Solihull Parking Services Operations Strategy

2022 – 2027

YOUR FUTURE SOLIHULL
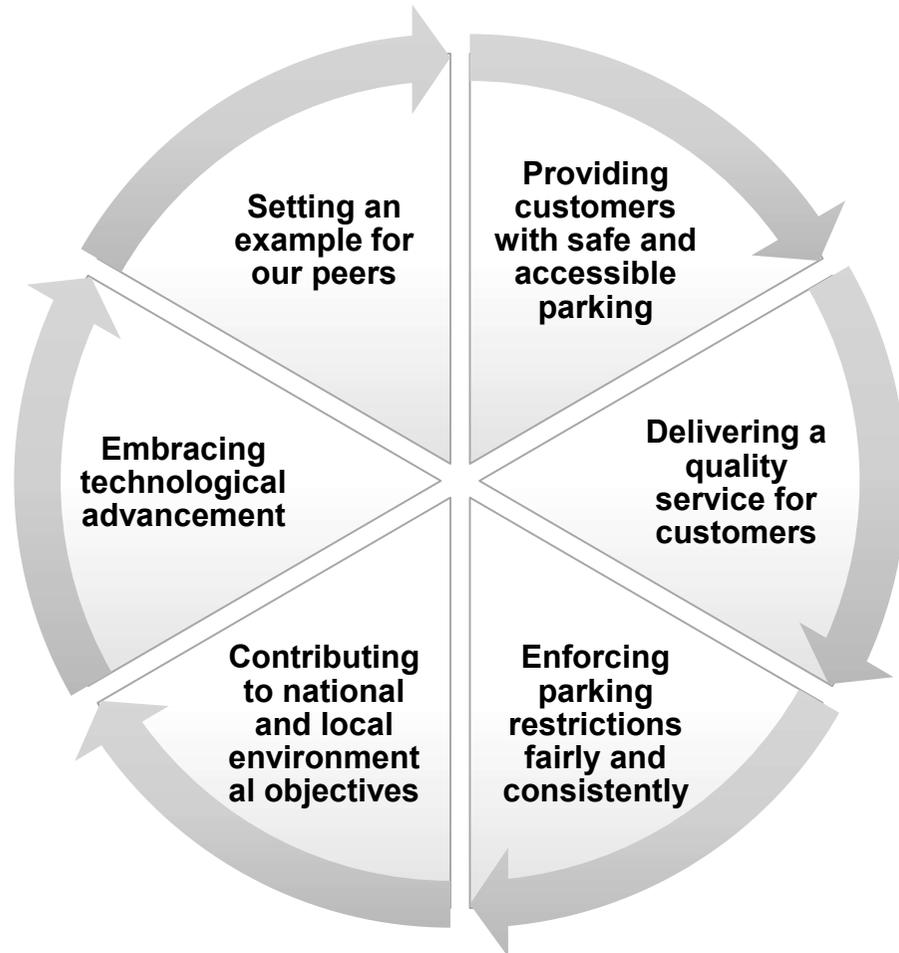
Solihull METROPOLITAN BOROUGH COUNCIL

URBS·IN·RURE

Our Vision: Enabling everyone to travel safely and efficiently

Delivering the strategy is based on	Key Objectives to do by 2027

Setting an example for our peers

Providing customers with safe and accessible parking

Embracing technological advancement

Delivering a quality service for customers

Contributing to national and local environmental objectives

Enforcing parking restrictions fairly and consistently

Excellence in our Car Parks

- Complete a review of all surface and multi-storey car parks and their assets
- Ensure legislative compliance with the Parking Code of Practice
- Install rapid, fast and slow electric charging points
- Maximise income to fund exceptional facilities
- Introduce emission based charging
- Achieve Park Mark Plus

Enhanced Customer Service

- Provide a cashless parking solution for all parking places
- Review permit pricing for residents and visitors
- Provide virtual permit options for all permit types

More Effective Parking Enforcement

- Retender for the back office parking management system
- Implement moving traffic enforcement
- Support Sprint phase 2 priority bus corridor

Inclusive Community Enagement

- Become an active member for the Positive Parking Agenda
- Engage the community through media channels
- Raise awareness of parking around schools
- Tackle engine idling outside of schools

Develop Partnership Working

- Engage with the digitilisation of Traffic Regulation Orders
- Trial CCTV enforcement for existing school street schemes
- Develop a multi-agency enforcement working group

Contents

Purpose and Audience

The Solihull Parking Services Operations Strategy sets out how the service will deliver national and corporate objectives throughout its term up to 2027.

The objectives at the end of this strategy are supported by operational working documents. Progress on each objective is overseen by senior management and the lead Cabinet Member for the Directorate.

The strategic objectives are attuned for the development of the service through innovative solutions that meet the needs of key internal and external stakeholders.

Both this document and a summarised version 'Solihull Parking Operations Strategy at a glance' highlighting the key objectives is available on the strategy and policy web page for traffic and transport[i].

An up-to-date copy has been circulated with the West Midlands Combined Authority.

Foreword from Councillor Ken Hawkins Cabinet Member for Environment and Highways

I am pleased to present this strategy which covers all aspects of parking services in Solihull.

Parking services are an integral part of the Highways Management Team responsible for the Council's statutory duty to manage the road network efficiently and with a view to achieving the effective movement of traffic on the authority's road network; and facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.

With more pressure on the Council than ever before to reduce our carbon footprint to net zero by 2041 this strategy outlines a clear vision for the efficient use of car parking and kerb side space, providing excellence in our parking facilities, creating a safe and more inclusive customer experience for the benefit of residents, businesses, and visitors to Solihull.

Councillor Ken Hawkins

Introduction from Mary Morrissey Director for Economy and Infrastructure

Parking services is an integral part of the Highways Management Team. It is responsible for delivering the Council's statutory duty to manage the road network, with a view to achieving the effective and safe movement of traffic for the benefit of residents, businesses, and visitors to Solihull.

Activity is governed by key legislation and strategic objectives, set by central government, and influenced by local policies such as Solihull's Council Plan, and the Local Transport Plan developed by the West Midlands Combined Authority.

This Strategy highlights ground-breaking industry opportunity and innovation which has shaped our objectives to provide Solihull customers with an excellent service.

It is my pleasure to endorse this strategy as the Director for Economy and Infrastructure.

Mary Morrissey

National and Local Strategic and Policy Context

National Planning Policy Framework[ii] (NPPF)

The NPPF was first published on 27 March 2012, and last updated on 20 July 2021. This advice supersedes the more definitive advice within former Planning Policy Guidance (PPG) notes and Planning Policy Statements (PPS) including PPS3 Housing; PPG6 Town Centres and Retail Development and PPG13 Transport.

The NPPF sets out a series of parking related objectives throughout the framework to guide Highway Authorities when developing transport strategies:

Building a strong, competitive economy

Planning policies and decisions should recognise that sites to meet local business and community needs in rural areas do not have an unacceptable impact on local roads and exploits any opportunities to make a location more sustainable.

Promoting healthy and safe communities

Planning policies and decisions should aim to achieve healthy, inclusive, and safe places which should promote street layouts that allow for easy pedestrian and cycle connections within and between neighbourhoods, using attractive, well-designed, clear, and legible pedestrian and cycle routes.

Promoting sustainable transport

Transport issues should be considered from the earliest stages of plan-making and development proposals, so that:

- Opportunities from existing or proposed transport infrastructure and changing transport technology and usage are realised.
- Opportunities to promote walking, cycling and public transport use are identified and pursued.

Department for Transport (DfT)

Civil parking enforcement should contribute to the authority's transport objectives. A good civil parking enforcement regime is one that uses quality-based standards that the public understands, and which are enforced fairly, accurately, and expeditiously.

Enforcement authorities should design parking policies with regards to:

- Managing the traffic network to ensure expeditious movement of traffic, (including pedestrians and cyclists), as required under the Traffic Management Act 2004 Network Management Duty.
- Improving road safety.
- Improving the local environment.
- Improving the quality and accessibility of public transport.
- Meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car.
- Managing and reconciling the competing demands for kerb space.

Decarbonising Transport – A Better, Greener Britain[iii]

The UK is a climate leader and the first major economy to set legally binding carbon budgets, amounts by which greenhouse gas emissions must come down, and by when.

We were the first major economy to legislate to end its contribution to climate change. By law, the UK's emissions must now be net zero by 2050.

- The environmental impacts of traffic and transport infrastructure can be identified, assessed, and considered.
- Patterns of movement, streets, parking, and other transport considerations are integral to the design of schemes.

The path to net zero transport[iv]

Local authorities have the power and ambition to make bold decisions to make the best use of space to enable active travel that transforms local public transport operations, ensuring recharging and refuelling infrastructure meets local needs.

Local authorities should consider appropriate parking or congestion management policies, initiate demand responsive travel, as well as promoting and supporting positive behaviour change through communications and education.

Transitioning to zero emission cars and vans: 2035 delivery plan[v]

In November 2020, government announced a commitment to end the sale of new petrol and diesel vehicles by 2030, and that all new cars and vans are required to be fully zero emission at the tailpipe by 2035.

The On-Street Residential Charge Point Scheme provides local authorities access to up to 60% of funding to install EV charging infrastructure on street and in public car parks. £20 million is confirmed for 2022/23.

From 2023 up to £450 million will be made available over 3 years to authorities across England through the Local Electric Charging Infrastructure (LEVI) fund to accelerate the provision of public charging infrastructure to residents without off-street parking can enjoy the convenience and value of charging their electric vehicles at nearby home or in destination car parks they'd be parking at anyway, with charging speeds matched to the natural dwell time.

The West Midlands Combined Authority[vi] (WMCA)

The WMCA set up in 2016 is a group of local authorities working together to make their region a better place to live.

The government gives combined authorities the money and power to make decisions for their regions.

The WMCA want to make the West Midlands a happy, healthy, place to live by:

- Making it easier and safer to travel in and around the region.
- Using derelict land to build homes.
- Protecting our green spaces.
- Making sure young people have the education and employment opportunities to make a great start in life.
- Working together to support communities and build a fairer, healthier, and more inclusive west midlands.
- Tackling climate change through the wm2041 pledge.[viii]

Indicative control of local authority councils in the West Midlands Combined Authority   **IfG**

Wolverhampton
Walsall
Sandwell
Dudley
Birmingham
Solihull
Coventry

Labour control
Conservative control

Source: Institute for Government analysis of England Local Elections 2021, BBC News, 2021.   (cc) BY-NC

West Midlands Local Transport Plan Core Strategy[vii] (LTP)

The objectives in the LTP are framed around 5 'Motives for Change' to better support inclusive growth by providing a changing transport system that's fair to everyone and the environment.

Tackling the climate emergency is just one of these Motives for Change and is underpinned by 3 key changes needed in the West Midlands transport system to make this happen.

- Improve accessibility.
- Reduce traffic.
- Electrify transport.

Shifting to zero emission vehicles (ZEVs) like electric and hydrogen powered vehicles is important but not enough to meet national decarbonisation goals for "net-zero" by 2050, and local ambitions within the WM2041 agenda to reach net-zero by 2041.
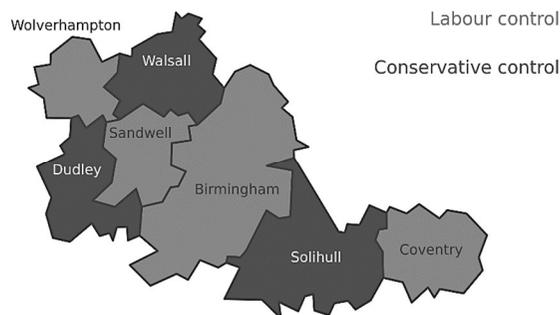
To reduce the amount vehicles used, a vision for a well-connected 45 minute region and 15 minute neighbourhoods is being developed, where people can travel to access what they need through a mix of walk and wheel, and ride modes.

This means a good range of services in local neighbourhoods can be accessed by "walking or wheeling" in a round trip of no more than 15 minutes, and a good range of places across the region to undertake work, leisure and socialising can be accessed by "ride" modes within a 45 minute trip.

All of this will be connected by mobility hubs with convenient access to a range of transport services. So, as well as catching a bus, there may be access to car and van clubs, e-scooter hire, electric vehicle charging points or perhaps parcel drop off and pick up points.

Solihull Connected Transport Strategy[ix]	Solihull Council Plan[x]
In 2016 the Solihull Connected Transport Strategy was published in response to the national, regional, and local growth agenda affecting the borough.	The Council Plan sets out the direction for the Council and describes the major steps needed to achieve the ambitions for 2025 and beyond.

In 2016 the Solihull Connected Transport Strategy was published in response to the national, regional, and local growth agenda affecting the borough.

The Vision is: "Solihull Connected will enable great mobility and connections for all by attracting major investment in our transport system and places – enhancing the Borough as an attractive, sustainable and economically vibrant place to live, work and visit."

