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16 January 2017

Dear Sir/Madam

**ECONOMIC GROWTH, ENVIRONMENT AND DEVELOPMENT (OVERVIEW AND SCRUTINY)  
COMMITTEE**

A meeting of the above mentioned Committee has been arranged to take place on **WEDNESDAY 25 JANUARY 2017 at 6.00 PM** in the **COMMITTEE ROOM**, District Council House, Lichfield, to consider the following business.

Yours faithfully



Neil Turner BSc (Hons) MSc  
Director of Transformation & Resources

**To: Members of Economic Growth, Environment and Development (Overview and Scrutiny)  
Committee**

Councillors Cox (Chairman), Mrs Baker (Vice Chairman), Bamborough, Mrs Boyle, Mrs England, Mrs Evans, Miss Hassall, Marshall, Mills, Mosson, Smedley and Mrs Stanhope MBE



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## AGENDA

1. Apologies for absence
2. Declarations of Interest
3. To approve as a correct record the Minutes of the previous meetings held on 15 September 2016 and the Special Economic Growth, Environment & Development (O&S) Committee Meeting Minutes of 12 December 2016 (copy attached)
4. Work Programme (copy attached)
5. Review of 2016 Festivals and Events Programme & Preview of 2017 Programme (copy attached)
6. Options for Service Delivery and Performance Update – Council Car Parking Provision (copy attached)
7. Mid Year Performance Report– One Year Action Plan 16/17 Development Services and Economic Growth, Place and Community (copy attached)

RESOLVED: “That as publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted, the public and press be excluded from the meeting for the following items of business, which would involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972”

IN PRIVATE

8. Friarsgate Scheme (copy attached)

Briefing Papers to be issued separately:

Local Plan

\*Briefing Papers were introduced after the Overview and Scrutiny Committee Co-ordinating Group requested that the length and volume of agendas be addressed. Briefing papers, which are intended to provide Members with information on relevant issues, are an alternative to placing items on the Agenda. If Members wish a paper to be discussed it can be included on the Work Programme and scheduled for a future meeting.

**ECONOMIC GROWTH, ENVIRONMENT & DEVELOPMENT  
(OVERVIEW AND SCRUTINY) COMMITTEE  
15<sup>th</sup> SEPTEMBER 2016**

**PRESENT**

Councillors Cox (Chairman), Mrs Baker (Vice-Chairman) Mrs Boyle Bamborough, Miss Hassall, Marshall, Mosson, Mills and Smedley

**APOLOGIES FOR ABSENCE:** were received from Councillors Drinkwater, Mrs Eagland, Mrs Evans and Mrs Stanhope MBE

(In accordance with Council Procedure Rule No.17 Councillor Pritchard attended the meeting).

**DECLARATIONS OF INTEREST:**

There were no declarations of interest.

**MINUTES:**

**RESOLVED:** That the Minutes of the Meeting held on 15<sup>th</sup> June 2016 as circulated were approved as a correct record and signed by the Chairman.

**WORK PROGRAMME**

The Committee received the work programme. It was suggested that some changes be made to this to reflect discussions held between officers, the Committee Chairman and Vice Chair. It was proposed and duly agreed that there would now be a report on Development Management Performance in January instead of a briefing paper, this would provide the Committee with more information on planning performance and allow it to consider other issues impacting upon the Council as Local Planning Authority in this regard. The Committee agreed also to receive reports on the Lichfield City Centre BID in March and at the same time details of the 2015/6 and 2016/17 Lichfield District Festivals and events programme plus looking forward those planned for 2017/18, as they both linked to economic development. It was further agreed that reports on Car Park management and an update on the Friarsgate development should be considered at the January meeting.

**RESOLVED:** That the Work Programme be noted and amended as agreed.

**FRIARSGATE, PUBLIC REALM WORKS, CASTLE DYKE/FROG LANE**

The Committee received a report requesting the creation of a Member Task Group to consider the visual enhancement of Castle Dyke and Frog Lane that forms part of the Public Realm works aligned to the Friarsgate development.

It was noted that architects had been appointed and the Task Group would work with them to give views to any proposals.

The Committee agreed the approach and Councillors Mrs Baker (to be Chair) Mrs

Boyle, Miss Hassall, Marshall and Smedley were appointed to the Member Task Group. It was also agreed that the Cabinet Member for Economic Growth, Development & Environment be invited to the meetings of the Task Group.

**RESOLVED:** That a Member Task Group consisting of Councillors Mrs Baker (to be Chair) Mrs Boyle, Miss Hassall, Marshall and Smedley for the Castle Dyke and Frog Lane visual enhancement works.

## **LICHFIELD DISTRICT – ECONOMIC PERFORMANCE**

The Committee received a report on the Council's arrangements for promoting and realising economic development in Lichfield District along with Key Performance Indicators (KPIs) which would be used to measure the effectiveness of policy.

Members welcomed Matthew Fletcher, Senior Economic Development and Regeneration Officer at Tamworth Borough Council, who was the lead officer in a shared service arrangement with Lichfield.

It was reported that the recently approved Economic Development Strategy together with an associated Action Plan would help meet the key ambition of the Strategic Plan 2016-2020 of delivering a vibrant and prosperous economy. Focus was then directed towards the activity that had or was planned to take place as agreed through the shared service SLA. Key performance Indicators were also reported and it was noted that some data was limited as either actions had yet to take place or due to recording periods, was not available as yet.

It was asked how the figure for the number of visitors to the district had been established and how accurate was it. It was reported that the data came from the English Tourist Board and the Council's own records with the spend per head figure from surveys. It was felt that it showed that the district was very popular with national attractions situated in the area including Drayton Manor and the National Memorial Arboretum. It was asked if more detailed information including a break down of visitors to each attraction could be sent to the Committee members and officers agreed to investigate this.

It was then asked what different offerings, the separate LEP Growth Hubs provided and it was reported that both Hubs had different offerings and their own suite of funding available for projects. It was noted that both Hubs were however increasingly working together to share information and referrals.

It was asked what holes in business support or funding provision there was and it was reported that it was currently difficult to know but there were some sectors including retail, which were not supported by EU funding regimes. It was noted that EU funding would continue until the UK actually left the European Union with all funding would be honoured until the Autumn although that was felt to be an unhelpful deadline. After the deadline, it was reported that funding arrangements were uncertain and would need to inform future BREXIT discussions.

**RESOLVED:** That the arrangements in place for delivering on economic development ambitions in Lichfield District be noted along with the work undertaken in line with the Council's Strategic Plan and Economic Development Strategy and the key indicators of performance measuring the state of the local economy.

## LOCAL PLAN UPDATE

Members considered a report updating them on progress with the Lichfield District Local Plan including the Site Allocation document, the Community Infrastructure Levy (CIL) and Neighbourhood Plans.

Members were updated on the Local Plan Allocations document and it was noted that 'Option 1' was approved, as the method to progress the plan forward with the commitment to review this once the situation regarding Birmingham's housing numbers was clearer. It was reported that evidence would be gathered to inform the Allocations Plan and this would be subject to consultation. The Committee was pleased to note that the consultation period would remain open to allow comments to be submitted at any stage of the process.

CIL was then discussed and it was reported that Regulation 123 of CIL, which was a list of the infrastructure that it could fund or part fund, needed to be amended to include updates and clarify some wording. It was noted that it was in legislation to allow for updates to the Regulation 123 list without requiring going through the inspection process but approval and consultation was necessary. Members then went through the amendments and it was asked how Hobs Hill Primary School, Rugeley would benefit from CIL especially as it was not in the district area. Members were concerned that other authorities may seek to access CIL funding after the opportunity to get a Section 106 agreement had passed.

An update on Neighbourhood Plans was given and it was noted plans for Wiggington & Hopwas and Shenstone would be proceeding to the referendum stage shortly. Members updated the Committee on the progress of Lichfield City, Burntwood and Armitage Neighbourhood Plans.

**RESOLVED:** (1) That the progress associated with the Local Plan Allocations document be noted;

(2) That Cabinet be recommended to approve the undertaking of consultation on the revision to the CIL Regulation 123 list; and

(3) That the progress reported in relation to Neighbourhood Plans within Lichfield District be noted.

(The Meeting closed at 7.23pm)

CHAIRMAN

**SPECIAL ECONOMIC GROWTH, ENVIRONMENT & DEVELOPMENT  
(OVERVIEW AND SCRUTINY) COMMITTEE  
12<sup>th</sup> DECEMBER 2016**

**PRESENT:**

Councillors Cox (Chairman), Mrs Baker (Vice-Chairman), Mrs Boyle, Mrs Evans, Miss Hassall, Marshall and Smedley

**APOLOGIES FOR ABSENCE:** were received from Councillors Bamborough, Drinkwater, Mrs Eagland, Mills, Mosson and Mrs Stanhope MBE

(In accordance with Council Procedure Rule No.17 Councillor Pritchard attended the meeting).

**DECLARATIONS OF INTEREST:**

Councillor Mrs Boyle declared a non-pecuniary interest in any reference to the Land South of Shortbutts Lane, as she is a resident

Councillor Mrs Baker declared a personal interest also as is a resident close-by in Longbridge Road

**ADOPTION OF COMMUNITY INFRASTRUCTURE LEVY REGULATION 123 LIST:**

Members considered a report and a revised and updated Regulation 123 list that had been subject to public consultation. The comments received had been reviewed with recommendations (Appendix B) and amendments to the document were now proposed at Appendix C. The summary of comments and recommendations were considered by members and comments were made about there being a lack of primary school provision in Armitage. Officers explained to the committee how the Regulation 123 list would be applied and emphasised that if SCC felt the need for more education provision it would be done in line with the Regulation 123 list. Members felt that when we have previously asked SCC for an education provision no schools had been forthcoming i.e. Darwin Park – no schools, Boley Park – no schools. Officers confirmed that in preparing the Local Plan engagement is undertaken with SCC to ascertain needs, which are then identified in the Infrastructure Delivery Plan. However, it was noted that the purpose of the Regulation 123 list is to set out what infrastructure is paid for through CIL or Section 106.

- RESOLVED:**
- (1) The Committee endorsed the recommendations listed in Appendix B which relate to the Regulation 123 list;
  - (2) That the Committee recommends the revised Regulation 123 list (Appendix C) is approved by Cabinet.

**LOCAL PLAN UPDATE – ALLOCATIONS DOCUMENT**

Members considered a report updating them on the progress with the Lichfield District Local Plan, specifically focusing on the draft Local Plan Allocations document. The 98 responses were considered and key issues discussed. Members raised concern over the lack of provision to meet the identified Gypsy and Traveller requirements as only one had been identified for the whole of the Lichfield District - this was noted by Officers,

however, an evidence base process had taken place and only one site had been identified as being deliverable in plan making terms.

In relation to potential sites for housing, Officers assured members that assessments of potential sites had been undertaken in line with the Local Plan Strategy and when considering sites the now decommissioned Rugeley Power Station site had been considered given that this is brownfield site and is proposed for an allocation of a minimum 800 dwellings. Members noted that there are three large planning appeals pending (Watery Lane, Lylevale and Dark Lane) which LDC are awaiting a decision on from the Secretary of State. This could have implications on the numbers contained in the settlement outputs; however, the Secretary of State is still deliberating although a decision is imminent. Members raised concern with the proposed allocation at Dark Lane because this was an application which LDC's Planning Committee had refused. It was asked if these numbers could not be found elsewhere and Dark Lane be removed. Officers highlighted that while there is some flexibility with the numbers proposed, this should not be reduced because it is good practice to include a buffer. Members asked Officers to reconsider the proposed allocation at Dark Lane. Officers emphasised that there will be a need to identify alternative allocation(s) if Dark Lane is to be removed, and this would need to be in line with the Local Plan Strategy. Officers suggested that given this reconsideration it may be necessary to take the Allocations document to the March Cabinet. This is not considered an issue from a milestone perspective.

It was welcomed that Burntwood now had the Town deal as there was a desperate need for this and several sites had potential for development in Burntwood. It was noted that Chase Terrace Primary School had been allocated a yield of 12 properties and Officers were asked to be mindful of the access arrangements, as this will come on to exactly where the children would be walking. This was noted. Concern was also raised with regard to Land South of Highfields Road as Burntwood residents had concerns over coalescence of settlements and were keen to keep the green belt areas i.e. Coulter Lane, St Matthews and consultees had highlighted this. This was noted. Officers noted that an evidence base approach had been taken and given due consideration to sites available within the urban area of Burntwood and this indicated there were insufficient sites to meet the requirements of the adopted Local Plan Strategy without consideration of sites beyond the existing urban area.

The Tamworth allocation was discussed and Members were aware that objections had been received on Arkall Farm and asked; again, if this was not successful would it mean there might be a shortfall of houses allocated within the Lichfield District? Officers considered that no firm evidence had been presented to date which meant that the proposed allocation come forward. On this basis it is considered that this is a sound allocation to contribute towards the 10,030 requirement. Members asked if LDC and TBC were working together on this and this was confirmed. TBC had also requested that LDC consider accommodating a proportion of 825 dwellings that cannot be accommodated within the borough of Tamworth and their one Gypsy, Traveller pitch requirement which was being looked at. As part of the Duty to Cooperate discussions TBC had identified employment land requirements that cannot be accommodated in its area and Lichfield and North Warwickshire had been asked to assist. Duty to Cooperate discussions were still being undertaken with regard to the housing and Gypsy, Traveller and Travelling Showpeople requirement and the Committee noted this. The proposed Local Plan Allocations includes provision associated with Tamworth Borough employment land requirements.

Members were aware that LDC is committed to reviewing its Plan in full to address the Greater Birmingham Housing Market Area shortfall. Members noted that this may have implications for the Allocations but recognised that no agreement had been reached as to what level of provision should be accommodated within the Lichfield District.

Cllr Pritchard assured all that he and the Leader are working with the Housing Market Area on this matter.

The Chairman thanked the Officers for this excellent comprehensive report and the Committee were happy to note that their fears as to the green belt boundaries had been taken in to account. The Officer explained that this allocation document was a working document and already there were a couple of minor updates since print including the Boney Hay Concrete site at Burntwood that needed to go in for seven houses. (It was noted that many of the allocated sites already had planning permission nevertheless). In addition Saved Policy L27 should be listed as delete within the report.

**RESOLVED:** (1) The Committee note the consultation responses received and responses made to comments (Appendix A);

(2) That the Committee recommends to Cabinet that the draft Local Plan Allocations document be approved for the purposes of undertaking public consultation on the Publication version of the Local Plan allocations document subject to Officers considering the inclusion of Land at Dark Lane, Alrewas (Appendix B);

(3) That the Committee recommend that Cabinet approve the proposed consultation methods for seeking views and comments on the draft Local Plan Allocations document.

(The Meeting closed at 7.23pm)

CHAIRMAN



**ECONOMIC GROWTH, ENVIRONMENT AND DEVELOPMENT (OVERVIEW AND SCRUTINY) COMMITTEE WORK PROGRAMME FOR 2016-17**

Item	15 Jun	15 Sept	25 Jan	29 Mar	Details/Reasons	Link to 2016/17 One Year Action Plan	Officer	Member Lead
<b>Policy Development</b>								
Terms of Reference	✓						Christine Lewis	

**ECONOMIC GROWTH, ENVIRONMENT AND DEVELOPMENT (OVERVIEW AND SCRUTINY) COMMITTEE WORK PROGRAMME FOR 2016-17**

Item	15 Jun	15 Sept	25 Jan	29 Mar	Details/Reasons	Link to 2016/17 One Year Action Plan	Officer	Member Lead
<p>Local Plan – Strategy, Land Allocations and Monitoring.</p> <p>Associated Neighbourhood Plans and Community Infrastructure Levy</p>	✓	✓	*	*	<p>To receive reports on the preparation and implementation of the Lichfield District Local Plan, associated Neighbourhood Plans and infrastructure delivery mechanisms</p> <p>The Lichfield District Local Plan when finalised and adopted will establish spatial policy for Lichfield District. An overarching Strategy has been adopted. A detailed land allocations document with development management policies is now scheduled to be prepared.</p> <p>To receive reports on progress with Neighbourhood Plans which are being prepared by designated neighbourhood areas.</p> <p>In agreeing a Development Strategy for Lichfield District it is important to identify related infrastructure requirements and the means by which these will be delivered including using developer contributions obtained under the Community Infrastructure Levy.</p>	<p>Prepare a Local Plan including principles of sustainable development and the protection of key built and natural environmental assets</p> <p>Deliver increased levels of affordable housing to meet varied requirements across the District</p>	Ashley Baldwin	

**ECONOMIC GROWTH, ENVIRONMENT AND DEVELOPMENT (OVERVIEW AND SCRUTINY) COMMITTEE WORK PROGRAMME FOR 2016-17**

Gbslep – delivering a more effective and consistent planning system				✓	Review of system		Sean Coghlan	
Castle Dyke/Frog Lane project		✓			To create a Task and Finish Group to consider the LDC project on concept design work for the Frog Lane/Castle Dyke		Sarah Woffenden/ Helen Bielby	
High Speed 2 – Phases 1 and 2		*			<p>To receive information in respect of the proposals for a High Speed rail line which as a first phase would run between the West Midlands and London with a second phase providing links to Manchester and Leeds</p> <p>The Government has confirmed its support for a High Speed rail network with the initial focus being on developing a high-speed link between London and the West Midlands known as HS2. A Hybrid Bill was deposited in Parliament in November 2013 seeking the necessary approvals and is currently going through the House of Commons Select Committee stage. Proposals and consultation in respect of Phase 2 will be published in due course.</p>	Whilst maintaining a fundamental objection to HS2, the District Council via the Local Plan for Lichfield recognises the need to identify local transport priorities. If HS2 gains the necessary parliamentary approvals the District Council working with partners will need to consider how best to maximise any benefits and these will be dependent upon improved transport connectivity	Craig Jordan	

**ECONOMIC GROWTH, ENVIRONMENT AND DEVELOPMENT (OVERVIEW AND SCRUTINY) COMMITTEE WORK PROGRAMME FOR 2016-17**

Performance monitoring	✓		✓	✓	To consider the performance of the Directorate against the 15/16 Action Plan (June meeting ) and the 16/17 Action Plan top 10 for Development (January meeting)	N/A	Richard King	TBA
Friarsgate Scheme	*		✓		To receive updates on progress of the project	Work with developers to move forward the Friarsgate Shopping Centre Scheme	Helen Bielby	
Lichfield City Centre Business Improvement District					To receive reports and briefing papers on the progress of BID proposals relating to Lichfield City Centre.		Elizabeth Thatcher	
Lichfield District Economic Development Performance		✓			To receive update reports/briefing papers on the economic performance of Lichfield District in 2016/17.		Matt Fletcher	

**ECONOMIC GROWTH, ENVIRONMENT AND DEVELOPMENT (OVERVIEW AND SCRUTINY) COMMITTEE WORK PROGRAMME FOR 2016-17**

Review of The Lichfield District's 2015 Festivals and Events Programme and Preview of 2017 Programme			✓	*	To outline to the Committee the extent and success of the Lichfield District 2015 Festivals and Events Programme and to outline the proposed 2016 programme.	s that we will help 'boost business' and the local economy by supporting and delivering an extensive programme of events and festivals that builds upon the district's cultural reputation, the enthusiasm of local organisations and people and realise the potential of our historic assets and iconic locations.	Lizzie Thatcher	
Car Park Management			✓	✓	To receive reports and briefing papers on the operation of the Councils Car Parks and Car Parking Strategy.  To receive reports and briefing papers on on-street Car Parking Enforcement following the transfer of responsibilities to Staffordshire County Council		John Roobottom	
Development Control Performance		*		✓	To brief the Committee on Development Control performance		Claire Billings/Se an Coghlan	

# REVIEW OF 2016 FESTIVALS AND EVENTS PROGRAMME & PREVIEW OF 2017 PROGRAMME

Cllr Helen Fisher, Cabinet Member for Tourism & Communications and Cllr Andy Smith,  
Cabinet Member for Leisure & Parks

Date:	25 January 2017
Agenda Item:	5
Contact Officer:	Elizabeth Thatcher
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Key Decision?	No
Local Ward Members	N/a



**Economic Growth,  
Environment and  
Development  
(Overview &  
Scrutiny) Committee**

## 1. Executive Summary

- 1.1 The purpose of this report is to outline the festivals and events Lichfield District Council has delivered, participated in and supported during 2016, and the planned 2017 programme.
- 1.2 Lichfield District boasts an extensive and enviable programme of events and festivals which attract thousands of visitors to the city and the district, boost local businesses and support local jobs.
- 1.3 2016's highlights included Lichfield Proms in Beacon Park, a Georgian Festival, the fifth Lichfield Food Festival and a range of Christmas events and promotions.
- 1.4 Such events deliver a range of economic and community benefits to the district, as well as increased car parking income to the district council where events take place in Lichfield city centre. These are outlined/estimated in Appendix 1.
- 1.5 Whilst Lichfield District Council delivers and supports a small number of these events, the majority of events that take place in the district are delivered and funded by partner organisations.
- 1.6 This paper reviews some of the key 2016 events in which the district council has played either a key or supporting role, and outlines the 2017 programme and any key changes from 2016.

## 2. Recommendations

- 2.1 It is recommended that Members consider and note the contents of the report and note the planned 2017 programme (see Appendix 2).

## 3. Background

### Strategic backdrop

- 3.1 A key theme of Lichfield District Council's Strategic Plan 2016 - 2020 is that we will help 'create a vibrant and prosperous economy' by encouraging increased visitors to our district, increased spend in our local economy and more overnight stays.
- 3.2 Events and festivals are recognised as a key part of this, as an engaging events programme helps us build on our heritage, tourism and cultural offer and encourages more footfall, both to the events and afterwards as events help to showcase the city/district for future visits.
- 3.3 Annually, the district boasts an enviable year-long programme of events and festivals, which encourage local residents, as well as visitors, to appreciate the very best the district can offer. Traditional, centuries-old events like the Lichfield Greenhill Bower and the Burntwood Wakes are complemented by more recent innovations like the Lichfield Festival, (over 30 years old), Lichfield Proms in Beacon Park (18 years old) and the Lichfield Food Festival (2017 will be its sixth year).

## How events are delivered and supported

- 3.4 The vast majority of the district's events are delivered by our partners, including voluntary organisations. Our Strategic Plan recognises the important role the council's partners play in continuing to support and develop our thriving arts and cultural offer, and furthermore recognises the Lichfield BID, Lichfield City Centre Development Partnership and Burntwood Business Community in this respect.
- 3.5 A small number of events are directly staged by the council. These include Lichfield Proms in Beacon Park and a range of smaller Lichfield Historic Parks events, which are delivered in line with the Parks and Open Spaces Service Plan (part of the council's HLF grant funding obligations), and align with the council's new Physical Activity and Sports Strategy (PASS). We also provide support to a number of events organisers who hire our parks for key events, such as the Tom Jones Concert and the Fuse Festival.
- 3.6 Other events, such as the annual Heritage Weekend Festival & Christmas Festival support the district council's tourism objectives, as set out in our Tourism Service Plan and the new Lichfield City Centre Development Strategy. These are organised through a marketing partnership with local attractions, trade organisations, shops and businesses, including the Lichfield BID and Lichfield Chamber of Trade & Commerce. These partnerships see the district council delivering the marketing support for the events, in recognition of the footfall these events bring to the city and district, the boost to car park income, and the way in which they support the council's own economic development/tourism ambitions.
- 3.7 The district council also supports/has supported a number of events through the range of grant funding programmes the council delivers. These include Locality Commissioning and our Small Grants Scheme. In the 2015 – 2018 Locality Commissioning 'Improving Wellbeing' Funding Round, 'Lichfield Arts & Cultural Organisations' which includes Lichfield Festival (Florette Festival Market) and Lichfield Arts (Fuse), received £20,000 annually, which has helped to support the organisations that deliver these local events. In 2016, the Lichfield Food Festival received a grant of £2,500 from the council's Small Grants Scheme.
- 3.8 We also support the wide range of events that take place across the district, including those that are not directly supported or delivered by the council, through free promotion in the twice yearly 'What's On' Guides which are identified as key promotion tools in the Tourism Service Plan and will be reviewed in 2017 as part of a wider review being conducted in partnership with the Lichfield City Centre Development Partnership. The council also delivers a range of specialist promotions, such as Heritage Weekend leaflets and Christmas Festival leaflets, which are also part supported by advertising and partner contributions, including from the Lichfield BID.

## What's On & sister publication coverage of events

Events	Total promoted
Lichfield city based events	225
Rural and other settlement based events	100
Burntwood & Chasewater based events	13
<b>Total events promoted</b>	<b>338 approx</b>

*This includes Spring & Summer What's On 2016, Autumn & Winter What's On 2016, Get Festive in Lichfield City & District this Christmas 2016 & Lichfield Georgian Festival leaflets*

- 3.9 The council provides up to two free listings in each edition of 'What's On' to organisations across the district. Entry in What's On has helped to boost attendance at events by in excess of 70%. Recent testimonials have been provided by Samuel Johnson Birthplace Museum, Lichfield Cathedral and Lichfield Leather. To submit an event organisations register their events online at [www.visitlichfield.co.uk/addyourevent](http://www.visitlichfield.co.uk/addyourevent) and the council's tourism team works hard to encourage as many groups as possible to participate in this free opportunity, including through working with organisations including the Lichfield BID and Birmingham Chamber of Trade & Commerce.
- 3.10 In 2016 it was acknowledged that more needs to be done to encourage Burntwood event organisers to take up the opportunities presented by What's On. As such Lichfield District Council's tourism team is now working more closely in partnership with Burntwood Town Council to encourage an increase in Burntwood located event promotion within What's On.
- 3.11 In 2016 the district council also took on a more formal approach to street trading licencing of special events across the district. A benefit of street trading licencing is ensuring that large-scale events, such as the Lichfield Food Festival, are run in a safe and well managed way. This has seen the council's environmental health team deliver support to events including the Lichfield Food Festival, the Lichfield Festival Market and the Lichfield Christmas Festival.

3.12 The activities delivered by teams across the council to support events and festivals are contained within existing budgets and referenced within existing service plans.

### Overview of key 2016 events

The following is a list of events in which the district council has played either a key or supporting role. **It is not a full line-up of events that take place across the district.** For a full line up visit [www.visitlichfield.co.uk/events](http://www.visitlichfield.co.uk/events)

## Events directly organised by LDC

Event	Organiser	Dates	Strategic purpose for LDC events
Victorian May Day	Lichfield District Council	2 May	Supports Parks and Opens Spaces Service Plan.
Beacon Park Fun Day	Lichfield District Council	10 August	Supports Parks and Opens Spaces Service Plan.
Lichfield Proms in Beacon Park	Lichfield District Council	3 September	Supports Parks and Opens Spaces Service Plan.

## Events supported by LDC

Support can include funding, street trading and/or promotional support

Event	Organiser	Dates	Strategic purpose for LDC events
Lichfield Greenhill Bower	Lichfield Greenhill Bower Committee	30 May	Independent event. Identified as a special event in line with Street Trading Policy approved by Regulatory & Licensing Committee, due to economic impact on city in line with Street Trading Policy. Street Trading Policy set for review in early 2017. The Bower also receives the benefit of the use of the Bird Street Car Park in line with an historic agreement.
Lichfield Festival - Florette Festival Market	The Lichfield Festival	2 July	Independent event. Identified as a special event in line with Street Trading Policy approved by Regulatory & Licensing Committee, due to economic impact on city in line with Street Trading Policy. Street Trading Policy set for review in early 2017. Lichfield Festival also receives a share of Locality Commissioning funding – see 3.7.
Fuse Festival	Lichfield Arts	8 – 10 July	Independent event. Lichfield Arts also receives a share of Locality Commissioning funding – see 3.7
Lichfield Food Festival	Lichfield BID (including Lichfield District Council in a tourism/marketing capacity)	27 & 28 August	Independent event. Identified as a special event in line with Street Trading Policy approved by Regulatory & Licensing Committee, due to economic impact on city in line with Street Trading Policy. Street Trading Policy set for review in early 2017.
Lichfield Georgian Festival – part of the Heritage Weekend Celebrations	City attractions (including Lichfield District Council in a tourism/marketing capacity)	16 – 18 September	Supported Parks and Opens Spaces Service Plan. Identified in Tourism Service Plan as key event and supports Lichfield City Centre Development Strategy.
Lichfield Christmas Festival and Festival Weekends (including Santa Run)	City and district attractions (From 2017 – the Lichfield BID is set to take on board the organisation of this event)	12 November – 26 December	Independent event. Identified as a special event in line with Street Trading Policy approved by Regulatory & Licensing Committee, due to economic impact on city in line with Street Trading Policy. Street Trading Policy set for review in early 2017. Identified in Tourism Service Plan as key event and supports Lichfield City Centre Development Strategy.



