
Report To:	Safe, Sustainable Communities Committee	Date:	8 Mar 2011
Report By:	Corporate Director Regeneration & Environment	Report No:	SSC/ENV/IM/11.77
Contact Officer:	Robert Graham	Contact No:	01475 714817
Subject:	Greenock Town Centre Parking Study		

1.0 PURPOSE

- 1.1 The purpose of this report is to advise the Committee of the recommendations of the Greenock Town Centre Parking Study and to seek approval to further develop the recommended schemes in terms of design and implementation costs.

2.0 SUMMARY

- 2.1 On 12 January 2010 the Safe, Sustainable Communities Committee approved the appointment of Consultants to (1) investigate the removal of redundant areas of traffic restrictions within the town centre and identify any additional areas for on and off road parking (2) investigate the introduction of charged parking within Greenock Town Centre including the options on Parking Enforcement.

It was also remitted to the Corporate Director Environment and Community Protection to report back to Committee on the recommendations from the Consultants.

A report was brought to the last Committee meeting where it was decided to defer the decision until a Member's briefing was undertaken. This took place on 10 February 2011.

- 2.2 The Consultants, Atkins, have now completed a review of current policy documents, analysed available data sources and carried out an extensive programme of stakeholder consultation.
- 2.3 The aim of the review was to develop a clear understanding of parking issues and demand within Greenock Town Centre, and develop options which, if implemented, could resolve these issues, whilst maintaining free parking in the town centre.
- 2.4 A series of options was developed from which the shortlisted proposed scheme was taken to stakeholder consultation. Unanimous agreement was reached that this scheme should be progressed further.
- 2.5 The recommended option comprises:-
- Free short stay parking/loading for all users in the Town Centre;
 - Free resident parking scheme;
 - On-street / off-street enforcement using existing and additional resources; and
 - Long stay parking within Greenock (Cost recuperation)

3.0 RECOMMENDATION

- 3.1 That Committee notes the contents of the Greenock Town Centre Parking Plan as per Attachment 1.
- 3.2 That Committee approves the further development of schemes 4 and 5 of Attachment 1 in terms of further detailed proposals, design, and the supporting business case for the recommended schemes.

- 3.3 That it be remitted to the Corporate Director Regeneration & Environment to appoint a Consultant for the above work and to report back to Committee by January 2012 on the detailed proposals, design and the supporting business case for the recommended schemes.

Ian Moffat
Head of Environmental and Commercial Services

4.0 BACKGROUND

- 4.1 A parking strategy and draft business case were commissioned for Greenock Town Centre with the possibility that the principles of the strategy could be applied Council wide. The key requirement of the study was to determine and evaluate parking measures and construct a preliminary business case examining the costs and benefits for implementing and operating different parking measures and parking enforcement within Greenock town centre. A review of the existing Traffic Regulation Orders was also carried out.
- 4.2 To ensure a comprehensive understanding of the issues and opportunities associated with parking in the town centre, a diverse range of stakeholders were consulted. Cognizance of their views was taken in the development of the recommended option.
- 4.3 The operational objectives of the Study were:
 - To ensure adequate supply of loading and parking for all users of the town centre;
 - To ensure adequate enforcement of on-street and off-street parking and loading restrictions which balances the needs of users with the financial constraints of the Council;
 - To ensure parking is accessible by all user groups and distributed evenly;
 - To improve traffic circulation in the town centre; and
 - To encourage sustainable travel.
- 4.4 A review of the effect of parking charging on the various user groups was carried out together with consideration of the appropriate level of parking charges and durations.
- 4.5 The supporting business case looked at the costs of implementation and maintenance of the scheme compared with the anticipated revenue generated.
- 4.6 The various options identified were refined into a series of seven schemes and the shortlisted schemes that most fully addressed the operational objectives was put forward for further stakeholder consultation. The output from this consultation was very positive and unanimous agreement was reached that the scheme should be progressed further. As a result of the extensive work and consultation on the above it is recommended that Schemes 4 and 5 of Attachment 1 are further developed along with a detailed design including a supporting business plan in each case.

5.0 PROPOSED PARKING STRATEGY

- 5.1 The proposed parking strategy comprises:
 - Provide free short stay parking in Greenock town centre;
 - Provide free residential parking;
 - Rationalise the on-street parking and associated parking restrictions;
 - Implement some charges on long stay parking to fund the system; and
 - Charges will only be levied to meet operational costs.

6.0 FUTURE DEVELOPMENT OF THE PARKING STRATEGY

- 6.1 Subject to approval of the recommended Parking Strategy option, it is proposed to issue a document to competitive tender for the detailed design etc. of parking measures to be implemented as per the recommendation in item 3.3 above.
- 6.2 A business case will also be compiled for the approved Parking Strategy.

7.0 FINANCIAL IMPLICATIONS

FINANCE

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments
Roads Client Revenue	Roads Assessment/ Feasibility	2011-2012	85k	N/A	

7.1 Finance: The Chief Financial Officer has been consulted on this report

7.2 Legal: There are no legal implications.

8.0 ATTACHMENTS

8.1 Summary of options

8.2 Summary of schemes

Greenock Town Centre, Inverclyde

Parking Strategy and Business Case

July 2010

Inverclyde Council

Greenock Town Centre Parking Strategy and Business Case

July 2010

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Document History

JOB NUMBER: 5093459			DOCUMENT REF: Greenock Town Centre Parking Strategy Final.docx			
2	Final	MR	SF	SF	SF	19/01/11
1	Draft for Comment	MR	SF	SF	SF	30/07/10
Revision	Purpose Description	Originated	Checked	Reviewed	Authorised	Date

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Executive Summary

Study Overview

The town centre of Greenock, like many town centres suffers from a number of parking related issues which is having an adverse impact on the economic vitality of the town. Without change, the parking related issues will continue to have an increasingly adverse impact on the health and vitality of the town centre.

Inverclyde Council commissioned Atkins in May 2010 to develop a parking strategy and preliminary supporting business case for Greenock town centre.

Identification of Issues and opportunities

In order to establish a robust understanding of the issues and opportunities associated with parking in Greenock town centre, both now and in the future, Atkins reviewed current policy documents, analysed available data sources, and undertook a comprehensive programme of stakeholder consultation. The following table provides a summary of the key issues identified.

ID	Key Issues and Opportunities
1	Due to the condition of enforcement markings or supporting regulations parking restrictions within the town centre are ignored
2	Insufficient availability to short stay town centre prevents short stay car parking, which is having an adverse impact on local businesses
3	Insufficient provision for loading within the town centre
4	Parking signing is generally inadequate and results in drivers not being directed to use the most appropriate parking areas for their needs
5	Competing parking demand between residents and students for the available parking within the town centre
6	Competing parking demand between commuters and residents for the available parking within the town centre
7	Inappropriate use of private car parks by non-patrons who utilise parking for long stay
8	The existing parking supply is inadequately managed to meet the needs of all users
9	Existing car parks require to be upgraded to improve access and ease of parking and provision for all users, especially the mobility impaired
10	Inappropriate parking results in localised traffic congestion. Inappropriate parking presents a particular accessibility issue for the elderly or mobility impaired
11	Emergency vehicle access can be restricted due to inappropriately / illegally parked cars
12	The sensitivity of the local economy to the impacts of parking and restrictions
13	Parking provision / management associated with the future development of the town

Study Objectives

A set of Operational Objectives were established within the context of wider Strategic Objectives. The attainment of the outcomes associated with each of Operation Objectives will address the issues and opportunities listed above. The Operational Objectives have been used to generate an initial long list of potential options, sift the long list, and appraise the schemes that have been formed by packaging. In

addition to these functions the Operational Objectives will form the basis for the future evaluation of the parking strategy. The following table provides a summary of the Operational Objectives.

Objective No	Operational Objectives
OOB1	To ensure adequate supply of loading and parking for all users of the town centre including the disabled, elderly, residents, commuters and businesses
OOB 2	To ensure effective enforcement of on-street / off-street parking and loading restrictions which balances the needs of users with financial constraints of the authority
OOB 3	To ensure parking is accessible by all user groups and distributed effectively
OOB 4	To improve traffic circulation in the town centre
OOB 5	To encourage sustainable travel

Option Generation

A long list of eighteen options were generated and then subjected to an initial sift in order to identify if any of the options should be discarded. This option sifting process was undertaken on the basis that they did not provide tangible benefits when assessed against the Operational Objectives, or they had deliverability risk associated with them that precluded their implementation. As a result of the sifting process, option 1 – Do Nothing was sifted out as this option is not considered to be sustainable in the long term as uncontrolled parking is likely to adversely affect the economic vitality of the town centre in the long term through increased congestion and reduced accessibility.

With the exception of option 1, the remaining seventeen options were considered to provide potential benefits and none had prohibitive deliverability risks. To assist in understanding the relative merits of each of these options, it is necessary to retain option 1 as a benchmark against which all other options were assessed. Consequently none of the options were sifted out.

Scheme Development

In order to maximise the potential benefits yielded by individual options they were grouped into seven different schemes. The following table provides a summary of the schemes.

Scheme	Elements
1	Revise Existing TROs and Parking Markings Implement Parking Monitoring Record and Evaluate Parking Related Complaints Implement Travel Plans and Sustainable Travel Initiatives
2	Provide Adequate Short, Long, Loading, Motorcycle, Disabled and Taxi Provision Using a Non-charged Method Implement Parking Monitoring Provide Adequate Parking Signage Record and Evaluate Parking Related Complaints Implement Travel Plans and Sustainable Travel Initiatives
3	As per scheme 2 with Resident Parking Scheme and Ensure Adequate Enforcement Using a Non-Charged Method
4	As per Scheme 3 with and Ensure Adequate Enforcement using a Charged Method

Scheme	Elements
5	As per Scheme 4 with Provide a Park and Ride within Greenock
6	As per Scheme 4 with Provide a Park and Ride out with Greenock
7	Sustainable Travel Initiatives and Travel Plan(s)

In support of the schemes, a preliminary business case for each scheme has also been developed to provide an estimate of the likely cost of implementation and operation. The preliminary business case for each of the seven schemes is presented in an Appendix B of this report.

Scheme Appraisal

An appraisal of the seven scheme identified schemes 4 and 5 as performing best against the Operational Objectives and neither schemes have characteristics that are considered to prohibit their implementation.

Conclusions and recommendations

Schemes 1, 2, 3, and 6 have been rejected because they do not meet completely the Operational Objectives for the study or offer non-practical solutions. They do not offer significant enough benefit to warrant detailed assessment when compared with the relative merits of the remaining schemes. To understand the relative financial implications, a draft business case for all schemes has also been developed to provide an estimate of the likely cost of implementation and operation. **A review of the full draft business case identified that a fully non-charged parking option would not be feasible to implement without incurring a cost to Inverclyde Council of approximately £220k per annum.**

Notwithstanding this, Schemes 4 and 5 perform very well against the Operational Objectives and are considered to offer significant benefit through improved parking supply, management, and enforcement. Both schemes 4 and 5 have been developed to include a charged parking system which has been which meets the cost of enforcement/management only through charging the most inelastic user groups who are estimated to have the greatest contribution to the parking issues. As part of these schemes **all core town centre area all parking will be provided free of charge and as part of an enforceable parking management system. This will encourage short stay parking only within the town centre and is expected to promote the economic vitality of the town through actively encouraging trade and local business both now and in the future.**

The **provision of adequate enforcement of the core town centre area will be critical in ensuring the effectiveness of schemes 4 and 5.** Both schemes rely significantly on enforcement of on-street parking to operate effectively. In these schemes, on-street enforcement will continue to be provided by police employed traffic wardens. **Any further reductions in the number of police employed traffic wardens in Greenock town centre will have a significant negative impact on the effectiveness of the schemes.**

As part of schemes 4 and 5, a number of town centre off-street car parks and/or the Regent Street car park will be enforced using a single part-time parking attendant, employed by Inverclyde Council. The processing and administration of the civil penalties issued will be the responsibility of Inverclyde Council. If Inverclyde Council chooses to implement either of schemes 4 and 5, and in so doing employs a parking attendant, it would be logical to consider making further legislative changes to allow the parking attendant to enforce on-street restrictions. This legislative change to allow all parking to be enforced by Inverclyde Council is known as Civil Parking Enforcement (CPE). This 'decriminalised' parking scheme would allow Inverclyde Council the ability to take full control of parking enforcement within the town/area currently carried out by the police. **Both Schemes 4 and 5 have been developed to be the most cost effective method of introducing parking control within Greenock with the understanding that CPE is not an option currently being considered for progression. However, both schemes do not prohibit evolution to CPE should this be considered necessary in the future and both schemes provide the most effective parking management solution whilst providing a number of the prerequisites for a 'decriminalised' system.**

If a 'decriminalised' system were to be implemented, the ability of the local authority to provide parking enforcement will reduce the need of enforcement from the police. This may result in restrictions elsewhere within Greenock being non-enforced. Therefore, subject to consultation with the police, it may be necessary

to implement a 'decriminalised' system within a much wider area than just Greenock town centre. The preliminary business case for implementing a 'decriminalised' system would require careful development.

Scheme 7 includes a number of sustainable travel initiatives which, if implemented, have the potential to improve parking supply. As discussed within this report, this scheme has been included within both schemes 4 and 5.

Post completion of the strategy development, a number of key stakeholders who had been previously involved within the strategy development were again invited to offer comment on the complete strategy. The stakeholder represented the full spectrum of the Inverclyde community and includes representatives for local business, Chamber of Commerce, resident action groups, parking wardens and the emergency services. **Despite the adverse weather at the time, the event was well attended and an unanimous response was received in support of either scheme 5 or 4 being implemented.**

The overall outcome of the meeting is reported in greater detail in Appendix E of this report.

1. Introduction

Study Scope

- 1.1 Inverclyde Council require a parking strategy and supporting preliminary business case to be developed for Greenock town centre with the possibility that the principles of this strategy could be applied council wide in the future. As agreed with Inverclyde Council, the key requirements of this study are:

“To develop a parking strategy for Greenock town centre within which charged parking measures will be evaluated. From this develop a detailed business case examining the costs and benefits for implementing and operating different parking measures and parking enforcement within Greenock town centre.”

- 1.2 Atkins was appointed by Inverclyde Council to undertake the study in February 2010 with study completion programmed for 30th July 2010.

Background

- 1.3 The town of Greenock is located to the west of Glasgow on the south bank of the Firth of Clyde. The town centre is located in the north east area of the town and benefits from good road and rail links. The town centre is dissected by the A78 and M8 trunk roads which meet with the A770 at the 'Bullring Roundabout'. These arterial routes provide the town centre with a direct road connection to Edinburgh and Glasgow to the east, Irvine and Troon to the south and Gourock to the west. Greenock is the predominant shopping, administrative, health, cultural and recreational centre in Inverclyde.
- 1.4 The town centre includes a mix of modern and historic 'grid iron' street layout and contains a variety of retail types including local food shops, pubs, restaurants, cinema, leisure centre, shopping mall and places of historic interest. The town centre provides ample local amenities for the local population (approximately 50,000) and is estimated to have a service catchment area of over 110,000 people¹.
- 1.5 The town has traditionally been a focus for the provision of employment, trading, professional services, and markets. The closure of many rural services and the centralisation of services by some providers have meant that rural populations have become increasingly dependent upon Greenock as a location in which to access many essential day to day services and facilities. The availability of free parking and accessible road connections between Greenock, Glasgow, and other areas promotes the use of car-based travel to the town for work, education, health, and leisure purposes. Greenock currently is an area with one of the lowest car ownership in Scotland², although car ownership is increasing. This and future focus on new development and economic regeneration in and around Greenock will in turn increase pressure on the local road network.

¹ Alison-Lightbody-Waddell.

² 2001 census.

The Need for a Parking Strategy

- 1.7 Inverclyde Council has set out its ambitions for the future of Inverclyde within its Corporate Strategy which describes:
- 1.8 *“a confident, inclusive Inverclyde with safe, sustainable, healthy communities, a thriving prosperous economy, where everyone is encouraged to achieve their potential and make a positive contribution to the area.”*
- 1.9 To realise this ambition, Inverclyde Council is actively promoting the economic and urban regeneration of the Inverclyde area with a number of projects. The recently completed Riverside Development in Greenock is evidence of this process.
- 1.10 With all new and existing development, car parking is no longer considered to be a separate issue, but has become a key aspect of both transport and land use planning. It must be integrated with all other aspects of urban policy if it is to be effectively managed. This is necessary in order to promote and support:
- lifestyles that are less car- dependent;
 - transport provision that is more socially inclusive;
 - development that is more sustainable; and
 - settlements which are more attractive and accessible.
- 1.11 Control over the availability of parking spaces is a key policy instrument in managing car trips, and for the time being is the most widely available and readily accepted method of doing so. Even without parking control, strict control over public parking could have a major impact on travel choices. In most circumstances, parking control is regarded as easier to implement and more appropriate than other measures such as road user charging.
- 1.12 As transport policy has moved from a “predict and provide” approach to one based on the achievement of wider objectives, the management of parking has become a more important part of national policy. It is becoming accepted that the unlimited growth of car use cannot be tolerated, as the infrastructure costs of providing the necessary road and parking space would be unacceptable in both financial and environmental terms.
- 1.13 Notwithstanding the above, it is equally important to ensure that the strategy developed is tailored to fit perfectly with the area in which the strategy will be implemented. In developing the strategy, it was essential to reach a balance between reducing travel by car through the management of parking demand and encouraging the economic growth of the town centre.

Strategy Development

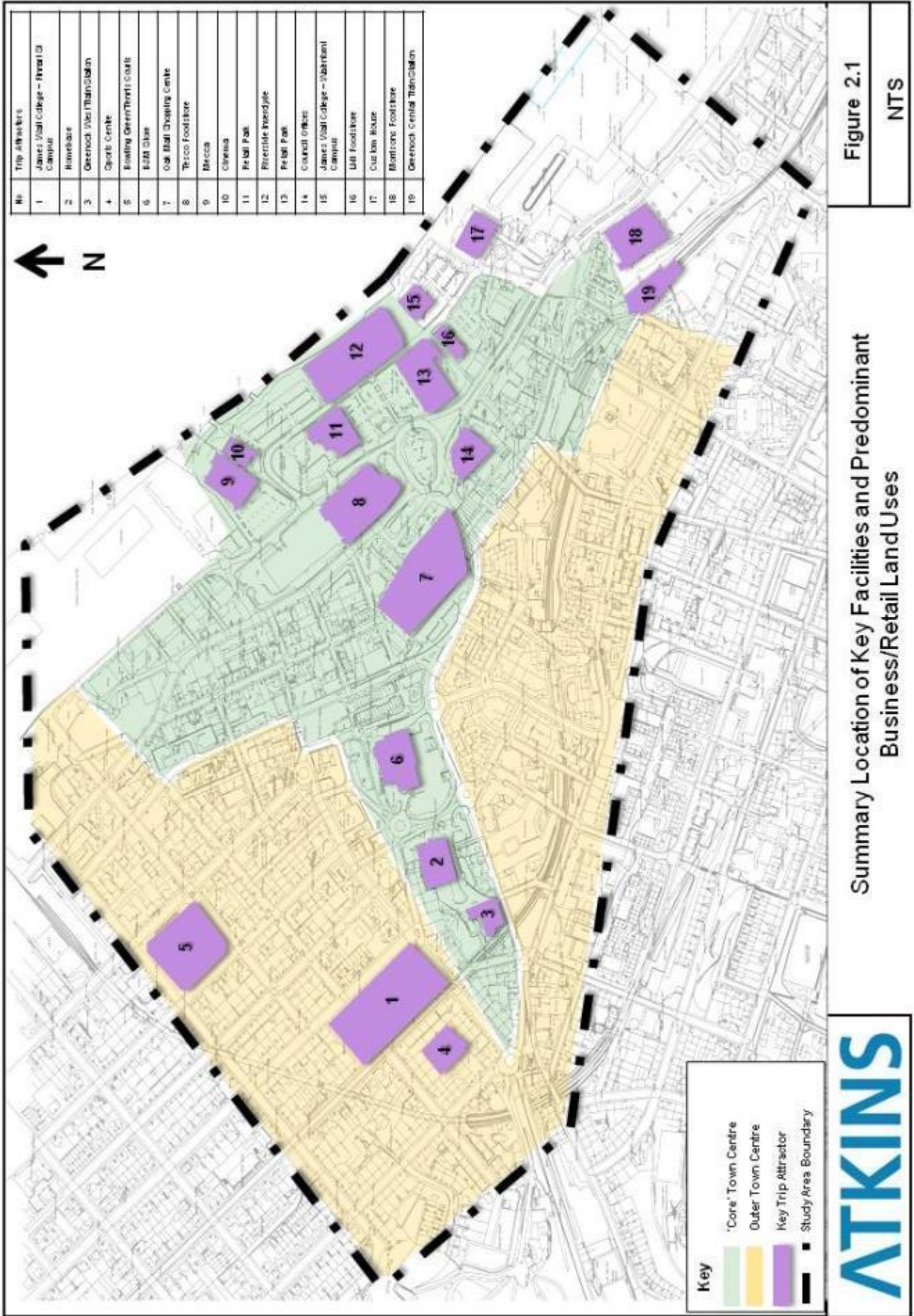
- 1.14 The development process for this parking strategy is based on an in depth review of background studies, site visits, and extensive consultation with key stakeholders with an aim to understand:
- how the current demand for parking is met within the town centre;
 - how future development changes within the town will impact upon the supply and demand for car parking;
 - key issues and opportunities;
 - how the proposals identified within the Inverclyde LTS 2010 - 2015, such as park and ride facilities will impact upon the future parking supply and demand; and
 - the wider policy framework that will help to shape the development of the parking strategy for Greenock town centre and its subsequent implementation.

2. Existing Town Centre Parking

Overview

- 2.1 This chapter provides a summary of the existing loading/parking supply, current and future loading/parking demand. The chapter provides a summary of parking enforcement and stakeholder consultation process which has been used to inform the issues and opportunities upon which the strategy has been developed.
- 2.2 Greenock town centre is bounded by Robertson Street to the west, Roxburgh/Regent Street to the south, Container Way/Rue End Street to the north and Victoria Harbour to the east. The Inverclyde Council Local Development Plan, shows the town centre can be divided into two 'zones', the core and outer town centre areas, based on predominant land use. The town centre provides a variety of local and regional services including the James Watt College and Oakmall Shopping Centre. The main shopping area is located to the north west of the town centre adjacent to the residential area which surrounds the James Watt College. Figure 2.1 provides a summary of the key trip attractors within the town centre and a summary of predominant land uses by spatial area.

