

# Parking Strategy 2015- 2020

To provide a fair and consistent approach to the way we manage parking while sustaining long term economic, social and environmental well-being for everyone.



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## Executive Summary

This Parking Strategy presents a way forward to provide the fairest and most consistent approach to parking management and provision in Redbridge. It set outs the Vision, Values and Aims that underpin our approach to parking.

It also sets out the key work areas we will focus on to take parking forward over the next five years.

Finally, this Strategy sets out the Decision Making Framework that we will use to ensure that key issues are properly considered when assessing parking schemes.

As parking affects many facets of life for residents, businesses and visitors to Redbridge, this Strategy seeks to balance the needs of everyone, car users and non-users alike. This includes emergency services, commuters, public transport users and groups with more specific needs.

# Corporate Strategy

The Corporate Strategy is our overarching document that aims to unify all the Council's activities towards achieving key priorities. 'Ambitious for Redbridge' sets out the shared vision for the Council and outlines four corporate priorities to help achieve this vision:

## Ambitious for Redbridge

Redbridge

- 1 FAIRNESS**  
Increase and respond to the aspirations of our Borough
- 2 EMPOWER**  
our communities to help shape our Borough and the services we deliver
- 3 IMPROVE**  
quality of life and civic pride amongst our communities
- 4 TRANSFORM**  
our Council in tough times to be dynamic and responsive to the challenges of the future

**1 We want to make sure everyone has a fair chance to succeed.**

- Target resources to reduce poverty and inequality
- Tackle the root causes of social problems early
- Equip people with high quality education and skills
- Ensure sustainable growth and local opportunities

**2 We will make sure that there is a meaningful conversation about how we deliver services.**

- Place communities at the heart of decision making
- Help residents to be more resilient
- Embrace technology to change the way we communicate
- Improve internal communications to all Council employees

**3 We will ensure that Redbridge continues to be a place of choice to live.**

- Create civic pride of a clean and safe borough for families
- Promote dignity and independence in our services
- Increase learning opportunities and access to work and training
- Maximise opportunities to build homes and regenerate town centres

**4 We will find innovative solutions to provide the best services at the lowest cost.**

- Internal redesign of services to do things better
- Partnership working with residents, third sector and businesses
- Use technology to improve delivery
- Change the culture of the Council to encourage employees to improve the way we work

[www.redbridge.gov.uk/ambitiousforredbridge](http://www.redbridge.gov.uk/ambitiousforredbridge)

Corporate Strategy 2014 -18

## Values

Core values will underpin the approach to parking. These values are aligned to the Council's Corporate Strategy and reflect continuity of the Council's approach to increase fairness, empower communities, improve quality of life and transform Council practices.

### **1. Collaboration and transparency**

We will provide clear information about parking and involve or consult communities in the development of policy and design of local schemes

### **2. Quality of life**

We will consider the impact of parking on health, safety and the general well-being of residents, workers and visitors

### **3. Value for money**

We will maximise value for money through considered and well managed parking schemes, intelligent use of technology and fair charges and enforcement

### **4. Fairness and consistency**

We will take a fair and consistent approach to meet the needs of individuals and communities as best as possible

### **5. Efficiency and effectiveness**

We will make optimum use of parking spaces and provide services that are responsive to need and adaptable

### **6. Supporting business**

All new parking schemes will aim to protect existing businesses and attract new businesses

## Parking in Redbridge - the current situation

On average, 96% of the lifetime of a car is spent parked<sup>1</sup>. The other 4% of the time, the car plays an integral part of people's lives, whether it be picking up children from school, visiting relatives or getting the weekly shopping. As such, parking affects many facets of everyday life for residents, businesses and visitors to Redbridge. Choices must be made with regard to parking provision, parking controls, charging levels and enforcement in order to provide a fair, consistent and sustainable parking offer, enable the safe and efficient movement of traffic and contribute to the environmental sustainability of Redbridge.

As Redbridge's population and car ownership is steadily on the rise and road and development space increase, it is clear that action is needed to meet ever more complex challenges. There is a clear need for a modern, well-informed and fair parking service and a general approach that caters for car users and non-car users alike.

### **Our existing offer**

We currently provide the following services:

- on-street parking facilities, including disabled parking;
- car parks;
- controlled parking zones, including residents' parking schemes;
- Issuing a range of parking permits;
- Enforcing parking and minor moving traffic contraventions.

