

## Terms and Conditions

(For full terms and conditions please see WHHT Car Parking Policy)

All permit application forms will be subject to verification by the Facilities Department.

A staff-parking permit does not guarantee a space. If you have difficulty in finding a space to park, please see a CP Plus attendant. **Vehicles with staff parking permits are not permitted to use patient and visitor spaces unless they pay the appropriate Pay & Display fee or have a valid day permit issued by the Facilities Department ~ failure to comply will result in a Parking Charge Notice being issued.**

### STAFF PERMIT DISPLAY

All staff vehicles must display a valid parking permit at all times when parked in the Hospital parking areas. Vehicles parked in staff parking areas not displaying a valid permit will be subject to enforcement action.

### LOST PARKING PERMITS/BARRIER CARDS

Lost parking permit/barrier cards should be reported as soon as possible. They will be cancelled and a duplicate card will be issued on payment of a charge of £10.

### STOLEN VEHICLES

If your vehicle is stolen, please show a copy of the Police Crime Report and number to Facilities who will issue a replacement permit free of charge.

### PERMANENT/TEMPORARY CHANGE OF VEHICLE

It is the responsibility of the staff member to inform Facilities if you change your vehicle, permanently or temporarily. Facilities will either arrange for issue of a new permit, or record the details of your temporary vehicle so that you can continue to use the same permit.

### SECURITY

Parking on WHHT sites is at the vehicles owners' risk. The Trust and CP Plus Ltd accept NO liability for any loss or damage to any vehicle parked in a designated parking area.

### MISUSE

**Fraudulent misuse of a staff permit will be formally reported to the Trust Management. This will result in the cancellation of the staff permit and authorisation to park will be revoked.**

Please note that deposits & pro-rata refunds (whole unused months only) will **ONLY** be paid upon return of the Permit (and barrier pass card where applicable). This will also apply for long-term sickness and maternity leave.

### COMPLIANCE WITH PARKING REGULATIONS

All staff must comply with the parking regulations of the Trust. Staff will be subject to the enforcement regulations on the site and may also be subject to Trust disciplinary procedures. **In event of staff being issued a Parking Charge Notice all enquiries to be directed to CP Plus**

### EXAMPLES OF PERMIT TARIFFS AS OF June 2010 (applies to salary deductions only)

**% Deducted is based on basic salary paid.**

AfC Band	Salary Point	Future Monthly payment
1	£14,364.00	£ 7.18
2	£16,753.00	£ 8.38
3	£18,577.00	£ 9.29
4	£21,798.00	£ 10.90
5	£27,534.00	£ 13.77
6	£34,189.00	£ 17.09
7	£40,157.00	£ 20.08
8a	£46,621.00	£ 23.31
8b	£55,945.00	£ 27.97
8c	£67,134.00	£ 33.57
8d	£80,810.00	£ 40.41
9	£97,478.00	£ 48.74

- Staff who are not salary deductible, they or their organisation (if agreed) will be charged a common **up-front payable** set charge.
- For the nights/weekends/bank holidays permit, 50% of the applicable permit charge is payable.

**A STAFF PARKING PERMIT DOES NOT GUARANTEE A SPACE**

## TRANSPORT AND PARKING STRATEGY



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Department	Transport & Parking
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User Group	All staff; 3 <sup>rd</sup> party users of Trust estate; patients and visitors

The Trust is committed to promoting an environment that values diversity. All staff are responsible for ensuring that all patients and their carers are treated equally and fairly and not discriminated against on the grounds of race, sex, disability, religion, age, sexual orientation or any other unjustifiable reason in the application of this policy, and recognising the need to work in partnership with and seek guidance from other agencies and services to ensure that special needs are met.

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**CHANGE HISTORY**

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Reason</b>	<b>Ratification Required</b>
Version 1	March 2011	Kyle McClelland	New Policy	Yes

## **Statement of Principles and Objectives**

- 1 This strategy and its subsidiary policies acknowledge the NHS Terms and Conditions of employment. The West Hertfordshire Hospitals NHS Trust (the Trust) reiterates that it is the obligation of every member of staff to get themselves to work on time when rostered for duty.
- 2 The Trust does not have any obligation to provide or pay for transport for staff to their normal place of work. The Trust does have obligations where staff have had their normal place of work changed, but these amount to an obligation to pay for the excess mileage, not an obligation to provide that transport.
- 3 However the Trust recognises the need to ease what could otherwise be a difficult transport situation for its members of staff, patients and visitors to its sites. Therefore this Policy sets out the measures the Trust has put in place to provide sustainable (financially and environmentally) transport and parking services for its employees, patients and other site users.
- 4 The Trust recognises the costs of providing transport and parking services. It is a fundamental principle of this Policy that such services should not detract from the ability of the Trust to fund and provide clinical care. Therefore the aim of this Policy is to describe the means by which the Trust provides appropriate, adequate and easily accessible Transport, Parking and Cycling services and facilities without having to subsidise that provision from clinical budgets.
- 5 In plain English, the key principle of the Trust Policy is for the provision of both transport and parking services and facilities to be self-financing.
- 6 The Policy is intended to describe how the Trust will provide disabled badge holders, patients, visitors and eligible staff with:
  - Access to transport between the hospital sites managed by the West Hertfordshire Hospitals NHS Trust
  - Appropriate car parking at each of the hospital sites managed by the West Hertfordshire Hospitals NHS Trust.
  - Access to facilities to support cycling and walking at the hospital sites managed by the West Hertfordshire Hospitals NHS Trust
- 7 The key objectives of this Policy are to:
  - Manage transport between sites effectively in order to aide the reduction of congestion
  - Ensure access and egress is maintained at each hospital for all vehicles
  - Ensure access for disabled badge holders, patients and visitors
  - Prevent unauthorised parking in areas not designated for parking
  - Encourage a range of options to reduce single occupancy car use.
  - Encourage the use of alternatives to the car e.g. inter-site buses.
  - Meet the Trust's targets as defined in its Green Travel Plan
  - Protect the environment by preventing parking on soft landscaped areas
  - Implement sensible local rules to manage all aspects of on site parking
  - Improve the quality of the parking experience.
- 8 It is a key principle of this Policy that "fair access, not free access" to transport and parking services and facilities is provided. The Trust is a signatory to the British Parking Associations "Hospital Parking Charter" and can display the Chartermark in its documentation.