Figure 2.1 – Summary Location of Key Facilities and Predominant Business / Retail Land Uses



- 2.3 A key requirement in developing this parking strategy is to quantify the number and locations of the existing parking provision. This allows an understanding of currently supply and utilisation to be formed now and in the future. This information has underpinned any proposals to improve or enhance parking utilisation.
- 2.4 A summary of existing on-street and off-street parking provision is shown in Figures 2.2 and 2.3.

Figure 2.2 – Location of Off-Street Town Centre Car Parks and Key Facilities

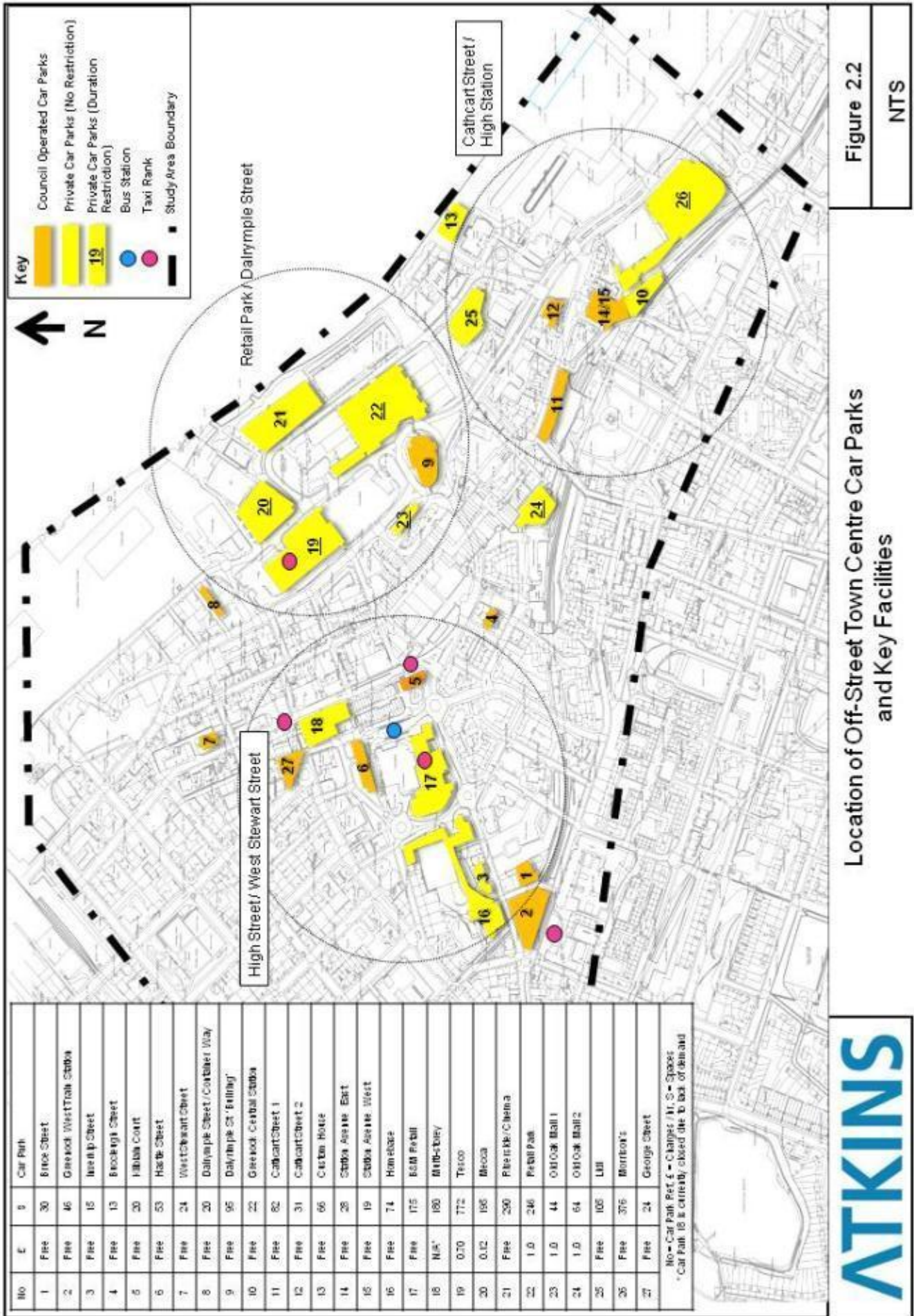


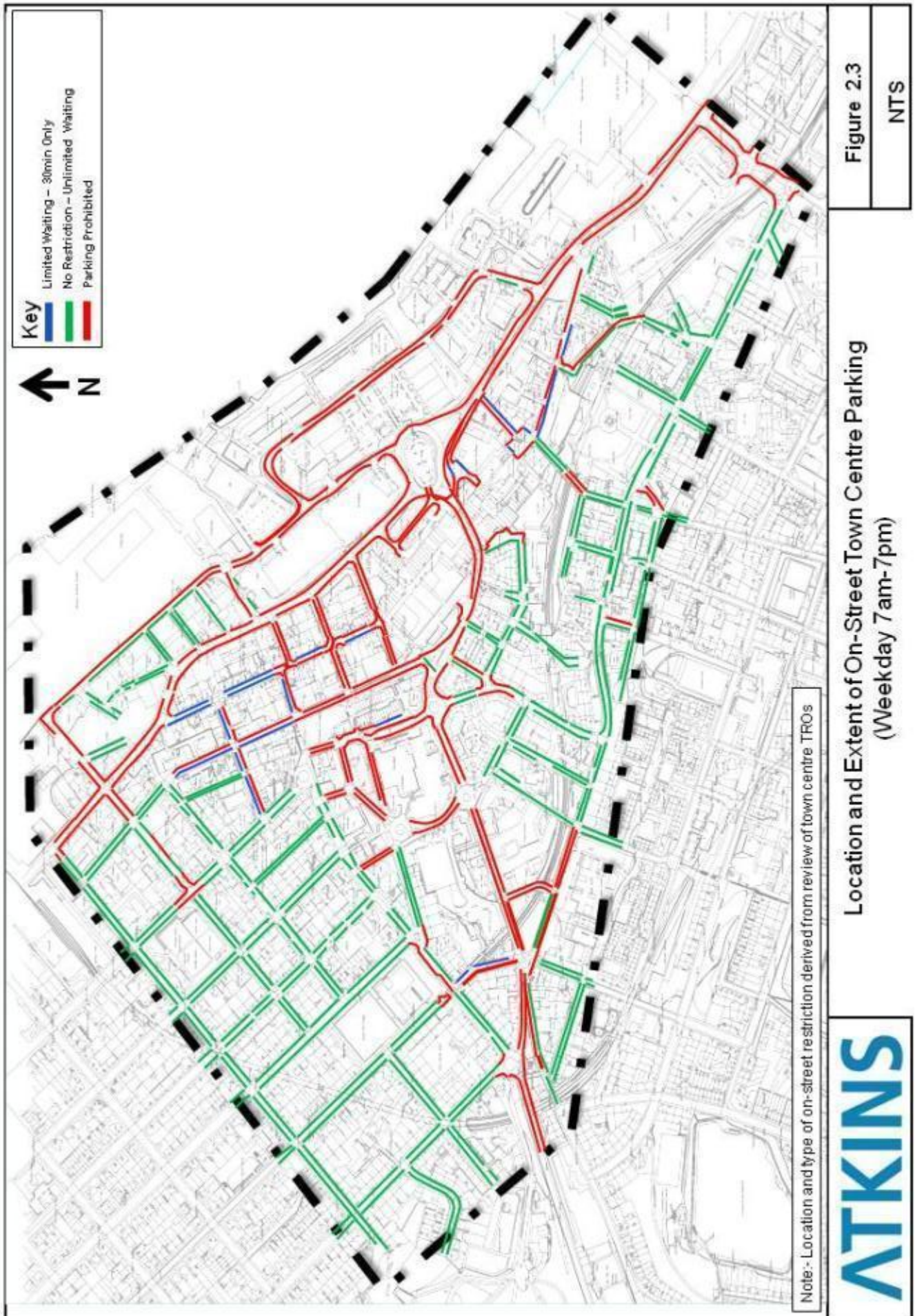
Figure 2.2

NTS

Location of Off-Street Town Centre Car Parks and Key Facilities



Figure 2.3 – Location and Extent of On-Street Town Centre Parking (Weekday 7am – 7pm)



Current Provision

- 2.5 From a review of the town centre, within the extents of the identified study area, approximately 5,991 (on-street and off-street) publically accessible car parking spaces are provided. In addition to this parking, approximately 200 private non-residential spaces are provided throughout the town centre area. Within this study, our focus will be on publically accessible parking.
- 2.6 Tables 2.1 and 2.2 provide a summary of publically accessible parking supply by ownership and designation.

Table 2.1 – Summary of Current Loading/Parking Supply within Study Boundary³ (Approximate)

	Parking Type	Parking	Marked Loading	Taxi	M'cycle	Disabled	Lorry	Cycle Storage	Total Spaces ⁴
Public	On-Street ⁵	2993	7	20	10	30	0	0	3060
	Off-Street	404	0	0	10	15	0	4	433
	Total (Council Controlled)	3397	7	20	20	45	0	4	3493
Private	Privately owned (Publically Accessible) ⁶	2324	-	8	0	156	0	10	2498
Overall Total		5721	7	28	20	201	0	14	5991
Controlled by Council (%)		59	0	71	100	22	0	29	58

**Note The above excludes the 180 spaces available in the privately owned multi-storey car park which has been closed since mid 2008 due to a lack of parking demand.*

Table 2.2 - Summary of Current Parking Supply by Restriction (Approximate)

Parking Provision		Core Town Centre	Outer Town Centre
Short Stay (<30mins)	On-Street	208	19
	Public Off-Street	0	0
	Private Off-Street	1062	440
Long Stay (unrestricted)	On-Street	204	2670
	Public Off-Street	372	89
	Private Off-Street	839	88
Total		2685	3306

- 2.7 A review of Tables 2.1 and 2.2 shows that the majority of publically accessible town centre parking is operated by the council (3493 spaces - 59% of total provision) where in the majority of instances no parking control measures are in place (unrestricted parking). Of this, parking on-

³ On-Street parking numbers are based on an estimate of the actual number of cars which can be parked sensibly and considerately. Calculated based on actual road length divided by 6m. Does not exclude service and accesses.

⁴ Total excludes cycle and lorry parking.

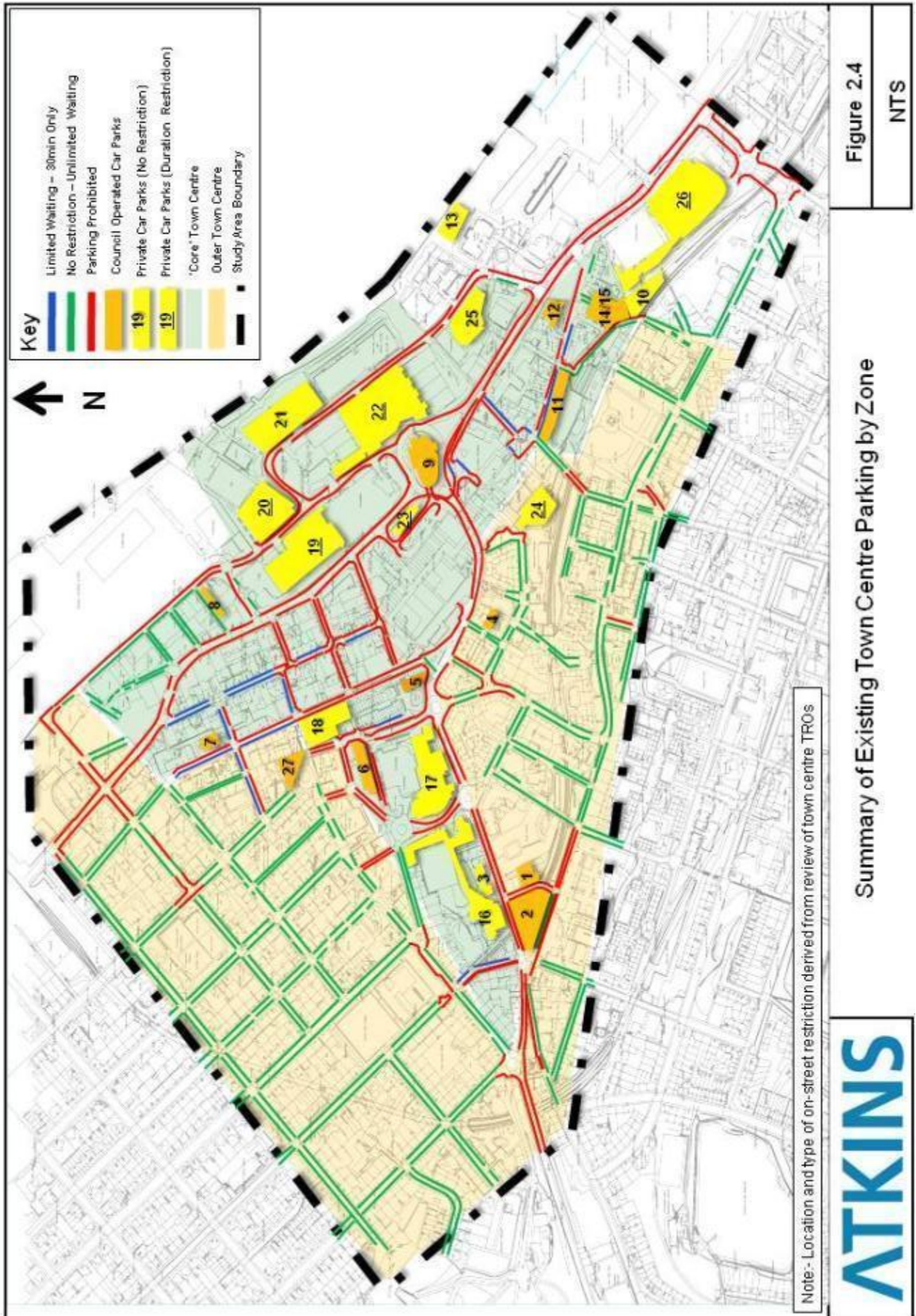
⁵ Estimated based on extent of carriageway referenced by TRO divided by length of parked car with allowance for manoeuvring space (6m). Only lengths of carriageway where parking is fully prohibited is excluded from this analysis.

⁶ Excludes parking within town centre multi-storey car park which has been closed for some time and staff parking associated with local education and business.

street forms the greatest proportion (3060 spaces – 90%) and is available throughout the town centre.

- 2.8 Privately owned publically accessible parking, over which the council has no control, makes up the remaining 42% of the total parking provision (2498 spaces) and is all provided off-street. By contrast, council operated off-street parking contributes to a small overall proportion of the total available provision (approximately 8%).
- 2.9 In the majority of instances, with the exception of coaches and lorries, parking is provided for all user groups including those drivers with special needs. In addition to the publically accessible parking, approximately 200 spaces are provided within the town centre as Private-Non-Residential and are used as for staff parking. In general PNR parking is located within the ownership boundary of the business although public parking spaces could be used by local business employees. The distribution of parking provision is discussed in the following sections of this report.
- 2.10 Figure 2.4 provides a summary of all publically accessible parking within the town centre and within the study area boundary.

Figure 2.4 – Summary of Town Centre Parking Provision



Off-Street Parking

- 2.11 From a review of Figure 2.2 shown earlier in this chapter, off-street parking provision (publically accessible) is grouped loosely around three locations within the town centre. These are:
- High Street/West Stewart Street;
 - Retail Park/Dalrymple Street; and
 - Cathcart Street/Greenock High Station.
- 2.12 All three areas can be reached easily from each other within a 5 minute walk. These areas are relatively well distributed in relation to the core business area and the main arterial traffic routes through the town centre. The 'Bullring' car park located at the intersection of the 3 arterial trunk roads within the town centre is the largest of the council owned car parks with a parking capacity for up to 95 vehicles. The Tesco food store located adjacent to the 'Bullring' car park is the largest privately owned car park providing a capacity for approximately 800 vehicles.
- 2.13 Currently a single Traffic Regulation Order (TRO) is in place to manage parking in all town centre council operated car parks. All council operated off-street parking is currently provided free of charge and is provided without limitation on parking duration. Currently Inverclyde Council does not have any systems in place to monitor parking utilisation.
- 2.14 As a result of indiscriminate commuter/non-patron parking in the privately owned parking areas, a significant proportion of these publically accessible off-street car parks have, or are implementing, parking control through the application of parking restrictions/terms of use/parking charges. These restrictions are then enforced through the use of a parking management company who employ the use of parking wardens or utilise Closed Circuit Television (CCTV) and Automatic Number Plate Recognition (ANPR) systems. Drivers violating these restrictions are then penalised through the issue of Excess Penalty Notices (EPN). Recently, the use of ANPR technology has been applied to the car parks owned and operated by the Oakmall shopping centre and Tesco to ensure these spaces are utilised by patrons only. Morrison's, the Retail Park and MECCA bingo (a total of 1697 spaces – c.73% of total private provision) now all operate a system to enforce their terms of use, although currently only the Oakmall and Mecca bingo have implemented parking charges (880 spaces – c.35% of total private provision).
- 2.15 All off-street car parks include bay demarcation. Whilst parking within bays is typically the norm, in some locations, parking out with the designated parking bays is a regular occurrence and can increase the capacity of the car parks. Figure 2.5 shows an example of parking out with parking bays.

Figure 2.5 – Space Creation - Parking Out with Designated Parking Bays



- 2.16 Whilst this type of parking does increase the parking capacity available, it can generate a number of safety and accessibility issues as a result of vehicles blocking emergency accesses and double parking which prevents other vehicles from leaving. Figure 2.6 shows some examples of inappropriate parking.

Figure 2.6 - Inappropriate Parking (Potential Safety / Access Risk)

On-Street Parking

- 2.17 On-Street parking on the 3 main arterial routes into the town (A8, A78, and A770) and a proportion of the core⁷ town centre is subject to parking restrictions which prohibit any parking between 7am to 6pm. Whilst illegal parking could occur along these roads within this time period; factors such as pedestrian guardrails, location of shop entrances and pressure from other drivers is assumed to dissuade drivers from parking on the majority of these roads. A number of local access roads from the trunk road to local shops and services are subject to parking restrictions such as ‘no waiting – no return within 30 minutes’ (approximately 227 on-street spaces). These restrictions are in place to promote the turnover of spaces and ensure access for loading/unloading of deliveries to town centre businesses. On-street parking control is implemented using a number of individual TROs which are noted to require substantial revision if they are to have good legal standing.
- 2.18 The majority of parking within the outer town centre (area surrounding the core) is not subject to any restrictions (approximately 2857 on-street spaces and 404 off-street spaces). In the majority of cases, parking bays are not demarcated; therefore the number of vehicles parking on-street is limited only by the available road space and the parking ability of drivers.
- 2.19 Due to a lack of on-street road markings (parking bays) parked vehicles partially obstruct junctions and pedestrian accesses. This has been identified by Inverclyde Council as a potential safety issue and can contribute to access difficulties for the mobility impaired and elderly. Examples of this include the restricting or blocking of emergency service access, reducing driver visibility at junctions, or the presence of parked cars obscuring the visibility of pedestrians wishing to cross from oncoming traffic. Figures 2.7 show some examples of inappropriate on-street parking as observed within the town.

Figure 2.7 – Pedestrian Facility Blocked by On-Street Parking and Parking at Junctions

⁷ ‘Core’ is used to reference the inner town centre area around the town hall, Oak Mall centre as identified by Inverclyde Planning Department and Local Development Plan.

Special Parking Requirements

Loading

- 2.20 Within the town centre, the provision for loading is incorporated within the on-street restrictions. In the majority of instances, loading can occur at any point along the restriction and few dedicated loading areas are provided. Within the outer town centre, few on-street restrictions are in place to restrict parking or loading activity. From on site observations the number of cars parked on-street both within the inner and outer town centre is likely to reduce access for loading.

Provision for Taxi's

- 2.21 Within the study area 5 locations are designated and utilised by taxi operators as waiting areas (taxi ranks). These are located at the following locations:
- Within the privately owned car park of the B&M store. Typically 6 taxies wait here;
 - Typically 8 taxi's park on West Stewart Street adjacent to the Kilblain Court car park;
 - Typically 8 taxi's park at the taxi rank provided on West Stewart Street at its junction with Argyle Street. It should be noted that of all the taxi ranks, only this rank is actually referenced within a TRO;
 - Up to 8 taxi's use the taxi rank located on Roxburgh Street adjacent to the West Greenock Rail Station; and
 - Up to 8 taxi's park within the Tesco car park.
- 2.22 In addition to the designated taxi ranks, a number of taxis chose to wait on West Stewart Street at its junction with High Street. From on site observations, taxi's waiting here can obstruct visibility at this junction and may therefore have an adverse impact on the operation of this junction and pedestrian safety.
- 2.23 Both the Roxburgh Street and West Stewart Street taxi ranks (2 of the largest) are shown in Figure 2.8 whilst a summary of the location of taxi parking is provided in Figure 2.1 provided earlier in this chapter.

Figure 2.8 – Roxburgh Street and West Stewart Street Taxi Ranks



Provision for Buses

- 2.24 Greenock Bus Station is located on Kilblain Street within the centre of the town. This facility has recently been upgraded and includes new shelters and bus boarders. Figure 3.2 shows the location of the bus facility in relation to the town centre.
- 2.25 The facility can cater for up to 10 buses at any one time and is ideally located for access to the local shops, it is noted that the facility is located approximately 8 minutes walk from the retail park 'up the hill' to the south. This may reduce the attractiveness of the station for those wishing to travel to and from the retail park (north) end of the town centre. However, a number of bus stops are located at strategic locations within the town centre, and around the Retail Park and Dalrymple Street. Access to most bus station services can be accessed from these stops.

