one and all onen hag oll
CORNWALL COUNCIL

Positive Parking Framework

helping support local economies, traffic management and our communities

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Foreword

Geof Brown
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Cornwall Council

Many people who live in or visit Cornwall drive a car and finding somewhere to easily park is an important part of the journey. Cornwall Council has an important role in ensuring that this vital service is delivered well.

However, car parking can be a contentious subject, whether you are a resident, visitor or commuter. We often get complaints about the cost of parking and the Council using car parks as 'cash cows' but we also know that too many cars on the road result in congestion and air pollution. We have a large parking and transport system to run and car park income plays an important part in supporting these, but we also recognise that car parking plays a wider role in supporting local economies, managing traffic and helping communities to thrive.

In an attempt to address these issues we have embarked upon the Positive Parking review – carrying out in depth research into the parking provision in Cornwall to make sure our car parks are working well to help people access where they want to go, that they help manage our traffic, are run as efficiently as possible and contribute towards encouraging people to make choices about how they choose to travel.

We want everyone to have positive experiences when travelling in Cornwall. This includes providing a choice of travel options (alongside this we are developing the One Public Transport System for Cornwall working to improve and integrate bus and rail travel); good information about their parking choices; greater payment options and a pleasant experience in the car park from finding a space to paying to park.

We also want to run our parking service efficiently and effectively in order to support local communities. We want to make sure that we are making best use of our enforcement officers, technology and the many car parks we have throughout Cornwall.

This Positive Parking Framework sets out how we will work towards these changes over the coming years. It won't happen overnight but we aim to produce a clear plan, backed up by evidence, of how we will do this.

I would like to thank all members for their valuable contribution to this process.

Raglavar

Gans Geoff Brown,
Synsyas Portfolio rag Karyans,
Konsel Kernow

Meur a dus neb a vysyt Kernow po triga omma a lew karr ha dhe gavos neb le dhe barkya yn es yw rann bosek a'ga viaj. Konsel Kernow a's teves rol bosek a surhe bos delivrys yn ta an gonis essensek ma .

Byttegyns, parkya karr a yll bos testen gavylek, mars os ta triger, godriger po terviajer. Yn fenowgh y tegemeryn ni krodvolyow a-dro dhe gost parkya ha fatel usi an Konsel owth usya an parkow kerri avel 'bughes mona', mes ni a wor ynwedh re a gerri war an fordh dhe askorr kowlans ha defolyans ayr. Yma genen ni system parkya ha karyans dh'y dhyghtya ha rent parkow kerri a wari rann bosek ow skoodhya an re ma, mes ni a aswon ynwedh parkya kerri dhe wari rol ledanna ow skoodhya erbysiedhow leel, dyghtya daromres ha gweres kemenethow dhe seweni.

Yn assay dhe enebi an maters ma, re dhallethsyn an daswel Parkya Posedhek – ow kwruthyl hwithrans down y'n provians parkya yn Kernow rag surhe bos agan parkow kerri owth oberi yn ta dhe weres tus ow trehedhes an leow dhedha may fynnons i mos, dhe weres dyghtya agan daromres, dhe surhe bos dyghtys an parkow kerri yn maner mar effeythadow dell yllir ha gul kevro troha kenertha tus dhe dhewis an gwella fordh dhe viajya.

Ni a vynn pub huni dhe gavos prevyansow posedhek hag i ow viajya yn Kernow. Hemm a gomprehend provia rol a dhewisyow viajya (ryb hemma, yth eson ni ow tisplegya an Unn System Karyans Poblek rag Kernow, owth oberi dhe wellhe hag ewngemyski viaj kyttrin ha hyns-horn); kedhlow da a-dro dh'aga dewisyow parkya; dewisyow pemont ledanna ha prevyans hegar y'n park kerri, dhyworth kavos spas bys dhe brena parkya.

Ynwedh y fynnyn ni brennya agan gonis parkya yn effeythus hag yn effeythadow rag may hyllyn ni skoodhya kemenethow leel. Ni a vynn surhe dell eson ni ow kul us an gwella a'gan sodhogyon gonstrina, teknologieth ha'n lies park kerri usi genen ni dres Kernow oll.

An Framweyth Parkya Posedhek a aray fatel wren ni oberi troha'n chanjyow ma dres an bledhynnyow usi ow tos. Ny hwyrvydh hemma a-dhistowgh, mes ni a veder askorra towl kler, skoodhys gans dustuni, a'n fordh may hwren ni hemma.

My a garsa godhvos gras dhe geniver esel a'ga hevro talvosek dhe'n argerdh ma.

Introduction

Cornwall Council is responsible for just over 280 car parks and 7,400km of highway. These connect every community across Cornwall and provide essential access to the places people need and want to go to – workplaces, schools and colleges, shops, leisure facilities, health provision and much more.

Cornwall Council's car parking service generates, on average, £16m per year. It is a huge financial generator for the Council and yet it does not operate as a successful multi-million pound business, loading further financial pressures on the service through borrowing to retain even the most basic safety standards. The business of running parking in Cornwall needs to fundamentally change for the benefit of all our services and residents.

This Positive Parking Framework for Cornwall has been developed to change the face of parking in Cornwall; to help support local economies; traffic management and our communities. The Framework is intended to put the business of parking in Cornwall on an effective and efficient footing: emerging from complicated tariff patterns left over from pre-unitary authority times; identifying sufficient and proper maintenance plans to protect the asset that we all rely on; and being bold and ambitious in terms of how the future of parking is provided so that it supports much wider benefits beyond the current regime of measuring success through income.

This Framework seeks to also support the economy, the environment and our communities as set out in the Local Plan; Connecting Cornwall: 2030; the Council's Business Plan and the Cornwall and Isles of Scilly Local Enterprise Partnership Vision 2030.

1.1 What is Positive Parking?

Cornwall Council has signed up to the Positive Parking Agenda,an initiative started by a group of local authorities supported and assisted by the British Parking Association.

The aim of the Positive Parking Agenda is to change perceptions and challenge misconceptions about the parking sector as well as local government's role, and make the parking experience a better one for all concerned. The Agenda looks to provide effective and positive communications, promoting innovation and the use of technology, for the benefit of all.

The Agenda addresses a range of key priorities including: congestion, safety, air quality, accessibility, technology, working together and fairness.

Cornwall Council is looking to align its parking polices and operations to this agenda through a Positive Parking Framework for Cornwall. The Positive Parking Agenda is looking to Cornwall to set a benchmark standard for other local authorities to follow.

1.2 Scope of framework

In scope

This Framework addresses:

- The off-street parking assets and tariffs owned by Cornwall Council;
- Cornwall Council enforcement operations (on and off street, including outside schools);
- Use of technology both on and off street.

Out of scope

The Framework does not include a review of residents' parking or on street pay and display. A town parking review was carried out in seven key towns from 2015 to 2017 to deal with the most significant issues relating to on-street parking. The projects are in the process of being delivered and further requests for work in this area will be considered against the Traffic Management Parking Policy Statement (2016) and resource availability. The review concluded that on-street pay and display schemes would not be progressed at that time.

Provision for delivery of small scale on-street parking restrictions (yellow lines) has been made through the community networks highway scheme with community networks allocated funding from April 2018 to deliver their priorities for local highway improvement schemes.