- 9 The Trust has assessed this Policy against the NHS Confederation’s “Principles for Fair Hospital Car Parking”. The Trust believes this Policy is in alignment with all of those principles, as set out below:

<b>Principles for Fair Hospital Car Parking</b>		<b>WHHT</b>
i	Have a Travel Plan for users of all types of Transport	✓
ii	Control parking fairly, for those whose health conditions or work commitments mean they have to park frequently or at anti-social hours.	✓
iii	Show car park and transport costs and how charges are invested.	✓
iv	Think about the environment and how transport can reduce the NHS impact.	✓
v	Be open and involve staff, patients and the public.	✓

10 **Key Policy Positions**

The Trust will use reasonable endeavours to ensure that:

- A staff inter-site transport service is provided that is accessible by members of the Public
- Public transport services are provided by statutory providers to the hospital sites
- The use of the private motor car is discouraged by various means
- The use of alternative means of accessing the Trust sites are encouraged and, if considered appropriate by management, subsidised by the car parking charges made to staff, patients and visitors.
- The costs of providing parking for staff, patients and visitors are recovered in full from the users of the Trust’s car parks
- Suitable and sufficient disabled parking spaces are provided for patients and visitors with blue badges
- The Green Travel Plan is adhered to and the objectives therein achieved

## **1 Introduction**

- 10 The West Hertfordshire Hospitals NHS Trust provides hospital services from 3 hospital sites in West Hertfordshire, namely in alphabetical order:
- Hemel Hempstead Hospital
  - St Albans City Hospital
  - Watford General Hospital
- 11 Each of the 3 hospital sites is close to or immediately adjacent to the main commercial and retail area of its respective town. All of the Trust's sites experience their car parks being used by people who do not have business at the hospital, creating unnecessary pressure on the parking resource provided. As a provider of Hospital services, we anticipate a higher than normal demand for formal blue badge disabled parking spaces.
- 12 As a hospital, the Trust draws its staff from a very wide geographic area. Many staff reside in areas beyond a commutable distance by any form of Public Transport. However the Trust's patients are, typically, from the West Hertfordshire sub-region, formed by the major conurbations of, *inter alia*:
- Berkhamsted
  - Bushey
  - Hemel Hempstead
  - Rickmansworth
  - St Albans
  - Tring, and
  - Watford
- 13 It is not possible to forecast where visitors are being drawn from. However it can be anticipated that the majority are also from the West Hertfordshire conurbations identified above.
- 14 In 2009 the Trust successfully implemented a centralised "acute" service at the Watford General Hospital site, with various "non-acute" and "elective" services being provided from the other two sites. This centralised model of care generates specific pressures on transport, travel and parking that may not be present in all NHS Trusts.
- 15 This Transport and Car Parking Policy is therefore designed to provide disabled badge holders, patients, visitors and eligible staff with:
- Access to transport between the hospital sites managed by the West Hertfordshire Hospitals NHS Trust
  - Appropriate car parking at each of the hospital sites managed by the West Hertfordshire Hospitals NHS Trust.
  - Access to facilities to support cycling and walking at the hospital sites managed by the West Hertfordshire Hospitals NHS Trust
- 16 The key objectives of this Policy are to:
- Manage transport between sites effectively in order to aide the reduction of congestion in the hospital locales and reduce CO<sub>2</sub> emissions
  - Ensure access and egress is maintained at each hospital for all vehicles
  - Ensure access for disabled badge holders patients and visitors
  - Prevent unauthorised parking in areas not designated for parking
  - Encourage a range of options to reduce single occupancy car use.
  - Encourage the use of alternatives to the car e.g. inter-site buses and cycling.
  - Meet Trust targets as defined in the Green Travel Plan
  - Protect the environment by preventing parking on soft landscaped areas
  - Implement sensible local rules to manage all aspects of on site parking
  - Improve the quality of the parking experience.

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**Purpose**

The purpose of this Policy is to provide:

- A framework within which Management can make decisions on the provision and management of transport between sites
- A framework within which Management can make decisions on the provision and management of car parking on each of the Trust's sites
- A means of managing the demand for the finite numbers of car parking spaces available at the Trust's sites for staff, patients and visitors
- A means of encouraging the correct parking behaviour of all users of the Trust's car parks
- Encouragement for the use of non-car modes to access the hospital sites by all users

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**Definitions**

The following definitions are to be used when interpreting this Policy:

Ref	Term	Definition
i	Trust sites	Areas marked on OS maps at Appendix A. <b>NB</b> This Appendix may be updated from time to time WITHOUT the Policy being reviewed.
ii	Trust Car Parks	Areas as marked on site plans at Appendix B. <b>NB</b> This Appendix may be updated from time to time WITHOUT the Policy being reviewed.
iii	Inter-site Transport	The bus service commissioned by West Hertfordshire Hospitals NHS Trust to transfer staff, visitors and patients between the three hospital sites. This is a staff bus service that is usable by visitors and patients.
iv	Non-emergency Patient Transport	The ambulance service commissioned by West Hertfordshire Hospitals NHS Trust to transfer non-emergency patients to and from their residential address and the appropriate hospital site, or between hospitals.
v	Umbrella Green Transport Plan	The document of the same title prepared and published as part of the Watford Health Campus Outline Planning Application.
vi	Trust Green Transport Plan	The document prepared by the Trust and published as Appendix C. <b>NB</b> This Appendix may be updated from time to time WITHOUT the Policy being reviewed.
vii	Penalty Charge Notice (PCN)	A "parking ticket" issued against a vehicle that is witnessed contravening any element of this Policy by an authorised operative.
viii	Authorised Operative	Any uniformed employee of the Trust's prevailing car parking management contractor. The name of the prevailing car parking management contractor can be obtained from the Manager with Responsibility for Transport & Parking

#### **4 Duties and Responsibilities**

1 The following Policy roles are created and have the specified key duties and responsibilities ascribed to them. Appendix D provides the details of the organisational roles charged with these Policy roles.

##### **2 The Chief Executive:**

- Is accountable for the adoption and implementation of this Policy.

##### **3 The Director with Accountability for Transport & Parking:**

- Is accountable for ensuring the car parking management, non-emergency patient transport and inter-site transport services are suitably market tested and demonstrated to deliver Value for Money.