Travel Demand

Overview

- 2.26 Greenock town centre as the main service centre for the Inverclyde area attracts trips from origins throughout the Inverclyde area; Including Inverkip/Wemyss Bay, Gourock and Port Glasgow. The town's strategic location on the Glasgow to Ayr A78 trunk road ensures a continual supply of passing trade which includes drivers stopping to make use of the local services. The town's location and history as a major port on the Firth of Clyde also provides a source of income from tourists/visitors arriving by cruise liners docking at the port.
- 2.27 Due to the wide range of services provided, Greenock town centre provides an alternative to other shopping centres such as Braehead and Silverburn for regional shopping activities and therefore reduces the need to travel elsewhere. However, as with many retail centres competition from other retail areas which can provide a more diverse range of shops or cheaper/more accessible parking can present a threat to vitality of a town centre.

Travel by Car

- 2.28 Weekday travel to and within Greenock is generally undertaken by the private car (53% driver/passenger), although travel by other modes such as train (20%), bus (18%), cycle (0.25%), other (8.75%)⁸ does occur. It is thought that an abundance of free parking distributed throughout the town centre promotes travel by car and is contributing to the parking issues within the town.

Travel by Bus

- 2.29 Greenock town centre benefits from a public transport system which provides up to 35 separate services to most areas in Inverclyde with a weekday / Saturday service frequency of either 15 or 30 minutes. Most services can be accessed from bus stops located in and around the town centre or from the bus station located on Kilblain Street.
- 2.30 A review of the existing bus infrastructure shows that the majority of bus stops include a flag and timetable with only a minority benefiting from a shelter and seating. Improvements to the local bus service infrastructure could have the potential to increase the numbers of people travelling by bus. The bus station has recently been upgraded as part of the Step Change for Buses Plan to include improved waiting facilities and increased passenger safety. The plan, being initiated by SPT, has also seen the initial presence of bus wardens; to monitor service performance as part of a Quality Bus Partnership initiative between SPT, service operators, and Inverclyde Council.
- 2.31 The current level of bus services offered within Greenock and the recently completed improvement have the potential to make travel by bus within Greenock an attractive alternative to car.

Travel by Train

- 2.32 The town centre is serviced by two rail stations, Greenock Central and Greenock West. Both stations provide access to frequent services to Glasgow direct, Ardrossan and Ayr and both stations are located within the town centre.
- 2.33 The services from these stations operate at a frequency of three trains per hour directly to Glasgow Central and three trains per hour to Gourock Rail Station Monday to Saturday and one an hour on a Sunday. Whilst peak hour services are busy, capacity for additional patronage is available. A review of weekday peak time services shows the inbound services to be operating at c.50% capacity whilst outbound services are estimated to be operating at 60% capacity.
- 2.34 Both rail stations provide parking for use by people travelling by rail although it is noted that publically accessible car parks (both free of charge and restriction) are located adjacent to the stations. If required a number of alternative car parks can be reached on foot from the station within 5 minutes.

⁸ Census 2001

- 2.35 A review of the car parks located near to the stations is noted to be operating beyond capacity⁹ for the majority of the weekday.
- 2.36 From a review of available data, in 2008/9, 470,000 rail journeys ended or originated at Greenock¹⁰, equating to some 1287 passengers per day, (assuming Saturday / Sunday have the same passenger numbers as weekdays).
- 2.37 The likely modal split of journeys to Greenock station has been calculated using information from the Association of Train Operating Companies' (ATOC) 'Station Travel Plans: National Pilot Programme'. This programme undertook passenger surveys at 29 stations in England. The average modal split is shown in Table 2.3.

Table 2.3 – Travel Mode Split To/From English Rail Stations¹¹

Travel Mode	Modal Split (%)
Walk	41%
Cycle	2%
Car - drive alone	9%
Park and ride (car then dedicated park and ride bus)	0%
Car share	3%
Car - dropped off/Car - pick up	19%
Train	6%
Taxi	6%
Motorbike	0%
Bus / Coach / Tram	14%
Total	100%

- 2.38 From a review of Table 2.3, 9% of passengers arrived at the station by car. Assuming no drop-offs this could mean that 9% of rail passengers parked their cars at the rail station. It is likely that the car modal share at Greenock is higher than this figure, given the availability of free parking close to the station¹², considering the total number of potential rail passengers, the number of drivers who park their cars within Greenock town centre and then use the train is estimated to be between 100 - 150.

Overview of Current Parking Demand

- 2.39 Parking demand within the town centre is generally at its highest during the weekday, presumably as a result of commuter parking demand (84% of all spaces utilised¹³). Parking demand during Saturday is only marginally less than the weekday (71% utilisation) and is believed to consist of retail / business related trips.
- 2.40 Parking demand varies across the town centre. During the weekday, the core town centre is generally considered to operate beyond capacity¹⁴. This is likely due to parking demand for local town centre shops which cannot be accommodated as commuters and staff of local businesses

⁹ For this study capacity is assumed to have been reached when an estimate of the number of vehicle parked is over 90% of available space.

¹⁰ <http://www.rail-reg.gov.uk/server/show/nav.1529>

¹¹ <http://www.stationtravelplans.com/guidance-and-reports?action=view&newsID=10>

¹² A demand survey would be required to provide the actual percentage of parking associated with rail use.

¹³ "Greenock Parking & Access Strategy Report" produced by Aecom in 2008.

¹⁴ For this study capacity is assumed to have been reached when an estimate of the number of vehicle parked is over 90% of available space.

arrive first and occupies the available spaces for the majority of the day. A review of the publically owned car parks in these areas show that nearly all spaces are occupied by cars parked in excess of 3 hours which prohibits the turnover of spaces and prevents visitors to the town from finding suitable parking.

- 2.41 Parking within the residential area to the south of the core town centre is predominately on-street which is considered to be operating over capacity¹⁵, with double parking, parking on corners observed to be a regular occurrence. The recent implementation of parking charges and parking enforcement at both the Oakmall car parks is estimated to have displaced a significant proportion of vehicles from the Oakmall car park in Kings Street into the surrounding streets. The parking demand generated by the employees of other major employers (NHS Crown House, Oakmall, Inverclyde Council and BT) are also believed to be contributing significantly to the parking issues being experienced in this area.
- 2.42 To the west of the core town centre, conflicting on-street parking demand between residents and students / staff of the James Watt College is noted to be an issue. During the weekday, students and staff of the college park on-street within the outer town centre area, utilising on-street parking spaces which is also used by local residents. The areas surrounding the college is in the majority terraced flats, with few residents within the immediate area having access to driveways. In some cases where driveways are available, access to the driveway is restricted due to inappropriate on-street parking.
- 2.43 To the north east of the core town centre, the privately owned Retail Park, LIDL, Cinema and Riverside Leisure Centre¹⁶, which together form the largest cluster of free parking within the town centre, are estimated to operate below capacity during the weekday. This could be a result of the inadequate parking signing directing drivers where to park or the implementation of parking charges by the Mecca Bingo or as a result of regular enforcement of these car parks by privately employed wardens (with the exception of Riverside Leisure Centre). Notwithstanding the above, it is noted that parking associated with the Riverside Leisure Centre is well utilised and operating at approximately 80% of its theoretical capacity. This may be a result of a large number of staff being employed at the centre and/or a lack of restriction/enforcement, therefore allowing long stay parking at this location.
- 2.44 During the weekend, parking demand is greatest in the core town centre although it should be noted that parking within the residential area surrounding the James Watt College, parking still occurs during the weekend period with many of the weekday issues experienced during the weekend¹⁷.

Overview of Future Parking Demand

- 2.45 The current period of economic uncertainty has had an impact on the Inverclyde area with a number of planned changes to the Greenock and surrounding area now in abeyance. From a review of the emerging Inverclyde Local Development Plan (LDP) and from discussion with Planning Officers of Inverclyde Council, it is anticipated that over the next 5-10 years Greenock town centre will experience a number of changes as development proposals are realised. The following summarises one possible scenario.

Town Centre West

- 2.46 As a result of demand, food retail development to the west of the current core town centre area may be developed resulting in the core area being extended to the west along the coast. The nearby population of Gourock is likely to place increased demand on these new services and generate greater parking demand in an area which is currently predominately residential. The numbers of people travelling between Gourock to Greenock may increase and parking conflict between residents of the area and these new developments may also increase.

¹⁵ For this study capacity is assumed to have been reached when an estimate of the number of vehicle parked is over 90% of available space.

¹⁶ Riverside is jointly owned between Riverside Inverclyde and Inverclyde Council.

¹⁷ Aecom Parking and Access Strategy 2008.

Town Centre East

- 2.47 As Greenock continues to develop, the regeneration of the areas surrounding the harbour may result in a change of land use from industrial/commercial to residential. These residential developments (privately owned town houses) to the north east of the town centre will likely increase demand for local services, particularly to the east of the town centre. This demand combined with the population demands of Port Glasgow may result in Greenock town centre slowly expanding east along the coast.

Town Centre

- 2.48 The council offices located adjacent to the 'Bullring' car park may also consolidate as number of local offices and relocate to the south out with the town centre. The existing council buildings may be refurbished and are likely to continue to be used for office / business purposes.

Adjacent Areas

- 2.49 Retail competition from nearby town centres such as Port Glasgow may have a significant impact on parking demand within Greenock. These developments will impact directly on travel and parking demand and may erode the vitality of Greenock town centre.
- 2.50 As a result of the above, the town centre is anticipated to show marginal growth on an east west axis along the coast and shrink slightly to the south as services adjust to the changing demand.

Review of Parking Signing

Overview

- 2.51 The signing of the town centre parking can have a significant impact on how efficiently traffic flows circulate within the town centre and how parking provision is utilised. This can have a direct impact on parking capacity. The provision of parking is generally accepted to be a delicate balance of demand vs. supply with the aim being to provide sufficient accessible parking to accommodate the demand essential to maintaining the vitality of the town centre. The over provision of parking will promote the use of non-sustainable travel modes affecting the long term sustainability of access to the town. This will also have a detrimental impact on the health of people living and working in the town and the wider environment through increased CO₂ emissions from car engines. Similarly, the under provision of parking or the provision of parking which is difficult to access, can result in trips essential to the vitality and growth of the local economy avoiding the area. To ensure this balance is reached, drivers must be directed to park at the car parks most suited for their use.
- 2.52 The following section of this chapter provides a short review of the parking signage from each approach into the town centre.

Entering the Town Centre from the East (A8)

- 2.53 Parking information provided to drivers entering the town centre from the east along the A8 is generally considered to require improvement. Drivers entering the town centre are first directed to turn south in Cathcart Street where a number of council owned car parks are provided. Drivers either missing this sign or wishing to travel further into the town centre receive parking information from a single sign located immediately adjacent to the 'Bullring' car park. Parking is signposted south on High Street or continue west on Dalrymple Street into the town centre. Drivers travelling along either of these two routes receive no further parking information and unknowingly pass the majority of parking areas. Figure 2.9 shows the current parking signing from the east.

Figure 2.9 - Car Pak Signing from East Approach to Town Centre



Entering the Town Centre from the South (A78)

- 2.54 Drivers entering the town centre from the south are first notified of the location of town centre parking at the Inverkip Road roundabout with further instruction then provided at the Princess Street / A78 junction. This information directs drivers towards the disused multi-storey car park located on Kilblain Street. It should be noted that there is no signing to direct drivers to the council operated car park provided on Hastie Street near to the disused multi-storey car park. Drivers entering the town from this approach receive no further car parking information. Figure 2.10 shows the car park signing from the south approach.

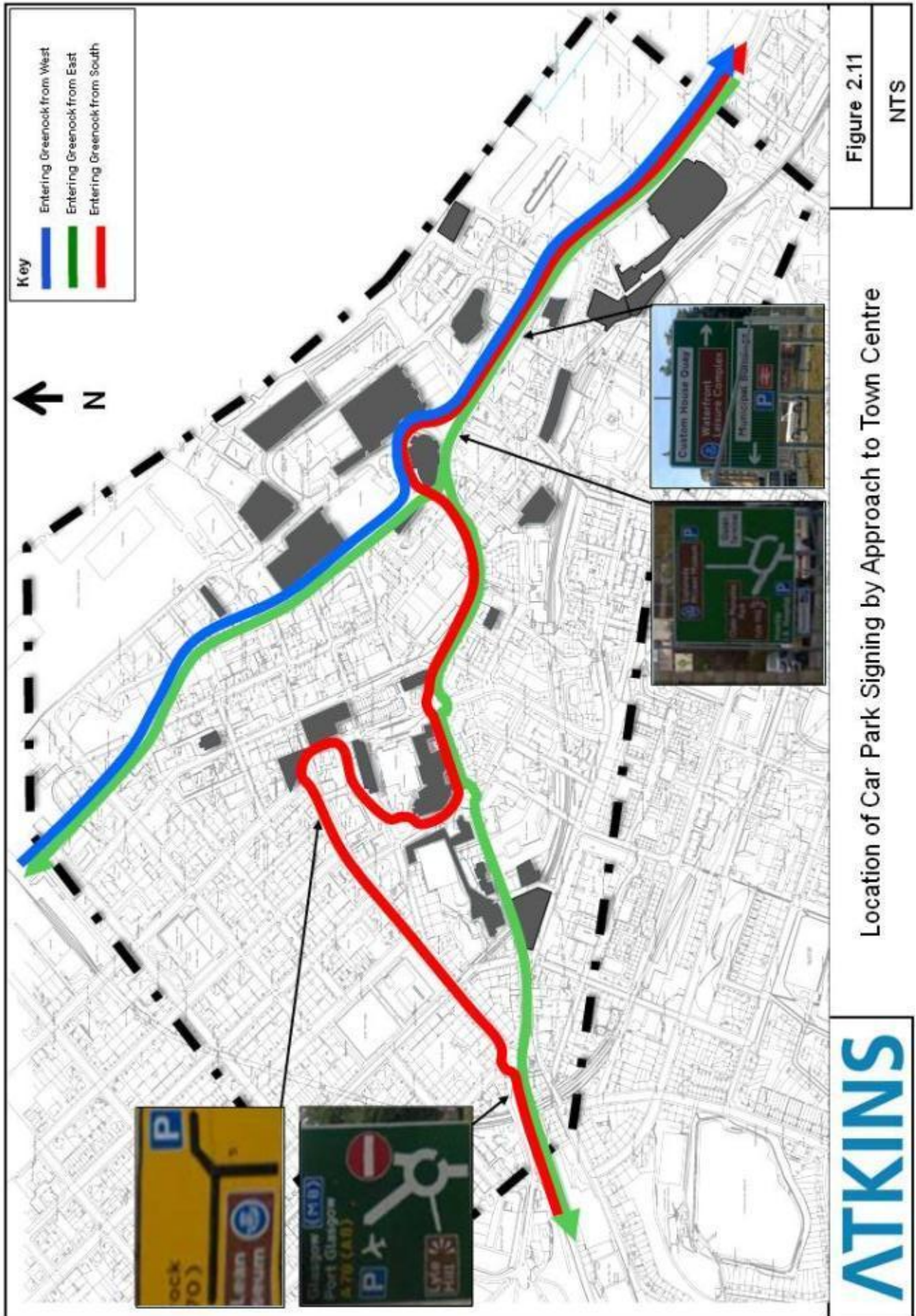
Figure 2.10 – Car Pak Signing from South Approach to Town Centre



Entering the Town Centre from the West (A770)

- 2.55 Drivers entering the town centre from Brougham Street receive no information relating to the location of parking. Due to the natural layout of the road, drivers entering the town centre from this approach are likely to reach the 'Bullring' roundabout having passed the access to the town centre Retail Park / Riverside and 'Bullring' car parks.
- 2.56 Figure 2.11 shows the routes and location of the signs from each approach into the town centre.

Figure 2.11 – Location of Car Park Signing by Approach to Town Centre



Parking Enforcement

- 2.57 Within the town centre, parking violations and indiscriminate parking have been observed to occur frequently on the streets surrounding council buildings and the James Watt College¹⁸. These violations are observed to occur during both the weekday and weekend periods and are assumed to be predominately due to a conflict between short stay parking (shopping) and long stay (commuter parking).
- 2.58 Within the town centre study area, only a few privately owned off-street car parks charge for parking (303 spaces – currently 5% of total provision). Discussions with the owners of non-charged privately owned car parks have not provided any indication of their intention to implement a charging system within the near future, although the majority already provide some form of private parking enforcement (wardens) or ANPR.
- 2.59 The charges levied in each of the privately owned car parks vary significantly. Based on a calculated average hourly charge, the car parking permit ranges between £0.16 to £1.50. A summary charged applied within Greenock in comparison to the charges applied at other competing retail areas are shown in Table 2.4.

Table 2.4 – Comparison of Greenock Parking Charges with Competing Retail Areas

	Location	Initial Charge (£)	Initial Duration (hrs)	Follow on Charge (£)	Duration (hrs)	Charge Method / Control Method
Greenock	Greenock – Oakmall	1.00	1	-	4	Ticket on Departure/ ANPR – £40 Fixed Penalty Notice
	Greenock - Tesco	0	2	50	-	None / ANPR-£60 Fixed Penalty Notice
	Greenock – Mecca Bingo	0.70	3	1.00	24	Ticket on Arrival / Warden - £60 Fixed Penalty Notice
	Retail Park	0.00	2	-	-	- / Warden - £50 Fixed Penalty Notice
	Morrison's	0.00	3	-	-	- / Warden - £50 Fixed Penalty Notice
Others	Silverburn	-	-	-	-	Free
	Braehead	-	-	-	-	Free
	Paisley town centre	0.30	1	+£0.30	>2hrs	On-street inner town centre
	Glasgow city centre	0.50	10mins			Ticket on Arrival / Warden - £60 Fixed Penalty Notice

- 2.60 From a review of Table 2.4, and with the exception of the Oakmall, it is evident that the parking charges within Greenock are comparable with the charges being applied for parking at other competing out of town retail destinations. However, it should be noted that the charges associated with other retail areas do not take cognisance of the cost of public transport, fuel and the value of time spent in travelling further.
- 2.61 Parking restrictions are in place restricting the duration of stay for a number of the privately owned/publically accessible car parks within Greenock. The duration of restriction varies significantly from 1 hour to unrestricted dependent on the location of the car park. The parking restrictions are enforced by parking management companies who utilise ANPR technology or privately employed wardens to identify and process parking violations.

¹⁸ Information provided in “Greenock Parking & Access Strategy Report” produced by Aecom in 2008 and from discussion with traffic wardens.

- 2.62 The council operated town centre restrictions are enforced by a team of police traffic wardens. The wardens are considered to be under resourced¹⁹ in relation to the geographical area they are required to cover and therefore cannot provide a regular presence in Greenock. There is no direct financial contribution made by Inverclyde Council to Strathclyde Police for this service which means that Inverclyde Council have no control over the parking warden's coverage of the town centre.
- 2.63 Within the town centre, the overall level of prosecution is considered to be very low due to an understaffing of traffic wardens combined with difficulties in policing the current restrictions which are due to the following issues²⁰:
- The existing TROs are out of date or do not match the existing signing / road marking. Prosecution of parking contraventions cannot be successfully upheld resulting in a number of the town centre restrictions being non-enforceable.
 - The majority of restrictions (no return within 30 minutes) require the traffic warden to record evidence of the duration of the contravention. This means the warden must be present from when the vehicle is first parked until after the 30 minute period has elapsed. Evidence of the contravention may be required by the court if prosecution is to be successful. The lack of traffic wardens combined with this overburden on their time and the spatial area they have to enforce, results in a low number of prosecutions.

Stakeholder Consultation

- 2.64 To ensure a comprehensive understanding of the issues and opportunities associated with parking within Greenock town centre, a diverse range of stakeholders (representatives of key organisations) were consulted to provide them with an opportunity to express their views on town centre parking issues and opportunities.
- 2.65 The remainder of this chapter provides details on how the stakeholder consultation was undertaken and the issues/opportunities identified.

Stakeholder Workshops

- 2.66 Inverclyde Council and Atkins hosted a workshop event with the council's elected members in Inverclyde's Council offices on Tuesday 22nd June 2010. The aim of the workshop was to provide the elected members an opportunity to express their views on what are the key parking issues within the town centre.
- 2.67 A second workshop with representatives of the wider Greenock community was undertaken during the evening of Tuesday 22nd June 2010 at Greenock Town Hall. The workshop was organised jointly between Inverclyde Council and Atkins and a diverse range of community groups, local business representatives, police, traffic wardens and emergency services provided valuable feedback and insight into their views on the key parking issues and which solutions they think should be brought forward.

Evening Meetings

- 2.68 Atkins attended an evening meeting hosted by the Greenock Residents Action Group on Tuesday the 29th June. The focus of this meeting was on the parking issues within Greenock town centre. This event provided an ideal opportunity to record the parking related issues identified by a number of local residents and discuss with them, the aims of the study.

Online Survey

- 2.69 Further consultation with key organisations that were not able to attend the workshop was undertaken using a short online survey questionnaire.

¹⁹ "Parking & Access Strategy Report" Aecom 2008.

²⁰ "Parking & Access Strategy Report" Aecom 2008.

Additional Consultation

- 2.70 Further consultation was undertaken through in depth discussion with representatives of Strathclyde Police and Inverclyde Council throughout the duration of this study.
- 2.71 The output from the consultations is discussed in the following section of this report and summarised in Tables 2.5. The invitation lists showing all representatives/organisation invited to participate is included in Appendix C. The workshop(s) attendee list is shown in Appendix D. Appendix E contains a Technical Note detailing a summary of the output of the stakeholder consultations held in November 2010.

Issues and Opportunities

- 2.72 Following the consultation workshops and a review of previous parking reports, a number of issues and opportunities have been identified.

The Requirement for Change

- 2.73 Overall the majority of stakeholders agreed that some form of change to either the supply or management of parking was required and that the current parking arrangement was not-sustainable for the future. Both the provision of additional parking spaces to ease the existing parking congestion and/or the application of a suitable management system to manage parking was suggested as possible options. Insufficient resident parking, a insufficient turnover of town centre parking spaces and the impact of parking recently displaced parking from the Oakmall car parks, were all identified as key concerns.
- 2.74 Both stakeholder groups expressed an interest in the development of a wide range of options and would support any option which can be demonstrated to fit well within Greenock. The majority of respondents expressed some concerns over a potential loss of shopping and business trips to other competing out of town shopping centres where parking was both free and accessible. A proportion of the consultees made clear their views that the emerging strategy option should be very considerate of this issue.

