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Date: Friday, 28 October 2011

Democratic Services
Town Hall
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Dear Member

COUNCIL - MONDAY, 31 OCTOBER 2011

I am now able to enclose, for consideration at the Monday, 31 October 2011 meeting of the Council, the following **revised** report for Agenda Item 10 (please note that the report and appendices replace the original published documents, but the appendices numbers continue from the former report e.g. they begin at number 5).

Agenda No	Item	Page
10.	Proposed Business Case for Review of Parking Services	(Pages 1 - 36)

Yours sincerely

June Gurry
Clerk

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Title: **Proposed Business Case for Review of Parking Services (Revised Report to replace original published on 21 October 2011)**

Public Agenda Item: **Yes**

Wards Affected: **All Wards in Torbay**

To:

Full Council

On:

31st October 2011

Key Decision: **Yes – Ref. 1003937**

Change to Budget: **Yes**

Change to Policy Framework: **No**

Contact Officer: **Sue Cheriton Executive Head Residents and Visitors Services**

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1. What we are trying to achieve and the impact on our customers

- 1.1 The Council has needed to respond boldly to the Coalition Government's plans and the state of public finances that became evident through the second half of 2010.
- 1.2 In response to this the Council has undertaken a review of all its service areas to improve productivity and maximise income generation. This included reviewing the current parking arrangements, including proposing additional measures for on and off street car parking services, exploiting the commercial opportunities within the parking service, and the improved management of parking on the highway leading to the efficient turn over of limited on street parking spaces.
- 1.3 There are many projects which the Council wish to implement but need to find additional funding to support. As additional on street parking meter income may be used for providing and maintaining off-street car parks, supporting public passenger transport, highway improvements and environmental improvements, this will allow surplus income to be used for these projects.
- 1.4 As part of this process the Council's Transport Working Party have undertaken extensive consultation with those affected.

2. Recommendations for decision

- 2.1 That the Mayor approve the recommendations of the Transport Working Party in respect of the outcome of the Parking Review identified below:
 - Clamp persistent PCN evaders who do not pay their fines – clamping to be implemented when there are over 5 outstanding fines unpaid on a vehicle.
 - Rent space to car washing and valeting services in car parks.

- Increase the cost of parking permits for off street car parks by 10%.
- Review seasonal tariffs in relation to non seasonal tariff rates (being developed separately, and will be advertised in accordance with good practice for implementation from 1st January 2012).
- Use mobile enforcement vehicles to enforce illegal parking at schools/bus stops and where necessary to improve safety.
- Offer parking management solutions to private car park operators.
- Differentiate off street parking charges related to location (being developed separately, and will be advertised in accordance with good practice for implementation from 1st January 2012).
- Review options on provision of parking charges for disabled permit holders and charge a nominal administration fee of £20 for permits at renewal.
- Charge skip providers the on street parking charges as well as the skip licence where located on chargeable spaces.
- Introduce more on-street parking areas (as proposed in Appendices 6 and 7), subject to evidence of return on investment and details of payback period being to the satisfaction of the Executive Head Finance, in consultation with the Executive Lead for Finance and Audit.
- Review management options of on-street and off-street motorbike parking areas.
- Provide additional commercial advertising hoarding space in car parks.
- Pay on exit options in car parks if the business case shows a return on investment within four years. Business case to be signed off by the Executive Head of Finance in consultation with the Executive Lead for Finance and Audit.

2.2 That the Mayor be recommended to authorise the advertisement of Orders introducing paying parking places (parking meters) on highways as identified in Appendices 6 and 7 to the submitted report subject to evidence of return on investment and details of payback period being to the satisfaction of the Executive Head of Finance, in consultation with the Executive Lead for Finance and Audit.

2.3 That the Mayor be recommended to authorise the Commissioner for Place and Environment, in consultation with the Executive Lead for Safer Communities and Transport, to consider any objections received and approve or reject the making of any such Orders.

2.4 That, the Council approves the Council's Capital Plan be amended to include up to £369,000 for the investment in new equipment and services, and that this is funded from prudential borrowing, as an invest to save project. This will be financed over a 10 year period from additional revenue provision of up to £47,000 per annum.

3. Key points and reasons for recommendations

3.1 The overall review undertaken by the Council was to help the Council identify significant savings and meet the financial challenges that are set to impact us over the next 4 years.

3.2 The original project team undertaking the review worked with Residents and Visitor Services to develop a Parking business case. This original business case was completed in April 2011. Subsequently the Transport Working Party reviewed the original business case, consulting widely with local traders and community partnerships to provide a more robust and acceptable set of

proposals. This business case is now completed and is included in this report as Appendix 5.

3.3 The following table summarises the expenditure and income of the proposals identified in paragraph 3.2:

Description	Implementation 2011/12 (Expenditure)	2012/13 Net Income/(Expenditure) Based on full year	2013/14 Net Income/(Expenditure)	2014/15 Net Income/(expenditure)	Total Net Income/(Expenditure)
Clamp PCN evaders	(£4,000)	£20,100	£9,300	£9,300	£34,700
Rent space to vendors	(£2,000)	£3,060	£3,060	£3,060	£7,180
Increase the cost of parking permits by 10%	(£2,500)	£42,300	£42,300	£42,300	£124,400
Review seasonal tariffs Part of Budget Setting process	TBA	TBA	TBA	TBA	TBA
Mobile enforcement	(£52,750)	£76,000	£76,000	£76,000	£175,250
Management for private car parks	£0	£0	£0	£0	£0
Off-street parking charges - Part of Budget Setting process	TBA	TBA	TBA	TBA	TBA
Disabled Permits	(£5,000)	£153,500	£153,500	£153,500	£455,500
Skips on parking places	£0	£1,200	£1,200	£1,200	£3,600
On street parking	(£150,000)	£189,000	£195,000	£195,000	£429,000
Review management of motorbike parking areas	£0	£0	£0	£0	£0
Advertising in car parks	(£3,000)	£3,000	£5,500	£8,000	13,500
Pay on exit – Lower Union Street (initial estimate) TBA	(£150,000)	(£15,000)	(£15,000)	(£15,000)	(£195,000)
Total net income	(£369,250)	£473,160	£470,860	£473,360	£1,048,130

(for more details on expenditure and income against each element of the review see

Appendix 5 and Appendices 6 and 7 specifically for on street parking meter recommendations).

- 3.3 It is proposed that due to the level of additional investment required to deliver the business case prudential borrowing is required of up to £369,000. This will equate to a revenue cost of up to £47,000 per annum (Principal and Interest) per annum if borrowed over a 10 year period. This period equates to the expected life of the equipment required.
- 3.4 The table below shows the payback period for the initial investment. If the capital investment required was paid back in full, this would be achieved within the first full year of operation.

