



**LEE VALLEY REGIONAL PARK AUTHORITY**  
**EXECUTIVE COMMITTEE**  
**22 FEBRUARY 2018 AT 11:00**

**Agenda Item No:**

**10**

**Report No:**

**E/548/18**

## **CAR PARKING PROPOSAL AT LEE VALLEY WHITE WATER CENTRE**

Presented by the Director of Corporate Services

### **EXECUTIVE SUMMARY**

This report seeks Member approval for a car park management system, along with associated parking charges, to be introduced at Lee Valley White Water Centre as proposed by Lee Valley Leisure Trust Ltd.

### **RECOMMENDATIONS**

- Members Approve:
- (1) the installation of a car park management system as detailed in Appendix A to this report; and
  - (2) the introduction of parking charges outlined in paragraph 7 of this report.

### **BACKGROUND**

- 1 Lee Valley Leisure Trust Ltd (the Trust) is responsible for operation of Lee Valley White Water Centre (LVWWC) as part of its Leisure Services Contract (LSC) for Lee Valley Regional Park Authority (LVRPA) venues for a five year period, 1 April 2015 – 31 March 2020.
- 2 In accordance with the current figures provided by the Trust the Lee Valley White Water Centre (LVWWC) has circa 390 hard surface car parking spaces, 30 of which are designated blue badge spaces (the previous transport assessment had shown 370 spaces of which 28 were disabled): the hard surface car parking is largely marked clearly but the unsupervised nature of the car parking typically results in far less than 390 spaces being able to be utilised. The open space within the venue's fence line and specific areas that have not yet been developed provide up to 250 overflow spaces during peak periods and events.

Due to the nature of the activities and the location of the venue, the majority of participants in paddle sports, including rafting, arrive to the venue by car. The venue's website and booking processes promote use and availability of public

transport, and for rafting, car sharing is common, but for canoeing, kayaking and swift water rescue training participants, public transport options are often impractical.

- 3 Due to significant visitor number growth and the resulting car parking pressures, as detailed more fully at Appendix A to this report, since April 2015 the use of the car park has been regularly monitored and various methods to manage the car park have been trialled. In summer 2017 charging for car parking was introduced to ensure adequate space for pre-booked users, with the following charging exceptions: pre-booked activity participants, staff, contractors and British Canoeing colleagues. An external company was used for stewarding and although there was a charge of £2 per car to park all day, there was a net loss of £18,000 that was borne by the Trust.
- 4 Car park management solutions and car parking charges are already in place at Lee Valley VeloPark, Lee Valley Hockey and Tennis Centre, Lee Valley Ice Centre, Gunpowder Park, and Waltham Abbey Gardens, along with all LVRPA managed River Lee Country Park car parks as of 1 April 2018, all as previously agreed by Members.

## PROPOSAL

- 5 The Trust has prepared a high level business case which has been approved by their Board of Trustees in January 2018, subject to LVRPA Member approval. This Board paper is attached at Appendix A to this report with full details of the proposal. In summary, the Trust proposes to work with an external car park management specialist, ParkingEye, to install and manage car parking at LVWWC on a two year trial basis until the end of the existing LSC.
- 6 This contractor will provide, install and maintain the infrastructure at their cost and shall retain the majority of the income generated until the capital investment is recouped. A profit share arrangement will be in place after this point between the contractor and the Trust. The contractor will be required to remove all equipment at the end of the two year trial period, at their cost, unless otherwise agreed with LVRPA.
- 7 Proposed charges are as follows:
  - Drop off / grace period: 15 minutes
  - Up to 6 hours (pre-booked activity): £0
  - Up to 6 hours (no pre-booked activity): £2.50 per vehicle
  - Each additional 6-hour period: £2.50 per vehicle
  - Parking Charge Notices (PCNs): £85 / or £50 if paid within 14 days

### Exceptions / planned promotions:

- PCNs are at the discretion of LVWWC management and can be cancelled if issued in error or if a justifiable reason is provided.
- Free car parking for LVRPA and Trust staff, LVRPA Members, volunteers, British Canoeing colleagues, contractor vehicles, and business visitors.
- Option for total or partial suspension / reduction / increase of parking fees during events or site hires, pending negotiations on a case by case basis with hirer and/or LVRPA.
- During major events, on-site parking at LVWWC will be provided free of

charge to event organisers, participants and stakeholders, as required by LVRPA.

Details on charges at other Trust and LVRPA managed car parks are included within the proposal at Appendix A, along with other local car parks.

