Southend-on-Sea Borough Council

Report of Executive Director Neighbourhoods and Environment
To

Cabinet

On

28th July 2020

Report prepared by: Sharon Harrington, Head of Traffic Management & Highways Network

Parking Review 2020 - Project 2 Traffic & Parking Policy Statement

Relevant Scrutiny Committee
Place Scrutiny Committee
Cabinet Member: Councillor Ron Woodley
Deputy Leader (Cabinet Member for Transport, Capital & Inward Investment)

Part 1 (Public Agenda Item)

1. Purpose of Report

1.1   This Report follows the Parking Review 2020 report approved by Cabinet in June 2020.

1.2   The purpose is to set out the short-term aspirations for the service through a Traffic & Parking Policy Statement.

2. Recommendations

2.1   It is recommended that Cabinet approves the adoption of the Traffic & Parking Policy Statement as described in this Report and directs Officers to implement the commitments as described.

2.2   It is further recommended that Cabinet approved the Traffic Regulation Working Party undertaking a review of its decision making processes, and takes on the project board role in respect of the Parking Review.

3. Background

3.1   In November 2019, Cabinet approved Officer recommendations to commission a Parking Review, and in June 2020 an update Report was approved with a revised programme.

3.2   Original aspirations to deliver a new comprehensive Parking Strategy in 2020 were amended to account for the COVID-19 emergence response and to ensure sufficient data could be gathered and analysed, which in turn will provide a more informed and deliverable strategy.

3.3   To keep momentum within the service, it was agreed that a Policy Statement would be produced for approval by Cabinet. This policy statement will be used by Officers to inform customers and stakeholders how we are delivering on their priorities.

Parking Policy Statement

3.4   The Traffic & Parking Policy Statement is included in the Appendix to this report.

3.5   Its objectives are to:

- Respond to the immediate challenges for traffic management and parking, addressing the immediate changes in road user habits from the COVID-19 public health emergency.
- Ensure the Council service is customer focussed and fit for purpose.
- Support wider strategic objectives to reduce congestion and improve air quality.

3.6   If approved, the commitments therein will be used to inform all projects and priorities for the service from 2020, and until a new Strategy is implemented.

Traffic Regulation Working Party

3.7   The Working Party was originally designed to support Officers when seeking decisions for new and amended traffic regulations.

3.8   To ensure Members have ongoing influence over the delivery of the Parking Review, it is proposed that the Terms of Reference be updated by the Working Party to include acting as a project board for the Parking Review.

3.9   Where traffic regulations, for example a short section of 'no waiting at any time' restriction is proposed at a junction, there can be some delay between the request being submitted, and it being considered by the Working Party.

3.10   To ensure the Working Party remains fit for purpose, it is proposed that Officers review which items are taken to it, and make proposals to the Group to enable Officers to implement certain proposals without seeking approval in advance.

4.   **Other Options**

4.1   Cabinet could decide to amend any of the priorities and commitments described in the Traffic & Parking Policy Statement or reject it.

5.   **Reasons for Recommendations**

5.1   The Recommendations, as described in this Report are a deliverable and customer focussed series of priorities which will help deliver on the Council priorities, particularly the Southend 2050 vision and RoadMap.

5.2   In the absence of a Strategy, it is important that the Service can articulate the direction and reasons for decisions.

5.3   The proposals in respect of the Traffic Regulation Working Group are designed to ensure Members have adequate oversight of the service, and to delegate business as usual decisions to officers, improving the service to customers.

6. Corporate Implications

6.1   Contribution to the Southend 2050 Road Map

6.2   The Road Map for 2020 sets out the first five-year plan to achieve the Southend 2050 vision. This Policy Statement aims to set out how the service will direct its resources and activities to support the Council aspirations.

6.3   Financial Implications

6.4   The Parking Review is being funded through the service Revenue Budget, supported by Capital funding sought through the Capital Investment Board. Where possible, existing resources are being utilised.

6.5   It is anticipated that some elements, particularly the Fees & Charges review and Contracts Review will increase revenue and decrease costs respectively, as each project is brought forward, a more detailed cost to benefit analysis will be undertaken.

6.6   Legal Implications

6.7   There are no legal considerations identified for the Policy Statement, any regulated activity proposed will be subject to legal oversight as appropriate.

6.8   People Implications

6.9   To deliver the Parking Review, sufficient resources have been procured, supporting the existing service management team.

