



Ventnor Town Council Car Parking Project

March 2013



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1. Executive Summary

Taking over control of the town's car parking facilities from the Isle of Wight Council offers Ventnor an excellent opportunity to help stimulate the local, and wider, economy in conjunction with the ability to access sustainable funds for community investment outside of the control of the Isle of Wight Council.

However it is essential that all members of Ventnor Town Council and the wider community recognise that taking over the operational and commercial management of the car parks is not as straightforward as would at first appear, particularly in regard of how the car parks will be operated, maintained and managed.

After a comprehensive review of the existing car parking facilities, and subsequent discussion with local users, traders and council members we feel that under the "Right to Challenge" process it is more than viable for Ventnor Town Council to propose taking over the operational management of the town's car parks from the Isle of Wight Council.

The following document outlines the current arrangements for parking within the town and proposes a number of initiatives intended to be of benefit to the town both in terms of bringing local people in to the town centre and developing a sustainable source of income for future projects that will be of benefit for all residents of Ventnor.

Our key proposals, as detailed within this document are as follows:

- The implementation of a VTC run car park operation, managed within Ventnor on behalf of Ventnor residents and visitors
- Introduction of a Ventnor Residents Discount Parking Scheme (to include people working within Ventnor)
- A revised approach to the current car parking tariffs to ensure a fairer approach to short term parking
- The introduction of Peak and Off-Peak Season parking tariffs
- The introduction of a Residents "park for free" day on a Wednesday
- Improved information provision within the car parks including a comprehensive re-signing of all car parks
- A review of all roadside directional signage to improve visitor awareness of car park locations (and access to attractions / facilities)
- Introduction of a Ventnor Resident Parking Permit at a significantly reduced rate compared to the IoWC permit
- Introduction of a Hotel Guest / Tourist discounted parking scheme
- Sustainable revenue generation from parking invested back into the town



2. Car Parking in Ventnor – Current Arrangements (Overview)

2.1 Car Park Management – IoWC Services

2.1.1 Staffing

IoWC currently provide an off-street and on-street parking management service within Ventnor, this service encompasses the following:

- Staffing – 52.5 hours per week (1 person)
- Cash Collection – 1.5 hours per week (part of an Island wide operation)
- Car Park Maintenance & P&D Machine Management – 3 hours per week

In addition a back office / administration team (part of the IoWC Parking Services team) manages Parking Permits, Parking Charge Notice processing and all aspects of Commercial Reporting.

2.1.2 Enforcement

The enforcement of the Ventnor car parks is undertaken by the IoWC car park patrollers as part of the wider IoWC on-street and off-street parking enforcement operation.

We are awaiting confirmation from IoWC as to the number of Parking Charge Notices (PCN) issued within the Ventnor car parks in order that we can understand the scale of the non-compliance and determine whether increased patrolling will be required during the peak or off-peak season.

2.1.3 Cash Collection

The Pay & Display (P&D) machines are emptied once a week by a core team covering the whole island, at present IoWC allocate 1.5 hours per week of their cash collection teams workload for collection, transportation, banking and reconciliation.

We feel this is probably quite low based on the location of the car parks and the logistics involved but it is more likely that their costs are based on the volume of cash collected / processed rather than actual labour costs incurred.

2.1.4 Season Ticket / Permit Management

IoWC manages the Island wide parking permit scheme, we have requested an indication as to the level of resource within the IoWC Parking Services team that would be attributed to this operation, we perceive that the number of permits purchased by Ventnor residents is likely to be relatively low.

2.1.5 Car Park Costs (known / estimated)

The following table outlines the known / estimated IoWC car park operational costs for Ventnor, it should be noted that these costs are artificially low due to the Ventnor car



parks being incorporated into an Island wide parking service compared to a small localised operation.

Car Park Item	Quantity	Annual Cost (if known)
Management (IoWC)		Awaiting IoWC
Staffing (Patrolling)	2740 hrs	£31000.00 (est.)
Administration (Back Office)		Awaiting IoWC
Cash Collection	80 hrs	£4960.00
P&D ASLAN System Licence	10	£1200.00 (est.)
P&D Chip n Pin (GSM costs)	1	£120.00 (est.)
P&D Maintenance	10	£700.00
Vegetation Control	155 hrs	£300.00
Park Mark Membership		n/a
BPA Membership		£100.00 (est.)
PCN Processing / DVLA keeper Details & 3 rd Party Debt Recovery Support		Awaiting IoWC
	Total Cost	£38260.00 (est.)

IoWC have indicated that in terms of cost apportionment Ventnor's car parks equate to 8% of their total operational cost for parking services. At this stage Ventnor benefits from the economies of scale created by the IoWC single source operation, but if Ventnor take over the management of the car parks (except the PFI related maintenance works) the cost implication is likely to be significantly higher than at present, and this cost increase will only be mitigated if Ventnor "piggyback" on some of the existing IoWC services and streamline some of the current "add-ons".

Example:

- The existing 10 No. Metric Pay & Display Machines (P&D) within VTC car parks are currently networked via the Metric ASLAN system which enables IoWC to have real time access to functionality and revenue information and if used correctly can enable a reactive approach to cash collection and fault fixing which can help to keep costs reduced. It would make sense for VTC to arrange a "log-in" to the IoWC ASLAN system compared to setting up an independent system. (**Note:** For a small



car park operation this system is not necessarily required but does have operational benefits).

- Taking into account the current cost of the “Cash Collection” service provided by IoWC, it may also make sense if VTC “sub-contract” this service to IoWC. Alternatively a VTC cash collection service can be set up but this will require an auditable process to exist with necessary security and cash collection processes put in place to protect the operatives and associated revenue.
- In terms of Enforcement and the issuance of Parking Charge Notices, this can easily be undertaken by VTC, but an arrangement with a 3rd Party Service supplier e.g. Roxburgh for notice processing would need to be set up for them to obtain keeper details from the DVLA and follow up unpaid notices.

If the “Right to Challenge” application is successful and IoWC withdraw all support for the VTC car parks it is not impossible for VTC to successfully manage the car parks and collect the cash etc. without IoWC help but this approach will result in a higher resource / cost implication.