### **National and regional policy**

Parking is a complicated policy area. It is affected by a wide range of national and regional parking and transport policies that need to be taken into account when deciding how to provide the best parking offer to residents. The Council has a legal duty to comply with many of these policies. Key policies we are required to comply with include:

- Traffic Management Act - 2004
- London Local Authorities Act 2000 – 2008
- Road Traffic Act - 1991
- Road Traffic Regulations Act - 1984
- Traffic Signs Regulations and General Directions - 2002
- A range of policies set out by the Parking and Traffic Appeals Service
- Mayor of London's Transport Strategy - 2013

<sup>1</sup>RAC report – *Spaced: Perspectives on Parking Policy*

### **More people, more cars, more demand**

Population growth in Redbridge is projected to be the 3<sup>rd</sup> highest of any local authority in England and is set to increase dramatically over the next decade<sup>1</sup>.

Aside from a brief contraction between 2011-12, in Redbridge there has been a steady and significant overall rise in ownership of all vehicles between 2004–2014. Motor vehicle mileage has increased significantly in Redbridge over the last two decades<sup>2</sup>.

Between 2001 and 2011 there was a growth in the number of households with two cars or vans, a significant increase of 23% of households with three cars or vans and a 35% increase of households with four or more cars or vans<sup>3</sup>.

There is now an exceptional level of pressure for on street parking places.

### **Development**

As the population of London grows so does the demand for housing and local services. The number of households in the borough is predicted to rise significantly over the next two decades. Looking forward, there are significant housing development plans for Ilford Town Centre alone.

The Greater London Authority has given Redbridge a minimum housing target of providing 1123 new homes per year. The emerging Redbridge Local Plan for 2015-30 will therefore identify sites that will be able to support this level of housing development, and in so doing will be trying to maximise the use of previously developed land as well as to concentrate new homes in locations that are well-served by public transport. It will be more important to do this given the introduction of Crossrail, the new pan London rail service. While Crossrail will provide a unique opportunity to improve the accessibility to Redbridge and act as a catalyst to promote investment and regeneration, the pressures this will bring are potentially significant.

Achieving of good levels of connectivity to pedestrian and cycle networks will be important. To reduce reliance on the private motor vehicle and to promote sustainable public transport choices retail and leisure developments will therefore continue to be focused, wherever possible, on existing town and local centres.

<sup>1</sup>2012 based sub-national population projections, ONS <sup>2</sup>First time registered vehicles, DfT, and Motor vehicle traffic by mile, DfT, <sup>3</sup> 2001 and 2011 Census

Additionally, there is a growing need for the Council to balance conflicting priorities when considering its existing land assets, particularly in regards to off-street car parks and opportunities for land sales.

Ultimately, it is very likely that there will be further development and changes in land use patterns across Redbridge, bringing challenges and demand for parking. It is vital that development changes are anticipated, monitored and well managed to ensure that existing pressures on parking are not compounded.

### **A changing Council**

The Council is tackling an unprecedented budget gap arising from central government cuts and service pressures. This is resulting in fundamental changes to the way the Council provides services to become more efficient.

Our financial strategy aims to protect frontline services wherever possible however this is becoming increasingly difficult in the current financial climate.

We are running a programme to transform our services to meet the needs of our residents and businesses as well as reducing costs to meet the forecast shortfall in resources, improving services, managing demand for public services and minimising the call on the public purse.

There is also a growing need for the Council to balance conflicting priorities when considering its existing land assets, particularly in regards to off street car parks and opportunities for land sales.

The aims of the development and implementation of this Parking Strategy are based around the key strategic aims referred to in the document rather than helping to bridge the financial gap but it is obviously imperative that we carry out the changes in the most efficient and effective manner possible.



## Key Issues – why we need this Strategy

A review of parking in Redbridge highlighted a need for a modern, well-informed and fair parking service.

Legislation, environmental pressures and the Council's increasingly urgent need to transform the way services are delivered have created a compelling case for review and change. Key factors are set out below:

### **Inconsistent parking provision**

Ad hoc parking provision has created inconsistency across the Borough, where in some areas free and largely unregulated parking continues. Feedback from residents indicates frustration and confusion with the lack of consistency in the way parking schemes are run in one area but not another.

### **Supporting local businesses and economic growth**

Parking provision, controls and enforcement have an impact on local business, particularly in and around local town centres, and these are contributing factors to wider business viability and inward investment.

The successful introduction of the recent free parking scheme has demonstrated the desire from businesses and shoppers for more flexible and fairer access to local shopping areas.

Where practicable, parking schemes need to have regard to providing facilities for on-street loading and unloading at appropriate times and to make provision where possible for business permit parking.

### **Parking near your home**

The ability for residents to park on the road outside their homes has become increasingly difficult over the last few years. There are many cases where people are unable to park in the road they live and are having to park some two or three roads away.

Transport for London (TfL) is reporting record numbers of passengers using rail and bus networks. The areas surrounding the 16 TfL Rail and Underground Stations accessed from the Borough are already facing increasing pressures from commuter parking.