1.3 What is the long term goal?

The aim of Positive Parking is to provide a framework for managing Cornwall's car parking against objectives of supporting: the economy; the environment; and our communities.

We want car parking to meet the following objectives:

Supporting the economy	1.	**To facilitate efficient traffic management** by making sure car parks are in the right place, are well signed and appropriately priced.
	2.	**To support local businesses** by providing enough car parks, in the right place at the right price.
	3.	**To support growth in housing and employment** by providing enough car parking to accommodate growth and manage traffic
Supporting the environment	4.	**To support environmental growth** by adding environmental benefits when we upgrade or build new car parks
	5.	**To encourage a modal shift where alternatives are available and greater levels of active travel** through the way we price car parks so they don't undercut bus and rail travel, including infrastructure that encourages active travel and by locating car parks to encourage healthy travel choices.
	6.	**To contribute to the management of air quality in our towns and health of our communities** by using signing and pricing to encourage cars away from air pollution hotspots.
Supporting people and communities	7.	**To provide an opportunity for place shaping and improved public realm** by making sure car parks are in the right place and considering alternative land uses for underused car parks. To contribute to the Council's ambition to give local communities more say in how local services are delivered.
	8.	**To support quality of life for residents** by making car parking a pleasant experience that does not cause stress or tension in our communities and supports opportunities for active travel.
	9.	**To operate as an efficient service of Cornwall Council** by making sure we run the service as a good business.

1.4 Evidence

The Framework has drawn upon evidence from a wealth of sources including:

- extensive data held within Cornwall Council on car park usage, condition, tariffs, assets, income, role of car parks within the wider town context and wider policy context
- best practice learnt from other local authorities and experts in the field of parking on policy, tariffs, disabled badge holders and use of technology
- an Inquiry day held on 9 February 2018 with witnesses giving evidence on current operations, national parking agenda, best practice in other local authorities, role of parking in town centres, enforcement in rural areas, legal background and wider Council strategy
- an independent review undertaken by Parking Associates of the Parking Service, benchmarking the service against other authorities operating both an internal and/or external model

A list of all of the evidence reviewed as part of the development of the framework is provided at Appendix A.

2.0 Positive parking themes and principles

The Positive Parking Framework for Cornwall has been structured around four key themes:

- **Assets:** the authority operates over 280 off street car parks in Cornwall.
- **Enforcement:** as of 2018, the enforcement team comprises 49 members of staff covering enforcement both on street and off street across the whole of Cornwall.
- **Tariffs:** About half of Cornwall Council's car parks are non-charging and across the other car parks, there are currently over 120 different tariffs operating.
- **Technology:** Cornwall is not making the most of opportunities available through modern technology to improve enforcement, payment methods and customer experience.

Using a broad range of evidence, each theme has been analysed and assessed, resulting in the development of 46 principles for delivering parking in Cornwall.

2.1 Overarching principle

The first principle sits above all the other themes and sets a new direction of travel for the budget setting of the parking service:

Ref:	Principle
PP1	Future assumed parking service budget is based on the actual figures from the previous year taking into account unforeseen and external events such as a dip in visitor numbers etc. in addition to the business proposals for the coming year.

3.0 Asset review

3.1 Context

Cornwall Council operates around 280 off street car parks in Cornwall.

The car parks are used by a variety of customers including residents, shoppers, commuters, tourists and local businesses. The way they are managed and the standards they meet need to reflect where they are located and who uses them.

Some of the car parks are very popular and are an essential element in a town's transport infrastructure; many are essential to support the seasonal visitor economy; others are operating at a loss and a number are sub-standard and have suffered asset failures in recent years. Some car parks are in the wrong location or could be better managed by others.

A comprehensive review of all the car parks taking into account the function of the car park, its usage, condition and role within the wider place shaping strategy for the locality has been undertaken based upon the principles below. This represents a fundamental culture change for the authority where we no longer just accept that a car park retains its function forever more. Instead we actively review the asset from a multi-discipline view and in light of Cornwall's ambitious Investment Programme to ensure that our assets are actually fit for purpose and will serve the evolution of our communities in the longer term.

A summary of the asset assessment process can be found at Appendix B. This assessment will inform future plans for each car park which may include maintaining, upgrading, relocating, devolving, developing or leasing. A flowchart for decisions related to future role of car parks is at Appendix C.

> "The car parks are used by a variety of customers . . . the standards they meet need to reflect where they are located and who uses them"

3.2 Asset review principles

The principles for the asset review as part of the Positive Parking Framework for Cornwall are set out below:

Ref:	Principle	Why is this important?
A1	Review town centre car parks in context of future development, growth and supporting urban environment	Where a car park is located can define how a town centre is used both by circulating car movements and by the pedestrian access to and from the car park itself. Car parks can define streets not just in their physical structure but by how they are accessed, by enabling more aesthetic and economic generators to utilise the space above and around the parking spaces. They can give an initial view to the visitor of the town centre offer providing a 'gateway', according to the British Parking Forum. They demonstrate to the customer that while car access is important, what the town centre has to offer and the ease of access for the pedestrian is more important. The parking service to date has been charged with operating and squeezing income from existing assets that may have suited the town centre years ago but do not reflect the ambition of the town in the future. This review represents one of the most fundamental and important pieces of work of the Positive Parking review given its impact on our towns and communities. Initial longer term parking proposals have been mapped out by a multi-discipline officer team and these will continue to be developed as part of town Place Shaping groups going forward.
A2	Charging car parks to be categorised as 'Gold'; 'Silver'; 'Bronze' relating to facilities and maintenance	Car parks should be ranked according to current and potential usage and value to their town centre. A customer using a gold standard car park should expect a wider range of facilities and standards than the basic minimum. This car park will also be prioritised for maintenance similar to the Highways hierarchy. A 'bronze' car park will have an up to date condition survey and will be in a safe condition. 'Gold' car parks will have a variety of additional pre-defined features including , where appropriate, lighting up to British Standards, clearly marked out bays, managed traffic flows and CCTV equipment in place. 'Silver' car parks will bridge the gap between these two standards. Having specific standards in place helps achieve some of the main factors that parking should consider when being provided in a Town Centre setting as indicated by the British Parking Forum, namely the provision of secure and quality facilities.

Ref:	Principle	Why is this important?
A3	Pay on Foot systems installed in 'Gold' and 'Silver' car parks	Pay on Foot technology enables customers to spend the time they want in the town centre without having to rush back to the car park to avoid penalty. They pay for the time they have used as opposed to having to guess what time they may need at the start of their visit. The customer doesn't have to worry about having the correct change or understanding tariff bands at the start of their visit. For retailers this supports the shopping experience. For the car parking service, evidence has also shown that Pay on Foot technology can increase the income from a car park on average by as much as 15%. There are also huge benefits to enforcement in adopting this approach (ref E1). Only 30% of PCN income comes from off street reflecting the difficulty of utilising limited resources across 133 charging off street assets. Of this 30%, around 30% of officer time is spent in our top revenue producing car parks. 'Check in' and 'check out' facilities could also be introduced to further enhance pay on foot technologies. Customers can use their credit / debit card to identify themselves on arrival, then return to the machine before departure. Using the same card enables the machine to calculate the fee, process payment and "check out" the vehicle. This removes the need for customers to estimate their stay length on arrival. A similar process can be used with pay by app. This approach has been successfully piloted at a number of Councils across the UK including Newcastle, Lichfield and Basingstoke.
A4	Review opportunities for underutilised car parks: devolve, develop, lease	The parking service must be efficient and effective and provide a service that is required and used. There are a number of assets that currently cost more to operate than the income they generate and the usage is extremely low. The service must review these assets in the context of local community need, the opportunity for devolving the asset and/ or whether the land could be developed for local housing or other use. There are currently approximately 100 car parks that run at a negative deficit to the Council. Additionally it has been suggested that a high number of parking spaces alone does not necessarily lead to a greater level of economic growth. The number of parking spaces available needs to be relative to the place itself. An asset matrix has been developed which assesses all car parks from a socio-economic point of view. A variety of factors are taken into account including the number of spaces available, the most recent revenue figures, its impact on the nearest shopping area etc. The matrix calculates a score for each attribute which is then given a weighting in line with current Council priorities. Some research has suggested that in some instances retailers overestimate the number of visitors who travel to shopping areas by car. This perception can often lead to an unbalanced favouritism to more parking provisions than is actually required.