## Events that take place on LDC land

Supported by officer time, as per booking requirements. Bookings are income generating.

Event	Key organiser	Dates	Strategic purpose for LDC events
St Giles Fun Run	St Giles Hospice	20 March	Independent park booking.
Lichfield Half Marathon	KP Events	1 May	Independent park booking.
Virgin Active's World's Smallest Fun Run	KP Events	2 May	Independent park booking (no fee).
Tom Jones in Beacon Park	Tiny Cow	12 June	Independent park booking.
Cars in the Park	Cars in the Park Committee	2 & 3 July	Independent park booking.
Burntwood Wakes	Burntwood Town Council	Various dates	Independent booking.

3.13 A detailed review of the above events, where the district has played either a delivery or supporting role, is contained at Appendix 1.

### Lichfield Food Festival

- 3.14 The organisation of the Lichfield Food Festival, now in its sixth year, was officially passed to the Lichfield BID in 2016, which became the responsible body. In previous years the festival had been organised in partnership between the Lichfield Garrick, Lichfield City Council, Lichfield Cathedral and other organisations. Lichfield District Council has provided marketing support for the event since its inception as part of the marketing support package the council provides to the Lichfield Garrick through a Service Level Agreement.
- 3.15 It is recognised that the Lichfield Food Festival supports the city's desire to position itself as a food destination and hence supports all food venues across the city. In addition it raises the profile of Lichfield as a quality food/shopping city and heightens the chances of the city attracting award winning/destination restaurants, which are widely accepted to boost the local economy.
- 3.16 In recognition of the benefits the festival brings to the city and district, in 2016 marketing support was again provided by Lichfield District Council despite the transition to the BID, however it was agreed that the marketing support the district council provides will be reviewed in early 2017 in advance of the 2017 festival, with the long-term ambition of ensuring the Lichfield Food Festival becomes self-sustaining.
- 3.17 In addition, it was agreed that the full contribution the district council puts toward the festival, including an increased role around street trading licences/special events waiver, will be taken into consideration. The district council's involvement comprises staff time, and does not incur any direct costs, other than some modest printing costs. Direct festival costs are met by the Lichfield BID, small grants and sponsorship (Co-op, Tippers, The Kitchen Shop, Three Spires).

### Heritage Weekend

- 3.18 In 2016, the district council was awarded funding by the Lichfield BID to enhance the activities offered in support of the Lichfield Heritage Weekend/Georgian Festival. This enabled a Georgian encampment to be brought to Beacon Park, under the management of the parks team in line with the Parks and Open Spaces Service Plan. A Georgian Fashion show also took place in the Guildhall and there was an increase in on-street costumed entertainment.
- 3.19 Whilst responses from visitors and traders to the Georgian Festival were very positive and car park income was boosted, there are no current plans to host an event of a similar scale in future years. Lichfield District Council has however encouraged the Lichfield BID and other city partners to form an independent events committee to determine if the city wishes to host an event of a similar scale in future years.
- 3.20 In 2017, the district council will promote the various events that take place as part of the Heritage Weekend celebrations in What's On and in an additional leaflet/online promotion, which will be in line with promotion provided in 2015 and previous years.

## Christmas Festival Weekends

3.21 In 2016, the Lichfield Christmas Festival Brochure was fully funded through advertising and a contribution from the Lichfield BID. The promotion included events in Lichfield and Burntwood. The Lichfield BID has indicated that it wishes to lead on the promotion of Christmas in Lichfield in 2017, in line with its BID business plan, and discussions in relation to this will take place in early 2017.

### Benefit of events to the district

- 3.22 It is widely recognised that shops, businesses and attractions feel the economic benefit of the events and festivals that take place. This underpins with the strategic ambitions of the council.
- 3.23 In addition, markets-based events such as the Lichfield Food Festival offer opportunities to support new and embryonic businesses, via market stall opportunities.
- 3.24 In terms of district council income, city based events (where car parks are chargeable), help to boost parking figures and have a positive impact on parking income.
- 3.25 It is also recognised that visitors to events often return to the city/district for future visits and hence events help to showcase the city/district to future visitors as well as boost its reputation through word of mouth.
- 3.26 Other recognised benefits include: improving audience participation across all parks (an HLF commitment), raising awareness for charities, improve our links to art and culture, boosting community participation, particularly with hard to reach groups, boosting community cohesion, developing volunteering opportunities, raising awareness of our town/city and key leisure destinations and more. See **Appendix 1** for a full run down of the estimated benefits each individual event delivers.

Alternative Options	As this is a summary report focussing on a wide variety of events, alternative options are not considered as part of this report.
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Consultation	As this is a summary report focussing on a wide variety of events, consultation has not formed part of the preparation of this report.
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Financial Implications	Budgets for activities to deliver and support events are contained within relevant service departments.
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Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> <li>1. A key theme of Lichfield District Council's Strategic Plan 2016 - 2020 is that we will help 'create a vibrant and prosperous economy' by encouraging increased visitors to our district, increased spend in our local economy and more overnight stays.</li> <li>2. Events and festivals are recognised as a key part of this, as an engaging events programme helps us build on our heritage, tourism and cultural offer and encourages more footfall, both to the events and afterwards as events help to showcase the city/district for future visits.</li> </ol>
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Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> <li>1. There are no identified equality, diversity and human rights implications.</li> </ol>
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Crime & Safety Issues	<ol style="list-style-type: none"> <li>1. There are no identified crime and disorder issues.</li> </ol>
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Risk Description	How We Manage It	Severity of Risk (RYG)
A LDC decides not to support or deliver events.	This would negatively impact on the council's ability to support its Strategic Plan ambitions, the PASS, the Parks and Opens Spaces Service Plan and the Lichfield City Centre Development Strategy. It would also impact negatively on car park income and partnership working.	Red

Background documents	N/a
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Relevant web links	N/a
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## Appendix 1 Overview of 2016 events

These tables give estimate costs and impact of staging the various events we have either supported (through staff time, venue hire or promotional support) delivered directly or delivered in partnership. It does not include the full range of sporting events that we host in line with our Physical Activity and Sports Strategy (PASS), such as leisure centre based events. The tables do not reflect the full cost of the events, as approximate costs for staff time have not been calculated in the overall costs. In addition, full promotional costs are not included as the events are promoted in a variety of ways, and many are in kind promotions (article in LDC news, e-newsletters, free What's On listings, leaflets etc) that have not been costed within this report. **This is not a full line-up of events that take place across the district. For a full line up visit [www.visitlichfield.co.uk/events](http://www.visitlichfield.co.uk/events)**

### Events organised directly by LDC

Total estimated economic impact: £297,000

<b>Name of event</b>	<b>Victorian May Day Event</b>
Date	2 May 2016
Description of event	The May Day celebrations include maypole dancing, Victorian craft activity, Punch and Judy show and a range of traditional games, including a coconut shy, croquet etc.
How event was funded	LDC parks marketing budget
<b>Direct cost to LDC</b>	<b>Nil - all direct costs covered with activities</b>
<b>Indirect costs to LDC</b>	<b>Staff time + some admin/print/promotional costs</b>
<b>LDC income</b>	<b>£50</b>
Visitor numbers	Up to 2,000
Estimated economic impact to local area, shops and businesses <sup>1</sup>	£66,000

<b>Name of event</b>	<b>Beacon Park Fun Day</b>
Date	10 August 2016
Description of event	Children's activities, food stalls, inflatables, a carousel, a barefoot walk, a coconut shy, maypole dancing. Also a variety of stalls including charities. A highlight of the day is the popular Teddy Bear Games, children's races such as Ted on the Head and the Teddy Sprint.
How event was funded	LDC parks marketing budget
<b>Direct cost to LDC</b>	<b>Nil - all direct costs covered with activities, which generated a small surplus</b>
<b>Indirect cost to LDC</b>	<b>Staff time + some admin/print/promotional costs</b>
<b>LDC income</b>	<b>£400</b>
Estimated visitor numbers	1,000 +
Estimated economic impact to local area, shops and businesses	£33,000

<b>Name of event</b>	<b>Lichfield Proms in Beacon Park</b>
Date	3 September 2016
Description of event	Summer outdoor concert. Concert band kicks off the musical entertainment with a selection of popular classic and modern show tunes. Followed by the British Police Symphony Orchestra and singers. Activities for children, hot food and drink stalls and a proms shop with flags and hats.
How event was funded	Grant funding, SCC, LCC and Swinfen Broun Trust Business sponsorship Donations Sales of programmes, hats, flags etc Car parking and gazebo pitch hire Catering and ride pitch fees
<b>Direct cost to LDC</b>	<b>£1,435.98 budget cost</b>
<b>Indirect costs to LDC</b>	<b>Staff time + some admin/print/promotional costs</b>
Estimated visitor numbers	6,000 +
Estimated economic impact to local area, shops and businesses	£198,000

<sup>1</sup> A full economic impact assessment has not been conducted for each event. Where economic impact assessments have been carried out, this figure is included and the source is referenced. Where a full assessment has not been carried out, the economic impact has been calculated based on the district council's visitor impact methodology of £33 per visitor. This is loosely modelled on Visit Britain Day Visitor Statistics (£43 per visitor 2008) and Staffordshire County Council's 2012 economic impact assessment (£40.50 per visitor). We include a lower figure (£33 per visitor) to mirror the surveys we have carried out on day visitor spend in the locality.

## Events supported by LDC

Support includes funding, street trading and promotional support

Total economic impact: £2,665,080

<b>Name of event</b>	<b>Lichfield Greenhill Bower</b>
Date	30 May 2016
Description of event	Traditional historic event held in Beacon Park with market stalls selling local produce, food outlets. Display arena for family entertainment. Large funfair and other attractions such as motor bike stunts.
How event was funded	Lichfield Bower
<b>Direct cost to LDC</b>	<b>Nil</b>
<b>Indirect costs to LDC</b>	<b>Loss of street trading revenue – recognised as a special event</b> <b>Loss of car park income – Bird Street Car Park for the duration of the Bower Weekend (Friday afternoon – Monday)</b> <b>25% charity discount on land hire</b> <b>Staff time + some admin/print/promotional costs</b>
Estimated visitor numbers	16,000
Increase in car parking takings (if known)	Bower Day takes place on a Bank Holiday Monday, so car parking is free, so there is no increase in car park takings during the event. Car park takings are also impacted negatively by the release of the Bird Street car park for the fair. This is a long standing historical agreement.
Estimated economic impact to local area, shops and businesses	£528,000

<b>Name of event</b>	<b>Lichfield Festival - Florette Festival Market</b>
Date	2 July 2016
Description of event	A market that celebrates local crafts, food and culture and takes place around Lichfield Cathedral Close and local city streets.
How event was funded	Lichfield Festival
<b>Direct cost to LDC</b>	<b>Nil</b>
<b>Indirect costs to LDC</b>	<b>Loss of street trading revenue – recognised as a special event</b> <b>Staff time + some admin/print/promotional costs</b>
<b>Grant funding</b>	<b>Share of Locality Commissioning funding awarded to a partnership that includes Lichfield Festival (see 3.7)</b>
Estimated visitor numbers	15,000
Increase in car parking takings (if known)	The car parks took approx. £9,500 in car park revenue on the Florette Festival Saturday. Average takings for a non-event Saturday in 2016 were approx. £7,100 – increase of approx. £2,400 income.
Estimated economic impact to local area, shops and businesses	£495,000

<b>Name of event</b>	<b>Fuse Festival</b>
Date	8 July 2016
Description of event	Family entertainment, music, dance and art
How event was funded	Festival Office
<b>Direct cost to LDC</b>	<b>Nil</b>
<b>Indirect costs to LDC</b>	<b>25% charity discount on land hire</b> <b>Staff time + some admin/print/promotional costs</b>
<b>Grant funding</b>	<b>Share of Locality Commissioning funding awarded to a partnership that includes Lichfield Arts (see 3.7)</b>
<b>Income to LDC</b>	<b>£1,200</b>
Estimated visitor numbers	9,500
Estimated economic impact to local area, shops and businesses	£313,500

<b>Name of event</b>	<b>Lichfield Food Festival</b>
Date	27 & 28 August 2016
Description of event	A celebration of local food and drink including demonstrations, market stalls and bakery competitions.
How event was funded	Lichfield BID
<b>Direct cost to LDC</b>	<b>Nil</b>
<b>Indirect cost to LDC</b>	<b>Loss of street trading revenue – recognised as a special event Staff time + some admin/print/promotional costs</b>
<b>Grant funding</b>	<b>£2,750 grant awarded to the Lichfield Food Festival through small grants scheme</b>
Estimated visitor numbers	30,000
Rough increase in car parking takings (if known)	The car parks took approx. £14,800 in car park revenue over the weekend of the Lichfield Food Festival. Average takings for a non-event weekend (Sat & Sun) in 2016 were approx. £9,500 – increase of approx. £5,300 income.
Estimated economic impact to local area, shops and businesses	£990,000

<b>Name of event</b>	<b>Lichfield Georgian Festival</b>
Date	16 – 18 September 2016
Description of event	A range of activities and entertainment for all ages. At Beacon Park, there was a traditional Georgian encampment running at various times where visitors can learn about Georgian living, food and fun. Georgian townsfolk and soldiers also paraded around the city centre in character.
How event was funded	Georgian encampment - Lichfield BID sponsorship Promotional costs/unforeseen toilet/security - Visit Lichfield/tourism budget
<b>Direct cost to LDC</b>	<b>£1,570, including unforeseen toilet/security costs</b>
<b>Indirect costs to LDC</b>	<b>Staff time + some admin/print/promotional costs</b>
Rough increase in car parking takings (if known)	The car parks took approx. £11,000 in car park revenue over the weekend of the Lichfield Food Festival. Average takings for a non-event weekend in 2016 were approx. £9,500 – increase of approx. £1,500 income.
Estimated visitor numbers	5,000 +
Estimated economic impact to local area, shops and businesses	£165,000

<b>Name of event</b>	<b>Lichfield Christmas Festival (including Santa Fun Run)</b>
Date	3 & 4 December and 10 & 11 December 2016
Description of event	Two weekends of events featuring a number of Christmas markets, a smaller Christmas themed food festival, open events at heritage attractions and a 2.5k fun run around Stowe Pool and Lichfield Town centre dressed as Santa to raise money for charity.
How event was funded	Santa Fun Run - KP Events Promotional leaflet - Lichfield BID/Burntwood Town Council/advertisers
<b>Direct cost to LDC</b>	<b>Nil</b>
<b>Indirect costs to LDC</b>	<b>Loss of street trading revenue – key elements of the weekend were recognised as special events Staff time + some admin/print/promotional costs</b>
Estimated visitor numbers	Additional 10,000+ city visitors over the two weekends. 200 people took part in the run, 60 people watching.
Estimated economic impact to local area, shops and businesses	£173,580

## Events that take place on LDC land

Supported by officer time, as per booking requirements. Bookings are income generating.

Support includes funding, street trading and promotional support

Total economic impact: £1,564,600

<b>Name of event</b>	<b>Tom Jones Concert</b>
Date	1 May 2016
Description of event	Live concert featuring Tom Jones and other well-known artists in a top hat tent in Beacon Park.
How event was funded	KP Events
<b>Direct cost to LDC</b>	<b>Nil</b>
<b>Indirect cost to LDC</b>	<b>Staff time + some admin/print/promotional costs</b>
Visitor numbers	6000+ ticket sales
Estimated economic impact to local area, shops and businesses	Industry analysis conducted by UK Music suggested that total spending in relation to the Tom Jones concert in Lichfield could exceed £700,000. This includes direct and indirect expenditure.

<b>Name of event</b>	<b>Cars in the Park</b>
Date	2 & 3 July 2016
Description of event	Cars in the Park is an event at which individuals and car clubs exhibit their vehicles. New car dealerships present and cover the whole spectrum of cars. Market stalls and charity organisations.
How event was funded	Rotary Club of Lichfield St Chad
<b>Direct cost to LDC</b>	<b>Nil</b>
<b>Indirect cost to LDC</b>	<b>25% charity discount on land hire Staff time + some admin/print/promotional costs Loss of car park income at Bunkers Hill car park for Saturday and Sunday</b>
<b>Income to LDC</b>	<b>£1,675.50</b>
Estimated visitor numbers	20,000
Estimated economic impact to local area, shops and businesses	£660,000

<b>Name of event</b>	<b>Burntwood Wakes</b>
Date	23 July 2016
Description of event	A community event at Burntwood Leisure Centre led by Burntwood Town Council and KP Events.
How event was funded	Burntwood Town Council
<b>Direct cost to LDC</b>	<b>Nil</b>
<b>Indirect cost to LDC</b>	<b>Nil</b>
<b>Income to LDC</b>	<b>£504</b>
Visitor numbers	4000 estimate
Estimated economic impact to local area, shops and businesses	£132,000

<b>Name of event</b>	<b>St Giles Fun Run</b>
Date	20 March 2016
Description of event	Family sponsored Fun Run around Beacon Park
How event was funded	St Giles Charity
<b>Direct cost to LDC</b>	<b>Nil</b>
<b>Indirect costs to LDC</b>	<b>25% charity discount on land hire Staff time + some admin costs</b>
<b>Income to LDC</b>	<b>£60</b>
Visitor numbers	200 +
Estimated economic impact to local area, shops and businesses <sup>2</sup>	£6,600

<sup>2</sup> A full economic impact assessment has not been conducted for each event. Where economic impact assessments have been carried out, this figure is included and the source is referenced. Where a full assessment has not been carried out, the economic impact has been calculated based on the district council's visitor impact methodology of £33 per visitor. This is loosely modelled on Visit Britain Day Visitor Statistics (£43 per visitor 2008) and Staffordshire County Council's 2012 economic impact assessment (£40.50 per visitor). We include a lower figure (£33 per visitor) to mirror the surveys we have carried out on day visitor spend in the locality.

<b>Name of event</b>	<b>Lichfield Half Marathon</b>
Date	1 May 2016
Description of event	Lichfield Half Marathon attracts in excess of 1,500 competitors to run 13m through Lichfield finishing at Stowe Fields.
How event was funded	K P Events
<b>Direct cost to LDC</b>	<b>Nil</b>
<b>Indirect costs to LDC</b>	<b>Staff time + some admin costs</b>
<b>Income to LDC</b>	<b>£460</b>
Visitor numbers	2,000 +
Estimated economic impact to local area, shops and businesses	£66,000

<b>Name of event</b>	<b>Virgin Active's World's Smallest Fun Run</b>
Date	2 May 2016
Description of event	Smallest fun run in the world around Princes Park in Burntwood.
How event was funded	KP Events
Direct costs to LDC	Nil
<b>Indirect cost to LDC</b>	<b>Staff time + some admin costs</b>

## Appendix 2 2017 Planned programme of events

### Events to be organised directly by LDC

Event	Key organiser	Dates	Notes
Victorian May Day	Lichfield District Council	2 May	Deliver event as per 2016
Beacon Park Fun Day	Lichfield District Council	10 August	Deliver event as per 2016
Beacon Park Drive in Movie	Lichfield District Council	12 August	As per service plan
Lichfield Proms in Beacon Park	Lichfield District Council	3 September	Deliver event as per 2016
Park Band – Lichfield City Concert Band	Lichfield District Council	TBC	As per service plan

### Events to be supported by LDC

Event	Key organiser	Dates	Notes
Lichfield Greenhill Bower	Lichfield Greenhill Bower Committee	29 May	Deliver event as per 2016
Lichfield Festival & Festival Market	The Lichfield Festival	8 July	Support organisation as per 2016 through Locality Commissioning funding and Special Event Licence
Fuse Festival	Lichfield Arts	7 - 9 July	Support organisation as per 2016 through Locality Commissioning funding
Lichfield Food Festival	Lichfield BID	26 - 28 August	Support organisation as per 2016 through Special Event Licence. Marketing support under review and may not be provided/ provided in the same way in 2017
Lichfield Georgian Festival – part of the Heritage Weekend Celebrations	City attractions	23 & 24 September	Provide marketing support as per 2015 – an event on the scale of 2016 is not planned again
Lichfield Christmas Festival Weekends	City and district attractions	TBC	Main marketing function is set to move to the BID in 2017. LDC will provide secondary marketing support

### Events that will take place on LDC land

Event	Key organiser	Dates	Notes
St Giles Fun Run	St Giles Hospice	TBC	As per 2016 – dependent on event organiser
Lichfield Half Marathon	KP Events	7 May	As per 2016 – dependent on event organiser
Virgin Active's World's Smallest Fun Run	KP Events	TBC	As per 2016 – dependent on event organiser
Cars in the Park	Cars in the Park Committee	1 & 2 July	As per 2016 – dependent on event organiser
Burntwood Wakes	Burntwood Town Council	1 July	As per 2016 – dependent on event organiser



# OPTIONS FOR SERVICE DELIVERY AND PERFORMANCE UPDATE – COUNCIL CAR PARKING PROVISION

Cllr Mrs Helen Fisher

Date: 25<sup>th</sup> January 2017  
Agenda Item: 6  
Contact Officer: Craig Jordan/John Roobottom  
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Key Decision? YES  
Local Ward Members All wards are potentially affected by this decision.

**Economic  
Growth,  
Environment and  
Development  
(Overview and  
Scrutiny)  
Committee**

## 1. Executive Summary

- 1.1 This report will make recommendations for the future management of those car parks in the ownership of Lichfield District Council. Following extensive investigations into alternative methods of provision and the implications of adopting those methods it will be recommended that management and operation of the car parks remains in house until the completion of the Friarsgate project when the matter will be revisited.
- 2 In January of 2016 Parking Strategy Report (attached as **Appendix 1**) was presented to and gained the approval of Cabinet. Amongst other things this report looked at the possibility of alternative options for parking provision and concluded that the operation should remain in house for the time being but that consideration should be given to potential alternatives.
- 3 In line with the above a further report (attached as **Appendix 2**) has duly been commissioned from Peter Brett Associates, a company specialising in infrastructure, development and transport issues. The aim of this report was to support LDC in their decision making process regarding the future operation of its car parking provision.
- 4 PBA has given detailed consideration to the implications of remaining with the present system of operation, fully externalising the car park operation or a half-way house containing elements of both methods of working. PBA supports the conclusions of the earlier internal report in suggesting that car parking should continue to be delivered in house for the time being.

## 2. Recommendations

- 2.1 That the Committee supports the consultant's recommendation and that of officers for the car parking operations of the council to remain in house for the time being.
- 2.2 That the committee agrees to Officers, subject to gaining Portfolio Holders approval, progressing discussions to facilitate a revised agreement covering enforcement, cash collection and notice processing services.
- 2.3 That the Committee notes and agrees the suggestion that further consideration on the possibilities of externalisation of the Councils car parking services should be deferred until the effects of the Friarsgate project can be properly assessed.
- 2.4 That the Committee notes the continuing performance improvements in the parking operation as detailed below.

## 3. Background

- 3.1 The off street car parks owned by Lichfield District Council are currently managed in house with service delivery provided by a mixture of directly employed staff and external contractors. The external contractors are made up of both private sector companies and other local authorities.
- 3.2 In compiling the report PBA has drawn on information contained in the earlier council report together with the most up to date usage statistics and information contained in a parking report commissioned by the Friarsgate developers from a company called Town Centre Parking Ltd. The report authors have also spoken with five different private sector enforcement providers and attempted to find best practice comparisons with other local authority parking operations as well as referencing a Parking Strategy Guidance document produced by the Chartered Institute of Highways and Transportation.
- 3.3 A major factor in coming to the conclusion that the operation should be retained in house for the time being is the view that the retention of control over the pricing policy provides a useful tool for influencing parking behaviour and benefits LDCs wider aims of supporting economic and social activity within the town centre.
- 3.4 The report also concludes that the financial information available indicates there is little financial benefit through changing management options. It had been hoped that the consultant report would deliver a cost / benefit analysis for the externalisation options but although the report authors have held discussions with various private sector provider's unfortunately none of these concerns were prepared to give guide costs, indicating that they felt that this would raise issues of commercial confidentiality and potentially compromise their positions in any future tender exercise if the externalisation option was pursued.
- 3.5 Given the current substantial commitment to the Friarsgate project and the likely changes that this will bring about in parking needs it is suggested that in house delivery should continue until this project is completed.
- 3.6 Further decisions on the ongoing methods of delivery will need to be made after that time when more information will be available on the impact on local parking demand. The final decision on the viability of this authority operating the Friarsgate car park will be a major influencing factor in this decision.
- 3.7 The planned car park will inevitably be a far more complex operation to manage than the current car parking stock given the intention to include facilities such as variable payment methods, lifts, fire alarms and forced ventilation systems. These would all require an increased input from LDC in terms of operational management if the car park is run in house. The impacts on enforcement would be limited as any future arrangement can be made flexible in terms of the hours delivered.

- 3.8 Negotiations regarding operating this car park are ongoing, although the Council is likely to make little or no profit on its operation. Whilst it may be considered that this is a price worth paying to deliver the project it must also be remembered that it would make the prospect of a future disposal of this car park to a private operator unlikely.
- 3.9 Given that the Friarsgate, Heads of Terms agreement also seeks to link tariffs at the other car parks to those charged in that facility, in house operation of the Friarsgate car park may also impact on the viability of other disposals as working car parks.
- 3.10 Due to doubts over the form of future operations the delivery of enforcement, cash collection and notice processing is currently provided under a twelve month agreement which expires at the end of March 2017. It is likely that this agreement could be extended but the short contract period is not cost effective and a longer period would give the opportunity for appreciable savings in this item.
- 3.11 Some preliminary contacts have already been made with County Purchasing and it had been hoped that a prompt decision on this matter would allow for a formal tender process in line with financial guidelines to ensure best value in the delivery of the service from April 2017 onward. Unfortunately this time table is very tight and it may be necessary to extend the current temporary deal for a short interim period.
- 3.12 It is suggested that a three year contract with an option to extend for up to two years in one year increments would be appropriate. This period would offer the opportunity to achieve lower costs and would also tie in with the Friarsgate timetable and the intention to re-examine the principle of in house delivery when the impact of the new development can be properly assessed.

Performance Update (information attached as **Appendix 3**)

- 3.13 In August 2016 new parking charges were introduced on the Councils car parks following a review as part of the development of a revised Car Parking Strategy. In the period since then monitoring of parking usage has shown continuing business improvements in all aspects of the operation.
- 3.14 Car park occupancy, the number of transactions and the amount of cash received have shown increases in every month from August to December 2016.
- 3.15 Permit sales also showed an increase in each month from August to November. Whilst the number of permits sold in December was below the figure for the previous year this is explained by our major customer having renewed a substantial batch of permits for a full year in the summer. This customer would normally have brought six month permits and renewed again in December leading to the apparent reduction.

Alternative Options	<ol style="list-style-type: none"> <li>1. Disposal of the parking assets in the ownership of Lichfield District Council on the open market. As outlined in the two attached reports it is considered that this would involve an unacceptable loss of control over local parking provision particularly given the inevitable disruption to be expected during the Friarsgate build.</li> <li>2. Moving to some form of partnership or leasing agreement for the car park operation. This has been considered but rejected for the same reasons given in 1 above.</li> </ol>
Consultation	<ol style="list-style-type: none"> <li>1. The intention to retain control in house was a part of the parking strategy presented to and approved by Councillors in 2016 but with the proviso that further consideration should be given to the matter.</li> <li>2. The conclusions of the consultants, Peter Brett Associates, have been considered and accepted by the newly constituted Leadership team.</li> </ol>
Financial Implications	<ul style="list-style-type: none"> <li>• The current temporary enforcement arrangements carry a premium due to the short term of the contract.</li> <li>• Using the original five year proposal as a comparison, costs could potentially be cut by up to £25,000 p.a but this will depend on current market conditions and the response to the tender.</li> <li>• No definite financial benefits have been identified in moving to external delivery at this stage.</li> </ul>
Contribution to the Delivery of the Strategic Plan	<ol style="list-style-type: none"> <li>1. An adequate and affordable provision of car parking spaces will contribute to the Councils strategic aim of encouraging a “Vibrant and Prosperous Economy”</li> </ol>
Equality, Diversity and Human Rights Implications	<ol style="list-style-type: none"> <li>1. Proper enforcement of the parking requirements for drivers and passengers entitled to Blue Badge parking privileges is an important factor in ensuring that we deliver our equality commitments.</li> </ol>
Crime & Safety Issues	<ol style="list-style-type: none"> <li>1. None identified.</li> </ol>

	Risk Description	How We Manage It	Severity of Risk (RYG)
A	A failure to efficiently manage the car parks could threaten one of the Authorities main income streams	Continual analysis of car park statistics	Green
B	Lack of alternative parking provision during the Friarsgate build could lead to a negative effect on the local economy	Forward planning and a close working relationship with the Friarsgate developers	Green

Background documents – Parking Strategy document, Peter Brett report and car park performance statistics.