##### **4 The Manager with Responsibility for Transport & Parking:**

- Is accountable for the day-to-day management of the car parking contractor, non-emergency patient transport contractor and inter-site transport contractor.
- Is responsible for specifying and procuring car park management services, non-emergency patient transport services and inter-site transport services on behalf of the Trust.
- Is responsible for ensuring that the Trust's parking concessions are kept current and conform or improve on DoH guidance
- Is the **only** authorised Trust officer empowered to rescind a properly issued Penalty Charge Notice to a vehicle parked on Trust property.
- Is the **only** authorised Trust officer for the approval of a request for a Trust funded taxi journey to or from a staff member's home address and their workplace.
- Is responsible for ensuring that the Trust secures sufficient income from its car parking provision to contribute significantly to the costs identified within this Policy.
- Is authorised to instruct the removal of vehicles reasonably considered to be parked dangerously or inconsiderately.
- Convenes and chairs all parking appeals panels.

##### **5 The Managers with Delegated Responsibility for Transport & Parking**

- Are responsible for the site specific day-to-day management of the car parking management contractor, non-emergency patient transport contractor and inter-site transport contractor.
- Are responsible for receiving and allocating actions from and to the car parking management contractor's site team as required.
- Are responsible for day-to-day co-ordination and liaison with the parking management contractor's site leadership team.
- Are responsible for leading the site specific car-parking permit application process and deciding whether to issue permits to individuals based on the content of their application.
- Are responsible for securing cross-charges to wards and departments consistently abusing the parking concessions set out within this Policy.
- Are authorised to instruct the removal of vehicles reasonably considered to be parked dangerously or inconsiderately.



6 **The Officers with Responsibility for Parking**

- Are responsible for promoting the use of alternatives to the car for access to the hospital sites
- Are responsible for administering and processing the parking permit application process.
- Are responsible for reviewing the parking concession paperwork and flagging any consistent abuse by wards and departments.
- Are responsible for issuing temporary parking permits in accordance with this Policy.

7 **The Authorised Operatives**

- Are responsible for policing and enforcing this Policy at each site.
- Are responsible for conducting 3 daily (week days) counts of available parking spaces across all user types and reporting the results to the Officers with Responsibility for Parking.
- Are responsible for checking the validity of displayed parking permits on a 2-3 hourly basis.
- Are responsible for managing the permit update process for changes such as vehicle details
- Are duly authorised by the Chief Executive to apply Penalty Charge Notices to vehicles parked on Trust sites and in violation of this Policy.
- Are duly authorised by the Chief Executive to apply a vehicle restraint/ clamp (subject to any change in legislation on this subject) to repeat and persistent offenders or those with more than 3 outstanding Penalty Charge Notices.
- Are duly authorised by the Chief Executive to arrange for the removal of vehicles considered by an Authorised Operative AND a Manager with Delegated Responsibility for Transport & Parking to be dangerously or inconsiderately parked.

8 **Parking Permit Holders**

- Are required to comply with this Policy and park only in areas identified for staff.
- Must NOT park in pay and display areas WITHOUT displaying a valid ticket or special concession permit.
- Are required to park considerately whenever on Trust premises.
- Are required to display a valid Permit whenever on Trust premises.
- Are required to abide by the local rules of each site regarding ingress and egress of the site and associated car parking areas.

**Staff parking category restrictions are relaxed between the hours of 19:00 and 07:00. Staff permit holders can park in any bay restricted for staff use only during those hours. Vehicles NOT displaying an appropriate permit outside of those hours will be liable to receive a parking charge notice.**

9 **Members of the Public**

- Are required to park considerately in marked bays and display:
  - A valid parking ticket, or
  - A blue disabled badge, or a
  - Properly authorised concession permit.

10 **Changes in Role-holder or Individual**

It is to be noted that the titles and the incumbents holding the above responsibilities may change over time. Any changes to the organisational ownership of this policy or the individual performing a key role shall be recorded in Appendix D to this policy. Such a change will not require the Policy to be reviewed.

## **5 Transport Provision and Management**

1 The Trust has identified the following key transport modes for access to the Hospital sites for its, staff, patients and visitors:

- Emergency Ambulance
- Non-Emergency Ambulance
- Private Car
- Inter-site Transport
- Public Transport
- Taxi
- Volunteer transport
- Motorcycle
- Pedal Cycle
- Walking

2 This Policy takes each transport mode individually and sets out the Trust's Policy for that mode of transport.

### **3 Emergency Ambulance**

The Trust does not commission or generate Emergency Ambulance journeys to the Hospital and it is therefore excluded from further consideration in this Policy.

### **4 Non-Emergency Ambulance Transport**

The Trust recognises that this is a complex and challenging field with multiple conflicting demands and priorities. As such the Trust's policy is to out-source the provision of this service to a specialist company who are considered better able to resolve those tensions and address the resourcing required to achieve the needed service level.

5 The contract will be tendered on a 5-yearly basis (although a 12-month extension option may be exercised where included in the tender packages). This is considered sufficient time to allow efficiencies of scale and to amortise any investment requirement while still being frequent enough to ensure value for money is delivered.

6 Access to this element of transport is **strictly** subject to nationally agreed criteria relating to **medical need**. Those who suffer a financial hardship are able to recover their costs of travel to hospital from their local PCT. The management criteria are published widely by the NHS under the "travel costs to hospital" banner. See the following web-site for information:

<http://www.nhs.uk/nhsengland/Healthcosts/pages/Travelcosts.aspx>

7 Members of staff reviewing this policy are reminded that these criteria are nationally agreed and benefit eligibility thresholds are calculated with these criteria in mind. Individual hardship is not sufficient reason to by-pass these criteria. Doing so is taking a decision to deprive another patient of either that transport access or another element of the care provided by the Trust, as the Trust will sustain that cost.

