

Parking Service Development Plan **2007**

*including Current Project Work
and Future Development Plan*



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Introduction

Purpose of Document

This document sets the direction by defining the council's strategy for the future provision and operation of parking across the borough.

It aims to:

- Make clear links between the parking strategy and other transport related strategies in place including the town centre action plan;
- Define the current position with regard to off-street parking, determine what gaps there might be in the level and quality of the service and what actions the borough council might take so those gaps might be filled;
- Take into account the need to achieve sustainability and set out what is considered to be a fair pricing structure for the service and how any surplus generated by the service might be used to help support both the parking services and the other services offered by the council.

Whilst the strategy addresses off-street parking, any strategy for off-street parking needs to be closely linked with the county council's decriminalised parking enforcement scheme (DPE) and any future development of park & ride sites (P&R) to serve the town. This document therefore also considers these issues.

This document outlines a 5-year parking strategy for both the town centre and the outlying centres and is based on principles that reflect:

- National, regional and local objectives for regeneration, transport and the environment;
- The mitigation of changes in the town's parking stock as a result of regeneration in the town centre stemming from the regeneration plans leading to the Colchester 2020 vision.
- Any improvements to the overall parking service provided by the council which may be required.

Structure of Document

The Strategy is presented under the following headings:

1. Off-street parking places
2. On-street parking & enforcement
3. Financial Issues
4. Future recommendations
5. Phased implementation plan
6. Renaissance / regeneration plans
7. Park & ride

Each section provides a summary of the key issues together with the recommendation(s) that are highlighted within the text.

Mission and Vision

The mission is to:

- Provide a well-budgeted, effective, efficient and economic service in line with national, regional and local objectives for regeneration, transport and the environment;
- Plan for and provide adequate parking for future needs, including during regeneration;
- Maintain the highest possible level of service, safety and customer care whilst maximising income;
- Demonstrate continuous service improvement and high levels of performance.
- Clearly and concisely communicate the vision and plans set out herein to all those who need to buy in to them in order to deliver the programme.

Car parking is one of the most important services which the authority provides. It helps to secure the corporate vision *to become a prestigious regional centre and a preferred destination for visitors, business location and investment* one of the key objectives within the corporate strategy. It is important therefore that a clear strategy for managing the parking service is put in place.

A clear strategy and plan will help provide a customer-focussed parking service, which is fair, attractive, accessible and competitively priced, whilst providing and maintaining an important revenue stream for the borough council itself, in its own account, and to provide a fair, economic, consistent and efficient enforcement and resident parking service on behalf of the highway authority, in this case, the county council.

Background

The Parking Service, part of Street & Leisure Group, manages and enforces around 2750 off-street parking bays of different types, including the assets in town by providing a number of services. It enforces on-street parking restrictions and residents parking schemes on behalf of the county council and has other external partners for whom it provides enforcement.

Car Parks

There are ten town centre 'off street' car parks run directly by Colchester Borough Council. Two other main car parks are operated by NCP, a private operator.

In addition to these, the parking service provides a "Park & Ride" bus service from Colchester North Rail Station car park on Saturdays only (under an arrangement with Network Rail, the landowner) although the car parking is charged for and controlled by NCP, a private car park operator.

The service also manages, administers and enforces off-street public parking places outside the urban area, including those at Lexden, Dedham, Wivenhoe and West Mersea.

On Street Parking Enforcement

Since October 2003, the service has been responsible for enforcement of on-street parking restrictions (under an agreement with the highway authority, Essex County Council).

On Street Pay & Display

There is presently no “on-street” pay and display provision; on-street bays are presently controlled by restricting vehicle types in the bays rather than by payment, however plans do exist to put this in place. The county council provides the Castle Road car park.

Residents Parking

The service area administers 13 residents parking schemes in zones encompassing 166 streets, with over 3000 bays covering almost 3900 residences and there are currently more than 2600 active permits. Because the parking is on the highway this is operated under an agency agreement with the County council, the scheme is intended to be self-supporting.

Bus, Coach and Lorry Parking

The Service is responsible for managing the town’s bus station.

The Sheepen Road Car Park also provides for the parking of lorries and coaches in a dedicated area which is accessible by only tall vehicles.

Other Parking Activities

The service area is required on occasions to manage temporary car parks.

Staff & Visitor Parking

The Parking Service is not responsible for organising car parking for the Borough’s own staff; this (and the Green Travel Plan which it supports) is handled elsewhere in the Borough.

Future & Other Services

The council has ambitious plans for coming years – the main objectives relating to parking are set out in the Group Plan and the Strategic Plan. These are reflected in the Appendices.

Aspects of Current Service Provision

Type of provision

Existing Provision

Existing car park provision is a mixture of short-stay and long-stay surface and multi-storey parking areas. The provision is a mixture of payment types: pay and display (pay in advance) and pay on foot or pay on exit. Pay and display is the mode used in open surface car parks, whilst Pay on foot is generally located in short-stay multi-storey car parks; pay on foot also allows

the giving of change. Lately, the choice of mobile phone payment (“m-parking”) has been introduced but take-up is presently at a low level.

There are 2785 council controlled parking spaces. Each weekday there are around 2250 parking events – 3500 on Saturdays. The number of parking acts per space in the town centre short-stay pay and display car parks stands at around $2\frac{1}{3}$ events per space per weekday.

Capacity is currently generally sufficient for the needs of the town at an average 70% of capacity although at peak times 100% capacity is reached regularly in certain key car parks.

The provision and location of parking will come under severe pressure from the impact of the forthcoming regeneration in the town centre. Whilst the regeneration is taking place there is a need to provide alternative parking, since some of the existing provision will be taken from the area being regenerated.

Off Street Provision

Short stay multi-storey car parks

- St John's Multi Storey Car Park, St John's Street, Colchester (accessed from Southway dual carriageway)
- St Mary's Multi Storey Car Park, Balcerne Hill, Colchester (accessed from Balcerne Hill dual carriageway)

St John's multi-story car park

This car park was constructed 1979-1981 with the landowner, CBC, operating the car park under a full maintenance and repair lease from the building owner. Retail units occupy the ground level with six parking decks above. Decks 1, 3 and 5 are relatively small with 2, 4 and 6 providing the majority of the parking bays. Top parking decks, levels 5 and 6, form the roof. There are approximately 660 parking spaces in total

The building is a conventionally designed and constructed reinforced concrete structure with tile hung elevations. Decks are designed as flat slabs and column heads are splayed. The two lower parking decks, levels 1 and 2, were originally constructed with mastic asphalt finish. Two intermediate decks, levels 3 and 4, were left as bare concrete and the roof was finished with bitumen spray and stone chippings. A major refurbishment in 2003 included the installation of sacrificial anodes in decks and deck coatings throughout.

Vehicular access is from the eastbound dual carriageway of Southway. Stairs to the east and west sides give pedestrian access to St John's Street. A central lift and stair core, outside the control of CBC, provides access to the shopping mall on the ground floor, when the shops are open.

The main vehicle ramp from Southway brings cars to a single entry barrier controlled by a ticket dispenser. Immediately adjacent the entry barrier two exit lanes each have a staffed booth to receive payments and control vehicle movement. Released vehicles use the other side of the same ramp as entry,

to rejoin Southway. An office and staff room are situated on the other side of the entry lane.

A large set of gates at the bottom of the vehicle ramp is locked at midnight and reopened at approximately 7 am. The car park is staffed until 7 pm. Thereafter exit is by coins in a barrier control slot.

St Mary's multi-story car park

St Mary's was constructed for CBC on the former surface of a surface car park owned by it. The decks are constructed as post-tensioned, pre-stressed concrete, warped, lift slabs with un-bonded tendons, supported by pre-cast concrete columns. The warp configuration of the decks obviates the need for separate vehicle access ramps. There are approximately 640 parking spaces.

There are rolled steel section frames at deck column connections, together with additional bar reinforcement in those locations as well as at in-situ concrete strips linking the lift slabs. Full height, reinforced, concrete columns were erected prior to casting all decks on the ground, separated by membranes, and then raising each deck to its final location. Clay brick elevations do not support parking decks but have restraint connections to maintain the stability of the walls.

There are four stair towers on the east side of the building, adjacent slip roads from the dual carriageway of Balkerne Hill, giving access and egress to vehicles heading north. Pedestrian ramps at the north and south ends of the building allow access by wheelchairs and other less able users. The north and south stairs are in general use whilst intermediate stairs are for emergency use only.

A major refurbishment of this car park was carried out in 2004 with the installation of sacrificial anodes in selective locations, and the application of deck coatings. The design of the decks is such that the no removal of concrete for service chases is permissible and the design and location of fixings must be carefully considered.

Immediately inside the car park, the entrance lane splits in two, each with a ticket dispensing barrier control. Dual exit lanes each have barrier controls, activated by paid tickets. There are 4 existing payment machines to be made redundant by the proposed works. The existing control system allows the car park to remain open continuously and it is important due to a number of arts venues close by.

There is an existing staff facility by the entrance barriers and a small office situated adjacent to the exit barriers. Booths adjacent to the exit barriers have not been in operation for many years, but do house electrical equipment.

