

PARKING ENFORCEMENT

Committee name	Residents' Services Select Committee
Officer reporting	Richard Webb; Director of Community Safety and Enforcement
Papers with report	None
Ward	All

HEADLINES

This report provides the Committee with background information on the Council's Parking Enforcement Service, the Parking Enforcement Contract with APCOA and performance under that contract. The Council's Parking Services Team, in partnership with APCOA, is responsible for the enforcement of all parking controls within Hillingdon and the management of Council owned car parks, along with bus lane and other moving traffic enforcement functions. The Parking Services team also provide for parking related services such as the operation, management and maintenance of payment facilities for the council operated car parks and on-street parking bays.

RECOMMENDATIONS

That the Select Committee:

Notes the contents of this report which provides background information to support the scheduled question and answer session on parking enforcement in the Borough, and in particular the ongoing work with APCOA through which they have brought forward initiatives to improve facilities for motorists whilst generating an income for the Council.

SUPPORTING INFORMATION

This report provides background information for Committee Members on the Council's parking services contract with APCOA, (the Borough's civil traffic and parking services supplier), performance under that contract and other parking related matters. It is intended to support the Committee with background information for the parking enforcement review scheduled for the Committee's January 2026 meeting.

The Council's Parking Services team, in partnership with APCOA, is responsible for the monitoring and enforcement of all civil traffic and parking restrictions in the Borough, along with the enforcement of some moving traffic regulations. The team also provide parking related services to residents, including issuing parking permits, and support for highways related functions by facilitating parking suspensions for works on the highway works, events, etc.

This report highlights the continual efforts made by officers to ensure that there is effective deployment of Civil Enforcement Officers in accordance with the terms of the enforcement contract, and that the parking contractor is achieving compliance with parking and moving traffic controls in the Borough.

Parking Enforcement Contract

The parking enforcement contract is managed through the Parking Service and Procurement teams and is based on separate specifications for services which are supported by Key Performance Indicators (KPIs) built into the contract.

Scope of Contract

The services that are provided by APCOA on behalf of the London Borough of Hillingdon include, but are not limited to the following:

- Enforcement of parking controls and the issue of Penalty Charge Notices (PCNs) for on and off-street parking contraventions.
- Reviewing the CCTV PCNs for Bus Lanes, School Keep Clear markings and moving traffic contraventions such as yellow box junctions and banned turns.
- Suspensions and dispensation of parking bays.
- Provision of the parking enforcement and permits IT system.
- Provision of a cash collection and counting service from the Civic Centre.
- Business processing solutions, i.e., scanning of PCN related correspondence into the back-office Enforcement System.

The contract employs in excess of 60 people on the Parking Enforcement Contract and APCOA is committed to providing a diverse workforce, offering opportunities to all. A reflection of this is that 33% of the team working on the Parking Enforcement Contract are Hillingdon residents.

Penalty Charge Notices issued by Civil Enforcement Officer (CEOs) and deployment.

APCOA are responsible for the recruitment and deployment of all the CEOs in Hillingdon.

The role of a CEO is challenging; they are on their beat all day, often patrolling on their own and in all weathers. Although their role is to support the local community and ensure that there are sufficient parking spaces available, they are prone to receiving both verbal and physical abuse from motorists and the general public. The table below shows the number of 'Code Red' incidents in the last year. These are incidents where a CEO has been assaulted or has been in genuine fear that an assault is about to occur.