**Repeated abuse of these criteria in requesting transport is to be considered a disciplinary offence.**

- 8 For those patients using the non-emergency patient transport service to access the outpatient services offered by the Trust, an external agency (Travellink – 01438 737505) assesses individuals against the appropriate criteria and decides whether the patient meets the necessary threshold for a decision to use the patient transport service. That service is provided by the organisation specified in Appendix E. The organisation and contact details specified in Appendix E may be subject to change, without requiring this policy to be reviewed. However any such change will be publicised through the Trusts communications streams, such as “The Week in Focus”; all users emails; Hotel Services intranet site; On the Pulse; Posters in public hotspots (the usual channels).
- 9 Any new procurement activity for the non-emergency patient transport service will assess the environmental credentials of the potential suppliers. The environmental performance of their fleet of vehicles will be a key selection criterion.
- 10 **Private Car**  
The Trust tolerates the use of private vehicles to access its sites and sees them as a “necessary evil” to achieve the freedom and flexibility of access that many staff, visitors and patients require.
- 11 It is the Policy of the Trust to act reasonably to discourage the use of the private car to access the Trust’s facilities. The only exception to this rule is where the private car is used as a car share or car-pool vehicle.
- 12 However the Trust recognises that the private car is a necessary element of the transport system needed to provide the ultimate flexibility frequently required by its employees in performing their duties. As such the Trust has a duty of care to reasonably ensure any vehicle being used by a member of staff in the performance of their duties is appropriately insured, safe and adequately maintained. The Trust also encourages the use of low emission vehicles.
- 13 Both the duty of care and lower emissions policy objective above are supported by the Trust’s “Salary Sacrifice Lease Car Scheme” that provides ALL staff with the opportunity to lease a brand new, fully maintained and insured car with engine CO<sub>2</sub> emissions of less than 180g/km. The Trust notes that most new vehicles will also have a significantly higher EuroNCAP safety rating than older vehicles.
- 14 The Trust continues to provide access to leased vehicles through a non-salary sacrifice scheme for users who meet specific business mileage or use criteria but who choose for personal reasons not to use the salary sacrifice scheme.
- 15 Parking Demand Management  
As a direct result of the use of the private car, a significant resource is consumed in the provision of car parking facilities and management. The demand for parking spaces is such that a management policy and procedure must be put in place to ensure the Trusts premises can continue to operate efficiently and effectively.
- 16 This Policy therefore implements the use of Parking Permits and “staff only” parking areas as a means of managing the staff demand for parking spaces.
- 17 This Policy therefore implements the use of Pay and Display tickets and “Public only” parking areas as a means of managing demand for Public parking.
- 18 In order to enforce this management policy the ability to issue Penalty Charge Notices and where appropriate means of restraining and/ or removal of the offending vehicle is required. This Policy therefore authorises such reasonable actions.

- 19 Under this Policy use of the private car is actively discouraged by the Trust in the following ways:
- Re-charging the costs of parking provision to those who use the car parking facilities
  - Restricting staff permits to those who live more than 3 kilometres [assessed using post-codes and Google Maps] from their base site (2 kilometres is the accepted guidance for a reasonable distance to walk, so the Trust is pushing at this boundary)
  - Charging any eligible staff for their parking permit, and
  - Making reasonable efforts to reduce the number of parking spaces available across the Trust when considered relative to the clinical activity conducted.
- 19i Fraudulent misuse of a staff permit will be formally reported to the Trust Management. This will result in the cancellation of the staff permit, authorisation to park being revoked and the possibility of disciplinary action being taken.
- 20 **Inter-site Transport**  
The formal Trust Policy is that every Trust staff member has a contractual obligation to get to their normal place of work in a timely manner whenever rostered to be on duty. This applies equally from the Chief Executive to clerical staff; From the Director of Nursing to Health Care Assistants and from the Medical Director to junior Doctors.
- 21 However the Trust acknowledges its responsibilities to minimise the impact of service changes both on staff and service users. In recognition of the significant change in clinical service model implemented in 2009, the Trust enhanced its inter-site transport service offering.
- 22 It is the Trust policy to offer a staff bus service as described in Appendix F (this Appendix can be adapted from time-to-time without this Policy requiring review) that:
- Is free at the point of use
  - Only stops on Hospital sites
  - Addresses “normal” staff movements
  - Provides specific “staff priority” services at peak times
  - Is, for non-“staff priority” services, accessible on a “first come, first served” basis, to members of the general public who can demonstrate that they have a purpose for visiting one of our Hospital sites.
  - Where reasonably practicable allows patients to move between sites with overnight bags and any necessary medical equipment. The Trust does NOT guarantee such access.  
**NB** Children travelling must either be old/ tall enough NOT to require a child seat when wearing a seat-belt or be provided with a suitable child seat by the accompanying adult.
- 23 The Trust will notify and advertise through the “usual channels” any changes to the staff bus service for a minimum of 20 working days prior to implementation.
- 24 The Trust has decided to utilise the transport expertise of a neighbouring NHS Trust (Hertfordshire Partnership NHS Foundation Trust) to provide this inter-site bus service.
- 25 In the event that this service is market-tested in the future, the environmental impact of the vehicle fleet proposed will be one of the key assessment criteria in the selection process. The environmental credentials of the current provider are regularly reviewed and when last assessed are reported as being “good”.

26 **Public Transport**

It is the Trust's policy to promote the use of Public Transport for staff, patients and visitors wherever reasonably practicable. It is the Trust's policy that any such promotion activities or schemes to encourage such use must be revenue cost neutral.

27 The Trust policy encourages the use of Public transport by way of:

- Membership of and close working with the Hertfordshire Integrated Transport Board
- Provision of space for Hertfordshire County Council to provide "Information Points" at key public locations at each of its sites
- Provision of display space for Hertfordshire County Council to provide "live" bus arrival information at key public locations at each of its sites
- Detailed Public Transport information and related links on the Trust web-site

28 **Taxis**

This Policy does not promote the use of Taxis as a means of access to the hospital sites, either for members of the Public or Staff.

29 It is the Trust Policy that it will not have taxi ranks on its sites as the market for taxis is considered overly competitive and the Trust does not have the resource to police or manage the numbers of taxis utilising any rank.

30 Taxis are NOT to be used for the movement of patients or their belongings other than as a "last resort" and only then in truly exceptional circumstances.

31 However, taxis are frequently used by the Pathology service to move urgent samples between the Trust sites and to take samples at short notice to tertiary centres for assessment. The Trust Policy is to conduct a review of the extent of this usage with the intention of bringing in a bespoke service that significantly reduces this demand. However, it is anticipated that some emergency demand will remain.

32 Staff are not entitled to a Trust funded taxi between their home address and their place of work, unless in truly exceptional circumstances and then only by arrangement with the Manager with Responsibility for Transport & Parking. A unique "pass phrase" will be issued to allow such users to book the taxi through the inter-site transport helpline in place (01727 897484).

33 **Volunteer Transport**

The Trust encourages the use of local volunteer resources to facilitate transport to the hospital sites. Each of the major conurbations in West Hertfordshire has its own (sometimes more than one) hospital transport volunteers. A list of volunteer driver services is provided in Appendix G.

34 The Trust does not co-ordinate or manage these services, but encourages this supportive volunteer work through this Policy by issuing free parking permits to such volunteer drivers when they are performing these duties.