2.2 Car Park Tariffs

The existing IoWC tariffs for all Ventnor car parks are:

Tariff Band	Charges
Up to 30 mins	60p
30 mins – 1 hour	£1.00
1 – 2 hrs	£1.90
2 – 4 hrs	£3.40
4 – 6 hrs	£4.50
Up to 24 hours	£6.60

According to the current car park signage:

- Tariffs are applicable between 8.00am – 6.00pm, 7 days per week
- No exemptions exist for Low Emissions vehicles
- Disabled Parking is free for up to 8 hours
- Residents Permits are only valid for up to 8 hours
- Motorbike Parking is free (if parked within a designated bay)



A further range of car park tariffs also exist in relation to Coach and HGV parking:

Tariff Band	Duration	Charges
Coach / HGV (Day)	10.00am – 6.00pm	£3.00
Coach / HGV (Night)	6.00pm – 10.00am	£10.00
Coach / HGV	24 hours	£13.00

Having reviewed the parking arrangements at a number of comparable coastal tourist destinations (Brixham, Sidmouth and Swanage) we feel that some of the existing Ventnor tariffs are slightly below market rate and will benefit from revision as part of the overall “Right to Challenge” parking project.

2.3 Car Park Payment & Ticket Purchase Options

At present Ventnor car park users have the option to pay for their parking with cash or via their mobile phones (using the “cashless” Pay by Phone service), except within the Central Car Park where a credit card enabled P&D machine is installed.

In principle there is no reason to expand the existing range of payment options across the car parks, however future consideration will need to be given when replacing the P&D machines to introducing new technologies such as Wave and Pay.

2.3.1 Resident Permits

The existing loWC resident permit scheme enables vehicles to park in any of the loWC car parks for up to a maximum of 8 hours, the number of vehicles subscribing to this within Ventnor is considered to be relatively low, however people commuting out of Ventnor will continue to benefit from this scheme.

The current loWC resident permit charges are as follows:

Resident Permit (loWC)	Charges
12 months	£500.00
6 months	£260.00
3 months	£135.00

2.3.2 Pay by Phone

The existing Pay by Mobile Phone service is contracted out by loWC, this is an Island wide agreement, where the supplier of the service enables car park users to call a dedicated number, register their vehicle and a payment card and then each time they



use the car parks they call the number (which then recognises their mobile phone number and associates it with a vehicle registration number and payment card. The customer then confirms the location they want to park at e.g. The 4 digit car park code, and the intended duration of their stay.

Pay by Phone (the name of the service) users are then charged a “convenience fee” c. 30p (of which loWC probably receives a small %), customers can also opt for text reminders when their parking session is due to expire (10p charge per text) and can also extend their parking session remotely (additional charges also apply).

loWC will then be charged by Pay by Phone for the cost of the credit card merchant c. 5% (depending on the payment card).

The car park patrollers will need to have internet access in order that they can log onto a web portal to determine the vehicles at each location that have used the Pay by Phone service in order that PCN's are not issued in error.

We do not perceive that the Pay by Phone service is well utilised by Ventnor visitors and residents compared to the mainland where the “cashless” schemes are widely used by Councils due to the reduction in cash management costs.

An increased level of marketing including and improved level of Ventnor residents understanding as to how the system works and its associated benefits may be required to ensure the viability of retaining it within the Ventnor car parks.

2.4 Car Park Occupancy

loWC have provided a detailed breakdown of the car park revenue for the last three full years plus a pro-rata total for 2012 / 13.

Year	Annual Car Park Utilisation	Variation to LY
2012 / 13	805457 vehicles	-151175 (-16%)
2011 / 12	963632 vehicles	+66813 (+7%)
2010 / 11	896819 vehicles	n/a

The four main car parks are Central, La Falaise, Eastern Esplanade and Esplanade in terms of revenue generation which correlates to the reported car park utilisation data.

However a number of car parks represent less than 5% of the total Ventnor car park utilisation and unless an improved level of usage can be generated through improved signage etc. consideration may need to be given to closing these if the annual operating costs outweigh the revenue received.



The following table details the 2012 / 13 reported car park usage and revenue data for each of the Ventnor car parks:

Car Park	Annual Usage %	Annual Revenue %
Central	30%	27%
Market Street	4%	2%
Pound Lane	3%	1%
The Grove	12%	9%
Dudley Road	4%	3%
La Falaise	21%	19%
Eastern Esplanade	23%	19%
Shore Road	4%	3%
Esplanade (on-street)		17%

2.5 Car Park Revenue

IoWC have provided a detailed breakdown of the car park utilisation for the last three full years, plus pro-rata information for 2012 – 13

Year	Car Park Revenue	Variation to LY
2012 / 13	£201516.00	-£18677.00 (-8%)
2011 / 12	£220193.00	-£3672.00 (-2%)
2010 / 11	£223865.00	£23641.00 (+12%)
2009 / 10	£200224.00	n/a

The trend in recent years has been a decline in car parking revenues, which is representative of most local authority and commercial parking operations throughout the UK. This downward trend has primarily been linked to the current economic climate, which may be further emphasised within a tourist destination due to the reduced number of holidaymakers visiting the Island (and Ventnor).

2.6 Pay & Display Equipment

There are currently 10 No. Metric Aura Pay & Display machines within the Ventnor car parks, these are predominantly “coin only” except for one unit in Central car park which is also credit card enabled.

The machines are a mix of solar and mains powered units, with the solar units having a spare battery replaced on a frequent basis by IoWC to ensure continued operational functionality during more inclement weather.

IoWC current cover the Esplanade P&D during the winter to protect it from the effects of the seas, all the coastal units have been treated with a special coating to protect them from salt erosion however the units within the Eastern Esplanade showed signs of salt erosion and minor rusting to the paintwork.

The P&D machines are maintained / managed by IoWC on an in-house basis, although this offers a significant cost saving compared to a manufacturers service agreement the effects of this “in-house” service can be clearly seen in the attached photo where a paper note has been stuck to the machine to indicate it is out of order.