	Investment	Net income 2012/13	Net Income 2013/14	Net Income 2014/15
Total net income	(£369,250)	£473,160	£470,860	£473,360
Prudential Borrowing Repayments		(£47,000)	(£47,000)	(£47,000)
Total net income Less all revenue costs		£426,160	£419,860	£426,360

From 2014/15 the estimated net income remain the same till 2021/22 against the full 10 year payback period.

For more detailed information on this proposal please refer to the supporting information attached.

Sue Cheriton - Executive Head Residents and Visitors Services

Supporting information

A1. Introduction and history

- A1.1 The Council needs to respond boldly to the Coalition Government's plans and the state of public finances that became evident through the second half of 2010. As a result of this the Council established the Productivity Improvement Programme (PIP) in October 2010. PIP included the following three projects: 1. Torbay Council Design (currently on hold); 2. Procurement; and 3 Revenue Income and other associated efficiency programmes.
- A1.2 A collaborative approach was used to identify and develop income generating opportunities working closely with lead officers from across the Council. As a result of the initial proposals the Transport Working Party considered that further review and consultation on the proposals would be required before presenting its recommendations to Council.
- A1.3 An initial open Public Meeting of the Transport Working Party was held on 5th September to consider the proposals included in the parking opportunities originally included within the PIP Project. Following the meeting further consultations took place with town traders, local groups and Community Partnerships in the areas affected specifically by the introduction of more parking meters.
- A1.4 The initial on street parking meters proposals specifically considered a number of new locations which included shopping areas, commuter zones and seafront parking sites. As a result of the extensive consultation a number of proposed locations were withdrawn completely, replaced by alternatives, or deferred for further investigation.

The key changes in view of the consultation are as follows:

- Secondary shopping areas -These areas were shown to be already suffering in the current economic climate and could not sustain parking meters
 - High investment requirements – some areas required expensive infrastructure improvements which would not be justified against the level income expected and were withdrawn
 - Residential areas – some areas were adjusted or withdrawn as these were considered mostly residential zones
 - Wider parking reviews - required in some instances where there was conflict between the needs of different groups within an area or additional works to be costed
- A1.5 The recommendations in this report reflect the proposals put forward by the Transport Working Party following the consultation with the local traders and businesses, the community partnerships affected and other interested groups.

A2. Risk assessment of preferred option

A2.1 Outline of significant key risks

- A2.1.1 A risk assessment is contained within the business case. Please see Appendix 5 for more details.

A3. Other Options

A3.1 Not to proceed with the business case.

A4. Summary of resource implications

A4.1 In order to deliver the business case significant resources will be required from the Business Services Business Unit and the Residents and Visitors Services Business Unit.

A5. What impact will there be on equalities, environmental sustainability and crime and disorder?

A5.1 An initial overview equality impact assessment (EIA) for the overall project has been completed.

A6. Consultation and Customer Focus

A6.1 Extensive consultation has taken place by officers and members of the Transport Working Party. This process has included an open meeting on 5th September for all interested members of the public to attend including verbal representations from community leaders and businesses. There has also been consultation with a local traders group and the following Community Partnerships:

- Shiphay and the Willows Community Partnership
- Torquay Town Centre Community Partnership
- Torre and Upton Community Partnership
- Preston Community Partnership
- St Marychurch and District Community Partnership
- Wellswood and Torwood Community Partnership
- Ellacombe Community Partnership
- Paignton Community Partnership

In addition specific location related consultation has taken place with Upton Park Friends Group and Torquay Museum.

Verbal and written declarations from the public have been received including two formal petitions both relating to the on-street parking proposals.

The Transport Working Party has considered all representations received prior to making the recommendations in this report.

A7. Are there any implications for other Business Units?

Commercial Services Business Unit and Procurement will be required to assist with the implementation of this business case.

Appendices (note: these appendices replace the original published appendices 1 and 2)

Appendix 5 – Business Case for the Parking Review

Appendices 6 and 7 – On Street Pay and Display Parking Area proposals

Appendix 8 – Equality Impact Assessment

Opportunity Title	Parking Review
Subject / Service Area	Parking Services

Opportunity type and description

Cost recovery	Restructured charges	New income stream	Traded service
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

<p>Opportunity Description</p>	<p>The Parking Business case contains 13 opportunities for income generation</p> <ol style="list-style-type: none"> 1. Clamp persistent PCN evaders who do not pay their fines 2. Rent space to car washing and valeting services in car parks 3. Increase the cost of parking permits for car parks by 10% 4. Review seasonal tariffs in relation to the non seasonal tariffs rates 5. Use mobile enforcement vehicles to enforce illegal parking at schools/bus stops and where necessary to improve safety 6. Offer parking management solutions to private car park operators 7. Differentiate off street parking charges related to location 8. Restructure the parking charges for disabled permit holders and charge a nominal fee for the permit. 9. Charge skip providers the on street parking charges as well as the skip licence where located on chargeable spaces 10. Introduce more on-street parking areas 11. Review management options of on-street and off-street motorbike parking areas 12. Provide additional advertising hoarding space in car parks 13. Investigate pay on exit options for car parks across Torbay <p>1. Clamp persistent PCN evaders who do not pay their fines</p> <p>This is an opportunity to clamp vehicles of owners who continually ignore parking fines and whose vehicles are not registered to the correct address. This is part of the Traffic Management Act 2004.</p> <p>The greater benefit to this opportunity is to stop people continually re-offending. It is proposed that the Council would set a threshold of 5 unpaid fines and clamp the vehicle on the next offence. The clamp could be administered by either a subcontractor or the Council itself. If it is the latter, there would need to be someone available to release the clamp.</p> <p>It is anticipated that the income from this opportunity would drop off over time as the offenders are caught and deterred from re-offending.</p> <p>There are presently 1,200 PCN evaders each on average owing £90 per penalty charge notice. The costs of this to the Council can be broken down as follows:</p> <ol style="list-style-type: none"> a) 54 PCNs for not paying in a car park 54 x £7 = £378 lost car park income and the costs of issuing penalty charge notices. b) 89 PCNs in limited waiting bays in a local shopping area - this stops trade to this area as well as the costs of issuing the penalty charge notices. The owner of the vehicle is aware at bailiff stage the car is not worth recovering. c) 50+ PCNs issued for parking in pay and display on street and loss of income at an average of £10 = £500. <p>2. Rent space to car washing and valeting services in car parks</p> <p>The Council could rent spaces in car parks to small vendors to provide associated services such as car washing. The locations in the car parks would need to be arranged so there is no loss of car parking</p>
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Appendix 1 - Parking Review Business Case

