CHAPTER SEVEN

PARKING & ENFORCEMENT PLAN
INTRODUCTION

7.0 The Mayor’s Transport Strategy (July 2001) requires boroughs to prepare a Parking & Enforcement Plan (PEP). This plan is to be submitted as an integral part of Westminster’s Local Implementation Plan (LIP).

7.1 The annual declaration by the City Council to the Mayor of parking income and expenditure is set within the context of the plan.

7.2 Transport for London (TfL) provided guidance on the contents, format and approach of the plan, and the City Council has proceeded on this basis.

7.3 The PEP objectives are set out in the Mayor’s Strategy. They are:
   • to be comprehensive, including the consideration of parking provision, charging regimes, on-street controls and parking standards;
   • to show co-ordination and compatibility with neighbouring authorities;
   • to provide a clear strategy for effective enforcement;
   • to support the economic viability of town centres, whilst reducing the overall availability of long-stay parking;
   • to ensure that the parking needs of disabled people, motorcyclists, buses, coaches, business and freight (together with loading & signing issues) are taken into account; and
   • to demonstrate the provision, location, safety and security of public car parks.

7.4 This plan demonstrates Westminster’s commitment to a comprehensive approach to parking management and to the processes given in the LIP guidance.
Chapter 7 – Parking & Enforcement Plan

POLICY BACKGROUND

Mayor’s Transport Strategy
7.5 The Greater London Authority Act 1999 requires the Mayor to produce a statutory Transport Strategy which was published in July 2001. It takes primary place over previous policy documents produced by Central Government and the boroughs.

7.6 The Mayor’s Transport Strategy supersedes Traffic Management & Parking Guidance (TMPG) although it draws important elements from that document. In accordance with the Strategy TfL, in July 2004, has provided guidance for the production of the PEP.

7.7 The Mayor’s strategy calls for the effective management of parking as summarised in Policy 4G.4.

“4G.4 All parking and loading controls should be managed fairly and effectively. Whilst recognising statutory requirements and constraints, on and off-street parking charges should as far as possible reflect the overall objectives of the Transport Strategy and take into account the competing needs for kerb side and off-street space in each area.”

7.8 The City Council believes that its management of both on-street and off-street parking is the most effective and efficient in London and meets the demands of the Mayor’s Transport Strategy. We regularly review on and off-street parking charges, the hours of parking control, and the designation of on-street space. The City Council constantly seeks to improve our Parking Service also in terms of the customer experience, technology and the enforcement regime. The City Council has incorporated the spirit of the Strategy in its replacement Unitary Development Plan (UDP).

TfL’s role
7.9 The strategy’s proposal 4G.15 states that:

“4G.15 Transport for London (TfL) and the London boroughs will review parking and loading controls along all the Transport for London Road Network (TLRN), including all roads designated as Greater London Authority (GLA) side roads, along busy bus routes and in other key locations. The GLA will seek to ensure that appropriate lengths of roads in the immediate vicinity of the TLRN are designated as GLA side roads. The review will build on previous work by the Traffic Director for London, TfL and the London boroughs. The aim will be to ensure that parking and loading controls protect buses and business traffic whilst ensuring necessary access for local shops, community facilities and residents, particularly for disabled people. (To achieve this, all the TLRN and roads designated as GLA side roads should have appropriate parking and loading controls, with clear allocations of street space and explicit standards of enforcement by the end of 2001.
These standards should be extended to cover all roads with busy bus routes by the end of 2008.)"

Controlled Parking Zones (CPZs)
7.10 The Strategy’s policy 4G.5 on CPZs does not apply as all streets in Westminster are subject to parking controls. In September 2001 parking controls were implemented in the final uncontrolled area in the Northwest of the City. The policy states:

“4G.5 The creation of new or extended Controlled Parking Zones will be supported, particularly in inner London, outer London town centres, and around Underground and rail stations where parking pressures and conflicts are acute.”

Off-street parking
7.11 The Mayor’s Transport Strategy also addresses the question of off-street parking in the form of policy 4G.6 and proposal 4G.16. These state that:

“Policy 4G.6
The London boroughs should use their planning powers to limit the amount of parking provided through public off-street car parks (including temporary car parks), in line with the objectives of the Transport Strategy.”

“Proposal 4G.16
The London boroughs should review the provision and pricing of public off-street parking to ensure that this conforms to the objectives of the Transport Strategy. The London boroughs should ensure that charges for off-street car parking in town centres give priority to short term users.
(Annual monitoring of public off-street parking to commence in 2002.)”

7.12 The policies in our revised UDP show that the City Council meets the strategy’s objectives to reduce off-street car parking. It is the City Council’s policy to favour short-stay parking over long-term parking both on and off-street. We actively seek to reduce off-street parking facilities, particularly private non-residential, whenever the opportunity arises.

The London Plan – February 2004
7.13 London Plan has been primarily devised to provide a spatial development strategy for Greater London. The plan includes a section on parking strategy and standards in policy 3C.22, which is reproduced below:

“Policy 3C.22 Parking strategy
The Mayor, in conjunction with boroughs, will seek to ensure that on-site car parking at new developments is the minimum necessary and that there is no over-provision that could undermine the use of more sustainable non-car modes. The only exception to this approach will be to ensure that developments are accessible for disabled people."
Chapter 7 – Parking & Enforcement Plan

**UDP policies and transport Local Implementation Plans should:**
- adopt on- and off-street parking policies that encourage access by sustainable means of transport, assist in limiting the use of the car and contribute to minimising road traffic
- adopt the maximum parking standards set out in the annex on parking standards (Annex 4) where appropriate, taking account of local circumstances and allowing for reduced car parking provision in areas of good transport accessibility
- reduce the amount of existing, private, non-residential parking, as opportunities arise
- recognise the needs of disabled people and provide adequate parking for them
- take account of the needs of business for delivery and servicing movements
- provide adequate facilities for coaches that minimise impact on the road network capacity and are off-road wherever possible
- generally resist the introduction of temporary car parks
- encourage good standards of car parking design

7.14 Policy 3C.23 relates to parking in town centres, which does not generally apply to Westminster, as our UDP does not designate any town centres in the City. Nevertheless, the City Council’s UDP supports the main intentions of policy 3C.23, which is reproduced below:

“*Policy 3C.23 Parking in town centres*
UDP policies and transport Local Implementation Plans should set out appropriate parking standards for town centres. These should help to enhance the attractiveness of town centres and reduce congestion. These standards should take into account:
- the standards set out in Annex 4
- the current vitality and viability of their town centres
- regeneration and town centre management objectives
- existing on- and off-street parking provision and control
- public transport provision and the need to reduce travel by car
- pedestrian and cycle access.”

7.15 Policy 3C.24 relates the promotion of sustainable development of road, rail and water-borne freight facilities, which is an important element in terms of Westminster’s economy. Road freight services are also an important element within Westminster’s Parking Services, and it is an area in which we are seeking to improve our service and enforcement regime. The City Council’s UDP supports the main thrust of policy 3C.24, which is reproduced below:

“*Policy 3C.24 Freight strategy*
The Mayor will promote the sustainable development of the full range of road, rail and water-borne freight facilities in London and seek to improve
integration between the modes and between major rail interchanges and the centres they serve. The development of a London rail freight bypass route is supported. UDP policies should:

- implement the spatial aspects of the freight element of the Mayor’s Transport Strategy as developed by the London Sustainable Distribution Partnership
- seek to locate developments that generate high levels of freight movement close to major transport routes
- ensure that suitable sites and facilities are made available to enable the transfer of freight to rail and water through the protection of existing sites and the provision of new sites
- ensure developments include appropriate servicing facilities, off-road wherever practicable
- ensure collection and delivery can take place off the main bus and tram routes.”

Traffic Management and Parking Guidance (TMPG)

7.16 The Secretary of State for Transport’s TMPG formerly defined the strategic context in which a local authority should manage its on-street and off-street supply of parking spaces. When read in conjunction with Planning Policy Guidance (PPG) 3, 6 and 13, and legislation on air quality, the TMPG additionally promoted the restraint of private car journeys and the adoption and co-ordination of land use and transportation policies which seek to reduce reliance on the private car. The Council supports the Secretary of State’s expectation of a year by year reduction in the supply of publicly available commuter parking and has continued to review its parking policies with the aim of restraining unnecessary journeys by car and transferring journeys currently made by car to other more sustainable modes. The City Council sought to incorporate the spirit of the new Guidance into its earlier UDP.

Westminster’s Unitary Development Plan’s Policies

7.17 The City Council’s parking service is based on the UDP policies outlined below.

<table>
<thead>
<tr>
<th>TRAFFIC REDUCTION</th>
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</table>

To minimise the adverse effects of traffic on the environment and amenity, the City Council will seek to increase the use, integration and development of public transport, cycling and walking as viable alternatives to motor vehicles and reduce the use of private motor vehicles, particularly, but not exclusively, through and commuter traffic. It will adopt the traffic reduction targets set out in the Mayor’s Transport Strategy and the London Plan.
Chapter 7 – Parking & Enforcement Plan

POLICY TRANS 15 OF THE UNITARY DEVELOPMENT PLAN AS APPROVED BY THE COUNCIL DECEMBER 2004
Chapter 7 – Parking & Enforcement Plan

PARKING

To control and co-ordinate on-street and off-street parking to reduce the overall level of parking, while maintaining adequate availability of parking space for essential and priority users.

TAKEN FROM THE AIMS OF POLICIES 21 - 26 OF THE UNITARY DEVELOPMENT PLAN AS APPROVED BY THE COUNCIL DECEMBER 2004

Reasons for controlling parking provision

7.18 The City Council has six main reasons for controlling parking provision:

• to support the overall objectives of traffic restraint / reduction by helping to minimise the adverse social, economic and environmental impacts of vehicular traffic;
• to improve road safety;
• to establish and maintain a fair system which protects special needs where these exist, such as the needs of residents, doctors, hospitals and people with disabilities;
• to acknowledge the unsuitability of some areas for parking, especially by heavy vehicles;
• to reduce congestion for all road users, particularly on A roads and busy bus routes; and
• to promote development which supports more sustainable travel choices and reduces the need to travel.

7.19 Parking controls play an important part in the Council’s transport strategy by regulating the amount of traffic within the City and encouraging the use of public transport. Parking controls also assist in ensuring that local amenity is protected by controlling the class of vehicle allowed to park. This is particularly important in respect of coaches and goods vehicles. The Council operates an on-street residents’ parking scheme - Respark - which allows bona fide residents to obtain permits allowing them to park near their homes.

Parking in Westminster’s integrated transport strategy

7.20 In 1998, the City Council approved an integrated transport strategy for Westminster that includes, amongst other things, an extension of past restraint based decisions for on and off-street parking pricing and supply initiatives as set out below:

For on-street parking:

• Reduce the number of on-street meters;
• Increase the number of residents’ space/ shared use bays;
• Further restraint based increases in meter tariffs to reduce levels of parking at meters in areas of high demand;
• Employ more attendants;
• Replace all or nearly all meters with Pay and Display and introduce cashless payment facilities; and
• Extend the times of Respark and meter controls and the size of the controlled area;

For the City Council’s public off-street car parks:
• Improve the attractiveness, safety and efficiency of the car parks through refurbishment and better facilities including added value services to provide a better service for customers;
• Bring back leased car parks under direct control if necessary to provide a better service and improve management;
• Further increase tariffs for long-stay/contract parkers to deter commuter parking;
• Increase the number of spaces used by short stay parkers and keep the tariffs for short-stays lower than meter charges to encourage greater use by short stay users;
• Consider the introduction of a one hour tariff band and one hour meters to encourage greater use by short stay visitors who currently park on the street;
• Encourage greater use of the Council’s car parks by residents for overnight parking; and
• Consider the redevelopment potential of existing Council car parks on the basis of a business case within the framework of the UDP planning policies and the overall restraint based objective of seeking to reduce the total number of parking places and shift the balance away from commuter parking towards essential short stay and residents.

**UDP parking standards**

7.21 In August 2002 the Cabinet agreed a City-wide maximum residential parking standard, which has been incorporated into the Post-Inquiry Draft of the Replacement UDP in Policy TRANS 23.

a) 1 off-street parking space per residential unit of two bedrooms or less; and
b) 1.5 off-street parking spaces per residential unit of three or more bedrooms.

Currently off-street parking commercial developments are generally limited to:

a) a maximum of one parking space per 1,500 sq. m. throughout the City.

7.22 These standards underlines the City Council’s commitment to reduce the amount of off-street parking in Westminster in line with its own policies, the Mayor’s Transport Strategy and the London Plan.

**Disabled Parking Standards**

7.23 In TRANS 21 of the City Council’s replacement UDP it is clearly stated that the City Council would normally require at least one adequately proportioned and
positioned parking bay for disabled people for all non-residential development. When parking is required then a minimum of one or 20% of spaces, whichever is greater, should be designed for and accessible to disabled users. TRANS 23 states for special needs housing and hostel, the following:

“A parking standard of 1 space per 10 residential units will normally be applied for special needs housing (e.g. sheltered housing and housing for people with special needs), but this may be varied to suit particular cases. For mobility or wheelchair housing a standard of one space per dwelling may be required. For hostels a maximum of one space per ten bedspaces should be provided, but the City Council will accept a lower amount where there will be no impact on on-street parking.”

Coach Parking Standards
7.24 Coach parking is not usually required, but in TRANS 22 of the Replacement UDP for hotels and related activities, and entertainment & leisure uses states:

“All developments will however be required to assess and meet expected demand for parking and servicing from coaches, minibuses and for people with disabilities.”

Improving highway safety
7.25 The City Council’s responsibility for road safety is a high priority. A comprehensive road safety programme underpins this objective and consists of road safety schemes, the upkeep of existing facilities and a wide ranging public awareness programme.

7.26 The City Council continually reviews its stock of on-street parking bays where their location could compromise road safety for all road users. If a review identifies that a parking bay compromises road safety then the identified bays are either removed or relocated.
7.27 The City of Westminster is responsible for the largest parking service in Europe. Since September 2001, when it was extended to the Queen’s Park area, the whole of the City has been included in the controlled parking zone. Westminster’s CPZ is subdivided into eight zones denoted by the letters A to H (figure 7.1). The zones limit the area within which residents’ parking permits are valid. These zones can be further subdivided depending on the on-street tariff and/or the hours of control. The parking zones tariff and hours of control sub-zones are shown in figures 7.2, 7.3 & 7.4 and in appendix 9.

7.28 The City Council issues more penalty charge notices (PCNs) than any other borough in Greater London. In Westminster just over 800,000 PCNs were issued in the year to March 2005, compared with 1,000,000 in 2003/04 900,000 in 2002/03. In addition, some 13,000 vehicles were removed and 47,400 clamped in 2004/05. The City Council’s car pound is located at our Park Lane underground car park.

7.29 Except for the streets shared with the London Borough of Brent, which are classified in Penalty Band B, Penalty Band A applies throughout the City. This penalty band allows a charge of £100 per PCN, which is discounted to £50 if it is paid within 14 days. The current clamp release fee is £65 and the vehicle removal release fee is £150, with a daily parking charge of £25. These charges were last fully reviewed in 2002/03 and the current fees were implemented in April 2003. The Association of London Government (ALG) intends to conduct a full review of the parking charges in summer 2006.

7.30 In October 2005 in Westminster there are some 3,200 parking spaces controlled by pay and display machines and 3,400 spaces by electronic parking meters, and 2,900 shared use spaces. There are 32,000 residents’ parking spaces, as well small numbers of disabled parking bays, diplomatic parking spaces, doctors’ parking spaces and hospital vehicle bays.
Figure 7.1

Main Parking Zones

Legend

Parking Services

WCC Boundary

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Chapter 7 – Parking & Enforcement Plan

City of Westminster

Figure 7.2

Hourly Meter Tariffs – Existing

Legend

- £1.50 per hour
- £3.00 per hour
- £1.50 per hour
- £2.00 per hour
- £2.40 per hour
- £3.00 per hour
- £4.90 per hour

Parking Services

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Chapter 7 – Parking & Enforcement Plan

City of Westminster

Hours of Parking Controls on Metered Bays and Single Yellow Lines

Legend
- WCC Boundary
- Parking Zone (sub zone) Boundaries

Parking Services

Figure 7.3

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WESTMINSTER’S MAIN PARKING SERVICES

On-Street Parking Operations
7.31 Most of the City Council’s on-street parking operations have been subject to competitive tender. The contracted services are:

(a) enforcement and suspension of on-street parking places and yellow lines, including:
   i) Penalty Charge Notice issue,
   ii) wheelclamping,
   iii) vehicle removal, and
   iv) management of the car pound and 24 hour payment centre;
(b) the processing, collection and recovery of Penalty Charge Notices (PCNs);
(c) debt recovery (bailiffs);
(d) the administration of the issue of residents’ on-street parking permits;
(e) the investigation of on-street parking permit abuse and fraud
(f) supply and maintenance of parking equipment;
(g) the collection of cash from meters;
(h) 24 hour telephone information service (ParkTel);
(i) facilities management for the computer information system;
(j) the administration and issue of tradesmen’s permit
(k) the administration and issue of the White Badge disabled parking permit

7.32 Parking policy, the designation of parking places, contract management and monitoring and the administration of the Council’s off-street car parks remain as in-house services. Westminster’s parking service was subject to a best value review in 2002.

Meters and Pay & Display
7.33 In October 2005 Westminster has some 9,500 metered parking spaces available for visitors. There are also 15 meters for the sole use of taxis. Most meters are 4 hours maximum stay, although there a few with 30 minutes, one or two hour(s) maximum waiting period where local conditions, usually related to local shopping streets. The main elements of Westminster’s on-street parking stock are shown in the table below:
Table 7.1: On-Street Parking Stock (Metered) (October 2005)

<table>
<thead>
<tr>
<th>Parking Zone</th>
<th>Meters</th>
<th>Pay &amp; Display Spaces</th>
<th>Shared Use Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>501</td>
<td>706</td>
<td>249</td>
</tr>
<tr>
<td>B</td>
<td>252</td>
<td>628</td>
<td>528</td>
</tr>
<tr>
<td>C</td>
<td>320</td>
<td>207</td>
<td>843</td>
</tr>
<tr>
<td>D</td>
<td>257</td>
<td>317</td>
<td>188</td>
</tr>
<tr>
<td>E</td>
<td>924</td>
<td>419</td>
<td>116</td>
</tr>
<tr>
<td>F</td>
<td>465</td>
<td>426</td>
<td>881</td>
</tr>
<tr>
<td>G</td>
<td>663</td>
<td>538</td>
<td>81</td>
</tr>
<tr>
<td>H</td>
<td>12</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td>3394</td>
<td>3248</td>
<td>2886</td>
</tr>
</tbody>
</table>

Source: Westminster City Council

7.34 All metered bays are controlled by either pay and display equipment or electronic parking meters. Pay and display is particularly beneficial where a large number of meters can be removed and replaced by a few pay and display machines that give environmental benefits. The City Council has accelerated the trend towards pay-and-display control in recent years and this is set to continue. We intend to replace most, if not all, parking meters in the City with pay & display machines by 2010.

