



# Annual parking and enforcement report 2016

December 2016



THE ROYAL BOROUGH OF  
KENSINGTON  
AND CHELSEA

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## Glossary

This glossary explains common acronyms and definitions of technical terms used through the document.

<b>Annual Report</b>	This is the abbreviated name for this document, the <i>Annual Parking and Enforcement Report</i> .
<b>CC</b>	Charge certificate.
<b>CEO</b>	Civil Enforcement Officer. Following the enactment of Part 6 of the <i>Traffic Management Act 2004</i> on 31 March 2008 with respect to civil parking enforcement, 'Parking Attendants' are now referred to as CEOs.
<b>CPZ</b>	Controlled Parking Zone. All public highways in the Royal Borough of Kensington and Chelsea are covered by a CPZ.
<b>Contravention</b>	This refers to a breach of parking regulations. This was formerly referred to as an 'offence' when regulations were enforced by the police.
<b>Enforcement</b>	In this document 'enforcement' activity by the Council covers that of parking controls.
<b>KPI</b>	Key performance indicator.
<b>London Councils</b>	This body represents the interests of the 33 London Local Authorities in London. London Councils' Transport and Environment Committee, which is made up of nominated representatives from each London local authority, carries out statutory functions, such as setting the level of Penalty Charge Level for parking contraventions in London. It is responsible for the parking adjudication service and administration of the London Lorry Control Scheme.
<b>London Tribunals</b>	The parking and traffic appeals service (formerly PATAS)
<b>NTO</b>	Notice to owner.
<b>PCN</b>	Penalty charge notice.
<b>Recovery rate</b>	The percentage of PCNs issued that have been paid. Non-payment of PCNs may be due to those receiving the PCN or as a consequence of the Council not being able to obtain the keeper details from the DVLA (Driver and Vehicle Licensing Agency).
<b>TEC</b>	London Councils' Transport and Environment Committee
<b>TfL</b>	Transport for London, one of the bodies the GLA and the Mayor of London is responsible for.
<b>TMA</b>	Traffic Management Act 2004
<b>TMO</b>	Traffic Management Order. TMO is used as a generic term in this report to cover any traffic management or traffic regulation orders that are used to designate parking and traffic controls.

## Introduction and context

### Overview

The legislative framework for local authorities to carry out parking enforcement changed on 31 March 2008 when Part Six of the Traffic Management Act 2004 (TMA), replaced parts of the Road Traffic Act 1991. The Department for Transport (DfT) introduced the TMA to improve public perceptions of parking enforcement by providing greater consistency of nationwide parking regulations and providing a fairer and more transparent system.

The TMA required a number of changes to parking enforcement practice, which covered the terminology and documentation used, and the processing of Penalty Charge Notices (PCNs). It also placed additional responsibilities on authorities to publish information regarding parking enforcement, including an annual report.

This is the Royal Borough of Kensington and Chelsea's Annual Parking and Enforcement Report 2016. Four broad areas are covered in the report:

- Introduction and context
- What's new since our last Annual Report
- In the future
- Reviews and monitoring

More information on parking in the Royal Borough is available on our website at:

<https://www.rbkc.gov.uk/parking>

## The purpose of parking regulations and why they are enforced

This annual report sets out the important facts and figures of the Royal Borough's parking and enforcement activity but it is important also to bear in mind why the Council needs to manage parking in the first place. Our parking policy principles are summarised as:

Parking controls play an important part in the Council's transport strategy by regulating the amount of traffic within the Royal Borough and encouraging the use of public transport.

We believe that parking issues affect everyone who uses our streets, not only car users.

Demand for parking in Kensington and Chelsea far outweighs the supply of kerb space available and we seek to maintain a balance between the different demands – from residents, businesses and visitors, whilst ensuring there is good access for pedestrians, cyclists, buses and other vehicles. Our general policy is to provide the maximum number of car parking spaces while allowing the satisfactory and safe movement of traffic and the maintenance of a good quality residential environment.

We constantly monitor and review our parking policies to ensure that they meet the needs of the local community and reflect our transport policy objectives.

## The purpose of this document

This document focuses on parking and enforcement issues and the new schemes and processes that we believe will offer a better service to our customers.

