

Chapter 10 – Consultation Strategy

10.1 Introduction

The Council is committed to consulting with the community and all other interested parties, including residents and businesses, about the Council's priorities and programmes to ensure that it is meeting the needs of its customers. Consequently Croydon places people at the centre of its approach. In Croydon this means:

Community involvement and being accountable for services by:

- listening to our customers and wider stakeholders and responding to their diverse needs and preferences;
- effectively communicating changes and improvements.

Putting customers at the centre of our work by:

- involving customers in our planning and decision-making to ensure services and work programmes are designed to better meet their needs and are valued by them;
- being more accessible and responsive to the individual customer;

Continuously improving our service performance by:

- working in partnership with private and voluntary groups;
- seeking innovative solutions to deliver better value for money and service quality.

10.2 Modernising Local Government in Croydon

In line with the Government's intentions to modernise and streamline local authorities' decision making structures, in May 2000 the Council adopted new transitional constitutional arrangements relating to its decision making structures.

At the heart of these new arrangements are major constitutional innovations for the Council's structure:

- the creation of a Cabinet and Shadow Cabinet that meets jointly as a Policy Committee to take policy and other major decisions;
- a powerful, expanded, Scrutiny role that has been developed from the experience gained during the current Council Year; and
- Cabinet Consultative Panels to enable the Cabinet to consult on major policy issues before decisions are taken by the Policy Committee.

Cabinet Consultative Panels – these are an integral part of the new arrangements that provide the strengthened consultative mechanisms. Cabinet Consultative Panels have a cross-cutting remit that enables the Executive (Cabinet) to consult on major policy issues before decisions are taken. There are four Panels:

- Education, Culture and Leisure
- Environmental Services and Public Health
- Housing and Social Services
- Regeneration and Environment

They are chaired jointly by the relevant Cabinet Members. Membership comprises Council Members and a range of Community Stakeholders. Given the combination of Community and Council membership, these consultative bodies are an important part of the means of seeking views that are fed into the formal decision making structure of the Council.

Key Partnerships

The value of key Partnerships as consultative and joint working groups has been recognised within the new structure and the Croydon Partnership; Local Agenda 21, Healthy Croydon Partnership are all retained.

10.3 Consultation Strategy

Phase	Consultees	Method	Material	Outline date
1	Councillors	<ul style="list-style-type: none"> Written Presentation 	<ul style="list-style-type: none"> Committee Report First Draft LIP 	Sept 2004 Nov 2004 Dec 2004
2	Cabinet Members	<ul style="list-style-type: none"> Written Presentation 	<ul style="list-style-type: none"> Final Draft LIP 	Feb 2005 March 2005
3	Statutory and Recommended Authorities as per LIP Guidance	<ul style="list-style-type: none"> Written Electronic Copies Website with consultation materials and questionnaire Executive summary and questionnaire in Libraries and other public Council buildings. 	<ul style="list-style-type: none"> Draft LIP Executive Summary Questionnaires Website Equivalent Leaflets and questionnaires 	March – May 2005
4	<ul style="list-style-type: none"> Consultation with various groups and general public at a Transport Forum. Citizen's Panel (A broad panel consisting of a representative cross section of the population of Croydon) 	<ul style="list-style-type: none"> Presentation Workshops Questionnaire 	<ul style="list-style-type: none"> Executive Summary and Questionnaire Leaflet and Questionnaire 	March – July 2005
5	Members of the public and business community	<ul style="list-style-type: none"> Croydon Reports Transport Conference 	<ul style="list-style-type: none"> Questionnaire and comments Presentations, workshops and feedback 	March - July 2005
6	Analysis	<ul style="list-style-type: none"> Analysis of main consultation feedback on policies and programmes – assessment of comments and new suggestions / requests 	<ul style="list-style-type: none"> Finalise and amend Final LIP in line with consultation outcome. 	August - December 2005
7	Cabinet	<ul style="list-style-type: none"> Committee Report with attached Final LIP 		Feb 2006
8	TfL	<ul style="list-style-type: none"> Submit Final LIP 	<ul style="list-style-type: none"> Final LIP hardcopies and electronic copy 	March 2006

10.4 Method and Results

10.4.1 Croydon has carried out consultation with stakeholders on the Draft Local Implementation Plan (LIP). The document is required by law and demonstrates how the Council intends to implement to proposals and policies represented in the Mayor's Transport Strategy, and represents the local transport plan and programme of works Croydon would like to achieve in the next five to six years.