Given rapid population growth, more commuters, more cars on the street and ultimately far more demand on parking places, there are a raft of knock-on problems associated with implementing controlled parking zones. This is commonly known as 'displacement', which occurs when implementation of one parking scheme pushes,

in part, the original problem onto nearby streets that do not have controlled parking. This can happen when resident permit parking schemes are introduced to deter commuter parking.

### **Sustainable travel**

Ultimately, there will not be enough road space to safely and efficiently accommodate everyone who wants to drive and park in Redbridge in the future. Added to this, London's air quality is the worst in the UK. Exposure to air pollution increases the risk of contracting serious respiratory illness and can have a significantly negative impact on quality of life.

Growth of vehicle usage and ownership will generate more noise, traffic congestion and air pollution, and increasingly detract from the quality of life of residents. It means that sustainable travel, including cycling, walking, public transport and car sharing, are vital to minimising air pollution and safeguarding a healthy environment for everyone.

### **A healthier, safer environment**

The quality and accessibility of roads can affect the levels of walking and physical activity. The Redbridge Annual Public Health Report states that one of the most common reasons why older people tend to walk less is fear of falling due to the quality of roads. The most common reasons why parents report less walking concern safety on the roads.

Badly and illegally parked cars can reduce sight lines, are dangerous to all road users, particularly vulnerable road users, and can impede emergency services. Growth in the number of parked vehicles also makes it more difficult for pedestrians and cyclists to get around.

### What would happen if the Council left things as they are?

It would not be sensible if the Council failed to develop a strategic approach to parking.

The last few years has seen an increase in the number of complaints we receive about cars parking too close to junctions and how it is becoming more and more difficult to find a parking space in the street where people live. More vehicles are circulating in town centres trying to find a vacant parking space. Without action, these issues would undoubtedly become worse, resulting in a reduction in road safety, poorer air quality and an overall negative impact on the local environment.

It is very likely that there would be serious implications for emergency services, public transport, refuse collections and service vehicles, such as deliveries and trades

people, all of which would affect the level of services that residents and businesses receive and at worst could result in devastating outcomes.

## Developing the Strategy – your views

We were committed to holding genuine conversations to understand views from anyone on parking in Redbridge. In particular, we wanted to know what was most important and what could be improved. Understanding these views was integral to developing a fair, consistent and transparent way forward for parking.

Because parking is such a complex issue and everyone has specific views, it is impossible for this Strategy to cater for every opinion and individual need. The fairest approach was to find the best balance of views that most people agree with.

### **How we consulted**

Consultation was undertaken in two stages. The first stage enabled us to understand overall views of parking. This formed the Vision, Values and Aims – the basis of this Strategy. This consultation also gave us a chance to find out more about the problems residents face parking near their homes, views on car parks and views on the level of enforcement undertaken by the Council.

In the second stage of consultation, we checked to make sure you agreed with the Vision, Value and Aims we had developed from feedback provided in the first stage. To find out more about what is most important to you, we also asked for more detail on comments provided in the first stage of consultation. Much of this informed our strategic outlook over the next five years.

Finally, we asked respondents their views on the criteria we propose to use to make decisions about future local parking schemes.

### **Consultation activities**

- 3,074 responses received from two stages of online consultation;
- Access and help to complete the online survey at all Borough Libraries;
- Consultation with disability groups;
- Seminars with Members;
- 117 attendees at three public meetings to express views on parking to the Cabinet Member for Environment and Sustainability and the Leader of the Council;
- Consultation with business partners across Redbridge; and
- Consultation with key partners, including Transport for London and all emergency services.

## Key messages

- The three most important priorities around traffic and parking were:
  - Parking policy that supports local businesses;
  - Fair and consistent parking charges across the Borough; and
  - Maintaining road safety.
- 81% of respondents agreed that short term parking should be offered in shopping areas so that everyone gets a fair chance to park and visit shops.
- 72% of respondents agreed that the Council should improve enforcement to make the roads safer and ensure better traffic flow.
- 74% of respondents agree with the Vision, 74% agree with the Values and 79% agree with the Aims of the Strategy.
- 79% agree with the key criteria in the Decision Making Framework.
- 40% of those respondents who live in areas without restricted parking have problems finding a space to park on their roads, mainly due to commuters parking on their streets and some households having multi-car ownership.

Feedback on specific aspects of parking is set out in 'Five year objectives'.

The intention is to continue the inclusive approach and consult communities on the design of local parking schemes. This particularly includes consultation on any local controlled parking zone.

## **Parking in Redbridge**

### **Vision**

To provide a fair and consistent approach to the way we manage parking while sustaining long term economic, social and environmental well-being for everyone.

