



# Parking Review

Report of the Regeneration and  
Development Scrutiny Panel

July 2009

# Parking Review

## Report of the Regeneration and Development Scrutiny Panel

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Chair of the Regeneration & Development Scrutiny Panel,  
Councillor Barry Collins

There is no instant solution to Calderdale's parking problems. Instead, this document sets out, for the first time, a framework within which improvements might steadily be made.

From day one, the review-process has been policy-led, building on key, agreed principles to develop future service priorities and a list of detailed recommendations for change.

There is real concern, however, that the council will be unable to implement such reform proposals without first resolving the parking service's underlying financial situation.

Before Christmas, faced with a projected "deficit" of £480,000 for 2008/9, officers suggested raising parking changes in all the borough's main townships.

The scrutiny panel argued that the council should avoid any action on parking that might damage local trading activity during the economic downturn.

The cabinet responded by cutting the service's annual income target and making a compensating contribution from council funds in an attempt to balance the books.

These hopes were then dashed when the year-end figures showed that, despite an operating profit of almost £1.5 million, the service was still technically "overspent" by £189,000.

How could this happen? The scrutiny panel's analysis suggests three main explanations:

- a) the reduced income target was still high enough to swallow parking's entire surplus
- b) annual inflation increases are charged to the service without any mechanism for meeting them
- c) the budget bears the dead-weight of previously unimplemented savings initiatives.

As a result, on the latest projections, the service already faces another structural "deficit" for 2009/10 of around £269,000. And, to make matters worse, latest projections suggest a possible £106,000 fall in parking income over the full year.

This would seem to suggest that a balanced parking budget is currently unachievable. Since economic conditions could well be to partly to blame, the scrutiny panel repeats that it would make little sense, right now, to bridge the gap by making parking more expensive.

Ultimately, these are decisions for the Cabinet and Council. But in the panel's considered view, the more appropriate response might be:

- i) to establish whether the parking budget remains fit for purpose
- ii) to ensure that future income targets take account of economic circumstances and are aligned to income trends

iii) to remove all hang-over savings from the balance sheet

iv) to create an effective mechanism for dealing with inflation

In the short term, the scrutiny panel's report does propose several, limited policy-led charging adjustments that would enable development work to begin on its key recommendations (see appendix 3).

Later, of course, as the local economy recovers, the council may choose to reconsider the current level of parking tariffs, given its perfectly defensible policy of using such income, in part, to hold down council tax.

However, it would be the panel's aspiration that, in future, the parking section is able to reinvest an element of revenue income to help create the sustainable, responsive service that our local communities deserve.

Councillor Barry Collins

Chair of the Regeneration and Development Scrutiny Panel

## 2 Background to the review

- 2.1 Last year the Council's Regeneration and Development Scrutiny Panel proposed a review of parking strategy. It was subsequently agreed that Cabinet would make £40,000 available to carry out the review, and that the panel would report its findings in summer 2009.
- 2.2 The scrutiny panel established a Parking Review Working Party to carry out the review. Membership of the working party:
- Cllr Barry Collins (Chair)
  - Cllr Colin Raistrick
  - Cllr Bob Thompson
  - Cllr Keith Watson
  - Cllr Joyce Cawthra (2008/2009)
  - Cllr Nader Fekri (2008/2009)
  - Cllr Roger Taylor (2008/2009)
  - Cllr John Hardy (2009/2010)
  - Cllr Stephen Gow (2009/2010)
  - Cllr Geraldine Carter (2009/2010)
- 2.3 The review commenced in July 2008, and over the past year the working party has looked in depth at parking issues in Calderdale. The working party also undertook public consultation (see appendix 2) and looked in detail at the regional and national policy context. This report represents the culmination of this work.

### 3 Introduction

- 3.1 The management of parking is one of the most effective means of tackling congestion and its more serious consequences such as increased air pollution, delay and unreliability of public transport services. However, the ease and convenience with which visitors and shoppers can access a location by car can have a major influence on the location's overall success and in particular its economic vitality and viability.

This document proposes an overall parking policy for Calderdale Council. It is linked to the second West Yorkshire Local Transport Plan 2006-2011 (LTP2), but will provide a platform to develop the service over the next 10 – 15 years

It will:

- establish objectives for the effective management of parking in Calderdale, consistent with Government and Regional policies on travel choice and sustainable development;
- regulate the cost and availability of public spaces to give higher priority to short stay parking in town centres;
- regulate on-street parking through appropriate traffic regulation orders and Civil Parking Enforcement;
- enable consistent local area parking management plans to be developed.
- provide advice on the control of the supply of parking in new developments in order to support travel by non-car modes;

The strategy aims to complement policies to reduce traffic growth by controlling the availability of parking spaces, both on and off street, and by managing the overall supply, to meet priority uses. In this way, the management of parking can support policies to promote economic development assist in reducing town centre congestion.

- 3.2 The longer term objectives of the policy are to:

- **Manage travel demand:** by the integration of transport and land use planning at all levels, so that transport and planning work together to support more sustainable travel choices and forms of development;
- **Reduce the need to travel:** by locating major traffic generators in existing centres where they can be reached without needing a car;
- **Introduce restraint-based parking standards:** by avoiding the over-provision of parking spaces through the replacement of minimum with maximum parking standards;
- **Sustain and enhance the vitality and viability of town centres:** by the introduction of transport policies which support the prosperity of town

centres and provide a balance of good public transport and short stay parking;

### 3.3 Shorter term objectives are to

- **Effectively manage the total parking supply:** by developing parking management plans which include all types of parking and consider short stay priorities, regulation, charges and enforcement.
- **Provide a sound financial base** from which to develop and meet current and future expectations for the Service
- **Develop in house capacity** to allow for future development and continuous review
- **Develop a programme for the promotion of future workstreams** identified as part of the review, to be rolled out over the next 5 years. See Section 5 for the work streams identified to date

### 3.4 The policy is based upon a number of key principles:

- Parking Management Plans will need to cover all aspects of parking supply;
- Parking Management Plans will need to ensure effective enforcement of both on and off street parking;
- Parking charges will be used to manage the supply of parking spaces;
- Parking Management Plans should ensure that the specific parking needs of local residents are considered;
- In town centres convenient, short stay parking will be given priority;
- Long stay parking spaces will be provided in less convenient locations, generally on the periphery of town centres;
- The quantity and cost of long stay parking should seek to discourage commuting wholly by car.

### 3.5 To help underpin the deliberations, a public consultation exercise was carried out and the key findings are summarised in Appendix 2

### **Corporate**

- 1 Parking should be a sustainable service capable of first class, professional provision. If this is to be achieved, the base budget must be reviewed to ensure realistic funding, which reflects current income trends and includes an appropriate mechanism for applying inflation.
- 2 The Parking Service should have sufficient capacity and resource to be able to respond effectively to the many demands made of it and be responsive to changing needs.
- 3 The Council should strive to provide parking facilities which meet the varied requirements of its townships and communities.
- 4 The Council should benchmark all aspects of the parking service to assess efficiency and value for money.
- 5 The Council should produce an annual parking report summarising performance during the year.

### **Charging**

- 6 Parking charges should reflect the needs of individual areas in terms of cost, turnover of spaces and demand management.
- 7 Where possible and appropriate, a limited amount of free or very cheap parking should be provided in each of the main townships.
- 8 The Council should look towards developing innovative solutions to parking problems such as reimbursable parking fees for shoppers and using local spaces as car parks at appropriate times.
- 9 Sunday charging should only be introduced where a full evaluation has been undertaken, and the case for regulating demand by such charges has been demonstrated.
- 10 Car parks on Council owned land used by residents (ie in former General Improvement Areas) should be charged for to help offset the Council's costs.

### **Quality and Quantity of Provision**

- 11 The Council should establish an asset management plan for each and all of its car parks, undertaking a review of each township to determine both long and short stay parking provision, location and pricing structure. The review should pay particular attention to Cow Green multi-storey car park and investigate the feasibility of converting Halifax Town Hall car park into pay and display provision to increase capacity in Halifax town centre.

- 12 Car parks should be maintained to the standards required for their particular functions as assessed within the Asset Review. In the meantime the rolling programme of capital investment in the parking stock, (currently £150,000 per year) should continue.
- 13 Plans for future development should make full use of the opportunities afforded by Prudential Borrowing.
- 14 Improvements should be made to the winter service on all public car parks with priority given to charged-for car parks.
- 15 The Council should investigate the possibility of ring-fencing elements of parking income to improve local public transport through, for example, investing in free town centre 'hopper' buses.
- 16 The Council should work with local transport providers to ensure that public transport policies are integrated with the parking policy. Creating informal park and ride by improving parking provision at rail stations and along bus routes would encourage use of public transport, helping to relieve traffic congestion.

## **Enforcement and Control**

- 17 Prior to its planned outsourcing of parking enforcement, the Council should review its enforcement policy, ensuring that it is firm but fair and that its implementation reflects the degree and effect of any abuse which may occur. Review of the policy should be continuous.
- 18 The Council should regularly review its guidance on cancellation of penalty charge notices.
- 19 Parking staff should be trained to a standard commensurate with their duties and wherever possible to those established and recognised by the British Parking Association.
- 20 Parking controls should be applied selectively in order to address specific problems and should not be used unnecessarily.
- 21 Solutions for enforcing "Prohibition of Driving" restrictions should be sought. Existing schemes should be reviewed to provide effective control of invasive parking, and new schemes should not be introduced until enforcement solutions have been found.
- 22 Where legislation permits, the Council should enforce against footway/verge parking and parking which obstructs dropped kerbs, consistent with overall enforcement requirements

## **Accessibility**

- 23 The Parking budget should fund the active marketing and adequate signage of local parking provision.

- 24 Details of the location of all public parking facilities, the regulations applicable, and the current costs of parking should be readily available for customers in a variety of formats.
- 25 Designated disabled badge holder (DBH) parking should be reviewed. The Council should provide suitable amounts of DBH parking at identified locations, reflecting the demand for such spaces and any alternative provision available to badge holders. The review should include the procedure for issuing Disabled Badges and preventing their abuse.
- 26 Loading bays should be provided only where the need is justified. Number, location, days and times of operation etc should be reviewed. Their proper use should be monitored and enforced.

## **Residents' Parking**

- 27 Present arrangements covering resident parking zones should be completely reviewed. Residents' parking permits should be charged for to cover the cost of providing the service. As part of the review, a process should be developed to give residents the opportunity to seek either the introduction of new schemes or the removal of existing ones. No new schemes should be considered until the review is completed (anticipated May 2010)

## **Permits**

- 28 The Council should have a simple system of permits which addresses public demand and reflects the needs of the Council as an enforcement body.  
Changes should include:
  - Increasing the cost of annual commuter permits to reflect current daily charges, but also reflecting the benefits to the Council that increased permit use brings
  - Charging all parking permits issued in connection with Council business at a rate which reflects their economic value.
  - Considering a tiered system of permits and charges which matches the pricing structure and intended parking location
  - Investigating the desirability of issuing business permits

## **Other Vehicles**

- 29 The Council should consider provision of overnight off street parking facilities for heavy goods vehicles where the need is proven
- 30 The Council should work to ensure that adequate provision is made for ranks for licensed hackney carriages.

- 31 Develop methods of preventing systematic abuse of waiting restrictions, detrimental to the public at large
- 32 Where practical, the Council should seek to provide adequate levels of off street coach parking to serve town centres and tourist attractions. On street set down and pick up facilities for coach passengers should be provided where a specific need is identified and justified.
- 33 The Council should consider requests for on street parking bays for motorcycles and, where justified, should work to ensure the provision of conveniently located, secure off street provision in public car parks.
- 34 The Council should work to provide suitably located, safe and secure cycle parking facilities both on and off street in town centres and where demand justifies.

## **Events Management**

- 35 Where appropriate, the Parking Service should play a supporting role in the management of events on, or affecting, the highway (though the responsibility of event organisation rests with the promoter).

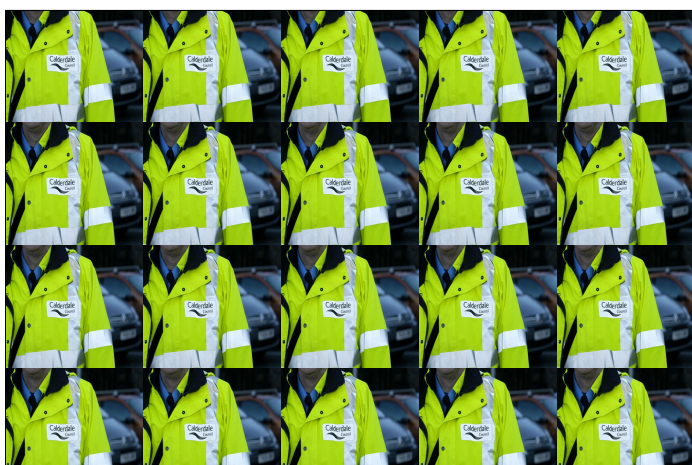
## 5 Findings of the Review

The findings of the review are presented below in subject headings and in a format which identifies a key recommendation, the discussion leading to that recommendation and the work needed to achieve the recommended outcome (workstream).

Workstreams have been abstracted into a consolidated list in section 7.

