

## **Appendix**

### **Option 1 - Residential Car Parking - Blake Tower development of 76 flats**

<b>Issue</b>	<b>Comment</b>	<b>Action</b>
Location	Bunyan Car Park (nearest car park) which will provide out of hours concierge services (19.00 to 07.00) to Blake Tower residents	
Usage	Residential Car Parking	
Occupancy	15 to 60 bays (60 have been reserved via City Surveyors, but forecast is based on Frobisher Crescent with a 20% take up)	Estate agents to detail facilities & BEO Welcome Pack to offer car parking services to new residents (residents will take individual licences from the Barbican Estate Office)
Potential Income	Circa £20k pa to £75k pa	Review occupancy /position August 2016 for 17/18 budgets
Approx. cost	Normal Officer time	
Timescales	Anticipated completion of property October 2016 with full occupancy of Blake Tower expected December 2016 with potential income for 17/18	
Likely outcome	Circa £20k pa income for 17/18 (based on Frobisher Crescent with a 20% take up)	

<b>Pros</b>	<b>Cons</b>
Car Parking only	Not guaranteed number of bays
No cost - facilities already in place	Not guaranteed period of time
Sufficient space within current Bunyan Car Park (Occupancy at 35% 135 vacant bays) Would also look to occupy void areas.	
As additional Barbican Estate residents	
The successful waterproofing of the above Podium/Walkway in Beech Gardens will prevent any further water penetration into Bunyan Car Park	

## **Option 2 - Additional Residential Stores**

1. A reconciliation of the current waiting list for stores in conjunction with the recent resident survey has been carried out. There were 440 respondents to the survey with a high demand for standard, large and other possibly larger stores. There is currently a waiting list of over 260 residents for a store. An option to generate income and satisfy demand would be to utilise the car parks void areas/vacant bays with further stores/storage space.
2. The option is to build as many stores as possible and to future proof demand. If there was still availability then the other possibility would be to offer some of the stores to other City residents within walking distance, subject to planning permission. The new charges for any proposed new sized stores would be subject to BRC approval.

	<b>Comment</b>	<b>Action</b>
Location	Void areas or vacant bays within the car parks especially Bunyan/Breton Car Parks	
Usage	Residential stores	
Occupancy	Approx. 65 to 130 bays for an additional 100 or 200 storage units. The resident's survey has shown a demand for varying types of storage.	
Potential Income	Circa £40k pa to £80k pa – plus subject to funding.	Reconciliation of the current store waiting list completed January 2016. Resident survey January 2016 shows a demand for various types of residential storage particularly larger stores.
Approx. cost	Circa £100k to £200k TBC dependant on varying options to procure/build the storage	
Timescales	Anticipated completion of procurement/development late 2016/early 2017 with potential income for 17/18	
Likely outcome	Circa £40k pa to £80k pa – plus subject to funding.	

Pros	Cons
Currently no availability of stores for residents	May not be considered best value for the car parks
There are currently over 260 residents on the waiting list for a store	Any new sized stores would require new rates to be approved by BRC
Utilising car parks for residential services i.e. further storage	Listing and Planning Applications. The Planning Officer has confirmed that a change of use for some of the car park bays to residential storage would be acceptable subject to the necessary planning application (Pro & Con)
Possibility of funding from BRC non-service charge underspend 2015/16 for carry forward works in 2016/17. Payback period anticipated to be less than 3 years	Dependant on funding from DCCS underspends. Approval by Chamberlains would require a business case, a bid for capital and fulfil the payback criteria to receive priority funding. Procurement would be carried out via the City's Gateway process in Spring 2016
Sufficient space with current occupancy (Nov.15):- Bunyan - 35% and 135 vacant bays Breton - 47% and 125 vacant bays Would also look to occupy void areas.	The options to be progressed need to be prioritised to ensure no more than the current vacant bays are utilised (plus allocated temporary car parking bays and any potential Cultural Hub implications)
As additional Barbican Estate residents	

3. Due to increased online deliveries the BEO are also reviewing storage facilities for residents' parcels for the Estate Concierge service in the car parks. This review will be carried out in conjunction with the option of further residential storage and subject to a planning application. These facilities would be charged to the service charge account.