### **Values**

#### **Collaboration and transparency**

We will provide clear information about parking and involve or consult communities in the development of policy and design of local schemes

#### **Quality of life**

We will consider the impact of parking on health, safety and the general well-being of residents, workers and visitors

#### **Value for money**

We will maximise value for money through considered and well managed parking schemes, intelligent use of technology and fair charges and enforcement

#### **Fairness and consistency**

We will take a fair and consistent approach to meeting the needs of individuals and communities as best as possible

#### **Efficiency and effectiveness**

We will make optimum use of parking spaces and provide services that are responsive to need and adaptable

#### **Supporting business**

All new parking schemes will aim to protect existing businesses and attract new businesses

### **Aims**

Improve road safety and accessibility

Promote sustainable modes of transport and improve air quality

Actively support business

Provide good quality public car parking facilities

Listen to the needs of residents, businesses and visitors and help to change perceptions

Provide for those with accessibility issues

Consider wider Council strategic objectives in the design and management of parking

Recognise different characteristics of areas within the Borough while being fair and consistent

Keep traffic moving to reduce congestion and assist the reliable and effective operation of public transport

Be responsive to changing parking circumstances

## Five year objectives

This section sets out what we aim to improve over the next five years. It categorises improvements into key work areas and identify what we intend to do. This is set out in the context of public opinion and the key challenges we face.

With the five year intentions in place, we will use our 'Decision Making Framework' to make sure the right action is taken. These are set out in our next chapter, 'Making the Right Decisions'.

Accordingly, our action plans set out in detail what we specifically aim to achieve on an annual basis. The action plan for 2015-16/17 is set out as Appendix 1 to this Strategy.

We set out one year action plans because we are subject to enormous change in national policy, population and development and because in localised areas, parking demands can change quite quickly. It means we can be responsive to this change and by reviewing progress, can develop new annual action plans that can continue to seek to meet the needs of communities with different needs.

## **Council car parks**

The Council operates 20 public car parks across the Borough. These do not include car parks run by Vision Redbridge, found for example in parks and leisure facilities. Car parks are paid for using cash, RingGo online and credit card payment. Car parks can be short or long stay and offer season tickets. Our aim is to provide suitable parking for local shoppers and/or commuters where we can. It should be noted that parking tariffs are sometimes raised solely due to inflation.

### Key challenges

- Competition from other cheaper car parks
- Maximising car park use
- Keeping up to speed with new technology that makes parking easier for motorists and more efficient for us to provide and enforce
- Keeping car parks clean and minimising anti-social behaviour activities
- Making sure car parks make enough money to be cost effective

### What's important to you?

- The ease of finding a space without driving around too much
- Safer and cleaner car parks
- Reviewing charges across the Borough to create a competitive offer and maximise usage
- Quicker, ticketless parking systems
- Offer competitive weekly season tickets or alternative long stay solutions

### What we intend to do over the next five years

- Review car parking charges in all car parks across the Borough
- Maximise car park use by exploring ways to provide competitively priced season tickets
- Provide flexible alternatives for paying for parking so users only pay for the period they have parked
- Explore charges for usage of car parks on weekends and evenings
- Explore opportunities for shared commercial use of car parks
- Improve the customer experience by exploring ways and funding sources to make car parks safer, cleaner and better signed
- Adopt new technology where this will improve efficiency

## **Parking for shoppers and visitors**

The Borough provides short term `paid for` parking spaces that cover all retail centres. There are also some locations of on-street charged for parking in the Borough that do not relate closely to shopping areas but serve other facilities. They are served by 180 pay & display machines alongside RingGo.

### Key challenges

The Council faces a number of key challenges in providing and managing on-street short term parking bays, including:

- Setting a level of charges and maximum stay periods to assist local business viability by maximising turnover of parking spaces around shopping areas
- Promoting where applicable the use of our off-street car parks
- Providing for parking spaces at all times to ease congestion on our roads
- Achieving compliance with these objectives through enforcement

### What's important to you?

- Fair and consistent parking charges across the Borough
- Parking policy that supports local businesses
- Reducing traffic congestion across the Borough
- Enforcing parking regulations fairly and firmly
- Ease of finding a parking space without driving around too much
- Parking near to your destination
- Quicker and easier payment processes
- Making sure free short term parking concessions are not abused

### What we intend to do over the next five years

- Apply a fair and consistent approach to the implementation of new schemes and charges throughout the Borough
- Promote and incentivise quicker and more efficient payment processes
- Minimise traffic and congestion caused by drivers looking for car parking spaces by setting parking charges to ration parking spaces and promote off-street car parking where feasible
- Undertake a review of the needs of the night time and weekend economies
- Explore the requirement for more dual use bays to accommodate a range of local needs
- Embrace technological growth in identifying real time awareness of free parking spaces



## Permit parking

Parking permits are used as a means of controlling who can park on the road at prescribed times. This mainly happens in areas where residents have difficulty in finding a parking space where they live.

