Foreword

Welcome to Westminster City Council’s Annual Parking Review for 2013/14

Since the launch of Westminster’s Better City, Better Lives vision last year, the Council has been resolute in its commitment to ensure parking is fair, easy and safe for all our road users. We continue to be guided by our ambition to improve services although our unique position at the heart of a global city like London means that change must be managed carefully.

Westminster’s new Marshalling service was introduced on 1st July of this year and all our former Civic Enforcement Officers (CEOs) have been retrained. As part of the Council’s desire to reduce congestion, ease traffic flow and making it safer to park, the new Marshalling service represents a fundamental policy change towards a more supportive on-street presence. Emphasis is placed on assisting road users with enforcement viewed as a last resort. We believe that the Marshals and their new priorities will provide reassurance to residents and visitors while also reducing the number of Penalty Charge Notices (PCNs) for minor traffic offences.

As part of the Council’s objective to create a more enterprising and connected city, the Parking Service has sought new ways of using technology to ensure the most efficient management of the kerbside. The highlight of 2014 for the Parking Service was the installation of more than 3000 Bay Sensors across the West End. The launch of the network and release of real-time parking availability, via Westminster’s award winning ParkRight app, will be completed in late September. Installation of a further 7000 sensors will be considered in 2015 to improve the parking service across all areas of Westminster.

As Westminster’s Cabinet Member for Sustainability and Parking, I am keen that we continue to build on our recent achievements as well as ensuring our policies address issues of air quality, congestion and capacity that concern Westminster’s residents and visitors.

We are always open to new ideas about how to improve our approach to parking and we publish a summary of your suggestions every quarter, showing what we are doing to implement these. You can write to me directly at Fair Parking, Member Services, 17 Floor, Westminster City Hall, 64 Victoria Street, London SW1E 6QP or email your suggestions and comments to fairparking@westminster.gov.uk. Alternatively, follow us on Twitter to join the conversation at @citywestminster.

Cllr Heather Acton
Cabinet Member for Sustainability and Parking

Introduction

This annual report provides information on the activities of the Westminster Parking Service during 2013/14. It details the service’s achievements in delivering innovative and sustainable improvements as well as looking ahead to any future developments and opportunities.

The report also includes parking and enforcement statistics, as well as financial information with comparative data from previous years.

Westminster City Council’s Parking Service aims to be at the forefront of the development and implementation of new and relevant parking initiatives. We aim to promote best practice and continual quality improvement across the service and within the parking industry as a whole.

Fair parking

Our commitment to our residents, businesses and visitors is to make it fair, easy and safe to park in Westminster.

- We will seek to make it as easy as possible for those who need to park in Westminster to find and pay for their parking space.
- We will continue to be open and transparent about how much income is generated from the parking service, where we invest the surplus, and how much on-street parking services cost.
- We will crack down on fraud and take appropriate action against those who use disabled or residents parking badges fraudulently.
- 99% of people who park in Westminster comply with the parking rules. Our Street Marshals are there to help and not just ensure that people park legally. They are also there to advise on where to park and the easiest ways to pay.
- Through our White Badge Scheme we will remain committed to helping residents or workers who have a disability to park without charge or time limit in on-street parking bays.
- We know that the city, particularly the West End, is a uniquely busy place so we will continue to listen to ideas about how we can make sure parking is managed in a way that keeps the city moving.
- We will continue to negotiate special concession with the city’s car park operators for parking close to the city’s major attractions.
- We will help businesses by keeping Trades Permits at approx. 80% of the costs of on-street parking.
- We will work with the city’s car park operators to ensure that they continue to provide safe off-street parking for cars and motorcycles.
- As part of their contractual duty, our Marshals will continue to monitor car parked on Westminster streets and will report any suspicious behaviour, vandalism or theft to the local police.
Compliance

The number of vehicles driving and parking in Westminster has continued to rise, although the number of PCNs issued has fallen. This can be attributed to overall improvements being made in the levels of compliance with clear parking rules leading to a continued increase in Paid-for-Parking transactions. On average, less than 1% of drivers do not comply with these rules, which demonstrates a high level of understanding of the restrictions.