Esplanade (Eastern) – January 2013

2.7 Car Park Condition & Maintenance

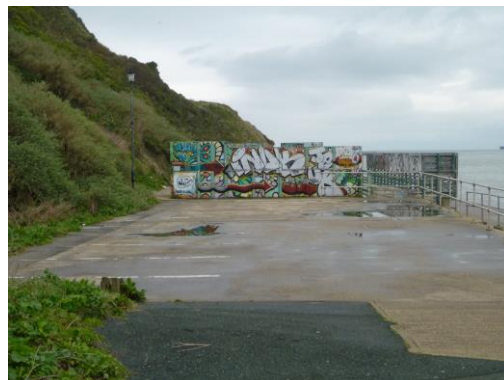
Our initial impression of the Ventnor car parks is that the majority of the facilities are in an acceptable condition, however the main issues identified include:

- Nearly all car parks require re-lining
- An element of patching / surface repairs required in Dudley Road
- The transition between the highway and car park at Bonchurch needs urgent remediation

- The wall of graffiti in the Eastern Esplanade needs to be removed.
- All the car parks would benefit from a “deep clean” in order that surface dirt and moss was removed in advance of the peak season.



Shore Road (car park entrance)



Eastern Esplanade (graffiti)

It is our understanding that IoWC currently provide car park cleaning (litter removal) and Vegetation Control services, both of which appeared to be at a satisfactory level during our visit.

2.7.1 Island PFI Project – Ventnor Car Parks

As from the end of March 2013, the Ventnor car parks will come under the PFI Roads Agreement, IoWC have confirmed that the annual budget allocated for Ventnor car park maintenance within the PFI contract is £1875.00.

Clarification is required from IoWC in relation to what the PFI maintenance contract includes especially in relation to additional items outside of surfacing / white lining such as:

- Drainage – especially below the car parks
- Embankments – adjacent to car parks
- Boundaries – fencing / walls / vegetation
- Lighting – within the car parks
- Electrical supplies – to the car parks

Confirmation of land ownership will also be required, especially during the RTC application, as VTC will need to fully understand any potential liabilities and access agreements for each car park.



3. Car Parking – Proposals

Having reviewed the current IoWC parking service provided within Ventnor, we feel that a genuine opportunity exists for Ventnor Town Council to take ownership of the service and deliver improvements that will be of benefit to all user groups within the town.

Although the commercial and operational management of a small number of car parks would appear to be relatively straightforward, it is essential that VTC put in place a robust management foundation from which the car park operation will be able to develop and mature over the forthcoming years.

The key areas that need to be formulated relate to how the car parks will be managed and the level of staffing required, not only within the car parks but also in terms of “back office” support, auditing and management.

After due consideration we feel that the following approach best suits the aspirations of VTC and will deliver the most cost effective and improved service:

3.1 Car Park Management

Based on the IoWC staffing level of 52.5 hours per week, we would introduce a job-share where 2 car park patrollers who would each undertake 30 hours per week (peak season) and 20 hours per week (off-peak season).

The car park patroller’s core duties would include:

- Daily visits / patrols of all the town car parks (including the Esplanade) but not the on-street enforced areas (as undertaken by IoWC)
- 1st line maintenance of the P&D machines, including removal of coin / paper jams and the re-stocking of car park tickets
- Cleaning of car park signage & P&D machines
- Litter removal from within the car parks
- Maintenance inspections (including fault reporting)
- Issuance of Parking Charge Notices for non-compliance
- Provision of visitor information and assistance (including provision of change)
- Traffic management (as required) within the car parks
- Cash collection

In addition to the car park patrollers, an element of back office support is needed for the following activities:

- Cash counting, banking and reconciliation
- Season Ticket / Permit management



- Parking Charge Notice processing
- Helpline support – Permits, PCN's etc
- Operational & Commercial reporting
- 3rd Party supplier / contractor management

Taking this into account we would recommend that VTC appoint a Parking Services Administrator for c. 40 hours per week to deliver the above activities, but in the off-peak season when the parking related workload may be reduced they could be utilised for other activities within the council. This role would be partially funded by the Residents Discount Parking Scheme annual fee, plus additional Permit fees and Parking Charge Notice revenue (albeit there is no guarantee of this being a sustainable level of income).

The management of the parking service will not be overly bearing if the initial project is set up correctly, however it is not practical for the administrator and the car park patrollers to be responsible for the management of the car parking operation and its associated budgets, we feel that it is important that VTC determine how they want to manage the car parks and where the management resource will be derived from.

3.2 Car Park Tariffs

Taking into account the existing IoWC tariffs and the associated revenue generated we have proposed the following revised pricing structure to take into account the fluctuations in demand between the Peak and Off-Peak Seasons.

Tariff Band	Peak Season (Apr – Oct) Visitor Charges	Off-Peak Season (Nov – Mar) Visitor Charges
Up to 1 hour	£0.50 (-50%)	£0.50 (-50%)
1 – 2 hours	£2.50 (+32%)	£2.00 (+5%)
2 – 4 hours	£3.50 (+3%)	£2.50 (-26%)
4 – 6 hrs	£5.00 (+10%)	£3.50 (-22%)
Up to 10 hours	£6.00 (-9%)	£5.00 (-32%)
Up to 24 hours	£8.00 (+21%)	£7.00 (+6%)
Overnight (6.00pm – 8.00am)	£2.00	£2.00
Hotel Guest (up to 24 hours)	£5.00	£5.00
Wednesday (all day)	Normal charges apply for visitors	



Tourist weekly permit (VTC car parks only)	£25.00	£20.00
Coach Parking (up to 4 hrs)	£6.00	£4.00
Coach Parking (up to 24 hrs)	£10.00	£8.00
Disabled Parking	All tariffs will be applicable for disabled visitors	
Motorbike Parking***	£2.00 all day (24 hrs) if in a designated motorbike parking area, or full charge applicable if parked within a parking bay	

The revised car park tariffs lead to a potential 2.9% reduction in revenue, prior to the impact the proposed residents discounted parking scheme would have on revenues.

Dependent on the level of subscription to the Residents Discount Parking Scheme e.g. number of applications, we are unsure as to the specific impact the introduction of this scheme would have on current revenue, a significant element of additional revenue will be achieved via the Resident Discount Parking application fee (£10.00 per car) but this is unlikely to completely mitigate the overall impact from the schemes introduction.