Relevant web links - None

# Lichfield District Council Parking Strategy and Options Report

December 2015

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## **1. Introduction**

1.1 Lichfield District Council provides off street parking facilities to serve retail, business and visitor needs in Lichfield city centre. In addition the Council operates three car parks designed to accommodate visitors to Beacon Park.

1.2 The District Council also owns car parks in Chasetown and Armitage and in the Netherstowe area of Lichfield.

1.3 The provision of off street car parks is not a statutory requirement and in many towns and cities the majority of the parking provision is provided by the private sector. Lichfield does have some private operators but the number of parking spaces they provide is minor compared to those in public ownership.

1.4 The only substantial private parking facilities in the town centre are those provided by the Church Street, Tesco store and the parking areas at the Lichfield City railway station.

The railway car park is a chargeable facility with rates broadly in line with those charged by the District Council but availability is limited with most car spaces full from early morning presumably being occupied by commuters leaving the City for work in other areas.

It is likely that convenience is the main explanation for the high occupancy rate.

The Tesco car park is a substantial facility with approximately 400 free spaces. Parking at this car park is limited to three hours and this is enforced by the use of ANPR systems and private enforcement.

Although the car park is clearly intended to serve Tesco customers there is nothing to prevent other users such as those wishing to make a brief visit to the town centre from parking there. Whilst it is not possible to quantify numbers it is likely that this will have some effect on occupancy rates in our car parks and the availability of alternatives is something which should be considered when proposing any potential increases in parking costs.

1.5 Between 2009 and March 2015 Lichfield District Council, in common with the other District level authorities in Staffordshire, entered into a partnership with the County Council to deliver both on and off street parking enforcement across the County.

This partnership was terminated in April of 2015 when the County Council decided to take on street enforcement in house.

Although the District Council remains a statutory consultee in the implementation of new on street parking orders we no longer have any involvement in on street enforcement, this now being entirely a matter in the control of the County Council.

1.6 Lichfield District Council provides car parking in the interest of the local economy and to help achieve the aims laid out in the emerging Strategic Plan for Lichfield District, 2016-2020.

These aims include –

**A vibrant and prosperous economy**

**Healthy and safe communities**

**Clean, Green and Welcoming place to live.**

1.7 Considerable sums of money have been invested in recent years to improve the Council's parking estate. Major areas of expenditure include the construction of an extra deck at Lombard Street car park; structural repairs and general refurbishment of the Multi Storey; and, the construction of the new Friary car park.

1.8 Additional spaces will also be provided as part of the planned Friarsgate development.

1.9 Parking charges are bench marked against those of other authorities in the region and we aim to offer rates that can compete with those towns who may offer a rival attraction to retail and leisure visitors.

1.10 Our overall aim is to fulfil the needs of residents and businesses by continuing to offer an attractive mix of parking locations and facilities but within a framework which is beneficial to the Council Tax payers of the District.



1.11 This report will make detailed proposals regarding the future of parking provision in Lichfield, the key findings and recommendations are summarised below –

The District Council should continue in its role as the major provider of parking for visitors, residents and workers in Lichfield City Centre
Various delivery options including private sector involvement have been considered but it is felt most appropriate that we continue to manage these facilities in house, albeit with the involvement of external partners and contractors to deliver the enforcement, cash collection and maintenance functions
The current enforcement arrangement ends at the end of March 2016. In view of the timescales involved officers should be authorised to seek an extension of this deal for a further twelve months to allow for further work on this aspect.
Most car parks are currently operated on a pay and display basis. Councillors have expressed a desire to move to pay on foot operation. Unfortunately costs and traffic management issues, as evidenced by the recent decision from County Highways that they would not accept a barrier system for the new Friarsgate car park, mean that this is unlikely to be achievable.
New technology and other options should be explored to give customers a comparable level of service and convenience to that promised by Pay on Foot
Possible rate rises have been proposed (as indicated below) but in view of the likely disruption connected with the Friarsgate project it may be considered that no increases should be implemented until after the completion of that project.
The proposed options could bring gross increases in parking income of between £215,000 and £468,000.
In the interests of the long term economic viability of the City the parking team should continue to work closely with the BID group, Three Spires and other partners to promote the availability of parking in Lichfield.
Following an indication from Councillors as to their favoured options for tariff changes further stakeholder consultation with the local businesses and other groups will be required before taking these proposal forward for formal approval.

## **2. National Legislative and Policy Context**

2.1 There are no specific legal requirements which require Lichfield District Council to provide any public parking.

2.2 Until recently planning policy guidance suggested councils should positively seek to control car-borne access to town/city centres and other locations offering services and facilities as a means of reducing the need to travel by private car. Whilst the overall desire is to be more efficient in the way people move around and to make it so that access to services and facilities can be achieved in more sustainable ways, it is increasingly recognised that overly restricting car borne travel can be detrimental to having strong and healthy economies and prosperous communities.

2.3 Managing the usage of our car parks is important to ensure that they function in the way intended. Enforcement operations on the car parks are carried out under the Traffic Management Act and in accordance with an agreed code of practice as required by this act.

2.4 The code of practice is specific to Lichfield but based on an earlier county wide document relating to Civil Parking Enforcement (CPE). The previous CPE arrangements covering both on and off street enforcement ended in March of 2015 and the new code of practice was approved by Councillors at that time. The enforcement operations which continue on the car parks are still undertaken using the same legislation but this has presented an opportunity for Lichfield to tailor the code of practice for off-street enforcement to serve local needs.

2.5 Before any penalties can be issued the Civil Enforcement Officer (CEO) carrying out the action must observe the vehicle for a period of time specified in the code of practice. These observation times are based on national best practice as defined in the guidelines laid out by central government and are in line with the requirements of all of the other local authorities in Staffordshire.

2.6 The length of time required for observations varies according to which potential breach of the parking regulations has been committed.

For most breaches a five minute observation period is observed but in line with a national policy directive any customer who has paid is allowed a minimum of ten minutes after the pay and display ticket expires before a penalty is issued.

For a very limited range of situations, including obstructive parking, no observation is required as vehicles should not be parked in that manner at any time. These incidences will be recorded as “Not parked correctly within the markings of a bay or space” to comply with the standard PCN code 86 which we are required to use under the Traffic Management Act.

2.7 Councillors have asked that we consider extending the observation times to thirty minutes.

2.8 In the case of offences such as obstructive parking and parking in a reserved disabled bay without the required Blue Badge such a substantial extension could leave this authority open to criticism or even legal action. Obstructive parking is potentially dangerous and if we were aware of such practices becoming widespread and failed to take action this could be regarded as a breach of our obligations under the Health and Safety legislation.

Similar considerations apply to abuse of the Blue Badge bays and our obligations under the Disability Access requirements.

2.9 Observation times for failure to purchase a ticket or for remaining after that ticket expired could be extended if Councillors felt that this was appropriate but the following facts must be borne in mind –

- We are already giving the same observation time as most other authorities and complying with national guidelines.
- Observation only starts when the CEO becomes aware of the offence so it is likely that the customer will have already had a longer period in which they were parked incorrectly.
- If we do move to some form of pay on foot at any of our facilities we would effectively be operating a two tier system as customers at those facilities would have no grace periods in payment. Payment starts as soon as the vehicle enters and continues until it leaves.
- Any such extension in observation would be in the public realm and would quickly come to be seen as allowing thirty minutes free parking.
- This would be likely to lead to a substantial reduction in income.
- Enforcement costs would also increase as the CEO's would be required to spend substantially longer periods with each vehicle.

2.5 An important consideration in respect of charging for car parking is that legislation requires that local authorities must not set income targets with the intention of generating a surplus to be used in other areas.

### **3. Local Policy and approach**

3.1 A car parking offer which meets the needs of residents and visitors is an important factor in meeting the challenge of keeping a busy City, like that of Lichfield, open for business and plays an important part in ensuring the continuation of a vibrant and prosperous local economy.

3.2 Whilst public transport, both bus and train, has an important part to play in serving the needs of visitors to Lichfield it is clear that for shoppers private motor cars provide by far the most convenient method of access.

The economic model for the new Friarsgate development places a heavy emphasis on cinema and hospitality visitors, given that these visits are likely to be at times other than during the normal working day and of unpredictable duration it is likely that cars will be the preferred method of transport for these users too.

3.3 Whilst the provision of car parking is not a statutory requirement it has always been accepted that this is a function with which the District Council should be involved but as with many other long held assumptions this can no longer be taken for granted given the challenges facing local government today. Alternative models for the delivery of parking are looked at in more detail in subsequent sections of this report.

3.4 As with most other city/town centres the local economic focus in the City of Lichfield is mainly on the retail and hospitality sectors but tourism, particularly in the form of day visitors also plays an important part in the economic wellbeing of the urban centre.

3.5 Links with local businesses involved in retail and tourism indicate that they feel that parking provision is an important factor in the continuing viability of these business areas.

3.6 A less-well recognised factor in the town centre economy is the provision of professional services.

3.7 Whilst many of the companies involved in this sector are small concerns employing only a handful of people with little impact on parking need we do have some larger operations based in Lichfield and one local legal services provider is our largest permit customer by a considerable margin.

3.8 The District Council has never sought to discourage visitors from visiting Lichfield by car considering that the need to promote the local economy and in particular the well-being of the town centre with its economic focus on retail and tourism is of paramount importance.

3.9 Planning approvals for all new developments in the City have sought to ensure that adequate provision is made for the parking need generated by those developments, where relevant and justified. Policy on this matter is set out in the recently adopted Local Plan: Strategy (Policy ST2 Parking Provision refers).

3.10 Officers from the Council engage with various local groups such as the Community Safety Group and Lichfield and Burntwood Town Teams to ensure that the LDC car parks provide a service that delivers what local residents and businesses need.

On behalf of the wider Council car parks played an active part in the discussions leading to the setting up of the BID group and now that this has achieved approval it is likely that this group will become the major focus of our contact with local traders.

3.11 Parking provision and accessibility to the car parks are also important elements of the Lichfield City Business Improvement District (BID) project.

3.12 In 2007 an officer working group was set up to produce a parking policy document for the District Council.

3.13 The document raised many relevant points and conclusions which have been built into this report. The 2007 report could not anticipate the subsequent economic difficulties and the changes in circumstance that this brought about. In light of these wider problems certain of the assumptions made have proven to be unsustainable. In particular the report leant towards assuming that the growth in car parking demand which had been experienced up until that date would continue at a similar rate. The greatly reduced level of growth in the wider economy has meant that the usage and income predictions made have not proven to be achievable.

3.14 Much of the growth was expected to be generated by the Friarsgate development which as we now know was put on hold. Under the scheme then proposed the capacity of the new car park was intended to be 669 spaces. Under the latest iteration of the Friarsgate plans the car park capacity is likely to be reduced to less than 500.

3.15 Greater stakeholder engagement needs to take place although this has improved in recent times. In addition to Councillors the main stakeholders are residents, the town centre businesses, retail and tourist visitors and the various church and other voluntary groups active in the town.

3.16 Whilst it is obviously important that the views of these groups are given due consideration it must also be remembered that whilst they are representative of certain sectors of local society, decisions taken on parking matters and in particular the revenue generated from parking also have an impact on residents and businesses situated in other areas of the District.

3.17 The function of stakeholder engagement is to ensure that officers are able to build the views of those stakeholders into decisions on the day to day running of the car parks and also to ensure that in the case of those major decisions, such as tariff rises and payment methods, which are referred to Councillors the views of the Businesses and others are clearly presented to allow an informed decision to be taken.

3.18 Whilst due consideration has to be given to the views of stakeholders it should not be implied that those views will be given the status of a veto on Council decisions as wider factors, such as the financial position of the authority and changing legislative requirements may be considered to override those stakeholder positions

3.19 The current financial position relating to the parking operation is summarised in section 10.ii below and a detailed financial breakdown is shown in appendix F.

## 4. Current Parking arrangements and Fees and Charges

### i) Provision

#### Lichfield City

4.1 Lichfield is well provided for with both long and short stay parking facilities.

4.2 There are currently 16 pay and display car parks serving Lichfield city centre and another three primarily directed at users of Beacon Park.

4.3 Capacity details for each of the car parks are shown below.

Short stay spaces	1014
Long stay spaces	701
Mixed use (Long stay week days, short stay Saturday)	214
Serving Beacon Park	182
Total	2111

4.4 The car parks are all located conveniently for the city centre, most are immediately adjacent to the shopping facilities and even the most distant, the new Friary car park, is only 250 metres from Bird Street. The capacities of each of the car parks is shown in a table attached at **Appendix A**.

4.5 Additional parking for those with limited mobility is provided for by free on-street parking areas in the streets surrounding the market square.

4.6 Following an enforced closure period subsequent to an unfavourable report from our consultant engineers, the old Multi Storey car park off Birmingham Road was extensively refurbished. As part of this operation and in the interest of customer convenience the number of spaces was reduced leaving the remaining bays up to a metre wider than the normal industry standard.

4.7 The new Friary car park has been constructed with all of the latest design standards in mind. As well as a modern, airy layout the car park benefits from movement controlled LED lighting and has a lift and toilet for the convenience of customers.

#### Outside Lichfield City

4.8 Additional small, free of charge parking facilities serve Chasetown, Chase Terrace, Wall village and Armitage with Handsacre.

## ii) Fees and Charges

4.9 Parking tariffs and permit charges are specified by the charging schedule section of our off street parking order.

4.10 As with all other fees and charges within the authority the level of charge is set by Cabinet.

4.11 The charge levels are set at what is felt to be the most appropriate market rate. The decision on what this may be is influenced by bench marking against other authorities, local trading conditions within the town and the wider economic circumstances affecting the local economy.

4.12 It is a legal requirement that proposed changes to the tariffs are advertised in the local press with the opportunity for residents or businesses to raise objections to the proposals.

4.13 It is however recognised that the press adverts are not printed until after the proposals have been put to Councillors and that in previous instances our consultation may have been lacking. Prior to any future rate increases the improved links with local businesses offered by the Town Team and BID structures will be used to gain the point of view of local traders regarding the proposals in advance of decisions being made.

4.14 Up until 2008 it was the normal practice to implement annual rises but since the economic downturn and the subsequent reduction in visitor numbers it has not been felt appropriate to increase prices. This position is however reviewed on a regular basis.

4.15 A full breakdown of our current charges is included in **Appendix B** together with the comparative fees for other local Districts.

4.16 In order that Leadership Team and Councillors have access to the full range of options available a review of charges has been undertaken and proposals for increases are included in section 5 of this report.

Any decision on the appropriateness of implanting any or all of these charges would have to lie with Councillors.

4.17 The suggestion has been made that the authority should consider reducing prices or even removing the payment requirements on days when special events are taking place in the town.

This matter is currently the subject of discussion with the BID management team. Whilst the aim of encouraging more visitors with the obvious beneficial contribution to the local economy is understandable, from a purely parking point of view the business case for reducing rates at what are likely to be our busiest operating periods is less clear.

Due consideration also has to be given to potential capacity and congestion issues.

The decision on what, if any price changes or reductions would be appropriate on these occasions is ultimately one that only Councillors can take.



4.18 We have also been asked to look at the possibility of closer cooperation with the local accommodation providers. Officers have been in discussion with the Premier Inn management team and have made an offer to provide prepayment ticket books enabling guests to pay for early morning parking in advance.

A response is still awaited at the time of writing but this offer will remain open and could be extended to any other hotel or bed and breakfast operation if desired.

#### 4.19 Parking Permits

The facility to pay in advance by permit purchase is available on all long stay car parks. Whilst this form of purchase does require that the customer pays in advance it also offers substantial discounts over paying at the machine.

The current level of discount is such that whilst our hourly rates are broadly comparable to surrounding authorities our permit prices are lower. It would therefore appear likely that this area of payment offers the opportunity to increase revenue without worsening our customer offer to an unacceptable degree and increases to the permit rate have been proposed in Appendix D of this report.

Permit prices are quoted on a monthly or six monthly basis but if the customer asks we do already offer a full one year permit at double the standard rate.

Members have suggested that we should consider allowing customers to pay for permits by instalments using direct debit.

As the permits are issued for one, six or twelve months in advance this would however carry the risk that a customer who has received a permit could fail to make the payment for some reason but still be in possession of the permit. If the permit continued to be used it would require the CEOs to check every individual serial number to detect this.

In an initiative approved by the previous Director of Operational Services and the relevant Portfolio Holder at the time special permits are made available to market traders only. These permits allow for parking at a pro rata cost based on the standard long stay permits but useable on market days only.

Given that LDCs audit section have raised concerns on previous occasions regarding the vending of none approved permits and that there are issues of fair treatment when comparing market traders to town centre retailers it is recommended that no more of these permits be issued after expiry of those currently in circulation.

### **iii) Payment Methods**

4.20 Payment for parking can be made by three different methods.

4.20 Customers can either make payment in the conventional way, with coins at the machines, use a cashless, pay by phone option or pay for a parking permit covering a set period of usage.

#### **Cash Payments**

4.21 The Council's car parks have machines which accept all legal UK coinage.

4.22 The machines were all updated to accept the new design of 5p and 10p coins prior to their introduction in 2013.

4.23 Similar changes are likely to be required for the mooted change in design of the one pound coin but the Royal Mint is still to confirm a precise timetable for the issuing of the new coinage.

#### **Pay By Phone**

4.24 After registering by phone or internet customers can pay by phone with the cost of parking being charged to their nominated credit or debit card. This does carry a small premium.

4.25 Local traders had indicated that they would be interested in using the cashless system to extend the stay of customers as it was felt that expiring pay and display tickets may have been causing customers to leave before completing their purchase. To date however, none of the local retailers have taken advantage of this facility.

#### **Permits**

4.26 For regular customers by far the most cost effective method of payment is to purchase a prepaid permit. These permits are valid on all long stay facilities and at £200.00 for six months offer a considerable saving for frequent visitors or those working in the town centre.

4.27 The permits can be bought in person at the Tourist Information Centre or online via the Council's website.

4.28 The potential to offer new/alternative payment methods is considered later on in this report.

## **5. Future impacts on parking demand/provision**

### **i) Planned developments**

5.1 By far the highest level of foreseeable impact on parking in Lichfield is expected to be connected with the Friarsgate development. This development will be a retail-led mixed use scheme incorporating leisure uses alongside residential dwellings, offices and a new bus station. The development will be located on the site of the existing MSCP and Bus Station car parks and will also remove the existing police station, bus station and Tempest Ford car garage. Once completed the development will provide a link through to the existing shopping offer within Three Spires Shopping Centre.

5.2 With a mixture of large and small retailers alongside new leisure facilities it is anticipated that this development will bring a substantial increase in visitor numbers to the town.

5.3 The finished development will have a large car park designed to cater not just for the loss of the existing Multi Storey and Bus Station facilities but also to give a capacity boost to cater for the extra visitors. It is currently anticipated that the District Council will operate the car park which will be of a high specification.

5.4 During construction the increased capacity built into our system via the additional deck at Lombard Street, extra capacity at the Friary and the temporary car parking area at the University will compensate for the loss of the two existing facilities.

5.5 The conclusions of the consultants employed by the Friarsgate developers have been given due consideration in compiling this report and also form the basis of the proposed higher rate tariff rise mooted in Appendix D.

5.6 If the Friarsgate project is delayed beyond its current planned schedule detailed consideration will need to be given to the future of the Levetts Field Multi Storey car park.

5.7 Significant works were carried out to that car park in 2010 to extend its life but these were done with the aim of providing an additional five years of operation.

5.8 As the car park reopened in November of 2010 the end of this planned extension is already upon us.

5.9 Whilst there is no immediate threat to the safety of the structure even a medium term life extension would require substantial capital investment.

5.10 In the case of any developments in the town not promoted by the District Council possible knock on effects on parking need to be given due consideration

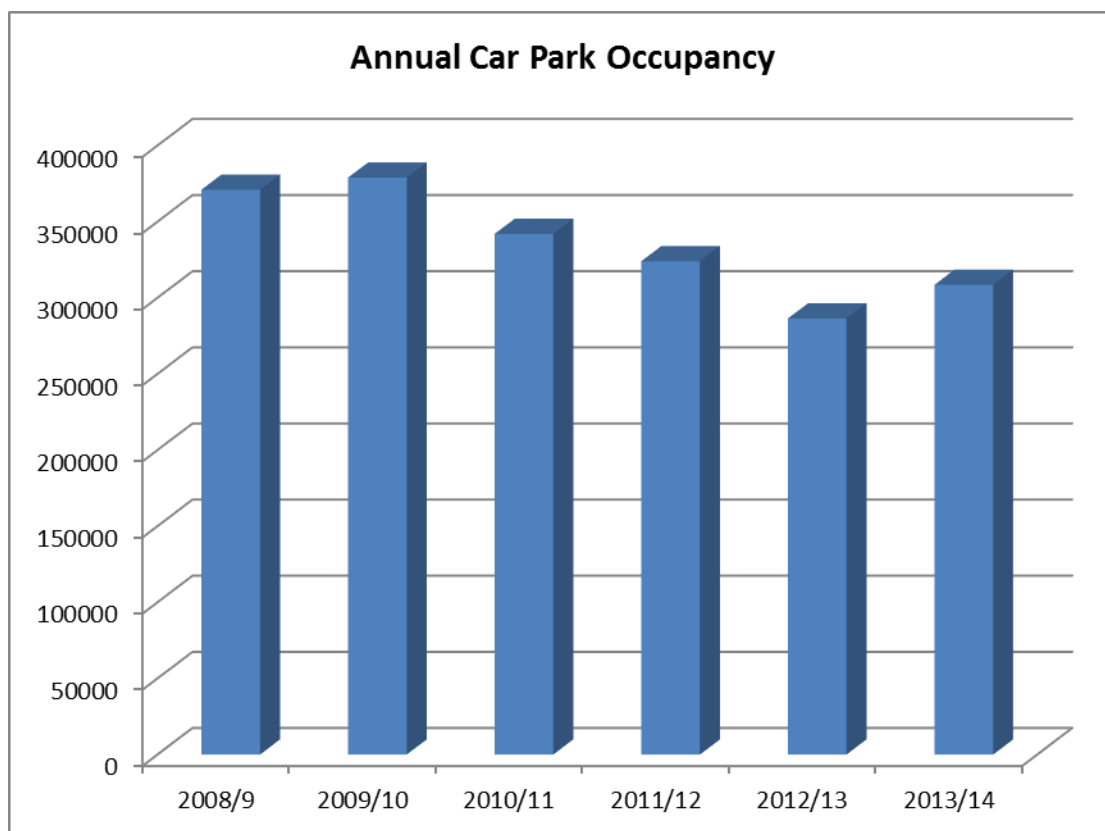
## ii) Changes in patterns of car parking demand

5.10 In seeking to provide appropriate parking facilities, it is important that the Council continually monitors usage of its car parks to enable it to address any matters arising.

5.11 Demand for parking in Lichfield has fallen since a peak in 2009.

5.12 At one stage occupancy levels had fallen by an average of 25%. There was a recovery in 2013/14 to around 18% below peak levels but indications for the current year to date 2015/16 suggest that although business has again improved slightly the overall rate of increase is falling.

Graph 1 – Six Year Occupancy Levels



5.13 Other local authorities report similar falls in business with many areas experiencing this to a more marked extent than Lichfield.

5.14 Suggested reasons for the fall in business include the issues affecting the general economic climate, an increase in Internet shopping, the rising popularity of out of town shopping centres, the availability of a wider range of competing leisure pursuits and increasing fuel costs.

5.15 A detailed analysis of the occupancy counts for our car parks suggests that within the reduction in overall numbers there is also a trend for demand to flatten out.

5.16 Previous information has always shown marked peaks in occupation with Saturdays being the busiest day and the run up to Christmas together with some local events and the final Saturday of the school summer holidays also being the periods of highest demand.

5.17 Whilst the Christmas shopping period does still show an uplift in business this is not as marked as it used to be and Saturdays no longer appear to be significantly busier than week days.

5.18 Detailed occupancy information for each of the Council's car parks in Lichfield City is provided at **Appendix C**.

## 6. Issues and Options

### i) Tariff Structures

6.1 The Council's current tariff/charging structure and schedule of rates has remained unchanged since 2008.

6.2 During this period the Council has also absorbed the 2.5% increase in VAT so in real terms parking is cheaper now than it was six years ago.

6.3 Prior to this time annual increases were implemented on a percentage basis broadly in line with inflation.

6.4 Unfortunately the fixed percentage increases did have the effect of eroding the differentials between rates and this has caused some narrowing in differentials between the short and long stay rates.

6.5 Rates are benchmarked against those charged by other authorities.

6.6 Officers have produced proposals for increases potentially raising gross income by between £215,000 and £468,000 per annum.

These totals are achieved by increases in the charges for parking permits, an extension in the charging hours and rises in the tariffs charged at the machines.

If a lesser overall level of increase was thought appropriate it would be possible to implement certain individual sections of the recommendations, such as the permit rises, only.

Tariff increases for the car parks serving Beacon Park have also been modelled into this section.

6.7 These proposals are detailed in **Appendix D**

6.8 It should be noted that the projected increases assume that there will be no long term reduction in user numbers.

6.9 Due to the likely disruption during the Friarsgate build with the obvious potential for adverse effects on town centre business it may be considered appropriate to delay implementing any rises until after completion of that project.

This potential delay could either take the form of a complete freeze on tariffs or if thought necessary parts of the recommendations, such as the rise in permit prices or the extension in charging hours, could be brought in whilst leaving the core rates untouched.

6.10 When considering potential rates rises consideration must also be given to the possible impact of displacement parking in residential streets.

A minority of drivers already seek to find free parking wherever this may be available and there is a risk that this could become a more substantial problem if tariffs increased to a point where the convenience of centrally available parking was outweighed by cost thus moving parkers to more peripheral areas.

A solution to local issues such as this is provided by the availability of residents parking schemes. These schemes are becoming common in larger urban centres and restrict parking in certain streets to those residents and in some circumstances businesses which have access from the street or streets in question.

One such scheme is already in place in Lichfield for the convenience of residents in Lombard Street.

As an on-street function schemes such as this would fall into the County Council remit, full details are available on their website and the implementation of on street residents zones would be subject to the agreement of the majority of residents in the affected areas.

## **ii) Payment Methods**

6.10 Current payment options are limited to paying with coins at the machines, payment by phone and the purchase of prepaid permits. Other options do exist however:

### **Card Payments**

6.11 The option of card payments on the car parks has been looked at before but discounted due to the level of charges to the District Council associated with card usage. This is now being re-evaluated in light of reductions in the level of those charges.

6.12 Payment by card would be possible through the current pay and display machines but unfortunately requires modifications to the machines to allow for both a card reader and a full alpha-numeric keypad to allow the banks to confirm ownership via security questions.

6.13 Unfortunately the card reader and keypad would still be required even if contactless payment was used as the banks insist on this as part of their security protocols.

6.14 The costs for this option are included in the proposal for future tariff increases – see **Appendix D**

## **Pay on Foot/Exit**

6.15 The option of pay on exit (also known as payment on foot) was looked at for the new Friary car park, however it was felt that the costs of implementation and operation could not be justified particularly given that the car park was intended for long stay users.

6.16 The new Friarsgate car park was intended to offer pay on foot operation, unfortunately Staffordshire County Council have indicated that they would not be prepared to accept this due to highway engineering considerations, in particular the likely traffic management issues which could be caused by queuing traffic in Birmingham Road.

6.17 At a recent Cabinet meeting Councillors expressed a desire to see the Pay on Foot method of operation extended to all car parks under the control of the Council. A detailed analysis of the issues relating to Pay on Exit/Foot is attached at **Appendix E** but the reluctance of the county to accept this system for Friarsgate is likely to extend to other locations as well.

6.18 Various manufactures are marketing new systems designed to offer the advantages of pay on foot but avoiding the costs, legal and engineering difficulties associated with conventional systems relying on barriers. Details of one of these systems is given in appendix E of this report.

### **iii) Publicity inc. Website offer**

6.19 Traditionally, the Council has sought to publicise its car parking offer through information published in “In Touch” and “City Speak” magazines, use of advertisement posters on the car parks and direct contact with traders at various liaison meetings.

6.20 The parking offer is also detailed in full on the Council’s website and online communication is likely to continue to increase in importance.

6.21 The use of innovative marketing techniques such as social media and targeted online information needs to be explored further either alongside or in replacement for the more traditional means of communicating with residents of and potential visitors to the District.

6.22 The Car Parking team will work with the Communications team to devise a marketing strategy to promote the Council’s car parks.