A number of permit parking schemes have been implemented across the Borough. As best as possible, each of these schemes is tailored to meet the needs of all local people including disabled and disadvantaged groups. While it is sometimes the case that it is simply not possible to meet the specific requirements of all local stakeholders, we endeavour to get the balance right for most people.

Our challenge is setting out a clear and sensible strategic outlook to this problem. We will do this by considering the use of '**experimental traffic orders**'. These controls effectively allow those within the scheme to be able to experience how it works and to contribute to the review which will decide if it stays or goes.

The experimental traffic orders allow for changes to be made if there are significant issues with displacement. To make sure problems are tackled quickly, we are also putting into place measures to fast track further experimental traffic orders if additional controls are needed.

### Key challenges

- Issues created by displacement, i.e. 'moving the problem on'
- Issues caused by commuter parking
- More cars and more demand for parking across the Borough
- Less and less kerb-side space to accommodate more and more cars
- Coordinating with future planning development
- Encouraging sustainable transport as an alternative to car use, thus reducing parking pressure and delivering environmental benefits

### What's important to you?

- Put residents needs first by deterring on-street commuter parking
- The need for consistent and well considered implementation of controlled parking zones across the Borough
- Removal of schemes if the knock on effects do more harm than good for most people

### What we intend over the next five years

- Use experimental traffic orders to enable the parking controls to be monitored and amended where necessary
- Ensure a faster and more efficient turnaround of permit applications
- Prioritise implementation of schemes that directly or indirectly support economic vitality in local town centres

- Use the decision making framework to ensure all schemes consider future local development and the knock-on effect of greater demand for parking space
- Get the balance right between local business use and resident use
- Make optimum use of all parking spaces to serve the needs of the local community in a fair and consistent manner

## **Enforcement**

Parking and traffic enforcement is in place to ensure that the desired goals highlighted throughout this Strategy can be achieved. Civil Enforcement Officers (CEOs) deliver this enforcement by providing advice where possible and issuing Penalty Charge Notices where necessary. We make sure this happens fairly and consistently by regular monitoring of CEO activity.

### Key challenges

- Serving a large Borough with sometimes very different demands
- Adapting to changing enforcement needs dependent on locality and time of day
- The prevalence of fly parking where motorists take a chance by parking illegally for a short period without realising the huge impact this can have on congestion and getting this message across to the public
- Achieving compliance around schools is particularly challenging as the demand for space is so focused on a specific area and time of day
- Ensuring disabled badges are not fraudulently used to obtain free parking

### What's important to you?

- Maintaining road safety and ensuring better traffic flow
- Enforcing parking regulations fairly and firmly
- Reducing traffic congestion across the Borough
- Deterring commuter parking in residential areas
- Ensuring that disabled badges are used in the spirit of the scheme
- Making sure concessionary parking is not abused
- Ensuring that footways are not obstructed by vehicles
- Making schools safer by better enforcement of vehicles parking in contravention in the local vicinity

### What we intend to do over the next five years

- Continually review the way we deploy Civil Enforcement Officers throughout the Borough to accommodate varying demand for enforcement
- Make the roads safer and enable an improved flow of traffic by expanding the scope of our enforcement of moving traffic contraventions throughout the Borough by the use of CCTV

- Embrace new technology to provide a more efficient and economical service
- Continue tackling the misuse of disabled badges, giving legitimate users more chances to reap the benefits of the scheme
- Review and adequately enforce the footway parking review/strategy
- Improve safety whilst reducing congestion in and around schools in Redbridge through robust and targeted enforcement activity based on local knowledge and data

## **Sustainable Transport**

The Council recognises the worsening air quality across London and the negative impact the growth of motor vehicle use has on health and the environment. Accordingly, the Council actively encourages more sustainable forms of transport, including walking, cycling and public transport. Actions to take this forward are set out in the Local Implementation Plan published in 2011.

Improving sustainable accessibility to key local destinations, schools and public transport facilities and promoting active travel modes for health benefits are also our key aspirations.

### Key challenges

- Locating and designing parking bays that do not cause traffic delays as vehicles manoeuvre into and out of parking bays, to avoid traffic build up and thus minimising pollution
- Continuing to ensure that the Council responds to the high level of demand for installation of on-street Disabled Persons parking bays and strives to remove such bays where no longer required as soon as practicable
- Managing parking provision with regard to future air quality strategy implications
- Seeking to discourage on-street freight deliveries taking place at the busiest times of general traffic and parking demand

### What's important to you?

- Safe access for passengers to and from buses at bus stops
- Ensure crossing points and access to cycle parking facilities are not obstructed nor is the safety of pedestrians and cyclists put at risk by improperly parked vehicles
- Reduce street clutter, including street furniture and signage, to ease pedestrian movement
- Provide adequate parking facilities for motorcycles and bicycles