The average overall compliance throughout the whole of Westminster stands at 99.03%; which represents a 0.38% increase over the previous year (98.65%). However, compliance is still at its lowest during the daytime, with the majority of contraventions occurring within parking bays. There are some variations by zone: compliance in zones F and G is below average but these zones are mainly situated within the West End where demand for parking is extremely high.

<table>
<thead>
<tr>
<th>Zone</th>
<th>Daytime</th>
<th>Evening</th>
<th>Overnight</th>
<th>Sunday</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>98.86%</td>
<td>100%</td>
<td>100%</td>
<td>99.81%</td>
<td>99.66%</td>
</tr>
<tr>
<td>B</td>
<td>97.73%</td>
<td>99.68%</td>
<td>100%</td>
<td>99.72%</td>
<td>99.28%</td>
</tr>
<tr>
<td>C</td>
<td>97.69%</td>
<td>99.51%</td>
<td>100%</td>
<td>99.84%</td>
<td>99.28%</td>
</tr>
<tr>
<td>D</td>
<td>97.62%</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
<td>99.37%</td>
</tr>
<tr>
<td>E</td>
<td>98.09%</td>
<td>99.73%</td>
<td>100%</td>
<td>98.72%</td>
<td>99%</td>
</tr>
<tr>
<td>F</td>
<td>96.66%</td>
<td>99.89%</td>
<td>100%</td>
<td>99.56%</td>
<td>98.89%</td>
</tr>
<tr>
<td>G</td>
<td>96.27%</td>
<td>97.36%</td>
<td>100%</td>
<td>99.25%</td>
<td>97.74%</td>
</tr>
<tr>
<td>Average</td>
<td>97.56%</td>
<td>99.45%</td>
<td>100%</td>
<td>99.55%</td>
<td>99.03%</td>
</tr>
</tbody>
</table>

How we reinvest the income

The council is bound to re-invest any surplus in legislatively prescribed transport related activities. The overall net surplus income (the amount generated as an indirect result of the council’s policies to keep Westminster moving) has been reinvested in ways as below.

What the PPRA Contributed to in 2013/14 (£’000)

- Children and Young People
- City Management, Transport and Environment
- Finance, Resources and Customer Services
- Adults and Public Health

25.5% £13,747  1.5% £810  9.1% £4,898  63.9% £34,483

In 2013/14 the majority of contributions from the Parking Place Reserve Account (PPRA) were shared between the portfolios of City Management, Transport & Environment, and Adults & Public Health. Detailed below is a high level table giving examples of actual expenditure.

<table>
<thead>
<tr>
<th>PPRA Spend by Cabinet Portfolio</th>
<th>2013/14 Actual</th>
<th>Example of Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children and Young People</td>
<td>810</td>
<td>Home to School Transport</td>
</tr>
<tr>
<td>City Management, Transport and Environment</td>
<td>34,483</td>
<td>Bridges &amp; Structures/Traffic Management</td>
</tr>
<tr>
<td>Finance, Resources and Customer Services</td>
<td>4,898</td>
<td>Off Street Parking Expenditure</td>
</tr>
<tr>
<td>Adults and Public Health</td>
<td>13,747</td>
<td>Freedom Passes/Taxi Cards</td>
</tr>
</tbody>
</table>
New parking initiatives (Investment in the Service)

Bay Sensor Programme

Work to install more than 3,000 parking bay sensors across the West End was carried out in the last quarter of 2013/14, with over 98% of the sensors installed. This groundbreaking scheme will transform parking and bring benefits to local residents, visitors and businesses alike.

Using state-of-the-art technology, sensors will detect whether a bay is vacant or not, and drivers can use a Smartphone app to view a real-time map of parking spaces, showing where they are most likely to find an empty bay. This should help to reduce the time spent driving around looking for a parking space as well as the congestion on Westminster’s roads.

This simple yet incredibly effective concept has put Westminster in the global spotlight, with cities and media from around the world monitoring the scheme with a view to its possible future adoption elsewhere.

Parking Transformation Programme

The vision for Westminster’s Parking Service is to make it fair, easy and safe to park in Westminster by creating a customer-focused parking service that assists customers and encourages self-service, through the application of technology and by managing the kerbside effectively.