Town Centre short stay car parks

- Britannia Car Park, St Botolphs Circus, Colchester
- Priory Street Car Park, Priory Street, Colchester
- St Botolphs Car Park, St Botolphs Circus, Colchester
- Vineyard Street Car Park, Vineyard Street, Colchester

Longer Stay (pay & display) car parks

- Butt Road Car Park, Butt Road, Colchester
- Middleborough Car Park, Middleborough, Colchester
- Sheepen Road Car & Lorry Park, Sheepen Road, Colchester
- Sportsway Car Park, Sportsway, Colchester

Other Services

The following other car parks and locations are managed by the Parking Service Area:

- Coast Road (Free) Car Park, Coast Road, West Mersea
 - High Street (Free) Car Park, High Street, West Mersea
 - High Street Wivenhoe (Free) Car Park, High Street, Wivenhoe
 - London Road (Free) Car Park, London Road, Colchester
 - Mill Lane (Free) Car Park, Mill Lane, Dedham
 - Mill Pond (Free) Car Park, Mill Lane, Dedham
 - Prettygate (Free) Car Park, Prettygate Road, Colchester
 - St Christopher Car Park, St Christopher Road, St John's Estate, Colchester
 - Three Crowns (Resident & Commuter) Car Park, Three Crowns Road, Colchester
 - Victoria Esplanade Car Park, Victoria Esplanade, West Mersea
-
- Bus Station & Parking Area, Queen Street, Colchester
 - Saturdays only Park & Ride

On Street Parking Places

Background

On Street Parking

On-street parking spaces are spread evenly across most of the town centre. Data from surveys confirms that on-street space is well used although it is no more convenient than nearby off-street space.

At present these are not charged for (e.g. pay and display). It is planned to introduce pay and display parking in the town centre limited waiting in order to make better use of the bays; drivers tend to circle the area waiting to get a free limited waiting bay. If they were charged for, it would be reasonable to rationalise on and off-street short stay parking charges.

Residential Schemes

On residential roads, priority should be given to excluding parking by commuters and other non-residents but not to controlling the amount of residential parking. Where residents parking is introduced as a demand management measure, costs to residents (e.g. for permits) should remain no more than subsidy to break-even.

If residents parking schemes did not exist, many residents would find it impossible to park their vehicles in the vicinity of their homes. However, if the consensus of local residents is that the objectives of a scheme are not being achieved, consideration may be given to investigating whether changes are necessary or indeed if the scheme is required.

Residents parking schemes have been a feature of some areas of Colchester for a number of years. Principally they are used as a means of giving priority

to local residents for limited parking spaces, where there has been a history of problems. Most causes of over-demand for parking in these areas results from either nearby large local employment sites or because the location is close to the town centre or a rail station or other main route into the city centre. In some cases these areas have in the past been used as an unofficial “park & ride”. In general some motorists seek to avoid the high cost of parking in the city centre, or the possibility of being issued with penalty charge notices and they see local residential areas as a means of doing so.

In other areas the high concentration of residential properties, especially terraced houses, and flats without off-street parking space results in the ownership of far more vehicles than spaces available allow.

Colchester Borough Council's resident parking schemes currently exist in the following areas:

- Albert Street/Causton Road area permit parking scheme
- Bergholt Road/Mile End area permit parking scheme
- Dutch Quarter permit parking scheme
- Errington Road/Salisbury Road/Wickham Road area permit parking scheme
- Hamilton Road area permit parking scheme
- New Town area permit parking scheme
- Oxford Road/Creffield Road area permit parking scheme
- Roman Road/Castle Road area permit parking scheme
- St. Mary's area permit parking scheme
- St. Paul's area permit parking scheme
- South town area permit parking scheme
- Sussex Road/Endsleigh Court area permit parking scheme
- Wivenhoe permit parking area
- *A separate resident scheme operates in Dedham*

Plans exist to update and improve the resident parking schemes presently operating.

- The schemes under review will be progressed during the current financial year.

Disabled Drivers bays

There are 44 on-street parking spaces in the town centre designated for disabled people. Some of these spaces are oversubscribed, some are less well used and there is a clear need for more to be provided in locations where disabled people need them. For example, away from North Hill (an unsuitable location since it's on a hill).

Colchester Borough Council will endeavour to accommodate the needs of disabled drivers in off-street car parks by considering such requests carefully against space and budget constraints.

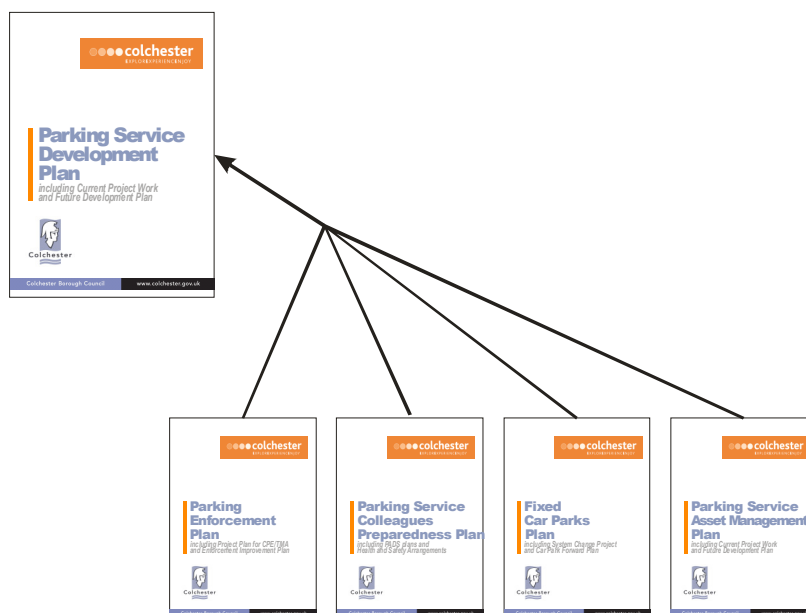
On street parking provision for disabled people in district centres is uncommon. This should be reviewed to ensure parking is available close to local facilities.

Loading bays

Loading and unloading provision is generally reasonable in town and district centres however access to and from loading areas in the town centre is difficult, especially for drivers who are not familiar with the town centre layout. Loading will be identified and signed from the surrounding road network.

Other Plans

This plan is the strategic parking “umbrella” plan which sets out the direction and way forward. To tackle some of the identified areas (referenced in Appendices), additional plans are being created. These fit together and support this document as follows:



There is a demonstrable need to bring together the service as a family “group” as a team, following changes to Enforcement (with TMA) and Car Parking system (with the introduction of Pay on Foot) and this diagram shows how this is planned.

Parking Enforcement is carried out under an agreement with the county council. The matter of enforcement development is the subject of a separate Improvement Plan relating the shifts, operations and resources to hierarchy, policy and local enforcement needs and requirements.

Similarly, car parks operational development is the subject of a separate Improvement Plan with similar change requirements, in light of the introduction of new and different pay on foot systems.

Emergency Preparedness, staff training and development is also covered under a separate plan.

Financial Issues

The financial significance of the car park service to the Authority in providing income to support corporate objectives cannot be overstated. The car park service raises significant levels of income (estimated to be over £4,600,000 in 2007/08) to support the general fund.

The net income to the general fund generated in 2006/07 was 3.3% of Colchester’s Actual Net Expenditure at £1,314,000. The level of surplus from the car parking account has increased in real terms over the last few years

and is estimated that this will be around £2,000,000 in 2007/08. This surplus makes a saving on the Council Tax bills for every Colchester household.

If this level of income to the general fund is to be maintained then the number of spaces, the condition of the car parks (particularly the multi-storeys) and the usage of each space all needs to be improved. An increase in the number, quality and usage of the off-street spaces will increase the level of income available to the Authority which can be used to support the general fund, the development of the car park service, or both.

Car Park income is generated from the Fees and Charges charged to users and is reconsidered on an annual basis as part of the budget review process. The increase in car park fees and charges over several years has been influenced by the level of surplus required to balance the budget whilst seeking to avoid increases above what the market will bear.

The differential between the off-street charging levels charged in Colchester and the level charged in other competing centres has narrowed slightly over the past three years. If this trend were to continue, without improving the quality of the car parks on offer, then it is easy to believe it would have a negative impact on the decisions of customers considering visiting our town centre. This would result in an adverse impact on the vitality of the town centre and result in negative financial implications for the Authority. Current comparative parking charges are shown in Appendix D.

The impact of the parking account on the finances of the Authority is significant. As a result it is important that an agreed financial plan for the car park service is established. This would set out the level of anticipated support for the general fund for the coming years and include details of the funding required to allow the maintenance or possible expansion of the car parks to the secure standard to take place and indicate how fees and charges will be used to help to support the development of the service. Details are shown in

Appendix B.

The funding of certain expansion in the off-street parking portfolio is to be achieved by (s.106) planning agreements attached to other schemes but funding for the extent of other urgent improvements to the service which need to be made needs to be agreed. There are four possible ways of raising money.

1. The use of Prudential Borrowing;
2. A managed reduction in the contribution to the general fund from the car park account;
3. The possible sale of certain car park areas to the raise capital required;
4. Increases in the level of off-street charging in addition to the increases to charging introduced to cover inflation;

or a combination of all or some of these options.

Pricing policy

This section details a description of our current pricing policy.

Current Policy

The pricing policy takes into account the cost of parking in local competing regional centres (a table of other regional centres is shown in Appendix D) and the nature and location of the car park in relation to other draws – long stay, short stay or “local amenity” car park.

Long stay car parks are located outside the town centre core and offer day rate parking and season tickets for commuters. Short stay car parks cater for the needs of shoppers and are nearer to the town centre, but are restricted by tariffs to shorter stays. Outlying car parks tend to be free of charge or have minimal charges in the tariff structure, depending on the service provided.

