted an obstruction. Alongside, obstruction enforcement, the Government also intended to allow Strategic Transport Authorities to prohibit pavement parking across their entire areas via primary legislation.

Initial wording suggested that Strategic Transport Authorities (STAs) might be granted powers to establish their own enforcement teams. However, the Director confirmed—following clarification from the DfT—this was not the intention. Instead, STAs would act as the decision makers on how any pavement parking ban should be implemented, without duplicating enforcement functions.

- It was noted that pavement parking bans presented significant challenges, particularly in Northern towns and areas with narrow residential streets where pavement parking had become commonplace. The Government appeared to be seeking to address obstruction and pavement parking concurrently, making it a priority in the Director's view to establish a clear and workable application of obstruction powers before the powers came into force. Members were informed that she had been invited to attend a meeting with Lilian Greenwood the following

day and requested the views of the committee on the proposed powers so that these could be relayed to the minister.

- **Uplift in PCN amount** – Bournemouth, Christchurch and Poole Borough Council were in the process of preparing a report on the trial that had taken place last August. Members were advised the report would be published by the end of the financial year but there were strong indications that the PCN fine should be increased to £160 for all councils.
- **Moving Traffic Powers** – Members were advised there would be a fifth tranche, but currently no indication of the dates for this round.
- **Regulation of Private Parking Enforcement in England** – A response had been submitted to the consultation which sought parity between the private and civil schemes as far as possible.
- **Restricting the Generation of Surplus Fund from Traffic Contraventions** – PATROL was still awaiting a formal response to the consultation on surpluses from the DfT.
- **Driving Improvement Awards** – Reminder about the deadline for applications.

The Committee generally welcomed the introduction of the new powers for councils to enforce against highway obstruction; however, made comments in respect of the following:-

- Emphasised the importance of addressing overgrown hedges that reduced pavement width and contributed to pavement obstruction. Officers confirmed that the Council held powers to require hedge maintenance, including issuing a 30-day notice and undertaking the work at the homeowner's expense if necessary.
- Requested clear guidance on what constituted an obstruction and stressed the need for unambiguous signs and communication where pavement parking bans were in force.
- Queried whether an exclusion-zone or inclusion-zone model would be most appropriate.
- Raised concerns regarding the resource implications for councils, with many authorities unlikely to be able to implement or enforce the powers fully.
- Queried how the powers would be managed operationally and sought clarification on PATROL's position regarding an obstruction-based approach versus a complete ban.
- Queried the expected implementation timeframe and how the new legislation might interact with, or enhance, existing controlled parking zones.
- Discussed longer-term considerations, including potential government support for off-street parking solutions, reductions in private car ownership alongside improvements in shared car access.

- Queried whether enforcement responsibilities would continue to be shared between the police and Civil Enforcement Officers.
- Expressed opposition to any further extension of enforcement powers to Strategic Highways Authorities.

A question was asked if the consultation response was available on the portal. In response the Director confirmed it should be.

RESOLVED

That the update be noted.

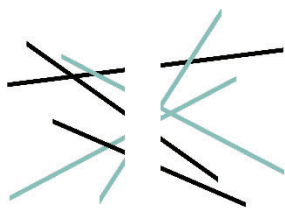
51 DATE OF NEXT MEETING OF THE PATROL ADJUDICATION JOINT COMMITTEE

It was noted that the date of the next meeting of the PATROL Adjudication Joint Committee would take place as follows:-

Tuesday 14th July 2026 at the Local Government Association Headquarters, 18 Smith Square, London, SW1P 3HZ.

The meeting commenced at 11.00am and concluded at 12.23pm.

Councillor G Burgess
(Chair)



Traffic Penalty Tribunal England and Wales

General Progress Report – to July 2026

1. Appeals summary

1.1 PCNs appealed – General Trends

The table and graph below show PCNs appealed to the Tribunal from 1 April 2021 to 31 July 2026. These figures include Statutory Declarations and Witness Statements.

Full year

	PCNs appealed				
	22/23	23/24	24/25	25/26	YoY change
Parking - England	6,949	8,933	9,596	10,970	14.3%
Parking - Wales	612	756	770	975	26.6%
Bus Lanes	4,544	4,699	4,424	4,280	-3.3%
Moving Traffic	103	164	1,057	2,259	113.7%
Dartcharge	8,478	9,567	13,559	8,311	-38.7%
LFV	9	25	31	50	61.3%
Mersey Gateway	998	1,185	881	805	-8.6%
CAZ	8,270	11,703	8,166	6,680	-18.2%
Oxford CC	0	0	0	31	
Durham	0	6	9	19	111.1%
Total	29,963	37,038	38,493	34,380	-10.7%

	2026/27 to date - 4m			2025/26 to date - 4m			Variance
	PCNs Issued	PCNs Appealed	Appeal Rate %	PCNs Issued	PCNs Appealed	Appeal Rate %	Appeal Rate %
Bus Lanes	579,813	1,489	0.26%	553,534	1,300	0.23%	0.02%
Moving Traffic	321,108	944	0.29%	281,390	719	0.26%	0.04%
Parking - England	2,382,580	4,132	0.17%	2,209,968	3,473	0.16%	0.02%
Parking - Wales	77,221	298	0.39%	73,783	324	0.44%	-0.05%
Dartcharge	835,597	2,926	0.35%	818,403	2,114	0.26%	0.09%
Mersey Gateway	197,603	241	0.12%	203,705	167	0.08%	0.04%
Oxford CC	104,156	163	0.16%	0	0		
CAZ	226,048	2,319	1.03%	236,163	2,102	0.89%	0.14%
LFV + Durham	2,038	34	1.67%	4,034	14	0.35%	1.32%
Total	4,726,164	12,546	0.27%	4,380,980	10,213	0.23%	0.03%

Key points:

- Overall decrease in PCNs appealed between 24/25 and 25/26 of 10.7%
- For the part year to July 2026 (4 months) – PCNs appealed are 2,170 higher than in the same period in the previous year. This is largely reflected across all appeal streams and excludes the new income stream of Oxfordshire CC which was 163 PCNS for the period.
- This is also mirrored in the Appeal Rate being higher in all streams except Parking Wales (drop of 0.05%)
- The overall Appeal Rate is 0.03% higher than the same period last year (0.27% compared to 0.23%)

Split between types of appeals.

	PCNs Appealed - Year to Date			
	2026/27 to date 4m	Proportions	2025/26 to date 4m	Proportions
Parking - England	4,132	32.9%	3,473	34.0%
Parking - Wales	298	2.4%	324	3.2%
Bus Lanes	1,489	11.9%	1,300	12.7%
Moving Traffic	944	7.5%	719	7.0%
Dartcharge	2,926	23.3%	2,114	20.7%
LFV	30	0.2%	11	0.1%
Mersey Gateway	241	1.9%	167	1.6%
CAZ	2,319	18.5%	2,102	20.6%
Oxford CC	163	1.3%		0.0%
Durham	4	0.0%	3	0.0%
Total	12,546	100%	10,213	100%

Key points:

- Parking and Moving Traffic continue to account for a larger proportion of PCN appeals received (35.3% and 7.5 % compared to 37.2% and 7.0% respectively in the same period last year)
- CAZ appeals account for 18.5% of appeals received (a drop from 20.6% for the same period last year).
- Dart charge and Mersey Gateway have increased appeals received (23.3% and 1.9 % compared to 20.7% and 1.6% respectively)
- Oxford CC new income stream accounts for 1.3% of appeals.

2. PCNs Issued

This data is provided by enforcing authorities directly to the PATROL portal (monthly).

	2024/25	2025/26	Variance	Variance
	PCNs Issued	PCNs Issued	Year On Year	% Change
Bus Lanes	1,913,982	1,918,974	4,992	0.26%
Moving Traffic	522,138	856,643	334,505	64.06%
Parking - England	6,425,415	7,022,126	596,711	9.29%
Parking - Wales	236,516	242,014	5,498	2.32%
Dartcharge	3,019,126	2,434,249	-584,877	-19.37%
Mersey Gateway	621,586	621,576	-10	0.00%
Oxford CC		105,284	105,284	
CAZ	1,007,202	799,420	-207,782	-20.63%
LFV + Durham	6,577	12,081	5,504	83.69%
Total	13,752,542	14,012,367	259,825	1.89%

	2026/27 to date - 4m	2025/26 to date - 4m	Variance	Variance
	PCNs Issued	PCNs Issued	Year On Year	% Change
Bus Lanes	579,813	553,534	26,279	4.7%
Moving Traffic	321,108	281,390	39,718	14.1%
Parking - England	2,382,580	2,209,968	172,612	7.8%
Parking - Wales	77,221	73,783	3,438	4.7%
Dartcharge	835,597	818,403	17,194	2.1%
Mersey Gateway	197,603	203,705	-6,102	-3.0%
Oxford CC	104,156	0	104,156	
CAZ	226,048	236,163	-10,115	-4.3%
LFV + Durham	2,038	4,034	-1,996	-49.5%
Total	4,726,164	4,380,980	345,184	7.9%

YoY change

345,184

Key points:

- For the 4 months April to July 2026 enforcing authorities reported an overall increase in PCNs Issued of 7.9% against the same period last year
- Moving Traffic reported the largest increase of 14.1% with Parking and Bus Lanes also reporting an increase
- This trend contrasts with only a 1.89% increase when comparing the full 12 months 2024/25 and 2025/26 – although these numbers are distorted by a large decline in the DartCharge PCNs issued (inflated in previous year) and CAZ PCNs issued (maturing scheme)
- The 12 months comparison also shows a trend in increasing issuance in Parking, Moving Traffic and Bus Lanes

3. Context of PCNs Issued by Enforcement Authorities

The following table looks at the levels of enforcement and PCN issuance, and their relationship to the numbers of PCNs being appealed.

	2026/27 to date - 4m	2025/26 to date - 4m	Appeal Rate	PCNs Issued
	Appeal Rate %	Appeal Rate %	% Change	% Change
Bus Lanes	0.26%	0.23%	0.02%	4.7%
Moving Traffic	0.29%	0.26%	0.04%	14.1%
Parking - England	0.17%	0.16%	0.02%	7.8%
Parking - Wales	0.39%	0.44%	-0.05%	4.7%
Dartcharge	0.35%	0.26%	0.09%	2.1%
Mersey Gateway	0.12%	0.08%	0.04%	-3.0%
Oxford CC	0.16%			
CAZ	1.03%	0.89%	0.14%	-4.3%
LFV + Durham	1.67%	0.35%	1.32%	-49.5%
Total	0.27%	0.23%	0.03%	7.9%

Key points:

- The overall appeal rate has increased from 0.23% to 0.27%
- The comparison of change in PCNs issued WITH change in PCNs appealed however shows some anomalies
- Mersey Gateway – a decrease in PCNs issued BUT decrease in PCNs appealed
- Parking Wales – an increase in PCNs issued (4.7%) BUT a decrease in the appeal rate

4. Hearings

The tables below show a breakdown of the decision methods over the last few years. These numbers exclude cases closed by No Contest which make up around 25% of cases closed.