### 5.1 Corporate Recommendations

1	<b>Parking should be a sustainable service capable of first class, professional provision. If this is to be achieved, the base budget must be reviewed to ensure realistic funding, which reflects current income trends and includes an appropriate mechanism for applying inflation.</b>
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The Service needs to generate sufficient income to cater for the calls made upon it without with the need to seek funding for the various initiatives on an ad-hoc basis.

The definition of the service includes all aspects of parking policy from promotion of Traffic Orders through the lining and signing of those orders and the ultimate enforcement, both on and off street.

Decriminalisation of Parking Enforcement (DPE) in 2006 and the current Civil Parking Enforcement (CPE) regime introduced in 2008, places certain restrictions on the way in which parking income can be spent. All on street income from Daily Charges & Penalty Charge Notices (PCNs) + off street PCNs must be reinvested in the service or on highway matters.

Historically, some off street parking income has been used to prevent service cuts elsewhere in the Council and to help keep down Council Tax. The service's current income budget is unachievable, and despite an operating profit of around £1.5 million in 2008/2009, the service is facing a "deficit" for 2009/2010.

The current financial framework produces an anticipated income budget each year which is not aligned to actual income trends, does not provide for reinvestment to meet the needs of the service and makes annual inflation adjustments without providing any mechanism with which to achieve them.

The Council should therefore review the financial framework of the parking service to ensure that in future, adequate income is directed at maintaining and improving parking

provision, road safety & highway work, and that income budgets are realistic and achievable.

### Work stream

Review income budget methodology and calculation.

Review the base budget of the parking service to ensure it can deliver an appropriate and responsive modern service.

Identify the means of reinvesting an element of revenue income in future service development.

Explore and develop the most appropriate mechanism for dealing with inflation within the parking service budget, balancing the overall needs of the Council with the operational need of the service.

At an appropriate time, review the current charging regime.

2	<b>The Parking Service should have sufficient capacity and resource to be able to respond effectively to the many demands made of it, and be responsive to changing needs.</b>
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The service, in its widest definition, cannot currently respond to the many requests made of it. The enforcement of restrictions can often be accommodated either within existing resources or by increasing those resources by virtue of potential increased income. However the promotion of new and changed Traffic Regulation Orders (TROs) and the lining and signing of those restrictions is often an expensive and time consuming process for which there is little or no existing budget provision.

For example:

A) A change of use of a property may render the existing restrictions unsuitable and changes need to be paid for. Whilst there is some latitude within the planning process and this should be rolled out for action in future, there are number of historic situations where this has not taken place and the Service is left to deal with the problem.



B) Actions elsewhere may displace traffic such that problems need to be resolved by making changes to the waiting or parking restrictions. Some restrictions may simply be unfit for current purpose – for example the on street P&D restrictions in Halifax provide a mix of long and short stay parking which in some locations mean that kerb space is under-used because the demand is for long stay parking and the current restriction allows only short stay parking. Such changes need to be carefully examined on an area wide basis before changes are made and that process needs to be adequately resourced.

New technology developments such as Pay by Phone or a parking ticketing system which enables parking charges to be offset against goods / services purchased locally involve

set up and running costs for which there is no budget . This can delay and even prevent the introduction of such measures. A fuller description of some of the proposed initiatives is included later in Section 8.

There are areas in the Borough, where the surface of the road is unsuitable for the provision of the lining needed to delineate and enforce restrictions. This can be areas where the tarmac has deteriorated to the point where it is still safe to use, but is worn to an extent that road markings simply do not stick or wear off very quickly. Sett paved or cobbled roads are also not well suited to being marked with conventional materials. An increase in budget is required to repeatedly re-mark those lines or to undertake more substantive work, such as the replacement of the surfacing with new tarmac, to enable the line to be durably marked.

### Work stream

Develop a mechanism which generates sufficient funding to deliver the improved service and makes best use of planning and other legislation to ensure that the principle of 'promoter pays' is used effectively.

<b>3</b>	<b>The Council should strive to provide parking facilities which meet the varied requirements of its townships and communities.</b>
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The Council is signed up to the concept of demand management through the Local Transport Plan and other policies and initiatives which encourage less reliance on the private motor vehicle. Two of the principle means of doing this are through the regulation of the numbers of parking spaces and the prevailing charges.



Controlling the type, availability and location of parking can also influence travel demand.

Locating public transport and sustainable transport facilities such as cycle parking closer to the main attractions rather than providing more car parking in a town centre can make these modes more attractive.

The different categories of public parking are; long and short stay, regulated and unregulated, free and charged, on and off street. These need to be addressed in the preparation of parking plans. Parking management policies on maximum duration of stay, charges and enforcement levels can all be used to influence travel demand.

The controls which an authority has available to it, or chooses to use, will depend upon the type of area and its level of ownership of off-street spaces. At one extreme, on-street controls and charging will be minimal where parking densities are low and do not affect highway operations. Elsewhere, probably in larger centres, parking demands will create on-street pressures and congestion, which may require greater control to satisfy priority demands.

Parking demands place pressure on control and management through competition for spaces. This is most evident on streets around major attractors, such as town centres where commuters and residents compete for limited spaces. In town centres the parking supply must accommodate a range of short and long stay uses, which may result in excessive circulation in search of spaces.

The parking stock must take account of the demands placed on it, but inevitably, compromises will have to be made in balancing the competing needs.

The rural nature of much of the Borough is an important consideration. Outlying communities often state that they drive to towns because public transport provision is inadequate. The concept of ring fencing car parking income to improve public transport facilities is explored in Section 15.

New or additional facilities should only be provided if supported by the relevant asset management review.

Funding should be identified to promote complementary on street reviews to deal with potential displacement effects

The rolling programme of Capital investment in the parking stock (currently £150k per annum) should continue.

There is a need to recognise the different characteristics of the separate townships and utilise charges which reflect those needs.

#### **Work stream**

Develop a parking asset management plan.

<b>4</b>	<b>The Council should benchmark all aspects of the Parking Service to assess efficiency and value for money.</b>
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The Council is currently outsourcing the enforcement part of the parking service. Benchmarking of other parts of the service should be undertaken to ensure and demonstrate that a high quality/cost effective service is provided.

#### **Work stream**

Benchmark Parking Services against other comparable providers.

<b>5</b>	<b>The Council should produce an annual report summarising performance during the year.</b>
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It is important that the public has confidence in the service. Publishing information on how the service is performing will help to breakdown any misconceptions about the service and give confidence that the service is open and fair in the way that it operates. The report should include an explanation of the Council's responsibilities, the Council's enforcement policy, information about the operation and effectiveness of the service along with any plans for the future.

**Workstream**

Produce annual performance report

## 5.2 Recommendations on charging

6	<b>Parking charges should reflect the needs of individual areas in terms of cost, turnover of spaces and demand management.</b>
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Flat hourly rates are easily understood and offer continuity across the borough, but these simple hourly rates may not reflect the need to encourage a certain type of parking in particular areas. For example it may be advantageous to encourage shoppers to stay a little longer to increase trade or meet shoppers' aspirations.

Rates could be tailored to specific locations, to deal with locally specific issues

### Work stream

As part of the asset management review, include for an assessment of the effect of 'tailoring' parking charges to suit local conditions and intended use.



7	<b>Where possible and appropriate, a limited amount of free or very cheap parking should be provided in each of the main townships.</b>
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The successful pre- Christmas experiment with free Saturday parking in underused locations on the periphery of Halifax town centre has now been extended to Hebden Bridge.

Public consultation has indicated a strong desire to provide some free or very cheap one hour parking to encourage quick visits by shoppers across the borough.

Free parking may not always be technically achievable and it must always be balanced against the Parking Service's overall financial constraints

However, such an approach could be developed using dual tickets through the existing pay and display systems, barrier controlled car parking or alternatively through discount arrangements, redeemable where agreed by local businesses.

### Work stream

As part of the asset management review, include for an assessment of the practicality of such measures in each township.

8	<b>The Council should look towards developing innovative solutions to parking problems such as reimbursable parking fees for shoppers and using local spaces as car parks at appropriate times.</b>
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Options to investigate:

**Working with local business groups** to promote initiatives such as reimbursable parking fees for shoppers. Schemes exist whereby local businesses group together to

encourage local shopping and a number of initiatives have been introduced. Council staff involvement is likely to be needed to implement such initiatives.

**Pay by telephone** – is becoming more widespread, affordable and practical. In some instances it can offer a viable alternative to Pay and Display systems. The use of this and other developing technologies should be kept under review.

#### **Car share parking**

The Council already operates an award winning car share parking scheme in Halifax. This could be extended elsewhere where a business case can be justified

#### **Car club parking**

Working with private sector partners, other councils have developed car clubs and provided car club parking. This should be investigated for roll out to suitable locations within the Borough.

#### **Secure Town Centre parking**

It has been suggested that provision of better and more secure evening parking would encourage the evening economy. There are some limited opportunities for this which need to be examined.

#### **Lower charges for environmentally friendly vehicles**

It is possible to introduce systems which encourage the use of low emission vehicles. Perhaps the most cost effective mechanism in the short term would be for a cheaper annual parking permit - priced to encourage low emission vehicles, perhaps a 50% discount for certain vehicle types. As the effectiveness of such measures was proven other means of 'encouragement' may be possible, along with a sliding scale of discounts.

#### **Mobilising private land to deal with peak demand**

Investigate whether more should be made of the idea of using local spaces such as church and school yards, pub car parks etc as car parks at appropriate times of the day or year etc.

**Develop a coherent marketing strategy** to ensure best use is made of the Council's facilities

#### **CCTV enforcement of restrictions – bus lanes, outside schools etc**

It is becoming increasingly possible to enforce certain restrictions by CCTV, although the capital investment is substantial to acquire equipment which provides the necessary continuity of evidence. It may be possible to develop working arrangements with the private sector or with other West Yorkshire Councils to make this approach more cost effective.

#### **Improved signing to make better use of existing facilities**

Complaints are occasionally received about the signing to Council car parks and it would be prudent to carry out a review of car park signing as part of the asset review.

#### **Work streams**

Schedule all the above activities to be explored within the next 18 months

9	<b>Sunday charging should only be introduced where a full evaluation has been undertaken and the case for regulating demand by such charges has been demonstrated.</b>
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The nature of retailing has changed in recent years and the shops in many town centres are now open every day of the week.

Traditionally, councils have charged for parking from Monday to Saturday and made no charge on Sundays. It could be considered unreasonable to charge the Saturday shopper but not the Sunday shopper, however centres are often less busy on Sundays so the need for charging in terms of demand management is less clear cut. Thorough evaluation should be undertaken before introducing Sunday charging.

Charging on seven days per week takes place in Hebden Bridge and it is not proposed to make any changes to this outside the Asset Review process.

## Workstream

No action required at this stage.

10	<b>Car parks on Council owned land used by residents (ie in former General Improvement Areas) should be charged for to help offset the Council's costs.</b>
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There are 23 Council owned 'car parks' which came into being for various historical reasons. These include car parks created through the demolition of properties as part of General Improvement Areas, and are used primarily as residential parking. These car parks cost the Council to operate. The Council must pay rates, cleanse and maintain the car parks. Many of these car parks are in a poor condition and receive only minimal maintenance. Current spend, excluding rates and staff costs, is around £5k per annum. The Council is effectively subsidising resident parking on a selective basis. These car parks are often full during the evening but underused during the day.

Public car parks funded from the public purse are intended for use by the general public in pursuance of shopping, visiting, commuting etc. If public car parks become earmarked for residents, the availability of spaces for their prime purpose is compromised.

Many of these 'other' car parks are 'vested' in areas of service other than Engineering and may need transferring into the control of Engineering Services, along with any necessary budgets, before any changes are made.

If residents were charged for the continued use of these car parks, there is a risk of displacing vehicles into other potentially unsuitable locations. This would need to be investigated on a site by site basis.

However, it is inequitable that the Council should continue to provide what is effectively subsidised car parking simply on the basis of historical chance.

It is recommended that charges should be made in the form of a weekend and evening permit to allow residents to park on the Council's land. This would leave the sites available to the general public during the day but provide residents with parking in the evening. It would offset the costs incurred by the Council in providing the facility, and would enable the Council to maintain them to a better standard.

**Work stream**

Develop a suitable charging system to reflect the benefit received by residents through use of Council land/ facilities

## 5.3 Recommendations on Quality and Quantity of Provision

11	<b>The Council should establish an asset management plan for each and all of its car parks, undertaking a review of each township to determine both long and short stay parking provision, location and pricing structure. The review should pay particular attention to Cow Green multi-storey car park, and investigate the feasibility of converting Halifax Town Hall car park into pay and display provision to increase capacity in Halifax town centre.</b>
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The Council owns and operates 72 public car parks and charges on 43 of them. 29 are provided free of charge.

All car parks cost the Council to provide – rates, sweeping, lighting etc. The asset review should assess the need for a car park and whether or not it should be retained; with a presumption that car parks should all be charged for unless there are mitigating circumstances. The review should take account of the locally available on street parking facilities.



Charging should reflect the cost to the Council to provide, the uses made of the sites and the potential impact that charging would have. The income generated would help to maintain and improve the parking stock.

This review should extend to all Council land currently used for parking, other than that provided as part of a dedicated facility such as a sports centre, swimming pool or similar.

The Council's assets should be at least self-funding unless there is a clear case made for deviating from this principal.

### **Work stream**

Develop an asset management plan for the Council's parking stock.