The impact of a Residents “free to park” day (Wednesday) also needs to be fully monitored during the first year of RTC operations in order that its viability can be assessed both in terms of revenue impact but also the benefits it brings to local traders etc.

Based on the information provided by IoWC the tariff band that currently generates the most sustained level of revenue across virtually all the car parks is the “1–2 hour” duration, as part of this proposal we have included an uplift in price of this tariff but in conjunction with a price reduction in the “up to 1 hour” tariff band.

We have proposed that consideration also be given to the introduction of a Peak and Off-Peak parking tariff, we appreciate that this further erodes the overall revenue level but based on the notable reduction in car park usage through the winter it may help to stimulate visitor patronage especially if marketed well.

In addition to the revised car park tariffs we also believe that a steady level of income can be derived from the introduction and / or continuance of the following:

- Overnight Parking Charges
- Disabled Parking Charges (see 3.4)
- Motorbike Parking Charges (see 3.5)
- Hotel Guest tariff (in conjunction with a Hotel Guest Permit – see 3.6)
- Tourist Weekly Parking Permit (see 3.7)



- Annual / 6 Monthly & Quarterly Parking Permits
- Parking Charge Notices debt recovery

Additional opportunities for revenue generation within the car parks may be through initiatives involving businesses, third party organisations and local community groups, these could include:

- Car Boot sales
- Farmers market
- Outdoor Cinema / Theatre
- Arts Festivals
- Town Fetes / Fairs
- Mobile Skate Park and Climbing Walls

3.3 Residents Discount Parking Scheme

We propose that VTC introduce a Residents Parking Scheme, this would encompass all residents within the town / council boundary, but also incorporate anyone travelling in to Ventnor on a daily basis for work purposes.

All vehicle owners qualifying for the scheme would complete an application form (including a copy of the Vehicle Registration Document) and a windscreen based pass would be issued.

- Households would be able to register more than one vehicle, but the passes would not be transferable between vehicles e.g. each vehicle would need its own permit.
- The permits would be a simple design incorporating valid until date (Dec – Jan) and the Vehicle Registration Number, Plus Colour & Type of Car.
- Permits would only be valid if clearly displayed.
- Each year the residents would have to re-apply for their permit.
- Permits would cost £10.00 per year, and any lost / stolen or replacement permits would also be charged at £10.00 (but still only be valid until the end of the original permits validity date). The charges for the permits would primarily be in place to cover the cost of managing the scheme.

The costs to implement this scheme are predominantly the design / manufacture of the blank badges, plus the administration time required to implement.

Ventnor residents do not have to become members of the Residents Discounted Parking Scheme, however the annual cost savings for even moderate car park users e.g. for a couple of hours once a week would be significantly higher than the cost of the permit



The proposed Resident Discount Parking Scheme Tariffs are as follows:

Tariff Band	Resident Discount Parking Scheme Tariffs (all year)
Up to 1 hour	Free
1 – 2 hours	£1.00
2 – 4 hours	£2.00
4 – 6 hrs	£2.50
Up to 10 hours	£3.00
Up to 24 hours	£4.00
Overnight (6.00pm – 8.00am)	Free
Wednesday (Residents Day - all day)	Free
Annual Resident Permit (VTC only)	£350.00
6 Monthly Resident Permit (VTC only)	£200.00
3 Monthly Resident Permit (VTC only)	£110.00
Disabled Residents	All tariffs will be applicable for disabled residents displaying a residents permit
Motorbikes (Residents)	£1.00 all day if in a designated motorbike parking area, or full resident tariff charge applicable if parked within a parking bay (where applicable)

Although the exact impact of the introduction of a Ventnor Residents Discount Parking scheme will have on the total annual car park revenue. We estimate that if the proposed car park tariffs are introduced in conjunction with the Residents Discount scheme the net impact will be c. 3%, however if the proposed rises in tariff are not adopted then the overall impact to revenue is likely to be nearer 10%.

3.4 Residents Car Park Permits

VTC will continue to offer Ventnor residents Annual, Half-Yearly and Quarterly car park permits, these will offer significant discounts compared to the current charges, but will result in the car park permits only been valid within VTC car parks. **Note:** Ventnor residents will still be able to purchase Island wide permits but these would only be valid in loWC car parks.

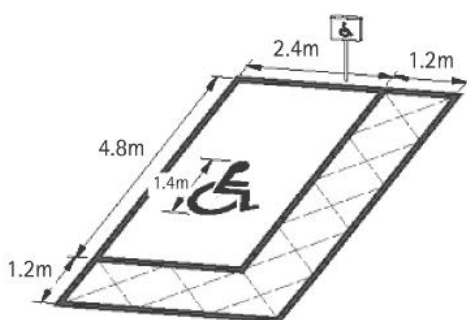
Resident Permit (Ventnor)	Tariff
12 months	£350.00 (-30%)
6 months	£200.00 (-23%)
3 months	£110.00 (-19%)

The proposed VTC residents permits will carry a £10.00 per year charge (or £5.00 per half-year permit and £2.50 per quarterly permit issued) to cover administration.

3.5 Disabled Parking

Disabled parking is currently free (for up to 8 hours) in Ventnor, we propose that Disabled Parking be **charged for** as part of the RTC project. However, prior to this being implemented the following needs to be undertaken:

- Re-lining of surface markings for all 17 disabled parking spaces to ensure full DDA compliance in accordance with British Standard 8300:2009



DDA Compliant Parking Space



Ventnor Disabled Parking Space

- Removal of any stepped access to the P&D machines (Dudley Road, The Grove and Central car parks).

Note: As part of DDA compliance all P&D coin slots must be a maximum of 1200mm from the ground surface.



Although the implementation of disabled parking charges may not appear a popular initiative, the current provision of free parking could be considered as discriminatory to non-disabled (but less mobile) car park users.

In addition the on-going abuse of the Blue Badge scheme by non-disabled people has led to a lack of trust of Blue Badges and their associated use therefore it will be easier for the car park patrollers to enforce / monitor all vehicles within the car parks and their compliance in terms of car park ticket purchase.

The implementation of disabled space charging will also help to fund the afore-mentioned improvements required to the existing disabled spaces.

