



**Notice of Non-key Executive Decision**

<b>Subject Heading:</b>	Hilldene Shopping Area Parking Review
<b>Cabinet Member:</b>	Robert Benham
<b>CMT Lead:</b>	Cynthia Griffin
<b>Report Author and contact details:</b>	Ben Jackson, Schemes Engineer for Traffic Parking Control ext 1949
<b>Policy context:</b>	No
<b>Financial summary:</b>	The estimated cost for implementing the overall scheme is £218,812
<b>Relevant OSC:</b>	Environmental
<b>Is this decision exempt from being called-in?</b>	No

**The subject matter of this report deals with the following Council Objectives**

- Ensuring a clean, safe and green borough [x]
- Championing education and learning for all [ ]
- Providing economic, social and cultural activity  
in thriving towns and villages [x]
- Valuing and enhancing the lives of our residents [x]
- Delivering high customer satisfaction and a stable council tax [ ]

## Part A – Report seeking decision

### DETAIL OF THE DECISION REQUESTED AND RECOMMENDED ACTION

That the Highways Advisory Committee recommends to the Cabinet Member for Community Empowerment that:

The proposals as shown on drawing no QJ063/02/06 **Appendix 1** to this report be implemented as follows:

1. That the On Street Pay & Display charging regime originally proposed and consulted on be amended to the tariffs listed in the table below subject to Cabinet approval, as set out in the report being submitted by the Head of Streetcare to Cabinet on Wednesday 17<sup>th</sup> April. These proposals also include the increase of maximum stay periods up to 3 hrs from the current 2 hr max stay period on Pay and Display.

Tariff Band	Current On Street Pay & Display & Original Proposal	<b><i>Proposed On Street Pay &amp; Display</i></b>	Outlying Car Parks	Parks
0 – 1hr	£0.20p			
0 – 1.5 hrs	£1.40p			
0 – 2 hrs	£2.00 max stay	<b>£0.20p</b>	£0.20p	£0.20p
2 – 3 hrs		<b>£0.50p <i>Proposed new max stay</i></b>	£0.50p	£0.50p

2. That the proposed allocation of resident and business permit parking and disabled parking bays are implemented as proposed.
3. The waiting restrictions to help improve traffic flow, prevent obstructive parking and improve road safety are implemented as proposed.
4. The one-way system in East and West Dene Drives to assist with traffic movement, especially larger vehicles delivering to the rear of the Farnham Road and Hilldene Avenue shops is implemented as proposed.
5. That the loading facilities to improve access to the rear of the shops in Hilldene Avenue, West Dene Drive and Chippenham Road are implemented as proposed.
6. That the garages to the rear of the shops on East and West Dene Drive are approved to be removed to create additional parking, with extra spaces created by converting a grass verge area in East Dene Drive to the side of 198 East Dene Drive.

Should any of the above proposals be implemented then the effects will be monitored for a duration following the implementation with remedial action being considered.

**AUTHORITY UNDER WHICH DECISION IS MADE**

Part 3 2.5(s) of the Council's Constitution

**STATEMENT OF THE REASONS FOR THE DECISION**

The proposals were designed to further enhance the Hilldene area by significantly increasing the number of available parking spaces for all visitors, by limiting long term non-residential parking, allocating specific area to residents and businesses, providing improved loading facilities and improved traffic flow. Many of the disabled and elder community prefer to shop locally and the low parking tariff will ensure that parking spaces are turned over regularly and that the opportunity to park is enhanced over that which currently exists. This will support the disabled and elder community.

These proposals increase the parking provision for disabled car users in search of local shopping facilities; the current level of parking of disabled parking is 9 spaces, whilst the proposals set out 18 available spaces. Overall, the proposals double the disabled parking facilities for shoppers and ensure a turnover of visitors in all of the areas.

A number of tenants that are in lease or licence of the garages sites to the rear of Hilldene Avenue are not utilising them for the purpose they are intended. Equally there are a number that are currently vacant and underused. The garage sites have also been reported to be areas for antisocial activity, in addition to fly tipping. It is inevitable that with car ownership on the increase that parking areas would be greatly maximised from the removal of the garage sites providing accessible parking for both residents and businesses.

The introduction of pay and display parking in popular local shopping areas has proved beneficial in promoting vitality in the local area and managing out commuter parking. A number of Pay and Display schemes are operating successfully in other areas in the borough serving both businesses and local community. There have been detailed discussions elsewhere which have led to the production of the Cabinet Report which harmonises outlying car parking and Pay and Display tariff. Should this report be agreed at Cabinet, the regime to be implemented here will provide for longer stays at much lower cost and it is our view that this recognises the concerns of local consultees.

The turnover of parking in all the bays will also make street cleansing easier and more effective.

With the provision of new loading bays throughout the area, businesses will find loading and unloading vehicles easier, while the one way working and 'At any time' waiting restrictions will expedite the free unhindered flow of traffic through and around the area.

**OTHER OPTIONS CONSIDERED AND REJECTED**

**Non-key Executive Decision**

None

**PRE-DECISION CONSULTATION**

At its meeting on 20th September 2011, the Highways Advisory Committee while considering a report on Minor Traffic and Parking Scheme Applications, item no TPC116 Hilldene, Farnham Road, East Dene Drive, West Dene Drive, Chippenham Road (in part), agreed in principal that a review of the parking in the area be undertaken.

The Highways Advisory Committee requested that the Head of StreetCare proceed with a scheme design and consultation to gauge views on parking in the area and that the results of the consultation be reported back to this Committee so a further course of action be agreed.

There were 36 pieces of correspondence received during the consultation period which are tabled and shown on the background papers. These responses were from 8 businesses, 15 residents, two Councillors and 11 users of the Hilldene shopping area and one garage lease holder. The majority of the responses were against parts of the parking proposals, with three responses being in favour of all the proposals, two responses were in favour of implementing the proposed one-way system and two being in favour of further street lighting improvements.

A petition was received from 286 signatories objecting to East Dene and West Dene areas becoming permit parking area, and the proposed one-way system. They also object to Hilldene Avenue parking area becoming a Pay & Display car park.

A further petition was received outside the statutory consultation period signed by 1110 signatories opposing to the introduction of Pay & Display parking and Residents Parking Permits at Hilldene Shopping area believing the imposition of such charges will deter trade and will adversely affect retailers and other businesses located there. Addresses of the signatories appear to extend as far as Essex and Brentwood, although in the main are made up of mostly Havering residents.

There is no indication that those signing both petitions were in view of the full proposals and appear to have signed opposing two elements, they being the paid for parking and the one way system. Officers cannot be certain that all signatories were advised impartially of all aspects of the proposals and the longer term benefits that the scheme should provide for the area. Copies of the petitions are available to Members at their request.

During the drop in session held at Harold Hill Library 35 interested parties attended to find out further information regarding the scheme and how best to respond to the consultation. All those that attended the drop in sessions were advised to respond in writing to the proposals.