Area	Tariff
Inner area short stay	£1.90 per hour
Outer area long stay	£4.10 per day
Minor car park long stay	£3.10 per day
Wivenhoe	Free (under review)
Other minor car parks	Free

Future Policy

- To harmonise the charging structure around central, long stay and outer car parks with regard to the financial model and the effect of park and ride.

Business Improvement District

The Colchester Business Improvement District (BID) may well have an impact upon operations and service provision. A BID baseline has been prepared indicating improvements which might be funded to the car parks in the central BID area (Middleborough, St Johns and Vineyard Street). Much of the central regeneration area is excluded from the BID area, although Vineyard Street is in the area and will be redeveloped as a result of the St Botolphs Area Regeneration.

Analysis

Current provision against targets

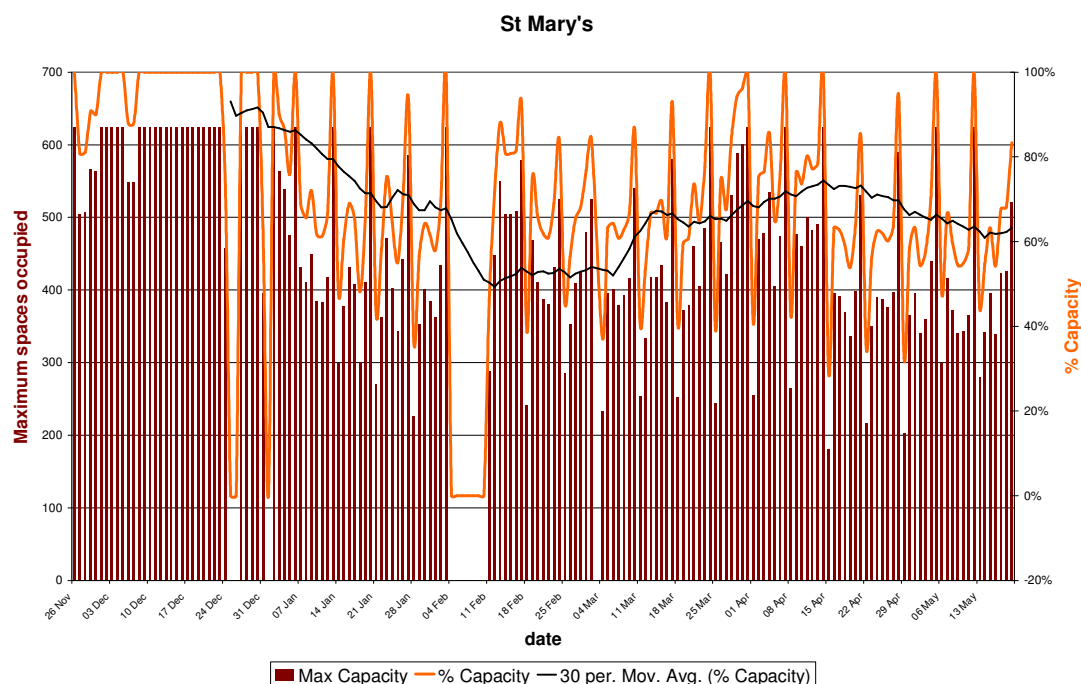
This section deals with supply against demand & usage.

Ticket sales data for multi-storey car parks

Data are available from multi-storey car parks and surface car parks pay and display machines. The following graphs show the relationship of supply to demand and trends of use. Capacity ("fullness") is shown over time, and a separate axis shows occupancy.

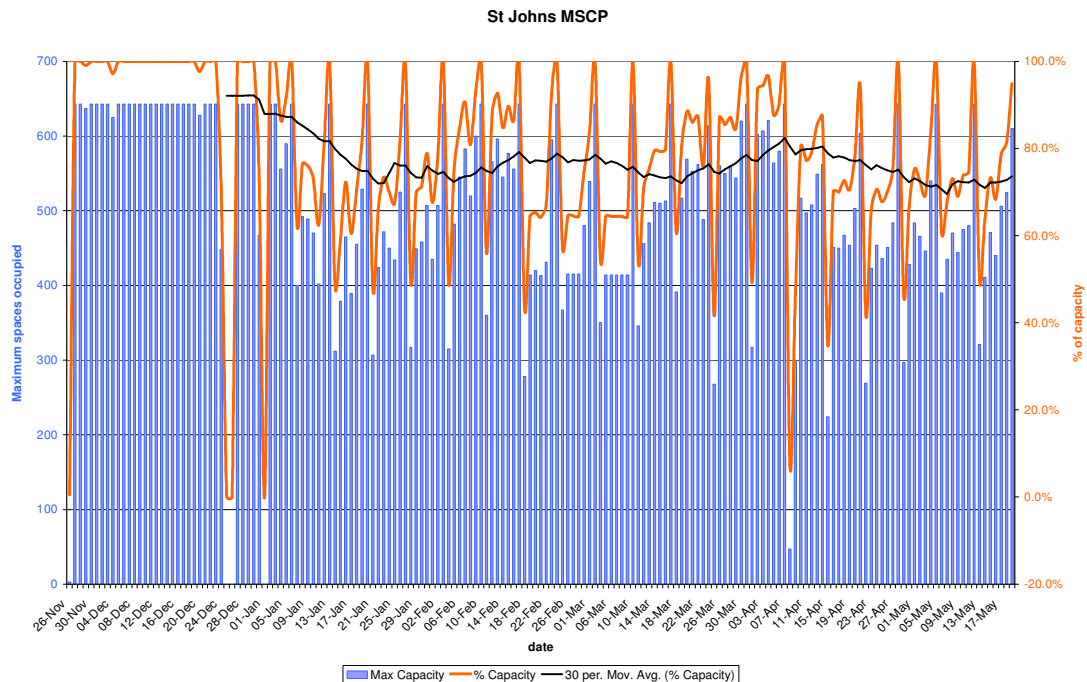
St Mary's car park

St Mary's car park operates at near capacity on Saturdays and on average is around 60% full.



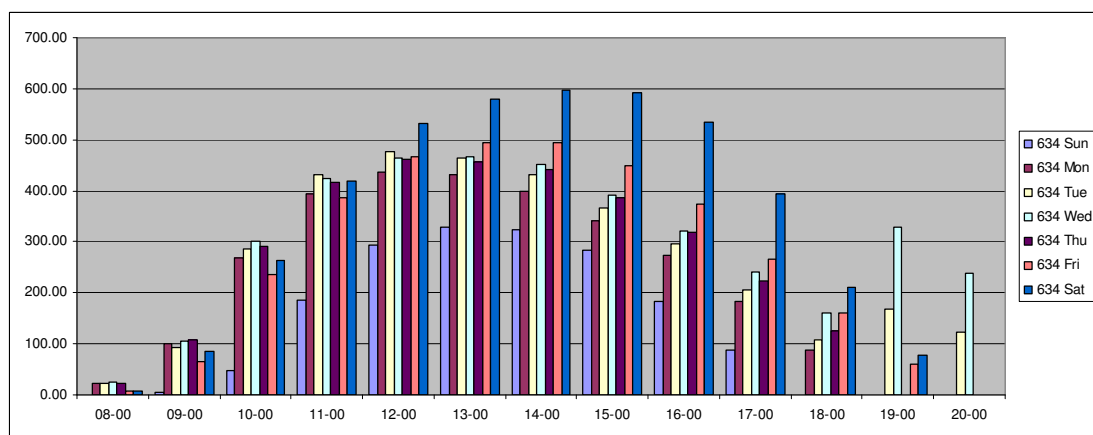
St John's car park

Data available show that this location is at capacity every Saturday and operates near to 75% capacity at all times.



This may reflect is closer location to the town (St Mary's is separated from the town centre by a pedestrian footbridge over the ring road, whereas St John's has access directly to a parade of shops near the town centre).

Daily histogram of use



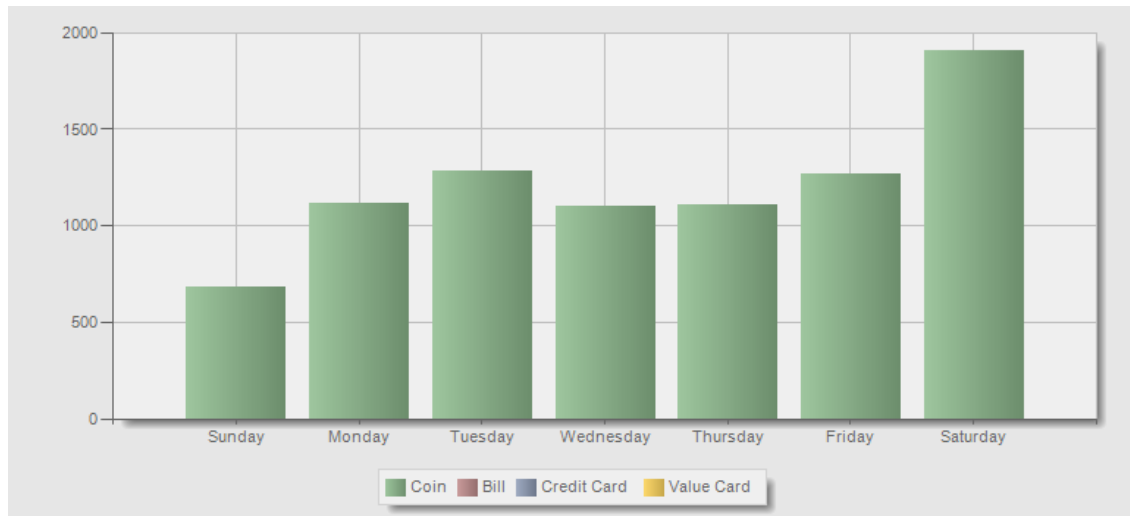
The graph shows usage across right across the day, for each multi-storey car park, by day. These data show the car parks are busy from 1100hrs until 1600 hrs. with significant distribution from 0900 hrs. to 1800 hrs.