	Cases requiring a Decision				
	TOTAL	F2F	Video + Tel	E-decision	
2026/27	6,073	0	1,315	4,758	YTD
2025/26	16,634	0	3,394	13,240	full year
2024/25	16,069	0	3,389	12,680	full year
2023/24	14,656	0	3,372	11,284	full year
2022/23	11,167	0	2,348	8,819	full year
2021/22	9,258	0	1,919	7,339	full year
2020/21	7,405	0	1,210	6,195	full year
2019/20	15,365	6	3,706	11,653	full year
2018/19	13,818	14	3,099	10,705	full year
2017/18	11,134	596	1,924	8,614	full year

	Cases requiring a Decision				
	TOTAL	F2F	Video + Tel	E-decision	
2026/27	100.0%	0.0%	21.7%	78.3%	YTD
2025/26	100.0%	0.0%	20.4%	79.6%	full year
2024/25	100.0%	0.0%	21.1%	78.9%	full year
2022/23	100.0%	0.0%	21.0%	79.0%	full year
2021/22	100.0%	0.0%	20.7%	79.3%	full year
2020/21	100.0%	0.0%	16.3%	83.7%	full year
2019/20	100.0%	0.0%	24.1%	75.8%	full year
2018/19	100.0%	0.1%	22.4%	77.5%	full year
2017/18	100.0%	5.4%	17.3%	77.4%	full year

2026/27					
	Video+ Tel	F2F	E-D	No Contest	Month TOTAL
April	316	0	1,120	485	1,921
May	330	0	1,197	478	2,005
June	333	0	1,211	563	2,107
July	336	0	1,230	546	2,112
TOTAL	1,315	0	4,758	2,072	8,145
	16.1%	0.0%	58.4%	25.4%	100.0%

5. Proxy cases

For the small percentage of people who do find it initially difficult to go online, the TPT provides 'Assisted Digital' support. Assisted Digital is an active form of engagement with appellants to 'walk

through' the online appeal submission process and / or complete it on their behalf (by 'proxy'). Contact with the TPT team remains available throughout the process should it be required.

The average number of cases dealt with by proxy per month is currently around **4.82% (for August 2026)**.

6. Case closure and Status

Appealing to the Traffic Penalty Tribunal is a judicial process, and while it is not appropriate to set rigid timescales, the TPT's objective is to provide a Tribunal service that is user focused, efficient, timely, helpful and readily accessible. Case resolution times provide a window on the efficiency and usability of the online appeals system, as well as the associated improved business processes.

At 12th August 2026 there were 2,484 PCNs that were awaiting a decision.

Decisions Outstanding as at 12/08/26

Authority	Number PCNs
< 25 PCNs per LA	1,015
Dartcharge	781
Birmingham CAZ	162
Bradford CAZ	145
Mersey Gateway	60
Medway Moving Traffic	48
Manchester Parking	39
Birmingham Parking	39
Leeds Bus Lanes	39
Oxfordshire Congestion Charge	39
Birmingham Bus Lanes	32
Brighton & Hove Parking	31
Trafford Parking	28
Sheffield Bus Lanes	26

note: does NOT include WS/SD

2,484

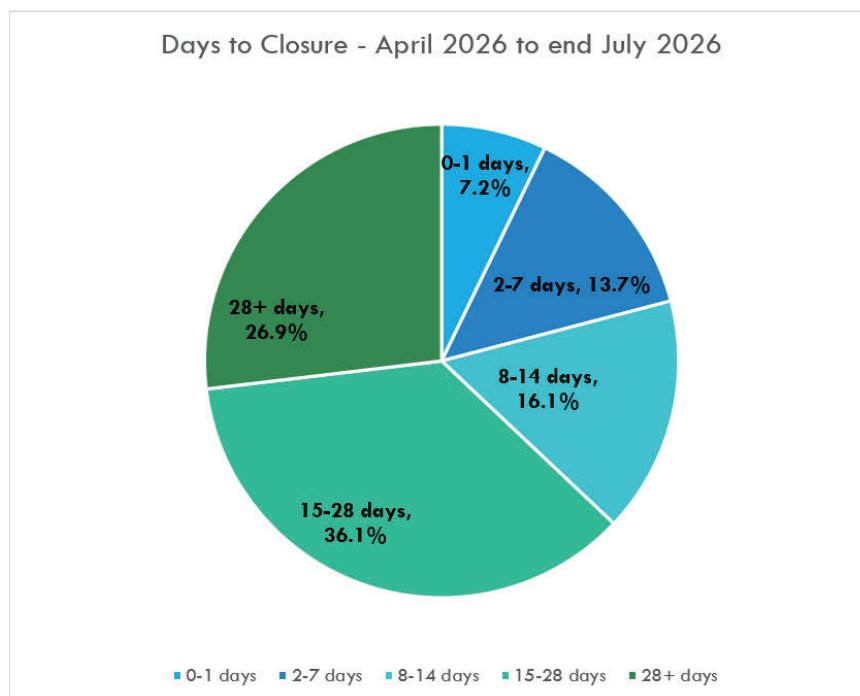
The data below shows appeal case closure times for cases closed between April 2026 and end July 2026.

April 26 to July 26

Case Closure	
0-1 days	7.2%
2-7 days	13.7%
8-14 days	16.1%
15-28 days	36.1%
28+ days	26.9%

100%

Case Closure	
7%	0-1 day
21%	Less than 7 days
37%	Less than 14 days
73%	Less than 28 days
100%	More than 29 days



7. Outcomes

In October 2024 we conducted an extensive piece of work to look at outcomes and their relationship to timescales for conclusion of cases.

These trends continue.

Key Points:

- The majority of cases closed within a day are closed via No Contest (approx. 55%) or Registration Rejected (approx. 30%).
- A similar pattern is seen for 2-7 days.
- Beyond 14 days, the majority of cases closed are Disallowed (average 50% of all cases closed)
- The majority of Allowed cases take 29+ days to close (approx. 45%)
- The majority of Dismissed cases are closed between 29 and 49 days (60.5%)
- Only a small number of appeals are withdrawn – approx. 1%



PATROL ADJUDICATION SERVICE JOINT COMMITTEE
Executive Sub-Committee

Date of Meeting: 13th October 2026

Report Title: Budget Monitoring Update for 2026-27

Report of: The Director

1. Purpose of Report

- 1.1. To report the Income and Expenditure position at 31st July 2026 for the year 2026-27 in order to comply with the approved Financial Regulations.
- 1.2. To report the Reserves position at 31st July 2026 against the approved Reserves levels in order to comply with the approved Financial Regulations.

2. Recommendations

- 2.1. To note the Income and Expenditure position at 31st July 2026 for the year 2026-27.
- 2.2. To note the Reserves position at 31st July 2026 against the approved Reserves levels.

3. Reasons for recommendations

- 3.1. To comply with the approved Financial Regulations.
- 3.2. To inform the Risk Register.

4. Background

- 4.1. At 31st July 2026 Income is £2,020 over budget (positive variance).

4.2 Expenditure is under budget by £203,803 (positive variance).

Of this, £96,707 relates to staffing for senior posts vacated and not yet filled and the annual uplift budgeted to be processed in October.

£33,531 is a result of Adjudicator costs being less than budgeted, this is volume driven and also relates to the annual budgeted uplift which has just been published. Backdated pay to be processed in September.

There is a £41,389 positive variance against IT costs largely due to the cost of equipment not yet purchased / accounted for.

£26,667 relates to legal costs provided for but not required to date.

4.3 This results in a surplus to date of £245,546 against a budgeted surplus of £39,723 (a positive variance of £205,823).

Of this £245,546, £157,170 relates to PATROL with the balance being ring- fenced to National Highways (£68,333) and Halton Borough Council (£20,043).

The detail is provided at **Appendix 1**.

The Balance Sheet and Cash Flow are additionally shown at **Appendix 2** for information.

SUMMARY TO DATE			
	31/07/2026	31/07/2026	31/07/2026
	Year to Date	Budget	Var to Budget
Income	1,243,657	1,241,637	2,020
Expenditure	998,112	1,201,914	203,803
Surplus / (Deficit)	245,546	39,723	205,823
Breakdown of Surplus			
PATROL	157,170	33,754	123,416
Halton Borough Council	20,043	4,110	15,933
National Highways	68,333	1,859	66,474
	245,546	39,723	205,823

4.4 Reserves to date are summarised as follows:

	To Date	Budget	Var to Budget
Reserves b/f from 25/26	5,101,997	5,101,997	0
Surplus / (Deficit) for year 26/27 - YTD	245,546	39,723	205,823
Drawdown of Reserves 2026/27	-114,921		
Closing Balance	5,232,621	5,141,720	205,823
<i>Approved Reserves</i>	<i>2,418,309</i>	<i>2,418,309</i>	<i>0</i>
FREE Reserves to Date	2,814,312	2,723,411	90,901
less:			
NH balance to date	174,921	211,534	-36,612
MG balance to date	28,142	12,209	15,933
PATROL FREE Reserves to date	2,611,249	2,499,668	111,581

At 31st July 2026 there is a Reserves balance of £5,232,621 giving a Free Reserves balance of £2,814,312.

Of this FREE Reserves Balance, £174,921 is ring-fenced to National Highways and £28,142 ring-fenced to Halton Borough Council. This leaves a balance of FREE Reserves to PATROL of £2,611,249.

5. Implications

5.1. Finance

Assurance of financial health and therefore limited financial risk.

6. Risk Management

6.1 Assurance of financial health and therefore limited financial risk.

Appendix 1:

PATROL Outturn to 31/07/2026

	Year to Date						Full Year				
	31/07/2026	31/07/2026	31/07/2026	31/07/2026	01/04/2025		31/03/2027	31/03/2027	31/03/2027	31/03/2026	
	Year to Date	Budget	Var to Budget	Var to Budget	Prior YTD	Var to Current Yr	Forecast Outturn	Full Year Budget	Var to Budget	Prior Year Result	Var to Prior Yr
Income:											
PATROL *	630,147	652,492	-22,345	-3.4%	574,049	56,098	1,957,476	1,957,476	0	1,840,305	117,171
Bus Lane Income	148,622	138,155	10,466	7.6%	130,863	17,759	414,466	414,466	0	477,009	-62,543
Moving Traffic Income	82,787	71,854	10,932	15.2%	70,613	12,174	215,563	215,563	0	215,945	-382
Road User Charging:											
National Highways - Income	208,899	207,067	1,832	0.9%	204,601	4,298	621,202	621,202	0	608,562	12,640
Halton Borough Council - Income	49,401	54,939	-5,539	-10.1%	50,926	-1,525	164,818	164,818	0	155,394	9,424
Clean Air Zones - Income	60,377	75,017	-14,640	-19.5%	48,974	11,403	225,052	225,052	0	181,343	43,709
LFV - Income	212	1,112	-900	-80.9%	1,744	-1,532	3,335	3,335	0	1,580	1,755
Congestion Charge Income	26,039	0	26,039	0.0%	0	26,039	0	0	0	26,321	0
Bank Interest Received	34,424	40,000	-5,576	-13.9%	39,310	-4,886	120,000	120,000	0	109,383	10,617
Sale of Assets	0	0	0	0.0%	0	0	0	0	0	0	0
Other Income	2,750	1,000	1,750	175.0%	354	2,396	3,000	3,000	0	1,652	1,348
Total Income	1,243,657	1,241,637	2,020	0.2%	1,121,434	122,223	3,724,912	3,724,912	0	3,617,494	133,739
Expenditure:											
Adjudicators	378,079	411,610	33,531	8.1%	324,336	-53,743	1,274,829	1,274,829	0	1,049,696	-225,133
Staff	382,744	479,450	96,707	20.2%	414,021	31,277	1,438,351	1,438,351	0	1,232,204	-206,147
Premises / accommodation	26,960	30,144	3,184	10.6%	30,001	3,041	90,432	90,432	0	80,888	-9,544
Transport	3,990	8,500	4,510	53.1%	6,025	2,035	25,500	25,500	0	12,481	-13,019
Supplies and Services	58,992	82,683	23,691	28.7%	63,655	4,663	248,049	248,049	0	162,407	-85,642
IT	127,556	168,945	41,389	24.5%	130,262	2,706	506,835	506,835	0	434,457	-72,378
Services Management and Support	21,557	20,582	-974	-4.7%	20,890	-667	61,747	61,747	0	62,670	923
Audit Fees	0	0	0	0.0%	1,120	1,120	0	0	0	-420	-420
Bad Debts - movement on provision	-1,765	0	1,765	0.0%	-24,403	-22,638	0	0	0	3,370	3,370
Total Expenditure	998,112	1,201,914	203,803	17.0%	965,907	-32,205	3,645,743	3,645,743	0	3,037,753	-607,990
Surplus / (Deficit)	245,546	39,723	205,823		155,527	90,019	79,169	79,169	0	579,741	-474,251

Appendix 2:

BALANCE SHEET - PATROL

	May-26 p2	Jun-26 p3	Jul-26 p4
Current Assets			
LA Debtors	219,268	78,392	679,211
Other Debtors	81,630	87,052	127,745
VAT			
Cash and Bank	4,679,816	4,674,440	4,380,363
Total	4,980,714	4,839,884	5,187,319
Current Liabilities			
Trade Creditors	10,747	233,653	20,313
Other Public Bodies			
Other Creditors	-288,576	-637,669	-65,616
Total	-277,829	-404,016	-45,303
Net Current Liabilities	5,258,543	5,243,900	5,232,622
Long Term (Liabilities)/Assets			
NET ASSETS	5,258,543	5,243,900	5,232,622
Financed By:			
Reserves BF	5,101,997	5,101,997	5,101,997
Reserves drawdown	0	-63,034	-114,921
Current Year Surplus	156,545	204,936	245,546
TOTAL NET WORTH	5,258,543	5,243,899	5,232,622

CASH FLOW - PATROL

	May-26	Jun-26	Jul-26
	p2	p3	p4
Opening Cash Balance	4,206,351	4,679,816	4,674,440
Decrease / (Increase) in LA Debtors	511,840	140,876	-600,819
Decrease / (Increase) in Other Debtors	42,801	-5,423	-40,693
Decrease / (Increase) in VAT Debtor	0	0	0
Increase / (Decrease) in Trade Creditors	-782	222,907	-213,340
Increase / (Decrease) Public Body Creditors	0	0	0
Increase / (Decrease) in Other Creditors	-147,611	-349,093	572,053
Movement on Reserves	67,218	-14,644	-11,277
Closing Cash Balance	4,679,816	4,674,440	4,380,363

PATROLAJC Executive Sub Committee

Date of Meeting:	13th October 2026
Report Title:	Defraying the Expenses of the Joint Committee
Report of:	Laura Padden - Director, PATROL

1.0 Purpose of Report

- 1.1 To review the basis for defraying expenses during the 2026-27 Financial Year.

2.0 Recommendations

- 2.1 That for the Financial Year 2026-27, the Executive Sub Committee approves that the charge of **25 pence per PCN issued (effective from 1st October 2023) remains unchanged for the first 6 months of the financial year (April to Sept) but is reduced to 23 pence per PCN issued for the second 6 months (October to March)** for member authorities and notes the expected impact on reserves at 4.6 below.
- 2.2 That this will be reviewed at the January 2027 meeting in the light of actual income and expenditure information as part of the budget approval process for the year 2027-28.
- 2.3 That the rate of **23 pence per PCN (second 6 months)** will apply to penalties issued as follows:
- Parking – England and Wales
 Bus Lanes and Moving Traffic – England and Wales
 Road User Charging – England and Wales (In respect of Clean Air Zones, and the Durham Peninsular)
 Littering from Vehicles – England
 Congestion Charge (Oxfordshire)
- 2.4 To note that separate charging arrangements are entered into with National Highways and Halton Borough Council who are not members of the Joint Committee but with each of whom the Joint Committee has entered into a Memorandum of Understanding. Ring-fenced balances associated with these schemes are reported separately to the Joint Committee within budget monitoring reports.

- 2.5 That there will be no annual charge, nor cost per case apart from the LFV PIN Generator initiative approved at the October 22 meeting.
- 2.6 Invoicing will be undertaken based on monthly returns received from enforcement authorities as in previous years.

3.0 Reasons for Recommendations

- 3.1 To comply with the Joint Committee's Financial Regulations

4.0 Background and Options

- 4.1 The Joint Committee provides the means to appeal to an independent adjudicator in respect of civil traffic enforcement in England (outside London) and Wales, road user charging and littering from vehicles.
- 4.2 The PATROL agreement provides for the adjudication service to be operated on a self-financing basis with expenses defrayed by member authorities. Where authorities are working in partnership, it is practice to charge those enforcement authorities who manage the enforcement income stream.

Table 1 provides an overview of the Joint Committee's basis for defraying expenses since inception.

Table 1

Period	Per PCN	Annual	Per Case
1998 to 2001	70 pence	£500	£10
2001 to 2003	70 pence	£500	£0
2003 to 2005	65 pence	£250	£0
2005/06	60 pence	£0	£0
2006/07	55 pence	£0	£0
2007/08	55 pence	£0	£0
2008/09	60 pence	£0	£0
2009/10	60/65 pence	£0	£0
2010/11	65 pence	£0	£0
2011/12	65 pence	£0	£0
2012/13	60 pence	£0	£0
2013/14	60 pence	£0	£0
2014/15	55 pence	£0	£0
2015/16	50/45 pence	£0	£0
2016/17	45/40 pence	£0	£0
2017/18	35 pence	£0	£0
2018/19	30 pence	£0	£0
2019/20	30 pence	£0	£0
2020/21	30 pence	£0	£0
2021/22	30 pence	£0	£0
2022/23	30 pence	£0	£0
2023/24	30/25 pence	£0	£0
2024/25	25 pence	£0	£0
2025/26	25 pence	£0	£0
2026/27	25 pence - 1st 6m proposed	£0	£0
2026/27	23 pence - 2nd 6m proposed	£0	£0

note: where two rates are shown the charge changed at the half year point

- 4.3 The per PCN charge has more than halved since the inception of the Joint Committee and the annual and per case charges withdrawn entirely. Whilst the largest historical reductions were achieved through the introduction of a new appeals processing system, since then, further reductions have been achieved through economies of scale and improving efficiencies which have resulted in financial savings despite reduced PCN activity since the Coronavirus pandemic.
- 4.4 It is recommended that for 2026-27, the Executive Sub Committee approves a rate of **23 pence per PCN for the second 6 months of the financial year** and that this is reviewed at the January 2027 meeting as part of the budget approval process for 2027-28.
- 4.5 The Joint Committee has previously expressed a preference for increases or decreases in 5 pence intervals; however, as the rate reduces, movements of this size become less practical. A movement of 2 pence per PCN is therefore recommended. This is intended to reduce the likelihood of requiring an upwards adjustment in subsequent periods, while retaining some capacity to accommodate unexpected operational changes or costs.
- 4.6 The Executive Sub Committee is asked to note that the PATROL Joint Committee provides access to independent adjudication through the Traffic Penalty Tribunal for appeals arising from Penalty Charge Notices issued under Road User Charging regulations at the Dartford-Thurrock River Crossing (Highways England) and at the Mersey Gateway Bridge Crossing (Halton Borough Council).

These arrangements are each underpinned by a Memorandum of Understanding as the Charging Authorities are not members of the PATROL Joint Committee.

The charges and agreed reserve levels for these are subject to separate arrangements agreed with the Charging Authority.

Balances associated with these schemes are reported separately to the Joint Committee within budget monitoring reports.

- 4.7 The recommendations are made with the following context and background:
- Changes in the charge per PCN issued have little impact on each individual authority but when combined, results in a larger impact on Reserves for PATROL.
 - There are several uncertainties surrounding PATROL activity currently. These include:
 - Change in central government leadership and potential policy changes
 - Potential changes to PCN penalty amounts and any impact that may have on issuance and appeal rates
 - Take up of Moving Traffic powers and the commencement of active enforcement
 - CAZ schemes maturing
 - PATROL - unknown costs with seeking legal advice and potential defence of claims

- The appeals system support contract is due for renewal and the cost of this is expected to increase – we will also consider our options in terms of system development, longevity and/or replacement

These issues all pose some potential risk / cost to PATROL. We therefore recommend prudence and maintaining Reserves at their current agreed level.

4.8 The formal recommendation for defraying expenses for Member Authorities for 2026-27 and its impact on reserves is as follows:

- **To maintain a charge per PCN of 25 pence per PCN issued for the first 6 months of the financial year 2026-27 (no change)**
- **To reduce the charge per PCN issued from 25 pence to 23 pence for the second 6 months of 2026-27**
- This would result in a forecast **deficit** for the year for PATROL of £45,895 (against a budgeted **surplus** of £38,703, a negative variance of £84,598).
- To maintain a charge of 25 pence per PCN would currently result in a surplus of £65,557 against a budgeted surplus of £38,703 (a positive variance of £26,854)
- To reduce the charge to 20 pence per PCN for the full year (back dating to April 2026) would result in a forecast deficit of £491,466 (a negative variance against budget of £530,169)
- These balances exclude National Highways and Mersey Gateway ringfenced balances

	£0.25 Surplus	£0.23 Surplus	£0.20 Surplus	6m & 6m* Surplus	BUDGET
PATROL	65,557	-157,252	-491,466	-45,895	38,703

4.9 The three options would result in the following forecast Free Reserves balances at 31st March 2027.

Effect on Reserves - PATROL ONLY:	£0.25	£0.23	£0.20	6m & 6m* (25 & 23)
PATROL Opening Reserves of 2026-27	4,872,387	4,872,387	4,872,387	4,872,387
<i>Of which are:</i>				
<i>General Approved Reserve</i>	1,822,871	1,822,871	1,822,871	1,822,871
<i>Approved Property Reserve</i>	364,574	364,574	364,574	364,574
<i>Approved Technology Reserve</i>	180,864	180,864	180,864	180,864
<i>Innovation & Research</i>	50,000	50,000	50,000	50,000
TOTAL Approved Reserve	2,418,309	2,418,309	2,418,309	2,418,309
Free Reserves at 01.04.27	2,454,078	2,454,078	2,454,078	2,454,078
FORECAST Surplus / (Deficit) ytd to March 2027	65,557	-157,252	-491,466	-45,895
FORECAST FREE Reserves to end March 2027	2,519,635	2,296,826	1,962,612	2,408,183

5.0 Implications

5.1 Finance

Detailed in the report.

5.2 Legal Implications

In accordance with the PATROL Adjudication Joint Committee Agreement.

6.0 Risk Management

Financial resilience is monitored within the Risk Management Strategy.

PATROL EXECUTIVE SUB COMMITTEE

Date of Meeting: 13th October 2026

Report Title: Expenditure Falling outside of the Financial Delegations

Report of: The Director

1.0 Report Summary

1.1 To report any expenditure falling outside of the Financial Delegations.

2.0 Recommendations

2.1 To note the report at **Appendix 1**.

3.0 Reasons for Recommendations

3.1 To comply with the Financial Regulations.

4.0 Background and Options

4.1 The PATROL Executive Sub Committee approved the Financial Regulations and the Scheme of Financial Delegations 2026/27 at its meeting on Tuesday 20th January 2026.

4.2 The Scheme of Financial Delegations sets out (under section 2) that:

The following limits apply to the approval of submission of tenders; acceptance of tenders; post contract negotiations; agreeing variations and lease, hire or rental agreements.

<i>Up to £2,000</i>	<i>a written quotation submitted by the requisitioner and authorised by the Budget Manager</i>
<i>Between £2,000 and £30,000</i>	<i>three written quotations submitted against an outline specification by the Budget Manager</i>

<i>£30,000 to £172,514 (EU threshold)</i>	<i>formal tender process to at least three candidates authorised by the Director</i>
<i>EU threshold to £250,000</i>	<i>follow EU tender rules initiated by the Director</i>

- 4.3 There may be occasions when it is not practical, or in the best interest of the Joint Committee, to obtain 3 quotes for expenditure for between £2,000 and £30,000.
- 4.4 The Financial Regulations (section 1.7) and Scheme of Financial Delegations allow that 3 quotes need not be obtained, but that the Director will report this to the Joint Committee as follows:

The Director can allow exceptions to these Regulations if it is believed that the best interests of the Joint Committee would be served if the Regulations were not applied. A written record of these decisions must be kept and reported to the Joint Committee at the next available meeting.

5.0 Implications

5.1 Finance

Compliance with approved procedures and controls.

5.2 Legal Implications

None

6.0 Risk Management

Financial resilience is monitored within the Risk Management Strategy.