35 **Motorcycle**

The Trust recognises that used responsibly and safely, motorbikes and mopeds provide a reasonable means of avoiding congestion and reducing emissions. However the Trust also accepts that there are significant risks inherent in the use of motorcycles and mopeds.

36 The Trust does **not** encourage its staff to use a motorbike or moped to travel to work. However given the lower costs of providing facilities for motorbikes and mopeds, it is the Trust's Policy not to charge for parking of such vehicles at its sites.

- 37 The Trust does not require members of staff to have a permit for motorbikes or mopeds. However all such vehicles must be parked considerately whenever on site. This concession is conditional on motorbike and moped users NOT using a normal parking space. If such a user insists on parking in a parking bay, a valid permit or ticket must be displayed.
- 37i This Policy allows for dangerous and inconsiderate parking of motorbikes or mopeds to be punished in a similar manner to that for other motor vehicles by the application of a Penalty Charge Notice, restraint mechanism or removal.
- 38 **Pedal Cycle**  
The Trust recognises that used responsibly and safely, pedal cycles provide a reasonable means of avoiding congestion, significantly cutting CO<sub>2</sub> emissions and encouraging healthy activity for its staff.
- 39 It is the Policy of the Trust to provide secure storage facilities for an appropriate number of cycles at each of its sites. This Policy establishes that it is the Trust's right to remove and/ or apply a restraining device to bikes secured to Trust premises inappropriately (Manager with Delegated Responsibility for Transport & Parking permission or above required).
- 40 The Trust Policy is also to promote the use of pedal cycles by working to provide washing and changing facilities for staff on each site.
- 41 The Trust further promotes the use of pedal cycles through its participation in the Cycle to Work, salary sacrifice scheme.
- 42 The Trust will also pay the nationally agreed mileage rate for the use of pedal cycles on Trust business.
- 43 **Walking**  
The Trust recognises that walking to work is the most environmentally friendly mode of transport possible.
- 44 This Policy encourages walking to work by extending the accepted guidance for a reasonable walking distance to 3km (from 2 km). Staff living within 3km [assessed using post codes and Google Maps] of their base site are not eligible for a parking permit. Changing and showering facilities are provided for staff who walk or run to work. These facilities will be shared with cyclists.

## **6 Parking Provision and Management**

- 1 The purpose of this section of the Transport and Parking Policy is to define and clarify the car parking arrangements for all visitors, patients, 3<sup>rd</sup> Parties, contractors and staff at any of the West Hertfordshire Hospitals NHS Trust's (WHHT/ The Trust) facilities.
- 2 This policy is aligned to the Trust's Green Travel Plan which is in turn aligned to the Umbrella Green Transport Plan forming part of the Outline Planning Permission for the Watford Health Campus ([www.watfordhealthcampus.org](http://www.watfordhealthcampus.org)).
- 3 This Policy needs to balance the demand for parking with the provision of spaces. The Policy therefore sets out a mechanism for equitably balancing supply and demand between Staff, contractor, visitor and Patient areas as well as ensuring equitable allocation of parking spaces within the staff grouping.
- 4 The Policy seeks as far as reasonably possible to ensure that those who have a business or health need to use a private vehicle to access our sites can park that vehicle when they need to do so.

### **5 User Categorisation**

In order to achieve this, the Policy establishes a number of categories of parking user and identifies eligibility criteria for each category. The detail of the parking areas available for each category of user are then provided in Appendix H. This Appendix can be varied without the need for the Policy to be reviewed.

6 The Policy identifies and establishes the following categories of parking user:

- 7 - Drop-off/ 30 Minute User
- 8 - Standard Pay & Display User
- 9 - Disabled User
- 10 - Public Concession
- 11 - Staff
- 12 - WGH User
- 13 - HHGH User
- 14 - SACH User
- 15 - Essential User
- 16 - Temporary Disabled User
- 16i - Disabled User
- 17 - Staff Concession
- 18 - Residential
- 19 - NHS Logoed Vehicles
- 20 - 3<sup>rd</sup> Party
- 21 - WGH
- 22 - HHGH
- 23 - SACH
- 24 - Multi-Site
- 25 - Contractors
- 26 - VIP's

27 Descriptions and eligibility criteria for each of the above categories and sub-categories are provided as Appendix I to this Policy. This Appendix can be changed without requiring a review of this Policy.

28 Any such change will require a minimum of 20 working days notice (to include posters in prominent locations within Trust premises) before becoming effective.

28i **Occasional Cross Site Drivers**

Each site will make an allocation of parking spaces that are dedicated for the use of site specific permit holders for the OTHER Trust sites. This provision is intended to address the need of occasional visitors from the other sites for meetings. These bays will be limited to 3 hours usage in any single day.

29 **Staff Parking Charge Methodology**

The Trust has previously successfully implemented an equitable means of charging staff for their parking permit. This is achieved by way of charging all staff a fixed percentage of their calculated annual salary based on each month's earnings. The percentage to be charged is identified in Appendix J. This methodology automatically calibrates and allows for differing salary levels and full or part time working.

29i The Trust will use reasonable endeavours to provide sufficient parking for staff paying for a permit. However access to a parking space cannot and is not guaranteed by payment of the permit charge.

30 **Public Parking Charge Methodology**

The Trust has evaluated different methodologies of management and revenue collection for car parking. The Trust has specific site constraints and experience that led to the removal of barrier controlled entry and exit at its sites.

31 The Trust aspires to Automatic Number Plate Recognition (ANPR) as a means of vehicle identification, charging and when necessary, delivery of a penalty. This is considered to be the most effective means of securing income as users can be charged for the time they use, while not requiring investment in barriers and still providing a robust means of penalty charge collection. It is expected that this technology will reduce in cost. As it does so, the Trust will reconsider business cases for the implementation of this type of system across all of its sites.

32 However for the short to medium term, the Trust has concluded that the optimum balance between investment in management technology and the Trust's specific site constraints is the so called "Pay and Display" method.

33 **Parking Tariff**

The tariff of parking charges for West Hertfordshire Hospitals NHS Trust sites is published at Appendix J to this Policy. This Appendix can be changed at any time without prompting a review of this Policy. Any such change will require a minimum of 20 working days notice before becoming effective.

34 The Trust will ensure that significant discounts and concessions are offered to specific groups, including but not limited to:

- Disabled Users
- Frequent Users
- Long-term Users
- Bank Staff
- Student Staff
- Locum Staff
- 3<sup>rd</sup> Party "Partner" Organisations
- Those actively participating in the care of their loved one
- The family of critically ill in-patients
- The parents of in-patient children

35 More details on these concessions are available in Appendix K to this Policy. This Appendix can change without prompting a review of this Policy. Any such change will require 20 working days notice before becoming effective.