7.35 The City Council’s 2004 parking occupancy survey shows that the City-wide average day-time (8.30 a.m. – 6.30 p.m.) occupancy for meters increased by 1% to 64% over 2003, but the pay & display occupancy decreased by 7% to 49%. Overall, following the trends of previous years, the total day-time metered parking occupancy at 58% declined by 2% from 2003, although the rate of decrease has slowed since 2003. A parking zone summary of the 2004 parking occupancy survey data is given in appendix 10.

Residents’ Parking (Respark)

7.36 The City Council’s planning policies to retain and increase the permanent residential population, combined with the general demographic shift to smaller households and increased car ownership, will continue to create pressure on the finite supply of kerbside space. This will become more acute in certain areas if the increase in dwellings proposed in the then Department of the Environment’s Strategic Guidance (RPG3) is achieved.

7.37 In October 2005 there were just over 36,000 residents’ parking permits issued and 32,000 parking spaces for residents’ parking permit holders. The breakdown for the eight parking zones is given in the table below:
Table 7.2: Breakdown of Residents’ parking permit holders by zone

<table>
<thead>
<tr>
<th>Parking Zone</th>
<th>Permits</th>
<th>Parking Spaces</th>
<th>Ratio: Resident Spaces / No. of Permits</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>7,023</td>
<td>6,133</td>
<td>87%</td>
</tr>
<tr>
<td>B</td>
<td>7,627</td>
<td>6,604</td>
<td>87%</td>
</tr>
<tr>
<td>C</td>
<td>11,676</td>
<td>11,298</td>
<td>97%</td>
</tr>
<tr>
<td>D</td>
<td>1,865</td>
<td>1,782</td>
<td>96%</td>
</tr>
<tr>
<td>E</td>
<td>1,502</td>
<td>1,176</td>
<td>78%</td>
</tr>
<tr>
<td>F</td>
<td>5,535</td>
<td>4,320</td>
<td>78%</td>
</tr>
<tr>
<td>G</td>
<td>784</td>
<td>699</td>
<td>89%</td>
</tr>
<tr>
<td>H</td>
<td>6</td>
<td>4</td>
<td>67%</td>
</tr>
<tr>
<td><strong>City Total</strong></td>
<td><strong>36,018</strong></td>
<td><strong>32,016</strong></td>
<td><strong>89%</strong></td>
</tr>
</tbody>
</table>

Source: Westminster City Council

7.38 In order to increase the availability of residents’ parking space the City Council has adopted a number of approaches. Strict permit eligibility criteria are in place in order to reduce the number of non-residents who obtain permits fraudulently, and these criteria are reviewed regularly. In July 2004 the City Council strengthened the permit criteria, and to date this initiative has led to a reduction of some 5,000 permits on issue. Coupled with programmes to increase the on-street supply of residents’ parking spaces, these initiatives have led to a considerable improvement in favour of residents. However, it remains the case that in certain areas and even individual streets residents can experience considerable parking problems. Significant levels of resources are devoted to the investigation of Respark permit fraud and prosecuting offenders. We actively co-operate with other London Boroughs on permit fraud.

7.39 The table below outlines the overall improvement in the ratios between the numbers of permits issued and residents’ parking spaces since 1986:

<table>
<thead>
<tr>
<th></th>
<th>1986</th>
<th>2005</th>
<th>Increase %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents’ parking spaces (including 2,900 shared use spaces in 2004)</td>
<td>17,217</td>
<td>34,894</td>
<td>103%</td>
</tr>
<tr>
<td>Residents’ parking permits issued</td>
<td>27,489</td>
<td>36,016</td>
<td>31%</td>
</tr>
<tr>
<td>Space to permits ratio</td>
<td>63%</td>
<td>97%</td>
<td>54%</td>
</tr>
</tbody>
</table>

7.40 Residents’ permit holders may park at metered spaces in their own parking zone free of charge between 8.30 and 9.30 a.m. and between 5.30 and 6.30 p.m.
7.41 A number of other initiatives to improve the opportunities for residents to park have been introduced over recent years. Following a review in 1999 of the times of parking control, enforcement of residents’ parking places operates 24 hours a day in the West End and Mayfair, until 10 p.m. every day in the Bayswater and Knightsbridge areas and until 8.30 p.m. every day in Marylebone and Paddington (see figure 7.4).

7.42 In February 2003 the Committee of the Cabinet approved in principle that the hours of control for residents’ parking for the rest of the City should be extended to “at any time”, i.e. Mondays to Sundays, 24 hours a day. However, Committee felt that the proposal should be subject to further review before the extended controls could be implemented. Unfortunately the review has been delayed because no funding is currently available to take it forward. The Mayor’s congestion charge led to a serious reduction in parking revenue, which is the source of funding for such schemes. The Council made a supplementary bid for 2004/05 to Transport for London for funding to implement extended controls for resident’s parking places. Unfortunately this bid was not successful. A full Borough Spending Plan bid for 2005/06 was also unsuccessful. The City Council has re-submitted its bid in our 2006/07 BSP.

7.43 In October 2004 the City Council introduced “at any time” residents’ parking controls into the East Hyde Park Estate area west of Edgware Road, on an experimental basis, in order to assess their impact. This area was chosen because of the evening parking problems faced by residents, although the City Council acknowledges that this area is by no means unique in Westminster in experiencing this nuisance. The review of this experiment took place autumn 2005 and the extended controls will be made permanent. The City Council will also be extending the “at any time” residents’ parking controls to other nearby streets during spring 2006.

7.44 Given the increasing move towards evening and weekend parking controls on residents’ bays, and the benefits of more clearly informing motorists of the regulations, the City Council signs all residents’ parking bays with reflective signs displaying the times of control.

7.45 Yellow lines have been reviewed throughout the City with the intention of only retaining yellow lines for the following reasons:
- highway safety, i.e. to maintain clear sight lines at junctions, keep pedestrian crossing clear of parked vehicles, etc.;
- where they are vital to preserve the free flow of traffic; and
- to provide essential space for loading and unloading.

7.46 In addition to the yellow line reviews, area-based parking studies have sought to ensure that kerbside space is apportioned to best meet the competing demands placed on it. Since 1989 some 7,000 new spaces for residents have been created through the yellow line reviews and area-based studies.

7.47 The 2004 parking occupancy survey shows that the City-wide average daytime (8.30 a.m. – 6.30 p.m.) occupancy for residents’ parking bays increased by 1% to 76% over 2003. Overall, following the trends of recent years, the day-
time respark occupancy continues to remain stable. A parking zone summary of the 2004 parking occupancy survey data is given in Appendix 10.
Chapter 7 – Parking & Enforcement Plan

City of Westminster

Hours of Parking Controls on Residents' Parking

Legend:
- WCC Boundary
- Parking Zone (sub zone) Boundaries

Figure 7.4

Parking Services

Scale: NOT to Scale
Date: 29.11.04
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Acad File Name: TIMESPARK0001
The Impact of the Congestion Charging on Parking in Westminster

7.48 The Mayor’s congestion charging scheme has had a significant impact on Westminster’s parking service. The City Council commissioned a series of parking occupancy surveys in May/June 2002 and October 2003 (i.e. before and after the introduction of the scheme in February 2003) to determine the impact of congestion charging.

7.49 The analysis of the survey data for the period 8.30 a.m. to 6.30 p.m. is summarised in appendix 11. This period has been chosen as it reflects the controlled hours for meters and single yellow lines, and largely coincides with the congestion charge’s operational hours during the week. Analysis has been conducted on residents’ parking, meter parking, pay & display and shared use.

7.50 The average occupancy rates are generally lower City-wide in 2003 than in 2002, except for a 1% increase in residents’ parking. The headline figures include a drop in meter usage of 6%, and 5% and 1% for pay & display and shared use respectively. However, this does mask variations between the results from inside the Congestion Charging Zone (CCZ) and those from outside. For instance inside the CCZ meter and pay & display usage declined by 9% and 7% respectively, but outside the CCZ meter usage increased by 1% between 2002 and 2003. However, it must be borne in mind that there is more metered parking in the CCZ with approximately 3,900 spaces against 2,700 outside the CCZ.

7.51 It was clear from the Saturday survey results that the congestion charge has not generally increased day-time metered parking use despite the charge not operating at the weekend. In fact the data shows that all four parking place designations (meters, pay & display, residents’ & shared use) have seen a decrease in occupancy of between 1% and 2% between 2002 and 2003. Again there are variations within the data, for instance a 1% increase in meter usage inside the CCZ and a 3% increase in usage in pay & display outside the CCZ. It is possible that this indicated a combination of the impact of economic uncertainty and lack of knowledge by the public of the congestion charge’s hours of operation.

7.52 These explanations may also hold true for the Sunday survey results, although they are generally more mixed than the weekday and Saturday results. City-wide, the only increase is for pay & display at 2% (and 7% inside the CCZ), whilst residents’ parking is steady and there are decreases of 1% for meters and 6% for shared use. Shared use parking shows a relatively large decline reflecting a lower rate of usage by residents from 50% occupancy in 2002 to 42% in 2003.

Night-time parking behaviour

7.53 A more detailed analysis of the survey results of residents’ and metered parking for weekdays between 6.30 p.m. and 4 a.m. is given below. There is little change in the usage of residents’ parking. The occupancy rates for metered parking inside the CCZ have mainly decreased, although 1% increase was noted for the 8.30 p.m. to midnight period. However, the evening
night-time usage of metered parking outside the CCZ was higher with increases of 5% during 6.30 p.m. – 8.30 p.m. & midnight – 4 a.m. and a 2% increase in the period 8.30 p.m. – midnight.

**Figure 7.4: Night-time (Weekday)**

<table>
<thead>
<tr>
<th></th>
<th>Residents’ Parking</th>
<th>Metered Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6.30 – 8.30 p.m.</td>
<td>8.30 – 0.00 a.m.</td>
</tr>
<tr>
<td>2002 Inside CCZ</td>
<td>80%</td>
<td>80%</td>
</tr>
<tr>
<td>Outside CCZ</td>
<td>79%</td>
<td>83%</td>
</tr>
<tr>
<td>2003 Inside CCZ</td>
<td>78%</td>
<td>81%</td>
</tr>
<tr>
<td>Outside CCZ</td>
<td>80%</td>
<td>83%</td>
</tr>
<tr>
<td>Difference between 2002 and 2003 surveys</td>
<td>-2%</td>
<td>+1%</td>
</tr>
<tr>
<td>Inside CCZ</td>
<td>+1%</td>
<td>0%</td>
</tr>
</tbody>
</table>
| Outside CCZ      |                      | +5              | +2%             | +5%             

7.54 The weekend surveys are summarised in the tables below, on the same basis as the weekday surveys:

**Figure 7.5: Night-time (Saturday)**

<table>
<thead>
<tr>
<th></th>
<th>Residents’ Parking</th>
<th>Metered Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6.30 – 8.30 p.m.</td>
<td>8.30 – 0.00 a.m.</td>
</tr>
<tr>
<td>2002 Inside CCZ</td>
<td>69%</td>
<td>71%</td>
</tr>
<tr>
<td>Outside CCZ</td>
<td>75%</td>
<td>77%</td>
</tr>
<tr>
<td>2003 Inside CCZ</td>
<td>70%</td>
<td>73%</td>
</tr>
<tr>
<td>Outside CCZ</td>
<td>73%</td>
<td>76%</td>
</tr>
<tr>
<td>Difference between 2002 and 2003 surveys</td>
<td>+1%</td>
<td>+2%</td>
</tr>
<tr>
<td>Inside CCZ</td>
<td>-1%</td>
<td>-1%</td>
</tr>
</tbody>
</table>
| Outside CCZ      |                      | 0%              | +1%             | -2%             

7.55 As with the weekday survey data, there is little change in the usage of residents’ parking inside the CCZ, but a small decrease in occupancy outside the CCZ. The occupancy rates for metered parking inside the CCZ have decreased or remained steady. It was noticeable that occupancy rates for both parking designations are lower that those observed in the week.
Figure 7.6: Night-time (Sunday)

<table>
<thead>
<tr>
<th></th>
<th>Residents’ Parking</th>
<th>Metered Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>6.30 – 8.30 p.m.</td>
<td>8.30 – 0.00 a.m.</td>
</tr>
<tr>
<td>2002</td>
<td>67%</td>
<td>73%</td>
</tr>
<tr>
<td>Inside CCZ</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outside CCZ</td>
<td>75%</td>
<td>81%</td>
</tr>
<tr>
<td>2003</td>
<td>65%</td>
<td>72%</td>
</tr>
<tr>
<td>Inside CCZ</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outside CCZ</td>
<td>74%</td>
<td>80%</td>
</tr>
</tbody>
</table>

**Difference between 2002 and 2003 surveys**

<table>
<thead>
<tr>
<th></th>
<th>Inside CCZ</th>
<th>Outside CCZ</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>-2%</td>
<td>-1%</td>
</tr>
<tr>
<td>2003</td>
<td>-1%</td>
<td>+1%</td>
</tr>
</tbody>
</table>

The Sunday survey data shows a small decrease in the usage of residents’ parking inside the CCZ. Outside the CCZ, the results generally show a decrease except in the midnight to 4 a.m. period, when it is noticeable that the average occupancy exceeds 85%, which is the recognised threshold of increasing parking difficulty. The occupancy rates for metered parking inside and outside the CCZ have decreased during Sunday evening/night.

**Other parking bay types**

Concern has been expressed about the impact of the congestion charge on the demand for solo motorcycle parking and disabled parking, largely because of the discounts from the charge granted to both these groups. Motorcycles are exempt from the congestion charge, not because of any environmental benefits that are claimed for them, but because TfL’s camera technology is unable to successfully identify motorcycle number plates. Holders of a Blue Badge disabled parking permit are entitled to register for a 100% discount of the congestion charge.

**Motorcycle parking**

A summary of the weekday survey results from the daytime, period including the beats inside and outside the CCZ, is provided in the table below. Unfortunately it is not possible to distinguish between a machine owned by a Westminster resident and one owned by a non-resident.

<table>
<thead>
<tr>
<th></th>
<th>Motorcycle Parking (day time)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td></td>
</tr>
<tr>
<td>Inside CCZ</td>
<td>79%</td>
</tr>
<tr>
<td>Outside CCZ</td>
<td>55%</td>
</tr>
<tr>
<td>2003</td>
<td></td>
</tr>
<tr>
<td>Inside CCZ</td>
<td>81%</td>
</tr>
</tbody>
</table>
Chapter 7 – Parking & Enforcement Plan

It is clear that there has been an increase in demand for motorcycle parking in the central part of the City, which is supported by correspondence and anecdotal evidence. It is also noticeable that demand for motorcycle parking outside the CCZ has declined by 8%, which may indicate a willingness by motorcyclists to take advantage of the exemption from the congestion charge to park in central Westminster.

### Disabled parking

A summary of the weekday survey results from the day-time period, including the beats inside and outside the CCZ, is provided in the table below. Unfortunately the survey does not distinguish between individual White Badge parking bays for severely disabled residents and the Blue Badge bays available for all disabled permit holders. It is assumed that the majority of White Badge bays are found in the more residential areas outside the CCZ, and therefore the results from inside the CCZ boundary are likely to be typical of the use of Blue Badge bays.

<table>
<thead>
<tr>
<th></th>
<th>2002</th>
<th>2003</th>
<th>Difference between 2002 and 2003 surveys</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Residents</td>
<td>Non residents</td>
<td>Total occupancy</td>
</tr>
<tr>
<td>2002</td>
<td>35%</td>
<td>22%</td>
<td>57%</td>
</tr>
<tr>
<td>2003</td>
<td>47%</td>
<td>16%</td>
<td>63%</td>
</tr>
</tbody>
</table>

The data shows that the difference between the overall occupancy rates varies between an increase of 4% inside the CCZ and a decrease of 2% outside the charge area. What is particularly noticeable but unsurprising is the sharp increase in occupancy by non-resident badge holders inside the CCZ. This is illustrates the impact of the discount from the congestion charge, although whether actual fraudulent behaviour is occurring is more difficult to ascertain given the known deficiencies of the current Blue Badge scheme. Since the introduction of the congestion charge, TfL has registered 128,000 Blue Badge holders for the discount.

Proposed changes to the congestion charging

In 2003 the Mayor proposed a westward extension of the congestion charging zone, which would essentially encompass all of Westminster south of the line of
Harrow Road / Marylebone Road. The City Council is opposed to this proposal and has a number of concerns, that include in relation to parking:

- the division of pre-existing and long-standing parking zones by the proposed congestion charging zone boundary;
- the impact on residents just outside the congestion charging zone;
- the impact on metered parking usage in those areas immediately outside the charging area boundary.

The City Council is currently considering options for addressing some of these issues should the western extension of congestion charging be progressed. These are discussed later in this chapter.

7.63 On the 4th July 2005 the Mayor increased the daily congestion charge from £5 to £8 (£7 for fleet vehicles). The Mayor also intends to make payment of the charge easier and offer a discount for pre-paying. It is likely that this increase will have an impact on Westminster’s Parking Service.

**Strategic impact of congestion charging**

7.64 With regard to whether the City Council’s parking controls complement congestion charging, it is worth noting that parking regulations have been in place in Westminster for many years and the system of Respark Zones, traffic restraint meter tariffs, limited maximum waiting periods and controlled hours is well established. Given that congestion charging has been with us for over three years, it could be argued that this scheme should complement the City Council’s parking controls, not the other way round.

7.65 Nevertheless, the two are largely complementary in what they seek to achieve. Parking controls have been used to control traffic levels in what is now the congestion charging zone for many years, and the parking charges are generally higher than elsewhere, reflecting the high level of demand for parking in the area. To reflect these factors the City Council’s metered parking normally is limited to a four hours maximum waiting to deter car commuting and maximise the use of scarce kerb-side space. The Inner Ring Road, which largely forms the congestion charging boundary, generally forms a boundary between the various zones of parking control.