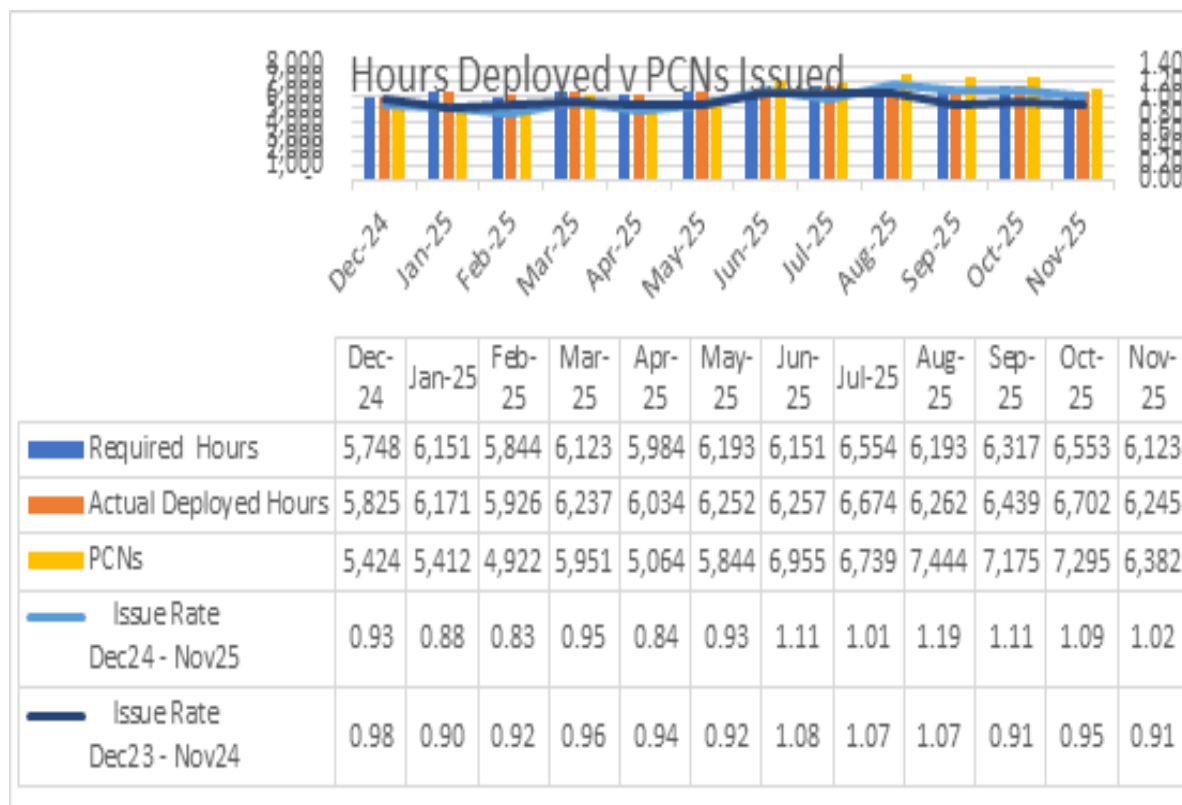
	Code Red Incidents
Dec-24	1
Jan-25	2
Feb-25	4
Mar-25	5
Apr-25	2
May-25	1
Jun-25	4
Jul-25	2
Aug-25	2
Sep-25	3
Oct-25	3
Nov-25	2
Total	31

In addition, APCOA encourages CEOs to report incidents of general verbal abuse while on the street. This abuse can often be racist or misogynistic. They recorded 420 of these incidents in the last year. Despite encouragement to report, APCOA believe these remain under reported.

The contract requires APCOA to deploy CEOs for (per day):

- Monday – Friday: 236.5 hours (approx. 23 CEOs)
- Saturday: 208.5 hours (approx. 20 CEOs)
- Sunday & Bank Holidays: 70 hours (approx. 7 CEOs)

There is a Key Performance Indicator within the contract which is triggered if the required hours are not achieved at a minimum of 94.5% on a daily basis and 98.5% in the course of any month. The graph below shows that APCOA have consistently hit deployment targets. The increase in issue rate per deployed hours shows progress in targeting enforcement to areas of high non-compliance, such as town centre locations in Uxbridge, Hayes, and Ruislip.



The table below shows all PCNs issued by CEOs since the commencement of the APCOA contract in April 2022. The table demonstrates that there has been an increase in PCNs being issued in recent years, suggesting that there remains a compliance issue in the Borough.