Parking Capacity

- 2.75 The views on parking capacity ranged from polar opposites including suggestions that more parking was required to sufficient parking was but that parking needed to be better managed. Some doubt was expressed over being able to form a clear understanding of parking demand without first being able to remove commuter related traffic which is believed to occupy the majority of parking spaces. Parking capacity around Hunter Place (south of the core town centre) was suggested to be inadequate.
- 2.76 A view that was offered was that as a result of insufficient short stay parking provision, visitors to the town are parking in the Tesco car park (largest car park in central town location) and then shopping in Tesco. This reduces the business opportunity for other smaller local town services from this passing trade.
- 2.77 Overall, the majority of stakeholders acknowledged that parking demand is the primary issue and that measures to reduce commuter parking numbers, especially employee parking associated with the council and other major employers in the area should be considered.
- 2.78 The James Watt College is currently developing a travel plan with the intention of reduce staff and pupil parking demand, by reducing car dependency.
- 2.79 Incentives to optimise the use of public transport services, car share schemes should also be explored as the strategy is developed.

Access to Parking

- 2.80 Overall the stakeholders agreed that parking signage within the town is insufficient and could be improved. It was suggested that this issue would most likely have a greater impact on visitors to the town, as those familiar with the area tend to use local knowledge in deciding where to park.

- 2.81 Within the off-street car parks and on-street parking areas, signing and demarcation of parking bays / areas was also considered to be lacking and contributed to road safety and access issues.
- 2.82 Directional signage for drivers walking or cycling the parking areas (off-street) to the main trip attractors is considered sufficient and does not require any improvement.
- 2.83 Whilst provision for cyclists is generally accepted to be lacking throughout the town centre, the topography of Greenock (on a hill) is considered to present a barrier to travel by this mode. Any proposals developed within the strategy should consider this issue sensibly.
- 2.84 Access to and from the parking area by the mobility impaired (due to inappropriately parked cars and blocked crossing points) was also highlighted as a concern and should be considered in the strategy.

The Impact of Parking on Safety and Security

- 2.85 The general view of the stakeholders was that there are no major personal safety or security issues associated with any of the parking areas which would discourage drivers from parking in particular locations. During the busiest times (when parking issues is at the most severe), the car parks and surrounding areas are generally always active with people, which enhance the feeling of personal security.
- 2.86 Inadequate or malfunctioning lighting of some underpasses within the town centre, in particular those from which access is taken to the 'Bullring' car park, was highlighted as a partial concern, but this was not considered to be a significant enough issue to influence parking decision.
- 2.87 The impact of inappropriate parking access from particular groups such as the mobility impaired or the elderly is considered to be issue. Examples include drivers parking on pavements and on junctions which reduces visibility and the blocking of accesses / driveways was identified. The lack of enforceable road markings and supporting traffic regulations are also acknowledged to be a major issue which contributes to the inappropriate parking. The inappropriate parking of taxis was also identified as a concern due to the resulting impact on road safety, traffic circulation, and general accessibility.

Improvements to Parking Enforcement

- 2.88 A number of stakeholders identified that parking and traffic circulation were linked and should not be considered mutually exclusively. The enforcement of the parking is generally considered to require some improvement although this was attributed to the maintenance of the signing and lining and the supporting regulation and did not reflect on the level of service provided by the traffic wardens. Charged parking was suggested as a possible option, from which the revenue could be used to fund / maintain the enforcement of the system. Caution was expressed regarding the risk of pricing business out of Greenock and the adverse impact that a charged parking system could have.
- 2.89 Decriminalised parking was also identified as a possible option to improve enforcement although it was suggested that this option would not work unless it was applied to the whole of Inverclyde.
- 2.90 Non-charged parking disks and the implementation of parking zones was also suggested as a suitable method to push long term parking to the periphery of the town centre and was recommended as an option for further consideration.
- 2.91 Other options identified included resident permit schemes and free parking for shoppers and a possible park and ride site located on the outskirts of the town centre. It was recommended that as part of the strategy the parking management system implemented in Perth should be reviewed to determine how well this system could work within Greenock.

Summary of Key Issues

- 2.92 Based on the consultation feedback and considering this feedback in conjunction with Atkins own views based on on-site observation, analysis of available data and discussion with Inverclyde Council, Table 2.5 provides a summary of the key parking issues.

Table 2.5 – Summary of Review of Key Issues and Opportunities

ID	Key Issues and Opportunities
1	Due to the condition of enforcement markings or supporting regulations parking restrictions within the town centre are ignored
2	Insufficient availability to short stay town centre prevents short stay car parking, which is having an adverse impact on local businesses
3	Insufficient provision for loading within the town centre
4	Parking signing is generally inadequate and results in drivers not being directed to use the most appropriate parking areas for their needs
5	Competing parking demand between residents and students for the available parking within the town centre
6	Competing parking demand between commuters and residents for the available parking within the town centre
7	Inappropriate use of private car parks by non-patrons who utilise parking for long stay
8	The existing parking supply is inadequately managed to meet the needs of all users
9	Existing car parks require to be upgraded to improve access and ease of parking and provision for all users, especially the mobility impaired
10	Inappropriate parking resulting in localised traffic congestion. Inappropriate parking presents a particular accessibility issue for the elderly or mobility impaired
11	Emergency vehicle access can be restricted due to inappropriately / illegally parked cars
12	The sensitivity of the local economy to the impacts of parking and restrictions
13	Parking provision / management associated with the future development of the town

3. Policy Context

Established Policy Directives

- 3.1 Throughout all stages of this strategy process Atkins has taken cognisance of national, regional, and local policy and guidance documents. This will ensure that the outcome of this study will satisfy the local and national communities. The main documents consulted throughout this study are summarised within Table 3.1.

Table 3.1 – Relevant National, Regional and Local Policies

National Documents	Regional Documents	Local Documents
Scotland's National Transport Strategy	Regional Transport Strategy 2008-2025	Inverclyde Local Plan
National Planning Framework for Scotland 2	Clyde Valley Structure Plan	Inverclyde Local Transport Strategy
The Government Economic Strategy	-	Single Outcome Agreement
Scottish Tourism: The Next Decade	-	An Ambitious, Confident Council Corporate Plan 2007-11
Strategic Transport Projects Review	-	-
Climate Change (Scotland) Act 2009	-	-
Scottish Planning Policy 17 (Planning for Transport)	-	-

4. Strategy Objectives

Setting the Strategy Objectives

- 4.1 Within this section of the report, the key aims of the study are defined in the form of Operational Objectives. These objectives will be used to both develop and assess the options which will be developed next.
- 4.2 The provision of parking is an essential aspect of providing for overall accessibility to meet the needs of people to access work, services and facilities within the town centre and at the same time supporting the vitality and viability of town centre businesses. Measures to manage the supply and cost of car parking can have a very real impact upon town centre vitality and viability and can add substantially to the cost of travel from rural locations where the cost of travel can be disproportionately high. This parking strategy will need to strike a balance between the need to manage parking demand in the face of general increases in car use, together with the impacts of new development, and the needs of those travellers who depend upon parking as the most realistic means of accessing services and facilities. This strategy seeks to achieve this balance through a strategy that manages demand through giving people genuine choices regarding their mode of travel, particularly for short journeys and where there are realistic alternatives to car travel whilst managing more effectively the existing parking and enforcement provision to ensure the available parking is effectively utilised.
- 4.3 The strategy has been developed based on a good understanding of the existing and likely future parking issues and reflects current local, regional, and national policy.

Strategic Objectives

- 4.4 The Strategic Objectives relevant to this strategy and the policy framework within which the study is undertaken have been developed on the basis of both Inverclyde Council's aspirations as expressed in various planning, corporate strategy documents, and from an understanding of the issues, and opportunities identified through research, site visits, and extensive stakeholder consultation. The Strategic Objectives are purposely high level in their scope in order not to bias the creation of the more detailed Operational Objectives which have been developed next.
- 4.5 Considering the above and the issues/constraints discussed in chapter 2 of this report. The Strategic Objectives, as agreed with Inverclyde Council, which underpin this study, are shown in Table 4.1.

Table 4.1 – Study Strategic Objectives

Objective No	Strategic Objectives
SOb1	To provide an inclusive safe, sustainable, healthy communities, with a thriving prosperous economy, where everyone is encouraged to achieve their potential and make a positive contribution to the area.
SOb2	Increase the overall attractiveness and competitiveness of Greenock as a place to live, work, shop, and do business.

Setting the Operational Objectives

- 4.6 The need to be able to evaluate a strategy or scheme post implementation is a fundamental element emphasised within the STAG²¹ refresh (May 2008), and therefore the Operational Objectives have been set with a view to post implementation option evaluation. Objectives that work for evaluation will also work for appraisal and will be better aligned with Specific Measurable Attainable Relevant Timed (SMART) targets.

²¹ Scottish Transport Appraisal Guidance

- 4.7 The Operational Objectives will be used to develop a number of options.
- 4.8 The evaluation guidance recommends setting layers of objectives, with the achievement of high level objectives (which are likely to be those of wider political and public interest) dependent on achieving one or more lower layers of objectives. Within this strategy, a two tier structure has been applied, in which the Operational Objectives are the direct effects to be achieved by the interventions proposed in this strategy. These objectives state the effects that need to be achieved for the Strategic Objectives to be realised.
- 4.9 The Inverclyde Local Transport Plan (2009-2014) sets out overarching Operational Objectives for the Inverclyde area developed from the Regional Objectives as set out within the Regional Transport Strategy, these are to:
- “Reduce social inequalities (by improving accessibility)”;
 - “Retain and attract businesses and people to Inverclyde (by supporting the economy, improving the quality of the public realm and creating good connectivity with Glasgow and beyond)”;
 - “Reduce carbon emissions linked to transport (by reducing reliance on private cars and developing sustainable transport solutions)”.
- 4.10 These overarching objectives can be supported through the attainment of the following sub objectives:
- Economy - Supporting sustainable economic growth in appropriate locations, to minimise the need to travel by car and support the regeneration of Greenock;
 - Social Inclusion - Improving access to everyday facilities for all members of the public whilst reducing the need to travel by private car;
 - Integration - Reducing growth in congestion and pollution and improving health;
 - Safety - Improving safety for all who travel; and
 - Environment - Protecting and enhancing the built and natural environment through supporting environmentally sensitive design and reducing the need to travel by car.
- 4.11 The Operational Objectives for use in this study have been developed from an analysis of how parking issues affect the businesses, visitors, and residents of Greenock and constrain the attainment of the Strategic Objectives, and from a combination of transport analysis and consultations. As befits an objective-led process, the objectives do not automatically point to a solution.
- 4.12 In considering these key issues when considering Greenock as a place to live, shop, work, and visit, the Operational Objectives shown in Table 4.2 have been derived and subsequently agreed with Inverclyde Council.

Table 4.2 – Study Operational Objectives

Objective No	Operational Objective
OOB1	To ensure adequate supply of loading and parking for all users of the town centre including the disabled, elderly, residents, commuters and businesses
OOB2	To ensure adequate enforcement of on-street / off-street parking and loading restrictions which balances the needs of users with financial constraints of the authority
OOB3	To ensure parking is accessible by all user groups and distributed effectively
OOB4	To improve traffic circulation in the town centre
OOB5	To encourage sustainable travel

- 4.13 The Operational Objectives have been developed specifically with the aim of being made SMARTer at the next stage in the strategy.

Operational Objective fit with Issues and Opportunities

- 4.14 To be sure of the Operational Objectives' fitness for purpose, a comparison of the each Operational Objective with the identified issues and opportunities has been undertaken. Each comparison has been scored using a seven point scale; ✓✓✓, ✓✓, ✓, •, ✗, ✗✗, ✗✗✗. The greater the number of ticks, the better the fit of the Operational Objective in providing a solution to the problem or opportunity.
- 4.15 Table 4.3 shows the comparison of each Operational Objective against each of the key issues to highlight the suitability of the objectives.

Table 4.3 – Operational Objectives vs. Issues and Opportunities

Summary of Issues and Opportunities ⁷	Operational Objectives				
	SO1- To ensure adequate supply of loading and parking for all users of the town centre including the disabled, elderly, residents, commuters and businesses	SO2- To ensure effective enforcement of parking and loading restrictions which balances the needs of users with financial constraints of the authority	SO3- To ensure parking is accessible by all user groups and distributed effectively	SO4- To improve traffic circulation in the town centre	SO5- To encourage sustainable travel
Due to the condition of enforcement markings or supporting regulations parking restrictions within the town centre are ignored	✓✓✓	✓✓✓	✓	✓	✓
Insufficient availability to short stay town centre prevents short stay car parking, which is having an adverse impact on local businesses	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Insufficient provision for loading within the town centre	✓✓✓	✓✓✓	✓✓✓	✓	✓
Parking signing is generally inadequate and results in drivers not being directed to use the most appropriate parking areas for their needs	✓✓	✓	✓✓✓	✓✓✓	✓
Competing parking demand between residents and students for the available parking within the town centre	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓
Competing parking demand between commuters and residents for the available parking within the town centre	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
Inappropriate use of private car parks by commuters	✓	✓✓✓	✓✓✓	✓	✓✓✓
The existing parking supply is inadequately managed to meet the needs of all users	✓	✓✓✓	✓✓✓	✓✓✓	✓
Existing car parks require to be upgraded to improve access and ease of parking and provision for all users, especially the mobility impaired	✓	✓	✓✓✓	✓	✓
Inappropriate parking resulting in localised traffic congestion. Inappropriate parking presents	✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓

Summary of Issues and Opportunities ⁷	Operational Objectives				
	SO1- To ensure adequate supply of loading and parking for all users of the town centre including the disabled, elderly, residents, commuters and businesses	SO2- To ensure effective enforcement of parking and loading restrictions which balances the needs of users with financial constraints of the authority	SO3- To ensure parking is accessible by all user groups and distributed effectively	SO4- To improve traffic circulation in the town centre	SO5- To encourage sustainable travel
a particular accessibility issue for the elderly or mobility impaired					
Emergency vehicle access can be restricted due to inappropriately / illegally parked cars	✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
The sensitivity of the local economy to the impacts of parking and restrictions	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓
parking provision / management associated with the future development of the town	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓

Refining the Operational Objectives

- 4.16 To ensure the strategy process is sufficiently robust, the objectives considered appropriate for this study are SMARTened to ensure that each option can be measured quantitatively against each objective.
- 4.17 Taking cognisance of Local Transport Strategy targets and the output from the consultation process, the SMARTened objectives shown in Table 4.4 have been developed.
- 4.18 The revised measurable objectives will be used in option generation, appraisal, and subsequent evaluation of options and then schemes. The process is detailed in the remainder of this report.

Table 4.4 – SMARTened Operational Objectives

Objective Reference Number	Operational Objectives	Performance Indicators		SMARTened Targets	Supporting Rationale
		Primary	Other		
OO1	To ensure adequate supply of loading and parking for all users of the town centre including the disabled, elderly, residents, commuters and businesses	Satisfaction surveys combined with a reduction in parking related complaints	Retail footfall Retail sales Survey information on numbers reporting enhanced access to town centre	During 1st full year post implementation Reduce parking related complaints by 3%. By year 5 post implementation Increase numbers reporting satisfaction with town centre access by 5% (survey based)	A reduction in complaints combined with a satisfaction survey will help gauge progress against this objective.
OO2	To ensure effective enforcement of parking and loading restrictions which balances the needs of users with financial constraints of the authority	Satisfaction surveys combined with operational cost review	Survey information on numbers reporting satisfaction with parking system	During 1st full year post implementation Increase numbers reporting satisfaction with town centre access by 5% (survey based) By year 5 post implementation Increase numbers reporting satisfaction with town centre access by 5% (survey based) Demonstrate no net cost to operate or maintain	A user satisfaction survey will help gauge progress against this objective along with regular reviews of the financial cost of operating / maintaining any parking changes
OO3	To ensure parking is accessible by all user groups and distributed effectively	User Satisfaction surveys	Complaints to Inverclyde Council	During years 1 - 5 post implementation Loading and Parking surveys of local residents showing 3% increase in satisfaction 5% reduction in parking related complaints to Inverclyde Council	Parking and traffic circulation are intrinsically linked. Improvements to the way parking is managed will improve traffic flow and circulation within the town.
OO4	To improve traffic circulation in the town centre	Surveys of change to weekday modal split. Increased number of cyclists and bus users	Survey information on numbers	During years 1 - 5 post implementation Reduce vehicles entering the town centre during the weekday on key routes by 10% Reduce peak time Journey Times by 5%. Reduce car use by 5% by 2015	Reducing travel demand by private car will reduce traffic congestion whilst improving parking accessibility and the use of exiting parking provision.

Objective Reference Number	Operational Objectives	Performance Indicators		SMARTened Targets	Supporting Rationale
		Primary	Other		
OO5	To encourage sustainable travel	Decrease in car parking demand Decrease in peak time traffic volumes	Survey information on numbers	<p>During years 1 - 5 post implementation</p> <p>Reduce vehicles entering the town centre during the weekday on key routes by 10%</p> <p>Increase number of people walking and cycling to work by 3%</p> <p>Increase number of people using public transport to work by 3%</p> <p>Reduce car use by 5% by 2015</p>	Reducing travel demand by private car will reduce traffic congestion whilst improving parking accessibility and the use of existing parking provision.

Note 1 the values quoted in the above table is purely indicative. These values will be refined as the study is progressed.

Note 2 the above targets may be contributed towards by other initiatives being promoted by the council.

5. Option Generation and Sifting

Overview

- 5.1 This chapter sets out the details on the development of options and provides the output from the initial sift of the options against the Operational Objectives. The options retained from this sifting process will then be reviewed and packaged into schemes as discussed in the next chapter of this report.
- 5.2 Taking cognisance of the issues identified through consultation and the Operational Objectives a number of scheme options were developed. These options if implemented could provide an effective solution.
- 5.3 In developing the options, consideration must also be given to the requirements of the people who choose to live, work and study within Greenock. The town centre consists of a variety of different land uses with competing business and resident demands each with their own parking related issues. Ideally, the strategy should provide an effective solution to various competing issues with priority given to the inhabitants and businesses of the town centre who will be affected most by the strategy intervention.
- 5.4 The options developed to address the issues identified within the town centre must therefore take cognisance of these different types of parking demand and provide evidence of an understanding on how each of these different user groups will be impacted. The range of user groups and which this strategy will impact and their likely requirements is shown in Table 5.1.

Table 5.1 – Summary of User Groups and their Key Requirements

Customer Group	Summary of Requirement
Residents	Meeting the reasonable requirements of residents who do not have a choice about where to park, to be able to park near their homes.
Mobility Impaired	Helping people who depend upon car borne access because they experience mobility difficulties.
Emergency Servicing and Public Transport	Ensuring adequate access to buildings and car park areas in the event of an emergency: Ensure Bus services; and Taxis are located at convenient locations and are easily accessible.
Shoppers and Visitors	Providing adequate access for shoppers, business customers, and local visitors to ensure they continue to use Greenock as their preferred service centre.
Visitors and Commuters	Providing for visitors and commuters who do not need to bring their car into the town with high quality and practical alternatives.
Business Users, Retail and Commercial	Essential servicing of premises (loading and unloading); Maintaining or improving opportunities from passing trade.

Defining the Options

- 5.5 Taking cognisance of the Operational Objectives and the opportunities identified from the stakeholder consultation, a number of potential options have been developed to include details of specific interventions. Each option is discussed in greater detail in the remainder of this chapter.

Option 1: No Change to Town Centre Parking (Do-Nothing)

- 5.1 Make no changes to management or supply of existing town centre parking.

Option 2: Revise Existing TROs and Parking Marking / Plate

- 5.2 This option includes a review and amendment of the existing parking restriction signing / lining and the supporting Traffic Regulation Orders (TROs) to ensure existing restrictions are enforceable.

Option 3: Implement Parking Monitoring and Evaluation

- 5.3 This option includes the ongoing monitoring of parking utilisation and demand on an annual basis.

Option 4: Record and Monitor Parking Related Complaints

- 5.4 This option includes the ongoing monitoring and cataloguing of parking related complaints to provide clear supporting evidence of parking related issues.

Option 5: Provide Adequate Short Stay Parking

- 5.5 This option includes the extension of the existing controlled parking zone to provide additional short stay parking within the town centre. This would ensure that a council operated car park is strategically located for use by shoppers and visitors and not solely by commuters. Consideration would need to be given to ensure any public parking changes correlate with private publically accessible parking provision.

Option 6: Provide Adequate Long Stay Parking

- 5.6 This option includes the provision of additional long stay parking. An example may be the use of the multi-storey car park for long stay parking or the provision of a new off-street parking area. This could include the use of the multi-storey car park. There are a number of pockets of disused land where additional off –street parking areas could be developed. The purchase and operation of some private parking areas should also be considered.

Option 7: Introduce Resident Parking Zones

- 5.7 This option includes the introduction of resident parking zones to improve parking provision for residents within the town centre and improve the management of resident parking/formalise space sharing.

Option 8: Provide Adequate Loading and Servicing Provision

- 5.8 This option includes a review and provision of town centre loading requirements.

Option 9: Provide Adequate Motorcycle Parking Provision

- 5.9 This option includes a review and provision of town centre motorcycle parking requirements.

Option 10: Provide Adequate Taxi Parking Provision

- 5.10 This option includes a review and provision of town centre taxi parking requirements.

Option 11: Provide Adequate Disabled Parking Provision

- 5.11 This option includes a review and provision of town centre disabled parking requirements.

Option 12: Improve Car Park Signing within the Town Centre

- 5.12 The strategy would assist drivers through directing them to the most appropriate parking which meets their likely requirements.

Option 13: Ensure Adequate Parking Enforcement using a Non-Charged Parking Control System

- 5.13 This option seeks to provide adequate parking enforcement through either employing additional resource or using technology such as ANPR (off-street car parks) to record parking contraventions.

5.14 Prior to implementing this option it would be first necessary to implement a number of other options to ensure the existing supply was adequate, a zonal system developed and an improved signing strategy implemented.