10.4.2 The Mayor has issued guidance including consultation, to ensure that the LIP's implement the Transport Strategy, coordinate with each other and with the plans of other implementation agencies. Under section 145 of the GLA Act, boroughs are required to consult with:

- The Metropolitan Police Service (relevant Commissioner(s))
- Transport for London
- Such organisations representative of disabled people as the council considers appropriate
- Other London or Neighbouring Local Authorities whose area is likely to be affected by the plan.

To ensure a well co-ordinated and coherent group of LIPs is developed across London, boroughs are also recommended to consult:

- London Fire and Emergency Planning Authority (LFEPA) and London Ambulance Service representatives
- The Highways Agency
- Network Rail and the SRA (involving TfL's London Rail business), where appropriate
- Local Mobility Forum, or equivalent, and other equality target groups
- Representatives of business, local environment, transport and community groups

Croydon has its own procedures for consulting with local stakeholders and these too have been included as part of this consultation.

The Mayor wishes to be satisfied that adequate consultation on a LIP has taken place that meets the requirements of the GLA Act.

10.4.3 The survey results and comments made will be taken into account and will form part of the final LIP, which is expected to be produced and approved by the Mayor early next year.

10.4.4 The Consultation focused on what priorities stakeholders felt were important when developing transport and street improvement schemes.

10.4.5 The main consultation elements involve the following:

Statutory and Non Statutory Groups and Organisations – 206 documents and questionnaires were sent out 45 have replied.

Transport for London
 Association of London Government
 Metropolitan Police Authority
 Strategic Rail Authority
 Highway Agency
 Environment Agency
 Countryside Agency
 English Nature

English Heritage
Association of Croydon Conservation Societies
CEN
Conservation Area Advisory Panels MCCAAP
Conservation Area Advisory Panels SCCAAP
Friends of the earth
London Fire and Emergency Planning Authority
London Ambulance Service Representative
Network Rail
Mobility Forum
Bus/Tram /Rail Liaison Panel
Croydon Society
The Pedestrians Association
Croydon Cycling Campaign
Anerley Bicycle Club
Cyclist Touring Club
Road User Forum
Chamber of Commerce / Business Community
Crystal Palace & Norwood Chamber of Commerce
Crystal Palace Triangle Community Assoc.
Croydon Chamber of Commerce and Industry
Coulston Chamber of Commerce
Primary Care Trust
LBPN
SWELTRAC
SELTRANS
Neighbourhood Partnerships and Residents Associations
Bus Operators
Tram Operator
Rail Operators
Taxi Operators
London Transport Users Committee
London Regional Passengers Committee
The Confederation of Passenger Transport
Motorcycle Action Group
Croydon Accessible Transport
Lesbian and Gay Equality - Contact
Age Concern
Joint Committee on Mobility for Disabled People

Neighbouring boroughs –
Bromley
Merton
Sutton
Lambeth
Borough of Reigate and Banstead
Tandridge District Council
Surrey County Council

Council Members and Members of Parliament -
Individual households / businesses – 100000 questionnaires distributed through the Croydon Reports, of which 299 filled in questionnaires and comments were received.
Citizen's Panel – 1500 TalkAbout Croydon questionnaire sent out, 1051 received.

Transport Conference – 350 invitations were sent out of which 137 people attended and 86 questionnaires and feedback forms were returned.