### **Option 3 - Consolidation Centre (parcel delivery centre)**

Issue	Comment	Action
Location	Bunyan or Breton Car Park and relocating current residents parking/facilities to designated areas of these car parks	
Usage	Consolidation centre for parcel deliveries for city residents and commercial companies (based on previous discussions with interested parties)	Progress discussions with interested parties and with marketing letting agents
Occupancy	30 to over 50 bays (based on discussions with interested parties)	
Potential Income	Circa £50k pa to £60k pa (based on previous discussions with interested parties)	Review position August 2016 for 17/18 budgets

Approx. cost	Circa £10,000 per car park (TBC & dependant on car park) to possibly relocate existing transportable stores, bicycle cages and any other modifications (TBC). Marketing letting costs	
Timescales		Marketing Spring 2016
Likely outcome	Possible income for 17/18 dependant on market testing & issues highlighted in 'con's' below	

Pros	Cons
Low cost – stores/facilities & possibly any potential additional security arrangements to be installed by Consolidation centre company	Breton House Car Park suffers from severe water penetration, but the use of over 100 metres of drip trays prevents damage to vehicles parked within bays. Multiple water staining & stalactites in car park. However the successful waterproofing of the above Podium/Walkway will prevent any further water penetration into the Bunyan Car Park.
Sufficient space with current occupancy (Nov.15):- Breton - 47% and 125 vacant bays Bunyan - 35% and 135 vacant bays Would also look to occupy void areas.	Opening hours, delivery times, noise of deliveries & operations could disturb and disrupt residents. Would need to consult with residents, Environmental Health & Highways
Guaranteed number of bays	Fire safety & security would need to be reviewed
Guaranteed period of time	Management of contract (liaison, monitoring, complaints etc.)
City Transportation have confirmed that they would support the productive re-use of the car parks for a well-designed and managed Consolidation Centre. The City's Planning Officer has confirmed that the potential use of the car parks for a Consolidation Centre would be acceptable, particularly if it allowed for the final delivery stage of journeys to be made by electric vehicles. London Plan policy 6.14 requires boroughs to identify sites for Consolidation Centres.	Listing and Planning Applications. A permanent planning application would be submitted for the maximum area and the maximum number of bays for any potential future demand (including potential temporary usage). These facilities would not find favour with residents and there would be objections  The options to be progressed need to be prioritised to ensure no more than the current vacant bays are utilised (plus allocated temporary car parking bays)

Original Officer/Member Working Party agreed to review all income options (& cost saving options as a last resort)	External signage
	Residents not favourable to non-residents within car parks (viewed by some residents as their car parks not as a City asset)

#### **Option 4 - Storage Company Facilities**

<b>Issue</b>	<b>Comment</b>	<b>Action</b>
Location	Bunyan or Breton Car Park and relocating current residents parking/facilities to designated areas of these car parks	
Usage	Storage facilities for other city residents and commercial companies (based on previous discussions with interested party)	Discussions on hold due to other potential Barbican Estate development projects. Progress with marketing letting agents
Occupancy	50 to 100 Bays 100 bays is based on previous discussions with interested party)	
Potential Income	Circa £70k pa to £110k pa (based on previous discussions with other storage companies and market agents)	Review position August 2016 for 17/18 budgets
Approx. cost	Circa £20,000 per car park (TBC & dependant on car park) to relocate existing transportable stores, bicycle cages and any other modifications (TBC). Marketing letting costs	
Timescales		Marketing Spring 2016
Likely outcome	Possible income for 17/18 dependant on market testing & issues highlighted in 'con's' below	

Pros	Cons
Low cost – stores/facilities & possibly any potential additional security arrangements to be installed by company	Breton House Car Park suffers from severe water penetration, but the use of over 100 metres of drip trays prevents damage to vehicles parked within bays. Multiple water staining & stalactites in car park. The successful waterproofing of the above Podium/Walkway in Beech Gardens prevents any further water penetration into Bunyan Car Park.
Sufficient space with current occupancy (Nov.15):- Bunyan - 35% and 135 vacant bays Breton - 47% and 125 vacant bays Would also look to occupy void areas.	Opening hours, delivery times, noise of deliveries & operations could disturb and disrupt residents. Would need to consult with residents, Environmental Health & Highways
Guaranteed number of bays	Fire safety & security would need to be reviewed
Guaranteed period of time	Management of contract (liaison, monitoring, complaints etc.)
Can include cost to have car park returned to useable bays at end of contract	External signage
City Transportation have confirmed that they would support the productive re-use of the car parks for a well-designed and managed storage facility. The City's Planning Officer have confirmed that the potential use of the car parks for a storage facility would be acceptable.	Listing and Planning Applications. A permanent planning application would be submitted for the maximum area and the maximum number of bays for any potential future demand (including potential temporary usage). These facilities would not find favour with residents and there would be objections
Could utilise stores for our residents	Residents not favourable to non-residents within car parks (viewed by some residents as their car parks not as a City asset)
Original Officer/Member Working Party agreed to review all income options (& cost saving options as a last resort)	The options to be progressed need to be prioritised to ensure no more than the current vacant bays are utilised (plus allocated temporary car parking bays)

#### **Option 5 - Change in Car Park Charging Policy**

4. For a number of years up until 2009 BRC did not approve any changes in car parking charges. However, since 2009 car parking charges have been reviewed based on the increase in RPI which has varied between 0% and 5.2%. In 2014 the RPI increase was 2.3%.

