



City of Westminster

Committee Agenda

Title:

Communities, City Management and Air Quality Policy and Scrutiny Committee

Meeting Date:

Thursday 15th June, 2023

Time:

6.30 pm

Venue:

Rooms 18.01 & 18.03, 18th Floor, 64 Victoria Street, London, SW1E 6QP

Members:

Councillors:

Jason Williams (Chair)
Laila Cunningham
Mark Shearer
James Small-Edwards

Judith Southern
Hamza Taouzzale
Tim Mitchell



Members of the public are welcome to attend the meeting and listen to the discussion Part 1 of the Agenda

Admission to the public gallery is by ticket, issued from the ground floor reception. If you have a disability and require any special assistance please contact the Committee Officer (details listed below) in advance of the meeting.

**If you require any further information, please contact the Committee Officer, Francis Dwan, Policy and Scrutiny Advisor. Email: fdwan@westminster.gov.uk
Corporate Website: www.westminster.gov.uk**

Note for Members: Members are reminded that Officer contacts are shown at the end of each report and Members are welcome to raise questions in advance of the meeting. With regard to item 2, guidance on declarations of interests is included in the Code of Governance; if Members and Officers have any particular questions they should contact the Head of Governance and Councillor Liaison in advance of the meeting please.

AGENDA

PART 1 (IN PUBLIC)

1. MEMBERSHIP

To note any changes to the membership.

2. DECLARATIONS OF INTEREST

To receive declarations by Members and Officers of the existence and nature of any pecuniary interests or any other significant interest in matters on this agenda.

3. MINUTES

To approve the minutes of the Committee's previous meeting held on 25th April 2023.

(Pages 5 - 12)

4. PORTFOLIO UPDATE - CABINET MEMBER FOR COMMUNITIES AND PUBLIC PROTECTION

To receive an update from the Cabinet Member for Communities and Public Protection, Councillor Aicha Less.

(Pages 13 - 16)

5. PORTFOLIO UPDATE - CABINET MEMBER FOR CITY MANAGEMENT AND AIR QUALITY

To receive an update from the Cabinet Member for City Management and Air Quality, Councillor Paul Dimoldenberg.

(Pages 17 - 22)

6. POLICING IN THE CITY OF WESTMINSTER

To receive a report from Superintendent Beth Pirie of the City of Westminster Central West BCU (Met Police) on Policing in the City of Westminster.

(Pages 23 - 48)

7. PARKING SERVICE UPDATE

To receive a report on the parking service following Member suggestions from December's Committee meeting.

(Pages 49 - 80)

8. WORK PROGRAMME REPORT

To discuss and shape the Committee's work programme for the municipal year 2022/23.

(Pages 81 - 94)

Stuart Love - Chief Executive
7th June 2023



CITY OF WESTMINSTER

MINUTES

Communities, City Management and Air Quality Policy and Scrutiny Committee

MINUTES OF PROCEEDINGS

Minutes of a meeting of the **Communities, City Management and Air Quality Policy and Scrutiny Committee** held on **Tuesday 25th April, 2023**, Rooms 18.01 - 18.03, 18th Floor, 64 Victoria Street, London, SW1E 6QP.

Members Present: Councillors Jason Williams (Chair), Melvyn Caplan, Laila Cunningham, Iman Less, Alan Mendoza, James Small-Edwards and Judith Southern.

Also Present: Councillors: Paul Dimoldenberg (Cabinet Member for City Management and Air Quality) and Aicha Less (Cabinet Member for Communities and Public Protection) Officers: Mark Banks (Head of Waste and Cleansing), Francis Dwan (Policy and Scrutiny Advisor), Claude Hemsley (Head of I.P.D - Intelligence, Partnerships and Delivery), Amy Jones (Director of Environment) and Serena Simon (Director of Communities).

1 MEMBERSHIP

- 1.1 The Committee noted that Councillor Alan Mendoza was attending as substitute for Councillor Mark Shearer.

2 DECLARATIONS OF INTEREST

- 2.1 There were no declarations of interest.

3 MINUTES

- 3.1 The Committee approved the minutes of its meeting held 6th March 2023.

3.2 RESOLVED

That the minutes of the meeting held on 6th March 2023 be signed by the Chair as a correct record of proceedings.

4 PORTFOLIO UPDATE - CABINET MEMBER FOR COMMUNITIES AND PUBLIC PROTECTION

4.1 The Committee received an update from Councillor Aicha Less, Cabinet Member for Communities and Public Protection, on priorities for the portfolio and any updates that have arisen. The Cabinet Member gave clarification that no consultation had already taken place on the street entertainment policy, then responded to questions on the following topics:

- Street entertainment policy: Additional clarification was sought on the timeline of decisions and how that would work around the Committee's ability to input on decision making. Members asked what parameters the relevant ward Councillors were going to be engaged on, as the policy goes through the various stages of implementation.
- CCTV: Members asked for the planned timeline of the City's CCTV strategy and whether the Committee would have the chance to give a steer prior to the decision. Members requested additional information, broken down by ward, on the planned audit, understanding autonomy on moving cameras during the freeze and how Councillors can typically apply to have cameras installed.
- Pedicabs: understanding the number of fines issued for malpractice and how this has changed this year.
- Public Protection and Licensing Job Titles: The Committee asked what the acronym I.P.D (intelligence, partnerships and delivery) stood for and whether this was clear for residents.
- Night-time safety for women and girls: Members asked whether safety schemes for women and girls in the night-time were over-reliant on volunteers. Members asked what training 'night stars' receive and whether it was sufficient.
- Understanding safety initiatives: additional information on what 'anti-spiking kits' and 'safe havens' are.
- Maida Hill community steering group: information on who formed the Maida Hill community steering group and the extent to which ward councillors could get involved.
- Short-stay Government regulatory change: whether the incoming regulation changes on Airbnb- type endeavours needing planning permission would apply to both current short-stays as well as future prospective ones.
- Westminster Connects: information on introduction sessions and planned events. The Committee requested the dates of the volunteering pilot sessions.

- Supporting non-native speakers: the offering of support, in addition to printing information leaflets in foreign languages, that is available for non-native speakers in providing information and resources on financial matters and dealing with the rising cost of living.

4.2 Actions

1. CCTV, the Committee asked for information on:
 - 1.1 the audit undertaken of CCTV cameras on Westminster's housing estates (unless any issues in doing this).
 - 1.2 How many CCTV cameras are owned by the Council (outside of housing estates), details of remote CCTV and where these are placed by ward and location.
 - 1.3 Confirmation as to whether there is a freeze on installing additional CCTV cameras until the review discussion has concluded. If so, whether this would prevent moving existing cameras that may not be in useful positions.
 - 1.4 Information for Councillors on how they would normally apply for CCTV in their ward.
2. Pedicab Fines, the Committee requested a breakdown on the fines and enforcement action carried out in 2022, contextualised by figures from previous years (if applicable).
3. Women and girls safety, the Committee asked for additional information on the training that 'Night Stars' receive.
4. Westminster Connects, the Committee requested the dates of the volunteering pilot sessions.

5 PORTFOLIO UPDATE - CABINET MEMBER FOR CITY MANAGEMENT AND AIR QUALITY

- 5.1 The Committee received an update from Councillor Paul Dimoldenberg, Cabinet Member for City Management and Air Quality, on priorities for the portfolio and any updates that have arisen. The Cabinet Member drew attention to the launch of the micro-logistics hubs (jointly run by cross river partnership and central Government (DEFRA) which will utilise car parks for e-cargo bike deliveries), his meeting with TfL's Director of Buses on pinch points and road work scheduling as well as work collaborating with the sustainable restaurant association. The Cabinet Member then responded to questions on the following topics:
 - Engine idling: whether proactive steps were being taken to educate and reduce engine idling. Members asked the Cabinet Member to consider writing to TfL to highlight this being a particular problem in coach stations. Members

also asked what dialogue was happening with central Government on legislative change and whether this would continue.

- External Funding Award: whether specific areas of the City had already been identified to receive the funding that has been obtained.
- Council talks with e-bike providers: progress on talks with e-bike providers. After the Cabinet Member referenced proposals such as designated bays and hotspots, Members asked if a timeline had been worked out as to when these proposals might be implemented.
- Public Conveniences: the efforts the Council could make to encourage private companies to keep public toilets open and available considering recent closures. Members asked about the status of the Council's provision and the degree to which they are shut and when they will be reopened. Members also asked whether Officers perceived the electronic toilets as dangerous.
- Accessibility Issues: what work the Council was doing in enabling mobility scooter storage and charging provisions. The Cabinet Member agreed to find out what the Council might be able to do to help.
- Dedicated bays for e-bikes: whether ward Councillors would be consulted on proposed areas if designated bays for e-bikes was to be implemented. Members wished to highlight the risk of overcrowding that could occur and to legislate for this as well as to be conscious not to reduce resident parking facilities.
- Council talks with utilities: Members suggested more could be done in preventing unnecessary or prolonged road closures for works including for emergency closures. Members suggested the Council could consider being more proactive with the necessary companies, whilst acknowledging that it is challenging given the lack of legal obligation. This was noted by the Cabinet Member.
- Two-way cycle lane proposals: the point at which relevant ward Members would be provided with more information on the timeline for cycle lane proposals.
- School streets: clarification was sought as to whether new school street schemes were coming in on a permanent basis or whether they would come in on a trial basis as initial school streets have.
- Cargo bike schemes: clarity on the role car parks have in the cargo bike schemes.

- Consequence of intervention on e-bikes: Members asked whether the business model currently relied on being able to park e-bikes anywhere and whether there was a risk that a policy of geo-fencing could destroy the rental bike market. Members went on to ask whether the problem of e-bike clutter may be a niche, over-vocalised problem that the wider public may have found makes their lives easier. It was then asked whether an inspector provided by the e-bike companies alone might be more effective and take the emphasis off the user.
- E-bike speeds in parks: considering limiting speeds of e-bikes in parks. It was noted as an action to take up with royal parks as a consideration, just as electric scooters are not permitted in parks.
- Dockless bike confiscation: the status of the e-bikes that have been seized by the Council.

5.2 Actions

1. Mobility Scooters, the Committee asked if any additional detail could be provided in terms of how the Council could better support residents in terms of mobility scooter needs such as storage and charging needs.
2. The Committee recommended that the Cabinet Member continues to work with TfL in discouraging engine idling. Members raised the impact of idling in coach stations as an example.
3. School Streets, Councillor Dimoldenberg to confirm that any new areas and streets selected for the 'school streets' initiative will be done so on a temporary, trial basis and not be permanent from inception.
4. E-bike usage in parks, to consider prompting Royal Parks to engage with E-bike providers to consider implementing max speeds or prohibiting them from operating in parks for safety.
5. The Committee requested that the next Cabinet Member Update would include: proposed bay locations of e-bikes, information on the proposed cycle lane schemes where possible and updates on C43 (Cleveland Street), and dog fouling statistics and the enforcement that is taking place.

6 WASTE ACTION SQUAD

- 6.1 The Committee received an update from the Council's Head of I.P.D, Claude Hemsley, who drew attention to the original basis for requiring a waste action squad, the increase in enforcement actions it has generated and the substantial level of resident engagement it has brought about. Further to this, Claude outlined some of the targeted cost-effective approaches before defining some of the challenges surrounding short-term lets, lack of awareness and persistent dog fouling. Lastly, it was reiterated that there will

be a unique action plan in each ward. The Cabinet Member, with Claude's support, then responded to questions on the following topics:

- Fixed Penalty Notices (FPNs): the percentage of FPNs issued that are actually paid.
- Gum cleansing: the practicalities of gum cleansing and how it is physically removed from streets. Members suggested the Council consider an educational campaign to alert residents and visitors to the environmental damage of spitting gum out on the streets.
- Hot-water cleaning: the number of 'hotwashes' that take place on the City's highstreets per year. Members asked who owned the equipment required for hotwashes and whether consultation would occur about when the best time might be for specific places.
- Addressing resident concerns: whether weekend and night-time street bin collections would be considered after this was identified as something the residents are unhappy with. Members asked what residents and visitors are supposed to do when a bin they pass is overloaded and they have litter they wish to dispose of.
- Signage placement: the Committee alerted Officers to resident displeasure with the placement of some signage which has reduced resident amenity by obstructing nature. Officers agreed to investigate any specific locations that Members could identify, such as Cleveland Square.
- Planters: their status and how many have already been placed already. A list of future locations being considered for planters was requested and Members were offered the opportunity to make suggestions.
- CCTV trials: whether plans for CCTV in dumping hotspots trials would be affected by any other council wide changes on CCTV policy.
- Dog fouling: whether this might become a focus for the action squad and education going forward.
- Ward Action Plans: whether Members could receive the action plans specific to their wards.
- Graffiti: The Committee recommended the Council reiterate its offer to provide graffiti clean up services in TfL owned areas, like part of the Westway, to ensure they are dealt with in a timely manner. Members asked whether City Inspectors sought out graffiti or whether it was entirely dependent on Councillors or members of the public reporting it.

- Bulky-waste collections: explanation for the 117 listed as not being completed. Clarity was sought on what was required to be displayed in the graphs provided given that the total figure of 812 collections seemed lower than what would be expected.
- Profiling offenders: whether the Council has an idea or profile of the type of person who dumps waste.
- Enforcement activity: whether allotting additional officer resource in the evenings could reduce waste offending.
- Resident cheap bulk-items: issues surrounding items such as ironing boards, which may require specialist collection, but their value is less than the £32 charged for bulk item collections.

6.2 Actions

1. Officers were asked to provide additional detail on enforcement taken on dumping including the percentage of FPNs that are actually paid.
2. The Committee suggested that officers consider an awareness campaign around responsible disposal of gum.
3. The Committee suggested that more action is sometimes required around bin emptying particularly over weekends for example.
4. The Committee identified resident dissatisfaction with some signage that has appeared above bins that covers trees. Notable in Lancaster gate, particularly Cleveland Square. Members are to provide more detail in the hope that a resolution can be found.
5. Anti-dumping Planters, the Committee requested the locations of the planters that have been placed across the City in dumping hotspots to discourage dumping. The Cabinet Member also invited Members to send any locations that might be worth considering.
6. The Committee requested that the Council, again, reaches out to TfL to remind them of the graffiti on west way. It was suggested that the Council can again offer to provide their services, whether this is taken up or not.
7. Members requested that the waste action squad 'Action Plans' for specific wards could be sent to the relevant ward Member for comment.

7 WORK PROGRAMME REPORT

7.1 The Work Programme for the next municipal year 2023/24 was presented in draft form and discussed. In agreeing the proposals, the following comments were made:

- Parking review: Ensuring that items and issues raised in the planned parking review substantive are brought to the Committee prior to decisions being made.
- Street Entertainment Licensing Policy Changes: that the item be brought to Committee with a clear purpose and outcome.
- Site Visits: how they would work and how to make them happen.

7.2 Actions

1. To work with the Cabinet Member and Officers to ensure that the Street Entertainment Policy item in June's agenda comes to the Committee with a clear purpose prior to decisions already having been made.

8 EXCLUSION OF PRESS AND PUBLIC

8.1 The Chair moved and it was

RESOLVED:

That under Section 100 (a) (4) and Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 (as amended), the public and press be excluded from the meeting for the following Item of Business because it involves the likely disclosure of exempt information relating to the financial or business affairs of any particular person (including the Authority holding that information) and it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

9 WASTE SERVICE CONTRACTS

9.1 The Council's Director of Environment, Amy Jones, introduced the report. Amy outlined the options being considered and associated opportunities and challenges of various tender options. The Cabinet Member, supported by Amy, then took questions on the recommendations suggested, market research performed, timescales, the nature of the market, impact of legislative change amongst other specific questions.

The Meeting ended at 20.41.

CHAIR: _____ **DATE** _____



City of Westminster

Communities, City Management and Air Quality Policy and Scrutiny Committee

Date:	15 June 2023
Portfolio:	Communities and Public Protection
The Report of:	Councillor Aicha Less, Cabinet Member for Communities and Public Protection
Report Author and Contact Details:	Nick Porter-Ch'ng nporter-ch'ng@westminster.gov.uk

1. Key decisions made in the preceding period since the last Policy & Scrutiny report dated 25 April 2023:

No decisions have been made during this period.

2. The following report includes my priorities and delivery progress to date:

2.1 Public Protection

Anti-Social Behaviour (ASB)

A funding bid has been submitted into Public Health to fund a pilot project looking to employ a mental health navigator within the ASB team. The purpose of this will be to provide mental health support and guidance to victims and perpetrators of ASB and to support case managers working on cases.

Pedicabs

Further operations have been carried out since with the latest being on Saturday 20th May. A joint operation with police saw 8 pedicab riders stopped for playing amplified music past 9pm. All 8 will be submitted for prosecution. In addition, a number of riders were moved on from obstructing the pavement.

Night stars / safety

The council is continuing to support our Night Star volunteers recently arrested by the police during the Coronation weekend. We continue to work with the police to resolve any outstanding issues. The Night Star operation continues to provide outstanding support to women and young girls within the Night Time Economy. The Night Safety programme has also completed three Night Safety walks identifying areas in the West End that women find unsafe to visit. This work has been supported with an online survey that can be completed to identify these areas.

The council continues its efforts to recruit volunteers for the Night Star service with a view to increasing the number available for deployment. To carry out their duties fully the Night Stars conduct a range of mandatory training which includes:

- The role of the Night Stars
- Basics of Safeguarding children and adults
- Alcohol and Drugs and its affects

- Communicating in difficult situations/conflict resolution
- Infection control
- Operational procedures
- Equipment and Uniform
- Confidentiality
- Emergency on street first aid
- The range of benefits and support for volunteers

Our successful “It’s Her City Too” behavioural change programme was launched across Westminster in April focussing on transport routes. The next stage of the campaign will include a highly impactful film and additional publicity from mid-June.

2.2 Communities

Windrush

On Windrush Day, 22 June the Westminster Global majority Network, Westminster City Council supported by Westminster UNISON in partnership with Windrush Caribbean Film Festival will host a film festival at Picturehouse Leicester Square that celebrates the contributions of the Windrush generation.

Invitees are members of ELT, Councillors, the Lord Mayor and the Chief Executive. Tickets will also be allocated to all contributors and performers at the event, as well as community groups who are involved. There will be a number of tickets available for Westminster residents to attend -TBC.

Also, The Caribbean Living Room, an exhibition by artist Michael McMillan and Museum of the Home will also be open to members of the Public, as The Windrush Window exhibition on 35-37 Church Street in 11- 27 June.

Plus, Carl Gabriel, Carnival sculptor and creator, will be displaying his artwork in the front window of Westminster City Hall, 64 Victoria Street, London, SW1E 6QP, from 2nd of June.

Westminster Connects

- For 2022-2023, 1,120 volunteers contributed 17,113 hours of volunteering. This is not the final figure for the year as we are still collecting data from some of our community partners about the number of hours delivered.
- A number of changes have been made to improve the offer to volunteers. Monthly introduction sessions are held for volunteers, and have been established for English as an Additional Language (EAL) learners in WAES to create a pathway into volunteering. Bi-monthly online Feedback Forums will started in April to provide a regular route to provide feedback.
- The #Give16 staff volunteering programme offers a range of volunteering opportunities, including Street Counts with the Rough Sleeping Team, Language Café in partnership with WAES, Digital Friends with the Digital Inclusion Team plus Homework Clubs, Mentors and Reading Volunteers. A closer relationship with Night Stars has been formed.
- Working with RBKC on a joint bi-borough opportunity where staff can volunteer to help local care homes with various activities during ‘Care Home Open Week’ from 26th June – 3rd July. Intro sessions for WAES are 05 July at Lisson Grove. Dates for the Pimlico campus are TBC. Volunteering for care homes during the week of 26 June to 03 July

- The Comms team are promoting volunteers week from 1 – 7 June, highlighting the volunteers stories and promoting the volunteering opportunities available.
- **Mini Marathon**
- We were one of six organisations invited to provide volunteers for the Mini Marathon. Volunteers were located at St. James Park and positioned at the finishing line of the race, distributing around 3,000 medals to children who set out from Horse Guards Parade. It was a fun and rewarding day for the volunteers.
- “All the volunteers were so kind, friendly and good spirited about helping each other. It truly feels like a family experience when volunteering together, come rain or shine. We all had such an enjoyable, fulfilling and positive experience and would recommend it as an amazing volunteering opportunity event”. **Fatima Kouira - Westminster Connects Volunteer**
- **St George’s Day Parade**
- Westminster Connects volunteers were thrilled to be part of the Royal Society St. George’s Day parade in Whitehall, providing stewarding support for the march to the Cenotaph. The volunteers welcomed visitors and after the ceremony, directed guests on route to the short service at Westminster Abbey. The organisers were impressed by the volunteers support and their welcoming and friendly approach to the public.
- “We were paired with new members of the team and deployed along Whitehall. It was a very moving and enjoyable experience. We chatted to visitors, those going to the Mini Marathon and Climate Change groups explaining about the service and Westminster”. **Sue Wood - Westminster Connects Volunteer**

Engagement and Consultation

- The Consultation Hub is now live on the Council’s website and features a number of current consultations.
- A list of key stakeholder organisations across each ward has been produced and will be shared with Councillors shortly.
- Teams are engaging regularly with the Quality Improvement Board with an officer level operational meeting ahead of the Board to provide additional support.
- A Consultation How To guide is being developed with the Consultation Institute. This is guide has key principles for staff to follow when approaching consultation.
- The consultation on the Charter for Community Participation has been completed and a resident's working group is being established with residents to create the Charter for launch in summer 2023.

Community development

- Community Priorities Programme - £600,000 has been awarded to 43 organisations (and 8 individuals) in 12 wards. 20 residents and community organisations were part of the panels reviewing the bids and recommending the awards. The projects funded include activities such as boxing, steelpan workshops, community planting, Zumba, children’s pottery, etc. 84% of the funding went to organisations, and 16% to individuals developing new projects.
- Our Westminster (the Register of Active Residents) since its launch (end of March 2023) have 102 residents signed up.

- Next step is to draft a training package to support their participation in council decision making. This will include safeguarding, how decisions are made in council/ governance and unconscious bias.

North Paddington & Maida Hill)

- The Programme has made good progress is on the verge of finalising its first year of project delivery.
- The May Partnership session of the North Paddington Partnership Board will focus on the proposed year one projects, which the Council has prioritised in partnership with the board members.
- A subgroup from the Partnership board will also focus on the community engagement to establish a clear framework and set of principles for the delivery of the programme.
- Works on the Maida Hill Market project are scheduled to commence in September 2023 after carnival, following a good indication of community support for the designs in the recent March/April consultation (82% of respondents either strongly supported or supported designs).
- The Council has also listened to feedback from the MET Police and external Partners to ensure safety suggestions were factored into designs.
- The Maida Hill Market Community Steering group held its 2nd in person session on 15 May 2023, focused on listening to community views on the ASB and management of the area. A host of actions were taken from the session and there was strong support to both continue session and widen the group to more members of the community.

Changing Futures

- Changing Futures is a DLUHC funded 3-year project in its final year.
- The team presented at the 'Making Every Adult Matter' conference to promote the systems change work being undertaken with the projects.
- The projects include the specialist team providing multiskilled support to young people experiencing multiple dis-advantage, blue light project which is working with change resistant drinkers and VAWG looking at systemic changes required to enable women experiencing multiple disadvantages to access domestic violence services.

Equalities

- Workshops are underway with services across the council to provide support around understanding who uses their service, and how to engage the community to improve access for all.