To achieve this, two new contracts, in addition to the Bay Sensor programme, have been procured. The first has seen the Council’s marshalling concept rolled out across the city, with existing Civil Enforcement Officers retrained as Marshals and providing a more customer-focused service, assisting motorists to park legally, with enforcement as a last resort if other measures fail. Marshals will use the ParkRight app to direct motorists to available parking and be equipped with new technology to enable them to take the appropriate action.

This new technology is being delivered through a new Business Processing & Technology contract. In addition to the back office functions, handling calls, investigating complaints and handling applications, the technology will provide a new web-based portal for customers to make transacting with the service easier and quicker. Customers will be able to book a suspension on-line, get a permit and manage their account when and how they choose. There will also be corporate solutions for businesses.

Both contracts have been awarded to a single supplier and aim to deliver highly flexible contracts that will provide an effective, efficient and pro-active customer-focused service that will promote compliance by influencing customer behaviour.
Penalty Charge Notices (PCNs)

CCTV Enforcement

To compliment the on-street operation of marshals, Westminster uses wireless CCTV cameras and CCTV cars to encourage compliance with parking and moving traffic regulations.

In terms of the enforcement of moving traffic contraventions (MTC), cameras are the only means available to deter drivers from carrying out dangerous manoeuvres on Westminster’s roads, improve safety, and reduce congestion. These contraventions cannot be enforced by on-street marshals.

Cameras are only used for the enforcement of parking restrictions where they are the most appropriate method of securing a reasonable degree of compliance with the parking regulations:

- In areas of very high non-compliance with the parking regulations where sustained marshal enforcement has failed to remedy this.
- In difficult environments where marshals are considered to be at risk.
- At locations where non-compliance with the waiting or stopping restrictions may directly cause an obstruction to traffic flow, or where a vehicle being parked may cause an obstruction to legitimate activity such as loading.

In 2013, as part of its commitment to ‘safe, easy and fair’ parking in Westminster, a review of the use of CCTV cameras monitoring parking and traffic compliance was carried out. The number of camera sites used to monitor compliance across the city was significantly reduced from 285 to 50.

Parking Fraud

The Fraud Investigation Team are responsible for looking into all types of internal or general fraud perpetrated against the council, including parking fraud. During 2013/14 the team received 173 referrals of possible parking fraud, and 88 of these were accepted for full investigation. By the end of the year 128 investigations relating to possible parking fraud had been completed. The key outcomes of work carried out include 2 successful prosecutions, 10 Residents Permits being cancelled and the recovery of 9 Disabled Badges.

A number of proactive investigations were also carried out during the year, in conjunction with the Metropolitan Police, in order to detect the misuse of residents parking permits and disabled badges in various areas of the borough. These operations led to confiscation of parking permits and disabled badges being returned to their holders, and warnings were issued where necessary. The City Council remains committed to cracking down on fraud to ensure that those with genuine needs are not disadvantaged.

Since 2009/10, the overall volume of PCNs issued has fallen. This can be attributed to the improvements in the quality of service delivered, changes to policy and improvements in compliance. PCN issue has remained quite static over the last few years however there was an 8.2% drop in 2012/13 due to new initiatives such as Traffic Marshals being introduced, and parking policy over the Olympic period.

PCNs can be paid at a discounted rate (50% reduction) for the first 14 days after issue, after which they must be paid at full cost. Until 2011, the percentage of PCNs paid at the discounted rate remained relatively constant (at around 55%), however in the last few years this has gradually risen and the total percentage of PCNs paid in 2012/13 sits at 59%.
If a PCN is contested, an informal challenge can be received up to 21 days after it has been issued. The percentage of informal challenges has continued to fall since 2010/11, reducing to 19.2% by 2013/14. Similarly, the number of formal representations, made after the Notice to Owner has been issued, have continued to drop falling to 4.2% during 2013/14. This is as a result of quality improvements at the point the PCN was issued, as well as at each stage of the challenge process, ensuring that we get it right first time.

The number of PCN cancellations has continued to fall, particularly in the case of mitigation. After a slight rise in 2012/13, as a result of the council reviewing its approach to handling cases of mitigation where a genuine mistake has occurred, 2013/14 saw a further reduction.

Westminster City Council Parking Appeals have continued to make improvements year on year, with a decrease of 0.4% in PCNs appealed down from 1.1% in 2012/3 to 0.7% in 2013/14.

