



**Notice of a meeting of
Overview & Scrutiny Committee**

**Monday, 27 June 2016
6.00 pm
Pittville Room - Municipal Offices**

Membership	
Councillors:	Tim Harman (Chair), Jon Walklett (Vice-Chair), Mike Collins, Colin Hay, Sandra Holliday, Chris Mason, Helena McCloskey, Dan Murch, John Payne and Max Wilkinson

The Council has a substitution process and any substitutions will be announced at the meeting

Agenda

11.	CAR PARKING STRATEGY UPDATE Mike Redman, Director of Environment	(Pages 3 - 18)

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Cheltenham Borough Council
Overview and Scrutiny Committee
27 June 2016
Car Parking Strategy Update

Accountable member	Councillor Andrew McKinlay, Cabinet Member for Development and Safety
Accountable officer(s)	Mike Redman, Director of Environment Tim Atkins, Managing Director of Place and Economic Development
Ward(s) affected	All
Executive summary	<p>A Car Parking Member Working Group (CPMWG) was established in October 2015, to support the development of the car parking vision and wider investment strategy in consultation with key stakeholders.</p> <p>Work on the car parking strategy to date has focused on working with the CPMWG to develop a shared understanding of current car parking related issues and scope for positive changes to that provision.</p> <p>Members have reiterated the need to work with Gloucestershire County Council (GCC) regarding on-street car parking spaces and the management of access to the town via the local road, rail and bus networks. However, to date, it has proved difficult to secure engagement by GCC at a policy-making level and there have been conflicting messages about the willingness to do so.</p> <p>Limited internal specialist knowledge relating to car parking within CBC, coupled with the lack of a dedicated managerial lead within the service is impacting on the envisaged timescale for pulling together and shaping the required information for decision making. This lack of capacity has also impacted on the progress of project-related work in relation to the car parking service, undermining Member confidence regarding the delivery of improvements.</p> <p>Officers have concluded that there is a strong argument for taking stock of where parking sits within our overall approach to place-making, moving towards the production of a complementary strategy taking account of the economic, property, tourism and medium term financial strategy (MTFS) impacts.</p> <p>To this end, some level of specialist support is required and the Senior Leadership Team has therefore agreed to source consultancy support, in the meantime delaying proposed capital investments in the service.</p>
Corporate and community plan implications	The development of a car parking strategy is needed to determine where Council investment should best be directed in support of the local economy, having regard to the Council's overall financial position, environmental and tourism objectives. This is a priority action in the Corporate Plan 2016/17

	with a report to Cabinet on the proposed strategy planned for March 2017.
Key risks	<p>A detailed draft risk assessment is attached as Appendix 1 to this report.</p> <p>The potential impact of the proposals is likely to trigger the need for an Equality Impact Assessment (EIA) to establish whether any particular groups will be disadvantaged by any of the recommended proposals.</p> <p>If we fail to consider the council's approach to off-street parking provision in a holistic manner, there are likely to be long term implications for the success of Cheltenham's economy.</p>
Environmental and climate change implications	<p>The availability of car parking has a direct impact on customer behaviour and is influential to some extent in relation to travel choices.</p> <p>As travel by car is inherently less sustainable than walking, cycling or public transport modes, there are climate change implications relating to parking strategy. Equally, cars result in the burning of fossil fuels either directly or indirectly and petrol and diesel vehicles generate pollutants which have a negative impact on human health.</p>
Property/Asset Implications	<p>An asset valuation exercise across existing car parks is currently being undertaken and is considering the strategic options for each site. This will inform an investment/disposal strategy that reflects the longer term development potential and needs of the town as part of the overall car parking strategy.</p>

1. Why has this item come to Overview and Scrutiny?

- 1.1** O&S has requested a position statement to update understanding about current progress with developing the car parking strategy, which is a political priority and action within the corporate business plan for 2016-17.
- 1.2** It has been acknowledged that the council's approach to car parking provision is a significant economic driver and this links to the long term vision for the town, including in particular the success of retail and other businesses, tourism and place-shaping.
- 1.3** Any changes in provision need to be carefully considered to ensure that the impact on the town and its economy are optimised and that the risk of adverse consequences is minimised.

2. Current position

- 2.1** The established Car Parking Member Working Group (CPMWG) has agreed terms of reference which are attached at Appendix 2. The group has met twice so far, with a further meeting planned in August to secure input from GCC, which is responsible for on-street provision and the Local Transport Plan.
- 2.2** CPMWG has been clear that it wants to see a holistic parking strategy, taking account of both on-street and off-street provision.
- 2.3** It is acknowledged that there is a current shortfall in available data / experience / budget to effectively analyse the current service and advise whether or not the car parks provide sufficient capacity and are being utilised to their full potential, in support of the local economy. In order to fill this gap, resources will be needed and this will necessitate a report to Cabinet to secure funding for the necessary technical advice.
- 2.4** The Senior Leadership Team (SLT) and Cabinet has accepted the need for resourcing support and officers are currently seeking the engagement of a consultant to help scope a brief for the required analysis and advice.

3. Background

- 3.1** Responsibilities and ownership of car parking for the district are provided separately by Cheltenham Borough Council (CBC), Gloucestershire County Council (GCC) and a number of private car park operators.
- 3.2** GCC is also responsible for the local road network and development of the Local Transport Plan (LTP3), which sets the strategic context for sustainable transport policy.
- 3.3** Cheltenham Borough Council is still the major provider of off-street car parking in the town. Whilst some car parks, for example Regent Arcade, have been the result of planned interventions, many were established as default uses for historic underutilised land holdings, rather than as part of a more strategic approach.
- 3.4** It should be noted that whilst most peripheral (non-town centre) car parks are charged for, with a range of charging regimes in effect, some peripheral car parks are operated free of charge, resulting in a reduction in potential car parking income.