The Council is committed to being open and transparent about its parking operation. We publish our parking and enforcement report each year to keep the local community and other interested parties abreast of any changes the we have made and any we are considering for the future.

## Parking in the Royal Borough of Kensington and Chelsea

All roads controlled by the Royal Borough of Kensington and Chelsea are part of a Controlled Parking Zone (with a few exceptions of private roads) and all kerbside space is therefore dedicated as a parking space or has a yellow line waiting restriction.

On-street parking bays are reserved for use by certain users. We have the following types and numbers of bays in the Borough: -

Antique Dealer Bays (Saturdays only) - 121  
Blue Badge Disabled Bays - 179  
Car Club Bays - 168  
Diplomatic Bays - 131  
Doctor's Parking Bays - 18  
Electric Vehicle Charging Bay – 15  
Hospital Permit Bays (Monday to Friday only) - 12  
Loading Bays - 16  
Pay and Display Bays - 4776  
Residents' Permit Bays - approximately 29,400  
Residents' Motorcycle Permit Bays - 96  
Personalised Disabled Bays - 157  
Police Bays - 6  
Visitor Solo Motorcycle Bays - 213  
Spaces for Taxis - 174  
KCTMO Resident Permit Bays - 189  
KCTMO Visitor Permit Bays - 32  
KCTMO Disabled Permit Bays - 12

### Off-street

KCTMO Resident Permit Bays -382  
KCTMO Visitor Permit Bays - 66  
KCTMO Disabled Permit Bays - 55  
Kensington Leisure Centre – 7 Disabled Bays

In addition, we also have one off-street car park in Holland Park that has 57 regular spaces, six spaces reserved for The Belvedere restaurant, three disabled bays and a motorcycle bay.

You can find information concerning parking and examples of road markings and signage in the *Highway Code* and in the Department for Transport's *Know Your Traffic Signs* booklet and in the *Traffic Signs Regulations and General Directions 2016*. These publications and other useful information related to parking can be found on the Department for Transport's website [www.dft.gov.uk](http://www.dft.gov.uk).

## Helping you park

Information on the location of our parking bays is available on the Council's website at <https://www.rbkc.gov.uk/findmynearest/findmynearest.aspx> so that motorists know where they can park, how long they can park for and how much it will cost. We have made the same information available to app developers via the data.gov.uk website. The data also highlights which bays accept pay-by-phone payments and which bays are cash only.

## Residents' parking

There has been pressure on parking in Kensington and Chelsea for many years. The CPZ covers the entire borough and, with approximately 29,400 permit holders' parking bays and around 36,000 parking permits issued, demand for parking space is high. Our borough-wide residents parking zone allows residents to use their permits to park in any residents' parking bay across the borough.

In the past few years, the number of residents' parking permits has been gradually falling and this trend is mirrored in the 2011 census that showed that car ownership in the borough has also fallen since the previous census in 2001. This can be attributed, in part, to policies to promote car clubs and greener travel.

We want to ensure that only genuine Royal Borough residents have parking permits so we take fraudulent permit applications very seriously. In the past year, our investigation team has:

- received 1,235 referrals concerning possible permit misuse
- withdrawn and cancelled 554 permits to which people were no longer entitled
- referred 45 permit applications to the Benefit Claims Investigations team, as the declared residency on their application was not compatible with the declared residency made in order to obtain benefit entitlements

## Disabled Parking

Due to the severe pressure on parking space, the National Disabled Persons' Parking Badge Scheme (Blue Badge Scheme) does not apply in the Royal Borough of Kensington and Chelsea, the City of London, the City of Westminster, and part of the London Borough of Camden. When the scheme was introduced in 1971, these areas were exempted from the legislation. Although this means that the on-street parking concessions available under the Blue Badge scheme do not apply in the Royal Borough, we provide Blue Badge bays as well as offering restricted concessions for non-resident Blue Badge holders.

We administer our own Purple Badge Scheme for people with disabilities who live, work or study in the borough. These badges allow the holders to park without payment or time limit in any residents' or pay and display parking bay throughout the borough. There are currently 2,453 purple badge holders.