Cost recovery	Restructured charges	New income stream	Traded service
	<p>spaces and possible parking income. A survey of the most appropriate spaces is still to be determined.</p> <p>3. Increase the cost of parking permits for off street car parks by 10%</p> <p>The Council currently differentiates its parking charges according to the time of year. The main opportunity here is to increase the cost of a seasonal parking permit. There are a series of different effects that this opportunity could have on revenue generation;</p> <ul style="list-style-type: none"> existing permit holders would no longer pay for a permit but end up paying more than before in daily parking charges (net increase), existing permit holders continue to buy a permit, with seasonal variation built into the price (net increase) or no long pay for a permit but end up paying the same or less in daily parking charges (net decrease). <p>There were 2680 parking permits sold in 2010/11. the projected income for 2011/12 is £423,000.</p> <p>4. Review seasonal tariffs in relation to the non seasonal tariffs rates</p> <p>Currently, during the Winter months, from 1st October to 30th April, the parking charges at certain on street pay and display areas are reduced. This is to increase footfall in beach areas and offer a dispensation to residents. A review on the opportunities to change the seasonal tariff in some locations and re-structuring charging tariffs may result in extra income being generated. A full survey of the options will be evaluated against potential usage. This will be developed separately and advertised in accordance with good practice for implementation from 1st January 2012.</p> <p>5. Use mobile enforcement vehicles to enforce illegal parking at schools/bus stops and where necessary to improve safety</p> <p>The opportunity is to use a drive-by enforcement vehicle to enforce illegal parking outside of schools and bus stops and areas where safety is currently compromised. There is evidence of this working effectively in Plymouth.</p> <p>6. Offer parking management solutions to private car park operators e.g. Sainsbury's</p> <p>There is a possibility that the Council could provide an enforcement service to private car park operators. This service could either be charged for by the hour (c. £60 per hour) or annually (c. £30,000). This is already being done for the Riviera Centre, but for £20,000 per year due to it being at 'arms-length' from the Council.</p> <p>Currently local authorities' enforcement powers do not extend to private car parks and this would need to be challenged by the legal team. A brief investigation into this has revealed that there are a few Council's in the UK that manage car parks on behalf of private owners.</p> <p>The size of the market for offering this service in the bay is unknown. The parking team at the Council on occasion receives calls asking if the Council can enforce the parking restrictions in private car parks.</p> <p>It is recommended that initial market testing is undertaken before this opportunity is pursued further. To this end no income has been projected for this opportunity.</p> <p>7. Differentiate off street parking charges related to location</p> <p>Opportunity to generate additional revenue by differentiating the price of car parking based on location and by re-structuring the tariffs. For instance, there is the potential to charge a premium for parking spaces along the seafront compared to those further out of the city centre. This will be developed separately and advertised in accordance with good practice for implementation from 1st January 2012.</p> <p>8. Restructure the parking charges for disabled permit holders and charge a nominal fee for the permit.</p> <p>There is an opportunity to generate additional income by charging a nominal fee for disabled parking permits. There are many examples of other authorities who do this, with neighbouring Teignmouth recently introduced a £20 annual charge for a Disabled Parking Permit.</p> <p>There is a risk with this opportunity that some of these people would choose not to park in car parks but instead park on double yellow lines which is in their entitlement as blue badge holders. It is proposed that</p>		

Appendix 1 - Parking Review Business Case

Cost recovery	Restructured charges	New income stream	Traded service
	the Council implement a £20 charge for all permits at the time of renewal.		
	<p>9. Charge skip providers the on street parking charges as well as the skip licence</p> <p>Currently residents and businesses that place a skip on a road do not pay for the parking if it occupies an on street parking space. This causes a loss of parking income for the Council. This opportunity proposes that skip hirers pay for parking spaces that their skips occupy. This cost would be borne by the provider and passed on to the end-user in their hire charges.</p>		
	<p>10. Introduce more on-street parking areas</p> <p>There is an opportunity to introduce more on street parking areas in the bay. It is proposed not to include secondary shopping areas at this time, as businesses in these locations would suffer in the current financial climate. A list of those proposed roads, maps of each location and the associated tariffs are attached in Appendix 2. This would provide better turnover of parking spaces and ensure this encourages people to use car parks and provide efficient turn over of limited on street parking areas.</p>		
	<p>11. Review management options of on-street and off-street motorbike parking areas</p> <p>Currently there are some motorbike areas allocated within the Council's car parks and there limited designated spaces on the highway in on-street parking areas provided. To ensure that maximum opportunity for income is achieved from the spaces available to car users and to take into account the Council's green travel plans a review will be undertaken to establish a more structured approach to provision of motorbike parking throughout the bay.</p>		
	<p>12. Advertising hoardings in car parks</p> <p>Provide additional spaces for advertising on wall spaces and through boards in car parks. There are already a number of advertising boards provided in car parks with these being over subscribed in some cases. It is proposed to include additional spaces to generate more income from this facility.</p>		
	<p>13. Investigate pay on exit options for car parks across Torbay</p> <p>A review of pay on exit car parking opportunities has been completed. The multi storey car parks have been surveyed to establish the civil works required to implement pay on exit facilities and the likely revenue implications for ongoing management against income targets.</p> <p>Initial feedback from traders and the Town Centres Company is very favourable in relation to this type of equipment which is more customer friendly. The proposal is to implement the system in Torquay's busiest multi storey car park and if successful consider other sites. This will be subject to the business case being signed off by Executive Head of Finance in consultation with the Executive Lead for Finance and Audit.</p>		

Current financial position

Service	2009/10 income (£)	2009/10 expenditure (£)	Net position (£)	Cost recovery (%)
Off Street Car Parking	£3.9 million	£2.3 million	£1.6 million	170%
On Street Parking Meters	£0.8 million	£0.1 million	£0.7 million	800%

Projected additional income

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	2011/12 Pre- Implementation	2012/13 Year 1 Based on 12 month operation	2013/14 Year 2	2014/15 Year 3	Total
Gross projected income (£)					
1. Clamp PCN evaders		£21,600	£10,800	£10,800	£43,200
2. Rent space to car washing and valeting services		£3,060	£3,060	£3,060	£9,180
3. Increase the cost of parking permits by 10%		£42,300	£42,300	£42,300	£126,900
4. Review seasonal tariffs Part of Budget Setting process		TBA	TBA	TBA	TBA
5. Mobile enforcement		£91,000	£91,000	£91,000	£273,000
6. Management for private car parks		£0	£0	£0	£0
7. Off-street parking charges – Part of Budget Setting process		TBA	TBA	TBA	TBA
8. Disabled Permits		£153,500	£153,500	£153,500	£460,500
9. Skips on parking places		£1,200	£1,200	£1,200	£3,600
10. On street parking		£250,000	£250,000	£250,000	£750,000
11. Review management of motorbike parking areas		£0	£0	£0	£0
12. Advertising in car parks		£5,000	£7,500	£10,000	£22,500
13. Pay on exit		£0	£0	£0	£0