Given that there are costs in running all car parks, some are effectively being subsidised by those for which charges are levied. Similarly, there are variations in charging where the rationale for this is not apparent. For example, charges are levied at Coronation Square, but are not at Church Piece or Sixways in Charlton Kings.

4. Strategic and legal context

4.1 Local Transport Plan

- 4.1.1** The Local Transport Plan sets out the long-term strategy for transport in the county. The transport priorities identified have been included on the basis of achieving the overarching objectives and outcomes. They do not represent a commitment by the county council for funding,

but reflect the county's transport priorities.

- 4.1.2** Policy 6b - *Parking provision in Gloucester and Cheltenham should, through supply and pricing mechanisms, discourage commuter parking in the town and city centres to actively encourage the use of Park & Rides, public transport and low carbon forms of travel.*
- 4.1.3** *We (GCC) will work with the Borough and District Councils through the Parking Boards to ensure that parking policies in each area support the local economy, but through supply and pricing, do not undermine the use of public transport and low carbon forms of travel.*
- 4.1.4** *Parking policies in Gloucester and Cheltenham should, through supply and pricing mechanisms, discourage commuter parking in the town and city centres to actively encourage the use of park and rides, public transport and low carbon forms of travel.*

4.2 Legal advice regarding the basis for service provision and parking charges

- 4.2.1** The legal basis for operating off-street car parks and advice regarding the treatment of income was provided by One Legal in 2013.