Age Concern
Arcadia
Arriva London South
Arrowcroft Plc
Association of Croydon Conservation Societies
Association of London Government
Balfour Beatty
Biggin Hill Airport
British Transport Police Office
Bus Liason Panel
Business Link
Business link London South
CEN
Centrale
Centre for Accessible Environments
Chamber of Commerce
Coach Travel Centre
Connex UK Ltd
Coulsdon Chamber of Commerce
Coulsdon Forum
Coulsdon Green Belt Association
Countryside Properties (special Projects) Ltd
Countryside Agency
Conservation Area Advisory Panels MCCAAP
Conservation Area Advisory Panels SCCAAP
Conservation Area Advisory Panels NCCAAP
Croydon Accessible Transport
Croydon Bus Garage
Croydon Business
Croydon College
Croydon Council
Croydon Cycling Campaign
Croydon HF Rambling Club
Croydon Marketing and development
Croydon NHS Primary Care Trust
Croydon Police Station
Croydon Ramblers Group
Croydon Society
Croydon Voluntary Action
Croydons Society's Transport Group
Crystal Palace & Norwood Chamber of Commerce
Crystal Palace Triangle Community Association
Cycle Forum
D&M Transport
Disability Croydon
East Croydon Railway Station
East Croydon Station Office
English Heritage
English Nature
Environment Agency
Erinaceous Group
Fairfield Halls

FirstGroup plc
Freight Transport Association
Freshwater
Friends of the earth
Gatwick Airport Ltd
GLA
Government Office for London
Grants Entertainment Centre
Hewitts of Croydon
Highways Agency
Home Office
Howard Holdings plc
Ikea Ltd
JCDecaux
Joint Committee on Mobility for Disabled People
Lesbian and Gay Equality
Licenced Taxi Drivers Assn
Living Streets
London Ambulance Service
London Biggin Hill Airport
London Borough of Bexley
London Borough of Bromley
London Borough of Greenwich
London Borough of Lambeth
London Borough of Lewisham
London borough of Merton
London Borough of Richmond Upon Thames
London Borough of Sutton
London Development Agency
London Fire and Emergency Planning Authority (LFEPA)
London General Transport
Metrobus Ltd
Metropolitan police
Minerva Plc
Mobility Bus Services
Motorcycle Action Group
Mott Macdonald
Neighbourhood Partnership
Nestle UK Ltd.
NETWORK RAIL
Primary Care Trust
Q-Park Ltd
Reed Public Relations
Reigate and Banstead
Residents' Associations
Road Users
SELTRANS
Sense with Roads
Silverlink
South London Business
South London partnership
South West London Health Authority
South West Trains
Southern
St Martin's Property Corporation Ltd

Stagecoach Selkent
 Stiles Harold Williams
 Strategic Rail Authority
 Stuart Edwards Fullermoon
 Surrey County Council
 Surrey Street Car Park
 SWELTRAC
 Tandridge District Council
 Thameslink
 The British Horse Society
 The Confederation of Passenger Transport
 The Go Ahead Group plc
 The London Regional Passengers Committee
 The Owner Drivers' Society
 The Pedestrians Association
 The Road Haulage Association Ltd
 The Whitgift Foundation
 Together in Waddon Community Project
 TPS Consult
 Tramlink
 Tramtrack Croydon Ltd
 Transport for London
 Transport for London Buses
 Transport for London Planning
 Transport for London Strategy
 Transport for London Users Committee
 West Croydon Station
 Westmead Business Group
 Whitgift Centre Management
 WS Atkins Cedac Ltd

10.4.5.1 Statistics:

	Sent out	Returned	Comments
Groups and Organisations	206	45	25
Individual households / businesses	100000	299	187
Citizen's Panel	1500	1051	-
Transport Conference	350	86	45
Total	102056	1481	257

10.4.6 The consultation of **Statutory and Non Statutory Groups and other Organisations** was done following the advice from the LIP guidance and Croydon's established procedures for consultation. The replies received are detailed in Appendix 5h.