7.66 Problems have occurred where the congestion charging zone has cut off two areas of the Council’s parking zone F (Sussex Gardens / Bayswater Road / Edgware Road and Edgware Road / Marylebone Road / Old Marylebone Road) from the rest of the zone. This division of the zone continues to cause problems for local residents and remains a point of difference between the City Council and TfL.

7.67 With regard to co-ordinating parking regulations across borough boundaries, the City Council already does this and has done so for many years (see paragraphs 7.189 – 7.196). It is impossible to achieve perfect co-ordination, because some controls (e.g. on Red Routes) have been imposed on the City Council. They do not necessarily match the controlled hours we generally use (8.30 a.m. – 6.30 p.m.), but we know our residents would not appreciate
bringing the 8.30 a.m. time forward, which would prevent them from leaving their cars on metered bays or single yellow lines.

7.68 The City Council has worked hard to ensure that its parking controls always tie in with the operational hours of bus lanes.

7.69 There is a link between the City Council’s parking policies and the objectives in the Mayor’s Transport Strategy. There are five overarching objectives in the Mayor’s Strategy. They are:-

- **A prosperous city** – the City Council’s parking controls are clearly largely there to help tackle congestion and journey time unreliability. Overall, they are as restrictive as any in London (including the Council’s parking standards for new developments as well as its on-street controls). For example, Westminster has some of the highest charges for on-street parking anywhere in London at £4 an hour. The controls also help, by restricting car use, to provide improved access by public transport, walking and cycling. Thus they help to improve access overall and provide for those that need to move goods and provide services.

- **A city for people** – the generally restrictive controls help to make the area more sustainable, safe and attractive. The policy of providing on-street residents’ parking wherever possible could be argued to be encouraging car use. However, the City Council’s view is that it allows for car ownership, rather than encouraging use. Therefore it makes the area more attractive to those residents who want to keep a car and contributes to this objective by maintaining strong residential communities in the central area.

- **An accessible city** – by discouraging commuting and other needless car trips the City Council’s parking controls help to provide improved access by public transport, walking and cycling. Thus they help to improve access overall.

- **A fair city** - by being largely restrictive the City Council’s parking controls help to provide highway capacity for improved access by public transport, walking and cycling. Thus they help to improve access overall and particularly for those with mobility difficulties who are less likely to have access to their own cars.

- **A green city** - by discouraging commuting and other needless car trips the City Council’s parking controls help to promote more sustainable modes such as public transport, walking and cycling.

**Special Events Parking**

7.70 As Westminster is often at the centre of the Nation’s cultural, political and royal life, it is necessary for the City Council to implement special parking controls to protect residents and aid the safe passage of traffic and large crowds. These events can be annual, such as the Notting Hill Carnival, or infrequent such as the Queen’s Golden Jubilee celebrations.

7.71 In the case of the Notting Hill Carnival, since 2003 the City Council has implemented extended controls on residents’ parking in those areas most
affected by the Carnival during the carnival weekend. In 2005 the controls were extended from Saturday 27\textsuperscript{th} to Monday 29\textsuperscript{th} August, and operated between 8.30 a.m. and 10 p.m.. This exercise will be repeated in August 2006. Similar controls for residents’ parking were implemented over the period of the Golden Jubilee celebrations in 2002 for the areas surrounding Hyde Park, Green Park, St. James’s Park and Buckingham Palace.
The City Council operates a number of parking schemes either to address the requirements of other groups with specialised needs or to deal with specific parking problems. Some of the most important of these schemes are the disabled parking scheme, motorcycle parking, hospital and doctors' parking and diplomatic parking.

### Disabled Parking

The on-street parking concessions available under the national Blue (formerly Orange) Badge scheme for disabled people do not apply in Westminster, the Royal Borough of Kensington and Chelsea, the City of London, and part of the London Borough of Camden. This is in accordance with the Chronically Sick & Disabled Persons’ Act 1970, and the exemption dates back to 1971 when the national Orange Badge scheme was established. These boroughs issue their own badges allowing concessionary parking for disabled people who live, work, study or receive regular hospital treatment in the respective borough. The City Council’s last full review of the operation of its White Badge scheme was in August 2004. Disabled parking is referenced in the LIP under 4G.Pr 15 (Disabled & Servicing).

Currently, there are 4,749 White Badges and 4,799 Blue Badges currently on issue (October 2005). The discrepancy between these two numbers is probably because the Blue Badge is valid for three years, while the White Badge is valid for only one year, and not all White Badge holders require the Blue Badge. However, since February 2003 the City Council has issued additional Blue Badges so that disabled residents can qualify for the 100% discount from the congestion charge. The City Council makes no charge for its disabled parking permits, although the regulations allow the Council to levy a £2 administration fee for the Blue Badge permit.

The City Council participates in the informal Central London Disabled Parking Group which meets periodically and seeks to ensure the harmonisation of the parking facilities, which are available in central London for disabled people. Other members of the Group include the Association of London Government, TfL and officers of the other local authorities exempt from the national Blue Badge scheme.

Since 1994, 377 new parking spaces reserved for blue badge holders have been installed at locations where there is high demand for parking from disabled visitors. More blue badge bays will be provided where appropriate, and one of the main aims of the City Council’s area parking studies is to increase Blue Badge parking bay provision across Westminster. Should a blue badge bay be unavailable, blue badge holders who park and pay on meters are allowed one hour after their paid time has expired before enforcement action may be taken. The additional time is intended to cater for...
any delay or difficulty in returning to vehicles within the maximum time normally allowed.

7.78 In January/February 2002, the Disabled Persons Transport Advisory Committee (DPTAC) consulted all interested parties on a review of the national Blue Badge scheme. The main area of concern for the City Council was the suggestion that the exemption of central London should be abandoned. The City Council strongly opposes such a move, largely on the grounds that congestion in central London is, if anything, worse than it was in the early 1970s when the original Orange Badge scheme was devised. The City Council also remains concerned about the lack of nationally standardised permit issuing criteria, independent mobility assessment, permit fraud and permit misuse.

7.79 In the summer 2002 the Greater London Assembly’s Transport Committee produced a report on disabled parking in central London called “Access Denied”. This report criticised the central London exemption from the Blue Badge scheme and the central London Boroughs for the lack of harmonisation in the facilities offered to disabled permit holders. In response, the four boroughs (the Corporation of London, Camden, Kensington & Chelsea and Westminster) agreed to meet and discuss their collective stance and to agree the harmonisation of facilities. The four boroughs remain opposed to the revocation of the central London Blue Badge exemption. Whilst there were some discrepancies in the terms and conditions for Blue Badge parking, it was found that the facilities were broadly similar. The main discrepancies related to the maximum waiting period allowed and the free hour on metered parking. These measures were harmonised in 2003 following the agreement of the four central London Boroughs.

7.80 In April 2003 the Department for Transport’s (DfT) Mobility & Exclusion Unit announced that they would conduct a study into disabled parking in central London. There have been several discussions facilitated by the ALG, and in July 2004 the study’s specification was agreed. The DfT agreed that the four boroughs and the ALG could participate on the study’s steering group. In November 2004 the Secretary of State approved the study and the DfT issued tenders for this project in December. The steering group reviewed the bids in February 2005, and Arup was chosen to conduct the study. Although this study is planned to be completed in spring 2006, it is likely that the conclusion will be further delayed.

7.81 The City Council and the other central London Boroughs remain concerned about the DfT study and its final outcome. There are a number of gaps in the study including the exclusion of off-street disabled parking and a lack of assessment of the potential impact of removing the central London exemption.

**Individual parking bays**

7.82 The City Council provides personal parking spaces at the homes of severely disabled residents. Individual parking bays can be available to disabled
drivers or passengers. To date, 186 residents have been provided with such a space. The City Council’s August 2004 disabled parking review approved changes to the application criteria, including sight of an applicant’s driving licence (drivers only) and revision of the Occupational Therapy mobility assessment procedure.

**August 2004 Disabled Parking Review**

7.83 The main result of the review was approval of the extension of the Occupational Therapy mobility assessment procedure to White Badge permit renewal applications. Approximately 80% of White Badges are issued to applicants qualifying under the discretionary category. In January 2002, the City Council started separate mobility assessment of White Badge applicants applying within the “discretionary” category. This is conducted by an occupational therapy contractor. Formerly discretionary applications had been assessed by a questionnaire completed by the applicant’s GP. There had been concerns expressed by the Council and disabled groups about the ease of getting a White Badge under the GP-based procedure.

7.84 The August 2004 review considered the mobility assessment procedure, and as part of the City Council’s commitment to combat fraud, it was agreed that this procedure should be extended to all renewal applications every three years, to coincide with the applicant’s Blue Badge renewal. The mobility assessment contract will be combined with the individual parking bay application procedure through the City Council’s Customer Services Initiative, and is expected to start in spring 2006.

7.85 The review also included other changes to the White Badge scheme including improvements to the application procedure and a commitment to increase the supply of the Blue Badge parking bays in the City.

**Motorcycle Parking**

7.86 The City Council currently provides free on-street parking for motorcycles at some 375 designated solo motorcycle parking bays, which offer approximately 4,000 spaces. Despite increases in demand for motorcycle parking, the Council has managed to increase the provision of parking facilities by 15% since 1999. Nevertheless demand frequently outstrips supply, particularly in parts of the West End, especially since the introduction of congestion charging. Despite complaints from motorcyclists, the 2004 parking occupancy survey shows that there is still some spare capacity that is not being utilised, see Appendix 10. The City Council’s area parking studies are committed to increasing the provision of motorcycle parking. Motorcycle parking is referenced in the LIP under 4G.Pr1.

**Secure Motorcycle Parking**

7.87 The City Council receives many complaints about motorcycle parking security, and there has been lobbying to provide secure facilities on street. The City Council therefore began a trial in April 2001 to charge for secure on-street motorcycle parking places at a small number of bays in the vicinity of New Scotland Yard in order to:
• test the equipment available on the market.

• address the concerns of motorcyclists concerning the theft of their machines by providing a secure ‘tethering’ device.

• establish whether charging for motorcycle parking on-street would assist in achieving the City Council’s broad parking management and traffic restraint policies, thereby providing evidence to support the principle for charging of motorcycle parking

7.88 At the six sites (98 spaces) in the trial area, a charge of 20p per hour, to a maximum of £2 per day, was levied at dedicated motorcycle parking bays which had previously been free of charge.

7.89 The initial results in the first nine weeks of the trial (to the end of June 2001) showed there was a 38% occupancy rate. This is an exceptionally low figure given that motorcycle parking bays are generally oversubscribed in this part of Westminster. Indeed, the sites chosen were estimated to have previously experienced occupancy rates of between 80-90% during the working day. It is likely that the low level of usage during the trial was the result of some form of boycott by users either as a protest or simply because they would rather park further away from their destination but without charge.

7.90 Only 16.5% of the motorcyclists using the bays were observed to make use of the security equipment. Again, this is a surprisingly low figure given the extent to which the City Council has been lobbied to address the issue of motorcycle thefts. No clear conclusion was drawn from this observation as it is possible that the proximity of the bays to New Scotland Yard may have encouraged motorcyclists to leave their motorcycles unsecured.

7.91 Following a review of the scheme in early 2002, it was agreed that the scheme should be abandoned and the pay & display machines removed, which was completed in March 2002. Nevertheless, this issue has been revisited, partly because of the exemption for motorcycles from the Mayor’s congestion charge. The City Council’s Borough Spending Plan 2005/06 included an unsuccessful bid to fund secure motorcycle parking; we have resubmitted unsuccessfully the bid for the 2006/07 BSP.

7.92 The City Council is currently reconsidering the secured motorcycle parking linked to a nominal charge. However, at present the City Council’s options are limited because of the pressure on Westminster PPRA to fund such schemes.

7.93 The City Council has installed secure motorcycle parking in a number of its off-street car parks, and 93 motorcycle parking spaces have been provided.

Paid On-street Motorcycle Parking
7.94 The City Council is currently considering the concept of paid on-street motorcycle parking on an experimental basis. In order to make the proposal more acceptable to motorcyclists the trade-off from the City Council would be a
promise to create more motorcycle parking bays, particularly in the West End. This could be achieved either through the creation of new motorcycle parking bays, or more simply by extending the existing bays, where possible, by say a metre on each side. The options under consideration are:

- City-wide paid motorcycle parking
- Zones E & G only paid motorcycle parking
- Paid motorcycle parking on 10 new bays only

7.95 These options have advantages and disadvantages that would need to be assessed. The main principles of a possible paid on-street motorcycle parking scheme are given below:

- A flat charge of £3 per day, which will be discounted for longer periods, e.g. £12 for a week, and £50 for a month. Alternatively utilising a single flat monthly fee of £15 or £20.
- There will be no refunds for unused time.
- Payment will be required for the controlled hours applicable to that area, i.e. Monday – Saturday, 8.30 a.m. – 6.30 p.m., or Monday – Friday, 8.30 a.m. – 6.30 p.m., with in some areas Saturday 8.30 a.m. – 1.30 p.m.
- Motorcyclists would be able to pre-pay, or turn-up and pay, however, there will be no reservation and/or guarantee of a specific space/bay.
- All motorcycle parking bays will require signing giving details for payment and the controlled hours.
- All motorcycles parked must display the vehicle registration mark (VRM); otherwise it will be removed.
- Payment will be through mobile phone, SMS text and on-line.
- No paper permit/ticket will be issued; the vehicle will be identified by the VRM registered at the time of payment.
- The scheme will be enforced by the City Council’s parking attendants who will source the database to check VRMs.
- Motorcyclists who hold a residents’ parking permit can pre-register their details, including the VRM, to park on the motorcycle parking bays without further payment.
- The motorcycle parking bays can only be used by solo motorcycles, mopeds and scooters.
- The scheme could be implemented with an experimental traffic order(s) to allow for alterations if required. The scheme would be reviewed between nine to 12 months after implementation.
- In the past the Council has always considered that the “trade-off” for motorcyclists in having to pay to park on-street was the provision of security facilities. However, experience has shown that when these are provided they are generally ignored by motorcyclists. In this case it is felt given the volume of requests for additional motorcycle parking spaces that the “trade-off” should be the provision of more on-street bays.
- If a scheme is not taken further the Council will still be obliged to install signs at every motorcycle parking bay in the City at a cost of about £80,000 – £90,000.
Buses & Coaches
7.96 Due to its location, Westminster attracts large numbers of buses and coaches. In the main, TfL Bus services are provided with on-street facilities known as bus stands, the locations of which are assessed according to the requirements of the bus operator and the parking demand at each site. Coach parking is more problematic, as there are a number of attractions such as tourist sights, theatres and shopping. In addition many streets in Westminster are unsuitable for large vehicles.

7.97 Bus and Coach services can be classified as:

- **Local bus service** – as defined in the Transport Act 1985, including services provided or procured by Transport for London, some Round London Sightseeing Tour buses (see below), and some Commuter Coach services (see below)
- **TfL bus service** – a service provided or procured by TfL
- **Coach** – a tour or excursion, or regular service not available to the general public.
- **Round London Sightseeing Tour (RLST)** – commercial operation independent of TfL, serving the tourist market and often registered as a local bus service
- **Commuter Coach** – a scheduled express service independent of TfL, sometimes registered as a local bus service.

Coaches
7.98 There are 5 pay and display machines covering 39 spaces, and 16 parking meters for the sole use of coaches. The majority of this parking provision is found on streets now under the control of TfL. The table below gives details of the coach parking facilities in Westminster.
### Table 7.9: Coach Parking in Westminster

<table>
<thead>
<tr>
<th>Location</th>
<th>Facility / control</th>
<th>Traffic Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>On-street</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eastbourne Terrace</td>
<td>6 coach parking spaces (meters)</td>
<td>Westminster</td>
</tr>
<tr>
<td>Hanover Square</td>
<td>2 coach parking spaces (meters) with 30 minutes maximum waiting period</td>
<td>Westminster</td>
</tr>
<tr>
<td>Marsham Street SW1</td>
<td>4 coach parking meters</td>
<td>Westminster</td>
</tr>
<tr>
<td>Park Lane (northbound)</td>
<td>17 coach parking spaces (pay &amp; display)</td>
<td>TfL</td>
</tr>
<tr>
<td>Temple Place</td>
<td>2 coach parking spaces (meters)</td>
<td>Westminster</td>
</tr>
<tr>
<td>Tothill Street</td>
<td>6 coach parking spaces (pay &amp; display)</td>
<td>Westminster</td>
</tr>
<tr>
<td>Victoria Embankment</td>
<td>11 coach parking spaces (7 pay &amp; display and 4 meters)</td>
<td>TfL</td>
</tr>
<tr>
<td>(Northumberland Avenue – Waterloo Bridge)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Victoria Embankment</td>
<td>16 coach parking spaces (pay &amp; display)</td>
<td>TfL</td>
</tr>
<tr>
<td>(Northumberland Avenue – Westminster Bridge)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Off-street</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Victoria Coach Station</td>
<td>Variable number of spaces for coaches.</td>
<td>TfL</td>
</tr>
</tbody>
</table>

7.99 To ensure greater regulation of the considerable demand for coaches to wait and park on the streets of central London, particularly near to the main tourist attractions and the larger hotels, the City Council has identified nine additional coach waiting/parking bays for development. It is intended that these will be added to the existing provision of 55 bays that the City Council’s Parking Service already manage.

**Buses**

7.100 The City Council provides a range of dedicated and protected waiting facilities for buses across the City for TfL Bus Services and other bus services. The types of bus service provided in Westminster can be defined as:

- TfL bus services;
- commuter coach services;
- round London sightseeing tours (RLST); and
- specialised commercial services.