3.6 Motorbike Parking

Motorbikes currently park for free within the Ventnor car parks, we would recommend that motorbikes pay a reduced charge when parked in a dedicated motorbike parking area or a full charge if parked in a standard parking bay.

Traditionally motorbike parking charges have been hard to manage due to the lack of proof of payment, but if the P&D machines were fitted with stub ticket rolls instead of single ticket rolls they would be able to issue a proof of purchase, as well as a car park ticket, which could be retained and used to appeal any PCN if the original car park ticket adhered to the motorbike had been removed / stolen or lost.

The dedicated motorbike parking areas within each car park will need to be clearly marked both in terms of surface lining and a post mounted sign.

3.7 Hotel Guest – Parking Permits

In order that all hotels and guest houses within Ventnor can cater for their guests parking requirements (where the availability of on-street parking or their own car parking facilities is limited) the hotel owners can offer their guests the benefit of discounted parking over the duration of their stay.

The hotels / guest houses would register with the scheme for a fixed annual fee £25.00, they would then be issued with a booklet of permits that each time a guest checks in, they are offered one of the permits that entitles the guest to 24 hrs of discounted parking within Ventnor.

The permit issued to the guest by the hotel would include their vehicle registration number, date of arrival / departure and name of guest house, this could then be checked / cross referenced via random audits.

The benefits to the hotel would be that where they know that their guests would have problems finding on-street parking within a reasonable distance to where they are staying they could now direct the guests to a car park (after checking in) and enable the guests to park their car at a significantly reduced rate.

3.8 Tourist Weekly Parking Permit

Anyone visiting Ventnor would be able to purchase a weekly Tourist parking pass which would offer a significant saving on parking within the Ventnor car parks compared to the standard tariff. **Note:** This permit would not be available for use outside of Ventnor.

3.9 Pay by Phone

We would recommend that the Pay by Phone service is retained, but more extensively marketed within the car parks, through agreement with IoWC the service would continue to be managed by them under their existing contract with any relevant monies generated within the Ventnor area reconciled on a monthly basis.

If IoWC opt to re-tender this contract it would be expected that VTC would be made aware of this arrangement and be a willing participant in any tendering exercise.

We would recommend that an increased marketing campaign be conducted to create local and tourist awareness of the ease of registration with Pay by Phone and the benefits in terms of on-line account access, parking session extension, VAT receipt downloads etc.



3.10 Pay & Display Machines

The following sections outline how we would manage the Pay & Display equipment over its remaining life cycle, and beyond:

3.10.1 P&D Maintenance & Management

IoWC currently manage the maintenance of the P&D machines on an in-house basis, although this has notable cost saving benefits compared to an outsourced manufacturer / supplier contract, the risk is that the P&D machines may not have been maintained to an acceptable standard.

As part of the RTC project we would expect VTC to request that IoWC undertake an MoT style service on all P&D machines and provide some form of limited warranty for Year 1 of the RTC project. Outside of this initial period VTC should consider requesting a quote from the manufacturer for an annual maintenance / servicing agreement.

The car park patrollers will be able to be trained on basic 1st line maintenance of the P&D machines however more technical parts and system failures will require a call out.

During the off-Peak season we would propose that a number of P&D machines were covered and taken out of service, this would include the P&D machine at the far end of Eastern Esplanade, one in La Falaise and the one on the Esplanade (which would



result in the suspension of parking charges along the Esplanade during the off-peak unless it became a permit and Pay by Phone only zone).

In addition the P&D machine at Shore Road, Bonchurch could also be covered and this car park made free or Pay by Phone only for the winter period.

By covering the machines during the winter period this is likely to extend their overall operational functionality.

3.10.2 P&D Renewal

Although the existing 10 No. Metric Aura Pay & Display machines are under 3 years old consideration will need to be given that based on an average life cycle of 7 – 10 years they will need to be replaced prior to 2020.

The current unit cost for the Metric Aura is c. £4k plus installation, additional cost items such as networking, smartcard functionality, credit card, VRN input enablement all result in an increased price tag per unit.

Although VTC could consider options such as leasing, it is probably more feasible to set aside an annual contingency over the next 5 years, which will pay for a comprehensive or staggered renewal programme as the machine functionality starts to become an issue.

3.10.3 Esplanade Eastern P&D Machines

We would propose the relocation of the P&D machine at the far end of the Eastern Esplanade car park in order that it is more centrally positioned adjacent to the storage lockers / lamppost. The installation of a pole mounted “pay here cone” above the P&D machine will also further help car park users in locating the machine.



3.10.4 Eastcliff Car Park

It is essential that Eastcliff car park is incorporated into the RTC project and that car park charges are introduced, an initial cost of £5k should be allocated to pay for the installation of a Pay & Display machine (Solar) and Signage.

Although the Eastcliff car park is relatively small <12 spaces, it is currently well utilised due to the current free to park policy. We propose that tariffs are introduced into this car park and estimate that it has the potential to generate in excess of £3k per annum.

3.10.5 Central Car Park

We would recommend that the credit card functionality of this machine is disabled and the car park reverts back to coin or Pay by Phone only for all car park payment.



This will remove the costs associated with the P&D machine being linked to a network and the credit card merchant costs associated with each transaction.

3.10.6 Alternative Parking Control Equipment

Based on the size of the VTC car parking portfolio and their associated level of demand we feel that the utilisation of Pay & display equipment offers the most operationally viable approach to managing car park payment.

Although investment in alternative technology such as Automated Number Plate Recognition and Barrier Controlled Entry / Exit can help to minimise non-compliance the initial investment requirement in conjunction with on-going maintenance and servicing costs would become prohibitive.

Pay on Exit (in conjunction with barriers) may appear to be the best option for car park users as there is no restriction on the duration of the parking session but the costs for a small PoE system would be likely to be in excess of £30k per site with annual operational costs of £5k per site.

3.11 Car Park Signage & Information Management

It is essential that VTC develop a clear communication and marketing strategy for the car parks and within this they include provision for customer information management. The first impression customers have of the car parks are the entrance signs, these need to be clear, welcoming and positioned adjacent to roadways to ensure maximum visibility for approaching motorists:

3.11.1 Car Park Signs

As part of the RTC project the existing car park signage will require replacement, the current IoWC signs are relatively basic both in terms of design / styling and information provision.