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	2011/12 Pre- Implementation	2012/13 Year 1 Based on 12 month operation	2013/14 Year 2	2014/15 Year 3	Total
Total gross income		£567,660	£559,360	£561,860	£1,688,880
Investment costs (£)					
1. Clamp PCN evaders	(£4,000)	(£1,500)	(£1,500)	(£1,500)	(£8,500)
2. Rent space to car washing and valeting services	(£2,000)	£0	£0	£0	(£2,000)
3. Increase the cost of parking permits by 10%	(£2,500)	£0	£0	£0	(£2,500)
4. Review seasonal tariffs Part of Budget Setting process	TBA	TBA	TBA	TBA	TBA
5. Mobile enforcement	(£52,750)	(£15,000)	(£15,000)	(£15,000)	(£97,750)
6. Management for private car parks	£0	£0	£0	£0	£0
7. Off-street parking charges - Part of Budget Setting process	TBA	TBA	TBA	TBA	TBA
8. Disabled Permits	(£5,000)	£0	£0	£0	(£5,000)
9. Skips on parking places	£0	£0	£0	£0	£0
10. On street parking	(£150,000)	(£61,000)	(£55,000)	(£55,000)	(£321,000)
11. Review management of motorbike parking areas	£0	£0	£0	£0	£0
12. Advertising in car parks	(£3,000)	(£2,000)	(£2,000)	(£2,000)	(£9,000)

Appendix 1 - Parking Review Business Case

	2011/12 Pre- Implementation	2012/13 Year 1 Based on 12 month operation	2013/14 Year 2	2014/15 Year 3	Total
13. Pay on exit	(£150,000)	(£15,000)	(£15,000)	(£15,000)	(£195,000)
Total costs	(£369,250)	(£94,500)	(£88,500)	(£88,500)	(£640,750)
Net projected income (£)					
1. Clamp PCN evaders	(£4,000)	£20,100	£9,300	£9,300	£34,700
2. Rent space to vendors	(£2,000)	£3,060	£3,060	£3,060	£7,180
3. Increase the cost of parking permits by 10%	(£2,500)	£42,300	£42,300	£42,300	£124,400
4. Review seasonal tariffs Part of Budget Setting process	TBA	TBA	TBA	TBA	TBA
5. Mobile enforcement	(£52,750)	£76,000	£76,000	£76,000	£175,250
6. Management for private car parks	£0	£0	£0	£0	£0
7. Off-street parking charges - Part of Budget Setting process	TBA	TBA	TBA	TBA	TBA
8. Disabled Permits	(£5,000)	£153,500	£153,500	£153,500	£455,500
9. Skips on parking places	£0	£1,200	£1,200	£1,200	£3,600
10. On street parking	(£150,000)	£189,000	£195,000	£195,000	£429,000
11. Review management of motorbike parking areas	£0	£0	£0	£0	£0
12. Advertising in car parks	(£3,000)	£3,000	£5,500	£8,000	13,500

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	2011/12 Pre- Implementation	2012/13 Year 1 Based on 12 month operation	2013/14 Year 2	2014/15 Year 3	Total
13. Pay on Exit (TBA)	(£150,000)	(£15,000)	(£15,000)	(£15,000)	(£195,000)
Total net income	(£369,250)	£473,160	£470,860	£473,360	£1048,130

Prudential Borrowing Repayments		(£47,000)	(£47,000)	(£47,000)	
Total net income Less all revenue costs		£426,160	£419,860	£426,360	

Appendix 1 - Parking Review Business Case

<p>Notes to calculation and assumptions</p>	<p>1. Clamp persistent PCN evaders who do not pay their fines</p> <p>Implementation costs for clamping training for 2 CEOS and the immobilisation equipment = £4,000. Annual running costs for repairs to clamping equipment or additional training should staff leave = £1500</p> <p>There are 1200 persistent evaders and they each owe £90.00 and a 20% recovery rate is applied. In the following two years, as compliance increases due to this activity, it is estimated that the numbers of persistent evaders reduces by 50%. This is net income.</p> <p>Income Yr1 = £21,600</p> <p>Income Yr2 = £10,800</p> <p>Income Yr2 = £10,800</p> <p>Income in year1 will not come in until the latter half of the year due to staff training requirements.</p> <p>It is proposed to clamp cars with five or more outstanding tickets which is the legal minimum requirement.</p>
	<p>2. Rent space to car washing and valeting services in car parks</p> <p>Benchmarking of similar pitches gives a range of charges from various vendors of £684 per year in Wirral to £1,704 per year in South Gloucestershire. For the purpose of this business case we will take the mid point of £1,020 per year</p> <p>There are 3 potential sites.</p> <p>Assuming 100% take up net income per year could be £3,060.</p> <p>Assuming marginal cost for just signs and lines in car parks and no loss of parking income.</p>
	<p>3. Increase the cost of parking by 10%</p> <p>By increasing the cost of parking permits by 10% should not result in any significant drop off by users. It is also likely that some of the other measures could result in more people using this option. Assuming a 100% take up the income would generate an addition £42,300 per annum.</p> <p>The costs for this opportunity are negligible.</p>
	<p>4. Review seasonal tariffs in relation to the non seasonal tariffs rates</p> <p>Currently, during the Winter months, from 1st October to 30th April, the parking charges at certain on street pay and display areas are reduced. This is effectively two areas currently, Paignton Esplanade and Rock Walk in Torquay. A full review of the parking charge structure, including seasonality will be developed separately and advertised in accordance with good practice for implementation from 1st January 2012..</p>
	<p>5. Use mobile enforcement vehicles to enforce illegal parking at schools/bus stops</p> <p>Upfront investment costs would be £48,750 for equipment + £4000 annual vehicle costs (excluding fuel).</p> <p>Annual running costs would be £15,000 to cover fuel/vehicle costs and software maintenance.</p> <p>Based on issuing 10 extra PCNs per day, annual income would be £91,000</p> <p>This assumes that offending continues at the same level over 3 years and PCNs are paid at the discounted rate.</p>

Appendix 1 - Parking Review Business Case

6. Offer parking management solutions to private car park operators

The car parks would be enforced by staff members driving to the sites 3 times a day. A charge of £50 per hour/visit would be charged to the car park owner. The car park owner could expect to receive enforcement income of approximately £250 per enforcement day based on an average of 10 offences being picked up.

It is assumed that on average enforcement is only carried out 5 days a week for 40 weeks in a year.

