ANNUAL REVIEW OF PARKING CHARGES FOR 2014/15

Cabinet - 9 January 2014

Report of: Chief Officer Environmental and Operational Services

Status: For decision

Also considered by: Economic & Community Development Advisory Committee 24

October 2013 and Cabinet 7 November 2013

Key Decision: Yes

Executive Summary: This report is the annual review of parking charges. It proposes options for increases in respect to car park and on-street parking charges to meet the income budget targets for 2014/15, and advises the outcome of public consultation requested by Cabinet on 7 November 2013.

This report supports the Key Aim of the effective management of Council resources.

Portfolio Holder Cllr. R Hogarth

Contact Officer(s) Gary Connor Ext.7310

Recommendation to Cabinet: It be RESOLVED that, taking into account the outcome of public consultation:

- (a) the proposed changes to car park charges for 2014/15 be confirmed, subject to consultation as noted in the report;
- (b) the proposed changes to on-street parking charges for 2014/15 be confirmed, subject to consultation as noted in the report;
- (c) it be confirmed whether amendment of the car park evening charge in Sevenoaks town centre should be considered;
- (d) it be confirmed whether the introduction of parking charges into the Council office car park on Saturdays should be considered;
- (e) it be confirmed whether Sunday charges should be considered;
- (f) the alignment of the on-street tariffs at Knockholt Station with the tariff structure for Swanley be confirmed; and that
- (g) subject to the consideration of parking charge options for Westerham, the standardisation of the on-street tariffs for Westerham town with others in the district be confirmed.

Reason for recommendation: to meet the Council's budgets for parking for 2014/15.

Introduction and Background

- 1 Through the Council's budget setting process, the budget plan increase for parking income from both car park and on-street parking for 2014/15 is set at 3.5%.
- In addition to achieving the target increases for both of the parking accounts, and for guide purposes in connection with the budget setting process, the options provided indicate additional income that could be achieved.
- Following consideration of the Annual Review of Parking Charges by Cabinet on 7 November 2013, the options as reported to Cabinet, along with a separate set of proposals for Westerham, which had been submitted for consideration by the Westerham Town Partnership, were put out for informal public consultation from 25 November to 15 December.

Background

- Because car park ticket machines do not accept bronze coins, and because of the general lack of availability of 5p coins, parking tariffs are usually set to the nearest 10p. This practice is commonly adopted by local authorities. It should be noted that although a tariff increase of 10p may be relatively low in monetary terms, it can be high in percentage terms depending upon the scale of the charge, particularly in relation to lower tariffs.
- For guide purposes, current car parking charges for neighbouring authorities are attached as Appendix A.
- For information, in relation to parking in the vicinity of rail stations, the current day charge for the station car parks operated on behalf of Southeastern Trains is £6.50 at Sevenoaks, £6.00 at Swanley and £3.50 at Knockholt. Annual season ticket charges at Sevenoaks are £1,176 for Car Park 4 (off Morewood Close) and £1,411 for Car Park 1 (adjacent the station).

Car Park Proposals for 2014/15

- Members are requested to also refer to the parking charge proposals for car parks submitted by the Westerham Town Partnership which feature later in this report.
- The approved 10 year budget strategy assumes income will increase by 3.5% each year. For 2014/15, this would amount to £70,475.
- 9 The increase in income assumption also has to take into account increases in car park expenditure such as increased maintenance and operating costs.
- There was a shortfall of £107,000 for 2012/13 on the car parks account of which approximately £92,000 related to pay and display income. Although the additional income from the increases approved at last year's review of parking charges, income which applies to the current year, is being achieved, the performance of the account is not sufficient to make up the shortfall from the previous year end. As at the end of November, there was a shortfall in car park income of £54,503. Pay and display income was £55,519 below target.