6.10   Property Implications

6.11   There are no property implications.

6.12   Consultation

6.13   If approved by Cabinet, engagement with Key Stakeholders and Community Groups will be undertaken to ensure all are aware of the direction being taken by the service and how they can contribute or will benefit. It is not proposed that any consultation before approval is undertaken, as all priorities and objectives are an extension to the existing Southend 2050 vision.

6.14   Equalities and Diversity Implications

6.15   An Equality and Diversity Assessment has been completed and is attached in the Appendix to this Report. It is not anticipated there will be any disproportionate impact on any protected groups.

6.16   Risk Assessment

6.17   All services and operations are accurately assessed to understand and mitigate risks. The Policy Statement will act as a reference tool to ensure that any actions reduce risk to the Council and community.

6.18   Value for Money

6.19 The Fees & Charges and Contracts review will give the Council opportunity to find efficiencies in the service and ensure that value for money can be properly demonstrated.

6.20 <u>Community Safety Implications</u>

6.21 A robust and transparent enforcement regime will give the community confidence that the road network is safe and accessible for all users.

6.22 <u>Environmental Impact</u>

6.23 The Council has declared a Climate Emergency and made several commitments to reduce emissions. The Traffic & Parking Policy Statement will provide a clear set of principles and projects to reduce emissions and support the Southend 2050 vision.

7. Background Papers

7.1 [Cabinet Report, 5th November 2019.](#)

7.2 Cabinet Report, June 2020

8. Appendix

Appendix 1 – Traffic & Parking Policy Statement

Southend Borough Council Traffic & Parking Policy Statement

July **2020**

1. Introduction

Summary

Southend Borough Council has a Southend 2050 vision and has published its first Five Year RoadMap to 2023.

The decision to bring this Policy Statement forward in anticipation of the new Local Transport Plan, Transport Strategy and Parking Strategy was taken to bring forward the urgent changes required to deliver on the RoadMap.

Objectives

This Traffic & Parking Policy Statement will:

- Respond to the immediate challenges for traffic management and parking, addressing the immediate changes in road user habits from the COVID-19 public health emergency.
- Ensure the Council service is customer focussed and fit for purpose.
- Support wider strategic objectives to reduce congestion and improve air quality.

Local & Regional Strategies

Southend 2050 – Five Year RoadMap

Each of the policy positions in this Traffic & Parking Policy Statement will relate directly to one of the following RoadMap priorities.

- Pride & Joy

  People are proud of where they live – the historic buildings and well-designed new developments, the seafront and the open spaces. The city centre has generated jobs, homes and leisure opportunities, whilst the borough's focal centres all offer something different and distinctive. With its reputation for creativity and culture, as well as the draw of the seaside, Southend-on-Sea is a place that residents and visitors can enjoy in all seasons. Above all we continue to cherish our coastline as a place to come together, be well and enjoy life.

- Safe & Well

  Public services, voluntary groups, strong community networks and smart technology combine to help people live long and healthy lives. Carefully planned homes and new developments have been designed to support mixed communities and personal independence, whilst access to the great outdoors keeps Southenders physically and mentally well. Effective, joined up enforcement ensures that people feel safe when they're out and high quality care is there for people when they need it.

- Active & Involved

Southend-on-Sea has grown, but our sense of togetherness has grown with it. That means there's a culture of serving the community, getting involved and making a difference, whether you're a native or a newcomer, young or old. This is a place where people know and support their neighbours, and where we all share responsibility for where we live. Southend in 2050 is a place that we're all building together – and that's what makes it work for everyone.

- Opportunity & Prosperity

  Southend-on-Sea and its residents benefit from being close to London, but with so many options to build a career or grow a business locally, we're much more than a commuting town. Affordability and accessibility have made Southend-on-Sea popular with start-ups, giving us the edge in developing our tech and creative sectors, whilst helping to keep large, established employers investing in the borough. People here feel valued, nurtured and invested in. This means that they have a love of learning, a sense of curiosity and are ready for school, employment and the bright and varied life opportunities ahead of them.