We take fraudulent use of disabled badges very seriously and employ officers specifically to investigate and prosecute offenders. Between 1 April 2015 and 31 March 2016, we successfully apprehended 51 offenders who have had appropriate sanctions applied and carried out 30 seizures, 12 cautions and 19 prosecutions.

## Motorcycle parking

In the Royal Borough there are:

- 94 resident motorcycle permit bays, providing a total of around 685 motorcycle spaces
- 213 visitor motorcycle bays, providing a total of around 1649 motorcycle spaces

We offer resident motorcyclists three choices when parking on-street; a paid for permit that allows them to park in any residents' bay alongside other vehicles, a free permit for the residents' motorcycle bays or they can park for free in the visitors' motorcycle bays.

We want to encourage resident motorcyclists to park in motorcycle bays rather than between cars in residents' bays where they are vulnerable to being damaged and do not always make best use of kerbside space. We have located residents' motorcycle permit bays so that most residents are only a few minutes' walk from their nearest bay and most of the bays are fitted with locking anchors so they can secure their motorcycles.

We will continue to monitor the usage of the resident motorcycle bays and convert them to visitor motorcycle bays if necessary.

## Car clubs

We are enthusiastic supporters of car clubs, and believes that they offer great potential to reduce both traffic congestion and on-street parking stress. Car clubs are an alternative to car ownership that gives members of the club access to vehicles when needed. They have been described as a pay-as-you-go form of car ownership, whereby you pay only when you are using the car.

We currently have 168 on-street car club locations, managed by two operators.

We do not allow car club operators to use diesel vehicles with emissions of carbon dioxide higher than 120g/km and we will review the permit fee structure for 2017/18 with a view to further incentivise operators to switch to more environmentally friendly vehicles.

## Cycle parking

The provision of secure cycle parking is important in encouraging greater cycle use. We have an established programme of providing cycle parking at main attractions,



shopping areas and in response to individual requests. We have around 5,300 publicly available cycle parking spaces in the borough and over 1,000 in private residential areas.

This year, we continued our programme of Cyclehoop installation in the borough, installing 86 new spaces onto our signposts in those streets where the pavements are too narrow for traditional cycle parking. Cyclehoops offer multiple locking points for bicycles meaning bicycle security is enhanced compared to securing to a sign post alone. In addition, Cyclehoops make it far less likely for bicycles to fall over and cause obstructions to pedestrians.

We also introduced 298 new cycle parking spaces via 'Sheffield' stands on pavements and car parking bays as well as 66 secure new spaces in existing residential areas. In total, we introduced 450 new cycle parking spaces in 2015/16.

We welcome suggestions for new locations, please email us at [cycling@rbkc.gov.uk](mailto:cycling@rbkc.gov.uk)

Cycling journeys have increased substantially over the last few years and are forecast to grow even further. To manage demand for the future, we insist that all new residential developments must have safe and secure cycle parking in line with the requirements of the London Plan 2011 and the Councils Core Strategy Policy CT1 and the Transport SPD. At least one cycle parking space is required for each smaller residential unit of one or two bedrooms. Large dwellings of three or more bedrooms require a minimum of two spaces each.

### Inter-borough co-operation

In 2013/14 we created a shared Parking Service with the London Borough of Hammersmith and Fulham. This arrangement is on target to achieve significant savings in officer costs whilst retaining in-house staff. The structure ensures both boroughs' sovereignty is maintained and the Parking Enforcement Service in the Royal Borough continues to be delivered in a professional manner that revolves around the needs of our residents.

In February 2016, the Shared Parking Service was a finalist in the Parking Team of the Year category of the British Parking Awards. This award recognises the work of both on and off-street parking operations, as well as back office and support services. Although we have been a shared service for just a few years, we are now regarded as one of the best parking services in the UK.

### Parking enforcement

The Royal Borough decriminalised parking enforcement in July 1994. Since then, we have contracted our own parking attendants, now known as Civil Enforcement Officers (CEOs), to enforce all parking restrictions including yellow line restrictions.

We expect CEOs to act in a consistent and professional manner and to treat all motorists equally, without showing favour, bias or prejudice.

When finding a vehicle is parked in contravention of a parking restriction, it is the duty of a CEO to issue a PCN to that vehicle and they have no powers to subsequently cancel or withdraw those notices.