10.4.7 An article was also published in the **Croydon Report** (out on April 27) which followed a press release to the local press at the time. The article requested the reader to complete the questionnaire and return it to the Council by using the freepost address provided or to complete the questionnaire on line by 5pm on Friday the 17th of June 2005. The Magazine is distributed with the local free papers and has a circulation of about 100000.

10.4.7.1 Outlined in the article were the London Mayor's transport priorities with a brief description and directions for viewing the complete document on line on the Croydon web site.

- **Road Safety:** Implementing engineering solutions to provide safer roads and thus minimising the level of casualties. Running education campaigns to increase the public awareness to the dangers on the road.
- **Buses:** Making improvements to bus services across London including increasing the bus system capacity, improving reliability and increasing the frequency of services.
- **Traffic Congestion:** Reducing traffic volumes to agreed targets, improving traffic journey time reliability, increasing the proportion of personal travel made by means other than the car
- **Parking Control:** Managing the usage of the kerb space in an aim to balance the needs of many competing groups, from improving bus journey times, reducing congestion to enforcing the regulations in a fair and effective manner.
- **Accessibility:** Improving accessibility and social inclusion on the transport network so that everyone can enjoy the benefits of living, working and visiting Croydon including the disabled, older people and women travelling at night.
- **Walking and Cycling:** To encourage walking and cycling as a modal shift away from less environmentally friendly and healthy forms of transport. This can be achieved by improving the condition of the street environment, providing cycling lanes, improving crossing facilities and introducing walking buses and safer routes to schools.
- **Transport Infrastructure:** Bringing roads, bridges and pavements to a state of good repair, from repairing street lights and pot holes to strengthening road bridges. Includes minimising disruption or diversions and keeping traffic flowing and pedestrians safe.

10.4.7.2A sample of the questionnaire is shown in Appendices 5a and b.

10.4.7.3The analysis of the 299 questionnaires returned, showed that the priorities according to the response to the survey was as follows:

1. Improving Road Safety
2. Improving bus journey times and reliability
3. Relieving traffic congestion and improving journey time reliability including through the use of travel demand measures.
4. Bringing transport infrastructure to a state of good repair.
5. Encourage walking by improving the street environment, conditions for pedestrians and through the use of travel demand measures.
6. Improving the working of parking and loading arrangements to provide fair, reasonable and effective enforcement of regulations, recognising the needs of business for servicing and delivery as well as other road users, thus contributing to easing congestion and improving access to town centres and regeneration areas
7. Encourage cycling by improving conditions for cyclists and through the use of travel demand measures
8. Improving accessibility and social inclusion on the transport network.

The full analysis is shown in Appendix 5c.

10.4.7.4 The comments made were analysed and were organised by topic as follows:

SUMMARY	Frequency	%
BUSES TRAMS TRAINS TAXIS AND THEIR OPERATION	79 total	
Improve the service	48	60%
Improve the infrastructure	31	40%
PARKING ENFORCEMENT AND OPERATION	55 total	
Enforcement and Design and Implementation of restrictions	18	33%
Accessibility	18	33%
Reduce parking charges	13	24%
Increase parking charges / restrict parking	3	5%
Improved signage	3	5%
TRAFFIC AND ROAD SAFETY	29 total	
Provision of traffic calming / speed control	12	42%
Issues outside schools	6	20%
Reduce the provision of traffic calming schemes	11	38%
CYCLING	28 total	
Better and safer provision	19	68%
Restrictions and enforcement	9	32%
WALKING	20 total	
Better provision and safe infrastructure	20	100%
INFRASTRUCTURE AND MAINTENANCE	24 total	
Better provision / improvements	24	100%
POLICY, PLANNING, REGULATIONS AND ENFORCEMENT	89 total	
Reduce congestion	12	13%
Cost and funding issues	11	12%
Accessibility and safety	35	40%
Improve efficiency of the system	5	6%
Greater enforcement of the law and planning regulations	23	26%
Improve and strengthen policies	3	3%