**NAME AND JOB TITLE OF STAFF MEMBER ADVISING THE DECISION-MAKER**

**Non-key Executive Decision**

Name: Ben Jackson

Designation: Schemes Engineer, Traffic and Parking Control

Signature:

Date:

## **Part B - Assessment of implications and risks**

### **LEGAL IMPLICATIONS AND RISKS**

Waiting restrictions and parking bays require consultation and the advertisement of proposals before a decision can be taken on their introduction.

### **FINANCIAL IMPLICATIONS AND RISKS**

This report is asking HAC to recommend to Lead Member the implementation of the above scheme

The estimated cost of implementing the proposals as described is approximately £180,812. This cost can be met from the allocation of funding for improvements to Hilldene Shopping Centre agreed in the November 2008 Harold Hill Ambitions Cabinet Report.

The proposed parking provision costs for the implementation of the Pay and Display element of the scheme (including associated costs) is approximately 35k. These costs will be met from a specific addition to the Streetcare capital budget; this budget is aimed at improving accessibility to retail areas, deterring long term commuter parking and progressing one of the key elements of the 2007 Parking Management Strategy - to phase out the Disc Permit Scheme.

The residential and business permit provision implementation costs are estimated at 3k and will be met from within Streetcare's current revenue budget. This element of the scheme is designed to provide all day accessible parking for Hilldene residents and retailers, close to their properties and businesses.

The costs shown are an estimate of the full costs of the scheme, should it be implemented. A final decision would be made by the Lead Member in consultation with the Deputy Leader of the Council – as regards actual implementation and scheme detail. Therefore, final costs are subject to change.

This is a joint project for StreetCare and Regeneration and there is no expectation that the works cannot be contained within the cost estimate. There is an element of contingency built into the financial estimate. In the unlikely event of an overspend, the balance would need to be contained within the Streetcare and Regeneration Capital Budgets.

### **HUMAN RESOURCES IMPLICATIONS AND RISKS (AND ACCOMMODATION IMPLICATIONS WHERE RELEVANT)**

The collection of cash from pay and display machines is a labour intensive task. Currently, there are sufficient employees to undertake cash collection from existing P&D machines. However, a physical limit for cash collections will be reached in the very near future as more pay and display schemes are implemented. Consideration is being given to alternative approaches to cash collection including reduced collection frequencies, external provision or the reallocation of employees within Traffic &

## Non-key Executive Decision

Parking Control or the engagement of new employees if a future business case deems it necessary.

However, for this scheme it is anticipated that collections can be met from within current staff resources.

### **EQUALITIES AND SOCIAL INCLUSION IMPLICATIONS AND RISKS**

All proposals included in the report (pay & display, business/residential/disabled parking, waiting restrictions, one-way system, loading facilities, garage removal and street lighting) have been publicly advertised and subject to public consultation. Additionally, six drop-in sessions were organised by staff members to inform stakeholders about the proposed changes and answer their questions.

While there is a general support to the waiting restrictions, one-way system, loading facilities, garage removal and street lighting proposals, the majority of respondents were against the parking proposals and pay & display arrangements (Appendix B).

We recognise that parking restrictions have the potential to displace parking to adjacent areas, which may disadvantage some individuals and groups, particularly residents living locally, people on low incomes and local businesses.

However, parking restrictions in residential areas are often installed to improve road safety and accessibility for residents who may be affected by long-term non-residential parking. The proposed parking restrictions and the low parking tariff will ensure that parking spaces are turned over regularly and that the opportunity to park is enhanced for local residents, particularly for disabled people, older residents and parents with children who are most likely to shop locally. Furthermore, under the proposed changes the disabled parking facilities will double (from 9 to 18 spaces) which will enable and encourage disabled people and older residents to shop locally.

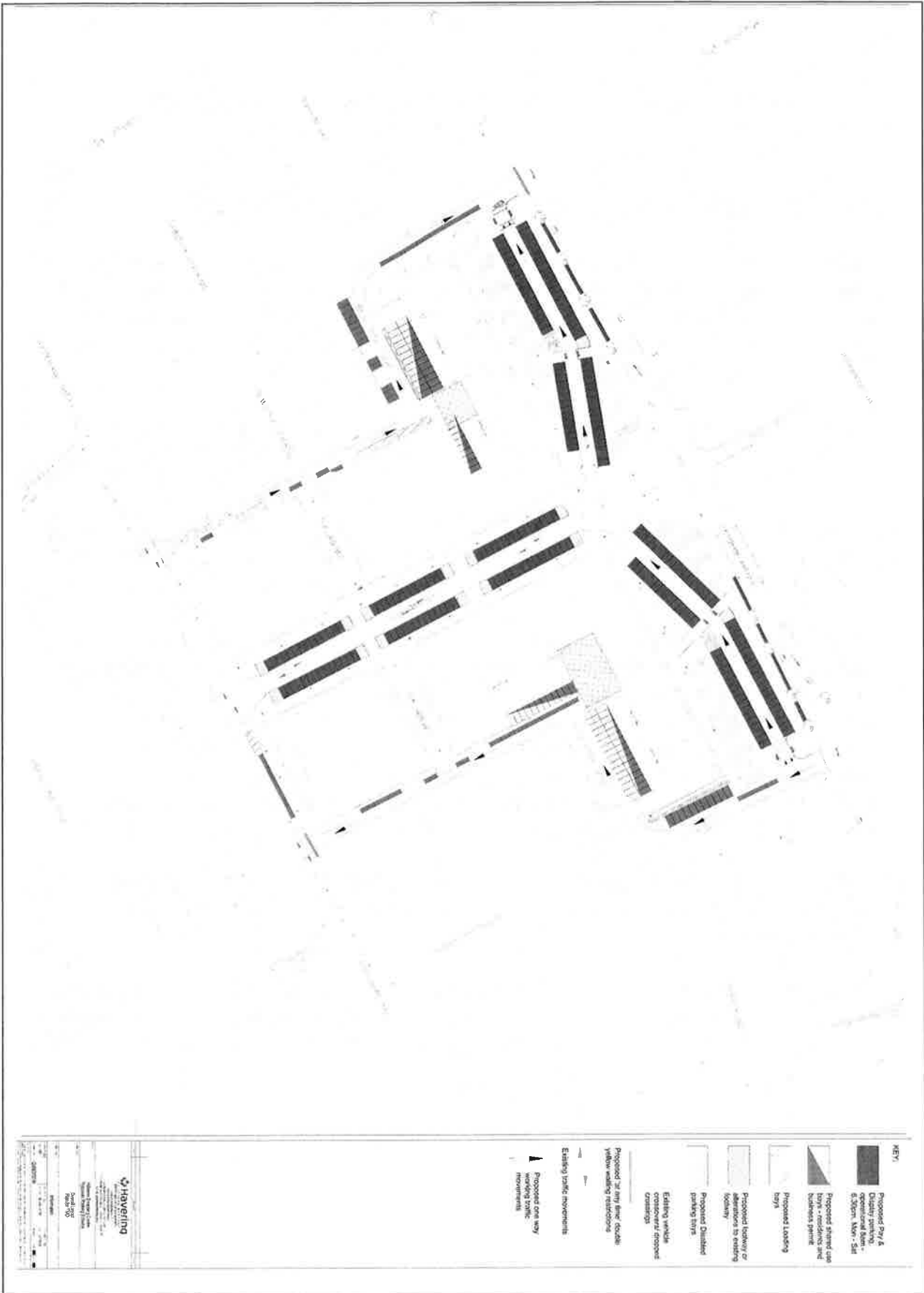
Disabled 'Blue' Badge holders are able to park for an unlimited time in resident permit bays and in Pay & Display parking bays and for up to three hours on restricted areas (unless a loading ban is in force).