The volume of appeals heard at the Parking Traffic Appeals Service (PATAS) has continued to fall since 2012/13, down from 4,814 to 3,260. This reduction is due, in part, to genuine mistake consideration and Westminster’s continued vigilance in addressing potential issues on-street.

This graph shows the proportion of PCN appeals received by PATAS as a percentage of PCNs issued. The London average is about 1.5%. From 2009 onwards Parking Appeals for Westminster City Council entered a period of positive change and this has seen a significant fall in the percentage of appeals. After a small rise in 2011/12, this now sits at 1.08%, well below London average.

The life cycle of a CCTV PCN is different to on street PCN’s, with no informal challenge stage only formal representation, the customer is three times more likely to challenge at formal representation and this increased volume then impacts numbers received at appeal. The London average for the proportion of PCNs which are appealed is about 1.5%. The equivalent appeal rate for Westminster currently sits at 0.7%, a reduction of 0.4% on the previous year and well below the London average.
The volume of cases not contested (DNCs) by the council has fallen to 32%, a reduction of 6% on 2012/13 levels. This is linked to the recent review in respect of genuine mistakes.

For the second year in a row the percentage of cases won by the council (Refused) has risen, increasing from 69% to 71%. This increased ‘win’ rate is attributed to quality at all stages, from PCN issue to representation and the actual appeal summary. For the first time in two years 2013/14 saw a decline in the volume of personal hearings, down to 42% from 47% in 2012/13.

Service Performance

Throughout 2013/14 we have met our turnaround aims of responding promptly whilst ensuring we provide a quality service. The following graphs show performance against our key indicators.
The level of informal representations received by the council has gradually fallen throughout year, on average 60% were completed each month. During 2013/14 the level of formal representations received fell by 4.8%, from 88,500 to 84,200. Of these, 72% were completed within the month.

2013/14 saw a significant (28.5%) fall in the number of stage 1 complaints from 123 to 88 and is directly linked to a number of changes implemented within parking in respect of the parking consideration guidelines. These changes were to positively support the motorist, resident or business, providing a fairer process in the consideration of parking challenges.

We aim to answer 75% of all calls to Parking Services within 20 seconds. We have exceeded this in all service areas with both Payments and Debt Recovery being over 95%.
Parking Permits and Suspensions

A fully integrated online system for Resident Permits is in use within Westminster, and accounts for 92% of all applications and renewals. The remainder of permits are being processed by post or at Post Offices. There are also self service ‘Your One Stop Express’ hubs throughout the city that allow customers to complete an online permit application. Those wanting to pay cash also can submit their application at post offices that operate a ‘check, pay and send’ service.

The high level of online applications has also had an effect on the level of permits on issue. This figure has dropped slightly due to the reduction in fraudulent permits being issued as more stringent checks are used when applying for a permit online.

There are currently 36,600 permits in use across the city.

Paid for Parking

The number of PaybyPhone (PbP) transactions increased by 4.7% in 2013/14, the average being 669,343 as opposed to 639,516 in 2012/13. The number of transactions for card only Pay and Display parking remained constant.

Cashless Transaction Volumes 2013/14

Residents Permits

<table>
<thead>
<tr>
<th>Year</th>
<th>Res. Per. on Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apr-10</td>
<td>35,249</td>
</tr>
<tr>
<td>Apr-11</td>
<td>37,154</td>
</tr>
<tr>
<td>Apr-12</td>
<td>36,933</td>
</tr>
<tr>
<td>Apr-13</td>
<td>36,422</td>
</tr>
<tr>
<td>Apr-14</td>
<td>36,569</td>
</tr>
</tbody>
</table>
The numbers of applications for suspensions received and issued have continued to rise steadily over the last few years. 2013/14 saw a 3.7% increase in the number of applications.

Westminster Car Club

The Westminster Car Club was launched in May 2009 to provide greener modes of transport in response to the growing pressure on residents’ parking and help tackle congestion and poor air quality. It offers ‘pay as you go cars’ to those who only use their cars occasionally or don’t want the expense of owning and running their own vehicle. During 2013 the contract was successfully relet to the existing contractor for a further 2 years.

Maps detailing each of our zones can be found on our website.