Month	2022	2023	2024	2025
Jan		4,503	5,846	5,412
Feb		5,266	5,704	4,922
Mar		5,994	6,022	5,951
Apr	5,876	5,528	5,900	5,064
May	5,696	5,553	5,800	5,844
Jun	5,226	6,206	6,073	6,955
Jul	5,202	5,374	6,460	6,739
Aug	5,032	5,488	6,156	7,444
Sep	4,887	5,618	5,706	7,175
Oct	5,426	5,953	6,322	7,295
Nov	3,806	5,815	5,796	6,382
Dec	3,931	5,917	5,424	
Total	47,104	69,238	73,233	71,208

At a monthly average of 6,289 this provides for a full year forecast for 2025 of 75,482 PCNs issued by CEOs, demonstrating a 3% increase on 2024.

Whilst officers monitor the number of PCNs being issued, regulations prohibit setting targets or

key performance indicators based on the number of PCNs issued.

Deployment is based on the number of hours needed for APCOA to be able to cover all necessary areas of enforcement around the Borough. The CEOs are allocated a set beat to enforce to ensure that there is no overlapping of resources. Deployments are determined through a combination of factors, including data on non-compliance and resident or elected member feedback. They are changed on a regular basis through discussion between APCOA and the Parking Services team.

CEOs can operate in pairs for a number of reasons, including:

- Training - this can be seen by the CEO wearing an arm band to show he/she is undertaking training.
- Certain locations (e.g., Hayes Town) require CEOs to work in pairs due to higher frequency of code reds and other safety concerns.
- Overlaps in deployment are often necessary to cover lunch breaks and ensure continuous coverage.
- In areas like Uxbridge where there are multiple CEOs patrolling at the same time, the proximity of patrol areas means more than 1 officer may be seen in an area and, given that one of the bases is located in Uxbridge, officers returning to base may crossover patrol routes of other CEOs.

In 2024/2025, APCOA consistently exceeded expectations by delivering over 100% of contracted hours for CEOs.

The table below shows how many cases (i.e. PCNs issued) have been closed due to CEO error in the last year. These errors are monitored each month, and it is in both the interest of APCOA and the Council to ensure that this number is as low as possible. The contract sets a KPI of less than 1% of PCNs being issued in error.

	Total PCNs	CEO Errors	Error %
Dec24 - Nov25	74,607	581	0.78%

The majority of CEO errors are made by the new staff. CEOs who have been working on the contract for a reasonable period generally have a lower error rate.

PCNs Issued Through CCTV Enforcement Cameras

APCOA provides cameras to enforce a number of different contraventions throughout the Borough. The Council owns cameras which are coming to the end of life. APCOA and Council officers have worked together to reduce the overall number of cameras from 120 to 75 in the Borough, focusing on those that continue to identify higher levels of non-compliance with traffic regulations. This has helped reduce the cost of replacing this equipment and further reductions are in progress following the implementation of a new camera equipped enforcement car (details of which are provided later in this report). The table below shows the PCNs issued via CCTV cameras since the start of the contract. CCTV PCNs in 2025 have reduced as new cameras which

were installed in 2024 have corrected driver behaviour reducing non-compliance.

Month	2022	2023	2024	2025
January		1,570	3,251	2,176
February		1,109	3,317	2,251
March		1,223	4,046	3,172
April	1,883	1,446	3,353	3,093
May	1,847	1,105	4,711	3,531
June	1,542	1,379	4,675	3,336
July	1,592	1,087	4,393	3,230
August	1,177	953	3,436	2,623
September	1,463	4,713	3,465	3,064
October	1,291	3,481	3,287	2,439
November	2,043	3,211	3,081	2,286
December	1,737	2,970	2,279	
Total	14,575	24,247	43,294	31,201