Communities, City Management and Air Quality Policy and Scrutiny Committee

Date:

Portfolio: City Management & Air Quality

The Report of: Councillor Paul Dimoldenberg

**Report Author and Contact
Details:** Nikki Costain ncostain@westminster.gov.uk

1. Key decisions made in the preceding period since my last Policy & Scrutiny report dated 31/05/2023:

- Contract award for the cleansing and maintenance of public conveniences

2. The following report includes my priorities and delivery progress to date:

3. City Management

3.1 King's Coronation

Operation Golden Orb/Kings Coronation was carried out without any issues or concerns. Most of the key highway's assets that were removed have been put back in, apart from two islands. There are ongoing discussions with FM Conway on whether these islands are going to be put back as originally installed or as flush islands. Final costings have yet to be submitted until a decision has been made with the islands. Over 100 operatives across 8 teams from Veolia began working at 3am to cover the event area and procession route in preparation for Saturday. Once the celebrations wrapped up and the crowds departed Whitehall and the Mall, council teams got straight to work on the clean-up operation. By the time they finished, at 6pm, each member of staff on foot had walked about 25 miles, collectively with a total of 300,000 steps taken, covering about 1,500 miles. That equivalent to walking from Land's End to John O'Groats and almost all the way back again. A particular highlight was the sweepers being warmly applauded by the crowds as they completed preparations along Whitehall immediately before the event started.

The team were also responsible for laying and clearing over 50 tonnes of sand on the route ahead of the ceremonial procession. This was laid over metal grates and drain covers along the ceremony route to prevent the horses from slipping as they marched from Westminster Abbey to Buckingham Palace.

3.2 Food Waste Recycling Update

The city-wide roll-out of a food waste collection service has now been completed with nearly 60,000 households having direct access to the service. The team are now working back across the city to contact managing agents at residential mansion blocks which didn't

positively engage with the initial roll-out. The on-street food waste bins in areas where residents could not have a ‘doorstep collection’ have been a particular success and bin collection frequencies have been increased to 2-3 times per week to manage the large quantities of food waste being deposited. Residents have also suggested new locations where on-street bins would be popular and these are being assessed by the team.

Number of properties with access to a kerbside food service	34,678
Number of properties with access to a communal food service	15,920
Number of properties with access to the neighborhood on-street food bin service	9,137
Total	<u>59,735</u>

3.3 Public Conveniences Update

The Automatic Public Toilet in Broadwick Street, Soho, has now re-opened following a complete modernisation of the unit with new fixtures and fittings installed. Compliance checks are also continuing across all public toilet assets, and these will then inform the strategy to modernise public toilets across the city.

3.5 Tree Pits in Westminster

As aligned with our Fairer Westminster vision of community participation, improving the appearance of streets, enhancing biodiversity, and promotion of well-being, officers have been working on guidance for residents regarding community gardening in Tree Pits. We define this as introducing flowers, grasses, or shrubs into existing tree pits on public highway by individual residents or groups of residents. Guidance and examples of community gardening in tree pits is now available on the Council’s website <https://www.westminster.gov.uk/leisure-libraries-and-community/tree-pit-gardening-advice>.

3.6 Dockless Bikes

We have developed the details of the bay network proposed as part of our approach to effectively manage dockless bikes on our streets, proposed for implementation later this Summer.

We have identified some 146 proposed new ‘micromobility bays’ which if/when combined with our existing 68 trial E-Scooter rental bays would represent a proportionate number of controlled bays for users of the current LIME, TIER, DOTT and Human Forest rental e-bikes. We will be discussing the proposed bay network with operators in order to get agreement on the locations and financial contributions from operators.

We will be sharing the details of the proposed network of bays with all Councillors and residents’ groups for their comments prior to the network being implemented.

3.7 Westminster Bus Network Changes

TfL’s substantial Central London Bus Network change was implemented smoothly on Saturday 29 April. The spread of TfL’s on-bus and Bus Stop timetable case Communications notices were patchy in coverage across central London but its website advised prominent

details about the changes and a very effective use of its Oyster card journey records enabled TfL to directly email and text regular passengers on affected services before the changes were made. This latter means of communication has been well received by a wide range of passengers and stakeholders alike.

To date officers have knowingly received no concerns, complaints etc from residents and stakeholders resultant from the Central London Bus Network change even where there are now few instances where a forced change of bus routes is now necessary for a small number of passengers eg for Route 11 passengers from Sloane Square now having to change to route 24 in Victoria for any through journeys to the Strand area etc.

To gauge the outcome of the change on passengers, officers are meeting TfL in early June and a request will be raised to receive its feedback on passenger numbers, whether there are any pinch point bus stop concerns etc. Thereafter, officers will email the independent London Travelwatch organisation to determine if it has any concerns resultant from the recent changes. Any resultant concerns will be raised with Cllr Dimoldenberg.

3.8 Warwick Way and Churton Street Consultation

Warwick Way Town Centre Highways Scheme proposes public realm and accessibility improvement on Warwick Way and Churton Street. An informal public consultation was undertaken for 8 weeks from 15th Dec 2022 to 9th Feb 2023. 717 responses were received, 74.76% are supportive of the Warwick Way proposal and 71.97% are supportive of the Churton Street proposal. Following the consultation outcome and cabinet member’s steer, the main design change will be incorporating two-way cycling into both designs. Once a Stage 2 initial design is developed, a statutory Traffic Management Order (TMO) consultation will be carried out.

3.9 Connaught Village Green

The Connaught Village Green Public Realm Project proposes highway improvements to Connaught Street, Kendal Street and Titchborne Row to improve pedestrian space and accessibility, traffic management, greening, whilst providing space for continued al fresco dining.

A consultation on the current highway design was held between 13th March and 2nd April 2023, including a scheme website, letter drop and drop-in event on Connaught Street. There were 352 responses to the on-line questionnaire over the three weeks, with 302 comments. The overall result was:

Support	188	53%
Oppose	139	40%
Neither support nor oppose	25	7%
	352	

Of the comments in support, the majority (97 comments) centred around the design providing community cohesion, vibrancy, and a safer and more welcoming environment from the increased pedestrian space, seating and planting. People also supported calmer traffic in the vicinity of the scheme with 46 comments seeing this as a positive aspect of the design.

In terms of objection, 84 comments raised the concern about the potential for displaced traffic from Kendal Street onto Connaught Street, Porchester Place as the result of a section of one-way traffic. Most of these comments raised concern of increased safety risk and congestion on Connaught Street, and how existing problems on Connaught Street would be exacerbated by increased traffic.

Officers will develop further the preferred design and in the coming weeks re-engage with stakeholders to alleviate concerns about traffic impacts and promote the benefits that the pavement widening will bring to active travel, pedestrian safety and a more attractive public realm.

3.10 Regent Street

The traffic management order (TMO) for the Temporary Scheme was approved on 6 May 2023, and the traffic order went live on 22 May 2023. The TMO consultation report responded to all the comments received during the statutory consultation. These responses were supported by the data collection and monitoring by WCC, TfL and The Crown Estate (TCE). The data collection and monitoring on the Temporary Scheme will continue, helping to support the design development and engagement process for the permanent solution for Regent Street.

The visioning and objective setting work stream for the permanent scheme for Regent Street is underway. A series of workshops in June with officers from WCC, TfL and TCE will help to plan and shape the forthcoming key stakeholder engagement in July 2023. This process will culminate in a final vision and set of evidence-based project objectives for consideration and approval by the Cabinet Members for the City Management and Air Quality, and Planning and Economic Development in late September.

The Communications and Engagement (C&E) Plan for the project was presented to the Quality Improvement Board on 21 April 2023. WCC will lead all the stakeholder engagement exercises with residents and key stakeholders. WCC and TCE have adopted the “you said, we did” approach so residents and key stakeholders can understand how they have shaped this early stage of the project.

3.11 Proposed Cycle Schemes

The enhanced Cycle Routes Programme includes route development to retain the 11 post-2020/21 temporary routes in a permanent capacity. The routes will be consulted on a location by location basis, starting with the Paddington area in early June, followed by Buckingham Palace Road later that month. Four key temporary routes, Abingdon St, Portland Place, Bayswater Road and Westbourne Terrace have identified for a higher level of intervention due to the high present and future cycling demand. Abingdon St is planned for public consultation in late July 2023.

Cycleway 51, St John's Wood to Marylebone, will go to public consultation in June 2023 having been reviewed against current national cycling standards updated.

Beyond the cycle routes programme, our new two year Cycle Training Contract has been signed and we are to commission a Value for Money study into 'In-housing' our service thereafter; Our Cycle Stands Programme continues to grow and we have commissioned the first ever comprehensive GIS mapping and occupancy survey; We continue to upscale our Residential Cycle Hangars programme; We have launched our trial four site Cargo Bike rental scheme in the north west and in Tachbrook; We continue to work with schools on implementing increased cycle and scooter spaces; We continue to support our Women's Cycle Group and are seeking new locations to grow this scheme, and supported a large display and demonstration stand at the recent Ford Ride London Cycling weekend event at Trafalgar Square.

3.12 C43 Cycleway Update

Public consultation on Cycleway 43 between Hyde Park and Gloucester Place commenced on 15th May. An in-person drop in event was held on Tuesday 23rd May at the Victory Services Club on Seymour St to which over 60 attended and a further online Q&A took place on Tuesday 30th May.

To date, over 300 responses have been received to the online questionnaire and six hard copies have been sent via request. Support for the proposals is currently at 65% with two further weeks to run on the consultation period. Over 70% of respondents identify walking or cycling as their primary mode of transport around Westminster.

From the open text responses, the main issues being raised with the proposals are the proposed modal filter at Stanhope Place and the stepped cycle track (as associated removal of parking) on George Street.

3.13 Dog Fouling Enforcement

Cleaning up dog mess remains a priority for City Inspectors. Since 1 January 2023 however, there have been no fixed penalty notices issued for issues of dog fouling. Two public complaints have resulted in City Inspectors erecting dog fouling warning notices, on Chesham Street, Knightsbridge, and St Michael's Street, Hyde Park. 142 reports have been made by City Inspectors requesting that dog waste be removed.

Little Venice	98
Abbey Road	16
Pimlico South	14
Regent's Park	7
Pimlico North	3
Church Street	2
Hyde Park	1
Knightsbridge & Belgravia	1

4. Air Quality in Westminster

4.1 Air Quality Action Plan

Internal work is progressing on the council's emerging Air Quality Action Plan, to replace the existing 2019-24 AQAP. A public consultation on the new Action Plan is expected to take place in the summer of this year.

4.2 External Funding Award: Clean Air Walking Routes

The council has been awarded £70,000 from Defra's Air Quality Grant programme to deliver the development of a Clean Air Walking routes to support users in reducing their exposure to air pollution in central London. This project is made possible by the ongoing development of the Council's Air Quality Data Platform as part of the Operating System being managed by Digital and Innovation. This will be updated on in the next version of this report.

The City Council is also to commission the 'Footways' organisation to produce a new Westminster digitised map that will encourage residents, commuters and visitors to consider pleasant and quieter walking routes across Westminster. Hard copy maps are proposed to be produced if sufficient funding is identified later this year. Officers are working to ensure the Footways map will greatly complement the clean air walking routes project.

4.3 Anti-Idling in Westminster

Officers continue to work with partners and community groups to discourage idling on the highway. New advisory signage is being considered by the Council's Comms team.

Workshops with Clean Air Bayswater involving managers from NSL, who employ the Marshals who engage with the public regarding idling, are scheduled for the coming weeks. These will help share best practice and help understand local pressures.

4.4 School Streets Programme

The trial School Streets scheme has successfully concluded, and all are now permanently implemented by replacement Traffic Management Order. Seven are currently monitored and enforced using CCTV and the others are not. The success of this trial has led to Cllr Dimoldenberg approving the implementation of five per year over the next two to three years.

4.5 No Mow May

Westminster City Council supported Plantlife's "No Mow May" campaign for the first time this year. This annual campaign calls for gardens and green spaces to not be mowed for an entire month, providing a space for nature to thrive in the height of Spring. We performed a multimedia campaign which involved posters going up in all participating parks, open spaces and housing estates, a press release on our website and ongoing social and e-newsletter content. Videos and photos on location in Westminster performed particularly well with some social posts alone attracting over 12k views. After many positive comments from residents, the Council is now exploring how to continue the campaign to keep on encouraging more biodiversity in the borough



City Management and Public Protection Policy and Scrutiny Committee

Date:	June 2023
Classification:	General Release
Title:	The Safer Westminster Partnership
Report of:	Mark Wiltshire
Cabinet Member Portfolio	Public Protection and Licensing
Wards Involved:	All
Policy Context:	Community Safety
Report Author and Contact Details:	Superintendent Beth Pirie – MPS Westminster Mark Wiltshire – Director Public Protection and Licensing.

1 Executive Summary

- 1.1 The purpose of this report is to provide the Scrutiny Committee with an overview of the Policing and Partnership arrangements dealing with Crime, Disorder and Community Safety in Westminster. The Safer Westminster Partnership is the key statutory body dealing strategically with these issues and a key strategic partner is the Metropolitan Police Service.
- 1.2 The report below examines the latest police performance and latest policing updates. It also covers issues that are repeatedly raised by residents and communities, such as stop and search.
- 1.3 The Metropolitan Police Service has been subject to a succession of Government commissioned enquiries in the last year attracting overt criticism in a number of areas. The report contains details of these enquiries and what their response to them has been, and the plans that the police are putting in place to improve trust and confidence with the community.
- 1.4 As crime and disorder is a shared statutory responsibility Appendix A is a short report showing how the council and the wider partnership supports the police in a multitude of key crime areas. This appendix shows how working together against complex crime issues delivers results.
- 1.5 It is recommended that the panel identify the key areas of these reports to scrutinise the police in how they carry out their statutory functions within Westminster and deal with the crime and anti-social behaviour issues that affect the local residents and communities, whilst noting the extensive joint partnership work that is carried out in this critical space.

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Committee Report

Meeting or Decision Maker:	Communities, City Management and Air Quality Policy and Scrutiny Committee
Date:	17 th May 2023
Classification:	To be Published as part of Policy & Scrutiny Papers
Title:	Policing in the City of Westminster
Wards Affected:	All
Report of:	Metropolitan Police Service Westminster Neighbourhood Policing

This report is submitted to provide an overview of policing in the City of Westminster to the Communities, City Management and Air Quality Policy and Scrutiny Committee. The report contains information that will be relied upon as part of a presentation to the committee meeting on 15th June 2023 and covers the following areas:

1. Police Operating Model
2. Resourcing
3. Stop and Search
4. Crime
5. Mental Health
6. Events
7. Baroness Casey Report
8. Turnaround Plan 2023 - 2025

1. Operating model

1.1 Our operating model consists of five strands that work with cooperative synergy across AW BCU. This report focuses on statistics in relation to the borough of Westminster which is part of the Central West Basic Command Unit (AW BCU). The other boroughs that make up the remainder of AW BCU are Hammersmith & Fulham, Kensington & Chelsea. All boroughs have been given a recent uplift of Neighbourhood Superintendents in accordance with the 2023-2025 Turnaround Plan.

1.2 AW BCU has recently welcomed a new BCU Commander Chief Superintendent Louise Puddefoot who is in charge of Central West & Royal Parks. BCU Commander Chief Superintendent Puddefoot leads a team of Seven Superintendents who each take responsibility for one of the following strands:

1.3 **Emergency Response Policing Team** - Emergency response policing provide 24 hour emergency and non-emergency response to operational incidents. The officers retain investigations of non-complex/non-serious crimes. – *Led by Superintendent Jill HORSFALL*

1.4 **Neighbourhood Policing Team**- *Dedicated Ward Officers, West End Proactive Policing Team, Partnership & Prevention Hub, Safer Schools, Youth Engagement & Diversion, Street Engagement Team.* Boroughs / Superintendents:

- Westminster – *Led by Superintendent Beth PIRIE*
- Kensington & Chelsea – *Led by Superintendent Owen RENOWDEN*
- Hammersmith and Fulham – *Led by Superintendent Craig KNIGHT*

Neighbourhood policing is designed to make the police more visible, reduce fear and increase interaction between the public and the police.

1.5 **Investigation**- *CID, Violence Suppression, Gangs, Robbery, Burglary* – *Led by A/Detective Superintendent Alasdair HENRY.* The investigation strand deals with complex and/or serious offences.

1.6 **Public Protection**- *Child Abuse Investigation, Sexual Offences, Missing Persons, Mental Health, Predatory Offender Unit, Multi-Agency Support Hub* – *Led by A/Detective Superintendent Lucy O'CONNOR.* The Public Protection Unit investigates serious sexual offences, child abuse and missing people as well as partnership arrangements for victims, suspects and vulnerable people.

1.7 **Headquarters**- *Operations Room, Operations & Events, Professional Standards, Business Support, Criminal Justice, Learning and Development* – *Led by Superintendent Justin BROWNE.* The HQ strand ensures joined up command & control of the BCU.

2. Resourcing

- 2.1 In Westminster, all of the five strands are based within Charing Cross Police Station. Emergency response and neighbourhood teams with responsibility for the north of the borough parade out of Kilburn Police Station and there are additional neighbourhood team bases at Church Street and Buckingham Palace Road.
- 2.2 The current resourcing model dictates a specified number of officers that are required for each emergency response team shift based on assessments of demand and risk during the relevant times.
- 2.3 Westminster has retained a minimum of two Dedicated Ward Officers (DWO) and a Police Community Support Officer (PCSO) per ward following the changes to electoral boundaries in May 2022, with officer numbers on several wards exceeding the minimum.
- 2.4 The West End Proactive Policing Team consists of 120 officers dedicated to Oxford Street / Regents Street / Bond Streets area as well as the West End, providing high visibility policing 24 hours a day. The team focuses on a number of key strategic priorities such as reducing violence and robbery and ASB.
- 2.5 As part of the Turnaround Plan (see Section 8), a recommendation is currently being considered for a new BCU led taskforce by merging existing BCU proactive teams supported by a central proactive surge team.
- 2.6 In Autumn 2022, Emergency Response Teams had an uplift in officers in line with Op Stabilize and will be running at over 90% capacity on average from the 26th June across all 5 teams that cover Westminster.
- 2.7 In relation to response times, the MPS aim to attend an “Immediate” graded call within 15 minutes of the call being made. Between September 2022 and April 2023, we have made the chartered time;

September 2022	87%
October 2022	88%
November 2022	87%
December 2022	85%
January 2023	89%
February 2023	87%
March 2023	87%
April 2023	88%

In relation to “Significant” graded calls, the MPS charter time is 60 minutes;

September 2022	69%
October 2022	69%
November 2022	70%
December 2022	70%
January 2023	74%
February 2023	69%
March 2023	69%
April 2023	69%

3. Stop and Search

3.1 Stop and search data has been provided in the attached appendix. This has been taken from the Stop and Search dashboard that is publicly available at Stop and search dashboard | Metropolitan Police.

The following data cover the period from **1st September 2022 to 31st April 2023**

Search Volume (Westminster)

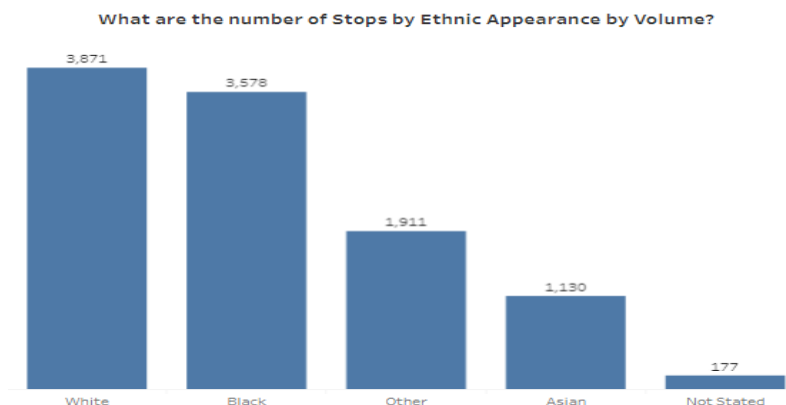
- Highest in MPS- 10,802
- Lowest volume- December 2022- 1,148
- Highest volume October 2022- 1,851

Positive Outcomes	Positive Outcome Rate	NFA Stops
3122	28.9%	7680

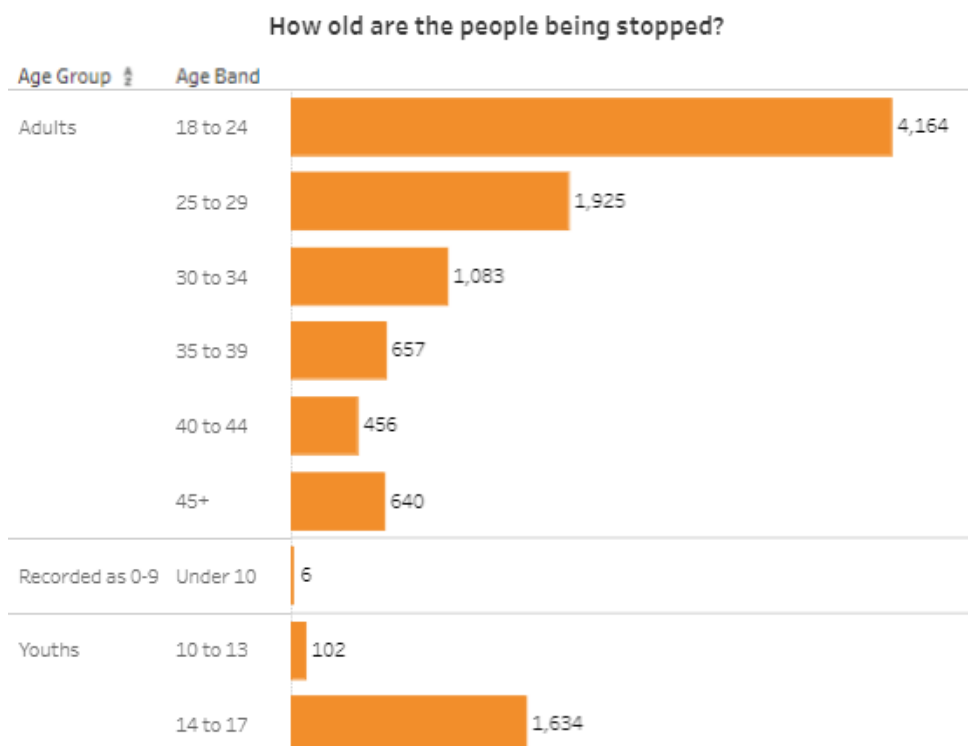


3.2 Demographics

During this reporting period, slightly more searches were conducted on those of white ethnicity in comparison to black, Asian or other ethnic groups:



Those aged 20-24 were searched more than any other age group:



Considerably more males were searched compared to females:

Male	Female	Other
9,737	916	14

It is known that individuals attend the borough from other areas in order to commit crime and this is likely to be a reason as to why stop and search demographic trends differ from other areas of London.

3.3 Governance

- 3.3.1 Each stop and search is reviewed and supervised by the officer's line manager to ensure search powers have been used lawfully and proportionality.
- 3.3.2 Line managers are directed to dip sample one search per officer per month by reviewing the Body Worn Video footage with the officer to discuss good practice and/or development areas.
- 3.3.3 Community Monitoring Group (CMG) meetings are held quarterly to scrutinise the use of stop and search.
- 3.3.4 CMG members attend Body Worn Video viewing sessions of randomly selected stop and search encounters. Viewings must be held at least quarterly and cannot be conducted more than once per month.

3.3.5 Superintendent lead for stop and search conducts a monthly meeting with Chief Inspectors to review performance including supervision rates and use of Body Worn Video.