Appendix 1:

01/04/26 to 31/03/27

Supplier	Financial Year 26-27	Comment
1	74,400.35	Knowledge Base - System development
2	22,310.00	Specialist communications consultancy.
3	19,602.93	Knowledge Base (IT Support)
4	14,929.95	Landlord
5	14,630.00	Award Winner - Driving Improvement Awards
6	12,653.92	Data Storage - ongoing commitment
7	11,499.30	Adjudicator Training - preferred venue
8	10,810.80	Existing IT Data Centre
9	6,600.00	Ongoing Commitment - PC Phone System
10	5,009.61	Network provision and Support - ongoing
11	4,117.11	IT ticket management and workload planning
12	4,032.00	Knowledge Base (IT support)
13	3,878.35	Ongoing contract - Market Survey done
14	3,117.00	JC Meeting - preferred venue
15	2,842.59	Online centralised booking for travel. Best prices sought.
16	2,477.02	Software application for secure remote access
17	2,328.00	2 factor security for FOAM
18	2,010.86	Preferred Venue for Hotel Stays - London and Other

** supplier names are hidden due to commercial sensitivity*



PATROLAJC Executive Sub Committee

Date of Meeting: 13th October 2026

Report Title: Approval for Changes to Financial Regulations and Scheme of Delegations due to Resource Changes

Report of: Laura Padden, Director, PATROL

1. Purpose of Report

1.1 To request that the Executive Committee approve the amendments to the following documents

- a) Financial Regulations 2026/27
- b) Scheme of Financial Delegations 2026/27

2. Recommendations

2.1 To agree to adopt the policies with changes, listed at 1.1 above, and detailed at **Appendix 1** and **Appendix 2**.

3. Reasons for recommendations

3.1 To comply with the approved Joint Committee Financial Regulations.

4. Background

4.1 At the meeting of the Executive Sub Committee on 20th January 2026 it was approved that the policies listed at 1.1 (above) be adopted for the financial year 2026/27.

4.2 Since this meeting there have been several staffing operational changes which mean that either roles have been amended or vacancies exist. These changes have meant that the approved policies are no longer practical in terms of being able to approve transactions, orders or payments for goods and services whilst maintaining a clear segregation of duties.

- 4.3** The attached amendments allow for a clear segregation of duties whilst giving more responsibility for authorisation to the Finance Manager (whilst there is no Central Services Manager in post).
- 4.4** The online banking facility (HSBC) already ensures that two authorisers are required for any payment made (and one of these cannot be the user raising the payment). This therefore ensures that all payments have at least two independent approvers.

5.0 Implications

5.1 Finance

- 5.1.1** To adhere to the Financial Regulations.

6.1 Risk Management

- 6.1.1** To set a framework to adhere to the Financial Regulations and provide assurance of the processes and controls which safeguard the Committee's assets.

PATROL ADJUDICATION SERVICE JOINT COMMITTEE

FINANCIAL REGULATIONS

2026-27 redraft

1. General

- 1.1 These Regulations should be read in conjunction with the Joint Committee's Financial Standing Orders and Rules of Financial Management contained within the Joint Committee's Agreement, the Scheme of Delegation to the Director and the Scheme of Financial Delegation to officers.
- 1.2 Where the Joint Committee has established a sub committee whose terms of reference include delegated financial functions, or where there is a specific delegation to such a sub committee, the reference to Joint Committee within the Regulations will include the sub committee.
- 1.3 These Regulations lay down for the guidance of members and officers, principles to be followed in securing the proper administration of the Joint Committee's financial affairs and shall be reviewed by the Joint Committee on an annual basis.
- 1.4 The Director, as the officer responsible for the administration of the Joint Committee's affairs, shall report to the Joint Committee or Executive Sub Committee any significant failure to comply with these regulations which comes to their attention.
- 1.5 The Director shall be responsible for the accountability and control of all resources managed by them on behalf of the Joint Committee and will maintain a written record where decision making has been delegated to others.
- 1.6 The Director will ensure the organisational structure provides an appropriate segregation of duties to provide adequate internal controls to minimise fraud or malpractice.
- 1.7 The Director can allow exceptions to these Regulations if it is believed that the best interests of the Joint Committee would be served if the Regulations were not applied. A written record of these decisions must be kept and reported to the Joint Committee at the next available meeting.
- 1.8 Whenever any matter arises which may involve financial irregularity, the Director shall be notified immediately, and if an irregularity is disclosed the matter shall, at the discretion of the Director and after consultation with the Joint Committee's Treasurer (the Lead Authority's S151 Officer), be referred by them to the Joint Committee.

- 1.9 The Director and the Joint Committee Treasurer will determine whether the matter should be referred to Internal Audit. In addition, in a case where the Director advises that there is prima facie evidence of a criminal offence having been committed, the matter shall be reported to the Police forthwith.

2. Accounting Arrangements

- 2.1 The Statement of Responsibilities for the Statement of Accounts sets out the role of the Director and the Treasurer.
- 2.2 The Treasurer to the Joint Committee is the responsible Financial Officer for the purposes of the Annual Return.
- 2.3 The Director shall ensure that appropriate financial arrangements and procedures are in place on behalf of the Joint Committee in order that the Treasurer can be provided with the necessary accounting records.
- 2.4 The Director will make arrangements for the preparation and audit of annual accounts where legally required to do so.
- 2.5 The Director will publish and make available a final accounts/audit timetable to member authorities following the annual meeting of the Joint Committee.
- 2.6 The Director, where applicable, shall be responsible for the submission of all claims for grant to Government Departments, or to the EU.

3. Banking Arrangements, Cheques and Purchase Cards

- 3.1 All arrangements with the Joint Committee's bankers, including the procedures for the ordering and safe custody of cheques and purchase cards, shall be made under arrangements approved by the Director.
- 3.2 All cheques drawn on behalf of the Joint Committee shall be signed by two named signatories on the bank mandate. Electronic payments will also require approval from two individuals, who must have been granted access to the online banking system by the online bank administrator and / or Director..
- 3.3 There is to be a clear segregation of responsibility between the preparation of payments and the authorisation of payments.
- 3.4 Purchase card limits will be as set out within the Scheme of Financial Delegation.
- 3.5 All Card Holders will sign a Credit Card Undertaking form. The Credit Card Undertaking form sets out agreed procedures including storage, authorised users and record keeping requirements.

- 3.6 Only the Central Services Manager will be permitted to withdraw cash against their card and this will be authorised in advance by the Director.
- 3.7 Bank reconciliation will be undertaken on a monthly basis (within 30 days) and signed by two members of staff with one signature being that of the Central Services Manager or Director. The other may be the Finance Manager where the reconciliations have been undertaken by the Finance Officer.

4. Revenue and Capital Budgets

- 4.1 The Director, in consultation with appropriate Officers, shall prepare annual estimates of expenditure and income, including the proposals for the basis for defraying that expenditure through member authorities. The budget and the basis for defraying expenditure through member authorities must be approved by the Joint Committee or Executive Sub Committee by the end of January each year.
- 4.2 The Director will provide a copy of the approved budget to the Treasurer if requested.
- 4.3 The Director will monitor income and expenditure against the budget and will report to meetings of the Joint Committee (or Executive Sub Committee) showing budgeted, actual and where appropriate, projected expenditure. Monitoring will take place and be evidenced monthly with Budget Holders.
- 4.4 The Director shall be authorised to approve transfers between expenditure heads up to a maximum of £25,000. These transfers will be reported to the Joint Committee at the next available meeting as part of the budget monitoring arrangements.
- 4.5 Where it is anticipated that total expenditure will exceed the approved budgeted expenditure by 2.5% or more, the Chair and Vice Chair of the Joint Committee should be notified by the Director at the earliest opportunity following consultation with the Chair of the Advisory Board.

5. Income

- 5.1 The collection of all money due to the Joint Committee shall be under the supervision of the Director.
- 5.2 All money received shall be without delay passed for payment to the Joint Committee's bank account.
- 5.3 The Director shall be furnished with information to ensure the prompt rendering of accounts for the collection of income.
- 5.4 Following year-end, the Director (delegated to the Central Services Manager and Finance Manager) shall request a self-certification of penalty charge notices issued by authorities.

- 5.5 Any Debt unpaid after 90 days of issue will be provided for in the accounts as soon as it becomes 90 days old.
- 5.6 Under the Bad Debt Policy, where remittance remains outstanding after 90 days, invoices may be raised for Costs and Interest associated with late payment. These invoices will continue to accrue until such time as remittance is made.
- 5.7 The Director shall report all bad debts to the Joint Committee for these to be provided for in accordance with the approved Bad Debt Policy. This report will include the cause of the bad debt and the recovering measures taken in accordance with the Debt Recovery Procedure.
- 5.8 Through regular budget monitoring reports, the Director will apprise the Joint Committee of variations in achieved income in order that the Joint Committee can take appropriate actions in a timely manner.

6. Borrowing and Investments

- 6.1 The Joint Committee approves on an annual basis an Annual Investment Strategy prepared in consultation with the Treasurer. Where applicable, this will take into account any Joint Committee policies in relation to reserves.

7. Orders and Contracts

- 7.1 The Scheme of Delegation to the Director and the Scheme of Financial Delegation include the required procedures, record keeping and procurement thresholds.
- 7.2 In evaluating quotations or tenders, the aim will be to achieve the most economically advantageous outcome, taking into account quality, cost and delivery experience. Such decisions will be documented. Where the lowest price option is not chosen, the Director must approve prior to goods/services being commissioned.
- 7.3 Only budget holders and staff who have received training in accordance with the Scheme of Financial Delegation may order goods or services.
- 7.4 The Director will ensure that staff involved in procurement are aware of financial thresholds and the need for aggregation with single suppliers in respect of purchasing thresholds. Market testing on rolling contracts over £2,000 will be undertaken on a three-year cycle.
- 7.5 The Director is required to obtain approval from the Joint Committee in respect of the supply of goods, services, materials, equipment, building and civil engineering works in excess of £250,000 per contract.
- 7.6 The Director has the authority to waive these rules (excluding those falling within the EU threshold) where the interests of the Joint Committee would be best served. Such

circumstances would include where there is only one contractor that is able to provide goods and services or where the need for such goods and services was urgent and the above procedure would be detrimental to the Joint Committee. Forward planning and market testing will be deployed to ensure that cases of waiver are minimised. The Director shall maintain a record of such decisions and report to the Joint Committee at the next committee meeting.

- 7.7 A Contracts Register will be kept of all ongoing contracts.

8. VAT

- 8.1 The Director will make arrangements for VAT to be reclaimed from the Joint Committee's Lead Authority on a quarterly basis.

9. Reserves

- 9.1 Where applicable, the Joint Committee will approve a Reserves Policy Statement on an annual basis. The Joint Committee will be asked to approve arrangements for placing elements of the reserve on deposit, with regard to ensuring sufficient cash flow and minimising risk. This is documented in the Annual Investment Strategy.

10. Equipment

- 10.1 The Director will ensure that all staff are aware of their responsibility for the security and proper recording of equipment under their control including their personal responsibility with regard to the protection and confidentiality of information whether held in manual or computerised records in accordance with the Information Security Policy.
- 10.2 All equipment over £1,000 in value must be recorded in the Equipment Inventory in accordance with the Asset Management Policy.
- 10.3 All IT equipment and communications devices will be recorded in an IT register where the purchase value is greater than £100.
- 10.4 Assets will be physically verified annually by the Central Services Manager (or a delegated member of staff from IT) and provided for Internal Audit review.
- 10.5 Where assets are held remotely, due to homeworking, the relevant member of staff or Adjudicator, will be required to confirm in writing the assets that they hold.
- 10.6 Any missing or damaged equipment will be reported to the Director as soon as known.

11. Insurance

- 11.1 The Director shall arrange such insurances as they consider necessary.
- 11.2 Officers shall give prompt notification to the Director of all new risk or any alterations which may affect existing insurances.
- 11.3 Officers shall inform the Director promptly in writing of any events which may involve the Joint Committee in a claim.

12. Risk

- 12.1 The Director will present a Risk Register for review by the Joint Committee at each meeting in accordance with the Joint Committee's Risk Management Strategy. In addition, the Director will ensure that effective Business Continuity Planning arrangements are in place in accordance with the Joint Committee's Business Continuity Management Policy.