#### **iv) Messaging/Directions**

6.23 The Council is well aware of the need to provide the most appropriate information to customers seeking to access car parks in the District. Advance publicity and up to date information of availability coupled with good signage is the key.

6.24 Previous discussions have been undertaken about the desirability of introducing variable messaging (VMS) in Lichfield City though these have not been progressed and unlike other locations in Staffordshire, the City remains without such facilities.

It is felt that this issue would be best addressed as part of the Friarsgate development.

#### **v) Consultation and Customer feedback**

6.25 Although the Council does receive opinions and information from local businesses, direct feedback from the customers is limited.

6.26 A survey was placed on the LDC website in 2013 to try and elicit customer opinions but unfortunately this only attracted a very low level of response, well below the level required for this to be considered a statistically robust sample. The Council needs to seek to engage with customers, possibly via new and different methods, to ensure that customers views are known and can inform decisions about parking matters.

6.27 The Council has recently agreed to take forward a review of its car park management operations and as part of the review consultation with key stakeholders is proposed to take place. This should provide an opportunity to gather views and aid understanding of customer needs and concerns going forward.

## **7. Coach parking**

7.1 Lichfield District and in particular Lichfield city is a popular destination with day trip coach operators.

7.2 The mix of retail and cultural facilities together with a wide range of refreshment outlets explains the popularity and the relatively flat layout of Lichfield City also provides an advantage to those with mobility issues.

7.3 Existing coach parking facilities are located within the Bus and Coach facility that will be absorbed by the Friarsgate redevelopment.

7.4 Whilst the developer of Friarsgate is required to provide a replacement for the Bus parking there is no similar requirement for Coach parking. Council officers are currently working therefore to find a suitable alternative site for coach parking.

7.5 Given the increasing popularity of coach visits to Lichfield City and the important part that coach visitors play in the town centre economy the new facility will have to provide at least as many spaces as the current one and should preferably be capable of allowing for expansion as demand for this form of parking already exceeds availability at peak periods.

7.6 As well as the obvious peak in demand during the summer holiday period the run up to Christmas also sees a period of high demand due to school visits to the pantomime and organised group visits to the various Christmas events.

7.7 Based on information from the Council's Tourism service it would appear that a site with easy pedestrian access to the City Centre would be essential to guaranteeing the continuing popularity of Lichfield as a regular feature on the coach visit circuit.

7.8 Despite extensive investigations the only site that appears capable of fulfilling this criteria would appear to be the current long stay car parking facility at the Staffordshire University campus and officers are continuing to negotiate with the University Management to try and move this option forward.

7.9 Use of this area would fulfil the accessibility requirements as well as allowing for a modest capacity increase and could also take advantage of the toilet facilities already available in the new Friary car park.

7.10 As part of the Friarsgate Traffic Management plan consideration is being given to a coach drop off point on Castle Dyke, outside the Garrick Theatre.

7.9 The only alternative identified for long stay coach parking is a possible on street scheme in the Friary and Queen Street areas but this is seen as being a much less attractive option for a variety of reasons.

## **8. Civil Parking Enforcement**

8.1 In March 2009 all of the local authorities in Staffordshire entered into a joint agreement to provide Civil Parking Enforcement (CPE) throughout the County.

8.2 This form of enforcement extended to both on and off-street areas and was introduced by the Traffic Management Act which replaced the various pieces of legislation used before.

8.3 The on-street part of this operation was underwritten by Staffordshire County Council and returned a deficit from the start of the operation although the local deficit in Lichfield was the lowest in the County.

8.4 The enforcement operation was acknowledged to have achieved its stated aims of achieving a reduction in illegal parking throughout the County and providing for 'clearer streets'.

8.5 Due to the ongoing budgetary problems the County Council gave formal notice that they intended to end this arrangement from March of 2015. After this date the County became responsible for all on-street enforcement with each individual district left to make its own arrangements for off-street parking.

8.6 In order to continue delivery of this service SCC entered into a joint service agreement with Stoke City Council allowing the latter to deliver on-street enforcement throughout Staffordshire on its behalf. From 1<sup>st</sup> April 2015 this new arrangement became operational.

8.7 Separately, the District Council has entered into a one year arrangement with the Stoke / Staffordshire partnership to deliver cash collection and enforcement services on its car parks.

8.8 This arrangement allows for nine hours of presence (divided between machine maintenance, enforcement and other duties such as unlocking the park machines) on the car parks from Monday to Saturday every week.

In addition we also patrol the car parks on one Sunday per month.

This day is selected at random so that no pattern is established.

Some elected members have questioned the necessity for the Sunday patrol but experience has shown that there is a very high level of evasion on that day and that, despite the lower level of usage, we actually find more vehicles without tickets than on a normal weekday.

This should be seen as evidence that even when prices are low some drivers will take the opportunity to evade their responsibility to pay if they think that no enforcement will take place.

8.9 The charges from Stoke City Council for the enforcement delivery are £83,808 but this is partly offset by PCN income. The actual figure for this income will not be available until the end of the financial year but based on the figure from last year reduced by the same percentage as the reduction in enforcement hours this would be expected to be £79,300 giving a deficit for the enforcement operation of £4508.

An alternative offer based on a five year agreement would have been available at the rate of £69,840 per annum giving a surplus of £9460 per annum assuming the same number of penalties but this offer was not taken advantage of due to uncertainty regarding the future direction of the car parking operation.

8.10 Enforcement arrangements after the end of this period will need to be confirmed subject to which of the recommendations contained in this report are acted upon but given the limited timescale remaining it is recommended that a further extension of the current arrangement be sought to last for a further twelve months.

## **9. Blue Badge Parking**

9.1 Blue Badges for parking are available to any persons with mobility issues meeting the criteria laid down by central government.

9.2 Locally the badges are issued by Staffordshire County Council and allow badge holders to park on street in restricted areas for up to three hours provided the vehicle does not cause an obstruction.

9.3 In off street car parks the disability access requirements mean that operators such as Lichfield District Council have to provide a number of reserved spaces for Blue Badge holders.

9.4 The District Council is not required to extend any payment privileges to Blue Badge holders but it has always been the policy of the Authority to allow an unlimited period of free parking for these customers.

9.5 An issue for the Council as part of this review is whether this concession should remain.

## **10. Car park management and financial issues**

### **i) Management arrangements**

10.1 The car parks in the ownership of the District Council are operated and maintained in-house albeit with the use of contractors to deliver most functions.

10.2 The operation and planning of car parks comes within the Democratic, Development and Legal Services Portfolio. Within this department the day to day running of the parking operation is delegated to the Technical Assistant based at the former Operational Services depot, in Burntwood. The Technical Assistant reports to the Development Executive (Spatial Policy and Delivery) and the Strategic Director of the Department.

10.3 Certain tasks such as cleaning and maintaining the pay and display machines are ongoing issues and carried out on a daily basis. These tasks currently lie with the enforcement contractor and it envisaged that this will remain the case.

10.4 In addition to the above, the car parks are inspected quarterly to comply with the recommendations of the Council's insurers and to ensure that we provide a safe and pleasant environment for our customers.

10.5 Urgent safety issues identified on these inspections are dealt with under a fixed scale of response times. This will vary from as soon as possible for the most urgent defects to a few days for less urgent issues.

10.6 As well as dealing with immediate safety issues the Council's Technical Assistant responsible for car parking is also charged with assessing the condition of the car parks in order to ensure that a suitable ongoing works programme is in place to maintain the car park structures in the long term.

10.7 Along with other council budgets the sums available for maintenance are under pressure due to the wider financial issues facing the Authority but officers continue to work hard to ensure that the parking estate is kept in good condition.

## ii) Financial Issues

10.8 Despite a number of difficult trading years the parking operation continues to deliver a surplus on day to day operating costs.

10.9 **Appendix F** of this report shows detailed financial reports on the car park performance in recent years.

10.10 The reports give detailed breakdowns of cost and income but certain points within the reports are worthy of particular note –

- Over the three financial years 2012/13, 2013/14 and 2014/15 the car park income has risen consistently but due to increases in costs the surplus for year 13/14 reduced compared to the previous year. This trend was reversed in 14/15.
- The main areas of cost increase were premises maintenance, supplies and services and the contribution to the Birmingham Road Multi Storey sinking fund. The premises maintenance and supplies and services expenditure both increased following the addition of Friary car park, the sinking fund contribution for the aforementioned Multi-storey is based on the overall income figure for that car park.
- The net return per space differs widely between the various car parks. As would be expected the multi deck car parks with their higher maintenance demands for lifts, stairs, fire alarms and lighting incur considerably higher running costs than surface level car parks but clearly their contribution to the overall capacity available is essential.
- The 13/14 income figure for Friary car park is based on a part year as the car park opened in November of 2013.
- Most other car parks saw a fall in per space income in 14/15 as business shifted to the new car park.
- Other factors affecting income included; the temporary loss of some spaces at Friary Inner due to the adjacent redevelopment and a substantial capital sum spent on the refurbishment of Shaw Lane car park.
- Gresley Row and Backcester Lane car parks show a zero surplus per space, this is because the operating agreement with Three Spires requires that any surplus be credited to the Mutli Storey sinking fund.
- The costs shown are only those relating to day to day operating costs and do not include the significant investment made into the car parks such as the £2.445m cost of adding an additional deck at Lombard Street, £694,000 to bring the Multi Storey back into operation, £3.318 million for the Friary Car Park and the likely sums to be invested in the new Friarsgate Car Park. In the current financial year nearly £100,000 has been spent on resurfacing Bird Street car park and £44,000 on providing safety barriers at Redcourt car park.

## **11. Alternative models of parking provision**

### **i) Current Practice**

11.1 Those LDC car parks which are available for public parking are currently managed in house. A variety of resources, some in house and some external are used to deliver the service to the public.

11.2 Cleaning and grounds maintenance services are sourced from internal resources based within the Leisure and Parks portfolio. Physical maintenance of the structures (resurfacing, electrical repairs, white line replacement and structural repairs) are delivered by various external contractors with each job being let in accordance with normal financial procedures.

11.3 Enforcement, front line maintenance of the ticket machines (including ticket stocking) and notice processing are currently delivered by Stoke City Council. The current arrangement for these services will terminate in March of 2016 but it is likely that this can be renewed on a rolling, twelve month basis if required.

11.4 Servicing and none routine maintenance of the ticket machines is delivered by Metric Group Ltd, the original suppliers of the machines.

11.5 Car park tariffs are set by the District Council and the necessary legal services to enable this and any other changes to parking orders are delivered in house by the LDC legal resource

### **ii) Possible Future Options**

11.6 The current system outlined above is very much the traditional, local authority model for parking delivery.

11.7 In common with other service areas many authorities are exploring new methods of delivery for parking. Many metropolitan authorities have either opted out of parking provision entirely, or only offer very limited off street facilities, choosing instead to dispose of parking facilities either as a continuing operation or for development purposes. In the latter case planning conditions normally require, as a minimum, sufficient parking provision for that development.

11.8 In non-metropolitan areas some authorities are starting to enter into agreements which effectively externalise the operation of their car parking stock.

11.9 There are many models that this externalisation could follow and various companies within the parking industry are prepared to offer their own alternatives. A more detailed appraisal of an example of a private sector offer is provided in **Appendix G** but there are certain common principles which will apply to any form of externalisation of provision.

- All forms of externalisation agreements will involve a loss of direct control
- The reduction in direct control can present an opportunity for the council to distance itself from unpopular decisions such as rate rises but would also involve a reduction in the ability of the council to exercise control over a function which makes a substantial contribution to the health and vitality of the local economy.
- Those companies offering enforcement only deals, often at limited or even no cost, can be very active in their pursuit of penalty numbers as they rely on a high level of activity to generate profit. This naturally carries a risk of customer dissatisfaction and even in the case of an arms-length agreement it is likely that blame would attach to the authority.
- The long term lease deals or partnerships that are offered are unlikely to deliver substantial increases in operating profit but they do offer a guaranteed level of income.
- Arms-length arrangements of this nature would enable a potential private operator to operate in the less restricted legal environment available to them rather than under the more arduous Traffic Management Act (TMA) requirements resting with local authorities.
- As local authority managed parking provision is delivered using statutory powers we are precluded from establishing a tariff or enforcement structure with the aim of delivering a surplus over actual costs. No such restriction would apply to car parks being leased out as this would appear to be a purely commercial transaction not unlike the leasing out of a council owned shop or office facility.
- The less arduous level of restriction also offers many opportunities for the introduction of new technology such as cashless payment and barrier-less pay on foot. Although these systems have clear advantages for both operators and car park users the effective prescription of Automatic Number Plate Recognition (ANPR) and postal enforcement under the TMA means that they are unlikely to be viable options in the conventional enforcement environment.



### **iii) Detailed Options**

#### **Disposal of all or part of the Parking Estate**

11.10 Currently the majority of the parking estate is in the direct ownership of the District Council. The exceptions to this are the Backcester Lane and Gresley Row car parks and the two areas at the University.

11.11 Backcester and Gresley are owned by the Three Spires shopping centre and operated under a long standing joint agreement.

11.12 The original, smaller area at the University is operated by the District Council under a fixed cost agreement with all surpluses above that fixed amount being returned to the University. The larger area is leased from the University by the Council on a simple commercial basis.

11.13 The balance of provision between directly owned facilities and those either leased or operated under agreement will alter substantially with the completion of the Friarsgate development. As part of this development the Council will dispose of the existing Multi Storey and Bus Station car parks together with a part of the District Council House car park. The replacement parking, in the form of a large new multi storey facility, will be included in the area leased to the new shopping centre owners but it is currently intended that the District Council will take an under lease on the new car park and operate it alongside its existing provision.

11.14 The parking operation delivers an operating surplus but this does not account for capital or opportunity costs. The legislation regarding the use of surpluses has recently been clarified by an auditor decision in North Devon which makes it clear that, in car parks operated by local authorities using statutory powers, any surplus should be reinvested either in the car parks or in associated transport or environmental improvements.

11.15 In principle it would be possible to dispose of all the directly owned parking areas on the open market and to renegotiate the agreements for the jointly operated areas thus removing the District Council from the provision of car parking. Clearly this would reduce the future revenue potential but in exchange for a substantial one off capital receipt.

11.16 It is unlikely that the new Bus and Coach facilities planned as part of Friarsgate would be commercially attractive to any private operators so, assuming that the function would still be required, it is likely that they would need to remain in Council operation.

11.17 The three small car parks serving Beacon Park have only a limited earnings capability and this is unlikely to make them attractive to any potential private operator. If the ownership or management of the Park transferred to a trust or similar the inclusion of these car parks in the asset transfer may be advisable.

11.18 A large scale property disposal would involve complex legal issues as well as detailed consideration of market factors and any renegotiation of the joint operating agreements would carry a similar level of complexity. The advice of a specialist legal and property advisor would therefore be essential before embarking on this course of action.

11.19 Given the likelihood of disruption as part of the Friarsgate development it may be thought advantageous to retain control of the parking operation in house at this time.

11.20 A partial disposal of surplus assets may be possible but this would need to be addressed on a car park by car park basis and ideally this should be done after the completion of the Friarsgate development so that changes in the pattern of usage could be factored into any decisions taken.

### **Combined operations with another authority.**

11.21 Enforcement and notice processing are already delivered by Stoke City Council. The same arrangement also delivers those services to Cannock District Council and to South Staffordshire District under an arrangement jointly negotiated between the three district level authorities and Staffordshire County Council with Stoke City Council acting as agents for the County in the provision of enforcement services. SCC retain the on-street enforcement function in their role as Highway Authority.

11.22 Whilst the delivery of certain parts of the parking service is jointly provided there is no sharing of management skills.

11.23 If the car parks are to be retained in house consideration could be given to a full joint service agreement. Joint provision of the service would not preclude individual authorities from continuing to set their own parking rates and make local decisions on investment in new stock etc.

11.24 Preliminary discussions at the time of the termination of the previous Staffordshire agreement did not indicate any degree of enthusiasm for service sharing from the other district level authorities but potential changes in local government structure may change attitudes to this.

## **Utilising a private contractor**

11.25 Another option for the Council is to consider looking at putting the operation and management of its parking service in the hands of a private sector provider. Depending on the nature of any considerations on the part of the Council such an arrangement could include the wholesale transfer of the service or alternatively a contractor working with the Authority to deliver a particular element/s of a service alongside other Council inputs and responsibilities.

11.26 In the preparation of this report officers have spoken to a private sector parking company Bemrose and discussed the kind of offer they could make. Officers have also sought the views of another company ACPOA. Details are still awaited from ACPOA and are therefore not covered in this report. Information has been received from Bemrose however and this is set out at **Appendix G**.

## 12. Conclusions and Recommendations

12.1 The provision, availability and pricing of parking is a key issue for local residents, visitors, traders, investors and the District Council. Views differ depending on the nature of the interest as to whether in Lichfield District parking provision is sufficient to meet needs and is affordable, such views will need to be taken into account alongside other factors in determining the approach to parking in the future,

12.2 As a consequence of this review and in response to issues raised by Councillors and Leadership Team the following recommendations are set out:

- The District Council should continue to ensure that the amount of parking available in Lichfield meets the demands of the local retail and visitor industries. The likely level of demand needs to be assessed on an ongoing basis giving due consideration to the changing usage patterns affecting town centres and also to the impact of local developments.
- Parking rates should continue to be pitched at a level which guarantees a suitable return on the substantial investment made in parking without reaching a level which may have a negative impact on local retail and visitor businesses. This is particularly important in the current economic climate. A proposed change in payment tariffs is set out at **Appendix D** to this report for consideration.
- When and where possible and financially viable, new technology should be employed to improve the customer experience, this is likely to be particularly relevant in the field of payments and also in the use of online promotion of the parking offer to aid understanding and help customers. The issue of pay on exit/foot parking is addressed at **Appendix E** to this report.
- If the Friarsgate project cannot be delivered substantial investment may be required in the existing stock, particularly the Multi Storey Car Park.
- The Council should actively explore opportunities for variable messaging signing to aid customers and facilitate an efficient parking system
- Enforcement Operations are a necessary part of delivering the desired impact for the car parks but must be properly managed.

- It is important that the views of customers and potential customers informs the District Council's approach towards providing car parking and charging for the same. The Council will seek to engage with car park users and those who may want to use car parks in the future to ascertain views on all aspects of the Council's parking service and use this feedback to review policy on a continuing basis.
- Alternative forms of provision for car parking must be given continuing consideration

# Lichfield District Council Car Park Management Appraisal

May 2016



# Car Park Management Appraisal

## Document Control Sheet



Project Name: Lichfield Car Parking Strategy  
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Report Title: Car Park Management Appraisal  
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For and on behalf of Peter Brett Associates LLP

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# Executive Summary

Peter Brett Associates LLP (PBA) was commissioned by Lichfield District Council (LDC) to undertake a car park management appraisal of the options for managing car parking in Lichfield. The appraisal findings and initial recommendations set out within this report will be used to support LDC in their decisions regarding the management of their city centre car parks and whether or not it is beneficial for them to be operated by a third party.

As parking is an important commodity for the city centre and supports the economic and social activity within it, control of pricing policy is a useful strategic tool for LDC. The ability to influence parking behaviour through retention of control over tariff setting and management, enforcement, and maintenance can provide a significant benefit to the city centre and support LDC's wider strategic objectives and that ceding control of these functions has to be weighed against the financial benefits of doing so.

This appraisal is being undertaken as an additional exercise to support the Lichfield District Council Parking Strategy and Options Report published in December 2015 to evaluate alternative models for the management of the LDC owned car parks.

The main objectives of this Car Park Management Appraisal are to:

- review the current management and operating structure of the existing car parks in the ownership of LDC in Lichfield city centre
- undertake a review of the commercialisation options available to LDC, this will look at the potential opportunities to outsource the car park(s) to a private operator
- explore the possible options of maintaining status quo ('Do Nothing'), some functions undertaken by commercial operator ('Do Minimum') and full car park management by a commercial operator ('Do Something') scenarios
- provide a case study based on a larger car park in Lichfield city centre to demonstrate how changing the management structure might affect a variety of components such as maintenance and enforcement
- evaluate the strengths, weaknesses, opportunities and threats involved in the commercialisation of the car parking estate, and
- make headline conclusions and initial recommendations.

Lichfield is a cathedral city and civil parish located in the south east of Staffordshire with a population of approximately 32,219. Lichfield is well served by both the national and local transport networks and the City's two rail stations (Lichfield City and Lichfield Trent Valley) are served by the Cross City North Line which forms one of the busiest rail corridors in the West Midlands. Despite having the highest level of rail commuters in



## Car Park Management Appraisal

Staffordshire (approximately 3%), Lichfield also has one of the highest levels of car drivers at 75%. The Local Plan Strategy 2008 – 2029 identifies that a large number of journeys to work are made by car this naturally impacts on the demand for car parking.

Tourism plays an important role for the city and is a significant part of the local economy based on its heritage, character and environment. Many of its features and events attract large numbers of visitors, according to statistics published by Lichfield District Tourism Association the district attracted around 3 million visitors in 2015.

The operators that were approached to inform this appraisal were APCOA, Euro Car Parks Ltd, Indigo, National Car Parks Ltd, and Q-Park. When approaching the operators the Lombard Street car park was presented as an example as it represents a reasonably large quantum of car parking and it is not currently earmarked for development. This was agreed with LDC prior to the engagement with car park operators.

A SWOT analysis exercise has been undertaken to evaluate the strengths, weaknesses, opportunities and threats involved in the commercialisation of the car parking estate. The Report makes headline conclusions and initial recommendations based on this exercise.

The primary benefit of the do something scenario is guaranteed income for LDC with no additional financial liability. However, in terms of initial recommendations the 'Do Something' scenario would see LDC losing too much control and so it is not recommended to fully release the car park management to an operator.

Therefore the remaining options are to adapt the 'Do Nothing or 'Do Minimum' approach and to keep the status quo or work in partnership with an operator to sub-contract some area of car parking on a short term basis on behalf of LDC as a service operator. If this recommendation should be pursued the terms and conditions of any contract would need to give LDC the option to control pricing and limit the financial liability placed upon LDC. A drawback of the 'Do Minimum' approach would be the potential need for profit guarantees for the operator however this may be balanced by opportunity for a competitive pricing of management functions.

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# 1 Introduction

- 1.1 Peter Brett Associates LLP (PBA) was commissioned by Lichfield District Council (LDC) to undertake a car park management appraisal of the options for managing car parking in Lichfield. The appraisal findings are set out within this report and will be used to support LDC in their decisions regarding the management of their city centre managed car parks and whether or not it is beneficial for them to be operated by a third party.
- 1.2 This appraisal is being undertaken to support LDC’s emerging car parking strategy for Lichfield city centre. The report includes some details which have been provided in confidence which is deemed to be appropriate as the intended audience is LDC officers and members and should therefore be treated as confidential. The study area for the appraisal is shown in **Figure 1.1**.

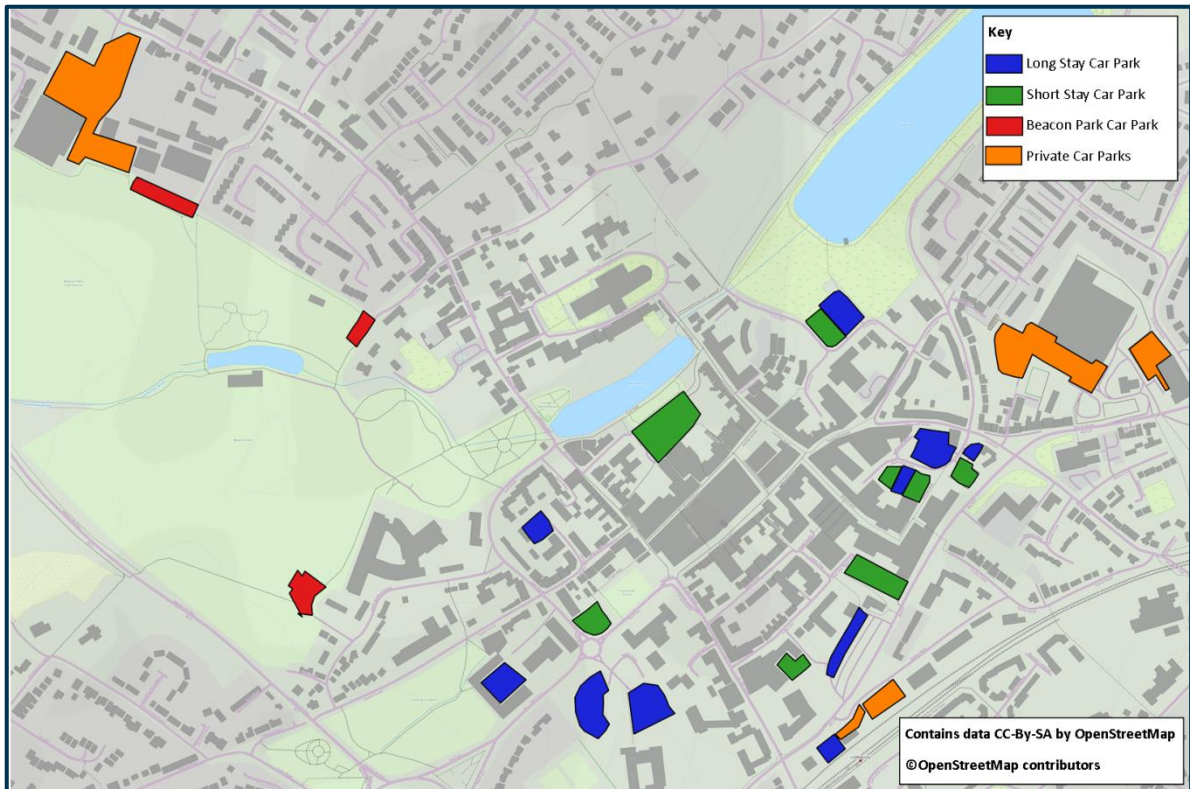


Figure 1.1 – Parking appraisal area

## Objectives of this Appraisal

- 1.3 The main objectives of this Car Park Management Appraisal are to:
- understand the current management and operating structure of the existing car parks in the ownership of LDC in Lichfield city centre

- undertake a review of the commercialisation options available to LDC, this will look at the potential opportunities to outsource the car park(s) to a private operator
- explore the possible options through the 'Do Nothing', 'Do Minimum' and 'Do Something' scenarios
- provide a case study based on a larger car park in Lichfield city centre to demonstrate how changing the management structure might affect a variety of components such as maintenance and enforcement
- evaluate the strengths, weaknesses, opportunities and threats involved in the commercialisation of the car parking estate, and
- make headline conclusions and initial recommendations.