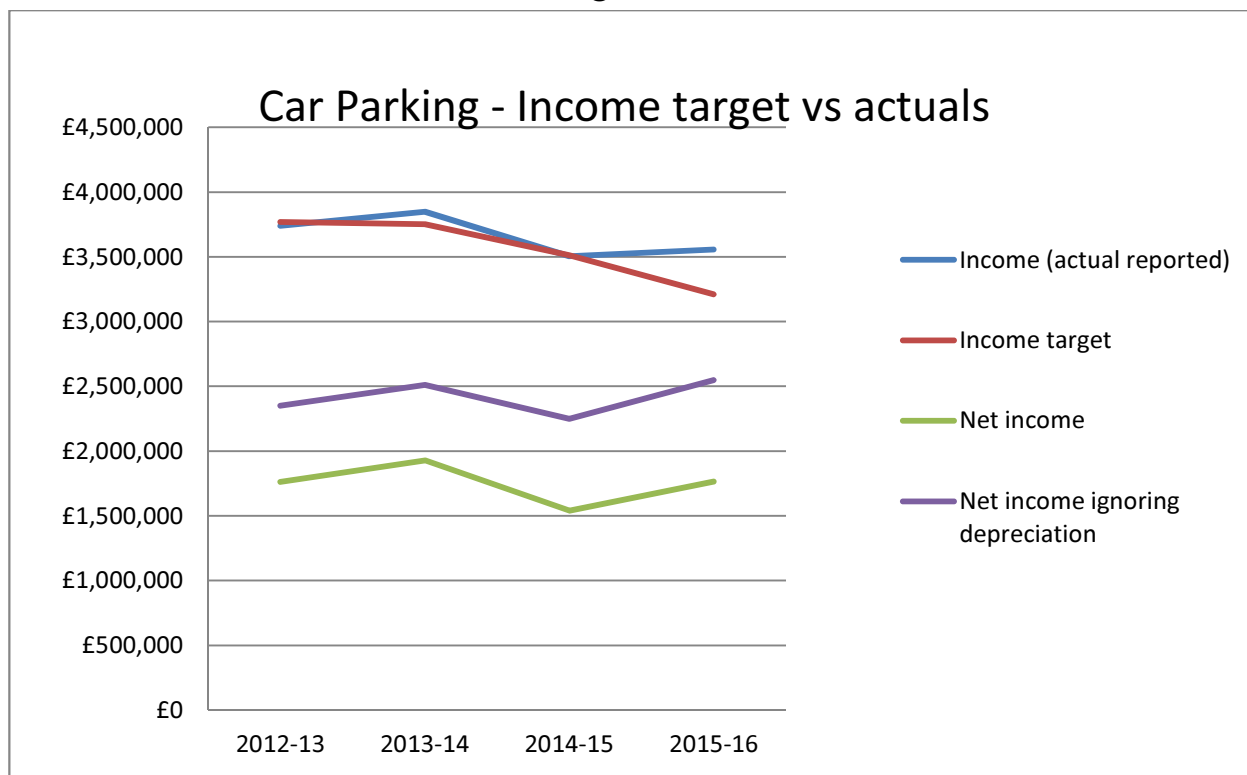
5. Position statement

5.1 Overview

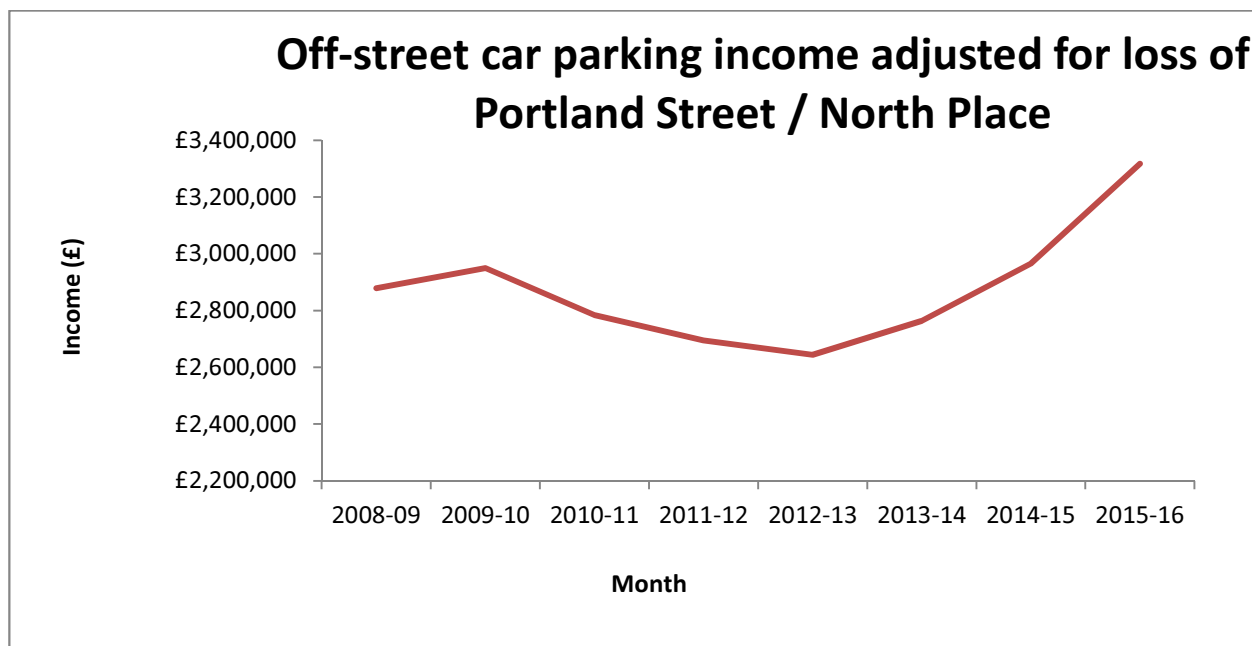
- 5.1.1** As indicated above, there has not been a strategic, planned review of the authority's approach to car parking for some considerable time. Responsibility for the management of car parking related issues and budgets is currently split across several operational areas and more than one division.
- 5.1.2** The car parking service is generally considered to be under-resourced, with a lack of dedicated specialist technical and managerial expertise. This situation was compounded as a result of the disaggregation of the parking service in 2012, when the county council took back responsibility for on-street parking from CBC.
- 5.1.3** GCC has outsourced the enforcement of on-street parking and introduced significant changes to on-street parking restrictions, including the introduction of a lot more on-street charging and resident parking schemes. As a consequence of the GCC focus on the on-street offer, there have been difficulties in successfully engaging with them to develop a coherent and complementary strategy, that takes appropriate account of both on and off-street provision and wider strategic impacts on the economy, property, tourism and our MTFS.

5.2 Income and service running costs

- 5.2.1** The graph below illustrates recent trends in relation to CBC parking income against target, which has been relatively buoyant against a backdrop of the reduction in parking spaces arising from the disposal of North Place and Portland street car parks (a loss of 813 spaces) and development at the brewery resulting in the loss of a further 26 managed spaces).