Certain limited and short stay car park spaces in the Borough are filled at capacity (Saturday peak) all year. These car parks are therefore operating "full". Prices are the same in the short and limited stay car parks for the same period of stay compared to the multi-storey car parks.

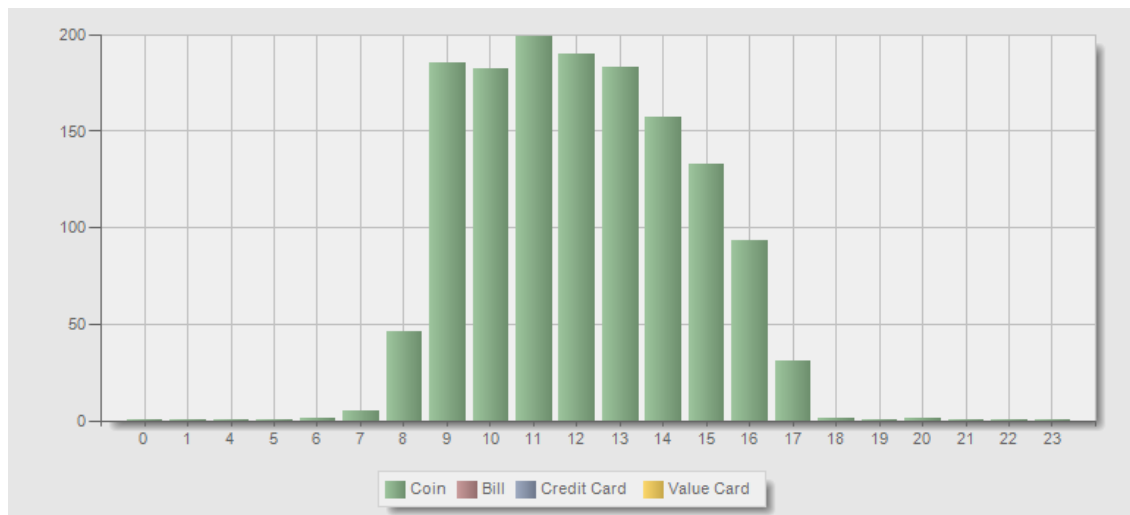
It is clear that there is a shortage of short and limited stay spaces to meet the peak demand and additional short stay off-street spaces would be required to be provided when the regeneration areas are developed in the town centre particularly as there is an expected increase in demand for off-street parking.

- This aspect will be covered by the investigations onto the possible development of the Magdalen Street car park and any future decision and timing of park and ride.

Short stay town centre pay and display car parks – ticket sales



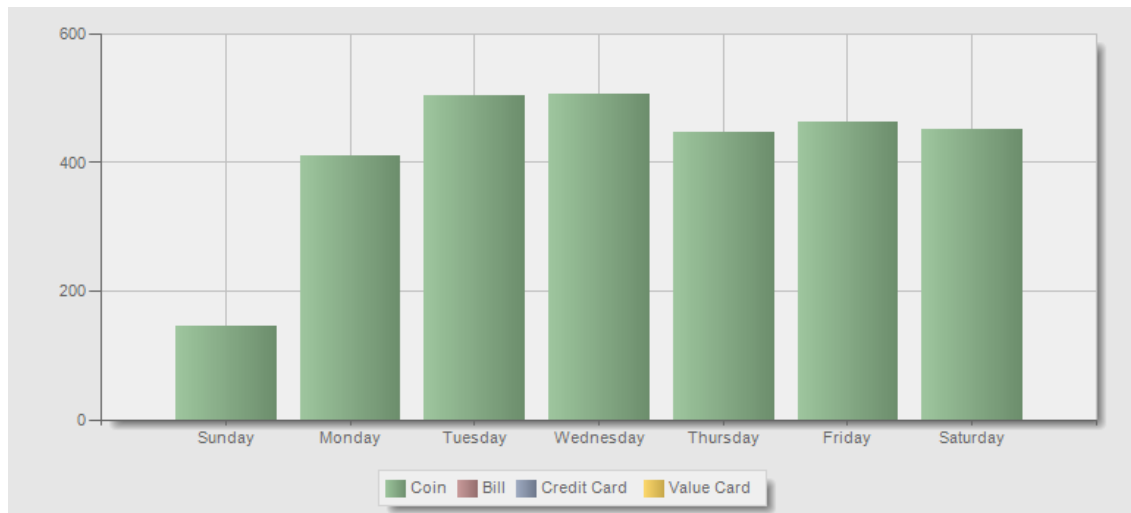
Short stay – ticket purchase (entry) time



Regular snap shots surveys carried out confirm that of around 1600 town centre off-street short-stay spaces approximately 200 spaces are empty at any one time. These empty spaces are located in some short stay surface car parks. Usage in all car parks increases significantly on Saturdays, especially at Christmas and during other peak trading periods when there is little spare off-street parking capacity available across the town centre.

Most of these empty off-street spaces are located in two of the the three multi-storey car parks in St Mary's, St John's and Middleborough, the latter being fuller as it is long stay, although St Botolphs and Britannia short stay pay and display are not full either on weekdays, but often at weekends the multi-storeys fill to capacity at least for part of the day.

Long stay pay and display car parks – ticket sales



Long stay – ticket purchase (entry) time

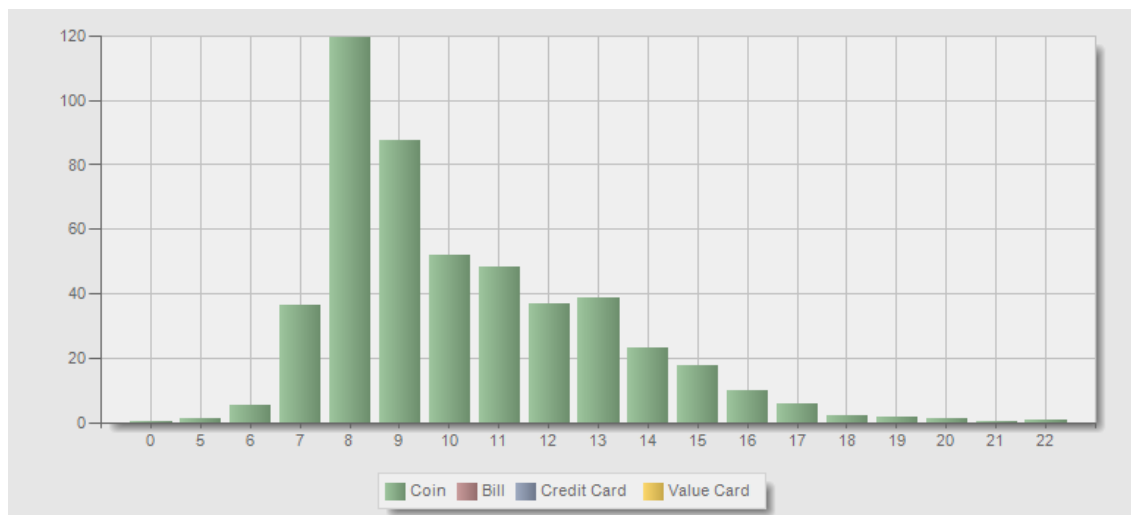


Table of stay lengths – pay and display (short stay)

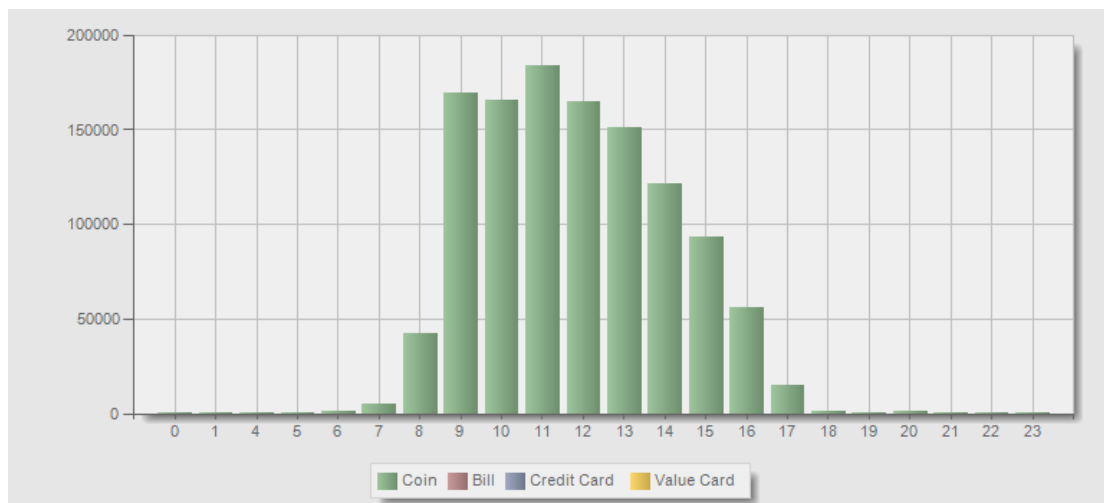
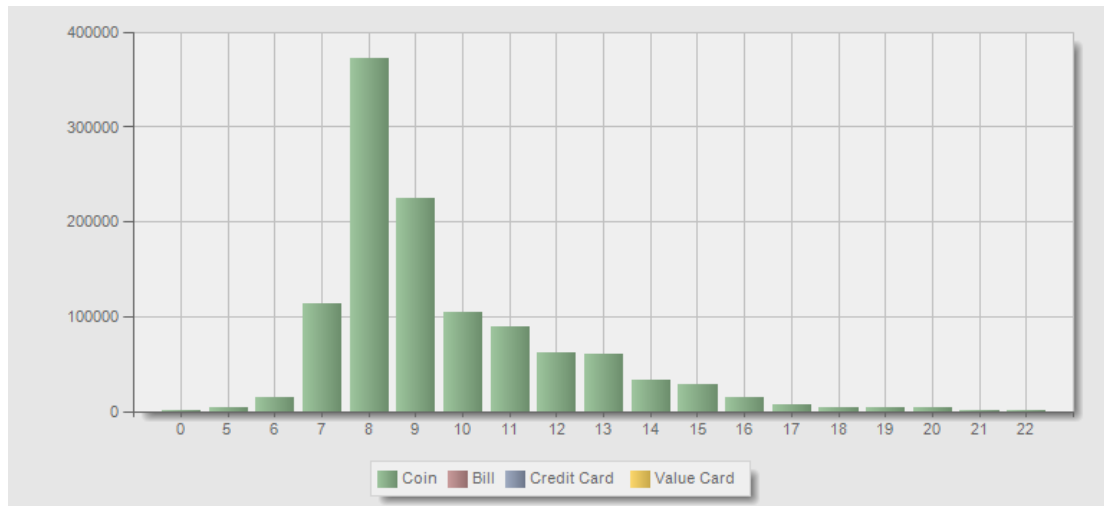