After careful consideration of each of the responses and any potential/likely equalities issues and concerns arising from the proposals, officers have recommended that the proposed changes be implemented as advertised and the effects be monitored on a regular basis.

### **BACKGROUND PAPERS**

**Proposed Site Plans - Drawing no QJ063/02/06**  
Consultation tabled results

**Non-key Executive Decision**





**Non-key Executive Decision**

HILLDENE REVIEW RESULTS OF PUBLIC CONSULTATION																			
Address	Business	Resident	Councillor	Visitor	Pay & Display		Resident Business Disabled		Waiting Restrictions		One-Way System		Loading Facilities		Garage Removal		Street Lighting		
					For	Against	For	Against	For	Against	For	Against	For	Against	For	Against	For	Against	
Unknown																			
Harris Close				X															
Barnstaple Road				X															
Unknown				X															
Unknown				X															
Daventry Road				X															
Dagnam Park Drive				X															
Noak Hill Road				X															
Percy Close				X															
Unknown				X															
Unknown				X															
Fishchickn	X																		
Chippenham Road Childrens Centre	X																		
Poundtown 170-174 Hilldene Avenue	X							X											
Tenant of garage No197	X							X											
Greggs	X																		
Street trading unit	X																		
Hilldene Kebabs	X																		
The Barbers 196 Hilldene Ave	X																		
Resident of Cambourne Ave	X																		
Resident of Hilldene		X																	
Resident of Farnham Road		X																	
Resident of Cambourne Ave		X																	
Resident of Hilldene Avenue		X																	
Resident of Farnham Road		X																	
Resident of Hilldene Avenue		X																	
Resident of Hilldene Avenue		X																	
Resident of Harris Close		X																	
Resident of Harold Hill		X																	
Resident of Harold Hill		X																	
Resident of Cambourne Ave		X																	
Resident of Farringdon Ave		X																	
Resident of Hilldene		X																	
Resident of Hilldene Avenue		X																	
Councillor Paul McGeary			X																
Councillor Dennis Bull			X																
Totals	9	15	2	11	2	33	2	6	0	1	3	2	2	0	0	1	2	0	

**Non-key Executive Decision**

**Part C – Record of decision**

I have made this executive decision in accordance with authority delegated to me by the Leader of the Council and in compliance with the requirements of the Constitution.

**Decision**

Proposal agreed as per officer comments

**Details of decision maker**

Signed 

Name: *CLL ROBERT FENHAM*

Cabinet Portfolio held: *Community Empowerment*

CMT Member title:  
Head of Service title  
Other manager title:

Date: *23rd April 2013*

**Lodging this notice**

The signed decision notice must be delivered to the proper officer, Ian Buckmaster, Committee Administration & Member Services Manager in the Town Hall.

**For use by Committee Administration**

This notice was lodged with me on *23 APRIL 2013*

Signed 



**London Borough of Havering  
Traffic & Parking Control - StreetCare  
Minor Traffic & Parking Schemes Applications Schedule**

**Highways Advisory Committee  
20th September 2011**

Item Ref	Scheme	Description	Officer Advice	Potential Funder	Likely Budget	Scheme Origin/ Request from	Date Requested/ Placed on List	CRM / Contact
TPC111	Arbour Way/Coronation Drive/Calbourne Avenue/Maylands Avenue/Spring Gardens, Elm Park	Request to review the parking facilities and restrictions as a result of the expansion of Elm Park Primary School		LBH Revenue	4,000	Cllr Morgon	21/08/11	Cllr Morgon
TPC112	Lonsdale Road, Romford	Request for residents parking scheme due to increased long term commuter parking in the area		LBH Revenue	1,500	Resident	16/08/11	Resident
TPC113	Witham Road, Gidea Park	Request for restrictions on one side of the road up to the access route for the flats opposite No. 2 to deter obstructive parking		LBH Revenue	200	Cllr Munday	06/09/11	Cllr Munday
TPC114	Elvet Avenue Car Park, Gidea Park	Request to restrict car park to resident permit holders only	Officers suggest request be incorporated as an addendum to Gidea Park review proposals	LBH Revenue	1,000	Homes in Havering/Cllr Munday	06/09/11	Homes in Havering/Cllr Munday



# HIGHWAYS ADVISORY COMMITTEE

# REPORT

16<sup>th</sup> April 2013

**Subject Heading:**

**HILLDENE SHOPPING AREA REVIEW -  
comments to advertised proposals**

**Report Author and contact details:**

Ben Jackson  
Schemes Engineer  
01708 431949  
ben.jackson@havering.gov.uk

**The subject matter of this report deals with the following Council Objectives**

Clean, safe and green borough	<input checked="" type="checkbox"/>
Excellence in education and learning	<input type="checkbox"/>
Opportunities for all through economic, social and cultural activity	<input type="checkbox"/>
Value and enhance the life of every individual	<input checked="" type="checkbox"/>
High customer satisfaction and a stable council tax	<input type="checkbox"/>

**SUMMARY**

This report outlines the responses received to the advertised proposals for the Hilldene Shopping Area Parking Scheme, which were agreed in principle by this Committee September 2011, and recommends a further course of action.

**RECOMMENDATIONS**

That the Highways Advisory Committee recommends to the Cabinet Member for Community Empowerment that:

The proposals as shown on drawing no QJ063/02/06 **Appendix 1** to this report be implemented as follows:

1. That the On Street Pay & Display charging regime originally proposed and consulted on be amended to the tariffs listed in the table below subject to Cabinet approval, as set out in the report being submitted by the Head of Streetcare to Cabinet on Wednesday 17<sup>th</sup> April. These proposals also include the increase of maximum stay periods up to 3 hrs from the current 2 hr max stay period on Pay and Display.

Tariff Band	Current On Street Pay & Display & Original Proposal	<b><i>Proposed On Street Pay &amp; Display</i></b>	Outlying Car Parks	Parks
0 – 1hr	£0.20p			
0 – 1.5 hrs	£1.40p			
0 – 2 hrs	£2.00 max stay	<b>£0.20p</b>	£0.20p	£0.20p
2 – 3 hrs		<b>£0.50p</b> <b><i>Proposed new max stay</i></b>	£0.50p	£0.50p

2. That the proposed allocation of resident and business permit parking and disabled parking bays are implemented as proposed.
3. The waiting restrictions to help improve traffic flow, prevent obstructive parking and improve road safety are implemented as proposed.
4. The one-way system in East and West Dene Drives to assist with traffic movement, especially larger vehicles delivering to the rear of the Farnham Road and Hilldene Avenue shops is implemented as proposed.
5. That the loading facilities to improve access to the rear of the shops in Hilldene Avenue, West Dene Drive and Chippenham Road are implemented as proposed.
6. That the garages to the rear of the shops on East and West Dene Drive are approved to be removed to create additional parking, with extra spaces created by converting a grass verge area in East Dene Drive to the side of 198 East Dene Drive.