In addition to parking enforcement, CEOs provide advice and guidance to the public, inform the police of suspected criminal activity and report suspected abandoned vehicles, untaxed vehicles, faults with parking equipment and missing/faded road markings and missing/damaged signs. They act as the our 'eyes and ears' on the street and their high profile, uniformed patrols help to deter antisocial behaviour.

## Suspensions

We appreciate that suspending parking bays can be inconvenient to residents, particularly in areas where parking demand is high but we have to suspend bays for a variety of reasons including building works, furniture removals, utility and highways works and special events. We operate a fee structure that charges a higher daily rate for longer suspensions than shorter ones and this has encouraged those requesting longer term suspensions to give greater thought to the amount of time and space they need.

To ensure residents have advance warning we require ten days' notice to suspend residents' parking bays. We provide an online facility to check for parking suspensions in any road in the Borough

<https://www.rbkc.gov.uk/Parking/suspensionsearch.asp> Residents can also subscribe to an alert service to receive notice of any suspensions in their road.

## The appeals process

When a PCN is issued the owner of the vehicle is legally obliged to pay the penalty charge. Vehicle owners may dispute the issuing of a PCN at three stages:

- they can make an informal 'challenge' or 'representation' before the Council issues a Notice to Owner (NtO).
- once an NtO has been served, they can make a formal representation against the NtO (this can still be done if an informal challenge has previously been made and rejected). The legislation sets out specific grounds for formal representations against the NtO. However, whether or not those grounds apply, representations may also be made on the basis that, in the particular circumstances of the case, there are mitigating reasons for the cancellation of the PCN.
- We will issue a Notice of Rejection if the formal representation is rejected. The owner then has the right to appeal within 28 days to an adjudicator of

the London Tribunals. The adjudicators have a judicial status: they are appointed with the agreement of the Lord Chancellor and they are wholly independent. Their decisions are final and they have the power to award costs against either party.

After this, no further challenges can be made, other than on a point of law through an application to the High Court for Judicial Review.

Full details of the adjudication service and of the appeals process can be found on their website [www.londontribunals.gov.uk](http://www.londontribunals.gov.uk)

## What's new since our last Annual Parking Report

### Minor changes to parking arrangements

In a busy area like Kensington and Chelsea, parking demands and priorities are constantly changing. To cope with these, we carry out numerous small-scale adjustments to parking arrangements each year.

During 2015/16, we have:

- introduced two new Blue Badge disabled bays
- created three extra residents parking spaces
- created two new motorcycle bays and converted one residents' motorcycle bay to a visitor motorcycle bays
- converted 11 pay and display bays to other uses
- created 35 new pay and display bays
- introduced a Restricted Parking Zone
- created one additional doctor parking bay
- created one additional diplomatic parking bay
- converted 652 metres of single yellow line to double yellow line

### Reviewing parking permit charges

The Council operates a graduated pricing structure for residents' parking permits. There are seven bands based on CO<sub>2</sub> emissions and two bands for vehicles registered before March 2001 (for which information on CO<sub>2</sub> emissions is not known). Permit prices are based on the principle that vehicles with high CO<sub>2</sub> emissions pay higher permit fees than those with low emissions. We also apply a surcharge for diesel-fuelled vehicles that do not meet the Euro 5 emissions standard and a supplementary charge for second and subsequent permits in a household.

We review the cost of residents' permits each year.

In April 2016, we increased the charge for residents' permits by 0.8 per cent, which was recorded as being the annual rate of Retail Price Index (RPI).

Despite the surcharge on diesel-fuelled vehicles, the proportion of diesel cars in our residents' fleet continues to rise. In 2007, diesels accounted for 15 per cent of the total number of residents' permits, they now account for around 35 per cent of permits on issue. To encourage residents to think carefully about the use of diesel vehicles we increased the diesel surcharge to £40 per year from April 2016 and in April 2017 Euro 5 vehicles will be required to pay the surcharge as Euro 6 takes over as being the cleanest emission standard. We have given notice of our proposal in parking permit renewal letters to residents.

## Parking occupancy surveys

We carry out parking occupancy surveys across the borough every four years. We completed the most recent survey autumn 2015.