It is essential that VTC recognise the importance of engendering an impression to all car park users that they are entering into a formally managed environment and if they do not comply with the relevant terms and conditions they will be liable to be issued with a Parking Charge Notice.

We would propose that VTC invest in a comprehensive set of new signs for all car parks, encompassing (where applicable)

- Welcome to car park sign – located at the entrance to the car park
- Tariff board – positioned next to (or behind) the Pay & Display machines
- Pay Here Cone – located on the top of a pole above the P&D machine to ensure all car park users are aware of the P&D locations
- Have You Paid signs – located at the primary pedestrian exit points
- Warning signs – scattered around the car parks in visible locations

We would recommend that these signs are VTC branded and have clear Terms & Conditions relating to parking in conjunction with a contact telephone number for any specific enquires relating to Permits and PCN's:



Welcome Sign (example)



Existing "Welcome" sign



Tariff Board (example)



Existing "Tariff" board

We would recommend that where any tariff information is displayed on signage this is attached to the sign via a removable plate, therefore if car park tariffs are adjusted for peak / off-peak season (or increased) a spare tariff plate can be updated in advance of the changes and then be fastened to the sign accordingly.

The key benefit of the tariff plate is that it avoids the use of unsightly vinyl overlays which have a notable impact on the visual condition of the sign, and also enables the tariffs to be amended with relative ease and reduced cost.



Warning and Have you Paid Signs (examples)

3.11.2 On-Street Directional Signage

Further analysis of the current roadside directional signage is required to determine its effectiveness in terms of directing Ventnor visitors to the most suitable car park for the purposes of their visit.

The existing roadside directional signage within the town centre is not clear and would benefit from re-positioning to ensure car park locations are more clearly displayed.

It is our opinion that Dudley Road and Pound Lane would both generate significantly higher levels of revenue if they were more clearly signposted and the relevant attractions e.g. Town Centre, Seafront etc. had better wayfinding signage from within the car parks.

However we do not perceive that the overall revenue across all of the Ventnor car parks would significantly increase due to improved roadside directional signage, but instead a more balanced distribution of parked vehicles across the town would occur.

It is likely that any renewal, replacement or upgrade of roadside directional signage will come under IoWC (and possibly the parameters of the PFI Roads project) however VTC may want to set aside a small contingency that, if approved by IoWC, could be used to improve some of the key signs.

3.11.3 Web Site – Dedicated Parking Page

VTC should develop a dedicated “parking” page to their web site, which would provide visitors and residents with detailed information relating to car park locations, tariffs and payment options. In addition information relating to season tickets / permits, residents discount scheme (including downloadable application form) and payment of parking fines should be included.



4. Car Parking Management – Cost Implications

4.1 Operational Costs (OPEX)

The following table outlines the majority of “likely” costs” when starting up a car parking service, as previously highlighted within the report there will be opportunities for cost savings through commercial arrangements with the IoWC subject to their willingness to work with VTC.

It should be noted that many of the items listed are quoted at market rate, and in regard of the current staffing provided by IoWC we are unaware of the staff pay rates and conditions therefore an assumption has been made in terms of wage costs:

Car Park Item (OPEX)	Cost (£)	Comment
Staffing:		
Car Park Patroller - 25 hrs / wk	£15000.00	Based on c. £10.00 per hour (plus on-costs)
Car Park Patroller - 25 hrs / wk	£15000.00	Based on c. £10.00 per hour (plus on-costs)
Administrator - 37.5 hrs / wk	£17500.00	Based on c. £8.00 per hour (plus on-costs)
Operational Items:		
Uniform (x 2)	£600.00	Approximately £300.00 per full Summer / Winter uniform
Mobile Phone(s)	£300.00	3 No. Web Enabled Mobile Phones
Mobile Calls & Data Costs	£900.00	Relevant Calls / Data (accessing the Pay by Phone web site)
Helpline / Landline	£600.00	Line rental & calls
Pay & Display Equipment (Maintenance)	£5000.00	Based on £500.00 per P&D (manufacturer contract)
P&D Equipment Networking (ASLAN)	0	Not required due to the small scale of the operation
P&D Equipment (GSM Network)	0	Not applicable if the Credit Card enablement in the High Street car park is removed
Cleaning (not litter picking)	£500.00	Annual deep cleans of the car parks should be considered each Spring



Vegetation Control	£600.00	loWC currently spend £300.00 per annum
De-Winterisation	£1000.00	A contingency should always be allocated
Winter storage bags (P&D's)	£200.00	To protect seafront P&D's during the winter
Spare batteries (P&D's)	tbc.	loWC may already have these for each P&D
Insurances:		
Public Liability Insurance	tbc	
Asset Insurance (P&D machines)	tbc	In case of theft / damage
Insurance (Vehicle)	tbc	To cover the transfer of cash
Vehicles:		
Van - Leasing	£4800.00	For cash collection and patrolling in Bonchurch
Fuel & Maintenance	£1200.00	Low annual mileage
Consumables:		
Pay & Display Tickets	£4000.00	An example price is c. £5.00 per 1000 tickets
PCN Booklets	tbc	
Permits (Windscreen)	tbc	Costs for these will need to be obtained from Nagels / Bemrose Booth
Carnets (Hoteliers)	tbc	
3rd Party Services:		
Pay by Phone	0	This service is provided to loWC by Pay by Phone, the cost is passed to the user
PCN Processing / Debt Recovery	0	Unlikely to be a cost to VTC except where a PCN is cancelled by the Council
Credit Card Merchant	0	Not applicable if the Credit Card enablement in the High Street car park is removed
British Parking Association Membership	£300.00	Required if a 3rd party debt collection company will obtain "keeper details" from the DVLA



Park Mark Accreditation 0 Something that VTC could work towards

Cash Management (Banking etc) Dependent on the level of cash per annum

Total (est.) **£67500.00**

Additional cost items to be considered may include TUPE if IoWC insist on their staff transferring across to VTC and subject to the number of staff and their willingness to work the proposed shift patterns an element of redundancy cost may need to be incurred.