In addition to the priority infrastructure needs, complementary studies and strategies delivered to support strategic route planning along the A452 and A34 corridors give essential policy direction positions and programmes in terms of Road Safety, Sustainable Travel, Walking and Cycling, Car Parking, a Technology Roadmap, and the Solihull Rail Vision.

A Borough-wide car parking strategy will provide a policy framework to effectively manage parking demand and provision within the borough to complement the council's aspirations for sustainable growth.

The Council Plan sets out the direction for the Council and describes the major steps needed to achieve the ambitions for 2025 and beyond.

In response to the pandemic the Council Plan was updated to reinforce the commitment to addressing health inequalities but has concluded the plan is still fundamentally sound. The plan will be reviewed in the spring of 2022.

The commitment to improve Solihull's air quality and reduce net carbon emissions to zero are unchanged and remain an integral part of all other related strategies for Solihull.

Solihull Highway Network Management Plan 2020-2026	Solihull Town Centre Master Plan[xi]
The plan's purpose is to help people travel safely and to facilitate the reliable movement of traffic by working to reduce delay and congestion on the road network in Solihull.	The masterplan outlines bold measures needed to capitalise on the potential of the town centre to guarantee its resilience and ensure that it can meet future funding challenges in a post Covid environment.

The plan's purpose is to help people travel safely and to facilitate the reliable movement of traffic by working to reduce delay and congestion on the road network in Solihull.

Major Projects include Collaborative partnerships to enable delivery of managed growth projects with HS2, Transport for West Midlands Sprint project, and key route network management such as the M42 junction 6 improvement.

Sustainable travel objectives aim to promote green travel choices by making them a viable and attractive alternative to traditional choices.

Network resilience will be achieved by effectively coordinating the direction of highway works, reviewing traffic orders and working in partnership with parking enforcement.

Innovative solutions for improving road safety, reducing congestion and connecting people include installing average speed cameras, reducing pollution and decluttering the highway.

Reducing the number of fatalities and serious injuries on the road network through safer routes to schools and school streets projects to encourage behavioural change, which will be supported by the HS2 road safety fund.

The masterplan outlines bold measures needed to capitalise on the potential of the town centre to guarantee its resilience and ensure that it can meet future funding challenges in a post Covid environment.

Although still in development, this strategy considers key objectives outlined below that will influence the direction of Parking Services.

- Set out proposals for the management of town centre car parking to ensure that this supports accessibility to the town centre and economic activity.
- Understand the potential impact of car parking and public transport connectivity.
- Consider the impact new development will have upon existing parking provision.
- Lode Lane underused multi-storey may be redeveloped to accommodate circa 120 new apartments and 153 parking spaces.
- A diversification of the evening economy in the town centre would provide new opportunities to consolidate and reconfigure existing car parking provision.
- Delivery of the masterplan proposals in full would lead to a net reduction in parking capacity in the town centre.
- The potential reduction of parking provision makes policy decisions for how parking is allocated, particularly the availability and location of short stay parking for those coming to the town centre to shop or do business is of high importance.
- Consider the overarching policies emerging in the Access Strategy and Walking and Cycling Strategy.
- Reduce long stay and increase short stay parking in central areas.
- Maintain capacity of long stay provision in more remote locations to encourage modal shift in transport choices.

Solihull Legal and Statutory Duty

Traffic Management Act 2004[xii] (TMA)

The TMA imposes an explicit duty on local authorities to manage their road network to reduce congestion and disruption and provides additional powers to do with parking. As a part of this Network Management Duty, local authorities need to develop parking strategies (covering on- and off-street parking) that are linked to local objectives and circumstances.

Strategies need to take account of planning policies and transport powers as well as consider the needs of all road users in the area, the appropriate scale and type of provision, the balance between short- and long-term provision and the level of charges.

The network management duty

It is the duty of a local traffic authority to manage their road network with a view to achieving, so far as may be reasonably practicable having regard to their other obligations, policies and objectives, the following objectives:

a) Securing the expeditious movement of traffic on the authority's road network.
b) Facilitating the expeditious movement of traffic on road networks for which another authority is the traffic authority.

Network management to support recovery from COVID-19

Local authorities are expected to take measures to reallocate road space to people walking and cycling. The focus should now be on devising further schemes and assessing COVID-19 schemes with a view to making them permanent.

The assumption should be that the measures will remain unless there is substantial evidence to the contrary.

Road Traffic Regulation Act 1984[xiii] (RTRA)

The RTRA enables local authorities' powers to make Traffic Management Orders (TMO) inside London, or Traffic Regulation Orders (TRO) outside of London to manage their road network for the purpose of:

a) For avoiding danger to persons or other traffic using the road or any other road or for preventing the likelihood of any such danger arising.
b) For preventing damage to the road or to any building on or near the road.
c) For facilitating the passage on the road or any other road of any class of traffic (including pedestrians).
d) For preventing the use of the road by vehicular traffic of a kind which, or its use by vehicular traffic in a manner which, is unsuitable having regard to the existing character of the road or adjoining property.
e) Without prejudice to the generality of paragraph (d) above for preserving the character of the road in a case where it is especially suitable for use by persons on horseback or on foot.
f) For preserving or improving the amenities of the area through which the road runs.
g) For any of the purposes specified in paragraphs (a) to (c) of subsection (1) of section 87 of the environment act 1995 (air quality).

Part 4 of said Act enables a local authority to make on or off-street parking places for the purpose of relieving or preventing congestion of traffic if it is necessary to provide within their area suitable parking places for vehicles.

Authorities should also be considering how to introduce further active
travel schemes, building on those already delivered.

Bus Lane Contraventions

Solihull MBC have implemented bus lane TROs using the powers granted through the RTRA.
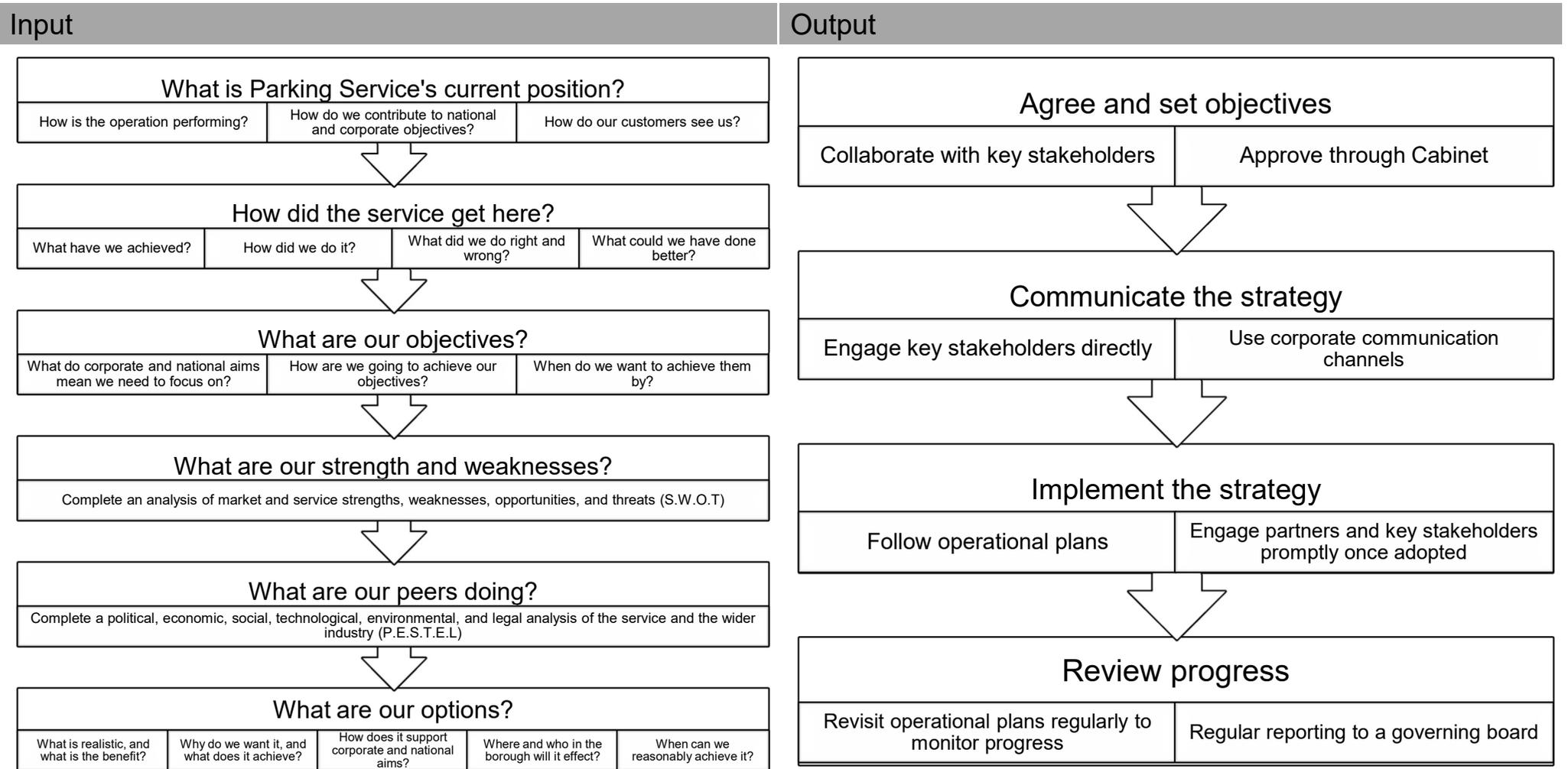
Powers were granted for civil enforcement of traffic contraventions by approved local authorities in the TMA. Solihull MBC is an approved Local Authority under the Bus Lane Contraventions (Approved Local Authorities) (England) Order 2005 for the purposes of S.144 of the Transport Act 2000 (civil penalties for bus lane contraventions) and The Bus Lanes (Approved Devices) (England) Order 2005.

From 31 May 2022 the aforementioned legislation will be replaced with the Civil Enforcement of Road Traffic Contraventions (Approved Devices, Charging Guidelines and General Provisions) (England) Regulations 2022[xiv].

Strategy Development Methodology

The West Midlands Transport Plan, Solihull Connected Transport Policy, the Local Plan, and other national objectives set by the Department for Transport are core elements that shape our current position and influence the development of the Parking Services Operational Strategy.

The methodology used for how the parking services strategy is developed, measured, implemented, and reviewed is summarised in the process maps below.

Input

What is Parking Service's current position?

How is the operation performing?	How do we contribute to national and corporate objectives?	How do our customers see us?

How did the service get here?

What have we achieved?	How did we do it?	What did we do right and wrong?	What could we have done better?

What are our objectives?

What do corporate and national aims mean we need to focus on?	How are we going to achieve our objectives?	When do we want to achieve them by?

What are our strength and weaknesses?

Complete an analysis of market and service strengths, weaknesses, opportunities, and threats (S.W.O.T)

What are our peers doing?

Complete a political, economic, social, technological, environmental, and legal analysis of the service and the wider industry (P.E.S.T.E.L)

What are our options?

What is realistic, and what is the benefit?	Why do we want it, and what does it achieve?	How does it support corporate and national aims?	Where and who in the borough will it effect?	When can we reasonably achieve it?

Output

Agree and set objectives

Collaborate with key stakeholders	Approve through Cabinet

Communicate the strategy

Engage key stakeholders directly	Use corporate communication channels

Implement the strategy

Follow operational plans	Engage partners and key stakeholders promptly once adopted

Review progress

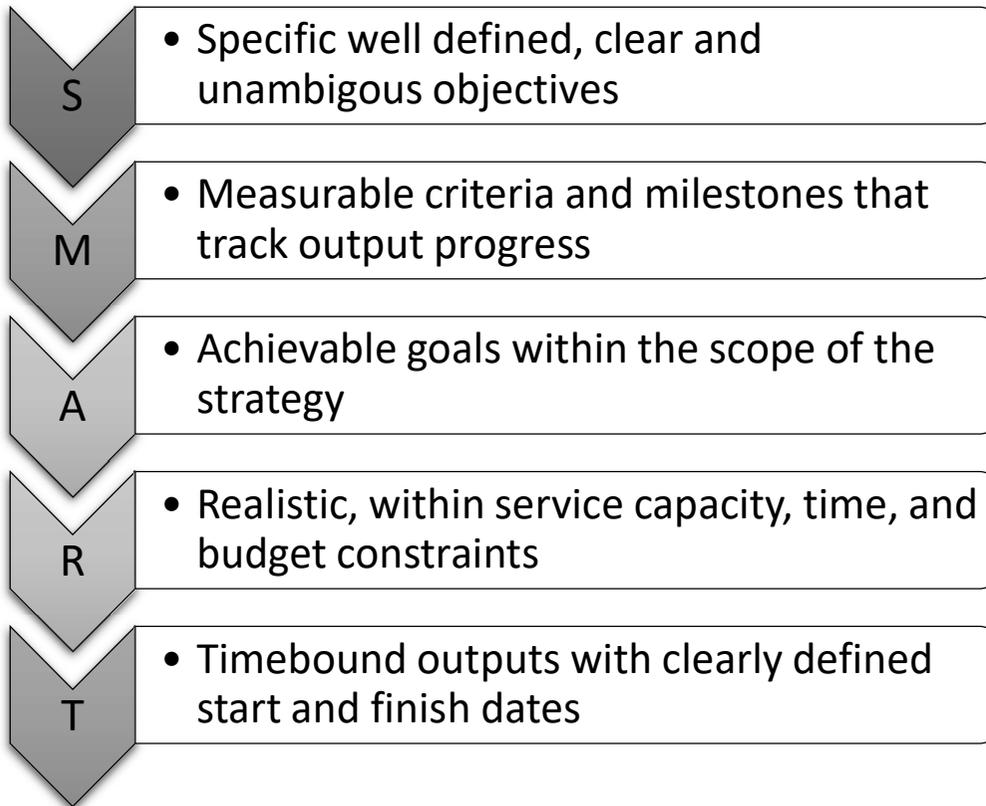| Revisit operational plans regularly to monitor progress	Regular reporting to a governing board

Strategy Objective Methodology

By following the strategy development methodology, the objectives are guided by national and local policy and deliver statutory requirements as set out by law.