Ref:	Principle	Why is this important?
A5	Develop an Asset Management Plan for all our car parks that supports the Corporate Landlord approach and will be supported by a Parking Service business case	Our car park assets are a valuable commodity to our communities and town centres and represents a significant business to the Council. Yet, currently the business does not budget for long term asset maintenance (other than bare minimum maintenance such as repainting lines) Car parks are currently inspected on a 3, 6, or 12 month basis, depending on their proximity to town centres and the savings that they produce. These inspections and maintenance costs equate to over £1m per annum. When a serious maintenance issue arises (such as structural deficiency), the car park has to be closed while the service requests to borrow capital with the borrowing charges added to the income target. We want to ensure that our car parks are safe and well maintained and not prone to long periods of closure. Once the service is able to baseline the condition of the assets, a business case will be developed to support bringing them up to a minimum standard.
A6	Develop robust business plans that support the investment in our retained asset through the income released from the disposal of redundant sites.	The improvements that we have set out for our parking assets are anticipated to support increased use and therefore income. The improvements can be expedited if Cabinet support the retention of any capital receipts from sale of an asset to be reinvested into other car parks.
A7	Premium, short stay spaces within shortest distance to shops	Short stay visitors and shoppers are looking for accessible, convenient spaces so that the journey from the car park is not a detriment to their visit and can compete with the out of town supermarket. Where town centre car park asset allows, the long stay commuter spaces should be consolidated further from the centre. This also has the benefit of managing peak traffic demand on the network. This won't suit the geography of all of our towns but is obvious in St Ives for example where the current long stay spaces at The Island and Station Car Parks draw car movements in the peak through the town. Additionally there is a wealth of research which concludes that free or even cheap parking results in capacity saturation which has a negative impact upon economic development within towns.
A8	Basic minimum standards for charging car parks	Our customers should expect as a minimum: clear signage, clear parking bay lines, working machines, litter free, smooth surface, clear walkways. This should support the environment within which the car park sits.

Ref:	Principle	Why is this important?
A9	Review network signage to support access to car parks	The signage on our network must give clear direction to the driver in terms of long stay/short stay car parks, utilise VMS where applicable to prevent unnecessary traffic movements in our town centre. The use of such signage is recommended by the British Parking Forum. Signage should be considered holistically with links to pedestrian routes and rights of way. Cormac were commissioned in 2016 to review the directional signage to all long and short stay car parks across our major towns. This resulted in signage packages being developed to improve directional signage to the car parks, which were subsequently consulted upon with local members, town and parish councils. Following the consultation and feedback received, works packages have been developed, in readiness for the capital being made available. All VMS systems will be fully integrated into car park data gathering / analytics where possible. The same system should also be driving interfaces for the deployment of enforcement.
A10	Review off street car park signage and messaging to improve legibility and 'welcome'	Consistent messaging and branding. Welcoming, clear signage for customers possibly linking to 'One Public Transport' brand. Also review the opportunity to explain to customers what the car park charges are used to support. TRL research has suggested that there are more important factors which limit car travel other than the cost of parking.
A11	Continue to work with, and support, Town and Parish Councils, Chambers of Commerce and BIDS in order to try to facilitate requests for use of the Council's parking assets throughout the year.	Explore options for generating an increase in income on a profit share basis where partners are working together to support additional, new events that would increase the use of the parking facilities over and above that which is currently the case
A12	Enable consistent contactless payment systems in all charging car parks	While it is accepted that many people will still want and need to pay for their parking using coins; we will enable contactless card payment in the majority of our car parks. This reflects the move to contactless payment through the One Public Transport system and provides an alternative, easy mechanism of payment for the customers who wish to use it. It also minimises vandalism, maintenance and re-programming issues associated with coin machines. The introduction of contactless payments on buses in Cornwall saw a 26% switch from cash payments within 8 weeks. This is the fastest growing introduction of contactless in the country.
A13	Include infrastructure in car parks that encourages active travel	Active travel (walking and cycling) is an important element within healthy lifestyles. By putting in cycle parking provision and signing walking and cycling routes from car parks to key destinations, people will find it easier to choose to walk and cycle as part of their journey.

4.0 Tariffs

4.1 Context

About half of Cornwall Council's car parks are currently non-charging and across the other car parks, there are currently over 120 different tariffs operating. While having individual tariffs in place across all assets does allow for localised issues to be taken into account, having a large amount of tariff variation adds complication and costs to the service, which are passed onto car park users. Although 2018 has seen the first tariff rise in two years, in a limited number of car parks, historically there has been a pattern of annual price increases across all car parks. The perception of these price rises has often focused on surplus revenue generated to 'balance the books' rather than taking into account the need to ensure operating costs are met and parking tariffs reflect the local context.

However, in accepting the Positive Parking agenda it is acknowledged that the balance of tariff setting must be readdressed to take into account the overarching impact the assets have on both the economic and environment growth, or indeed degradation, of our towns. A series of principles are set out in order to provide accountability and transparency for the tariffs that are put in place. A summary of the tariff bands that have been developed based upon these principles is at Appendix D.

4.2 Tariff principles

Ref:	Principle	Why is this important?
T1	Review applicability of tariff bands across Cornwall	There are currently over 120 different tariff bands across Cornwall. This leads to various operational issues when tariffs have to be changed, such as costly new signage, new tariff files being loaded to the machines, operational costs to fit these, and it makes it more difficult for our customers to understand tariffs due to the fact that they vary so widely from town to town. Previous tariff reviews have attempted to standardise prices across the entirety of Cornwall; while this can be beneficial in some respects it fails to take into account that varying localised need and influences on the individual car parks. Transport Research Laboratory research has highlighted the fact that parking charges can be correlated to the level and quality of service provided in an area e.g. an area with a quality mix of retail provisions would attract more visitors than other areas even if these had no charges in place. It is further suggested by Transport Research Laboratory that it is retailers that object to parking prices rather than shoppers themselves. An effective, evidenced based tariff band proposal will be proposed for 2019-20. This will include consideration of principles T2-T7 below.