4.2 Capital Investment (CAPEX)

Capital investment needs to be considered in relation to Year 1 start up and then long term investment planning in relation to car park equipment renewal and additional investment outside of the PFI Maintenance programme:

CAPEX (Year 1 / Start Up)	Cost (£)	Comment
Signage	£5000.00	A comprehensive re-signing exercise will be required to improve the overall car park
P&D Relocation (Esplanade Eastern)	£600.00	Reposition P&D machine from the far end of the car park
New P&D (Solar) for Eastcliff	£5000.00	
IT Equipment	£1000.00	
Cash Counter	£1000.00	
Safe	£2000.00	
Total	£14600.00	

In terms of future capital investment consideration needs to be given to the cost of replacement Pay & Display equipment, potentially within Year 4 (2016 / 2017) when the P&D machines will be nearing what would be considered the life cycle.

If the P&D machines are well maintained and managed effectively it is likely that some of them could continue to work trouble free for a significant period beyond Year 4.

An indicative (current) cost for a comparable P&D machine, including installation would be c. £5000.00.



5. Car Parking – Revenue Opportunities

Taking into account our proposed tariff increases the following table outlines the potential impact this will have on car park revenues, based on the 2012 / 13 utilisation and income:

Car Park	Current Tariff - Revenue			Proposed Tariff - Revenue (est)		
	Peak	Off Peak	Annual (Gross)	Peak	Off Peak	Annual (Gross)
Central (High St)	£29,285.60	£17,844.70	£47,130.30	£29,162.12	£13,728.30	£42,890.42
Market Street	£3,552.70	£2,323.00	£5,875.70	£3,327.17	£1,739.31	£5,066.48
Pound Lane	£2,359.10	£2,152.80	£4,511.90	£2,252.66	£1,633.32	£3,885.98
The Grove	£13,450.60	£7,669.50	£21,120.10	£13,420.40	£6,099.23	£19,519.63
Dudley Road	£6,476.60	£1,309.60	£7,786.20	£7,017.70	£1,034.66	£8,052.36
La Falaise	£37,627.30	£7,486.90	£45,114.20	£41,294.83	£6,574.58	£47,869.41
Eastern Esplanade	£35,447.70	£8,244.20	£43,691.90	£36,770.54	£6,619.77	£43,390.31
Shore Road, Bonchurch	£5,641.00	£925.50	£6,566.50	£5,195.82	£739.47	£5,935.29
			£181796.00			£176610.00

Due to the high level of short stay parking in Central car park our proposed reduction in short stay tariff is likely to result in a 10% decline in income at current utilisation levels, however if the price reduction stimulates demand then the revenue impact is likely to be mitigated.

We estimate that the revised tariffs will deliver an uplift in revenue of 6% at La Falaise but overall the expected outcome in Year 1 is a reduced level of reported income (from P&D parking) of 2.9%, this equates to c.£5k, which will be negated if Eastcliff car park becomes a paid for parking facility.

In terms of the resident discount scheme it is uncertain as to how many of the car park transactions during 2012 / 13 relate to Ventnor residents and therefore the impact the scheme will have is unknown.

We are aware that there are 1512 vehicles owned by residents of Ventnor which would result in up to £15,000 of income per annum (at £10.00 per vehicle) if all residents subscribed to the residents parking scheme this would significantly mitigate any subsequent reduction in revenue from the schemes introduction.

Additional income derived from the Esplanade, Parking Charge Notices, Residents Permits, Tourist Parking Passes, Hotel Guest Permits and Coaches etc. will all further the overall revenue derived from the Ventnor Town Council parking operation ensuring it can deliver a sustainable parking service to the town, for the town and provided by the town.