5. Over the last 10 years the number of let residential bays has reduced by between 1% and 5% per annum demonstrating that price has not necessarily been a factor in the gradual decrease in occupancy. A comparison of local car parking charges also shows that the rates for the Barbican Estate are lower than elsewhere. All of this information is presented in the accompanying report to the BRC. The annual report in December had recommended a change in charging from the increase in RPI to 5% for 2016/17.
6. In December 2015 BRC did not approve the above change in charging so the revised report will be represented at the same time as this Service Based Review options report. The recommendation of the car parking charging report is based on RPI and that the next report will be presented to BRC in December 2016 in the normal manner for the 2017/18 charges. There remains the potential to move away from RPI as a basis for reviewing car park charges.
7. A Strategic Audit of the Car Parks by Chamberlains Internal Audit has been commissioned which will inform future car park strategy. There is a risk of reputational damage to the City by continuing to manage the Car Park Account in deficit. The Original Budget for 2016-17 shows net expenditure, after capital charges, by the City on Car Parking is expected to be £237,000.

Issue	Comment	Action
Location	Car Parks	
Usage	Residential Car Parking	
Occupancy	67%	
Potential Income	£48,796 for a full financial year based on a change in charging policy (for example 5% increase) and current occupancy	Review occupancy/position August 2016 for 17/18 budgets
Approx. cost	Normal Officer time	
Timescales	Proposing that car park charging report would be presented to BRC again in December 2016 to obtain approval for future charges to apply to the full accounting year 2017/18. Potential income for 17/18 subject to BRC approval	
Likely outcome	£8,855 for the period July 2016 to March 2017 based on no change in charging (RPI) and BRC approval. Income for 2017/18 dependant on BRC approval in December 2016	

Pros	Cons
Members approval of options 1 to 4 would help to determine whether option 5 needs to be progressed to achieve 17/18 Service Based Review budget plan	Change of recent car park charging policy
Strategic Audit of the Car Park Account may determine whether option 5 needs to be progressed	Occupancy may reduce at times of charges higher than RPI
	Residents may choose to park elsewhere

### **Option 6 - Reduction in costs by reducing staff costs**

8. An original officer/Member Working Party from 2009 and Committee report agreed that in future all income options were to be reviewed and cost saving options pursued as a last resort. If the Service Based Review's budget plan is not achieved after all of the income options have been explored and the recommendations of the Strategic Audit of the Car Park Account are analysed there would be the possibility of reviewing the reduction in costs option. The highest cost to the Car Park Account is staff costs (which includes salary, uniforms, pension, National Insurance, overtime and superannuation) and there are a number of options.

Issue	Comment
Location	Car Parks
Usage	Concierge Staff
Occupancy	67%
Potential Income/savings	The Concierge service at one of the car park offices could be provided for 12 hours (with services for the other 12 hours provided at one of the neighbouring car park offices) – this option would reduce costs by circa £70k pa. Alternatively the Concierge service at one of the car park offices could cease (with services provided at one of the neighbouring car park offices) – this option would reduce costs by circa £140k pa.
Approx. cost	Potential redundancy costs depending on recruitment position
Timescales	Review in December 2016 report in conjunction with Strategic Audit of the Car Park Account and if all other options have been explored and/or members do not recommend other options to generate the required income and there is a forecasted shortfall in achieving the budget plan
Likely outcome	As above



Pros	Cons
These options could help achieve the budget plan if all other options have been explored and or members do not recommend other options to generate the required income	These options would be the 'last resort' and would not find favour with residents
Strategic Audit of the Car Park Account may determine whether option 6 needs to be progressed	

### **Other options**

9. Officers have considered other options including marketing to potential external users and neighbouring developments for commercial parking but the City's Planning Officer has advised that this would be contrary to Condition 7 of the Planning and Parking Policies within the Local Plan.
10. City Transportation has also confirmed that commercial car parking would be contrary to policies to restrain commuting to the City by car and Policy DM16.6 in the Local Plan does not permit new public car parks or the temporary use of vacant spaces. Therefore, the City's Planning Officer would oppose planning permission being granted for commercial car parking so these options are not being explored further by officers.