5.15 An example of other methods which could be used to improve enforcement is as follows:

Non-Charged Parking (Includes Parking Discs / Residents Parking Permits)

5.16 As identified within the issues and opportunities section of this report, inappropriate parking is a key issue affecting the turnover and accessibility of parking spaces within the inner town centre and a key issue of conflict within the residential areas. This option seeks to improve the parking enforcement of the available inner town centre parking spaces through implementing a non-charged parking system. The implementation of non-charged parking control would make it easier for traffic wardens to enforce the existing town centre parking restrictions. An example of this could be the use of parking discs or implementing free residents parking permits. These would not be charged and be supplied free to each resident living within the town centre entitling access to an on-street parking.

Option 14: Ensure Adequate Parking Enforcement using a Charged Parking Control System

5.17 This option seeks to improve the parking management of the available town centre parking through implementing a charged parking system.

5.18 Drivers could pay to park their vehicle using one of a variety of control methods. The revenue generated from the scheme (parking charges) could be used to implement and maintain the scheme by Inverclyde Council. It should be noted that any revenue generated from any increase in penalty charges is retained by the justice system (central government) and not by either the police or council. Therefore to ensure the system is cost effective, it is necessary to carefully balance the cost of tickets to meet the cost of implementing and maintaining the system whilst ensuring ticket costs do not price journeys out of Greenock.

Option 15: Reduce Parking Demand through the Implementation of Sustainable Travel Initiatives

5.19 This option includes the active promotion of car sharing, walking/cycling and public transport initiatives for the major town centre employers. The introduction of an effective cycling and walking strategy could make a significant contribution towards addressing the Operational Objectives by reducing car demand.

Option 16: Reduce Parking Demand through the Implementation of a Travel Plan

5.20 This option seeks to address the primary parking issue by reducing the number of vehicles wishing to park within the town centre. Initiatives include the implementation of travel plans for key town centre businesses such as the James Watt College, Inverclyde Council, Tesco, Asda, BT exchange, and NHS.

Option 17: Provide a Park and Ride within Greenock

5.21 This option includes the development of a park and ride (P&R) within Greenock which would provide additional parking whilst promoting a reduction in car dependency. It is noted that this option may require the implementation of some form of parking control within the town to persuade drivers to use the facility.

Option 18: Provide a Park and Ride out with Greenock

5.22 This option includes the development of a park and ride (P&R) out with Greenock which would provide additional parking whilst promoting a reduction in car dependency. It is noted that this option may require the implementation of some form of parking control within the town to persuade drivers to use the facility.

Initial Option Sift

- 5.23 Each of the developed strategy options has been appraised against the issues identified and scored using a seven point scale. In addition to the issues identified, each option has also been evaluated against its practical feasibility in terms of affordability and public acceptability. The following summarises the seven key assessment criteria:
- **Major Benefit (✓✓✓)** - these are benefits or positive impacts which, depending on the scale of benefit or severity of impact, the practitioner feels should be a principal consideration when assessing an option's eligibility for funding;
 - **Moderate Benefit (✓✓)** - the option is expected to have only a moderate benefit or positive impact. Moderate benefits and impacts are those which taken in isolation may not determine an option's eligibility for funding, but taken together do so;
 - **Minor Benefit (✓)** - the option is expected to have only a small benefit or positive impact. Small benefits or impacts are those which are worth noting, but the practitioner believes are not likely to contribute materially to determining whether an option is funded or otherwise;
 - **No Benefit or Impact (•)** - the option is expected to have no or negligible benefit or negative impact;
 - **Small Minor Cost or Negative Impact (*)** - the option is expected to have only a moderate cost or negative impact. Small costs/negative impacts are those which will not determine an option's eligibility for funding;
 - **Moderate Cost or Negative Impact (**)** - the option is expected to have only a moderate cost or negative impact. Moderate costs/negative impacts are those which taken in isolation may not determine an option's eligibility for funding, but taken together could do so; and
 - **Major Cost or Negative Impacts (***)** - these are costs or negative impacts which, depending on the scale of cost or severity of impact, the practitioner should take into consideration when assessing an option's eligibility for funding.
- 5.24 A summary of the option sift is shown in Table 5.2.

Table 5.2 – Summary of Options Fit with Identified Operational Objectives

Option	To ensure adequate supply of loading and parking for all users of the town centre including the disabled, elderly, residents, commuters and businesses	To improve the enforcement of parking and loading restrictions which balances the needs of users with financial constraints of the authority	To ensure parking is accessible by all user groups and distributed effectively	To Improve Traffic Circulation in the Town Centre	To Encourage Sustainable Travel	Feasibility, Affordability, Public Acceptability and Political Acceptability,				Scale of Impact (Slight, Medium, Major)	Comments
						F	A	PuA	PoA		
Option 1: No Change to Town Centre Parking	•	•	•	•	•	✓✓✓	✓✓✓	xx	xx	Slight	No change situation is recognised to not be sustainable and will not benefit the town in the future
Option 2: Revise Existing TROs and Parking Marking / Plates	✓	✓✓✓	✓	x	✓	✓✓✓	✓✓✓	✓	•	Slight	Would displace existing parking elsewhere increasing congestion
Option 3: Implement Parking Monitoring and Evaluation	✓	✓	✓	✓	✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	Slight	Would assist in strategy monitoring and will contribute to understanding of issues
Option 4: Monitor and Record Parking Related Complaints	✓	✓	✓	✓	✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	Slight	Would assist in strategy monitoring and will contribute to understanding of issues
Option 5: Provide Adequate Short Stay Parking Provision	✓✓✓	x	x	✓	✓	✓✓✓	✓✓✓	✓	✓✓✓	Medium	Would improve short stay parking but would need enforced and would displace existing parking
Option 6: Provide Adequate long Stay Parking Provision	✓✓	x	x	x	✓	✓✓✓	x	xxx	✓✓✓	Medium	Would improve long stay parking but will likely incur a cost to provide based on on-street
Option 7: Introduce Resident Parking Zones	✓✓	✓✓	✓✓	✓	✓	✓✓✓	✓✓✓	✓✓	✓✓✓	Medium	Likely to improve accessibility to resident parking but will displace parking elsewhere
Option 8: Provide Adequate Loading and Servicing Provision	✓✓✓	•	✓	•	✓	✓✓✓	✓✓✓	✓	✓✓	Medium	Will improve loading access to business
Option 9: Provide Adequate Motorcycle Parking Provision	✓✓✓	•	✓	•	✓	✓✓✓	✓✓✓	✓	✓✓	Slight	Will improve access by motorcyclists
Option 10: Provide Adequate Taxi Parking	✓✓✓	•	✓	•	•	✓✓✓	✓✓✓	✓	✓✓✓	Slight	Will improve taxi parking provision

Provision											
Option 11: Provide Adequate Parking Signage	•	•	✓✓✓	✓✓✓	•	✓✓✓	✓✓✓	✓✓✓	✓✓✓	Slight	Effectiveness of this option depends on space provision
Option 12: Provide Adequate Disabled Parking Provision	✓✓✓	•	✓	•	•	✓✓✓	✓✓✓	✓	✓✓✓	Slight	Will improve access by the disabled
Option 13: Ensure adequate Parking Enforcement using a Non-Charged Parking Control System	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓	✓✓✓	Slight	Would displace vehicles elsewhere within the town
Option 14: Ensure adequate Parking Enforcement using a Charged Parking Control System	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓	xxx	✓✓	Major	Would displace vehicles elsewhere within the town. Charges would need to be set carefully to avoid discouraging visitors to the town
Option 15: Reduce Parking Demand through the Implementation of Sustainable Travel Initiatives	✓✓✓	•	✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓✓	✓✓✓	Slight	Reducing parking demand will improve operation of existing parking provision
Option 16: Implement a Travel Plan	✓✓✓	•	✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	Slight	Reducing parking demand will improve operation of existing parking provision
Option 17: Provide a Park and Ride within town centre	✓✓✓	•	✓✓✓	✓✓✓	✓✓✓	x	xxx	✓✓	✓	Medium	Unless drivers are persuaded to use the facility, they will continue to park in free town centre spaces
Option 18: Provide a Park and Ride out with town centre	✓✓✓	•	✓✓✓	✓✓✓	✓✓	x	xxx	✓✓	✓	Medium	Unless drivers are persuaded to use the facility, they will continue to park in free town centre spaces

Note – Options are each assessed relative to Do-Nothing

- 5.25 A review of Table 5.2 suggests that some options can be sifted out at this point as they do not show significant relative merit when appraised against the Operational Objectives. The reasons why it is thought appropriate to discard these options at this time are largely to do with options inability to effectively address the issues identified. Brief justifications for the discarding of some options are provided as follows.

Option 1: No Change to Town Centre Parking (Do-Nothing)

- 5.26 As suggested by some of the stakeholder consultees, the option to do-nothing is not considered to be sustainable in the long term as uncontrolled parking is likely to adversely affect the economic vitality of the town centre in the long term through increased congestion, reduced accessibility. However, to assist in understanding the relative merits of each of the other options, it is necessary to retain this option as a benchmark for all other options.
- 5.27 All other options have been retained and combined into schemes which are discussed in the following section of this report.

6. Development of Schemes

Overview of Process

- 6.1 This chapter sets out the scheme development process and provides details of each of the options have been developed into schemes. Full details of the schemes are also provided in preparation for the scheme assessment which is discussed in the next chapter.
- 6.2 A review of the sifted options has identified that, individually, none of the options identified are likely to generate the full range of impacts required to achieve the Operational Objectives. Consequently it has been necessary to consider how best to combine options into complimentary packages in which each option contributes towards some objectives and where options reinforce each other.
- 6.3 A review of the options to date, suggests that options 3, and 4 fit logically together and will provide a method of monitoring the effectiveness of the other strategy options. Similarly, options 5, 6, 8, 9, 10, and 12 all seek to ensure an adequate parking supply is provided for each user group and can therefore also be grouped together. Options 15 and 16 whilst both score highly in the initial option sift, they are unlikely to provide an effective solution if these options are implemented individually, this is because both options rely heavily on the participation of individuals and do not include any physical changes.
- 6.4 A summary of the schemes developed for this study are summarised below:

Physical Schemes

- **Scheme 1:** Options 2, 3, 4 and 15, 16 –
 Revise Existing TROs and Parking Markings
 Implement Parking Monitoring and Evaluation
 Record and Evaluate Parking Related Complaints
 Implement Travel Plans and Sustainable Travel Initiatives;
- **Scheme 2:** Options 3, 4, 5, 6, 8, 9, 10, 11, 12 and options 15, 16. –
 Provide Adequate Short, Long, Loading, Motorcycle, Disabled, and Taxi Provision (non-charged)
 Implement Parking Monitoring and Evaluation
 Provide Adequate Parking Signage
 Record and Evaluate Parking Related Complaints
 Implement Travel Plans and Sustainable Travel Initiatives;
- **Scheme 3:** Options 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13 and options 15, 16. –
 As per scheme 2 with
 Resident Parking Zones
 Ensure Adequate Enforcement Using a Non-Charged Method;
- **Scheme 4:** Options 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 14 and options 15, 16. –
 As per Scheme 3 with
 Ensure Adequate Enforcement using a Charged Method;
- **Scheme 5:** Options 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 14, 17 and options 15, 16. –
 As per Scheme 4 with

Provide a Park and Ride within Greenock;

- **Scheme 6:** Options 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 14, 18 and options 15, 16. –

As per Scheme 4 with

Provide a Park and Ride out with Greenock;

Sustainable Schemes

- **Scheme 7:** Options 15, 16 –

Sustainable Travel Initiatives and Travel Plan(s).

- 6.5 As part of any parking strategy, it is therefore recommended that the implementation of any of the 6 physical schemes are complimented by measures such as travel plans and car clubs to encourage alternatives to car use. As there is a possibility that scheme 7 could be implemented separately, scheme 7 has also been assessed on its own. It should be noted that all physical schemes will include scheme 7.

Scheme 1: Revise Existing TROs (Do-minimum)

Revise Existing TROs and Parking Marking/Plates (Option 2)

- 6.6 This scheme includes the revision of the existing parking restrictions, associated signing, and lining within the town centre to ensure the restrictions are enforceable. Restrictions would be implemented where they are currently acknowledged to be missing. No extension of the existing controlled parking area is proposed.

Implement Parking Monitoring and Evaluation and Monitor and Record Parking Related Complaints (Options 3, 4)

- 6.7 This scheme will include the implementation of a parking monitoring and evaluation process which will enable the future evaluation of the scheme against the Operational Objectives. The system should be developed to formally record parking related complaints in a organised manner and allow this information to be used to develop a greater understanding of parking related problems.

Implement Travel Plans and Reduce Parking Demand through the Implementation of Sustainable Travel Initiatives (Options 15, 16)

- 6.8 This scheme will be complemented through the implementation of a monitoring and evaluation process and sustainable travel initiatives with the aim of reducing overall car dependency (see scheme 7 for scheme details).

General Comment

- 6.9 Overall the scheme is estimated to incur a relatively low capital cost and low annual cost. A preliminary business case for this scheme is provided in appendix B.

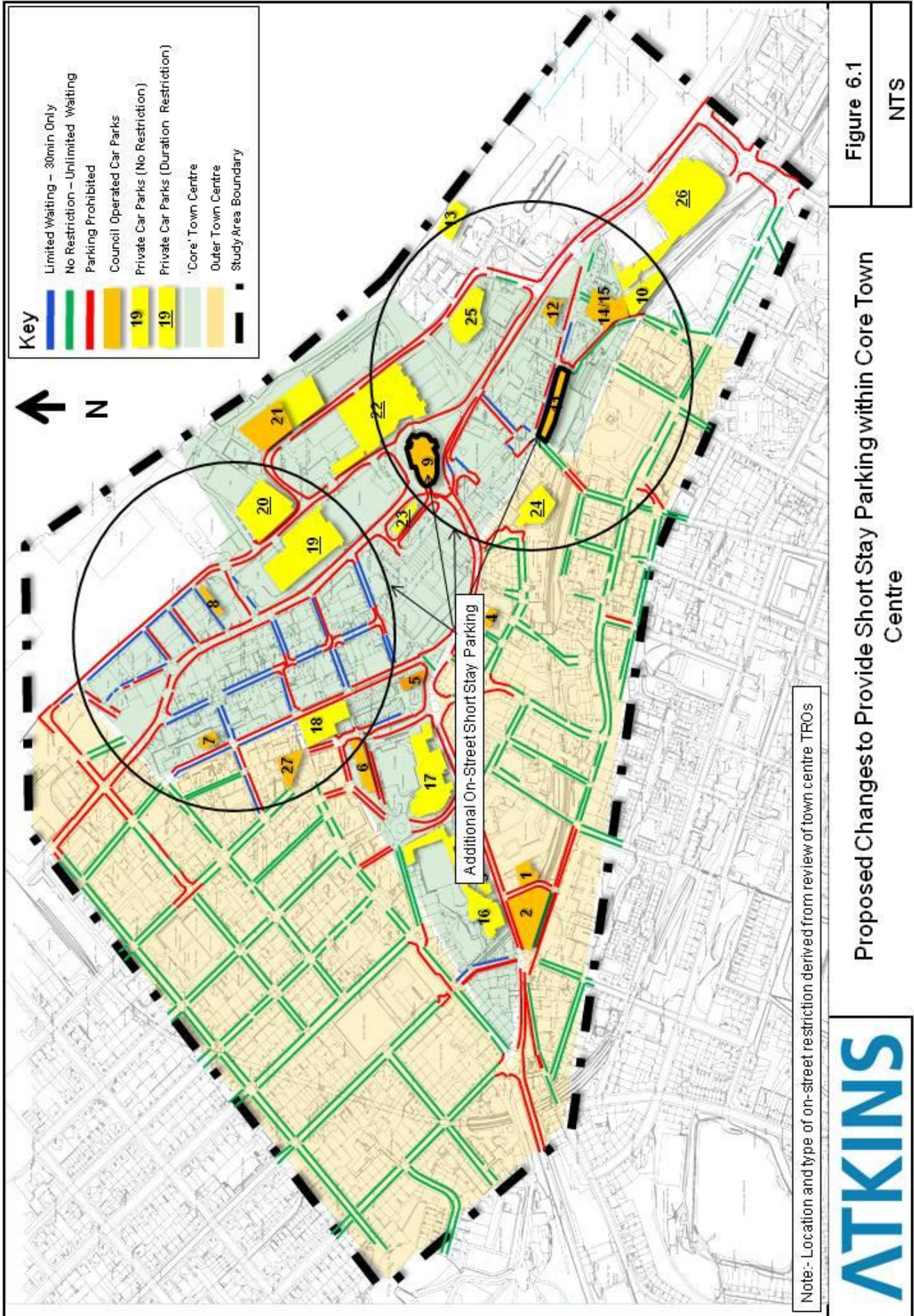
Scheme 2: Provide Adequate Short, Long, Loading, Motorcycle, Disabled and Taxi Provision, On-street Enforcement Using Existing Resources (non-charged)

- 6.10 This scheme seeks to address the issue of parking supply and accessibility for the majority of users of the town centre through the provision of additional parking and the improved parking management.
- 6.11 The town centre of Greenock is defined as two zones within Inverclyde Council's Local Development Plan. These are:
- an inner core area which is predominately occupied by office and retail premises which require access for both loading and unloading, staff parking and a good turnover of short stay parking spaces for customers/visitors; and
 - an outer town centre area which is predominately residential with some businesses and educational facilities. The parking demand within this zone is likely to be long stay in nature with spaces being utilised by residents, employees, and customers of local firms and students and staff from the college.
- 6.12 As a general rule of best practice, any parking control measures should be both simple and consistent within the area in which they are applied in order to assist the public in understanding what restrictions/prohibitions are in place. The defining of parking zones may provide an effective method of providing such consistency within Greenock as similar land uses are clustered together.
- Provide Adequate Short Stay Parking Supply for Loading, Motorcyclists, and the Mobility Impaired (Options 5, 8, 9, 10, 12)**
- 6.13 It is proposed that the existing parking prohibitions and unrestricted parking should be altered to provide additional short stay (<3hrs) on-street parking. However, a review of the core town centre has identified that few on-street locations are currently free of restrictions, which limits the possibility of providing additional parking. Similarly, due to the street layout and narrow carriageway widths, parking on both sides of the carriageway cannot be accommodated. This limits the number of prohibitions which could sensibly be relaxed.
- 6.14 It is therefore proposed to limit the duration of parking in the currently unrestricted 'Bullring' car park, to provide short stay (<3 hrs) parking for the town centre. This is proposed for the following reasons:
- The 'Bullring' is the only council operated car park within the core town centre which is easily accessed by visitors from the trunk road. This car park can provide access to most town centre businesses.
 - The 'Bullring' is located adjacent to a number of privately owned car parks which already include parking restrictions and enforcement. This will prevent parking displaced from the 'Bullring' relocating to adjacent car parks and ensure long stay parking is displaced out of the town centre core.
 - The 'Bullring' has approximately 95 spaces which will provide significant contribution towards the supply of town centre short stay parking.
- 6.15 In addition, and if required, 50% of the 81 spaces provided in Cathcart Street West could also be designated for short stay parking (<3hrs). This would ensure an adequate supply of short stay accessible parking is supplied to the east of the town centre and easily accessed from surrounding businesses and the trunk road.
- 6.16 As part of the detailed scheme design, it will be necessary to clearly identify appropriate parking time restrictions and ensure adequate access for loading, taxis, motorcycles and the mobility impaired. Within this study, short stay is defined as <3hrs. To provide a greater turnover of space it may also be appropriate to provide 1hr and 2hr restrictions at some locations within the core town centre. It is therefore recommended that a detailed parking demand survey and public

consultation should be undertaken as part of the detailed design process to better inform the location and duration of short stay parking, loading, disabled provision. It should be noted that within this scheme, no change to method of restriction is proposed it is assumed that the above short stay restrictions will be time based.

6.17 Figure 6.1 shows the proposed changes to parking by town centre zone.

Figure 6.1 – Proposed Changes to Provide Short Stay Parking within Core Town Centre



Provide Adequate Long Stay Parking (Option 6)

- 6.18 As a result of providing additional short stay parking through time restrictions, it is likely that long stay parking demand out with the core town centre will increase substantially. It is currently estimated that long stay resident, student and business employee demand for parking within the outer town centre is in excess of supply²², which is predominately on-street in these locations. Aspects of the street layout within the outer town centre limit the possibilities for providing additional on-street parking capacity. It is therefore proposed that additional long stay (>3hrs) parking provision is provided in one of the following locations.
- The multi-storey car park is privately owned and can provide parking for up to 180 vehicles in accessible location on the boundary between the core and outer town centre. This car park could easily accommodate all displaced parking. The use of this facility will incur a cost (£136,080 per annum based on weekdays only)²³ which within this scheme would be funded by Inverclyde Council.
 - The Oakmall car park located on Kings Street is not ideally located for this purpose as it is within the core town centre, but it can provide parking for up to 65 vehicles (3/4 of those displaced from the 'Bullring') and is conveniently located for access to most town centre facilities. This car park is currently privately owned, although the possibility of it returning to public ownership is being explored. Provision of this facility is estimated by Atkins to cost approximately £84,000²⁴ and would be a one-off cost to the council.
 - At a new car park provided on a brown field site adjacent to Central Station / Regent Street. Long stay parking at this location is ideally located out with the core town centre and adjacent to Greenock Central Station which will provide a park and ride alternative. It is estimated that this car park could cater for up to 250 vehicles. However, this land is currently privately owned and would require purchasing or renting by Inverclyde Council at an approximately value of £1,500,000. Planning restrictions on the use of the land would also require to be removed and the council may require utilising its compulsory purchasing powers.
- 6.19 Figure 6.2 shows the location of the above noted long stay parking facilities.

²² "Greenock Parking & Access Strategy Report" produced by Aecom in 2008 and supplemented by Atkins own observations and the views expressed by Inverclyde Council Officers. Note that resident demand is estimated to be less than supply.

²³ Cost estimation extracted from business case as proposed by operator of facility (£3.00pppd). Includes rates charged by Inverclyde Council of approximately £19,000 per annum.

²⁴ Current District Land Valuations (2009) suggest land value is £70,000. We have allowed for +20% in value to secure sale (£84,000).