13. Internal Audit

- 13.1 The Joint Committee shall review the internal audit strategy.
- 13.2 The Director will arrange for the internal audit of accounts and internal assurance framework of the Joint Committee. Internal audit is currently undertaken by the Lead Authority's Internal Audit Department.
- 13.3 The Director will ensure that Internal Auditors have right of access to such records and explanations as they require to complete the work undertaken.
- 13.4 Audit Reports will be presented to the Joint Committee.

14. External Audit – if deemed to be required

- 14.1 The Joint Committee will be asked to approve the appointment of auditors.
- 14.2 The Director will make such arrangements as are necessary to facilitate this audit.
- 14.3 The Director will ensure that External Auditors have right of access to such records and explanation as they require to complete the work undertaken.
- 14.4 Audit Reports will be presented to the Joint Committee.

15. Petty Cash

- 15.1 The Director shall make such arrangements as they consider necessary for defraying petty cash and other expenses by means of an imprest system in accordance with a procedure to be agreed with the Treasurer. The Petty Cash shall be secured in the safe overnight, limited to a balance of £50 and reconciled each month independently.

16. Expenses

- 16.1 The Director shall ensure that expense claims are underpinned by guidelines approved by the Joint Committee or Executive Sub Committee.

17. Gifts and Hospitality Register

- 17.1 The Director will ensure that a register is held for the purpose of recording gifts and hospitality and that staff are made aware of its existence.

18. Declaration of Interest

- 18.1 All staff with financial responsibilities will be advised of their obligation to declare any interest on an annual basis. Members and Officers at each meeting will be provided with the opportunity to declare a pecuniary or non-pecuniary interest, where interests arise, individuals will be asked to complete the Declaration of Interest Form in addition to the interest being minuted.

19. Anti-fraud, anti-corruption and whistleblowing

- 19.1 Compliance with these financial regulations is supported by policies and procedures in respect of anti-fraud, anti-corruption and whistleblowing. Where staff have concerns in this respect, they should approach their Line Manager or the Director.

If they wish to speak to someone external to the organisation, they can contact Protect (previously Public Concern at Work) which operates a confidential helpline on 020 3117 2520. Further advice and guidance can also be found on their website www.protect-advice.org.uk

The Director will ensure that staff are aware of the relevant internal and external contact points in these circumstances.

20. Document Retention

- 20.1 All financial documents will be retained for a period of six years in addition to the current year.

21. Review and approvals

- 21.1 These Financial Regulations will be reviewed by the Joint Committee or Executive Sub Committee on an annual basis.



PATROL ADJUDICATION SERVICE JOINT COMMITTEE

Scheme of Financial Delegation

Contact Details: Laura Padden – Director

Version / Date: 2026-27

Introduction

This Scheme of Delegation should be read in conjunction with the current PATROL Joint Committee's Financial Regulations and the Scheme of Delegation to the Director

1 Budget Management

i) In year budget management

The table below sets out which managers have been delegated the task of managing capital and revenue budgets.

Manager	Budget area	Name
Chief Adjudicator	Adjudicator fees and expenses	Caroline Hamilton
Central Services Manager – vacant post Currently with DIRECTOR	Central Services functions including departmental staffing, premises, staff recruitment, training and Human Resources	Laura Padden
Stakeholder Engagement Manager – vacant post Currently with DIRECTOR	Stakeholder departmental staffing and associated engagement expenditure IT departmental staffing, technology provision and development (software, hardware and infrastructure)	Laura Padden
Director	Senior salaries, Case Management staffing budget Joint Committee initiatives, expenditure from approved reserves, consultancy and legal advice. PR, Communications and other expenditure not falling	Laura Padden

	within the above delegations. The Director can, in the absence of other budget holders, approve any expenditure.	
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ii) Changing the Service budget in year

Manager	Budget Area	Approval Limit
Director	All	£25,000

iii) Planning future years budgets

Responsibility:	Director, Central Services Manager and Finance Manager in conjunction with budget managers set out above
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2 Authorisations

i) Procurement – Purchasing Goods and Services, Contracts & Tenders, Requisitions and Orders

The following limits apply to the approval of submission of tenders; acceptance of tenders; post contract negotiations; agreeing variations and lease, hire or rental agreements.

Up to £5,000	a written quotation submitted by the requisitioner and authorised by the Budget Manager
Between £5,000 and £30,000	three written quotations submitted against an outline specification by the Budget Manager

£30,000 to £172,514 (EU threshold)	formal tender process to at least three candidates authorised by the Director
EU threshold to £250,000	Follow EU tender rules initiated by the Director

The primary budget holders may have authorised approvers within their teams who can approve expenditure without budget holder approval on agreed budget areas.

Authorised Approver	Primary Budget Holder	Limit
HR Manager	Central Services Manager	£1,000
Technology Manager	Director	£1,500
Business Support Officer	Central Services Manager / Director	£500
Joint Committee Support Officer	Director	£2,000
Democratic Services Manager	Director	£2,000

ii) Purchase Cards

Card Holder (Role)	Transaction & Monthly Limit	Approver (Role)
Central Services Manager		CANCELLED
Business and HR Manager		CANCELLED

Business Support Officer	£15,000	Central Services Manager or Director
Technology Manager	£5,000	Central Services Manager or Director
Appeals Manager		CANCELLED
Director	£15,000	Central Services Manager

iii) Imprest Accounts

We no longer hold Petty Cash.

Where cash is required, only the Central Services Manager is authorised to draw cash from the Joint Committee's current account in accordance with the Joint Committee's approved Cash Policy.

3 Human Resources

Area of Delegation	Limit (Grade / £)	Designated Authorising Officers	Notes
Authorising that a post within the establishment is to be filled	All	Central Services Manager / HR Manager with Approval from the Director	The Business Manager will be notified to update the HR system.
Authorising: • Staff appointments* • Promotions	All	Central Services Manager / HR Manager with Approval from the Director	As above
Authorise Changes to Employment Contracts	All	Central Services Manager / HR Manager with Approval from the Director	As above

Area of Delegation	Limit (Grade / £)	Designated Authorising Officers	Notes
Approval for overtime to be worked	Where allowed within contract / within policy	Senior Manager for their department Senior Manager / HR Manager	As above
Authorise Redundancies/Early Retirements	All	Director in conjunction with Joint Committee	As above
Authorise Payments: • Staff Overtime Claims • Staff Expense Claims	Where allowed within contract / within policy	Senior Manager for their department Senior Manager/HR Manager Central Services Manager	As above
Authorise contractor/agency worker timesheets (or equivalent claims)	All	Central Services Manager/ HR Manager / Director / Finance Manager	As above

Note: Adjudicator recruitment and terms and conditions is delegated to the Chief Adjudicator although record-keeping is undertaken by PATROL.

4 Management of Assets

Area of Delegation	Limit (£)	Designated Authorising Officers
Maintenance of Asset Inventory	>£100	Central Services Manager / Finance Manager and Technology Manager
Authorising disposal of equipment	≤ £5,000	Director

Area of Delegation	Limit (£)	Designated Authorising Officers
or materials	> £5,000	Chair of Joint Committee
Authorising write off and / or disposal of IT hardware & software	≤ £5,000	Director

5 Banking and Income

No bank accounts may be opened or arrangements made with any other bank except by agreement with the Director.
New investment deposits with current banking institutions will be authorised by the director and reviewed on a regular basis.

Area of Delegation	Designated Accounting Officers	Notes
Authority to raise an external/internal invoice	Finance Manager / Finance Officer	
Authority to cancel debt (e.g. credit notes).	Central Services Manager / Director	
Authority to write off debt	Director	

i) On-line banking authorisations

All transactions and amendments to user profiles and limits require 2 approvers (neither of which can be the user requesting the change).

HSBC will not allow the same person to raise a payment AND authorise it.

Designated User	Raise Payments and Changes	Authorise with one other (two authorisations required for ALL payments)
Director	Yes	Yes
Central Services Manager	Yes	Yes
Finance Manager	Yes – but MUST then be authorised by 2 others not self	Yes – where payment instigated by Finance Officer – to ensure segregation of duty
Finance Officer	Yes	No
Democratic Services Manager	No	Yes

6 General Ledger

Area of Delegation	Limit (£)	Designated Authorising Officers	Notes
Journals	Up to £350,000 in respect of income adjustments	Finance Manager Central Services Manager	

Area of Delegation	Limit (£)	Designated Authorising Officers	Notes
Additions, Changes and Deletions to Accounting Codes	£ 5,000 £25,000	Finance Manager Central Services Manager	
Amendments to budgeted amounts	All	Central Services Manager / Finance Director	

7 Insurance

Area of Delegation	Designated Authorising Officers
Obtain and maintain appropriate insurance cover	Director and Central Services Manager
Dealing with claims (e.g. Statement of Disclosure, Defence etc.)	Director and Central Services Manager

8 Information Management

Area of Delegation	Designated Authorising Officers
Responsibility for Document Retention/Information Management arrangements	Central Services Manager / Director
Responsibility for Freedom of Information/Data Protection Act requests	Central Services Manager / Director / Chief Adjudicator

9 Building/Security

Area of Delegation	Officer/Building
Building Specific Responsible Officers as required by Health and Safety Policy	Central Services Manager/Director/ Democratic Services Manager
Key holders/Secure Access	Central Services Manager/Director
IT Physical Access to secure areas	IT Manager/Director

10 Other

Business/Service owner of relevant policies/procedures (e.g. regular maintenance/update)	Central Services Manager
Service/Area specific Instructions/Regulations	Adjudicators/Appeals Manager
Contracts Register	Central Services Manager (Finance Manager) / IT Manager
Access to Systems / Network	IT Manager within policies
Risk Management	Director via Senior Managers

11. Review

This scheme will be reviewed on an annual basis and approved at the Executive Sub Committee meeting in January prior to the commencement of the next financial year.

PATROLAJC Executive Sub Committee

Date of Meeting:	13 th October 2026
Report Title:	Risk Management
Report of:	Laura Padden, Director, PATROL

1.0 Purpose of Report

- 1.1** To provide councillors with a summary of the most significant threats facing the Joint Committee which may prevent or assist with the achievement of its objectives.

2.0 Recommendation

- 2.1** To note the current assessment of risk which is attached as appendix one to this report.

3.0 Reasons for Recommendation

- 3.1** To report on arrangements for identifying, managing and reporting risk.

4.0 Background

- 4.1** It is the role of the Joint Committee or its Executive Sub Committee to review the risk management documentation at each meeting. This review aims to provide assurance on the adequacy of the risk for the organisation. Risk management is not about being risk averse, it is about effectively managing risks that could affect the achievement of objectives and ensuring that an appropriate risk culture is in place.
- 4.2** A risk is concerned with a threat, or a possible future event, which will adversely or beneficially affect the Joint Committee's ability to achieve its objectives. Risk management is central to good governance and is all about people making the best decision at all levels within the organisation.
- 4.3** A strong risk register and framework:
- Strengthens governance effectiveness

- Provides a focusing mechanism
- Balances the scale of risk and reward
- Enables better decision making

4.4 The Joint Committee summarises its risk appetite as follows:

“We will avoid risks that threaten our ability to undertake our principal objectives in a way that provides quality and value. We will maintain a sufficient level of reserves to support liquidity and absorb short-term fluctuations in income and expenditure beyond our control.”

There are presently 5 threats on the Corporate Risk Register. These are currently measured as being “low” or “medium” scale risks. The classification of risk is set out below.

Risk Matrix

		Consequence				
		5	4	3	2	1
Likelihood	5	25	20	15	10	5
	4	20	16	12	8	4
	3	15	12	9	6	3
	2	10	8	6	4	2
	1	5	4	3	2	1

4.5 Background to Corporate Risks:

4.6 Local authorities who undertake civil parking and bus lane enforcement are required by statute to make provision for independent adjudication. The relationship between the adjudicators and the Joint Committee is derived from and governed by the Traffic Management Act 2004.