12	<b>Car parks should be maintained to the standards required for their particular functions as assessed within the Asset Review. In the meantime, the rolling programme of capital investment in the parking stock (currently £150,000 per year) should continue.</b>
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The quality of the parking stock is one factor in the public's parking choices alongside pricing, convenience, and in the case of shoppers, the retail offer of the town. It is reasonable that the Council should continue to improve the parking stock to reflect rising aspirations and the fact that it charges to use many of them. Investing back into the service to improve the facilities that are provided makes charges more palatable.

The Council currently maintains the parking stock from budgets within Parking Services. In addition, since 2004, the Council has invested £150k per annum from its Investment Plan to improve the parking stock. This programme has typically taken the form of one 'flagship' scheme per annum plus a number of substantial but smaller improvements to lighting, surfacing etc, spread throughout the borough.

In part, this has helped to ensure that 24 of the Council's car parks have been upgraded to such an extent that they have been awarded the Park Mark award. The Park Mark award reflects the good overall quality and security of these individual car parks. This capital funding is only secure until 2011 / 2012



### Work stream

Include investment decision making as part of the asset review.

13	<b>Plans for future developments should make full use of the opportunities afforded by prudential borrowing.</b>
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Through Prudential Borrowing, and subject to certain limitations, any additional income made from new or increased parking charges can be used to finance capital works. Such works could include the provision of additional car parking or making improvements to existing car parking.

However, this should not be seen as a method of providing limitless parking, or over-ride other policy goals simply because it can be shown to break even or make a 'profit'. Sites should be

robustly assessed as part of the asset management process to ensure that any new provision is justified.

One location which has been identified as a possible candidate site, would be Heptonstall, where tourism demand is acute at certain times of the year and charged for visitor parking, funded through Prudential Borrowing may offer a cost effective solution. This would be an example of where the Council (Tourism and Parking) is seen to operate in a 'joined up' way

### Work Stream

Through the asset management plan, develop proposals suitable for promotion by Prudential Borrowing.

<b>14</b>	<b>Improvements should be made to the winter service on all public car parks, with priority given to charged-for car parks.</b>
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The snowfall of February 2009 highlighted some failings in the winter service provided in public car parks. The Council is currently undertaking a review of the whole of its highway winter service.

The needs of the parking service will be fed into that review, although it is unlikely that all expectations will be realised. For example, the Council's highway gritting service can only access car parks where there is forward entry and exit and the car park is conveniently located in respect to the highway gritting routes.

Only 9 car parks are currently visited as part of the precautionary gritting routes leaving the vast majority untreated other than on an ad-hoc basis by manual means.

Whilst there may be some improvement as a result of the winter service review, a car park specific plan is being developed to complement the overall review, to ensure that winter service standards in all car parks are improved.

There will clearly be a cost implication of improving the service and the means of funding this will need to be identified.

#### **Workstream**

Develop a scheme to improve the winter service on Council car parks including a mechanism for covering the costs of providing the improved service

<b>15</b>	<b>The Council should investigate the possibility of ring-fencing elements of parking income to improve local public transport through, for example, investing in free town centre hopper buses.</b>
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Through on and off street parking charges, the Parking Service generates significant income for the Council.

There is a strong feeling that a proportion of income earned through the parking service should be invested back into the service in order to improve parking provision for customers, and to help achieve the long term aims of the parking policy.

Investing to improve local public transport would provide people who travel in and through Calderdale with a wider range of sustainable transport choices, contributing to the parking policy aims of managing travel demand and reducing the need to travel by car. Examples might include a free bus service from public car parks to and around town centres.

#### **Work Stream**

Investigate options for ring fencing elements of parking income to improve public transport.

16	<p><b>The Council should work with local transport providers to ensure that public transport policies are integrated with the parking policy. Creating informal park and ride by improving parking provision at rail stations and along bus routes would encourage the use of public transport, helping to relieve traffic congestion.</b></p>
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One of the longer term aims of the parking policy is to reduce the need to travel by car. Integrating public transport policies with parking policy, for example enforcement of bus lanes and bus stops, is a key element of this. Situating car parks along major public transport routes could provide opportunities for reducing traffic and congestion in town centres through, for example, the possibility of informal park and ride.

Another area where Council funding may make a difference is in the provision of adequate parking facilities at Railway Stations – where either Metro or Network Rail have a controlling interest, but not necessarily the right combination of Capital and Revenue funding to make convincing business cases for the extension of parking facilities. Improved parking is likely to encourage rail use, resulting in fewer cars on the road or competing for parking spaces at the journey end.



### **Work Stream**

The Council should work with local public transport providers to integrate transport and parking policy, and include public transport considerations as part of the asset review.

## 5.4 Recommendations on Enforcement and Control

17	<b>Prior to its planned outsourcing of parking enforcement, the Council should review its enforcement policy, ensuring that it is firm but fair and that its implementation reflects the degree and effect of any abuse which may occur. Review of the policy should be continuous.</b>
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The Council currently enforces according to need and availability of resources. The outsourced contract will place an obligation on the contractor to provide resources to enforce to the level specified. The specification will include an assessment of known operational issues and will be tailored to meet the level of any non-compliance, the effect that such non-compliance has and the resource implication of achieving that level of service.



There is occasional confusion as to the powers available to the Council / Police in the enforcement of various restrictions. The Council should agree with the Police a clear statement of the roles played by both parties and jointly make such information available to the public.

### Workstream

Ensure that appropriate enforcement levels are provided within the outsourced contract and that information is made available to the public in respect of the enforcement powers of the Council and the Police

18	<b>The Council should regularly review its guidance on cancellation of penalty charge notices.</b>
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The Council makes its Cancellation Guidance available to the public and this guidance will be included in the specification for the outsourced service. The Guidance will be reviewed periodically or when operational issues dictate.

### Workstream

Review the cancellation guidance at least annually.

19	<b>Parking staff should be trained to a standard commensurate with their duties and wherever possible to those established and recognised by the British Parking Association.</b>
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Parking enforcement is a contentious area and it is essential that all staff dealing with the issue of tickets or the processing of appeals and payments are trained to a standard commensurate with their duties. Staff are currently trained to a high level.

Wherever possible, standards should be linked with those established and recognised by the British Parking Association to give the public the confidence that the service is operated effectively and efficiently.

### Workstream

Ensure that training needs are identified and met.

20	<b>Parking controls should be applied selectively in order to address specific problems and should not be used unnecessarily.</b>
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Parking is a function which has to be managed properly. A “free for all” approach with no restrictions, no charges and no enforcement is not a viable option.

Good quality provision will meet the needs of all of its customers – shoppers, visitors, workers and residents. The parking stock needs to be allocated to meet their differing needs. Effective enforcement is a key element in ensuring that the parking stock is used efficiently, reducing underused locations and reducing the pressure on the more popular sites – but provision of the right facilities is essential.



In many parts of Calderdale there is little or no need for on-street controls apart from selective waiting restrictions applied for safety or capacity reasons. More stringent controls will be required in town centres, commercial areas or around railway stations where competition for spaces is greater.

Where competition for spaces occurs, priority should normally be given to short stay parking. Longer stay commuter parking will be discouraged in town centres as it will reduce the opportunity for shorter stay parking which is vital to the local economy.

Subject to the needs of residents being safeguarded, long stay parking will be directed towards the periphery of town centres. Long stay parking should preferably be located in areas within walking distance of centres.

Limited waiting pay and display spaces close to neighbourhood shopping centres should be introduced in order to provide adequate turnover and control of short stay spaces.

In areas where conflicts are likely to be more widespread, controlled parking zones (CPZ) may be introduced to manage area-wide parking issues. Additional CPZs will be subject to review as the need arises.

### Workstream

Develop a programme for the monitoring and review of the various waiting restrictions / parking controls, including the identification of any new schemes.

21	<b>Solutions for enforcing “Prohibition of Driving” restrictions should be sought. Existing schemes should be reviewed to provide effective control of invasive parking, and new schemes should not be introduced until enforcement solutions have been found.</b>
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One of the most frequently raised issues during the public consultation was the dissatisfaction of those residents on streets where protection of resident parking has been by ‘Prohibition of Driving – except for residents / permit holders’ - (PoD)

These streets have been considered to need protection against severe invasive parking by commuters, but implementing conventional Resident Parking Zones was not an option due to technical difficulties in delineating the area. These difficulties were either because the street was too narrow to mark with conventional bays or because road markings could not be placed or were not durable on the street surface.

The solution implemented was the PoD, whereby vehicles cannot enter unless they satisfy the exemption on the sign face. These are moving traffic offences, which are enforceable only by the Police. Current Police resources allow for only very low levels of enforcement, leading to substantial abuse.

Designation as a ‘Restricted Zone with permit parking only’ specifically authorised by the Department for Transport may be a solution in a handful of cases, but the designation, still requires the parking area to be delineated - which was the problem when the schemes were first considered.

More recently, other signing options have been identified as being possible solutions in some instances. “Permit parking only beyond this point” - which the Council would be able to enforce is currently under investigation, but may only be approved for use on cul-de-sacs. Further investigation is required.

Relatively expensive engineering works may be possible in some streets but this is not a universal solution and may cause problems in environmentally sensitive streets in conservation areas.

Substantial resources would be needed for this type of solution and the funding would need to be identified.

### **Workstream**

Develop a solution to the enforcement difficulties connected with PoD restrictions for the control of parking within identified sites along with any associated budget.

22	<b>Where legislation permits, the Council should enforce against footway and verge parking, and parking which obstructs dropped kerbs, consistent with overall enforcement requirements.</b>
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The Highway Code says: “Do not park partially or wholly on the pavement unless signs permit it”.

Under section 19 of the Road Traffic Act 1988, Heavy Goods Vehicles are banned from parking on the footway, although the section is subject to a number of exemptions; in particular an HGV may be parked on the footway when loading/unloading is in progress.

Some urban Local Authorities have adopted powers through Local Acts to prohibit parking on footways and verges throughout their areas. This prohibition is usually indicated by signs at the boundaries of the urban area. However, there is no national legislation prohibiting the parking of all vehicles on footways and verges, due to the wide range of circumstances where footway and verge parking occurs; in many cases because drivers perceive that they have little option but to park on the footway or verge in order to avoid causing disruption to moving traffic.

Part 6 of the Traffic Management Act 2004 which came into force in 2008 allows action to be taken when a vehicle is parked alongside a dropped kerb in a Special Enforcement Area as long as appropriate signs are in evidence at the location. This is still the subject to a further review by the DfT. More recently legislation has changed which will allow for the enforcement of parking at dropped kerbs without signs.

A CMBC protocol is currently being developed to formalise how the Council intends to implement this latest change in a sensible and cost effective manner.

### **Workstream**

Monitor the options available to the Council and develop a protocol for enforcement at dropped kerbs

## 5.5 Recommendations on Accessibility

23	<b>The parking budget should fund the active marketing and adequate signage of local parking provision.</b>
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Parking is often a charged for service that brings income to the Council. It is therefore reasonable that parking is actively marketed as is done with other charged for services.

Active marketing and adequate signing contribute toward the overall aims of the parking policy by managing parking demand and ensuring customers are using the most appropriate car park for their needs.

### Work Stream

Include funding for marketing and signing as part of the Parking Service budget.

24	<b>Details of the location of all public parking facilities, the regulations applicable, and the current costs of parking should be readily available for customers in a variety of formats.</b>
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Parking information should be made available through:

- car park leaflets;
- pages on the Council's website.

However, there are some gaps in provision and information sources should be reviewed on a regular basis and where necessary updated or republished.

Information boards should be provided at all car parks. These should be kept to a simple and unambiguous format and provide the following information:

- The controlled hours
- Any fees and charges and the times of day or days when fees and charges apply, including specific references to the situation on Bank Holidays and public holidays
- Information on how to pay if fees and charges are in place
- Exemptions for Blue Badge and permit holders etc
- Any maximum stay periods or non return periods
- What type of vehicles may or may not use the parking place
- That a penalty charge might be incurred if the regulations are contravened
- Whether or not vehicle immobilisation or removal is used for enforcement purposes and what to do in the event
- Who operates the parking place
- Contact information
- Where additional information about the Parking Places Orders and related matters can be obtained

### Workstream

Review current levels of information provision and improve where necessary

25	<b>Designated disabled badge holder (DBH) parking should be reviewed. The Council should provide suitable amounts of DBH parking at identified locations, reflecting the demand for such spaces and any alternative provision available to badge holders. The review should include the procedure for issuing Disabled Badges and preventing their abuse.</b>
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DBHs can park in designated on street bays in accordance with national legislation, without charge. Maximum waiting times apply in some of these bays. In addition they may normally park on yellow line restrictions (where there is no loading ban) for up to 3 hours, providing that their vehicle does not cause an obstruction.



The Council currently makes no charge for Disabled Badge Holders (DBH) to park in designated disabled spaces or general parking areas in any of its off street car parks long and short stay, free and charged for. DBHs can park free of charge for unlimited periods in all parking bays on street.

Designated DBH spaces are provided in the majority of the Council's off street car parks and where there is a specifically identified need.

The issuing and perceived level of abuse of disabled badges is a concern to the panel, and has been identified as an issue that warrants further investigation.

Charging DBHs to park is a sensitive issue, but should not be ruled out in perpetuity. It is not proposed to introduce charges for DBH parking as part of this review, but a future work stream should examine in detail the issue of charging, duration of stay and prevention of abuse of the blue badge scheme.