Figure 6.2 – Proposed Long Stay Parking Provision (3 Alternate Locations)

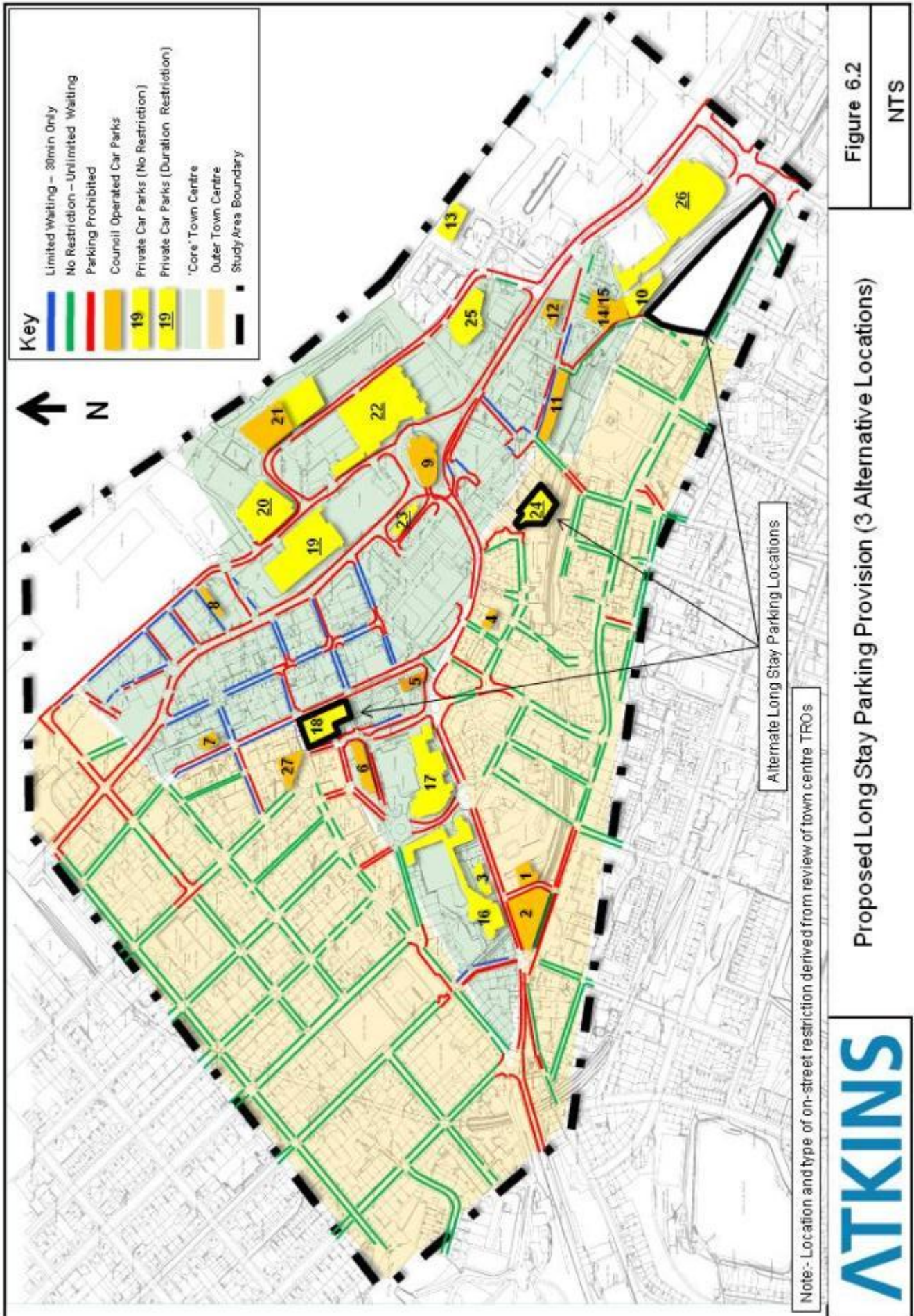


Figure 6.2

NTS

Proposed Long Stay Parking Provision (3 Alternative Locations)

Provide Adequate Parking Signing (Option 11)

- 6.20 To ensure the future economic growth of Greenock it is essential to ensure that visitors and tourists are able to access the key services within Greenock town centre with the minimum of disruption and effort. The A78, A8, and A770 trunk roads provide a strategic route into and out of the town centre and are key routes utilised by visitors. It is proposed that the existing signing is improved to provide clear instructions to help direct motorists to short and long stay parking. This will reduce the number of drivers circulating around the town during peak periods searching for parking.

Implement Parking Monitoring and Evaluation and Monitor and Record Parking Related Complaints (Options 3, 4)

- 6.21 This scheme will include the implementation of a parking monitoring and evaluation process which will enable the future evaluation of the scheme against the Operational Objectives. The system should be developed to formally record parking related complaints in a organised manner and allow this information to be used to develop a greater understanding of parking related problems.

Implement Travel Plans and Reduce Parking Demand through the Implementation of Sustainable Travel Initiatives (Options 15, 16)

This scheme will be complemented through implementation of a monitoring and evaluation process and promoting sustainable travel initiatives with the aim of reducing overall car dependency (see scheme 7 for scheme details).

General Comment

- 6.22 This scheme is likely to be publically and politically acceptable but would have a relatively high capital cost (depending on which off-street site is selected) and a low annual cost. The cost is primarily associated with providing a long stay parking facility; processing the EPNs and enforcing the short stay off-street parking areas. This option meets a significant number of the Operational Objectives through improving supply and accessibility of parking to all users. A preliminary business case for this scheme is provided in appendix B.

Scheme 3: Scheme 2 Plus Resident Parking and Parking Enforcement Using Existing and Additional Resources (Non-Charged)

6.23 This scheme develops scheme 2 further, with the aim of providing adequate parking enforcement for the whole town centre through implementing a management system which can be provided free of charge to all users.

Ensure Effective Parking Enforcement using a Non-Charged Parking Control System (Option 13)

6.24 This is similar to scheme 2 but includes the improved enforcement of the short and long-stay restrictions using a non-charged method of parking control. Enforcement of the existing on-street parking restrictions is noted to be onerous, requiring the traffic warden to prove that a restriction has been violated by providing evidence that a vehicle has been parked in excess of designated parking duration (30 minute, no wait, no return). The following methods of parking control are proposed.

On-Street

6.25 Short stay on-street parking within the core would be controlled using parking discs/tickets supplied at no charge. The system would operate as follows:

- Key businesses located as near as possible to the parking areas would be supplied with a supply of parking discs/tickets by Inverclyde Council;
- Drivers wishing to park within the restriction would be directed to the disc/ticket issuing businesses by the signs provided on street;
- A time-stamped ticket or disc (disc requires driver to set arrival time to nearest half hour) will then be issued to the driver who is required to display the disc/ticket clearly in their windscreen;
- Traffic wardens patrolling the area will be able to check the date and time relatively quickly and issue Penalty Contravention Notices (PCNs) as required; and
- Tickets would be clearly marked as “no return thereafter” to reduce the opportunity for drivers to move their cars to another bay to avoid the restriction.

6.26 The above system will be enforced by the police-employed traffic wardens who can issue PCNs to drivers failing to display a valid ticket. The ensuing offence will be treated as a criminal offence and processed by the criminal court system which would incur the associated administration costs of prosecuting the offence.

6.27 To assist in making the proposed system publically and politically acceptable and to reduce the risk of trips transferring away from Greenock, it is proposed within this scheme that the above system is provided at no charge to visitors to Greenock and that Inverclyde Council fund the set-up and maintenance of the system. It should be noted that the cost of ticket provision (short stay only²⁵) could be met through the sale of advertising space on the rear of the tickets (similar to the system applied in Paisley). This concept would require further investigation at the detailed design stage.

6.28 The scheme does not prevent drivers from extending their stay beyond the allocated time by returning to their cars and obtaining another ticket. However, with adequate enforcement of the restriction, this is likely to be an onerous requirement on drivers, especially when free long stay parking is provided nearby.

²⁵ Resident parking permits require terms of use to be printed on reverse side.

Off-Street ('Bullring' and Part of Cathcart West if required)

- 6.29 The short stay parking restriction proposed in the 'Bullring' and Cathcart West (if required) car parks will not be enforced by police traffic wardens as it is off-street and council operated²⁶. Currently, parking restrictions provided in council operated off-street car parks can be enforced by designated and trained personnel²⁷. Therefore any appropriately trained person can enforce parking restrictions in off-street car parks through raising a civil action and the issuing of Excess Penalty Notices (EPNs). An EPN is a civil offence (on-street offences are criminal offenses). Payment of these penalties would be made directly to Inverclyde Council who would also be responsible for the associated cost of administration (identification of the driver, issue of notice, payment processing, pursuing of non-payment through the judicial system). This administration process is acknowledged to be time consuming and may require the part time employment of an additional council employee to provide this service (£c.24,000 per annum)²⁸. Inverclyde Council has confirmed that the council can already receive and process the payment of fines for civil offences but is unlikely to have staff available to provide the necessary processing as part of their duties. Notwithstanding this, the possibility of job share or a revision to an existing job specification could reduce these costs.
- 6.30 Within this scheme, the costs of providing this service are assumed to be borne by Inverclyde Council. An alternative, more resource-effective method of providing this service could be achieved through cooperation with a neighbouring local authority (e.g. Renfrewshire Council). The costs for this alternative approach cannot be readily calculated at this stage, although it is likely that a cost-effective arrangement could be agreed.
- 6.31 Due to council procurement policy, it would be necessary to advertise the position of parking attendant and employ a new member of staff. Based on the area of parking requiring enforcement, it is assumed that this duty could be performed on a part-time basis (25 hours per week). Allowing for the cost of training, the cost of providing a part time parking attendant by Inverclyde Council Environmental and Commercial Services would be c. £13,000 per annum²⁹. The option to provide job share may reduce this cost significantly.
- 6.32 The short stay parking restriction proposed for the off-street car parks would operate as follows:
- Two³⁰ disc/ticket issuing machines (£6,000)³¹ will be provided at the entrance to the 'Bullring' car park and associated signing and lining provided. The use of disc/ticket issuing machines will simplify the process and promote the use of the off-street parking in favour of on-street. The use of a disc/ ticket issuing machine will also improve accessibility for the elderly and mobility impaired. To reduce vandalism, the machine will automatically power on and off at designated times to coincide with the start and end of the parking restrictions.
 - Drivers wishing to park within the restricted area would be directed to the disc/ticket issuing machine where a date and time stamped ticket would be provided.
 - The disc/ticket must then be clearly displayed in the vehicle windscreen.
 - The parking attendant patrolling the area will be able to check the date and time relatively quickly and issue Excess Penalty Notices (EPNs) as required.
 - Discs/tickets would be clearly marked as "no return thereafter" to reduce the opportunity for drivers to move their cars to another bay to avoid the restriction.

²⁶ Police employed traffic wardens will only enforce movement, obstruction, and Vehicle Excise Duty (VED) offences as per the regulations set out in the Road Traffic Act Scotland.

²⁷ Road Traffic Regulation Act 1984 - Section 63A Sub-section 3b (Please note this section was added as an amendment to the Act in 1991, by the Road Traffic Act 1991) -

The Strathclyde Regional Council (Off Road Parking Place) (Controlling Regulations) Order, 1987 - Article 2(i) defines "parking attendant" - means a person authorised by, or on behalf of the Council to supervise any parking place".

²⁸ Based on creation of new post. In reality, job share may be possible which could reduce costs.

²⁹ Due to council procurement procedure, a new post would be created and the park attendants invited to apply.

Assumes 5hrs per day 11am - 5pm part time staff required based on £7.50 per hour.

³⁰ Two machines will be provided in case one malfunctions.

³¹ Machine cost estimate extracted from "Parking & Access Strategy Report" Aecom 2008.

- 6.33 On this basis, Atkins has estimated the total additional cost of enforcing this element of the scheme at c. £63,000 per annum³². The use of disc/ticket system would make the enforcement process significantly simpler to enforce than the time based restriction.

Introduce Non-charged Resident Parking Zones (Option 7)

- 6.34 To ensure adequate enforcement of the outer town centre area, it is proposed that residents be supplied with resident parking permits without charge (ticket costs incurred by the council). A number of on-street parking spaces could be designated for use by residents only and these spaces enforced by traffic wardens. Non-residents and those without a valid permit could park in a limited number of non-resident parking bays or the additional long stay parking provided (see scheme 2). The system would operate as follows:
- Residents would be issued with parking ticket without charge. Valid for one year;
 - Residents would keep the permit within their vehicle, displaying the permit when they wish to park in the resident area;
 - Vehicles failing to display a valid resident's permit would be open to prosecution.
- 6.35 The on-street resident parking system would be enforced by traffic wardens employed by the police. Further consultation with Strathclyde Police is recommended before the detailed scheme can be finalised.

General Comment

- 6.36 The implementation of restrictions in the outer town centre will increase the area covered by traffic wardens substantially. Additional traffic wardens may therefore be required to provide adequate enforcement coverage. The enforcement of this scheme depends entirely on police-employed traffic wardens who are out with the control of Inverclyde Council.
- 6.37 Currently only three wardens are employed to enforce the Inverclyde area. If the number of wardens decreases then the level of enforcement will decrease significantly.
- 6.38 The designation of parking bays by intended use will require careful consideration during the detailed design phase. A survey of parking demand and further public consultation will be required during the detailed design stage.
- 6.39 This scheme is likely to be publically and politically acceptable but would incur a relatively high capital cost with a high annual cost of operation. The cost is primarily associated with providing a long stay parking facility; processing the EPNs and enforcing the short stay off-street parking areas. The issuing of tickets for short stay and resident parking could add to the cost of provision (dependent on the level of advertising revenue). This option meets a significant number of the Operational Objectives through improving supply and accessibility of parking to all users. A preliminary business case for this scheme is provided in appendix B.

³² Based on employment of 1 parking attendant. IT systems and payment collections systems already in place. Includes allowance for consumables and pursuing unpaid fines. Parking Attendant trained for £3,000.

Scheme 4: Scheme 3 Plus Parking Enforcement Using Existing and Additional Resources (Charged)

6.40 A fundamental consideration of this scheme is to introduce charged parking with the intention of generating sufficient revenue to meet the costs of parking provision / enforcement. It is essential to highlight that this scheme has to introduce a minimum level of parking charge to minimise any adverse impacts on the town centre and seeks to maximise the number of free short stay parking spaces.

Provide Adequate Parking Enforcement using a Charged Parking Control System (Option 14)

6.41 This scheme is similar to scheme 3 but includes the adequate enforcement of the short and long stay restrictions using a charged method of parking control. The primary aim is to use revenue generated by the charges to fund the cost of providing and operating the system. Charging for parking will provide greater financial flexibility in both the type of parking control system which can be implemented and the on-going cost of maintaining that system.

6.42 A number of methodologies can be used to implement and manage parking charges. Each method has its own advantages and disadvantages. Different methods could be applied in the core and outer town centre zones. A detailed evaluation of these charging options in relation to Greenock is provided in appendix A and the preferred method is discussed below.

6.43 A key element of this scheme is the decision not to charge for short stay parking within the core town centre. Only drivers wishing to use the long stay parking (provided either in the multi-storey car park or at the alternate locations discussed in scheme 2) will be charged. As identified within scheme 2 and 3, the costs of implementing the short stay parking through the use of free tickets could be met through the sale of advertising space on the rear of the ticket. The cost of processing the EPN generated from the off-street car parks could also be reduced through utilising the administrative capability of a neighbouring authority.

6.44 The key cost in providing this scheme is the provision of the additional long stay parking. However, assuming the town centre parking is adequately enforced, drivers wishing to park for long durations (>3hrs) could be charged, with the payments received used to offset the cost of operating the facility (charges likely to vary from £1.40pd to £3.50pd³³ – see scheme 3).

6.45 The long stay parking charges must also allow for the recovery of costs associated with enforcing and processing the short stay parking restrictions

Introduce Charged Resident Parking Zones (Option 7)

6.46 To increase the enforcement of the outer town centre area, it is proposed that residents are supplied parking permits free of charge (tickets costs offset by advertising revenue). A number of the on-street parking spaces could be designated for use by residents only and these spaces enforced by traffic wardens. Non-residents and those without a permit would require to purchase a pay-and-display ticket (charged on a scale from £0.50 to £3.00) should they wish to park within the shared parking zones in the outer town centre area. It should be noted that due to limited space provision, it may not always be possible to guarantee residents a parking space within their own street; the system will however give them priority.

General Comment

6.47 This option is likely to be publically and politically acceptable and have a relatively low cost to implement (dependant on which off-street long stay site is selected). The cost of providing the parking control will be offset by parking charges. The costs associated with on-street use of shared spaces would require to be carefully balanced to meet the cost of implementing and maintaining the system.

³³ Must include allowance for costs of providing council parking attendant and administrative costs.

- 6.48 Overall the scheme is estimated to have a high capital cost of but will provide a very low annual cost per annum. If necessary the charges levied and the user groups to which the charges are applied can be altered over time to meet the cost of operation. It is recommended that no charges are applied to the short stay parking within the core town centre. A preliminary business case for this scheme is provided in appendix B.

Scheme 5: Scheme 4 Plus Parking Enforcement Using Existing and Additional Resources (Charged) and Park and Ride within Greenock

- 6.49 This scheme is similar to scheme 4 and includes the development of rail-based park-and-ride. This car park would be for the use of rail users (long stay) who will be actively discouraged from parking within the town centre through the implementation of short stay parking restrictions, as discussed previously.

Provide a Park and Ride within Greenock Town Centre (Option 17)

- 6.50 The currently vacant site adjacent to Greenock Central Station / Regent Street could be used as a park-and-ride site and/or a long stay parking facility due to its location relative to the town centre and rail station. The proposed site is shown in Figures 6.3.

Figure 6.3 – Proposed Location of Park and Ride at Greenock Central Station



- 6.51 Currently the proposed site is privately owned and would require to be purchased by Inverclyde Council (for approx. £1,500,000)³⁴. Assuming the site could be purchased, this scheme would require parking charges to be applied. This would be counter to the normal practice for park-and-ride facilities.
- 6.52 The parking charge would need careful consideration and should not exceed the cost of long stay parking introduced elsewhere in the town. To provide parking priority/incentive to those choosing to travel by rail a parking ticket refund system could be implemented. As part of this system, drivers parking to use the rail service could receive a discount on the cost of their rail ticket by producing the parking ticket.
- 6.53 The site is estimated to have sufficient capacity to cater for up to 240 vehicles and could be used by rail patrons and shoppers/residents displaced from the town centre. The site is noted to be currently disused, which if redeveloped would contribute towards the regeneration of the area.
- 6.54 It is estimated that a total of 115³⁵ parked vehicles in Greenock are related to rail travel with 21 of these accommodated within the rail parking provided at Greenock Central Station. If the new car park was fully utilised by rail passengers, it is estimated that 94 spaces would therefore become available within the town centre.
- 6.55 The additional 240 spaces provided by the new facility will be significantly greater than the estimated number of rail based trips and even considering suppressed rail demand, the new facility is expected to operate effectively as a shared long stay/park and ride car park.
- 6.56 Parking control for this facility is likely to in the form of a pay-and-display type system with three machines provided. An automated barrier entry system or council employed parking attendant would provide effective methods of controlling parking as the police traffic wardens will not provide enforcement of this facility.

General Comment

- 6.57 Subject to the cost of purchasing and operating the proposed long stay car park, this scheme is estimated to be very expensive and would rely considerably on joint funding contributions from other investors. Nevertheless, this scheme meets a significant number of the Operational Objectives through improving supply and accessibility of parking to all users. Setting aside the issue of cost, the scheme is likely to be publically and politically acceptable.
- 6.58 Overall the scheme is estimated to have a very high capital cost and will incur a medium-low cost per annum to operate. A preliminary business case for this scheme is provided in appendix B.

³⁴ Based on estimated land cost from information provided by current agent marketing the site.

³⁵ 9% calc from chapter 2.

Scheme 6: Scheme 4 Plus Enforcement Using Existing and Additional Resources (Charged) and Park and Ride out with Greenock

6.59 Similar to scheme 4, this scheme would require the successful purchase of a suitable site such as the site identified adjacent to Bogston Station 2.0km to the east of Greenock. The proposed site is shown in Figure 6.4.

Provide a Park and Ride within Greenock Town Centre (Option 18)

- 6.60 This option would provide park and ride services at a location outside Greenock and is envisaged to remove a significant portion of car-based rail demand from Greenock itself. Drivers who would normally travel from the outskirts of Greenock or further afield to park in the town centre to use the rail services from Greenock Central could then divert to use the proposed park and ride site.
- 6.61 However, the effective enforcement of the short stay parking within Greenock town centre will displace a number of long stay parkers. Due to the long distance between the park and ride / long stay facility and Greenock town centre; these drivers would be forced to find alternative parking within the outer town centre. This is likely to place additional pressure on the traffic wardens to effectively enforce the resident parking area and may exacerbate resident/commuter conflicts.
- 6.62 Therefore, and in addition to the proposed park and ride / long stay facility at Bogston, a second long stay facility within the town centre may also be required at the locations proposed in scheme 4. The provision of both facilities is likely to contribute significantly to the initial cost of providing the scheme and both facilities would require enforcement by the parking attendant.
- 6.63 The purchase or lease of a suitable site will require either capital or revenue expenditure from the council, although it is possible that the council could negotiate a contribution from SPT³⁶.
- 6.64 A key issue relating to a drivers decision on where in Inverclyde to access the rail service relates to the service frequency, start and end times. It is understood that due to servicing issues, drivers will travel to Greenock to access the rail service. As it not easily possible to amend the service times or frequency, the proposed park and ride should be located adjacent to a station which is located near to Greenock and from which access to all services can be gained. A review of the rail infrastructure shows that the main rail line servicing Inverclyde passes through Greenock with a branch line then providing access to Gourock. On this branch line, Fort Matilda Station is the nearest to Greenock whilst Carttsydyke and Bogston are the key stations on the main line. Table 6.1 below shows the number of trains to/from Glasgow currently serving each of the key stations in the area during the peak periods.