- The development of the London Road area of the Blighs site to provide a new Marks & Spencer store commenced in June 3013. As a result, 49 spaces were lost from the "old" part of the Blighs car park and, to date, some 20 spaces have been lost in the Pembroke Road car park, but it is expected that the car park will soon have to be given up in its entirety to the residential element of the development. The loss of these parking areas will have an impact upon car park use and, of course, upon parking income in the town. The overall parking situation in the town centre is currently unsettled and whilst care has been taken to account for the likely effects of the development upon the estimations for 2014/15, predictions for parking income are consequently more difficult to make. Investment may need to be made to meet unmet demand for car parking in Sevenoaks town centre.
- The Marks & Spencer development includes the provision of a VMS (variable message signing) system for the town centre. Electronic signs will be installed on the main approaches to the town which will indicate the number of spaces available in the town centre car parks. Thus people will be encouraged to make better use of available spaces in all car parks rather than queue and wait for a space in the most central car park.
- It is hoped that the VMS system will be installed in time for the run up to Christmas, as it would, no doubt, be of benefit at such a busy time of year especially in view of the reduced amount of parking in the town. The system should assist in the assessment of parking behaviour and trends both before and subsequent to the opening of the new M&S store.
- The reduction in long stay parking provision as a result of the development and the impact this will have, and indeed is already having, upon the Buckhurst 2 car park, needs to be carefully evaluated. Whilst the development proposals did not indicate likely issues with short stay provision as a result of the new store, it may be timely to review parking provision in the town with a view to identifying possible options to improve parking should this be considered of benefit to the viability of the town.
- Proposals and options for car park charges are provided and attached as Appendix B. This comprises a table showing individual increases proposed and the resultant income for all options. Included on the second page of this appendix are the alternative proposals for Westerham car parks (details feature later in this report). All income figures quoted are net of VAT.
- All of the options shown more or less achieve the budget target of 3.5%, but in slightly different ways.
- The proposals within each option are not exclusive to that particular option, but can be interchanged or swapped with those in other options to provide a preferred set of proposals should Members so wish. However, care should be taken to maintain charging differentials, particularly between Blighs car park and the other short stay car parks in the town centre.
- 18 Included in Appendix B, as an example and a further possible option, is the income that could be derived from a flat 10p increase to all pay and display tariffs and a

- £10 increase to all season tickets. This could achieve an additional £74,000. This could, perhaps, be considered as Option 4 should Members so wish.
- 19 It should be noted that the achievement of the budget income target is difficult without applying significant increases to certain charges as put forward for consideration in the options provided.
- In formulating the options, an attempt has been made to avoid the areas where increases were applied as a result of the previous review for the current budget year. Hence, there are no proposals in relation to the 1 hour/£1.00 charge in the Buckhurst 1, South Park and Suffolk Way car parks (item 1.5). The same argument has been applied to the charges in the Blighs car park, but the inclusion of some of the changes is unavoidable if the budget target is to be met.
- Option 1 comprises an increase of 20p on all 2 hour, 3 hour and 4 hour tariffs and an increase of £20 for all season tickets in Sevenoaks town centre and Sevenoaks station car parks. In respect to the car parks at St Johns Hill, Sevenoaks, in Swanley and in Westerham, an increase of 10p is proposed to the shorter stay tariffs of 30 minutes, 1 hour and 2 hours, and an increase of 20p to the longer stay periods of 3 to 4 hours and all day.
- In Option 2, the increases for the Buckhurst 2 car park have been reduced to 10p for all day parking and to £10 for season tickets, and no increases are proposed for the 30 minute and 1 hour periods in the Sevenoaks St Johns Hill, Swanley and Westerham car parks. However, this means that higher increases need to be applied elsewhere, as can be seen. It could be argued that the same consideration ought to be given to the long stay charges in these car parks, but they are currently significantly lower than the charge in Buckhurst 2.
- In Option 3, by generally applying larger increases to the longer periods of stay, the car parks at Sevenoaks St Johns Hill, Swanley and Westerham can be less effected. Because of increased pressures upon long stay parking in the Buckhurst 2 car park and, consequently, the unpredictability of short stay use in the car park, any likely income from short stay in the car park has not been included in the overall income calculation. However, any increases approved in relation to the Buckhurst 1, South Park and Suffolk Way short stay car parks will automatically be applied to Buckhurst 2 as this will remain as joint short/long stay use.
- The two-day ticket in the Bradbourne car park will be automatically adjusted so that it is twice the day ticket rate.
- In relation to the Vicarage Hill car park in Westerham, because of its central location and close proximity to on-street parking areas, we have traditionally adopted the on-street tariff structure in the car park. It is not proposed to vary this policy.
- The cost of altering ticket machines and signing has been taken into account in the budget figures provided.

Car Parks - 30 Minute Free Parking

- The option of 30 minutes free parking has been raised and consequently the implications of providing this have been investigated as part of this review.