## **Provision of designated DBH spaces**

### **Off Street**

In new private developments 6% of parking spaces would normally be allocated for disabled persons. The situation in respect of public car parks is more flexible, taking account of overall provision, alternative parking opportunities, charging policy etc. In areas of high parking restraint this blanket figure may not give sufficient spaces, and additional provision should be considered. Where demand for such spaces is weak, consideration should be given to a reduction in this figure in order that best use can be made of the all the parking available.

Wherever possible, spaces for those with disabilities should be located close the pedestrian entrance/exit of the car park and where practicable, an at-grade route provided to the shopping area.

## On Street

Specific on-street parking spaces for disabled persons should be conveniently located and suitable routes provided to the shopping area. The quantity of such dedicated provision should vary according to the location, topography and demand for spaces. A nominal level of 5% DBH spaces should be provided where demand exists and provision can be made.

### Informal / advisory DBH bays

In residential areas where on street parking is at a premium, consideration should be given to the provision of parking spaces for disabled residents. The Council currently provides this service and proposes to continue. The criteria for provision of such bays should be as agreed between the Council as Highway Authority and the Council's disabilities officer. The bays provided are advisory but the process, including consultation, would promote bays which are respected locally.

If non-disabled parking persists within the marked bay, a formal traffic regulation order should be considered. All such bays are not person specific and may be used by any disabled badge holder. The advisory bays have the benefit that they can be easily removed should the need arise.

### Work Stream

The provision of DBH spaces should be reviewed and a strategy for provision developed. The review should include the management of issuing Disabled Badges and the systems to be put in place to prevent abuse of the badge.

26	<b>Loading bays should be provided only where the need is justified. Number, location, days and times of operation etc should be reviewed. Their proper use should be monitored and enforced.</b>
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In the absence of a loading ban, vehicles can load and unload from yellow lines and from parking bays, usually for up to 30mins, providing that they do not cause obstruction.

In town centres and business areas, consideration should be given to the provision of specific bays reserved for vehicles loading and unloading at nearby premises. Each individual site should be considered on its merits in respect of times of operation, location, impact on other kerb space uses etc.

### Work stream

Review loading bay provision on a town by town basis

## 5.6 Recommendations on Residents' Parking

27	<b>Present arrangements covering resident parking zones should be completely reviewed. Residents' parking permits should be charged for to cover the cost of providing the service. As part of the review, a process should be developed to give residents the opportunity, to seek either the introduction of new schemes or the removal of existing ones. No new schemes should be considered until the review is completed (anticipated May 2010)</b>
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The issue of resident parking was frequently raised during the review and in the consultation roadshow. Whilst residents' views are very important, it is essential that the Council takes a broad view on the provision of any Resident Parking scheme. These schemes are generally on the public highway and the rights of the public to use the public highway need to be balanced against the problems caused to local residents. There are locations where resident only provision needs to be made. There are locations where daytime waiting (perhaps time limited, perhaps charged) for the general public makes best use

of the available kerb space and such options should be considered in dealing with any application for Resident Parking Zones (RPZs) or review of existing schemes

No charge is currently made for residents' permits. These schemes cost the Council around £50k per annum to manage. As new schemes are added, the cost increases, which historically has meant that new Resident Parking Zones (RPZ) have been resisted.

There are areas across the borough that would potentially benefit from the introduction (or removal) of resident parking zones but the parking service does not have the capacity to be proactive in this area of work.

Charging for permits would reduce the financial burden and cover the costs of introducing new schemes, enabling the Council to provide a more responsive service with regard to residents' parking.

Flat and apartment conversions add considerably to the demand for parking spaces, leading to oversubscription and complaints from residents. This issue should be carefully addressed during the review.

A review of current residents' parking schemes should make reasonable provision for the needs of residents and sit within the policies of demand management.

### **Workstream**

Review current arrangements for resident parking zones.

Implement charging for residents permits following the review.

## 5.7 Recommendations on General Permits

28	<p>The Council should have a simple system of permits which addresses the public demand and reflects the needs of the Council as an enforcement body. Changes should include:</p> <ul style="list-style-type: none"> <li>Increasing the cost of annual commuter permits to reflect current daily charges, but also recognising the benefits to the Council that increased permit use brings</li> <li>Charging all parking permits issued in connection with Council business at a rate which reflects their economic value</li> <li>Considering a tiered system of permits and charges which reflects the pricing structure and intended parking location</li> <li>Investigating the desirability of issuing business permits.</li> </ul>
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The table below outlines the current permit system operated by the Council along with possibilities for change:

Current System	Possible System
Annual, quarterly, monthly - valid for all long stay car parks, 7 days per week	Continue but amend charges to represent the economic value of the permit less an allowance for the savings in cash handling. Charge at a % of the annualised equivalent full daily rate
Permits valid across the Borough, flat rate, irrespective of location of car park – priced linked to the prevailing charges in Halifax	Geographically limited / value limited - whereby individuals could chose a cheaper permit if they were prepared to park further from a two centre of if they wished to park in a specific township
Permits issued in connection with Council business - valid Monday to Friday	Continue but charged at the equivalent 'Public' rate and pro-rata to reflect the 5 day validity.
Resident orientated permit which provides for free parking 8am - 10am and 4pm – 6pm in specified town ships (cost effective depending on personal circumstances, but especially so in Hebden Bridge which has 7 day charging)	Poor take up - consider promotion or abandonment

New ideas for development include permits for on street parking, business permits and interchangeable on/off street permits.

There is no general "resident permit" available for off street parking other than a full contract permit.

The Council currently operates one type of off street resident parking permit. This was specifically aimed at those residents, who were accustomed to parking in free Council car parks, which were subsequently charged for. A limited, charged for permit system was introduced for existing residents, with no transfer to subsequent property owners.

Less than 12 such permits were issued and the scheme application date expired shortly after the time of introduction. No new applications are possible. If new charges are introduced on any currently 'free' car parks then it is likely that there will be pressure to reinstate that permit system in respect of the those car parks

The Service levies charges on other parts of the Council for the provision of permits such as those provided to 'Essential car users'. These charges have developed over the years and bear little relation to the economic worth of the permits. All Council issued permits should be charged to reflect the economic worth of the permit. This will result in increases in such charges which will have to be paid for by other parts of the Council, but will mean that the Parking Service is not effectively subsidising the permits provided by other services to its staff.

At the last assessment of the 'worth' of the permits compared to the price paid, Parking Services received around £50k per annum less than the commercial worth of the permits issued. Such a change will have budget implications for other services, but would help redress the financial problems within parking services.

### **Business permits**

The Council does not currently issue permits for use by businesses. Local businesses periodically complaint that they struggle to operate their business because of a lack of adjacent parking. A move towards such permits would reduce the available parking for the public and would effectively designate 'private' parking areas outside businesses. This would need careful consideration before any scheme was introduced.

### **Work Stream**

Review the existing permit systems and develop a new system

## 5.8 Recommendations on 'Other Vehicles'

29	<b>The Council should consider provision of overnight off street parking facilities for heavy goods vehicles where the need is proven.</b>
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Other than in a handful of locations, HGV parking is not a major problem. However, the on-street parking of heavy goods vehicles in residential areas should be discouraged and where necessary, controlling traffic regulation orders should be considered

### **Work Stream**

Review current problems / arrangements for HGV parking and develop a work programme to deal with the issue.

30	<b>The Council should work to ensure that adequate provision is made for ranks for licensed Hackney Carriages.</b>
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These should be provided for access to town centres in locations where parked vehicles will not hinder normal traffic flows.

Additionally, part-time evening and overnight ranks should be considered in locations which serve the night time economy.

Access for disabled users, particularly wheelchair users, is a developing issue in terms of what facilities should be provided to ensure that wheelchair users can access the disabled accessible taxis now being provided. This may have practical implications as to what can physically be provided and depending on the solution, may have financial consequences for which there is no identified budget.

### **Work Stream**

Review Taxi rank provision throughout the Borough.

31	<b>Develop methods of preventing systematic abuse of waiting restrictions, detrimental to the public at large</b>
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'Abuse' of parking restrictions by Private Hire firms, particularly in Brighthouse, was reported as a key concern during the public consultation. Officers should examine ways in which this issue can be resolved.

The issue, as highlighted in Brighthouse in respect of private hire occupying parking spaces is difficult to reconcile.

As taxed and insured motor vehicles, private hire cars are entitled to park in designated parking spaces, subject to the prevailing restrictions. However, if a group operates so as to render such facilities as being unavailable to the general public, action should be taken to ensure that abuse of the restrictions does not take place. With Private Hire, this is likely to be a combination of traffic regulation orders, licensing issues and planning issues – though each has limitations as to what it can practically achieve.

#### **Work stream**

Develop a scheme to deal with perceived abuse of waiting restrictions by private hire firms.

<b>32</b>	<b>Where practical, the Council should seek to provide adequate levels of off street coach parking to serve town centres and tourist attractions.  On street set down and pick up facilities for coach passengers should be provided where a specific need is identified and justified.</b>
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Tourism is seen as a growth area and where appropriate, provision of suitable facilities should be considered.

Issues of land acquisition and / or licensing of private land may need to be investigated to provide some of these facilities.

Set down and pick up points may be on the highway and will need TROs if they are to be promoted. The benefit of these facilities would need to be weighed against the 'loss' of other kerb uses that would need to take place.

This work stream needs to be taken forward jointly with the Council's Tourism Section.

#### **Work Stream**

Work with the Tourism Section to develop a scheme for the provision of coach parking / drop off facilities.

<b>33</b>	<b>The Council should consider requests for on street parking bays for motor cycles and, where justified, should work to ensure the provision of conveniently located, secure off street provision in car parks.</b>
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The number of motor cycles is increasing nationally and with it the demand for parking facilities in town centres.

#### **Work Stream**

Review existing facilities and develop proposals for an improved scheme.

34	<b>The Council should work to provide suitably located, safe and secure cycle parking facilities both on and off street in town centres and where demand justifies.</b>
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Nationally one third of all car trips are for less than two miles. Cycling is an ideal way to make many of these local journeys, assist with the reduction of congestion and CO<sup>2</sup> emissions and encourage healthier lifestyles. In common with car journeys cycle trips end with a need for a parking facility.

#### **Work Stream**

Review existing facilities and develop proposals for an improved scheme.

## 5.9 Recommendations on Events Management

35	<b>Where appropriate, the Parking Service should play a supporting role in the management of events on, or affecting, the highway (though the responsibility of event organisation rests with the promoter).</b>
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Whilst the parking review identified this as an issue, developing a solution lies outside the review and needs to be taken forward on a corporate basis.

Event promoters are responsible for organising and resourcing events affecting the highway such as processions, fun runs, Christmas light switch-ons etc. Although the Council has an officer group (SAGE) to consider such activities, including representatives from traffic, parking, legal, health and safety and the emergency services, this is poorly resourced and needs to be developed to ensure that the Council's position is not compromised.

The funding of such events when undertaken for charitable causes often results in compromises and / or unrecoverable costs to the Council. For example, road closures are undertaken free of charge for charitable events, but cost the Council to implement. However, there is a tension between what the Council can afford to provide free of charge and the desire to support local community activities.

Parking Services should not take a lead on this, but it has been identified as an area of Council activity that needs to be addressed on a corporate basis. Management for events off the highway is currently undertaken within the Community Services Directorate and extending the function to cover on highway events may be the most appropriate way forward

### **Work Stream**

Develop how the service can contribute to the management of activities affecting the highway and ensure that the Council promotes an adequate system to ensure that such activities are carried out safely.

## 6 Financial Implications

The panel's recommendations on dealing with the current shortfall in the parking budget are made clear in the foreword and recommendation 1. This section of the report is concerned with how to take forward the recommendations contained within the review, on the basis that the Parking Service's budget is fit for purpose with issues around the setting of income targets, application of inflation and unimplemented savings having been resolved.

The table below shows when the parking charges were last increased in the various townships together with the hourly rates

Location	Type	From (p/hour)	To (p/hour)	Date
Halifax	On street (core)	60	80	Aug 04
	On street (outer)	-	30	July 06
	Off Street Long Stay	30	40	Jan 07
	Off Street Short Stay	50	60	Aug 05
Outer towns				
	Long Stay	20	30	Aug 05
	Short Stay	30	50	Aug 05
	Hebden Bridge on street	-	20	Sept 05

At this time of economic difficulty, the panel would advise against any significant increases in parking tariffs. However, charges have developed on an ad-hoc basis over time, leading to several anomalies.

One of the aims of the current review was to rationalise the Council's charging regime. To do this, some policy led charging adjustments are recommended as outlined at appendix 3. Implementing these changes – which include a decrease in tariffs in some areas – would offer a consistent charging scheme across the borough on which to build in the future. Any limited, overall increase in revenue would be put towards the development work suggested in the report.

The panel recognises that the Council may wish to revisit the issue of charge increases once the local economy begins to recover. It hopes, however that a proportion of any future increased income used to develop the parking service.