Ref:	Principle	Why is this important?
T2	Public transport price and availability, in particular Park and Ride, to be a consideration in tariff setting	A fundamental role of car parks is the direction and management of traffic within a particular place; as such the location and usage of a car park asset can have an impact on the overall traffic management workings of a place. In order to promote alternative transport modes car park tariffs need to be priced in accordance to the available public transport offers. For example to encourage the use of Park & Ride sites the cost of off-street car parks in associated towns / cities would need to be comparatively higher. It would be difficult to promote alternative methods or public transport when off-street car parks and the use of private vehicles remains the cheapest option for most people. When setting the tariff bands, as included in T1, the price would be set so those wishing to make use of long-stay parking are encouraged to utilise 'out of town' offerings. The Positive Parking Framework would therefore have to align itself with the costs of public transport networks and the One Public Transport system.
T3	Economic baseline indicators reflecting health of town centre, to be a consideration in tariff setting	Tariffs of off-street car parks need to take into consideration the availability of alternative parking provision, both on-street as well as off-street private providers. The availability and usage of this alternative provision must be taken into account as there is a risk that alternatives can be sought if prices in Council maintained assets are increased preventing reduced traffic volumes and promotion of alternative uses. In order to prevent any unforeseen impacts of making tariff changes in the future key indicators and data needs to be collected at regular intervals so that economic activity can be measured. This will be also be a key topic in the parking stakeholder group. The level of car parking provision should take into consideration the level of spending between groups who travel by different means. E.g. research has suggested that those travelling by public transport or walking are increasingly likely to visit more shops and spend more overall compared to those arriving by car.
T4	Traffic network demand above Cornwall daily average to be a consideration in tariff setting	The pull factor of car parks especially in larger towns needs to be fully appreciated and understood when setting the tariffs for that car park asset. Whilst the Council does not wish to discourage users from utilising parking provision in villages, towns or cities the impact of these assets on traffic flows needs to be managed. It can be assumed that these impacts would be greater in locations that have a higher number of overall car park assets, especially if these are large in size, and as such the tariffs should be set in such a way to redirect as many longer stays further away from the town centres. This may therefore require the introduction of tariff banding structure that is reflective of the geographical location of the asset.

Ref:	Principle	Why is this important?
T5	Air quality management areas to be a consideration in tariff setting	Directly linking to the amount of traffic using the network is the amount of pollution that is produced and therefore the overall air quality level. Further consideration needs to be given when either setting or reviewing the off-street car park tariffs as to whether the asset is located within an air quality management area. Consideration should be given to potentially increasing the tariffs for assets that are in such areas as the impact of traffic accessing them would further compound to reduced air quality at the detriment of local residents. The tariffs for 18-19 in Truro factored this and the availability of the Park and Ride as a key consideration. Air quality will also be considered as part of signage and place shaping.
T6	Location in relation to town centre to be a consideration in tariff setting	The exact location of the car park asset in relation to the place as well as any places of interest needs to be taken into account as this would have a direct impact on the amount of traffic on the network. As a rule car parks furthest from town centres should be cheaper than those prime assets in close proximity to the centre. This principle directly links to principle A7 which looks to provide certain provision for particular uses at specific locations. In combination both of these principles will assist with traffic management as a whole. This principle also supports healthy lifestyles by encouraging walking from car parks which are further away from the final destination.
T7	Parking demand and underutilised capacity(85%:15% rule) to be a consideration in tariff setting	It should be acknowledged that parking charges are required to manage not only traffic flows but also the levels of usage within parking facilities. While there is an assumption that free parking would ultimately benefit an area, this is rarely the case. Areas whereby parking is free are likely to be fully occupied at all times often not by those visiting the area but rather by commuters leaving the car all day. As such there would be little in the way of parking turnover meaning that fee parking provides spaces for those who are making visits for social and recreational purposes. The lack of available parking spaces would act as a deterrent from making such further visits and therefore could impact the level of inward investment and general spending in the area as a whole. It is generally suggested that there should be at least 15% of the total number of spaces free for such visits to stimulate and encourage economic growth. This turnover is only possible through the setting of appropriate parking tariffs.

Ref:	Principle	Why is this important?
T8	Reserved spaces to be charged in three tiers and annual increase in line with inflation (market value review every five years)	Reserved parking spaces within off-street car park assets should be considered a premium product / facility, the cost of which should be reflective of the demand held for that particular asset. A tier charging system should be introduced or considered so that the price of a reserved parking space is also a reflection of what the space is being used to support e.g. resident or business. Categories of such spaces could include short stay spaces close to the town / city centres, long stay spaces for shoppers / visitors located further away from town / city centres and long stay spaces for residents who cannot be accommodated through on-street parking provision. While reserved spaces should be considered a premium, they should be priced to encourage their usage to reduce the number of unnecessary vehicle trips by those searching for a parking space and to increase the efficiency of overall traffic movements.
T9	All Council-owned free car parks to be reviewed in terms of whether a charge is necessary and appropriate	Every Council owned car park has a business rate and maintenance charge associated with it. It provides a service to the community and a tariff charge should be applied in recognition of this. There will be some exceptions where the payment system will be difficult to install (e.g. remote beach car park) but generally, if the car park is used and we are retaining the asset then we should be making a charge to assist with these costs. There are currently around 100 free car parks, which operate at a deficit to the Council.
T10	Develop a comprehensive marketing plan to raise the profile of the numerous parking products available.	In order to make the overall parking service attractive to the end users more attractive products need to be established and effectively marketed to target audiences. For example the sale of annual or 3 & 6 monthly season tickets will offer the option of staggered payments to spread the full cost over a set period of time. Doing so may well encourage the sales of these types of permits and offer improvements to the overall service to match the expectations of the current customer base.
T11	Encourage business offer and customers discounts	Through working with local businesses a series of discounts, benefits and offers can be established and introduced which ultimately provide a reward to the customer for using the Council's parking service. For example other authorities have systems in place whereby customers can obtain a discount on the price of parking if a certain threshold of expenditure is reached at a local business. The current Just Park system allows for businesses to refund a proportion (decided upon by themselves) of their customers parking charges made via the JustPark system. Businesses provide customers with a code which is entered into the JustPark system, which generates a refund to the customers debit / credit card.

5.0 Enforcement

5.1 Context

Cornwall Council undertakes its own parking enforcement under Civil Parking Enforcement Powers for both on and off-street parking restrictions. Through effective enforcement and issuing of Penalty Charge Notices (PCNs) Cornwall Council can ensure that the highways are safer, traffic flows more freely and parking spaces in off-street car parks can be utilised more appropriately.

Within Cornwall, Civil Enforcement Officers (CEOs) are limited to taking enforcement action with respect to vehicles that are parked in contravention to a Traffic Regulation Order or an off-street parking place order. As of 2018, the Council employs 49 individuals to manage enforcement across the whole of Cornwall.

The level of officers required is determined by the area needed to be covered and the distance an officer can cover in one day. Cornwall Council enforces on-street parking restrictions and off-street car parks on a priority route basis and/or where safety issues have arisen. The current level of officers cannot sufficiently enforce all the on and off street locations in Cornwall.

Local authorities are required by law not to set targets for income or penalty charge notices issued from enforcement and the operations should be run efficiently, effectively and economically. Tax payers money should not be used to fund an enforcement service and it is the responsibility of the local authority to assess the levels of enforcement required (using both technology and officers) to dissuade motorists from breaking parking restrictions. A successful civil parking enforcement service will always be seeking to achieve high levels of compliance through the appropriate levels of enforcement provision.