36 **Car Parking Enforcement Arrangements**

In order to maintain access to parking spaces for those eligible and to discourage inappropriate parking and open abuse of the Trust's car parks, it is Trust Policy to apply Penalty Charge Notices to vehicles that contravene this Policy.

37 Further this Policy allows for the application of a means of vehicle restraint to legally parked vehicles that have more than 5 Penalty Charge Notices out-standing (either where no appeal(s) has yet been made, or where the appeal(s) has decided against the driver/ registered keeper). The vehicle will be released upon payment of at least 2 of those outstanding Penalty Charges. (This element of the Policy will be automatically withdrawn if legislation is amended to prohibit such activity).

38 The Trust reserves its right to remove vehicles that it reasonably considers to be dangerously or inconsiderately parked. All costs of such removal are to be recovered from the vehicles registered keeper/ owner/ driver before the vehicle will be returned to them. Photographic evidence of the parked vehicle will be taken prior to any vehicle removal.

39 The Trust asserts its right to remove (either temporarily or permanently) a parking permit from any individual (regardless of employer) who repeatedly ignores the parking policy and parking regulations and or who disregards reasonable direction by a uniformed member of the parking management contractor's staff and or who is reasonably considered to be bullying or overly aggressive with the parking management contractor's or the Trust's own staff.

40 Further details on the parking regulations prevalent at each of the Trust's sites are available in Appendix L to this Policy.

40<sub>1</sub> **Cardiff Road Overflow Car Parks (Watford)**

For absolute clarity, the rules regarding access and egress from the Cardiff Road extension car parks at Watford are repeated here.

40<sub>2</sub> **It is strictly prohibited for any Trust parking user to turn IN to the extension car park FROM Cardiff Road AND for any user to turn ON to Cardiff Road when exiting the extension car park. ALL access and egress to and from the extension car park MUST be via the hospital site and the access road beside the allotments.**

**REPEATED FAILURE TO COMPLY WILL RESULT IN THE REMOVAL OF AN INDIVIDUAL'S PARKING PERMIT EITHER TEMPORARILY OR PERMANENTLY.**

40<sub>3</sub> This measure is implemented due to the conditions contained within both the lease and planning permission for the use of the extension car park, which prevent the Trust from using Cardiff Road as a means of access and egress for the land. The land could be withdrawn from our use as a car park if these conditions are not observed and enforced.

41 **Appeals**

This Policy recognises that decisions regarding parking sometimes have to be taken without all the appropriate information being known. For that reason, this Policy allows for an appeals process for the following eventualities:

- Refusal of parking permit application
- Application of vehicle restraint
- Fee for vehicle removal
- Withdrawal of parking permit (either temporarily or permanently)

- 42 Individuals requesting an appeal for any of the above need to be aware that, if the appeal body feels the original penalty was insufficient, the penalty could be increased by that appeals body. For the purposes of clarity, the Appeal body's decision is final and is not subject to further appeal.
- 42i All such appeals are to be heard by a panel convened for the purpose by the Manager with Responsibility for Transport & Parking. The panel shall consist of a minimum of 3 individuals, with one independent being selected from the appellant's user peer group.
- 42j **Penalty Charge Notice Appeals**  
All appeals against the application of a Penalty Charge Notice must be referred to the Authorised Operatives and the management of the incumbent Parking Management contractor. **NO** other team in the Trust is empowered by the Parking Management contract or this Policy to withdraw Penalty Charge Notices.
- 43 **Trust Costs**  
The Trust publishes its costs and incomes associated with transport and car parking on an annual basis. It is NOT the Trusts Policy to earn any significant profit from the provision of transport and car parking, merely to avoid the clinical services providing a subsidy to individuals who are already able to support the costs of running a motor vehicle.
- 44 The Trust's transport and car parking related costs, investments and incomes earned for 2009/10 (the last full year available as at date of writing) are published at Appendix M to this Policy, but will be available (for subsequent years) on request from the Responsible Manager before the end of August each year.
- 45 The income section will show the amounts received through staff parking charges; sale of tickets; Parking Charge Notices; Vehicle restraints and vehicle removals. The costs section will identify costs for transport services; taxis; capital charges; rents; security staff; CCTV; lighting; investments in equipment.

## **7 Process for Monitoring Effectiveness and Compliance**

1 In order to ensure that this Policy is achieving its objectives and aims a small amount of administrative work is required. This is deliberately kept to a minimum so as to reduce the bureaucratic and governance load for the organisation.

### **2 Parking Management**

The effectiveness of parking management is assessed, at each site, by:

- Three times daily (on week days) count of empty parking spaces
  - Number available in Public Car Parks
  - Number available in Staff Car Parks
  - Records of this count will be maintained for 2 years.
- Monthly report on number of Parking Charge Notices issued
  - Number issued in Public Car Parks
  - Number issued in Staff Car Parks
  - Records of this will be maintained for 2 years.
- Monthly report on number of Vehicle Restraints applied
  - Number issued in Public Car Parks
  - Number issued in Staff Car Parks
  - Reasons for vehicle restraint application for each
- Monthly report on number of vehicle removals conducted
  - Number issued in Public Car Parks
  - Number issued in Staff Car Parks
  - Reasons for vehicle removal for each

3 A monthly “Issues and Performance Review” meeting will be held with the lead for the provider and the Manager with Responsibility for Transport & Parking. Records of this meeting will be kept.

### **4 Non-Emergency Patient Transport**

A full suite of “live” and historic data is available by accessing the provider’s web-enabled system. Reports can be compiled on request.

5 A monthly “Issues and Performance Review” meeting will be held with the lead for the provider and the Manager with Responsibility for Transport & Parking. Records of this meeting will be kept.

### **5 Inter-site Transport**

A quarterly report will be compiled by the lead for the provider identifying any excess capacity for each bus service provided.

6 This report will be reviewed at a quarterly “Issues and Performance Review” meeting with the lead for the Provider and the Manager with Responsibility for Transport & Parking.