The key aim of the strategy is to deliver innovative solutions for an improved parking service for Solihull over the term of the operational plans, which aim to provide effective solutions meeting the needs of residents, businesses, and visitors to the borough.

Objective setting follows a robust project management formula to ensure all parties have a clear understanding of what is required to accomplish the strategy objectives.

S.M.A.R.T methodology	Objective setting formula

S
- Specific well defined, clear and unambigous objectives

M
- Measurable criteria and milestones that track output progress

A
- Achievable goals within the scope of the strategy

R
- Realistic, within service capacity, time, and budget constraints

T
- Timebound outputs with clearly defined start and finish dates

What do we want?

Why are we doing it?

How will it be achieved?

Objective

Who is effected?

When will it be done?

Where will it happen?

Parking Services Operation

Parking Services is responsible for delivering Solihull MBC's network management duty for the road network as required by law under the powers granted through the Traffic Management Act 2004 Part 2 section 16.

Effectively managing the network requires operating civil parking enforcement throughout the area designated by the council as a civil enforcement area (CEA) under the powers granted through the Traffic Management Act Schedule 8 Part 2. Solihull MBC has designated the whole borough of Solihull as a CEA.

Parking is an integral part of Solihull's overall transport objectives, which align with the strategic objectives of the West Midlands Local Transport Plan and overarching national objectives.

This strategy and policy that governs the service has been developed with regard to:

- Managing the traffic network to ensure expeditious movement of traffic, (including pedestrians and cyclists), as required under the Traffic Management Act 2004 Network Management Duty.
- Improving road safety.
- Improving the local environment.
- Improving the quality and accessibility of public transport.
- Meeting the needs of people with disabilities, some of whom will be unable to use public transport and depend entirely on the use of a car.
- Managing and reconciling the competing demands for kerb space.

The service is delivered in partnership with a specialist enforcement contractor, debt collection enforcement agents, the DVLA, and specialist software providers for back-office notice processing and cashless parking payment systems.

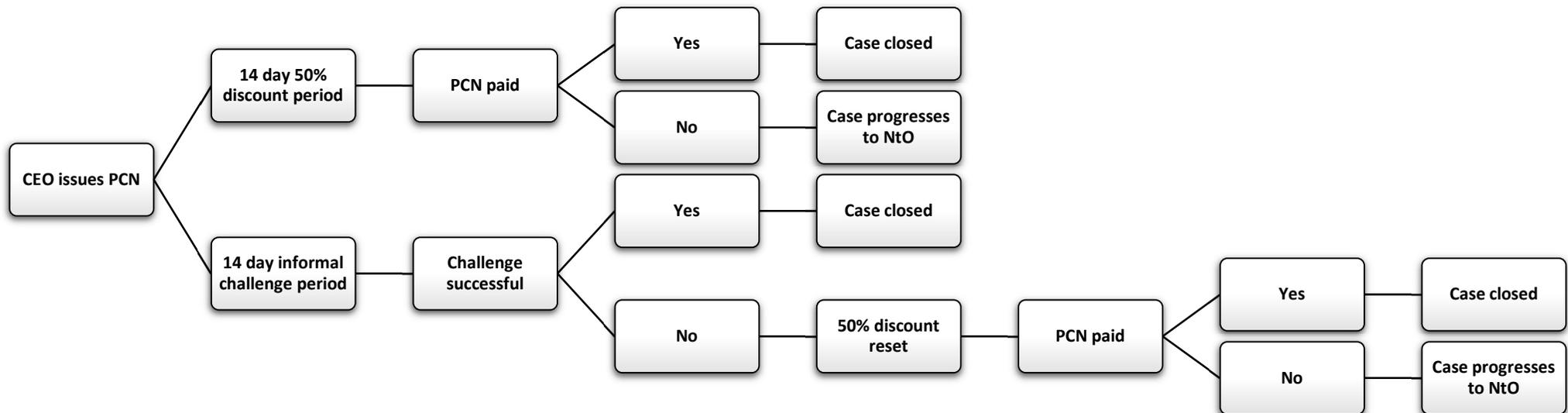| Civil Parking Enforcement	Back Office Administration
The civil parking enforcement operation is responsible for enforcing parking regulation in all on and off-street locations throughout the borough designated as a CEA.	The back-office team is qualified to review challenges and representations to all Penalty Charge Notices (PCN) at all stages of the statutory appeals process through to independent adjudication, which can lead to issuing warrants to Enforcement Agents for outstanding PCN recovery.
The Civil Enforcement team is based in Solihull city centre and consists of qualified civil enforcement officers, supervisors and managers that are deployed on foot patrols around the borough.	The back-office team is also responsible issuing various parking permits and managing abandoned vehicles on public land.
A specialist contractor reviews moving traffic contraventions for bus lanes captured using static ANPR and contextual CCTV cameras approved by the Vehicle Certification Agency.	

Appeals and Representation Process

A registered keeper may dispute the issuing of a Penalty Charge Notice at three stages:
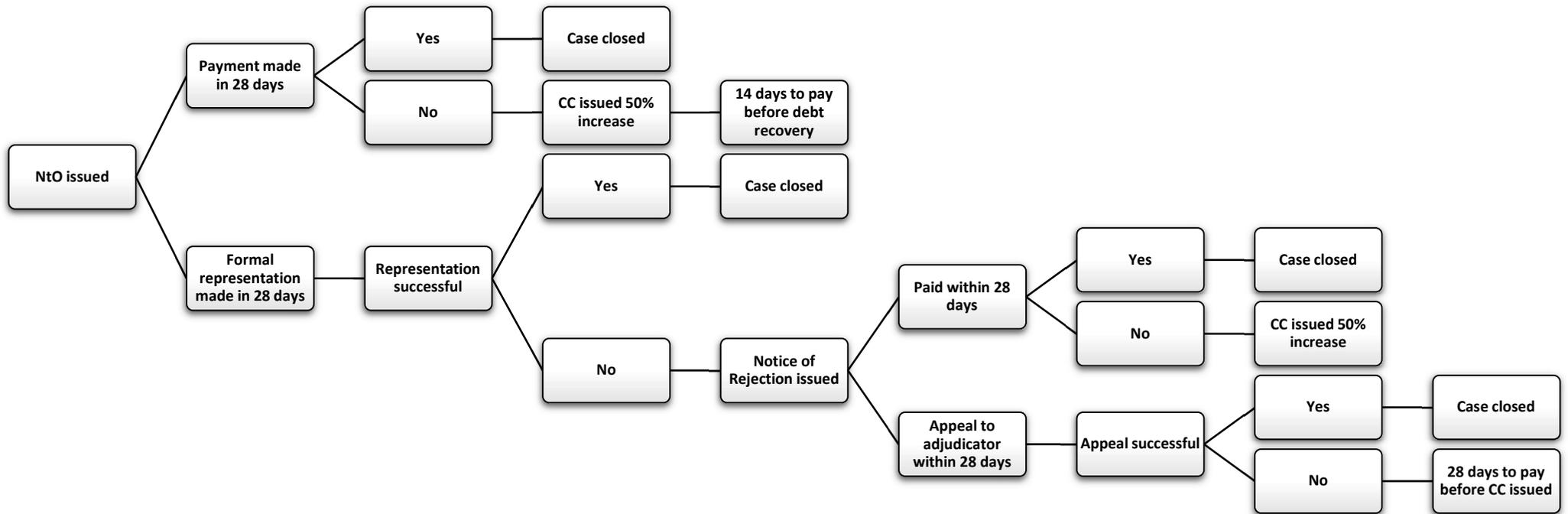
1. A 'informal challenge' or 'informal representation' may be made against the penalty charge before the authority has served a Notice to Owner (NtO).
2. Once a NtO has been served, a registered keeper may make a formal representation to the issuing authority.
3. If a formal representation is rejected, the registered keeper may appeal against the Notice of Rejection to an independent adjudicator.

If a PCN is not paid after an appeal is rejected by the enforcing authority and an appeal is not registered with an independent adjudicator, a charge certificate (CC) will be issued increasing the penalty by 50%. A CC will also be issued if a PCN is not paid or challenged at any of the stages referenced above.

Informal Challenge / Representation

Traffic Regulation Orders

All on and off-street and moving traffic restrictions that subject to civil enforcement have a legal traffic regulation order (TRO) in place that makes them enforceable under the Traffic Management Act 2004.

In some instances, a TRO is made by virtue of marking the carriageway, e.g., a bus cage, and does not need a TRO made in addition for the restriction to be enforceable. Other restrictions such as school keep clear markings can be implemented without consultation on the grounds of safety, but this is not considered good practice, and will potentially invite objection which could undermine the scheme.

A TRO can be used to:

- Restrict or allow the stopping, waiting, loading/ unloading of vehicles.
- Restrict or allow the access of specific vehicle types, e.g., weight, or exhaust emissions.
- Restrict or require specific vehicle movements, e.g., no entry, or right-turn only.
- Prescribe minimum or maximum vehicle speeds.

A TRO can be made as a permanent, experimental, or a temporary order. The appropriate order will be chosen to best fit the needs of the scheme.

WMCA Rules of the Road Project

The West Midlands Combined Authority is taking part in a new pilot scheme to teach self-driving cars the rules of the road using a platform called the INRIX Road Rules. This platform enables transport organisations to digitally upload local road information to a central database that allows information to be beamed directly to autonomous vehicles.
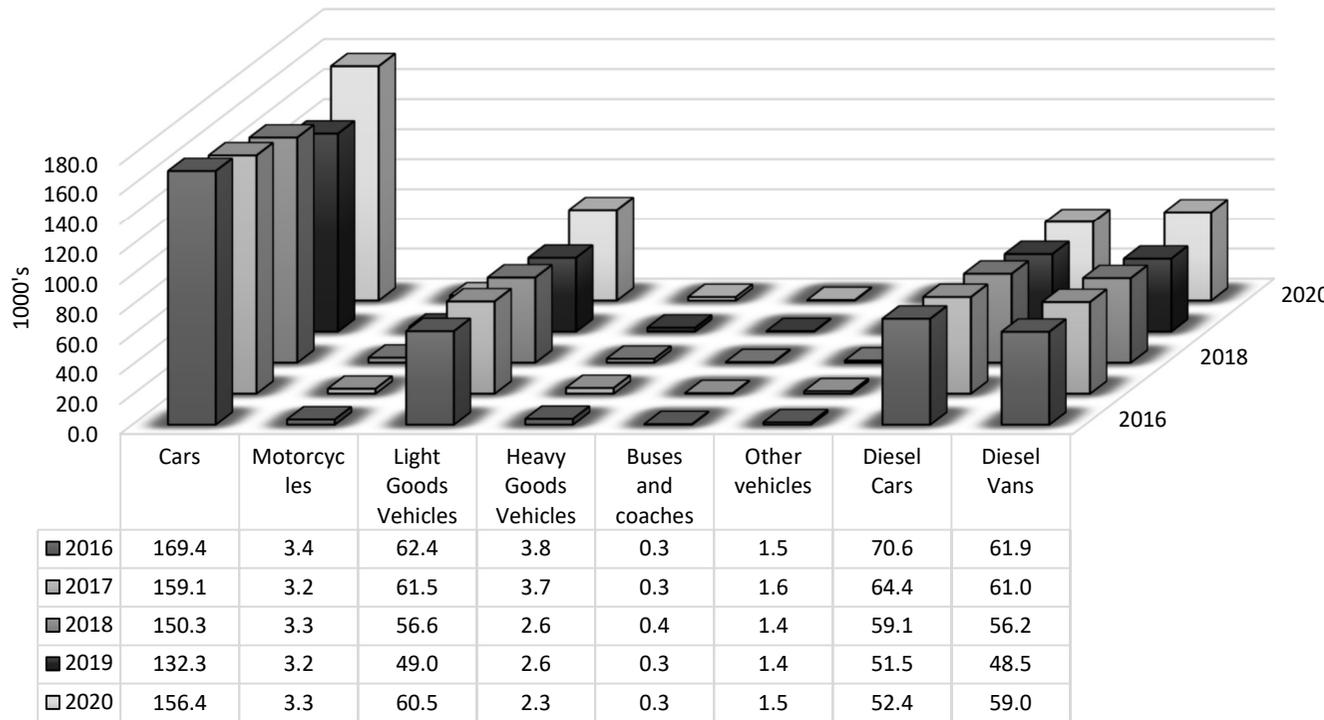
Solihull's Highway Management team is a key partner and engaged with migrating all existing paper and GIS mapped TROs to this centralised database. During the course of this project all existing TROs throughout the borough will be reviewed and consolidated and made easily accessible to the public on this platform.