### What we intend to do over the next five years

- Explore the feasibility and introduction of discounted prices for motorists driving low emission vehicles (for residential and business parking permits)

- Aim to reduce journeys by car to and from schools by continuing to involve all schools in the development and implementation of school travel plans.
- Work with other London Boroughs to explore development of London-wide rapid charging points and other electric vehicle charging points generally
- Review feasibility of provision of additional on-street car club parking bays
- Review the feasibility of introducing bus stop clearway arrangements at those bus stops not currently so equipped

## **Efficiency and Customer Service**

We want to maximise the efficiency and quality of our customer service. We aim to reduce the need for customers to contact us at all by providing good quality information and/or service at the first point of contact. This will enable us to offer specialist, targeted support for those customers and transactions where online 'self-service' is not possible.

We aim to ensure we deliver what the customer needs first time, whichever way they contact us.

### Key challenges

- Inefficient back office systems and processes in dealing with queries and challenges
- Improving and increasing the digital capability of our services
- Ensuring our hard to reach customers continue to have appropriate means of contacting the Council
- Inefficient processing and delivery in providing parking permits

### What you've told us

- The way parking services are offered is confusing and inconsistent
- The Council needs to improve ways that service users can self-serve
- No single channel currently meets all needs

### What we intend to do over the next five years

- Implement an 18 month programme to improve how we provide customer services, including parking customer services
- Overhaul back office processes to ensure running costs are kept to a minimum but meet the needs of the parking service
- Develop and provide a 24/7 online offer for parking related queries via the Council website
- Significant improvements to the online functionality for making challenges to Penalty Charge Notices
- Provide clear guidance to enable the public to make best use of parking services

## Making the right decisions

Taking into account the current pressures, your views and legislative compliance, we have developed a mechanism that enables early consideration of key issues to ensure new parking schemes or alterations to existing parking arrangements are not considered in isolation. In the main, these schemes are suggested by the public, by Ward Members and Council officers.

The 'Decision Making Framework' enables us to be as fair as possible in the way we make decisions about all parking schemes. It means that we can retain a consistent approach to how parking schemes are considered and implemented whilst also ensuring that we consider local issues.

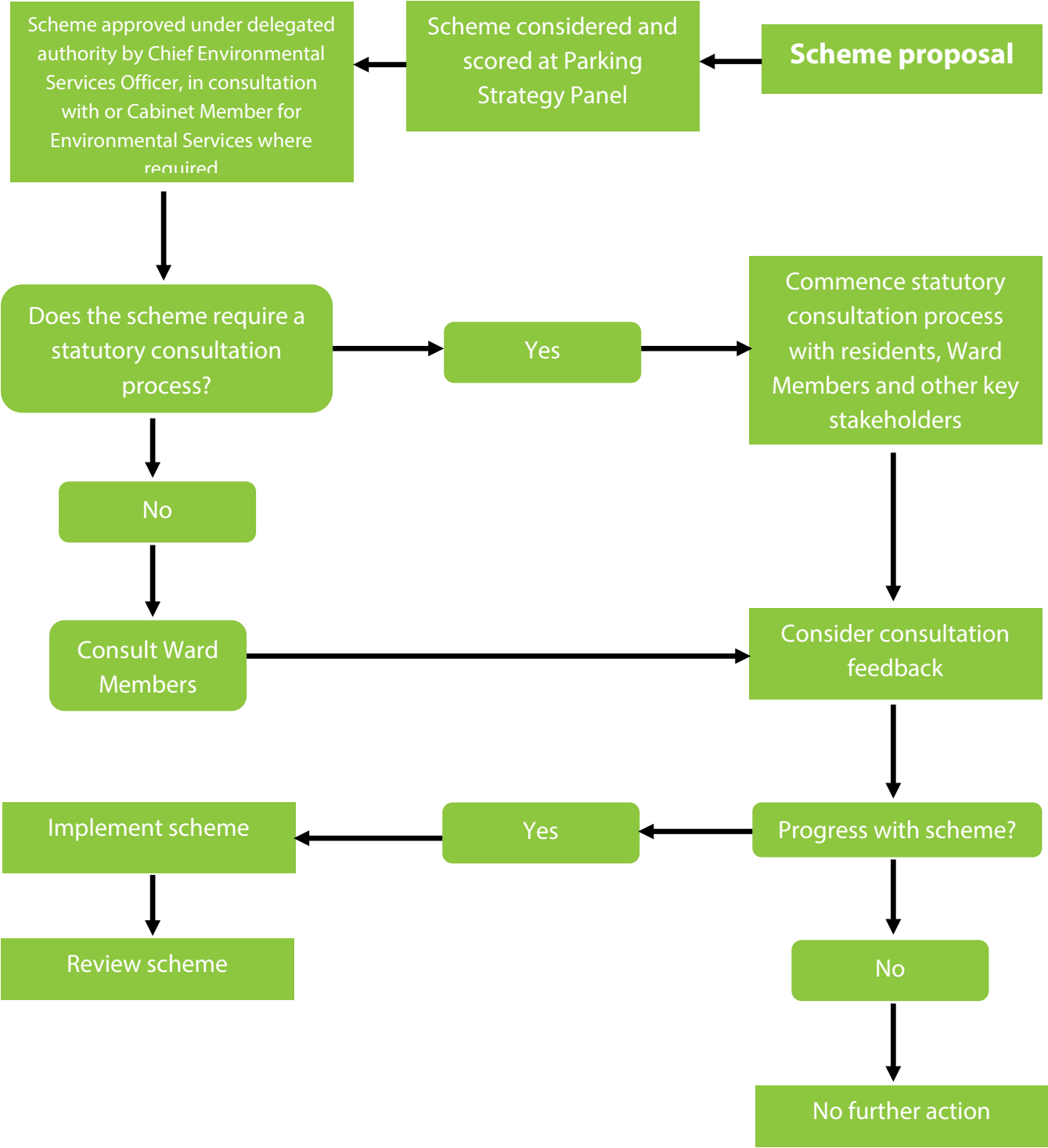
It introduces flexibility and means that we can adjust assessments of parking schemes to ensure we are meeting up to date requirements. This especially applies to schemes potentially affected by business or housing development or schemes that can create displacement of parking problems. To note, the framework will not be required to consider schemes that set out to improve road safety at junctions nor will projects that have a very minor effect on parking. The framework will consider schemes that have been developed principally for parking management reasons. Accordingly, schemes containing parking features developed for, or in connection with, accident remedial, traffic management, sustainable transport, accessibility and development control reasons lie outside the process.