Should any of the above proposals be implemented then the effects will be monitored for a duration following the implementation with remedial action being considered.

<b>REPORT DETAIL</b>
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**1.0 Background**

1.1 At its meeting on 20th September 2011, the Highways Advisory Committee while considering a report on Minor Traffic and Parking Scheme Applications, item no TPC116 Hilldene, Farnham Road, East Dene Drive, West Dene Drive, Chippenham Road (in part), agreed in principal that a review of the parking in the area be undertaken.

1.2 The Highways Advisory Committee requested that the Head of StreetCare proceed with a scheme design and consultation to gauge views on parking in the area and that the results of the consultation be reported back to this Committee so a further course of action be agreed.

1.4 Approximately 230 letters with the attached plans of the proposal were hand delivered to those perceived to be affected by them on Friday 14th December 2012.

1.5 As the consultation occurred over the festive period, it was extended beyond the statutory period of 21 days, to 35 days, ending on Friday 18th January 2013.

1.6 Further to the hand delivered letters, plans were on display for the duration of the consultation at Harold Hill Library and within the entrance of the Homes and Housing office in Chippenham Road.

1.7 To assist with those that had questions regarding the proposals staff also held six drop in sessions, at the Harold Hill Library, on the dates and times shown below:

Tuesday 18th <b>December 2012</b>	9am - 8pm	Tuesday 15 <sup>th</sup> <b>January 2013</b>	9am - 8pm
Wednesday 19th <b>December 2012</b>	9am - 5pm	Wednesday 16 <sup>th</sup> <b>January 2013</b>	9am - 5pm
Thursday 20th <b>December 2012</b>	9am - 5pm	Thursday 17 <sup>th</sup> <b>January 2013</b>	9am - 8pm

1.8 At its meeting on 30th January 2013 full Council considered a motion by an opposition party to withdraw the Administrations proposals to introduce Pay & Display Parking and Resident Parking Permits at the Hilldene Shopping Area in Harold Hill.

1.9 Full Council referred the motion and the final decision whether to implement the scheme or not to the Highways Advisory Committee who in turn recommends a final course of action to the Lead Member for Community Empowerment.

1.10 This report looks at the responses received to the advertised proposals for the Hilldene area and recommends a further course of action.

## 2.0 Design Principles

- 2.1 To prevent commuters from taking up available car parking spaces, which could be used by the customers of local businesses and residents, it is proposed that parking areas shown on **Appendix 1** – Proposed Site Plans are amended to both allocated pay and display parking areas; resident and business permit parking and disabled parking bays.
- 2.2 Introduce waiting restrictions to help improve traffic flow, prevent obstructive parking and improve road safety.
- 2.3 Introduce a one-way system in East and West Dene Drives' to assist with traffic movement, especially to improve access for larger vehicles delivering to the rear of the Farnham Road and Hilldene Avenue shops.
- 2.4 To further assist with deliveries, install additional loading facilities to the rear of the shops in Hilldene Avenue, West Dene Drive and Chippenham Road.
- 2.5 To increase the number of parking spaces for residents and businesses of the area, it is also proposed that garages to the rear of the shops on East and West Dene Drive be removed to create additional parking. Extra spaces will also be created by converting a grass verge area in East Dene Drive.
- 2.6 Any amendments to the original proposal may require further statutory public consultation that will lead to additional costs for advertisement of those proposed changes to accommodate any physical changes that may be agreed.

## 3.0 Responses received

- 3.1 There were 36 pieces of correspondence received during the consultation period which are tabled and shown on **Appendix 2**. These responses were from 8 businesses, 15 residents, two Councillors and 11 users of the Hilldene shopping area and one garage lease holder. The majority of the responses were against parts of the parking proposals, with three responses being in favour of all the proposals, two responses were in favour of implementing the proposed one-way system and two being in favour of further street lighting improvements.
- 3.2 A petition was received from 286 signatories objecting to East Dene and West Dene areas becoming permit parking area, and the proposed one-way system. They also object to Hilldene Avenue parking area becoming a Pay & Display car park.
- 3.3 A further petition was received outside the statutory consultation period signed by 1110 signatories opposing to the introduction of Pay & Display parking and Residents Parking Permits at Hilldene Shopping area believing the imposition of such charges will deter trade and will adversely affect retailers and other



## Highways Advisory Committee, 16<sup>th</sup> April 2013

businesses located there. Addresses of the signatories appear to extend as far as Essex and Brentwood, although in the main are made up of mostly Havering residents.

- 3.4 There is no indication that those signing both petitions were in view of the full proposals and appear to have signed opposing two elements, they being the paid for parking and the one way system. Officers cannot be certain that all signatories were advised impartially of all aspects of the proposals and the longer term benefits that the scheme should provide for the area. Copies of the petitions are available to Members at their request.
- 3.5 During the drop in session held at Harold Hill Library 35 interested parties attended to find out further information regarding the scheme and how best to respond to the consultation. All those that attended the drop in sessions were advised to respond in writing to the proposals.

### **4.0 Officer comments**

- 4.1 The proposals were designed to further enhance the Hilldene area by significantly increasing the number of available parking spaces for all visitors, by limiting long term non-residential parking, allocating specific area to residents and businesses, providing improved loading facilities and improved traffic flow. Many of the disabled and elder community prefer to shop locally and the low parking tariff will ensure that parking spaces are turned over regularly and that the opportunity to park is enhanced over that which currently exists. This will support the disabled and elder community.
- 4.2 These proposals increase the parking provision for disabled car users in search of local shopping facilities; the current level of parking of disabled parking is 9 spaces, whilst the proposals set out 18 available spaces. Overall, the proposals double the disabled parking facilities for shoppers and ensure a turnover of visitors in all of the areas.
- 4.3 A number of tenants that are in lease or licence of the garages sites to the rear of Hilldene Avenue are not utilising them for the purpose they are intended. Equally there are a number that are currently vacant and underused. The garage sites have also been reported to be areas for antisocial activity, in addition to fly tipping. It is inevitable that with car ownership on the increase that parking areas would be greatly maximised from the removal of the garage sites providing accessible parking for both residents and businesses.
- 4.4 The introduction of pay and display parking in popular local shopping areas has proved beneficial in promoting vitality in the local area and managing out commuter parking. A number of Pay and Display schemes are operating successfully in other areas in the borough serving both businesses and local community. There have been detailed discussions elsewhere which have led to the production of the Cabinet Report which harmonises outlying car parking and Pay and Display tariff. Should this report be agreed at Cabinet, the regime to be implemented here will provide for longer stays at much lower cost and it is our view that this recognises the concerns of local consultees.

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- 4.5 The turnover of parking in all the bays will also make street cleansing easier and more effective.
- 4.6 With the provision of new loading bays throughout the area, businesses will find loading and unloading vehicles easier, while the one way working and 'At any time' waiting restrictions will expedite the free unhindered flow of traffic through and around the area.