7.101 The City Council provides standing spaces (stands) on-street for bus services (except specialised commercial services) which allow buses to wait between running the scheduled services and to allow rest breaks. In the case of TfL services the stands are normally only available to TfL licensed services, although they do not usually limit which service can use the individual stand. However, in certain congested locations such as Oxford Circus and Victoria, stands are provided for specific services. Commuter coach service stands are provided in a number of key locations around Victoria and Westminster.
7.102 For the Local Bus services (TfL) the City Council reserves kerbside space at bus stops and stands through the use of bus stop and stand clearways. Under the Traffic Signs Regulation and General Directions 1994 (TSRGD1994) these clearways had required a Traffic Order and were available for use by all bus services (i.e. including non-local services). In general bus stops were made available for all bus services, though a small number were specifically restricted to local services where traffic conditions dictated. The new signs regulations (TSRGD2002) do not require a Traffic Order, and restrict bus stop and stand clearways to local buses only. While the TSRGD1994 provisions will continue in force, the City Council will generally revoke Traffic Orders, and hence bring into force the provisions of TSRGD2002 by virtue of the use of the relevant signs, as facilities are reviewed. However, there may be locations at which non-local services must continue to be accommodated for operational or licensing reasons, and in these locations the City Council reserves the right to allow this situation to continue.

7.103 RLST stands are licensed by the City Council and TfL in the central controlled zone, bounded by Wigmore Street, Park Lane, the City’s boundary with Kensington & Chelsea, the Thames and the City’s boundaries with the City of London and the London Borough of Camden (see figure 7.6). The stands are licensed for the use of specific companies and the scheme was introduced in April 1996 to control the numbers of standing places in the central area.
Chapter 7 – Parking & Enforcement Plan

Business parking

7.104 As with many parking issues which the Council has to address, there are arguments both for and against the idea of a business parking scheme, particularly in north-west Westminster. The City Council regularly receives requests for business parking permits. Particularly since Westminster has extended it’s CPZ in the north west of the City.

7.105 The City Council in most of Westminster does not operate a business parking permit scheme for the following reasons:

- the encouragement of car commuting;
- the impact on residents’ parking spaces;
- the difficulty of enforcing a business parking scheme;
- the difficulties of agreeing and applying criteria for the issue of business parking permits; and
- the likelihood of permit fraud and misuse.

7.106 A particular area of concern is the difficulty of finding acceptable criteria for the potential business parking scheme. One of the strengths of Westminster’s Respark scheme is that it is based on strong documentary evidence that the owner is a resident and is the owner/keeper of the vehicle. While the existence of business premises would be easy to check, it would be very difficult to devise a way of proving that a vehicle was directly linked to the business. It would also be difficult to decide whether a business had a genuine operational “need” for a permit, as opposed to it merely being a convenience. In practice it would be necessary to rely on self-certification by businesses, in effect accepting that some permits would be used for commuting and very little else.

7.107 An experimental business parking scheme for the Harrow Road area (NW Westminster) was approved by the February 2003 meeting of the Committee of the Cabinet. The scheme started in June 2004 and the permit fee is £250 per annum. The scheme is being reviewed, and given its lack of success it has been recommended that it should be abandoned. The main aspects of the business parking scheme are to:

- allow business permit holders to use residents’ bays;
- limit the size of qualifying vehicles to those that apply to the residents’ parking permit scheme;
- operate only in the CPZ west of Chippenham Road;
- limit each business to one permit;
- require businesses to demonstrate an operational “need” in order to obtain a permit;
- not apply to businesses with one or more off-street parking spaces; and
- operate only from the City Council’s One Stop Shop on Harrow Road.

7.108 The true value of parking in Westminster is almost certainly many times higher than any possible fee for a business parking permit. The lack of reliable checks means that there is a considerable incentive to use business self-certification as a way of fraudulently obtaining permits for third parties. Enforcing against this kind of fraud is difficult and costly. However, the
business parking scheme has been unsuccessful, with only 19 permits (summer 2005) being issued against the expected take-up of 200 to 250 permits. The scheme is likely to be terminated in spring 2006.

**Tradesman’s Parking Permits**

7.109 In April 1998 the City Council introduced a scheme to provide tradesmen permits allowing carpenters, builders, plumbers, etc., to park close to their customer’s house, whilst carrying out their work. The scheme provides half day and full day permits which allow the tradesmen to park on meter bays (including pay & display) and residents’ parking bays. It is the Council’s intention to provide an accessibility benefit rather than a financial advantage and a permit costs 75% of the equivalent price for half or full day meter parking. This was increased to 85% in October 2002.

7.110 The scheme was reviewed by the October 1998 meeting of the Environment & Planning Committee, when it was decided to make the scheme permanent. This scheme operates with few problems. The City Council issued 13,929 permits in 2003/04. The tradesman scheme will be reviewed as part of the permit review project which is discussed later in this chapter.

**Freight & Servicing**

7.111 The City Council tries to ensure that loading / unloading is feasible wherever it is considered not to be unsafe or to compromise the free flow of traffic. On most of Westminster’s roads there are no loading controls (by means of kerb stripes), either to prohibit or limit loading. Where they are necessary they are to ensure traffic flow, the passage of LB bus services, safety, and to protect narrow streets. In addition the City Council provides single yellow line “loading gaps” of 10 metres to facilitate loading / unloading in streets that would otherwise be designated for parking bays. However, Westminster does not usually provide specific parking/loading bays to assist freight traffic except in special circumstances, where there may be localised problems requiring this type of facility, such as those for the English National Opera in Bedfordbury.

7.112 Between 11 a.m. and 6.30 p.m. on weekdays loading/unloading in Westminster is limited to 20 minutes to ease congestion.

7.113 The City Council in conjunction with the Corporation of London is considering changes to the current loading regulations to simply them for easier understanding and more consistent enforcement. Servicing is referenced in the LIP under 4G.Pr 15 (Disabled & Servicing).

7.114 The City Council has been invited to participate in the Central London Partnership’s (CLP) Freight Quality Plan to devise a code of practice for freight and servicing for central London. We are currently awaiting confirmation that this initiative will be approved by the CLP.

**Freight Partnership Plan**

7.115 The City Council has been approached by TfL’s Freight Unit on the possibility of conducting a pilot study of freight movements to help businesses and freight operators to improve their freight logistics. The pilot study could be conducted
in the area bounded by Marylebone Road, Edgware Road, St. John’s Wood Road and Park Road. This area has the benefit of being mixed commercial and residential land-uses, and it also includes the Church Street market.

7.116 If the pilot study proceeds it is expected to review the following:
1. Developing a freight travel plan for the area in line with stakeholder requirements.
2. Developing loading plans that can be used by local businesses and freight operators showing freight drop off areas and any restrictions that may apply.
3. Reviewing the possibility of integrating freight distribution/storage points that could be used by the freight industry.

Overnight Large Vehicle Waiting Ban
7.117 The Greater London overnight large vehicle parking ban applies to the whole of the City. The ban prohibits lorries over 5 tonnes maximum gross weight and all other vehicles exceeding 2.5 tonnes unladen weight (i.e. including coaches), between 6.30 p.m. and 8 a.m. everyday. The City Council’s parking enforcement contractor enforces the ban.

Diplomatic Parking
7.118 Requests for diplomatic parking spaces are passed to the Council via the Protocol Department of the Foreign & Commonwealth Office. Under a long-standing London-wide agreement, a mission is normally allocated one parking space for every five accredited diplomats up to a maximum of five spaces. In addition, one space is allocated for the Head of the Mission at their place of residence, providing it has no off-street parking space(s). Westminster, along with the Royal Borough of Kensington & Chelsea, is subject to the main pressure for diplomatic spaces in London. There are currently 320 diplomatic parking spaces in Westminster. Since summer 2003 the City Council has made a charge of £2,000 per application to deal with making, amending and revoking the Traffic Management Order.

Doctors’ Parking
7.119 The City Council operates a doctors’ parking scheme subject to the following guidelines:

- If a doctor resides in the parking zone in which the practice is located, he/she is eligible to apply for a residents’ parking permit for that zone. No doctors’ parking place/permit concession is available.

- If a doctor does not reside in the parking zone in which the practice is located, he/she is eligible for a reserved on street doctors’ space at the practice on the basis of one space per two doctors up to a maximum of three spaces. This may be relaxed to one space per doctor (but still a maximum of three spaces) depending upon street conditions. A doctor must be a qualified medical practitioner liable to be called to
emergencies to treat NHS patients only; and it must be shown that no suitable alternative parking facilities are available.

- A doctor is charged £1,500 to cover the cost of making the traffic order and £110 per annum (the same fee as a residents’ permit) for the permit. These charges are justified because of the cost of administering the scheme, issuing the permits, enforcement and street furniture installation & maintenance.

- It was agreed by the February 2003 Committee of the Cabinet that permits can now also be issued to other registered health care professionals permanently employed at the practice. This includes health visitors, practise nurses and midwives. There is still a maximum of three spaces per practice. The same conditions apply as for Doctors, in that the health care professional must be liable to be on call for emergencies for NHS patients only and they are not entitled to a parking concession if they are resident in the parking zone.

7.120 There are currently some 113 doctors’ parking spaces at 75 locations, and 242 permits on issue (October 2005).

**Doctors’ parking offences**

7.121 The Council has adopted concessions in respect of doctors on call. There is a Londonwide Health Emergency Badge (HEB) scheme administered by the London Borough of Richmond upon Thames on behalf of the London Boroughs under the auspices of the Association of London Government. The HEB scheme is intended to identify doctors’ vehicles (and those of other qualifying health professionals) when being used on emergencies. The badge provides no immunity from parking regulations but if a vehicle otherwise parked illegally is observed to be displaying a badge, Parking Attendants have a checklist to run through before deciding whether or not to issue a Penalty Charge Notice (PCN). If a PCN is issued, any challenge must be individually contested.

**Harley Street Precinct**

7.122 Due to its status and the concentration of medical facilities and doctors in the Harley Street area, the City Council operates a special scheme in the precinct. The main points are:

- The Council and the BMA agreed in 1996 that a maximum of 12 doctors’ parking spaces should be provided in the Harley Street area on the basis of need to be determined by the BMA. This concession was fully taken up by mid 2000.
- Doctors in the Harley Street area are permitted to use the Harley Street car park at reduced rates.

**Hospital Vehicles**

7.123 The City Council provides parking bays outside hospitals for the exclusive use of medical staff who may need to attend emergencies at other locations. The bays are usually only provided at medical establishments with overnight bed
facilities and are provided for the needs, not the convenience, of the establishment. One large health centre has been provided with hospital vehicle bays. A permit is required which costs the same as the residents’ parking permit, currently £110 per annum. This charge is justified because of the cost of administering the scheme, issuing the permits, enforcement and street furniture maintenance.

7.124 The criteria for a hospital vehicle bay are:
- proof that staff based at the hospital need emergency access to a vehicle;
- there is no convenient off-street parking or that all available off-street spaces are allocated to staff with emergency duties;
- the hospital should provide facilities to cater for overnight patients;
- bay(s) can be safely provided in a convenient location which does not excessively impinge on parking provision for local residents and visitors; and
- the medical establishment must keep a list of staff who have been issued with permits and the reason for doing so.

7.125 The hospital can buy as many permits as it needs: responsibility for allocating use of the bays between permit holders is a matter for the establishment concerned and not the City Council. There were 183 Hospital Vehicle permits issued at the end of October 2005.

**Teachers’ Parking**

7.126 The teachers’ parking scheme was approved by the February 2003 meeting of the Committee of the Cabinet. Permit issue is limited to “a member of teaching staff at an educational establishment who is employed by the Local Education Authority”. The scheme started in summer 2004 on an experimental basis, with an upper limit of six permits per establishment, subject to confirmation of an operational “need”. The scheme is limited to establishments in the C2 sub-zone that do not have formal off-street parking facilities. The scheme operates only from the City Council’s One Stop shop in Harrow Road. The teachers’ parking permit price is £110 per annum. The definition of “formal off-street parking facilities” does not include parking on playgrounds or other open spaces whose main purpose includes sports, recreation and exercise, within the school’s boundary. Only six permits were sold initially and following a request from the school in question the limit per establishment has been raised to 10. The teachers’ parking scheme was reviewed in autumn 2005 and it will continue.

**Hotel Parking**

7.127 In July 2002 and subsequently in May 2003 the City Council was approached by a consultant acting for the Ritz Hotel concerning the possibility of providing dedicated spaces in front of the hotels to allow vehicles to drop-off and pick-up guests and luggage. This was in response to action by Westminster’s parking attendants in issuing penalty charge notices and asking chauffeurs to move on. It was also suggested that this problem also affects other “international” hotels in Westminster.
The problem arises when the driver, having stopped, then leaves the vehicle and enters the hotel to either assist their passengers into the foyer or meet the intended passengers. Despite the parking regulations, the Ritz and other leading hotels argue that this causes problems as the drivers of vehicles picking up guests often have to leave their vehicle unattended whilst they find or assist their passenger. Apparently a number of the Ritz’s guests need to be assisted by their driver between the vehicle and the hotel’s lobby. This can lead to the Council’s parking attendants issuing penalty charge notices to unattended vehicles.

The hotel parking scheme started as a pilot in January 2004 to alleviate the parking problems. The main aspects of the scheme are:

- hotels with off-street parking would not be allowed to participate in the on-street hotel parking scheme;
- the hotel’s doorman would have to be available during the operational hours, who would issue a parking permit to specific vehicles for a maximum stay of up to 15 minutes;
- the hotel scheme would not be used by coaches or non-reserved minicabs;
- the scheme would be limited to the type of hotel where guests might be exposed to unnecessary risk if required to wait outside the hotel for their vehicle. The hotels suggest that security is improved if the guest is escorted to their vehicle by the driver;
- the scheme is only suitable for “international” hotels where guests have a lot of luggage that cannot be reasonably taken on public transport;
- the scheme would be confined to hotels within the Central Activities Zone (CAZ) as defined in the UDP;
- the permits have been made available at a cost of £1,000, which is several times in excess of the residents’ parking permit fee (currently £110); and
- the permit(s) and bay(s) is unique to each participating hotel.

The scheme was reviewed in July 2004 and appears to be working satisfactorily.

Cycle Parking

There is a very high demand in the West End and across Westminster for secure on-street cycle parking. To meet this demand and to minimise the worst effects where cyclists lock their bikes inappropriately to other items of street furniture such as lamp posts, pedestrian guard rails and to external fixtures of private property, the City Council has developed a successful cycle parking programme.

The City Council’s Civic Renewal initiative pledged a target to provide some 400 cycle parking spaces by the end of March 2004. This target was achieved in December 2003 and there are now advanced plans to implement a further 70 stands on sections of newly constructed footway buildouts. Each site is
carefully developed to meet local and visitor demand for cycle parking and continued funding will be sought through the TfL Borough Spending Plan process and developer contributions.

Station Parking

7.133 The LIP Guidance (4E.Pr14 & 4E.Po3) encourages boroughs to review parking provision at railway and Tube stations. The only mainline railway stations in Westminster are the terminals Charing Cross, Marylebone, Paddington and Victoria, all of which were built in the 19th century and therefore have limited or no space for off-street parking. However, they all have limited off-street dropping off points, bus stops and stands, and taxi ranks. These stations are located in areas where it only possible to provide limited short-stay metered parking.

7.134 There are 30 Tube stations wholly or partly in Westminster, and all Underground lines, except the East London line, cross under the City. Many of these stations were built in the 19th and early 20th centuries and therefore are unsuitable for the provision of off-street parking spaces. Many are also located either on busy streets or are associated with the mainline railway stations, and it is only possible to provide limited short-stay metered parking nearby.

Environmental Initiatives

7.135 It is the City Council’s policy to offer free parking at its parking meters (including pay & display) to any vehicle solely powered by electricity. Congestion charging is likely to increase the number of electric vehicles. In order ease enforcement the City Council issues drivers with electrically powered vehicles with an identifier permit.

7.136 At present only two car parks (Park Lane and Harley) are equipped with suitable recharging facilities. There are also problems in identifying an electric vehicle. Therefore, the City Council operates an annual permit scheme for electric vehicles using Westminster’s car parks on a regular basis. There will be a small administration fee of £35 p.a. In view of the lack of recharging points the City Council is considering their installation into all of Westminster’s car parks.

7.137 In addition the City Council’s residents’ parking permit scheme offers a 30% discount for vehicles with either an engine capacity of 1200 cc or less, or powered by electricity, or by LPG, or an hybrid engine. This means that the fee for an annual permit is reduced from £110 to £78. If a vehicle has been converted to an alternative fuel we require evidence that the conversion was completed by an approved dealer.
Parking Enforcement

7.138 Effective and efficient parking enforcement is seen as the key to the proper use of parking spaces and yellow lines. Meter overstaying denies the use of the space to those who need to park for a short time and who are then forced to use Respark spaces or yellow lines. Illegal parking on Respark spaces denies the use of that space to genuine residents who want to park near their homes, while illegal parking on yellow lines hinders traffic flow, servicing and may impair safety.

7.139 Following a competitive tender in 1990, the City Council introduced its own force of Parking Attendants to enforce parking places and, from 1994, yellow lines throughout the Controlled Parking Zone. The City Council also employs clamping and removal contractors who work to a set of enforcement priorities in order to implement the Council’s transportation policies. Parking Attendants authorise vehicles for clamping and removal and specially trained Parking Attendants travel on the clamping vans and removal lorries in order to verify the authorisation before enforcement action is taken.

7.140 The Council’s enforcement contracts were reviewed in the 2002 Best Value Review and were re-let during 2002/03. Paragraph 7.31 outlines the parking enforcement services that the City Council has contracted out.

7.141 The Metropolitan Police and their Traffic Wardens enforce the yellow lines in the Whitehall Security area, see figure 7.5. They are also responsible for enforcement for a short length of kerb in South Eaton Place in front of an official Government residence, and at some sensitive embassies in the City. The City Council is appraising its options to take over the security area yellow line enforcement regime as this matter is currently being by the House of Commons Transport Committee. This could lead to the Whitehall Security area being reincorporated into Westminster’s Special Parking Area.

7.142 The City Council has been concerned that the lack of resources available for parking enforcement on the TLRN has resulted in drivers choosing to park illegally on these restrictions, often only a few metres from restrictions enforced by the City Council. This differing level of enforcement was one of the main reasons why the enforcement of yellow lines was passed to local authorities in 1994. In November 2004, TfL decriminalised TLRN enforcement.

7.143 The City Council undertakes more enforcement activity than any other borough in Greater London. In 2004/05 the Council’s enforcement contractor issued 817,596 PCNs (16% of all parking PCNs issued in Greater London). Westminster also clamped 47,463 vehicles (32% of all clampings in Greater London) and removed 13,237 vehicles (18% of the Greater London total).

7.144 Of the 54,526 appeals heard by the Parking Adjudication Service in 2004/05 12,779 (23% of all Greater London cases) were related to Westminster’s enforcement service. Of these appeals 8,560 were allowed, which represents
a rate of 66%. This compares to the Greater London average of appeals allowed of 63%.