#### **ENVIRONMENTAL IMPLICATIONS**

- 8 There are no environmental implications arising directly from the recommendations in this report.

#### **FINANCIAL IMPLICATIONS**

- 9 There are no financial implications arising directly from the recommendations in this report.

#### **HUMAN RESOURCE IMPLICATIONS**

- 10 There are no human resource implications arising directly from the recommendations in this report.

#### **LEGAL IMPLICATIONS**

- 11 Planning permission is required from Borough of Broxbourne which will be applied for pending Member approval.
- 12 Due to the proposed 2 year trial period, there is no requirement for LVRPA to agree to novate the contract to another Operator, should the Trust not continue to operate LVWWC after the existing LSC expires in March 2020.

#### **RISK MANAGEMENT IMPLICATIONS**

- 13 Risk management implications are detailed within the proposal at Appendix A to this report including reputational, communications, and financial risks.

#### **EQUALITY IMPLICATIONS**

- 14 There are no equality implications arising directly from the recommendations in this report.

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#### **APPENDICES ATTACHED**


Appendix A            The Trust's business proposal

#### **LIST OF ABBREVIATIONS**

LVRPA                    Lee Valley Regional Park Authority  
The Trust                Lee Valley Leisure Trust Ltd (trading as Vibrant Partnerships)

LWWC  
LSC  
PCNs

Lee Valley White Water Centre  
Leisure Services Contract  
Parking Charge Notices

 <p><b>VIBRANT PARTNERSHIPS</b></p> <p><b>BOARD MEETING</b></p> <p><b>30 JANUARY 2018</b></p>	<p><b><u>Agenda Item No:</u></b> <b>4e</b></p> <p><b><u>Report No:</u></b> <b>B/67/18</b></p>
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**CAR PARKING PROPOSAL FOR LEE VALLEY WHITE WATER CENTRE**

Presentation by Director of Venues (North)

**SUMMARY**

The purpose of this report is to inform Trustees about proposed car parking arrangements for the Lee Valley White Water Centre with a target commencement date of summer 2018.

RECOMMENDATIONS		
Trustees:	(1)	Agree to the installation of a car park management system, pending Client approval;
	(2)	Agree the car parking charges as set out in this report.

**BACKGROUND**

1	<p>Lee Valley White Water Centre (LVWWC) has 390 hard surface car parking spaces, 30 of which are designated blue badge spaces. The hard surface car parking is largely marked clearly but the unsupervised nature of the car parking typically results in far less than 390 spaces being able to be utilised. The open space within the venue's fence line and specific areas that have not yet been developed provide up to 250 overflow spaces during peak periods and events.</p>
2	<p>Due to the nature of the activities and the location of the venue, the majority of participants in paddle sports, including rafting, arrive to the venue by car. The venue's website and booking processes promote use and availability of public transport, and for rafting, car sharing is common, but for canoeing, kayaking and swift water rescue training participants, public transport options are often impractical.</p> <p>The nearest train station to the venue is Waltham Cross which is around 1 mile from the venue, within the Oyster card zone, and on the London Stansted to</p>

	<p>Liverpool Street line. Cheshunt station is a greater distance but still accessible on foot through River Lee Country Park. The venue is also well served by six regular local buses which directly connect to surrounding towns including Waltham Abbey, Epping, Loughton, and Debden.</p>
3	<p>Since opening in 2011, the venue has expanded its range of activities and products on offer. There have also been significant developments including the Beach &amp; Play Park in summer 2017, Terrace Bar &amp; Café improvements including the launch of the new café in winter 2017/18, a free to use, small beach and complementary play area installed in 2016 and 2017 respectively, and an increased number of large scale events such as the Christmas Market, temporary ice rink and Summer Splash Festival. This has led to a significant rise in visitor numbers; from 155,000 in 2011 to more than 600,000 forecast in 2017/18.</p> <p>The venue is well on the way to achieving its strategic objective of becoming a year round attraction for the whole family and creating a leisure destination visitor hub for the area. Visitors come to the venue to take part in water based activities as well as to attend events, use the new attractions, and many just to enjoy the atmosphere socially whilst using the Terrace Bar &amp; Café with family and friends. As a free to use car park it is also used by many users of the adjacent River Lee Country Park, nearby retail outlets, and the local train station, and as a consequence this can lead to capacity issues at peak times.</p>
4	<p>Since April 2015 the use of the car park has been regularly monitored and various methods to manage the car park have been trialled. In May 2017, Trustees agreed a paper proposing a new car park management system, managed locally by venue staff, which included charging for visitor car parking with the following exceptions: pre-booked activity participants, staff, contractors and British Canoeing colleagues. There were a small number of complaints relative to visitor numbers and generally the process was managed well, with the back-up measure of requiring use of the adjacent showground site in River Lee Country Park for over flow car parking not needed. An external company was used for stewarding and although £17,000 was taken in income from charging £2 per car to park all day, there was a net loss of £18,000 that was borne by the venue.</p> <p>The arrangements during summer 2017 were a temporary measure to ensure there was adequate space for pre-booked users. Due to the previous operational success of the car parking management solutions installed at Lee Valley Hockey and Tennis Centre, Lee Valley VeloPark and Lee Valley Ice Centre, the intention was always to introduce a more formal solution at LVWWC going forwards.</p>
5	<p>Financial performance and a summary of arrangements in place at other Trust venues and other venues local to LVWWC is set out at Appendix A and a map showing car parking layout at LVWWC is at Appendix B.</p>