Table 6.1 – Number of Rail Services to Key Stations Including Greenock Central

Station	AM peak (Arriving Glasgow 06:00-09:00)	PM peak (Departing Glasgow 17:00-18:30)
Fort Matilda (west of Greenock)	9	5
Greenock Central Station	9	5
Carttsydyke (east of Greenock)	8	4
Bogston (east of Greenock)	6	3

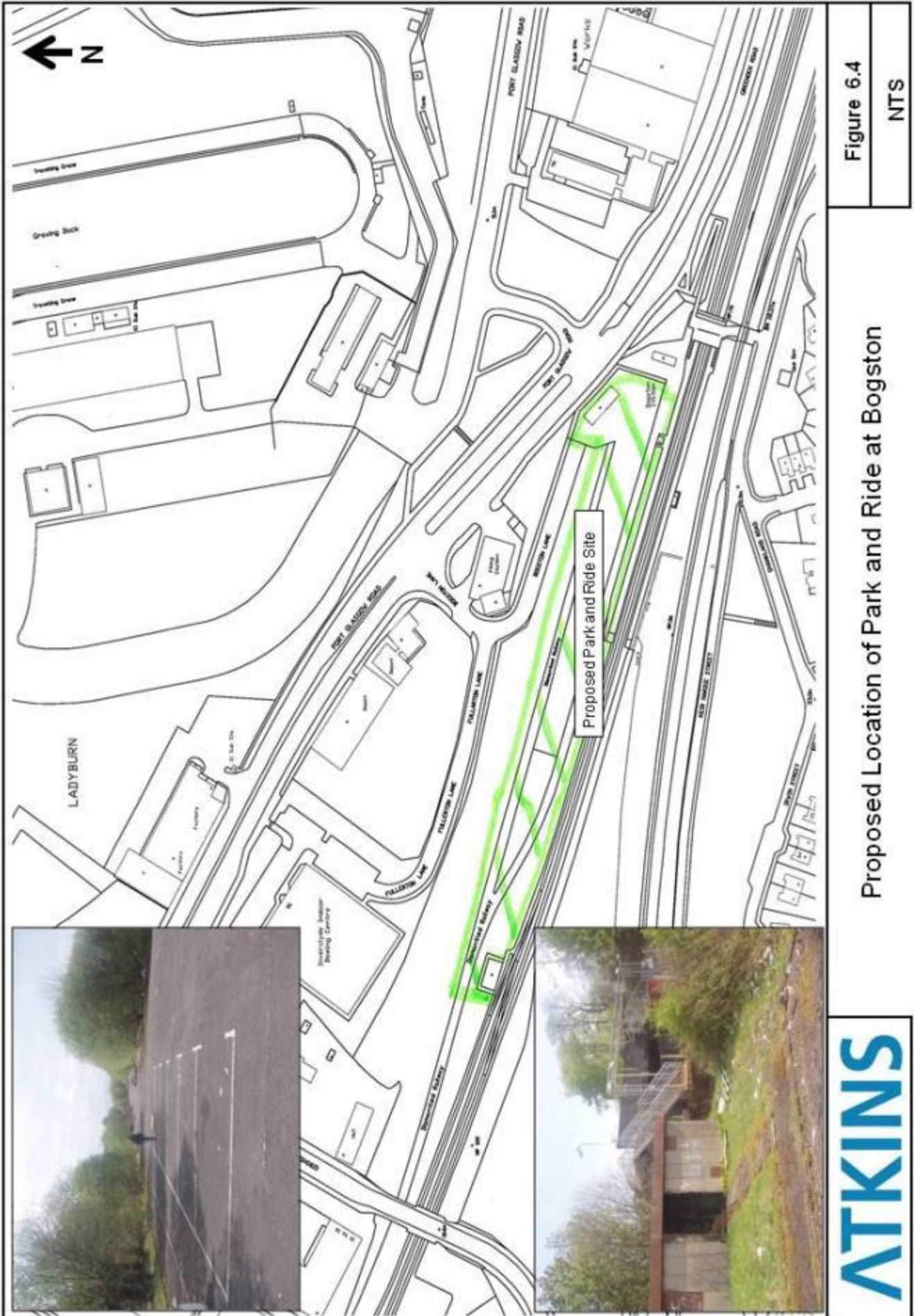
6.65 From a review of Table 6.1 it can be seen that a relative lower number of services stop at Bogston Station during the peak periods whilst both Fort Matilda (Branch line to Gourock) and Greenock Central are accessed by all services. Considering this, the proposed park and ride site at Bogston may not provide at an optimum location which may in turn reduce demand.

³⁶ Recent consultation with SPT suggests that funding for this option is unlikely in the foreseeable future.

General Comment

- 6.66 Subject to the cost of purchasing and operating the proposed long stay car park(s), this option is estimated to be relatively expensive with the costs of operating the system likely to be only partially met through revenue generated by parking charges. However, this option meets a number of the Operational Objectives through improving supply and accessibility of parking to all users and may therefore be publically and politically acceptable.
- 6.67 Overall the scheme is estimated to have a very high capital cost and will cost medium to low cost per annum to operate. A preliminary business case for this scheme is provided in appendix B.

Figure 6.4 - Proposed Location of Park and Ride at Bogston



Scheme 7: Sustainable Initiatives and Travel Plan(s)

6.68 Essentially this scheme is a combination of smaller scale physical interventions and sustainable travel initiatives which together are aimed at promoting travel by non-car modes. The various elements of the scheme are discussed in the following sections.

Sustainable Travel initiatives (Option 15)

Public Transport

6.69 The existing service provision is considered overall to be adequate. However, the service facilities could be improved through the provision of bus shelters and seating which may encourage increased use of the frequent town centre bus services. A total of 61% of the travelling public suggest that the existing public transport service frequency and service numbers were adequate. However, these people also suggested that the level of bus patronage could be increased through improvement to service frequency.

6.70 To promote this option, it is therefore proposed that the existing bus service provision is reviewed and marketed to the public through the development and circulation of service handouts. These could be distributed as part of the travel plan which is discussed within this section.

Walking and Cycling

6.71 Within Greenock significant potential exists to promote the use of cycling and walking. As discussed previously, the area has one of the lowest rates of car ownership in Scotland which would lend itself naturally to the promotion of other sustainable low cost travel alternatives such as cycling.

6.72 Within this scheme it is therefore proposed that the following initiatives are provided:

- Development of a walking and cycling strategy which will examine the cycle and pedestrian routes through the town centre and identify barriers and possible solutions to travel by walking and cycling modes. The strategy would identify the core path network within the town and develop an action plan setting out a range of future interventions designed to improve travel by these modes;
- Promote / provide measures to provide priority to cycling and walking such as dropped kerbs, improved lighting, surfacing improvements, and signing of key cycle routes. These would initially be 'quick win' solutions where a number of low cost simple improvements could be implemented;
- Promotion of cycling initiatives such as cycle purchase schemes or the use of pool cycles for business trips. This element of the scheme is designed to improve access to a bike and encourage its use as an alternative to the private car. External funding contributions may be available in support of this scheme.

6.73 The existing level of pedestrian signage is considered adequate although this could be enhanced through provision of additional signage and the development of walking routes. Due to a number of obstructions, walking through the town will require the pedestrian to adopt a convoluted route which increases the distance to be travelled. A review of the key route corridors could identify some quick wins in terms of improving pedestrian connectivity. An example of such an issue is the route between Cathcart Street and King Street which requires a pedestrian to walk behind the Library through a service yard and car park. Through public realm improvements, this corridor could be clearly demarcated and signed which would encourage pedestrians to use this route.

Travel Plan(s) (Option 16)

6.74 To encourage sustainable travel in the city centre, Atkins propose to introduce travel plans for both Inverclyde Council and a number of the other major town centre businesses. It is noted that Inverclyde Council are currently developing a travel plan which is envisaged to be complete by 2011. Introducing travel plans will promote such options as car sharing, shuttle buses for commuters, bus pass subsidies, cycle to work schemes and the provision of business based facilities (showers, cycle sheds) for employee cyclists. These options would likely reduce pollution

and congestion within the town centre and promote the use of sustainable transport, contributing to reducing parking demand and traffic congestion.

- 6.75 The scheme has the potential to significantly impact on car dependency which in turn could reduce parking demand. Overall the scheme is estimated to have a medium cost and will have a low cost to maintain. A preliminary business case for this scheme is provided in appendix B.

7. Appraisal of Options

Overview

- 7.1 Within this chapter each of the schemes are assessed against each of the **Operational Objectives** and the key criteria of **Feasibility**, **Affordability**, and **Public Acceptability**. The schemes are then sifted and those schemes recommended to be progressed to detailed design are identified.
- 7.2 This stage of the strategy captures the likely impacts of each of the schemes and is based on qualitative information about each of the options. In compliance with current best practice, a qualitative assessment has been completed for each scheme against each appraisal criterion, using a seven point scale that considers the relative benefits and impacts.

Appraisal against Operational Objectives

- 7.3 A qualitative appraisal of each of the proposed schemes is shown in Table 7.1.

Table 7.1 – Summary Appraisal of Sifted Schemes against the Operational Objectives

Objective	Operational Objectives	Sch'1	Sch'2	Sch' 3	Sch' 4	Sch' 5	Sch' 6	Sch' 7
OO1	To ensure adequate supply of loading and parking for all users of the town centre including the disabled, elderly, residents, commuters and businesses	✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓
OO2	To ensure adequate enforcement of on-street / off-street parking and loading restrictions which balances the needs of users with financial constraints of the authority	✓	✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	•
OO3	To ensure parking is accessible by all user groups and distributed effectively	✓	✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓	✓✓
OO4	To improve traffic circulation in the town centre	✓	✓✓	✓✓	✓✓	✓✓	✓✓	✓
OO5	To encourage sustainable travel	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓	✓✓✓

Scored relative to Do-Nothing

Feasibility, Affordability and Public Acceptability

- 7.4 A summary of the schemes appraised against Feasibility, Affordability, and Public Acceptability is provided in Table 7.2.

Table 7.2 – Summary of Feasibility, Affordability, and Public Acceptability

Established Policy Objectives	Scheme 1	Scheme 2	Scheme 3	Scheme 4	Scheme 5	Scheme 6	Scheme 7
Feasibility	●	●	●	●	●	●	●
Affordability	●	●	●	●	●	●	●
Public Acceptability	●	●	●	●	●	●	●

Rationale for Scheme Selection or Rejection

7.5 The rationale for selection or rejection of each scheme for progression to detailed design is discussed in the remainder of this section.

Scheme 1 – Revise Existing TROs (Do minimum) Combined with the Sustainable Initiatives

7.6 This scheme will meet some of the Operational Objectives. The scheme is feasible and affordable but is estimated to provide only marginal additional parking capacity through the sustainable travel initiatives which may reduce parking demand. Therefore, this scheme has been:

- Rejected from going forward.

Scheme 2 – Provide Adequate Short, Long, Loading, Motorcycle, Disabled and Taxi Provision and Parking Enforcement Using Existing Resources (Non-Charged) Combined with the Sustainable Initiatives

7.7 This scheme will provide some of the fundamental elements of a good parking strategy and is an affordable method of providing effective parking supply. The scheme does not provide an effective enforcement solution, utilising instead an extension of the time based restrictions currently in place within the town centre. The proposed off-street restriction could not be enforced. Effective enforcement is essential to the successful operation of the parking management system. Within this scheme, the full cost of the scheme is assumed to be funded by Inverclyde Council, with no opportunity for cost recuperation. Therefore this scheme has been:

- Rejected from going forward.

Scheme 3: Provide Adequate Short, Long, Loading, Motorcycle, Disabled and Taxi Provision, Resident Parking Scheme and Parking Enforcement Using Existing Resources and Additional Resources (Non-Charged) Combined with the Sustainable Initiatives

7.8 This scheme will provide effective parking enforcement, replacing the time based restrictions with a more easily monitored ticketing system. However, whilst this scheme meets the majority of the Operational Objectives, it will not provide a cost effective solution to addressing parking demand. The scheme will rely on substantial and continual funding from Inverclyde Council. Therefore, this scheme has been:

- Rejected from going forward.

Scheme 4: Provide Adequate Short, Long, Loading, Motorcycle, Disabled and Taxi Provision, Resident Parking Scheme and Parking Enforcement Using Existing Resources and Additional Resources (Charged) Combined with the Sustainable Initiatives

7.9 This scheme will provide the best solution to the parking issues identified within the town centre and it meets the majority of the Operational Objectives. The scheme introduces the concept of a basic charged parking system. The charging system could be progressively developed to meet future demand. The scheme will provide an effective solution to enforcement and has been developed to minimise the adverse impact of charging on the town centre. The ability to charge for parking would provide a revenue stream to Inverclyde Council which could be used to offset the cost of maintaining the scheme. Therefore, this scheme has been:

- Recommended to go forward to detailed design.

Scheme 5 – Provide Adequate Short, Long, Loading, Motorcycle, Disabled and Taxi Provision, Resident Parking Scheme and Parking Enforcement Using Existing Resources and Additional Resources (Charged) and a Park and Ride (within Greenock) Combined with the Sustainable Initiatives

- 7.10 This scheme will provide an effective solution through promoting rail based travel. It meets the majority of the Operational Objectives. The scheme will incur high costs in resolving the legal restrictions and the purchase of the Regent Street site. Nevertheless, the provision of a park and ride facility will enable the scheme to meet more effectively the sustainable objectives and regenerate a derelict site. On this basis, this scheme has been:

- Recommended to go forward for to detailed design.

Scheme 6 – Provide Adequate Short, Long, Loading, Motorcycle, Disabled and Taxi Provision, Resident Parking Scheme and Parking Enforcement Using Existing Resources and Additional Resources (Charged) and a Park and Ride (out with Greenock) Combined with the Sustainable Initiatives

- 7.11 This scheme will provide an effective solution through promoting rail based travel. It meets the majority of the Operational Objectives. However, the park and ride facility will be located out with the town centre and cannot therefore be used by for long stay parking. To overcome this issue, two long stay sites would need to be purchased at a significant cost. Therefore, this scheme has been:

- Rejected from going forward.

Scheme 7 – Sustainable Initiatives and Travel Plan(s)

- 7.12 This scheme will provide an effective solution through promoting sustainable travel alternatives to the private car. The scheme meets the majority of the Operational Objectives. However, the scheme would require substantial commitment and investment from Inverclyde Council to achieve a small percentage change in travel mode split. If implemented in isolation the scheme is unlikely to publically acceptable as a sole solution to the parking issues within the town. Therefore, this scheme has been:

- Rejected from going forward.

8. Conclusions and Recommendations

- 8.1 Schemes 1, 2, 3, and 6 have been rejected at this stage because they do not meet completely the Operational Objectives for the study. They do not offer significant enough benefit to warrant detailed assessment when compared with the relative merits of the other schemes.
- 8.2 Schemes 4 and 5 perform very well against the Operational Objectives and are considered to offer significant benefit through improved parking supply, management, and enforcement. Therefore Atkins recommends that schemes 4 and 5 go forward for detailed design.
- 8.3 As previously noted, adequate enforcement of the core town centre area will be critical in ensuring the effectiveness of schemes 4 and 5. Both schemes rely significantly on enforcement of on-street parking to operate effectively. In these schemes, on-street enforcement will continue to be provided by police employed traffic wardens. Any further reductions in the number of police employed traffic wardens in Greenock town centre will have a significant negative impact on the effectiveness of the schemes.
- 8.4 As part of schemes 4 and 5, a number of town centre off-street car parks and/or the Regent Street car park will be enforced using a single part-time parking attendant, employed by Inverclyde Council. The processing and administration of the civil penalties issued will be the responsibility of Inverclyde Council. If Inverclyde Council chooses to implement either of schemes 4 and 5, and in so doing employs a parking attendant, it would be logical to consider making further legislative changes to allow the parking attendant to enforce on-street restrictions. This legislative change to allow all parking to be enforced by Inverclyde Council is known as Civil Parking Enforcement (CPE). This 'decriminalised' parking scheme would allow Inverclyde Council the ability to take full control of parking enforcement within the town/area currently carried out by the police. This would allow parking attendants employed by the council to place excess charge notices (ECNs) on vehicles contravening parking regulations both on and off-street. The local roads authority retains the proceeds from the penalty charges, which can then be used to finance the enforcement and adjudication process and other traffic management purposes.
- 8.5 If a 'decriminalised' system were to be implemented, the ability of the local authority to provide parking enforcement will reduce the need of enforcement from the police. This may result in restrictions elsewhere within Greenock being unenforced. Therefore, subject to consultation with the police, it may be necessary to implement a 'decriminalised' system within a much wider area than just Greenock town centre. The preliminary business case for implementing a 'decriminalised' system would require careful development.
- 8.6 Should Inverclyde Council decide that a 'decriminalised' system is not appropriate at this time, either of schemes 4 and 5 could still be implemented. Either of these schemes provides the most effective parking management solution and both provide a number of the prerequisites for a 'decriminalised' system.
- 8.7 Scheme 7 includes a number of sustainable travel initiatives which, if implemented, have the potential to improve parking supply. As discussed within this report, this scheme has been included within both schemes 4 and 5.

Next Steps

- 8.8 Atkins recommends that scheme 5 is progressed to detailed design. To facilitate detailed design, it is recommended that a survey of parking demand within the town centre is undertaken to provide a clear understanding of parking demand by location. Further consultation will be required to ascertain the public's views on the proposed scheme(s) and how these views might contribute to the detailed design process.
- 8.9 Inverclyde Council should give consideration to the preparation of a business case for the feasibility of implementing a CPE or 'decriminalised' system to control parking within Greenock and/or the wider Inverclyde area.

- 8.10 Each of the schemes includes a requirement to monitor and evaluate the effectiveness of the parking strategy. It is recommended that evaluations are undertaken annually and assessed against the SMART objectives shown in Table 4.4.

Appendix A –Charged Parking Evaluation

Review of Charging Effect on User Groups

- A.1.1 As part of the charged parking strategy, it is possible to charge all or some users town centre user groups. Whilst charging could be applied indiscriminately, providing optimum revenue generation, the impact of this action could result in a number of adverse side effects. The most significant being the erosion of the town centres economic vitality as trips both to and from the town centre divert elsewhere and residents choose to relocate out of the town. Careful consideration must therefore be given to understanding which user group would be most resilient to paying a parking charge, and which user groups contribute to the parking issues identified. Table A.1 sets out a proposed charging hierarchy and supporting rationale based on Atkins understanding of the issues and the views expressed by the stakeholders.

Table A.1 - Summary of Proposed Charging Priority by User Group

User Group	Contribution to Economic Vitality	Contribution to Parking Issues	Rational to charge	Charging Priority
Shoppers/Visitors and Short Stay parking	High	Low ³⁷	This user group will predominately utilise short stay parking within the town centre. This user group is essentially the 'life blood' of the town centre bringing income to the town centre. Charging this user group is not considered acceptable	Low
Residents	Medium	Medium	Occupiers of the town centre and outer zone have a right to access their homes. If charged, the charges must be considered carefully	Medium
Long Stay (Commuters / local business)	Low	High	This user group are already committed to travelling to the town centre by virtue of where their job is located. They are therefore the most resilient to the impact of parking charges. This user group are most capable of overcoming barriers in to use non-car travel modes	High

Review of Charging Methods Available

- A.1.2 Considering the proposed target groups, the proposal to implement charges for parking can be implemented using a number of alternative methodologies. Table A.2 provides a summary of each method and its advantages and disadvantages.

Table A.2 - Summary of Typical Charged Parking Control Methods

Method	On/Off Road?	Advantages	Disadvantages
Parking meters (meters for each bay)	Both	<ul style="list-style-type: none"> -Facilitates Improved Enforcement -Control over Parking Duration by space -Acceptable to Public -Easy to use 	<ul style="list-style-type: none"> -Medium Setup Cost -Medium Maintenance Costs -Vandal Damage -Operation Costs -Street Clutter

³⁷ Would require a detailed demand based survey undertaken at a time when long stay parking was prevented from occurring within the town centre.

Method	On/Off Road?	Advantages	Disadvantages
Pay and Display (Meter by area)	Both	- Facilitates Improved Enforcement -Control over Parking Duration by area -Acceptable to Public -Easy to use	-Medium Setup Cost -Low Maintenance Costs -Vandal Damage -Operation Costs
Parking permits / season tickets (Residents and regular parkers)	Both	- Facilitates Improved Enforcement -Control over Parking Duration by area -Acceptable to Public -No Street Clutter -Doesn't Discriminate -Flexible (charges)	-Low Setup Cost -No Maintenance Costs -Operation Costs -Burden to Parkers (esp. Visitors)
Pre-Pay cards / Tickets (Regular visitors)	Both	-Improved Enforcement -Price can be changed easily	-Risk of fraud -Need for outlets to sell cards -High setup cost -Requires self enforcement

A.1.3 Considering the geographic area and the distribution and number of parking spaces it is proposed that the use of parking meters is unnecessary. This is because there is no requirement to enable enforcement of varying parking durations by individual bay and the majority of parking can be grouped into areas and zones and controlled using a limited number of meters provided at each location. Similarly, the use of pre-pay cards is not likely to provide significant benefit relative to the other options as it likely to confusing to visitors to the town centre, and difficult to enforce (not time dependent), relying on a degree of self enforcement. Considering this, it is proposed that the following systems are used in as part of a charged parking system within Greenock:

- Pay and Display; and
- A Parking Permit type system.

Application of Charging Method

A.1.4 As discussed within the main body of this report, the town centre can be separated into two zones, a core and outer town centre area. The following table provides a summary of the advantages and disadvantages of applying each system to each zone.

Table A.3 - Summary of Parking Control Methods by Zone

Method	Inner / Outer	Advantages	Disadvantages
Pay and Display (area)	Both	- Consistent control method within town centre -Reduces confusion -Easy to enforce	-High cost of providing multiple machines and maintenance
	Inner only	-Flexible in that it charges all short stay parkers indiscriminately -Control over parking durations within zone are easily changed	- Low cost of providing some machines and maintenance
	Outer Only	-Control over parking durations within zone are easily changed	-High cost of providing multiple machines and maintenance -Indiscriminate charging of all users when users are predominately residents
Parking permits / season tickets	Both	- Consistent control method	- Not flexible enough to cater for different demands of different user groups such as short stay parking

Method	Inner / Outer	Advantages	Disadvantages
	Inner only	-Allows control over residents parking in core town centre	-Not suitable for use with a large number of short stay visitors
	Outer Only	-Allows charging for key user groups (residents) to be identified and managed separately.	-None

- A.1.5 From a review of the above table, it is evident that a pay and display system can be used in either or both areas, whilst a resident type scheme would work most effectively in the outer town centre and for some areas of the core area where residents live. For the purposes of this study and given consideration to the charging priority by user group, it is recommended that the Pay and Display system is used within the outer area in conjunction with the Resident Permits. The core area should not be charged to avoid the risk of trips being discouraged from accessing Greenock.