3.3.6 MPS quarterly stop and search gold group chaired by Commander.

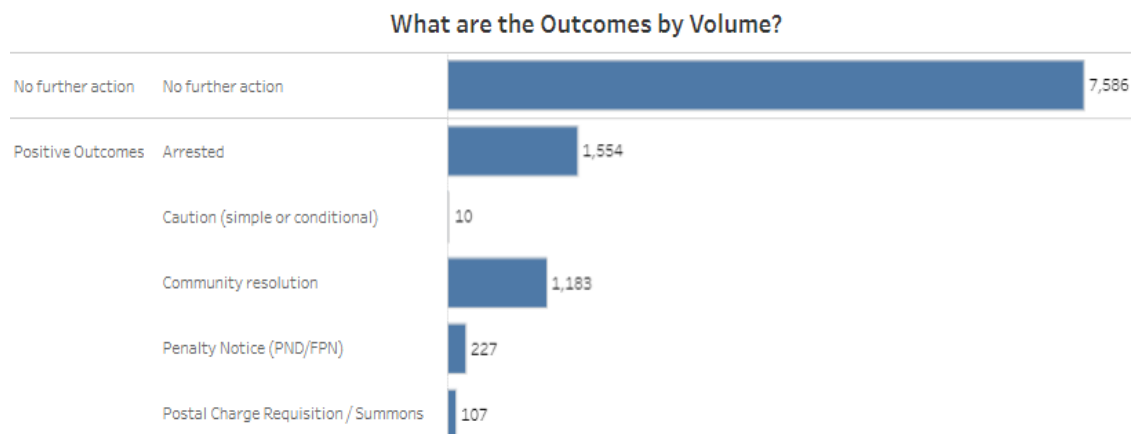
3.4 Community Resolution

3.4.1 A Community Resolution is an out of court disposal, used throughout England and Wales since 2013 and the Met since Aug 2017. It is a victim-focused outcome, allowing the victim to be both part of the decision making process and involved in the resolution of the crime. Victims must be consulted about the outcome and have the process explained to them.

3.4.2 A community resolution involves the offender accepting responsibility for the crime. For this to be a suitable and recordable outcome, the offender has to offer an act of reparation; e.g. an apology, repair or financial remuneration.

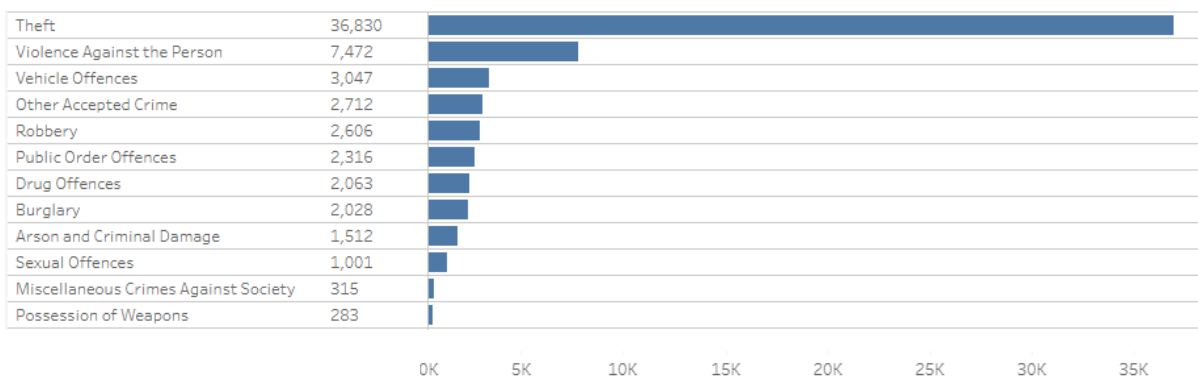
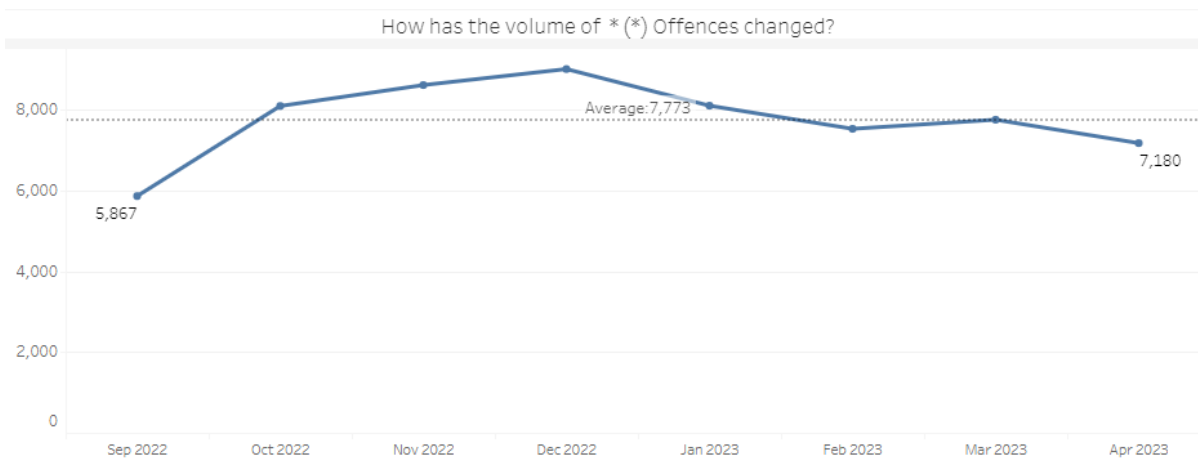
3.4.3 The use of community resolution is monitored via crime investigation supervision as it is an outcome to an investigation in the same way as a caution, charge or penalty notice. As well as the factors already mentioned, officers will take other aggravating factors into consideration such as the nature of the offence, previous offending history and community impact.

3.4.4 The data shows that Community Resolution is being effectively utilized by officers and a total of 1,183 have been issued between the period of 1st September 2022 to 31st April 2023:



4. Crime Performance

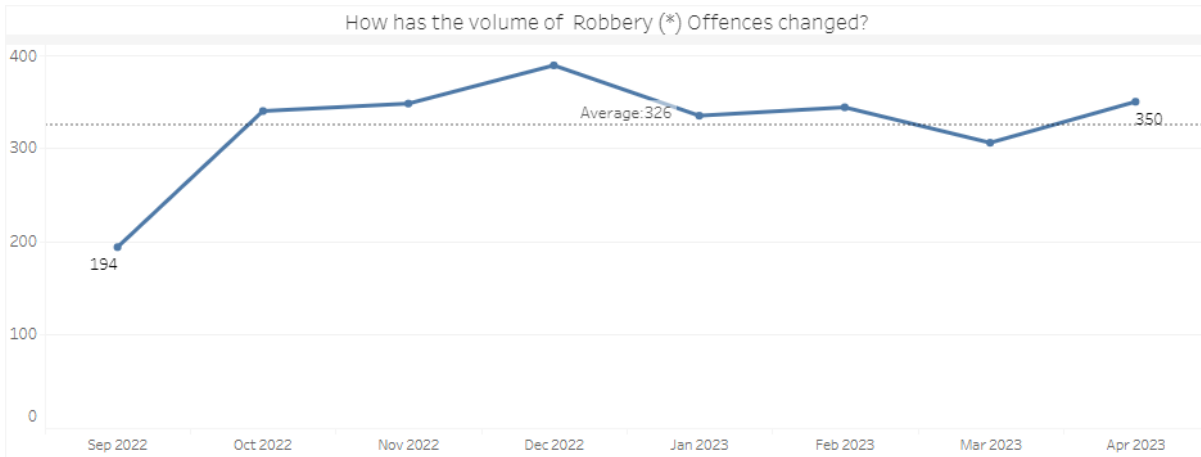
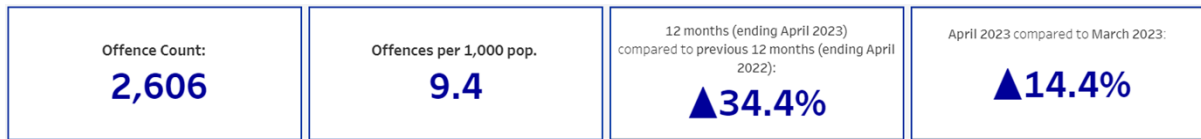
Total Notifiable offences recorded in Westminster from September 2022 – April 2023:



- The data shows that the total number of notifiable offences were **62,185** in Westminster from the period of September 2022 – April 2023.
- The lowest period of offending was September 2022 with **5867** offences recorded.
- The peak offending period was the month of December 2022 with **9016** offences committed.
- Offences are currently on a downward trend with **7180** offences committed in April 2023
- Total Notifiable offences in Westminster are **up 32.7%** in April 2023, when compared to the previous 12 months ending April 2022.

4.1 Robbery

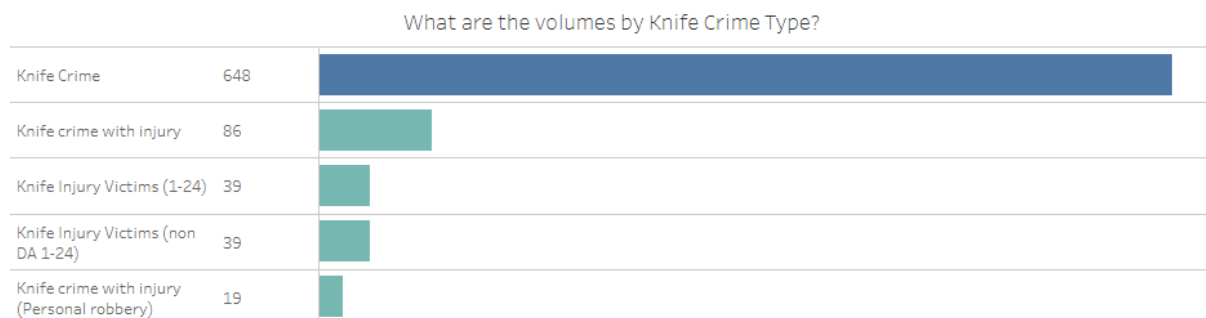
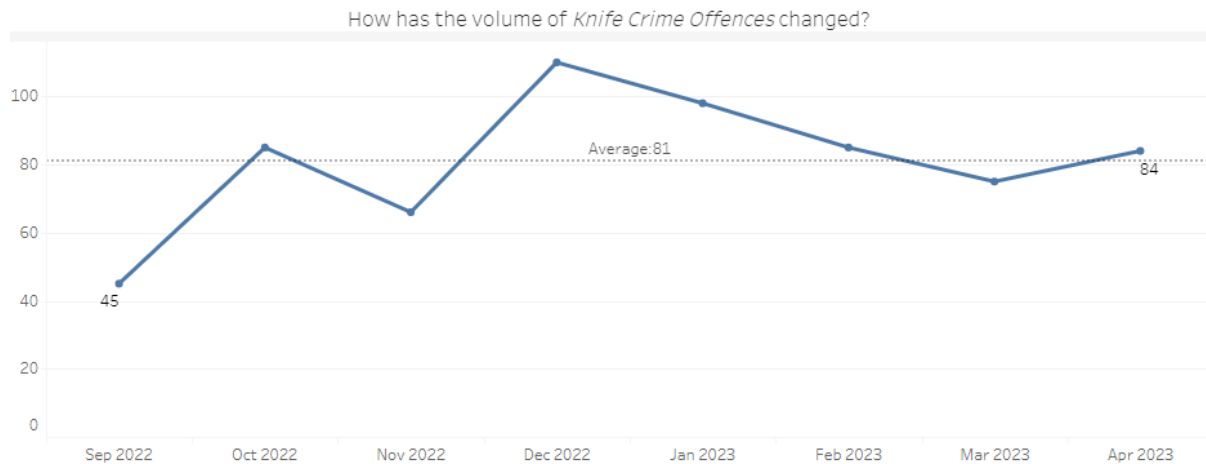
Total robbery offences recorded in Westminster from September 2022 – April 2023:



- The Data shows an a total of **2606** robberies were committed from September 2022 – April 2023 in Westminster.
- The lowest month for recorded robbery offences was September 2022 with **194**.
- The highest was December 2022 with **389** robbery offences recorded
- The total for April 2023 is 350 offences.
- The average number of robbery offences per month stands at **326**; For the period of September 2021 – April 2022, the average was **256**.
- Robbery offences are **up 34.4%** in April 2023, when compared to the previous 12 months ending April 2022.

4.2 Knife crime

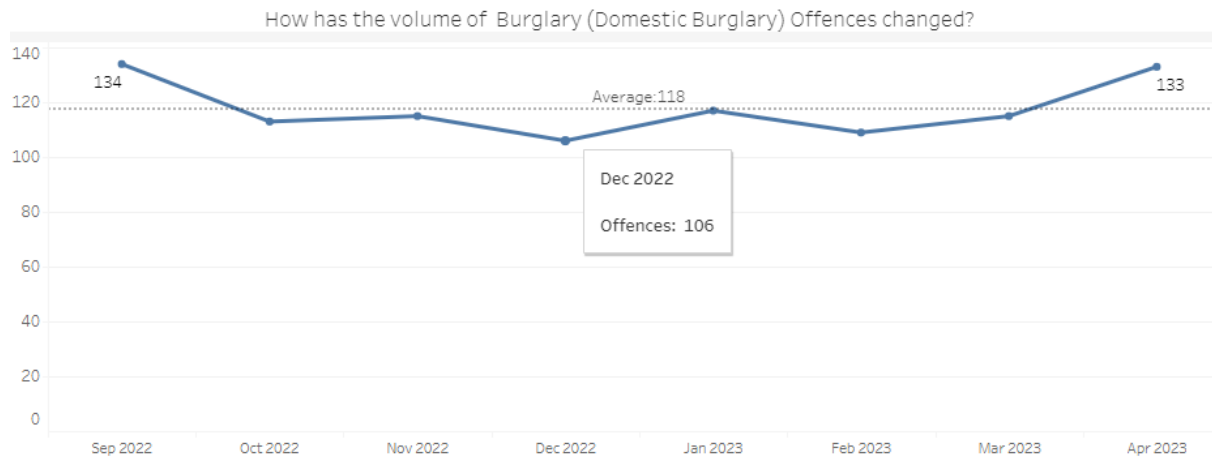
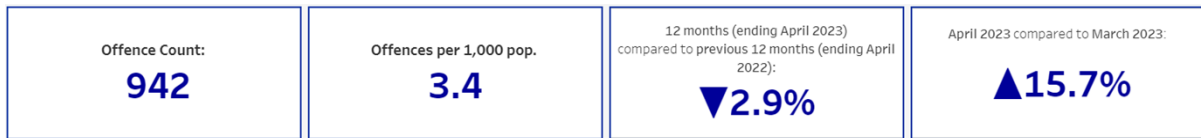
Total Knife crime offences recorded in Westminster from September 2022 – April 2023:



- The data shows a total of **648** knife crime offences for the period of September 2022 – April 2023.
- **86** of those offences were knife crime with injury, victims from ages 1 – 14 made up of **39** of knife crime offences.
- The data follows the same graphical trend as total crimes and robbery with September 2022 having a low of **45** knife crime offences, December 2022 having a high of **110** knife crime offences and April 2023 having **84** knife crime offences recorded.
- Knife crime offences are **up 25.3%** in April 2023, when compared to the previous 12 months ending April 2022.

4.3 Residential burglary

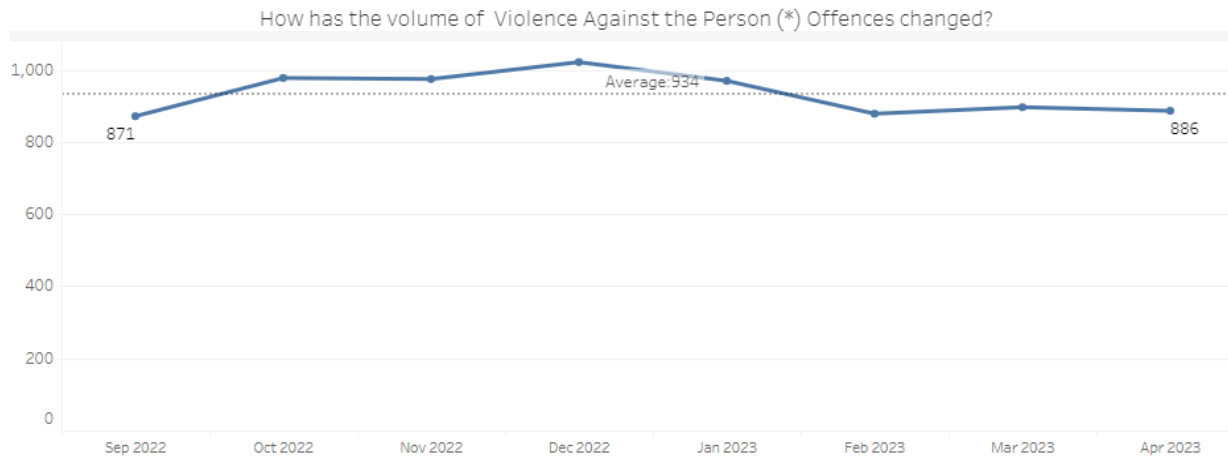
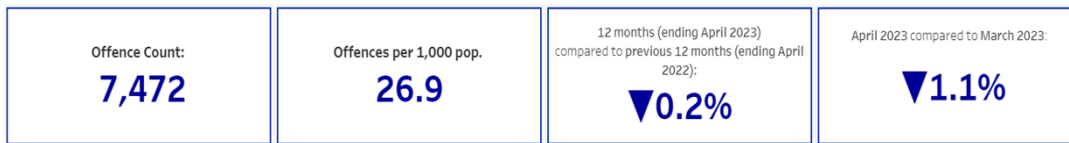
Total Residential burglary offences recorded in Westminster from September 2022 – April 2023:



- The data shows a total of 942 residential burglary offences recorded for the period of September 2022 – April 2023.
- The lowest amount recorded was in December 2022 in which **106** residential burglary offences took place.
- September 2022 recorded the highest amount of residential burglaries with 134 taking place that month.
- Residential burglary offences are **down 2.9%** in April 2023, when compared to the previous 12 months ending April 2022.

4.4 Violence against the person

Total Violence against the person offences recorded in Westminster from September 2022 – April 2023:



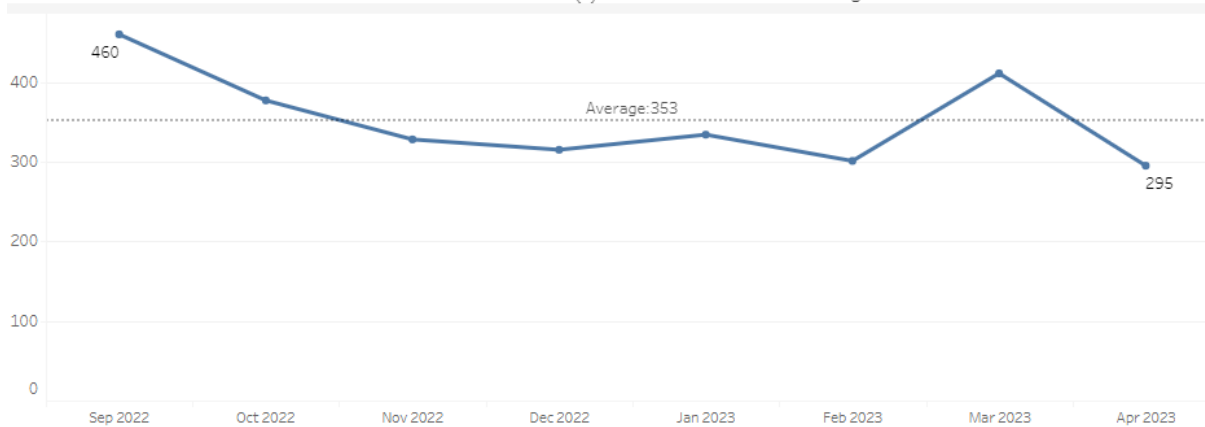
- The data shows a total of **7472** violence against the person offences committed in Westminster from September 2022 – April 2023.
- The lowest amount recorded was in September 2022 with **871** violence against the person offences taking place.
- The highest was December 2022 with **1021** violence against the person offences taking place.
- Violence against the person offences are **down 0.2%** in April 2023, when compared to the previous 12 months ending April 2022.

4.5 Santioned detections

Total santioned detections recorded in Westminster from September 2022 – April 2023:

<p>Sanction Detection Count:</p> <p>2,821</p>	<p>Sanction Detections per 1,000 pop.</p> <p>10.2</p>	<p>12 months (ending April 2023) compared to previous 12 months (ending April 2022):</p> <p>▲2.3%</p>	<p>April 2023 compared to March 2023:</p> <p>▼28.2%</p>
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How has the volume of *(*) Sanction Detections changed?



What are the volumes by Offence Type? *click on the Offence Name to drill down to subgroup*

Offence Type	Volume
Violence Against the Person	694
Drug Offences	684
Theft	394
Public Order Offences	232
Possession of Weapons	159
Arson and Criminal Damage	156
Burglary	152
Robbery	123
Miscellaneous Crimes Against Society	94
Sexual Offences	72
Other Accepted Crime	38
Vehicle Offences	23

5. Mental Health

- 5.1 The number of mental health related calls from 1st September 2022 – 30th April was approximately 2422. Figures are approximate as there will be incidents on our system for which multiple calls are received. The average amount of calls per month from 1st September 2022 – 30th April 2023 was 302.



- 5.2 In London, it takes on average 14.2 hours in A&E and 8.5 hours at a health-based place of safety from the police arriving with a patient to medical staff taking over their care. It is estimated that Met officers spend well over 10,000 hours each month responding to mental health concerns and dealing with what should principally be health matters. These are precious hours that are being taken away from tackling crime, addressing core policing priorities or using the powers that only the police have to target offenders and support victims.
- 5.3 **Right Care, Right Person** – In May 2023 the Met’s determination to ensure that people in mental distress get the right care was highlighted after the Commissioner wrote to partners to ask them to ensure they were ready to fulfil their responsibility when the Met changes how it responds – using the Right Care, Right Person model from September this year. Right Care, Right Person (RCRP) is an operational model developed by Humberside Police that changes the way the emergency services respond to calls involving concerns about mental health. It is in the process of being rolled out across the UK as part of ongoing work between police forces, health providers and Government. It is aimed at making sure the right agency deals with health-related calls, instead of the police being the default first responder as is currently the case in most areas. It has been shown to improve outcomes, reduce demand on all services, and make sure the right care is being delivered by the right person

6. Events

- 6.1 During 2022 the whole of AW BCU had a total of 1420 events that took place, with 755 being policed including sporting events, royal visits and protests.
- 6.2 It is recognised that officers in Westminster are often abstracted for aid, i.e. to police events/protests outside of their normal duties. This is an area for cause of concern as this does reduce visibility and local officers being able to carry out their day to day commitments amongst their areas of responsibilities in the communities.
- 6.3 Despite the above, Westminster is heavily policed on a daily basis with officers on aid and pan London resources often being directed to patrol crime 'hot spot' areas. As well as the local neighbourhood and response officers, most days Armed Response Officers, Violent Crime Task Force and Tactical Support Group Units are deployed into Westminster, as well as Parliamentary and Diplomatic Protection officers providing a visible presence.
- 6.4 The most police resourced event for Westminster was of course the Coronation of His Majesty King Charles III and Her Majesty Queen Camilla, which was an historic moment of huge national significance. This was the largest security operation the Metropolitan Police has ever led including:
- 11,500 officers and staff and volunteers from across the Met, with 1,270 colleagues who joined us from across the UK and overseas;
 - 6,500 military ceremonial troops and over 160 horses;
 - Working with almost 9,000 stewards;
 - Over 1,800 local community events taking place while police still ensured that frontline core key response to 999 calls, support for victims and proactive operations went ahead; and
 - Over the three days, Met CC took around 24,000 emergency calls with officers and specials deployed to many of them, supported by others.

7. Baroness Casey's Report

7.1 On Tuesday, 21 March, Baroness Louise Casey's final report into the Met's culture, standards and behaviour was published. The Review is the culmination of twelve months of work commissioned by the Met after catastrophic actions of officers within our ranks. Baroness Casey's review is wide-ranging, but her findings fall into three distinct categories:

- That the MPS is badly managed, led, organised and run
- That the MPS discriminates
- That the MPS has not been effective enough in service to the people, the communities and victims

7.2 In response to the report:

7.2.1 **Tackling corruption and abuse:** Commissioner Rowley recognised that racism and misogyny are just as damaging to integrity as corrupt relationships with organised crime and the MPS will use the same tactics to defeat it. A new leadership team will tackle systemic bias and failings within the misconduct system. There has been a significant resource invested in a new Anti-Corruption and Abuse Command. Under new leadership of a Commander and a Detective Chief Superintendent, it will drive forward bold necessary proactive operations, delivered differently. Our new Command brings together capabilities in intelligence, proactive investigation and prevention. We are equipping this team with the right technology and tactics – ranging from lawful business monitoring tools, auditing access to our data holdings, surveillance and deploying cutting edge covert policing techniques.