#### PROPOSAL FOR MANAGING LEE VALLEY WHITE WATER CENTRE CAR PARK

6	It is proposed to introduce a formal car park management solution at LVWWC on
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	<p>a 2-year trial arrangement as has been agreed previously for Lee Valley VeloPark, Lee Valley Hockey and Tennis Centre, and Lee Valley Ice Centre. Due to the nature of the various activities, the number of corporate bookings, and high lead product prices, it is proposed that the car park is free to pre-booked activity participants of LVWWC for a period of up to 6 hours, with car parking charges implemented for non-participants/visitors following a short grace period to allow drop-off.</p>
7	<p>There is a significant investment of circa £50,000 required for the installation of the various equipment and machinery. There is also the requirement to set up a system for parking charge notices, (PCN's), and the appeals against such notices, which is fully compliant with national regulations. It is proposed that this service, including any enforcement action if necessary, is installed and operated on the Trust's behalf by a third party company that can absorb the capital investment and ensure compliance with the appropriate legislation. The ParkingEye system has been successfully implemented at other Trust managed venues, Lee Valley VeloPark and Lee Valley Hockey and Tennis Centre, as well as LVRPA's open space car parks surrounding River Lee Country Park, and so this is an extension of the trials that have previously been approved by both Trustees and LVRPA.</p>
8	<p>Due to the nature of the proposed funding for this solution, there are two phases to the financial arrangements during the 2-year trial period. Whilst the capital investment is being recouped, ParkingEye will retain the majority of the parking and PCN income. After the investment costs have been recovered, there will be a profit share arrangement.</p>
9	<p>A short summary of the ParkingEye proposal is set out below:</p> <ul style="list-style-type: none"> <li>- Automatic Number Plat Recognition (ANPR) cameras for enforcement, payment machines and relevant signage</li> <li>- Payment machines in car parks linked to ANPR cameras for payment</li> <li>- Touch screen terminals managed at reception by staff</li> <li>- Monitoring and management of permits for staff, visitors, contractors on an Exemption List</li> <li>- Cashless payment solutions</li> <li>- Cash collection</li> <li>- Processing of PCNs</li> <li>- Appeals process</li> <li>- Manned attendant for busy months e.g. summer / events</li> <li>- Site specific management information</li> <li>- Financial reporting</li> </ul>
10	<p>Proposed charges are as follows:</p> <ul style="list-style-type: none"> <li>- Drop off / grace period: 15 minutes</li> <li>- Up to 6 hours (pre-booked activity): £0</li> <li>- Up to 6 hours (no pre-booked activity): £2.50 per vehicle</li> <li>- Each additional 6-hour period: £2.50 per vehicle</li> <li>- PCNs: £85 / £50 within 14 days</li> </ul>

	<p>Exceptions / planned promotions:</p> <ul style="list-style-type: none"> <li>- PCNs are at the discretion of LVWWC management and can be cancelled if issued in error or if a justifiable reason is provided</li> <li>- Free car parking for staff, volunteers, LVRPA colleagues, British Canoeing colleagues, contractor vehicles, and business visitors</li> <li>- Option for total or partial suspension / reduction / increase of parking fees during events or site hires, pending negotiations on a case by case basis with hirer and/or the Client.</li> </ul> <p>Details on charges at other Vibrant Partnerships managed venues are included at Appendix A, along with other local car parks.</p>
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## PROCUREMENT