## Report structure

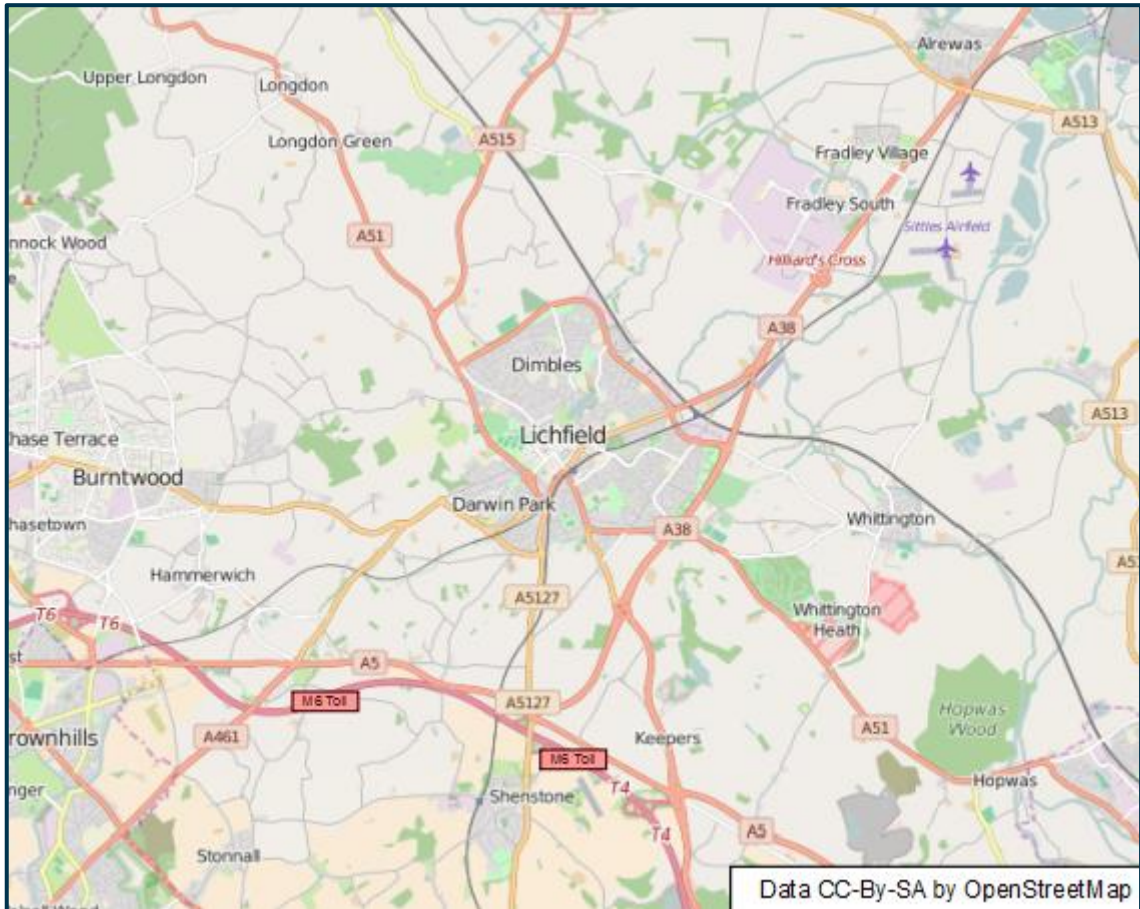
- 1.4 This Appraisal Report has been prepared to provide an overview of the parking provision within Lichfield city centre, analysis of current data regarding the LDC operated parking areas and provide recommendations for the future. The appraisal is based on information available at the time of writing. It has been prepared in consultation with LDC and a number of car park management operators.
- 1.5 The remainder of the report covers the following items:
- the wider context of the parking appraisal and the future aspiration and growth of Lichfield (**Section 2**)
  - a review of national and local car parking policy and guidance (**Section 3**)
  - a review of the existing car parking provision in Lichfield city centre and under the ownership of LDC (**Section 4**)
  - details on the proposed car park management options (**Section 5**)
  - analysis of the potential management scenarios including a SWOT exercise (**Section 6**), and
  - a summary of headline conclusions and initial recommendations (**Section 7**).



## 2 Context

### Lichfield City

- 2.1 Lichfield is a cathedral city and civil parish located in the south east of Staffordshire, England. Lichfield is one of only eight civil parishes with city status in England and has a population of approximately 32,219.
- 2.2 A location plan showing Lichfield city centre is shown in **Figure 2.1** below:



**Figure 2.1 – Location of Lichfield City Centre**

- 2.3 Lichfield city centre is well served by both the national and local transport networks. The highway network, including the A38, A5 and M6, provide connections to a number of destinations including Derby, Birmingham, Stoke, Stafford, Burton and the M1. The City's two rail stations (Lichfield City and Lichfield Trent Valley) are served by the Cross City North Line which forms one of the busiest rail corridors in the West Midlands. In recent years a regular service on the West Coast Main Line between Crewe and London calling at Lichfield Trent Valley has been introduced which has significantly improved connectivity between key locations on this line.

- 2.4 Despite having the highest level of rail commuters in Staffordshire (approximately 3%), Lichfield also has one of the highest levels of car drivers at 75%. The Local Plan Strategy 2008 – 2029 identifies that a large number of journeys to work are made by car this naturally impacts on the demand for car parking.
- 2.5 Tourism plays an important role for the city and is a significant part of the local economy based on its heritage, character and environment. Visitors to Lichfield city centre are attracted by its many attractions including a three-spired medieval cathedral, a medieval street pattern, historic buildings, a theatre, its boutique shops and four historic parks. The city centre also plays host to numerous events including a general market on Tuesdays, Fridays and Saturdays and annual festivals such as the Lichfield Bower. Many of these features and events attract large numbers of visitors, according to statistics published by Lichfield District Tourism Association the district attracted around 3 million visitors in 2015.

## Background to Appraisal

- 2.6 This appraisal is being undertaken as an additional exercise to support the Lichfield District Council Parking Strategy and Options Report published in December 2015 to explore alternative models for the management of the LDC owned car parks.
- 2.7 The Strategy and Options Report makes detailed proposals regarding the future of parking provision in Lichfield, the key findings are recommendations of this report are summarised below and in **Figure 2.2**.
- *‘A car parking offer which meets the needs of residents and visitors is an important factor in meeting the challenge of keeping a busy City, like that of Lichfield, open for business and plays an important part in ensuring the continuation of a vibrant and prosperous local economy. Whilst public transport has an important part to play in serving the needs of visitors to Lichfield it is clear that for shoppers private motor cars provide by far the most convenient method of access.’ (LDC December 2015)*

## Car Park Management Appraisal

The District Council should continue in its role as the major provider of parking for visitors, residents and workers in Lichfield City Centre
Various delivery options including private sector involvement have been considered but it is felt most appropriate that we continue to manage these facilities in house, albeit with the involvement of external partners and contractors to deliver the enforcement, cash collection and maintenance functions
The current enforcement arrangement ends at the end of March 2016. In view of the timescales involved officers should be authorised to seek an extension of this deal for a further twelve months to allow for further work on this aspect.
Most car parks are currently operated on a pay and display basis. Councillors have expressed a desire to move to pay on foot operation. Unfortunately costs and traffic management issues, as evidenced by the recent decision from County Highways that they would not accept a barrier system for the new Friarsgate car park, mean that this is unlikely to be achievable.
New technology and other options should be explored to give customers a comparable level of service and convenience to that promised by Pay on Foot
Possible rate rises have been proposed (as indicated below) but in view of the likely disruption connected with the Friarsgate project it may be considered that no increases should be implemented until after the completion of that project.
The proposed options could bring gross increases in parking income of between £215,000 and £468,000.
In the interests of the long term economic viability of the City the parking team should continue to work closely with the BID group, Three Spires and other partners to promote the availability of parking in Lichfield.
Following an indication from Councillors as to their favoured options for tariff changes further stakeholder consultation with the local businesses and other groups will be required before taking these proposal forward for formal approval.

**Figure 2.2 – Summary of LDC Strategy and Options Report (December 2015)**

- 2.8 The basis for this appraisal is to explore the potential options available for the commercialisation of the LDC owned car parks, to understand the costs and implications of a third party managing the car parking estate compared to LDC.
- 2.9 It should be noted that the report identifies that demand for car parking has fallen since its peak in 2009 as identified in the Strategy and Options Report. Occupancy levels had fallen by an average of 25% but there was recovery in 2013/14 to around 18% below peak levels, indications for 2015/16 suggest that although business has again improved slightly the overall rate of increase is falling. This suggests that demand is still below 2009 peak levels and although it is increasing it is not likely to reach peak levels for some time.

## 3 Policy Review

### Policy and Guidance

- 3.1 This section provides an overview of the current national and local policies that have and will continue to inform the development of the car park management strategy. The Appraisal Report has also been prepared with regard to best practice guidance from the appropriate travel planning guidance. Reviewing these policies and guidance will ensure that the car park management strategy is developed and implemented in accordance with established policy aims and objectives and follows best practice guidance.

### National Planning Policy Framework and Guidance

- 3.2 The National Planning Policy Framework (NPPF) was published in March 2012 to set out the Government's planning policies for England.
- 3.3 Section 2 of the NPPF relates to ensuring the vitality of town centres, and paragraph 23 states that “planning policies should be positive, promote competitive town centre environments and set out policies for the management and growth of centres over the plan period” and that local authorities should “recognise town centres as the heart of their communities and pursue policies to support their viability and vitality”.
- 3.4 With regard to parking in town centres, paragraph 40 states that “local authorities should seek to improve the quality of parking in town centres so that it is convenient, safe and secure, including appropriate provision for motorcycles. They should set appropriate parking charges that do not undermine the vitality of town centres. Parking enforcement should be proportionate”.
- 3.5 In support of the NPPF, the National Planning Policy Guidance (NPPG) was published (March 2014) as an online document. This guidance helps to assist practitioners in understanding and using the NPPF.
- 3.6 This Report has been prepared to support the principles of the NPPF by assisting in the development of an appropriate parking strategy that will support the vitality of Lichfield city centre.

### Staffordshire Local Transport Plan 2011

- 3.7 Staffordshire County Council's third Local Transport Plan (LTP) was adopted in 2011 and sets out the long term transport strategy for Staffordshire; this transport strategy will support the anticipated growth of the county which is expected to deliver over 55,000 new homes by 2031.

3.8 The vision for the LTP is for *“A transport system that supports Staffordshire’s economy, and safely and conveniently connects people and services within Staffordshire and beyond; It provides opportunities for services and jobs to be accessed in a sustainable way, and makes sure that any adverse effect of transport on Staffordshire’s rich environment and on residents’ quality of life is minimised.* To achieve this vision, seven countywide objectives have been identified:

- *“Supporting Growth and Regeneration*
- *Maintaining the Highway Network*
- *Making Transport Easier to Use and Places Easier to Get to*
- *Improving Safety and Security*
- *Reducing Road Transport Emissions and Their Effects on the Highway Network*
- *Improving Health and Quality of Life, and*
- *Respecting the Environment”.*

3.9 The LTP explains the importance of accessibility in a county with high levels of car ownership and strives to make transport easier to use and places easier to get to. The LTP3 promotes the use of alternatives modes of travel to the private car and reducing the need to travel.

3.10 This Report supports the principles of the LTP3 by supporting the economic and population growth of the city through seeking to provide suitable parking management.

### **Lichfield Local Plan Strategy 2008 – 2029**

3.11 The Local Plan Strategy 2008-2029 was adopted by Full Council in February 2015. The Local Plan Strategy is the first part of the new Local Plan for Lichfield District and will be followed by the Local Plan Allocations document.

3.12 The Strategy identifies a need to deliver a minimum of 10,030 new homes within the District between 2008 and 2029 with 4,000 new dwellings allocated within the City of Lichfield and around 79 hectares of employment land will be allocated. Lichfield City is identified as the District’s principal centre and as such is proposed to be the focus for major growth such as shopping, offices and leisure activities.

- 3.13 Core Policy 1: The Spatial Strategy states that the District Council will direct the majority of future development to a number of locations with the primary one identified as 'Lichfield City Centre/Urban' area and identifies that the commercial centre of Lichfield City will be protected and strengthened as our strategic centre,
- 3.14 The Local Plan sets out the vision for Lichfield City as:
- 'By 2029 Lichfield City will be strengthened as a prestigious strategic centre. The historic City Centre will be the cultural and economic heart of the District, surrounded by thriving suburbs, villages and countryside. New retail, office, cultural and mixed-use developments will be delivered through regeneration of the City Centre and its fringe. Key infrastructure will be delivered and expanded, including improved passenger and increased parking capacity at Lichfield Trent Valley, the completion of the Lichfield Southern by-pass to assist in reducing congestion and the delivery of improved indoor sports and leisure facilities to serve the City and its hinterland.'*
- 3.15 Policy Lichfield 3: Lichfield Economy states that *'Lichfield City Centre will be promoted as a strategic centre by improving its range of shopping, leisure, business, cultural, education and tourist facilities whilst sustaining and enhancing the significance of its historic environment and heritage assets and their setting. This will be achieved by exploiting redevelopment opportunities identified in the City Centre whilst retaining the special architectural and historical character of the City.'*
- 3.16 The Local Plan highlights that the main focus for development within the city centre, Friarsgate, will provide a retail-led mixed use scheme, including new leisure and tourism facilities. This will reinforce and build upon the city's existing strengths, whilst providing a development of a size which will enhance Lichfield City's status as a strategic centre.

## **Lichfield District Integrated Transport Strategy 2013-2028**

- 3.17 The Lichfield District Integrated Transport Strategy is one of the eight strategies which have been developed by Staffordshire County Council for the Districts and Boroughs in Staffordshire to help prioritise the County Council's expenditure on transport improvements for the period 2013-2028.
- 3.18 As part of the development of the Strategy, a consultation was undertaken in 2011 during which concerns about the level of car parking in Lichfield city centre were raised.
- 3.19 The Strategy explains that to aid reduction of the forecast traffic levels, existing businesses in Lichfield City will be encouraged to develop Workplace Travel Plans that promote initiatives such as car sharing, sustainable travel, personalised

journey planning, teleworking and flexible working hours. Variable Message Signs are also proposed to improve the flow of traffic around the City and to car parks.

- 3.20 This Report supports the principles of the Strategy by assisting in the development of an appropriate car parking strategy for Lichfield city centre.

### Traffic Management Act 2004

- 3.21 The Traffic Management Act 2004 gives powers to local authorities to reduce traffic congestion in towns and cities. Part 6 of the Traffic Management Act 2004 gives guidance relating to parking, the key documents being:

- Operational Guidance to Local Authorities: Parking Policy and Enforcement (March 2015), and
- The Secretary of State's Statutory Guidance to Local Authorities on the Civil Enforcement of Parking Contraventions (March 2015).

- 3.22 These documents provide guidance on how to manage and enforce parking, and advise on the legal requirements that local authorities must undertake with regard to parking.

### Parking Strategies and Management

- 3.23 The Chartered Institution of Highways and Transportation (CIHT) published 'Parking Strategies and Management' in 2005. The document is a useful tool to bridge the gap between policy and practice and provides guidance and best practice for parking management covering topics such as:

- local authority processes
- preparing a parking strategy
- delivering a parking strategy
- consultation on parking
- compliance and enforcement
- funding, and
- marketing.

- 3.24 The guidance document states that a parking strategy ought to:

- *"be consistent with and respond to national and regional guidance and objectives*

- *be well rooted in relevant local policies and contribute to wider community objectives, both transport and non-transport related*
- *respond to local circumstance and public concerns with clear objectives*
- *make the right connections with related strategies, for example, for economic regeneration, crime prevention, streetscape enhancement*
- *be internally consistent and technically robust*
- *show how adequate levels of parking enforcement will be provided*
- *be based upon sound consultation and wide stakeholder involvement*
- *have strong political and local support*
- *have a realistic implementation timetable*
- *include a business plan that enables parking costs to be covered by revenues, and*
- *include a framework to monitor performance and achievement.”*



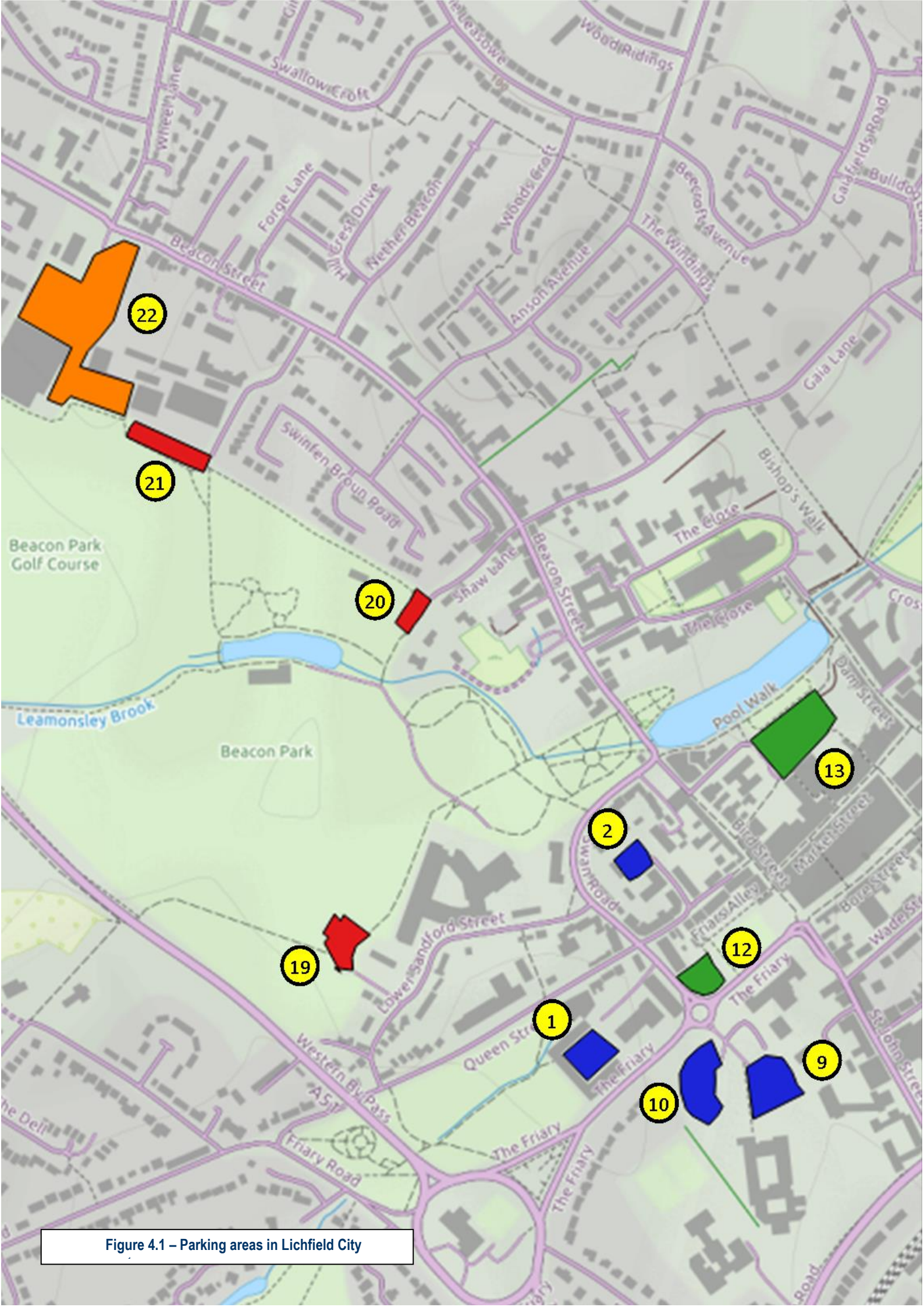
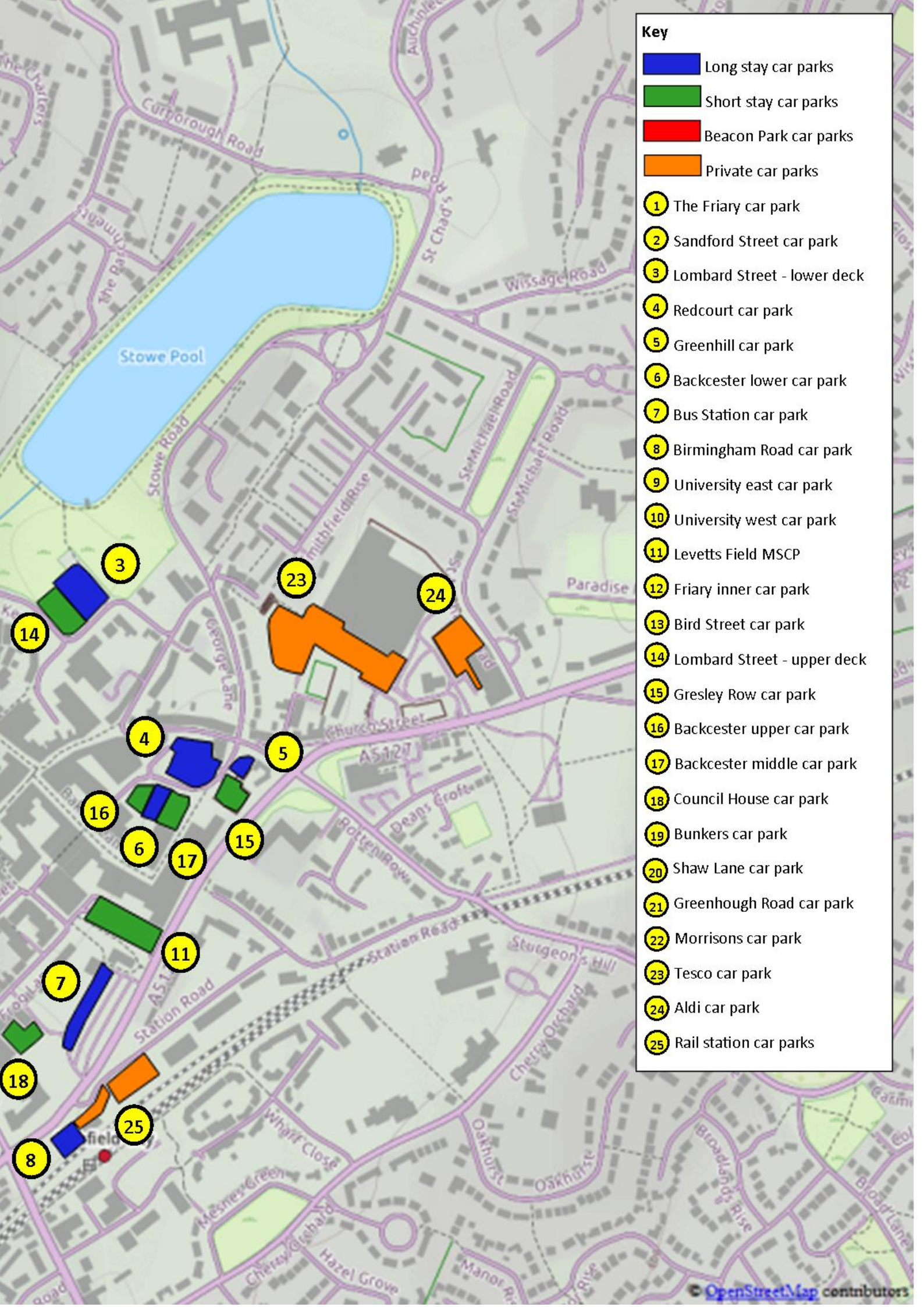


Figure 4.1 – Parking areas in Lichfield City



- Key**
- Long stay car parks
  - Short stay car parks
  - Beacon Park car parks
  - Private car parks
- 1 The Friary car park
  - 2 Sandford Street car park
  - 3 Lombard Street - lower deck
  - 4 Redcourt car park
  - 5 Greenhill car park
  - 6 Backcester lower car park
  - 7 Bus Station car park
  - 8 Birmingham Road car park
  - 9 University east car park
  - 10 University west car park
  - 11 Levetts Field MSCP
  - 12 Friary inner car park
  - 13 Bird Street car park
  - 14 Lombard Street - upper deck
  - 15 Gresley Row car park
  - 16 Backcester upper car park
  - 17 Backcester middle car park
  - 18 Council House car park
  - 19 Bunkers car park
  - 20 Shaw Lane car park
  - 21 Greenhough Road car park
  - 22 Morrisons car park
  - 23 Tesco car park
  - 24 Aldi car park
  - 25 Rail station car parks

## 4 Review of existing parking provision

### Overview

- 4.1 The purpose of this section is to provide a desk-top review to understand the management and operating structure of the existing car parks in the ownership of LDC. The purpose of this is to provide a base review of the methods of the existing parking management within the area and guide considerations for future management.
- 4.2 LDC provides car parking in the interest of the local economy and to help the aims and objectives set out within the emerging Strategic Local Plan for Lichfield District, 2016 – 2020. The aims and objectives include to achievement of:
- a vibrant and prosperous economy
  - healthy and safe communities, and
  - clean, green and welcoming place to live.
- 4.3 LDC provides off street parking facilities to serve retail, business and visitor needs in Lichfield city centre. In addition LDC operates three car parks designed to accommodate visitors to Beacon Park and owns car parks in Chasetown, Armitage and the Netherstowe area of Lichfield. Coach parking is available at the Bus Station Car Park and cycle parking is provided throughout the city centre. This appraisal report focuses specifically on the city centre car parks.
- 4.4 Parking charges are currently benchmarked against those of other local authorities in the region and LDC aim to provide rates that can compete with those towns who may offer a rival attraction to retail and leisure visitors.
- 4.5 In addition, there are also several public car parks operated by private companies in the vicinity of the city centre.
- 4.6 Parking areas within the vicinity of Lichfield city centre are shown in **Figure 2.1** and a description of the current conditions of these parking areas is provided in **Appendix A**.

### Lichfield District Council operated off-street car parking

- 4.7 LDC operate eighteen off-street car parks within Lichfield (providing over 2,000 parking spaces):
- Long stay car parks
    - The Friary Car Park

- Sandford Street Car Park
- Lombard Street Car Park (lower deck)
- Redcourt Car Park
- Backcester Lower Car park
- Bus Station Car Park
- Birmingham Road Car Park, and
- Staffordshire University East and West Car Parks.
- Short Stay car parks
  - Levetts Field Multi-Storey Car Park
  - Friary Inner Car Park
  - Bird Street Car Park
  - Lombard Street Car Park (upper deck)
  - Gresley Row Car Park
  - Backcester Upper and Middle Car Parks, and
  - Council House Car Park (open to the public on weekends only).
- Beacon Park Car Parks
  - Bunkers Car Park
  - Shaw Lane Car Park, and
  - Greenhough Road Car Park.

4.8 **Table 4.1** provides a summary of the key elements of each car park. The parking spaces numbers for the car parks are derived from the LDC Parking Strategy and Options Report, December 2015. Occupancy data was derived from Appendix C of LDCs Parking Strategy and shows Monday to Saturday peak occupancy for 2014/15.

## Car Park Management Appraisal

Table 4.1 – Summary of LDC operated car parks

Car Park	No. of spaces	Occupancy (%)	Parking charge	Additional Information
<b>Long Stay Car Parks (993 spaces across town centre)</b>				
The Friary	388	19%	LDC Standard Charge	Includes 12 bays sold to Bromford at full permit rate
Sandford Street	65	99%		
Lombard Street - Lower Deck	138	55%		Includes 34 reserved bays at Cross keys
Redcourt	86	94%		
Greenhill	13	91%		
Backcester Lower	41	92%		
Bus Station	63	92%		
Birmingham Road	35	90%		
Staffordshire University East	48	84%		
Staffordshire University West	116			
<b>Short Stay Car Parks (905 spaces across town centre)</b>				
Levetts Field Multi-Storey Car Park	344	44%	LDC Standard Charge	
Friary Inner	45	73%		
Bird Street	177	92%		
Lombard Street - Upper Deck	138	48%		
Gresley Row	38	71%		
Backcester Upper	38	39%		

Car Park	No. of spaces	Occupancy (%)	Parking charge	Additional Information
Backcester Middle	46	82%	LDC Standard Charge	
Council House	79	35%		Only open to the public on weekends
<b>Beacon Park Car Parks (182 spaces total)</b>				
Bunkers	62		Beacon Park Charge	
Shaw Lane	41			
Greenhough Road	79			

4.9 The Council House car park is the car park for LDCs council offices (for staff and visitors) and is only available for public use on weekends.

4.10 A full description of each car park is provided in **Appendix A**.

### Privately operated public car parks

4.11 In addition to the LDC operated car parks, there are a number of privately operated car parks available for public use (primarily to serve the facilities to which they are attached) providing around 700 parking spaces within the city centre. Those within the study area include:

- Morrisons car park (Beacon Street)
- Tesco car park (Church Street)
- Aldi car park (Church Street), and
- Lichfield City Rail Station car park (Birmingham Road).

4.12 A description of each car park is provided in **Appendix A** and **Table 4.2** provides a summary of the key elements of each car park.

## Car Park Management Appraisal

Table 4.2 – Summary of privately operated public car parks

Car Park	No. of spaces	Parking charge
Morrisons	130	Free for 2 hours
Tesco	400	Free for 3 hours
Aldi	70	Free for 1.5 hours
Lichfield City Rail Station	92	Flat rate: in before 10am - £5, in after 10am - £3
Total	632	-

- 4.13 **Table 4.2** shows that parking at the privately operated car parks tend to be free (up to a maximum stay) or have charges similar (or slightly cheaper) to those charged at the LDCs operated car parks. Parking charges at the car parks are summarised in **Appendix A**.
- 4.14 Whilst these car parks provide additional capacity they all restrict use to customers and for a limited period so don't provide general capacity and so are not considered further in this appraisal.

### Motorcycle parking

- 4.15 LDC has parking provision for motorcycles at several car parks within Lichfield, shown in **Table 4.3** below.

Table 4.3 – Summary of motorcycle parking provision

Car Park	No. of spaces
Levetts Field Multi Storey Car Park	4
The Friary	8
Bird Street	6
Lombard Street	5
Redcourt	4
Backcester Upper	2
Total	29

- 4.16 Parking is free for motorcycles at these car parks within the designated motorcycle parking areas.