7.2.2 **Speed and assertiveness:** It has been recognised that the MPS needs to be quicker and more decisive in how we use existing police regulations to remove – at the earliest possible stage – those who should not be in policing. There will be clearer expectations of leaders with resources being allocated to succeed. In the last year, the MPS dismissed too few individuals in relation to misconduct. Data of patterns including of conduct, behaviour and complaints will be used to identify those officers who pose a risk and intervene early.

7.2.3 **Recruitment and training:** Entry of new officers is where the dye of standards and values is cast. An immediate review of the resilience and effectiveness of our recruitment, vetting, initial training, and performance management of new police officer recruits has been instigated. It is vital the right people are brought in to the organisation, who will uphold our integrity.

7.2.4 **Change starts with our leaders:** A Met Leadership Academy is to be established, to bring rigour and discipline to how the organisation is led. We haven't always equipped our workforce, particularly our frontline supervisors to bring out the best in their teams. We will need the expertise of others to fundamentally change our approach.

7.2.5 **Values and standards:** Officers and staff to understand exactly what is expected from them, and how they must uphold the Met's values of professionalism, integrity, courage and compassion. Commissioner Rowley will set a clear direction in a declaration of standards, outlining the behaviour he expects all to observe and be up front about what is totally unacceptable.

7.2.6 **Regulatory reform:** There is much to be done, to take action within the current framework. While the majority of the actions here lie within the MPS, the Home Secretary has agreed to look urgently at whether practical changes can enable more swift and decisive rooting out of those corrupting our integrity.

7.3 Locally, following the publication of Baroness Casey's report, members of the Westminster Senior Leadership Team delivered face to face / teams briefings to all staff throughout the borough as well as delivering similar briefings to key partners. These briefings included:

- Recognition and acceptance of the findings in the report
- That the MPS would face up to these failings and working towards succeeding in becoming a truly anti-discrimination service – where we have previously failed
- That it was everyone’s responsibility, but particularly a direct challenge for leaders to change and create an improved culture, systems and standards.
- Recognition that many would be angry at those who corrupt the collective integrity.
- That leaders should and will be more explicit about exactly what is unacceptable.
- That with immediate effect we should all focus on achieving high standards.
- That the Casey Review also recognised the many outstanding and tirelessly hardworking officers as well as the bravery and compassion shown by officers which is there for all to see every day.

8. Turnaround Plan – More Trust, Less Crime, High Standards.

8.1 In January 2023, Commissioner Rowley launched a new mission to turn the current trajectory of trust and confidence and renew policing by consent. Nine priorities have been identified which will deliver the changes needed to improve policing activities, the capability to reduce crime and ensuring the organisation delivers More Trust, Less Crime, High Standards:

1. We will have the strongest ever neighbourhood
2. We will strengthen our work in public protection and safeguarding
3. We will provide a compassionate and effective service to victims and other members of the public.
4. We will take a proactive approach to reducing crime.
5. We will raise standards and show communities we care and respect them.
6. We will set the frontline up to succeed and build a strong foundation to stabilise and underpin our delivery.
7. We will invest in our people by modernising our learning offer, including developing a strong cohort of leaders.
8. We will be relentlessly data driven and evidence-based in delivery.
9. We will innovate how we work, make the most efficient use of resources and reinvest where it matters most.

8.2 Police work involves a blend of reactive activities, such as responding to the public and investigating and solving crimes that have already occurred, alongside proactive ones such as efforts to prevent crimes from happening in the first place. They are also about preparedness and planning, particularly in counter-terrorism. The Met is seeking to rebalance activity, to give more emphasis to proactive capabilities to prevent more crime. This will require increasing efficiency throughout and greater collaboration with communities and partners on areas such as youth services and mental health; working together to solve the problems at source.

8.3 The first working version of the Turnaround plan has been shared with communities, partners and colleagues. Views, in particular those in the approach to neighbourhood policing, community engagement and diversity and inclusion have been sought with feedback collated to assist in how the Met can deliver More Trust, Less Crime, High Standards. The updated Turnaround Plan is due in summer 2023. For an overview, see Appendix A.

8.4 Early actions confirmed:

- Each of the 32 boroughs to have their own dedicated Neighbourhoods and Partnership Superintendent to promote XX– introduced March 2023. Roles/responsibilities include having robust plans to tackle neighbourhood crime and ASB and to mobilise partners in support of crime fighting activities and crime reduction.
- An increase of 500 PCSOs across the Met in year 1 (2023-April 2024) – PCSOs are trained to build a comprehensive understanding of the local community, engaging with members of the public, leading activity in problem solving, ensuring consistent connection with communities, understanding local priorities and matters that most affect people.

8.5 Similar to the actions above, the majority of future changes/activities will be centrally and not locally led.

HOW DOES THIS ALL FIT TOGETHER?

MORE TRUST		LESS CRIME	HIGH STANDARDS	
CORE POLICING ACTIVITIES				
Keeping the public safe		Responding to and resolving calls	Investigating and solving crimes	
Upholding public order		Targeting the most prolific and dangerous offenders	Protecting the most vulnerable and repeat victims	
Identifying and resolving neighbourhood priorities		Using strategic prevention initiatives to reduce crime	Operating with integrity	
TURNAROUND PRIORITIES				
1. We will have the strongest ever neighbourhood policing		2. We will strengthen our work in public protection and safeguarding	3. We will provide a compassionate and effective service to victims and other members of the public	
<ol style="list-style-type: none"> 1. London's largest ever neighbourhood police presence with more local officers and PCSOs recruited and trained 2. Better, more visible relationships with communities who tell us that our partnerships are solving problems that matter 		<ol style="list-style-type: none"> 1. Reduction in repeat victims and more targeting of highest harm perpetrators 2. Increase positive criminal justice outcomes for public protection cases 3. Increase amount and quality of public protection training all officers receive, such as "what to look out for training" 	<ol style="list-style-type: none"> 1. Increased victim satisfaction 2. Sustainably achieve national 999 and 101 call handling targets 3. More positive investigation outcomes 	
4. We will take a proactive approach to reducing crime		5. We will raise standards and show communities we care and respect them	6. We will set the frontline up to succeed and build a strong foundation to stabilise and underpin our delivery	
<ol style="list-style-type: none"> 1. Reduction in repeat victims across all crime types 2. New capabilities that reduce online crime and fraud 3. More proactive, preventative interventions to reduce high risk, high harm crimes 4. With partners, increase the proactive management of known, high-risk offenders 5. Increase our disruption activity against known organised crime groups 		<ol style="list-style-type: none"> 1. A more diverse Met, recruiting people with the right values which reflect London's communities 2. A culture that demonstrably values diversity, facilitating high performance and empowering people to challenge and report bad behaviour 3. Reduced average time taken to reach an outcome for reported breaches of professional standards 	<ol style="list-style-type: none"> 1. All frontline officers have access to new tools and technologies 2. More successful investigations and higher case file quality (resulting in more positive criminal justice outcomes) 3. Increased welfare of frontline officers and staff 	
7. We will invest in our people by modernising our learning offer, including developing a strong cohort of leaders		8. We will be relentlessly data driven and evidence-based in delivery	9. We will innovate how we work, make the most efficient use of resources and reinvest where it matters most	
<ol style="list-style-type: none"> 1. Better trained and well-equipped leaders 2. More quality leadership training that officers and staff receive at all levels 3. More effective training for new officers 4. Rebalanced supervision ratios to free up time for more active coaching and development within teams 		<ol style="list-style-type: none"> 1. More precise understanding of what works to tackle, solve and prevent crime in our communities 2. Improved performance of staff and officers, driven by the collection and analysis of data 3. More relevant insight 4. Greater ability to identify corruption and misconduct in the Met building trust in our work 	<ol style="list-style-type: none"> 1. A more efficient Met Police 2. Increased resources available for reinvestment and redeployment to better match threat, risk and harm 	
UNDERPINNED BY VALUES				
PROFESSIONALISM	INTEGRITY	COURAGE	COMPASSION	RESPECT



City Management and Public Protection Policy and Scrutiny Committee

Date:	June 2023
Classification:	General Release
Title:	The Safer Westminster Partnership
Report of:	Mark Wiltshire
Cabinet Member Portfolio	Public Protection and Licensing
Wards Involved:	All
Policy Context:	Community Safety
Report Author and Contact Details:	Report Author Angela Lambillion 07971024133 alambillion@westminster.gov.uk Angela Lambillion- Community Safety Commissioning Manager

1 Executive Summary

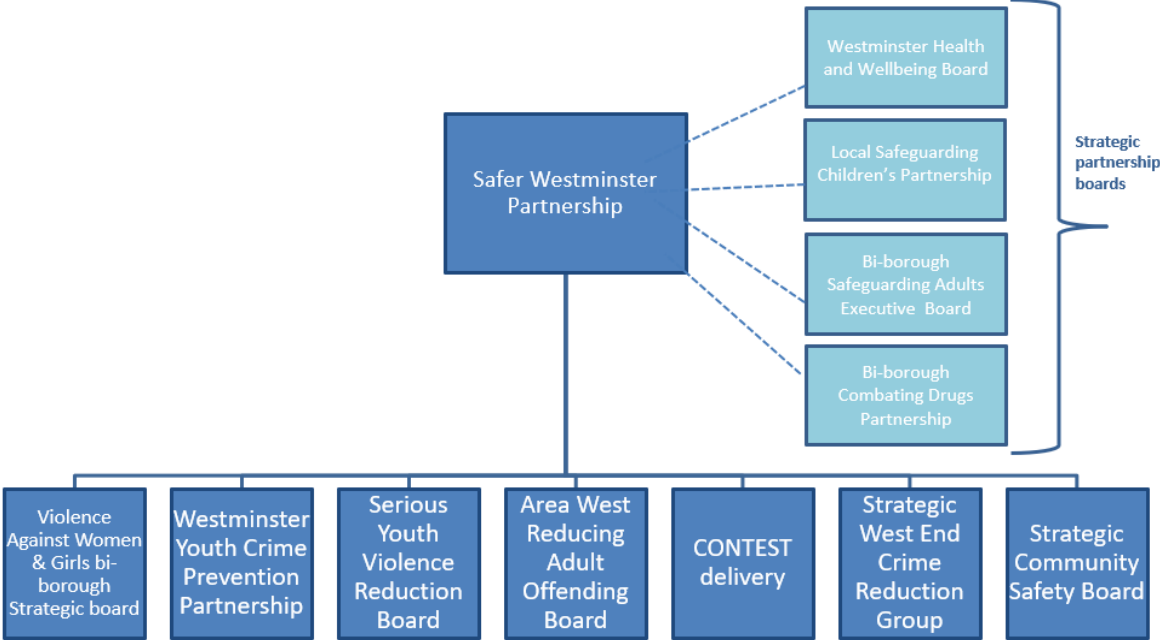
- 1.1 The purpose of this report is to provide the Scrutiny Committee with an overview of the Safer Westminster Partnership and the progress it made in delivering the Safer Westminster Partnership Strategy 2020/23.

2 Community Safety Partnership

- 2.1 Community Safety Partnerships (CSP) were set up under Sections 5-7 of the Crime and Disorder Act 1998 and are made up of representatives from the 'responsible authorities' which are:
- Police Service (Metropolitan Police Service);
 - Local Authority (Westminster City Council);
 - Fire and Rescue Service (London Fire Brigade);
 - Integrated Care Board; and
 - National Probation Service.
- 2.2 The duties of Community Safety Partnerships are to;
- Produce yearly Strategic Assessments and partnership plans;
 - Share information and have an Information Sharing Protocol;
 - Report on work and progress on a yearly basis;
 - Formulate and implement a strategy to reduce re-offending;
 - Formulate and implement a strategy to reduce serious violence.
 - Conduct Domestic Homicide Reviews in relation to incidents of domestic homicide.

2.3 In Westminster the Community Safety Partnership is called the Safer Westminster Partnership and its aim is to ensure the responsible authorities work together to create strategies and practical interventions to reduce crime and disorder in Westminster.

2.4 This is the governance structure of the Safer Westminster Partnership showing its interrelationship with our strategic partnership boards.



3 Safer Westminster Partnership Strategy 2020/2023

3.1 The vision of the Safer Westminster Partnership Strategy 2020/23 was *'Making Westminster safer by working in partnership to reduce the risk and harm of crime and ASB, focusing on protecting the most vulnerable within our communities'*. Underpinning this vision were two cross cutting principles:-

- Intervening early with families and young people to reduce their risk of victimisation and prevent offending
- Working in collaboration with partners to focus on the key contributing factors that reduce victimisation and offending.

3.2 The strategy is based upon evidence from our annual strategic needs assessment and is reviewed and refreshed annually to respond to any new and emerging trends. This evidence base identified five priorities:

- Protecting the most vulnerable in Westminster from becoming victims or offenders of violence or exploitation;
- Working with the most problematic offences to reduce their re-offending;
- Making the West End a safer place for visitors, residents and businesses;
- Enhancing the partnership response to countering terrorism;
- Focusing on what matters most to residents, businesses and visitors.

3.3 Crime levels have fluctuated enormously over the strategy period due to Covid 19 and the associated restrictions. However prior to the strategy and Covid, i.e. 2019/20, Westminster accounted for 8.4% of all crime across the MPS and over 2022/23 this has now increased to 9% of all crime. Over 2020/21 this reduced dramatically to 4.9%, showing how strongly correlated footfall is with crime particularly in Westminster and most notably in the West End, where a greater concentration of crime now occurs. In contrast police recorded ASB increased dramatically over the pandemic (mainly due to breaches of Covid 19 regulations)

and has now reduced to below pre-pandemic levels. Protecting the most vulnerable in Westminster from becoming victims or offenders of violence or exploitation forms a key strand of work for the partnership, particularly for the Violence against women and girls (VAWG) bi-borough strategic board, Westminster Youth Crime Reduction Partnership and Serious Youth Violence Reduction Board.

- 3.4 The Serious Youth Violence Reduction Board governance has been revised to strengthen the public health approach and to adhere to the new Serious Violence Statutory duty. Violence Reduction Unit (VRU), and much of the London Crime Prevention fund from MOPAC is being used to fund a variety of roles in the Integrated Gangs and Exploitation Unit (IGXU) and early intervention projects to reduce youth violence. This includes a prevention of exclusions pilot which has supported 24 pupils and bespoke trauma informed training is being delivered and the development of a 'Think Trauma' accreditation framework.
- 3.5 Integrated Gangs & Exploitation Unit (IGXU) is a multi-agency, multi-disciplinary team made up of council and police officers. The unit aims to reduce gang violence to create safer communities and is built on the principles of early intervention, information sharing and personal responsibility. It gives young people the opportunity to exit the "gang" lifestyle through a series of services and interventions. The integrated partnership approach brings respite to the community from such behaviour which affects their quality of life in the most disruptive way.
- 3.6 Those identified as being involved with gangs and the associated criminality, whether through police / community intelligence or through self-referral, are given intensive assistance to turn their lives around. However, should they fail to grasp these opportunities, and continue to engage in anti-social behaviour that impacts on the community, the IGXU will undertake a range of enforcement options to curtail this behaviour. Gang members, including those on the fringes, are given every opportunity to engage with the service and enforcement is seen as a last resort.
- 3.7 Operation Pancetta, a police operation fully supported by the council involved targeting a high harm gang linked to firearms offences, county lines drug dealing and exploitation in north Westminster. In the last 12 months (Feb22-Feb23) Metropolitan Police have seized four firearms, 61 rounds of ammunition, 43kg of cannabis, 5.5kg of cocaine, 3kg of heroin and approximately £50,000 in cash. An additional 37 people have also been arrested on suspicion of offences including weapons possession, drugs offences and violence.
- 3.8 A pilot public health approach has been targeted in Church Street, where a significant proportion of the IGXU cohort reside. Work has included a violence reduction pilot aimed at year 6 pupils, their parents and teachers. Over 2022/23 42 young people were worked with. A virtual relation wellbeing programme has been developed for community members affected by violence. A Community Capacity Building project called 'Helping Hands' gives community ownership over creating innovative opportunities led by the voices of young people directly and indirectly by youth violence has secured additional funding from the VRU to expand.
- 3.9 Advance and Standing Together successfully retendered for the VAWG Integrated Support (aka Angelou) and Coordination (MARAC and Domestic Violence Court) Services respectively continuing the excellent work under the previous contract. Over 2022/23 Angelou received 983 referrals for support. 98% of women reported a reduction in abuse due to support and advice received from the service as measured by closing assessments.
- 3.10 Work around modern slavery and exploitation continues in line with the Council's five year modern slavery strategy 'Ending Modern Slavery: Our Strategy for a Coordinator Community Response 2021 – 2026'. The local partnership has collected a year of anonymous data about modern slavery incidents occurring in the borough, and work is being undertaken to use the data to inform information campaigns targeted at potential victims of modern slavery in the coming year. To ensure officers are aware of how to identify and respond to modern slavery,

PP&L officers are completing mandatory E-Learning. The Council continues to work with the Royal Borough of Kensington and Chelsea and Hammersmith and Fulham, alongside BCU Police and third sector partners Tamar and Rahab to identify sexual exploitation in the commercial sex industry across the boroughs and develop responses to support vulnerable women and bring exploiters to justice. The council has only recently published its first Modern Slavery Statement ensuring that its commissioning and supply lines are free from modern slavery practices.

- 3.11 A small number of offenders are responsible for a significant proportion of crime and Starting Over (Turning Point) have been commissioned to provide additional support to the most prolific male offenders to reduce their criminogenic needs to prevent re-offending. Over 2022/23 they have worked with 69 clients. Over this year there were 10 successful completions which is an incredibly high success rate when working with such a challenging cohort.
- 3.12 Funding was secured through the Changing Futures programme and a subset of this work is called Artemis to improve the outcomes for men and women experiencing multiple disadvantages in Westminster who are in contact with the criminal justice system. Multiple partners are working together to co-design a number of experiments to test this approach. The aim is to create a permanent shift in the way the council and its partners across housing, health, public health and social care work together to achieve better outcomes for people experiencing multiple disadvantages.
- 3.13 The Strategic West End Crime Reduction Group chaired by the CEO of the Safer Business Network are co-ordinating partnership action to reduce crime and in particular violence in the West End. This has resulted in improvements in sharing of intelligence via a fortnightly operational group to have an evidenced based approach to reducing crime in the areas of most need. Consistent crime prevention messaging is being used such as the Look Up and Look Out campaign and promoting training on Ask for Angela and Welfare and Vulnerability Training.
- 3.14 Additional funding was secured from the Home Office via Safer Streets fund to improve the safety particularly for women in the night time in a concentrated area of the West End. This was to deliver a variety of initiatives including, expanding the Night Stars programme, development of night havens, delivering a behavioural change campaign and develop a business accreditation scheme. Over 2022/23 the Night Stars have helped over 400 people with 345 volunteering hours worked by Night Stars Volunteers. The service focuses on women's safety, community safety, delivering on street support, emotional and mental health support, arranging safe transportation and reducing Night Time Economy visitors' likelihood of crime victimisation.
- 3.15 Counter Terrorism work is delivered around four themes, Prevent, Pursue, Protect and Prepare. Prevent which aims to stop people from becoming terrorists or supporting terrorism delivered training to 58 educational institutions, provided 34 workshops engaging 3,105 children and young people, 54 training sessions delivered to staff and 21 individuals were referred to Prevent. The Protect stream aims to strengthen our protection against a terrorist attack delivered 148 ACT and 99 ScAN (See check and notify) training sessions reaching 2,622 and 1,167 attendees respectively. For the Prepare strand which looks to mitigate the impact of a major terrorist attack, 15 emergency planning exercises were held, and 25 major incidents or emergencies were responded to.
- 3.16 To focus on what matters to our residents, business and visitors, a survey will shortly be released to identify what and how our communities would most like to be updated in relation to Community Safety to help inform the next strategy. Council communications forward plan has been developed and there is a detailed plan for communications around serious youth

violence. A Safer Neighbourhood Board is still to be established and is hoped this will be introduced in time to bid for 2023/24 funding from MOPAC.

- 3.17 The Strategic Community Safety Board was set up to have a partnership approach to dealing with a variety of persistent ASB issues. A working group undertook communication and enforcement work to help tackle the noise nuisance and ASB perpetrated by Pedicab riders. 14 joint operations have taken place using the Control of Pollution Act 1974, enforcing riders who have been found to be playing amplified music past 9pm at a level likely to be an annoyance. Details of 55 riders have been taken and processed for prosecution, with 29 riders having gone to court already and fines issued exceeding £23,500 so far. Communications campaign material have been distributed, with 500 posters and over 1000 leaflets being given to businesses and riders themselves making visitors aware of the risks associated with riding on pedicabs in Westminster.
- 3.18 A Public Spaces Protection Order was implemented in January 2022 to help tackle the car meets that have been active in areas of St James and Knightsbridge and Belgravia. The PSPO is enforced using two acoustic cameras which are triggered by loud vehicles over 80DB. One is situated in Pall Mall and the other in Exhibition Road. Since its implementation, we have had 45 breaches and were able to obtain 37 Vehicle Registration Numbers from DVLA to issue FPNs. So far, 28 of these have been paid totalling £2,800. The MPS Traffic team have also targeted the area on the back of the PSPO and have had significant results including car seizures, dangerous driving enforcement and arrests for drug possession. Since the PSPO has been in place, we have had significantly fewer car meets and hope we continue to see a reduction throughout the summer.
- 3.19 Westminster Councils five year ASB strategy was launched in March 2023. Work is on-going to develop the associated action plan. Early successes towards the plan include a dedicated Children's Services ASB lead to help partners identify appropriate responses to local issues; the mapping of Children's and Young Adults ASB pathways and support referrals for troubled families; and a bid for a dedicated Mental Health ASB lead, to help the local partnerships navigate both primary and secondary care provisions.
- 3.20 Operationally, WCC has two ASB teams; one responsible for tenancy enforcement of our Housing stock, the other embedded into our front line delivery arm of Public Protection and Licensing (PP&L), enabling partnership case management of issues referred in to the Council by the Police and external partners. PP&L's ASB team are currently applying for seven Premises Closure applications, relating to various issues including cuckooing, Mental Health & ASB and drug dealing. They are also supporting the Integrated Gangs & Exploitation Unit by lending their expertise on enforcement procedures through the preparing of two closure applications for drug and weapon related activities.
- 3.21 Work is now on-going to develop the next Safer Westminster Partnership Strategy and to ensure it complies with the new requirements of the Serious Violence Duty. A workshop is being held on the 6th July to support this.

**If you have any queries about this Report or wish to inspect any of the Background Papers please contact Report Author 07971024133
alambillion@westminster.gov.uk**

BACKGROUND PAPERS

Safer Westminster Partnership Strategic Assessment 2023



Strategic
Assessment 2023 Fin

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Communities, City Management & Air Quality Policy and Scrutiny Committee

Date:	18 th May 2023
Classification:	General Release
Title:	Parking Service Update
Report of:	Jonathan Rowing, Head of Parking
Cabinet Member Portfolio	Portfolio (as listed at www.westminster.gov.uk/cabinet)
Wards Involved:	All
Policy Context:	...
Report Author and Contact Details:	Jonathan Rowing jrowing@westminster.gov.uk

1. Executive Summary

- 1.1 In November 2022 Parking was an agenda item at a meeting of this Committee. At the time it was not possible to fully scrutinise the Parking service as it was in the final stages of a procurement exercise and various policies and fees were under review. It was therefore agreed that Members of the Committee would scrutinise the service in the June 2023 meeting and the November meeting was used to focus the topic of that scrutiny. This report covers those topics identified following that November 2022 meeting.