 Unfortunately, it is not possible to provide free parking during the day on an ad-hoc basis without it having a significant impact upon parking income.
- If 30 minute free parking were to be provided, it would follow that those people currently parking for 30 minutes in the Blighs car park would not need to buy a ticket. There would be similar implications in respect to the other town centre car parks where, if it were to be assumed that, say, one third of people parking for 1 hour would take advantage of 30 minute free parking, the resultant loss of income could be in excess of £100,000.
- In addition, from a parking management point of view, it would be difficult to effectively control such a scheme and ensure that the free parking concession was not abused.

Car Parks - Evening Charge

The evening charge was introduced in the Sevenoaks town centre car parks in 2004 and has not been amended since. Although Sevenoaks is one of a few Councils in Kent with an evening charge, they may be scope to consider a small increase. Alternatively, the evening charge could be replaced by an extension of the day-time tariff into the evening period. Ticket sales are approximately 54,000 annually, so even a small increase could achieve significant additional income.

Car Parks - Council Office Car Park

- Members may be aware of the increasing popularity of the Council office car park which is available to the public free-of-charge and without time limitation on Saturdays. Whilst it is acknowledged that this provides a useful parking facility to supplement those in the town centre on Saturdays, it is believed that the car park is being increasingly used for long stay parking which effectively reduces availability for short stay shopping use, as originally intended.
- The introduction of pay and display charges could be considered to better manage and control the use of the car park. If this were to be considered, we would need to be mindful of possible displacement onto the surrounding residential roads where there is free parking for up to two hours and care would need to be taken in setting the level of charges to reduce any likely impact.

Car Parks - Sunday Charges

The inclusion of Sunday charges had not been previously considered in any great detail and does not form part of the proposals within this report. However, asking people who park on Sundays to contribute towards the parking facilities they are using would be a means of raising further income. The evening charge was introduced on the basis that people who were using the car parks during the evening period were not contributing to the upkeep of the facility in the same way as those parking during the day. The same argument could be said to apply to the use of the car parks on Sundays.

- Survey data would need to be collected to enable an assessment to be undertaken, but it is understood that many of the car parks are well used on Sundays. The impact to surrounding residential areas would, of course, need to be taken into account.
- Sunday charges are gradually becoming more the norm with many local authorities and this may be something that Members feel may warrant further investigation as a means of contributing to the budget and easing the burden upon the main areas of parking charges.

On-Street Proposals for 2014/15

- Members are requested to also refer to the parking charge proposals for on-street parking submitted by the Westerham Town Partnership which feature later in this report.
- The approved 10 year budget strategy assumes income will increase by 3.5% each year. For 2014/15, this would amount to £19,101.
- Three options to achieve this are provided in Appendix C for consideration. Included on the second page of this appendix are the alternative proposals for Westerham on-street parking (details feature later in this report).
- The outcome of last year's review was that an increase of 10p was applied to all the 30 minute tariffs. These have, therefore, been excluded from consideration in this year's review. Similarly, as the charging structure for residents' and business permits was amended in 2012, these are not considered as part of this review.
- 40 In Option 1, a 10p increase is applied to all 1 hour and 2 hour charges throughout.
- 41 Option 2 has a 20p increase to all 2 hour charges.
- Option 3 mainly concentrates on the longer stay periods by proposing a 20p increase to the 4 hour and all day charges, although a 10p increase to the 2 hour charge is also included in order to achieve the target.
- When the Knockholt station parking scheme, which is actually in Halstead parish, was introduced in October 2011, it was intended to align the charges with those for the Swanley area, but this was not recommended at last year's review because the scheme was subject to a review. This review has now been undertaken and there are no outstanding amendments pending to the scheme. Therefore, as part of this parking charge review, it is recommended that the Swanley charging structure is adopted for the Knockholt station area. This will have the benefit of overcoming issues with people currently using the pay by phone system to buy multiples of the 4 hour charge (60p) to obtain cheaper all day parking.
- In last year's review it was suggested that the charging structure for the on-street pay and display areas in Westerham be standardised with others elsewhere in the district, however, Members were not minded to approve the proposal. It is recommended that this be reconsidered as part of this year's review.