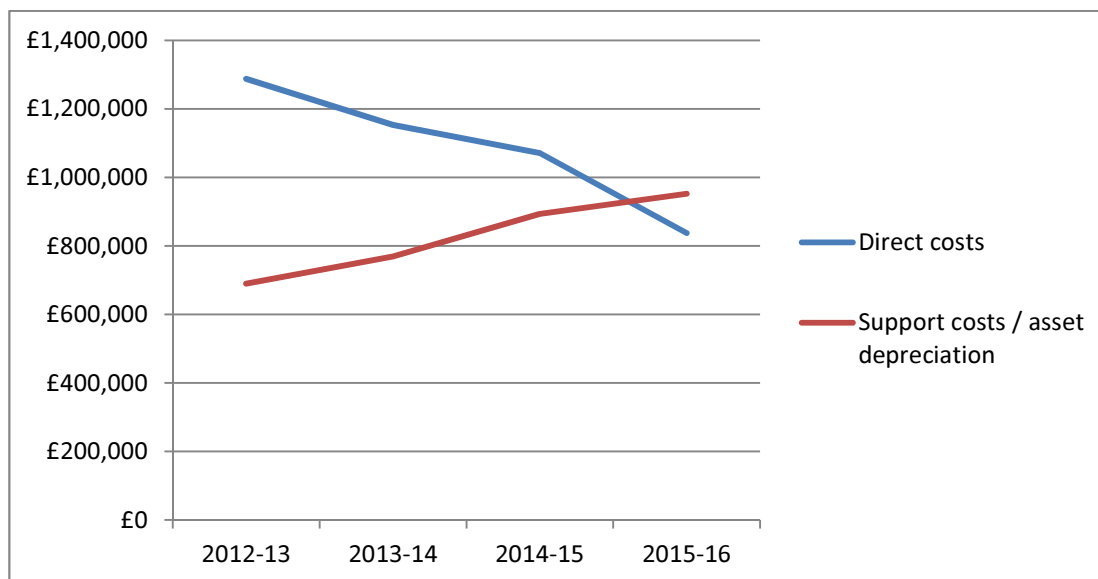
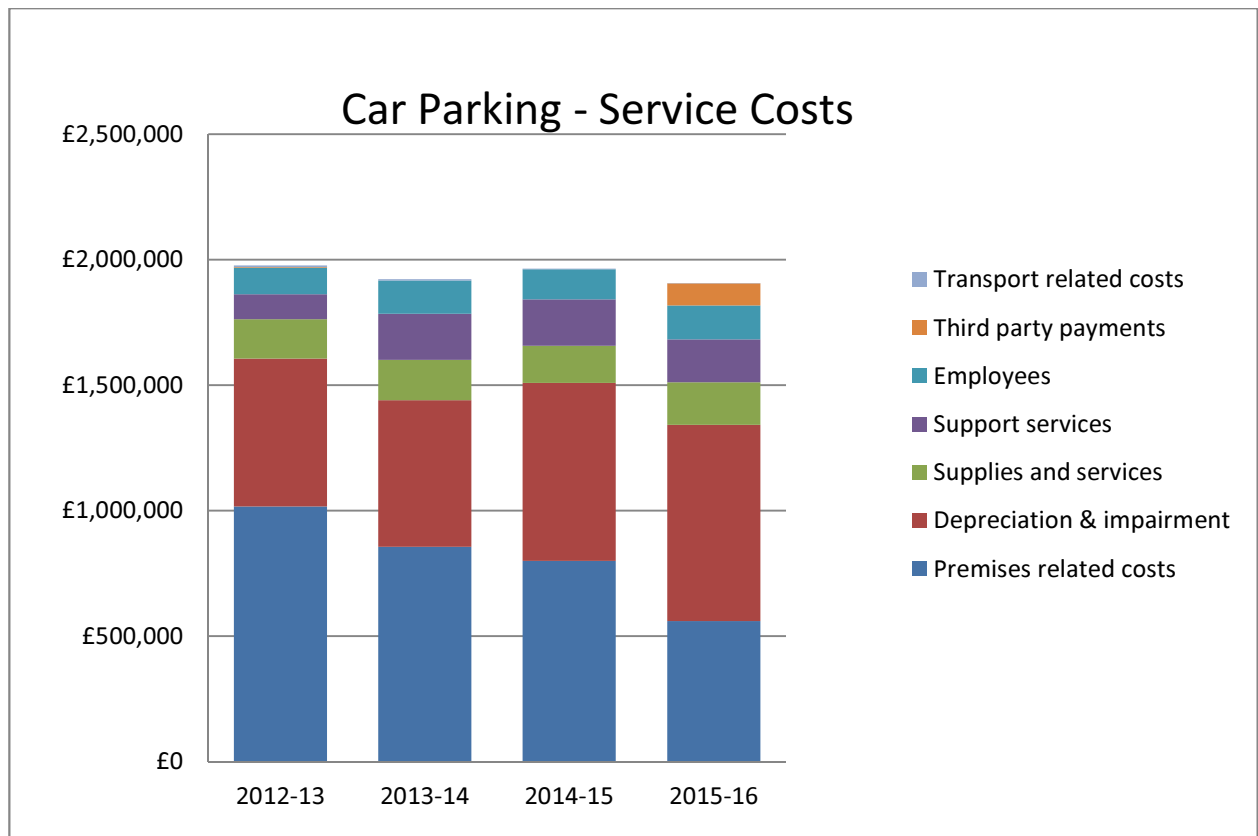


5.2.2 When adjusted for the loss of parking capacity at Portland Street and North Place, it is clear that there has been a significant recovery in income since the recession.

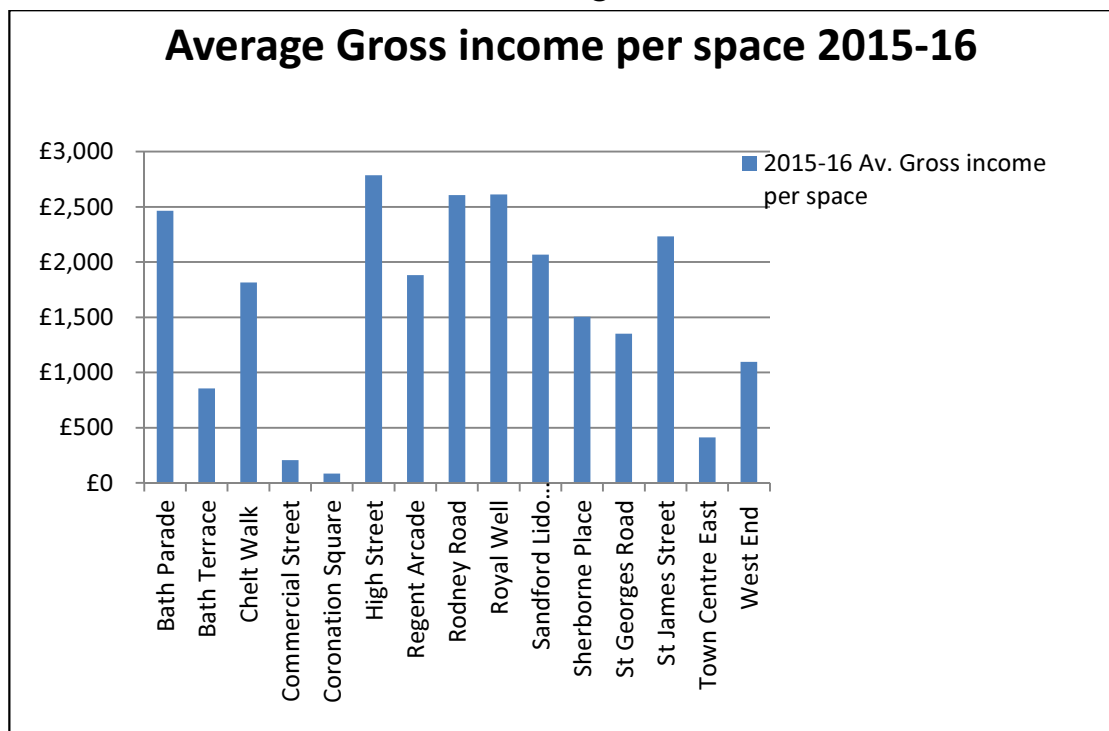


5.2.3 Service costs appear on first analysis to have been broadly static over the last four years, but this masks the fact that direct costs have been falling, whilst support costs and the provision for depreciation/impairment have risen over that period.