£150 charge x 200 days per year = £30,000 per annum income from each car park

Annual Cost: Depending on volume an extra enforcement officer may need to be employed at a cost of £25,000 per annum to cover the enforcement activity that could not be met within existing resources.

Investment cost: The legal team would need to spend time changing the Council's current parking enforcement restrictions. It is estimated that this would take 5 days of a solicitor at a cost of £57 per hour. $5 \times 7.5 \times £57 = £2,138$

It is difficult to predict the take up of such services in the local area and the market for this is uncertain. It is recommended that the Council undertake initial market testing before this opportunity is pursued further. To this end no income has been projected for this opportunity.

7. Differentiate off street parking charges related to location

The detail of these proposals will be part of the budget consultation process for 2012/13. It is proposed to consider restructuring the pricing structure to reflect demand and supply of spaces in areas around Torbay. A full review of the parking charge structure will be developed separately and advertised in accordance with good practice for implementation from 1st January 2012.

8. Review options on provision of parking charges for disabled permit holders

This is subject to review, however the initial project suggested the following if charging schemes for permit were introduced.

Investment cost of £5,000 for new signage, no additional annual costs.

Projected annual income = £73,500 based on a survey of blue badge holders over a 9 month period in 2009 and an average ticket purchase of 2 hours.

This calculation is based on snap shot information that was collated for every car park, one day a month for 9 months.

This does not include additional payments for freed up bays and assumes that there would be no reduction in disabled permit holders using off street parking.

Example - Charge for issuing Disabled Parking Permit

£20 is charged in Teignmouth, Torbay is looking to also charge £20 for issuing disabled parking permits.

Based on 4,000 applicants per annum, including an assumed 20% drop in applications.

Yr1 $£20 \times 4,000 = £80,000$

Yr2 $£20 \times 4,000 = £80,000$

Yr3 $£20 \times 4,000 = £80,000$

No additional costs are assumed for this opportunity

Total net income from both opportunities is projected at = £153,500 per annum.

9. Charge skip providers the on street parking charges as well as the skip licence

There were 200 applications for skips last year, 30 of which would potentially be within pay and display spaces. The average duration of stay in these spaces would be about 2 days each. Skips normally take over 2 parking spaces. Daily charge in Pay & Display spaces is £10

$30 \text{ skips} \times 2 \text{ places} \times £10 \times 2 \text{ days} = £1200$ annual parking income.

It is assumed no extra cost will be incurred.

Appendix 1 - Parking Review Business Case

	<p>10. Introduce more on-street parking areas</p> <p>Upfront Investment costs would be £150,000 for Pay & Display machines, installation, signs and lining.</p> <p>Running costs will be £55,000 per annum based on a maintenance contract for the machines plus replacing signs/lines and provision of additional cash collection services. It is recommended that a further enforcement officer is employed to ensure income from pay and display charging is achieved. It is estimated this would cost £25,000. It is expected this will be self funding and has not been included in the investment revenue costs. There is also a requirement in year one of operation for an additional £6,000 to provide backfilling arrangements to enable the implementation project to be managed.</p> <p>Income projection based on varying occupancy would be £250,000 per year.</p>
	<p>11. Review management options of on-street and off-street motorbike parking areas</p> <p>Currently there are some motorbike areas allocated within the Council's car parks and there is limited designated spaces on the highway in on-street parking areas. To ensure that maximum opportunity for income is achieved from the spaces available to car users, and to take into account the Council's green travel plans, a review will be undertaken to establish a more structured approach to motorbike parking throughout the bay. This may include a charging policy for motorbike parking in the future.</p>
	<p>12. Advertising in car parks</p> <p>Advertising opportunities are already provided across the bay on planting areas, traffic islands and on lamp post banners. There are some 100 spaces in or adjacent to car park areas although these are limited to theatre and cinema advertising. It is proposed to extend the hoarding space to achieve an additional £22,500 income over the next three years:</p> <p style="padding-left: 40px;">Year 1 - £5,000 Year 2 - £7,500 Year 3 – 10,000</p> <p>Investment cost would be £3,000 for new boards and would require planning permission plus ongoing maintenance costs. Rates will also need to be included in any ongoing costs. The values will be applied when the site and sizes have been established. The level of income has been calculated on rents already received in other areas of the bay. It may be appropriate to licence the space to an ad company to maximise the use of the hoardings and minimise the ongoing cost of management of the sites.</p>
	<p>13. Investigate pay on exit options for car parks across Torbay</p> <p>Consultation with local traders have identified a need to maximise the stay of visitors to the town centre to support the local economy. Pay on exit facilities enable visitors to stay longer without having to feed meters or rush back to move their cars. It was considered that this would encourage people to stay longer in the town centres. This may reduce income overall and increase costs of supporting the service.</p> <p>There will be a reduction in income received from Penalty Charge Notices however we have assumed that this will be minimal as Civil Enforcement Officers will be deployed to other locations as enforcement required in these car parks will be minimal.</p> <p>Quotes have been obtained from equipment suppliers and the costs to implement such a system at Lower Union Lane Car Park in Torquay is estimated £150,000 and annual operating costs are £35,000 including borrowing costs. Further work on the business case is required to show a return of investment within four years.</p>

Implementation Process:

It is expected that due to the implementation timing of advertising traffic orders where this is required and the requirement to undertake procurement in some areas, that the project completion on year one would be June 2012.

Appendix 1 - Parking Review Business Case

Key evidence including relevant benchmarks

2. Rent space to vendors in car parks

Small street traders pitches

South Gloucestershire	£1672 + £32 admin per year
Leicester CC	£1,066 12 month street trading consent for static pitches for ice cream vendors
Wirral CC	£75 application and monitoring fee plus £800 annual consent fee for stalls, catering vans and containers under 8m2
York CC	£684 Non food outside the city walls

6. Offer parking management solutions to private car park operators

Wealden

We monitor the car parks that are owned, maintained and managed by Wealden Council in accordance with the Wealden District Council Off Street Parking Order 1990 and issue excess charge notices where applicable.

Some private car parks are managed by Wealden, but not owned or maintained by us, these are also covered by the Order.

Bromley

The Sainsbury's car park in Locksbottom, Kent, has a notice saying the car park belongs to Sainsbury's but parking enforcement is managed by the London Borough of Bromley.

Summary of analysis and consultation

Volume data and prices produced by Price Waterhouse Coopers supported by Richard Brown and Rob Harnes.

Residents and Visitor Services have undertaken extensive public consultation at specific and community partnership meetings, received feedback through verbal and written submissions, and have engaged with other interest groups – in developing these proposals.

Issues and Risks

This business case seeks only to capture those risks to the implementation and the risks associated with realising the projected income in practice. The business case does not seek to set out any political risks there may be in the decisions required to take this forward, prior to implementation.