## **8 Appendices**

APPENDIX A	- Site Location Maps
APPENDIX B	- Site and Car Park Maps
APPENDIX C	- Trust Green Transport Plan & Umbrella Green Transport Plan
APPENDIX D	- Incumbents in Key Roles
APPENDIX E	- Incumbent Non-Emergency Patient Transport Provider
APPENDIX F	- Inter-site Bus Service Timetable
APPENDIX G	- Volunteer Transport Services
APPENDIX H	- Parking Area Allocations for Categories
APPENDIX I	- Category Eligibility Criteria
APPENDIX J	- Parking Tariff
APPENDIX K	- Concession Details
APPENDIX L	- Site Parking Regulations
APPENDIX M	- Trust Costs, Investments and Incomes 2009/10
APPENDIX N	- Concession/ Permit Application Procedure and Protocols

**APPENDIX A - Site Location Maps**

**APPENDIX B - Site and Car Park Maps**

**APPENDIX C - Trust Green Transport Plan & Umbrella Green Transport Plan**

**APPENDIX D - Incumbents in Key Roles**



**APPENDIX D**

1 The following are the current incumbents in the key roles identified in the Transport and Parking Policy:

	<b><u>Policy Role</u></b>	<b><u>Policy Role Holder's Title</u></b>	<b><u>Incumbent</u></b>
2	Chief Executive	Chief Executive	Jan Filochowski
3	The Director with Accountability for Transport & Parking	Director of Strategy & Infrastructure	Sarah Wiles
4	The Manager with Responsibility for Transport & Parking	Associate Director – Hotel Services	Kyle McClelland
5	The Managers with Delegated Responsibility for Transport & Parking	Hotel Services Manager – HHGH & SACH	Jacky Jones
6		Hotel Services Manager – WGH	Wendy Docherty
7		Hotel Services Site Support Officer WGH	Kylie Baker
8	The Officers with Responsibility for Parking	Hotel Services Site Support Officer WGH	Emma Smith
9		Hotel Services Site Support Officer HHGH & SACH	Carol Paice
10	Car Parking Management Contractor	CP Plus	N/A
11	Authorised Officers	CP Plus Uniformed Personnel	N/A

**APPENDIX E - Incumbent Non-Emergency Patient Transport Provider**

## **APPENDIX E**

### **Non-Emergency Patient Transport Provider:**

Lewis Day, Trading as **Medical Services**

Lead Contact: Judith Jackson

e: [Judith.jackson@medicalservesuk.com](mailto:Judith.jackson@medicalservesuk.com)

t: 01582 406708 or 700

@: [www.medicalservesuk.com](http://www.medicalservesuk.com)

**APPENDIX F - Inter-site Bus Service Timetable**

**APPENDIX G - Volunteer Transport Services**

**APPENDIX H - Parking Area Allocations for Categories**

**APPENDIX I - Category Eligibility Criteria**

**APPENDIX I**

1 The Trust Transport and Parking Policy has established the following categories of parking user:

	<b><u>Category</u></b>	<b><u>Definition</u></b>
2	Drop-off/ 30 Minute User	Members of the Public and Staff dropping off people or equipment.
3	Standard Pay & Display User	Member of the Public not qualifying for any other special concession.
4	Disabled User	Blue badge holder
5	Public Concession Holder	Member of the Public with a specific eligibility for a concession in accordance with the concession protocol established in Appendix K
6	Staff	DIRECT Employees of West Hertfordshire Hospitals NHS Trust ONLY.
7	WGH User	Staff based at WGH and spending more than circa 80% of their working week at the site
8	HHGH User	Staff based at HHGH and spending more than circa 80% of their working week at the site
9	SACH User	Staff based at SACH and spending more than circa 80% of their working week at the site
10	Essential User	All Executive and Non-Executive Directors of the Trust. Consultant clinical staff Staff travelling frequently (at least twice EVERY week) between sites as a fundamental part of delivering their duties.
11	Temporary Disabled User	Somebody with an authority from Trust Occupational Health that they have a temporary condition meaning they are unable to walk distances of more than 300m.
11i	Disabled User	A Trust employee with an entitlement to a local authority issued blue badge
12	Staff Concession	Clinical locum users Agency users Bank staff users Student user, working/ learning at one of our sites



13	Residential	Individual who has their main residence on or immediately adjacent to (and with a direct link and right of way between) a Hospital site
14	NHS Logoed Vehicles	Any vehicle authorised to carry the NHS logo as part of its livery scheme. Currently includes: <ul style="list-style-type: none"><li>• Medical Services</li><li>• East of England Ambulance Service</li><li>• Herts Parts FT Vehicles</li><li>• WHHT Fleet Vehicles</li></ul>
15	3rd Party	Organisations that work on WHHT premises or have cause to use WHHT car parking but who do NOT work for West Hertfordshire Hospitals NHS Trust:
16	WGH	3 <sup>rd</sup> Party working at WGH more than 80% of their working week
17	HHGH	3 <sup>rd</sup> Party working at HHGH more than 80% of their working week
18	SACH	3 <sup>rd</sup> Party working at SACH more than 80% of their working week
19	Multi-Site	3 <sup>rd</sup> Party travelling frequently between sites as a fundamental part of delivering their duties.
20	Contractors	Any organisation or individual employed by the Trust on a contract that would allow them to pass through their transport costs to the employer. Currently includes: <ul style="list-style-type: none"><li>• Construction and maintenance contractors</li><li>• Professional Consultancies</li><li>• Medirest</li></ul> Specifically EXCLUDES Locums, Bank and Agency staff
21	VIP's	Individuals who are closely linked to the national or regional political and NHS governance bureaucracies + other individuals on request of a Director.

**APPENDIX J - Parking Tariff**

**APPENDIX J**

1 The Transport and Parking Policy implements the following scale of Pay & Display parking charges.

	<u>Item</u>	<u>Charge</u>
2	Up to 30 minutes	£0
3	Up to 3 hours	£4
4	Up to 5 hours	£6
5	All day	£12

6 The Transport & Parking Policy implements the following charge scale for Penalty Charge Notices; Vehicle Release Fees and the return of removed vehicles:

	<u>Item</u>	<u>Charge</u>
7	Penalty Charge Notice (if paid WITHIN 10 working days)	£15
8	Penalty Charge Notice (if paid AFTER 10 working days)	£40
9	Vehicle Release Fee	£50
10	Vehicle Return Fee (Actual costs to be charged subject to the minimum noted to the right)	£150

11 The Transport & Parking Policy implements the following charge scale for Staff Permit Holders (including staff disabled holders):

12 0.05% of annual salary calculated on each months earnings

13 **Contractors**

The Transport & Parking Policy implements the following charge scale for Contractors, EXCLUDING Medirest employees:

14 Contractors temporary permits are issued by the relevant site Hotel Services Department FREE OF CHARGE.

15 **NB**

For clarity Contractors vehicles parked WITHOUT a parking permit will be subject to a Penalty Charge Notice.