2. Key Matters for the Committee's Consideration

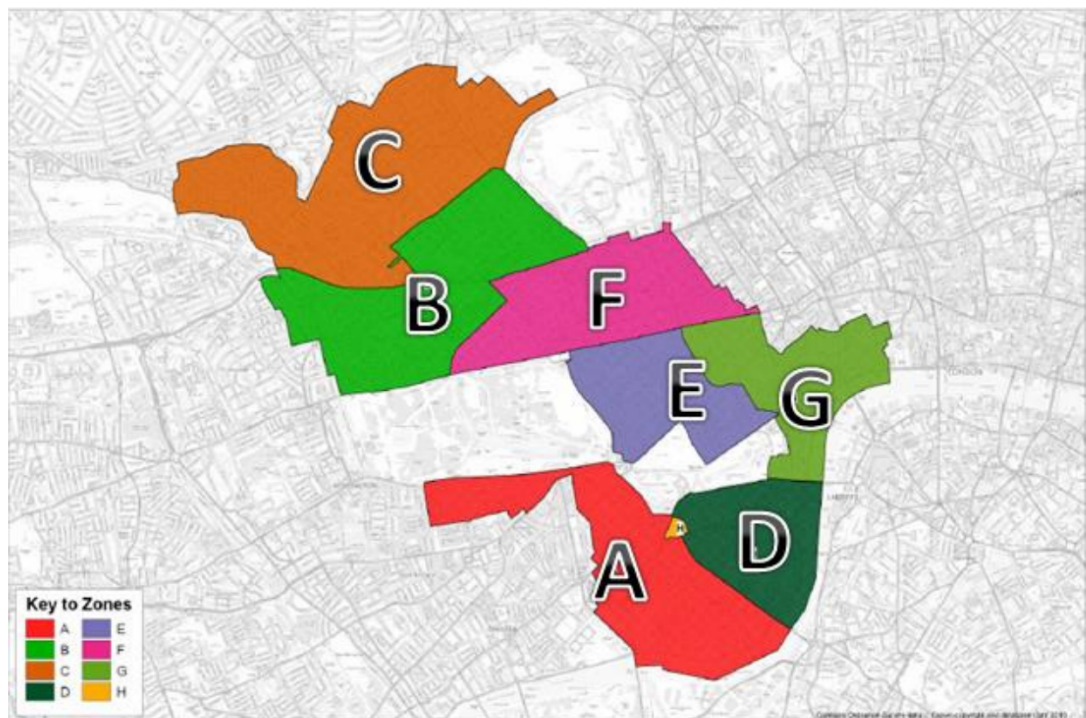
- 2.1 To review elements of the Parking Service as requested following the meeting of this Committee in November 2022 and to raise any questions of Officers or the Cabinet Member as appropriate.
- 2.2 In addition further consideration is suggested by the Committee on:
- Does the Committee believe the provision of parking capacity supports needs of our residents and road users?

- Does the Committee have any comments or concerns in relation to the performance of our Parking contractors?
- Does the Committee believe that Parking provision is future-proofed against changing needs/demand?
- What considerations do the Committee believe should be made if the City Council moves to include engine emissions in charging for Parking?

3. Occupancy Survey

3.1 Report Process

3.1.1 Nationwide Data Collection (NDC) were commissioned, by the City Council's consultant WSP in partnership with the City of Westminster, to undertake the 2022 detailed surveys of on-street car parking occupancy throughout the City of Westminster. This comprehensive survey included all on-street parking spaces in the City of Westminster; some 370 miles of parking restrictions in the Council's seven Resident Parking Zones (A-G).



Map 3.1.1- Map of WCC Parking Zones

3.1.2 The surveys measured the occupancy of parking space during different times of the week and at weekends. Data collection was completed in two phases to ensure the work was undertaken in neutral months, outside of school holidays.

The 2022 survey periods were;

- April to July
- Early to Mid-September

3.1.3 It should be noted that this is a snap-shot survey of occupancy during the survey periods. The data must be taken in conjunction with other reports and local understanding before any detailed positions are extrapolated from the figures provided.

3.2 Survey Background

3.2.1 The City of Westminster is the largest parking authority in the country. To inform how the network should be managed a City-wide parking occupancy survey is now commissioned approximately every five years. This is where the kerbside is monitored over an agreed number of survey 'time frames'.

3.2.2 The last Parking Occupancy Survey was carried out in 2018 and since then there have not been any significant changes in the hours of operation in the City's parking zones, although zone H no longer exists. As a result of its annual fees and charges review, the City Council introduced tariff increases in August 2019, January 2021 and April 2022, and since August 2019 has operated an emissions-based charging scheme for diesel vehicles city-wide, which applies a 50% surcharge on pre-2015 diesel vehicles paying to park.

3.2.3 However, since the last Occupancy Survey Report, a number of factors have had a significant effect on vehicle patterns and driver behaviour in the City: namely Covid and its various lockdowns, the City Council's Movement Strategy works in reaction to this which has heavily impacted the kerbside; the implementation of the UltraLow Emission Zone; and the expansion of the Congestion Charge Zone area.

3.2.4 Between the survey years (2018 and 2022) the most significant changes were:

- An overall decrease of 2,547 in the number of spaces available.
- A decrease in the number of theoretical spaces at single yellow lines of 2,548, and while there were no significant changes in residents bays, pay to park bays decreased by 232 and shared use bays increased by 42.
- The number of loading bays throughout the City has increased by 229 spaces, or over 100%, and the number of electric vehicle charging bays has increased by 40%.

3.2.5 The reductions in bays noted by the survey over the past 5 years are due to many factors. Often this is due to changes to the highway to better support active travel (walking and cycling etc), improve road safety, or due to pedestrianisation or other public-realm improvements. These changes can include wider footways, improved pedestrian crossings, or new build-outs that take the space previously used for car parking. The Council has been meeting local demands for the provision of on-street cycle hangers which also often replace a bay on street. No bay is removed for any reason without there being

a need for alternative kerbside uses and changes only occur after consideration of local capacity and demand.

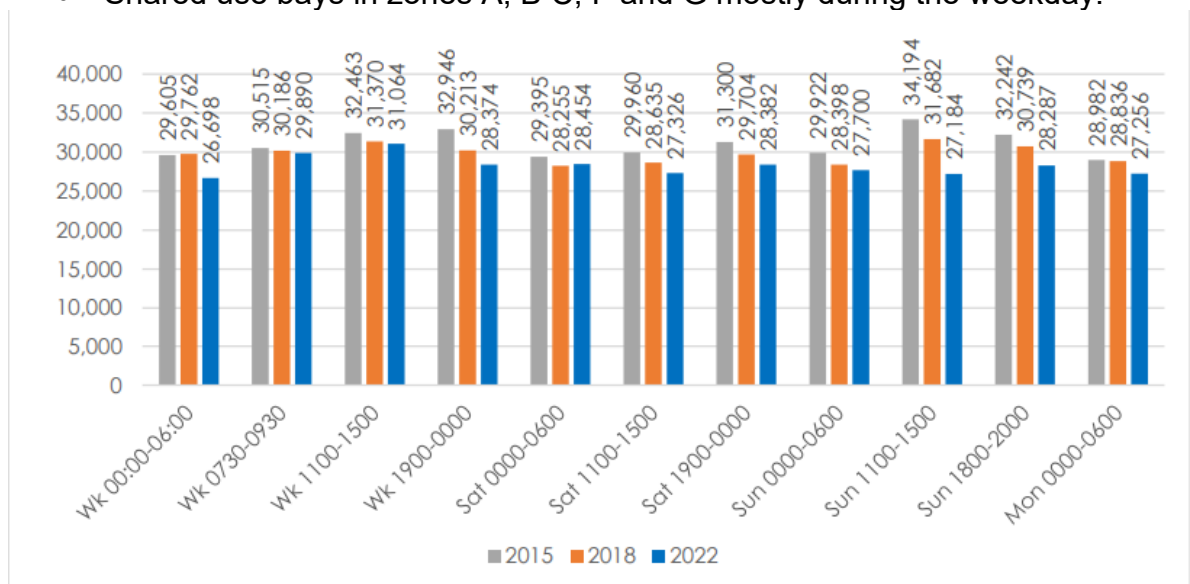
3.3 Survey Results Summary

3.3.1 The survey has generated a number of conclusions including:

- Typically some 28,000 vehicles (ranging from 26,000 to 31,000) were recorded parked on-street within Westminster, which is slightly lower than 2018.
- Across all zones the pay to park weekday daytime occupancy has increased and the average citywide pressure is over 80%.
- Changes in weekday demand for disabled (blue badge) bays which differs for each zone and a decrease in weekend demand for parking on single yellow lines in all zones.
- There were no significant changes in resident bay weekday demand, while Sunday demand decreased in three zones.
- For shared use bays there have been changes in weekend demand, but this differs for each zone, and weekday changes are only seen in zones A, F and G.

3.3.2 High weekday parking pressure continues to be recorded within areas of the City/parking zones during certain times of the day:

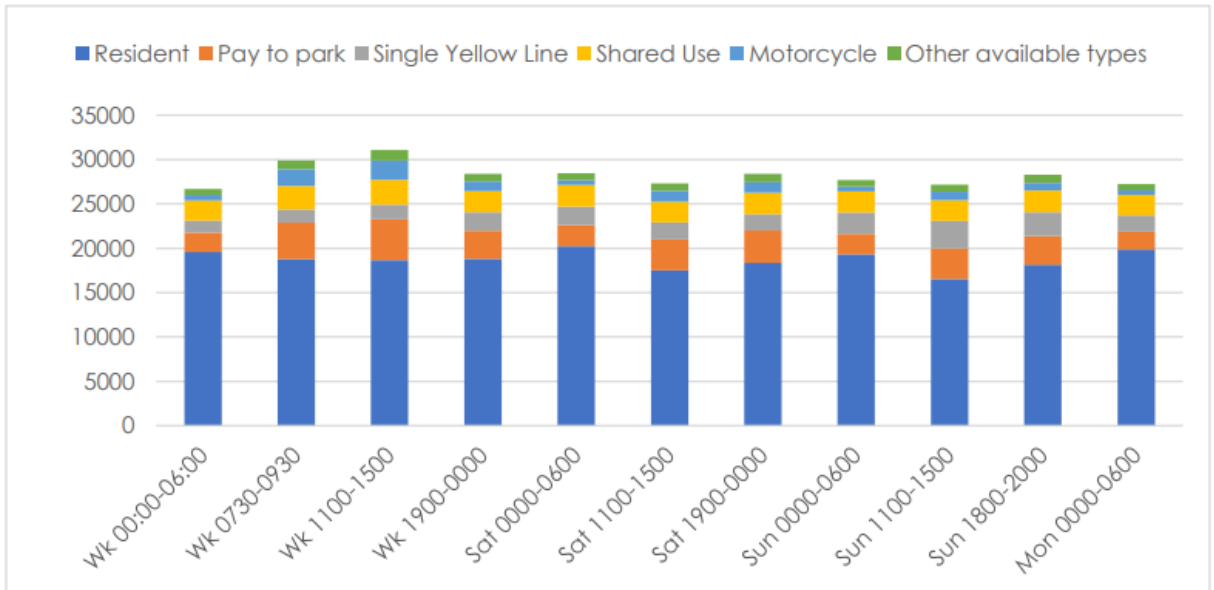
- Resident parking bays in zones B, C and F across the survey periods;
- Pay to park for bays in zones B, E, F and G, especially during weekday controls;
- Shared use bays in zones A, B C, F and G mostly during the weekday.



Graph 3.3.2- Total Citywide parking compared 2015/2018/2022

3.3.3 In zone F the demand for electric vehicle bays is high and the demand for loading bays in sub-zone C/B1 remains high. It should be noted the City has installed/converted a number of dedicated resident electric vehicle (EV) charging bays within resident bays to help alleviate the demand pressure on the general EV charging bays and to encourage continued take up of EV. At the

time of writing this was approx. 434 lamp-column charge-points for the exclusive use of EV resident permit holders, and their implementation continues.



Graph 3.3.3- Vehicles Parked by Type

3.3.4 In conclusion it is summarised that:

- Parking pressure persists on resident parking spaces in a number of areas of the City (primarily zones B, C and F);
- Weekend parking occupancy (especially Sunday) attracts almost as many vehicles as the weekday; and
- The quantity of parking at single yellow lines outside the hours of control appears to be relatively stable since 2018.

4 Parking Financial Management

4.1 Financial Background

4.1.1. Westminster's Parking Service is the largest in Europe providing over 47,000 parking spaces, catering for all road users and vehicle types. It is responsible for providing, managing, and enforcing on-street parking facilities and controls throughout the whole of Westminster that includes 1,990 streets and some 600 miles of kerbside.

4.1.2 The Parking Service is unusual as it is accounted for differently to other areas within the council. WCC is bound by legislation to re-invest any surplus made from parking services in prescribed transport related activities only, through the Parking Places Reserve Account (PPRA). Although the yearend surplus is no longer transferred to the PPRA, an annual memorandum is produced detailing how it has been reinvested on such areas as Public Realm enhancements, Highways Planning, Concessionary Fares and Home to School transport.

4.1.3 Parking income falls into 3 main categories:

- Enforcement charges from the issue of Penalty Charge Notices (PCNs) either

by Marshals on-street or traffic enforcement cameras. PCNs issued by Marshals within Westminster are set at either £80 or £130 depending on the severity of the alleged parking contravention. All Moving Traffic Contravention (MTC) PCNs issued via traffic enforcement cameras only are £130. The value of these charges are statutory and are set by London Councils.

- Parking Fees & Charges from the provision of Pay-to-Park on street, issue of Residents Permits, Trade Permits, Parking Dispensations and Suspension of Parking Bays. The level of these charges is discretionary and reviewed by WCC on an annual basis.
- Other – Both round trip (fixed) and flexible Car Club schemes are operated by ZipCar who pay WCC for the use of a number of parking bays within Westminster.

4.1.4 The parking income budgets are reviewed annually with incremental adjustments usually just made for approved Medium Term Planning (MTP) savings. The current 2023/24 income budget is shown below with a comparison to the 2022/22 budget and outturn

Income Stream	Approved Budget 2022/23 £'000	Outturn 2022/23 £'000	Variance 2023/24	Approved Budget 2023/24 £'000
Penalty Charge Notices	-19,492	-23,264	3,772	-19,692
Paid for Parking (Inc. Motorcycles)	-41,796	-38,958	-2,838	-44,326
Resident Permits	-4,562	-4,044	-518	-4,362
Trade Permits/Dispensations	-1,320	-1,175	-145	-1,390
Suspensions	-21,030	-21,563	533	-21,880
Car Club/Electric Vehicles	-1,170	-727	-443	-890
	-89,370	-89,731	361	-95,541

Table 4.1.4- Parking budgets 2022/23

4.2 Income Profiling & Monitoring

4.2.1 All main parking income streams are monitored with a report issued weekly to Parking managers, Executive Director for Environment & City Management, and Finance. The budget is profiled weekly depending on income stream:

- Penalty Charge Notices – Within weekly reporting the income relates to actual 'cash through the door' regardless of when the PCN was issued, and the weekly profile is based on previous year actuals.
- Paid for Parking/Motorcycles – Profiled using the last year actuals with adjustments made for movement of bank holidays and seasonal variations. Historically there is a fall in income during July and August due to less traffic coming into the city. There is then a marked gradual increase from September onwards and throughout the autumn until reaching a peak in the first weeks of December. After a slump during the Christmas and New Year period there is

usually another fall throughout the winter months depending on the severity of the weather.

- Residential Permits – Mostly based on previous year actuals but there are seasonal variations associated with main permit renewal periods throughout the year usually in July, September, and January
- Trade Permits/Dispensations – Usually based on previous year actuals.
- Suspensions – Given a that a significant value of suspensions income is derived from long-term commercial suspended bays it can be difficult to profile as it tends to differ considerably from year to year. A large chunk of suspension income received in February/March relates to bookings post new financial year, therefore suspensions is the only income stream where income received in advance is accounted for at year end. This generates a higher weekly profile for April-June, flattening out for the remainder of the year until reducing from January onwards to take into account prepayments for the following year.

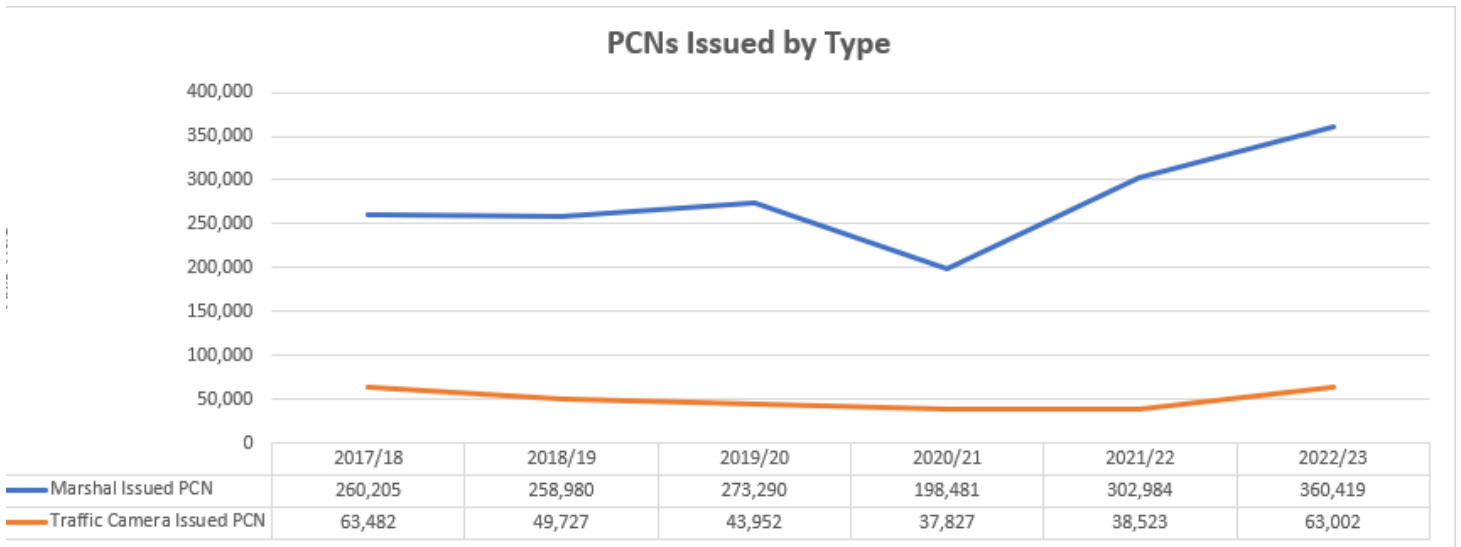
5 Penalty Charge Notices

5.1 Background

- 5.1.1 The City Council believes that educating and assisting road-users to park in a compliant manner is preferable to relying on punitive enforcement. However, issuance of Penalty Charge Notices (PCNs) is a necessary part of any Local Authority's parking regime.
- 5.1.2 PCNs can be issued by our Marshals (as Civil Enforcement Officers are known in the City of Westminster) or, for certain specific offences mainly associated with Moving Traffic Offences, by CCTV.

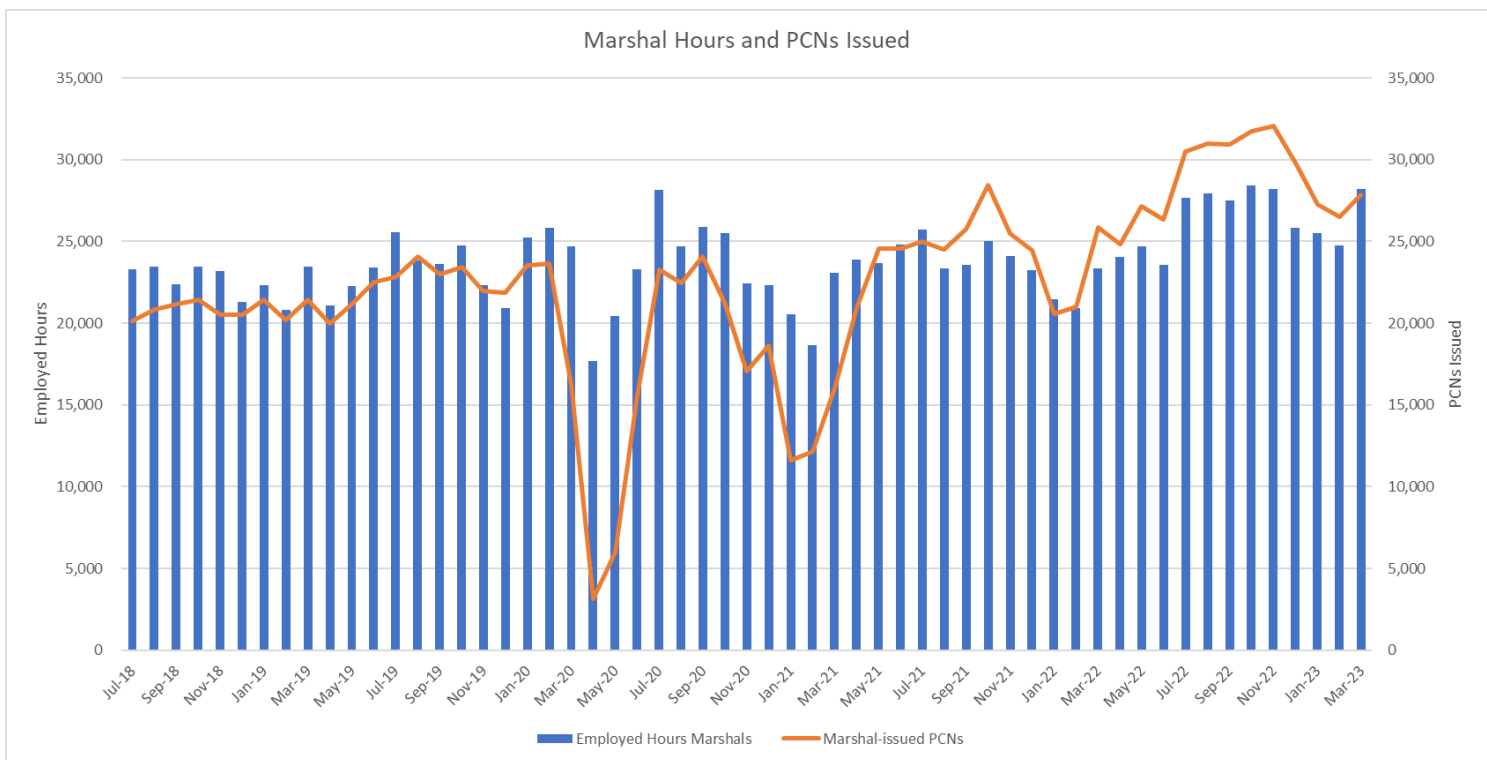
5.2 Metrics

- 5.2.1 The majority of WCC's PCNs are issued by Marshals as we have historically only installed cameras for Moving Traffic Offences using a risk-based approach to target key safety hotspots.
- 5.2.2 Following a dip due to COVID the trend for issuance of PCNs is increasing.



Graph 5.2.2- PCNs issued by year.

5.2.3 Smarter deployment of Marshals by our contractors and more efficient management of these staff enables more hours on street. This is also increasing the trend of PCNs issued as more staff on street in areas where there are compliance concerns leads to more opportunity to issue PCNs if required to support fair access to the kerbside and ensure safe movement of traffic.