- Connected & Smart

  Southend is a leading digital city and an accessible place. It is easy to get to and easy to get around and easy for residents, visitors and businesses to park. Everyone can get out to enjoy the borough's thriving city centre, its neighbourhoods and its open spaces. Older people can be independent for longer. Local people also find it easy to get further afield with quick journey times into the capital and elsewhere, and an airport that has continued to open up business and leisure travel overseas – but in balance with the local environment

Local Transport Plan, Transport Strategy

The Transport Act 2000 set a requirement on Local Authorities to produce a Local Transport Plan. In Southend, the new LTP is due to be delivered in 2021 and will provide a strategic direction for all aspects of transport in Southend.

Parking Strategy

The Council will be delivering a new Parking Strategy in 2021. This will include comprehensive review of the long-term strategic objectives of the Council

National Policy & Legislation

The Council is a member of the British Parking Association, an industry Group working to improve the public perception and ensure the servicers offered are consistent, fair, and transparent.

Much of the regulation of our highway network is governed and legislated for nationally. In summary, the regulation is set out in the Road Traffic Regulation Act 1984, and enforcement by the Traffic Management Act 2004, both Acts are supported by Regulations, Guidance and Codes of Practice.

2.   Parking Provision

On Street Parking

Residents' Permit Parking & Controlled Parking Zones

Permit Parking Areas are generally used in areas where a residential area is impacted by demands on parking capacity from commuting via transport hubs or to neighbouring employment sites, for example a hospital or office accommodation.

These schemes should only be introduced in circumstances where the 'non-resident' demand cannot be accommodated after the need of residents.

A CPZ is introduced in areas where parking demands are shared between road user groups. An example may be where a shopping district centre is surrounded by residential properties, and parking capacity must be divided between residents, businesses, and visitors.

> What we will do:
> - Undertake a review of existing schemes, to ensure they remain fit for purpose.
> - Consider new schemes in areas where the need is identified and has the support of all stakeholders.
> - Review Permit types to ensure they are fit for purpose, and where possible introduce digital alternatives to paper permits.
> - Ensure the pricing strategy for permits is affordable and supports wider efforts to improve air quality

Parking at Schools

At school opening and closing times, parents picking up or dropping off children near schools can cause a danger to pedestrians and other traffic, particularly unaccompanied children. Congestion can delay access for through traffic, particularly bus services.

> What we will do:
> - Work with schools to identify safety concerns and deliver road improvement schemes, where appropriate introducing parking and traffic regulations.
> - In cases where compliance remains a concern, consideration will be given to the introduction of enforcement cameras to monitor School Street and School Keep Clear restrictions.
> - All schools are required to maintain a Sustainable Travel Plan. We will work with schools to improve the road network and help promote other forms of active travel for staff and students.
> - Work with schools to identify and secure off site space for 'park and stride' schemes.

Parking near to Emergency Services Property

The ability for our blue light emergency services to respond to incidents in a timely manner is critical. Parking and traffic congestion outside of operational depots can delay these responses and cause other operational concerns.

> What we will do:
> - Where appropriate, we will introduce Keep Clear restrictions to protect wide access and egress points to operational depots.
> - If there is no off-street parking provision available, consideration will be given to the introduction of restricted parking spaces for operational vehicles.
> - Particularly around fire stations, where congestion is a concern, the introduction of warning signals and sirens will be considered.

Parking for Disabled Road Users

The Council already offers parking spaces for blue badge holders in areas for general use, for example in high streets or shopping district centres. Provision is also made in off street car parks, and provision is a requirement in Planning Policy.

> What we will do:
> - Review the criteria to ensure recent changes to include those with hidden disabilities are properly provided for.
> - Improve the application process to ensure consideration is given to the impact on other road users, and to ensure the application process is fast and efficient to allow for spaces to be introduced at the earliest opportunity.
> - Ensure a maintenance, renewal and removal programme is robust enough to remove designated spaces efficiently and compassionately when they are no longer required.

Paid for Parking

Charging zones are in operation to support high streets, shopping district centres and seafront attractions. The charges and tariff bands are designed to provide for a 'turnover of spaces' maximising the use of space and discouraging use by commuters or long stay users, who should make use of the off street car park provision.

> What we will do:
> - Review existing charging zones and tariffs to ensure they properly support the primary user need.
> - Develop a new methodology for the annual review of Fees & Charges.
> - Work with the 'pay by phone' providers and move to a cashless parking solution, removing street clutter including pay and display machines and some signage.
> - Consider how parking charges could be used to support wider efforts to improve air quality.