Proposals by the Westerham Town Partnership

- The Westerham Town Partnership has recently undertaken a comprehensive review of parking in Westerham. A Policy Document has been produced in which parking demands and challenges are identified, and proposals put forward to address the current parking needs of the town and those of the years ahead.
- 46 Copies of the <u>Policy Document</u> have been made available in the Members Room for Members' perusal.
- A variety of proposals relating to issues such as parking provision, pricing policy, permit availability, parking enforcement, and improved signage and lighting are contained in the Document. Discussions are taking place with the Town Partnership to determining how best these can be taken forward. It has, however, been necessary to include elements of the proposals that relate to parking charges in with the District Council's Annual Review of Parking Charges in order for them to be evaluated and considered.
- The alternative proposals for Westerham are shown on the second page of Appendices B and C. For the purposes of the public consultation these were referred to as Option 5 in respect to car parks and Option 4 in respect to on-street parking.
- In essence, the Westerham Town Partnership proposals for parking charges are as follows:
 - **in Darent car park (all day parking):** free parking for up to 3 hours; then 4 hours at £1.20 and all day parking at £3.10;
 - in Quebec Avenue (all day parking) and Vicarage Hill (max. stay 2 hours) car parks: the addition of a new 15 minute tariff which would be free-of-charge; tariffs revised as shown attached;
 - in Croydon Road and Fullers Hill on-street parking areas (max. stay 2 hours): the addition of a new 15 minute tariff which would be free-of-charge and addition of a new 3 hour tariff; tariffs revised as shown attached:
 - in the Grange, the Green and Market Square (max. stay 2 hours) on-street parking areas: the addition of a new 15 minute tariff which would be free-of-charge; tariffs revised as shown attached.
- These changes to the tariff structures would necessitate amendment of the On-Street Traffic Order and the Council's Car Park Order. This would require formal consultation to be undertaken. Please refer to items 81 to 84 for further information.
- To enable effective control and enforcement of the free parking periods, a "free" pay and display ticket would need to be taken from the ticket machines and displayed in the vehicle in the usual manner.
- The impact of the proposals upon parking income has been assessed. It is estimated that the current level of car park income, e.g. for 2013/14, would

reduce by £700 per year but that on-street parking income would increase by £29,400. However, certain assumptions have been made concerning the likely proportion of current users who would take advantage of the various free parking concessions. It is very difficult to forecast likely changes in parking behaviour with proposals incorporating elements of free parking. Because these are merely assumptions, it should be borne in mind that the actual impact upon parking income could easily vary significantly, either way, from the estimations made above.

- The assessment undertaken by officers is attached as Appendix D. Comments received from the Westerham Town Partnership in response to the Council's concerns are included for information.
- Noting the effect upon income for the current year 2013/14, and should the Westerham Town Partnership's parking charge proposals be adopted, the additional income for the Westerham car parks which is included in the main parking charge options would then not be achieved. This would adversely affect the bottom line total for each of the main options and the budget target for 2014/15 would not be achieved unless additional income is found from elsewhere. The actual total sums involved are: £5,100 in respect to Option 1, £5,800 in respect to Option 2, £1,500 in respect to Option 3 and £3,600 in respect to the example option.
- However, should Members wish to adopt the Town Partnership's proposals, rather than seek to find replacement car park income from elsewhere in the main options, additional income could be produced by increasing some of the charges contained in the Westerham proposals and, hence, address the shortfall for 2014/15. This has been discussed with the Town Partnership and the suggestion has been agreed as a means of mitigating the loss of income in Westerham.
- The following charges could be adjusted. For the Quebec and Darent car parks, by applying an additional 20p to the 4 hour charge and 30p to the all day charge on top of those suggested in the Westerham proposals, i.e. taking the 4 hour charge to £1.40 and the all day charge to £3.40, it is estimated that £3,400 of additional income could be produced. Increasing each tariff by a further 10p to £1.50 and £3.50 respectively, would give £4,700.
- In respect to on-street parking, the level of additional income likely to accrue from the Town Partnership's proposals would exceed the budget target increase for 2014/15, assuming the assumptions made regarding the change of parking use are accurate. This additional income could be used to help fund some of the other priority proposals within the Policy Document, although this would be subject to future approval by Cabinet.
- The expenditure of any surplus monies in the on-street parking account is subject to restrictions as set out by legislation and to conditions contained in the Council's Agency Agreement with the County Council.
- Whilst acknowledging the purpose of the new charging proposals in supporting the economy of the town centre and relocating longer stay parking to the Darent car park, there are, nevertheless, concerns which should be drawn to the Members' attention:

- The assumptions made in the Council's assessment regarding the change in parking use and the free parking periods are merely a "best guess" and, as indicated above, actual income levels could differ significantly.
- Free parking can really only be managed if people are required to take a free ticket from one of the ticket machines. However, the ability will exist to extend the parking stay by simply taking further free tickets. This is considered to be a risk and could adversely affect the overall turnover of spaces and would impact upon income. It is not possible to quantify these effects.
- It will not be possible to control the use of free parking tickets through parking enforcement. Provided a valid ticket is displayed in a vehicle at the time the enforcement visits take place, we would not be able to detect any abuse of the free parking concession unless multiple tickets happen to be left on display.
- The Croydon Road and Fullers Hill on-street parking areas are currently maximum stay 2 hours. The inclusion of a new 3 hour parking period could lead to a reduction in turnover and availability of parking spaces, although the purpose for extending the period of stay is acknowledged.
- The provision of free parking in Westerham would promote inconsistency and, it could be said, unfairness in parking charges across the district. Whilst some car parks in the district are provided free-of-charge, these are all located in small villages (Eynsford, Kemsing and Shoreham) where there is a general lack of community facilities. Hence, comparison of these to a town situation would, perhaps, be somewhat unreasonable. Charges do apply in Swanley but only Monday to Friday, and income is predominantly from rail commuter use. Parking in Swanley town centre is privately managed and has always been free of charge, although the situation is currently changing with the implementation of parking charges in some car parks.
- The reasons for proposing free parking periods as part of the parking policy are appreciated and understood. However, Members should be mindful of setting a precedent in respect to the rest of the district should the Westerham proposals be approved.
- The cost implications to the car parks and on-street parking accounts as noted above relate to the current financial year. Unless the tariff changes suggested above for the Darent and Quebec car parks are adopted, the effect upon the achievement of the budget target for 2014/15 will need to be taken into account in considering the main options.
- To put parking income for Westerham into context with regard to the rest of the district, for last financial year 2012/13 pay and display income from Westerham car parks represented 2.6% of the total received and from on-street parking 18.4% of the total.
- Should the proposals submitted by the Westerham Town Partnership be approved, it is suggested that this be on the basis of a trial period for one year and that the success or otherwise of the scheme be assessed as part of the Council's Annual Review of Parking Charges for 2015/16. Consideration could be given to the

continuation of the scheme taking into account the resultant effect upon the parking facilities and parking income.

Public Consultation

- At the request of Cabinet, at its meeting on 7 November 2013, the Council consulted with the community on all the parking charge options presented to Members.
- The parking charge options were made available on the Council's web site and the public could express their views on their preferred choices, and make general comments, online from Monday 25 November to midnight on Sunday 15 December 2013.
- The consultation was publicised via public notices put up in Council run car parks, a news release, social media and a webpage.
- 151 people took part in the consultation survey via the Council's website, where preferred options could be selected in respect to the various proposals for car parks and on-street parking. 73 also people made comments via the survey.
- In addition to the comments made online, 8 sets of comments were also received by email and post. Notable respondents are: the Sevenoaks Town Council, the Westerham Town Council, the Westerham Society and the Oxted Chamber of Commerce.
- All comments received are attached in Appendix E for Members' perusal.

Consultation Results

- In response to which option was preferred for increasing charges in our car parks:
 - Option 1: 18 responses
 - Option 2: 19 responses
 - Option 3: 38 responses
 - Option 4 (10p/£10 increases): 32 responses
- Do you support the car park option proposed by the Westerham Town Partnership: Yes: 81 No: 36
- In response to which option was preferred for increasing charges for on-street parking:
 - Option 1: 24 responses
 - Option 2: 31 responses
 - Option 3: 36 responses
- Do you support the on-street option proposed by the Westerham Town Partnership: Yes: 53 No: 51

- 72 Should the Council consider increasing the evening charge in Sevenoaks town centre: Yes: 14 No: 116
- Should the Council consider introducing a charge on Saturdays for the Council Office car park: Yes: 41 No: 90
- 74 Should the Council consider introducing charges on Sundays: Yes: 17 No: 120
- Should the Council make the Knockholt on-street charges the same as the Swanley on-street charges: Yes: 37 No: 59
- 76 Should the Council standardise on-street changes in Westerham with other areas in the District: Yes: 35 No: 79