The survey results show a decrease in parking occupancy in residents' bays for most wards since the last survey in 2011. Only Colville ward has seen an increase in parking during all survey times and Dalgarno and Notting Dales are busier during the 2015 Sunday afternoon survey.

### Parking occupancy in residents' bays by ward

Ward	Weekday overnight		Saturday afternoon		Sunday afternoon	
	2011	2015	2011	2015	2011	2015
Abingdon	105%	88%	84%	78%	90%	77%
Brompton and Hans Town	74%	66%	72%	58%	73%	58%
Campden	92%	82%	79%	72%	86%	73%
Chelsea Riverside	101%	94%	84%	71%	84%	83%
Colville	85%	90%	84%	87%	73%	82%
Courtfield	92%	79%	74%	73%	80%	69%
Dalgarno	87%	85%	63%	58%	64%	68%
Earl's Court	97%	89%	70%	69%	78%	71%
Golborne	76%	75%	75%	67%	71%	67%
Holland	87%	76%	72%	67%	81%	67%
Norland	87%	78%	77%	66%	75%	70%
Notting Dale	89%	89%	71%	71%	71%	74%
Pembridge	95%	80%	90%	69%	81%	72%
Queen's Gate	90%	80%	77%	69%	78%	72%
Redcliffe	101%	88%	80%	66%	85%	70%
Royal Hospital	89%	85%	85%	70%	87%	71%
St Helen's	84%	84%	63%	60%	68%	64%
Stanley	92%	86%	82%	68%	87%	79%
Overall occupancy	90%	83%	77%	69%	78%	72%

\*Over one hundred per cent occupancy is possible because we allocate five metres of space for each vehicle for survey purposes but in busy roads cars are often parked closer together so more can fit in the bays.

## Parking appeals

The 2015/16 statistics from the London Tribunals show that the Council won 54 per cent of appeals. This independent score is a key indicator for the Parking Service and we will look to improve our performance.

## Permit appeals procedure

In 2014, we introduced an appeal process for residents whose applications for parking permits had been refused, as we wanted to ensure that we consider each case individually.

The Council sets the eligibility criteria for parking permits to ensure that only bona fide residents obtain permits. We will refuse a parking permit application if the applicant does not meet the criteria of the residents' permit scheme or is unable to provide the required documents or supporting evidence. When residents feel that they have mitigating or exceptional circumstances, they may appeal the decision not to issue a permit.

In the first stage of the appeal, the Permit Appeals Panel considers the applicants case and decide if an exception should be made and a permit issued. If the Panel decides not to issue a permit and the applicant disagrees with its decision they may take the appeal to stage two where it will be considered by the Head of Parking Services.

Between 1 October 2015 and 30 September 2016 we considered 49 appeals. In 26 of these cases permits were issued and in 21 cases they were refused, the remaining two did not pursue their appeals.

## Pay-by-Phone

We began a trial of pay-by-phone in March 2015 in 124 pay and display bays near Kensington High Street and 134 pay and display bays in Redcliffe Ward. The trial proved popular with residents and motorists and we shall be rolling out the system to the whole borough in 2016. We will prioritise the roll out by the cost of parking (i.e. we will complete the high tariff areas first), with shopping areas and other places of interest (such as hospitals) completed before residential areas. We will complete the pay and display bays around Portobello Road and Golborne Road at the same time as the high tariff shopping area, to support the Portobello Road and Golborne Road markets.

## Electric vehicles

In 2016, we added 13 new electric vehicle charging points to the two we had on-street in the Borough. All the charging points are part of the London-wide Source London scheme and are available to all Source London members except three charging points that are reserved for RBKC permit holders who are also Source members. Full details of the charging points can be found at [www.rbkc.gov.uk/electric\\_vehicles](http://www.rbkc.gov.uk/electric_vehicles).

We are keen to help residents to change from petrol/diesel cars to electric ones because we know the beneficial effect such a change could have on air quality so we will continue to monitor the uptake of electric vehicles in the Borough and the usage of our charging points and install more charging points if needed.

## Procurement and contracts

### Parking enforcement

The on-street parking enforcement contract and a shared contract between the Royal Borough of Kensington and Chelsea and the London Borough of Hammersmith and Fulham for the Vehicle Pound and Removal Services were awarded to NSL Services Ltd. Both contracts started on 4 July 2016 and are for 12-year terms.