Issue/ Risk	Impact (H / M / L)	Proposed management actions
Clamp PCN evaders: Medium risk first year due to quantity, but low in subsequent years as there would also be the deterrent of the behaviour of parking illegally and not paying for the penalty charge notices	M to L	Ensure integrity of the Traffic Management Act and also ensures fairness for those motorists who follow the process and pay their PCNs. Many of these vehicles are not registered correctly with the DVLA and working with the Police we know many vehicles do not have insurance and some stolen. Therefore this system would not only bring in income ensure fairness but also the Police would be in favour to solve vehicle crime.
Risk of public opposition to an increase in off street parking tariffs/ risk of public opposition	M to L	Public already aware of plans to increase tariffs and Torbay tariffs compare very favourably with other similar areas such as Plymouth, Poole, Brighton.
Risk of public opposition to increasing the off street parking meters particularly in areas where	M to H	The public are aware of the plans to extend the off street parking meters which have generated many objections to the schemes – these have been

Appendix 1 - Parking Review Business Case

Issue/ Risk	Impact (H / M / L)	Proposed management actions
there is mixed business and residential accommodation.		included in the determining these proposals which have been assessed along with other budget pressures.

Implementation plan: Key project activity and milestones

Key activity	Period		
	1 to 3 months	4 to 6 months	7 months onwards
Increase parking charges, implement new on street pay and display areas and permit charges including disabled parking	✓	✓	
Clamp persistent evaders, training required for staff and equipment procured		✓	
Introduce mobile enforcement camera activity, and rental of spaces in car parks require procurement process to be followed		✓	
Reviews of seasonal tariffs, parking charges for disabled permit holders and motorbike management strategy	✓	✓	
Pay on Exit at Lower Union Lane including civil works as required (TBA)		✓	

APPENDIX 2 (Including MAPS)

On Street Parking

Torquay	Location	Length	Spaces	Tariff	Machines
Torbay Road	Between King's Drive and Belgrave Road	184m North	33	1	4
	Both sides of carriageway	153m South	28		
Old Newton Road	Between Rougemont Ave & Orchard Way	250m	45	2	5
Lymington Road	Jct. Trematon Ave to Sunbury Hill	220m S & N	40	2	5
Magdalene Road	Jct Trematon Ave	93m	17	2	2
Babbacombe Road	Between Torwood Gardens Road & Braddons Hill Road East	160m	29	3	3
Pimlico	Outside Madrepore Place	28m	5	3	1

On Street Parking

Paignton	Location	Length	Spaces	Tariff	Machines
Sands Road	O/S Queen's Park	38m North	7	3	1
	Between Adelphi Lane & Queens Road	41m South	7	3	1
Adelphi Road	South Side	110m	22	3	3
Stearfield Road	Esplanade Road to Leighon Road	72m	12	3	2

Based on current 2011 tariff

1. Seasonal

1st May - 30th Sept	1st Oct - 30th Apr
10 Mins - 20p	10 Mins - 20p
30 Mins - 60p	30 Mins - 30p
1 Hour - £1.00	1 Hour - 60p

2 Hours - £2.00 2 Hours - £1.20
 3 Hours - £3.00 3 Hours - £1.80

2. Commuter (New Rate)

Maximum 4 hours stay
 4 hours £1.00

3. Standard

10 Mins - 20p
 30 Mins - 60p
 1 Hour - £1.00
 2 Hours - £2.00

BREAKDOWN OF COST PER ROAD

Area	Spaces	Meters	Installation and purchase of equipment	Income	Occupancy assessment	Special Requirements
Pimlico	5	1	£5,000	£9,000.00	Based on Market Street 45% occupancy	
Torbay Road	61	7	£35,000	£100,000.00	Based on Rock Walk 55% occupancy and seasonal tariff	
Babbacombe Road	29	3	£15,000	£47,000.00	Based on Torwood Street 45% occupancy	Not Sunday
Lymington Road	40	5	£23,000	£10,000.00	Based on 60% occupancy working days only	£1 for 4 hours, 09:00 17:00
Stearfield Road	12	2	£12,000	£15,000.00	Based on Queens Road 40% occupancy	
Adelphi Road	20	3	£17,000	£25,000.00	Based on Queens Road 40% occupancy	
Sands Road	14	2	£10,000	£20,000.00	Based on Queens Road 40% occupancy	
Magdalene Road	17	2	£10,000	£9,000.00	Based on 100% occupancy working days only	£1 for 4 hours, 09:00 17:00
Newton Road	45	5	£23,000	£15,000.00	Based on 60% occupancy 365 days a year	£1 for 4 hours, 09:00 17:00
	243	30	£150,000	£250,000.00		
Annual Costs						
Cash Collection			£25,000		Based on Exchequer advice	
Maintenance of signs, lines, machines			£30,000		Based on £1,000 per machine which is the current level of cost	
			£55,000			



Torbay Road, Torquay
Length 337m
61 Parking Bays

SCALE	1 : 1250
DATE	19/10/2011
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Old Newton Road, Torquay
 Length 250m
 45 Parking Bays

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SCALE	1 : 1250
DATE	19/10/2011
DRAWING No.	
DRAWN BY	