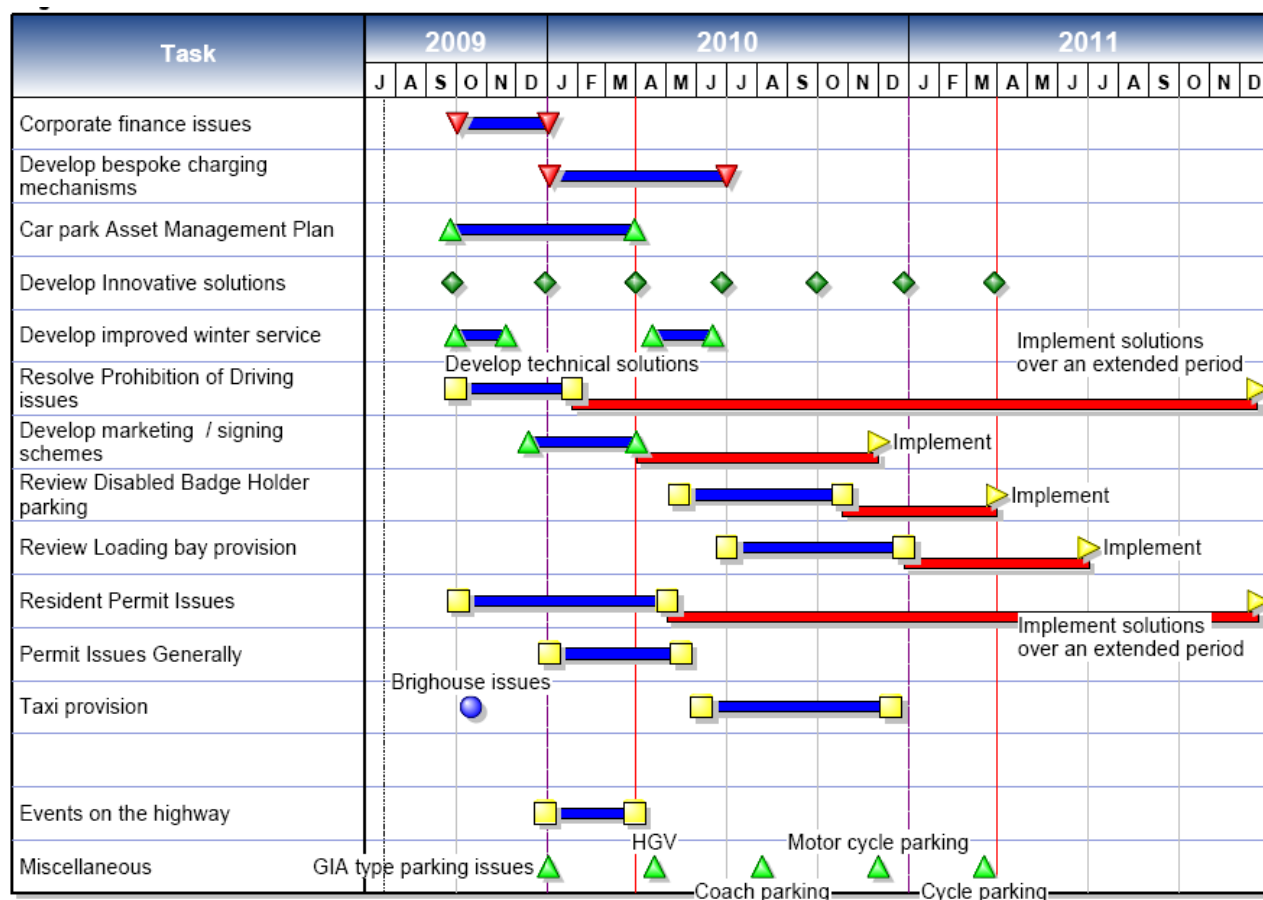
In the meantime, the table below gives an indication of how much it might cost to introduce some of the recommended improvements to service and how the income necessary might be generated.

**Table showing potential financial demands and income (All figures x £1000)**

	Yr 0	Yr 1	Yr 2
<b>Additional income identified in the review</b>			
Charging for Residents Permits (see p24)		50	50
Charge of staff permits to reflect full cost (see p26)	0	50	50
Charge for residential car parks (see p14)	0	25	25
Charging Adjustments (see above)	0	17	17
Balance of Review Budget *	25	0	0
<b>Total</b>	<b>25</b>	<b>142</b>	<b>142</b>
<b>Increased costs arising from the review</b>			
Asset Review	20	20	0
Responsive Service	0	70	70
New Technology/Innovative initiatives	5	35	32
Improve unenforceable streets	0	17	40
<b>Total</b>	<b>25</b>	<b>142</b>	<b>142</b>

\* Cabinet made £40,000 available to the panel to carry out the review. Not all of this amount was used, and the panel recommends that the remainder (£25,000) is put towards implementing the recommendations of the review.

## 7 Workstreams and Action Plan



### Workstream

- 1 Review income budget methodology and calculation.  
Review the base budget of the parking service to ensure it can deliver an appropriate and responsive modern service.  
Identify the means of reinvesting an element of revenue income in future service development.  
Explore and develop the most appropriate mechanism for dealing with inflation within the parking service budget, balancing the overall needs of the Council with the operational need of the service.  
At an appropriate time, review the current charging regime
- 2 Develop a mechanism which generates sufficient funding to deliver the improved service and makes best use of planning and other legislation to ensure that the principle of 'promoter pays' is used effectively.
- 3 Develop a parking asset management plan.
- 4 Benchmark Parking Services against other comparable providers.
- 5 Produce annual performance report
- 6 As part of the asset management review, include for an assessment of the effect of 'tailoring' parking charges to suit local conditions and intended use.

<b>7</b>	As part of the asset management review, include for an assessment of the practicality of providing free or very cheap parking in each township.
<b>8</b>	Investigate innovative solutions to parking problems over the next 18 months.
<b>9</b>	N/A
<b>10</b>	Develop a suitable charging system to reflect the benefit received by residents through use of Council land/ facilities
<b>11</b>	Develop an asset management plan for the Council's parking stock.
<b>12</b>	Include investment decision making as part of the asset review
<b>13</b>	Through the asset management plan, develop proposals suitable for promotion by Prudential Borrowing.
<b>14</b>	Develop a scheme to improve the winter service on Council car parks including a mechanism for covering the costs of providing the improved service
<b>15</b>	Investigate options for ring fencing elements of parking income to improve public transport.
<b>16</b>	The Council should work with local public transport providers to integrate transport and parking policy, and include public transport considerations as part of the asset review.
<b>17</b>	Ensure that appropriate enforcement levels are provided within the outsourced contract and that information is made available to the public in respect of the enforcement powers of the Council and the Police
<b>18</b>	Review the penalty charge notice cancellation guidance at least annually
<b>19</b>	Ensure that parking staff training needs are identified and met.
<b>20</b>	Develop a programme for the monitoring and review of the various waiting restrictions / parking controls, including the identification of any new schemes.
<b>21</b>	Develop a solution to the enforcement difficulties connected with PoD restrictions for the control of parking within identified sites along with any associated budget.
<b>22</b>	Monitor the options available to the Council and develop a protocol for enforcement at dropped kerbs
<b>23</b>	Include funding for marketing and signing as part of the Parking Service budget
<b>24</b>	Review current levels of information provision and improve where necessary
<b>25</b>	The provision of DBH spaces should be reviewed and a strategy for provision developed. The review should include the management of issuing Disabled Badges and the systems to be put in place to prevent abuse of the badge.

<b>26</b>	Review loading bay provision on a town by town basis
<b>27</b>	Review current arrangements for resident parking zones. Implement charging for residents permits following the review.
<b>28</b>	Review the existing permit systems and develop a new system
<b>29</b>	Review current problems / arrangements for HGV parking and develop a work programme to deal with the issue.
<b>30</b>	Review Taxi rank provision throughout the Borough.
<b>31</b>	Develop a scheme to deal with perceived abuse of waiting restrictions by private hire firms
<b>32</b>	Work with the Tourism Section to develop a scheme for the provision of coach parking / drop off facilities
<b>33</b>	Review existing motorcycle parking facilities and develop proposals for an improved scheme.
<b>34</b>	Review existing cycle parking facilities and develop proposals for an improved scheme.
<b>35</b>	Develop how the service can contribute to the management of activities affecting the highway and ensure that the Council promotes an adequate system to ensure that such activities are carried out safely.

## Appendix 1 – The Policy Context

- 1.1 The important role of parking was recognised in the Government's 1998 White Paper "A New Deal for Transport: Better for Everyone" which emphasised the need for the integration of land use and transport policies. Planning Policy Guidance Note 13 on Transport states at section 49 "The availability of car parking has a major influence on the means of transport people choose for their journeys. Some studies suggest that levels of parking can be more significant than levels of public transport provision in determining means of travel, particularly for the journey to work, even for locations very well served by public transport".

### 1.2 Legal Background

In law, highways/roads are provided for the free movement of goods and people, and parking can be an obstruction. However in recognition of the demand to park and the need to control that parking, legislation exists to prohibit parking (waiting) and to provide spaces where vehicles can be legally parked.

- 1.2.1 **The Road Traffic Regulation Act 1984 (RTRA 1984) and Road Traffic Regulation (Parking) Act 1986**, empower Calderdale Council to control waiting and loading and to provide parking places where it is necessary for the purpose of relieving or preventing traffic congestion. Parking can be provided free of charge, or a charge may be made.

- 1.2.2 Traffic signs and markings need to be used that comply with the Traffic Signs Regulations and General Directions 2002 (TSRGD 2002).

#### 1.2.3 Traffic Management Act 2004

The Traffic Management Act (TMA) received Royal Assent on the 22nd July 2004. The main objective is to reduce congestion and disruption on the road network. The TMA sets out certain Network Management Duties, to help and encourage local traffic authorities to achieve its traffic aims:

- More effective co-ordination by highway authorities of the various works carried out in the street, whether these are authority road works, utility street works or miscellaneous activities such as the placing of skips, scaffolds and deposits on the highway
- Co-ordination of any operation that may affect the highway network for example refuse collection, deliveries, school transport and events such as carnivals, sporting events etc
- Introducing a range of new powers to allow utility works to be better controlled by the introduction of The Traffic Management Permit Scheme 2007.
- Allowing certain contraventions of the law, such as parking offences, to be dealt with by civil means by Civil Enforcement Officers, rather than through the criminal process.

The Traffic Management Act is in seven parts:

1. Traffic Officers
2. Network Management by Local Traffic Authorities
3. Permit Schemes, Street works and Fixed Penalty Notices
4. Street Works
5. Highways and Roads
6. Civil Enforcement of Traffic Contraventions
7. Miscellaneous & General

Part 6 of the Act, which came into force at midnight on 30<sup>th</sup> March 2008, provides a single framework for the civil enforcement by local authorities of parking and waiting restrictions, and for those already empowered at that time, bus lane restrictions. This Part will also ultimately enable regulations to be made giving authorities outside London, civil enforcement powers to cover some moving traffic offences (such as ignoring the rules at box junctions and banned turns) on the basis of camera evidence or the statement of a civil enforcement officer, and giving additional powers in respect of parking enforcement in areas outside London equivalent to those which already exist in London.

## **2 National and Regional Guidance**

### **2.1 White Paper: A New Deal for Transport: Better for Everyone**

The White Paper addresses a wide range of transport issues from cycle parking to the imposition of congestion charges and workplace parking levies, the power for which was introduced by the Transport Act 2000.

### **2.2 Transport 2010**

Published in July 2000 this builds upon the White Paper and sets out the Government's funding intentions for transport initiatives. The plan aims to reduce congestion through a combination of measures to transfer travel to improved public transport, to manage traffic to make the best use of existing highway infrastructure and to target highway improvements to remove bottlenecks.

### **2.3 The Future of Transport, a Network for 2030**

This July 2004 White Paper acknowledges the challenge facing the nation as a result of economic growth. It recognises the resultant increase in the demand for travel and builds on the 10 year plan using three themes – sustained investment of the long term, improvements in transport management and planning ahead.

## **3 Planning Policy Guidance and Statements**

### **3.1 Planning Policy Guidance Notes (PPGs) and their replacements Planning Policy Statements (PPSs) are prepared by the Government to explain statutory provisions and provide guidance to local authorities and others on planning policy**

and the operation of the planning system. They also explain the relationship between planning policies and other policies that have an important bearing on issues of development and land use.

**3.2 Planning Policy Statement 3 (PPS3): Housing (2006)** states that Local Planning Authorities should, with stakeholders and communities, develop residential parking policies for their areas, taking account of expected levels of car ownership, the importance of promoting good design and the need to use land efficiently.

As a guide to establishing parking policies that support sustainable development, PPG3, the predecessor of PPS3, points to an upper threshold of 1.5 spaces per dwelling on average. It is to be expected that, with a sustainable approach to parking, local authorities will revise their parking standards to allow for significantly lower levels of parking than have been the case recently, particularly for developments:

- in locations where services are readily accessible by walking, cycling or public transport;
- which provide housing where the demand for parking is likely to be less than for family housing;
- which involve conversions where off-street parking is less likely to be successfully designed into the scheme.

Whatever format of parking is chosen, special account needs to be taken of those with restricted mobility, especially in getting in and out of parked cars and approaching the front door of a house.

**3.3 Planning Policy Guidance Note 13: Transport** (PPG13) requires development plans to set maximum levels of car parking for broad classes of development. Calderdale exhibits a wide range of social and economic circumstances that necessitates a flexible approach to identifying appropriate levels of car parking. Such an approach should provide a level of accessibility by private car that is consistent with the overall balance of the transport system at the local level. Nevertheless, the constraints that will continue to exist in terms of the capacity of the transport system, when coupled with the need to rebalance the use of the transport system, means that overall local authorities should seek a level of parking provision that is more demanding than that set out in PPG13.