### IMPLICATIONS AND RISKS

#### **Financial implications and risks:**

This report is asking HAC to recommend to Lead Member the implementation of the above scheme

The estimated cost of implementing the proposals as described is approximately £180,812. This cost can be met from the allocation of funding for improvements to Hilldene Shopping Centre agreed in the November 2008 Harold Hill Ambitions Cabinet Report.

The proposed parking provision costs for the implementation of the Pay and Display element of the scheme (including associated costs) is approximately 35k. These costs will be met from a specific addition to the Streetcare capital budget; this budget is aimed at improving accessibility to retail areas, deterring long term commuter parking and progressing one of the key elements of the 2007 Parking Management Strategy - to phase out the Disc Permit Scheme.

The residential and business permit provision implementation costs are estimated at 3k and will be met from within Streetcare's current revenue budget. This element of the scheme is designed to provide all day accessible parking for Hilldene residents and retailers, close to their properties and businesses.

The costs shown are an estimate of the full costs of the scheme, should it be implemented. A final decision would be made by the Lead Member in consultation with the Deputy Leader of the Council – as regards actual implementation and scheme detail. Therefore, final costs are subject to change.

This is a joint project for StreetCare and Regeneration and there is no expectation that the works cannot be contained within the cost estimate. There is an element of contingency built into the financial estimate. In the unlikely event of an overspend, the balance would need to be contained within the Streetcare and Regeneration Capital Budgets.

**Legal implications and risks:**

Waiting restrictions, parking bays and one-way working require consultation and the advertisement of proposals before a decision can be taken on their introduction.

**Human Resources implications and risks:**

The collection of cash from pay and display machines is a labour intensive task. Currently, there are sufficient employees to undertake cash collection from existing P&D machines. However, a physical limit for cash collections will be reached in the very near future as more pay and display schemes are implemented. Consideration is being given to alternative approaches to cash collection including reduced collection frequencies, external provision or the reallocation of employees within Traffic & Parking Control or the engagement of new employees if a future business case deems it necessary.

However, for this scheme it is anticipated that collections can be met from within current staff resources.

**Equalities implications and risks:**

All proposals included in the report (pay & display, business/residential/disabled parking, waiting restrictions, one-way system, loading facilities, garage removal and street lighting) have been publicly advertised and subject to public consultation. Additionally, six drop-in sessions were organised by staff members to inform stakeholders about the proposed changes and answer their questions.

While there is a general support to the waiting restrictions, one-way system, loading facilities, garage removal and street lighting proposals, the majority of respondents were against the parking proposals and pay & display arrangements (Appendix B).

We recognise that parking restrictions have the potential to displace parking to adjacent areas, which may disadvantage some individuals and groups, particularly residents living locally, people on low incomes and local businesses.

However, parking restrictions in residential areas are often installed to improve road safety and accessibility for residents who may be affected by long-term non-residential parking. The proposed parking restrictions and the low parking tariff will ensure that parking spaces are turned over regularly and that the opportunity to park is enhanced for local residents, particularly for disabled people, older residents and parents with children who are most likely to shop locally. Furthermore, under the proposed changes the disabled parking facilities will double (from 9 to 18 spaces) which will enable and encourage disabled people and older residents to shop locally.

Disabled 'Blue' Badge holders are able to park for an unlimited time in resident permit bays and in Pay & Display parking bays and for up to three hours on restricted areas (unless a loading ban is in force).

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After careful consideration of each of the responses and any potential/likely equalities issues and concerns arising from the proposals, officers have recommended that the proposed changes be implemented as advertised and the effects be monitored on a regular basis.

**BACKGROUND PAPERS**

**Appendix 1 – Proposed Site Plans**

**Appendix 2 - Consultation response table**

**CABINET**  
**17 April 2013**

<b>Subject Heading:</b>	Keeping town centres vibrant by reducing on street parking charges and maintaining turnover of visitors
<b>Cabinet Member:</b>	Cllr Barry Tebbutt
<b>CMT Lead:</b>	Cynthia Griffin
<b>Report Author and contact details:</b>	Bob Wenman - HOS Streetcare bob.wenman@havering.gov.uk 01708 432898
<b>Policy context:</b>	The current parking strategy sets out a clear aim to deliver support to business vitality, safe traffic and travel and parking provision for all needs of our community.
<b>Financial summary:</b>	There is a one off set up cost of £15k which can be contained within existing parking reserves set aside for such investments. The tariff changes are anticipated to be neutral, in terms of parking income.
<b>Is this a Key Decision?</b>	Yes These proposals have a significant positive effect on all Wards across the borough
<b>When should this matter be reviewed?</b>	October 2014
<b>Reviewing OSC:</b>	Environment O & S

**The subject matter of this report deals with the following Council Objectives**

Ensuring a clean, safe and green borough	[√]
Championing education and learning for all	[]
Providing economic, social and cultural activity in thriving towns and villages	[√]
Valuing and enhancing the lives of our residents	[]
Delivering high customer satisfaction and a stable council tax	[√]

## SUMMARY

This report sets out the opportunity to harmonise the current zero to two hour On Street Pay & Display car parking tariffs borough wide with all outlying Car Parks tariffs @ 20p

This report also seeks to extend the maximum On Street stay from 2 hours to 3 hours whilst harmonising the charge for that length of stay with the same charge made in all outlying car parks also @ 50p.

These proposals seek to enhance business opportunities and to ensure local people use local businesses, maintaining road safety and traffic flows by greater use of available parking facilities. Additionally, the extension of the maximum stay on street will provide additional customer benefit and help businesses who require their customers to be with them for a period up to 3 hours, for example the hairdressers, supermarket or restaurant.

## RECOMMENDATIONS

Cabinet are asked to agree and approve the following recommendations;

- 1) To harmonise the parking charge for 0-2 hours on street pay and display across the borough with the 2 hour off street parking charge in the Council's outlying car parks and also where parking fees are payable in Parks across the borough, the charge for which shall be 20 pence. Outlying car parks being all those outside of the Romford area and listed at appendix 1.
- 2) To extend the current maximum stay on street pay and display to 3 hours and introducing a 50p charge for 2-3 hours parking which is in harmony with the 2 - 3 hour charge made in outlying car parks and in those Parks where a parking charge is payable. Outlying car parks being all those outside of the Romford area and listed at appendix 1.
- 3) The amendment of all outlying on street Pay & Display parking tariffs as set out in the Parking Management Strategy agreed by Cabinet on the 16<sup>th</sup> May 2007 and the associated provisions agreed by the Regulatory Services Committee on the 13<sup>th</sup> December 2007.
- 4) To authorise the initial one off set up cost of equipment conversion and signage one ward at a time over a period of four (4) weeks.