Table of stay lengths – pay and display (long stay)



Modelling

Supply/demand/income modelling has been carried out by the council, and the model is based on a number of years statistics which can be obtained directly from the pay and display machines. It takes account of ticket sales and resistance/growth in the market. Such modelling assists in setting tariffs, fees and charges on car parks against expected budgets.

- The financial model should continue to be improved with the addition of any available data and any available knowledge gained following tariff increases.

Season Tickets

Continuing the expansion in the range of off-street season tickets offered to maximise the use of the current oversubscribed season ticket spaces in the long-stay car parks should be investigated. The current policy means demand exceeds supply and pricing policy could be developed further to meet the sustained demand from long-stay commuter parking (which may be as a result of decriminalisation) until the advent of alternatives such as park & ride, which is known to affect the long stay town centre parking market in particular.

Season tickets are used by a number of our long stay commuter users. Several season ticket prices are currently heavily discounted. A long stay season ticket costs £685 per year which equates to just 167 days at the normal all day charging rate (a saving of around 60 days per year at full rates, even accounting for holidays). Season ticket costs in Colchester are generally lesser priced in comparison with other regionally comparable towns.

This will need to be carefully managed to balance the demand with the supply especially as there is demand (especially in regard of regeneration) for additional short-stay spaces.

Demand for season tickets from both businesses and residential developers for long stay parking exceeds supply and there is a waiting list which is expected to continue increasing until delivery of park and ride.

Satisfaction levels

No surveys have been carried out recently. Any surveys which are carried out should include origin and destination information, purpose of trip, number of occupants in vehicle, time arrived, time purchased and time normally required.

- Surveys should be carried out to provide useful analytical and marketing data.

Promotional activities

Promotion of the mobile phone (m-parking by Verrus) parking scheme has been carried out recently. This was advertised on Dream 100, a local independent commercial radio station which has a catchment area around Colchester and, though not particularly deeply, into neighbouring authority areas.

Usage has not increased markedly as a result of the radio advertising, however it is accepted that m-parking scheme will take a number of years to have anything but a marginal effect on purchasing methodology. Other media will be used to promote the m-parking scheme.

Advertisements have also been carried in the required all-household delivered leaflet accompanying the council tax bill. No other promotion has been carried out. Other marketing opportunities exist and a wide range of media could be used.

There is not much information carried on the website, and what exists is not related to commuters, visitors, shoppers or destinations.

Little use is made of advertising or message transmission in car parks; there is a large amount of available wall space, and new technology could make more use of these surfaces.

- Improvements generally in information available and promoted will be carried out and the use of all types of media and technology will be investigated.

Maintenance regime

The car park structures, surfaces and lighting are inspected by the small works team on a monthly programme. Cleaning is carried out by 2 dedicated staff who are employed by the Cleansing Service.

Machine servicing is carried out by the equipment supplier on a contract basis, both for pay and display and pay on foot equipment.

In on-street areas, lines and signs have not been maintained to the standard required by the enforcement process. As a result some cases have been lost at Appeal.

- In accordance with this identified requirement, a new post will be formed out of existing resources in the enforcement area to mitigate against such problems, and arrange replacement of lines according to the hierarchy of enforcement set out in the enforcement policy.

Preventative maintenance

Many of the car parks have been provided for a number of years and have only received minimal or at best routine maintenance. Some of the rural car parks have been resurfaced in the last two years.

Government guidelines require car park providers to build and maintain their car parks to a standard which meets a secure car park award scheme. None of the current multi-storey car parks meet this standard. However the improvements to St John's and St Mary's car parks are based on that award scheme requirement. A five year development and maintenance plan should be introduced which allows the service to build and maintain the car parks to the Secure Car Park Standard. This would include the creation of a budget for achieving the secure car park award which would be in the region of £140,000. A discussion of how this could be paid for has taken place above (see "Financial Issues").

Investment in the general maintenance of car parks from the car park services budget and capital budget would be increased following review. That review highlighted that whilst the quality of some surface car parks was (with some notable exceptions) good there was a need to invest in the multi-story car parks to bring them up to the new standards expected by our customers. This includes the need to upgrade both the internal surfaces and lighting levels in the multi-storey car parks and introduce Pay on Foot in selected other locations. There has been a resolution to the Pay on Foot requirement in that a tender has been written to replace and introduce systems in two multi-storey car parks.

However there are still improvements which have been identified (improvements required (for DDA) include the upgrade of lifts in St Johns multi-storey and improvements to internal signage, decoration, security, emergency preparedness, lighting and decoration, further explained in Appendix A) which will need to be included over the next five years, alongside the new provision mentioned above, if the level of usage is going to be maintained and the contribution to the general fund therefore to continue at its current level.

An amount of budget is invested each year in the repairs and renewals programme against the expected life of certain assets. This will offset items which are due to reach the end of their life over the coming years.

Targets for provision

Aims for provision

There is much redevelopment and regeneration work taking place over the next five years. Certain developments have attached planning conditions leading to the supply of future car parks by agreement.

Quality Standard

- The aim is to continue improving conditions in providing clean, well maintained, well lit and secure car parks with CCTV coverage in car parks.

As a minimum standard, accreditation under the BPA Park Mark scheme is desirable. The standards for this are:

- CCTV/ Crime levels
- Layout/boundaries
- Lighting etc.

Government guidelines set clear requirements that car park providers should aim to meet when building and maintaining car parks. These standards are set out in the secure car park award scheme which is now known as “Park Mark”. None of the Councils current multi-storey car parks meet this standard.

Standards

The British Parking Association operates the “Park Mark” Scheme



The cost to upgrade multi-storey car parks to the Park Mark standard will cost in the region of £140,000. This would include the cost of internal painting to all internal areas including decks and ceilings and provision of additional safety barriers, alarms, electronic locks and improvements to the entrance arrangements and CCTV at St John’s and St Mary’s car parks. Outline approval to spend money from the on-street parking reserve has been granted by Essex County Council.

The cost to carry out the improvements to other car parks is estimated to cost around £70,000. The capital cost of introducing the Pay on Foot system at St Mary’s and St John’s car parks is £330,000.

Context

Powers under which car parks are provided

Off Street car parks are provided using powers under Sections 32 and 35 and Part IV of Schedule 9 of the Road Traffic Regulation Act 1984 (RTRA) and other enabling powers with the consent of the County council in accordance Sections 39(3) of the RTRA1984, and after consultation with the Chief Officer of Police in accordance with Part III of Schedule 9 to the RTRA1984 enabling Colchester to control and regulate the use of off-street car parks for which it is responsible.

Transport policy and plans

Provision and expansion of parking must fit in with the Local Plan objectives, and those of the County council’s Local Transport Plan and wider Transport Strategy, including the national transport strategies.

Service objectives

The borough council aims to achieve a mixture of short and long term parking to satisfy current and projected demand at a high level of efficiency. Modelling of income and ticket sales informs choices in terms of type and nature of provision and surveys will provide information on quality of provision, customer focus, accessibility and so on.