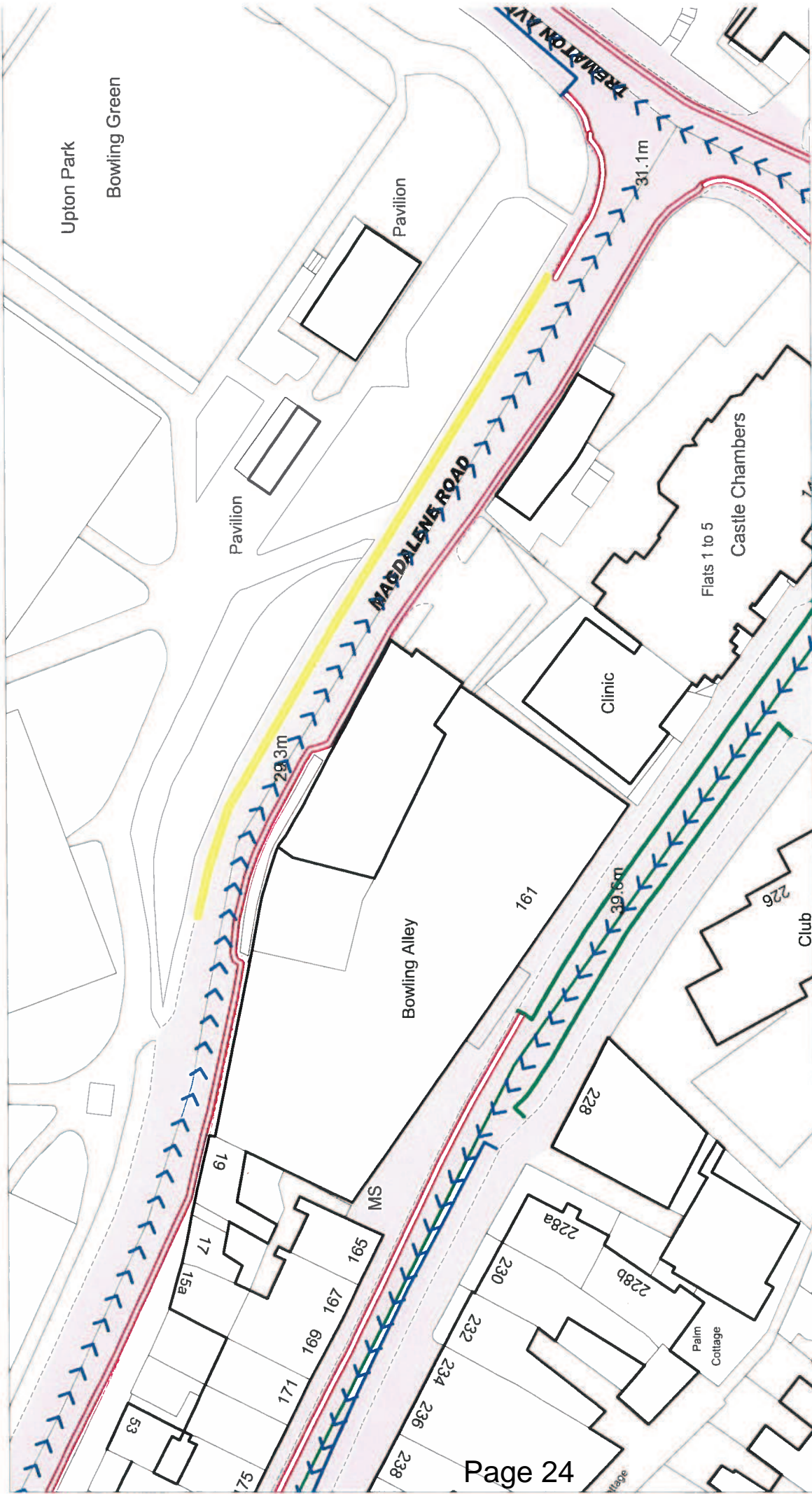


SCALE	1 : 625
DATE	19/10/2011
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DRAWN BY	

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Lymington Road, Torquay
Length 220m
40 Parking Bays





SCALE

DATE

DRAWING No.

DRAWN BY

1 : 625

19/10/2011

Magdalene Road, Torquay

Length 93m

17 Parking Bays

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Babbacombe Road, Torquay

Length 160m

29 Parking Bays

Loading Bay Indicated Red

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SCALE

1 : 1250

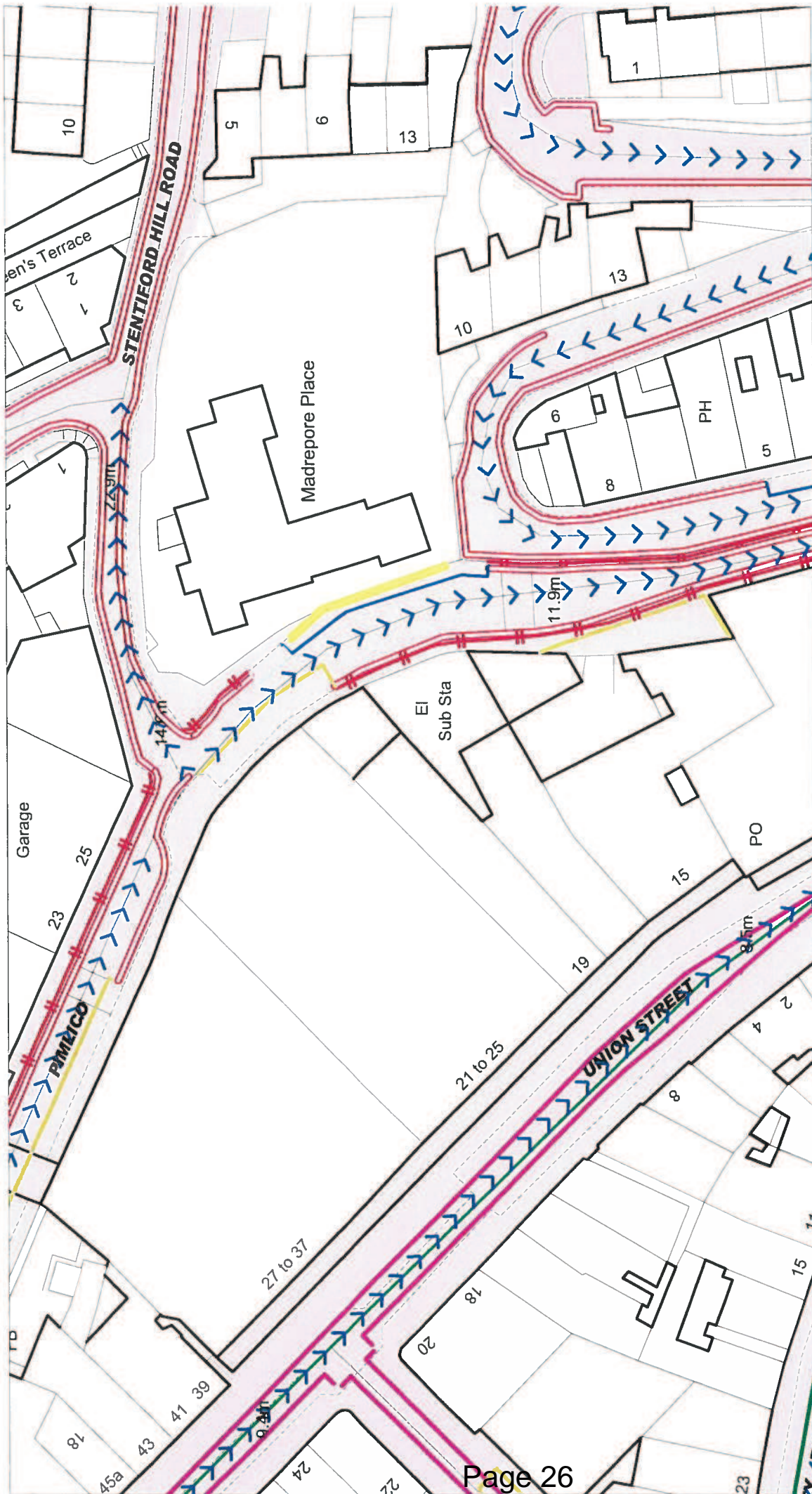
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DRAWN BY