7.145 The City Council closely monitors the Parking Adjudication Service’s decisions in respect of those directly related to our parking service and enforcement regime, and in respect of those other London Boroughs. If we are directed, or feel that it is necessary the City Council’s Parking Service responds by making the necessary change, or ensure that an error is not repeated. An example is given in paragraphs 7.149 – 7.152 below.

7.146 In September 2004 the Greater London Assembly’s Transport Committee announced that an investigation into parking enforcement in Greater London. This followed some adverse media stories, and it has been agreed that all requests for information will be channelled through the Association of London Government. The GLA’s Transport Committee met in February 2005 to question the ALG, borough representatives, and the Parking Adjudication Service. The City Council was not separately represented at this meeting.

7.147 In June 2005 the GLA’s Transport Committee published a report titled “Parking enforcement in London”. The GLA’s scrutiny was prompted by some unfavourable press stories about parking in London. The report made six recommendations:

1. The GLA confirmed that there is no evidence that parking enforcement is driven by the desire of local authorities to raise revenue. It was recommended that boroughs “be more transparent about revenues and more positive about their real objectives of managing traffic and parking.”

2. Recommend a study into differential penalties, which the Association of London Government (ALG) has already started researching this.

3. While rejecting a single set of controlled hours and parking regulations across London, the GLA recommends that boroughs should pay attention to compliance with the regulations. The City Council has consistently followed this approach when considering proposals that may impact on our neighbouring boroughs.

4. That boroughs should ensure the highest standards of customer service apply to PCN challenges. The City Council’s Parking Charter seeks to improve our response times for PCN challenges, see paragraph 7.148 below.

5. After considering the issue of loading/unloading and the complaints from distribution companies, the GLA recommended an investigation into a “delivery disc” scheme for “reputable” operators. The City Council does not agree with this proposal, which we believe would be subject to abuse.

6. The GLA committee condemned assaults on parking attendants and makes various recommendations that the City Council supports.
Westminster’s Parking Charter

7.148 The City Council issue a parking charter in June 2005, in which we promised make our Parking Service the best in the UK and a commitment to keep the traffic on our streets moving. To achieve we pledge to be:

Firm
- Take consistent enforcement action and encourage considerate parking.
- Pursue parking ticket evaders to recover debt owed to the Council.
- Work with the police to protect our parking attendants against abuse and violence, as well as prevent crime and anti-social behaviour.

Fair
- Simplify the rules and improve how we communicate this, our enforcement protocols are now available on our website.
- Take photographs for all parking contraventions by April 2006 to support the issue of the ticket and provide the motorist with a cop.
- Monitor and replace any incorrect signs or lines promptly and regularly survey our streets.

Excellent
- Reply more quickly to parking ticket challenges – within 10 days by October 2005 and 5 days by April 2006.
- Get it right first time – new handheld technology will reduce incorrectly issued parking tickets.
- Embrace new technology and introduce cashless parking systems and improved on-line services.

Enforcement Powers Update

7.149 Particularly since the introduction of congestion charging the City Council’s parking attendants have found it increasing difficult to enforce against motorcyclists who incorrectly believe that PCNs are unlawful if the vehicle registration mark (VRM) and the vehicle excise duty disc (VED) are covered or removed. It is an offence under the Vehicle Excise Act 1994 for a vehicle to parked on the highway, including the footway, either without a registration mark (Section 42) or with the Registration mark obscured (Section 43). Also under the Road Vehicles (Display of Registration Marks) Regulations 2001 there is a duty to display the registration plate on a vehicle in such a way that the characters of the registration mark are visible.

7.150 Following complaints from members of the public and in co-operation with the Metropolitan Police, the City Council has decided to take a more robust approach to vehicles parked on the highway, including the footway, with the registration marks concealed or removed.
7.151 In a recent decision before the Parking and Traffic Appeals Service an Adjudicator has ruled:

“There is no entitlement to attempt to defeat the lawful duty of a Parking Attendant by covering a number plate. It is the duty of the Attendant to take reasonable steps to identify the Registration Mark since it is a legal requirement for it to be properly displayed. The Adjudicator did not regard the actions of a uniformed Parking Attendant as in any way stepping outside his lawful duty if he took steps to reveal a vehicle registration mark if he believed he could do so without causing damage and the actions were necessary in carrying out his parking enforcement responsibilities.”

7.152 The Adjudicator also stressed the notion, which appears to have arisen as a urban myth, that penalties for unlawful parking can be defeated by covering the number plate, is an entirely false one and he hoped enforcement authorities become more proactive to stop such occurrences. The City Council intend to strenuously enforce against any motor cyclist who deliberately covers the registration mark of the vehicle or obscures or removes the Vehicle Excise Licence. All such cases will be pursued and the driver advised that their actions are unlawful.

7.153 The Traffic Management Act 2004 provides the local authority parking attendants with the power to inspect a Blue Badge disabled parking permit. The City Council intends to utilise this additional enforcement power tactfully once the Government has produced the rules governing its use. The City Council lobbied for this change and welcomes it despite the fact that it would still prove difficult to seize a Blue Badge that may be being fraudulently used.

7.154 The London Local Authority & Transport for London Act 2003, as revised by the Traffic Management Act 2004, allows local authorities to enforce any stretch of dropped kerb outside the normal controlled hours, i.e. if the dropped kerb is protected by single yellow lines. These acts mean that this offence is now decriminalised and the Police are no longer responsible for enforcement. The Traffic Management Act 2004 introduced the decriminalised power (Section 86) that:

“(1) In a special enforcement area a vehicle must not be parked on the carriageway adjacent to a footway, cycle track or verge where—

(a) the footway, cycle track or verge has been lowered to meet the level of the carriageway for purpose of—

i) assisting pedestrians crossing the carriageway,

ii) assisting cyclists entering or leaving the carriageway, or

iii) assisting vehicles entering or leaving carriageway across the footway, cycle track or verge; or

(b) the carriageway has, for a purpose within paragraph (a) (i) to (iii), been raised to meet the level of the footway, cycle track or verge.”

7.155 The main exceptions are if the vehicle is parked in a designated parking place,
or if the parked vehicle outside a residential premises by the consent of the property’s owner. There are also exemptions for emergency vehicles.

7.156 The City Council is currently drafting enforcement protocols to adopt these powers during 2006. In the case of a crossover/dropped kerb serving a single owned/tenanted property the enforcement power will only be exercised if the owner/tenant requests action. The City Council will publicise its adoption of these powers.

7.157 The City Council supports the 9th London Local Authority Bill, that is currently being considered by Parliament, particularly because of the more effective powers it proposes to deal with abandoned vehicles.

Tackling Fraud
7.158 An increasing level of Member and public concern led to the employment of additional fraud investigators, from April 2003, to help in the fight against permit fraud. In the year 2004/05 the City Council was successful in obtaining a number of convictions for either fraudulent applications for a residents’ parking permit.

7.159 The City Council’s most recent anti-fraud initiative has been the introduction of stricter residents’ parking permit criteria and additional mobility assessment for our disabled parking permit scheme, the White Badge. The new residents’ permit criteria include the provision of additional evidence confirming residence in Westminster, such as production of the applicant’s driving licence, recent utility bills or financial statements. The City Council now no longer issues quarterly parking permits or daily scratchcards. The main change to the disabled parking permit scheme is the introduction of mobility assessment reviews for all discretionary applicants for the White Badge. This is likely to be introduced in spring 2006.

7.160 The new residents’ parking permit criteria were introduced in July 2004, and have been successful in reducing the number of permits on issue. The data from October 2005 shows that 5,000 fewer permits have been issued when compared with December 2003. This may be partly because the City Council no longer sells quarterly and the daily permits, but undoubtedly the new criteria have been successful in ensuring that only genuine residents are issued with a permit. The City Council reviewed the new criteria in July 2005, and some minor changes were approved and are now in place.

Persistent Evaders
7.161 The City Council is fully committed to the approach adopted by TfL’s Enforcement Task Force to contribute to the pursuit of and data sharing on persistent evaders. Westminster’s officers maintain regular contact with TfL’s Enforcement Task, ALG-TEC and other London Boroughs on these matters, and our co-operation will continue. The City Council is now sharing data with TfL and participating in some joint analysis to inform shared working opportunities. The City Council continues to lobby for a change in the law to ensure more effective powers to deal with persistent evaders.
Annual Monitoring

The City Council undertakes an annual parking survey in order to highlight changes in parking activity, assess the effects of parking initiatives, identify and quantify parking problems and help assess how they may be overcome. The main improvements in compliance which have occurred since the level of parking enforcement was increased are set out below.

Between 1990 and 2003, the City Council’s annual parking survey consisted of two elements, a compliance survey in May and an occupancy survey in November. In 2004 the annual parking survey was overhauled and replaced with a single set of surveys conducted between September and November. The revised surveys cover a greater range of sites and streets and consist of weekday, Saturday and Sunday surveys conducted over the full 24 hours. The compliance element has been revised in order to allow easier identification of enforcement problem areas. A summary of the results of the 2004 surveys and a comparison with the 2003 surveys is given in appendix 12.

Enforcement – Key Trends

As a result of varying initiatives the surveys have shown a marked improvement in compliance of the regulations since 1989. The initiatives include:

- increasing the number of residents’ parking spaces,
- stricter eligibility criteria for permits,
- improved enforcement for respark,
- increased tariffs and charges, changes in legislation, and
- improved enforcement of metered spaces.

The 2004 parking compliance surveys have been restructured and the data is no longer compatible with earlier surveys. Therefore, the comparisons outlined below use the data from the summer 2003 compliance survey.

For instance the average City-wide all-day average occupancy level of residents’ bays has reduced from 86% in 1989 to 76% in 2004. Average City-wide all-day occupancy levels at metered bays have decreased from an average of 90% in 1989 to 58% in 2004.

The most salient trends are summarised below:

2 hour maximum metered bays (November 1989 – May 2003)

These facilities show an increase in meter turnover usage:

- parking acts per bay up (from 5.5 to 8.1 acts per space per day)
- average length of stay down (from 88 to 48 minutes per act)

Compared with the position in 1989 there are now more vacant spaces at the parking meters:

- average all day occupancy down (from 90% to 58%)
- off peak search time for a vacant space down
Compliance has also improved since 1989 as there is now less time between each parking act subject to a penalty (ticketable act):
- average time per ticketable act down from 61 minutes to 20 minutes (May 2003)

**Residents’ Bays (November 1989 – May 2003)**
The surveys show an increase in turnover at residents’ bays since 1989:
- increase in the number of acts per day (1.6 to 2.1 acts per space per day)
- a decrease in the average length of stay (from 274 to 227 mins/act)

Compared with the position in 1989 there are now more vacant spaces at residents’ bays:
- reduction in occupancy (from 86% to 76% [autumn 2004])

Compliance has also improved since 1989 as there is now less time between each ticketable act:
- average time per ticketable act down (from 113 to 55 mins)

It should be noted that these are City-wide averages which hide considerable variations between areas and streets.

**Enforcement Protocols**
7.167 The City Council regularly reviews its enforcement protocols and the current version (August 2005) is given in appendix 13. We also publish our enforcement protocols on Westminster’s website.
**OFF-STREET PARKING IN WESTMINSTER**

**Masterpark**

7.168 The City Council has a freehold or leasehold controlling interest in 17 off-street car parks, trading under the name Masterpark, see figure 7.7. The City Council is also reviewing the future of the Broadwick and Soho car parks as part of plans to re-develop the Marshall Street leisure centre. It is proposed to close the Broadwick car park and redevelop the Soho car park which will provide 200 spaces. Also it is currently proposed that when the former Audley Square car park site is redeveloped a 213 space public car park would be included. However, the developers are considering removing the public car park element from the proposed redevelopment. Currently the City Council is also considering plans to redevelop the Chiltern and Rochester Row car parks. The Rochester Row car park closed in July 2005.

7.169 The table below gives details of Westminster’s car parks.

<table>
<thead>
<tr>
<th>Car Park</th>
<th>Operated by</th>
<th>Entrance</th>
<th>Number of Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abingdon</td>
<td>WCC</td>
<td>Great College Street, SW1</td>
<td>200</td>
</tr>
<tr>
<td>Broadwick</td>
<td>WCC</td>
<td>Dufours Place, W1</td>
<td>44</td>
</tr>
<tr>
<td>Cavendish Square</td>
<td>WCC</td>
<td>Cavendish Square, W1</td>
<td>517</td>
</tr>
<tr>
<td>Chiltern</td>
<td>WCC</td>
<td>Chiltern Street, W1</td>
<td>377</td>
</tr>
<tr>
<td>China Town</td>
<td>WCC</td>
<td>Newport Place, W1</td>
<td>322</td>
</tr>
<tr>
<td>Church Street</td>
<td>WCC</td>
<td>Penfold Street, NW8</td>
<td>145</td>
</tr>
<tr>
<td>Clipstone</td>
<td>WCC</td>
<td>Clipstone Mews, W1</td>
<td>337</td>
</tr>
<tr>
<td>Cramer</td>
<td>WCC</td>
<td>Moxon Street, W1</td>
<td>135</td>
</tr>
<tr>
<td>Harley</td>
<td>WCC</td>
<td>Queen Ann Mews, W1</td>
<td>387</td>
</tr>
<tr>
<td>Knightsbridge</td>
<td>WCC</td>
<td>Kinnerton Street, SW1</td>
<td>281</td>
</tr>
<tr>
<td>Leicester Square</td>
<td>WCC</td>
<td>Whitcomb Street, WC2</td>
<td>280</td>
</tr>
<tr>
<td>Park Lane</td>
<td>WCC</td>
<td>Park Lane, W1 &amp; Marble Arch</td>
<td>543</td>
</tr>
<tr>
<td>Pimlico</td>
<td>WCC</td>
<td>Cumberland Street, SW1</td>
<td>240</td>
</tr>
<tr>
<td>Queensway</td>
<td>WCC</td>
<td>Queensway, W2</td>
<td>285</td>
</tr>
<tr>
<td>St. John’s Wood</td>
<td>WCC</td>
<td>Kingsmill Terrace, NW8</td>
<td>202</td>
</tr>
<tr>
<td>Soho</td>
<td>WCC</td>
<td>Poland Street, W1</td>
<td>422</td>
</tr>
<tr>
<td>Trafalgar</td>
<td>WCC</td>
<td>Spring Gardens, SW1</td>
<td>217</td>
</tr>
<tr>
<td><strong>TOTAL SPACES</strong></td>
<td></td>
<td></td>
<td><strong>4,934</strong></td>
</tr>
</tbody>
</table>

Source: Westminster City Council

7.170 In addition the City Council’s car pound is located at the Park Lane car park and utilises about 300 spaces.

7.171 Masterpark also provides other specialised parking spaces including those for electric vehicles, disabled drivers and motorcycles. The table below outlines these facilities:
## Table 7.11

<table>
<thead>
<tr>
<th>Car Park</th>
<th>Electric vehicle</th>
<th>Parent / Toddlers</th>
<th>Disabled</th>
<th>Motorcycle</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abingdon</td>
<td>3</td>
<td>0</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Broadwick</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cavendish Square</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Chiltern</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>China Town</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Church Street</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>Clipstone</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Cramer</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Harley</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>15</td>
</tr>
<tr>
<td>Knightsbridge</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Leicester Square</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>17</td>
</tr>
<tr>
<td>Park Lane</td>
<td>4</td>
<td>0</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>Pimlico</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>Queensway</td>
<td>0</td>
<td>0</td>
<td>6</td>
<td>24</td>
</tr>
<tr>
<td>Soho</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>40</td>
</tr>
<tr>
<td>St John’s Wood</td>
<td>2</td>
<td>0</td>
<td>0</td>
<td>20</td>
</tr>
<tr>
<td>Trafalgar</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total Spaces</strong></td>
<td><strong>18</strong></td>
<td><strong>10</strong></td>
<td><strong>33</strong></td>
<td><strong>137</strong></td>
</tr>
</tbody>
</table>

### 7.172

In addition the car parks provide facilities for other usage such as bicycles and car showrooms. These include:

- Church Street – 10 cycles
- Clipstone – 10 cycles
- Harley – 10 cycles
- Park Lane – 8 spaces used by BMW.
- Pimlico – 4 cycles
- Queensway – 20 cycles
- Soho – 8 spaces for TfL cycles
- St John’s Wood – 8 cycles and 35 spaces for Clive Sutton
Chapter 7 – Parking & Enforcement Plan

Car Parks Occupancy
7.173 The latest occupancy survey data is given in appendix 10. It is clear that the busiest car parks are those closest to the main shopping areas, i.e. Cavendish Square, Knightsbridge, or the main tourist attractions, i.e. Abingdon. The wider discrepancy at weekends reflects where weekend on-street parking controls are in place.

Car Park Casual Tariffs
7.174 The Masterpark casual parking tariffs are given in the table below. In addition the table includes for comparison purposes the local on-street meter charge for two hours parking is also given.

<table>
<thead>
<tr>
<th>Car Park</th>
<th>Cost of two hours on-street meter parking</th>
<th>Cost of two hours off-street car parking</th>
<th>Cost of 12 hours off-street car parking (except where stated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abingdon</td>
<td>£4</td>
<td>£6</td>
<td>£26</td>
</tr>
<tr>
<td>Broadwick</td>
<td>£8</td>
<td>£8.50</td>
<td>£36</td>
</tr>
<tr>
<td>Cavendish Square</td>
<td>£6</td>
<td>£9</td>
<td>£36</td>
</tr>
<tr>
<td>Chiltern</td>
<td>£4.80</td>
<td>£7</td>
<td>£19 (9 hours)</td>
</tr>
<tr>
<td>China Town</td>
<td>£8</td>
<td>£9</td>
<td>£31 (11 hours)</td>
</tr>
<tr>
<td>Church Street</td>
<td>£4.80</td>
<td>£4</td>
<td>£18</td>
</tr>
<tr>
<td>Clifton</td>
<td>£4.80</td>
<td>£7</td>
<td>£26 (9 hours)</td>
</tr>
<tr>
<td>Cramer</td>
<td>£4.80</td>
<td>£8</td>
<td>£28</td>
</tr>
<tr>
<td>Harley</td>
<td>£6</td>
<td>£7.50</td>
<td>£25 (9 hours)</td>
</tr>
<tr>
<td>Knightsbridge</td>
<td>£4.80</td>
<td>£6</td>
<td>£28</td>
</tr>
<tr>
<td>Leicester Square</td>
<td>£8</td>
<td>£8</td>
<td>£28 (9 hours)</td>
</tr>
<tr>
<td>Park Lane</td>
<td>£8</td>
<td>£6</td>
<td>£23 (11 hours)</td>
</tr>
<tr>
<td>Pimlico</td>
<td>£4.80</td>
<td>£4.50</td>
<td>£22</td>
</tr>
<tr>
<td>Queensway</td>
<td>£3</td>
<td>£3.50</td>
<td>£17</td>
</tr>
<tr>
<td>St. John’s Wood</td>
<td>£2.40</td>
<td>£5</td>
<td>£18</td>
</tr>
<tr>
<td>Soho</td>
<td>£8</td>
<td>£9</td>
<td>£32 (9 hours)</td>
</tr>
<tr>
<td>Trafalgar</td>
<td>£8</td>
<td>£9</td>
<td>£35</td>
</tr>
</tbody>
</table>

Re-let Strategy for Operational Car Parks, Management
7.175 The three contracts for Operational Car Parks Management were due for renewal in autumn 2005. The three contractors had responsibility for the day-to-day operational management of Car Parks. These contracts incorporate cleaning and security duties.