11	<p>ParkingEye have been appointed as the supplier for a system at Lee Valley VeloPark and Lee Valley Hockey and Tennis Centre, on a 2-year trial basis whilst the value of the arrangements for both parties is established. It is proposed to run a separate but similar 2-year trial for the solution at LVWWC. Improved terms have also been negotiated based on initial lessons learnt from the existing arrangement.</p>
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## TIMESCALES

12	<b>Task</b>	<b>No. of weeks</b>	<b>Start</b>	<b>Completion</b>
	Trust Board approval	1	30 January 2018	30 January 2018
	LVRPA Executive Committee approval	4	31 January 2018	22 February 2018
	Comms plan produced and activated		12 February 2018	Ongoing
	Planning application	8 to 13	22 February 2018	20 April 2018
	Award & Mobilisation	12	23 April 2018	13 July 2018
	Installation	2	16 July 2018	27 July 2018
	<b>Launch</b>	<b>1</b>	<b>28 July 2018</b>	<b>28 July 2018</b>

## COMMUNICATIONS IMPLICATIONS

13	<p>A Communications Plan for this project will be produced similar to that where parking charges have been introduced at other sites across Vibrant Partnerships' and LVRPA's portfolios. This will include the provision of Question &amp; Answer documentation for venue colleagues, visitor/customer communications across LVWWC marketing and Public Relations platforms and wider Vibrant Partnerships/LVRPA Communications platforms, on site signage, and appropriate stakeholder engagement and process for managing complaints.</p>
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## ENVIRONMENTAL IMPLICATIONS

14	There are no new environmental implications arising directly from the recommendations in this report.
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## EQUALITY IMPLICATIONS

15	There are no equality implications arising from the recommendations in this report. The parking spaces for blue badge holders will remain and blue badge holders will be exempt from charges.
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## FINANCIAL IMPLICATIONS

16	Capital investment will be provided by ParkingEye as detailed in paragraph 8.
17	Revenue implications during the 2-year trial will be dealt with in two phases as set out in paragraph 8; whilst ParkingEye's capital investment is being recouped, and then ongoing.
18	<p>Stewarding costs will be incurred by the venue if a managed solution is not installed, and subsequently costs will be incurred in peak months up until an agreed solution is launched. These costs range from £500 to £750 per day, depending on the exact requirements, and 50% of these costs would be expected to be recouped if manual charges are in place. If a system is not installed for the whole season it is expected that LVWWC would incur a net cost for car park management of up to £30k. If a solution is in place before the summer holidays the projected net cost for stewarding would be up to £10k.</p> <p>There may also be an impact on café users and social visitors for band evenings, however it is envisaged that due to the quality of the food and beverage offer and the fact that the entertainment is free, the small charge of £2.50 will be acceptable to users for this service. This will be monitored from inception over the first 6 months of operation and any issues reacted too quickly in order to mitigate any losses. A season ticket may be considered for regular visitors to the venue, such as café users.</p>

## HUMAN RESOURCE IMPLICATIONS

19	Many staff at LVWWC cycle to work use public transport. Staff and volunteers that do have to use cars will not be charged for parking (due to early morning and late night opening and closing it is not possible for all staff to rely on public transport).
20	There will be some additional jobs created through car park stewarding, provided by the contractor, during peak periods.

## LEGAL IMPLICATIONS

21	ParkingEye are required to comply fully with legislation and good practice relating to enforcement of car parking charges and PCNs and have a track record in doing so.
22	Planning permission will be required for the machines and signage associated with the car park charges which will take 8 to 13 weeks to be considered by Borough of Broxbourne from the point of submitting an application.
23	Due to the proposed 2-year trial period, there is no requirement for LVRPA to agree to novate the contract to another Operator, should Vibrant Partnerships not continue to operate LVWWC after the existing Leisure Services Contract expires in March 2020.

### **RISK MANAGEMENT IMPLICATIONS**

24	<p>There is reputational risk for both Vibrant Partnerships and LVRPA associated with poor car park management; either through poor implementation of the process, or through the enforcement of charges and PCNs.</p> <p>Working with ParkingEye as an experienced and established contractor mitigates this risk of complaints via poor implementation and ongoing management, as seen at Lee Valley VeloPark and Lee Valley Hockey and Tennis Centre.</p>
25	Communications messaging will need to be proactive to minimise negative Public Relations associated with parking charges at an Olympic Legacy venue. It will focus on the positive reasons for needing car parking management, i.e. coping with the increased number of visitors on site due to its success.
26	Financial projections are cautious due to the significant cost of the installation of the equipment and the re-payment of this could be spread over the entire trial. The financial risk of not recouping ParkingEye's investment during the trial period is borne by ParkingEye alone.