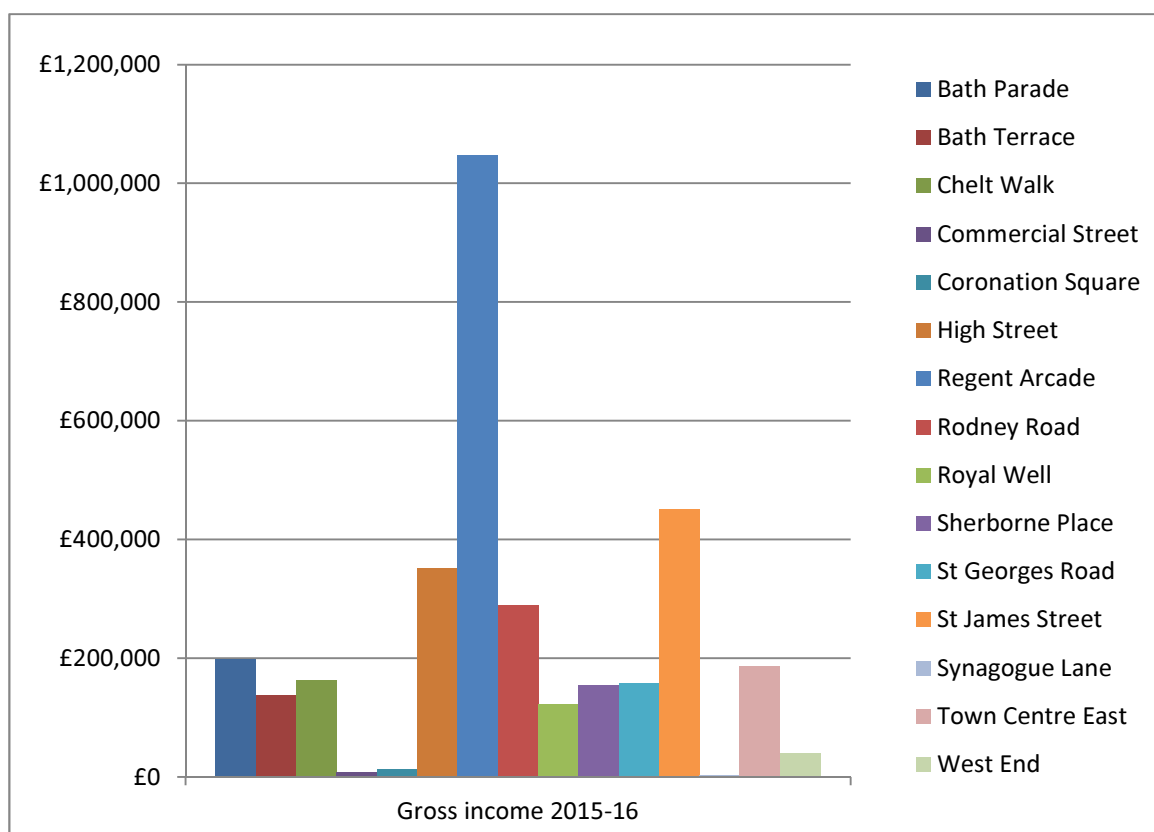
5.2.4 It is worth considering what the reason for increasing depreciation/impairment costs may be, given that the number of CBC-owned parking spaces has fallen by 25% over this period.



5.2.5 The graphs below shows the significant differences between parking income generation across CBC-owned car parks.



5.2.6 Total gross income by car park in 2015-16 was as follows:-.



5.3 Parking capacity

5.3.1 In early November 2015, students from the University of Gloucestershire were engaged to undertake a project to look at off-street parking capacity across Cheltenham's town centre car parks, including those in private ownership. Whilst the survey was only a one week snapshot, it provided an interesting insight to parking demand and variances across the course of a week.

5.3.2 Each car park was visited twice each day, once in the morning and once in the afternoon.

5.3.3 The table below summarises the capacity findings and illustrates the level of demand within each

car park during the week long survey.

5.3.4 Further analysis is needed to inform any firm decisions around changes to parking charges, not least because we probably don't want to incentivise car use over other more sustainable transport modes.

5.3.5 Some members of the CPMWG have suggested that more needs to be done to support business employees with commuter parking, but this would run contrary to the objectives of the Local Transport Plan.