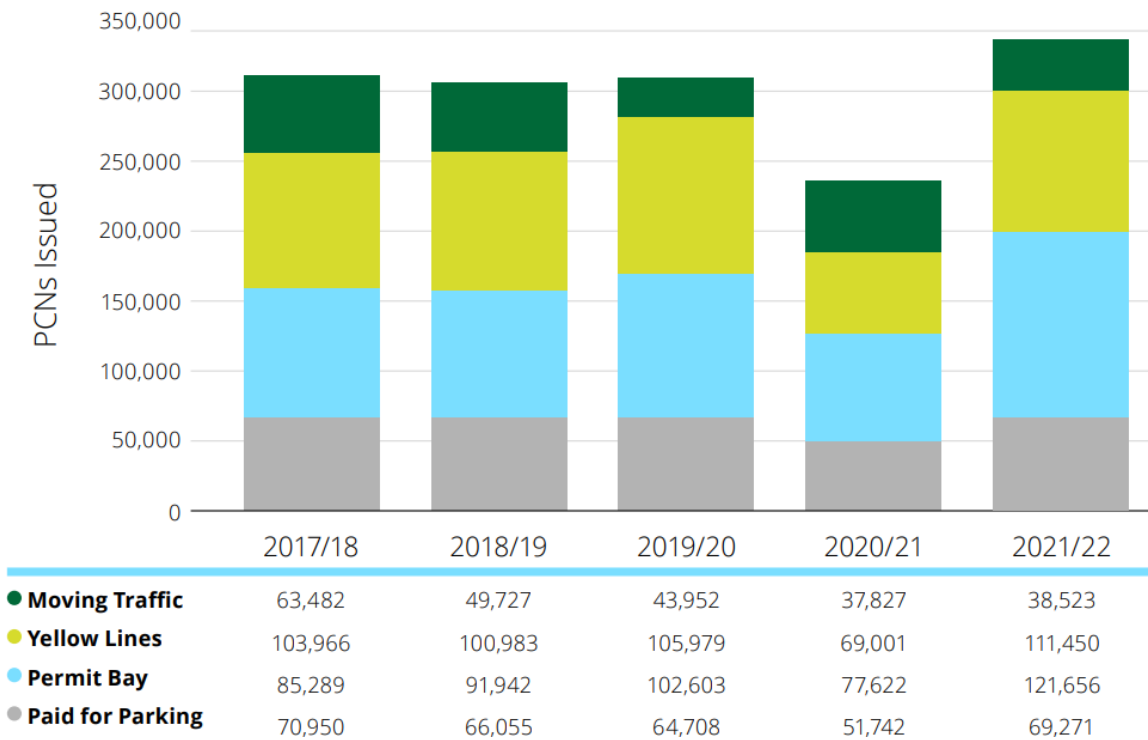
Graph 5.2.3- Marshal PCNs issued against Marshal Hours

5.2.4 The chart above shows Marshal hours and number of PCNs issued on the same scale, so that the relative position of the line compared to the bar demonstrates changes over time in this indicator of on-street efficiency. Where the line is above the bars, more PCNs have been issued than hours employed, indicating

that an average issue rate of more than 1 PCN per hour has been achieved since Q2 2021.

5.2.5 The majority of PCNs are issued in relation to parking in Permit bays (of all types) without necessary permissions, followed by those for parking on yellow lines at the wrong times or for the wrong reasons. NB- “Moving Traffic” PCNs in the graph below are those issued by CCTV cameras to vehicles making illegal movements- such as stopping in box junctions or making banned turns.

PCNs Issued by Contravention



Graph 5.2.4- PCN contraventions by type (all PCN’s issued)

5.3 Life-Cycle of a PCN

5.3.1 In line with regulations beyond the direct control of the City Council, PCNs issued on behalf of WCC attract a charge of £80 or £130; depending on the severity associated with the offence. These fees are set by national Government in negotiation with London Councils for the London Boroughs. Individual London Boroughs cannot change their fees alone. NB- there has been no approval to increase the charge applicable in London Boroughs since 2011.

5.3.2 For the first 14 days they are payable at a 50% discount. As a PCN remains unpaid it goes through the following life-cycle:

- PCN issued/CCTV footage captured.
- 14 days after PCN issued – Discount period expires and PCN amount increases by 50% to full cost.
- 28 days after PCN was served – Notice to Owner is served to the registered keeper (must be served within six months from the issue date of the PCN).
- 28 days after Notice is Owner is served (56 days total from PCN issue) – Charge Certificate is served to the registered keeper and PCN amount increases by further 50%.
- 14 days after Charge Certificate is served (70 days total from PCN issue) – PCN is registered with the Traffic Enforcement Centre and Order for Recovery is served to registered keeper and PCN amount is increased by a further £8 for court costs.
- 21 days after Order for Recovery is served (91 days total from PCN issue) – Council applies to the Traffic Enforcement Centre for authority to prepare a Warrant of Execution and bailiffs are sent to recoup costs.

5.3.3 The average overall PCN recovery rate for 2021/22 was 71.3%, which is a slight increase on the previous year, while the average paid value per PCN has remained at £78. Cancelled PCNs (incorrectly issued or cancelled after challenge) have been falling in recent years through improvements in training and more effective engagement.

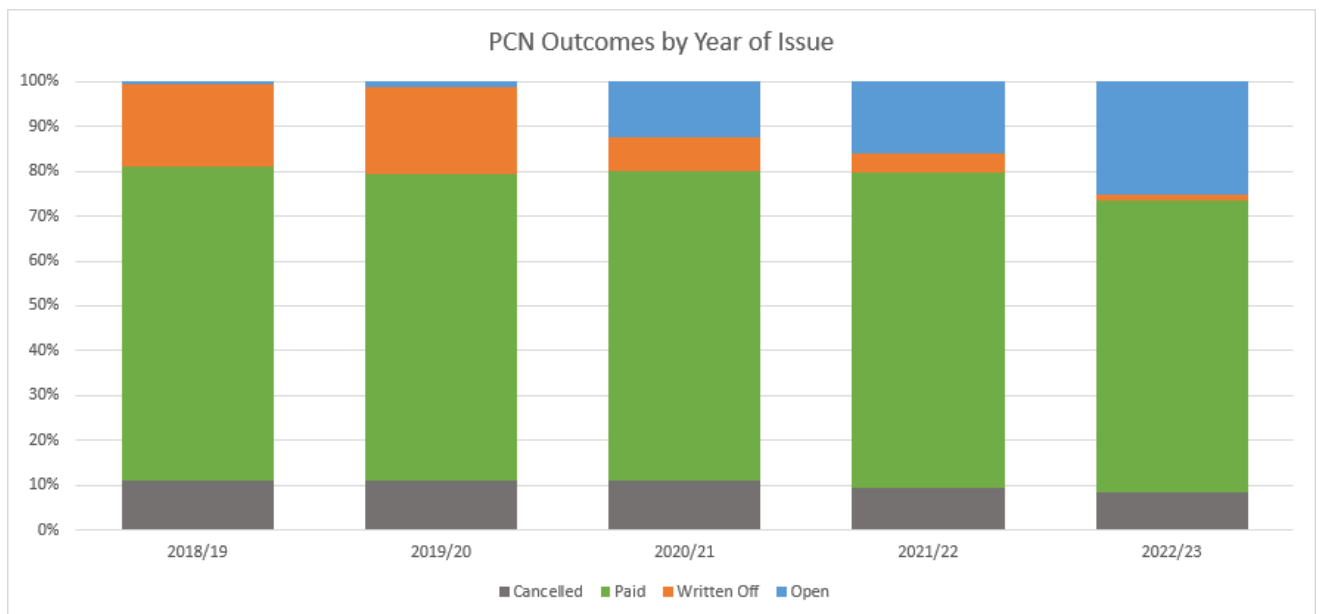
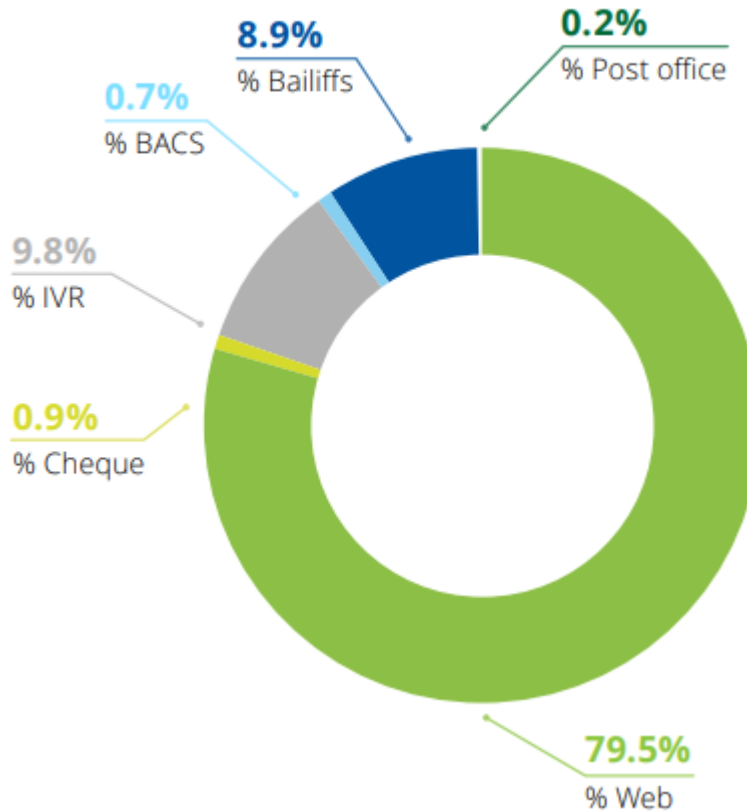


Table 5.3.3- PCN “outcomes” by year.

5.3.4 In terms of payment methods the latest complete data we have is for the 21/22 Financial Year. The quickest and most convenient way of paying for a PCN is by debit/credit card via the online parking portal on the Westminster website. This is evident by it accounting for 79.5% of all payments received which is a slight increase on 2020/21. Telephone payment (IVR) accounts for the other largest method with 9.8%. Although still an accepted payment channel, payments made by cheque and through post offices continue to decline.

PCN Payments Breakdown 2021/22



Graph 5.3.4- PCN payment channels

5.4 Debt Management

5.4.1 Westminster Parking Services requires our Parking Debt Management Contractor to deliver additional services beyond traditional post warrant enforcement. These services, provided at no cost to the Council, are aimed at improving recovery and reducing the amount of debt that is written off as uncollectable. There is also a focus on reducing the extent to which cases unnecessarily progress through to debt registration, for which the Council is charged a fee, and also to reduce the extent to which post warrant enforcement activity occurs. This approach allows us to secure early resolution of the debt (at lower cost to the debtor) and reduces the extent to which post warrant recovery occurs.

5.4.2 Although the debt contract has evolved over the years, it remains structured around early engagement with debtors prior to the issue of a warrant. Through the contract with Marston additional steps are taken, following the issue of the Charge Certificate, to validate the data we have on file and also to send additional letters to drivers alerting them to the outstanding debt. These letters, approved by the Adjudication Service, alert drivers to the debt in order to prevent unnecessary progression. Where new addresses are identified, cases are

reverted to allow drivers the opportunity to either engage the statutory appeals process or pay at the lower rate.

- 5.4.3 As part of Marston's commitment to Westminster they agreed to sub-contact a third-party debt recovery agency to support recovery during the lifespan of the warrant. Marston manage the relationship, and warrant batches that do not reach a 20% recovery level at the end of month 9 of the 12 month lifecycle will transfer to the new sub-contractor, Trace Enforcement Group Limited. Trace specialise in the recovery of outstanding debt to those that are difficult to locate. They use various approaches to test the accuracy of data held on file in order identify the location of debtors.
- 5.4.4 Marston have invested significantly in recognition of debtor vulnerability with dedicated welfare support, hardship and vulnerability teams who undergo specific training, developed with the support of the Money Advice Trust, the Samaritans and the Royal College of Psychiatrists, in order to support where debtors may be financially struggling or considered vulnerable. This can include a referral to local and national debt advice organisations, ensuring that customers are fast-tracked for appropriate support where necessary, as well as procedures to provide adaptable support towards resolution.

5.5 Foreign Debt

- 5.5.1 The statutory process for PCN enforcement does not make provision for the progression of debts to County Court registration and warrant issue where the debtor resides abroad. Therefore, PCNs issued to foreign registered vehicles are referred to a collection agency that specialises in the recovery of debt abroad. Foreign debt recovery was originally a stand-alone contract, although it has now formed part of the last two Parking Service Debt Management Contracts. Since 2018 nearly 70,000 cases have been referred with over £180K recovered.
- 5.5.2 The key obstacle in pursuing foreign debt is identifying keeper data from the respective countries of origin, as without their co-operation the debt can be untraceable. Not all countries are willing to provide this information, most notably France, Belgium and the majority of Middle Eastern countries. In the past we have explored alternate avenues of recovery, such as referral of debts to foreign courts. Whilst it did generate some payment, it ultimately did not result in full transition of the debt. This avenue was also restricted to European debt (as per the Lugano Convention), which would not aid in pursuing the rising volume of debts coming out of the Middle East.
- 5.5.3 Through the recent contract extension Parking are introducing a new operator, Parktrade, to work alongside European Parking Collections (EPC) in order to provide a more competitive approach to foreign debt recovery. EPC have historically monopolised this market, and we hope to see improved performance through the competition Parktrade's introduction will offer.
- 5.5.4 The number of PCNs issued to foreign-registered vehicles varies. The below table shows the "top 10" countries for unpaid PCNs issued (for the period 2018-

2022) that have had to enter our debt-management process and the associated success rate in resolution.

Country	Cases received	Pay rate
United Arab Emirates	13,423	1%
France	8,129	10%
Qatar	4,970	6%
Belgium	2,249	14%
Bulgaria	1,798	0%
Saudi Arabia	1,695	0%
Luxembourg	1,418	5%
Kuwait	1,355	2%
Monaco	932	0%
Russia	859	0%

Table 5.5.4- Debt Management cases for unpaid foreign PCNs (2018-2022)

6 Parking Suspensions

6.1 Background

- 6.1.1 Under our road regulation and traffic management powers, the Council is able to suspend parking bays and to impose a charge for doing so, even where no charge to park applies. A suspension can be granted for a variety of activities where temporary, dedicated access to the kerbside is required. This includes facilitating building works, skips, house or office moves, or weddings or funerals. In certain circumstances, it can also include alternative bay provision where bays become unavailable or are taken out of commission.
- 6.1.2 Since November 2015, the Council has operated a tiered charging structure for suspensions, whereby charges increase by suspension duration. This charging structure is a demand management tool and its purpose is threefold: a) to discourage and deter unnecessary suspensions; b) to attempt to reduce the number of parking bays that are taken out of commission; and where suspensions must take place, c) to reduce the length of time for which bays are suspended. Since its inception, replacing a single, flat daily charge, the tiered structure has been successful in these aims. A suspension obviously ‘reserves’ space for a particular activity, for a particular customer, and therefore deprives all others of utilising the space(s) for as long as the suspension remains in place. This is why we attempt to restrain demand, especially in terms of the duration of the bay being unavailable.
- 6.1.3 Whilst generally being at our discretion, the charges must be fully justifiable from a traffic management and kerbside perspective. They should cover the costs of providing and administering the service and cannot be set purely and intentionally as a means to raise revenue, although the generation of income is legitimate if it is merely incidental to the setting of charges for genuine reasons.

The service provided includes the administration of suspension bookings, the creation, installation, amendment and removal of suspension signage, enforcement against illegally parked vehicles and the relocation of vehicles who are blocking customers from utilising the suspensions they have paid for.

6.1.4 Our charges are not based on ‘lost’ pay-to-park revenue (i.e. the revenue that may have been received were the bay to be operational and not suspended) and the relevant legislation strictly forbids charges from being set on this basis.

6.2 Charges

6.2.1 The current charges for suspensions as documented on the Council website are as follows:

Suspension duration	Suspension charge for Zones A, C and D per space	Suspension charge for Zones B, E, F and G per space
Day 1	£51	£55
Days 2 to 5	£55 per day	£59 per day
Days 6 to 42	£84 per day	£90 per day
Day 43 onwards	£112 per day	£121 per day

Table 6.2.1- Current Suspension Charge matrix

6.2.2 However, in March 2023 the Cabinet Member for City Management and Air Quality agreed to a new model which charges with differentiation based on whether a street is classified as a Traffic Sensitive Street (TSS) or not by the City Highways Department using the power contained under section 64 of The New Roads and Street Works Act 1991.

6.2.3 The current kerbside permissions charging regime differentiates charges by parking zone only, but this is a blunt mechanism and doesn’t allow for the nuance of the proposed TSS model. The current model does not for example account for quieter streets in the ‘premium’ zones, nor for streets where traffic-flow pressures are high within wider ‘standard’ zones. The new model is accordingly based upon the status of the street itself, rather than the wider parking zone in which it is located. This model therefore enables a fairer and more comprehensive method of charging for permissions, and for the Council to better manage demands on its kerbside and to perform its statutory function of encouraging the safe and expeditious movement of traffic and the provision of suitable and adequate kerbside parking facilities for all road users.

6.2.4 This TSS methodology brings the service into line with other City Highways charges and aligns with wider Parking Policy Review objectives while helping to

deliver and build on the Council's Greener City and Climate Emergency Declaration commitments. Furthermore, the recommendation aligns with the City Council's Fairer Westminster policy objectives, in particular the Fairer Environment pillar due to its anticipated positive effect on congestion and air quality.

- 6.2.5 The new model as approved by the Cabinet Member for City Management and Air Quality will be introduced in September 2023 and have the following charges:

Permission Type	Non-TSS (1,135 streets)	TSS (854 streets)
Bay Suspension Day 1	£51.00	£61.00
Bay Suspension Days 2-5	£55.00	£66.00
Bay Suspension Day 6-42	£84.00	£100.00
Bay Suspension Day 43 onward	£112.00	£134.00

Table 6.2.5- Incoming Suspension Charge Matrix

- 6.2.6 In 2021/22 the City Council granted 32,710 bay suspensions. Suspension rates vary year on year but most years see around 60-65% of suspensions on TSS streets.

6.3 Suspension Process

- 6.3.1 Suspensions can be applied for by going online to www.westminster.gov.uk/parking and clicking on the parking suspension and dispensation tab. Full details of how to apply and the terms and conditions are displayed there. The current system used by the Council is being replaced by a new system procured as part of the wider Parking IT relet and this will go live in June 2023
- 6.3.2 The agents in the Parking Back Office will check the applications that have been processed to ensure that they are appropriate and adhere to the Council's policies and guidelines. The system we currently use will take payment from the customer once they have concluded their application (certain companies have accounts and we either generate monthly billing for them or take payment by BAC's). Once the application process is approved and completed the system will generate a job and this will produce a label on the print run within the set timeframes (at least ten days in advance for residents and shared use and specialist bays and two days on pay to park bays). The on-street team will then print the labels and assign them to the drivers who will proceed to install them and take photographic evidence for compliance reasons.
- 6.3.3 To improve customer service the Parking Engagement team will liaise with the suspension agents in the back office on any large scale applications and advise

on where to site alternative parking if needed. They will also visit the sites and monitor the works to ensure that the suspensions are being utilised correctly and will have them reduced or altered as applicable. Both teams will also react to information received via the public.

- 6.3.4 The customer can book as many bays for as many days as they require. If it is a long-term suspension it is split into manageable sections to ensure that the label is refreshed and still necessary. In many cases alternative parking for residents is provided by suspending nearby pay-to-park bays if more than 20 resident bays are suspended (this currently works out as 5 alternative bays for every 20 bays suspended) This is not the case in much of zone C where there are less pay-to-park bays and often any alternative parking would be a distance from the suspended Resident Parking. Any specialist bay requires alternative parking on a one-to-one basis (Diplomats, Doctors etc).
- 6.3.5 There is a turnaround time of 24 hours to remove an expired suspension sign (i.e. a suspension that expires at 23:59 on 16th May must be removed by 23:59 on the 17th May. The crews take photos of installations and take downs and these are stored on a hard drive and archived. On rare occasions signs are missed or are late being taken down but these are usually captured by the engagement team, highways and city inspectors and the public reporting them.

6.4 Unauthorised Suspensions

- 6.4.1 Parking Services actively take steps to identify unauthorised suspensions and then pursue them retrospectively. This includes a dedicated team of on-street staff and back-office operatives employed by our Parking contractors. During the two-year period from 2019/20 to 2020/21, the Council dealt with 2,594 verified unauthorised suspensions and investigated 5,288 potential cases.
- 6.4.2 Historically an unauthorised suspension, if identified and pursued to completion only attracted the same charge had the customer applied appropriately in the first place.
- 6.4.3 Unlike parking contraventions there is no legal basis to implement any sort of penalty charge for unauthorised suspensions. However, Parking Services can legally apply an administration charge for the retrospective work to attempt to recoup the unpaid charge(s), in addition to the standard cost of a suspension. Any such charge must be fully justifiable, from the perspective of the cost of providing this additional service.
- 6.4.4 In September 2022, the Cabinet Member for City Management and Air Quality agreed a proposal to introduce a £70 fee per unauthorised suspension. The fee was set in line with the identifiable costs of pursuing the average case. This new fee was introduced with the go-live of the new Parking systems in April 2023.

7 Traffic Management Orders

7.1 Background

- 7.1.1 To manage and regulate traffic the City Council makes use of Traffic Management Orders issued under the Road Traffic Regulation Act 1984 (often referred to as the RTRA). This includes the making of parking bays and provision of lines and markings. To be enforceable and legally installed Traffic Management Orders need to be produced in line with various statutory processes.
- 7.1.2 TMOs are produced by our consultants at WSP, under contract from the Highways team within City Highways. They work on behalf of the City Council and support activities across City Highways, including Parking.
- 7.1.3 A helpful report from WSP about all aspects of TMOs is attached as **Appendix 1**. The Committee's attention is drawn especially to section 3 and section 8 of the appendix.
- 7.1.4 As a general rule a change to Parking provision requiring a TMO requires payment of a fee of about £4-5,000 pounds. This pays for the time to draft and produce the TMO and to undertake the consultation.

7.2 Service Improvements

- 7.2.1 WSP now utilise a dedicated mail-service contractor to handle the mailing of consultations and handling of responses. This has freed up professional staff to focus on managing the technical TMO elements.
- 7.2.2 WSP are moving to the production of map-based Orders that are built and stored in a dedicated mapping system- currently ParkMap. This reduces production time especially for large area-based schemes such as broad zonal roll-out of EV charging bays.
- 7.2.3 Further work is being undertaken to make TMOs more visible graphically on map-based systems to Officers which will make collaboration simpler and reduce duplication of effort.
- 7.2.4 Officers are keen to explore how we can look to batch TMOs for small schemes together while maintaining legislative compliance and ensure transparency to residents and road-users. This would reduce costs of small changes and reduce timescales in some cases- though this does depend on the phasing and timing of the Orders against the work timelines.

8 General Parking Matters

8.1 Procurement

- 8.1.1 In April 2023 the Council completed its latest round of procurements. Contracts have been awarded as follows:

Title	Contains	Date Awarded	Awarded To
People and Resources	The contract provides a flexible pool of skilled resources for deployment to manage the kerbside space. The Council determines the level of Resources required and times of deployment, while the Service Provider manages these resources and the day-to-day operation	April 2023	Marston (Holdings) Ltd- (Marston is the parent company of NSL and the contract is awarded in their name. It is expected that the NSL name will be phased out).
Business Processing	Delivering Parking Services' back-office functions to manage full processing and issuing of all permissions, handling of PCNs and complaints, and issuing of Camera enforcement PCNs. All other back-office customer facing and support duties.	April 2023	Marston (Holdings) Ltd
Technology	Provision of the IT systems that support the issuing of PCNs and management of Permits and suspensions. Provision of handhelds devices. Owning the interface between providers.	May 2022 (with April 2023 go-live date)	Farthest Gate Ltd (trading as E-Street Solutions)
Cashless	Dedicated cashless parking software provider to manage the on-street paid-for parking activity.	April 2023	RingGo
Cameras	Dedicated contractor to provide camera systems to enable the issuing of Camera PCNs by the BP team.	April 2023	Marston (Holdings) Ltd
Removals and Relocations	Specific contractor to manage relocations and removals.	April 2023	APCOA
Debt Management	Full-service debt management with proactive management of potential cases.	November 2022 (4 year extension of existing contract)	Marston (Holdings) Ltd (The "parent" company of NSL and so not subject to rebranding)

Table 8.1.1- Parking contracts as awarded

8.1.2 The P&R, BP, Cameras, and Removals/Relocations contracts are all issued for a period of 4 years with potential to extend for any period up to a further 4 years.