### Printing/stationery and correspondence scanning

We have recently awarded service contracts for printing of parking related documentation to Liberty Services and for processing postal payments and correspondence scanning to RR Donnelly. These services are critical to Parking Services as they can impact on the legal process within the PCN process. Both suppliers have been providing these services to RBKC and LBH&F for over ten years and in that time there have been minimal issues with their performance and the suppliers have adapted their services to meet our changing needs.

## The Mayor of London's cycle hire scheme

We currently have 88 docking stations with a capacity to handle over 2,000 cycles. During the past year TfL have installed two new docking stations in the borough. These are both north of the Westway with one outside Bevington Primary School (31 spaces) and the other outside the Children's Centre on Bevington Road (27 spaces).

In addition to these new sites, we extended two existing docking stations to provide additional capacity. These were Flood Street by 15 spaces and Queens Gate (North End) by 22 spaces.

## New parking permit and parking enforcement system

In April 2016 we implemented new PCN and residents' parking permit systems provided by Spur. During the first few months we encountered some issues with the resident permit reminder letters which have now been resolved. In September 2016, we issued new handheld computers to our on-street enforcement team which gives customers visibility of the photos relating to their PCNs online in real time.

## Changes to Parking Operations

We introduced a new service where we relocate permit holders' cars from suspended bays to nearby resident parking bays instead of removing them to the Vehicle Pound.

We reduced the opening hours of the Vehicle Pound from 24/7 to 7am to midnight from Monday to Saturday and 8am to 6pm on Sunday.

We replaced our mobile CEOs' petrol-powered scooters with electrical bicycles.

The new Parking IT system tells us where traffic management issues are occurring across the borough and helps us to deploy our enforcement resources accordingly. We also use this information to review and develop our parking policies.

### Demonstrable Council Savings

Changes to the premises used by CEOs under the new on-street parking enforcement contract arrangements will generate savings in excess of £400k over the 12-year term.

The recent contract award for printing and dispatch of statutory documents and the processing of postal PCN payments and scanning related correspondence will save the Council around £16,000 per annum.

### KCTMO managed estates and roads

The Protection of Freedoms Act 2012 banned clamping on private land, including housing estates. Consequently, the control of illegal estate parking was significantly compromised. The only way to effectively manage parking and maintain order on Kensington and Chelsea Tenants' Management Organisation (KCTMO) managed estates and roads following the new law was to use the Council's parking contractor to enforce through the use of traffic management orders. Without an order, KCTMO was unable effectively to restrict parking to residents, their visitors and contractors.

We started enforcing parking regulations on the KCTMO housing estates in May 2016. This has led to a reduction in parking contraventions and has made it easier for KCTMO's resident permit holders to park near their homes.



## In the future

### Review of pay and display machines

The Royal Mint will issue a new £1 in April 2017. We will upgrade all our pay and display machines to take this new coin.

We will remove pay and display machines which are sited within 40 metres of each other, before the new £1 coin is introduced. We will not buy any new pay and display machines but instead prioritise the adoption of the phone parking system in that area if a pay and display machine requires replacement. Where a machine is very well used, we will attempt to replace the machine with spares from the stock of previously removed machines. After an area has had the pay-by-phone system for more than a year, and take-up of the phone parking system in that area is known, we will assess whether we can remove further pay and display machines, whilst still ensuring that there is a machine within 80 metres, i.e. a two-minute round-trip walk, of each set of pay and display bays. We would only remove machines which take less income than the cost of that machine to the Council.

### Parking policy

We will review the residents' permit pricing structure to encourage the uptake of cleaner, greener vehicles.

We will review the car club permit fee structure for 2017/18 with a view to further incentivise operators to switch to more environmentally friendly vehicles.

### Parking operations

We are currently procuring the Parking Enforcement Agent (Bailiff) Contract which we expect to award in December 2016.

Work will continue on developing the IT system that supports our parking bay suspensions service and we will review the way the service is delivered across the borough.

### Electric vehicle charging.

As well as monitoring the usage of our new electric vehicle charging points we will be looking at other initiatives to make it easier for residents to choose electric vehicles.