The introduction of the various principles included within the Positive Parking Framework for Cornwall will provide an opportunity to reallocate CEO resources away from car parks, which will become self-enforcing where possible, to concentrate on the enforcement of other areas of the highway network. The use of camera cars will allow one officer to cover the distance equivalent of nearly four and a half foot patrol officers. They will be able to automatically issue PCNs for some offences e.g. parking on school keep clear lines, and increase the coverage of officers patrolling residents parking zones. The very visible presence of camera cars will also improve compliance without the need for issuing PCNs.

The Council is reviewing widening (and joining up) community enforcement staff activities/ roles with broad objectives such as to increase community enforcement capability, capacity and effectiveness, efficiencies and resident (incl. town & parish council) satisfaction. The role of civil enforcement officers will be considered in this review.

> “A successful civil parking enforcement service will always be seeking to achieve high levels of compliance through the appropriate levels of enforcement provision”

Ref:	Principle	Why is this important?
E1	Utilise Pay on Foot systems (ref A3)	As A3
E2	Marketing and branding to change public image from enforcement to compliance and stewardship	The public perception of parking enforcement is currently one of a hard line, draconian system whereby PCNs are issued instantly following the witness of a contravention in order to generate income. Through a system of stewardship it could be possible to change this opinion through achieving a balance between enforcement of restrictions and the encouragement of compliance. Westminster City Council has previously adopted a 'Community Steward' approach to parking enforcement within the authority. As part of this approach Marshals have a new ambassadorial role to educate motorists and help them comply with traffic regulations. Additional roles have also been given to Marshals including a degree of street inspections, both from a network operation and maintenance of street furniture point of view, to manage kerbside space. Other duties also include identification and reporting of problematic locations; identification of unauthorised activity and enforcement of engine idling.
E3	Review number and deployment of officers	An appropriate number of CEOs are required to ensure that an efficient number of patrols can be made at a variety of locations to deliver the level of service expected by the public. The actual numbers of CEOs should take into consideration the number and location of the overall service patterns. As of 2018, the enforcement service is made up of 49 CEOs. CEOs are deployed across 9 bases throughout Cornwall, issuing around 30,000 PCNs per annum. CEOs are contracted to work between the hours of 8am - 8pm (two work later hours) when the majority of restrictions are in operation. Traditionally, CEOs were deployed according to a number of factors including experience and community demand. However, technology is available that will enable enforcement to be , deployed in a more efficient and effective manner and most importantly, provide better coverage geographically to ensure on street violations that represent highway safety issues in the most rural areas are addressed.
E4	On line reporting of non-compliance issues	An online reporting system enabling communities to report where persistent compliance issues are occurring. The current view of the service is that it is not responsive enough. Enabling an accessible means of communicating live events would support the image of the service and management of compliance. The current methods of reporting non-compliance are for customer to email directly to the enforcement service, or to report matters via the main call centre.
E5	Utilise camera cars and scooters for enforcement	The enforcement of both off-street car parks and on-street parking provision can be made more efficient through the introduction of camera cars / scooters. Equipment on such vehicles can utilise ANPR systems to flag up a contravention following which a PCN can be issued if required. Efficiency savings could result increased coverage of CEOs and improved levels of compliance. Camera cars can also enable a much wider scope of patrol, and will enable survey work to be undertaken where contraventions have been reported. Vehicles are able collect data on the number of vehicles that are parked in contravention of restrictions within a specific geographical area. Additional enforcement and / or restrictions can then be considered within these areas.

Ref:	Principle	Why is this important?
E6	Review the scope of duties that the CEO could undertake to include other general public protection enforcement duties.	The inclusion of additional tasks, duties and responsibilities for CEOs would reduce the financial burden of supplying the service. The merging of roles will ensure that individual services can operate more efficiently with reduced operational costs. This aligns well with the Police reduction in PCSO. This works well in more rural areas. One example of this is where CEOs have been providing additional paid for on-street and dog warden patrols on the Rame Peninsula, where a group of Town and Parish Councils have grouped together to fund the additional enforcement service, with additional PCN revenue being utilised to increase the number of patrols provided in the areas in the summer months. The Neighbourhoods and Public Protection service is beginning a review to explore widening (and joining up) community enforcement staff activities/roles with broad objectives such as to increase community enforcement capability, capacity and effectiveness, efficiencies and resident (incl. town & parish council) satisfaction. The role of civil enforcement officers will be considered in this review.
E7	Market a 'stewardship package' for communities with income shared to cover costs	The introduction of a stewardship approach to parking enforcement aims to improve social cohesion within local communities and improves the image of parking while helping to improve compliance levels. Various Service Level Agreements have been setup with communities to enable additional enforcement service to be provided within these areas, with PCN revenue being used to subsidise the cost of the additional service provision. These SLAs will continue to be marketed to all communities, who wish to take up additional enforcement even after the service has been redeployed to achieve more effective geographic coverage.
E8	Review of on street bay sensors on our most sensitive/high turnover streets	The use of sensor technology would assist in both the identification of a parking space for the user but also to a contravention to a CEO. For example the sensor could pick up the time at which a particular bay was occupied which would easily flag up to a CEO if a contravention had occurred, this is particularly relevant to time restricted parking bays that are notoriously difficult to enforce. This measure would therefore reduce a level of uncertainty in undertaking enforcement as the contraventions could be seen in 'live' time. Additionally the data collected by the sensors could be used to coordinate Enforcement routes or patrols so that it can focus on where it is needed. The advent of in-car connected systems means that vehicles of the near future could inform drivers as to the nearest parking space in relation to their position and offer directions there as well as providing automatic payment options. Looking further ahead the advent of autonomous vehicles will mean that it is feasible for the vehicle to make its own way to or from the particular parking space either with or without, having dropped off, the occupier.
E9	Review and develop an effective system to support carers in the community	Those providing key medical or social care often experience difficulties in locating legal / suitable parking opportunities, especially at locations with high traffic demands. The use of carers parking permits will be considered and enforcement reviewed in instances whereby little alternatives in the way of existing parking subject to the impact on the wider network this would have. It would be possible to provide either dispensation or specific virtual permits for carers when using an ANPR focused enforcement method as specific registration numbers could be given a parking allowance within off-street car parks. This would be further enhanced by 'check in' and 'check out' systems.

Ref:	Principle	Why is this important?
E10	Improve blue badge monitoring and technologies and renewing with intelligent blue badge systems	Technologies can be introduced that will help allow blue badges themselves be used as a parking ticket or permit. An example is the potential to link a vehicle's registration number / mark to specific blue badges, enforcement could then be undertaken in the same way as residents parking permits i.e. through a handheld using a registration number database. The EU SIMON Project is looking at introducing technologically advanced 'blue badges' as part of which trials currently taking place in Reading, Madrid, Parma and Lisbon. Cornwall Council will continue to monitor this project with a view of adopting approaches / systems that provide a clear benefit to both the service area and customers.
E11	Consider utilising CCTV technologies to manage safety and traffic outside schools	Recent changes to regulations has meant that PCNs can be issued via CCTV at certain locations / situations, outside schools being one such example. In order to make best use of the current resources, CCTV enforcement is to be undertaken outside of schools in line with existing legislation at as many locations as practicable. The use of such enforcement measures is likely to increase compliance and improve road safety for the most vulnerable but also ensure that individual CEOs can concentrate on other problematic areas. Additional measures that have been adopted elsewhere include the introduction of 'pedestrian zones' in streets surrounding schools during certain hours of the day that are enforced by ANPR cameras. Local residents and those working at the school that need to use the affected streets during the operational times must first apply for a permit free of charge. Such a scheme has been undertaken in Croydon, London on a trial basis.
E12	Review and update Cornwall's compliance handbook	The guidelines on what is considered to be best practice for enforcement officers is to be reproduced to reflect that changing attitudes in parking enforcement from the Council i.e. from revenue generation to an essential service. This will focus on the human interaction and stewardship side of the role rather than just on the issuing of PCNs.