8.1.3 In May 2022, the Technology contract was issued as a 5 year contract (plus long mobilisation period) and with potential to extend for up to 10 years. This duration enables long-term investment in service improvement and ensures that the technology system is not changing each time the Council reviews service providers.

8.1.4 The Cashless contract was issued as a direct award following the market's inability to support a successful conventional tender process. This problem has been experienced by most Authorities, especially in London, and is due to the unique nature of this sector. The issuing of a direct award was supported by the major sector companies consulted by the Council. The award issued was for

18months, during which the Council is working with the sector to consider alternative routes to market and potential changes of operational model.

8.1.5 Transition to the new systems and contracts has gone smoothly. While there have inevitably been a few minor issues the transition of data took place far quicker than feared and without any loss of information. Down-time for Permit applications/changes was limited to one weekend and PCN processing/issuing was affected for a few hours overnight. New contractors are working well together and Officers are positive about the future potential offered by the new systems/contracts.

8.2 Parking Charging Policy Review

8.2.1 In line with the Council's Fairer Westminster strategy and other environmental commitments, Parking Officers are looking at introduction of changes to the fees for paying to park or holding a Resident Permit.

8.2.2 The detail and actual charging rates for each scheme will be worked up after the principle has been considered by the Cabinet Member but it would be proposed that both schemes would operate on a similar basis, with the charges based on bandings associated with the pollution emitted from each vehicle. Such information is available from the DVLA and can be integrated into IT systems related to Permits and pay-to-park.

8.2.3 At the time of writing a Cabinet Member Report asking for a decision on whether to proceed with such charging has just been issued to the Cabinet Member for City Management and Air Quality.

8.2.4 Upon agreement of the principle, the details of both schemes will be worked up by Parking Services, following review of the latest vehicle usage data, and presented to the Cabinet Member for a further decision at a later date under separate cover. It is anticipated that implementation for either scheme would occur in this financial year (2023/24) and that the pay-to-park scheme will be introduced prior to that for Resident Permits; with Resident Permits changes being most likely be introduced at the very end of the FY.

8.2.5 The reason for the delayed lead-in time for resident permits is to help enable and better inform residents who may be looking to change their vehicle in the interim or who are considering giving up private vehicle ownership altogether in favour of more sustainable modes of transport, such as car club/car sharing schemes.

8.2.6 While yet to be determined and agreed by the Cabinet Member, the following principles would most likely be recommended to be included in the schemes –

- Everyone pays something for a permit with no permits to be issued free of charge- even for EVs.
- Everyone pays a fair rate to park in a pay-to-park bay.
- Simple banding so that charges are clear and easy to understand
- A Diesel Surcharge to apply on top of all bandings where applicable for pre-2015 diesel vehicles to further discourage the use of higher polluting vehicles

- No limit upon permit issue to households. Such a policy would be complex and burdensome to operate and would be inequitable, especially for shared, non-family households.

8.2.7 It is anticipated that wherever possible a proposed tiered charging regime will act as an incentive for motorists, especially those residing in Westminster, to make the best possible choice where vehicle ownership and usage is concerned.

8.2.8 It should be noted that driver behaviour is evolving and over the course of time it is expected that EVs and other cleaner, less polluting vehicles will become more popular and widespread. This needs to be borne in mind with any scheme that is introduced and close monitoring will be necessary. Whilst the schemes cannot be futureproof, their charging structures can be periodically amended to take account of this and to continue driving the desired behaviours.

8.3 Virtual Permits

8.3.1 Parking Services has traditionally issued physical, paper permits for its permit schemes. However, over the years the service had begun to rely on virtual/digital permits, for example in the issue of motorcycle permits for use in motorcycle bays, motorcycle resident permits for use in resident bays, for Trades Permits, Parking Identifier Badges and SYL dispensations. Virtual permits are configured onto the Marshals' handheld devices and the presence of a permit can be easily ascertained by a Marshal on-street.

8.3.2 Virtual Permits are suitable for any permit type that is vehicle registration mark (VRM)-specific, so for Westminster this includes Resident, Doctor, Teacher and Business permits. It does not include hospital permits which are non-VRM specific or WCC Housing-administered off-street estate parking permits. For operational reasons Westminster white disabled badges will remain paper-based.

8.3.3 On 1st April 2023, following approval from the Cabinet Member, the City Council moved to a fully virtual Permit operation. Any of the above-listed Permits that were issued, renewed, or replaced from this date were issued in a purely virtual format. This means that the change is not a "big bang" but will see Permits transition to virtual as they are renewed through the year.

8.3.4 Many London boroughs operate virtual permits as standard and it is a function that will help support the desired Parking Charging Policy changes. It will also help Parking Services achieve a modest c.£25k p/a operational saving in printing and admin costs, as well as reduce the potential for permit fraud.

8.3.5 Officers are liaising with neighbouring boroughs RBKC, LB Camden and LB Brent to ascertain the best way to mutually enforce boundary roads where we have reciprocal streets. All three of those neighbours operate virtual resident permits themselves already.

8.4 Electric Vehicle Charging

8.4.1 At the time of the EV Strategy launch in 2019, Westminster provided nigh on 200 on-street electric vehicle charge points (EVCP), with these being a mix of fast and rapid chargers, alongside a trial of Lamp Column Charge Points (LCCP) for residents. This was impressive for a local authority at that time, but, since the strategy was published, we have since added significantly more charging points to the City. By mid-summer we expect to have introduced 2,500 charge points on the public highway in Westminster, clearly proving the ambition the City has in assisting the full transition to EV.

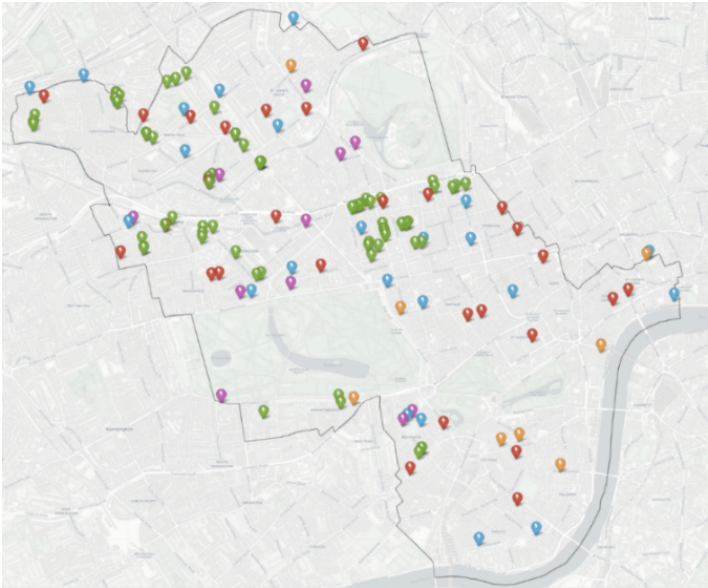


Figure 8.4.1 The spread of approx. 200 EVCP in Westminster, Summer 2019

8.4.2 The provision of EVCPs across the City has grown massively with a focus so far on those within resident bays aimed at overnight charging of resident vehicles. A recent analysis of the charge point spread showed that 98.5% of those who made a charge point request via the council's webform lived within a 3 minute walk of a charge point but this will have been further improved upon this past year

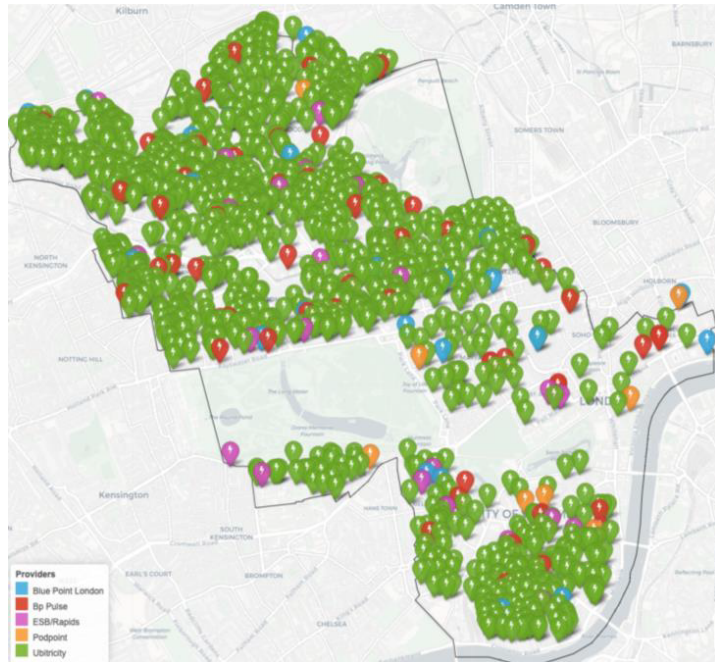


Figure 8.4.2- The spread of approx. 2,500 EVCP, Summer 2023

8.4.3 The City Council's current spread of EVCP is growing all the time but at the time of writing was reported as:

Date	5.5kW LCCP	7-22kW Fast charger	50kW rapid charger	Total charge points
Summer 2019	91	102	6	199
Summer 2023	2,260	224	31	2,515

Table 8.4.3- breakdown of EVCP by type.

8.4.4 Continuing to expand at the previous rate is not possible with current technology. Only certain lamp columns can support introduction of LCCPs and blockers to charging points can also include the presence of vaults/basements, existing utility infrastructure, and the proximity of listed buildings/assets.

8.4.5 For this reason the coming year 23/24 is to focus on the expansion of targeted improvements. Officers are working with private sector partners and our contractors to expand the offering of rapid chargers and to update aging legacy charge points to make them more effective and able to serve more vehicles.

8.4.6 The main installation programme this year will consist of up to 40 new on-street 50kW DC rapid chargers. All will be positioned in on-street locations and made accessible to the general public and will more than double the current rapid charger provision. Rapid chargers are very high profile and receive the most interest from EV users, as shown in the results of our comms surveys and

utilisation rates (average rate around 50% at present – shows a clear appetite for more on the network). They are not only sought after by fleets, who want the least downtime when charging, but also residents who frequently ask that we install more.

8.4.7 The service has a KPI to maintain a provision of 1 charge point for every 8 resident ECO Permits (this is the type of Resident Permit including EV and Hybrids). There are now close to 6,500 ECO permits in circulation and we are well placed to meet this ratio of 8:1. There were 2,069 charge points in Westminster at the end of Q4 (March 2023) which resulted in a ratio of 3.16:1 (EV to charge points) so we are currently well in advance of this target.

Projected Number of ECO Permits and Required Infrastructure
Based on an Estimated 8 Vehicles per Charge Point

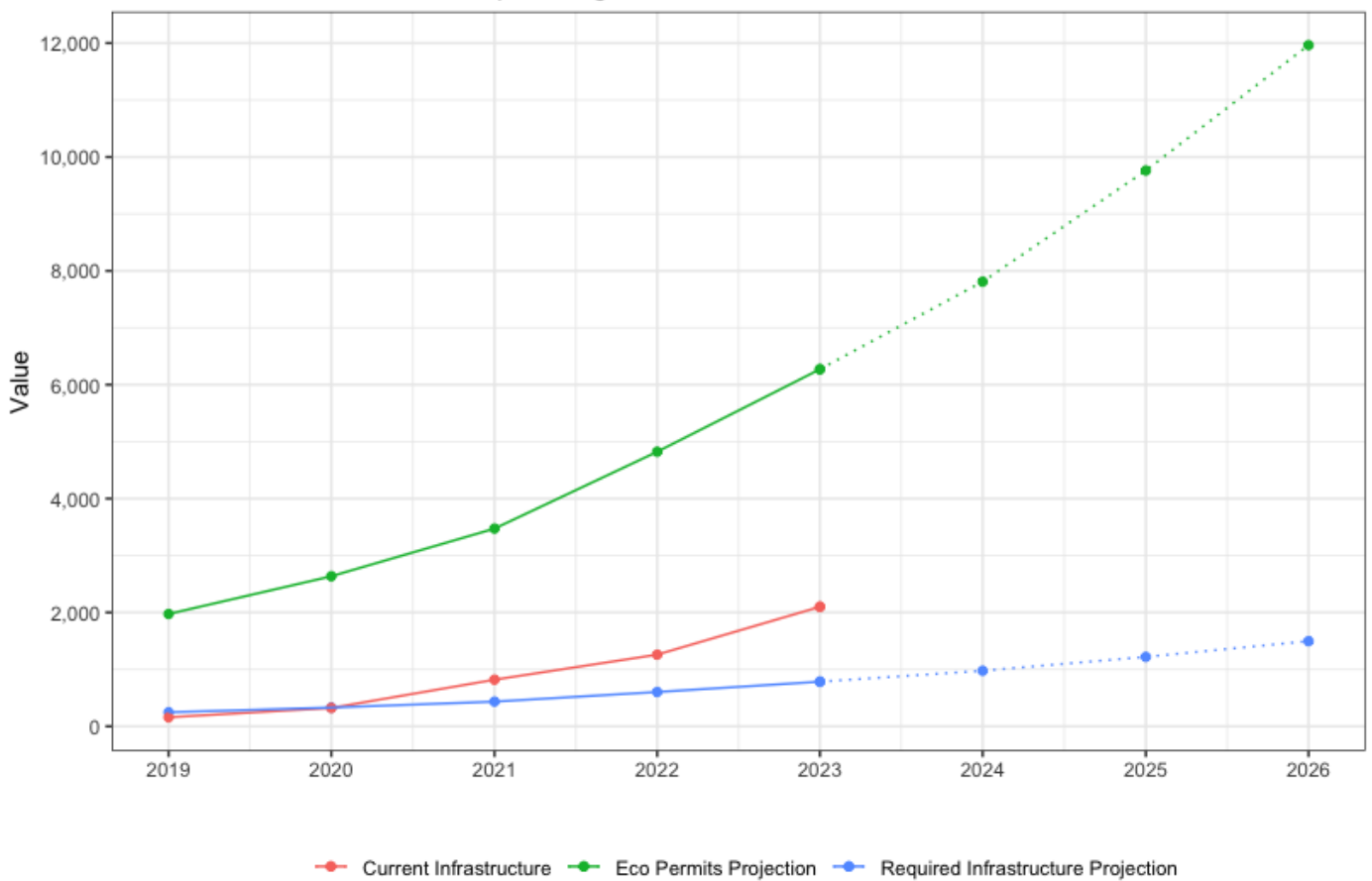


Figure 8.4.7: The projected EVCP provision needed to meet future ECO Permit uptake

If you have any queries about this Report or wish to inspect any of the Background Papers, please contact Report Author
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Traffic Management Orders

Version 1, 23rd May 2023

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1 1. Introduction

- 1.1 As highway authority, Westminster City Council has the power and duty to regulate traffic on roads within the City of Westminster and on its housing land through the introduction of various traffic management and highway improvement measures, many of which cannot be implemented without making a statutory Traffic Management Order (called Traffic Regulation Orders outside London).
- 1.2 A brief description of the various types of Traffic Management Orders (TMOs) and their processes, carried out on behalf of the City Council, are outlined below.
- 1.3 Please note that highways on the Transport for London Road Network (TLRN) are outside the authority of the City Council, although it can make TMOs on their roads with their consent.

2 2. Traffic Order Types and Purposes

- 2.1 Under the provisions of the Road Traffic Regulation Act 1984 (RTRA), local authorities can implement Traffic Orders to regulate, restrict or prohibit the use of a road or any part of a road by vehicular traffic or pedestrians, at all times or during specified periods.
- 2.2 Traffic Orders can only be made for certain purposes as set out in the RTRA, e.g. for facilitating the passage of vehicles, improving the amenities of the area through which the road runs, etc.
- 2.3 There are several common types of Traffic Orders:

Type	Variant	Relevant Powers under the RTRA	General Purpose
Permanent	Standard	6, 32, 45, 63	For most schemes that seek to improve traffic flow or provide kerbside facilities on a permanent basis
	Anti-Terrorism	6, 22C	For schemes where the overriding necessity is to protect people and properties from the dangers associated with terrorism on a permanent basis
Temporary	Standard	14(1)	For road works or other temporary dangers to vehicles and pedestrians
	Emergency	14(2)	For emergency road closures such as for a burst water main or collapsed road surface
	Anti-Terrorism	14(1) or (2), 22C	For the purpose of temporarily mitigating damage or danger connected with terrorism
Experimental	Standard	9	For schemes where it is difficult to model and predict how effective the design will be – an Experimental Order can be curtailed or abandoned without formal notification if necessary
Special Event	Standard	16C	For events such as fun runs, marathons, filming or street parties
Speed Limit	Standard	84	For applying a speed limit that is different to the standard speed limit on an urban road, or single or multi-carriageway road.

- 2.4 All Traffic Orders should give due consideration to equalities and human rights implications. This is particularly notable if a Traffic Order restricts traffic from entering a road.
- 2.5 A Traffic Order provides the legal framework for the civil enforcement of the contraventions of most parking and moving traffic controls and is a vital instrument in the appeals process. In other words, traffic and parking contraventions are most usually a breach of a Traffic Order.
- 2.6 The restrictions or prohibitions imposed by a Traffic Order must be supported by approved traffic signs placed under the provisions of the Traffic Signs Regulations and General Directions 2016. However, not all signs require a Traffic Order (examples include Keep Left / Right signs, box junctions, bus stop clearways, with-flow mandatory cycle lanes, “school keep clears” with upright signs, and STOP signs).
- 2.7 The statutory procedures for making Permanent and Experimental Traffic Orders are set out in the Local Authorities’ Traffic Orders (Procedure) Regulations 1996. The statutory procedures for making Temporary TMOs (see part 6 below) are set out in the Road Traffic (Temporary Restrictions) Procedure Regulations 1992. While there is national guidance on section 16A

Special Event Orders, there are no statutory procedures, so the consultation and notification processes are a matter of City Council policy.

3 3. Permanent Orders

Permanent Traffic Orders require a minimum statutory 3-week consultation period. Consultation must include press notices and engagement with emergency services and other statutory bodies, but also typically includes the placing of street notices and letters despatched to local residents and businesses.

3.1 Parking Places

3.1.1 All roads within the City of Westminster (excluding the Transport for London Road Network (TLRN) and The Royal Parks' roads) fall within one of seven controlled parking zones (CPZs).

3.1.2 The parking places covered by the CPZ "parent" Traffic Orders include:

- residents' parking places (for use by residents' permit holders);
- pay-by-phone parking places (for visitors who have paid to park);
- shared-use parking places (for use by residents' permit holders and visitors who have paid to park);
- dual-use parking places (typically for use by visitors during the daytime and residents' permit holders at other times).

3.1.3 A residents' permit holder can park in any designated residents' parking place within the boundary of the CPZ within which they live, but each zone within the City of Westminster is further divided into sub-zones, where the hours of control and parking charges are specifically tailored to meet the demands within a specific area.

3.1.4 The "parent" Traffic Orders also prescribe the charges and regulations for use at each parking place (such as the hours of control, maximum parking period, method of payment, manner of standing, etc.) as well as various exceptions and exemptions. Parking charges are amended by a notice issued under section 35C or 45A of the RTRA depending on whether the parking places are off-street or on-street.

The City Council must give 21 days' notice before new charges come into operation.

3.1.5 Each time a parking place is introduced, removed or varied, or the conditions relating to its use are revised, an amendment to the "parent" Traffic Order is made.

3.2 Waiting and Loading Restrictions

3.2.1 It is City Council policy to introduce double yellow line "at any time" waiting restrictions at locations where parking outside of controlled hours (i.e. on single yellow lines) is a hazard. This is intended to improve safety across pedestrian dropped kerb crossing points and at junctions to prevent the obstruction of driver and pedestrian sight lines.

3.2.2 The "parent" Traffic Order details all streets and lengths of streets where waiting and loading restrictions are applicable, including their hours of operation and various exemptions.

3.3 Dedicated Parking Places

- 3.3.1 Throughout Westminster, there are dedicated types of parking places for specific users:
- 3.3.2 **“Blue Badge” Disabled Persons’ Parking Places:** “Blue Badge” bays operate “at any time” but are limited to a maximum stay of 4 hours between 8.30am and 6.30pm. They are primarily located close to amenities such as libraries, theatres and shopping facilities, etc., for the use by “Blue Badge” holders.
- 3.3.3 **“White Badge” Disabled Persons’ Personal Parking Places:** The national “Blue Badge” scheme that provides a range of parking concessions for disabled people does not apply in Westminster (and other parts of Central London) because of traffic congestion and the high demand for parking. In order to have maximum access to parking facilities in the City of Westminster, the City Council operates a “White Badge” scheme. Residents who are “White Badge” holders, can apply for a dedicated parking bay outside their home for their sole use. “White Badge” bays operate at all times.
- 3.3.4 **Diplomatic Parking Places:** In accordance with the terms of the Vienna Convention, the City Council is obliged to provide dedicated diplomatic bays, in liaison with the Foreign and Commonwealth Office, for the use by ambassadorial and diplomatic vehicles. Diplomatic bays operate at all times.
- 3.3.5 **Doctor Parking Places** are provided in the vicinity of certain medical practices in the City of Westminster to enable doctors to attend to emergencies quickly. Bays are only provided if there are no available off-street parking facilities. The doctor parking place scheme operates on a permit basis, for which there is a charge, and the bays are mostly operational during the working day only.
- 3.3.6 **Hospital Vehicle and Police Vehicle Parking Places** are provided close to certain hospitals and police stations respectively where there is limited off-street parking provision. These bays are dedicated for use by hospital and police service staff who are considered by their respective employers to be eligible for a permit. The City Council charges for the issue of such permits.
- 3.3.7 **Loading Bays** are provided solely for the purpose of loading and unloading. These are usually time limited and operate at various times of the day. Loading bays may be provided for all vehicle types or only for goods vehicles and may be combined with other parking places for dual-use operation. An example of this would be a loading bay combined with a taxi rank so that loading is permitted during one part of the day and ranking is permitted at the other times.
- 3.3.8 **Taxi ranks:** As well as the appointment by Transport for London of taxi ranks throughout the City, the City Council makes a TMO for each one to ensure that penalty charge notices can legitimately be issued to other vehicles which park in them and contravene the parking controls.
- 3.3.9 **Car Club Parking Places** are dedicated short-term car rental services that allow members to access locally parked cars. Car clubs offer an alternative model to private car ownership for individuals and businesses reducing the need for private parking and can help more Londoners give up their cars while allowing for occasional car travel within London.
- 3.3.10 **Electric Vehicle (EV) Charging Parking Places:** The City Council currently utilises several types of dedicated EV bays for use by both residents and visitors (including taxis).

3.3.11 **Cycle Stands / Hangars, London Cycle Hire Docking Stations and E-Scooters Parking Places:** Storage facilities for bicycles and e-scooters can be provided on the carriageway or footway. The City Council chooses to designate carriageway cycle parking places using TMOs under the provisions of sections 6 and 63 of the RTRA. However, footway cycle parking places are introduced or amended without a TMO.

3.4 Prescribed Routes

3.4.1 Prescribed Routes Orders are made for moving traffic restrictions and prohibitions such as one-way workings, banned turns, compulsory turns, Pedestrian Zones, width restrictions and certain height restrictions. They are usually enforced through the use of CCTV.

3.5 Bus and Cycle Facilities

3.5.1 Traffic Orders are made for the introduction of bus priority measures, such as bus lanes and bus gates. While there is no longer a requirement to make a Traffic Order for the installation of a bus stop clearway, if a clearway is being introduced or amended as part of a scheme that includes Traffic Orders for other highway changes then it is common practice to seek stakeholder views on the clearway changes as part of the Traffic Order consultation exercise.

3.5.2 Traffic Orders are also made to introduce certain measures to assist cyclists in the City of Westminster such as mandatory contra-flow cycle lanes and contra-flow cycle “gaps”.

3.6 Speed Limits

3.6.1 Speed Limit Orders are made to vary the speed limit on a length of road so that it is different from the national speed limits. With the exception of certain trunk roads and private roads, all roads within the City of Westminster are subject to a 20mph speed limit.