Automatic Number Plate Recognition (ANPR) and Spotter Vehicle

In November 2025, APCOA worked with Council officers to introduce a CCTV vehicle for parking and moving traffic enforcement. This vehicle is equipped with ANPR cameras and will be used to patrol Permit Zones across the Borough. This vehicle can scan, on average, 11,000 vehicles each month, compared to a CEO patrolling on foot, which can scan c.1,200-1,800 vehicles in the same period. This allows APCOA and Council officers to focus foot CEO patrols in areas of higher non-compliance and adopt a more agile approach to compliance with moving traffic offences. The ANPR/spotter vehicle can also be used to monitor School Keep Clear (Zig Zag markings) providing a highly visual deterrence to non-compliance helping to keep the roads around schools safe.

Agile Deployment

As the CCTV vehicle frees up CEO resource, APCOA are working with Council officers to use APCOA Analytics to ensure resources are focused on areas of non-compliance.

Effective use of data helps us drive compliance via:

- intelligence-led enforcement - keeping deployment plans current and effective helps us improve IPH (issue per hour) and error rates,
- reviewing staff performance to identify training needs, reduce error rates and increase IPH.

School Deployment

APCOA CEOs play a key role in ensuring the roads around schools are safe by driving compliant parking. Between January and November 2025, CEOs visited schools 4,185 times and moved on 16,099 vehicles, issuing 578 PCNs.

Ruislip Lido

APCOA provides additional deployment on a non-contractual basis to Ruislip Lido between Easter and the end of August. In 2025 APCOA provided 1,495 hours of additional deployment during this period on weekends and Bank Holidays. A relocation truck was also provided which relocated 80 vehicles in contravention of parking restrictions. The table below shows PCN issuance over the last year in the Ruislip Lido Area:

Dec-24	Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Total
66	33	33	71	162	290	356	270	343	51	59	24	1,758

Enforcement Requests

APCOA operates an Enforcement Line on behalf of the Borough which has taken 16,607 calls between December 2024 and November 2025. APCOA are tasked with attending to such requests within 2 hours. The number of enforcement requests continues to grow. Despite this, APCOA are still well within the agreed KPI. The shows the number of Enforcement requests per month and the average response time.

Month	Dec24-Nov25	Average Response Time Dec24-Nov25
Dec	821	00:37:27
Jan	907	00:38:18
Feb	984	00:43:59
Mar	1,172	00:42:29
Apr	1,208	00:40:15
May	1,244	00:49:53
Jun	1,176	00:47:58
Jul	1,182	00:58:50
Aug	1,152	00:41:38
Sep	1,197	00:48:33
Oct	1,356	00:50:13
Nov	1,227	00:57:08
Total	13,626	00:46:23

Other APCOA initiatives

Although APCOA's main role is to carry out civil traffic and parking enforcement across the Borough, they have also approached the Council with a number of other parking initiatives to provide a benefit to both the Council and motorists in the Borough. Some of these initiatives have been put into practice and others are scheduled for implementation towards the end of this financial year or early in 2026/2027.

These initiatives support the Council's environmental priorities and can be evidenced by our existing partnership in providing an EV charging network throughout the Borough. APCOA can also support the growth of last-mile delivery hubs through the installation of lockers from multiple providers such as Amazon and In-Post, reducing the level of vehicles on the roads, providing a great service for residents and an additional revenue stream for the Council.

Lockers

APCOA have worked with officers to propose installation of a number of parcel lockers in car parks across the Borough. The lockers provide a set guaranteed income for the Council as well as providing a service to the public.

Electric Vehicle Charging

APCOA have worked with the Council to replace 35 old and broken Electric Vehicle chargers across the Borough. This has seen usage increase by 40%. APCOA have also proposed 2 sites where Rapid Electric Charging could be installed which would provide guaranteed income to the Council.

Blue Badge Enforcement

APCOA CEOs have worked on joint operations with Council officers to challenge Blue Badge fraud. This has led to 4 prosecutions.