Central (High St)							
Tariff Band	Current			Proposed Tariffs			
	Tariff	Transactions	Revenue	Peak	Off Peak	Total Revenue	Variation
30 mins	£ 0.60	5148	£ 3,088.80	£ 1,290.32	£ 1,273.39	£ 2,563.70	-17%
30mins to 1hr	£ 1.00	14239	£ 14,239.00	£ 3,918.00	£ 3,201.50	£ 7,119.50	-50%
1 to 2hrs	£ 1.90	9509	£ 18,067.10	£ 15,680.02	£ 6,497.72	£ 22,177.73	23%
2 to 4hrs	£ 3.40	2649	£ 9,006.60	£ 6,436.68	£ 2,040.48	£ 8,477.15	-6%
4 to 6hrs	£ 4.50	404	£ 1,818.00	£ 1,326.60	£ 477.36	£ 1,803.96	-1%
6 to 24hrs	£ 6.60	138	£ 910.80	£ 510.51	£ 237.86	£ 748.37	-18%
		32087	£ 47,130.30	£ 29,162.12	£ 13,728.30	£ 42,890.42	-9%
Market Street							
Tariff Band	Current			Proposed Tariffs			
	Tariff	Transactions	Revenue	Peak	Off Peak	Total Revenue	Variation
30 mins	£ 0.60	594	£ 356.40	£ 145.91	£ 149.90	£ 295.81	-17%
30mins to 1hr	£ 1.00	2091	£ 2,091.00	£ 556.50	£ 489.00	£ 1,045.50	-50%
1 to 2hrs	£ 1.90	960	£ 1,824.00	£ 1,399.46	£ 801.99	£ 2,201.45	21%
2 to 4hrs	£ 3.40	278	£ 945.20	£ 696.90	£ 198.76	£ 895.66	-5%
4 to 6hrs	£ 4.50	79	£ 355.50	£ 282.15	£ 77.22	£ 359.37	1%
6 to 24hrs	£ 6.60	46	£ 303.60	£ 246.25	£ 22.44	£ 268.69	-12%
		4048	£ 5,875.70	£ 3,327.17	£ 1,739.31	£ 5,066.48	-14%
Pound Lane							
Tariff Band	Current			Proposed Tariffs			
	Tariff	Transactions	Revenue	Peak	Off Peak	Total Revenue	Variation
30 mins	£ 0.60	519	£ 311.40	£ 129.98	£ 128.48	£ 258.46	-17%
30mins to 1hr	£ 1.00	1403	£ 1,403.00	£ 348.50	£ 353.00	£ 701.50	-50%
1 to 2hrs	£ 1.90	730	£ 1,387.00	£ 993.17	£ 666.33	£ 1,659.50	20%
2 to 4hrs	£ 3.40	275	£ 935.00	£ 549.81	£ 296.89	£ 846.70	-9%
4 to 6hrs	£ 4.50	69	£ 310.50	£ 183.15	£ 112.32	£ 295.47	-5%
6 to 24hrs	£ 6.60	25	£ 165.00	£ 48.05	£ 76.30	£ 124.34	-25%
		3021	£ 4,511.90	£ 2,252.66	£ 1,633.32	£ 3,885.98	-14%
The Grove							
Tariff Band	Current			Proposed Tariffs			
	Tariff	Transactions	Revenue	Peak	Off Peak	Total Revenue	Variation
30 mins	£ 0.60	1871	£ 1,122.60	£ 549.79	£ 381.97	£ 931.76	-17%
30mins to 1hr	£ 1.00	5501	£ 5,501.00	£ 1,652.50	£ 1,098.00	£ 2,750.50	-50%
1 to 2hrs	£ 1.90	4356	£ 8,276.40	£ 6,982.27	£ 3,136.14	£ 10,118.41	22%
2 to 4hrs	£ 3.40	1094	£ 3,719.60	£ 2,559.96	£ 913.31	£ 3,473.27	-7%
4 to 6hrs	£ 4.50	211	£ 949.50	£ 702.90	£ 242.19	£ 945.09	0%
6 to 24hrs	£ 6.60	235	£ 1,551.00	£ 972.97	£ 327.62	£ 1,300.60	-16%
		13268	£ 21,120.10	£ 13,420.40	£ 6,099.23	£ 19,519.63	-8%
Dudley Road							
Tariff Band	Current			Proposed Tariffs			
	Tariff	Transactions	Revenue	Peak	Off Peak	Total Revenue	Variation
30 mins	£ 0.60	292	£ 175.20	£ 88.64	£ 56.77	£ 145.42	-17%
30mins to 1hr	£ 1.00	1216	£ 1,216.00	£ 385.00	£ 223.00	£ 608.00	-50%
1 to 2hrs	£ 1.90	1711	£ 3,250.90	£ 3,591.46	£ 556.61	£ 4,148.06	28%
2 to 4hrs	£ 3.40	637	£ 2,165.80	£ 2,045.17	£ 133.35	£ 2,178.52	1%
4 to 6hrs	£ 4.50	143	£ 643.50	£ 673.20	£ 24.57	£ 697.77	8%
6 to 24hrs	£ 6.60	43	£ 283.80	£ 234.23	£ 17.95	£ 252.19	-11%
Coach Parking	£ 3.00	17	£ 51.00	£ 22.41	£ 22.41	£ 22.41	-56%
		4059	£ 7,786.20	£ 7,017.70	£ 1,034.66	£ 8,052.36	3%
La Falaise							
Tariff Band	Current			Proposed Tariffs			
	Tariff	Transactions	Revenue	Peak	Off Peak	Total Revenue	Variation
30 mins	£ 0.60	1010	£ 606.00	£ 418.32	£ 84.66	£ 502.98	-17%
30mins to 1hr	£ 1.00	5856	£ 5,856.00	£ 2,297.00	£ 631.00	£ 2,928.00	-50%
1 to 2hrs	£ 1.90	11138	£ 21,162.20	£ 22,301.14	£ 4,480.77	£ 26,781.91	27%
2 to 4hrs	£ 3.40	4005	£ 13,617.00	£ 12,313.03	£ 1,230.32	£ 13,543.35	-1%
4 to 6hrs	£ 4.50	758	£ 3,411.00	£ 3,568.95	£ 129.87	£ 3,698.82	8%
6 to 24hrs	£ 6.60	70	£ 462.00	£ 396.40	£ 17.95	£ 414.35	-10%
		22837	£ 45,114.20	£ 41,294.83	£ 6,574.58	£ 47,869.41	6%
Eastern Esplanade							
Tariff Band	Current			Proposed Tariffs			
	Tariff	Transactions	Revenue	Peak	Off Peak	Total Revenue	Variation
30 mins	£ 0.60	2125	£ 1,275.00	£ 771.90	£ 286.35	£ 1,058.25	-17%
30mins to 1hr	£ 1.00	10390	£ 10,390.00	£ 3,775.50	£ 1,419.50	£ 5,195.00	-50%
1 to 2hrs	£ 1.90	9839	£ 18,694.10	£ 19,712.88	£ 3,948.11	£ 23,660.99	27%
2 to 4hrs	£ 3.40	3062	£ 10,410.80	£ 9,497.42	£ 880.60	£ 10,378.02	0%
4 to 6hrs	£ 4.50	554	£ 2,493.00	£ 2,628.45	£ 80.73	£ 2,709.18	9%
6 to 24hrs	£ 6.60	65	£ 429.00	£ 384.38	£ 4.49	£ 388.87	-9%
		26035	£ 43,691.90	£ 36,770.54	£ 6,619.77	£ 43,390.31	-1%
Shore Road, Bonchurch							
Tariff Band	Current			Proposed Tariffs			
	Tariff	Transactions	Revenue	Peak	Off Peak	Total Revenue	Variation
30 mins	£ 0.60	552	£ 331.20	£ 231.07	£ 43.82	£ 274.90	-17%
30mins to 1hr	£ 1.00	1664	£ 1,664.00	£ 702.50	£ 129.50	£ 832.00	-50%
1 to 2hrs	£ 1.90	1222	£ 2,321.80	£ 2,590.76	£ 377.06	£ 2,967.82	28%
2 to 4hrs	£ 3.40	535	£ 1,819.00	£ 1,645.94	£ 163.54	£ 1,809.48	-1%
4 to 6hrs	£ 4.50	81	£ 364.50	£ 21.06	£ 21.06	£ 42.12	-88%
6 to 24hrs	£ 6.60	10	£ 66.00	£ 4.49	£ 4.49	£ 8.98	-86%
		4064	£ 6,566.50	£ 5,195.82	£ 739.47	£ 5,935.29	-10%
Total			£ 181,796.80	£ 138,441.25	£ 38,168.63	£ 176,609.88	-2.9%

Ventnor – Car Park Revenue (Current & Potential)