This means for Parking Services and our customers that all static and moving traffic restrictions will be easily accessible through this centralised platform. Administering the appeals process will be more efficient for the service, potentially reducing the number of challenges and Freedom of Information requests received from the public.

This project is being led by the Highway Management team and is a key objective on their Highway Network Management Plan.

Solihull Vehicle Ownership

Solihull Registered Vehicles by Type

	Cars	Motorcycles	Light Goods Vehicles	Heavy Goods Vehicles	Buses and coaches	Other vehicles	Diesel Cars	Diesel Vans
2016	169.4	3.4	62.4	3.8	0.3	1.5	70.6	61.9
2017	159.1	3.2	61.5	3.7	0.3	1.6	64.4	61.0
2018	150.3	3.3	56.6	2.6	0.4	1.4	59.1	56.2
2019	132.3	3.2	49.0	2.6	0.3	1.4	51.5	48.5
2020	156.4	3.3	60.5	2.3	0.3	1.5	52.4	59.0

Solihull lies at the heart of the West Midlands motorway network, with excellent public transport connections to the Birmingham city municipality and with links to European and global markets through Birmingham International Airport.

Car ownership in Solihull, particularly diesel vehicles show a continued downward trend since 2016 according to DVLA licensed vehicle statistics.
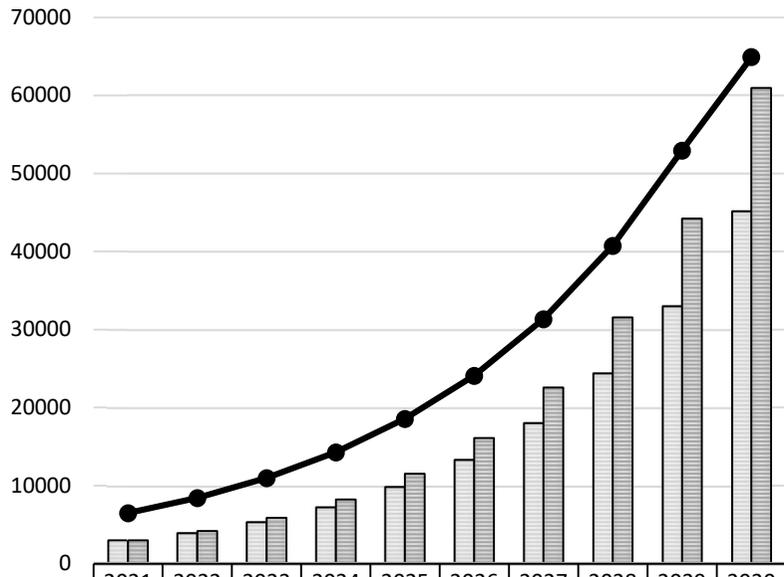
The recent increase in 2020 is likely impacted by the effect Covid19 has had on public transport.

Solihull has potential for high levels of electric vehicle (EV) adoption, with a significant proportion of residents earning above average salaries and many properties having off-street parking provision which is suited to domestic electric vehicle charging.

This potential is reflected in the relatively high levels of EV uptake across the borough to date. At the end of the third quarter of 2019 there were 2,296 ULEVs registered to Solihull residents, the 13th highest local authority area in the UK. This compares with around 150,000 cars registered in the borough overall.[xv]
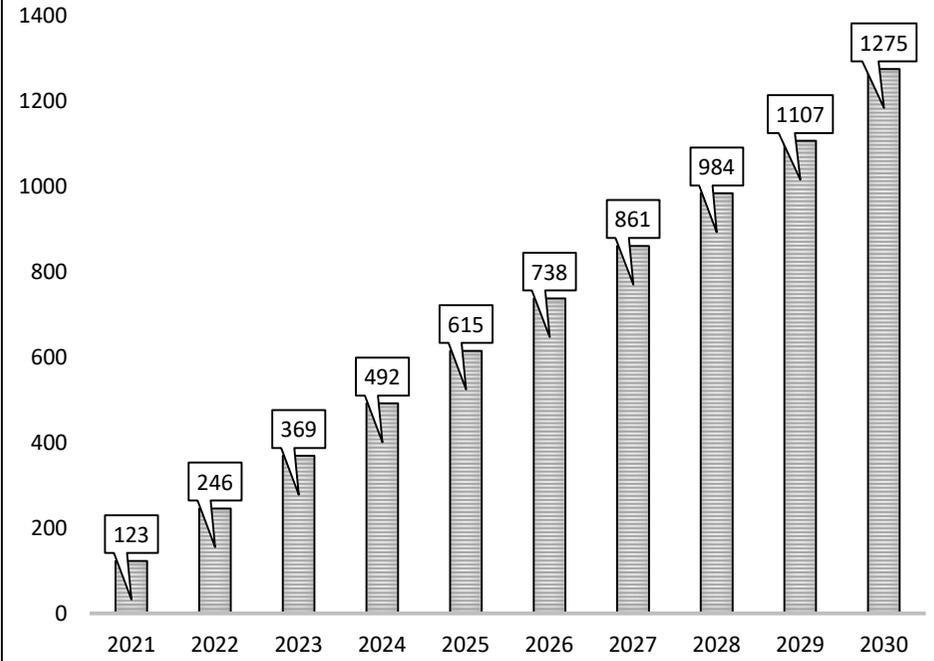
The graphs on the following page show projected growth of the Solihull Battery Electric Vehicle (BEV) ownership between 2021 and 2030 based on the best available information from our EV demand modelling, a backwards extrapolation based on Western Power Distribution (WPD) 2030 planning, and a 10 times growth extrapolation based on government data and nationwide projections for increase in EV charge point demand (EVCP).

SOLIHULL BEV PROJECTION 2021-2030

	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Modelling Estimate	2995	4043	5458	7369	9948	13430	18130	24476	33042	45164
WPD Estimate	2995	4193	5870	8218	11506	16108	22551	31571	44200	60964
Gov.uk extrapolation	6494	8442	10975	14267	18548	24112	31345	40749	52974	64940

2021-2030 PROJECTED EVCP DEMAND

Year	Demand
2021	123
2022	246
2023	369
2024	492
2025	615
2026	738
2027	861
2028	984
2029	1107
2030	1275

Short and Long Stay Car Parking

Designated off-street pay and display parking operates in 19 surface and multi-storey car parks throughout the borough. Car parking locations and the number and type of spaces available is detailed in the table on the following page.

In addition, there are 11 car parks in operation throughout the borough that are free of charge and accessible 24 hours a day, 7 days a week to the public. Some of these car parks have a maximum stay and are patrolled by Civil Enforcement Officers on a regular basis.

In October 2014 the Council introduced a cashless parking solution for customers in all pay and display (P&D) and free and display (F&D) car parks. This provides an alternative means for customers to pay for parking instead of using cash or debit/credit cards.
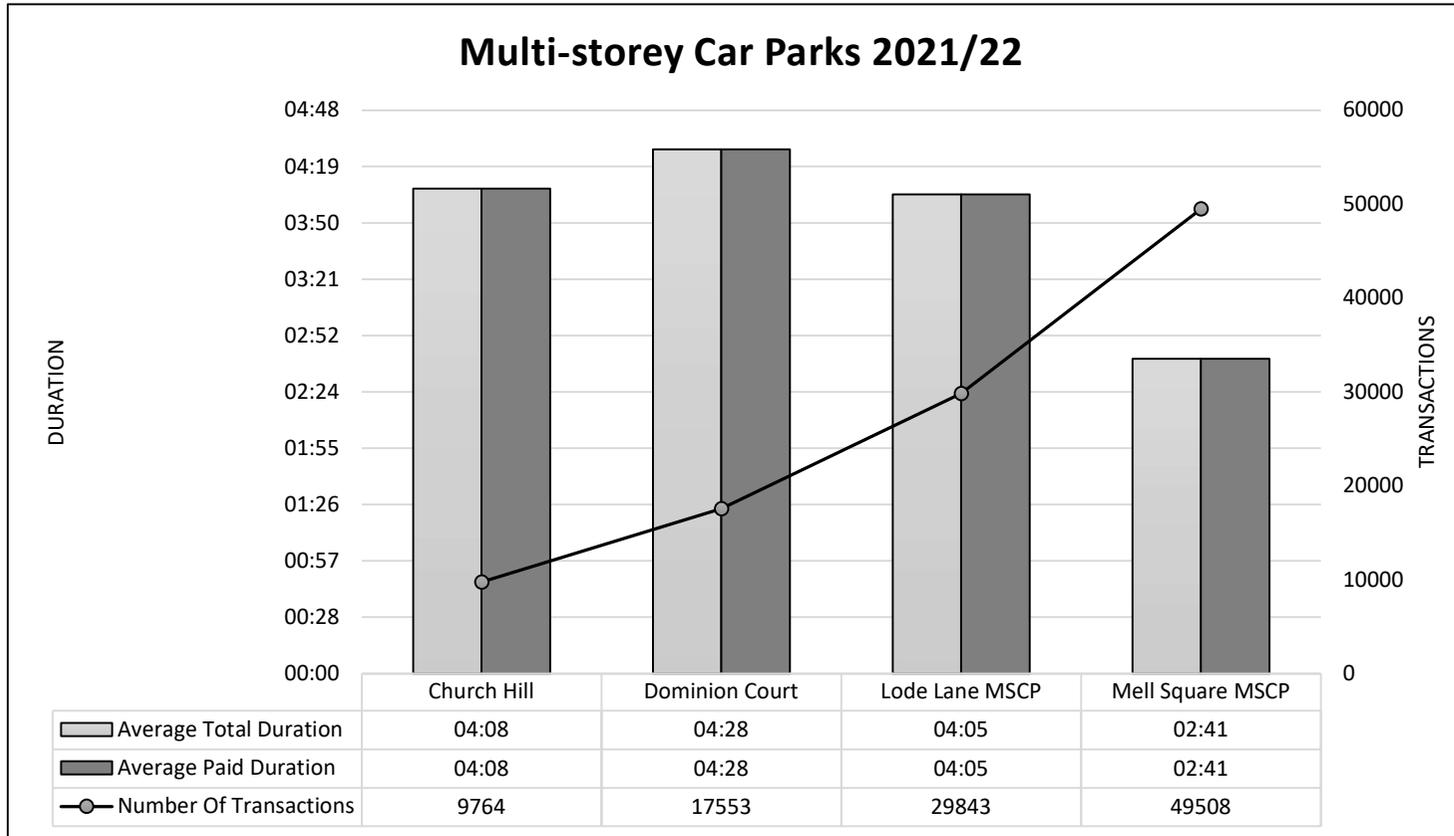
The cashless payment solution means that customers have an alternative way of paying for their parking either by using a smart phone application (parking app) or by calling the cashless provider's contact centre. The car park location number is displayed on the parking ticket machine and on the tariff board.

Hours of operation, capacity, and tariff details for all Council operated car parks can be found on the Council website car park pages.

Car Park Name	Capacity and Space Type				
	Weekday	Weekend	Disabled	EV Charging	Height restriction
Town Centre Car Parks					
Brueton Park	69	69	3	0	2m / 6ft 6in
Church Hill	127	127	0	2	2m / 6ft 6in
Civic Suite[1]	0	174	0	4	3.8m / 12ft 5in
Dominion Court	100	200	3	0	2m / 6ft 6in
Lode Lane	486	486	15	2	2.2m / 7ft 2in
Malvern Park	69	69	3	0	2m / 6ft 6in
Marks & Spencer	569	569	20	2	1.9m / 6ft 2in
Mell Square	630	630	37	2	1.9m / 6ft 2in
Monkspath Hall Road	1043	1043	10	0	2m / 6ft 6in
Tudor Grange Leisure Centre	214	214	16	0	2m / 6ft 6in
Shirley Car Parks					
Rear of Aldi	36	36	0	0	None
Rear of Iceland	170	170	4	0	None
Church Road	82	82	2	0	None
Knowle Car Parks					
Village Hall x3	94	94	1	0	None
Greswolde Arms (rear)	125	125	5	0	None
NatWest Bank (rear)	34	34	2	0	None
Tesco (rear)	60	60	5	0	None

[1] Open to the public at weekends and on public holidays only

Multi-storey Car Parks 2021/22

	Church Hill	Dominion Court	Lode Lane MSCP	Mell Square MSCP
Average Total Duration	04:08	04:28	04:05	02:41
Average Paid Duration	04:08	04:28	04:05	02:41
Number Of Transactions	9764	17553	29843	49508

Church Hill, Dominion Court and Lode Lane multi-storey car parks are open 24 hours a day 7 days a week.