## Disabled parking provision

- 4.17 Disabled parking bays are provided in the majority of the LDC operated car parks. Free on street parking for Blue Badge holders is available on Bore Street, Conduit Street and Market Street. Disabled parking provision in each car park is provided in Table 4.4

Table 4.4 – Summary of disabled parking provision

Car Park	No. of total spaces	No. of disabled spaces
The Friary	388	21
Sandford Street	65	2
Lombard Street (upper and lower deck)	276	7
Redcourt	86	3
Bus Station	63	2
Birmingham Road	35	1
<b>Short Stay Car Parks</b>		
Levetts Field Multi-Storey Car Park	344	10
Bird Street	177	8
Gresley Row	38	3
Backcester middle	46	8
Council House	79	3
<b>Beacon Street Car Parks</b>		
Bunkers	62	4
Shaw Lane	41	2
Greenhough Road	79	2
<b>Total</b>	<b>1779</b>	<b>76</b>

## Friarsgate

- 4.18 The Strategy and Options Report (December 2015) identifies that by far the highest level of foreseeable impact on car parking in Lichfield is expected to be the Friarsgate development.



## Car Park Management Appraisal

- 4.19 This development will be a retail-led mixed use scheme incorporating leisure uses alongside residential dwellings, offices and a new bus station. The development will be located on the site of the existing Levetts Field multi-storey car park and bus station car parks and will also remove the existing police station, bus station and Tempest Ford car garage.
- 4.20 With a mixture of large and small retailers alongside new leisure facilities it is anticipated that this development will bring a substantial increase in visitor numbers to the town.
- 4.21 The current proposals include 505 car parking spaces with equates to an increase of 98 spaces to the existing parking stock that will be lost as a result of the development. This is a relatively small increase considering the size of the development and it is anticipated that this will put further pressure on the city centre car parking. It is currently anticipated that the LDC will operate the car park which will be of a high specification.

## Parking Charges

### Analysis of existing situation

- 4.22 LDC has a set charging regime for their long stay and short stay car parks; these charges are set out in **Table 4.5** and apply from Monday to Sunday from 7.30am to 6.30pm (including public and bank holidays except for Christmas Day). An exception is the Council House car park which is only open to the public on weekends between 7:30am and 6:30pm. Payment is pay and display using the ticket machines available in the car parks. These machines only accept coin payment and do not give change.
- 4.23 A “Check In – Check Out” payment system is due to be trialled at Lombard Street car park for three months. This will allow users to pay by card, which allows more flexible departure times and use of the car park than the existing cash payment mechanism.

Table 4.5 – LDC standard car park charging regime

Period of Parking	Short Stay	Long Stay	Beacon Park
	Monday-Sunday		
Up to 1 hour	£1.00		£0.50
Up to 2 hours	£2.00		£1.00
Up to 3 hours	£3.00		£1.50
Up to 4 hours	£4.00	£2.10	£2.00
Up to 6 hours		£3.20	
All day	£8.00	£4.30	£10.00
Sunday	£1.00	£1.00	FREE
Long Stay Permits			
1 Month		£50	
6 Months		£250	

- 4.24 Greenhough Park (Beacon Park) only offers 2 hour, 4 hour and all day parking options, corresponding with the above pricing scheme.
- 4.25 Permits are also available for the long stay car parks. These are not available through the ticket machines in the car park but can be bought from LDC directly.
- 4.26 Motorcycle parking is free within the LDC operated car parks within the designated motorcycle parking bays. Blue badge holders are able to park for free in any LDC owned car park.
- 4.27 The Strategy and Options Reports (December 2015) states that a suggestion has recently been made that LDC should consider reducing parking prices or even removing the payment requirements on days when special events are taking place in the city centre. LDC is discussing this suggestion with the Business Improvement District (BID) management team but acknowledges that whilst the aim of encouraging visitors with the obvious beneficial contribution to the local economy is clear from a purely parking point of view the business case for reducing rates at what could be the busiest operating periods is less clear. This will be a decision that only Councillors can take.

### Summary

- 4.28 Overall demand is still below 2009 levels but growing, however there are still periods where demand outstrips supply in some of the city centre car parks. This supports the conclusion of the LDC Strategy and Options Report (December 2015) that an increase in parking charges would be an appropriate responses to periods whereby demand outstrips supply. Given these peaks in demand other measures such as signage to alternative parking and signage from the outskirts into the city centre are also considered as appropriate measures. These approaches will continue to be highly relevant with changes to parking infrastructure as a result of the Friarsgate development.

## 5 Car Park Management Options

### Introduction

- 5.1 The purpose of this section of the Appraisal Report is to undertake a review of the commercialisation options available to LDC, in terms of the potential opportunities to outsource the car park management to a private operator.
- 5.2 In terms of reviewing the options for car park management the key opportunities to be explored are:
- LDC controlled but privately managed, and
  - Privately leased and privately managed – full control by the operator.
- 5.3 There is a reasonably wide car park management operator market with the majority interested in new leasing opportunities and seeking to grow their portfolio. The options for commercialisation are generally either the wholesale transfer of the service or alternatively a contractor working with LDC to deliver particular elements of a service alongside other council inputs and responsibilities.
- 5.4 The operators that were approached as part of this appraisal are:
- Indigo
  - National Car Parks Ltd
  - Q-Park
  - APCOA, and
  - Euro Car Parks Ltd.
- 5.5 Each operator was contacted by email to understand what their terms and conditions would be to undertake the management of an LDC owned car park in Lichfield. The operators responded with various levels of information, two operators provided no response and one operator provided generic details not specific to Lichfield. Both Indigo and National Car Parks Ltd (NCP) provided information specific to Lichfield and therefore it is this detail and these operators which have been used as a focus to present the management case studies when comparing the different options and levels of management.

### Lombard Street Car Park

- 5.6 When approaching the operators the Lombard Street car park was presented as an example as it represents a reasonably large quantum of car parking and it is not

## Car Park Management Appraisal

currently earmarked for development. This was agreed with LDC prior to the engagement with car park operators.

- 5.7 Lombard Street car park is located off Cross Keys to the north of the city centre, approximately 200m north of the main shopping area. The car park is multi-storey and consists of two decks: the lower deck provides long stay parking and the upper deck is short stay. The city centre is easily accessible by foot via Cross Keys and The Tanneries.
- 5.8 The car park is well maintained and each deck has 138 spaces (constituting 276 total spaces) comprising of well-marked bays. Payment for parking is pay and display with Pay-by-Mobile accepted. The parking charges are the standard LDC long stay car park cost for the lower deck and the standard LDC short stay car park cost for the lower deck; these standards are set out in **Section 4**.

### Management Operator Feedback

- 5.9 Based on the initial contact with the operators Indigo and NCP provided details to inform the appraisal process and this has been explored in more detail within this Section.

#### Indigo UK Services Ltd

- 5.10 Indigo UK Services Ltd is one of the largest off-street parking operators in the UK with a client portfolio including Train Operating Companies, Local Authorities, Retailers, Hospital Trusts, Property Companies and Institutions. Indigo manage in excess of 40,000 car parking spaces.
- 5.11 Indigo manages 31 car parks across the London Midland franchise including Lichfield City and Lichfield Trent Valley incorporating the Euston to Birmingham West Coast Main Line as well as Station car parks on several of the routes throughout the West Midlands.
- 5.12 Indigo is owned by Ardian, Crédit Agricole and offers public and private car park management solutions across the UK and have agreements in place which offer as much or as little of the contract as their clients need in order to devise individually tailored and comprehensive management and operational packages.
- 5.13 During the initial discussions with Indigo they stated that they would not offer to manage the car park through a lease agreement as they feel that this option would not give LDC the most efficient return. Instead they recommended that LDC would grant a license to Indigo to operate the car park on their behalf, this option would see LDC retaining all revenue and then paying Indigo as a service provider. Indigo explained that this option could be modelled under a range of mechanisms and demonstrated flexibility in their offer:

- *'We can operate this model under a range of mechanisms such as a straight management fee basis, a guaranteed payment per annum, a lump sum payment up front with a reduced payment per annum (or no payment at all if the lump sum requirements are high). We can also work with a revenue share mechanism above an agreed threshold.'*

5.14 Indigo also expressed a willingness to work in partnership with LDC on the setting of tariff structures. However reference has been made by Indigo to the need for a compensation mechanism to be built into any agreement should the tariffs be set at a level that would have a significant impact on the business model of the car park.

### **National Car Parks Ltd**

5.15 Founded in 1931 NCP is one of the leading car park operators in the UK. The breadth of the NCP estate, knowledge and experience and in-house infrastructure enable the management of high quality car parks and parking services across the UK such as London Heathrow Airport, Manchester Arena and Birmingham New Street railway station.

5.16 NCP is experienced in structuring deals, whether they are leasehold, freehold acquisitions, management agreements or joint ventures. NCP implement collaborative working to ensure a true partnership with their clients develops, with effective operational delivery and financial transparency.

5.17 During the initial discussions with NCP they stated that they would be in a position to offer management options to LDC if the commercial arrangements made it viable. NCP offer a range of management solutions ranging from operational only contracts to full partnership models. NCP made it clear that they are flexible on the options that they offer and these include the options set out below:

- LDC to pay NCP as a service provider – this would be a low risk management where NCP would have little or no responsibility for maintenance, tariff setting etc this option would attract a three to five year term.
- Full partnership between LDC and NCP – this would see NCP having responsibility for maintenance, tariff setting, car park equipment, claims etc this option would attract a ten to fifteen year term.

5.18 With both of the above options the details of the terms would need to be agreed from the outset.

5.19 NCP also expressed an interest in a leasing options and a partnership approach where joint decisions would be made by LDC and NCP.

## 6 Analysis of Scenarios

### Introduction

- 6.1 This section of the Appraisal Report seeks to examine the general feasibility and desirability of commercialising the LDC owned car parks examines the financial implications of doing so. Each of these options has been assessed based on discussion undertaken with potential operators, Indigo, Q-Park and NCP. Both sections set out the assessment scenarios that have been used to test options for commercialising LDC's car parking stock as follows:
- Option One – 'Do Nothing', this option would see LDC retaining control and keeping the management of its car parking stock as it currently operates.
  - Option Two – 'Do Minimum', this option would see LDC could retaining control of things like tariff structures but would reduce their liability over things such as cash collection, maintenance and enforcement.
  - Option Three – 'Do Maximum', this option would be to lease fully to a private operator and for LDC to relinquish control and externalise the operation of the parking stock.
- 6.2 Due to commercial sensitivities, none of the commercial car park operators who were approached as part of this study were able to disclose financial information about their view on potential value of the car parking within Lichfield. Therefore, to provide a financial element to this study a desk-based research exercise has been completed. Similar or other examples across the UK have been sought, and combined this with national evidence factored to account for local circumstances.

### Policy implication analysis

- 6.3 Each of these options has been considered in three perspectives, as follows:
- Demand Management
  - Development opportunity, and
  - Risk.

#### 'Do Nothing'

- 6.4 The 'Do Nothing' scenario would see LDC retaining control and keeping the management of its car parking stock as it currently operates. This option would give LDC the ability to maintain control of the car parking tariffs which allows the ability to respond to events such as downturns in the economy or to manage demand for parking.

- 6.5 Control of pricing is a key tool in managing city centre congestion, encouraging visitors, supporting alternative forms of transport and having the ability to respond to events and the needs of the City. LDC have not increased car parking tariffs in the last eight years. This aligns with recent increases in the cost of living. Retaining direct control on parking tariff setting will allow LDC to respond to economic influences. If there was another recession for example, LDC could respond to the ups and downs of the economy and changes in events.
- 6.6 This scenario would also give LDC the ability to incentivise retail and leisure parking at different times of the year, for example during the Christmas shopping period or for events such as the Bower Festival to attract more visitors to the city centre. They could similarly seek to incentivise sustainable travel options by restructured tariffs targeting car-borne commuting.
- 6.7 Finally, this scenario would also give LDC the option of releasing car parks for the future development of the land for alternative uses and managing car parking stock on a co-ordinated strategic approach.

#### **‘Do Minimum’**

- 6.8 The ‘Do Nothing’ and ‘Do Minimum’ scenarios options have some overlap as LDC already contracts out some services. LDC has entered into an arrangement with the Stoke City Council and Staffordshire County Council partnership to deliver cash collection and enforcement services on its car parks. In addition to this servicing and routine maintenance of the ticket machines is delivered by Metric Group Ltd, the suppliers of the car park machines.
- 6.9 On this basis, the ‘Do Minimum’ scenario offers a similar level of control of parking policy as exists currently, with the detail to be established through particular contractual arrangements with the service provided. The only impediment to implementation of LDC policy is the financial liability which may be required to be accepted in exchange for control over fares or penalty policy and potential inflexibility introduced if a longer term contract is signed with a service provider.
- 6.10 If LDC decided to maintain its relationship with the Stoke / Staffordshire Partnership this would act as the ‘Do Nothing’ scenario.

#### **‘Do Something’**

- 6.11 The ‘Do Something’ scenario would see LDC relinquishing its control over car parking to a third party operator. Importantly this includes control over the pricing / tariff structure. If a car park is operated on a commercial basis it is unlikely that the tariffs would be priced very cheaply unless there was a lack of demand leading to reduced occupancy levels. Alternatively the private operator could ‘undercut’ LDC to attract customers which would potentially undermine LDC’s car parking strategy



– either by reducing occupancy of the remaining public run parking stock or by attracting car use which could be contrary to local aspiration and policy.

### Financial Analysis

- 6.12 Each of the three options were considered based on the expected financial impact on the council of each possible option. All figures are indicative and should not be considered definitive, but provide a guideline for consideration of the options and quantification of the potential costs and benefits.

#### 'Do Nothing'

- 6.13 The 'Do Nothing' scenario would see LDC retaining control and keeping the management of its car parking stock as it currently operates. This option neither introduces any additional financial liability nor removes any liability, and is therefore neutral in terms of financial impact on LDC.

#### 'Do Minimum'

- 6.14 The financial implications of the 'Do Minimum' scenario option are similar to 'Do Nothing' as LDC already contracts out some services to manage and operate car parks in the city centre.
- 6.15 Maintenance costs are likely to remain similar whoever manages the car park, albeit some operators would be able to benefit from economies of scale and could require different levels of quality. Cash collection and enforcement have variable costs and are generally expensive activities and so it would be beneficial to subcontract these services out and if there is already an operator in the vicinity i.e. Indigo it would be an extension to existing operations. By way of example, Indigo would have low set up costs to extend their operation in Lichfield as they already operate Lichfield City Rail Station and Lichfield Trent Valley Rail Station.
- 6.16 One of the key considerations for any potential operator is the necessity of commercial viability. It is therefore expected an agreement whereby LDC retain significant control over aspects such as pricing would require a minimum revenue agreement to be considered commercially viable. This puts the financial risk primarily onto LDC as opposed to the operator if insufficient revenue is collected. This might guarantee a given profit margin equivalent to current levels of fares and patronage, and therefore if the current position is a relatively low level of patronage compared to long-term averages it would entail little risk to LDC. Even in this relatively safe scenario it should be considered that if a profit guarantee is activated it will likely be at a point in time which is least convenient for the finances of LDC, during a recession or period of economic hardship which heavily impacts the town centre.
- 6.17 Both Indigo and NCP have stated they be willing to operate under the 'Do Minimum' Scenario if it is commercially viable. However due to commercial

sensitivities the details of maintenance costs or potential revenue sharing agreements would only be finalised through either a tendering or negotiation process. As commercial operators it is expected that a competitive offer would be forthcoming if this process was pursued further.

- 6.18 Part of the considerations for LDC should also consider setting enforcement criteria to ensure that the private operator is not seen to be over zealous or “heavy handed” in their enforcement – which might negatively affect public perception of the local authority.
- 6.19 LDC could chose to undertake a tendering process for this option and invite the Stoke / Staffordshire Partnership, NCP, Q-Park and Indigo to apply. This would introduce an element of competition into the current contracting process. This option would see LDC retaining the majority of the current processes and would enable LDC to evaluate the current arrangements with Stoke and Staffordshire against others during a tendering process.
- 6.20 If LDC decided to maintain its relationship with the Stoke / Staffordshire Partnership this would act as the ‘Do Nothing’ scenario.
- 6.21 On the basis of the potential financial risk occurring at the worst point financially for LDC, it is considered that the cost-benefit of the ‘Do Minimum’ scenario is approximately the same as the ‘Do Nothing’ scenario, with benefit potentially provided by competitive tendering being offset by the potential financial risk of a profit guarantee and that additional profit would go to the operator not LDC under such an arrangement.

### **‘Do Something’**

- 6.22 The ‘Do Something’ scenario would see LDC relinquishing its control over car parking to a third party operator. Importantly this includes control over the pricing / tariff structure. If a car park is operated on a commercial basis it is unlikely that the tariffs would be priced very cheaply unless there was a lack of demand leading to reduced occupancy levels. Alternatively the private operator could ‘undercut’ LDC to attract customers which would potentially undermine LDC’s car parking strategy – either by reducing occupancy of the remaining public run parking stock or by attracting car use which could be contrary to local aspiration and policy. This can be managed by requiring the operator to agree to predetermined conditions in terms of setting car park charges.
- 6.23 During discussions with the chosen operators NCP stated that they would be willing to undertake the full management option. The advantage of this approach could be to release LDC from what could be seen as the burden of managing the asset, however, where LDC currently return a surplus from the parking stock, this funding would be lost to the council.

## Car Park Management Appraisal

- 6.24 One example of this type of operation elsewhere in the UK which has been identified through research is a car park of 200 spaces which is leased at £63,000 per annum up to 2021; in this example the business rates for the car park were £61,000 per annum and so the net profit was negligible. Lichfield land values (based on Land value estimates for policy appraisal, 2015 from the DCLG) are typically two to three times higher than this location, so could be more appropriate than this data suggests.
- 6.25 Based on DCLG guidance (Land value estimates for policy appraisal, 2015), the land value for the surface area of the Lombard Street car park in Lichfield (0.35 ha) would be approximately £995,800 if residential planning permission was secured or £169,900 as a generic brownfield site (the residential land value is Lichfield-specific and the industrial/ brownfield rate is an England-wide estimate).
- 6.26 However, the cost to re-provide parking elsewhere will cost a more than its future value, and therefore the one-off payment gained in a sale would only be a benefit to LDC if the sale disposed of surplus capacity. Lombard Street is 200 spaces, which at a typical cost of £5,000 per surface car parking space or £15,000 per decked car parking space would cost £1,400,000 to £4,140,000 to replace plus land acquisition costs. The process of sale or long-term lease will also incur costs, and therefore the income secured will be less than the full value of the land.

## SWOT Analysis

- 6.27 A SWOT analysis exercise has been undertaken to evaluate the strengths, weaknesses, opportunities and threats involved in the commercialisation of the car parking estate.
- 6.28 Based on the discussion of the scenarios of: 'Do Nothing' (existing arrangement with the Stoke/Staffordshire Partnership); and 'Do Minimum' (commercial sub-contracting of some functions), the SWOT analysis has been undertaken as a combined exercise. The 'Do Minimum' scenario, however, is based on LDC retaining ownership of the asset and control over the management of the parking stock. The 'Do Something' analysis assumes that the car park is leased to a third party operator and the operator has a free hand in parking stock management. Neither scenario assumes the sale of the freehold.
- 6.29 The SWOT analyses for 'Do Minimum' and 'Do Something' are set out in Tables 6.1 and 6.2 below.

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Retaining control of tariff structure, maintenance and enforcement regime.</li> <li>2. Having the ability to respond to events and the needs of the City.</li> <li>3. If a contract is agreed with an external operator LDC would be unable to react to changes to the economic and/or political climate in terms of car park charging and management.</li> <li>4. Maintain the current positive relationship and cooperation between the authorities (Lichfield, Stoke and Staffordshire) – there is therefore a degree of harmonisation across the County in terms of car park management and enforcement.</li> <li>5. Reduced exposure to revenue fluctuations.</li> <li>6. Introduces some healthy competition from private sector industry.</li> </ol>	<ol style="list-style-type: none"> <li>1. Cost and ongoing liability associated with the management of the car parks remain the responsibility of LDC. These costs include maintenance, equipment and, perhaps, enforcement. These costs can be limited or removed if management is contracted out.</li> <li>2. Reduce the future revenue surplus potential in exchange for a substantial one off revenue receipt.</li> <li>3. Requirement to regularly review contractual arrangement and re-let agreements.</li> <li>4. On-going 'client' management role and monitoring of contract conformity.</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Potential to build a closer working relationship with the Business Improvement District and LDC – opportunity to enter into joint initiatives with them.</li> <li>2. Competitive management of the parking stock can drive improvements in the quality of parking stock.</li> </ol>	<ol style="list-style-type: none"> <li>1 Loss of surplus revenue – it is difficult to acquire more parking land in Lichfield City Centre due to land constraints and so LDC will only be able to generate the level of revenue set within the contract. Demand for spaces can outstrip supply and this will be compounded by the Friarsgate development which sees the removal of the Levetts Field multi-storey car park.</li> <li>2 Friarsgate Development – this will increase the demand in car parking and place additional pressure on the existing parking stock. The development sees the loss of existing parking stock and the developers are providing lower levels of car parking than originally planned. LDC will be constrained in their ability to respond parking pressures.</li> <li>3 Inefficient balancing of supply to demand of the parking stock could lead to criticism of LDC's policy and control. Private sector</li> <li>4 Releasing management control could result in absolute minimum compliance to contracted maintenance – with a residual public purse burden post contract.</li> </ol>

Figure 6.1 – 'Do Minimum' SWOT Analysis

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. LDC would be able to distance itself from unpopular decisions such as parking charge rises and enforcement procedures.</li> <li>2. Deliver a guaranteed level of income.</li> <li>3. This would deliver upfront money (funds), an annual fee, no overheads, no costs, funds that could be spent in ways that parking revenue isn't.</li> <li>4. Local authorities are constrained by the Secretary of State as part of the car park operating context and are only permitted to spend parking revenue surplus on limited activities. (legislation requires that local authorities must not set income targets with the intention of generating a surplus to be used in other areas). This option would allow LDC to use the revenue against things other than parking or transport initiatives.</li> <li>5. Avoidance of liability in terms of cash collection, maintenance, claims.</li> </ol>	<ol style="list-style-type: none"> <li>1. Removal of LDC's ability to exercise control over a function which makes a substantial contribution to the health and vitality of the local economy.</li> <li>2. Lack of control and flexibility – limits the ability of LDC to respond to changes in events and incentivise parking at different times of year.</li> <li>3. Lack of ability to use the price of parking as a way of encouraging forms of travel behaviour.</li> <li>4. LDC would relinquish all control over the use of the car parks.</li> <li>5. LDC would be unable to request that the maintenance of the car park be improved should the upkeep now be the responsibility of the private operator..</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. The operator takes on the responsibility for maintenance and equipment.</li> <li>2. There is the potential for the contracted income generated to be used to extend the remaining publicly maintained parking estate in Lichfield. This includes the potential to improve some of the existing car parks.</li> <li>3. The extra funds could present opportunities – if LDC sell off the existing car park(s) the income generated could be used to acquire new land for other development or parking stock alterations.</li> <li>4. Potential to achieve benefits by linking to other car parks in Lichfield – for example cross ticketing with car parks managed by external operators such as Indigo.</li> </ol>	<ol style="list-style-type: none"> <li>1. May damage City Centre viability – operators are likely to charge as much for parking as the market demands. Pressure on parking is going to get higher with the Friarsgate development .</li> <li>2. Disconnect between the strategic management of the wider parking stock.</li> <li>3. The incentive for operators is to control demand – LDC want to attract customers. LDC can charge less to attract visitors who ultimately spend money within the City but operators can charge higher tariffs as there are limited parking spaces against high demand.</li> <li>4. Operators would be at liberty to compete with remaining public stock – potentially draining the LDC stock of their revenue stream and leaving LDC with inefficient stock and a deficit.</li> <li>5. The maintenance and upkeep of the car park could suffer if the operator makes less money than expected</li> </ol>

	<p>and seeks to sweat the asset. With limited foresight, there could be limited incentive to invest in the car park.</p> <ol style="list-style-type: none"> <li>6. Requisition is very costly if things don't work out as LDC would hope and there is a need to regain control of the car park(s). Contract design would be key here in terms of ensuring that break points and written in to it, careful thought would need to be given to reduce liabilities, this would need high level legal advice.</li> <li>7. Contractual arrangements would need to guard against the parking stock being sold for a more lucrative use or development.</li> </ol>
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Figure 6.2 – 'Do Something' SWOT Analysis

## 7 Summary of Recommendations

### Headline Conclusions

- 7.1 Regarding future management and operation options for the car parks there is a degree of risk associated with such contractual obligations as minimum revenue agreements and such agreements would be necessary to secure a private operator for undertaking functions currently undertaken by the Stoke/ Staffordshire Partnership. Dependent on the level of guarantees required and the competitiveness of operating costs a private operator might be able to provide a financially attractive proposition to LDC however this could only be established through a carefully managed competitive tendering process.
- 7.2 A longer term lease with greater commercial operator control over tariff pricing would eliminate the financial liability of LDC for the lease period however the loss of control over pricing curtails the ability of LDC to utilise such commercially operated parking to achieve its policy objectives.
- 7.3 Parking is an important commodity for a city centre and supports the economic and social activity within them. It is considered that having the ability to influence parking behaviour through retention of control over tariff setting can provide a significant benefit to the city centre and support LDC's wider strategic objectives.

### Initial Recommendations

- 7.4 The financial information available indicates there is little financial benefit through changing management options. However, in order to maintain awareness of current market offer and pricing, LDC could explore an initial negotiation with commercial operators via a viability assessment process.
- 7.5 In terms of initial recommendations the 'Do Something' scenario would see LDC losing too much control and so it is not recommended to fully release the car park management to an operator. This approach has been undertaken by other local authorities who have subsequently sought to regain some control over their parking stock.
- 7.6 The exception to this is in the scenario where there is a surplus of parking provision and the permanent loss of spaces will not cause long term parking issues. In this instance, the research from DCLG included in this report would suggest that there is economic value in selling said car park with residential planning permission. This should be evaluated further by economic and regeneration consultants to provide further advice on potential land values.
- 7.7 Therefore the remaining options are to Do Nothing or Do Minimum and work in partnership with a private operator to sub-contract some area of car parking on a

short term basis on behalf of LDC as a service operator. If this recommendation should be pursued the terms and conditions of any contract would need to give LDC the option to control pricing and to invoke break clauses where the operation does not meet expectations.



## Appendix A – Review of Car Parks

- A.1 This appendix provides a written description of the main car parks and parking areas within Lichfield City centre. It is split into three sections:
- Lichfield District Council (LDC) operated long stay, off-street car parks
  - LDC operated short stay, off-street car parks, and
  - privately operated off-street car parks, and
- A.2 The locations of these car parks are shown on **Figure 2.1** of the report preceding **Section 4**.

### LDC operated long stay, off-street car parks

#### The Friary Car Park

- A.3 The Friary Car Park is located off The Friary to the south-west of the City centre, approximately 500m west of the main shopping area. There is signage for this car park from both directions along The Friary as well as the A51/The Friary roundabout to the west. It is easily accessible on foot from Lichfield Town Centre by good quality footways and pedestrian crossing points along The Friary.
- A.4 The car park is multi-storey and has 388 spaces, including 12 spaces sold to Bromford at full permit rate. Additional to these standard car spaces, the car park also provides two dedicated electric car charging spaces and ten motorcycle spaces. Payment for parking is pay and display with Pay-by-Mobile accepted. The parking charges are the standard LDC long stay car park cost and are set out in **Section 4**.

#### Sandford Street

- A.5 Sandford Street Car Park is located off Sandford Street to the west of the City centre, approximately 300m west of the main shopping area. There is limited signage for the car park, consisting of one sign on The Friary before the Swan Road/The Friary roundabout. The car park can be accessed by foot from the City centre by Market Street and Bird Street.
- A.6 The car park has 65 spaces, consisting of 63 standard car spaces and two disabled spaces. Payment for parking is pay and display with Pay-by-Mobile accepted. The parking charges are the standard LDC long stay car park cost and are set out in **Section 4**.

### **Lombard Street**

- A.7 Lombard Street Car Park is located off Cross Keys to the north of the City centre, approximately 200m north of the main shopping area. There is signage for the car park on Lombard Street and George Lane. The car park is multi-storey and consists of two decks: the lower deck provides long stay parking and the upper deck is short stay. The City centre is easily accessible by foot via Cross Keys and an alley.
- A.8 Each deck has 138 spaces (constituting 276 total spaces) comprising of well-marked bays. Payment for parking is pay and display with Pay-by-Mobile accepted. The parking charges are the standard LDC long stay car park cost for the lower deck and the standard LDC short stay car park cost for the lower deck; these standards are set out in **Section 4**.

