



BRITISH PARKING ASSOCIATION
FIVE YEAR STRATEGY 2007-2012
FROM ACTIVITY TO PROFESSION



STRATEGIC PLAN

At its meeting on 7 June 2007, the Council of the BPA approved the following as the new 5 year strategy for the Association.

VISION

That the BPA consolidates its position as the recognised leading authority on parking and related issues, seeking to better serve the needs of members and the consumer by:

- Setting and raising **standards** further;
- Supporting the needs of the **consumer**;
- Developing its **regulatory role**;
- Expanding the range of **member services**.

As the mark of quality the BPA will, over the next five years:

- Champion the cause of the industry and those that work within it;
- Improve the recognition and profile of parking and related matters with policy makers and the public;
- Improve public understanding and acceptance of parking issues;
- Improve the performance and professionalism of the industry;
- Develop the skills agenda;
- Improve the services it provides to its members.

VIRTUOUS CIRCLE

The concept of a virtuous circle is now fully understood. It is particularly appropriate in relation to the new strategy, for whilst separate activities all four functions covering standards, consumer engagement, regulatory role and membership services are fully interconnected.

STANDARDS

Raising standards is engrained in everything we do from the skills strategy we launched in

April 2007 to the technical developments in parking. By raising standards in the sector we can improve its performance and output and hopefully its profitability. This is the key role for the Association over the next five years and one which will distinguish our members more clearly from the rest. The BPA will, therefore:

- raise standards in the Industry, including setting relevant and appropriate specifications for equipment and software employed;
- raise the education, training and skill levels of the workforce generally;
- implement the skills strategy;
- monitor European and worldwide developments and contribute to the provision of international standards as appropriate.

CONSUMER

The Association has, over the past few years had an uneasy relationship with the consumer and bodies purporting to represent the consumer. Parking has generally had a negative media profile which we have sought to counter with positive arguments and stories. Nevertheless, newspapers and the media thrive on the negative and we are seen, as an industry, as an easy target. Over the next five years we need to improve our media image and the perception we have with the public by re-educating the consumer about the need for and value of effective parking policies, regulation and enforcement. After all, our on-street activities are based on decisions by Government. We are today an essential public service which, in line with the Government's new regulations and guidance, needs to be implemented fairly. As a result, the BPA will engage with the consumer through consumer bodies and will:

- raise the understanding, acceptability and recognition of parking issues externally;

- educate the motorist on parking issues and the introduction of CPE;
- not support unfair, illegitimate or unethical parking policies or practices.

REGULATORY ROLE

Over the past few years the Association has begun to develop its regulatory role in a self-regulatory way. As a body of members we are able to set standards of performance and introduce codes of practice to distinguish our members from the rest. We have an overall code of conduct which all members must sign up to and have developed two parts of a Code of Practice for those that wheel clamp (or undertake vehicle immobilisation) and "ticket" on private land. Such codes, whilst voluntary, do impose obligations and responsibilities on members and the BPA. We, for example, must ensure that members adhere to the rules if we are to maintain our credibility and compliance monitoring is a growing responsibility we must take very seriously. In fact, our accredited status with the DVLA depends on it. Accordingly, over the next five years the BPA will:

- expand its role as a self-regulating body in parking and related areas;
- develop accreditation schemes to support industry's advancement;
- develop the model contract and model forms for use by LAs in respect of CPE.

MEMBER SERVICES

As a body of members we constantly seek ways of improving the services we offer and the value of being part of the BPA. Benefits come in two distinct forms. There are those that are tangible that members can see, use and touch, and those that are intangible that help to improve the industry as a whole and as a result, members indirectly. We will continue to increase the scope of both. While each member will get out of the BPA

what it wants, we must recognise that with a growing membership, these needs will vary and change. The concept of special interest groups to meet the specialist needs of some members will be expanded and the regional groups strengthened. Consequently the BPA will:

- extend both the direct and indirect services to members including the recognition of the BPA externally, in order to improve the value of membership;
- underpin the strategy by an expanded membership;
- achieve a higher profile outside parking in order to improve the status of members within it;
- extend the concept of Special Interest Groups (SIG);
- ensure that it maintains a sound and secure financial position and a well resourced secretariat, able to meet the needs of an expanding organisation;
- purchase premises fit for purpose.

IMPLEMENTATION

Implementation of the strategy will be through the process of annual action plans linked to the four key functional areas. It is implicit in this paper that although the strategy is primarily about consolidating our position, the Association will seek opportunities to expand its role where relevant, monitor the changes within the industry and in related industries, and seek to be a modern, dynamic and progressive body supporting its wider role to Society.

In particular, while the Association will continue to concentrate on all aspects of its core business of 'parking', it will also seek opportunities to become more involved in the wider civil enforcement arena but limit its focus to traffic and street scene issues.

July 2007



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