We know that parking space is a valuable commodity and want to ensure we do all we can to make best use of what is available. Most of our residents do not have off-street parking so they are reluctant to change to electric vehicles if there are not enough places on-street to charge them.

We are working with Ubitricity to develop a charging system that uses lamp columns and hope to be carrying out the first trials in early 2017.

## Statistics, financial information, reviews and monitoring

### Financial statistics

Within the Council's budgeting processes and procedures the parking account is a 'memorandum account', which is set up and collated from the Council's accounts. It is necessary to set up the parking account in this way since any surplus generated can be spent only on certain allowable transport, parking, and highways related activities, as specified by law, and accounted for separately in the Council's accounts to show transparency.

### Parking income and expenditure

Income from the on-street operation in 2015/16 totalled £45.8 million, and the expenditure to provide the on-street service was £12 million. We transferred the surplus of £33.8 million to the Council's Car Parking Reserve which we use to fund off-street parking, public transport and other transport and highways related improvements.

Although the Council sets the level of permit and pay and display charges, the level of penalty charge notices, clamping, and removal fees are set by London Councils' TEC. The highest proportion of income is from visitor parking reflecting the demand for these facilities.

### Application of surplus

The Council has discretion on how to spend any surplus that may arise, within the allowable uses set by Section 55 of the Road Traffic Regulation Act 1984. Under current legislation, the application of any surplus is limited to meeting the cost of providing and maintaining parking facilities, highways improvement schemes, highway maintenance, public passenger transport services and certain other service categories.

<b>On-street Account</b>			
	£'000	£'000	£'000
<b>Income</b>	2015/16	2014/15	2013/14
Pay And Display	18,734	19,167	19,622
Residents' permits	5,971	5,931	5,897
Parking suspension income	8,016	7,970	7,533
PCN income	11,752	10,460	10,579
Clamping and removals income	1,339	1,272	1,448
Other income	0	1	121
<b>Total income</b>	<b>45,812</b>	<b>44,800</b>	<b>45,200</b>
<b>Expenditure</b>	2015/16	2014/15	2013/14
In-house staff	2,298	2,054	2,241
Premises related costs	235	231	240
Transport related costs	28	28	40
Pay and Display and carriageway markings	498	706	746
Adjudication and court registration	140	306	311
Parking enforcement contracted services	5,619	5,326	5,461
Central and departmental support	2,661	3,003	2,777
Other costs	522	564	632
<b>Total expenditure</b>	<b>12,002</b>	<b>12,218</b>	<b>12,448</b>
<b>Surplus</b>	<b>33,811</b>	<b>32,582</b>	<b>32,752</b>

<b>Clamping and removal sub account</b>			
	£'000	£'000	£'000
	2015/16	2014/15	2013/14
<b>ON-STREET</b>			
<i>Income</i>			
Clamping income	0	0	102
Removals income	1,339	1,272	1,346
<b>Total income</b>	<b>1,339</b>	<b>1,272</b>	<b>1,448</b>
<i>Expenditure</i>			
In-house staff	107	136	148
Premises related costs	200	202	211
Transport related costs	1	0	0
Adjudication and court registration	19	74	79
Parking enforcement contracted services	1,263	1,239	1,298
Central and departmental support	43	52	97
Other costs	10	5	56
<b>Total expenditure</b>	<b>1,644</b>	<b>1,709</b>	<b>1,889</b>
<b>Deficit</b>	<b>305</b>	<b>437</b>	<b>441</b>

Application of parking surplus			
	£'000	£'000	£'000
	2015/16	2014/15	2013/14
Surplus (Deficit)	-33,811	-32,582	-32,752
Brought forward	-22,676	-22,948	-23,646
Concessionary fares	9,464	9,362	9,227
Taxicard	202	174	308
Welfare transport	660	987	942
School permits, special needs and youth transport	1,523	1,523	1,969
Off-street parking costs	240	265	1,124
Lighting, traffic signs, pedestrian crossings	1,871	1,707	2,262
Carriageway and footways, street trees, traffic management, safety and transportation	8,416	7,588	7,285
Parks, open spaces and street cleansing	11,264	11,248	10,333
Carried forward	-22,846	-22,676	-22,948

## Penalty charges

The amount a council may charge for a PCN is set by London Councils TEC, agreed by the Mayor of London and ratified by the Secretary of State and this is reviewed every four years.