**REPORT DETAIL**

1. **Harmonization of On street Pay & Display & Car Parks**
2. This report sets out the opportunity for harmonising the current On Street Pay & Display car parking tariff in line with the outlying (Non Romford area) Car Parks tariff, and also where parking fees are payable in Parks across the borough, up to a maximum stay of three hours at each On Street Pay & Display location at 20p for 0-2 hours and 50p for 2-3 hours.
3. Pay & Display parking throughout the borough makes a significant contribution to the overall economic position of the Council, businesses and general public, it provides ease of access and deters inconsiderate commuter and local worker parking in a number of vibrant areas.
4. The current economic climate is placing much pressure on local businesses and this is constantly reflected in all the business partnership meetings held at both a local and strategic level, businesses often cite parking has a key factor in sustaining the business needs, and this report recognises those needs.
5. The current cost (tariffs) for On Street Pay & Display and Off Street Car Parks within Havering is set out in the table below for ease of reference, the table clearly shows the differentials for both options, specifically noting the existing maximum stay period of 2 hours for on street Pay & Display, that is proposed should be extended to 3 hours in line with off street Car Park tariffs and Parks.
6. There are a number of parks that operate a pay and display facility located at Cottons Park, Lodge Farm Park and Upminster Park all benefiting from the accessible arrangements in place for residents and visitors who wish to use such facilities, furthermore there is a noticeable improvement in reduced commuter parking.

<b>Tariff bands</b>	<b>Current On Street Pay &amp; Display</b>	<b>Proposed On Street Pay &amp; Display</b>	<b>Outlying Car Parks</b>	<b>Parks</b>
0 – 1hr	£ 20p			
0 – 1.5 hrs	£1.40p			
<b>0 – 2 hrs</b>	£2.00 max stay	<b>£ 20p</b>	<b>20p</b>	<b>20p</b>
<b>2 – 3 hrs</b>		<b>£ 50p</b> <i>Proposed new max stay</i>	<b>50p</b>	<b>50p</b>
3 – 4 hrs			£2.00p	£2.00p
4 – 5 hrs			£4.00p	£4.00p
5 – 6 hrs			£5.00p	£5.00p
6 – 7 hrs			£6.00p	£6.00p
7 – 8 hrs			£7.00p	£7.00p
8 – 12hrs			£8.00p	£8.00p

7. The use of pay and display equipment is, in respect of a payment methodology, interchangeable between on and off street. Customers are therefore familiar with a common payment method. Pay on Foot and Pay & Display car park revenue collection systems are now the two most commonly installed systems in UK car parks with the only other options available being pay by phone to complement pay and display on and off street or a staff attended service within a car park.
8. The pay and display systems used by the Council have in built telemetry which reports to a central database the condition of each machine, be that the amount of cash it is currently storing, the level of tickets remaining before replenishment is required, general health and well-being of the machine and its security status. All machine interventions by staff are logged automatically and each machine is individually programmed to go in to alarm mode dependent of the levels of cash within or tickets remaining.
9. All pay & display machines are robustly designed to stave off significant physical efforts to break in and therefore steal cash. The machines are also alarmed and will send a message to the central monitoring system in the event of any tampering, attempted forced entry or indeed any sudden collision that may be an attempt to steal the whole machine. The machines will also send out emergency text messages in the event of the same.
10. The machines are easy to install, the preferred machine models are battery powered therefore negating the need for expensive trenching works to connect machines to the mains electricity network. The machines batteries are trickle charged through photo voltaic unit placed on top of each machine. That trickle charge is sufficient to keep the battery powered for a number of weeks.
11. We currently have 67 on street Pay and Display units in use located in outlying areas that will require conversion of tariffs, this conversion cost is detailed within the financial Implications as set out, it is proposed to convert these units over a period of four (4) weeks following formal approvals.

## **12. Changing Parking Tariffs**

13. The setting of parking charges is an executive matter and as such can be decided by the Leader of the Council, the Cabinet or (in certain circumstances) an individual Cabinet Member.
14. Cabinet are able to make the decision to vary parking fees under s.35C of the Road Traffic Regulation Act 1984 (off street) and s.46A (on-street).
15. The procedure in both cases is that the Council gives notice of the change after it has made the decision but 21 days before it takes effect. There is no need to publish proposals or consider representations before making the decision nor is there a requirement to amend the traffic orders themselves, and accordingly Cabinet is able to make such a decision.

## **16. The 2007 Parking Management Strategy**

17. The 2007 Parking Management strategy set out 28 options for change; initiatives designed to improve the operational and financial management of



the then parking service and to initiate a strategic intent that would dovetail into national legislative changes that were to impact upon the service in 2008. When the strategy was created the service was responsible for the management of on and off street parking provision, decriminalised parking enforcement and associated operations and administration. Those responsibilities have recently been augmented with the service taking over responsibility for Road Safety Education and the School Crossing Patrol Service.

18. The foundation of the 2007 strategy was the recognition that parking enforcement coupled with the management of both on and off street parking, was strategically important as being key in maintaining the vitality of shopping areas and providing an invaluable contribution to the continued commercial success witnessed in many of the boroughs town centres, given the current economic climate this strategy holds good today.
19. The service has contributed strategically and operationally through its parking enforcement activity in ensuring that roads remained clear from obstructions, allowing residents and visitor's unhindered access throughout the borough either by car or public transport, and have assisted in the maintaining of business vitality across the borough through the provision of safe and secure parking facilities offered to customers at very competitively priced tariffs with the key outlying 20p tariff being one of the cheapest 2hr parking charges in London. Residents were further supported directly through the provision and enforcement of Controlled Parking Zones thus eliminating commuter and local worker parking problems, whilst maintaining access for local residents. Highway safety, reduced congestion, and highway accessibility for citizens with disabilities, and those caring for young children, were matters directly supported through enforcement activity and the quality and availability of on and off street parking provision.

## **REASONS AND OPTIONS**

### **Reasons for the decision:**

These proposals will significantly contribute to supporting the current business base within the borough by reducing parking tariffs and enhancing business opportunity, support the requirements of the previously agreed Parking Management Strategy and meet residents needs through reduced charges, whilst seeking to enhance the business opportunity and shopping experience for local residents.

### **Other options considered:**

Officers have considered the option of leaving tariffs at current levels, however the current economic climate lends itself to support business opportunities and in turn local growth, and for this reason officers believe this to be financially viable in the medium to longer term.

**IMPLICATIONS AND RISKS**

**Financial implications and risks:**

These proposals will deliver an enhanced service provision and is expected to deliver a cost neutral position within the Traffic & Parking Control service overall. There is a one off conversion cost of approx £15k which can be met from reserves set aside for such parking related works.

A balanced position within the service is possible with increased usage of these Pay & display schemes via effective communications of these enhanced facilities.

**Legal implications and risks:**

The setting of parking charges is an executive matter and as such can be decided by the Leader of the Council, the Cabinet or (in certain circumstances) an individual Cabinet Member. Cabinet are able to make the decision to vary parking fees under s.35C of the Road Traffic Regulation Act 1984 (off street) and s.46A (on-street). The procedure in both cases (On and off street) is that the Council gives notice of the change after it has made the decision but 21 days before it takes effect.

There is no need to publish proposals or consider representations before making the decision as there would be if the Council decided to vary the charges by order under section 35.

There is minimal risk in varying parking charges as recommended.

**Human Resources implications and risks:**

Where Pay and Display continues to be installed throughout the borough, in support of the strategic objectives of the 2007 Parking Management Strategy, pressure on human resources will increase in order to maintain the service needs of each machine, reduce the risk of theft due to the build up of cash deposits, and to ensure the current high level of customer service is maintained. At present resources are capable of meeting these demands, but that human resource position will be reviewed in tandem with the continued expansion of pay and display provision to ensure that risk is minimised and service standards, in particular, the important and independently awarded Park Mark Award, are maintained and enhanced.