Parking for Motorcycles

Motorcycle parking is usually provided in high streets and shopping district centres. This provision is free of charge, and where possible there is infrastructure for vehicles to be securely locked. Motorcyclists are also permitted to park free of charge in any other Pay & Display or Permit Parking Space.

When spaces are wrongly located, use of other parking capacity can significantly reduce the available space for cars and other vehicles.

> What we will do:
> - Review provision for motorcycle parking to ensure locations are convenient, safe and secure.
> - Consider how the 'gig economy' and use of mopeds for delivery services can be accommodated safely.

Parking for Cyclists

To help those wishing to use a bicycle for travel, the Council provides parking facilities, usually consisting of a secure locking point. As the number of cyclists increases, these spaces can become congested and a bigger target for thieves and vandals.

> What we will do:
> - Review the existing provision and ensure it remains fit for purpose.
> - Work with businesses and developers to provide new capacity where required and consider more robust locking systems such as 'cycle hangers'.
> - On cycle routes and in areas where cycling is popular, consideration will be given to additional infrastructure, including cycle maintenance points.

Parking for Electric Vehicles

The Council has an aspiration to improve air quality. With a limited range, it is important that parking provision is made in key areas, with charging points fit for the intended use – for example in residential areas, a slower, overnight charge would be preferable, compared to a shopping district centre where charging would need to be rapid.

> What we will do:
> - Consider and inform planning policy considerations in relation to off street parking in new developments.
> - Review the existing provision of designated spaces to ensure they remain fit for purpose.
> - Identify funding opportunities for new charging infrastructure, with a focus on ensuring capacity can be provided in residential areas.

Car Clubs

Car Clubs are services offering the use of a car for an hourly or daily rate, a much cheaper and more convenient service than remote car rental services. There are several options for delivery:
- Designated Pick Up & Drop Off Points
- Pick Up and Drop Off anywhere in a defined Zone
- Peer to Peer, where a car owner can make it available for others to use.

What we will do:
- Investigate the options available, including potential funding to subsidise the costs and incentivise use.
- Consult and engage with residents and businesses to understand the need.

Loading & Unloading for Business

For businesses to thrive, access is required for loading and unloading close to the premises. There must be a balance between provisions for loading and capacity for customers to park. This is often achieved with loading restricted to early mornings and overnight, but this is not suitable for all businesses.

What we will do:
- Work with business groups to review existing provisions and make sure they are fit for purpose.
- Consider how the planning and development control process could be used to plan for the parking and loading impacts on the wider community.

Footway & Verge Parking

Parking on footways and verges can obstruct pedestrian access and cause damage to the surfaces and utilities' apparatus. In some areas, this parking is essential to maximise parking provision, whilst ensuring vehicles can pass safely. Where appropriate, the footway or verge can be reconstructed to take the weight of a vehicle.

What we will do:
- Work with resident and business groups to identify opportunities to redistribute parking capacity to protect footways and verges.
- Consider how education and enforcement could be used as a tool to change driver habits.

Vehicle & Pedestrian Crossing Points

The footway is lowered to the carriageway level to assist pedestrians when crossing the road, and where vehicles crossover the footway to reach an off street parking space.

What we will do:

> - Explore options to fund enhancements to the footway network, where appropriate reinforcing the structure to accommodate the weight of a vehicle without damage.
> - Following attempts to work with property owners, take enforcement action where habitual use of illegal crossing points and footway parking is causing damage or an obstruction.

Off Street Parking

The Council operated off street car parks primarily provide capacity for longer term parking needs, but also cover the shortage of available on street parking capacity for short stay parking. The balance changes over time and in some cases is not fit for purpose.

Multi-storey car parks (MSCP's) provide significant capacity in a smaller footprint, but many in Southend are in need of significant investment.

> What we will do:
> - Review the existing estate to ensure it continues to represent value for money and that capacity is provided where it is most needed.
> - Where new capacity is required, explore opportunities to secure new sites.
> - Retain the industry standard 'ParkMark' accreditation as a demonstration of our commitment to maintaining standards.
> - Develop a pricing strategy which supports local businesses and access to services.

3. Moving Traffic Regulation

Prohibited Movements

To help regulate the flow of traffic, and protect residential areas from congestion and through traffic, the Council will introduce restrictions to prohibit or mandate a direction of travel.