Mell Square multi-storey car park is open from 7am to 9pm Monday to Saturday and from 9am to 6pm on Sunday.

All multi-storey car parks are Park Mark accredited.

Electric charging points are available in Church Hill and Mell Square car parks for members or Pay As You Go customers using the 'SWARCO eConnect' app, or through www.swarcoeconnect.org.

Currently any vehicle occupying an electric charging space must be plugged in and displaying a valid pay and display ticket. In future, we aim to integrate payment for parking into the pence per kilowatt hour tariff for users of electric vehicle charging points, ensuring a simple to understand single transaction process with overstays or misuse automatically detected and enforced through the charge point operator.

All car parks are monitored by CCTV at the entry and exit points on the main entrance and at the lifts on all floors for Lode Lane and Mell Square. This is monitored centrally by officers based in Birmingham.

Cash, debit / credit card and the virtual cashless solution are available to pay for parking in these car parks.

Knowle Car Parks 2021/22

	Natwest Bank Knowle	Greswolde Hotel Knowle	Tesco Knowle	Village Hall Knowle
Average Total Duration	14:02	11:02	09:40	10:16
Average Paid Duration	03:51	03:19	02:35	02:42
Number Of Transactions	66811	99867	136058	157715

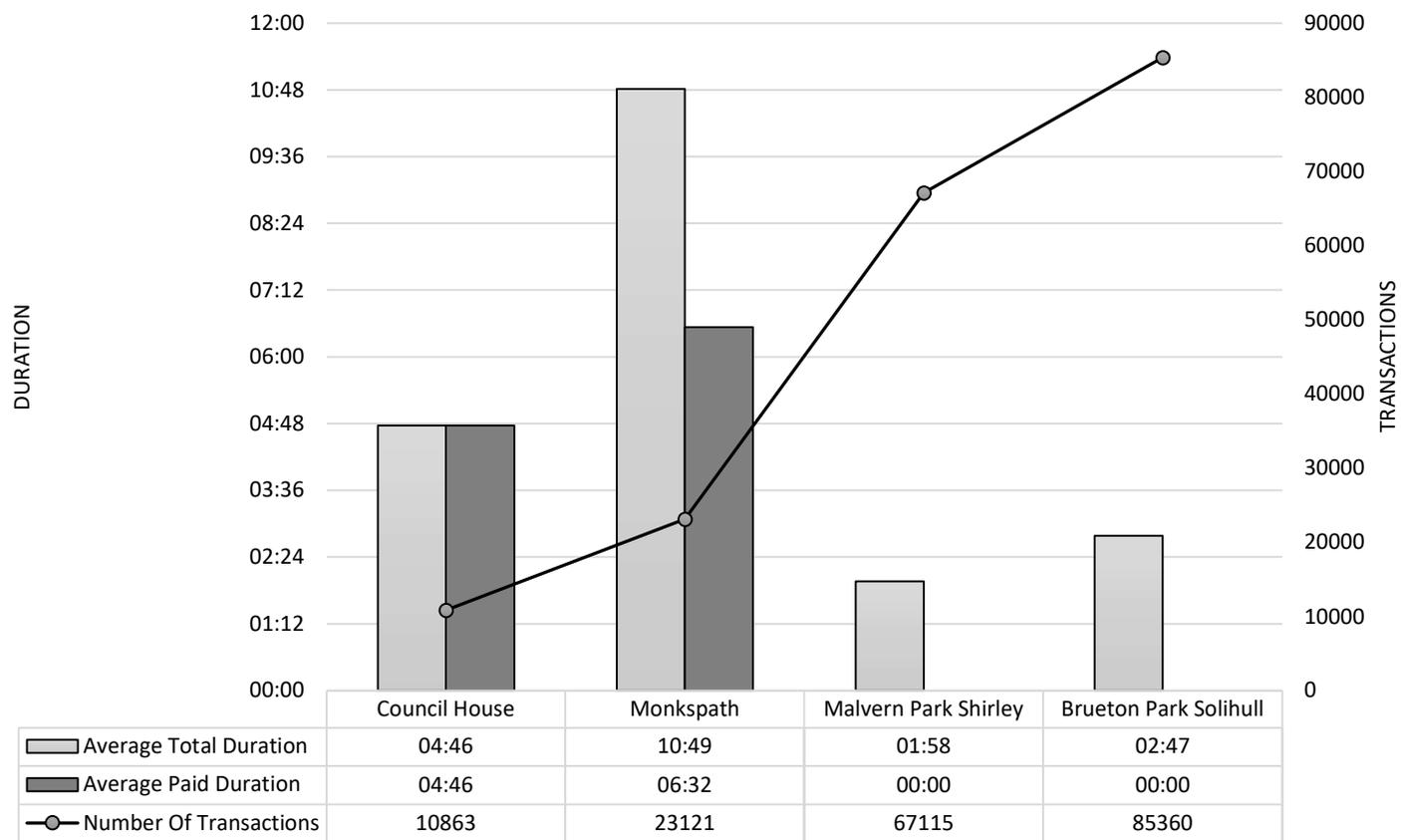All Knowle car parks are accessible 24 hours a day 7 days a week.

Pay and display hours of operation are Monday to Saturday from 8am to 6pm, with the first 2 hours free of charge.

A F&D ticket must be obtained from a parking ticket machine and displayed on the vehicle's dashboard for the first 2 hours of the customer's stay.

The cashless parking solution cannot be used for the free parking period.

Cash, debit / credit card and the virtual cashless solution are available to pay for parking in these car parks.

Shirley Car Parks 2021/22

	Aldi Shirley	Shirley Library	Iceland Shirley
Average Total Duration	06:37	07:37	07:01
Average Paid Duration	03:40	04:35	03:55
Number Of Transactions	38139	55475	183679

All Shirley car parks are accessible 24 hours a day 7 days a week.

Pay and display hours of operation are 24 hours a day Monday to Saturday, with the first 3 hours free of charge.

A F&D ticket must be obtained from a parking ticket machine and displayed on the vehicle's dashboard for the first 3 hours of the customer's stay.

The cashless parking solution cannot be used for the free parking period.

Cash, debit / credit card and the virtual cashless solution are available to pay for parking in these car parks.

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Surface Car Parks 2021/22

	Council House	Monkspath	Malvern Park Shirley	Brueton Park Solihull
Average Total Duration	04:46	10:49	01:58	02:47
Average Paid Duration	04:46	06:32	00:00	00:00
Number Of Transactions	10863	23121	67115	85360

Brueton car park and Malvern Park Shirley are open 24 hours a day 7 days a week. Brueton has a maximum stay of 3 hours, Malvern 2 hours.

There is no charge for using Brueton or Malvern car parks, but a F&D ticket must be obtained from a parking ticket machine and displayed on the vehicle's dashboard.

Council House is only accessible to the public at weekends and bank holidays.

Saturday access is permitted from midnight up to 10pm, but Sunday is only from 1pm up to 8am on the following Monday.

Parking charges apply for throughout the hours of operation for both Council House and Monkspath.

Monkspath is accessible 24 hours a day 7 days a week. There is no charge from 6pm to midnight.

The ticket machines in Monkspath are operational from 4am, 2 hours before the tariff begins enabling commuters to obtain tickets before the paid for period begins.

Cash, debit / credit card and the virtual cashless solution are available to pay for parking in these car parks.
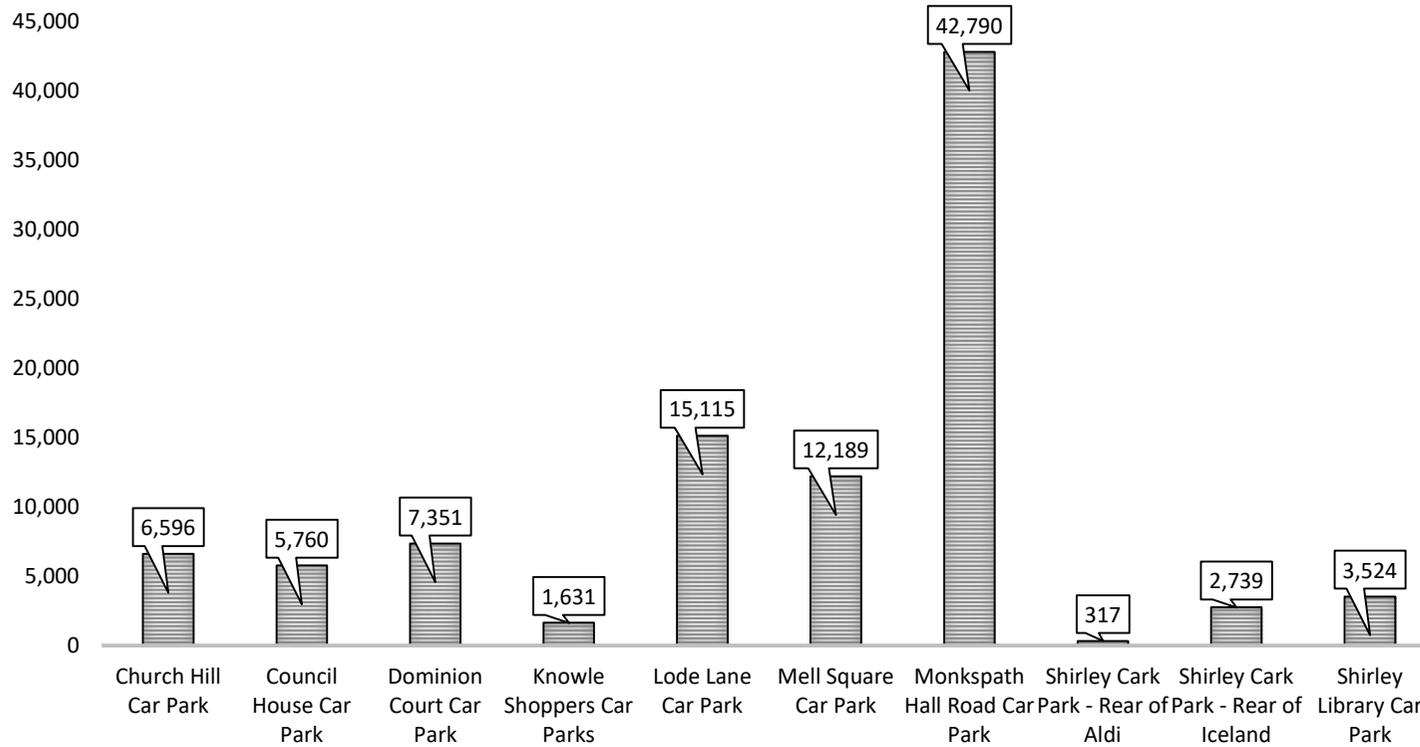
On-street Pay and Display 2021/22

	Station Road	Stratford Road Shirley
Average Total Duration	03:34	02:45
Average Paid Duration	03:34	00:50
Number Of Transactions	35373	547868

DURATION (left axis: 00:00, 00:28, 00:57, 01:26, 01:55, 02:24, 02:52, 03:21, 03:50)

TRANSACTIONS (right axis: 0, 100000, 200000, 300000, 400000, 500000, 600000)

On-street parking places in both roads are in operation from 8am to 6pm Monday to Saturday.

A F&D ticket must be obtained from a parking ticket machine and displayed on the vehicle's dashboard for the first 1 hour of the customer's stay in Stratford Road.

Cash, debit / credit card are available options to pay for parking in both roads.

CASHLESS PARKING STAYS 2021/22

Car Park	Stays
Church Hill Car Park	6,596
Council House Car Park	5,760
Dominion Court Car Park	7,351
Knowle Shoppers Car Parks	1,631
Lode Lane Car Park	15,115
Mell Square Car Park	12,189
Monkspath Hall Road Car Park	42,790
Shirley Cark Park - Rear of Aldi	317
Shirley Cark Park - Rear of Iceland	2,739
Shirley Library Car Park	3,524

This graph shows the overall number of stays activated in each car park during the financial year 2021/22 using the cashless parking solution.

F&D parking is not an option using the cashless parking solution. A physical paper ticket must be obtained from a ticket machine for the free parking period in all eligible car parks.

Industry Opportunities

An essential element of developing a strategy with a medium to long term vision for Solihull, requires that the service is aware of and engaged with key industry developments and opportunities as they arise. This is important for delivering an excellent service for all stakeholders over its term and meeting overarching national and local objectives that define this strategy.

Not all the opportunities highlighted will necessarily be pursued but are an example for potential growth of the service.