6.0 Technology

6.1 Context

At the current time the Council has basic technology in place as part of its Parking Services operations. This technology largely concentrates on the method in which users can pay for their parking stays. In December 2017 the Council began using a new cashless payment partner, JustPark. They provide an app, website and phone service allowing users to pay for parking conveniently and flexibly without the need for coins. In addition parking can be topped up remotely if a user decides to extend their stay. Whilst this service is a vast improvement on what was previously offered to those using Council operated car parks, further work needs to be done in order to develop, introduce and promote both existing and emerging technologies.

The use of innovative technologies can lead to cost savings through the improved efficiency of car park operation as well to improvements in traffic management and air quality in populated areas. Technology can also improve customer experience of using car parks.

Having learnt from other local authorities and experts in car park technology, the following principles have been developed.

6.2 Technology principles

Ref:	Principle	Why is this important?
TC1	Contactless payment technology to be the norm across the service	The role out of contactless payment methods will make paying for parking provision far more convenient for the majority of people especially when the popularity of this payment method as a whole is considered. This method could go a long way in encouraging initial visits and trips to town / city centres as making payment would not be problematic i.e. having to find the correct amount of change. It also supports the service in reducing cash management/vandalism. This principle directly links into that of A12 and therefore would not be possible without investment being made to the individual assets themselves.
TC2	Pay on Foot (ref A3)	As A3
TC3	Off street car park sensors to be considered at prime sites (ref E8)	As E8
TC4	Integrate the parking service into the Cornwall Travel App so that users can review availability of parking in advance	Facilities that allow off-street parking spaces to be booked in advance will allow for a greater level of informed choice of journey destination. Being able to determine whether a parking space is available prior to embarking on a journey will help ensure those journeys that are undertaken are worthwhile e.g. if no parking spaces are available it is likely that an alternative location would be sought. The One Public Transport App initially being launched in summer 2018 will be developed to include information on car park location and availability as it becomes available.
TC5	Provide paperless opportunities for businesses to reimburse customers	Technology would be required to enable users of Council parking services to obtain a discount or offers on products based upon the location and duration of their parking stay. In order to facilitate such transactions an app could be developed to clearly show the offers and products available as well as providing a safe and secure mechanism for such transactions to take place.

Ref:	Principle	Why is this important?
TC6	Improve blue badge monitoring and technologies and renewing with intelligent blue badge systems (ref E10)	As E10
TC7	Consider utilising CCTV technologies to manage safety and traffic outside schools (ref E11)	As E11
TC8	On line parking accounts to be provided for users to top up on line	Individuals will be in a position to manage their personal data through the associated online account. This will therefore remove the need for any additional administrative resources to operate the service. Customers would be able to view details relating to the location of specific parking provisions, the availability of these parking provisions, the anticipated cost involved as well as advance and live payment options online. These services will allow customers to better plan their trips and journeys removing an overall level of uncertainty relating to using off-street parking facilities. Indeed By 2021 over 30% of all cars will be 'connected' and drivers will expect their car or app to find and pay for their parking automatically.
TC9	In car automatic payment technology	Providing technologies that allow users to make payments for parking stays within their vehicle offer improved levels of convenience to the end user. This would help encourage the use of Council owned car parks over other alternatives provided by private companies. Initially this could include the use of contactless payment methods (credit / debit cards or smart phones) to pay on exit at the barriers themselves but could easily advance to inbuilt technologies within vehicles to handle automatic payment for parking stays. Additionally check in and check out facilities could be provided at the entry and exit points to car parks. Such systems would allow customers to use a credit / debit card to initially identify themselves upon entry and then check out at a machine to confirm departure and pay for the time spent. This would remove any uncertainty relating to the length of parking stay required on arrival.

7.0 Delivery and governance

The Positive Parking Framework will be delivered by a delivery plan comprising both capital and revenue work streams that will be reviewed and updated regularly. The current delivery plan accompanies this Framework.

A report of the progress of the delivery of the Framework will be brought back to the Economic Growth and Development Overview and Scrutiny Committee, initially every six months.

Elements which have an impact upon the Council's capital budget will require a business case and be progressed through the relevant constitutional governance processes.

Tariff setting will follow the statutory processes set out within the Road Traffic Regulation Act 1984 and be brought to the Strategic Director and Cabinet Portfolio holder for approval.

It is expected that any further decisions required related to the delivery and implementation of the proposed Framework, such as the disposal of particular assets or further amendments to parking tariffs, would fall under the Portfolio holder's delegated authority. In such cases additional statutory and public consultations would be undertaken as appropriate in advance of a final decision being made by the Cabinet Portfolio holder.

Appendix C shows the proposed governance process for considering assets for disposal, devolution or retention.

In order to develop, deliver and review the Positive Parking Framework a user group comprised of key stakeholders will be set up, who we will engage with annually.

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8.0 Expected outcomes

By delivering this Framework we expect to see changes in the way car parking operates. The table below shows some of the outcomes customers can expect.

We want our car parks to help people access where they want to go, support the economy of our towns and villages, manage traffic and be run as efficiently as possible. To help us achieve these aims, we have set out a series of goals to be met over the next 12 years.

Short term by 2019	Medium term by 2022	Long term up to 2030
• We will ensure our car parking charges are easy to understand • You will be able to pay on foot (pay on exit) in our larger car parks – no longer worrying about your time running out • We will improve signs leading to our car parks so they will be easier to find • Carers will find it easier to park on-street even where there are parking restrictions. • We will establish a car park user group to hear your views on our proposals • You will be able to report parking concerns online for our civil enforcement officers to investigate • We will use camera cars to clamp down on illegal parking • We will trial camera enforcement to assess effectiveness at tackling parking compliance issues at schools.	• Our car parks will be a key part of our town centres, supporting vibrant businesses, growth and development. • Our car parks will be accessible to all • Our mobile app will give you a range of travel options before starting your journey including public transport and parking • Enforcement officers will be viewed as a positive part of the community – assisting people with safe, legal and considerate parking • The improvements we make to payment technology in our bigger car parks will free up some enforcement officers to address illegal parking on streets and in rural areas • You will be able to use your parking ticket to get discounts in local shops • Traffic will flow better and air quality will be improved in our town centres • Blue badge holders who are entitled to free parking will automatically be logged by cameras. • We will make it clear how we reinvest revenue from car parks.	• Our busiest car parks will have more facilities including CCTV, they will be well lit, with coloured bays dedicated for specific users including blue badge holders, motorcyclists and cyclists. • We will ensure our new car parks are environmentally friendly and built to highest standards • You will be able to find and book a space in advance • You will be able to charge electric cars in most car parks • All car parks will be self-enforcing so all enforcement officers will be patrolling the streets not car parks • Our car parks will meet the needs of the location. Some may be in new locations, some will have been redeveloped to make better use of the site, while others will be devolved to other organisations to run.