4.7 The main function of the Joint Committee is to provide resources to support independent adjudicators and their staff who together comprise the Traffic Penalty Tribunal. The tribunal’s appeal streams include:

- Parking
- Bus Lanes
- Moving Traffic
- Road User Charging (Dartford-Thurrock River Crossing, Mersey Gateway Bridge Crossing and Charging Clean Air Zones)
- Littering from vehicles

4.8 The objectives of PATROL include:

- a) A fair adjudication service for Appellants including visible independence of adjudicators from the authorities in whose areas they are working.

- b) Consistency in access to adjudication.
- c) A cost effective and equitable adjudication service for all Parking Authorities and Bus Lane authorities in England and Wales.
- d) Flexibility to deal with a wide range of local authorities with varying levels of demand for adjudication.

The relationship between the adjudicators and the PATROL Adjudication Joint Committee is underpinned by a Memorandum of Understanding. The overriding principle of this memorandum is that the adjudicators are independent judicial office holders exercising a judicial function.

- 4.9** The adjudicators and the Joint Committee is committed to a fair adjudication service for appellants including visible independence of adjudicators from the authorities in whose area they are working.
- 4.10** The Director is responsible for coordinating the review of the Risk Management documentation with input from the Senior Management Team.
- 4.11** Following this scrutiny, risk levels are reported to the PATROL Committee or its Executive Sub Committee. The risk management documentation was reviewed in July 2026 by members of the Joint Committee. There were no changes made.
- 4.12** Additional assurance is provided by Internal and External Audit. PATROL is not required to prepare and publish audited accounts but does so to promote transparency.

5.0 Implications

5.1 Finance

- 5.1.1** As reported within this report and financial reports on the agenda.

6.1 Risk Management

- 6.1.1** As detailed in the risk management documentation.

Risk Register-Reviewed July 2026

Risk No.	Risk	Risk Description including impact	Risk Owner(s)	Inherent Likelihood	Inherent Impact	Inherent Rating	Risk Accepted	Direction	Controls	Inherent Likelihood	Inherent Impact	Residual Rating	Comments
CR1	Inability to meet demand for service	(Cause) The tribunal provides a statutory function which is available to all vehicle owners who receive a Notice of Rejection of Representations in respect of specified penalties. (Threat) the tribunal is unable to meet its statutory obligations (impact) appellants are unable to appeal penalties.	Chief Adjudicator and Stakeholder Engagement & Systems Manager	1	3	3	Yes	→	This rating remains unchanged. The tribunal has a fully scalable online system and a flexible adjudicator and staffing model. The online process is complimented by assisted digital support for appellants who are unable to make their appeal online. The tribunal continues to refine and develop the online system in response to user feedback. Since the recruitment of adjudicators from London to the Traffic Penalty Tribunal, we have a number of adjudicators that have retired or moved on to full time positions. Following a successful competition to recruit more adjudicators in January 2026, 11 new adjudicators will be recommended for appointment at July's AGM. A further four candidates have been added to a reserve list should appeal volumes continue to increase following the introduction of new footway and obstruction powers expected 26/27.	1	3	3	No further action
CR2	Lack of Financial Resilience	(Cause)The basis for defraying Joint Committee expenses is based on variable rather than fixed charges. This means that the Joint Committee must manage unforeseen significant fluctuations in either Income or Costs such that (threat) Reserves are significantly eroded and (impact) financial obligations cannot be met.	Director and Central Services Manager	1	5	5	Yes	→	This rating remains unchanged. The reserves levels have now been restored to their minimum threshold. We continue to strictly monitor income and expenditure and in the light of the decision to reduce the PCN charge without a negative impact on our operations; however, we will continue to keep our monitoring and controls in place and be reactive to any fluctuations.	1	5	5	No further action
CR3	Loss of Data Confidentiality, Integrity & Availability (C,I,A)	(Cause) The Tribunal operates an on-line appeal system to improve the quality and flexibility for tribunal users. Support systems are also underpinned by a range of technologies. With this deployment of technologies, the risk of security breaches increases. This could result in the inability of IT to support the needs of the organization and users such that (threat) the statutory service is not accessible to all and (impact) appeals cannot be adjudicated online. Potential breach of General Data Protection Regulations 2016 and Data Protection Act 2018.	Director and Stakeholder Engagement & Systems Manager	3	3	9	Yes	→	This rating remains unchanged. A range of digital security monitoring features, data management procedures and training are regularly deployed in accordance with GDPR and DPA 2018. These measures have been reviewed in light of homeworking. We have also created a dedicated, full-time role for the monitoring of cyber security and data protection, as well as the addition of a Cyber Security Risk Register, phishing simulations and additional cyber security training. The hosting of the appeal system has transferred from the EU to UK.	3	3	9	No further action
CR4	Lack of Resource Planning	(Cause) Insufficient adjudicator or staff resources to support the needs of the organisation such that (threat) the organisation is unable to meet its statutory obligations and (impact) the quality or timeliness of the adjudication process, administrative standards or the achievement of development objectives compromised.	Chief Adjudicator and Director	2	2	4	Yes	→	This rating remains unchanged in the light of reduced appeals since the pandemic. We have now completed a mini restructure and filled the outstanding staff vacancies that we were carrying for the implementation of moving traffic regulations and their associated appeals. Ongoing monitoring of caseload and volumes to assess and regularly review capacity. Some recent and forthcoming departures of adjudicators may require a recruitment campaign to ensure that adjudicator numbers remain stable and recruitment options are currently being considered.	2	2	4	No further action
CR5	Lack of preparation for business continuity	(Cause) that an internal or external incident occurs which renders the organisation unable to utilise part or all of its infrastructure such that (impact) the organisation is unable to deliver some or all of its services resulting in (impact) reduced accessibility to our service.	Central Services Manager and Stakeholder Engagement & Systems Manager	1	4	4	Yes	→	This risk remains unchanged. A detailed DR plan to mitigate risk is held and reviewed each year and planned technology upgrades have taken place to further support business continuity. This is accessible to all managers and has clearly defined responsibilities.	1	4	4	No further action

Impact Levels	Impact	Definition
0	There is no impact on the organisation	Loss of service for > 30 Minutes
1	There is a minimal impact on the organisation	Loss of service for > 2 Hours
2	There is a minor impact on the organisation	Loss of service for > 8 Hours
3	There is a moderate impact on the organisation	Loss of service for > 1 Day
4	There is a serious impact on the organisation	Loss of service for > 3 Days
5	There is a severe impact on the organisation	Loss of service for > 7 Days
Likelihood Levels		Definition
0	Never	0% chance of successful exercise of threat during a one-year period
1	Rare	1% chance of successful exercise of threat during a one-year period
2	Unlikely	2% - 5% chance of successful exercise of threat during a one-year period
3	Possible	5% - 10% chance of successful exercise of threat during a one-year period
4	Likely	10% - 25% chance of successful exercise of threat during a one-year period
5	Very Likely	> 25% chance of successful exercise of threat during a one-year period
Risk Levels = Impact Level x Likelihood Level	Definition	
0	No risk	
1 - 4	Very low risk	
5 – 9	Low risk	
10 - 14	Medium risk	
15 - 20	High risk	
21 - 25	Critical risk	

Public Affairs Update: To 30 September 2026

Introduction: New Prime Minister Andy Burnham enters office

Andy Burnham became Prime Minister on 20 July, having entered the Government as an MP following a By-Election in the Makerfield constituency. The Prime Minister's strong devolution focus may further reinforce the Government's local government reorganisation agenda (see Section 1f, though now subject to a review), already set to influence civil enforcement in England through proposed pavement parking prohibition powers to local transport authorities (see Section 1a).

Ministerial appointments relevant to PATROL:

- Heidi Alexander was retained as Secretary of State for Transport, providing welcome continuity for PATROL's ongoing engagement with the Department for Transport (DfT), with Simon Lightwood also retained as Parliamentary Under-Secretary of State, responsible for Buses and Local Transport.
- Justin Madders was appointed Parliamentary Under-Secretary of State, Minister for Roads, and takes responsibility for pavement parking, along with other areas aligned to PATROL's policy engagement, including:
 - road safety
 - motoring agencies
 - automated vehicles
 - AI and technology.
- At the Ministry of Housing, Communities and Local Government (MHCLG), Angela Rayner returned as Secretary of State, replacing Steve Reed.
- Florence Eshalomi was appointed Minister of State for Homelessness, Democracy, Communities and Faith, with a brief that covers both off-street car parks and private parking.
- Jim McMahon OBE continues to cover local government reorganisation and devolution as Parliamentary Under-Secretary of State.

1. Current traffic management issues / areas of engagement

a. Pavement Parking

1a.a. CURRENT STATUS – England: Two separate civil enforcement powers for local authorities in England to manage pavement parking are at different stages of introduction, following the Department for Transport (DfT)'s response to its 2020 consultation in January.

Power 1: Civil enforcement of 'unnecessary obstruction of the pavement' (Due by end of 2026):

In the short term, local authorities will be able to enforce against a new civil offence introduced under the *Traffic Management Act 2004* (TMA 2004) via secondary legislation. This offence is 'unnecessary obstruction of the pavement', drawn from Regulation 103 of the *Road Vehicles (Construction and Use) Regulations 1986*. The new offence is proposed to allow authorities to target the most anti-social instances of pavement parking in their areas, without the need to introduce separate Traffic Regulation Orders.

Power 2: Area-wide prohibitions on pavement parking (Expected 2027–2028)

Provision for imposing area-wide prohibitions on pavement parking was included in the *English Devolution and Community Empowerment Act 2026*, which received Royal Assent on 29 April. Schedule 32 of the Act enables the making of regulations to give a local transport authority the power to impose a prohibition (to be enforced under the TMA 2004). See Section 1f for more detail on the Act and its impact on transport powers.

The provision in the Act reflects the DfT's view that local leaders are best placed to understand and respond to the needs of communities, moving away from a 'one-size-fits-all' national prohibition, as originally proposed in the 2020 consultation.

Secretary of State for Transport, Heidi Alexander, commented directly on the forthcoming powers in March: *'People shouldn't have to dodge vehicles parked up on pavements as part of their daily routines. That's why we're giving local authorities powers to clamp down on pavement parking, helping to make our town centres and high streets open and accessible for all.'*

The statutory instrument for the obstruction power is expected to be laid before Parliament by the end of 2026, with the legislation for prohibition powers anticipated into 2028.

PATROL, alongside the Traffic Penalty Tribunal Chief Adjudicator, is engaged closely with the DfT on the forthcoming regulatory framework and associated guidance, with the future interoperability of the two separate powers also a key consideration. Wider stakeholder engagement, including with the appropriate bodies in London, forms part of this work.

Further links:

- **DfT 2020 Consultation Response:** <https://www.gov.uk/government/consultations/managing-pavement-parking/outcome/pavement-parking-options-for-change-government-response>
- **English Devolution and Community Empowerment Act 2026 – Schedule 32:** <https://www.legislation.gov.uk/ukpga/2026/23/enacted#schedule-32>

1a.b. CURRENT STATUS – Wales: Plans are on hold, though the Welsh Government has indicated (as of 13 July) that it is 'currently investigating how best to give local authorities the powers they need to tackle this problem.' PATROL will engage at the appropriate time, following the developing plans in England.

b. Level of civil penalty charges in England (outside London)

In 2024, PATROL published the below findings of research conducted with its authorities into how the current civil parking penalty charge levels are impacting enforcement:

1. Over a third of authorities' (34%) parking services no longer pay for themselves (operating costs having increased 29% on average).
2. More than half of authorities (54%) believe the current levels of parking penalty charges are ineffective as a deterrent.
3. Over two-thirds of authorities (70%) reported individual motorists regularly receiving and paying penalty charge notices (PCNs) in their area.

In response, PATROL is currently engaged with the DfT and Ministry of Housing, Communities & Local Government (MHCLG) on the following recommendations:

1. The levels of civil penalty charges in England and Wales enforced under the TMA 2004 should be increased to £100 (lower-level) and £130 (higher level), as appropriate.
2. The PATROL Joint Committee should be given the ability to regularly consult on and review civil penalties (for parking and other traffic schemes) as part of PATROL's statutory function, bringing powers in line with the London model and depoliticising the issue moving forward.
3. Approved device enforcement powers should be granted to authorities for the civil enforcement of off-street car parks.
4. Statutory enforcement documents (post-PCN) should be issued digitally, rather than by first-class post, where motorists have engaged with the digital route.