10.4.7.5 A full report of the comments is included in Appendix 5d.

10.4.8 The **Citizen's Panel** consists of the TalkAbout Croydon survey. This is a panel of 1,500 representative residents, set up to provide the Council with reliable feedback on important Croydon issues. Panel members have agreed to take part in postal surveys and get involved in other forms of consultation, such as focus groups and telephone surveys. Out of the 1500 members consulted through a survey by post 1051 responded. The questions represented the issues of public and other modes of transport; parking regulations and its enforcement; Traffic and Road Safety; and maintenance of the infrastructure. for questionnaire and results see Appendix 5e.

10.4.8.1 Section 1 of the survey (Transport in Croydon) showed the following:

- Over one thirds of respondents (27%) travelled to their place of work / study by car / van as a driver. A further 17% travelled by train, with 9% travelling by bus and 6% by walking.

- Over half of respondents (52%) travelled for their main food shop by car / van as a driver. A further 11% travelled by foot, with 10% travelling as a passenger in a car / van and 6% by bus.
- Over one third of respondents (37%) travelled for their social / leisure activities by car / van as a driver. A further 11% travelled by bus, with 7% travelling as a passenger in a car / van and 7% by foot.
- Better personal safety (39%) was the factor which respondents considered most likely to encourage them to walk more. This was followed by better pavement (25%), better air quality (19%), better street lighting (17%) and more enforcement against bad driving (16%).
- One third of respondents (33%) either own or have access to a bicycle, with 67% not owning or having access to one.
- Overall, the factor which would be most likely to encourage respondents to cycle more was more cycle lanes (30%). This was followed by less traffic (27%), secure cycle parking at work, near to shops or at home (24%), more enforcement against bad driving (19%) and having access to a bicycle (17%).
- Only a small minority of respondents (5%) either own or have access to a motorcycle / moped, with 95% not owning or having access to one.
- Overall, the factor which would be most likely to encourage respondents to motorcycle more was access to a motorcycle (14%). This was followed by allowing motorcyclists to use bus lanes (13%), more enforcement against bad driving (9%) and secure motorcycle parking at work, near to shops or at home (8%).
- Over one third of respondents (37%) currently use public transport every day or nearly every day. A further 18% use public transport two or three times a week.
- Over half of respondents (54%) would be encouraged to use public transport more if there were a more reliable service. 43% of respondents would be encouraged to use public transport more by the cost of the fares, 36% by more personal safety, 25% by convenience of use and 22% by cleanliness.
- The most effective method of improving road safety according to respondents was by introducing more parking restrictions at junctions to improve visibility, which was considered to be effective by 76% of respondents. This was closely followed in effectiveness by improving street lighting (75% effective), more enforcement against traffic offences and introduce better signage (both 70% effective).
- Aspects which were the top priorities in improving road safety were reducing traffic speeds (46%), introducing more parking restrictions at junction to improve visibility (37%), more enforcement against traffic offences (35%), reduce the amount of traffic (32%) and improving street lighting (26%).
- The maintenance areas which received the best rating were replacing broken street lighting (45% net good), maintaining road marking (33% net good) and maintaining grass verges (28% net good).
- The aspect considered the top priority by respondents was repairs to the carriageway, which was mentioned by 71% of respondents. This was

- followed by repairs to the footway (45%), replacing broken street lighting (35%), carriageway resurfacing (33%) and footway resurfacing (30%).
- Publicity about your speed was ranked as the most important aspect to respondent, with an average score of 2.11. The second most important aspect was speed enforcement by camera (average score of 2.37).
 - Nearly two thirds of respondents (61%) answered none or gave no response to this question. Of those who did give a response 16% thought that traffic speed could be managed by more enforcement / traffic police / fines.
 - Respondents were most likely to think that road safety in Croydon had got better for Public Transport users over the last three years (39% agree) and least likely to think that road safety had got better for motorcyclists and moped users (14% agree).
 - Respondents were most likely to agree with the statement that Croydon Council should continue to support extensions to Tramlink, with 83% agreeing.