7.176 Current responsibility for strategy and marketing lies with the City Council. The Car Parks client team also manages a contract with EA Parking for barrier equipment maintenance. The Corporate Property Division manages, through its corporate contract with Carillion, minor works and major Capital works. Two further small contracts cover minor works and planned preventative maintenance.

7.177 Three contractors who managed the car parks under the brand name MasterPark were.
• Euro Car Parks – North Area Contract
• Central Parking Services – South Area Contract
• Arcade Car Parks – Central Area Contract and a separate contract for Park Lane Car Park. *(N.B. the pound at Park Lane is run by NCP and does not form any part of these contracts)*

7.178 Headline financial data for 2003/04 is:

**Tables 7.13**

<table>
<thead>
<tr>
<th>Headline Summary of Income:</th>
<th>Headline Summary of Costs:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Casual Income</td>
<td>Operating contracts £5.8m</td>
</tr>
<tr>
<td>Contract Income</td>
<td>Client Costs (inc. staffing) £0.5m</td>
</tr>
<tr>
<td>Other</td>
<td>Supplies and Services £1.4m</td>
</tr>
<tr>
<td><em>Total</em></td>
<td>Supplies and Services £0.5</td>
</tr>
<tr>
<td></td>
<td>Rates £3.4</td>
</tr>
<tr>
<td></td>
<td>Rent £2.0m *</td>
</tr>
<tr>
<td></td>
<td>*Total Costs £13.6m</td>
</tr>
</tbody>
</table>

*Some rents are calculated on income generated at Car Parks*

7.179 Operating profits are £5.7m before Internal Capital Charges of £6.7m per annum. Most costs are met from the Parking Places Reserve Account (PPRA) leaving income to be appropriated to the General Fund.

7.180 An assessment of these current arrangements concluded:

- The contracts are input based and contain little incentive for contractors to excel or maximise income.
- The service is running without innovation and lacks focused, long-term investment.
- The service delivers poor and inconsistent customer experience and standards.
- Contracts represent poor value for money as they bear three sets of management and administration costs.
- IT systems and tools are not fit for purpose and lag well behind other customer facing services.
- Income streams have fallen following the introduction of Congestion charging, although some recovery has been made as a result of increased marketing.
- Major providers are reducing their asset portfolio and switching to increased automated means of running the service, generating significant savings and improved customer service.

7.181 The re-let is a Part B service and will not be subject to full EU rules on tendering, however due consideration for EU timescales have been made in
the timetable. The contract will be re-let using the negotiated route. This will afford the City Council an opportunity to respond to the submissions offered by the market.

7.182 Tenders were invited to submit a response against 3 packages:

- **Package 1: Baseline “Plus”**
  Bidders were invited to submit a baseline bid. This is required under the terms of the OJEU (the European contract protocols we are obliged to follow). This will be an operational management based bid, requiring bidders to put forward pricing proposals broadly based around the current set up, but enhanced to reflect the improvements identified by operational staff and senior management. The client would retain its current responsibilities, save some small works duties.

  This package can be viewed as a robust fall back position if the market does not propose sufficiently attractive alternatives, but builds and improves on current arrangements. It is proposed that a single provider will manage the service. The car parks team will be putting together a shadow benchmark bid based on the Baseline specification against which the bids from contractors can be evaluated.

- **Package 2: Baseline (or benchmark) “Plus” and Sales and Marketing**
  This sought similar bids to Package 1, but include an additional element, that of responsibility for the Sales and Marketing functions. The evaluation team would have to be satisfied that outsourcing this element would be in the best interests of the City Council and that any successful contractor could undertake these tasks more effectively than the current team.

- **Package 3: The Open/Innovative Bid**
  An open bid based on innovative proposals from the market. The specification was not be prescriptive in outlining what the contractors can or should put forward, however bids will have to cover the headings of profitability, innovation, customer service and plans for the asset. We are ready to listen to any proposals; these could include profit share deals, a merger with another company, buying out leases or alternative uses of assets.

7.183 The following criteria were set to facilitate the re-let:

**Strategic Partnership**

**Aim:** Share in the success of the Car Parks Service

**What we want to achieve**

- A service based on partnership, creating a win-win environment where both parties share in the success and profits of the service
- Creative capital investment that allows innovative solutions and reduces overhead costs
Chapter 7 – Parking & Enforcement Plan

- Competitive sites against other providers in the market – excellence in absolute terms
- A flexible operation which is responsive to changes in demand in the market and sensitive to new legislation
- High quality Management Information that informs effective strategic decision making and marketing initiatives
- “Open book” principles in everything we do

**Improve the Customer Experience**

Aim: To offer the best possible parking experience to our customers

**What we want to achieve**

- Excellent customer facing services that are responsive to casual parkers, residents and business clients
- An identifiable brand that customers recognise and associate with high quality services
- Payment options that are responsive to the expectations of our customers
- Value-added Services that provide something extra to our customers, but do not compromise the core business
- Sites which are attractive to customers and promote re-use
- More effective internal and external signage solutions for customers
- Maintenance of the asset and potential long term investment

**Innovative Operational Management**

Aim: Capitalise on the expertise of operators

**What we want to achieve**

- A robust strategy for management of security and safety issues
- Proactive marketing services that seek to maximise income
- A fit for purpose cleaning regime
- Operating hours and that are responsive to demand and maximise income potential
- Audited administrative systems that provide accurate and meaningful data
- Fit for purpose monitoring systems that facilitate provision of the highest standards of Car Park Management

**Evaluation**

7.184 Bidders have been asked to complete a Pre-Qualification Questionnaire covering the following areas:

- Finance
- Business Structure
- Management Structure
- Resources
- Staff Training
- Quality Assurance
- Insurance
- Health & Safety
- References and Experience
- Ability & Technical Capacity

**Re-let Timetable**

7.185 The tenders were reviewed in November 2005 and the tender by Central Parking System was accepted to start in early 2006. The new contract includes the provision of £1.25 million capital expenditure on equipment to be implemented over the first six months of the contract. The City Council felt that
the Central Parking System’s bid offers the best return on investment and an innovative operational management model for the service, reflecting the changing nature of the industry and a reduction of the service’s cost base in a declining market.

**Other public off-street space**

7.186 In addition NCP and other operators provide some 8,000 spaces of public off-street car parking in Westminster, see figure 7.7. Of this total 3,346 spaces are in car parks controlled by NCP and these are detailed in the table below:

<table>
<thead>
<tr>
<th>Car Park</th>
<th>Number of Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arlington House</td>
<td>90</td>
</tr>
<tr>
<td>Arthur Court</td>
<td>85</td>
</tr>
<tr>
<td>Bilton Towers</td>
<td>153</td>
</tr>
<tr>
<td>Brewer Street</td>
<td>426</td>
</tr>
<tr>
<td>Britannia Hotel</td>
<td>165</td>
</tr>
<tr>
<td>Bryanston Street</td>
<td>300</td>
</tr>
<tr>
<td>Carrington Street</td>
<td>175</td>
</tr>
<tr>
<td>Chesterfield House</td>
<td>50</td>
</tr>
<tr>
<td>Cleveland Street</td>
<td>84</td>
</tr>
<tr>
<td>Collingwood House</td>
<td>64</td>
</tr>
<tr>
<td>Crawford Street</td>
<td>65</td>
</tr>
<tr>
<td>Denman Street</td>
<td>120</td>
</tr>
<tr>
<td>Hilton Hotel</td>
<td>240</td>
</tr>
<tr>
<td>Holiday Inn Regent’s Hotel</td>
<td>65</td>
</tr>
<tr>
<td>Kendal Street South</td>
<td>45</td>
</tr>
<tr>
<td>Marylebone Road</td>
<td>180</td>
</tr>
<tr>
<td>Portland Place</td>
<td>30</td>
</tr>
<tr>
<td>Semley Place</td>
<td>422</td>
</tr>
<tr>
<td>Swiss Centre</td>
<td>87</td>
</tr>
<tr>
<td>Upper St. Martin’s Lane</td>
<td>140</td>
</tr>
<tr>
<td>Welbeck Street</td>
<td>360</td>
</tr>
</tbody>
</table>

**TOTAL SPACES** 3,346

**Private off-street space**

7.187 It is estimated that there are 15,000 private non-residential spaces and 15,000 residential spaces complementing the off-street supply in Westminster.

**Off-street business & residents’ parking**

7.188 Business and resident season tickets are available to those who park regularly in Westminster with the current cost of a resident season ticket being approximately 1/10 of the annual business rate. On average 35% of spaces in managed and leased car parks are allocated to season ticket holders. Charges are designed to encourage both long and short stay visitors to park off-street rather than on metered or pay and display bays.
**CO-ORDINATION & CO-OPERATION WITH OTHER BOROUGHS**

7.189 Westminster maintains regular contacts with its neighbouring boroughs to ensure co-ordination in parking matters, particularly with Kensington & Chelsea and Camden. Additionally the City Council has written to our neighbouring boroughs (Brent, Camden, Corporation of London, Kensington & Chelsea [RBKC], Lambeth and Wandsworth) suggesting regular contacts. This includes co-operation on permit fraud, discussions on operational and enforcement issues, parking policies, and meetings between the borough’s heads of parking operations.

**Inter-Borough Co-operation**

7.190 The City Council has formalised inter-Borough co-operation by establishing regular liaison meetings and groups. The first meeting was held in February 2005 and terms of reference were agreed in April 2005 for future meetings and that they would be held monthly. The meetings have proved a useful forum to discuss new ideas and proposals, as well as the progress of each borough’s LIP/PEP.

**Hours of Control and Tariffs**

7.191 Generally, Westminster ensures that its hours of control and tariffs in the areas bordering other boroughs match or are similar to those of the neighbouring authorities. The City Council ensures that the neighbouring boroughs are consulted when a change is proposed.

7.192 At present the main differences exist at:
- Lincoln’s Inns Field & Covent Garden; where Westminster’s tariff is currently £4 per hour, whilst Camden’s is £4.80 per hour.
- Knightsbridge/Belgravia; where in Westminster the hours of parking control for residents’ bay differ from those in RBKC. Currently RBKC’s controls for residents are Mondays to Fridays 8.30 a.m. to 10 p.m., Saturdays 8.30 a.m. to 6.30 p.m., whilst Westminster’s are Mondays to Sundays 8.30 a.m. to 10 p.m. (Knightsbridge) and in Belgravia Mondays to Fridays 8.30 a.m. to 6.30 p.m., with Saturdays 8.30 a.m. to 1.30 p.m.

**Boundary Streets Parking Agreements**

7.193 The City Council has boundary streets parking agreements with the Royal Borough of Kensington & Chelsea and the London Boroughs of Brent and Camden. The agreements allow a Westminster residents’ parking permit holder to park on the “wrong” side of a boundary road, and a holder of the other borough’s parking permit to park on Westminster’s side of the road. This concession applies to residents’ parking bays, which have been appropriately signed. In the case of Camden and Brent, holders of their visitor and/or business parking permits are also entitled to park on Westminster’s side of the street.
Initially the boundary streets agreement was an informal arrangement between the City and RBKC, dating back to the first implementation of residents’ parking in these areas. This was formalised by a traffic order in 1995. The agreement with Camden was approved by the March 1998 Traffic Subcommittee and with Brent by the October 1999 Planning & Transportation Committee.

The boundary streets parking agreements were reviewed in February 2003 by the Committee of the Cabinet. The review concluded that despite some isolated problems these agreements appear to be working well and they are beneficial for most residents living in boundary streets.

In 2004 the boundary streets parking agreements were extended to include St. Edmund’s Terrace (Camden boundary) and Kilburn Lane (Brent boundary).
FINANCIAL STATEMENT

Parking Income and Expenditure
7.197 Income from the on-street operation in 2004/05 totalled £71.7M, and the expenditure to provide the on-street service was £40.49M. The surplus of £31.21M, which was transferred to the Parking Places Reserve Account.

7.198 The estimated income, expenditure and surplus for 2005/06, 2006/07 and 2007/08 are outlined in the table below:

Table 7.15

<table>
<thead>
<tr>
<th>Year</th>
<th>Income</th>
<th>Expenditure</th>
<th>Annual surplus</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005/06</td>
<td>£75.7M</td>
<td>£42.2M</td>
<td>£33.5M</td>
</tr>
<tr>
<td>2006/07</td>
<td>£76.7M</td>
<td>£44.1M</td>
<td>£32.6M</td>
</tr>
<tr>
<td>2007/08</td>
<td>£81.6M</td>
<td>£45.7M</td>
<td>£35.9M</td>
</tr>
</tbody>
</table>

Parking Places Reserve Account (PPRA)
7.199 Parking revenues are credited to the Parking Places Reserve Account, expenditure from which is limited by law to a range of headings related to parking, public transport and other transport improvements. Major items on which expenditure was made in 2004/05 includes the following:

Table 7.16

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount (£M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation &amp; Infrastructure</td>
<td>17.9</td>
</tr>
<tr>
<td>City Development</td>
<td>0.3</td>
</tr>
<tr>
<td>Street Environment</td>
<td>8.7</td>
</tr>
<tr>
<td>Community Protection</td>
<td>0.3</td>
</tr>
<tr>
<td>Finance &amp; Support Services</td>
<td>1.9</td>
</tr>
<tr>
<td>Social &amp; Community Services</td>
<td>6.6</td>
</tr>
<tr>
<td>Education (Schools)</td>
<td>0.8</td>
</tr>
<tr>
<td>Total Revenue Expenditure</td>
<td>36.5</td>
</tr>
<tr>
<td>Contributions to Capital Expenditure</td>
<td>0.7</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>37.2</td>
</tr>
<tr>
<td>Surplus/Deficit</td>
<td>-6.0</td>
</tr>
<tr>
<td>PPRA Balance</td>
<td>2.6</td>
</tr>
</tbody>
</table>

7.200 The City Council's projections for the PPRA for the years 2005/06, 2006/07 and 2007/08 are given below:
### Table 7.17

<table>
<thead>
<tr>
<th></th>
<th>2005/06 (£M)</th>
<th>2006/07 (£M)</th>
<th>2007/08 (£M)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance BFWD 1st April</strong></td>
<td>2.6</td>
<td>-5.8</td>
<td>-16.2</td>
</tr>
<tr>
<td><strong>Transportation &amp; Infrastructure</strong></td>
<td>18.5</td>
<td>17.0</td>
<td>17.7</td>
</tr>
<tr>
<td><strong>City Development</strong></td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
</tr>
<tr>
<td><strong>Street Environment</strong></td>
<td>9.0</td>
<td>9.3</td>
<td>9.5</td>
</tr>
<tr>
<td><strong>Community Protection</strong></td>
<td>0.3</td>
<td>0.3</td>
<td>0.3</td>
</tr>
<tr>
<td><strong>Finance &amp; Support Services</strong></td>
<td>3.6</td>
<td>3.6</td>
<td>3.7</td>
</tr>
<tr>
<td><strong>Social &amp; Community Services</strong></td>
<td>7.3</td>
<td>7.8</td>
<td>8.4</td>
</tr>
<tr>
<td><strong>Education (Schools)</strong></td>
<td>1.2</td>
<td>1.2</td>
<td>1.3</td>
</tr>
<tr>
<td><strong>Total Revenue Expenditure</strong></td>
<td>40.2</td>
<td>39.5</td>
<td>41.2</td>
</tr>
<tr>
<td><strong>Contributions to Capital Expenditure</strong></td>
<td>1.8</td>
<td>3.4</td>
<td>4.6</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td>42.0</td>
<td>42.9</td>
<td>45.8</td>
</tr>
<tr>
<td><strong>Surplus/Deficit</strong></td>
<td>-8.4</td>
<td>-10.4</td>
<td>-10.0</td>
</tr>
<tr>
<td><strong>PPRA Balance</strong></td>
<td>-5.8</td>
<td>-16.2</td>
<td>-26.2</td>
</tr>
</tbody>
</table>

7.201 A more detailed breakdown of the PPRA income and expenditure, both existing and estimated is given as appendix 14.
PARKING INITIATIVES & CHALLENGES

Programme of Action

7.202 The City Council’s continuing programme of action on parking issues is to be concentrated on the following matters:

- Area Parking Studies
- Improved Technology to aid enforcement, tackle fraud and improve the customer experience
- CCTV Enforcement of Bus Lanes
- Service Level Agreement
- Congestion Charging Proposals
- Signs & lines review
- Theatre Coach Parking
- Bus Priority
- Parking Services’ Annual Business Plan
- Crossrail Construction
- Permit Review Project
- Meter Maximum Waiting Period Review
- Loading Review
- ALG Review of Additional Parking Charges 2006
- Paid Motorcycle Parking
- Freight Plan Partnership
- Cross River Tram
- London Olympics 2012

Area Parking Studies

7.203 In light of concerns expressed by residents and Ward Members in the late 1980s, the City Council initiated a programme of area parking studies. The main aim of these studies was to ensure that every piece of suitable kerb-side space was utilised, to minimise the amount of yellow line and to maximise parking bays, particularly for residents. The City Council’s area parking programme conforms to LIP Guidance in 4E.Po3 (railway station parking), 4G.Pr1 (motorcycle parking), and 4G.Pr15 (A roads, servicing & disabled parking).