**3.3 Planning Policy Statement 6 (PPS6)** has replaced PPG6 (Town Centres and Retail Developments). Key areas of policy emerging from this document in relation to parking policy include:

- Local planning authorities should assess the extent to which development proposals have been tailored to meet the Government's objectives as set out in PPG13.
- Developers and operators should consider reduced or reconfigured car parking areas
- New developments should be accessible by multiple forms of transport.

**3.4 The Yorkshire and Humber Plan** is the statutory Regional Spatial Strategy (RSS) for Yorkshire and Humber, replacing the RSS for Yorkshire and the Humber (based on a selective review of RPG 12) which was published in December 2004, to cover the period to 2026.

The Plan requires that Local Development Documents and Local Transport Plans should seek to achieve a re-balancing of the transport system in favour of non-car modes and should be based upon an integrated package of measures reflecting, inter alia, “the scale of provision and management (including pricing) of car parking both on and off street”.

They should also include policies and proposals for the management of the total parking stock.

**3.4.1 Policy T2: Parking** states:

In order to help manage the demand to travel, support the use of public transport, and improve the quality of place, the Region will have a consistent approach to parking through:

- i) The use of maximum parking standards for new developments in line with, or more restrictive than, Table 13.5 the maximum standards for the Regional Cities and Sub Regional Cities and Towns are for all parts of those urban areas but in some parts, including the city and town centres, significantly more restrictive standards than set out in Table 13.5 should be applied.
- ii) The use of on-street parking controls
- iii) A progressive reduction in long stay parking (other than at railway stations to serve rail users and at other locations serving a park and ride function) and transfer of some spaces to short stay, subject to consideration of possible implications for traffic congestion
- iv) A reduction of on-street parking to maximise pedestrianisation with high quality walking and cycling networks and environmental improvements
- v) Park and ride facilities, for both rail and bus modes, coupled with increased use of public transport through service level improvements
- vi) Consideration of charges on private non-residential parking
- vii) Parking charges that are related to demand and to the strength of the local economy, with differential pricing being used to discourage all-day parking

- 4 Parking strategies are a key element in the suite of measures local authorities use to effect modal shift. The availability of car parking is a major influence on travel choices, and the Plan has an important role to play in ensuring local parking policies collectively support the wider spatial strategy. There is a clear requirement for local authorities to develop demand management and parking strategies, including car parking standards, in a consistent manner, in order to avoid undermining their neighbouring authorities’ policies.

Following the principles of PPG13, the Yorkshire and Humber Assembly has produced a set of parking standards to be applied across the Region reflecting the situation in Yorkshire and Humber. These standards are based on the principle of specifying the upper limit of parking to be provided at developments.

These standards are more restrictive than those that have been applied at many locations in the Region in the past. By taking account of the level of accessibility in setting parking standards there is a danger of creating perverse incentives for businesses to develop in less accessible locations.

The Assembly will continue monitoring the application of parking standards in development applications to ensure that they do not undermine investment in central locations.

Park and Ride has the potential to complement local parking policies. There is scope for local and strategic Park and Ride sites which will require cross-boundary cooperation on development, management and policy coordination. However the introduction of Park and Ride should not lead to an increase in private car use in order to reach Park and Ride sites rather than making a complete journey by public transport. Neither should it alleviate urban congestion at the expense of suburban/ rural areas.

Parking strategies will mainly be implemented through Local Transport Plans and Local Development Frameworks, where the lead roles will be taken by local transport and planning authorities. However, a number of transport operators (Network Rail, rail operators and airports) also operate car parks and these should be managed to complement the approach of the public sector operators, and enhanced where this supports a sustainable mode shift to public transport. The Yorkshire & Humber Assembly has a role in supporting these strategies by monitoring the applications of region-wide standards for parking.

The document recognizes that “The health and survival of small retailers and services in towns that are not primary retail destinations is highly dependent on convenient and available parking. Care needs to be taken not to discourage visits whilst at the same time minimising car use and prioritising the needs of pedestrians where possible. It is recognised that minimal car usage does not always mean minimal parking provision.

## **5 Calderdale Council Replacement Unitary Development Plan**

Against the background of the Government’s 10 year plan, the Council’s long term aim for improving transport in the Borough is “to improve access to jobs and services, particularly for those most in need, in ways which are both safe and sustainable”. The Council is developing a series of long term objectives to realise their aim:

- To manage the Borough’s system of transport networks in support of a strong local and regional economy;
- To improve access to services, particularly for those without access to a car;
- To improve the safety of travel, and
- To minimise the impact of travel on the environment.

The RUDP recognises that car parking has a major influence on the choice of means of travel and that car parking management is, therefore, an effective tool to be included in a transport strategy that seeks to reduce travel within an area. Car parking restraint should be accompanied by complementary measures to provide good alternative choices for means of travel.

The RUDP refers to the development of a specific car parking policy to link in to policy T18: maximum parking allowances.

A comprehensive approach will be adopted for the provision and management of car parking space with the aim of promoting sustainable travel choices. Local plans should include appropriate local policies and proposals.

Maximum standards for parking provision (cars, cycles etc.) will apply to development proposals, taking into account alternative forms of transport (available or to be provided to the site) and the wider transport strategy for the area.

Park and ride schemes will be supported where they support the functions of the principal transport corridors and where they form part of a wider transport strategy for the area.

## Appendix 2 – Summary of Public Consultation

As part of the review, the Council undertook public consultation by means of questionnaires and the delivery of three roadshows (Brighouse, Halifax and Hebden Bridge) whereby the public could attend and make their views known to officers and elected members. The roadshows were publicised through Calderdale Call, in the press and by direct invite to certain groups

The questionnaires were made available on the Council's website, at the roadshows and a number of Council Offices. The questionnaires were returnable through a free business reply service.

Views were specifically sought on strategic parking issues rather than local hotspots, but many of those attended the roadshow had particular concerns. These were taken as being representative of broader principles and helped inform the Working Group's deliberations. The Group would like to thank those who attended the roadshows and / or made representations by letter or by completing the questionnaire.

Although the consultation was widely publicised and roadshows were held in Halifax and both the Upper & Lower Valleys, only around 100 people attended the roadshows and 87 questionnaires were returned. Despite the low numbers, it is important to attach weight to the views of those who chose or were able to attend to respond. Some of the key outcomes were:

Enforcement should prioritise:

- 1 Road safety at school
- 2 Other safety issues
- 3 Keep traffic moving
- 4 Turnover of parking spaces
- 5 Protecting residents' parking spaces
- 6 Bus stops
- 7 Disabled bays
- 8 Loading bays
- 9 Evening patrols at localised hotspots

Criteria considered when choosing where to park:

- 1 Convenience
- 2 Security/safety
- 3 Cost
- 4 Quality

When balancing congestion and economic vibrancy, what is most important?

- 1 Economic vibrancy
- 2 Plentiful all day parking for commuters and traders
- 3 Reducing congestion

In relation to questions on how parking income should be used, the following priorities emerged:

- 1 Cheaper parking
- 2 Assist in improving public transport
- 3 Invest in new schemes
- 4 Better quality parking
- 5 Reduce Council tax
- 6 Other

When asked 'should all users pay for the cost of providing the facilities that they use':

69% agreed with this statement

17% disagreed with this statement

14% did not answer

Questions on how any surplus parking income should be used resulted in around 70% support for reinvesting in either the parking service or road safety improvements.

25% of the public felt that surplus income should be used to preserve other Council services

Within the questionnaire, opportunity was given for the public to raise any other issues they felt were important. Many issues were raised and have been recorded for future consideration. A number of issues were raised by many people:

- Resident Parking
- Prohibition of Driving (PoD) restrictions to try to provide for resident parking
- Allegations of 'sustained abuse' of the waiting restrictions in Brighouse by a certain group, to the detriment of shoppers.

## Appendix 3 – Suggested policy led parking charge adjustments

The suggested adjustments to parking tariffs are policy led and if implemented would offer a consistent rational charging scheme across the borough.

### Principles

- Offer more variable pricing than the current blunt two band approach. The intention is to be market responsive and allow continual review and adjustment of charges in individual car parks to reflect demand and maximise use of assets, but set within a stable overall framework.
- Offer motorists a choice of convenience or low cost. Discounting for less convenient spaces offset by premium pricing to reflect the most convenient spaces will even out demand and availability.
- Charging should reflect local circumstance, rather than the current Halifax/Outer Towns approach.
- Greater choice of tariff's to allow better reflection of local need
- All car parks should be charged (to reflect the cost of provision)
- Central car parks should not be time limited. Cost will determine usage patterns.
- One central pay on foot facility should be provided in all centres where feasible. Low first hour cost, rapid increase thereafter (Woolshops model). Details of this to be addressed in next stage of the review.

A provisional 'grouping' approach for levels of charges is suggested by the Working Party

1. Halifax
2. Brighouse
3. Hebden Bridge, Todmorden
4. Sowerby Bridge, King Cross, Elland
5. Mytholmroyd, Hipperholme, West Vale, Heptonstall
6. Other Centres
7. Residents car parks

Suggested charges are detailed on the following pages.

Off-Street Charges - Scenario 1  
 TARGET INCOME INCREASE £17,000

CALDERDALE - OFF STREET CAR PARKING

CURRENT						PROPOSED			
Town	Number of Car Parks	Number of Car Park Spaces	Potential Income 100% occup	Actual Net Annual Income	Current Gross weekly Income (2008)	Potential Gross Income 100% occup	Anticipated Weekly Gross Income	Anticipated Net Annual Income	Change in net annual income
HALIFAX	14	1,552	40,088	778,544	17,477	38,720	17,440	770,848	-7,696
BRIGHOUSE	10	505	8,682	164,926	3,702	13,195	3,826	169,123	4,198
ELLAND	7	182	3,456	54,303	1,219	3,295	1,005	44,408	-9,895
HEBDEN BRIDGE	8	217	4,756	136,543	3,065	5,280	3,191	141,052	4,509
SOWERBY BRIDGE	4	118	2,034	29,608	665	2,076	615	27,196	-2,412
TODMORDEN	12	283	3,588	61,114	1,372	7,368	1,832	80,955	19,841
<b>SUB TOTAL</b>	<b>55</b>	<b>2,857</b>	<b>62,604</b>	<b>1,225,038</b>	<b>27,500</b>	<b>69,934</b>	<b>27,909</b>	<b>1,233,583</b>	<b>8,545</b>
<b>OTHERS</b>									
Outer Halifax	3	103	0	0		1,562	312	13,812	13,812
Heptonstall	2	76	0	0		0	0	0	0
Hipperholme	1	24	0	0		0	0	0	0
Luddendenfoot	1	17	0	0		0	0	0	0
Mytholmroyd	2	39	0	0		0	0	0	0
Northowram	1	13	0	0		0	0	0	0
Old Town	1	6	0	0		0	0	0	0
Rastrick	1	18	0	0		0	0	0	0
Ripponden	1	30	0	0		0	0	0	0
Stainland	3	52	0	0		0	0	0	0
West Vale	2	65	0	0		0	0	0	0
<b>SUB TOTAL</b>	<b>18</b>	<b>443</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,562</b>	<b>312</b>	<b>13,812</b>	<b>13,812</b>
<b>TOTAL</b>	<b>73</b>	<b>3300</b>	<b>62604</b>	<b>1225037.7</b>	<b>27499.741</b>	<b>71,496</b>	<b>28,222</b>	<b>1,247,394</b>	<b>22,357</b>

Note - allowance for additional expenditure in newly charged car parks also needs to be made

# CALDERDALE - OFF STREET CAR PARKING - HALIFAX

CURRENT										PROPOSED					
Car Park	Number of Spaces	Current Charge Per Hour (p)	Hours per day	Days per week	Potential Gross Income 100% occupancy	Current occupancy %	current number of charged parking events (weekly)	Current Net Income Annual	Current Gross Income (2006) weekly	Proposed band	Proposed charge per hour	Potential Gross Income 100% occupancy	Anticipated occupancy %	Anticipated Number of charged parking events (weekly)	Anticipated Gross Income (2009) weekly
Broad Street	283	60	10	6	10,188	50	8,487	226,848	5,092	f	60	10,188	50	8,490	5,094
Bull Green	39	60	10	6	1,404	88	2,069	55,312	1,242	f	60	1,404	88	2,059	1,236
Cow Green (ms)	226	40	10	6	5,424	47	6,324	112,894	2,530	d	40	5,424	47	6,373	2,549
Cross Hills	10	40	10	5	200	62	312	5,556	125	d	40	200	62	310	124
Hanover Street	27	40	10	6	648	32	525	9,354	230	d	40	648	32	518	207
High Street	240	40	10	6	5,760	51	7,322	130,486	2,929	d	40	5,760	42	6,048	2,419
King Street	48	40	10	6	1,152	36	1,033	18,415	413	d	40	1,152	40	1,152	461
Meltham Hill Road	168	40	10	5	3,360	12	894	17,703	397	b	20	1,680	50	4,200	840
North Bridge	371	40	10	6	8,904	30	6,640	118,321	2,656	d	40	8,904	30	6,678	2,671
Northgate House	32	60	10	1	392	64	206	5,505	124	f	60	392	64	205	123
Prescott Street	22	60	10	6	792	53	705	18,631	423	f	60	792	53	700	420
St John's Lane	26	40	10	6	624	82	1,276	22,743	511	f	60	624	50	780	468
Union Street	30	40	10	6	720	58	1,036	18,455	414	d	40	720	58	1,044	418
Victoria Street	30	40	10	6	720	57	1,029	18,340	412	d	40	720	57	1,026	410
							37958							39,583	
TOTAL CAR PARKS	14														
TOTAL SPACES	1552				40,088			776,544	17,477			38,720			17,440
													change in gross weekly income		-37