### **Redcourt**

- A.9 Redcourt Car Park is located off Gresley Row, approximately 250m east of the City centre. The car park is well signed from Gresley Row and Greenhill with a filter lane on Greenhill serving the Redcourt car park and other surrounding car parks. The car park provides good access to the City centre via footways on both sides of Tamworth Road.
- A.10 The car park has 86 spaces, consisting of 83 standard car spaces and two disabled spaces in addition to four motorcycle spaces. Payment for parking is pay and display with Pay-by-Mobile accepted; one ticket machine is available in the centre of the car park. The parking charges are the standard LDC long stay car park cost and are set out in **Section 4**.

### **Greenhill**

- A.11 Greenhill Car Park is located off Gresley Row, approximately 250m east of the City centre. The car park is well signed from Gresley Row and Greenhill with a filter lane on Greenhill serving the Greenhill car park and nearby Redcourt and Backcester Lane car parks. The car park provides good access to the City centre, through the Redcourt car park and via footways on both sides of Tamworth Road.
- A.12 The car park has 13 spaces, consisting of standard car spaces. Payment for parking is pay and display with Pay-by-Mobile accepted; one ticket machine is available in the car park. The parking charges are the standard LDC long stay car park cost and are set out in **Section 4**.

### **Bus Station**

- A.13 The Bus Station Car Park is located off Birmingham Road, adjacent to the bus station and 100m from Lichfield City rail station. The City centre, approximately 300m to the north-west, can be accessed via good quality footways along Castle

## Car Park Management Appraisal

Dyke. There is signage for the car park along from both directions of Birmingham Road.

- A.14 The car park has 63 spaces, comprising 61 standard car spaces and two disabled spaces. Payment for parking is pay and display with Pay-by-Mobile accepted; one ticket machine is available in the car park. The parking charges are the standard LDC long stay car park cost and are set out in **Section 4**.

### **Birmingham Road**

- A.15 Birmingham Road Car Park is located off Birmingham Road, adjacent to Lichfield City rail station. The car park is accessible from the City centre (approximately 450m north-west) via Castle Dyke, through the Bus Station Car Park and across Birmingham Road via the pedestrian crossing. There is currently no signage for the car park.
- A.16 The car park has 35 spaces, consisting of 34 standard car spaces and one disabled space. Payment for parking is pay and display with Pay-by-Mobile accepted; one ticket machine is available at the rear of the car park. The parking charges are the standard LDC long stay car park cost and are set out in **Section 4**.

### **Staffordshire University**

- A.17 Two car parks (East and West) are located at Staffordshire University, approximately 450m south of the City centre. There is signage for the car parks along The Friary. Access to the City centre is provided by footways along The Friary and Bore Street.
- A.18 The East Car Park has 48 standard car spaces and the West Car Park has 116 standard car spaces; no disabled spaces are provided at either car park. Payment for parking is pay and display with Pay-by-Mobile accepted; ticket machines are provided in each car park. The parking charges are the standard LDC long stay car park cost and are set out in **Section 4**.

## **LDC operated short stay, off-street car parks**

### **Friary Inner**

- A.19 Friary Inner Car Park is located adjacent to the Swan Road/The Friary roundabout with vehicular access from The Friary and egress onto Swan Road. There is signage for the car park to the south of the roundabout. The City centre is approximately 350m to the north and can be accessed by footways along Bore Street and the pedestrianised Market Street.
- A.20 The car park has 45 spaces, all of which are standard car spaces. Payment for parking is pay and display with Pay-by-Mobile accepted; a ticket machine is located

in the centre of the car park. The parking charges are the standard LDC short stay car park cost and are set out in **Section 4**.

### **Bird Street**

- A.21 The Bird Street Car Park, approximately 100m west of the City centre, is located off Bird Street. There is ample signage for the car park from both Bird Street and Swan Road. Access to the City centre is by Minster Pool Walk and Dam Street or Market Street.
- A.22 The car park has 177 spaces, consisting of 169 standard car spaces and eight disabled spaces. Additional to these car spaces, the car park also provides six motorcycle spaces. Payment for parking is pay and display with Pay-by-Mobile accepted; three ticket machines are located in the car park. The parking charges are the standard LDC short stay car park cost and are set out in **Section 4**.

### **Gresley Row**

- A.23 Gresley Row Car Park is located off Gresley Row, adjacent to the Greenhill long stay car park. The car park is well signed from Gresley Row and Greenhill with a filter lane on Greenhill serving the Gresley Row car park and nearby Redcourt and Backcester Lane car parks. The car park provides good access to the City centre, through the Redcourt car park and via footways on both sides of Tamworth Road.
- A.24 The car park has 38 spaces, consisting of 35 standard car spaces and three disabled spaces. Payment for parking is pay and display with Pay-by-Mobile accepted; one ticket machine is available at the front of the car park. The parking charges are the standard LDC short stay car park cost and are set out in **Section 4**.

### **Council House**

- A.25 The Council House Car Park is located off Frog Lane, to the west of the Bus Station Car Park, approximately 350m south of the City centre. Vehicular access is from Frog Lane and Birmingham Road via the Bus Station Car Park. Pedestrian access to the City centre is via Frog Lane, Castle Dyke and Tudor Row. This car park is open to the public on weekends only.
- A.26 The car park has 79 spaces, including three disabled spaces. Payment for parking is pay and display with Pay-by-Mobile accepted. The parking charges are the standard LDC short stay car park cost and are set out in **Section 4**.

### **Privately operated off-street car parks**

- A.27 In addition to the LDC operated car parks, there are a number of privately operated car parks available for public use.

**Morrisons car park**

A.28 Morrisons car park is located on Beacon Street, approximately 1.3km north-west of the City Centre. The car park has approximately 130 spaces with the provision of disabled parking bays and parent and child parking bays. The car park is free for a two hour maximum stay.

**Tesco car park**

A.29 Tesco car park is located on Church Street, approximately 0.5km east of the City Centre. The car park has approximately 400 spaces with the provision of disabled parking bays and parent and child parking bays. The car park is free for a three hour maximum stay.

**Aldi car park**

A.30 Aldi car park is located on Church Street, adjacent to the Tesco car park, approximately 0.5km east of the City Centre. The car park has approximately 70 spaces with the provision of disabled parking bays and parent and child parking bays. The car park is free for a 1.5 hour maximum stay.

**Lichfield City Rail Station car park**

A.31 Lichfield City rail station is located to the south of the town centre, in proximity of the Council operated Birmingham Road car park and is approximately 250m from the City centre. The car park has 92 spaces of which two are disabled parking bays. There is also a small taxi rank and covered cycle parking for up to six vehicles. The car park is managed by Meteor Parking. Charges apply (as set out in **Table A.1**) and payment is by pay and display. Season tickets and passes can be purchased on the London Midland website.

<b>Mon-Fri (24 Hours)</b>	
In 04:00-10:00 out by 04:00	£5.00
In after 10:00 out by 04:00	£3.00
Week	£17.00
Month	£40.00
Year	£416.00
Disabled	Free
<b>Sat-Sun (24 Hours)</b>	
24 Hours	£3.00
Disabled	Free



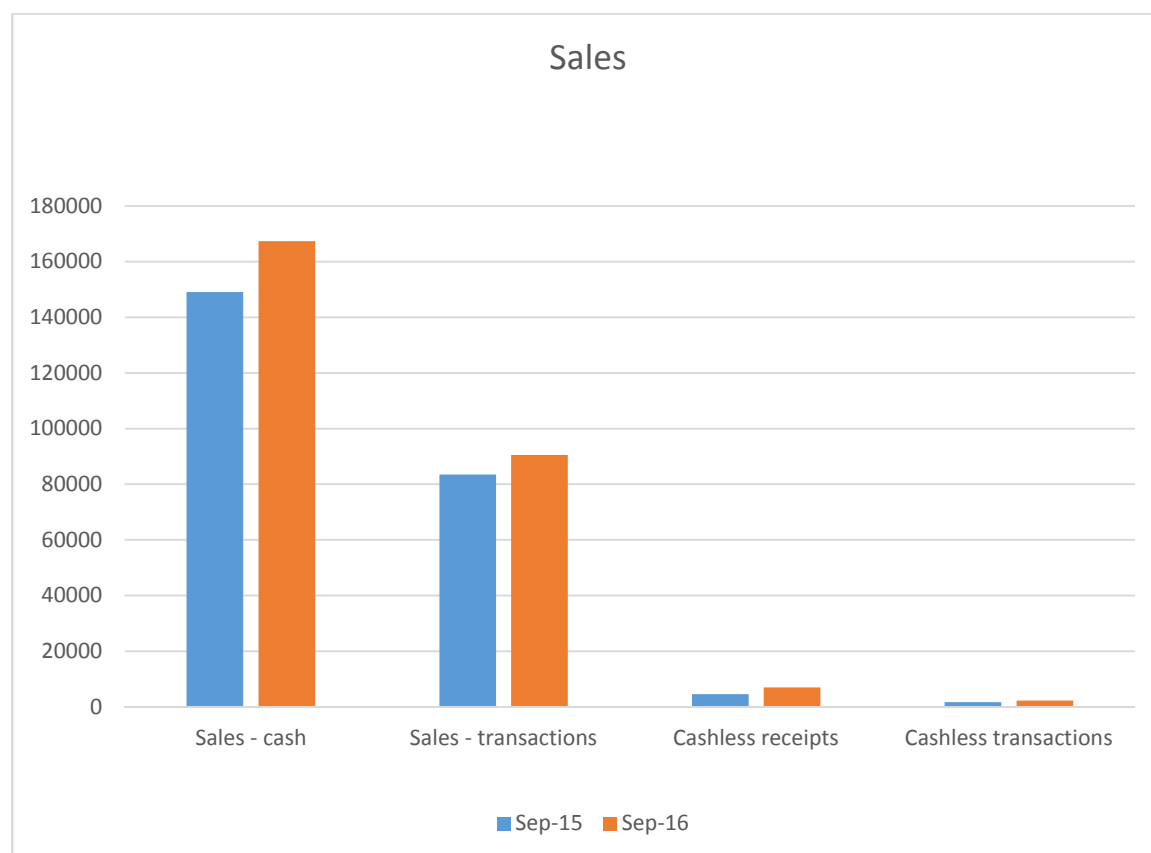


### Comparative figures August 2015 and August 2016

#### Hourly Sales.

In Aug '15 we sold 83,450 tickets with a cash receipt of £149,057 (inc VAT), in '16 we sold 90,564/£167,367. An increase of 8.5% in transactions and 12.3% in receipts.

In the same period of 2015 we had 1763 cashless transactions rising to 2297 in 2016. The receipts for these items (including VAT and cashless transaction charges) were £4604.50 and £7046.00. The year on year increase in transactions was 30%, in cash paid 53% but both of these increases are from a comparatively low base.



#### Permit – numbers

2015 138

2016 163

#### Permit - cash

£16,960.00

£22,310.00

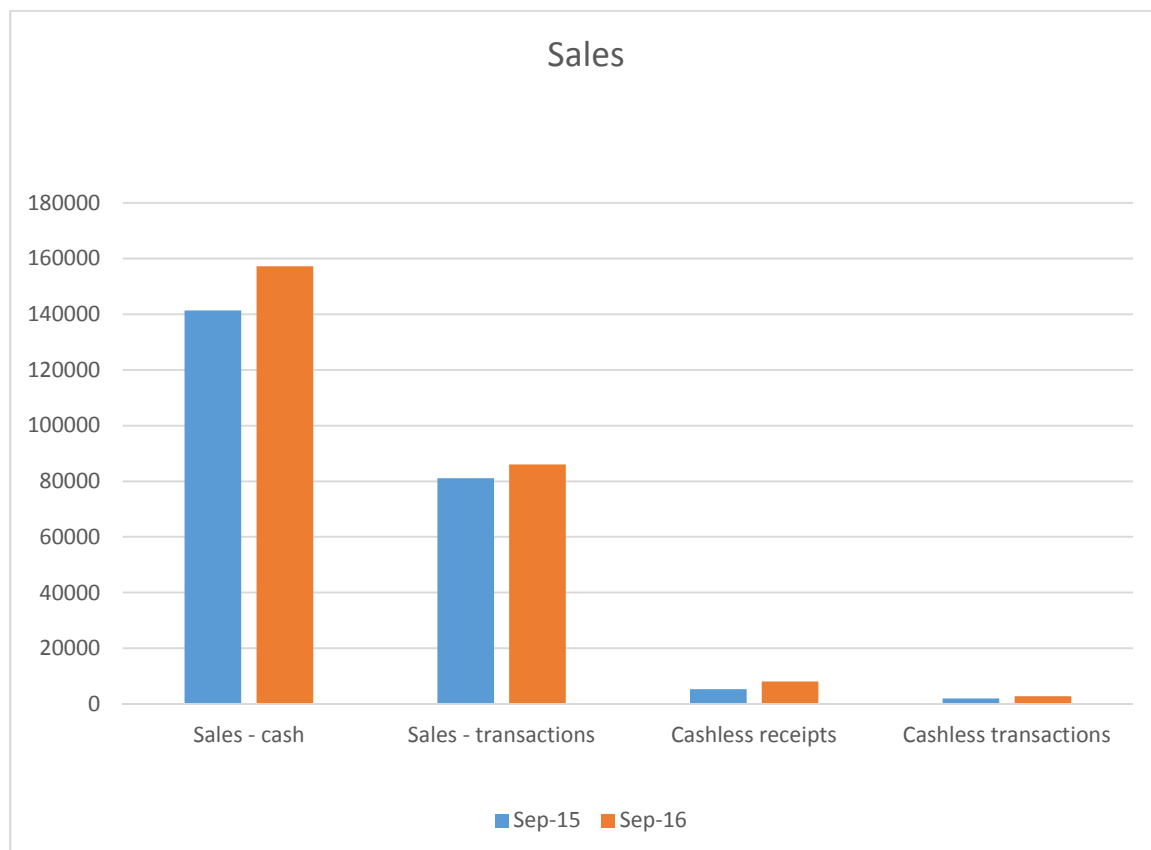


## Comparative figures September 2015 and September 2016

### Hourly Sales.

In Sep '15 we sold 81085 tickets with a cash receipt of £141,231 (inc VAT), in '16 we sold 86,044/£157,238, an increase of 6% in transactions and 11.3% in receipts.

In the same period of 2015 we had 1990 cashless transactions rising to 2772 in 2016. The receipts for these items (including VAT and cashless transaction charges) were £5368.10 and £8046.00. The year on year increase in transactions was 39%, in cash paid 49.8% but both of these increases are from a comparatively low base.

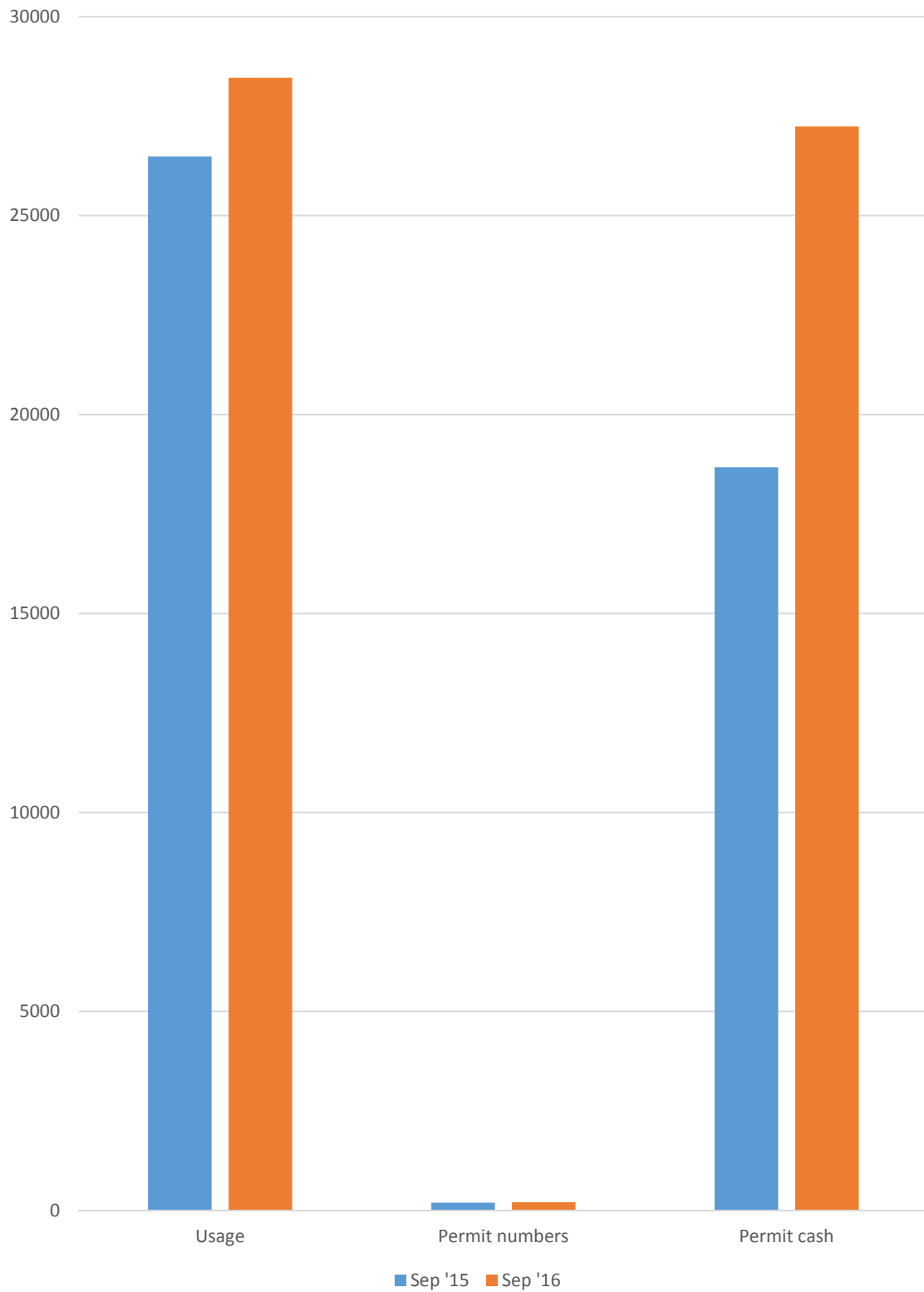


### Usage – September '15 and '16

Week 1	7221	7201
Week 2	6049	7006
Week 3	6513	7061
Week 4	6704	7196
<b>Total -</b>	<b>26487</b>	<b>28464</b>

Permit – numbers		Permit - cash
2015	196	£18,680.00
2016	209	£27,240.00

### Usage and Permit Sales

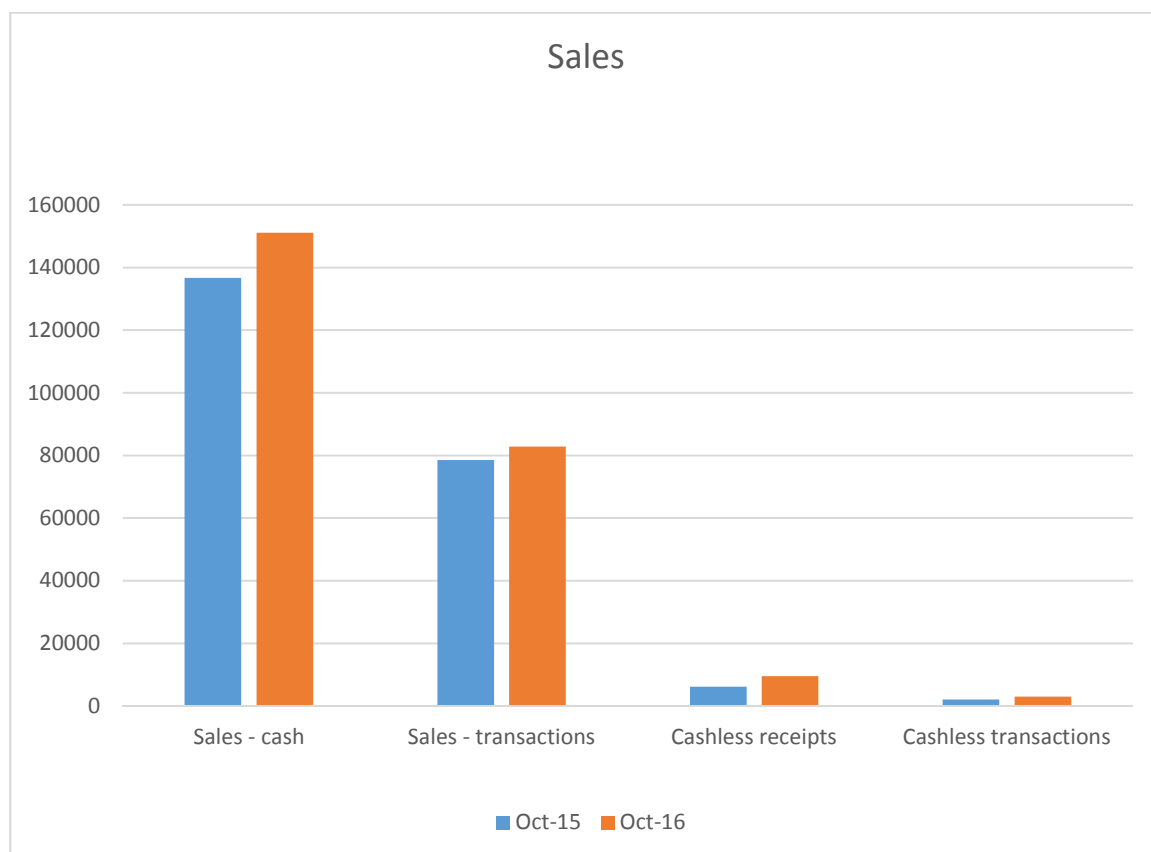


## Comparative figures October 2015 and October 2016

### Hourly Sales.

In Oct '15 we sold 78530 tickets with a cash receipt of £136,691 (inc VAT). In '16 we sold 82,811/£151,153, increases of 5.5% in transactions and 10.6% in cash receipts.

In the same period of 2015 we had 2081 cashless transactions rising to 3008 in 2016. The receipts for these items (including VAT and cashless transaction charges) were £6109.40 and £9501.30. The year on year increase in transactions was 45%, in cash paid 55.5% but both of these increases are from a comparatively low base.

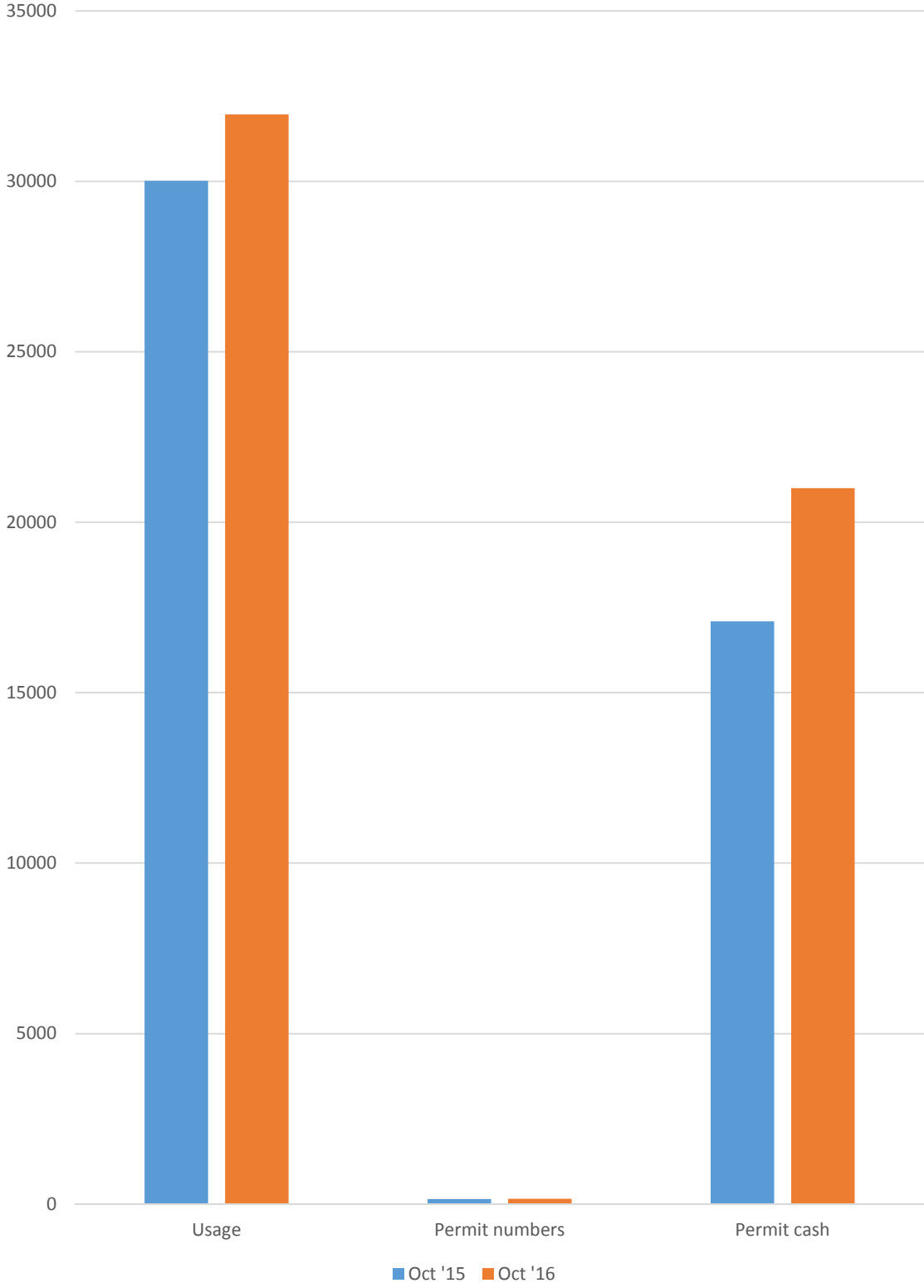


Total peak time usage usage – October '15 30,013 and October '16 31,966. An increase of 6.5%

Permit – numbers	Permit - cash
2015 148	£17,088
2016 150	£21,000

increases of 1.35% in numbers and 22.3% in receipts

### Usage and permit sales

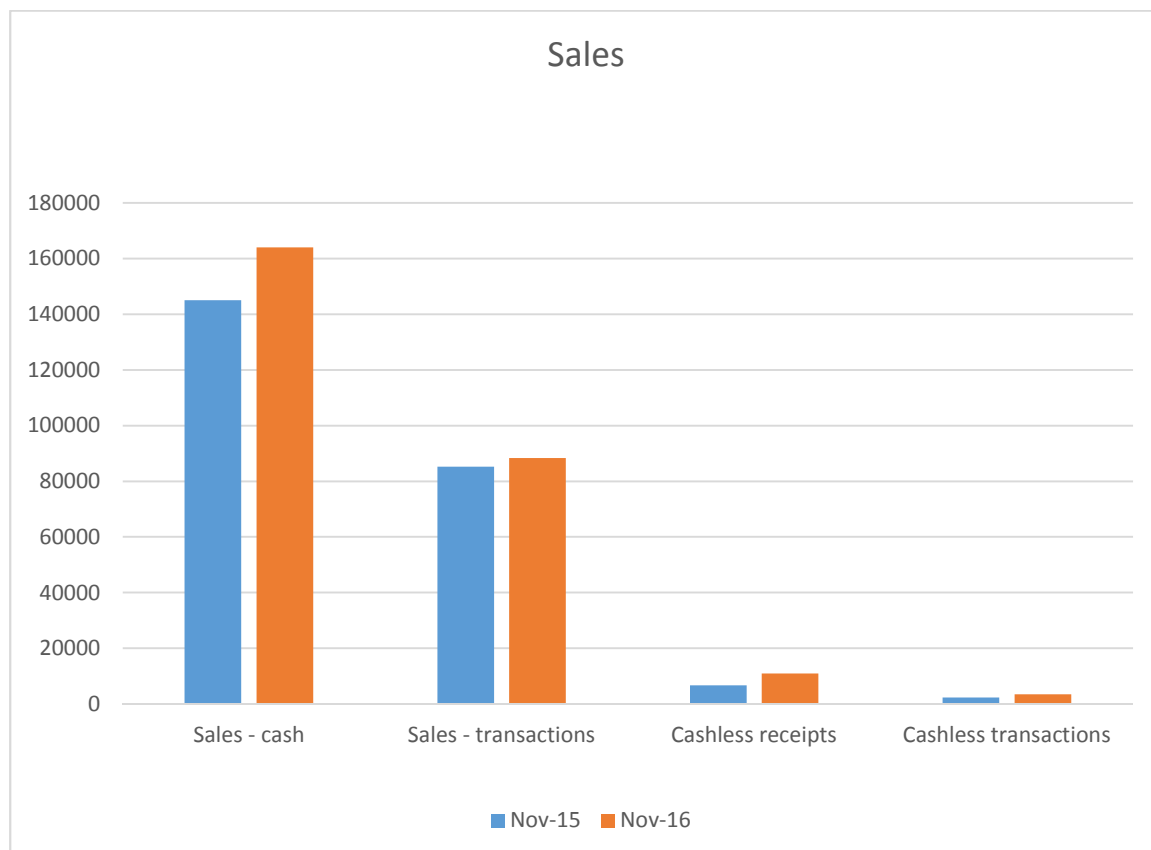


## Comparative figures November 2015 and November 2016

### Hourly Sales.

In Nov '15 we sold 85194 tickets with a cash receipt of £145,045.15 (inc VAT). In '16 we sold 88354/£163,992.45, increases of 3.7% in transactions and 13.0% in cash receipts.