Respondents' Comments

- A total of 73 comments were made by respondents covering a wide range of parking issues. In broad terms the bulk of the responses covered:
 - Parking charges should be frozen or abolished (14 responses)
 - Concerns about the recent car parking charges introduced to a privately-run car park in Swanley (9 responses)
 - Support for Westerham Town Partnership's car park proposal for free parking up to three hours (9 responses)
 - Opposition to Westerham Town Partnership's car park proposal for free parking up to three hours (5 responses)
 - Opposition to evening charges in Sevenoaks (3 responses)
 - Existing car parking charges are reasonable (3 responses)

Survey Respondents' details

78 Home location of respondents

Sevenoaks and surrounding area: 42 responses

Westerham and surrounding area: 54 responses

Swanley and surrounding area: 19 responses

• Other areas: 18 responses

79 Shopping destinations of respondents

Sevenoaks: 93 respondents

• Swanley: 25 respondents

Westerham: 63 respondents

• Other areas: 52 respondents

80 Working locations of respondents

Sevenoaks: 34 respondents

Swanley: 9 respondents

Westerham: 32 respondentsOther areas: 43 respondents

Key Implications

Financial

- Proposals to increase parking income are required to meet the Council's budget targets set in respect to car park and on-street parking. The financial implications are evident in the report and appendices.
- The estimated figures are based upon current levels of patronage. The introduction of higher parking charges could lead to reduced patronage and, hence, the under-achievement of the income levels estimated in this report.

Legal Implications and Risk Assessment Statement.

- There are set legal processes to be followed in respect to implementing new charges or other changes to off-street or on-street parking. The exact process that will need to be followed will depend upon what's approved.
- Should the changes approved merely relate to varying existing parking charges, as in the case of the main Options reported to Cabinet on 7 November, i.e. without inclusion of the separate proposals submitted by the Westerham Town Partnership, the changes can be implemented by way publishing a Notice of Variation. This would advise that the charges would be amended to those shown and further public consultation would not be required.
- However, should the changes approved include the proposed submitted by the Westerham Town Partnership, these could not be implemented by way of a Notice of Variation as the changes would involve adjustment of the tariff structures. In this case, Formal Public Consultation would be required in respect to both of the off-street and on-street proposals. Results of the Formal Consultation would then need to be considered by Cabinet. In addition, proposed changes to tariff structures and times of operation (if applicable) in respect to on-street parking would need to be considered separately by the Sevenoaks Joint Transportation Board (JTB).
- In order to accommodate implementation at the beginning of April, Formal Consultation (should it be required) could be undertaken during January and February and results reported to Cabinet on 6 March and to JTB on 12 March. There would then be just enough time to complete the Order making process for introduction of the changes at the beginning of April. However, it should be noted that a later than normal request to the various ticket machine suppliers to provide new tariff programmes for the ticket machines may delay implementation beyond the start of April.

Equality Impacts

There is a low risk that any of the options presented will have an adverse impact on people with 'protected characteristics' under the Equality Act. There are no apparent issues of direct relevance to parking charges as our car parks are open to use by anyone who chooses to do so. Free parking is generally available in roads just out from the town centres, although in some cases this might be limited to 2 hours. Free parking is offered for those with disabilities who hold a Blue Badge and this remains unaffected. Any issues will be monitored through complaints received.

Community Impact and Outcomes

The introduction of parking charge increases is likely to have an impact to some degree upon those people from the local community and visitors from outside the district who use the parking facilities, although it is impossible to quantify any likely resultant effect. Rather than pay any higher charges, people may instead decide to park for shorter periods, may lessen the frequency of their visits or may choose to go elsewhere.

Human Rights

There are no human rights issues or implications.

Conclusions

Proposals and options to meet the budget income targets are detailed in the appendices to this report. It is important that the proposals are considered making reference to the Parking Charges for Neighbouring Authorities, which are appended to this report.

Appendices Appendix A – Parking Charges for Neighbouring Authorities

Appendix B – Options for Car Park Charges

Appendix C – Options for On-Street Parking Charges

Appendix D – Assessment of the Westerham Proposals

Appendix E - Public Consultation Comments Received

Mr Richard Wilson Chief Officer Environmental and Operations Services