> What we will do:
> - Review existing restrictions and compliance, where appropriate introducing enforcement cameras to ensure those affected are properly protected.
> - Consider any new requests in line with the wider Council strategy for the movement of traffic in Southend.

Bus Lanes & Bus Gates

Bus priority schemes help to ensure services can operate to a timetable, reassuring customers and ensuring commercial and subsidised services can operate efficiently. The network of bus priority infrastructure is not as extensive as it could be, and to achieve growth in public transport use, it is important that restrictions are introduced or amended as the need changes.

> What we will do:
> - Review the existing network and identify areas where new restrictions are required to support local bus services.
> - Where compliance impacts on the efficient use of the road network, we will introduce enforcement cameras.

Cycle Lanes & Shared Footways

Cycling and Walking infrastructure supports the whole community, with quality footways a key part of providing a safe and attractive environment. To support cycling, it is important to recognise that not all cyclists will be confident or able to ride in the carriageway, and where appropriate a shared footway will be introduced.

> What we will do:
> - Continue to maintain and enhance the existing network.
> - Identify and source funding for new cycle routes to support all parts of Southend.
> - Where routes are regularly obstructed, use enforcement powers to ensure they remain accessible and safe to use.

Pedestrian Priority Zones

Controlled or Restricted Zones are provided in areas where pedestrian and sometimes cycling movements are prioritised over vehicles. Restrictions on access are generally limited to daytime hours, with loading and unloading provision overnight and into the early morning.

These zones provide opportunity for businesses to expand their services to the outside space, creating a more inviting town centre for visitors.

> What we will do:
> - Existing pedestrian zones, particularly in the town centre, will be reviewed to ensure the restrictions are fit for purpose.
> - Funding opportunities to improve and expand the pedestrian priority public realm will be explored, and improvement schemes subject to stakeholder engagement.

School Streets

Where School Keep Clear markings are not sufficient to protect the roads around a school from dangerous parking or high volumes of traffic, a School Street may be appropriate. These restrictions operate in the same way as a Pedestrian Priority Zone, prioritising pedestrians and cycling at certain times of the day.

> What we will do:
> - Identify schools where these restrictions may be appropriate.

Setting Local Speed Limits

To keep the road network operating safely, speed limits can be varied to suit the road conditions, in particular proposals to reduce the speed limit on residential roads to 20mph by creating a zone or a new speed limit. Enforcement of speed limits is undertaken by the Police and through a Road Safety Partnership, supporting the use of enforcement camera vehicles and fixed camera sites.

What we will do:
- Continue to lobby Government to amend national legislation to reduce the speed limit on residential roads to 20mph, reducing the need for a significant increase in signage and road markings.
- Work with stakeholders to ensure the speed limit properly balances the impact on all road users.

Traffic Calming

Where compliance with the speed limit is low, consideration is given to the introduction of traffic calming schemes. These can go some way to enforcing a speed limit by making it more difficult for drivers to speed. A consequence of certain types of traffic calming, can be an increase in noise and vibration.

What we will do
- Review existing schemes to ensure they remain fit for purpose.
- Identify areas where the accident data suggests there is a need, and work with those directly affected to ensure there is support for it.

4.   Public Transport

Public Bus Services

The Council will provide facilities to support local bus services, including stopping space, signage, seating, shelters, and bins. The level of provision will be determined by footfall and local need.

Where possible, the space will be designed such that the bus can pull out of the carriageway to a layby, however, where use is infrequent or it would be difficult for the bus to re-enter the carriageway, the Council may create a 'bus box', which would require traffic to wait whilst the passengers board or alight.

> **What we will do:**
> - Work with operators to ensure facilities are fit for purpose and provide the best experience for customers.
> - Identify funding opportunities to enhance infrastructure, including live service updates and bus priority schemes.

Coaches

The Coach industry supports the tourism industry, providing a cost-effective alternative to trains and cars. The Council already provides facilities for coach parking, and a 'light touch' approach is taken with enforcement to facilitate safe loading and unloading.

> **What we will do:**
> - Work with operators to identify areas where the facilities could be improved at the Bus and Coach Station
> - Work with the tourism and business industry groups to identify further support that can be offered to protect coach services.

Hackney Carriages & Private Hire Vehicles

Ranking capacity for hackney carriages is located in key areas to support the local and visitor economy. Private Hire Vehicles do not benefit from designated capacity and are unable to 'ply for hire'. New technology based services such as mobile application based private hire operators have rapidly become popular with consumers but the legislation and licensing arrangements remain out of date.