16 **Medirest**

The Transport & Parking Policy implements the following charge scale for Medirest Employees:

0.05% of annual salary, reviewed annually on renewal.

17 **3<sup>rd</sup> Party Organisations**

The Transport & Parking Policy implements the following charge scale for 3<sup>rd</sup> Party organisations requiring their staff to work on Trust sites and not providing non private car transport for those individuals:

18 £100/ calendar month per permit.

19 This deliberately represents a significant discount from the standard Public charges otherwise chargeable in order to directly recognise the value those 3<sup>rd</sup> Party organisations provide to the Trust.

**NB**

For clarity, the Trust makes this charge to the 3<sup>rd</sup> Party organisation, not the individual employee. It is the 3<sup>rd</sup> Party organisation's policy decision as to whether to charge their staff this cost.

20 **Special Cases: 3<sup>rd</sup> Party Organisations**

The Transport & Parking Policy empowers the Manager with Responsibility for Transport & Parking to establish bespoke charging arrangements for any 3<sup>rd</sup> Party organisations reasonably considered to be a “special case” and requiring their staff to work (and park) on Trust sites. The Manager with Responsibility for Transport & Parking is authorised by this Policy to negotiate and agree an appropriate charge taking into account the value of the work TO THE TRUST, being conducted by that 3<sup>rd</sup> Party organisation.

**NB**

For clarity the Manager with Responsibility for Transport & Parking must gain Director level approval of each organisation qualifying as a “Special Case”.

For clarity the Manager with Responsibility for Transport & Parking is NOT empowered to agree a £NIL charge and must gain Director level agreement for such a significant concession.

**NB**

All of the above are correct as at 4<sup>th</sup> January 2011 and include for the increase in VAT implemented by HM Government on 4<sup>th</sup> January 2011. However, they are subject to change in the event of further VAT amendments or other cost increases being alerted to the Trust.

**APPENDIX K - Concession Details**

**APPENDIX K**

1 The Transport and Parking Policy establishes a number of concession categories. Each is identified and described below with the approved concession identified adjacent to it.

	<b><u>Category</u></b>	<b><u>Description</u></b>	<b><u>Concession</u></b>
2	Disabled Users	Holders of official blue badges issued by a local authority (including staff)	1. Have specially allocated bays reserved 2. Can park in ANY Pay & Display bay <u>free of charge</u>
3	Frequent Users	People attending site more than once per day for a sustained period of more than 3 days <b>OR</b> People attending site for either clinics or visiting a patient where they expect to be on site more than twice per week for a period LESS than 4 weeks.	1 x 3 hour charge for a day OR 2 x 3 hour charge for a week
4	Long-term Users	People attending site for either clinics or visiting a patient where they expect to be on site more than twice per week for a period in excess of 4 weeks.	6 x 3 hour charge for a month
5	Active Carer concession	For visitors who are actively participating in the rehabilitation and care of their loved one, who is being looked after as an in-patient in the hospital.	1 x 3 hour charge for a day OR 2 x 3 hour charge for a week
6	Bank Staff	Temporary staff appointed via the NHS Bank/ NHS Professionals and paid at standard NHS employee rates	1 x 3 hour charge for a day OR 2 x 3 hour charge for a week
7	Student Staff	Student Clinical, Nursing and Midwifery staff conducting a full time course of which their work with WHHT is a critical part or tutors/trainers	1 x 3 hour charge for a week OR 2 x 3 hour charge for a month

	<u>Category</u>	<u>Description</u>	<u>Concession</u>
8	Agency and Locum Staff	Temporary staff appointed via agencies and paid at a premium to standard NHS employee rates	1 x 3 hour charge for a day OR 3 x 3 hour charge for a week
9	Car Share	Staff who have signed a formal car share arrangement and are registered through an external car share forum such as found at: <a href="https://www.liftshare.com/uk/">https://www.liftshare.com/uk/</a>	1 x 3 hour charge for a month
10	Volunteer Drivers	Drivers either using their own vehicle or driving a charity vehicle while only claiming their costs of motoring	<b>FREE</b> parking permit to be collected from each hospital reception/ CP Plus cabin or Hotel Services Department. Such permits to be signed in and out each day.
11	Temporary Disabled Supplementary Staff Permit	Allocation of a Temporary Disabled Supplementary Staff Permit is dependant on written confirmation from Occupational Health of a special medical condition preventing the applicant from walking more than 300m at any one time. This permit type shall be valid for a maximum of 3 (three) months. During that period if the medical condition continues the person will need to apply to the Local Authority for a Blue Badge. If unsuccessful, the Trust will withdraw the temporary disabled permit.	Standard Staff rate, but allowed to park in Pay & Display/ Essential User areas.  <b>NB. Staff temporary disabled permit users are NOT permitted to use the patient disabled bays as these are required for Patients and Visitors who are deemed to be the priority.</b>
11i	Staff Disabled User	A staff member qualifying for a local authority blue badge.	Standard Staff rate, but allowed to park in Pay & Display/ Disabled/ Essential User areas.  <b>NB. Staff disabled users are NOT permitted to use the patient disabled bays as these are required for Patients and Visitors who are deemed to be the priority.</b>

	<b><u>Category</u></b>	<b><u>Description</u></b>	<b><u>Concession</u></b>
12	Residential	A staff member who has taken a licence/ lease for a Trust owned or leased property on or immediately adjacent to a hospital site.	Standard staff rate, but restricted to specific parking areas except for loading/ unloading. Limited to 20 permits on a first come first served basis. A waiting list will be utilised.
13	Trust Staff Off-Peak User	Non-permit holding staff working a weekend or bank holiday.	1 x 3 hour charge for the whole weekend/ bank-holiday period.
14	3 <sup>rd</sup> Party organisation employee Off-Peak user	Non-permit holding employee of a 3 <sup>rd</sup> party organisation working on site – working a weekend or bank holiday.	1 x 3 hour charge for the weekend/ bank holiday period.



**APPENDIX L - Site Parking Regulations**

**APPENDIX M - Trust Transport and Parking Costs, Investments and Incomes**  
**2009/10**

**APPENDIX N - Concession/ Permit Application Procedure and Protocols**

**APPENDIX N**