# CALDERDALE - OFF STREET CAR PARKING - BRIGHOUSE

CURRENT										PROPOSED					
Car Park	Number of Spaces	Current Charge Per Hour (p)	Hours per day	Days per week	Potential Gross Income 100% occupancy	Current occupancy %	Current Number of charged Parking events	Current Net Income Annual	Current Gross Income (2008) weekly	Proposed charge per hour	Potential Gross Income 100% occupancy	Anticipated occupancy %	Anticipated number of charged parking events	Anticipated Gross Income (2009) weekly	
Bank Street	48	0	24	7	0		0	0	0	b	20	1,613	10	806	161
Bethel Street	67	50	10	6	2010	69	2,766	61620	1383	e	50	2,010	60	2,412	1,206
Commercial Street	24	50	10	6	720	48	690	15371	345	e	50	720	45	648	324
Daisy Street	135	30	10	6	2430	22	1,772	23684	532	c	30	2,430	22	1,782	535
Church Lane	51	0	24	7	0		0	0	0	b	20	1,714	10	857	171
Mill Lane	23	0	24	7	0		0	0	0	b	20	773	10	386	77
Mill Royd Street (East)	17	30	10	6	306	18	189	2520	57	b	20	204	10	306	61
Mill Royd Street (West)	26	30	10	6	468	4	63	841	19	b	20	312	10	468	94
Owlery Ings	56	30	10	6	1008	65	2,195	29332	658	e	50	1,680	35	1,176	588
Personage Lane	58	50	10	6	1740	41	1,417	31558	708	e	50	1,740	35	1,218	609
							9092							10,060	
TOTAL CAR PARKS	10														
TOTAL SPACES	505				8682			364926	3702		13,195				3,826
										change in gross weekly income					124
										change in gross annual income					6,451
										change in parking events					568

## CALDERDALE - OFF STREET CAR PARKING - HEBDEN BRIDGE

CURRENT										PROPOSED						
Car Park	Number of Spaces	Current Charge Per Hour (p)	Hours per day	Days per week	Potential Gross Income 100% occupancy	Current occupancy %	Current number of charged parking events	Current Net Income Annual	Current Gross Income (2008) weekly		Proposed charge per hour	Potential Gross Income 100% occupancy	Anticipated occupancy %	Anticipated number of charged parking events	Anticipated Gross Income (2008) weekly	
Bridgewater/St Pol	32	50	10	7	1120	68	1,534	34162	767	a	50	1,120	60	1,344	672	
Garden Square (inc Hgg Rd)	23	30	10	7	483	43	690	9222	107	a	50	605	60	968	483	
Garden Street	58	30	10	7	1218	71	2,887	38576	868	c	30	1,218	65	2,839	792	
Market Place	31	30	10	5	465	76	1,173	15670	152	c	30	465	70	1,085	126	
New Road	21	30	10	7	441	68	997	13127	299	c	30	441	70	1,029	309	
St George's Square	17	50	10	7	595	49	586	13048	193	e	50	595	45	536	268	
Tamplis	4	0	24	7	0		0	0	0	c	30	202	30	202	60	
Station Road	31	20	10	7	404	65	1,407	12538	281	b	20	404	65	1,411	282	
							9,273							9,211		
TOTAL CAR PARKS	8															
TOTAL SPACES	217				4756			118540	3065			5,280			3,191	
Market Place - 5 days due to markets on Wed and Thurs											change in gross weekly income					126
											change in gross annual income					6,557
											change in parking events					-63

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## CALDERDALE - OFF STREET CAR PARKING - ELLAND

CURRENT										PROPOSED					
Car Park	Number of Spaces	Current Charge Per Hour (p)	Hours per day	Days per week	Potential Gross Income 100% occupancy	Current occupancy %	Current number of charged parking events	Current Net Income Annual	Current Gross Income (2006) weekly	Proposed change per hour	Potential Gross Income 100% occupancy	Anticipated occupancy %	Anticipated number of charged parking events	Anticipated Gross Income (2009) weekly	
Boxhall Road	15	50	10	6	450	35	318	7080	159	d	40	360	30	270	106
Brook Street	24	30	10	6	432	9	123	1647	37	b	20	266	30	144	29
Coronation Street	27	50	10	6	810	52	847	18673	424	d	40	648	40	648	259
Crown Street	14	0	24	7	0		0	0	0	a	10	235.2	25	566	59
Northgate	19	30	10	6	342	14	160	2143	48	c	30	342	15	171	51
Southgate	24	30	10	5	360	73	879	11745	264	c	30	360	50	600	180
Timber Street	59	30	10	6	1062	27	959	12816	288	c	30	1062	30	1,062	319
							3,267							3,483	
TOTAL CAR PARKS	7														
TOTAL SPACES	182				3456			54300	1219		3,295				1,005
										change in gross weekly income					-214
Southgate - Note - 5 days due to market on Friday										change in gross annual income					-11,143
										change in parking events					196

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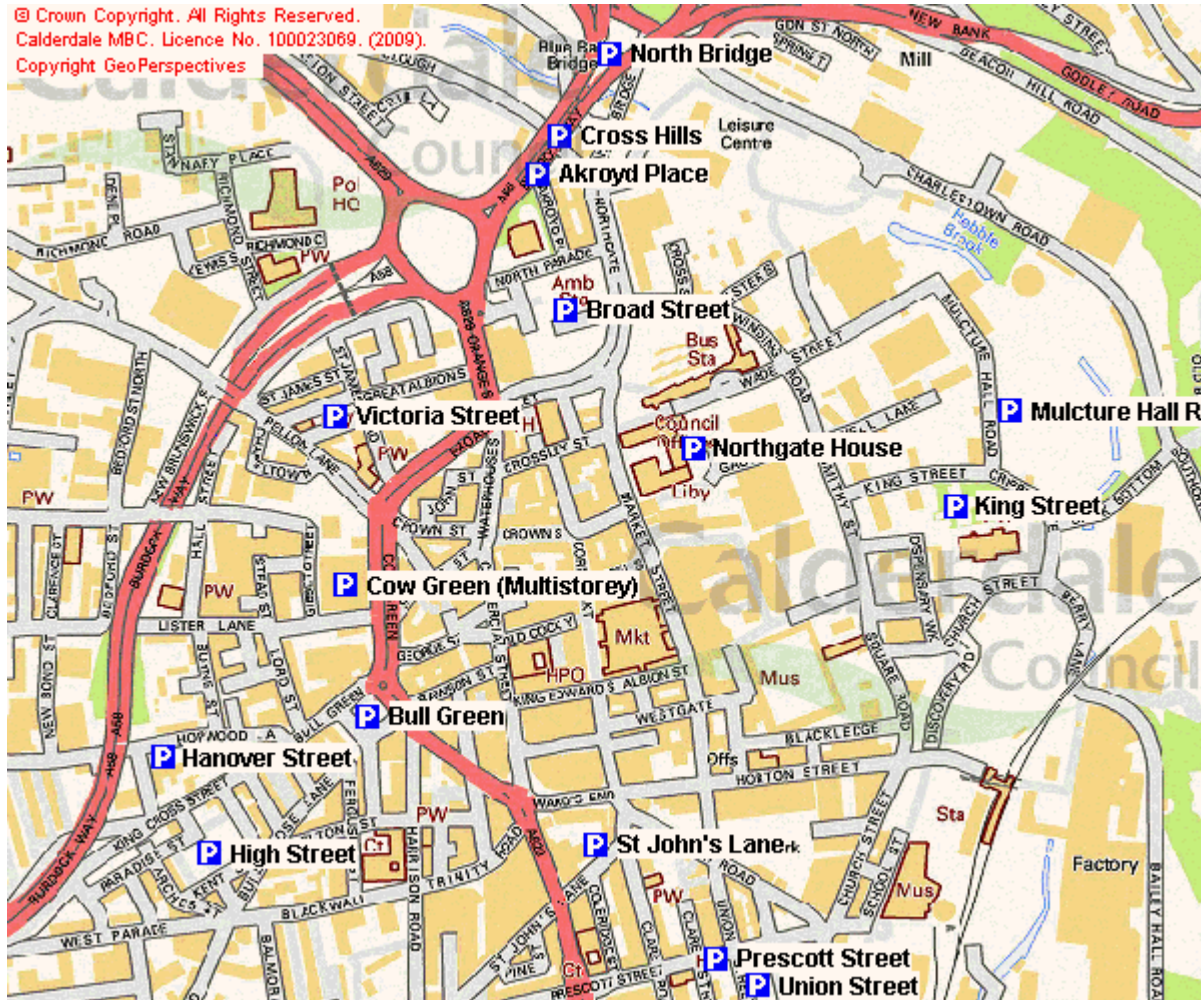
## CALDERDALE - OFF STREET CAR PARKING

CURRENT										PROPOSED				
Car Park	Number of Spaces	Current Charge Per Hour (p)	Hours per day	Days per week	Potential Gross Income 100% occupancy	Current occupancy %	Current number of parking events	Current Net income Annual	Current Gross income weekly	Proposed charge per hour	Potential Gross income 100% occupancy	Anticipated occupancy %	Anticipated number of parking events	Anticipated Gross income (2009) weekly
<b>OUTER HALIFAX</b>														
King Cross	63	0	24	7	0	20	2,117			a	10	1,038	20	2,117
Queens Road	30	0	24	7	0		0			a	10	504	20	1,008
Steups Lane, Stump Cross	10	0	24	7	0		0				0	0		0
TOTAL CAR PARKS	3				0			0			1,562			312
TOTAL SPACES	103													
<b>NORTHOWRAM</b>														
Towngate	13	0	24	7	0		0				0	0		0
TOTAL CAR PARKS	1				0			0			0			0
TOTAL SPACES	13													
<b>RASTRICK</b>														
Crowtrees Lane	18	0	24	7	0		0				0	0		0
TOTAL CAR PARKS	1				0			0			0			0
TOTAL SPACES	18													
<b>HIPPERHOLME</b>														
Wakefield Rd	24	0	24	7	0		0				0	0		0
TOTAL CAR PARKS	1				0			0			0			0
TOTAL SPACES	24													
<b>STAINLAND</b>														
Bowling Green	3	0	24	7	0		0				0	0		0
Stannary	12	0	24	7	0		0				0	0		0
Stainland Rd	37	0	24	7	0		0				0	0		0
TOTAL CAR PARKS	3				0			0			0			0
TOTAL SPACES	52													
<b>WEST VALE</b>														
Brig Royd	44	0	24	7	0		0				0	0		0
Lambert St	21	0	24	7	0		0				0	0		0
TOTAL CAR PARKS	2				0			0			0			0
TOTAL SPACES	65													
<b>OLD TOWN</b>														
Billy Lane	6	0	24	7	0		0				0	0		0
TOTAL CAR PARKS	1				0			0			0			0
TOTAL SPACES	6													
<b>HEPTONSTALL</b>														
Bowling Green	35	0	24	7	0		0				0	0		0
Towngate	41	0	24	7	0		0				0	0		0
TOTAL CAR PARKS	2				0			0			0			0