7.204 The original area parking studies started in 1990 with a review of Maida Vale Ward and finished in 1998 with reviews of Churchill, Knightsbridge, Lancaster Gate and Westbourne Wards, based on the boundaries prevailing before the 2002 revision.

7.205 Following concerns expressed by residents, businesses and Ward Members, the City Council initiated the East Soho Study to consider reported problems with parking, loading and enforcement. This study engaged residents’ and business groups in the review and drafting of proposals, and the last on-street works were completed in autumn 2004. Because of the success of the East Soho study, the City Council decided to extend this programme to the rest of Westminster and revive the programme of area parking studies based on the post-2002 Wards. However, because the City Council is currently reviewing our parking policies we will not be proceeding with the area parking study.
programme until this review is completed later in 2006. It is likely that the policy review will consider some important and major changes that are likely to impact on the area parking studies. In the meantime we will monitor correspondence and public forums for suggestions to change current parking/loading regulations.

7.206 The main aims of the studies are outlined below:
- To match the parking and servicing requirements of residents, businesses and other organisations in each locality within the pre-determined areas (Wards), with suitable on-street regulations.
- Removal of unnecessary yellow line, particularly in residential areas.
- Increase the provision of Blue Badge disabled parking bays in key areas, e.g. by the conversion of underused metered parking.
- Increase the provision of solo motorcycle parking (plus security measures if possible), e.g. by the conversion of underused metered parking.
- Increase the provision of residents’ parking, e.g. by the conversion of underused metered parking.
- Identify parking meter bays for conversion to pay & display.
- Review the loading regulations, and consider their revision and/or install loading bays where feasible.
- Consult Ward Members, amenity societies, residents’ societies, business groups, etc., before any proposals are drafted to identify what may be required from these sources of local knowledge. The consultation procedure will also include extensive review of proposed measures, and may include surgeries dedicated to specific issues and problems.
- Identify “hot spots”, problem areas, etc., through the use of parking occupancy, income, and PCN data.
- Identify any discrepancies between the traffic orders, and the on-street signs and lines.

7.207 The deferred programme for the City Council’s area parking studies is given below (see figure 7.8):

<table>
<thead>
<tr>
<th>Table 7.18</th>
<th>Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year</strong></td>
<td><strong>Areas</strong></td>
</tr>
<tr>
<td>2004/05</td>
<td>Bryanston &amp; Dorset Square, Marylebone High Street, St. James’s, Vincent Square, &amp; West End</td>
</tr>
<tr>
<td>Phase 2</td>
<td>Abbey Road, Church Street, Little Venice, Maida Vale, &amp; Regent’s Park</td>
</tr>
<tr>
<td>Phase 3</td>
<td>Bayswater, Harrow Road, Hyde Park, Lancaster Gate, Queen’s Park, &amp; Westbourne</td>
</tr>
<tr>
<td>Phase 4</td>
<td>Churchill, Knightsbridge &amp; Belgravia, Tachbrook, &amp; Warwick.</td>
</tr>
</tbody>
</table>
7.208 This programme had the advantage of being geographically discrete and will ensure that the area within the existing congestion charge zone is reviewed as part of the first stage. The programme outlined above is likely to vary as we have now decided to postpone further studies. The City Council’s consultant started work on the St. James’s and West End area parking studies in August 2004.

7.209 The Marylebone High Street area parking study started in November 2004 and the Bryanston & Dorset Square and Vincent Square area parking studies started in December 2004. It is expected that any on-street works will be completed by April 2006.

7.210 In the meantime the City Council is progressing with a study of the parking and loading regulations in the vicinity of the Church Street Market. It is possible other more discrete areas will be chosen for the review process.
Technology Improvements

Cashless Parking

7.211 During 2005, the City Council will be launching and investigating a number of trials of alternative payment methods for casual, short stay parking. The City Council has 3,400 individual parking meters and 320 pay and display machines across the City, all of which are currently only capable of taking cash payments. The tariffs in some areas are as much as £4 per hour and the City Council recognises the need to offer customers alternative ways of paying.

7.212 A trial for cashless parking payment started in February 2005 using new pay & display machines that accept credit/debit cards. We have installed 17 new machines that accept all major credit/debit cards at the following locations:

- Wimpole Street, W1 – 5 machines
- Harley Street, W1 – 5 machines
- Atterbury Street, SW1 – 2 machines
- Hereford Road, W2 – 1 machine
- St. John's Wood High Street, NW8 – 2 machines
- Soho Square, W1 – 1 machine
- Lincoln's Inns Fields – 1 machine

7.213 We hope that the geographical spread of available payment methods will help inform how we roll out City wide availability of cashless methods including mobile phone payments. The City Council intends to replace all our parking equipment by 2010 and this will allow us the opportunity to trial other cashless payment methods including by mobile phone, and possibly on-line.

7.214 If the paid on-street motorcycle ideas are developed (paragraphs 7.94 & 7.95) the payment method(s) will be entirely cashless.

7.215 There has been discussion during 2004 and 2005 with Transport for London regarding the possibilities of combining the Oyster Card payment system with parking payments and the ability for customers to top up Oyster Cards at Westminster Pay and Display machines in the vicinity of local tube stations. These proposals will be explored further during 2006, although there some technological and legal difficulties that need to be resolved.

Wireless City

7.216 Since the beginning of 2004 the City Council has been developing new WiFi technology for CCTV cameras with its partners Vertex SW1. This initiative has progressed to envelop the concept of the ‘Wireless City’ for which the Council has recently won an award. A number of departments have been developing proposals for working in a wireless environment and Parking services has three main pilots that went live in the first and second quarters of 2005. They are:

1. Real time transfer of PCNs from parking attendants’ handhelds using the WiFi network. This is to explore the cost savings that can be achieved from using a broadband, always on access as opposed to the standard GPRS connection. There may be volume implications as well.
2. Use of wireless connections from Pay & Display to co-ordinate on street
repairs, maintenance and cash collection services. This will enable us to move away from an input based specification for equipment repair and maintenance.

3. Intelligent deployment of parking attendants using the WiFi CCTV network to monitor areas of congestion and parking problems. In addition, the provision of improved PA safety by using CCTV to monitor the parking attendants and capture potential evidence in the event of criminal and dangerous situations.

**Transformation of Parking Services (TOPS)**

7.217 Together with Vertex SW1, we are introducing a new IT solution for our PCN processing and this has also involved further system enhancements to allow the City Council to transform it’s end to end business processes within Parking. The new solution and transformed business will allow the City Council to operate more efficiently and in a more customer-focused manner.

7.218 The project has been running since April 2004 and has involved all side of the Parking service within Westminster and it is hoped that we will be leaders in the provision of back office processing and customer handling. The TOPS programme went live in March 2005 and it will roll out in 2006.

**Other Initiatives**

7.219 The City Council is currently establishing the process to allow residents renewing their parking permits to do so on-line. We expect the on-line renewal of residents’ parking permits to be operational later in 2006. We are also considering allowing applications for the suspension of parking bays to be processed on-line.

**CCTV Enforcement of Bus Lanes & Other Moving Traffic Offences**

7.220 Following the passing into law of new local authority enforcement powers, and pilot studies of CCTV enforcement in several London Boroughs, the City Council started its own CCTV enforcement programme in November 2005. Initially this CCTV enforcement is confined to selected bus lane sites, and was successfully extended to yellow box junction violations and banned turns in January 2006. Apart from the violation of bus lanes by unauthorised vehicles, the other moving traffic offences include yellow box junction violations, banned turns and yellow line restrictions.

7.221 The Code of Practice for Traffic Enforcement has been drafted in co-operation with TfL and consists of the following points:

- warning signage for Traffic enforcement cameras will be erected advising motorists of their existence.

- Initially at least 49 warning signs have been erected at each entrance to an enforced street, with repeater signs at regular intervals on long streets. The City Council has taken care to ensure that the number of new signs is kept to a minimum in order to meet the Council’s street sign clutter policy and to meet the CCTV enforcement protocol.
• The signs’ designs comply with the Traffic Signs Regulations and General Directions 2002.

• Instead of the words: “Traffic Signal Cameras”, the signs read “Traffic Enforcement Cameras”. This is the wording specified by ALG.

7.222 CCTV enforcement must meet the requirements of the Data Protection Act and it is necessary for the City Council to comply with this legislation to reassure the public. The Data Protection Act requires signs to be erected wherever CCTV cameras are utilised which state:
  • Who is responsible for the scheme – Westminster City Council
  • What the cameras are being used for – bus lane and parking enforcement, community protection
  • A contact phone number for the organisation administering cameras
  • A sign will be attached to columns in the vicinity of the cameras.
  • Changes to the text on the “Making our streets safer” signs are likely
  • There will be two or three of these signs for every camera. In some cases they may be placed back to back on lamp columns so they can be seen from more than one direction, or placed in bus shelters. This is the current placement method for CCTV cameras used for community protection.
  • In the first instance there are 10 new camera sites, hence 20-30 of these signs (see figure 7.9).
Service Level Agreement (SLA)
7.223 The City Council has signed up to the revised London Local Authority Service Level Agreement Phase II, which was drafted by TfL in late 2004. This revised SLA relates to the new powers given to the London Boroughs to enforce certain moving traffic offences as outlined in paragraph 7.220. The SLA is an agreement between the London Boroughs and TfL that outlines the terms of the enforcement protocols and the division of the proceeds of the PCN revenue.

Congestion Charge Review
7.224 The Mayor’s proposed westward extension of the congestion charging scheme, which is planned to be implemented in February 2007, is likely to have a significant impact on Westminster’s parking service. The main issues are:
- the discrepancy in the hours of parking controls and the hours of operation of the proposed congestion charge;
- the on-street and off-street parking tariffs in those areas immediately outside the charge boundary and those areas within the charging zone;
- the division of parking zones by the proposed congestion charging area boundary;
- the impact on residents living close to either side of the proposed congestion charging boundary;
- the impact for access to Paddington Station and St. Mary’s Hospital.

7.225 The City Council is reviewing the impact of the proposed western extension of congestion charging, which will split our Parking Zone B at Paddington Station. A report for the Cabinet Member for Economic Development & Transport is considering six options, that are listed below:

1. **No Change**

2. **Create New Parking Zone from part of Zone B**

3. **Expand B/C Dual Zone to allow Zone B residents greater access into Zone C**

4. **Add to Parking Zone C that part of Zone B outside the congestion charging area**

5. **Reorganise Parking Zones across the City**

6. **Offer discount to residents living in B Zone outside the congestion charging zone and the residents’ discount area.**

7.226 While it is not helpful to go through each of these scenarios at this stage it is safe to say that they all have their advantages and disadvantages. The City Council will be considering them during 2006. At present we favour option 1 and propose no changes to the existing arrangements, although we will review
the impact of the western extension of congestion charging in summer 2007. It is our intention to implement if any changes are approved before the western extension of the congestion charge is realised if one of the other options is chosen.

7.227 In order assess the impact on Westminster’s parking scheme, the annual parking survey since 2004 contains separate analysis of parking occupancy of the proposed westward extension area, as well as continuing the separate analysis of the existing congestion charging zone.

7.228 The Mayor’s proposal to increase the daily congestion charge from £5 to £8 (£7 for fleet vehicles) was implemented on 4th July 2005. The increased charge is likely to have an impact on Westminster’s Parking Service, mainly by discouraging visitors, and therefore reducing our revenue from meters and enforcement, which in turn will reduce the surplus available to fund the City Council’s programme of transport improvements. The City Council will continue to monitor the impact of the congestion charge and the proposed alterations to that scheme.

Parking Signs & Lines Review

7.229 The validation of the signs and lines throughout Westminster has been in progress since summer 2003, in accordance with the LIP Guidance under reference 4G.Pr4. A central element of this programme is the introduction of ParkMap which will provide a central management tool for all Traffic Management Orders. ParkMap is a computer program that allows all waiting and loading traffic orders across the whole of the City to be represented on Ordnance Survey street plans. All current Traffic Management Orders (TMOs) are being loaded to ParkMap and on-street surveys have been undertaken to ensure accuracy. Data from ParkMap is being made available directly, via hand-held terminals, to the parking attendants as well as back office staff. This will further improve the level of enforcement and will identify circumstances where further investigation may be required to maintain a high standard of accuracy with designations. Once the project to load all orders and street visits has been completed, ParkMap will be managed by the City Council’s Highways contractor who will input all new, amended or revoked TMOs, including Experimental and Temporary Orders.

7.230 ParkMap is a significant step forward for the City Council. It will also link with other key IT systems, including the link with the new enforcement IT system and our corporate GIS.

Theatre Coach Parking Initiative

7.231 Another initiative is the City Council’s lead on the West End Theatre Coach Strategy. This is a partnership with Camden Council, TfL, the theatre industry, the coach industry and the London Development Agency. The first requirement of the strategy was to understand the demand for coaches visiting the 40 or so theatres that characterise London’s famous West End.

7.232 This stage has been achieved by the completion of a research study which found that there is considerable demand for coach groups visiting the theatres
in the West End. However, the current provision for on-street setting-down, picking up and the parking of coaches is considered to be inadequate. To this end, the City Council and its partners are now in the process of considering a commitment to a more pro-active strategy in providing more on-street spaces for coaches and theatre groups and other related group management initiatives. The role of the City Council's Parking Service to fulfil this ambition would be vital, given that it will be its responsibility to oversee the control of any new on-street facilities.

**Bus Priority**

7.233 The City Council participates fully in the London Bus Priority Network (LBPN) project, and has implemented a number of valuable measures since its inception. Through the LBPN the City Council will review waiting, loading, bus lane and bus stop or stand clearway restrictions together with parking places and the enforcement of these restrictions, on bus routes. The programme for this work will be developed within the LBPN in consultation with TfL's Bus Priority Team. Particular attention will be paid to the needs of buses at night, on Sundays and Bank Holidays. This review will also ensure that restrictions are consistent, for example that waiting is not permitted within bus lanes during their operational hours, seek to co-ordinate the hours of control across borough boundaries and with the TLRN, and ensure that bus priority measures are signed to the appropriate standard. This latter point is being addressed through the Parking Signs & Lines Review.

7.234 This review of restrictions on bus routes will cover almost all “A” roads for which Westminster is Highway Authority, and most of the remaining sections have been included in the Area Parking Studies. The only sections excluded from the LBPN are Eccleston Place/Bridge and a small section of Belgrave Road, Pall Mall/St. James’s Street, a small section of Sussex Gardens, Seymour Street/Wigmore Street, and Park Crescent and a section of Portland Place. There is a TfL requirement to review “A” roads and Busy Bus Routes, and therefore, as the area parking studies are formally abandoned we shall have to review some of these streets separately. The streets not already reviewed are Eccleston Place/Bridge, the small section of Belgrave Road, and the small section of Sussex Gardens.

**Parking Services’ Annual Business Plan**

7.235 It is the City Council’s standard practice to produce an annual business plan for each department and/or division that outlines a series of targets to be achieved in each financial year. The business plan includes targets in relation to Best Practice, the Continuous Practice Assessment, The City Council’s Civic Renewal programme, to improve customer service, to improve enforcement, to review aspects of the service, and to tackle fraud.

7.236 The City Council has prepared its Parking Services Business Plan for 2005/06, and the main aims are outlined below:

- To enforce efficiently, effectively and fairly the kerbside space by ensuring the right policy and processes are in place and that our partners are managed appropriately to deliver against the service goals.
• To offer Westminster customers an appropriate on-street pre or post pay parking facility and deliver our financial targets.
• To offer Westminster customers an appropriate off-street parking facility whilst delivering our financial targets and maximising asset return.
• To lead the development and deployment of technology and processes that will make Westminster an easier place to do business with and significantly reduce cost or boost revenue.
• To gather and maintain an accurate customer’s view of Westminster’s Parking Service and represent this view to all internal parties within the organisation to stimulate positive change.
• To manage the Parking Service effectively and efficiently, developing staff and ensuring the Unit is ‘joined-up’ to the rest of the Council and its activities.
• To provide widespread visibility of the Parking Service’s financial position by developing, maintaining and disseminating an agreed set of financial and process measurements whilst exercising tight financial control.

7.237 Many of the targets in the business plan have already discussed above, and they include the area parking studies, the TOPS programme, enforcement initiatives, the CCTV enforcement initiative and the car parks contract re-let. Other targets include commitments to improve the City Council’s response times to correspondence and written representations, to improve our financial processes and collection rates, to draft a Parking Charter, and improve the training of our parking attendants.

7.238 The key priorities for the 2005/06 Parking Services business plan are:

**Enforcement**
• Production of the Parking Charter
• Delivery of TOPs Phase 1
• Review the quality of our service
• Review the NCP on-street parking enforcement contract
• Development of our parking attendants
• Review the delivery of the NCP enforcement contract management
• Deliver on-street photo enforcement
• Review the Vertex customer services contract
• Reduce the cost of the payment process
• Review the enforcement protocols
• Development of TOPs Phase 2
• Implement CCTV bus lane enforcement and explore other CCTV enforcement opportunities

**On-street Parking**
• Review kerb-side strategy in terms of management, technology and co-ordination with off-street parking strategy
• Review with the aim of simplifying the cost and procedure for residents’ parking permit renewal
• Improve the disabled parking White Badge permit application and mobility assessment procedures
• Area Parking Studies
• Review and improve the on-street parking equipment supply and maintenance contracts through the re-let process
• Annual review of meter tariffs and the hours of parking controls

Off-street Parking
• Development of the City Council’s off-street parking strategy
• Development and implementation of the Masterpark sales and marketing strategy
• Manage and monitor the contract re-let process

Customer Experience
• Implement a customer research programme to identify customer’s needs, and determine the Council’s actions and decisions
• Improve the parking extranet site to improve the resolution of public enquiries and to aid internal communication
• Improve the quality of the Parking Service correspondence
• Improve communication, internally between the City Council and its contractors, and externally with the public by utilising technology and striving to improve access to and the quality of information and our publicity

Management & Finance
• Substantially complete the re-organisation
• Optimise office space
• Encourage and support remote and flexible working
• Improve the performance review process
• Review the key performance measures, and improve officer knowledge of their colleagues’ tasks
• Review the visibility and integration of Parking Services, between officers of the City Council and its contractors.
• Develop a training and development plan for Parking Services and the individual officers
• Strengthen the links with external bodies, including external stakeholding organisations, TfL, the DVLA, other local authorities, the ALG, etc.
• A target increase in the City Council’s debt recovery rate

7.239 The 2005/06 business plan contains a number of financial targets in respect of the revenue and expenditure of the PPRA, the off-street services, and within the Parking Service.