Ultimately, the Council has to make complex choices about the allocation and management of parking space and in doing so we will need to balance the needs of some groups with others or take actions that some motorists or residents and business may not support. The Decision Making Framework is the fairest way to do this.

The key criteria used to consider schemes are set out in Appendix 2.

**Process**

Schemes are considered by a board of Council officers with experience in planning, development and regeneration, environmental sustainability, parking, highways and transportation. The members of the Parking Strategy Panel are set out in Appendix 2. The process of making decisions is set out below:



**ACTION PLAN – YEAR 1**

**COUNCIL CAR PARKS**

<b>Initiative</b>	<b>Summary</b>	<b>Implementation</b>
Review of Parking Charges	Undertake a comprehensive review of charges in Council car parks, factoring in the demands and setting charges at a level that promotes usage.	April 2016
	Undertake a review of the needs of the night time and weekend economies, exploring the potential need for charging a discounted rate during these periods.	April 2016
Concessionary Charges	Consult and review the levels of concessionary charging in our car parks.	April 2016
Shared Use of Car Parks	Explore commercial opportunities with private operators for shared use of our car parks, these may include supermarket pickup points, car washes etc.	January - December 2016
Improve Customer Experience - Signage Improvement	Improve the quality of signage in our car parks to provide a better customer experience and improve the level of waypoint signage directing motorists to our car parks.	January - December 2016
Flexible Payment Alternatives	Review the logistical challenges of implementing a “start/stop” payment method using our cashless parking solution to allow motorists to pay only for the time they park.	April 2016

PARKING FOR SHOPPERS AND VISITORS

New `Paid For` Parking Areas	Apply and roll out a fair and consistent approach to the implementation of new `paid for` (pay & display) schemes in all of the Borough's shopping areas.	January - December 2016
Promote and incentivise quicker and more efficient payment processes	In known areas of misuse, pilot the option to receive 30 minutes free parking exclusive to users of our cashless parking solution (RingGo) in order to combat abuse of this concession.	April 2016
Minimise Congestion by Review of Parking Charges	Set a level of parking charges to ration parking spaces efficiently to support local business and to promote the use of the Councils car parks.	April 2016
Weekend and Night Time Charging	Undertake a review of the needs of the night time and weekend economies, exploring the potential need for charging a discounted rate during these periods.	April 2016
Dual Use Bays	Identify areas that have more diverse parking requirements and install dual use bays to accommodate a range of local needs	January – December 2016