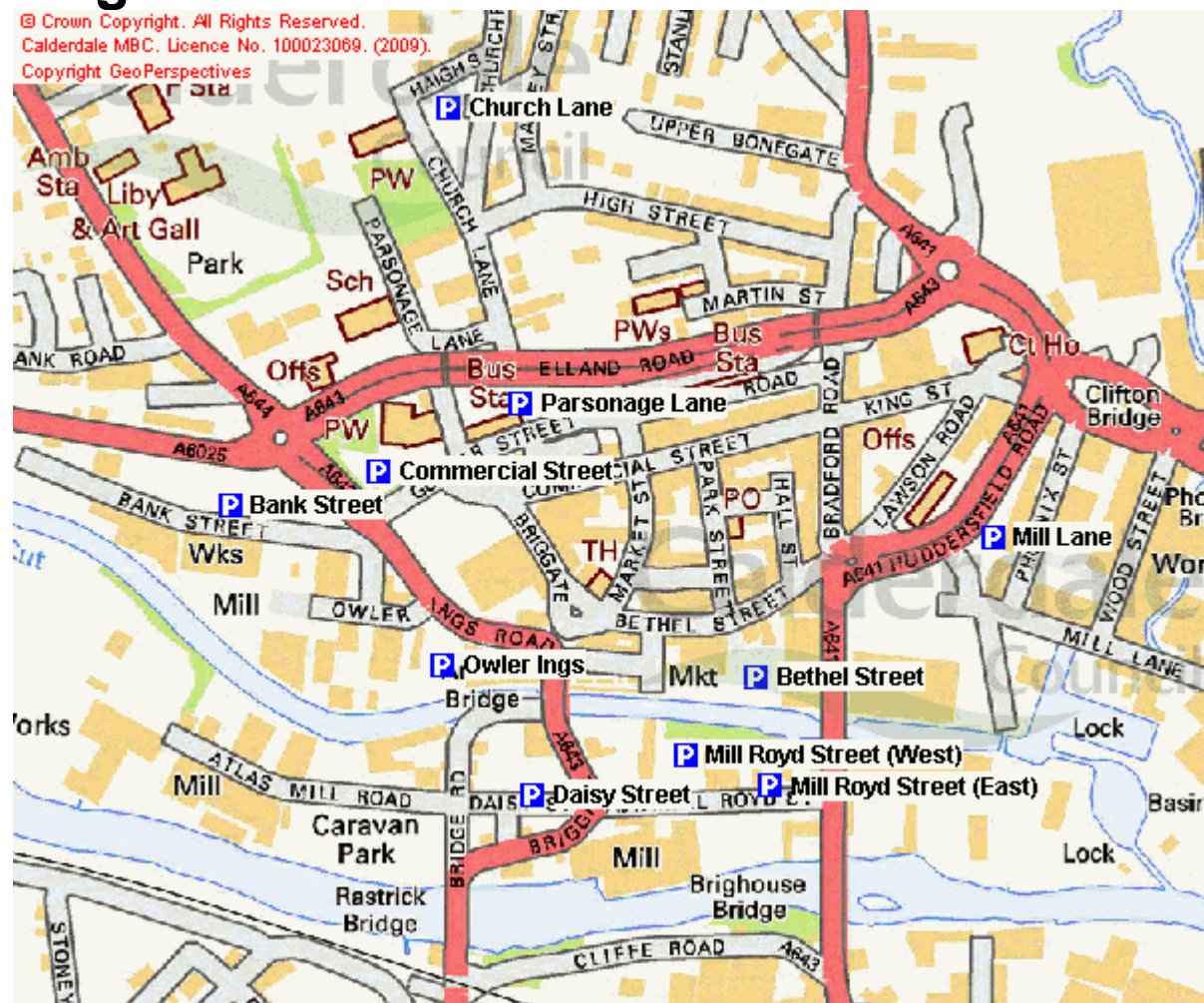
# Halifax

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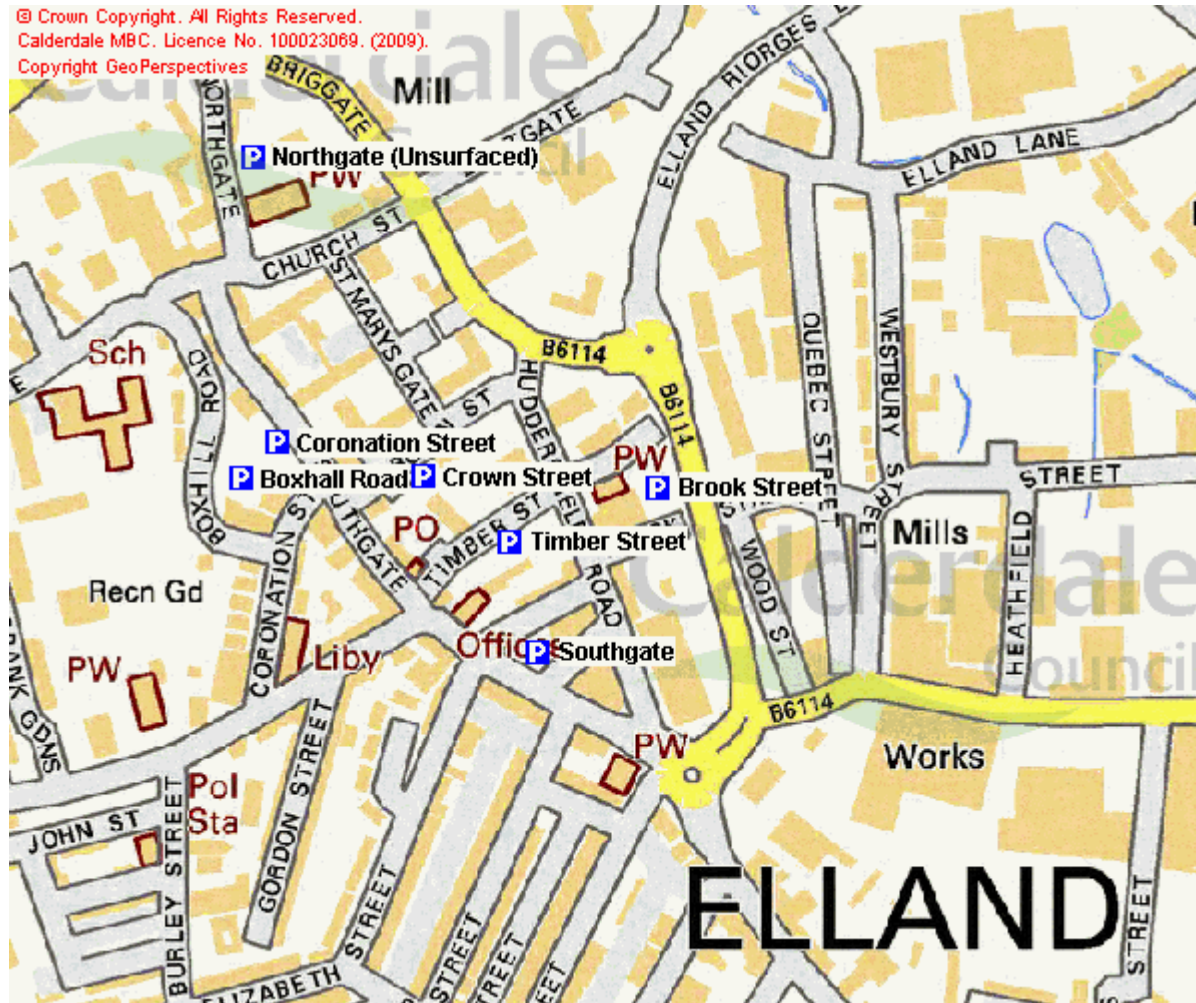
# Brighouse

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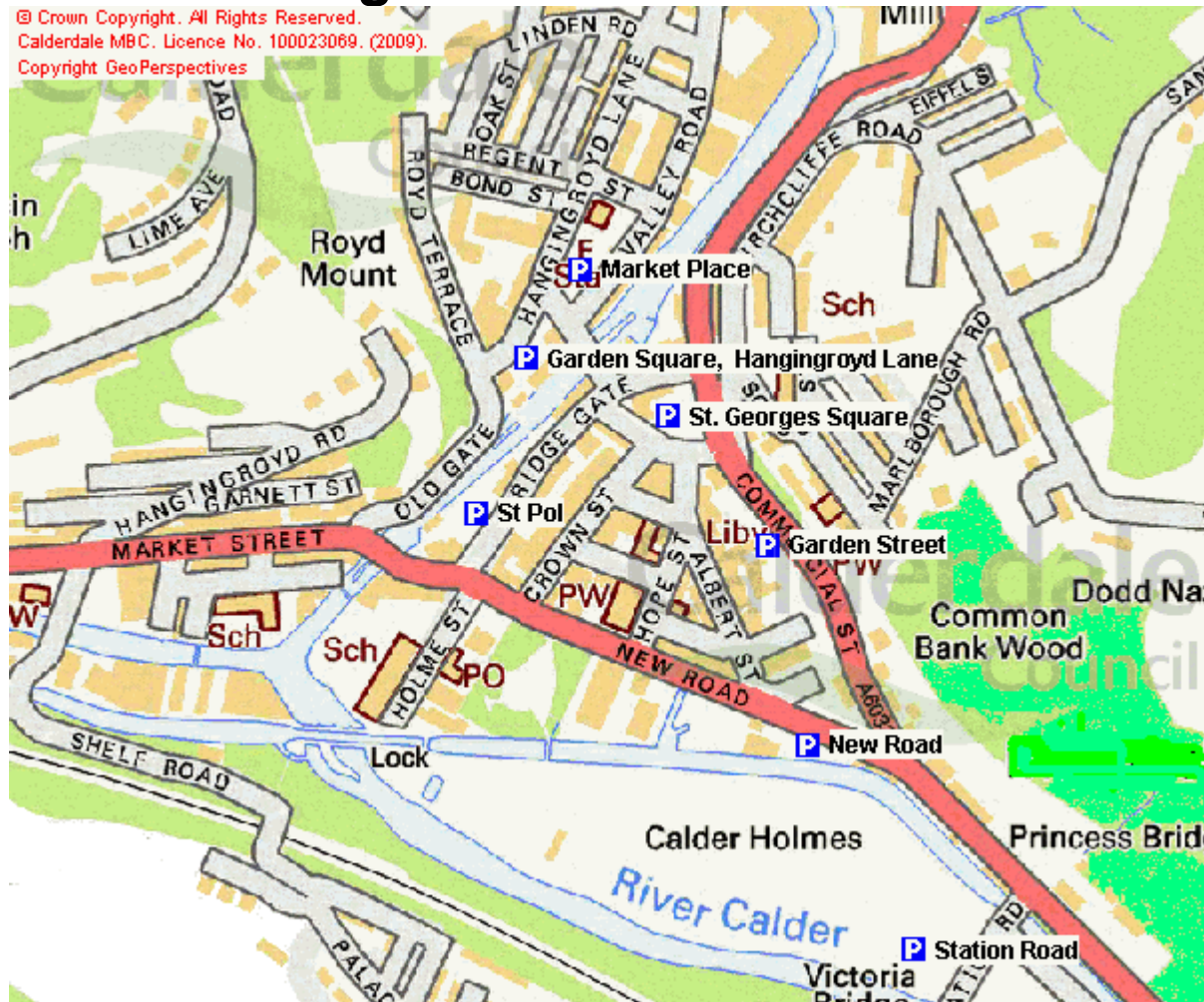
# Elland

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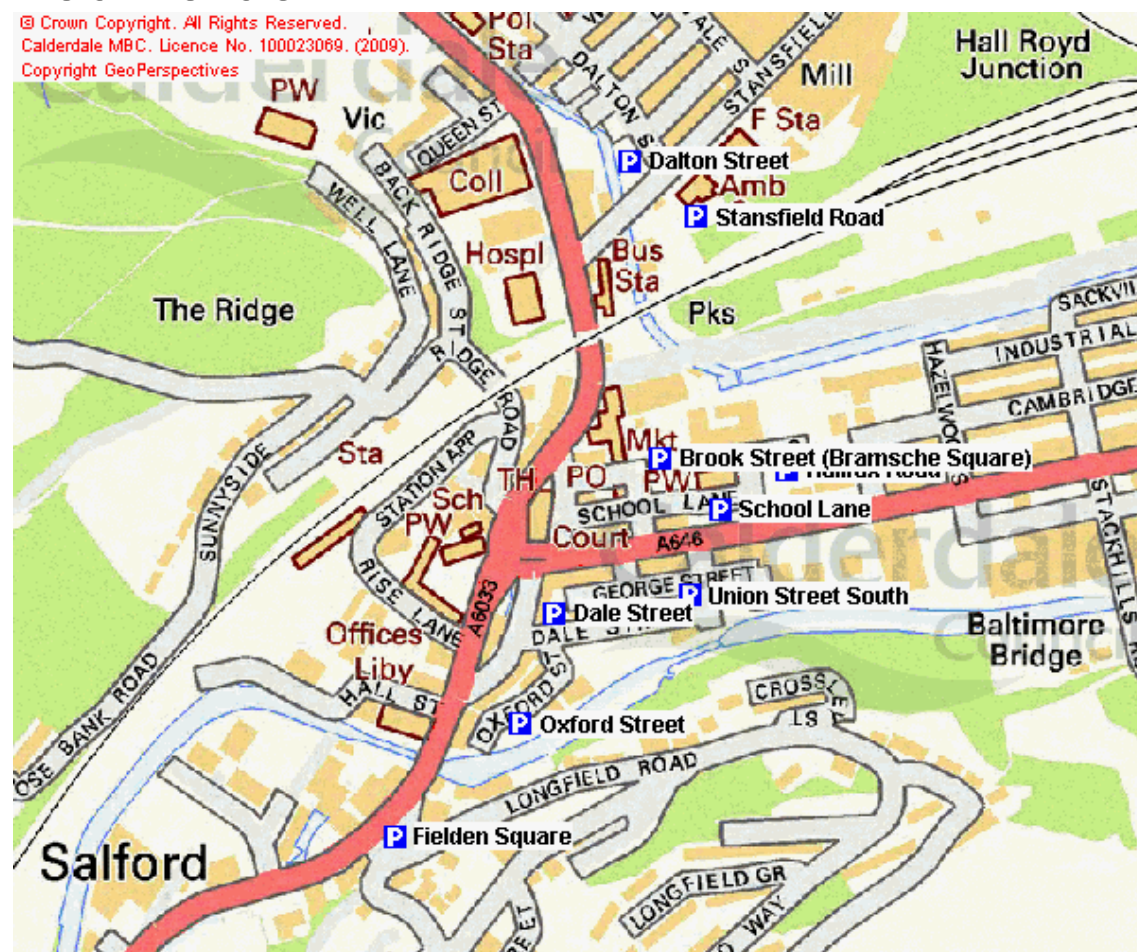


# Hebden Bridge

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