		MONDAY		TUESDAY		WEDNESDAY		THURSDAY		FRIDAY		SATURDAY		SUNDAY		
Car Park	Capacity	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM	
Town Centre East	452	36%	32%	36%	27%	36%	31%	35%	26%	30%	26%	34%	21%	4%	10%	27%
St James Street	202	58%	35%	57%	36%	58%	72%	39%	49%	42%	47%	68%	84%	24%	63%	52%
Bath Parade	80	70%	40%	100%	51%	90%	80%	63%	50%	71%	54%	84%	26%	63%	43%	63%
Rodney Road	111	83%	57%	77%	63%	79%	67%	95%	79%	70%	55%	66%	59%	67%	52%	69%
NCP - Brewery	360	75%	71%	69%	58%	74%	67%	69%	58%	65%	66%	80%	71%	76%	69%	69%
High Street	126	96%	83%	94%	75%	88%	82%	100%	75%	85%	60%	86%	77%	81%	52%	81%
Beechwood Arcade	370	11%	16%	14%	24%	14%	18%	15%	19%	21%	25%	49%	40%	8%	6%	20%
Sherborne Place	102	56%	45%	61%	59%	46%	52%	56%	47%	40%	37%	68%	54%	19%	15%	47%
Portland Street	329	11%	13%	39%	17%	20%	25%	22%	25%	23%	26%	72%	54%	6%	5%	26%
Chelt Walk	90	96%	83%	98%	88%	93%	90%	98%	93%	97%	97%	22%	53%	10%	13%	74%
Royal Well	47	68%	32%	60%	36%	51%	38%	40%	49%	40%	62%	74%	98%	36%	62%	53%
Chester Walk	100	84%	46%	90%	55%	61%	47%	87%	55%	74%	35%	60%	47%	54%	36%	59%
St George's Road	116	51%	30%	48%	28%	63%	48%	57%	49%	28%	36%	31%	65%	24%	14%	41%
Regent Arcade	557	60%	39%	52%	39%	38%	36%	51%	49%	50%	61%	79%	93%	58%	62%	55%
TOTAL	3042	51%	40%	53%	40%	47%	45%	49%	44%	45%	45%	63%	60%	35%	35%	47%

5.4 Whilst the survey indicates surplus capacity, most notably on the Sunday, it also illustrates that some car parks are at or near capacity during certain points during the week.

5.5 A number of factors need to be borne in mind before drawing any firm conclusions from this data:-

- This is a one week snapshot and not necessarily illustrative of peak demand;
- Demand will increase over time as a result of the level of development proposed to 2031;
- There is pressure to optimise the use of any potential development land to help meet the aspirations of the Cheltenham plan and the release or redevelopment of car parking sites could offer a capital/revenue-generating opportunity;
- Parking income is not linear throughout the year, with a seasonal peak in December;
- Demand can be influenced by specific events, for example key festivals, such as literature and science;
- Beechwood shopping arcade car park has closed in preparation for redevelopment of the proposed new John Lewis store;
- Once capacity reaches 85%, research has shown that a car park is considered 'full' in terms of its efficient operation. Once this figure is exceeded, customers will lose confidence and have a tendency to look elsewhere, either for a parking place or even a destination!

5.6 Resourcing and management capacity

5.7 Barbara Exley and Yvonne Hope, Head of Public Protection (job share) have operational oversight of the car parking civil enforcement officers and administrative staff at the council.

5.8 There is however, a lack of experienced managerial/technical specialist resource following the deletion of the management posts in 2012.

5.9 Attempts to address the specialist knowledge gap during procurements have included liaison with external contacts in other authorities and using the operational knowledge of the car parking civil enforcement team.

- 5.10** The lack of a dedicated, specialist resource with responsibility as business lead for car parking, has had an impact on the ability of the service area to maximise the opportunity from the existing operational resource and to effectively and successfully take forward procurement activities. This has not been resolved by the recent successful 'invest to save' bid, which was more about ensuring effective enforcement and administrative support to optimise payment compliance.
- 5.11 Car park initiatives– e.g. 'free after 6pm'**
- 5.12** Council made financial provision in 2016-17 for the possible removal of parking charges in off street car parks after 6pm, with a view to providing a boost to the night time economy. This was estimated to be likely to result in a loss of around £122k in parking revenue, but there are officer concerns that this may be an underestimate, as the authority does not have accurate hourly income data on which to base an annualised projection of the full financial impact.
- 5.13** As parking revenue helps to underpin the cost of delivering other council services, there is a risk that this initiative could, if implemented in isolation, add to the identified budget gap within the medium term financial strategy.
- 5.14** Other changes to the town's parking regime have been suggested within proposals for the town centre Business Improvement District (BID) which have been the subject of a ballot of businesses within the target area. As the BID was supported by the business community, there will be added pressure to make other changes to parking charges and related arrangements which if adopted, could impact further on revenue generation.
- 5.15** A community group is looking at the Bath Terrace car park with a view to giving it an environmental uplift. The feasibility study is looking at greening (extra trees/planting), improved recycling facilities, sustainable drainage and the provision of a 'solar array' canopy.
- 5.16** Whilst this may offer an exciting blueprint for works to our car parks, there is again the potential for long term revenue implications - costs to CBC could include lost parking income, maintenance, property related input, liabilities to adjoining land owners, health and safety requirements etc.
- 5.17** It would make sense for initiatives to be considered together, so that their cumulative impact can be evaluated, avoiding the risk of unplanned financial consequences.
- 5.18** Cabinet will need to approve the strategy and the financial implications following a public consultation on the proposed approach and prior to implementation.
- 5.19 Regent Arcade 'Pay on Foot' tender**
- 5.20** The decision to undertake a 'Pay on Foot' tender for Regent Arcade car park was taken following an informal report to Cabinet and a subsequent briefing to Audit Committee, which outlined the options for different parking solutions to address customer issues with payment arrangements.
- 5.21** Since the tender went live in October 2015, a significant number of issues have been experienced by the project team regarding the tender specification, evaluation method and process. These have absorbed a large amount of time and resources.
- 5.22** There was low confidence across the project team regarding the robustness of the evaluation and scoring and whether the evaluation and/or selection decision will be capable of withstanding external challenge.
- 5.23** Consequently and in light of the need to consider the wider investment requirements of the broader strategy, SLT agreed that payment system procurement should be delayed, pending specialist consultancy advice about the higher level strategy.
- 5.24 Cashless mobile parking tender (contract renewal)**
- 5.25** A cashless mobile parking tender was undertaken in late 2015 to re-tender the contract that is currently provided by PaybyPhone Ltd.
- 5.26** Following a successful challenge by the existing provider in January 2016, the tender was abandoned, despite having reached the supplier contract award stage.
- 5.27** As a stop gap, the existing PaybyPhone contract has been extended until 1 August, 2016 and will need to be extended again pending the consultancy advice now being procured.