Moving Traffic Enforcement Outside of London

Moving traffic enforcement (MTE) is a well-established function for all London authorities that helps manage their road network and fulfil their statutory duty.

The Government has committed to make moving traffic enforcement powers under Part 6 of the Traffic Management Act 2004 available to local authorities outside London. The regulations giving effect to these powers were laid before Parliament on 27th January 2022.

In making these powers available, the legislative opportunity has also been taken to consolidate the existing civil enforcement regimes for bus lane contraventions (outside London currently under 2005 regulations made under the Transport Act 2000) together with parking contraventions (England-wide currently under 2007 regulations made under the TMA 2004 Act).

Positive Parking Agenda

The Positive Parking Agenda (PPA) is an initiative started by a group of local authorities, including Bristol, Essex, Gloucestershire, Liverpool, Oxfordshire, York, and London Councils, supported, and assisted by the British Parking Association.

Together they have launched a national campaign to deliver the PPA and build public confidence in the parking sector.

The aim is to change perceptions, challenge misconceptions about the parking sector and local government's role and make the parking experience a better one for all concerned.

And to gain recognition for parking management as a valued service and significant contributor to a better, safer, more accessible, and sustainable environment.

Park Active

Park Active offers a practical delivery framework with a common brand to build consumer trust and expectations.

Each site is designed to meet local needs and work alongside other measures to support active travel.

The sites are likely to integrate a range of technologies and services from commercial supplies including e-bike hire, secure cycle racks and overnight storage, to those supplying safe and accessible onward walking and cycling routes as part an active travel initiative.

Women in Parking

The BPA's Women in Parking (WIP) advisory group is spearheading a diversity research project to help understand the diversity breakdown within the sector.

WIP is designed to support and empower members in taking those first difficult steps to start conversations. The hope is the group will give rise to a more progressive and inclusive future that will benefit not just individual members within the group but also improve communication and inform best practices across the sector.

Technology and Innovation

Solihull has an excellent digital infrastructure with 97% of premises able to access Superfast broadband and good 4G mobile coverage from all 4 major mobile network operators throughout the borough.

However, the digital skills of the population in Solihull are rated as medium, with the borough scoring 5 on a scale of 1 to 10. The above average older population highlighted as the main digital exclusion risk factor according to a Local Government Association (LGA) review.

Any new public facing technology introduced to improve the service for customers must consider the needs of the older population and provide equal access for all users.

Electric Vehicle Infrastructure	Low Traffic Neighbourhoods (LTN)
By 2030, it is anticipated there will be between approximately 8 million and 11 million hybrid or electric cars in the UK, if uptake is aligned with the Road to Zero (RTZ) targets. By 2040, the number of hybrid or electric cars could reach 25.5 million.	A LTN scheme greatly reduces motor vehicle traffic in residential streets by using temporary or permanent barriers called "modal filters". This can include putting up bollards, planters, or by using CCTV enforcement cameras.
EVs still contribute to congestion and many journeys and deliveries will still require vehicles, but EVs offer a 'clean' way to meet this need. EVs and charging infrastructure provision should be considered as part of a sustainable, holistic mobility strategy that also encourages walking, cycling, car-sharing and public transport use.	This opens up networks of streets so people can safely travel through the area on foot, bicycle, by wheeling or by bus. Emergency vehicles can also be prioritised to reach their destinations quicker.
The LGA provides guidance and resource to local authorities for the steps needed to meet national net zero emission objectives and is working in partnership with industry leaders such as the Institute of Engineering Technology[xvi] and the Energy Saving Trust[xvii] to provide the best opportunity for local authorities to contribute to national aims.	The overall aim of low traffic neighbourhoods is to reduce motor traffic, and in doing so, reduce air pollution, noise pollution and road accidents.
	Low traffic neighbourhoods aim to make the character of residential streets more pleasant, inclusive, and safer for people to walk and cycle.
	Making space on our streets is key to achieving cleaner air and a lower carbon footprint whilst building healthier, safer, and more resilient communities.

TRO and Associated Data Policy Alpha Report	National Parking Platform (NPP)
The Department for Transport (DfT) commissioned PA Consulting to review the Traffic Regulation Order (TRO) procedure with the objective to identify improvements to the legislative process in England.	The NPP is a publicly-owned initiative developed by Parking Matters, funded by the DfT, and hosted by Manchester City Council.

The Project Alpha Report [xviii] key objective focus was to improve communication, data standardisation, the minimum level of customer service, produce better outcomes with a flexible and proportionate approach, and public transparency. This was outlined by:

- Identifying why the TROs need to evolve and change.
- Standardising and improving the accessibility of TRO data.
- Developing a legislative process which meets user needs.
- A robust impact assessment on users for proposed changes.

The findings of this report make the following policy recommendations:

1. Highway authorities should be given the responsibility to set the approach to informing relevant users.
2. Highway authorities should publish standardised and open TRO data.
3. Applicants for TTROs should have a minimum standard of service.
4. Highway authorities should operate a more outcome orientated, flexible and proportionate process.
5. Highway authorities should publish clear and transparent information on their charging arrangements.

To facilitate this change DfT are recommended to:

A. Create a TRO model which is issued as a national standard.
B. Help local authorities move to digital formats and support the transition to digitisation.
C. Provide funding to local authorities to accelerate digitisation of the TRO archive.

The aim is to improve the customer journey for public and private on-street and off street parking facilities by enabling access to all parking operator platforms through a single point of access.

This will enable local authorities to increase the efficiency of operations, provide improved customer service and reduce the cost of compliance management.

Data exchange managed between systems is based on the Alliance for Parking Data Standards [xix] technical specifications which has been formally adopted by the International Organization for Standardization (ISO) for intelligent transport systems.

Service Ambition

Producing this strategy sets a clear direction and ambition for what the service wants to achieve during its term and beyond. What better way to showcase our achievements by sharing them with our peers in the industry and gaining recognition for the hard work and dedication of the Solihull parking services team.

British Parking Awards

The British Parking Awards were launched in 2002 by the Parking Review magazine and were immediately recognised as the ultimate recognition of excellence and achievement in parking management, design, and innovation.

There are several categories recognising great achievements from all aspects of the industry, such as: Best New Car Park, Intelligent Parking Award, Parking Person of the Year, and many more that are added on a yearly basis.

Achieving recognition is an outstanding accomplishment to be strived for by the service and heralded by the council.

The Local Government Chronical Awards

The LGC Awards are considered the most prestigious celebration of local government excellence.

The awards identify the finest examples of innovation delivered by councils, spreading new ideas around the country so more places and resident's benefit.

The LGC Awards see entries from council teams across the UK that are judged by esteemed panels of leading council chief executives and other standout officers, and past winners of the awards.

Categories are broad and recognise outstanding contributions from Authorities as a whole, services and individual staff.

Municipal Journal Awards

The MJ Awards ceremony is one of the major events within the public sector calendar and have been held every year since 2004 with great success, rewarding many officers, managers, teams and councils.

Winning an MJ Award not only allows local authorities to be recognised for the delivery of their services over the previous 12 months, but also allows them to share their expertise with their peers.

Categories include – Local Authority of the Year, Community Heroes, Leadership in responding to the climate emergency and many more.

The Ernest Davies Award

Ernest Davies was a British Parking Association founder member who served as treasurer, secretary, and president in his time up until 1979.

Every year the BPA celebrates parking sector voices with the Ernest Davies Award competition inviting entries about any aspect of the parking world.

The competition attracts entries by people who write something about the parking sector that interests them as long as it benefits the parking sector in some way, raises its profile, helps to share knowledge or experience, and provides an opportunity for others to learn about parking.

Key Strategic Influence

The strategy is guided by the key objectives of national and local strategy and policy. Core objectives are set in legislation and constitute a statutory duty Parking Services must deliver for Solihull MBC as an enforcement authority. Other influential strategies share common goals and are integral to the development for the West Midlands vision for transport.

Key objectives for each of these strategies are outlined in the tables below and are reflected in each individual objective.

National Planning Policy Framework	Department for Transport	West Midlands Local Transport Plan	Solihull Council Plan
Build a strong, competitive economy by not having an unacceptable impact on local roads and exploit any opportunity to make a location more sustainable. Promote healthy and safe communities by achieving healthy, inclusive, and safe places. Promoting sustainable transport - In town centres, local authorities should seek to improve the quality of parking so that it is convenient, safe, and secure, alongside measures to promote accessibility for pedestrians and cyclists.	Enforcement authorities should design their parking policies to effectively manage the traffic network to ensure the expeditious movement of traffic, improve road safety, the local environment, and the quality and accessibility of public transport to meet the needs of people with disabilities, and reconcile the competing demands for kerb space. Make the best use of space to enable active travel, transform local public transport operations, and ensure recharging and refuelling infrastructure meets local needs. Instal charge points in on-street or in public car parks, and for residents without off-street parking.	Progress actions that have an impact before 2030 to meet our commitments to decarbonise and deliver transformative improvements by reducing car ownership and encourage a shift to electric vehicles. Shift travel to places more accessible by sustainable modes of transport, such as cycling, walking or public transport. Improve travel by designing out emissions and other impacts from vehicles in use, and by adopting ultra-low emission vehicles. Avoid travel by accessing services online and consolidating trips.	Enhance Solihull's natural and physical environment with an enhanced, well connected natural environment. Encourage more people to walk, cycle, and use public transport. Reduce Solihull Council's net carbon emissions to net zero by 2030 and for the Borough by 2041. Revitalising towns and local centres to be safe and welcoming where businesses can thrive and encourage more visitors to the borough.

Solihull Connected Transport Strategy	Solihull Highway Network Management Plan	Solihull Town Centre Master Plan (STCMP) overview	STCMP key parking strategy priorities
Ensure that major transport investment enables and manages growth to achieve the council priorities for homes and jobs. Support and enable the integrated delivery of sustainable and efficient forms of transport like mass-transit, cycling and walking. Contribute to the council priorities to support people's everyday lives and improve health and wellbeing through the promotion of smarter choice programmes linked to major and local infrastructure investment. Identify a prioritised short, medium, and long-term delivery plan to achieve the overarching vision and objectives whilst recognising the specific needs of the different parts of the Borough. Ensure that the objectives of Solihull Connected are embedded in Local Plan and Health and Wellbeing policies to support walking, cycling and public transport use.	Enabling the safe and efficient movement of people and goods by: Developing collaborative partnerships to enable delivery of managed growth projects. Making green travel choices a viable and attractive alternative. Improving network resilience through the effective co-ordination and direction of highway works. Innovation to improve safety, reduce congestion and connect people. A 40% reduction for the amount of deaths and serious injuries by 2030. Promote sustainable transport modes.	Sets out proposals for the management of town centre car parking to support accessibility to the town centre and economic activity and considers the overarching policies emerging in the Access and Walking and Cycling strategies. A diversification of the evening economy in the town centre would provide new opportunities to consolidate and reconfigure existing parking provision. Monkspath Hall Road has the capacity to accommodate the development of a multi-story car park to mitigate the loss of car parking from Monkspath Hall Road car park and the Mell Square car park. Development of the Westgate site has the potential to deliver surface level parking including disabled, visitor and electric charging spaces. The northern approach development will deliver attractive new urban living with associated parking provision. The underused Lode Lane multi-storey car park will potentially be redeveloped for residential properties.	**B:** Re-Prioritisation: A direct policy to reduce use of central area parking for long stay and ensure that this space is available for short stay users. **C:** Under provision of long-stay parking capacity for commuters could help to underpin the promotion of walk, cycle, and public transport modes for the journey to work. **D:** Maintaining capacity through the provision of long stay car parks more remote from the town centre (depending on availability/cost of land) may also support modal change. **Recommendations for further work:** It is recommended that the Solihull Parking Allocation Model be used to support the emerging masterplan in terms of a supporting parking strategy which establishes the quantum, location, cost, and management of car parking in the town centre. Investigate the impact of the masterplan using the traffic model and develop a mitigation strategy and comprehensive car parking strategy.

Strategy Objectives

The objectives are guided by key strategic influences and have been developed to deliver in part the overall aims of the Solihull vision and other relevant national and local governing strategy and policy.

The deadline for each objective is indicative and subject to change depending on resource and other service priorities unknown at this time.

Car Park Operations Objectives

CP Objective 1	Review usage of all Multi-storey and surface car parks and associated assets.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√		√		√	√

Why	Who	Where	When	How
Review the layout and length of parking stay to ensure it serves customers effectively and maximises income to maintain high quality facilities. Current machines in use will be assessed and upgraded or removed as appropriate.	All customers using the multi-storey and surface car parks.	All multi-storey and surface car parks throughout the borough under the jurisdiction of Parking Services.	A full review and recommendations will be completed by the end of the 2nd quarter 2023.	Each car park layout will be assessed and redesigned to make best use of space and accommodate electric charging points. All pay and display machines will be upgraded to offer card and contactless payment options.