4 4. Anti-Terrorism Traffic Orders (ATTROs)

4.1 An ATTRO is introduced in order to mitigate the risks or dangers associated with terrorism. This type of Traffic Order typically introduces prohibitions on vehicle and / or pedestrian movements or restrictions on waiting (similar to a Prescribed Routes Order or a Waiting and Loading Restrictions Order, as the case may be).

4.2 ATTROs can be made by the City Council only at the request of the Commissioner of the Metropolitan Police – a task which is usually delegated to the Assistant Commissioner Specialist Operations.

The request from the Metropolitan Police must be in writing, setting out what restrictions are needed and why they are necessary, within the context of the safeguarding of people and / or property from the risks and dangers associated with terrorism.

4.3 ATTROs may be made temporarily for a specific event or occasion, or they may be made permanently. Any permanent ATTRO is subject to public consultation unless doing so could undermine the purpose of the scheme. The making of any ATTRO should be done in line with the latest Centre for the Protection of National Infrastructure guidance, or any other guidance document produced by HM Government. The City Council has previously made ATTROs for Downing Street and the Palace of Westminster, amongst others.

ATTROs cannot be made experimentally.

5 5. Experimental Traffic Orders

- 5.1 Experimental Traffic Orders (ETOs) are made in circumstances where it is desirable to gauge the effects of traffic measures before they are implemented permanently. ETOs can remain operational for up to **18 months**.
- 5.2 An ETO can be modified or suspended quickly under section 10 of the RTRA if it is considered necessary for safety reasons or to improve traffic flow or amenity; however, any modification cannot include an **addition** (such as introducing new restrictions or parking bays, or moving the trial measures to a new location) – this means a modification will normally be a **diminishment** of the effects or extents of the ETO.
- 5.3 There is no statutory requirement to conduct a full public consultation prior to implementing an ETO. However, there is a requirement to consult the emergency services and specific statutory bodies and key stakeholders prior to implementing an ETO. In addition, ETOs can introduce unfamiliar or controversial measures so consideration should be given to consulting locally affected residents and businesses as well as local residents' associations in advance of implementation, taking into account all reasonable concerns.
- 5.4 Responses from the public and other stakeholders are accepted throughout the duration of an ETO. The minimum valid length of a trial that is hoped to be made permanent, if deemed successful, is six months. If the trial is modified or part-suspended then this minimum period restarts from the date of the modification or suspension, i.e. there must be a minimum of six months uninterrupted public consultation on a trial before it can be made permanent. Furthermore, as the maximum duration of an ETO is 18 months, this means that no further modifications can be made to a trial after 12 months of operation in order to ensure there are at least six months of uninterrupted public consultation before the trial ends.
- 5.5 After a minimum of six months' operation and well before the end of the trial, the City Council will consider all responses submitted by stakeholders. If it is considered appropriate to make the measures permanent, then Permanent Traffic Orders can be prepared and advertised as "made" without the requirement for further consultation.

6 6. Temporary Traffic Orders

- 6.1 Under section 14 of the RTRA, the City Council may temporarily restrict or prohibit the use of a "road, or of any part of it, by vehicles, or vehicles of any class, or by pedestrians" for works, safety reasons or for street cleansing. This is achieved through the production of a Temporary Traffic Order (TTO) or section 14(2) Notice.
- 6.2 The effects of a TTO or section 14(2) Notice can include road closures, banned or compulsory turns, one-way workings, speed limits, waiting and loading restrictions, and suspension of parking places or of certain provisions related to parking places.
- 6.3 A TTO is appropriate where a road closure or other temporary restrictions can be **planned in advance**. A TTO requires a Notice of Intent to be published at least 7 days before the Order is made. A Notice of Making should be published within 14 days of the making date of the TTO. Street notices and letters to residents and businesses should also be considered.

TTOs do not require public consultation but statutory bodies should be notified in advance so that they can make the necessary arrangements (such as diversion of bus routes).

6.4 A TTO will last for up to 18 months unless the City Council publishes its intention beforehand for a specific longer period to apply. The Notice of Intent for TTOs with an extended duration must be published 21 days before the TTO is made.

6.5 A section 14(2) Notice is produced in response to an emergency to resolve an immediate danger to the public, such as a burst water main or a road collapse. Section 14(2) Notices by their nature cannot require consultation; however, statutory bodies should be notified as soon as possible after the notice has been issued. If an emergency requires follow-up works then the s14(2) will be operational until a TTO can be advertised and brought into operation.

7 7. Special Event Orders

7.1 Special Event Orders and Filming Orders are made under section 16A of the RTRA. These types of Traffic Orders are used to introduce temporary restrictions of the same types that can be implemented under a Temporary Traffic Order for events such as fun runs, marathons, filming or street parties.

7.2 Special Event Orders cannot last more than three days and cannot affect the same road twice within a calendar year without the consent of the Secretary of State for Transport. Please see section 2.7 above with regards to consultation / notification of special events.

8 8. The Spirit of Traffic Order and Signing Legislation

8.1 Traffic Orders are the legislative glue between traffic signs and traffic enforcement. They not only set out the restrictions but are an indication that a reasonable level of public consultation has taken place (where this is required).

8.2 For those schemes that have unique requirements, a guiding principle when the relevant legislation is not explicit is the application of “reasonableness”. Some examples of questions that should be asked for challenging schemes include:

- Would a motorist / cyclist / pedestrian be able to reasonably ascertain what is required of them? A restriction on a vehicle or person in a Traffic Order should be clearly indicated on-street. In most cases this will mean there should be an associated approved traffic sign or signs.
- Who would most likely be affected by a change to the existing traffic management on a street? These individuals or groups should be consulted before a Traffic Order is made.
- If consultation with certain individuals or groups is required but the timescale for responses is not set out in statutory legislation, ask what is a reasonable period for them to submit responses? Could a key residents or business-owner be away for a week or suffering from a temporary illness / injury? Is the relevant officer for a key stakeholder organisation or service on leave? There is an argument for any unprescribed / informal consultations to also last for three weeks in order to demonstrate that steps have been taken to ensure those affected by a scheme have had reasonable opportunity to comment.

- If the design of a scheme is changed following a consultation to appease certain individuals / groups – could this change now cause difficulties for others who did not raise concerns in the original consultation? A further formal or informal consultation may be necessary to give those affected the opportunity to submit their views.

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Communities, City Management & Air Quality Policy and Scrutiny Committee

Date:	15 June 2023
Classification:	General Release
Title:	2023/2024 Work Programme
Report of:	Head of Governance and Councillor Liaison
Cabinet Member Portfolios:	Cabinet Member for Communities and Public Protection and Cabinet Member for City Management and Air Quality.
Report Author and Contact Details:	Francis Dwan fdwan@westminster.gov.uk

1. Executive Summary

1. This report asks the Committee to discuss topics for the 2023/2024 work programme. The proposals set out in Appendix 2 have been developed in consultation with Members, senior officers and members of the Executive (Cabinet) on their plans for the year ahead to ensure scrutiny is focused on those areas where it may have most impact.

2. Meeting Dates for the 2023/2024 Municipal Year

- 2.1 The Committee is advised that the next scheduled meeting dates for the 2023/2024 year are:
 - 31 July 2023;
 - 19 September 2023;
 - 07 December 2023;
 - 29 February 2024; and
 - 17 April 2024.

3. Background

- 3.1 The Policy and Scrutiny team has been supporting the Chair and Committee Members to consider the work programme for the next municipal year. The process for this included; consultation with the Cabinet Members, consultation with Executive Directors and relevant Heads of Service, following up on previous items and commitments from previous meetings, consideration of forward plans in the Cabinet Portfolios and challenges identified across the Directorates.
- 3.2 The aim of this process has been to culminate in a work programme which:
- Focuses on what is important;
 - Focuses on areas where performance might be improved;
 - Focuses on services which are important to residents;
 - Focuses on where scrutiny can make a difference and add value;
 - Proactively feeds into policy development by contributing to pre-tender considerations or strategy development for example; and
 - Uses the insight of backbench Members to act as critical friend to services of the City Council and our partners thereby enabling good governance and excellent services.

4. Work Programme for 2023/24

- 4.1 The Committee is asked to consider the work programme for the municipal year, 2023/2024, set out in Appendix 2. The Committee is requested to discuss the proposed topics listed as well as provide comments and suggestions.
- 4.2 When considering the work programme, and agreeing an overall programme of scrutiny activity, the Committee should have regard to whether the work programme is achievable in terms of both Officer and Member time, taking into account that the Committee is scheduled to meet six times per year. Members are also reminded that it is advisable to hold some capacity in reserve for any urgent issues that might arise.
- 4.3 Each Committee has discretion to establish Task Groups to examine key issues in more detail and also to commission Single Member Studies. The Committee is asked to consider whether they would like to establish a Task Group or commission a Single Member Study. The Committee should be advised that both Members and Officers will only be able to successfully take part in and support a finite number of Task Groups at any one time.

If you have any queries about this report or wish to inspect any of the background papers, please contact Francis Dwan.

fdwan@westminster.gov.uk

Appendix 1: Terms of Reference
Appendix 2: Work Programme
Appendix 3: Action Tracker

COMMUNITIES, CITY MANAGEMENT & AIR QUALITY POLICY AND SCRUTINY COMMITTEE

COMPOSITION

7 Members of the Council (4 Majority Party Members and 3 Opposition Party Members).

TERMS OF REFERENCE

- (a) To carry out the Policy and Scrutiny functions, as set out in Chapter 4 of the Constitution in respect of matters relating to all those duties within the terms of reference of the Cabinet Member for Cabinet Member for Communities and Public Protection and the Cabinet Member for City Management and Air Quality.
- (b) To carry out the Policy and Scrutiny function in respect of matters within the remit of the Council's non-executive Committees and Sub-Committees, which are within the broad remit of the Committee, in accordance with paragraphs 18.2 and 18.3 as well as section 19 of Chapter 4 of the Constitution.
- (c) Matters within the broad remit of the Cabinet Members referred to in (a) above which are the responsibility of external agencies.
- (d) Any other matter allocated by the Westminster Scrutiny Commission (WSC).
- (e) To have the power to establish ad hoc or Standing Sub-Committees as Task Groups to carry out the scrutiny of functions within these terms of reference.
- (f) To scrutinise the duties of the Lead Members which fall within the remit of the Committee or as otherwise allocated by the Westminster Scrutiny Commission.
- (g) To scrutinise any Bi-borough proposals which impact on service areas that fall within the Committee's terms of reference
- (h) To oversee any issues relating to Performance that fall within the Committee's terms of reference.
- (i) To have the power to scrutinise those partner organisations whose services fall within the Committee's terms of reference.
- (j) To consider any Councillor Calls for Action referred by a Ward Member to the Committee.
- (k) To discharge the Council's statutory responsibilities under Section 19 of the Police and Justice Act 2006, thus acting as the Council's crime and disorder committee and fulfilling all the duties that entails.

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**APPENDIX 2 – Communities, City Management and Air Quality Policy and Scrutiny Committee
Work Programme 2023/24**

ROUND 1 15th June 2023		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Cabinet Member Q&A	To update the Committee on key areas of work within its remit and the Cabinet Member's priorities.	Councillor Paul Dimoldenberg, Cabinet Member for City Management and Air Quality Frances Martin, Executive Director for Environment and City Management
Cabinet Member Q&A	To update the Committee on key areas of work within its remit and the Cabinet Member's priorities.	Councillor Aicha Less, Cabinet Member for Communities and Public Protection Frances Martin, Executive Director for Environment and City Management Pedro Wrobel, Executive Director for Innovation and Change
Crime and Disorder in the City of Westminster	To receive an overview of crime and disorder in the City as well as examine policing and the response to Baroness Casey's report on behaviour and culture. The Committee will also have the chance to evaluate police resourcing, operating models, use of Stop and Search, Section 60 and other relevant notices.	Councillor Aicha Less, Cabinet Member for Communities and Public Protection Frances Martin, Executive Director for Environment and City Management Pedro Wrobel, Executive Director for Innovation and Change
Parking Review	To review the Council's approach to fees, fines, suspensions and traffic management orders, as well as an analysis of the occupancy survey results.	Councillor Paul Dimoldenberg, Cabinet Member for City Management and Air Quality Frances Martin, Executive Director for Environment and City Management
Work programme	To review the work programme in light of events and recent discussions	Francis Dwan, Policy and Scrutiny Advisor

ROUND 2 31st July 2023		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Cabinet Member Q&A	To update the Committee on key areas of work within its remit and the Cabinet Member's priorities.	Councillor Paul Dimoldenberg, Cabinet Member for City Management and Air Quality Frances Martin, Executive Director for Environment and City Management

Cabinet Member Q&A	To update the Committee on key areas of work within its remit and the Cabinet Member's priorities.	Councillor Aicha Less, Cabinet Member for Communities and Public Protection Frances Martin, Executive Director for Environment and City Management Pedro Wrobel, Executive Director for Innovation and Change
Street Entertainment Licensing Policy	To review the options being considered as changes to the street entertainment licensing policy. This will serve as an opportunity for the Committee to provide recommendations on what is being considered by the Cabinet Member and what consultation might be most appropriate.	Councillor Aicha Less, Cabinet Member for Communities and Public Protection Frances Martin, Executive Director for Environment and City Management
CCTV Policy	To review the Council's approach to surveillance powers and CCTV across the City.	Councillor Aicha Less, Cabinet Member for Communities and Public Protection Frances Martin, Executive Director for Environment and City Management
Work programme	To review the work programme in light of events and recent discussions	Francis Dwan, Policy and Scrutiny Advisor

ROUND 3 19th September 2023		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Cabinet Member Q&A	To update the Committee on key areas of work within its remit and the Cabinet Member's priorities.	Councillor Paul Dimoldenberg, Cabinet Member for City Management and Air Quality Frances Martin, Executive Director for Environment and City Management
Cabinet Member Q&A	To update the Committee on key areas of work within its remit and the Cabinet Member's priorities.	Councillor Aicha Less, Cabinet Member for Communities and Public Protection Frances Martin, Executive Director for Environment and City Management Pedro Wrobel, Executive Director for Innovation and Change
Dockless Bike Policy	Following the community engagement scheduled over the summer, the Committee will review the dockless bike policy based off of this engagement.	Councillor Paul Dimoldenberg, Cabinet Member for City Management and Air Quality Frances Martin, Executive Director for Environment and City Management
Edgware Road and Queensway Strategy group models	To review the Edgware Road and Queensway Strategy groups with a particular focus on outputs and whether the models can be used	Councillor Paul Dimoldenberg, Cabinet Member for City Management & Air Quality

	for other parts of the City. This will also serve as an opportunity to discuss work in the community, anti-social behaviour and city management aspects.	Councillor Aicha Less, Cabinet Member for Communities and Public Protection Frances Martin, Executive Director for Environment and City Management Pedro Wrobel, Executive Director for Innovation and Change
Work programme	To review the work programme in light of events and recent discussions	Francis Dwan, Policy and Scrutiny Advisor

ROUND 4 7th December 2023		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Cabinet Member Q&A	To update the Committee on key areas of work within its remit and the Cabinet Member's priorities.	Councillor Paul Dimoldenberg, Cabinet Member for City Management and Air Quality Raj Mistry, Executive Director for Environment and City Management
Cabinet Member Q&A	To update the Committee on key areas of work within its remit and the Cabinet Member's priorities.	Councillor Aicha Less, Cabinet Member for Communities and Public Protection Frances Martin, Executive Director for Environment and City Management Pedro Wrobel, Executive Director for Innovation and Change
Air Quality Action Plan	To review proposals for the updated Air Quality Action Plan, which sets out actions that will be taken to improve air quality in Westminster.	Councillor Paul Dimoldenberg, Cabinet Member for City Management and Air Quality Frances Martin, Executive Director for Environment and City Management
Communities Engagement Strategy	To review, in depth, the work of the Communities team at Westminster, how it operates and how it can improve meaningful engagement with residents who may not have previously engaged with the Council. As part of this, the Committee may wish to feed into the ongoing consultation regarding Community Hubs and their design.	Councillor Aicha Less, Cabinet Member for Communities and Public Protection Pedro Wrobel, Executive Director for Innovation and Change
Work programme	To review the work programme in light of events and recent discussions	Francis Dwan, Policy and Scrutiny Advisor

ROUND 5
29th February 2024

Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Cabinet Member Q&A	To update the Committee on key areas of work within its remit and the Cabinet Member's priorities.	Councillor Paul Dimoldenberg, Cabinet Member for City Management and Air Quality Frances Martin, Executive Director for Environment and City Management
Cabinet Member Q&A	To update the Committee on key areas of work within its remit and the Cabinet Member's priorities.	Councillor Aicha Less, Cabinet Member for Communities and Public Protection Frances Martin, Executive Director for Environment and City Management Pedro Wrobel, Executive Director for Innovation and Change
Transport Strategy	To review the Council's transport strategy. The Committee will be able to feed into proposals for the strategy prior to the decision being made.	Councillor Paul Dimoldenberg, Cabinet Member for City Management and Air Quality Frances Martin, Executive Director for Environment and City Management
Community Investment Strategy	To review the Community Investment Strategy, almost one year after its launch, with a view to provide recommendations for its second year.	Councillor Aicha Less, Cabinet Member for Communities and Public Protection Pedro Wrobel, Executive Director for Innovation and Change
Work programme	To review the work programme in light of events and recent discussions	Francis Dwan, Policy and Scrutiny Advisor

ROUND 6 17th April 2024		
Agenda item	Purpose	Responsible Cabinet Member and Executive Director
Cabinet Member Q&A	To update the Committee on key areas of work within its remit and the Cabinet Member's priorities.	Councillor Paul Dimoldenberg, Cabinet Member for City Management and Air Quality Frances Martin, Executive Director for Environment and City Management
Cabinet Member Q&A	To update the Committee on key areas of work within its remit and the Cabinet Member's priorities.	Councillor Aicha Less, Cabinet Member for Communities and Public Protection Frances Martin, Executive Director for Environment and City Management Pedro Wrobel, Executive Director for Innovation and Change
Food Waste Bins	To review the rollout of the food waste bins one year on from when the rollout was completed.	Councillor Paul Dimoldenberg, Cabinet Member for City Management and Air Quality Frances Martin, Executive Director for Environment and City Management

Markets	To review ongoing market reform and take a focused look at Church Street Markets.	Councillor Aicha Less, Cabinet Member for Communities and Public Protection Frances Martin, Executive Director for Environment and City Management
Work programme	To review the work programme in light of events and recent discussions	Francis Dwan, Policy and Scrutiny Advisor

Unallocated Items - these may either be substituted in for a substantive item elsewhere in the year or may be rolled over for future municipal years.

School Streets	The Committee could consider school streets and their impact on safety. The Committee could review the 11 streets already part of the programme, consider the implication of a further rollout and provide recommendations for this. When the future rollout programme is being developed, Members will be alerted and may wish to look at this in detail.
Flooding in Westminster	To review the Council's preparedness to protect residents from (flash-) flooding. This could also be used to scrutinise the Council's relationship with Thames Water and other stakeholders.
City Inspectors	To consider the role of City Inspectors in the Council, their cost, effectiveness and role in supporting residents.
EV charging bays and impact on parking service	The Committee could scrutinise Parking's efforts to provide EV charging bays and how they decide where and when they are placed.
Waste Contract Review/ Waste Management	The Committee could consider waste management contracts as they come up for renewal (April/May 2024)
Anti-Social Behaviour Strategy	The Committee could consider the outcomes of the consultation for the ASB strategy which has now been implemented.
Utilities	To consider action to improve supply, security and maintenance in the City, included within this could be the Council's work with relevant public bodies such as TfL and Thames Water.
Public Conveniences	The Committee could consider existing stock, modernisation efforts and/or the management of public conveniences in Westminster.
Biodiversity Strategy	To review the Council's Biodiversity Strategy which is set to be updated in the next year. This could also present an opportunity for a Single Member Study or Task Group.

Opportunities for Site Visits

- Local police station – opportunity to gain understanding of vulnerable members of the public and/or the process of dealing with missing people.
- Prison/Rehabilitation Centre - Wormwood Scrubs Prison.
- Markets stalls – engage directly with Market Traders.
- Veolia HQ – in Lewisham.

- A School Street during the morning/afternoon school run.
- Designated parking spaces for E-bikes – if/when this comes in the Committee could visit to better understand usage and problems associated.
- Super sewer – which is in construction and should have an impact of Westminster’s resilience to flash flooding.
- Night Stars – opportunity to volunteer and/or shadow their work on a typical night.

Appendix 3 - ACTION TRACKER

Communities, City Management and Air Quality Policy and Scrutiny Committee

ROUND 6 25 th April 2023		
Agenda Item	Action	Status/Follow Up
Cabinet Member Update – Communities and Public Protection	CCTV, further information was asked on: 1) the audit undertaken of CCTV cameras on Westminster’s housing estates (unless any issues in doing this). 2) How many CCTV cameras are owned by the council (outside of housing estates), details of remote CCTV and where these are placed by ward/location. 3) Confirmation as to whether there is a freeze on installing additional CCTV cameras until the review discussion has concluded. If so, whether this would prevent moving existing cameras that may not be in useful positions. 4) Information for Cllrs on how they would normally apply for CCTV in their ward.	In Progress
	Pedicab Fines, the Committee requested a breakdown on the fines and enforcement action carried out in 2022, contextualized by figures from previous years (if applicable)	Provided in the Cabinet Member Update
	Women and Girls Safety, the Committee asked for additional information on the training that ‘Night Stars’ receive.	Provided in the Cabinet Member Update
	Westminster Connects, the dates of the volunteering pilot sessions.	Provided in the Cabinet Member Update
Cabinet Member Update –	The Committee requested that the next Cabinet Member Update would include: 1) E-Bikes – proposed bay locations. 2) More info on proposed schemes were possible and update on C43 (Cleveland Street)	Provided in the Cabinet Member Update

City Management and Air Quality	3) Dog fouling statistics and what enforcement is taking place.	
City Management and Air Quality	Mobility Scooters, the Committee asked if any additional detail could be provided in terms of how the Council could better support residents in terms of mobility scooter needs such as storage and charging needs.	Response Given
City Management and Air Quality	Anti-dumping Planters, the Committee requested the locations of the planters that have been placed across the City in dumping hotspots to discourage dumping. (The Cabinet Member also invited Members to send any locations that might be worth considering).	Response Given
	The Committee recommended that the Cabinet Member continues to work with TfL in discouraging engine idling. Members raised the impact of idling in coach stations as an example.	Response Given
	School Streets, Cllr Dimoldenberg to confirm that any new areas/streets selected for the 'School Streets' programme will be done so on a temporary, trial basis and not be permanent from inception.	Confirmed
	E-bike usage in parks, to consider prompting Royal Parks to engage with E-bike providers to consider implementing max speeds or prohibiting them from operating in parks for safety.	Response Given
Waste Action Squad	Officers were asked to provide additional detail on enforcement taken on dumping including the percentage of FPNs that are actually paid.	In Progress
	The Committee suggested that officers consider an awareness campaign around responsible disposal of gum.	Response Given

Waste Action Squad	<p>The Committee suggested that more action is sometimes required around bin emptying particularly over weekends for example.</p>	<p>Response Given</p>
	<p>The Committee identified resident dissatisfaction with some signage that has appeared above bins that covers trees. Notable in Lancaster gate – Cleveland square. Members are to provide more detail in the hope that a resolution can be found.</p>	<p>Response Given – signage removed.</p>
	<p>The Committee requested that the Council, once again, reaches out to TfL to remind them of the graffiti on west way. It was suggested that once again, the Council can offer to provide their services, whether this is taken up or not.</p>	<p>Response Given</p>
	<p>Members requested that the waste action squad 'Action Plans' for specific Wards could be sent to the relevant Ward Member for comment.</p>	<p>Response Given</p>
Work Programme	<p>To work with the Cabinet Member and Officers to ensure that the Street Entertainment Policy item in June's agenda comes to the Committee with a clear purpose prior to decisions already having been made.</p>	<p>Done – will come to Committee in July before a decision has been made.</p>

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