SCALE
1 : 625

DATE
19/10/2011

SCALE

DATE

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Pimlico, Torquay

Length 28m

5 Parking Bays





SCALE
1 : 1250

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Sands Road, Paignton
Total Length 80m
14 Parking Bays





SCALE
1 : 625

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Adelphi Road, Paignton

Length 110m

22 Parking Bays





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Steartfield Road, Paignton
Length 72m
12 Parking Bays



SCALE 1 : 625

DATE 19/10/2011

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Budget Proposals 2012/13: Major Decision: Combined Impact Assessment: Initial Review (Part 1)

<p>Business Unit</p>	<p>RVS</p>	<p>Proposal:</p>	<p>Additional measures for on and off street car parking services, exploiting the commercial opportunities within the parking service, and the improved management of parking on the highway leading to the efficient turn over of limited on street parking spaces.</p>
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The council and its partners are facing a significant challenge in the savings it needs to make over the next couple of years. This Impact Assessment Initial Review has been developed as a tool to enable business units to:

- Fully consider the impact of proposed changes on the community
- Be the basis for engagement with those potentially affected
- Ensure clarity on the extent of saving that can be made during 2012/13 commencing from 1 April
- Justify the Council's decision making process if challenged

This initial review will allow Councillors and members of the public to understand proposed changes so that they are best placed to provide their feedback.

Following this initial review and any consultation / engagement activity you have undertaken you must complete a Part 2 Review which is the second part to this Combined Impact Assessment. Together the whole impact assessment will evidence that you have fully considered the impact of your proposed changes and carried out appropriate consultation on those changes with the key stakeholders.

<p>Name:</p>	<p>Sue Cheriton</p>	<p>Position:</p>	<p>Executive Head</p>
<p>Business Unit:</p>	<p>RVS</p>	<p>Department:</p>	<p>RVS</p>
<p>Date</p>			

Summary from Overall Proposal (Updated as required)

Proposals – Outline	Savings 2012/13		Implementation Cost Include brief outline + year incurred	Delivery In place 01/04/12 if earlier or later state date	Risks / impact of proposals	Type of decision*		
	Net Income £ 000's	Budget reduction £ 000's				Internal	Minor	Major
Savings/Costs	473.2K	-	Cost of implementation will be in 2011/12 at £369,250	04/2012	<ul style="list-style-type: none"> Potential risks Impact on community Knock on impact to other agencies/partners/departments Volatile market as relates to demand led service could impact on income year on year Customer resistance to pricing policy, changes to services and additional on-street meters			✓

Overall Saving 2012/13 N/A

DU
Stage 1: Impact Assessment

63
No Question Details

No	Question	Details
1.	Additional details of proposed change – If required	<p>The change includes a number of elements: These are currently include the following</p> <ul style="list-style-type: none"> ○ Clamp persistent PCN evaders who do not pay their fines – clamping to be implemented when there are over 5 outstanding fines unpaid. ○ Rent space to car washing and valeting services in car parks. ○ Increase the cost of parking permits for off street car parks by 10%. ○ Use mobile enforcement vehicles to enforce illegal parking at schools/bus stops and where necessary to improve safety. ○ Offer parking management solutions to private car park operators. ○ Review options on provision of parking charges for disabled permit holders and charge a nominal administration fee of £20 for permits at renewal. ○ Charge skip providers the on street parking charges as well as the skip licence where located on chargeable spaces. ○ Introduce more on-street parking areas (as proposed in Appendix 2). ○ Review management options of on-street and off-street motorbike parking areas. ○ Provide additional commercial advertising hoarding space in car parks. ○ Pay on exit options for multi storey car parks.
2.	Who will this affect?	<p>This will affect all users of the on-street and off-street parking facilities. This is likely to affect all car users who are resident in Torbay. In particular disabled people will be charged administration fees for the first time in Torbay. Although many areas charge the same fees for disabled drivers, Torbay has not. If full charging was introduced at a later date there are concerns over more disabled drivers parking on double and single yellow lines to avoid charges. The charging for pay and display parking for disabled users has not be actioned within the review</p>
3.	How will it affect them?	<p>This will result in higher costs to the users of the service for allocating new chargeable areas and changes to permit charging policy.</p>
4.	Which vulnerable groups, if any, will be specifically affected?	<p>Disabled drivers will be adversely affected in Torbay compared to previously. However the proposals are in line with other authority areas who already charge disabled drivers parking fees.</p>
5.	Will the proposed change make people vulnerable who might not be considered as such now?	<p>This proposal may disadvantage social service and other care workers who park in unrestricted areas when visiting clients where these will now be designated pay and display spaces.</p>

No	Question	Details
6.	What, if any, alternative provision available to those affected?	There are many combinations where income can be raised and, changes to parking arrangements have been made. These have been debated with members of the public and at community groups and partnerships before this proposed implementation.
7.	How many people do you think will be affected?	A significant proportion of the population. Car and motorbike users
8.	Knock on impact to any other agency / voluntary sector group?	Social workers and care workers visiting people at home. Some sports clubs in areas where free parking will be charged as pay and display spaces. These have been consulted on with the groups affected.
9.	Any implementation / set up costs?	Yes – there are significant start up costs in terms of equipment required. These in year 1 of the business case are expected to be £369,250
10.	Reputational risk to the Council	Parking has always been seen by traders and others as a reason why people choose not shop in the towns choosing to go to areas like the Willows where parking is free. Residents and local businesses have submitted objections and petitions and these have been reviewed by the Transport Working Party in compiling the proposals. Some areas have changed as a result of consultation.

Stage 2: Engagement

No	Question	Details
11.	Who do you need to consult / engage with?	There is a formal legislative process in place where objections can be received. These orders will be posted once approval to proceed has been given. Consultation on the proposals has taken place with interested parties and community partnership as part of the development of the proposals.
12.	Are there any specific groups / agencies that will need to be consulted?	There has been some work on discussing this with a selection of traders and businesses, community partnerships, the NHS staff at Nicholson Road and other interest groups.
13.	Initial proposals for consultation / engagement?	Through the formal channels and informal discussions with groups
14.	Consultation already started?	Full consultation has taken place on the development of the proposals with those identified in 2.12
15.	Resources available	This is already included in the cost of applying the proposals within the report

Stage 3 Agreed Next Steps

No	Action	Next Step	Decision
16.	Proceed with consultation / engagement?	Outline support required from Business Services	
17.	Modify proposals for change.	Scope of change to be considered. Will need to carry out an initial review for modified proposals	
18.	Not to proceed with proposed changes?	<i>Outline why the decision has been taken not to proceed with the changes</i>	

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