Specific	Measurable	Achievable	Realistic	Time Bound
• Brueton Park • Church Hill • Civic Suite • Dominion Court • Lode Lane • Malvern Park • Marks & Spencer • Mell Square • Monkspath Hall Road • Tudor Grange • Shirley x3 • Knowle x6	A detailed project plan with milestones and stakeholder engagement has been developed as part of this strategy as a working operational document. This will be maintained by the service and reported back through governance channels on a quarterly basis.	Once the review is completed and approved by the service director and Lead Member, a project plan will be agreed for the recommended changes to the car park stock.	Review of the car parks is an important objective in other key policy such as the Solihull Town Centre Master Plan and will be supported by senior management and the Lead Member.	It is considered realistic to review the current stock by the end of the 2nd quarter 2023. The implementation of changes to the layout and assets will be subject to a procurement exercise and bound by governance deadlines. It is expected this can be achieved before the end of calendar year 2025.

CP Objective 2	Achieve Park Mark Plus in all Multi-storey and surface car parks.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√	√	√	√		√

Why	Who	Where	When	How
Achieving Park Mark Plus accreditation shows the car park is suitable for disabled drivers, well lit, monitored, and safe for customers.	All residents, business and visitors who use surface and multi-storey car parks will benefit from knowing they are using a secure facility suitable for disabled drivers and passengers.	All multi-storey and surface car parks throughout the borough under the jurisdiction of Parking Services.	End of the 2nd quarter 2023.	Ensure the qualifying criteria for Park Mark Plus is met as part of the asset review.

Specific	Measurable	Achievable	Realistic	Time Bound
All surface and multi-storey car parks referenced in CP objective 1.	A detailed project plan for achieving Park Mark Plus status will be created as part of the asset review.	The majority of council run car parks in the borough have Park Mark accreditation. Park Mark Plus is an upgrade in recognition for elite car parks that also have Disabled Parking Accreditation (DPA) and have undergone a more stringent evaluation process.	Park Mark Plus accreditation is affordable and will be completed as part of the asset review.	The project plan will specify when work on each car park will be started and completed ready for evaluation by the BPA to be awarded Park Mark Plus.

CP Objective 3	Review car park signage and markings in all Multi-storey and surface car parks to ensure compliance with the Parking Code of Practice Act 2019.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√	√	√	√		√

Why	Who	Where	When	How
The Parking Code of Practice is intended to regulate private parking operators to ensure consistency for signage and bay markings in public and private car parks. Local authorities fall within the scope of this legislation as an accredited car park operator and must comply with the changes to sign regulations as set out in annex A of the Act.	Everyone using public or staff only Council run car parks will see a difference in entry signs and the information displayed.	All multi-storey and surface car parks throughout the borough under the jurisdiction of Parking Services will be updated to ensure compliance with the legislation.	Compliance with the Parking Code of Practice must be complete before the end of the calendar year 2023. This objective is aligned with CP objective 2 to achieve Park Mark Plus in all Council run car parks by the end of the 2nd quarter 2023.	The process of auditing car parks for the asset review and for Park Mark Plus accreditation will include updating signage to be compliant.

Specific	Measurable	Achievable	Realistic	Time Bound
All surface and multi-storey car parks referenced in CP objective 1.	A detailed project plan for updating signage will be created as part of the asset review.	This objective is aligned with objective 1 and 2 and will delivered concurrently.	It is a legislative requirement and as such must be completed.	This objective is aligned with objective 1 and 2 and will delivered concurrently.

CP Objective 4	Install electric charging points in council owned surface car parks.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√	√	√	√	√	√

Why	Who	Where	When	How
This objective supports customers who have made the change to more sustainable transport choices, and those who plan to do so in the near future by providing a mixture of rapid, fast and slow charging points in long and short stay car parks. It delivers in part on national and corporate environmental objectives.	All residents, business and visitors who use surface car parks and drive electric vehicles will benefit from an increase in the number of charging points.	All suitable surface car parks.	Before the end of the 2nd quarter 2024.	The service will call off a Crown Commercial Service (CSS) framework for a charge point operator to install and maintain charging apparatus in suitable surface car parks.

Specific	Measurable	Achievable	Realistic	Time Bound
All suitable long stay car parks that are not identified for redevelopment under the Solihull Town Centre Master Plan (STCMP) will have a mixture of slow chargers (6-8 hours) and fast chargers (1-3 hours) installed. Short stay car parks in the town centre will have a mixture of rapid chargers (30mins for 80% charge) and fast chargers installed.	A detailed project plan with milestones and stakeholder engagement will be developed as part of this strategy as a working operational document. This will be maintained by the service and reported back through governance channels on a quarterly basis.	The roll out of charging points in suitable council run car parks are not under consideration for redevelopment in the STCMP can be achieved with an approved charge point operator.	Appointing an approved charge point operator through a CSS framework will cover the cost of installation and maintenance for all charging points throughout the term of the contract.	Roll out of charge points will planned once a charge point operator is engaged with a target date for completion not later the 2nd quarter 2024.

CP Objective 5	Introduce emission based tariff for on street pay and display parking spaces and off-street car parks.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√	√	√		√	

Why	Who	Where	When	How
Emission based charging in on and off street parking places offers a discount to motorists that use a more sustainable form of transport and supports a modal shift to greener choices of transport.	All residents, businesses and visitors to the borough who use on, and off street parking administered by the SMBC.	In all on and off-street pay and display parking places boroughwide.	End of the 2nd quarter 2023 for off street pay and display parking places, end of the financial year 2023 for on street pay and display parking spaces.	Emissions charging will be linked to cashless parking that can obtain vehicle emissions from the DVLA in real time and apply a discount for lower emission vehicles.

Payment using cash or debit / credit card does not link to emissions and will be charged at the flat rate for the parking space.

Introduction of emissions based charging is planned in 2 phases starting with off street car parks.

The second phase is the wider rollout to on street pay and display parking spaces. |

Specific	Measurable	Achievable	Realistic	Time Bound
All off street pay and display car parks in the first phase and all on street pay and display parking spaces in the second phase throughout the borough.	A detailed project plan with milestones and stakeholder engagement will be developed as part of this strategy as a working operational document.

This will be maintained by the service and reported back through governance channels on a quarterly basis. | With effective stakeholder engagement and Member by in, support for proposals that deliver on national and corporate aims to reach zero emissions is achievable. | Splitting the objective into 2 phases makes it more realistic to adhere to governance deadlines and deliver the objective by the end of the financial year 2023. | The project plan will specify key tasks and governance deadlines to implement emission based charging to deliver this objective by the end of the financial year 2023. |

Customer Service Objectives

CS Objective 1	Introduce a virtual parking option to pay for parking in all pay and display car parks and on street parking places.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√		√			

Why	Who	Where	When	How
Providing an additional payment option for customers in pay and display parking places on and off-street is more inclusive and promotes a reduction in cash transactions. Less cash in the pay and display machines deters criminal activity and lessens the likelihood of theft and damage to a council asset.	All users of pay and display parking in the borough will have the option of paying for parking using a virtual option in addition to paying by cash or by credit/debit card.	All pay and display places on and off-street.	A virtual parking option for all on and off-street parking places will be delivered by the end of the 2nd quarter 2023.	A virtual parking payment option for some pay and display car parks is already in use for the Council. This solution can be developed for other pay and display parking places with the incumbent supplier or any other leading market provider.

Specific	Measurable	Achievable	Realistic	Time Bound
All on and off-street pay and display parking places.	A detailed project plan for delivering a virtual option to pay for parking in all on and off-street pay and display parking places will be developed as part of this strategy as a working operational document. This will be maintained by the service and reported back through governance channels on a quarterly basis.	The incumbent supplier or other leading providers can develop a virtual payment solution for all current and future parking places provided for customers by the Council.	Virtual parking options for pay and display parking are provided throughout the country by several leading suppliers that are signed up to crown commercial frameworks accessible by the Council.	The project plan will specify milestones for development of virtual parking options for all on and off-street parking places to be delivered by the end of the 2nd quarter 2023.

CS Objective 2	Review resident permit pricing to ensure consistency with neighbouring boroughs within the WMCA and introduce emissions based charging.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√	√	√	√	√	

Why	Who	Where	When	How
Resident permit pricing should be fair to the customer and representative the value of the kerb space. Emissions based charging promotes a modal shift in transport choices which contributes to national and local objectives for transitioning to zero emission cars and vans by 2035.	All residents living in a resident parking zone (RPZ) that require a permit to park legally.	All current and future RPZs.	End of the financial year 2024.	Permit applications can be linked to emissions through a paper based process that requires proof of the vehicle registered at the applicants address, and in their name by providing a copy of the log book. Alternatively, a paperless virtual solution can confirm vehicle details directly from the DVLA in real time during the application by the customer using a virtual permit solution.

Specific	Measurable	Achievable	Realistic	Time Bound
An emission based tariff will be included in the resident parking permit charging. This will offer a discount for more environmentally friendly vehicles and a levy on high emissions vehicles.	A detailed project plan with milestones and stakeholder engagement will be developed as part of this strategy as a working operational document. This will be maintained by the service and reported back through governance channels on a quarterly basis.	With effective stakeholder engagement and Member by in, support for proposals that deliver on national and corporate aims to reach zero emissions is achievable.	Revision of permit fees and other parking charges is completed annually. Any development required for a paperless parking solution will be included with other objectives.	The project plan will specify key tasks and governance deadlines to implement emission based charging to deliver this objective by the end of the financial year 2024.

CS Objective 3	Migrate all existing paper permits to an online virtual paperless solution.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√	√	√			

Why	Who	Where	When	How
Moving all existing permits to an online virtual paperless solution provides customers with more control over how they choose to manage their permits in their own time at their convenience. Paper permits are burdensome and costly for parking services to administer and occupy valuable staff resource. Paper permits encourage an environmentally unfriendly procedure which wastes paper for printing and commissioning of 3rd parties to produce non-recyclable visitor scratch cards.	All customer's that require permit parking in designated parking spaces, resident and visitor permits or any dispensations will be able to purchase permits through an online paperless virtual solution. There will be paper alternatives for those considered to be unable to use an online paperless virtual solution under any circumstances. However, this will only be available to a minority who are considered to be otherwise denied access to the service as per the relevant policy.	All parking places requiring permits to legally park or access throughout the borough.	End of the financial year 2022.	Migration of paper permits to an online virtual paperless solution will be developed with a 3rd party supplier that has an existing system already proven in the sector.
Specific	Measurable	Achievable	Realistic	Time Bound
Permits that will be migrated to an online paperless solution: • Resident • Visitor • Dispensation • Red route • School streets access • High street exemption	A detailed project plan with milestones and stakeholder engagement will be developed as part of this strategy as a working operational document. This will be maintained by the service and reported back through governance channels on a quarterly basis.	With effective stakeholder engagement and Member by in, it is possible to develop a virtual paperless permit solution fit for purpose.	Paperless virtual permit solutions are widely used by many local authorities and private companies. There are numerous solutions available through frameworks accessible to the Council.	The project plan will specify key tasks and governance deadlines to implement paperless virtual permits to deliver this objective by the end of the financial year 2022.

Civil Parking Enforcement Objectives

CPE Objective 1	Retender for the back office notice processing system supplier.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
				√					

Why	Who	Where	When	How
The incumbent provider's contracted agreement is coming to an end and the service need to ensure an appropriate supplier is in place that can deliver all civil parking enforcement needs for Solihull MBC (SMBC).	Parking Services require a notice processing system to manage the back office functions for the issuance and recovery of Penalty Charge Notices (PCN) for on-street, off-street and moving traffic enforcement.	Managing the road network is a statutory duty under part 2 section 16 of the Traffic Management Act 2004 (TMA) that is delivered for SMBC by Parking Services boroughwide.	A decision will be made on the contracted notice processing system supplier not later than the end of the calendar year 2022.	An Invitation to Tender (ITT) will be made available to suitable suppliers through a crown service commercial framework.

Specific	Measurable	Achievable	Realistic	Time Bound
The ITT will be specifically for the back office notice processing system end to end process for PCNs issued under part 6 of the TMA for on-street, off-street and moving traffic enforcement. It will also include provision for a virtual paperless permit solution for parking permits and pay and display parking.	A detailed project plan with milestones and stakeholder engagement will be developed as part of this objective as a working operational document. This will be maintained by the service and monitored in partnership with the procurement team on a regular basis until completion.	Early engagement with key stakeholders and preparation of a suitable specification for an ITT in good time will ensure the objective is achieved.	The procurement process will be managed in partnership with the SMBCs procurement team to ensure successful delivery.	The procurement process must be completed, and a new supplier appointed no later than the end of the financial year 2023.

CPE Objective 2	Implement CCTV Moving Traffic Enforcement for key routes throughout Solihull.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√	√	√	√	√	

Why	Who	Where	When	How
Solihull MBC (SMBC) has a statutory duty to secure the expeditious and safe movement of traffic throughout the borough's road network. Moving traffic enforcement (MTE) is an effective way of ensuring motorists comply with restrictions on the carriageway that are in place to facilitate traffic movement and promote safety.	All motorists that drive within and through the borough are required to adhere to the rules of the road and risk a penalty if they commit an offence.	Any area within the borough that has a traffic regulation order (TRO) for the purpose of MTE could potentially be a site identified for CCTV enforcement.	Before the end of the financial year 2024.	Part 6 of the TMA for MTE powers outside of London was enacted in February 2022. SMBC will apply to the Department for Transport (DfT) to adopt powers for MTE.