PERMIT PARKING

Experimental Schemes	Gravitate towards the use of experimental traffic management schemes that can be easily amended and can expand when the inevitable displacement of parked vehicles occurs.	Ongoing
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Prioritised work Programme	Form a priority matrix for implementing new permit schemes that are on the Council's work programme by assessing those that directly or indirectly support local residents and economic vitality in local town centres.	February 2016
	Proactively identify problem areas for residents and consult on proposals to manage kerbside space to meet the needs of local residents/businesses.	January – December 2016
Housing Land	Review the way we manage and control Housing land and compose a proactive policy on planning and new developments.	April 2016 – March 2017
<b>PARKING/TRAFFIC ENFORCEMENT</b>		
CEO Deployment	Review the way we deploy Civil Enforcement Officers throughout the Borough to accommodate varying geographical demand for enforcement.	January 2016
Improve road safety and flow of traffic	Expand the scope of our enforcement of moving traffic contraventions throughout the Borough by use of unattended intelligent analytics led CCTV enforcement.	Ongoing
Disabled Badge Misuse	Streamline the process of identifying key areas within the Borough that are prone to the misuse of disabled parking badges and use powers of confiscation accordingly.	January 2017
Footway Parking	Consistently enforce the controls formalised as part of the footway parking review.	Ongoing
School Enforcement	Provide robust and targeted enforcement around our schools, prioritising those that have been highlighted as issues by local residents and road safety officers.	Ongoing

SUSTAINABLE TRAVEL		
Encourage use of low emission vehicles	Explore the feasibility and introduction of discounted prices for motorists driving low emission vehicles (for residential and business parking permits).	December 2016
Travel Plans	Encourage full active engagement from schools in developing and implementing school travel plans which aim to reduce journeys by car to and from school.	Ongoing
Bus Stop Clearways	Review the feasibility of introducing bus stop clearways at those stops that do not provide adequate restrictions to achieve compliance.	March 2016
EFFICIENCY AND CUSTOMER SERVICES		
Back Office	Review the back office structure and put in place robust quality control measures, refocusing customer interaction by telephone to services provided by parking management, shifting other queries to Redbridge i or the legislated process.	January 2016 – March 2016
Self-Service – Permits	Provide a complete online self-service solution for residents and businesses to apply for parking permits online.	April 2016
Online Challenges / Representations	Create an online form for making challenges and representations against Penalty Charge Notices which will be fully integrated in to the Council's back office systems.	February 2016
Online PCN Evidence	Add the option to view CCTV footage pertaining to Penalty Charge Notices online.	June 2016

### Decision Making Framework Criteria

- Accessibility  
Does the scheme...
  - ✚ Improve parking infrastructure and/or availability for disabled drivers?
  - ✚ Make parking easier for carers of elderly or disabled residents?
  - ✚ Minimise walking distances and/or obstructions for walking disabled?
  - ✚ Improve parking provision for shoppers?
  - ✚ Improve parking provision for leisure and entertainment activities?
  - ✚ Enables complete accessibility for emergency services?
  - ✚ Enable or improve accessibility for trade collection/delivery?
  - ✚ Enable or improve existing accessibility for refuse collection?
  - ✚ Improve parking provision for residents parking at home?
  
- Environmental impact  
Does the scheme...
  - ✚ Negatively affect the public realm and add to street clutter?
  - ✚ Improve air quality?
  - ✚ Help to keep traffic moving?
  - ✚ Help to keep roads safe?
  - ✚ Optimise use of parking facilities?
  - ✚ Make a safer environment for pedestrians
  
- Public opinion  
Is the scheme...
  - ✚ Supported by public opinion?
  
- Development  
Does the scheme...
  - ✚ Consider investment in car parking capacity..?
  - ✚ Consider housing development, including CiL, where applicable?
  - ✚ Consider local business development, including CiL, where applicable?
  
- Sustainable transport  
Does the scheme...
  - ✚ Promote use of energy efficient vehicles?
  - ✚ Promote use of cycling?
  - ✚ Promote use of, and access to, public transport?
  
- Legislation and regulation  
Does the scheme...
  - ✚ Comply with national Traffic and Parking Legislation?
  - ✚ Comply with the National Planning Policy Framework?
  - ✚ Comply with the Mayor's Transport Strategy for London?

- ✚ Have potential for legal challenge?
- ✚ Meet the priorities set out in the Council Corporate Strategy Priorities?
  
- Value for money  
Does the scheme...
  - ✚ Generate income able to be reinvested as per section 55 of the Road Traffic Act?
  - ✚ Have significant implementation and maintenance costs?
  - ✚ Create efficiencies that are of time or cost benefit to the public and/or the Council?
  - ✚ Support economic benefit to businesses?
  
- Compliance  
Does the scheme...
  - ✚ Achieve compliance through monitoring?
  - ✚ Achieve compliance through enforcement?

### **Members of the Parking Strategy Panel**

- Parking Manager – Chair
- Traffic Engineering Team Manager – Vice Chair
- Head of Transportation
- Head of Planning Policy
- Traffic Engineering – Team Manager
- Parking Operations Manager

Substitute representatives for Panel Members from appropriate teams may participate as necessary.