### **AUTHORITY IMPLICATIONS**

26	There is a requirement for LVRPA to formally approve the proposals for car parking management. Discussions with officers have suggested that this will be acceptable as the principle of car park charges and comparable solutions were approved for Lee Valley VeloPark in 2014, for Lee Valley Hockey and Tennis Centre in 2016 by LVRPA.
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## LIST OF ABBREVIATIONS

ABBREVIATION	IN FULL
LVRPA	Lee Valley Regional Park Authority
LVWWC	Lee Valley White Water Centre
PCN	Parking Charge Notice
ANPR	Automatic Number Plate Recognition

## LIST OF APPENDICES

APPENDIX	TITLE
Appendix A	Car park charge information for nearby car parks and other Vibrant Partnerships / LVRPA managed venues and sites
Appendix B	Map of LVWWC car parks

**CAR PARK CHARGE INFORMATION FOR NEARBY CAR PARKS AND OTHER VIBRANT PARTNERSHIPS MANAGED VENUES**

**Lee Valley VeloPark:**

- Capital investment was provided by Parking Eye
- Vibrant Partnerships retain 100% of parking fees
- ParkingEye retain 100% of Parking Charge Notices (PCN) - £60 / £100 charges
- Cycling users park free of charge for up to 4 hours
- Maximum stay 2 hours (6 hours for cycling users)

**Non cycling users (or cycling users over 4 hours):**

Up to 1 hour £4  
Up to 2 hours £8

**Lee Valley Hockey & Tennis Centre:**

- Capital investment was provided by Parking Eye
- Vibrant Partnerships retain 100% of parking fees
- ParkingEye retain 100% of Parking Charge Notices (PCN) - £60 / £100 charges
- Venue / activity users park free of charge for up to 4 hours
- Maximum stay 3 hours (7 hours for venue / activity users)

**Non venue / activity users (and venue / activity users over 4 hours):**

Up to 1 hour £3  
Up to 2 hours £6  
Up to 3 hours £15

**Lee Valley Ice Centre:**

- Capital investment provided by CP Plus and reclaimed through share of income
- Revenue share arrangement on parking fees until capital investment reclaimed
- CP Plus retain 100% of Parking Charge Notices (PCN)

Up to 30 mins	free
30 mins to 5 hrs	£1
5 to 7 hrs	£6
7 to 24 hrs	£25
Per subsequent 24 hrs	£25

Gunpowder Park and Waltham Abbey Gardens – Lee Valley Regional Park Authority managed car parks (same charging and company proposed for other River Lee Country Park car parks)

**Monday to Sunday inclusive and including Bank Holidays:**

0-1 hour: Free  
1-24 hours: £2.50

**Blue Badge Holders: Chargeable**

**Cornmill Car Park (not LVRPA) - Waltham Abbey, Epping Forest, EN9 1RB**

**Monday-Friday 8:00am - 6:00pm: 1 Hour: £0.90, 2 Hours: £1.80, Max: £3.80**

**Bank Holiday: Free**

**Saturday-Sunday 8:00am - 6:00pm: Day: £1.00**

**Blue Badge Holders: Free**

**Spaces: 197**

**15-20 minute walk/0.9 miles**

**Waltham Cross Station Car Park**

**Monday-Friday - All day: 24H (Peak): £3.00 Overnight: £3.00 Week: £15.20**

**Bank Holiday: £3.00**

**Saturday- Sunday - All day: £3.00**

**Blue Badge Holders: Free**

**Spaces: 51**

**20 mins walk/1.1 miles**

**Waltham Cross Playing Fields Car Park & Eleanor Cross Road Car Park**

**Monday-Friday 7:30am - 6:30pm, Saturday 7:30am - 12:00am: (Free outside these hours and on Bank Holidays)**

**1 Hour: £0.60**

**2 Hours: £1.30**

**3 Hours: £2.10**

**4 Hours: £3.10**

**Max: £4.10**

**Quarter: £175.00**

**Year: £500.00**

**Blue Badge Holders: Free**

**Spaces: 96 and 99**

**20 mins walk/1 mile (both)**