Market Analysis

SWOT and PEST Analysis

Strengths	Weaknesses
<p>Ownership of car parks</p> <p>Ease of Access into car parks</p> <p>Council able to influence market</p> <p>An aid to developing Colchester (regen)</p> <p>Customer Responsiveness</p> <p>Potential to influence "Clean and Attractive"</p> <p>Income</p> <p>Security</p> <p>Partnering Abilities</p> <p>Variable Messaging Signage</p> <p>Ability to creatively instigate and manage change</p> <p>Ability to accept payment via credit /debit card over the telephone and automatic systems</p>	<p>Maintenance Costs (access to revenue and capital funds)</p> <p>Replacement of St Johns car park within 10 years</p> <p>Budget priority position – access to funding for IT, Cleaning, Advertising, Staff Training, Health & Safety</p> <p>Public's poor perception on pricing and policy inflexibility</p> <p>Lack of Decrim Policy guidance</p> <p>Poor condition and age of multi-storey car parks</p> <p>Many of the payment machines cannot adapt to new technology such as credit/debit card payments.</p> <p>Unable to move quickly to exploit every opportunity.</p>
Opportunities	Threats
<p>Increased income from greater use of asset (advertising campaign)</p> <p>Safe car parks – lowest prices</p> <p>Decriminalisation (new systems, local control of enforcement)</p> <p>Magdalen Street car park</p> <p>New Technology for new markets (Smartcards/E-pay)</p> <p>TMA 2004</p> <p>BID</p> <p>Improved quality of service/customer experience</p> <p>Developing "Welcome Mat" Theme</p> <p>Telephone payments system expanded to include season tickets/permits etc. and Internet payments</p>	<p>Free on-street car parking</p> <p>Other towns</p> <p>Inflexible Policy – conflict of interest</p> <p>Transport Policy (green initiatives)</p> <p>Charging Policy</p> <p>TMA 2004</p> <p>Temporary car parks operated by private companies on dis-used land offering cheap all day parking.</p> <p>BID</p>

Description and analysis of SWOT and PEST

Future Provision

There is a continuing need to protect accessibility and parking supply for shopping, leisure and commercial activities. Where there is pressure to maximise use of existing parking space, this can be best achieved by adopting a choice of parking stay bands in car parks closest to the town centre. This will allow the use of parking space to be influenced predominantly by cost following the introduction of a revised charging structure based on a flat hourly rate.

Special Offer charging will benefit car borne shoppers and the town centre as a whole by creating a fairer charging structure that encourages shorter stays

and discourages longer stays. Initial assessments indicate carefully selected special offer charging has a neutral effect on revenue.

Whilst there is some justification for improving short stay parking opportunities, continuing the provision of free car parking at certain of the outlying sites (e.g. Wivenhoe, Dedham, Mersea and on-street) do not accord with the Council's sustainability policies or with the aims and objectives of the LTP. Charges were introduced in these car parks to contribute towards LTP outcomes including:

- Containing car mileage
- Obtaining a shift in modal split
- Increasing walking trips
- Increasing cycling trips
- Increasing bus patronage
- Improving air quality

The current policy of providing free car parking in outlying centres will be subject to review by the Council in consultation with parishes.

Layout & Location

This section captures the role of the car park infrastructure in attracting visitors and shoppers and alludes to the relationship with local economy of town centre.

Generally only short stay (shoppers) car parking is available near the town centre. Long stay parking is situated away from the town centre core area, in accordance with the aims of the Local Transport Plan (LTP).

Any proposals for parking in town centres needs to accord with the County council's town centre parking policies, outlined in the Local Transport Plan.

The policy promotes measures to maximise the use of existing town centre parking capacity before considering proposals to provide more spaces i.e. replacing long stay parking with short stay, maximising efficient use of existing spaces through introduction of VMS and/or improving safety and security of car parks.

Adopting this approach supports strategies, whereby the short stay off-street car parking on offer is prioritised towards the support of the short stay and visitor parking in preference to long stay and business parking which will need to be supported by alternative measures including the provision of P&R (and other associated measures such as bus services and car sharing in Green Travel Plans).

Customer Focus

Developing parking policies and solutions which meet the individual needs of the town centre and which fit within the overall corporate strategic objective of making the town centre more accessible and active for business. This meets the Corporate Strategy.

Off-street car parking spaces should be of the correct type in terms of limited, short and long stay provision and operate for both the hours and at a cost to the customer which promotes the vitality and viability of the town centre. This could see the extension of operating hours of certain car parks for instance. This must also meet the requirements set out in the Town Centre Action Plan.

All year round off-street car parking provided by the Authority will be built and maintained to meet the “Secure Car Parking” guidelines. This should include the provision of Pay on Foot systems in all multi-storey (and i.e. larger) car parks where this can be practically introduced. The strategy meets the requirements of the Community Safety Strategy and Government guidelines.

- Develop the parking model and produce and update a financial plan for the car park service.

This will set out the level of anticipated support for the general fund, the level of funding required for the expansion and maintenance of car parks to the “secure standard” and how fees and charges will be used to help finance the development of the service. This strategy links with the needs of the Corporate Financial Strategy.

- Prioritise what the off-street surface car park offer towards the support of the short stay and visitor parking.

Long stay and business parking should be moved to long stay edge of town locations or supported by alternative measures including the provision of Park and Ride, rapid bus service and car sharing. This links with County council Traffic Strategy.

- Update directional signage to off-street car parking locations via the provision and extension of Variable Message Signs (VMS) and other directional signs.

The provision of VMS should be achieved in partnership with the County council (as the Highway Authority) and in consultation with planners. Parts of the plan are already being delivered to achieve this.

- Develop the “Welcome Mat” theme and brand in car park entries, tickets, and public access/thoroughfares.

Installing the Colchester brand will confirm the marketing message.

Training

City & Guilds training for attendants is a minimum requirement. Other training will be identified as a result of objective setting and personal development plans. Smart objectives are set individually for continuing professional development.

IPP

Investors in People provide straightforward, proven frameworks for delivering business improvement through people. The accreditation under Investors in People standard sets out the councils desire to identify areas of good practice and to make recommendations on how it could improve performance.

Accessibility & Parking for Disabled People

The supply of parking provision for disabled people in Council operated car parks offers a reasonable supply of space for disabled parking although location and the overall quality of provision and accessibility could always be improved.

Studies have revealed that on the whole, free parking places provided exclusively for disabled people are well used except in the multi-storey car park where it is difficult to administer the three-hour limit whereby blue badge holders have to register for a season ticket to avail themselves of the discount at the automatic barrier.

- Any existing provision should remain under review as in some car parks demand for disabled only parking spaces exceeds supply at peak times and some blue badge holders park in standard pay and display parking spaces.

The Council's current policy allows disabled people to park in pay and display parking spaces without charge for up to 3 hours and study has demonstrated that current levels of use by disabled people does not currently adversely affect the efficient operation of public car parking. Numbers of blue badges being issued are increasing and there are more than ever in circulation. Misuse is also becoming a significant problem.

Many local councils are now considering reviewing the policy's advantages and disadvantages in providing free parking for disabled people in their off-street parking places against its fairness; eligibility for a blue badge does not necessarily imply financial hardship and may be viewed by non-badge holders as discriminatory.

- The council's current free parking policy should be retained in the short term, whilst remaining under review. Efforts should be concentrated on reducing blue badge misuse in the meantime.

Parking provision for disabled people in district and outlying car parks is consistent with the level of provision adopted in the town centre car parks (the target figure being 5% in short stay car parks) but accessibility improvements could always be made and suggestions for improvements are contained in the Improvement Plan in Appendix A.

Most off-street car parks are located on the edge of the town centre, some distance away from the main shopping area. Whilst the spaces provided are well used, disabled people prefer to use on-street parking spaces as close as possible to the pedestrian core to make the most of the accessibility offered by on-street provision. Blue badge holders may make use of the concession to park on some yellow lines where parking would otherwise not be permitted.

Parent & Child bays

Reserved wider bays for people with young families (who need to open their doors wide to remove buggies for example) are not provided presently due to problems in enforcement. There is no accepted standard for parent and child permits and there is no way of knowing if the vehicle should be making use of the bay or not.

It should be remembered that for any parking enforcement to be accepted, it must be fair and consistent – and parent and child bays are difficult to enforce (Other than an empty child seat, which might be in any car, child or not, could the enforcement officer tell if a parent & child is using the car or bay?) Unenforceable misuse could bring the rest of the enforcement into disrepute.

It should also be remembered that having a child would not necessarily imply a need to have an advanced accessible space under the same needs analysis as blue badge holders, for example.

Wider bays in addition by definition also take away provision in terms of total spaces since a greater surface area is required.

- Viability of a “baby club” permit could be investigated, but in preparing policy the fairness and enforcement issues must be tackled alongside any wide bay provision.

Longer and Wider Bays

Following on from the discussion around wider bays for parent and children, wider bays are necessary for larger vehicles such as people carriers, SUVs, 4x4s and light motor-homes and camper vans.

To counter the fairness issue in providing dedicated parent and child bays, wider bays could be provided for anyone to use, and be promoted for larger vehicles, such as light motor-homes, people carriers, 4x4s as well as family cars where the doors may need to be opened widely.

- Provision of a number of larger bays for any vehicle should be investigated in lesser-used car parks or otherwise wherever space permits.

Town Centre

A Controlled Parking Zone (CPZ) removes the need to repeat restriction signs on every length of line within the area, instead relying on entry signage to perform that role. A CPZ also requires that all kerbside is protected by parking restrictions or permitted parking bays.

Whilst Colchester does not have any CPZ, a variation which is present is the Resident Parking Zone (RPZ) and the Restricted Parking Zone in the High Street. Drivers are often confused by the lack of signage within such areas, and the schemes depend upon the signage at the zone boundary being present and maintained in good condition.

The boundaries of the existing RPZs were determined in the 1980's and have not changed significantly since. A study has identified substantial amounts of uncontrolled free on-street parking around the boundary of the RPZs. Free on-street car parking close to the town centre does not accord with the aims and objectives of the LTP. Taking into account existing parking demand at the periphery of the RPZ and future demand associated with new development and regeneration, the RPZ boundaries could be extended if local consultation recommends this course of action to reduce commuter parking where necessary.