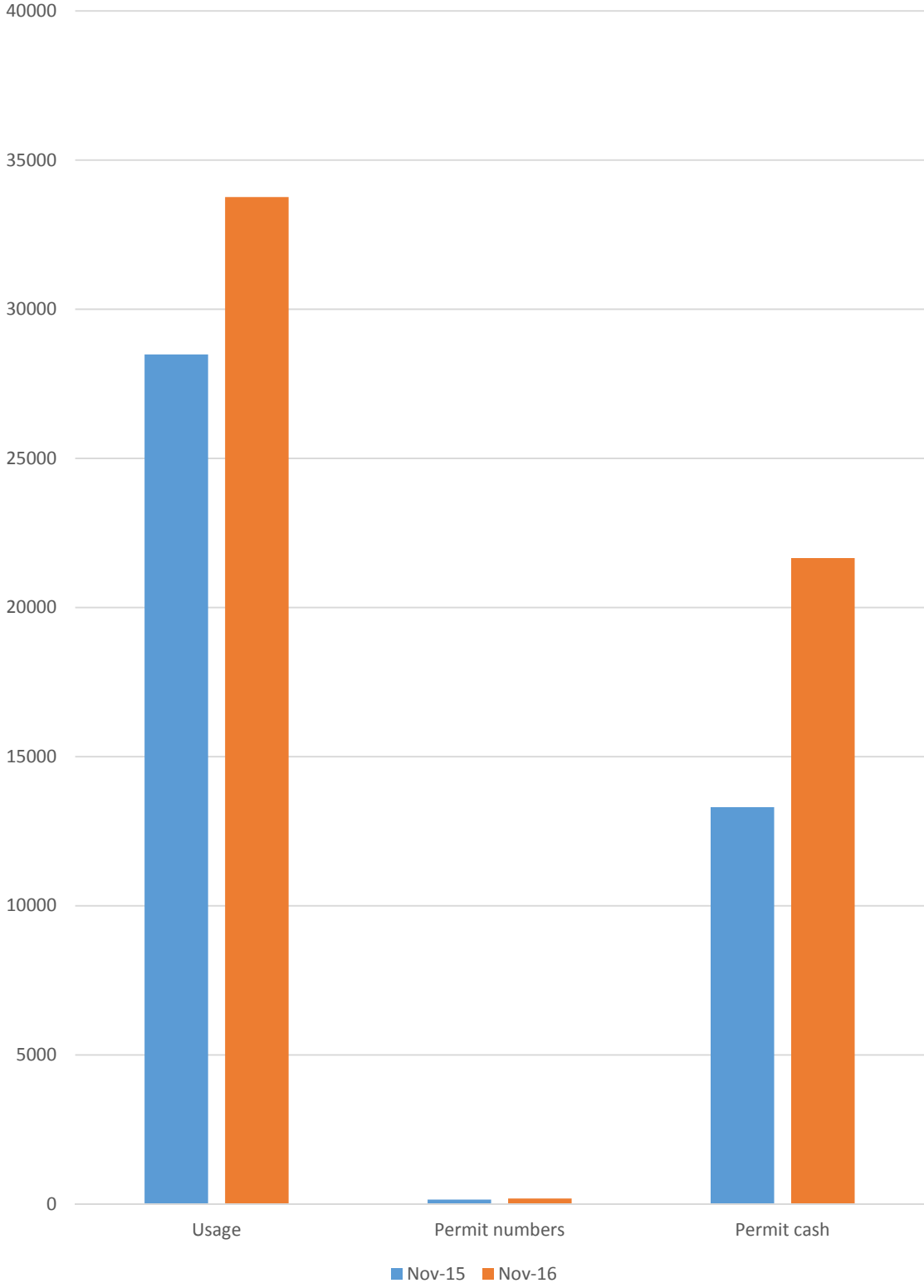
In the same period of 2015 we had 2278 cashless transactions rising to 3445 in 2016. The receipts for these items (including VAT and cashless transaction charges) were £6684.30 and £10,920.40. The year on year increase in transactions was 51.23%, in cash paid 63.38% but both of these increases are from a comparatively low base.



Total peak time usage usage – November '15 28,484 and November '16 33,760. An increase of 18.5%. (town centre car parks only, excludes parks car parks)

Permit – numbers	Permit - cash
2015 151	£13,304
2016 186	£21,650 increases of 23.18% in numbers and 62.7% in receipts

### Usage and permit sales

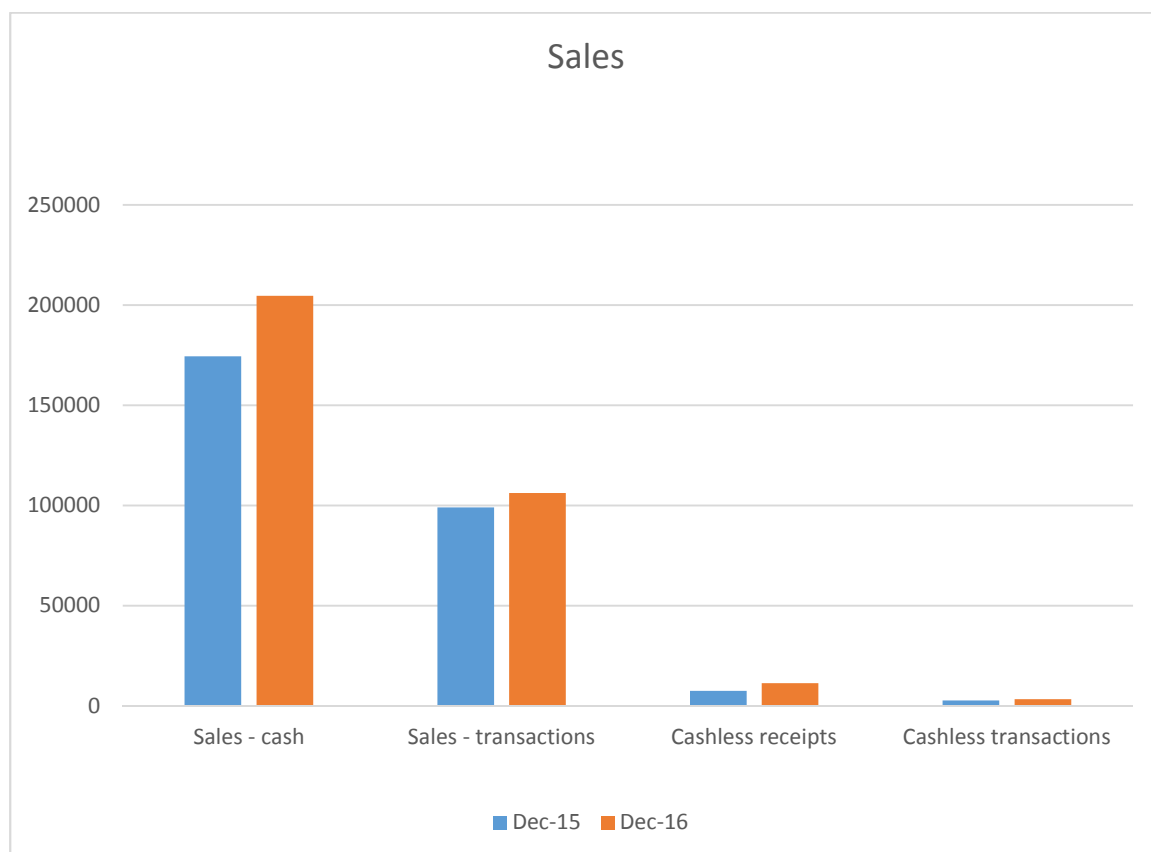


## Comparative figures December 2015 and December 2016

### Hourly Sales.

In Dec '15 we sold 99079 tickets with a cash receipt of £174,394.50 (inc VAT). In '16 we sold 106,323/£204,650.85, increases of 7.3% in transactions and 17.34% in cash receipts.

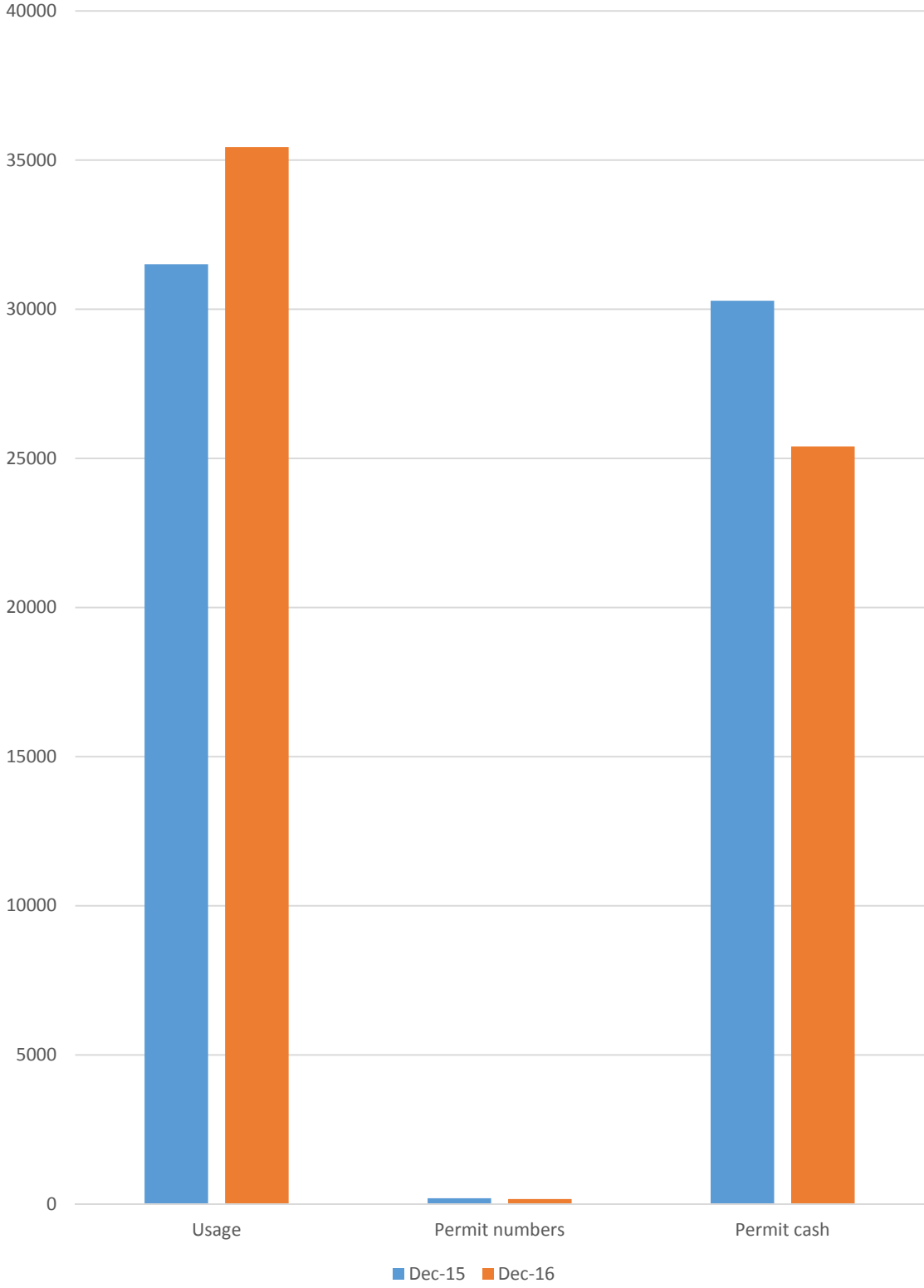
In the same period of 2015 we had 2732 cashless transactions rising to 3616 in 2016. The receipts for these items (including VAT and cashless transaction charges) were £7468.20 and £11,446.70. The year on year increase in transactions was 32.35%, in cash paid 53.27% but both of these increases are from a comparatively low base.



Total peak time usage usage – December '15 31,506 and December '16 35,436. An increase of 12.5%. (town centre car parks only, excludes parks car parks)

Permit – numbers	Permit - cash
2015 198	£30,280.00
2016 166	£25,400 decreases of 16.1% in numbers and 16.1% in receipts

### Usage and permit sales





# Mid-Year Performance Report – One Year Action Plan 16/17 Development Services and Economic Growth, Place and Community



Ian Pritchard, Cabinet Member for Economic Growth, Development and Environment, Cllr Helen Fisher, Cabinet Member for Tourism and Car Parking

Date: 25<sup>th</sup> January 2017  
Agenda Item: 7  
Contact Officer: Craig Jordan/Sean Coghlan  
Tel Number: 01543 308202/01543 308199  
Email: craig.jordan@lichfielddc.gov.uk/sean.coghlan@lichfielddc.gov.uk  
Key Decision? NO  
Local Ward Members All

**ECONOMIC  
GROWTH,  
ENVIRONMENT  
AND  
DEVELOPMENT  
(OVERVIEW AND  
SCRUTINY)  
COMMITTEE**

## 1. Executive Summary

- 1.1 To advise Members of progress of the activities and projects described in the One Year Action Plan for 2016/17 as considered by this Committee in January 2016. Statistical information (key performance indicators) relating to activity during the first six months of the year is also included. Both the narrative and the related statistics reflect performance as at 30<sup>th</sup> September 2016.
- 1.2 Members are invited to consider and comment on progress made.

## 2. Recommendations

- 2.1 Members are asked to note the mid-year Performance Report at **Appendix A** and Performance Indicators at **Appendix B**.

## 3. Background

- 3.1 In spring 2016 the Strategic Plan 2016-20 was approved by Council. The Plan sets out the medium term ambitions of the Council.
- 3.2 A 'Top Ten' was developed by each Directorate / Cabinet Member and these were reported to and endorsed by the relevant O&S Committee in January 2016. The most significant and critical issues from the Directorate Top 10s were collated to form the Corporate Annual Action Plan which was approved by Council in February 2016.
- 3.3 As the plans were adopted by each O&S Committee, the way in which the Top 10s and the performance indicators are being presented has not changed despite there being a change in the directorate structure.

3.4 The mid-year performance against the 2016/17 Action Plan for this Committee is attached at **Appendix A**. The most significant actions were included in the Corporate Top 10 / Corporate Annual Action Plan for 2016/17 and these are indicated by having a reference that begins 'AAP'. Progress on corporate top ten actions was reported to Cabinet in December 2016. This Committee has contributed to several of the activities and projects which feature in the top ten including:

- Improving and enhancing the health and viability of Lichfield City Centre and Burntwood Town Centre
- Implementing the adopted Local Plan Strategy
- Encouraging more visitors to the District
- Delivering channel shift across service areas
- Implementing key Economic Development and Car Parking Strategies

The key performance indicators are also attached at **Appendix B**.

Alternative Options	None		
Consultation	There has been a consultative element to several of the Actions set out. Consultation has taken place on the City Centre Development Strategy for Lichfield, the Economic Development Strategy and Car Parking Strategy as well as plans and proposals impacting upon a variety of communities across the District.		
Financial Implications	None arising directly from this report.		
Contribution to the Delivery of the Strategic Plan	The various actions set out in this report and appendices contribute towards key objectives contained in the Council's Strategic Plan 2016-2020 including providing for a vibrant and prosperous economy and clean, green and welcoming places to live. The channel shift initiatives are part of making the Council fit for the future		
Equality, Diversity and Human Rights Implications	Where relevant, equality and diversity implications are dealt with at an appropriate time in the delivery of the actions set out in the Appendix to this report.		
Crime & Safety Issues	Where relevant, crime and safety issues are dealt with at an appropriate time in the delivery of the actions set out in the Appendix to this report.		
	<b>Risk Description</b>	<b>How We Manage It</b>	<b>Severity of Risk (RYG)</b>
A	Information provided to Members is too 'high level' and inadequate for robust scrutiny	The Cabinet Members, Director and Heads of Service are in attendance at the O&S meeting and can elaborate on the content of the report. Members can request further details or a separate report on any item referred to in the report.	Yellow (material)
<b>Background documents</b> Strategic Plan 2016-2020 Reports to Strategic Overview & Scrutiny Committee January 2016			

Relevant web links

## Place & Community Half Year Performance Report 2016/17



### Vibrant and prosperous economy

Reference	What will success look like	Progress Update
AAP2 Dev2	<p>Encourage visitors to our District</p> <p>Lichfield City Centre Development Partnership Strategy launched by April 2016.</p> <p>Visitor numbers increased across the District by at least 1% (from 2,853,000)</p>	<p><b>Position at June</b> – Although data from LDTA researchers will not be available until 2017, the indicators including web tracking, car parking (occupancy increased by 5% over the same period last year) and attendance at key events look favourable. Key events in Q1 include the Bower, Sir Tom Jones concert and the Staffordshire Ironman. Preparations are underway for the launch of City Centre Development Strategy.</p> <p><b>Position at September</b> – The City Centre Development Strategy has been launched. Other indicators are very positive including a 6% increase in car parking transactions. Key events held include the Lichfield Arts Festival, the Food Festival, Burntwood Wakes and Lichfield Proms in Beacon Park, the St Giles Solstice Walk and the Lichfield 10k.</p>
AAP1 Dev1	<p>Improve and enhance the health and viability of Lichfield City Centre and Burntwood</p> <p>Planning application for Friarsgate considered by April 2016.</p> <p>Friarsgate scheme under construction.</p> <p>Planning application brought forward for an improved retail offer in Burntwood.</p> <p>Property vacancy rates reduced by 1% to 8.2% in Lichfield City and by 1% to 3.6% in Burntwood town baseline at December 2015</p>	<p><b>Position at June</b> – Planning permission granted for Friarsgate scheme. Planning applications submitted for both industrial and residential developments at Milestone Way, Burntwood prior to proposals coming forward. Updated retail vacancy rates will not be available until July 2016.</p> <p><b>Position at September</b> – Discussions are on-going with Council's development partner about the implementation of this linked to conditions and separate details of Development Agreement. Operator interest in the scheme remains high with the Council's development partner continuing to progress contractual terms with a range of retailers and food/drink interests.</p> <p>Discussions are continuing with LCP relating to Burntwood and a potential future planning application. Pre-application discussions including Burntwood Town Council are on-going and planning application(s) are expected to be formally submitted to the District Council at the end of 2016 or early 2017.</p> <p>Retail vacancy rate: 8.61% June 2016 (Lichfield) 4.55% June 2016 (Burntwood).</p>

Clean, green and welcoming places to live

Reference	What will success look like	Progress Update
<p>Dev4</p> <p>Implement a Community Infrastructure Levy regime and adopt complementary Developer Contributions SPD</p>	<p>Charging schedule for CIL adopted and governance arrangements in place for allocation of CIL monies. Regulation 123 list approved. Review Infrastructure Delivery Plan.</p>	<p><b>Position at June</b> – The Council has adopted a CIL Charging Schedule following successful examination in January 2016. The Charging of CIL on qualifying development proposals went live on 13 June supported by detailed information on how the regime will operate and having put in place the necessary back office policies and procedures. Governance arrangements are now being formulated and will be presented for approval in July 2016.</p> <p><b>Position at September</b> – Governance arrangements are now in place and work is ongoing associated with the implementation of CIL. The Infrastructure Delivery Plan is being reviewed.</p>
<p>AAP6 Dev3</p> <p>Implement the adopted Local Plan</p>	<p>Pre application discussions in relation to Deans Slade and Cricket Lane, Lichfield (major allocated development sites) underway Draft Site Allocations Plan prepared and submitted for examination A 20% increase in dwellings delivered in 2016/17 (compared to 204 gross, 200 net in 2015/16) Revised planning proposal for Liberty Park (13 hectares) considered</p>	<p><b>Position at June</b> – Work on producing the Part 2 Site Allocations plan is on-going with the priority being evidence gathering. This will help inform a draft Plan which will be presented for member approval by the end of the year and then public consultation. Due to the legal challenge and consequent delay, a revised Local Development Scheme will need to be agreed. A planning application for revised scheme at Liberty Park has been submitted.</p> <p><b>Position at September</b> – Pre-application discussions are continuing with the respective landowners/developers of these key sites. Local Plan Allocations document is progressing with Publication stage (Pre-Submission) on track for February 2017. Work is being undertaken on assessing the barriers preventing certain housing sites coming forward. Sites currently coming forward are land at Streethay; Fradley Park; east of the bypass, Burntwood; St John’s, Lichfield and adjacent to the library, Friary Road, Lichfield.</p>
<p>Dev6</p> <p>Undertake effective Planning Enforcement</p>	<p>Increased number of Planning Applications submitted as a result of enforcement action.</p>	<p><b>Position at June</b> – Comparable annual figures to the end of Q1 (2016/17) show 53 applications submitted compared to 64 last year (2015/16). However, last year the overall number of enforcement complaints reduced, and as such, it is to be expected that the number of complaints converted to applications will also reduce (pro-rata).</p> <p><b>Position at September</b> – Comparable annual figures to the end of Q2 (2016/17) show that 51 applications were submitted compared to 61 for last year (2015/16). This reflects the trend evidenced in Q1, with a small reduction in the actual number of enforcement complaints received. Within this context, it is to be expected that the number of complaints converted into planning applications will also reduce.</p>

<p>Dev5</p> <p>Support the development and implementation of Neighbourhood Plans</p>	<p>At least 3 Neighbourhood Plans coming forward, being successful at examination and referendum and then adopted.</p>	<p><b>Position at June</b> – Two Neighbourhood Plans covering Little Aston and Stonnall have been approved 'made' and in operation. A referendum will be held shortly into the Wiggington NP, a report on the outcome of the Shenstone NP following examination will be going to Cabinet in September and pending this also to referendum. It is expected that Lichfield City and Longdon will be consulting on draft Plans in the near future.</p> <p><b>Position at September</b> – The Wiggington, Comberford and Hopwas Neighbourhood Plan received a yes vote at referendum. The Plan now needs to be made by the Council. The Shenstone referendum is set for November.</p>
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**A council that is fit for the future**

Reference	What will success look like	Progress Update
<p>AAP10 Dev7</p> <p>Develop and implement a Strategy to encourage and enable customers to meet their service requests online</p>	<p>Implementation of agreed action plan on recommendations of the Development Management process review</p>	<p><b>Position at June</b> – The continued review of electronic transactions will form part of the Development Management Process Review which is to be independently carried out by the Planning Officers Society (POSe) in September 2016. All Cabinet papers are now being distributed electronically. The management Process Review will map current application handling through receipt and validation, case management, decision making, compliance monitoring and enforcement to eventual archiving. POSe will consider whether the current procedures are concise and effective, and fully understood and used by all staff; with a view to identify how they could be streamlined to support expeditious decision making and reduce errors and delays. POSe will also review current working practices and in particular how IT is currently used to assess what degree it assists or hinders administrative staff, case officers and managers. The review will provide clear mapping of existing procedures and exposition of current operational practices, together with recommendations as to how they should be revised to streamline the DM operation.</p> <p><b>Position at September</b> – The Planning Officers Society conducted the first Stage of their process review in September 2016, with Stage 2 programmed for late October/November 2016. A key driver for this review is to identify and implement improvements in the way we use online technology to enhance service delivery for all stakeholders.</p>

<p>AAP7 Dev8</p>	<p>Continue to implement Fit for the Future programme</p>	<p>Delivery Plan developed and implemented for the following review</p> <ul style="list-style-type: none"> <li>• Economic Development Service</li> </ul>	<p><b>Position at June</b> – The Council has approved an Economic Development Strategy and Action Plan, the key and major output of the ED Review. The Strategy will shortly be published. As part of the review additional resources have been agreed to assist in the delivery of the Strategy. These will be put in place pending the current Management Structure Review. Another output from the review has been the confirmation of the shared service arrangement with Tamworth BC resulting in a new SLA. This will provide for a new Business Plan which aligns with the ED Strategy and the Council's Strategic Plan. The economic impact of Brexit is also being assessed.</p> <p><b>Position at September</b> – The ED Strategy and Action Plan are being implemented. Delivery and governance arrangements remain to be finalised as the process for putting in place the Council's new management structure has yet to be completed. Once this occurs more formal working operations will be agreed and become operational. Notwithstanding this, a report on the work being carried out through the shared service arrangement with Tamworth BC was presented to the EGED Committee in September. Overall ED performance is good across the District with an increase in jobs in a number of sectors, low unemployment rates and healthy levels of activity occurring in our key centres. Retail vacancy rates in both Burntwood and Lichfield City remain good compared with national averages (8.6 and 4.55% against a national average of 12%). Economic activity rates of adults remain high within the District – 78%.</p>
<p>AAP7 Dev9</p>	<p>Continue to implement Fit for the Future programme</p>	<p>Delivery Plan developed and implemented for the following review</p> <ul style="list-style-type: none"> <li>• Car Parking</li> </ul>	<p><b>Position at June</b> – The Council has approved a new Car Parking Strategy and revised charges. The revised charges will be introduced in August 2016 and help to deliver planned improvements in the car parking estate, including a new Multi Storey Car Park and the trial of "Check In, Check Out" payments scheme. Car parking occupancy has increased by 5% in the first quarter of 2016/17 compared with the same quarter in 2015/16.</p> <p><b>Position at September</b> – Work is continuing to implement the provisions of the Car Parking Strategy. Following the introduction of new parking charges evidence shows that there has been no adverse impact in deed usage is up; (+6% in transactions and +11.3% in receipts, September 2016 compared with same time last year). The 'Check in, Check out' trial has yet to commence, but plans to begin this working with the Lichfield BID have progressed so that it is imminent.</p>

**Development Services  
April - September Performance and Activity Indicators 2016/17**

Performance Indicator	Q1 2015/16	Q2 2015/16	2015/16	Q1 2016/17	Q2 2016/17	2016/17	2016/17	Trend	Comment
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Target	✓ = ✗	
<b>1 The percentage of major planning applications determined within statutory periods over a two year period of 50% or above.</b>	85.7%	100%	95.8%	89.5%	88.9%	89.3	85%	✓	Figure unverified
<b>2 The percentage of minor planning applications determined against statutory national indicator of 65% or above.</b>	65.2%	47.5%	65.1%	88.3%	85.1%	86.9	85%	✓	Figure unverified
<b>3 The percentage of other planning applications determined against statutory national indicator of 80% or above.</b>	77.40%	42.8%	69.5	92.2%	92.9%	92.5	90%	✓	Figure unverified
<b>4 The percentage of all planning appeals dismissed.</b>	33.3%	66.6%	60.9%	60%	83.3%	71.6%	70%	✓	Figure unverified
<b>5 The number of major planning decisions allowed at appeal as a percentage of all major decisions over a two year period – below 20%.</b>	11.8%	11.8%	6.4%	4.4%	4.16%	4.16%	5%	✓	Figure unverified
<b>6 The percentage of building control applications checked within 2 weeks of receipt</b>	82%	83%	87%	87%	82%	84.5%	90%	✓	
<b>7 The Percentage of land charges applications processed in 10 working days</b>	100%	100%	100%	100%	92%	96%	100%	✓	



**Economic Growth  
April - September Performance and Activity Indicators 2016/17**

Performance Indicator	Q1 2015/16	Q2 2015/16	2015/16	Q1 2016/17	Q2 2016/17	2016/17	2016/17	Trend	Comment
	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Actual Performance	Target	✓ = ✗	
<b>8 Increase visitor numbers across the District by at least 1% (data collected annually in July in arrears)</b>	Not available	Not available	3,335,229	Not available	Not available	Not available for quarters	Not yet available	Not yet known	
<b>10 Reduce property vacancy rates in Lichfield City and Burntwood</b>	8.7% June 2015 (Lichfield) 6.25% June 2015 (Burntwood)	8.7% June 2015 (Lichfield) 6.25% June 2015 (Burntwood)	Lichfield City – 9.15% Burntwood – 4.55% (Dec 2015)	8.61% June 2016 (Lichfield) 4.55% June 2016 (Burntwood)	8.61% June 2016 (Lichfield) 4.55% June 2016 (Burntwood)	8.61% June 2016 (Lichfield) 4.55% June 2016 (Burntwood)	Lichfield City – 8.5% Burntwood – 4.0%	=	