Parking Services Business Plan 2006/07
The 2006/07 Business Plan seeks to continue building on the 2005/06 plan. The main service aims of the 2006/07 plan are similar to its predecessor as outlined in paragraph 7.234.

The key priorities for the 2006/07 Parking Services business plan are:

**Enforcement**
- Roll out CCTV enforcement with new camera sites, implement night enforcement
- Implement new CCTV technologies; e.g. smart cards, automated tracking software, etc.
- On-going review and improvement targeting of enforcement resources
- Delivery of persistent evaders strategies
- Implement digital images of contraventions on the Council’s website
- Develop strategy and preparation for on-street contract re-let in 2007
- Investigate opportunities to “sell” Westminster’s expertise into other areas
- Develop and deliver management information
- Build on debt collection unit trial to increase payment rate
- Review the Vertex contract to improve payment recovery rates
- Reduce PCN cancellation rates

**Kerbside**
- Investigate and develop alternatives uses for kerbside space
- Investigate and develop Partnership in Parking opportunities
- Permit re-engineering process
- Review residents’ parking on-street bays
- Residents’ parking permit and disable parking permit fraud monitoring
- Suspension re-engineering process

**Off-street**
- Implement new contract
- Install new car park barriers
- Review credit and debit card payments

**Customer Experience**
- Develop the Extranet and improve partner communications
- Improve correspondence quality
- Review the handing of correspondence between Parking Services and Vertex
- Centralisation of complaints
- Continue customer research
- Continue engagement in local level consultation and liaison
- Improve the perception of parking
**Team Management**

- Review the staff charter
- Improve in-house IT training
- Ensure all staff have personal development plans
- Review training for managers
- Develop IIP training accreditation

7.242 The 2006/07 business plan also includes a risk register to address the impact of various scenarios on the City Council’s Parking Service. The issues reviewed include major hardware &/or software system breakdowns, a flu pandemic, the congestion charging extension, major road works, terrorist attacks, etc.

7.243 The annual business plan’s progress, successes and failures are monitored quarterly by the Transport & Infrastructure Overview & Scrutiny Committee and the Cabinet. There is also an annual review to assess the year’s outcome and to approve the next year’s business plan. The targets and priorities are used to guide officers and determine the outcome of the City Council’s Rewarding Excellence programme.

**Crossrail Construction**

7.244 The Crossrail proposals for an east – west rail link under central London are well advanced, and a bill was presented to Parliament during 2005. The City Council’s Parking Service is likely to be affected by the impact of the construction works for the new tunnels and stations. The construction works are unlikely to start until 2008 and should be completed in 2014, and they would lead to large scale highway closures and the long-term suspension of parking bays.

7.245 The proposed construction works at Paddington, and Hanover Square are likely to have severe effects on parking and traffic for several years. The works at Tottenham Court Road/Soho Square may have a lesser impact, but the City Council’s Parking Service will continue to monitor the situation. In addition the City Council has submitted a claim for the loss of parking revenue based on the following:

- the long-term loss of scarce parking bays,
- the requirement to provide alternative parking and routes;
- the need to remove and replace parking equipment,
- the need to amend the traffic orders; and
- the City Council’s continuing duty to enforce the parking regulations.

**Permit Review Project**

7.246 The City Council operates a number of parking permit schemes including Respark, the white badge scheme and tradesman’s permit, as well as some specialised schemes such as doctors, hospital vehicles and diplomats, which
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 involve small volumes. The Permit Review Project will look at options to rationalise our permit schemes, improve the application processes and improve customer service. For instance we are considering replacing the tradesman permit with a contractor permit scheme that may include other categories such as doctors’ permits, etc. However, at this stage it is too early to say what the final shape of this project will be. We are currently considering all existing permits and parking needs to create an overall joined-up strategy. Full consultation with all groups of current permit holders will take place in due course.

Meter Maximum Waiting Period

7.247 The City Council has reviewed the desirability of maintaining the two hours maximum waiting period that applied to most of the metered parking bays in Westminster. It was agreed to change all two hours metered parking to four hours maximum waiting in order to introduce greater flexibility into our supply of casual/visitor parking places. It is felt that this would help to revive the flagging central London economy and provide a better service to residents and businesses in Westminster. This change should be completed on-street by the end of January 2006.

Loading Review

7.248 The City Council is seeking to review the loading regulations that currently apply in Greater London, in order to clarify the situation for the Boroughs, businesses and drivers. They are that between 11 a.m. and 6.30 p.m. on weekdays loading/unloading in Westminster is limited to 20 minutes to ease congestion, and at other times an unlimited period for loading/unloading is allowed.

7.249 In Westminster most servicing activity takes place during the day between 11 a.m. and 4 p.m. and therefore is restricted to 20 minutes, which may or may not be suitable, depending on the delivery. It also seems strange that there is no limit on loading during the busy morning peak. It is believed that this regulation is of long standing and may even be over 40 years old. We are considering altering the regulations so that loading activity is limited to say 30 minutes or one hour at any time. Nevertheless, the legal position on this regulation is unclear and we will seek to obtain London-wide agreement before making any change. The City Council is holding discussions with our neighbouring boroughs before a proposal is submitted for consideration through the ALG.

ALG Review of Additional Parking Charges 2006

7.250 The City Council has been advised by the ALG that they intend to review additional parking charges in summer 2006. This review could lead to increases in the penalty charge, and the clamp and vehicle release fees in April 2007, providing they are approved by the Mayor of London. It is also possible that this review will consider other changes, such as the introduction of differential penalty charges, e.g. a lower penalty for permitted parking infractions as opposed to prohibited parking infractions.

7.251 At this stage it is too early to say what the City Council’s final position will be on
the proposed review, although we welcome the opportunity to comments and make suggestions.

**Paid Motorcycle Parking**

7.252 As outlined above (paragraphs 7.94 – 7.95) the City Council is considering options to introduce paid on-street motorcycle parking.

**Freight Plan Partnership**

7.253 As outlined above (paragraphs 7.115 – 7.116) the City Council in partnership with TfL’s Freight Unit is participating in a freight plan pilot study in Westminster.

**Cross River Tram**

7.254 The Cross River Tram project under the leadership of the Cross River Partnership, which includes Westminster, is a long-standing proposal for a public transport link between north and south London. The proposal for a tram linking Camden Town/Kings Cross to Brixton/Peckham is developing and is likely to have implications on our parking service during construction and upon its operation. The proposed route in Westminster from north to south is from the City’s boundary with Camden on Kingsway south to the western arm of Aldwych and then south across Waterloo Bridge. If the scheme is approved then it is likely to be operational in 2013.

**London Olympics 2012**

7.255 Following London’s successful bid for the 2012 Olympic and Paralympic Games Parliament is considering a draft bill to establish the Olympic Delivery Authority (ODA). The ODA will be charged with drafting an Olympic Transport Plan, which will include an Olympic Route Network, on which the ODA will be able to make and amend traffic orders. The draft bill was unclear over responsibility for enforcing the new Olympic regulations, but it implied that the local authority would be expected to enforce. The London Olympic Games 2012 are also reviewed in paragraphs 5.2.6 – 5.2.10.

7.256 Westminster’s Parking Services is likely to be deeply engaged in the smooth operation of the 2012 Olympic Games. At least four sites in the City are expected to host events, and they are Regent’s Park, Lord’s Cricket Ground, Hyde Park and Horse Guards Parade. In addition a large number of visitors are likely to stay at hotels located within Westminster. It is probable that there will be an increased demand for coach parking during the games.

7.257 The City Council’s main concerns about the proposed authority of the ODA over the proposed route network are:

- The funding of the re-designation of and implementation of new measures on the Olympic Route Network? The City Council suggests that this should be the responsibility of the ODA or TfL, and not the local authorities (highway authority, etc.).
• The funding of the extra enforcement particularly waiting & loading regulations? Again the City Council wants confirmation that extra enforcement must be funded by the ODA and not the local authorities.

• The funding of the extra security arrangements (including parking suspensions) that are likely to be entailed by the Olympic Route Network. The City Council is clear that responsibility for this matter should not rest with the local authorities.

• The City Council also felt that the draft bill lacked suitable reference to providing solutions for displaced parking/servicing demand if there are long-term and/or widespread parking suspensions.
Chapter 7 – Parking & Enforcement Plan

INITIATIVES’ PROGRAMME TO 2010/11

7.258 Although the City Council’s Parking Service is the largest in Greater London, and in many ways a leader, we are conscious that we should avoid being complacent. As outlined above in paragraph 7.202 the City Council has a number of ongoing initiatives to improve and innovate our Parking Service. Nevertheless, the City Council is considering further initiatives to maintain and improve our lead in parking services.

7.259 The City Council’s future programme of action on parking issues is to be concentrated on the following initiatives:

- Centre of Procurement Excellence Bid
- Future Technology Strategy

Centre of Procurement Excellence Bid

7.260 As part of the Association of London Government’s (ALG) Centre of Procurement Excellence programme the City Council has been successful in obtaining approval of its bid to improve boroughs’ parking services. Although this project is at an early stage the City Council will lead in this process.

7.261 The main impulses for this bid are:

- The need for more consistent parking controls across Greater London.
- The need for more consistent parking enforcement regimes across Greater London.
- Working with other London Boroughs to apply their strengths and eliminate weaknesses on a more consistent London-wide basis.
- The need for education of drivers on the waiting and loading regulations, and parking signs and lines.

7.262 The City Council believes that this project, if it is successful in gaining funding, could be established as a group of boroughs working together to achieve the main goals of consistent parking service excellence. Examples could include:

- Westminster could share its experience and expertise on its parking signs and lines review that could be linked to our ParkMap programme. It could also be possible to share the City Council’s experience arising from our area parking studies.
- A jointly funded education campaign to publicise the consistent London-wide rules. This could include printed material, an Internet site and a video.
- On the back of technological advances, such as the City Council’s TOPS project, the exploitation of opportunities to improve enforcement and to improve meter and penalty charge collection rates.
7.263 The current works in progress within this programme are the standardisation of parking enforcement stationery and debt recovery. The former project is being led by the City Council and will allow cost savings in allowing the London Boroughs to bulk buy items such as charge notices, notices to owners, letters, etc. The latter project is being led by the London Borough of Lambeth and seeks to improve the recovery of debts arising from parking enforcement.

**Future Technology Strategy**

7.264 In September 2004 the City Council’s Parking Services initiated a forward looking review called Technology Vision to consider a longer term future strategy. Attended by the Cabinet Member for Economic Development and Transport, and a number of leading officers from Parking Services, a brain storming session was held to consider the structure of this initiative and to review some ideas.

7.265 The brain storming session focused on parking technology, and emphasised the customer (driver) experience and requirements, and other factors such as legislation. The main elements were:

- Looking back to what has happened in parking through the last century.
- Looking at what the City Council is doing now.
- Looking forward to what parking might become in the next century.
- Brain storm ideas for technological solutions for the next five to 15 years, and excluding current projects.
- Setting short, medium and long-term objectives based on the brain storming session ideas.

7.266 In order to progress the session’s ideas the City Council intends to do the following:

- Establish a bright ideas’ forum, either by a regular meeting or via an email chat room to discuss these ideas and proposals, and also to review new ideas.
- Ensure that officers are convinced about the plausibility of any ideas and proposals arising from this process.
- Counter the negative view of parking and parking enforcement in London.

7.267 The brain storming session ideas were categorised into short, medium and long-term proposals. The main thrust of these ideas are given below:

**Short-term**

- Mobile phone parking i.e. to investigate if PCNs and other enforcement fees can be paid by SMS.
- Proactive information services for residents, visitors and businesses in the form of SMS alerts about parking controls, parking tariffs, suspensions, off-street parking, expiry of permits, etc.
• Right first time enforcement so that drivers understand why they have received a PCN, etc., from the beginning on any enforcement action being taken.
• In car proactive electronic parking information via the navigation devices that many modern up-market cars contain.
• Personal parking service, to possibly include features such as valet parking, more park and ride services, account management and possibly car servicing, maintenance and cleaning.

Medium-term
• Combine pay & display machines with I-Kiosks features, such as touch screen information, payment of PCNs and other fees on-line at the pay & display machines, and to provide help points.
• A City card system possibly linked to TfL’s Oyster card to allow payment of the congestion charge, parking tariffs and public transport fares.
• A City-wide and possibly incorporating other boroughs, residents’ parking permit to allow parking outside an individual’s immediate parking zone.
• Review the penalty charge to see if the punishment fits the offence.

Long-term
• Intelligent residents’ and other parking bays, that could detect whether the vehicle has a valid permit, or has paid to park. This technology could also appraise the parking vacancies in an area and the information be sent via the suggested proactive information services. This initiative could include the use of Geo.-positioning satellite technologies.
• Electronic and adaptable signing to utilise flexible tariffs, flexible hours of control, to replace the current parking suspensions signs and provide flexible parking spaces based on real-time demand and vacancies.
• “One Stop Parking” to allow a driver to drive into Westminster (and other parts of London) and park without having to carry cash, or having to check the signs and lines, or check the controlled hours, or find a vacant space, or even pay a penalty charge and other enforcement fees.

7.268 Obviously it is far too early to say if any of these ideas would be successfully implemented, but in conjunction with this exercise the City Council is open to review any other proposals to improve our own and other Boroughs’ parking service.
LIP/PEP OBJECTIVES UPDATE

7.269 The LIP Guidance produced by TfL outlines a number of objectives for the City Council’s Parking Service in respect of the LIP/PEP process, and this chapter updates our progress on these matters. TfL’s LIP Guidance provides the following objectives for Westminster’s Parking Service:

- **4E.Po3 Increase parking at stations** – the City Council has an ongoing programme of area parking studies (paragraphs 7.203 – 7.210), which will, where appropriate, review on-street parking provision for National Rail and London Underground stations. In Westminster there is limited scope to provide off-street parking (paragraphs 7.133 – 7.134), but our UDP encourages sustainable modes of transport.

- **4G.Pr1 Motorcycle parking** – the City Council’s area parking studies (paragraphs 7.94 – 7.95 & 7.206) includes the aim to increase the provision of solo motorcycle parking bays where appropriate.

- **4G.Pr2 Outline Enforcement Plan** – the City Council co-operates with other agencies, as discussed in several places in this plan. A copy of our Enforcement Protocol is attached as appendix 13.

- **4G.Pr3 Decriminalised traffic offences** – the City Council’s proposals for the enforcement of decriminalised traffic offences are described in paragraphs 7.220 – 7.222. A review of this process for moving traffic offences will be conducted in summer 2005.

- **4G.Pr4 CCTV enforcement of bus lanes** – the CCTV enforcement of bus lanes by the City Council will start in April 2005 (see paragraphs 7.220 – 7.222). The traffic signing for this programme has been approved by TfL and the City Council and meets DfT standards.

- **4G.Po5 New or extended controlled parking zones** – the City Council met this objective in 2001 when parking controls were extended into the last uncontrolled area (see paragraph 7.10).

- **4G.Pr15 Review of parking & loading regulations** – the City Council meets these objectives through our participation in the LBPN (Paragraphs 7.233 – 7.234), our area parking studies (paragraphs 7.203 – 7.222), and through correspondence, consultation, public meetings and other forums. The LPBN covers most of the main bus routes and A roads in Westminster, with the remainder being included in the area parking studies, (paragraph 7.204). Our area parking studies include the aims of reviewing the provision of disabled parking and the provision of loading space.
• **4G.Pr16 Review of off-street parking** – the City Council meets this objective as described in paragraphs 7.1 – 7.21.

• **4G.Pr17 PEP** – this plan forms an integral part of Westminster’s LIP.

• **4O.Pr13 Disabled parking provision** – the City Council meets this objective through our existing disabled parking scheme (paragraphs 7.73 – 7.84), and one of the main objectives of our area parking studies. The City Council reviewed its disabled parking scheme in August 2004.

• **4O.Pr14 Blue Badge scheme** – Westminster is exempt from the national Blue Badge disabled parking permit scheme, and operates our White Badge permit scheme (paragraphs 7.73 – 7.84). The City Council harmonised the facilities offered to Blue Badge permit holders in 2003, following co-operation with the other central London Boroughs. The City Council welcomes the pilot Mobility Assessment Centre, although we have been utilising our own mobility assessment contractor since January 2002. We will extend this service to assess White Badge permit renewals approximately every three years in summer 2006. The City Council welcomes any proposals to improve the Blue Badge scheme. However, the City Council remains opposed to any suggestion to revoke the central London exemption from the Blue Badge scheme.

### LIP’s Compliance

**7.270** TfL have been instructed to develop a series of London-wide surveys monitoring the compliance and therefore enforcement of waiting and loading regulations. Generally speaking three sites have been selected in each borough reflecting varying levels of residential and commercial land-use and varying volumes of traffic and other related activities. The sites have been kept secret from the boroughs to avoid influencing the results.

**7.271** The results are expressed through the function of a complex formula, which essentially assigns a figure that represents the observed compliance with the survey site’s waiting and loading regulations. The higher the figure is interpreted as a higher level of compliance, e.g. 100% equals “perfect” compliance.

**7.272** Nevertheless, the City Council has some doubts about this process, which include defining a parking space as four metres in length when we feel that it should be at least 5.5 metres. We are also concerned about the anonymity of the sites, in case there may be special circumstances affecting the compliance surveys’ results. The City Council also believes that it is unfair to adopt a London-wide compliance standard, which does not reflect the differing circumstances and pressures applying in inner and outer London. TfL’s compliance survey also discounts the differences in the Borough’s enforcement protocols, which should reflect local requirements, in dealing with
say an unloading van. For instance one borough may allow a 20 minutes observation period for the parking attendant while another may only allow five minutes. Although both boroughs are enforcing the second borough may obtain a better compliance rating than the first one, when essentially all other factors were the same.

7.273 It is also clear that other boroughs share these concerns, and are also highly critical of any attempt to set up a London Boroughs’ League Table of Parking Compliance. The boroughs and TfL agreed that this exercise should not be seen as a “league table” or an excuse to unduly influence the Boroughs’ own parking enforcement regimes.

7.274 TfL have established the LIPs Compliance Working Group consisting of representatives from TfL and some London Boroughs, including Westminster. The first meeting took place in October 2005 and this process may prove useful to resolving some of the problems with the existing compliance surveys to assuage some of the Boroughs’ fears.