**Equalities implications and risks:**

The 2010 Equality Act places upon local government an equality duty. That duty requires that an analysis of any potential impacts that any change to a service and

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or service delivery may have upon equality, and in particular the impact upon those persons who are considered by the Act to be those people with protected characteristics.

At Appendix 2 is an equality analysis that examines the proposals contained in this report and how they interact within the confines of the Act. The analysis indicates that there is no adverse impact upon those designated by legislation as having protected characteristics, be they employees or service users, though there may be a non-legislative risk to employees through increased cash collection but it is an issue that is easily mitigated. The proposals will provide improved services to service users and other stakeholders. Therefore it is considered that overall report proposals will have no negative impact upon those defined as having a protected characteristic, and more generally, the same applies to other employees, service users and other stakeholders not considered to have protected characteristics.

### **Appendices**

Appendix 1, List of all outlying Car Parks

Appendix 2, Equalities Assessment

## **BACKGROUND PAPERS**

### **Background reports used**

Report to Cabinet; May 16th 2007. Parking Management Strategy

Cabinet minutes of the 16th May 2007

Report to Regulatory Services Committee; 13th December 2007. Implementation of the Parking Management Strategy

Regulatory Services Committee Minutes of the 13th December 2007

Traffic Management Act 2004

Road Traffic Regulation Act 1984 s.35C and 46A

Appendix 1

**Outlying Car  
Parks  
Pay & Display**

**Appendix 1**

	<b>Car Park</b>	<b>No.</b>	<b>Manufacturer</b>	<b>Tariff</b>
<b>Hornchurch</b>	Dorrington Gdns	5	Parkeon	Outlying Car Parks
	Keswick Ave	2	Parkeon	Outlying Car Parks
	Billet Lane	3	Parkeon	Outlying Car Parks
	Appleton way	2	Parkeon	Outlying Car Parks
	Fentimam Way	4	Parkeon	Outlying Car Parks
	Woodhall Cres	1	Parkeon	Outlying Car Parks
	North St	1	Parkeon	Outlying Car Parks
<b>Upminster</b>	Gaynes Rd	4	Parkeon	Outlying Car Parks
	Hoppy Hall	3	Parkeon	Outlying Car Parks
<b>Cranham</b>	Front Lane	1	Parkeon	Outlying Car Parks
<b>Elm Park</b>	Elm Park Hotel	2	Parkeon	Outlying Car Parks
	Elm Park Library	2	Parkeon	Outlying Car Parks
<b>Rainham</b>	Viking Way	1	Parkeon	Outlying Car Parks
	Cherry Tree	2	Parkeon	Outlying Car Parks
<b>Gidea Park</b>	Balgores Square	1	Parkeon	Outlying Car Parks
<b>Collier Row</b>	Rex Close	4	Parkeon	Outlying Car Parks
	<b>Total</b>	<b>38</b>		

**Parks - Pay &  
Display**

	<b>Location</b>	<b>No.</b>	<b>Manufacturer</b>	<b>Tariff</b>
Upminster	Windmill Hall	2	Zeag	Outlying Car Parks
Romford	Cottons Park	1	Zeag	Outlying Car Parks
	Lodge Farm	2	Zeag	Outlying Car Parks
	<b>Total</b>	<b>5</b>		

**On Street Pay  
& Display**

	<b>Location</b>	<b>No.</b>	<b>Manufacturer</b>	<b>Tariff</b>
<b>Collier Row</b>	Collier Row Lane	1	Zeag	P&D
	Collier Row Rd	7	Zeag x 5 Parkeon x2	P&D
	Clockhouse Lane	1	Zeag 1	P&D
<b>Gidea Park</b>	Balgores Lane	3	Parkeon	P&D

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	Balgores Cres	1	Zeag	P&D
	Heath Drive	1	Zeag	P&D
	Crossways	2	Zeag	P&D
	Station Rd	1	Zeag	P&D
<b>Harold Wood</b>	Station Rd	3	Parkeon	P&D
<b>Elm Park</b>	Broadway	3	Zeag	P&D
<b>Rainham</b>	Wennington Rd	2	Zeag	P&D
	Upminster Rd South	3	Zeag	P&D
<b>Upminster</b>	St Marys Lane	3	Zeag	P&D
	Gaynes Rd	1	Zeag	P&D
	Branfill Rd	1	Zeag	P&D
	Howard Rd	1	Zeag	P&D
	St Lawrence Rd	2	Zeag	P&D
	Corbetts Tey Rd	8	Zeag	P&D
<b>Hornchurch</b>	Station Lane	1	Parkeon	P&D
	Ardliegh Green	2	Parkeon	P&D
	Hornchurch Rd	4	Zeag	P&D
	Southdown Rd	1	Zeag	P&D
	Vicarage Rd	1	Zeag	P&D
	Cheviot	1	Zeag	P&D
	Candover Rd	1	Zeag	P&D
	Hyland way	2	Zeag	P&D
	Appleton Way	4	Zeag	P&D
	<b>Total</b>	<b>61</b>		

**On Street  
Parking Meters**

	<b>Location</b>	<b>No.</b>	<b>Manufacturer</b>	<b>Tariff</b>
<b>Hornchurch</b>	Babington Rd	2	Mackay	P&D
	Purbeck Rd	2	Mackay	P&D
	Appleton Way	2	Mackay	P&D
	<b>Total</b>	<b>6</b>		

LONDON BOROUGH OF HAVERING EQUALITY ANALYSIS

Revision of On-Street Pay & Display Parking Tariffs

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**SCOPE OF PROPOSAL**

- 1. What is the scope and intended outcomes of the activity being assessed; in terms of both the Council's organisation and staffing, and services to the community?**

**1 (a) Organisation and Staffing**

No specific impact is immediately anticipated upon the organisation and staffing. However, the effective reduction in the cost of on-street parking will result in increased usage and that will necessitate an increase in the frequency of cash collection operations undertaken by Traffic & Parking Control Officers. Not to do so will increase the risk of vandalism and theft. It should be noted that the recent rapid expansion of on-street pay and display schemes has moved to the limit the capability of existing staffing levels to manage the safe, secure and regular collection of cash from the number of on-street pay and display machines in situ. It necessarily follows that increased levels of collection will be required as a direct impact of the proposals contained within the report and it will be necessary to seek additional staff resources to achieve the same.

**1 (b) Services to the Community**

The proposal to harmonise on-street pay and display parking tariffs as set out in the report will provide customers with a significant additional benefit and value for money. The change will not have any material effect on the services provided to the public by Traffic & Parking Control to the Community but may, as previously detailed, place pressure upon staff to meet the increased demands of cash collection brought about directly by the proposals set out in the report.

The current Parking Management Strategy, which dates from May 2007, sets out a robust and holistic aim to support to business vitality, tackle congestion and provide safe, clean and accessible parking provision that continually and dynamically meets the needs of the Community as a whole.