Wearable Air Quality Monitors for CEOs

Three APCOA CEOs wear air quality monitors each day. These devices will provide valuable data on pollution levels in high-traffic areas and school zones, aiding in the identification of hotspots and supporting broader environmental initiatives aimed at improving air quality.

APCOA in Hillingdon

APCOA UK Head Office is in Uxbridge and in addition to the Parking Enforcement and Environmental Enforcement Contracts with LB Hillingdon they operate parking across Heathrow Airport. In total their UK business provides over 500 jobs in the Borough and their commitment to the area has grown further with the move of their new European Head Office to Uxbridge in September 2025.

Their UK Head Office purchases Parking Permits for LB Hillingdon Cedars Car Park at a value of £28,050 per annum to the Council. This may expand further in 2026.

Social Value

APCOA work with Bishop Ramsey CofE High School and Ruislip High School each year to provide work experience opportunities. They have supported 25 students in the last 2 years providing work experience across multiple head office functions, and time spent in operations at Heathrow Airport. This is an ongoing programme and expects 20 students per year for at least the next 4 years.

APCOA has also supported Head Start with a donation of £10,000. Head Start is a charity dedicated to helping children in Hillingdon by enabling the community to get behind the most vulnerable families when the odds are stacked against them, to help them give their children the best possible start in life. APCOA are working on additional ways in which they can support them moving forward, including repurposing used IT equipment.

Motorcycle Parking

Across the Borough, motorcycles are permitted to park free of charge in the following types of on-street parking bays:

- Permit holder's/ shared use bays - excluding Business Permit Holder bays.
- Pay and display bays - for up to the maximum stay permitted.
- Motorcycle bays without a time limit - unless otherwise stated on the sign (e.g., Ruislip High Street).
- Council Car Parks - without a time limit

Officers are aware of issues created when multiple motorcycle delivery riders use parking bays close to food outlets whilst waiting for delivery orders and preventing the use of those parking bays by other motorists. In response to concerns about the impact of motorcycle delivery rider parking in Ruislip High Street, changes have been proposed and agreed to limit motorcycle parking other than in designated areas. Once the signs in these areas have been changed, motorcycles will not be permitted to park in the current pay and display bays.

As a result of these changes, motorcycles will be able to use the rear of the car park behind McDonald's to collect orders or the designated motorcycle bay located directly outside McDonald's. This bay is limited to 20 minutes, with no return within 1 hour, and can be used for short stays.

Removal of Unlawfully Parked Vehicles

Over the last few summers, the Council has commissioned a tow truck to enable cars to be relocated when parked in hazardous or obstructive locations near Ruislip Lido. Across the Borough, the Council will remove vehicles which are assessed as abandoned. The Council does not currently have a standing arrangement for the removal of illegally parked cars to a car pound. However, this can be commissioned on an ad-hoc basis to address persistent unlawful parking.

To facilitate routine removal of unlawfully parked cars, the Council will need access to a dedicated car pound. Considerations for commissioning a car relocation and car pound capability include that the pound needs to be reasonably accessible to motorists who have had their car relocated, with consideration being given to different circumstances that could arise such as a family with young children having their car moved. The cost of the service also needs to be considered, with the Council incurring high costs should the tow truck need to travel some distance to the car pound.

PERFORMANCE DATA

Key performance data relating to parking enforcement service is included in the main body of the report above.

RESIDENT BENEFIT

The Council's parking services, including the parking enforcement service, provide many benefits to residents including:

- Ensuring the Council secures income from its car park assets.
- Reducing traffic congestion.
- Protecting disabled parking spaces for people who are eligible to use those spaces.
- Improving road safety.
- Protecting pavements from damage caused by inappropriate vehicle parking.
- Ensuring parking is available for residents through managing parking in residential areas.
- Minimising impacts from inconsiderate parking, e.g. parking in-front of driveways.

BACKGROUND PAPERS

Nil.