1b.a. CURRENT STATUS – DfT: The recommendations relating to DfT authority are currently with the Department for review. Parliamentary Under-Secretary of State for Local Transport, Simon Lightwood MP, has indicated (as of 22 June) that policy thinking incorporating the research is underway.

Higher penalty level trial: Bournemouth, Christchurch and Poole (BCP) – August 2026

Separate to PATROL's engagement on penalty levels, BCP Council were granted powers by the DfT to temporarily increase its higher-level penalty charge to £160 (in line with London rates) during a set 'trial' period throughout August 2026 (see information from BCP below). As of this report's publication date, the trial has completed, with results awaited.

<https://www.bcpccouncil.gov.uk/parking/trial-for-increased-parking-fines-and-penalty-charge-notices-pcn>

This second trial follows one held during the same period last year, aiming to assess whether the penalty charge increase in a designated area covering the main Bournemouth seafront (which regularly sees problem parking during busy seasonal months) would lead to greater compliance and improved driver behaviour.

- During the 2025 trial period, BCP reported that total PCNs fell by nearly 7% against 2024 levels, reversing the significant increase in penalties (34%) seen in 2024 and vs. a predicted ~9% further rise in 2025. BCP submitted its report (see link below) on the 2025 trial to the DfT in February, recommending either an increase in the civil penalty charge across England to match London levels or the commissioning of further trials. <https://www.bcpccouncil.gov.uk/Assets/Parking/Penalty-Charge-Notice-Trial-Final-Dft-Report.pdf>

1b.b. CURRENT STATUS – MHCLG: The recommendation to allow authorities approved device powers for civil enforcement of off-street car parks is in process with the MHCLG.

c. Moving Traffic Powers in England (outside London)

1c.a. CURRENT STATUS: A new Designation Order for a fourth tranche of authorities to receive moving traffic enforcement powers came into force on 9 December 2025.

Authorities given powers under the order are: Brighton & Hove City Council, Calderdale Council, Cornwall Council, Dorset Council, Kirklees Council, Knowsley Council, Milton Keynes City Council and Slough Borough Council.

Local authorities already approved to enforce moving traffic restrictions are as follows:

Tranche 3: December 2024 order – 22 authorities:

Bolton Council, Bury Council, Devon County Council, Dudley Metropolitan Council, Hull City Council, Leicestershire County Council, North Somerset Council, North Yorkshire Council, Nottinghamshire County Council, Plymouth City Council, Portsmouth City Council, Sandwell Metropolitan Borough Council, Sefton Council, Solihull Metropolitan Borough Council, Southend-on-Sea City Council, Stockport Metropolitan Borough Council, Suffolk County Council, Sunderland City Council, West Sussex County Council, Wiltshire Council, City of Wolverhampton Council and City of York Council.

Tranche 2: July 2023 order – 40 authorities: Birmingham City Council, Bournemouth, Christchurch and Poole Council, Bradford Council, Bristol City Council, Cambridgeshire County Council, Central Bedfordshire Council, Cheshire West and Chester Borough Council, Coventry City Council, Gloucestershire County Council, Herefordshire County Council, Hertfordshire County Council, Lancashire County Council, Leeds City Council, Leicester City Council, Liverpool City Council, Manchester City Council, Medway Council, Newcastle City Council, North Northamptonshire Council, Nottingham City Council, Oldham Council, Peterborough City Council, Rochdale Council, Rotherham Metropolitan Borough Council, Salford City Council, Sheffield City Council, Shropshire Council, South Gloucestershire Council, Southampton City Council, Stoke-on-Trent City Council, Thurrock Borough Council, Trafford Council, Walsall Council, West Berkshire District Council, West Northamptonshire Council, West Sussex County Council, Wigan Council, Royal Borough of Windsor and Maidenhead Council, Wirral Council and Wokingham Borough Council.

Tranche 1: July 2022 order – 12 authorities: Bath & North East Somerset Council, Bedford Borough Council, Buckinghamshire Council, Derby City Council, Durham County Council, Hampshire County Council, Kent County Council, Luton Borough Council, Norfolk County Council, Oxfordshire County Council, Reading Borough Council and Surrey County Council.

d. Regulation of private parking enforcement in England

1d.a. CURRENT STATUS: The MHCLG has committed to laying the Private Parking Code of Practice before Parliament in the autumn, intending to publish its response to the related consultation (which closed in September 2025) at the same time.

This will see the Code of Practice – first made under the *Parking (Code of Practice) Act 2019*, which received Royal Assent more than seven years ago – finally come into force, following the withdrawal of a first version of the Code in 2022 and the subsequent release of an industry-led code in 2024.

The associated consultation (which launched in July 2025:

<https://www.gov.uk/government/consultations/private-parking-code-of-practice/private-parking-code-of-practice>) sought views on the latest version of the Code, following concerns from parliamentarians around the continuing practices of private parking operators and the designated appeals bodies.

Introducing the consultation at the time, the MHCLG said: *'The government's proposals seek to better protect and support motorists whilst balancing the legitimate needs of private parking operators to manage car parks. The proposals centre around the government introducing a Code which seeks to raise standards across the private parking industry and delivers on the Secretary of State's duty to introduce a code of practice which promotes good practice. The proposals are changes to the Withdrawn Code. The proposals have taken into account the Industry Code as this is what private parking operators are currently expected to adhere to.'*

Key sections of the consultation included a cap on parking charges, debt recovery fees, the value of discount for early payment, a proposed Scrutiny and Oversight Board, the second-stage appeals process and additional mitigation.

PATROL submitted a response to the consultation on 5 September 2025, which primarily sought parity between the private and civil schemes as far as possible, echoing its ongoing engagement with the DfT on penalty charge levels and civil approved device powers, as well as setting out a number of insights relating to the appeals process.

1d.b. CMA takes action to drive private parking improvements for motorists:

On 16 July, the Competition and Markets Authority (CMA) announced a package of actions to improve the experience of UK motorists dealing with private parking operators and help ensure they are treated fairly when challenging parking charges. The measures, which coincide with the CMA opening an investigation into the practices of one operator, Euro Car Parks, include:

- writing to operators outlining concerns about the appeal process for drivers
- calling on the sector to act in ensuring practices are consistent with consumer law, as well as on the improvement of appeals and communications with motorists
- making recommendations to the government on the new Code of Practice, again particularly relating to the appeals process.

<https://www.gov.uk/government/news/parking-charges-cma-takes-action-to-drive-improvements-for-motorists>

e. Restricting the generation of surplus funds from traffic contraventions

1e.a. CURRENT STATUS: On 30 March, the DfT published a response to its 2024 consultation on this issue through a report prepared by the National Centre for Social Research. No policy action has been taken so far.

The consultation (<https://www.gov.uk/government/calls-for-evidence/restricting-the-generation-of-surplus-funds-from-traffic-contraventions>) – launched by the last Conservative government – sought views on whether (and how) to restrict local authorities' ability to generate surpluses from PCN income. It followed the publication of that government's *Plan for drivers* in October 2023, which targeted the improvement of drivers' experience and services provided for motorists.

Key findings relating to local authority surpluses in the National Centre for Social Research report include:

- 68 local authority responses out of a total of 4,787 responses.
- Across the questions covering surplus/deficit in authorities' most recent accounts (covering enforcement of the traffic contraventions in scope: parking, bus lanes, moving traffic / yellow box junctions), an average of 31% of respondents reported a deficit.
- Local authorities reporting a surplus attributed this to an increase in the number of PCNs issued, pointing to factors including the current level of penalty charge not acting as a deterrent. Those reporting a deficit attributed it to factors including the costs of enforcement, the penalty level having not kept pace with inflation and officer resource / time.
- A majority of all respondents (91% of local authorities, 62% of other organisations and 61% of individuals) disagreed that restricting the ability to generate a surplus would make traffic enforcement fairer, also agreeing that current enforcement practices are fair across the traffic contraventions in scope).

Further links:

- **National Centre for Social Research report at:**
<https://assets.publishing.service.gov.uk/media/69c6bdd74321776215360a05/analysis-of-restricting-the-generation-of-surplus-funds-from-traffic-contraventions-cfe.pdf>

PATROL welcomes the publication of the report, noting that many of its findings, generally, and the 31% figure relating to local authority accounts being in deficit, specifically, mirror its own 2024 research.

f. Other items of interest since last report

- **22 September: Parliamentary Speech, Secretary of State for Transport – Making Active Place 2026**

Heidi Alexander sets out the government's approach to active travel at the Making Active Places conference, with reference to pavement parking now being part of the mix.

<https://www.gov.uk/government/speeches/making-active-places-2026>

- **8 September (update from earlier 29 April announcement): New legislation, MHCLG– English Devolution Bill receives Royal Assent, but local government reorganisation halted**

The English Devolution and Community Empowerment Act 2026, which received Royal Assent on 29 April 2026, provides the legislative framework for a significant restructuring of local government in England.

Critically, the Act establishes a formal framework of strategic authorities – sitting above individual councils with 'areas of competence', including transport. Strategic authorities would be the local transport authority for their area and the vehicle for area-wide pavement parking prohibitions (see Section 1a), being the highest tier of authority. The Government's preference is for areas to adopt a directly elected mayor, unlocking the full devolution offer.

IMPORTANT: The most immediate consequence for PATROL members was an active programme of local government reorganisation (LGR) to dissolve existing two-tier areas and move to unitary structures. As of 8 September, this is now under review or halted until further notice (with one exception, for Surrey County Council).

- Elections scheduled for May 2027 will proceed on existing boundaries, though the Secretary of State, Angela Rayner, has indicated the government and Prime Minister's position is that strategic authorities will still be established in all areas by 2028.
- The 8 September announcement is accompanied by the announcement of a new Devolution White Paper.

PATROL remains engaged with both the MHCLG and DfT in anticipation of how local government reorganisation under the Act may impact representation on the joint committee or business-as-usual civil enforcement.

Further links:

- **Press release announcing Royal Assent of the Act:** <https://www.gov.uk/government/news/english-devolution-bill-receives-royal-assent>
- **8 September update:** <https://www.gov.uk/government/publications/local-government-reorganisation-programme-review-and-decisions-withdrawal-letter-to-council-leaders/local-government-reorganisation-programme-review-and-decisions-withdrawal-letter-to-council-leaders>
- **22 July: Media reporting – BBC investigation into council-sanctioned pavement parking**
A BBC Freedom of Information investigation found that 84 of the 164 responding councils in England have marked parking bays on public footpaths, and that 27 of London's 33 boroughs permit exceptions to the 1974 ban through designated bays or signage. The Local Government Association responded that councils allow pavement parking to balance the needs of all users, while Guide Dogs and the National Federation of the Blind renewed calls for a national prohibition. The coverage indicates the scrutiny authorities can expect as the new powers come into force.
<https://www.bbc.co.uk/news/articles/cx2k4qpd5xno>

2. Driving Improvement Awards programme



PATROL's Driving Improvement Awards offer member authorities the chance to submit a bid for funding to develop a public awareness campaign or activity to effect change in their area, with bids encouraged around a specific theme each year, based on current or pressing events, issues and trends in the traffic enforcement landscape.

A key aim of awarding funding is that the winning campaign can act as a model of action for other authorities, with materials produced subsequently being made available for free use by other councils. In this way, PATROL authorities can seek to replicate the success, reducing the burden on their individual finances and drawing widespread attention to important issues.

2a. CURRENT STATUS: PATROL is delighted to announce Lincolnshire County Council as the winning bid in the Driving Improvement Awards 2026/27 (now in its third year of running) focused on the theme of school parking and safety.