As the demand for road space and parking is more intense towards the centre of London, PCN charges are generally higher in Central and Inner London. The whole of Kensington and Chelsea is in the highest parking charge band, Band A.

On 15 April 2011 the Band A penalty charges were set at:

- Higher rate - £130 reduced to £65 if paid within 14 days
- Lower rate - £80 reduced to £40 if paid within 14 days

These charges have not increased since then.

## Payment of PCNs

If a vehicle owner pays a PCN within 14 days of the date of issue, a 50 per cent discount applies. Representations that we receive within the initial 14-day period can

result in us cancelling a PCN, but if we decide not to cancel the PCN, we allow a further 14 days from the decision date for payment to be made at the reduced rate.

### PCN recovery rate

Recovery rate is calculated as the number of PCNs paid (in part or in full) as a percentage of PCNs issued. The Royal Borough's recovery rates were : 77 per cent in 2013/14, 55 per cent in 2014/15 and 55.3 per cent in 2015/16 .

<b>PCNs issued on-street</b>			
	2015/16	2014/15	2013/14
No. Higher level issued	123,354	115,578	115,050
No. Lower level issued	78,733	75,577	75,672
Total number of PCNs paid	175,141	157,258	153,028
No. of PCNs paid at discount	117,475	111,217	111,205
No. of PCNs paid at face value	36,159	40,129	37,246
No. of PCNs paid at Charge Certificate	2,970	3,502	1,941
No. of PCNs where a representation was made	41,499	45,088	45,280
No. of PCNs cancelled as a result of representation (mitigation)	13,502	11,837	13,531
No. of PCNs cancelled for other reasons	6,652	3,219	3,347
No. of representations that are rejected	21,345	30,032	28,402
No. of vehicles clamped	0	0	1,609
No. of vehicles removed	6,443	6,162	6,495

<b>PCNs issued off-street</b>			
	2015/16	2014/15	2013/14
No. Higher level issued	70	0	0
No. Lower level issued	50	49	120
Total number of PCNs paid	101	39	101
No. of PCNs paid at discount	81	28	78
No. of PCNs paid at face value	6	8	19
No. of PCNs paid at Charge Certificate	5	2	4
No. of PCNs where a representation was made	24	12	20
No. of PCNs cancelled as a result of representation (mitigation)	7	2	5
No. of PCNs cancelled for other reasons	12	0	1
No. of representations that are rejected	5	10	14
No. of vehicles clamped	0	0	2
No. of vehicles removed	0	0	0

<b>Appeals and Adjudication</b>			
	2015/16	2014/15	2013/14
No. of appeals received	941	1,389	1,306
Ratio of appeals to PCNs issued	0.47%	0.7%	0.7%
Appeals not contested	170	217	161
Appeals allowed by Adjudicator	284	317	372
Appeals refused by Adjudicator	522	855	894

*Note: figures reflect activity throughout the year*

## Performance statistics

We use a number of key performance indicators (KPIs) to monitor the performance of our enforcement contractor.

	2015/16	2014/15	2013/14
KPI : Staff retention	98.78%	98.35%	97.80%
KPI : Street visit percentage	238%	241%	241%
KPI : CEO errors percentage	0.41%	0.33%	0.31%
KPI : Complaint handling	100%	100%	100%
KPI : Crime awareness incidents	30	21	43
KPI : PCNs issued with photos	99%	99%	99%



## Annual statistics on civil enforcement officers' safety

Unfortunately, CEOs are subject to high levels of abuse and assault, both verbal and physical, whilst carrying out their duties. In order to provide support to CEOs our contractor has implemented an alarm system that can be sent by personal radio to their control room.

- Code Yellow is sent by a CEO when he or she is being subjected to an intense verbal assault that could become physical. CEOs are encouraged to distance themselves from the person who is abusing them at this point
- Code Red is sent when a CEO has been subjected to a physical assault or feels that it is imminent. If a Code Red is broadcast all CEOs and mobile units in the area will move to provide support to the threatened CEO

	2015/16	2014/15	2013/14
Code red	24	19	38
Code yellow	6	2	5