Further unrestricted parking exists near the town centre and here on-street parking charges should be introduced to reduce repeated circulating traffic

which is awaiting free bay parking by making off-street parking a more viable choice for short stays, thus to contributing towards LTP outcomes.

A wider discussion of these issues is contained in the Parking Enforcement Development Plan.

Renaissance & Regeneration

Regeneration

The location and supply of parking in the town centre is likely to change substantially in the next 5-10 years and improved / amended traffic and pedestrian signing will be essential if full use is to be made of new parking sites.

Extensive re-development of parking sites in the south and east of the town centre will create substantial parking displacement that could not be mitigated by demand management measures alone. The proposed solution – the provision of 550 (depending on phasing of schemes) replacement parking spaces is likely to require substantial funding.

St Botolphs/Cultural Quarter

New construction and development works in the town centre, which are being promoted as part of a wider regeneration plan, will have an impact on level of car park provision. The overall master plan for the St Botolph's Quarter proposes the partial closure of Priory Street Car Park and the removal of Britannia, St Botolph's and Vineyard Street Car Parks. These closures are likely to take place during the period 2007 to 2010 and will result in the loss of 940 parking spaces. The master plan identifies that this loss of car parking capacity will be partially offset by the construction of a new multi-story car park at Magdalen Street with a capacity of approximately 500 spaces. In addition the proposed Vineyard Gate development will result in the reconfiguration of Osborne Street Multi-Story Car Park, with a possible 760 space car park (a increase of 40 parking spaces).

In addition Butt Road Car Park, which is currently subject to an arrangement with the MoD for temporary use as a public car park, will be closed from around summer 2008, re-opening with a capacity of around 150 spaces, but formally laid out and designated as a public car park in 2008. There is a further option to extend this onto the adjacent site in future.

Impact of regeneration proposals

Appendix C shows the financial projections for the parking service for the period to 2012 (i.e. the period of the regeneration project), along with the assumptions made. This projection assumes car parks in the St Botolphs quarter are sold, and Magdalen Street car park is constructed. There is no allowance for investment in maintaining/enhancing car parks at present. No allowance has been included at this stage for the possible redevelopment of other car parks.

The projections show that the parking service would be able to maintain contributions to the General Fund during the regeneration period, provided that spaces in the plan become available at the times required. There is some

scope for movement in the plan (particularly as certain of the regeneration projects are not directly controlled by the council).

Where there are specific improvements to car parks this could be reflected in the charges to those customers using those facilities. The ability to finance the maintenance/enhancements to enable this to be done, then further measures (e.g. annual increases in charges above inflation) as mentioned above, would be required.

- Supply of parking space during regeneration will remain sufficient to meet demand at 90% of peak usage (i.e. some car parks at capacity, but not all full together) in order to maintain contributions to the general fund at 2006 real terms levels.
- The aim is to maintain capacity to provide for peak demand and have parking spaces available within 200m walk of any and all town centre facilities.

Affected car parks

The following car parks will be affected by the various regeneration schemes:

- Butt Road
- Osbourne Street (short stay multi-storey)
- Priory Street (short stay Pay & Display)
- Vineyard Street (short stay Pay & Display)
- St Botolphs (short stay Pay & Display)
- Britannia (short stay Pay & Display)

Assuming the above is to be implemented in full, and LTP demand management targets are met, it is estimated that around 550 replacement parking spaces would be required to mitigate the effects of spaces lost to development sites, to accommodate new and displaced parking demand in the south and east of the town centre.

The following car parks are due to come on stream during the regeneration:

- Napier Road (larger) (Pay & Display)
- Napier Road (smaller) (Pay & Display)
- Magdalen Street multi-storey development
- Vineyard Gate (Osbourne Street/Vineyard Street replacement)

This leaves a prospective shortfall to the east of the town, but effective signage and road schemes could effect driver choice such that the south-east Magdalen Road development is suited to this need.

Park & Ride

Impact of park and ride proposals

Park & Ride generally has effects on long stay primarily (approx. 60% of P&R provision is in the long stay market) – and in creating a new market including tourist “medium stay” plus provision short stay accounting for the remaining

40%. Within this, depending upon location and the package, there may be minor detail differences.

Further work to put the approximate provisions shown above into a local context and model will be required.

However, Park & Ride will also have a significant effect on the shortfall during regeneration.

Park & Ride

The Council, in partnership with the county council, has examined park and ride options to reduce demand for car travel into the town centre. A preliminary assessment has been undertaken to determine the feasibility of Park and Ride schemes. The report will be fed in to the parking strategy when complete.

- Support the provision of a Park and Ride scheme to provide alternative long stay parking for the town.

This will impact on the long term level of additional off-street parking which will need to be provided in the town. The funding and location for the Park and Ride scheme has been identified by the County council but no final decision has been taken.

- Agree and provide a suitable long-term location for coach and lorry parking to support the town.

Appendix A

Improvement plan

This table translates the key issues identified in the main document into an improvement plan which follows:

Links from the Strategic Plan

	<i>Targets for achievement</i>	<i>Outcome</i>	<i>Key milestones / output measures</i>	<i>SMART delivery actions</i>	<i>Progress at July 2007</i>	<i>Priority /Status</i>
1.	Review parking enforcement activities and establish prioritised improvement plan to ensure available resources are effectively targeted	<ul style="list-style-type: none"> Improved parking control and traffic flows Customers feel safe Quality of environment improved 	<ul style="list-style-type: none"> More effective utilisation of existing car park capacity, less queuing and traffic congestion Less unauthorised parking Number of challenges and appeals against Penalty Charge Notices reduced At least £25,000 earned income from partnering arrangements Add measures from performance trends 	<ul style="list-style-type: none"> Recruit and employ Enforcement Manager by August 2007. Update investment plan for on-street parking reserve for 2008-09 Secure agreement of Essex County Council by December 2007 Encourage Essex County Council to make appropriate traffic regulation orders to support implementation of revised on-street / resident parking schemes – first phase by Autumn 2007 Renew partnering arrangement for parking enforcement to maximise the return on investment on infrastructure and systems development 	<ul style="list-style-type: none"> Expenditure plan for parking reserve agreed by Portfolio Holder 8 August 2006 Investigating renewal of Partnering arrangement in place from September 2007 with Forest Heath District Council for off-street parking enforcement Draft Enforcement Plan emerging as part of Parking Development Plan 	B
2.	Establish car park development plan to improve service and planning delivery	<ul style="list-style-type: none"> Car parks easily accessible, safe and attractive to users, enhancing the visitor experience Colchester more attractive destination New parking provision fits demand and is available at appropriate time. 	<ul style="list-style-type: none"> Safer Car Park accreditation for principal car parks Improved perception ratings for car parks in visitor and resident destination benchmarking and customer surveys Investigate other parking area improvements as part of plan. Review interim Park & Ride arrangements until new scheme starts. 	<ul style="list-style-type: none"> Electronic car park variable messaging system installed by March 2007 Investigate replacement alarm systems and CCTV network in car parks [subject to review of finance by ECC] Review pricing policy – and establish 3 year pricing strategy, taking into account impact of proposed new park and ride facilities Develop accurate modelling of capacity and demand to improve strategic decision making Review impact of regeneration activities on car park capacity and income 	<ul style="list-style-type: none"> Draft Development Plan emerging – Interim draft issued June 2007. Modelling of parking provision and demand during regeneration under way for 2007-2012. 	A

Continuous Improvement, Development & Projects

Parking Service Current Projects and Workflow

See also separate documents where applicable

	<i>Targets for achievement</i>	<i>Outcome</i>	<i>Key milestones / output measures</i>	<i>SMART delivery actions</i>	<i>Progress at July 2007</i>	<i>Priority /Status</i>
1.	Recruitment	fill vacant posts to ensure proper delivery of services	Recruit Parking Attendants Recruit Enforcement Manager Recruit Resource Officer	By July 2007 By August 2007 By October 2007	Specification Personal Performance Plans	
2.	TMA 2004 Planning	Successful transition to new regulations	Information Gathering Report Implement	By April 2008	Report on operation Compile information from appraisals, enforcement and other available data.	
3.	Pay on Foot Replacement	System Implementation	Assess Tenders Award Installation Programme Staffing and service coverage review	By July 2007 By August 2007 By November 2007 By November 2007	Test and shortlist tenders and decide preferred supplier Through Market Place Oversee installation; testing and implementation; snagging; signing off In light of new machinery review staffing requirements Financial model held by finance	
4.	Strategy for car parking during Regeneration	Consultation and assistance with and involvement with new multi-storey to be built Magdalen Street	Accommodate peak Christmas demand and ongoing, covering issues during Regen', whilst significant shortfall in parking stock Investigate data Beyond 2012 – St Johns?	ongoing		