Specific	Measurable	Achievable	Realistic	Time Bound
Trunk and distributor roads that are identified as key routes and subject to high levels of through traffic leading to congestion, pollution and an increased risk of accidents will be prioritised for MTE trials.	A detailed project plan with milestones and stakeholder engagement will be developed as part of this objective as a working operational document. This will be maintained by the service and reported to senior management and the Lead Member on a regular basis.	Applying for MTE powers to DfT no later than the end of the 3rd quarter of 2022 will enable SMBC to progress implementation of TROs for MTE in key areas.	Once powers have been adopted SMBC will have the authority to propose, consult and implement TROs at suitable sites for MTE.	The DfT approval process will dictate when the powers will be granted, but it is not anticipated this will take longer than the end of the financial year 2024. Though it must be accepted the majority of authorities outside of London will be making applications around the same time. How long applications take to process by the DfT is outside of SMBC's control.

CPE Objective 3	Bus lane enforcement improvement plan.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√	√	√	√	√	

Why	Who	Where	When	How
The Sprint bus priority corridor provides a sustainable public transport network between Birmingham airport and Solihull via the A45 using zero emission buses. Implementing bus lane CCTV enforcement will facilitate the expeditious movement of bus traffic by minimising the impact of unauthorised vehicle access.	The bus service and their customers and all other road users.	The entirety of the Sprint bus priority corridor through Solihull.	Phase 2 of the Sprint project is planned for completion by 2024.	Parking services will work in partnership with Transport for West Midlands to identify key locations for the installation of CCTV cameras for bus lane enforcement.

Specific	Measurable	Achievable	Realistic	Time Bound
Key entry and exit points along the bus priority corridor through Lode Lane and Hobs Moat Road.	A detailed project plan with milestones and stakeholder engagement will be developed as part of this objective as a working operational document. This will be maintained by the service and reported to senior management and the Lead Member on a regular basis	The priority bus corridor will require complementary enforcement measures.	Parking services will be supported by senior management and the lead Member to support the Sprint project.	Completion of this objective will coordinate with the phase 2 completion date.

Community Engagement Objectives

CE Objective 1	Become a partnership authority for the Positive Parking Agenda.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√		√			

Why	Who	Where	When	How
The British Parking Association's (BPA) Positive Parking Agenda's (PPA) mission is to improve public understanding and perception of parking services and how it contributes to the wellbeing of a community by managing the road traffic network for the benefit of all stakeholders.	Solihull MBC (SMBC) represented by Parking Services will become a member of the PPA.	Campaigns promoted through the PPA are applicable to England as a whole including the borough of Solihull.	End of the 2nd quarter 2022.	Parking Services are a member of the BPA and can sign up to the PPA without any additional fees.

Specific	Measurable	Achievable	Realistic	Time Bound
The PPA has specifically campaigned to challenge selfish driving behaviours and supported cleaner air initiatives in 2021. Ongoing campaign priorities are: 1. Reducing congestion 2. Improving safety 3. Cleaner air quality 4. Town centre accessibility 5. Embracing technology 6. Working in partnership 7. Delivering a fair, more effective and efficient parking services	Active participation and working together with other members of the BPA through campaigning will be ongoing and promoted through SMBC communication channels.	SMBC Parking Services are an active member of the BPA and eligible to become a member of the PPA.	Becoming an active member supports the development of the service to the benefit of all stakeholders.	It is expected Parking Services' application to join will be approved no later than the end of the 2nd quarter 2022.

CE Objective 2	Informed communities.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√			√	√		

Why	Who	Where	When	How
Making sure the community is kept up-to-date with service developments as the strategy progresses, and sharing good advice is key to building effective public relationships.	Everyone with an interest in parking for Solihull and how it effects them as a resident, business or visitor.	Communication about parking applies to the whole borough.	End of the 2nd quarter 2022.	A communications plan will be developed and maintained by the service.

Specific	Measurable	Achievable	Realistic	Time Bound
Through the weekly Solihull community updates as: • website publications • real time social media • hints and tips for safe parking practices • strategy progress reports • good news stories • a parking newsletter	A communications plan will be created outlining key activities to increase public engagement. A detailed project plan with milestones and stakeholder engagement will be developed as part of this strategy as a working operational document. This will be maintained by the service and reported back through governance channels on a quarterly basis.	The service can work in partnership with the corporate communications team responsible for managing all corporate communications channels.	Establishing an ongoing communications plan will improve public engagement in the short term and provide a platform to continue for the term of the strategy and beyond.	A communications plan will be drafted by the end of the 2nd quarter 2022. There is no end date for this objective as it is expected to continue beyond the term of this strategy.

CE Objective 3	School parking awareness.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√		√	√	√	

Why	Who	Where	When	How
The Department for Transport (DfT) report more children are killed or seriously injured (KSI) on their way home from school than on their way to school. 13% of child KSI casualties occur between 8 and 8:59am and 58% occur between 3 and 6:59pm. Contributory KSI factors were caused by 78% of child pedestrians failing to look properly, and 38% being careless, reckless or in a hurry.	All schools in the borough that show interest in engaging with parking services about child safety outside the school gate.	All schools throughout the borough.	Throughout the term of this strategy and beyond.	The civil enforcement team will host presentations on site at schools to raise awareness about road safety and the importance of parking safely, legally and considerately.

Specific	Measurable	Achievable	Realistic	Time Bound
Sessions will be 1-2 hours at schools nominated by the service. When possible a Civil Enforcement Officer will be present to enforce parking restrictions on the day of the presentation.	Feedback will be sought from schools on the presentation and from parents participating in the form of surveys. This information will be used to review the content of the presentation and measure understanding of parking restrictions and why they are enforced.	The enforcement team has a specific duty to deliver community focused objectives.	Establishing regular engagement with schools and parents will help promote safe driving practices and reduce road danger and pollution for the benefit of children and adults.	An action plan for holding talks with schools will be completed by the end of the 2nd quarter 2022.

CE Objective 4	Prohibiting engine idling outside of schools during pick up and drop off time.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√	√	√	√	√	

Why	Who	Where	When	How
The Solihull Clean Air Strategy 2019-24 identifies anti-idling outside of primary schools as an objective in the education action plan. Public Health England's review of interventions to improve outdoor air quality and public health identify traffic management interventions as a principal measure to improve health.	All children, parents, teachers, and residents who are exposed to excessive levels of pollution from idling cars at school drop off and pick up times.	Prohibition of engine idling can be implemented in any area designated as a civil enforcement area, which is the whole borough of Solihull.	End of the 2nd quarter 2024.	An order to prohibit engine idling can be made under the Road Traffic Regulation Act 1984 section 1, Traffic Regulation Orders (TRO) outside of London (g) for any of the purposes specified in paragraphs (a) to (c) of subsection (1) of section 87 of the Environment Act 1995 (air quality), enforceable under the Traffic Management Act 2004 by a qualified Civil Enforcement Officer.

Specific	Measurable	Achievable	Realistic	Time Bound
All infant, primary and junior schools that are not in a suitable position on the road network for a school street will be considered for an engine idling ban.	Schools will be prioritised based on size and supporting evidence from their travel plan. A detailed project plan with milestones and stakeholder engagement will be developed as part of this strategy as a working operational document. This will be maintained by the service and reported back through governance channels on a quarterly basis.	Assessing school locations, size and travel plan progress will highlight those that are not suitable for a school street scheme and create an order of priority.	There are 51 infant and primary, and 8 junior schools in the borough. All of these schools will be assessed to create a shortlist for phase 1 of this objective. A TRO has a statutory timeframe of 21 days for a permanent order but can be created to include more than one location.	The project plan will specify key tasks and governance deadlines to implement idling restrictions to deliver this objective by the end of the 2nd quarter 2024.

Partnership Working Objectives

PW Objective 1	Digitalise all Traffic Regulation Orders.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
				√	√			√	

Why	Who	Where	When	How
Solihull MBCs (SMBC) Highway Management team is migrating all existing paper and GIS mapped Traffic Regulation Orders (TRO) to a centralised database through the Rules of the Road project.	Parking Services are a key stakeholder with a vested interest in a digital platform that will make information more easily accessible to members of the public and assist in managing back office processes.	All existing and future TROs throughout the borough.	Transition to a fully digitalised TRO system is planned by 2024.	SMBC Highway Management team is a key stakeholder Working with Transport for West Midlands (TfWM) to migrate all TROs to a digital platform throughout the West Midlands.
Specific	**Measurable**	**Achievable**	**Realistic**	**Time Bound**
All current and future TROs.	The project is being led by TfWM who are responsible for meeting deadlines and delivering on agreed outcomes.	Funding has been made available from the Department for Transport (DfT) to realise the digitalisation of TROs for all authorities throughout England.	Digitalising TROs is a national objective set by DfT.	The project is governed by TfWM and will run to deadlines set by them.

PW Objective 2	School street schemes.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√	√	√	√	√	√	

Why	Who	Where	When	How
School Street schemes pedestrianize the immediate area outside of a school gate which prohibits vehicular access for short periods of time at the beginning and end of the school day. School street schemes are proven to reduce pollution, promote exercise, improve health, reduce road danger and create a safer environment for everyone.	All motorists that are not exempt from the access prohibition must not enter a school street during the times of restriction or risk receiving a penalty.	Any school that is considered in a suitable position on the road network and has majority support from key stakeholders.	School streets projects have been delivered in a number of schools throughout the borough with a 3rd phase planned for the beginning of 2022.	School streets are currently enforced in partnership with the police. Paper permits are issued to drivers with permission to access a school street during the time of prohibition.

Specific	Measurable	Achievable	Realistic	Time Bound
The adoption of moving traffic enforcement (MTE) powers provides an opportunity for school street enforcement to be achieved using CCTV automatic number plate recognition (ANPR) technology. Parking services propose trialling MTE at existing school street schemes	This objective is at concept stage and won't be considered until after the powers for MTE have been granted to Solihull MBC by the Department for Transport.	School streets are enforced using CCTV ANPR cameras throughout London. Transport for London approve the use of Hackney's school streets tool kit as best practice. Exemptions can be achieved through a virtual permit solution which links to the CCTV ANPR database.	Enforcement of school streets using CCTV ANPR technology is more likely to be progressed once MTE is adopted as it delivers in part on the objectives of key strategic influences.	Beginning of the 2025 financial year is the provisional deadline to achieve a trial at one of the existing schemes.

PW Objective 3	Multiple Agency Vehicle Enforcement.	Strategic context	NPPF	DfT	LTP	SCP	SCTS	SHNMP	STCMP
			√						

Why	Who	Where	When	How
Engaging agencies such as the police, enforcement agents and the DVLA encourages partnership working and promotes safer communities.	The community will benefit from a combined initiative from enforcement agencies aimed to reduce illegal activity.	Areas identified as having higher levels of illegal activity.	On a regular basis as an ongoing working relationship.	Building on existing relationships and developing multi-agency action plans.
Specific	Measurable	Achievable	Realistic	Time Bound
Multi-agency initiatives will target unpaid parking fines, untaxed vehicles, outstanding criminal warrants and any other activity considered to be within the remit of the enforcement agencies.	The outcomes for parking services will be reported to senior management and the Lead Member. Activity recorded by other agencies of a confidential nature will be reported through secure channels only.	Multi-agency initiatives are practiced by other authorities and achieve positive results for the benefit of communities.	Partnership working is good practice and is for the benefit of the community.	Partnership working to be established by the end of the 3rd quarter 2022.

Reference

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iv The path to net zero - Climate Assembly UK
v Transitioning to zero emission cars and vans: 2035 delivery plan - GOV.UK (www.gov.uk)
vi Home (wmca.org.uk)
vii wm-ltp-core-summary-v0-4.pdf (tfwm.org.uk)
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ix Solihull Connected - Transport Strategy 2016
x The Council plan | solihull.gov.uk
xi Solihull Town Centre Masterplan | solihull.gov.uk
xii Traffic Management Act 2004 (legislation.gov.uk)
xiii Road Traffic Regulation Act 1984 (legislation.gov.uk)
xiv The Civil Enforcement of Road Traffic Contraventions (Approved Devices, Charging Guidelines and General Provisions) (England) Regulations 2022 (legislation.gov.uk)
xv Electric Vehicle Strategy (solihull.gov.uk)
xvi IET Standards EV Tech singles.indd (theiet.org)
xvii Home - Energy Saving Trust
xviii Traffic Regulation Orders and Associated Data - Policy Alpha Report (publishing.service.gov.uk)
xix International Data Standard | Alliance for Parking Data Standards (APDS)