2.a.a. Lincolnshire's winning bid

The Council's 'No Excuses: Safer Streets for Lincolnshire' campaign stood out as the most creative and complete submission in this year's bidding process. The proposal to combine drone footage and 'child's-eye-level' camera work to make the risk of parking around the school gate – however harmless it may seem to parents – stark and visible was particularly compelling. Lincolnshire also underpinned its campaign idea with a very strong evidence base, a clear plan for community and stakeholder engagement, as well as a broad range of evaluation tactics to measure behaviour change. Finally, PATROL felt the bid offered the most replicable campaign model, particularly with Lincolnshire's commitment to produce a toolkit for adoption by all our authorities.

Matt Jones, Parking Services Manager, Lincolnshire County Council, said:

'We're absolutely delighted to win. Unsafe parking around schools is a real and persistent issue across Lincolnshire and the country as a whole, and this award recognises our commitment to tackling it in a new, more impactful way. The No Excuses campaign is about putting children at the centre of the conversation and making the risks of poor parking behaviour impossible to ignore. By showing the problem from a child's eye view and using real-world evidence, we want to challenge attitudes, encourage behaviour change and ultimately make our schools and streets safer.'

Laura Padden, Director, PATROL, said: *'Lincolnshire County Council submitted a distinctive, considered bid to the Driving Improvement Awards this year. We are excited to work with the council to bring its creative, drone-led 'No Excuses...' campaign to life, before sharing the insights, learnings and output materials with all our authorities.'*

View a slide deck relating to Lincolnshire's proposed campaign on the member portal:
<https://www.patrol.gov.uk/ctspoyc>

2.a.b. Councils invited to present at the PATROL Joint Committee

In a change to the Awards format this year, Lincolnshire was invited to attend PATROL's Joint Committee Annual Meeting in London on Tuesday 14 July to present on its bid and campaign plans to members. Last year's 2025-26 winners, Cornwall Council, were also in attendance, presenting on the various activities around Blue Badge abuse and misuse they have been running throughout 2026 (see below).

2b. 2025-26 Cornwall Council Blue Badge assets coming soon

Various assets produced by Cornwall Council as part of its (still ongoing) Blue Badge abuse and misuse campaign will be made available to authorities soon.

- The Council launched its campaign in July (see: <https://www.cornwall.gov.uk/council-news/communities-and-housing/check-your-marks-get-set-park-cornwall-council-launches-campaign-to-help-blue-badge-holders-feel-confident-using-their-badge/>).
- The campaign is spearheaded by video content (see example at: <https://www.facebook.com/watch/?v=1542482507341624>), developed in the period since receiving funding from PATROL last year and supported by other educational materials, including a series of webinars.
- Cornwall Council have also offered to give guidance to other authorities that may seek to run a Blue Badge awareness campaign of their own.

View Cornwall's report and a slide deck relating to its Blue Badge activities to date on the member portal at: <https://www.patrol.gov.uk/ctspoyc>

2c. 2024-25 'Beyond the Uniform' campaign assets still available to all authorities

Brighton & Hove City Council and North Essex Parking Partnership's winning campaign in 2024-25 focused on abuse experienced by civil enforcement officers and other enforcement staff.

PATROL has made the full set of white-labelled creative assets and guidance documents developed for the campaign available to all member authorities. These include:

- Ready-made Adobe Illustrator templates for common social media and print formats.
- Stock imagery.
- Simple PowerPoint and Word templates.
- Video files in MP4 format, ready for use or editing into new productions.
- Evaluation reports and practical advice from Brighton and NEPP.
- Overview toolkit.

The aim of the assets and documents is to help any authority activate the campaign locally, irrespective of communications resource or budget. **All creative assets and guidance documents, together with the toolkit, are available to download from the PATROL website at:** <https://www.patrol.gov.uk/driving-improvement-awards-resources>.

The files are password protected for security reasons, with PATROL's Awards team able to provide access via email at: patrolawards@patrol.gov.uk. The team is also available for any questions on accessing the files or activating the campaign.

FINAL NOTE: LOOK OUT FOR THE 2027-28 DRIVING IMPROVEMENT AWARDS THEME AND BID SUBMISSION PROCESS LAUNCHING SOON.



PATROLAJC Executive Sub Committee

Date of Meeting:	13 th October 2026
Report Title:	Traffic Penalty Tribunal Appellant Feedback Survey
Report of:	Ellen Adamson, Web & Stakeholder Officer, PATROL

1.0 Purpose of Report

- 1.1** To present the findings from the Traffic Penalty Tribunal Appellant Feedback Survey and identify opportunities for targeted improvements to the appeal process, FOAM system, information and guidance, correspondence, virtual hearings and customer support.

2.0 Recommendations

- 2.1** To note the report.
- 2.2** To support officers in reviewing the targeted service improvements identified through the survey.

3.0 Reasons for Recommendations

- 3.1** To keep the Executive Sub Committee updated.

4.0 Background

- 4.1** The Tribunal undertook an appellant feedback survey to assess the experience of using the appeal process, including FOAM, information and guidance, correspondence, customer support, virtual hearings and the timeliness and clarity of decisions.
- 4.2** A total of 529 responses were received from 5,045 appellants invited to participate over a 15-week period, representing an overall response rate of approximately 10.5%. This provides a substantial evidence base for assessing appellant experience.
- 4.3** The purpose of the survey was to understand how easy or difficult appellants found the process and systems. In reviewing the qualitative feedback,

comments concerned solely with disagreement with the outcome of an appeal have therefore been distinguished from feedback about the operation, accessibility or clarity of the service.

- 4.4** This distinction is important when interpreting the results. A significant proportion of negative free text comments related to dissatisfaction with an unsuccessful appeal rather than a difficulty with the Tribunal's process or systems. The analysis below focuses on genuine service and process feedback.

Dissatisfaction with appeal outcomes cannot be investigated by PATROL. They can only be considered through the judicial process set out in the regulations.

5.0 Overview

5.1 FOAM and Digital Experience

FOAM was rated positively overall. 72.83% of respondents described registration, login and navigation as easy or very easy, while 13.8% described it as difficult or very difficult.

The qualitative responses supported the overall positive finding, with many appellants describing the system as straightforward and easy to use. Where difficulties were identified, they tended to relate to specific functions rather than the overall appeal journey.

Recurring areas for improvement included:

- Evidence upload and management, including locating the upload function, uploading multiple files, identifying documents and understanding whether further evidence could be added after initial submission.
- Authentication and one-time login codes, including failed or delayed codes, repeated authentication and short timeout periods.
- Navigation to less frequently used functions, particularly post-decision options such as requesting a review.
- Finding messages, identifying what had changed following an email notification and understanding the current status or next action on a case.

These findings suggest that FOAM is functioning effectively for most appellants, with scope for targeted usability improvements rather than a fundamental redesign.

5.2 Information, Guidance and Correspondence

Information about the appeals process was rated positively, with 70.89% of respondents describing information on the required steps, deadlines and hearing procedures as clear or very clear. 75.99% said they were able to find the information they needed about the appeal process easily.

The Tribunal website was the main source of additional information or support, used by 57.28% of respondents. This reinforces the importance of the website as the principal source of appellant guidance.

Correspondence was also rated positively, with 65.22% describing Tribunal letters and emails as clear and helpful or very clear and helpful.

The qualitative feedback identified a small number of areas where additional or simplified guidance may be beneficial, including:

- Whether and how further evidence can be submitted after an appeal has been lodged.
- How to respond to evidence submitted by an authority.
- What appellants should expect at a hearing and who may attend.
- What happens after a decision, including payment and review routes where applicable.

A small number of respondents suggested a simple step-by-step guide. A concise appellant journey guide could complement the more detailed information already available and make key stages and actions easier to understand.

5.3 Virtual Hearings

Of the 269 respondents who answered the question on virtual hearings, 55.39% rated the system as accessible and reliable or very accessible and reliable. 26.77% were neutral and 17.84% rated it difficult to access or unreliable.

The qualitative feedback identified occasional difficulties with Microsoft Teams access, joining codes, audio quality and dropped connections. Some appellants also expressed uncertainty before the hearing about what would happen if they were unable to connect.

A number of respondents nevertheless reported that Tribunal staff responded effectively when technical problems occurred, including moving hearings to telephone where appropriate.

The findings suggest an opportunity to strengthen pre-hearing joining guidance, provide clearer contingency information for technical failures and consider whether a simple pre-hearing connection check could reduce uncertainty.

5.4 Customer Service Support

Customer support was used by a minority of respondents. Of the 191 respondents who rated the assistance received, 49.74% rated it excellent or good, 26.18% were neutral and 24.09% rated it poor or very poor.

Of the 193 respondents who answered whether support resolved their issue or answered their question effectively, 48.19% said it was fully resolved, 17.10% partially resolved and 34.72% not resolved.

These results should be interpreted with some caution. The free text responses indicate that some respondents considered their issue unresolved because the appeal outcome was not the one they wanted, rather than because customer service had failed to answer or deal with their enquiry.

Conversely, a number of qualitative comments specifically praised telephone and email support as helpful, polite, professional and responsive.

5.5 Timeliness, Decisions and Post-Decision Journey

The survey indicated that the majority of appellants considered their decision timely and understandable. The qualitative responses nevertheless identified a minority of cases where appellants reported lengthy waits or uncertainty about what happened next.

Some respondents also reported difficulty understanding the wording or reasoning of a decision. These comments have been distinguished from complaints that the decision itself was wrong. Where an appellant could not understand the decision, or could not identify how the principal issues raised related to the written reasons, this represents a communication issue rather than an outcome issue.

Post-decision navigation emerged as a specific area for review. Some respondents found the route to request a review difficult to locate, while others were uncertain about payment, case closure or the next action required.

5.6 Overall Satisfaction and Interpretation of Negative Feedback

Overall, 61.44% of respondents were satisfied or very satisfied with the customer service and digital experience, 11.15% were neutral and 27.41% were dissatisfied or very dissatisfied.

The overall dissatisfaction figure should not be considered in isolation. Review of the 529 free text responses showed that a substantial proportion of negative comments related primarily to disagreement with an appeal being rejected, allegations that the adjudicator or authority was wrong, or dissatisfaction with the underlying penalty.

These comments do not provide reliable evidence about the usability or accessibility of the Tribunal's process and have therefore not been treated as service improvement findings unless they also identified a distinct process, system or communication issue.

5.7 Key Findings and Opportunities for Improvement

Overall, the survey demonstrated that the core appeal process is working effectively for most appellants. FOAM usability, process information, the Tribunal website and correspondence were clear strengths.

The most consistent opportunities for targeted improvement were:

- Improve the clarity and usability of evidence upload, evidence viewing and further evidence submission.
- Review one-time-code reliability, login authentication and timeout arrangements.
- Make post-decision actions, including review routes where applicable, easier to locate.

- Provide clearer case status, latest update, action required and next-step information within FOAM.
- Strengthen virtual hearing joining instructions and contingency guidance for technical difficulties.
- Provide a concise step-by-step appellant journey guide alongside existing detailed information.
- Continue to review the clarity of decision communications without conflating this with disagreement about the judicial outcome.

These are targeted refinements rather than evidence of systemic failure. The survey results indicate that the majority of appellants are able to navigate the process and access the information they require without significant difficulty.

6.0 Implications

6.1 Finance

6.1.1 Minimal financial implications are anticipated from the findings at this stage.

6.1.2 Most potential improvements relate to guidance, communications and incremental system usability changes and could be considered within existing service development arrangements. Any material FOAM development would be subject to separate scoping and cost assessment.

6.2 Risk Management

6.2.1 Clear and accessible digital processes reduce the risk of appellants being unable to participate effectively in the appeal process because of avoidable technical or information barriers.

6.2.2 Targeted improvements to evidence handling, hearing access and post-decision information would support confidence in the accessibility and transparency of the Tribunal process.

7.0 Conclusion

7.1 The survey provides a strong evidence base from 529 appellants and indicates that the Tribunal's core digital and customer journey is operating effectively for the majority of users.

7.2 The qualitative analysis is particularly valuable in separating genuine process and system feedback from dissatisfaction with individual appeal outcomes. Once outcome-related complaints are discounted, the principal issues are specific and actionable rather than systemic.