	<i>Targets for achievement</i>	<i>Outcome</i>	<i>Key milestones / output measures</i>	<i>SMART delivery actions</i>	<i>Progress at July 2007</i>	<i>Priority /Status</i>
5.	Regen: New Car Parks	Build as part of Regeneration: Napier Road car parks	Agree spec and layout Make Planning Application Machines ? Savings in construction on spec ?	Summer 2007	Anderson Contracting obo Taylor Woodrow Planning applic'n to include Tree Removal May also need sched ancient monument consent	
6.	Partnerships:	Increased Partnering with neighbours	Renew FHDC contract Explore other partnerships	Agree or extend existing contract by September 2007	Local staffing 5 year contract – view charging regime	
7.	Resident Parking Review	Implementation of revised/expanded schemes	Contributing to a review of Resident Parking;	Order consultation stage starts Summer 2007		
8.	Asset Improvement Plan		<i>Surface car parks:</i> <i>Multi-Storey car parks:</i>	ongoing	Lighting, signage, surface, cleanliness, general appearance, layout, bins, speed humps, odd fences PoF improvements, painting (white), lighting, directional signage Maintaining a site inventory of each car park, with regular inspections. See document Car Park Asset Improvements.doc	
9.	VMS		Progress with county	Stage 2 progression in next phase		
10.	Health & Safety		Visual audits Risk assessment	Ongoing; at least annually		
11.	Cash Office & Cash Collection Review	Cash Office Payment Plan for: Cash Office temp. Closure	Delivery of cashiering service during roof repairs Ongoing delivery issues Investigate parking machine cash collections as part of corporate strategy	ongoing		
12.	(Sat) Park & Ride Review	Ensure best value achieved	Investigate provision at current site	Summer 2007		

	<i>Targets for achievement</i>	<i>Outcome</i>	<i>Key milestones / output measures</i>	<i>SMART delivery actions</i>	<i>Progress at July 2007</i>	<i>Priority /Status</i>
			Investigate alternative options			
13.	Parking Policy Reviews		Abolish Season Ticket ceiling Investigate other policies	Summer 2007 Ongoing	Offset charge vs. discount vs. capacity – esp. long stay ??	
14.	Structural Survey		Working with engineers conducting Structural Surveys of car parks to ensure continued safe use and accessibility and assisting in implementing repair and DDA works as necessary;	As R&R schedule		
15.	Other Income		Introduce paid for advertising at multi-storey cars to provide added income and information to help promote the town centre.	Investigate companies who may deliver, or methods of delivery		
16.	Service Standards (Enforcement)		Specification – overdoing Production Implementation Meetings – start up again: AO/Tendring/Colchester EWG – Essex CC Conducting all operations according to and supporting Car Parking Policy to ensure both the Borough Council's Strategy and the County council's LTP objectives are met	ASAP – 2007	Setting out requirements in order to maintain robust but professional enforcement delivery Liaise with staff/representatives and produce acceptable guidelines Introduce / Implement Attention to detail of cleanliness and presentation; Signage twisted round (esp High St); phone kits; Dispensation procedure? Communicating list of cones for awareness? HHCT fixes taking too long? Need unit build state audit. Modems failing; corrupt files on some HHCT; some items not fixed when returned (need full service when away). Specialist training on HHCT? Uniform; risk assess the high viz? Hat badge required? Body armour? Sundays? Mersea, Dedham, etc? B/Hols? Working pattern? Flexibility on shift start/ends?	

	Targets for achievement	Outcome	Key milestones / output measures	SMART delivery actions	Progress at July 2007	Priority /Status
					<p>Vehicle suitability? More vehicles?</p> <p>Liaison with Police, Fire, Ambulance?</p> <p>Schools – education – into schools?</p> <p>Complete Risk Assess – work environment;</p>	
17.	Bus Station		Meeting	Ongoing management issues	<p>Stand allocation December 06.</p> <p>What is provision of information: stands, maps, timetables, ... Next update Feb 08 – VAF opens.</p> <p>Posters, Plots</p> <p>Stop allocation – is it at all logical?</p> <p>Departure listing?</p> <p>Layover chargeable? 7 bays (8 actually!) – only need 3-4 for “country” services</p> <p>Dep charges?</p> <p>Any contract with First on use of station?</p> <p>How to manage?</p> <p>“No lighting in evening but full of (19 NO.) buses”</p> <p>Statement of intent for use of bus station – Operating Regime after Cool Off period</p> <p>Charging & Enforcement re-introduced.</p> <p>Safety ? etc.</p> <p>Awareness of impact on wider service provision – may hold key to reliability? Also might influence services (though First hold CBC P&R contract...)</p> <p>Waiting Room Hours? What is advertised? Actual or not?</p> <p>Toilets</p> <p>General Signage?</p> <p>Old Attendant Office – where do public get directed? Does it say “not in public use?”</p> <p>Block will disappear in Regen phase 1 (inc Shlopmo')</p> <p>Cultural Qtr. Winner announced – July.</p>	

	Targets for achievement	Outcome	Key milestones / output measures	SMART delivery actions	Progress at July 2007	Priority /Status
					<p>Trolley Park – Sainsbury – CNEA?</p> <p>Coaches drop off stand 1 – but has other services...</p> <p>Coaches should go to Sheepen Road – contact Gp Travel Org's</p> <p>Web site – CBC – who owns it?? Bus & Coach Parking – need web info & signage.</p> <p>www.VisitColchester etc. also</p> <p>Collection of charges for stops & layover?</p> <p>Layover area misuse</p> <p>Who runs the e-signs – and the ones on the stops? Can't they show other info..?</p> <p>Role of ViC (TIC)? First Office? general info, bus info.</p>	
18.	Carrying out Decriminalised Parking Enforcement;		Line painting Sign repair	Resource Officer post to explore (formally in post from Oct 2007)– budget now exists.	Painting of lines should follow hierarchy of enforcement.	
19.	Finance	Better code structure, effective budget monitoring	Re-structure codes. Chipside using old methodology/codes. Watch Decrim Reserves?	Ongoing, and especially at review times.	Check Salary Monitor? People in post/month/salary Forecast Income vs. Expenditure?	
20.	Promoting technological advancements in parking supporting e-govt.			Ongoing investigations		
21.	Publicity, Promotion and Advertising	Improved perception of Colchester as a regional destination		<p>m-parking scheme better used.</p> <p>Customers realise changes after automatic system implementation</p> <p>Improved perception, more customers (in real terms; market share)</p>		

Appendix B

Financial Forward Plan (to 2012)

<i>Targets for achievement ... identifying the "Project"</i>	<i>Outcome</i>	2007/08	2008/09	2009/10 and/or beyond
TMA 2004 Planning	Uniform, Training	Budget exists	Unknown requirements - dependant upon parliament passing TMA	
Resident Parking Review	On Street revisions to parking schemes – to a phased plan.	£115,000	Carried forward	Unknown and dependant upon lessons learned in other locations earlier in the phased plan
Asset Improvement Plan	Signage, surface, lines, and developing "Welcome mat" theme with links to nearby pedestrian signage	Budget exists	Budget exists	Budget exists
VMS	Any later phase – including other and any new (& regen) car parks coming on stream.		Contrib. from Decrim parking surplus fund	
Health & Safety	General improvements in awareness, training undertaken, systems and support processes updated	Budget exists		
Cash Office & Cash Collection Review	Process streamlined and improved.	Funded from streamlined process changes		
Park & Ride	New site opened in north Colchester	Input into service specification and standards.		Publicity and promotion
Parking Policy Reviews	Review of enforcement provision against requirements (with consultant, if required)		DPE ring fenced budget. TMA	

<i>Targets for achievement ... identifying the "Project"</i>	<i>Outcome</i>	2007/08	2008/09	2009/10 and/or beyond
Structural Survey	Multi Storey car parks	R&R funded	R&R funded	R&R funded
Service Standards (Enforcement)	Enhanced transparency. Well-informed Enforcement Officers.	TMA training		
Bus Station	small works, publicity & promotion; stand colour coding and designs; better information of use to newcomers.	£2,500	£2,500	£2,500
Promoting technological advancements in parking supporting e-govt.	Smart cards, GPS, GPRS, m-parking, other emerging parking technologies		£20,000 (improvements part funded pos from R&R budgets)	£10,000 (improvements part funded pos from R&R budgets)
Publicity, Promotion and Advertising	Wider promotion of service, perception and other schemes	Budget exists	Budget exists	Budget exists

Appendix C

Regeneration Parking Plan

To follow, from Transportation team.

Appendix D

Regional Comparative Parking Charges

Regional Towns and Cities Parking Cost Comparison		Shoppers			full day penalty rate	Long Stay	On Street	Over-night	Centre Season	Long Stay Season	Blue Badge holders	Shortest possible stay	Park & Ride	
Location	Last update	1 hour	2 hours	3 hours		daily	1 hour		3 mth M-F	3 mth M-F			2 people	Regime
Chelmsford	02/04/07	£ 0.80	£ 1.30	£ 2.10	£ 13.40	£ 3.30	N/A	£ 1.00	£ 310.00	£ 213.00	first 3 hr free	¼, ½ hour	£ 4.00	Free parking, pay per person for bus
Colchester	01/04/06	£ 1.90	£ 2.80	£ 3.40	£ 12.00	£ 4.10	N/A	£ -	£ 290.00	£ 190.00	first 3 hr free	½ hour	£ 3.00	Sat only. Pay for parking and per person on bus.
Norwich	11/01/07	£ 1.40	£ 2.80	£ 4.20	£ 15.00	£ 4.50	£ 1.20	£ 1.60	£ 566.08	£ 215.65	free	1 hour	£ 3.20	Pay for parking, allows group (5) on bus
Ipswich	01/01/07	£ 1.40	£ 2.80	£ 4.20	£ 12.00	£ 4.20	£ 1.50	£ 1.50	£ 266.00	£ 224.00	first 3 hr free in marked bays only	½ hour	£ 3.00	Free parking, pay for group (5) on bus
Cambridge	29/03/07	£ 1.40	£ 2.80	£ 4.00	£ 18.00	£ 5.00	£ 0.60	£ 0.50 per hour	£ 292.00	£ 200.00	first 2 hr free	½ hour	£ 4.00	Free parking, pay per person for bus

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