To measure the success of the Framework a broad range of indicators have been identified to be monitored on an annual basis to measure the impact of implementing the principles.

These include monitoring already carried out by the Parking Service such as parking transactions and number of PCNs issued. Other indicators collected by the Economic and Growth and Development Service such as usage of public transport; air quality monitoring and town centre economic health statistics will complement these. These are explained in detail at Appendix E.

Appendices

Appendix A: Summary of Evidence

Appendix B: Asset Matrix Summary

Appendix C: Asset assessment process flowchart

Appendix D: Tariff Bands methodology

Appendix E: Performance indicators

Appendix A

Summary of evidence

Best practice/peer reviews

- British Parking Association – Positive Parking agenda statement
- Exeter City Council – A new strategy for parking 2016 - 2026
- Belfast parking review
- Disabled badge misuse information from Plymouth City Council and London Borough of Waltham Forest.
- Shropshire Council parking tariff banding matrix
- Tariff comparison based on Chartered Institute of Public Finance and Accountancy (CIPFA) "Nearest Neighbours Model" - East Riding of Yorkshire; Northumberland; North Somerset and Shropshire.
- Tariff comparison of nearest geographical neighbours - Devon (West Devon; Torridge; North Devon and South Hams) and Dorset (West Dorset)
- Carer permit and enforcement comparison based on Chartered Institute of Public Finance and Accountancy (CIPFA) "Nearest Neighbours Model" - East Riding of Yorkshire; Northumberland; North Somerset and Shropshire
- Carer permit and enforcement comparison based on nearest geographical neighbours - Devon (West Devon; Torridge; North Devon and South Hams) and Dorset (West Dorset)
- Technology best practice advice from Parking Matters
- Federation of Small Businesses – Small Business 'Best in Class' guide
- Parking Associates commissioned to review Cornwall parking enforcement service against other Local Authority models

Review of Cornish context

- Cross directorate place shaping meetings for 17 Cornish towns
- Town growth (using Local Plan) mapping for 17 Cornish towns
- Meetings with local councillors
- Review of existing Cornwall Council parking data and reviews including pay and display review, residents parking review, town parking review
- Review of current carer permit provision and enforcement practices
- Production of asset database including asset valuations, charges, cost benefit analysis
- Car park accumulation data for Truro, Newquay and Falmouth
- Review of Parking standards in new developments
- Car park asset condition surveys assessed against various legislation requirements, British Parking Association best practice and other codes of practice
- Review and links to wider strategies e.g. Connecting Cornwall: 2030; The Cornwall and Isles of Scilly Vision 2030; Cornwall Council Business Plan; One Public Transport System for Cornwall

Inquiry day

Including witnesses from:

- London Councils – National Positive Parking agenda
- Cornwall Business Improvement District Director – role of car parking in supporting businesses
- Shropshire Council – review of Shropshire Parking strategy
- Chester City Council - learning from Chester's approach
- Former chairman of Chairman of Sheviock Parish Council – enforcement in rural areas
- Liverpool City Council – learning from Liverpool's approach
- Cornwall Council Legal Team – legal background to parking practice
- Cornwall Council Parking Manager – current approach to tariffs, enforcement, asset management
- Director of Transport Infrastructure and Strategic Director for Economic Growth and Development – role of parking within wider Cornwall Council strategy
- 'The relevance of parking in the success of urban centres' - A review for London Councils authored by The Means

Appendix B

Asset matrix summary

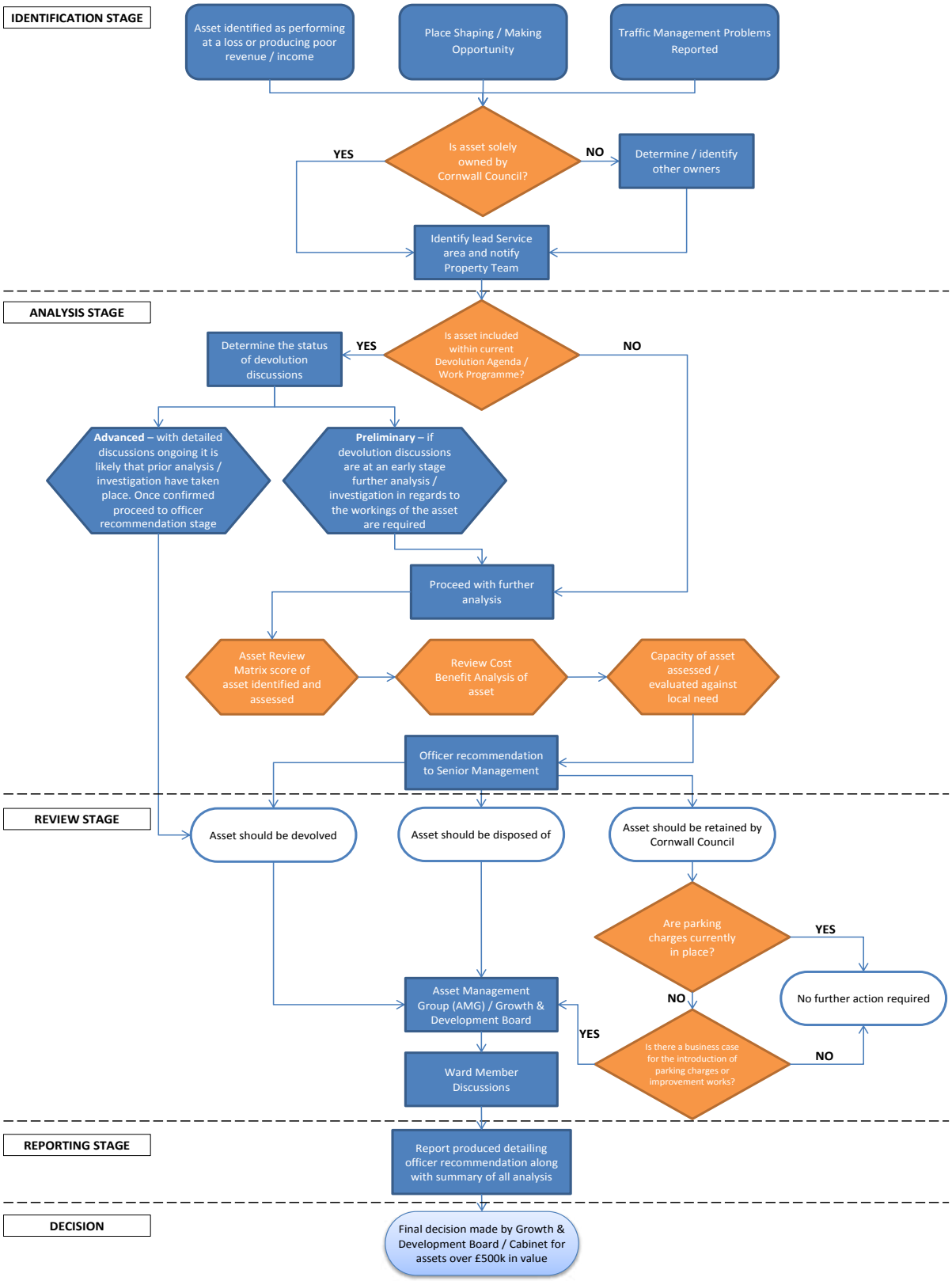
In order to assess the effectiveness of each of Cornwall's car parks, an assessment process has been developed to assess each car park in terms of whether it should be retained as a car park within the parking service; disposed or redeveloped for alternative use or devolved to the local community.