The harmonisation proposal demonstrates the holistic dynamism required to mitigate the socio-economic impacts of the current domestic and international economic crisis. That situation reduces itself to basic situations such as many citizens now seeking to manage their finances on a more day to day basis and so shop more frequently, rather than the bulk weekly or bi-weekly shop where cost is less easy to control. Many of those individuals are choosing to undertake such frequent shopping more locally and in doing so help the viability of local businesses. Such local shopping also supports ancillary businesses in those local areas that provide valuable local services, and who, along with core retail outlets, are significant employers of local people, especially those who need the flexibility of local work due to child or other caring responsibilities, and indeed those who choose to work part time as it helps with the management of a disability, or other health issue, that would ordinarily make fulltime and non-local working very difficult to manage.

## **PEOPLE AFFECTED**

### **2. Which individuals and groups are likely to be affected by the activity?**

#### **2 (a) Staff Individuals and Groups**

As already noted there will be a negative impact upon staff undertaking the cash collection but that is an issue that can be mitigated. Council officers undertaking their duties and using on-street parking facilities in pursuit of Council business will pay less to park on-street. This will mean that the parking charges legitimately reclaimed by staff will reduce. This will be an advantage to the Council but the value is not estimable. Conversely, where the Council saves money in having to reimburse less parking fees it loses out on the level of income from pay and display facilities due to the reduction of on-street parking charges.

Those in the community who are considered to form groups, those with protected characteristics, will positively benefit from the proposals, additionally; those groups not considered to have protected characteristics, such as the unemployed, those on a fixed income or on a low income, will also benefit from the proposals by having access to cheaper on-street parking facilitation.

Local traders will be positively impacted as it will be more cost effective for their customers to shop at their establishments.

#### **2 (b) Community Individuals and Groups *(including voluntary organisations)***

As already noted elsewhere in this document, aside the potential increase cash collection frequency and the negative impact that will have upon staff, there will be no negative impact upon customers, community individuals or groups arising from the proposal.

## **DATA AND INFORMATION**

3. **What data/information do you have about the people with ‘protected characteristics’ (age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sexual orientation) or other socio-economic disadvantage (e.g. disabled and part-time workers, low income and/or lone parents (mothers and fathers), looked-after children, other vulnerable children, families and adults) among these individuals and groups? What information do you have about how they will be affected by the activity? Will you be seeking further information in order to assess the equalities impact of the activity? How is this information being used to influence decisions on the activity?**

**3 (a) Staff**

**London Borough of Havering Workforce Equality Data**

<b>Disability</b>	<b>%</b>	<b>No.</b>
<b>Yes</b>	<b>1.83%</b>	<b>46</b>
<b>Not Declared</b>	<b>95.08%</b>	<b>2396</b>
<b>No</b>	<b>3.10%</b>	<b>78</b>
<b>Gender</b>	<b>%</b>	<b>No.</b>
<b>Female</b>	<b>67.98%</b>	<b>1713</b>
<b>Male</b>	<b>32.02%</b>	<b>807</b>

**3 (b) Community**

The Council holds data and information relating to citizens deemed to be those with protected characteristics and also those at socio-economic disadvantage. As already noted previously in this document the proposal is one that will provide the whole range of customers across the community with additional value for money through the reduction of on-street parking charges. Understanding the needs of those deemed to have protected characteristics, and those in the wider community, the proposed reduction of on-street parking fees therefore equally impacts positively upon all those in the community. Because of the positive impact of the proposal on the whole of the community it is not considered appropriate to seek further information in order to further assess the impact of the proposal.

**CONSULTATION**

4. **If no data and information is available about the groups likely to be affected by the activity, how would you inform your EA? Will you be considering carrying out some consultation to inform your EA?**

**4 (a) Staff**



Staff who manage the cash collection process have been informally consulted on the proposal. This group is considered to be the only group that will be negatively impacted by the proposal; however, staff are satisfied that there are actions that can be quickly taken by the Council to mitigate any negativity.

**4 (b) Community**

No specific consultation with the community is anticipated as there are no direct or indirect negative impacts to any individual or group in the community or community groups.

**LIKELY IMPACT**

**5. Based on the collected data and information, what will be the likely impact of the activity on individuals and groups with protected characteristics or other socio-economic disadvantage?**

**5 (a) Staff**

It has been documented elsewhere in this document what the impact upon staff is likely to be. Aside that which has already been noted there are no other negative impacts.

**5 (b) Community**

No specific community impact is anticipated. There are no direct or indirect impacts to any individual in the community or community groups.

**6. What is the likely impact on arrangements for safeguarding children and/or safeguarding vulnerable adults?**

**6 (a) Vulnerable children**

No impact is envisaged

**6 (b) Vulnerable adults**

No impact is envisaged

**PREVENTING DISCRIMINATION**

**7. If any negative impact is identified, is there a way of eliminating or minimising it to reasonable level? If not, how can the negative impact be justified?**

**7 (a) Staff**

The previously noted negative impact upon staff can be mitigated and that mitigation will be actioned in the event of the negative construct becoming apparent.

**7 (b) Community**

No specific community impact is anticipated. There are no direct or indirect negative impacts to any individual in the community or community groups.

**PROMOTING EQUALITY**

**8. How will the activity help the Council fulfil its legal duty to advance equality of opportunity in the way services are provided?**

**8 (a) Staff**

The proposal does not impact upon equality in the workforce, however the report and this document demonstrate to staff the serious consideration given the equality duty of the Council in considering the impacts of all proposals even when they are considered, such as with this proposal, to be positive in providing additional benefit and equality to all customers in our community.

**8 (b) Community**

No specific negative community impact is anticipated to any individual in the community or community groups. However, the Council's process herein will be seen by those in community as having considered and promoted equality issues actively even though the proposal will deliver only positive impacts to the wider community.

**SPECIFIC NEEDS**

**9. What actions will you be taking in order to maximise positive impact and minimise negative impact from the activity?**

**9 (a) Staff**

Once the proposal is implemented staff performance will be monitored and reviewed to ensure that objectives are being met and risk kept at a minimum level. The monitoring and review of performance will quickly identify any issues for which a planned mitigation strategy can be initiated.

**9 (b) Community**

No specific negative community impacts are anticipated as there are no direct or indirect impacts upon any individual in the community or community groups as a result of the proposal. However, the monitoring of the changes will include keeping under constant review the changes to ensure the positive that underpins the proposal is continually maintained.

**MONITORING AND REVIEW**

- 10. Once implemented, how often do you intend to monitor the actual impact of the activity?**

**10 (a) Staff**

The proposed changes will be monitored through a specific performance monitoring exercise and more widely through the employee PDR process.

**10 (b) Community**

No specific negative community impacts are anticipated as there are no direct or indirect impacts to any individual in the community or community groups. However, the changes will be monitored for any change in the positive impacts upon the local community that the proposal is considered to deliver.

**SIGN OFF AND PUBLICATION**

- 11. When completed, the Equality Analysis needs to be signed off by the Head of Service. Once signed off, it should be forwarded to the Directorate Equality Analysis Web administrator to publish it on the council's website.**

**HEAD OF SERVICE**

**Name: Bob Wenman**

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