The split of the number of motorcycle permits has not changed in the last few years with Daily Motorcycle permits taking up 78% of the total share.
Financial Information

The reported level of revenue generated from the parking service for 2013/14 was 3.5% up on the previous year which had been affected by parking restrictions in place due to both the Golden Jubilee and the Olympic Games. All revenue streams reported overall improvements in particular Paid for Parking (up 5.9%) and Suspensions (up 13.7%). During the year there was an increase in the average overall recovery rate from 70.1% in 2012/13 to 73% in 2013/14. Both the average value and recovery rate on PCNs has remained steady throughout the year; revenue slightly increased in 2013/14 and can be attributed to improvements in the quality of tickets issued and collection of outstanding debt.
Total expenditure in 2013/14 decreased by 27% compared to 2012/13, to £32.7m. This is primarily due to a reduction in overheads, contract savings and operational efficiencies contributed to the decrease.

### Income and Expenditure (£’000)

#### Revenue

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>2009/10 Actual</th>
<th>2010/11 Actual</th>
<th>2011/12 Actual</th>
<th>2012/13 Actual</th>
<th>2013/14 Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enforcement - PCNs</td>
<td>20,454</td>
<td>22,066</td>
<td>25,304</td>
<td>24,487</td>
<td>25,081</td>
</tr>
<tr>
<td>Paid for Parking</td>
<td>36,242</td>
<td>37,086</td>
<td>38,412</td>
<td>38,378</td>
<td>40,653</td>
</tr>
<tr>
<td>Suspensions</td>
<td>6,888</td>
<td>7,427</td>
<td>8,503</td>
<td>7,848</td>
<td>8,923</td>
</tr>
<tr>
<td>Permits and Dispensations</td>
<td>4,810</td>
<td>4,868</td>
<td>5,161</td>
<td>4,841</td>
<td>5,545</td>
</tr>
<tr>
<td>Car Clubs</td>
<td>177</td>
<td>235</td>
<td>346</td>
<td>467</td>
<td>395</td>
</tr>
<tr>
<td>Miscellaneous (Grants and Contributions)</td>
<td>730</td>
<td>87</td>
<td>35</td>
<td>1,849</td>
<td>31</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>69,301</strong></td>
<td><strong>71,769</strong></td>
<td><strong>77,761</strong></td>
<td><strong>77,870</strong></td>
<td><strong>80,628</strong></td>
</tr>
</tbody>
</table>

#### Expenditure

<table>
<thead>
<tr>
<th>Financial Year</th>
<th>2009/10 Actual</th>
<th>2010/11 Actual</th>
<th>2011/12 Actual</th>
<th>2012/13 Actual</th>
<th>2013/14 Actual</th>
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</thead>
<tbody>
<tr>
<td>Enforcement</td>
<td>26,242</td>
<td>24,840</td>
<td>18,462</td>
<td>18,142</td>
<td>16,340</td>
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<tr>
<td>Paid for Parking</td>
<td>4,127</td>
<td>3,756</td>
<td>3,352</td>
<td>3,050</td>
<td>3,009</td>
</tr>
<tr>
<td>Suspensions</td>
<td>1,876</td>
<td>2,543</td>
<td>685</td>
<td>868</td>
<td>768</td>
</tr>
<tr>
<td>Other Infrastructure</td>
<td>936</td>
<td>510</td>
<td>1,889</td>
<td>832</td>
<td>1,102</td>
</tr>
<tr>
<td>Transfer to Reserves</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>2,300</td>
<td>5,100</td>
</tr>
<tr>
<td>Overheads</td>
<td>5,950</td>
<td>6,606</td>
<td>16,276</td>
<td>16,365</td>
<td>6,448</td>
</tr>
<tr>
<td><strong>Total Expenditure</strong></td>
<td><strong>39,131</strong></td>
<td><strong>38,255</strong></td>
<td><strong>40,664</strong></td>
<td><strong>41,557</strong></td>
<td><strong>32,767</strong></td>
</tr>
</tbody>
</table>

### Parking Surplus (Contributions to PPRA)

- **2009/10 Actual**: 30,170
- **2010/11 Actual**: 33,514
- **2011/12 Actual**: 37,097
- **2012/13 Actual**: 36,313
- **2013/14 Actual**: 47,861