The following factors are included in the assessment to produce a score for each car park. Car parks with a higher total weighted score indicate better performance of the car park. Higher scoring car parks are likely to be considered for retention and/or improvement whilst lower scoring car parks will be considered further for devolution or disposal. It is important to note that the matrix acts as a guide to initiate discussions on a car park. It is in no way conclusive in terms of a final decision but enables an initial, evidence based assessment with which to start the conversation. How the matrix sits within the overall decision making process is set out in Appendix C.

Matrix Factor	How it is used
Car park ownership	Car parks that are wholly owned by Cornwall Council offer flexibility in relation to future change in land use/operation.
Previous years income	Income for each car park is compared against the total income from all car parks in Cornwall to show how each car park is contributing towards income or loss.
Pay and Display spaces	The number of Pay and Display spaces for each car park is compared against the total number of spaces available within off-street car parks in each associated location indicating the contribution made to providing efficient parking opportunities.
Profit/Loss per parking space	Income per space.
Disabled spaces	Car parks with higher number of disabled spaces will have a higher score in terms of accessibility.
Parking maintenance standard	Car parks should achieve a minimum standard in terms of condition and safety.
Supports growth in housing and employment	An assessment of number of car park spaces available per resident population. Also includes an assessment of Park and Ride spaces and long stay on edge of town to support potential future demand.
Facilitates efficient traffic management	Car parks are assessed against their location in proximity to the centre and their size. A larger car park in a town centre will result in more vehicle usage and impact traffic management more than one on the edge of a centre.
Supports local BID	A value is attributed to a car park that supports a Business Improvement District, particularly if it is central to the district area.
Supports local businesses	This factor considers the distance from the town centre, the size of the car park and the size of the centre.
Encourages modal shift where alternatives are available	Car ownership rates are compared to available car parking. A higher score is given where there is greater competition for parking spaces in an area and indicates greater scope to encourage modal shift.
Contributes to management of air quality in our towns	Car park assets within an Air Quality Management Area (AQMA) are attributed a lower value on the basis that the car park is attracting traffic movement.
Restrictive covenants	Covenants may present limited opportunities to change use in the future.
Provides opportunity for place shaping and improved public realm	An assessment of how the car park could support place shaping based on several factors including links to allocated employment and housing sites.
Formal easement	Easements may present limited opportunities to change use in the future.
Enforcement costs	This will highlight where a car park takes up a lot of enforcement officer time currently.

Appendix C

Asset assessment process



Appendix D

Tariff assessment matrix methodology

In order to assess how much a car park should be charging, a number of factors have been assessed. Each factor is scored and then the car parks are divided into seven bands according to their scores – those with the highest scores will be placed in the highest tariff band. Banding simplifies the tariff system making it easier for customers to understand. It also reduces the complexity and therefore the cost of delivering the service.

Principles T2-T7 explain the need to set tariffs based on a broad range of factors linked to the car park including traffic management, air quality, economy of the town, proximity, demand levels and alternative transport options available and these are described below.

This banding approach recognises the individual aspects of the car park, the demands on the car park and the surrounding network; its location in relation to services and what travel alternatives are in place.

Factor	Description
Settlement size and type of use	Consideration of levels of local, commuter and visitor usage plus size of attraction that it serves. A larger settlement with high demand for car parking will have a higher tariff.
Location of car park	Proximity to main attraction. Most desirable locations will attract higher tariff.
Desired turnover	Car parks close to the main attractor need higher levels of turnover to ensure customers can always find a space. Those with higher turnover will have higher tariffs.
Likelihood of obtaining a space within the parking area	This factor reflects the popularity of the car park. Less popular car parks will have lower tariffs to encourage usage.
All year round network demand	This reflects how busy the road network is in the vicinity of the car park. Car parks with less local traffic will have lower tariffs to encourage traffic away from the busier, more congested routes.
Seasonal network demand	This reflects the roads near car parks which are particularly affected by seasonal rises in traffic levels. Car parks which are particularly affected by seasonal traffic will be in a higher tariff band.
Air Quality	This factor considers the location of the car park in relation to the attraction, the turnover of the car park, the traffic levels in the vicinity. Busier car parks in busier towns will have more impact on air quality and will be in a higher tariff band.
Public transport alternative	This is an assessment of whether there is a practicable public transport alternative to using the car park. Those towns with better bus and rail links are given a higher rank score
Capacity of the parking area	This reflects the size of the car park. Smaller car parks are scored higher as they are less able to meet demand.

Appendix E

Performance indicators

Measuring the wider impact

Indicator	Why is this important?
Link to healthy town indicators: e.g. empty shops, business rates, footfall (baseline being developed)	A suite of indicators of the economic health of town centres will be measured annually to give an indication of how well our town centres are working. This will be correlated against parking usage data to inform how parking locations, tariffs and facilities should be managed to support the local economy.
Link to number of journeys made by bus and rail (existing indicator)	Car parking is one element in an integrated transport provision. Alternative travel options will be encouraged where available and where there are congestion and air quality issues. This indicator will show how effective car parking and transport policy measures have been at encouraging people to use alternative travel options.
Link to Air Quality monitoring	With car park assets operating efficiently the impact they would have on traffic management and as a result air quality would be reduced.

Measured by parking service

Indicator	Why is this important?
Number of individual parking transactions	With more efficient car park assets in place the number of transactions should increase. This will be as a direct result of various measures to make the car parking experience more attractive, as well as improved levels of compliance following the introduction of self-enforcing measures.
Number of PCNs issued on street as opposed to off street	With the introduction of self-enforcing technologies and measures the number of CEO resources required to patrol off-street car parks would be reduced. With this reduction in place it would be possible to reassign this previously allocated resource to other areas within Cornwall focusing on on-street contraventions which potentially make a large contribution to traffic flow congestion and air quality problems. The target is 100% compliance with no PCNs issued.
Number of business reimbursements made	To encourage car park users to spend their money in local shops, businesses will be offered the opportunity to offer a discount on the car park fee if customers make a purchase in their shop.
Number of regular user products sold	Car park products include season and rover tickets. The uptake of products linked to regular and repeated use of car parks will give an indication as to how demand is generated and what this is required for. For example large numbers of season ticket sales could indicate a requirement to provide parking capacity for specific groups at particular locations such as visitors or commuters. If this is identified measures could be put in place to ensure the premium locations are available for those needing the greatest access.

Indicator	Why is this important?
Compliance with parking restrictions outside schools	School zigzags will soon be enforceable allowing CEOs to manage traffic outside schools to address road safety concerns. Successful implementation should mean no parking tickets issued outside schools.
Number of chargeable spaces	The number of parking spaces available needs to reflect the demand for spaces in the area, taking into account alternative travel opportunities available. In order to maximise the economic opportunities for villages, towns and cities the number of chargeable parking spaces across Cornwall will be regularly reviewed. The use of such parking provision offers the opportunity to encourage the most beneficial of economic visits but also to reduce the environmental impact of them.
Asset condition survey	As the asset management plan is delivered, it is expected that the condition of car parks will improve.

If you would like this information in another format or language please contact:

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Cornwall recycles
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