Duration of Operation

- A.1.6 To ensure the town centre is operated effectively, it is necessary to provide parking restrictions which consider the weekday peak periods. To ensure a turnover of short stay parking within the town centre, it is recommended that a continual period of restriction is implemented. Atkins recommends that the restrictions are implemented between 8:30am to 6:30pm Monday to Saturday inclusive. The restriction should ideally be in place and cover the full year including holidays and bank holidays.

Setting of Appropriate Parking Charges

- A.1.7 The objective of the charged parking scheme is to ensure sufficient revenue is generated to finance the provision of the parking system. Based on a review of options available, the system must generate a minimum of £190,000 per annum to cover the costs of operation.
- A.1.8 From the information received during the stakeholder consultation and from examination of the rates and charges applied in nearby adjacent areas, the following schedule of rates has been compiled in Table A.4.

Table A.4 - Summary of Possible Parking Charges

User Group	Location	Max Duration (hrs)	Min' Charge (£)	Max' Charge (£)	Proposed Charge (£)	Rationale
Shoppers/Visitors and Short Stay parking	On-street	<2	0	1.20	0	Could charge for short stay. Rates shown are comparable with neighbouring authorities
	Off-street	<3	0	1.40	0	
Residents	On-street	Any	0	£150 pa	0	Assumed no charge but a charge could be applied up to max shown
Long Stay (Commuters / local business)	On-street	>2 <7	0.60	7.00	various ³⁸	Charge for long stay. Rates shown are comparable with neighbouring authorities
	Off-street	>3	0.60	2.00	2.00	

³⁸ Charged in increments dependent on duration of stay up to a maximum of 8hrs for £7

Appendix B - Supporting Draft Business Case

Table B.1 – Scheme 1 Revise Existing TROs (Do-minimum)

Main Item	Example of Components	Total Cost / Revenue
Cost to revise TROs, Lining and signing	TRO Consolidation Cost to replace TRO plates Cost to replace road markings Cost of advertisement	£49,000
Scheme 7 Costs	Sustainable Initiatives and Travel Plan(s)	£120,000
Total Initial Costs	Including 30% optimism bias	£180,000
Annual Costs after Year 1		£0
Revenue		£0
Total First Year Cost		£-180,000
Total Second Year Cost		£0

Note: - Does not include monetised benefits from Sustainable Travel initiatives

Table B.2 – Scheme 2 Parking / Loading, On-street Enforcement Using Existing Resources

Main Item	Example of Components	Total Cost / Revenue
Cost to extend and update short stay zone	TRO Consolidation Cost to replace TRO plate Cost to replace road markings Cost of advertisement	£49,000
Cost to provide long stay parking	Cost to buy Oak Mall car park	£84,000
Cost to Improve Parking Signage	Cost of replacing signs Cost of replacing poles Fixing costs	£30,000
Scheme 7 Costs	Sustainable Initiatives and Travel Plan(s)	£120,000
Total Initial Costs	Including 30% optimism bias	£265,000
Annual Costs after Year 1	Maintenance and cost collection of four machines included 25% optimism bias	£0
Revenue		£0
Total First Year Cost		£-265,000
Total Second Year Cost		£0

Note: - Does not include monetised benefits from Sustainable Travel initiatives

Table B.3 – Scheme 3 Parking / Loading for all Users, Resident Parking and Parking Enforcement Using Existing and Additional Resources (Non-Charged)

Main Item	Example of Components	Total Cost / Revenue
Cost to extend and update short stay zone	TRO Consolidation Cost to replace TRO plate Cost to replace road markings Cost of advertisement	£71,000
Cost to provide Parking Attendant	Yearly Salary (25hrs Part time)	£13,000
Other costs associated with providing Parking Attendant	Training parking attendant Staff procurement / advertising Cost of transport to cover sites	£5,000
Cost to provide Administrative Support	Changes to IT system Consumables Chasing unpaid fines	£60,000
Cost to provide long stay parking	Cost to buy Oak Mall car park Cost of implementing system and money collection	£93,000
Cost to Improve Parking Signage	Cost of replacing signs Cost of replacing poles Fixing costs	£30,000
Cost to provide short stay discs / tickets	Cost to provide on-street tickets Cost to provide off-street tickets Cost to provide residents permits	£121,000
Scheme 7 Costs	Sustainable Initiatives and Travel Plan(s)	£120,000
Total Initial Costs	Including 30% optimism bias	£627,500
Annual Costs after Year 1	Maintenance and cost collection of four machines included 25% optimism bias	£220,000
Revenue		£0
Total First Year Cost		£-627,500
Total Second Year Cost		£-220,000

Note: - Does not include monetised benefits from Sustainable Travel initiatives

Table B.4 – Scheme 4 Scheme 3 Plus and Parking Enforcement Using Existing and Additional Resources (Charged)

Main Item	Example of Components	Total Cost / Revenue
Cost to extend and update short stay zone	TRO Consolidation Cost to replace TRO plate Cost to replace road markings Cost of advertisement	£71,000
Cost to provide Parking Attendant	Yearly Salary	£13,000
Other costs associated with providing Parking Attendant	Training parking attendant Staff procurement / advertising Cost of transport to cover sites	£5,000
Cost to provide Administrative Support	Changes to IT system Consumables Chasing unpaid fines	£60,000
Cost to provide long stay parking	Cost to buy Oak Mall car park Cost of implementing system and money collection	£93,000
Cost to Improve Parking Signage	Cost of replacing signs Cost of replacing poles Fixing costs	£30,000
Cost to provide short stay discs / tickets	Cost to provide on-street tickets Cost to provide off-street tickets Cost to provide residents permits	£121,000
Scheme 7 Costs	Sustainable Initiatives and Travel Plan(s)	£120,000
Total Initial Costs	Including 30% optimism bias	£630,000
Annual Costs after Year 1	Maintenance and cost collection of four machines included 25% optimism bias	£25,000
Revenue	Advertising on tickets Revenue from long stay parking Revenue from fines Revenue from P&D in outer town centre	£206,000
Total First Year Cost		£-422,900
Total Second Year Cost		£-25,000

Note: - Does not include monetised benefits from Sustainable Travel initiatives

Table B.5 - Scheme 5 Scheme 3 Plus Parking Enforcement Using Existing and Additional Resources (Charged) and Provide a Park and Ride

Main Item	Example of Components	Total Cost / Revenue
Cost to extend and update short stay zone	TRO Consolidation Cost to replace TRO plate Cost to replace road markings Cost of advertisement Public hearing costs	£71,000
Cost to provide Parking Attendant	Yearly Salary	£13,000
Other costs associated with providing Parking Attendant	Training parking attendant Staff procurement / advertising Cost of transport to cover sites	£5,000
Cost to provide Administrative Support	Changes to IT system Consumables Chasing unpaid fines	£60,000
Cost to provide long stay parking and Park & Ride car park	Cost to buy land site adjacent to Regent Street Cost of implementing system and money collection	£1,550,000
Cost to Improve Parking Signage	Cost of replacing signs Cost of replacing poles Fixing costs	£30,000
Cost to provide short stay discs / tickets	Cost to provide on-street tickets Cost to provide off-street tickets Cost to provide residents permits	£199,000
Scheme 7 Costs	Sustainable Initiatives and Travel Plan(s)	£120,000
Total Initial Costs	Including 30% optimism bias	£2,600,000
Annual Costs after Year 1	Maintenance and cost collection of four machines included 25% optimism bias	£240,000
Revenue	Advertising on tickets Revenue from long stay parking Revenue from fines Revenue from P&D in outer town centre	£222,500
Total First Year Cost		£-2,334,000
Total Second Year Cost		£-18,500

Note: - Does not include monetised benefits from Sustainable Travel initiatives

Table B.6 - Scheme 6 Scheme 3 Plus Parking Enforcement Using Existing and Additional Resources (Charged) and Provide a Park and Ride out with Greenock

Main Item	Example of Components	Total Cost / Revenue
Cost to extend and update short stay zone	TRO Consolidation Cost to replace TRO plate Cost to replace road markings Cost of advertisement Public hearing costs	£75,000
Cost to provide Parking Attendant	Yearly Salary	£13,000
Other costs associated with providing Parking Attendant	Training parking attendant Staff procurement / advertising Cost of transport to cover sites	£10,000
Cost to provide Administrative Support	Changes to IT system Consumables Chasing unpaid fines	£70,000
Cost to provide long stay parking and Park & Ride car park	Cost to buy land site at Bogston Cost to buy land site at Oakmall Legal costs associated with transaction	£306,000
Cost to Improve Parking Signage	Cost of replacing signs Cost of replacing poles Fixing costs	£34,000
Cost to provide short stay discs / tickets	Cost to provide on-street tickets Cost to provide off-street tickets Cost to provide residents permits	£222,000
Scheme 7 Costs	Sustainable Initiatives and Travel Plan(s)	£120,000
Total Initial Costs	Including 30% optimism bias	£1,200,000
Annual Costs after Year 1	Maintenance and cost collection of four machines included 25% optimism bias	£250,000
Revenue	Advertising on tickets Revenue from long stay parking Revenue from fines Revenue from P&D in outer town centre	£215,000
Total First Year Cost		£-975,000
Total Second Year Cost		£-37,000

Note: - Does not include monetised benefits from Sustainable Travel initiatives

Table B.7 - Scheme 7 Sustainable Travel Initiatives and Travel Plan(s)

Main Item	• Example of Components	Total Cost / Revenue
Cost to initiate sustainable travel initiatives	Develop walking and cycling strategy Develop travel plan	£50,000
Cost to implement pedestrian and cycling measures		£40,000
Total Initial Costs	Including 30% optimism bias	£117,000
Annual Costs after Year 1	Maintenance and cost collection of four machines included 25% optimism bias	£117,000
Total First Year Cost		£117,000
Total Second Year Cost		£0

Appendix C - Stakeholder Invitations

Table C.1 – Summary of Stakeholder Invitations (Workshops)

Name	Organisation
George Hunter	Riverside Inverclyde
Jeff Gregory	Riverside Inverclyde
Garry Williamson	Riverside Inverclyde
Bill McNiece	James Watt College
Scottish Power	Power Systems
Scottish Water	Networks Department
Network Operations Manger	Transco (Plant Location)
British Telecom PLC	Post Point B29
PA Collection Manager	Royal Mail
Cathal Mcghee	Mobile care 24 taxis
	Inverclyde taxis
The Secretary	Hillbillies Motorcycle Club
Mr W Brown	Larkfield/Braeside/Branchton CC
Mrs I Pollard	Greenock West/Cardwell Bay CC
Ms Lillian Newman MBE	Greenock Central/etc CC
Mr W Dunlop	Hole Farm/Cowdenknowes CC
Mrs L Chambers	Inverkip/Wemyss Bay CC
Mrs H Calvert	Kilmacolm CC
Mr S Hampson	Kilmacolm CC
Mr N Boyd	Port Glasgow Central West CC
Miss S Docherty	Port Glasgow 3 Wards CC
Mr S Hunter	Gourock CC
Mr J McCallion	Gibshell/Auchmountain CC
Neil Galloway	Area commander Strathclyde fire
Allan Lyall	Federation of Small Businesses
Jim Weir	Federation of Small Businesses
Hugh Buntin	Chamber of Commerce
Pamela McCorkill	Road Policing Department
Scott Marshall	Road Policing Department
Mark Benton	Scottish Ambulance Service
Neil Sturrock	Strathclyde Partnership for Transport
Mike Heyes	Strathclyde Partnership for Transport
Phil Flanders	The Road Haulage Association Ltd
Caroline Scott	Freight Transport Association Ltd
Robert Graham	Environmental and Commercial Services - Roads
Jim McNee	Clydehomes Housing Association
Rose Marie Duffy	Greenock Central Residents' Action Group
Francis McFarlane	Greenock Central Residents' Action Group
Alison Bethal	Greenock Central Residents' Action Group
Colin Broadwood	Transport Scotland
Brendan O'Sullivan	Amey Highways
Gillian Adam	Scottish Enterprise Renfrewshire
Stuart Jameson	Head of Regeneration and Planning
Robin Farrell	Morrison's
William Nimmo	Home Base
FAO Store Manager	Lidl
FAO Nicola Rankin	Tesco
Claire Jefcoate	Oakmall Centre
Isabelle Murray	McGill's Coaches
Kevin Culbert	Wilson's Coaches
Michael Dunn	CM Coaches
Councillor T Fyfe	Inverclyde Council
Councillor S McCabe	Inverclyde Council
Councillor J MacLeod	Inverclyde Council
Councillor D Wilson	Inverclyde Council
Councillor M McCormick	Inverclyde Council

Name	Organisation
Councillor R Moran	Inverclyde Council
Councillor J Grieve	Inverclyde Council
Councillor A Blair	Inverclyde Council
Councillor J Clocherty	Inverclyde Council
Councillor C McCallum	Inverclyde Council
Councillor C Osborne	Inverclyde Council
Councillor I McKenzie	Inverclyde Council
Councillor K Brooks	Inverclyde Council
Councillor J McIlwee	Inverclyde Council
Councillor G White	Inverclyde Council
Councillor R Ahlfeld	Inverclyde Council
Councillor T Loughran	Inverclyde Council
Councillor C Rebecchi	Inverclyde Council
Councillor G Dorrian	Inverclyde Council
Councillor I Nelson	Inverclyde Council
Alan Barns	Inverclyde Council
Ron Gimby	Inverclyde Council

Table C.2 – Other Consultees (On-line Survey)

Organisation
Community Council Forum
Scottish Enterprise
Communities Scotland
Community Health Partnership
Moving On (Inverclyde)
Enterprise Childcare
East End Adult Advisory
Parent Support & Education Centre
Parklea Branching Out Association Ltd
Oak Tree Housing Association
Inverclyde Community Care Forum
Craigend Resource Centre
Scottish Association for Mental Health Gateways
Inverclyde & District Association of University Women
The Gibshill Sunshine Club
FITRA
Job Centre Plus

Table C.3 – Additional Consultation (During Strategy Development)

Organisation
Greenock Residents Action Group – Evening Meeting
Inverclyde Council Planning, Roads and Legal Departments
Strathclyde Police – Traffic Wardens

Appendix D - Stakeholder Attendees

Table D.1 – Summary of Workshop 1 Attendees

Name	Organisation
Mark Rinkus	Atkins
Steven Fraser	Atkins
David Greenslade	Inverclyde Council
Steven Hartley	Inverclyde Council
Councillor G White	Councillor
Councillor T Fyfe	Councillor
Councillor M McCormick	Councillor
Councillor S McCabe	Councillor
Councillor K Brooks	Councillor
Councillor C Osborne	Councillor
Councillor J Clocherty	Councillor
Councillor I McKenzie	Councillor
Ronnie Ahlfeld	Councillor
Terry Loughran	Councillor
Ciano Rebecchi	Councillor
Innes Nelson	Councillor
Aubrey Fawcett	Inverclyde Council

Table D.2 – Summary of Workshop 2 Attendees

Name	Organisation
Mark Rinkus	Atkins
Steven Fraser	Atkins
Glen Moon	Atkins
David Greenslade	Inverclyde Council
Aubrey Fawcett	Inverclyde Council
Ian McGregor	Greenock Chamber of Commerce
Pamela McCorkell	Strathclyde Police
Ian Greer	Strathclyde Police
Scott Marshall	Strathclyde Police
Neil Sturrock	SPT
Brendan O'Sullivan	AMEY
Laura Gray	AMEY
Paul Burrows	Local Business
Neil Galloway	Strathclyde Fire Service
Helen Calvert	Kilmacolm Community Council
Stephen Hampson	Kilmacolm Community Council
Peter Thorne	James Watt College
Jim Weir	Federation of Small business
Alan Lyall	Federation of Small business
Rose-Marie Duffy	Greenock Residents Action Group
James McGee	Local Business
Mark Rinkus	Atkins

Table D.3 – Other Consultees (On-Line Survey)

Organisation
Community Council Forum
Scottish Enterprise
Communities Scotland
Community Health Partnership
Moving On (Inverclyde)
Enterprise Childcare
East End Adult Advisory
Parent Support & Education Centre
Parklea Branching Out Association Ltd

Organisation
Oak Tree Housing Association
Inverclyde Community Care Forum
Craigend Resource Centre
Scottish Association for Mental Health Gateways
Inverclyde & District Association of University Women
The Gibshill Sunshine Club
FITRA
Job Centre Plus

Table D.4 – Additional Consultation (During Strategy Development)

Organisation
Greenock Residents Action Group – Evening Meeting
Inverclyde Council Planning, Roads and Legal Departments
Strathclyde Police – Traffic Wardens

Appendix E - Stakeholder Consultation Results - Post Strategy Development

Project:	Greenock Parking Strategy		
Subject:	Technical Note	From:	Mark Rinkus (Atkins)
Date:	20 January 2011	To:	David Greenslade (Inverclyde Council)
Ref:	Technical Note 1- Stakeholder Consultation on Preferred Scheme.doc	cc:	

Introduction

This Technical Note has been written to provide a summary of the output from the stakeholder consultation undertaken on Monday 29th November 2010 at the Crawfordsburn Community Centre in Greenock. The consultation was held as part of the Greenock Parking Strategy and was undertaken to provide key stakeholders with an opportunity to provide comment on the preferred conceptual scheme being promoted as part of the emerging parking strategy.

A variety of organisations were invited to the consultation with representative numbers restricted to a maximum of 30 people. Due to the adverse weather, 23 consultees attended the event and represented a good cross-section of local organisations.

The consultation event consisted of a short introduction made by Atkins and Inverclyde Council followed by a 40 minute presentation by Atkins which provided a summary of how the strategy has been developed, and a short overview of the preferred Scheme. Following the presentation, the consultees were divided into two workshop groups where Atkins facilitators managed a structured discussion. The objective of the groups was to determine the consultees views on the appropriateness of the preferred scheme and what, if any, changes might be required.

Workshop Results

The following section of this note sets out the views of both workshop groups provided in response to the Scheme presentation.

Question 1 – Do you think the Scheme will Provide Sufficient Parking Capacity?

Both groups provided a positive response to this question. The proposed Scheme was acknowledged to offer an improvement over the existing situation and there was a clear expression of interest to see the Scheme progressed further. The existing situation was acknowledged to be sub-standard with the Scheme estimated to be 'well balanced' and would adequately cater for the demands of the various parking groups.

Question 2 – Do you Think that Parking will be More Accessible Post Scheme Implementation?

Both groups provided a positive response to this question. However, it was acknowledged that a signing strategy (proposed as part of the scheme) would be essential to improving parking accessibility. Residents and Business representatives' provided positive feedback on the Scheme particularly in regard to the proposal to remove 'space blocking' by long term parking such as commuters. Consultees noted that the proposed location of commuter parking was well within a reasonable walking distance of the likely desired destinations within the town centre and believed that the conceptual Scheme would work effectively.

Question 3 – Do you Think that the Scheme will Improve Road Safety/Security?

Both groups provided a positive response to this question. It is acknowledged that the mobility impaired, the elderly and disabled do have problems in accessing parking within the town. The TROs used to enforce dropped kerb crossings were acknowledged to be substandard and result in inappropriate parking. The Scheme will provide a much needed improvement to the management of parking enabling parking to be more effectively enforced. This in turn would reduce the number of inappropriately parked vehicles which in turn would improve road safety and pedestrian accessibility.

Question 4 – Any Issues Associated with Implementability?

Both groups provided a positive response to this question. The Scheme is considered to be appropriate to the area and will address proportionately the known parking issues. The proposed charging methodology is acknowledged to support town centre business and will reduce the number of trips being undertaken to out of town shopping areas such as Braehead. Caution was expressed regarding the charging of long term parkers as the key problem group and suggestions were made regarding the level of economic contribution commuters provide to the local economy.

Question 5 – Do you Think that the Schemes can be Adequately Enforced?

Concern was raised regarding the level of resource required to ensure adequate parking enforcement. Currently the area is enforced by a maximum of 4 attendants who are responsible for the full Inverclyde area. In extending the scheme the area to be enforced would increase placing additional burden on this limited resource. If the scheme was not adequately enforced it was acknowledged that the Scheme would not meet its objectives.

Consultees highlighted that the needs of business users should be considered within the proposed Scheme and that this should be considered in detail at the next stage of the Scheme development. Similarly visitors to residencies within the residential zones should also be accommodated within the Scheme possibly through some form of ticket allocation. Overall, it is believed that the Scheme could be enforced.

Additional Information

The use of the Oakmall car park on King Street was noted to be sub-standard in design in terms of its provision for the mobility impaired and elderly. However, it was noted that recent improvements to the vehicular access have been undertaken. Views were offered that the car parking would be provided to a quality consistent with 'Park-Mark' accreditation and the pedestrian route between the Oakmall Car Park on King Street and the town centre should be enhanced as part of the Scheme.

Any free ticketing system should be distributed by machine and not from local business. The use of a free disposable ticketing system as an alternative to a free parking disc system was also strongly suggested.

The groups stressed the requirement for the Scheme to be developed in partnership with local businesses to ensure their requirements are considered and ensure their co-operation. On a similar theme it was noted that commuters do support the local economy and therefore should not be considered sensitively.

Although the proposed Scheme includes a park and ride element on the edge of the town, attendees noted that more remote park and ride sites should continue to be considered, possibly in addition to that proposed. These would have the benefit of removing car based trips into Greenock, rather than relocating them to the edge of the town centre.

A comment was raised regarding the operation of the road network within the town centre in terms of congestion and traffic flow. It was acknowledged that where appropriate these would be considered as part of the detailed Scheme development.

Conclusion

Overall, the output from the consultation workshops was very positive and a unanimous agreement was reached that the Scheme should be progressed further. Overall, the Scheme was considered to provide a "well balanced" solution to the parking problems within the town centre and praise was offered regarding the quality of the Scheme and the transparency of the development process.