> **What we will do:**
> - Work with all operators to ensure parking and ranking capacity is located in the most efficient and accessible place.
> - Seek innovative solutions which support all areas of the trade, without undue detriment to certain types of operator.
> - Ensure enforcement activity is robust to ensure customer confidence that ranks are properly serviced.

5. Enforcement

Civil Parking Enforcement

The Council has powers to enforce certain parking contraventions, to ensure the safe and efficient use of the road network. ACPOA provide enforcement service for the Council, including the use of Civil Enforcement Officers, fixed and mobile enforcement cameras.

> **What we will do:**
> - Undertake a review of enforcement 'beats' to ensure enforcement priorities reflect the local need.
> - Maintain a fair and transparent system for appeals against penalty charge notices.
> - Ensure that all operations and ringfencing for revenue is properly monitored and managed.

Moving Traffic Enforcement

The Council has powers to enforce certain moving traffic contraventions. The use of enforcement cameras at School Keep Clear and Bus Priority / Bus Lane sites helps the Council to enforce where it would not be possible for an enforcement officer to operate efficiently.

> **What we will do:**
> - Ensure the deployment of enforcement cameras is limited to priority areas and engage with stakeholders and those directly affected to canvass support.
> - Regularly review deployment to ensure the most efficient use of the equipment.

Persistent Offenders, Persistent Evaders & Debt Management
To maintain public confidence in the enforcement of parking regulations, it is essential that debt be recovered and those who persistently offend are robustly dealt with using all available powers.

> **What we will do:**
> - Use all available powers to ensure debt is recovered, whilst ensuring at all times that vulnerable people are properly protected.
> - Explore additional enforcement powers which may help the Council recover debt.
> - Continue to work with the industry to ensure the service is fair and transparent.

Additional Enforcement Powers

Legislation changes from time to time and additional enforcement powers become available for the Council to apply for. The Community Safety Accreditation Scheme, DVLA Devolved Powers – UnTaxed Vehicles and Littering from Vehicles have been in effect for some time, and the Government is bringing forward the ability for Councils outside London to enforce mandatory cycle lanes.

> **What we will do:**
> - Explore the risks and benefits of additional enforcement activity.
> - Consult stakeholders and road users to canvas support.

> - Ensure any new powers are delivered in a fair and transparent way to maintain confidence.

6. Service Administration

Contracts

To ensure best value, the Council often uses contractors to deliver certain services. The enforcement operation is contracted to ACPOA and several suppliers are contracted to provide additional services such as the Pay by Phone facility and Highways Asset Management.

The contracts are managed through robust performance management systems and as each one reaches expiry, consideration is given to lessons learned, before entering a new procurement exercise.

> What we will do:
> - Review all existing contracts to ensure they remain fit for purpose, achieve best value and are future proofed.
> - Work with stakeholders and suppliers to ensure innovation and enhanced service offerings are at the core of all new contracts.

Fees & Charges

Any charges levied by the service are designed to ensure best value and that the road network operates efficiently. All charges are reviewed annually through the Council Fees & Charges review and inform the budget for the coming financial year.

> What we will do:
> - Review all existing Fees & Charges to ensure they achieve best value and are fair and consistent.
> - Explore innovative ways that charges can be levied to support wider policy objectives, particularly improvements to air quality.
> - Ensure revenue is effectively managed in line with legislation.

Customer Requests

The Council relies on reports from road users to identify areas where regulations are required or should be amended. Requests can be submitted in writing, online or via Elected Representatives. Once received, they are investigated by Officers and recommendations made on the most appropriate regulation.

> What we will do:
> - Review the existing processes and ensure they remain fit for purpose, and accessible for all.
> - Utilise technology to improve services, whilst ensuring those who prefer direct contact are properly provided for.

Traffic Regulation Orders

To implement any traffic regulation, a legal order is required, following statutory consultation and engagement. The Council has invested in technology to make these Orders available online, and paper copies remain available to those who require them.

There is a need to regularly review the Orders and to consolidate into one main order. The processes and systems used for this purpose are outdated and require an overhaul.

What we will do:
- Commission a full review and development of new processes and systems to ensure the Council is meeting its legal obligations.
- Identify opportunities to use technology to integrate systems and provide a single customer facing portal for information and interrogating public record