5.28 Slow progress was made by the core project team (the same team as the Regent Arcade tender) and again issues were compounded by the lack of an experienced technical business lead for car parking.

5.29 Asset valuation exercise

5.30 An asset valuation exercise is being undertaken across existing car parks that considers the constraints and strategic options relating to each site. This will inform the investment/disposal strategy, reflecting the longer term development potential of car parking sites and the needs of the town, as part of the overall car parking strategy.

5.31 Some town centre car parks are subject to significant development constraints, including rights to light, easements, leasehold interests and flood risk. This means that in some cases, there may be no alternative use value, or such values may be limited in relation to the current asset value for car parking.

5.32 The Head of Property is currently reviewing title reports prepared by One Legal and will be having detailed discussions with planners to inform his asset valuation. This will be a key determinant of whether car parks can be considered for alternative developments, or more intensive car parking use.

5.33 Customer parking survey

5.34 At the last meeting of the CPMWG in February 2016, it was agreed that a car parking survey be undertaken to provide customer feedback with regard to the current car parking offer in Cheltenham.

5.35 The survey could also capture information about the visitor experience, which could be used to inform future consultation that is currently planned for October 2016, relating to the development of the car parking strategy itself.

5.36 A draft survey has been prepared, but to ensure statistical robustness and minimise question bias, it is suggested that a research agency should be engaged to undertake survey on behalf of the council and that the survey be conducted face-to-face across all of the town centre car parks.

5.37 With regards to timescale, it is suggested that the survey should be rolled into the wider piece of consultancy work now being sourced. This may again have a financial resourcing implication.

5.38 Cheltenham Walk extension

5.39 Cabinet has already agreed to invest in the Chelt Walk/Synagogue Lane car parks, with a view to increasing the number of spaces by around 40. This is an interim approach which will help to optimise income from the site, whilst its development potential is explored further. This work is currently in progress and due to be completed by the end of August.

5.40 Chelt Walk has the potential in the medium term for a mixed use development which could maintain and extend existing parking provision, as well as providing an opportunity for delivering additional commercial development that could generate revenue and/or offer the potential for developing a public sector services hub, in partnership with other statutory bodies.

6. Other parking issues raised

6.1 A range of other issues have been discussed with or raised by the working group and will need to be reconciled by the strategy development process, these include:-

- Disabled parking provision – Cheltenham is unusual in that charges are not currently levied in relation to blue badge holders; this gives rise to all day commuter parking and fails to discourage blue badge fraud;
- Parking permits – there is considerable demand for parking permits from businesses and residents, but off-street car parks do not accommodate this demand, as it displaces visitors and those accessing town centre services and shoppers;
- On-street business permits – in some areas, there are less parking spaces than resident-owned vehicles, so business permits exacerbate on-street parking issues and also make it

difficult for residential visitor parking.

- Commuter parking – some members of the working group believe that the council should look to facilitate provision for parking by commuters, even though this runs contrary to objectives of the Local transport Plan.
- ‘High end’ parking provision – it has been suggested that the council might want to improve the quality of some provision by widening spaces and charging a higher price to reflect the better offer. This would reduce the number of available spaces, but might encourage higher spending visitors.
- Business spaces available at weekends – could the council encourage businesses to make empty office and other parking available to visitors/shoppers at weekends?
- Parking incentives – could differential charging be used to encourage visitors to the town during traditionally quieter periods thereby better optimising car park usage.
- Other incentives have been suggested by business through the BID consultation – e.g. cheaper parking for local business employees and later starting time for parking charges at weekends in support of the night-time economy.
- Relationship of CBC parking charges to on-street and private car parking operator charging arrangements – the working group has suggested meeting with private operators to get their views.

7. Conclusions

- 7.1 Car parking provision is an important component of a successful local economy and it is therefore critical that significant decisions are carefully evaluated and informed by appropriate expert advice.
- 7.2 Whilst not a primary driver, CBC’s off-street car parks generate a substantial income surplus and this helps to underpin the authority’s finances. Without this income, the council would be forced to reduce discretionary services which could have a major impact on the town and its economy.
- 7.3 Decisions about specific changes in relation longer term options for delivery of the car parking service, parking payment arrangements and capital investment or release of sites for development, therefore need to be considered in the broader strategic context.
- 7.4 Any changes/improvements to car parks need to be part of a long term strategy, which must have regard to the economic impact of car parking on the well-being of town, the Council’s own business plan and financial position, along with other changes to improve the customer/visitor experience.

8. Next steps

- 8.1 It is suggested that there is potential duplication between the roles of CPMWG and O&S in terms of Member input and oversight of parking strategy development. In order to keep O&S advised of progress, it is suggested that:-
 - 1) the minutes of CPMWG; and
 - 2) Operational Programme Board progress updates to the Senior Leadership Teamare made available to O&S Members for information. Officers and the responsible Cabinet Member can attend O&S on request should there be specific queries.
- 8.2 Officers are in the process of securing consultancy support for the scoping of a brief to procure advice to inform the development of the parking strategy. This will require funding, which is likely to involve a report to Cabinet.
- 8.3 The brief will be subject to consultation with the CPMWG, prior to any approval by Cabinet.
- 8.4 These actions have been added to those already contained within the approved corporate

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business plan for 2016-17, as set out in the table below.