10.4.9 As part of the consultation process a **Transport Conference** was organised on the 5 July 2005. It offered the perfect opportunity to consult transport user groups, residents and businesses in Croydon, to listen and engage through discussion and debate, on how effective is the Council's approach to tackling transport and travel issues across the Borough. The Conference focused on how the London Mayor's transport aspirations and objectives apply and are being met in Croydon through the Local Implementation Plan, what we have achieved in the past three years and how we are measuring up in travel terms and the direction the Council is taking to address the growing environmental challenges we are facing today.

10.4.9.1 By using The topics for implementation highlighted by the Mayor, the conference concentrated on Road Safety, Parking and Loading, Improving Accessibility and Social Inclusion, particularly through Town Centre Schemes, Cycling, Walking and Condition of Infrastructure, as we recognise these are key elements to achieving a really successful transport strategy in Croydon and to achieve a fully integrated and sustainable transport/travel plan for the future.

10.4.9.2 The other mayor topics of discussion was Tramlink and its effect since it became operational 5 years ago, the arguments for capitalising on the benefits of such travel and where we are concentrating our efforts to extend the system, together with improvements we are making in conjunction with our partners to Rail and Bus operations and the advent of the East London Line Extension to West Croydon.

10.4.9.3 There was a Panel and workshop in the afternoon in order to encourage participation and involvement as part of the consultation process. We consider it vital to obtain the public's views to help the Council steer and refine our transport strategy. Appendix 5f contains a summary of the workshops.

10.4.9.4 Feedback on the conference was very positive, with the majority of those responding to the monitoring form thought the range of transport topics being appropriate and sufficient information on them was provided. By far the most popular workshop was on Tramlink Extensions, closely followed by Improving Bus Journey Time Reliability and Congestion. 33% rated the workshop

attended as Very Good; 48% as Good; and 13% as Adequate. No one rated the workshops as Poor. Although the conference focus was on all modes of transport, it was Tramlink the subject which attracted the majority of delegates to the conference. The full results of the feedback form to the Transport Conference are in Appendix 5g.

10.5 Outcome

10.5.1 The following is the order of priorities selected by the respondents to the consultation:

- 1 Improving road safety.
- 2 Improving bus journey times and reliability.
- 3 Relieving congestion and improving journey time reliability.
- 4 Improving the condition of the transport infrastructure.
- 5 Encourage walking.
- 6 Improving parking and loading arrangements for better compliance of the regulations.
- 7 Encourage cycling.
- 8 Improving accessibility to socially excluded groups.

10.5.2 The following is a distillation of the comments made by the respondents to the consultation:

89 comments, by far the largest proportion, were made on issues of Policy, Planning, regulations and their enforcement, requesting greater accessibility and improved safety for public transport; greater enforcement of the law and planning regulations; and greater emphasis to reduce congestion.

79 comments were made regarding the operation of buses trams trains and taxis, mainly to improve the services provided and the infrastructure.

55 comments were made on parking and enforcement issues, on the need to design, review and implement more restrictions, improve their enforcement and reduce charges and the availability and accessibility of parking and parking bays.

29 comments referred to traffic and road safety, regarding the provision of traffic calming measures and speed control, mainly that there are too many roads with humps and width restrictions, but that there is a need for more speed cameras.

28 comments regarding cycling are by far requesting a better and safer provision followed by some comments to control cycling on footways and for cyclists to follow the Highway Code.

24 comments requested improvements to the infrastructure and a better programme of highway maintenance.

Only 20 comments were received on the topic of encouraging walking and they were dealing with providing better footways and a safer environment.