Action	Target dates
Secure advice to scope consultancy brief	June 2016
Agree brief and secure Cabinet funding approval	July/August 2016
Develop options in consultation with the Car Parking Working Group, including input from key stakeholders, including GCC and private car park operators	October 2016
Liaise with GCC regarding delivery options , having regard to any opportunities arising as a result of the devolution agenda	October 2016
Undertake public consultation where appropriate to the implementation of emerging options	Jan 2017
Report to Cabinet regarding recommended option(s) and associated action plan	March 2017

Report author	Contact officer: Mike Redman Email: mike.redman@cheltenham.gov.uk Tel: 01242 264160
Appendices	1. Risk Assessment 2. Car Parking Member Working Group – terms of reference
Background information	

The risk				Original risk score (impact x likelihood)			Managing risk				
Risk ref.	Risk description	Risk Owner	Date raised	Impact 1-5	Likeli- hood 1-6	Score	Control	Action	Deadline	Responsible officer	Transferred to risk register
CR100	If recommendations within the car parking audit action plan are not effectively addressed or the issues mitigated, there are income and reputational risks to the Council	Mike Redman	Jan 2015	3	5	15	Reduce		Aug 2016	Barbara Exley/Yvonne Hope	
	If private car parking capacity at North Place and Portland Street is expanded, this is likely to put downward pressure on parking income	Mike Redman	April 2016	2	4	8	Accept		N/A	Barbara Exley/Yvonne Hope	
	If the improved car park serving John Lewis is more attractive than CBC car parks, this could impact negatively on our parking income	Mike Redman	April 2016	2	3	6	Reduce	Improve Town Centre East car park and associated signage	Sep 2017	Barbara Exley/Yvonne Hope	
	If the new John Lewis store is a significant visitor draw, this may place additional demand on town centre car parking space and add to traffic congestion	Mike Redman	April 2016	2	4	8	Accept	Consider car parking capacity in light of the likely longer term demand for spaces	Sep 2017	Barbara Exley/Yvonne Hope	
	If the parking strategy	Mike	April 2016	4	3	12	Reduce	Car parking		Barbara	

	does not take account of planned development, demand for town centre parking may outstrip supply leading to congestion and potential damage to Cheltenham's reputation as a destination	Redman						strategy to take risk into account		Exley/Yvonne Hope	
	If parking charges are set too high, this is likely to impact on the number of visitors to the town and could be damaging to the local economy	Mike Redman	April 2016	4	1	4	Accept	Car parking strategy to take risk into account	Mar 2017	Barbara Exley/Yvonne Hope	
	If car parking charges are set too low, this will not support the strategic objectives of the local transport plan to encourage more sustainable modes of transport	Mike Redman	April 2016	4	1	4	Accept	Car parking strategy to take risk into account	Mar 2017	Barbara Exley/Yvonne Hope	
	If the council decides to accommodate commuter parking within its car parks by means of permits, this will be contrary to the objectives of the local transport plan and is likely to have an adverse impact on the town centre economy	Mike Redman	April 2016	4	3	12	Reduce	Car parking strategy to take risk into account	Mar 2017	Barbara Exley/Yvonne Hope	
	If the council does	Mike	April 2016	3	4	12	Accept	Car parking	Mar 2017	Barbara	

	not make any provision for business parking within off street car parks, this may impact on the willingness of businesses to remain or locate within the town centre	Redman						strategy to take risk into account		Exley/Yvonne Hope	
	If the council does not make any provision for business parking in off street car parks, this will continue to impact on residential streets, causing inconvenience to local residents	Mike Redman	April 2016	2	5	10	Accept	Car parking strategy to take risk into account	Mar 2017	Barbara Exley/Yvonne Hope	

Explanatory notes

Impact – an assessment of the impact if the risk occurs on a scale of 1-5 (1 being least impact and 5 being major or critical)

Likelihood – how likely is it that the risk will occur on a scale of 1-6

(1 being almost impossible, 2 is very low, 3 is low, 4 significant, 5 high and 6 a very high probability)

Control - Either: Reduce / Accept / Transfer to 3rd party / Close

Car Parking Review – Cabinet Member Working Group

Terms of Reference

Chair: Councillor Andrew McKinlay, Cabinet Member for development and safety

Cross-party membership: Councillors Lillywhite, Jeffries, Mason, Babbage, Clucas, Payne, Seacombe, Williams, Nelson, Baker

Co-optees: To be agreed (if any)

Officer support: Mike Redman and relevant officers from the parking team / Public protection, Jeremy Williamson, Sandra West

Purpose: To help develop the vision and provide support to the development of a holistic parking strategy for Cheltenham, in consultation with key stakeholders

Specific remit:

1. To understand the current legal & fiscal operating environment
2. To identify and agree the key components and focus for the proposed parking strategy, including the following key issues:-
 - Car parking quantum and location;
 - Relationship between 'on' and 'off-street' parking provision;
 - Evidential impact of car parking on the local economy;
 - Future approach to parking charges – hourly rate, method (e.g. pay on foot);
 - Service costs and current staffing arrangements;
 - Legal constraints on service development;
 - Relationship to objectives within the Gloucestershire Local Transport Plan;
 - Opportunities for off street parking site consolidation, or further investment in provision – quantum, location, payment hard & software, heritage constraints;
 - Disabled parking arrangements.
3. To determine what evidence and stakeholder engagement is required – from members, One legal, best practice etc.
4. To provide a steer to Cabinet on how the council should deliver its off-street parking arrangements as part of an integrated approach, to contribute to the future well-being of the town and its economy.

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