



Report for:	Cabinet
Title of report:	Parking Service Tariff & Business Case Proposals
Date:	12 December 2023
Report on behalf of:	Councillor Ron Tindall, Leader of the Council and Portfolio Holder for Corporate and Commercial Services
Part:	Part I
If Part II, reason:	N/A
Appendices:	<p>Appendix 1 – Current Off Street Parking Tariffs</p> <ul style="list-style-type: none"> – New Off Street Parking Tariffs – Current On Street Parking Tariffs – New On Street Parking Tariffs – Current Limited Waiting Bays (LWBs) – New Limited Waiting Bays <p>Appendix 2 – Informal Consultation Responses (Graphs)</p> <p>Appendix 3 - Community Impact Assessment Parking Tariff Increases & Parking Charging Policy</p>
Background papers:	<p>4 July 2023 Finance & Resources OSC – Parking Tariff & Business Case Proposals</p> <p>5 Sep 2023 Finance & Resources OSC - Parking Tariff & Business Case Proposals</p> <p>12 Sep 2023 Cabinet - Parking Tariff & Business Case Proposals</p>
Glossary of acronyms and any other abbreviations used in this report:	<p>IBC - Initial Business Case</p> <p>FBC – Full Business Case</p> <p>MTFS – Medium Term Financial Strategy</p> <p>EVCP – Electric Vehicle Charge Point</p> <p>TRO – Traffic Regulation Order</p>

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Corporate Priorities	A clean, safe and enjoyable environment Building strong and vibrant communities Ensuring economic growth and prosperity Ensuring efficient, effective and modern service delivery Climate and ecological emergency
Wards affected	All
Purpose of the report:	<ol style="list-style-type: none"> 1. To update Cabinet on the informal consultation recently undertaken for parking tariff proposals. 2. To seek agreement from Cabinet on the proposed parking tariff increases and changes to charging polices as set out in the report. 3. To obtain agreement from Cabinet to progress with the statutory consultation. 4. To request that Cabinet agree to delegate authority to the Council Leader and Portfolio Holder Corporate & Commercial to implement changes to parking tariffs and charging policy following statutory consultation.
Recommendation (s) to the decision maker (s):	<ol style="list-style-type: none"> 1. That Cabinet agrees to progress with the statutory consultation on the proposed changes to parking tariffs and charging policies as set out in appendix of this report, these include: <ul style="list-style-type: none"> • Off-Street Parking tariff changes for 2024, • On-Street tariff changes for 2024 – Minimum tariff for on street parking to be set at £2, • Changing on-street Limited Wait Bays to chargeable spaces, • Extending the current operating hours of the car parks, • Introducing new longer stay off-street tariffs to support extended car park operating hours • Consolidating off-street (car parks) short stay sessions to introduce a new minimum stay of 2 hours • Opening up part of the upper level of the Water Gardens North car park for public use Mon – Fri.

	<p>2. That Cabinet delegates authority to the Leader of the Council and Portfolio Holder for Corporate and Commercial Services to consider the responses from the statutory consultation and make any final decision on the implementation of the parking tariff increases and changes to charging policy through formal Traffic Regulation Orders.</p>
<p>Period for post policy/project review:</p>	<p>Fees and Charges are subject to annual review</p>

1. Background

- 1.1 An initial Parking Full Business Case (FBC) was developed during the latter part of 2022 and the first few months of 2023, which included 2 distinct areas of focus; the review of parking tariffs and charging policies and the introduction of 'smart' technology. The introduction of 'smart' technology has now commenced as part of the recommissioning process for the parking enforcement contract and will be reported on separately.
- 1.2 Following conclusion of the initial FBC, a paper on the review of parking tariffs and charging policies was presented to SLT in May 2023, setting out potential changes and the financial impact that this would have on the Council's finances. Following discussions with SLT and the new Portfolio Holder, Leader, and further development of the proposals as a result of these discussions, they were presented to informal Cabinet in June 2023, and it was agreed to proceed and present the proposals to Finance & Resources Overview and Scrutiny Committee (F&R OSC) and Cabinet in July 2023. The proposals focused on changes to Council parking policy to ensure fair and equitable access to Council services and assets, appropriate pricing and cost recovery that reflect the value and costs of the Parking service and assets.
- 1.3 After discussion at Finance & Resources OSC meeting and wider Group discussions in July 2023, the Leader of the Council announced at the Cabinet meeting on 18 July that the proposals had been deferred. Councillor Tindall stated that the deferral would allow officers to carry out further financial modelling, to allow Councillors to review various aspects of the proposals in more detail before Cabinet decided to consult residents on proposed changes. The report was moved to the Cabinet meeting on the 12 September 2023.
- 1.4 Following further modelling and discussions, and consideration of some of the concerns raised a new set of proposed changes to parking tariffs and charging policies was agreed. The main changes from the previous proposals presented to F&R OSC in July were:
 - to increase off-street parking tariffs by c.28% to reflect inflation, rather than by a fixed amount of 40p;
 - to continue to offer free parking in car parks that are currently free
 - to retain a free period in car parks that currently offer this, but reduce from one hour to 45 minutes.

A summary of the proposals set out in the September Cabinet Paper is shown below. The informal consultation was intended to set out the overall proposals and gain feedback to these proposals for Cabinet to consider

- Proposed that all off-street parking tariffs will increase by c.28% rounded up to the nearest 10 pence, apart from Water Garden North & South and Moor End Road car parks in Hemel Hempstead town centre, in order to retain competitive pricing with nearby private car parks.
- Proposed to introduce a minimum hourly charge for on street parking set at £2 per hour and include changing on-street Limited Wait Bays to chargeable on-street spaces
- Proposed that all car parks that are currently free to park will remain free to use. For car parks that offer the first hour free, proposed that this will reduce to 45 minutes
- Proposed to extend the operating hours of the car parks
- Proposed to introduce additional long stay tariffs to support extended charging hours
- Proposed to introduce a minimum 2 hour charge for off-street parking (only in car parks that are chargeable for the first hour)
- Proposed to recommend opening the upper level of Water Gardens North car park for public use during Monday – Friday.

- 1.5 A report on the new proposals was presented to Finance & Resources OSC in Sep 2023 and then to Cabinet in the same month, proposing that the Council commence with informal consultation around the proposed changes. It was agreed that Cabinet would take a further decision on the proposals after consideration of responses to the informal consultation. Final proposals will then need to be put out for the statutory consultation that must take place before a formal TRO can be agreed and implemented. The purpose of the ensuing statutory consultation is to ensure the public are fully informed of the proposed changes as set out in the draft TRO, and for any objections in relation to the proposed changes to be considered by the relevant person appointed by Cabinet before a final decision on the implementation of the proposals would be taken. It is anticipated this final decision will be delegated to the Leader of the Council and Portfolio Holder for Corporate & Commercial.
- 1.6 The informal consultation commenced on 20 September and ran through to 19 October 2023. There were 576 responses received to the consultation. The report below outlines the context for change and provides an overview of the response that the Council received to this consultation, as well as setting out the proposed next steps.

2. Changes to Parking Tariffs & Charging Policies

2.1 Context and drivers for changes to parking tariffs and charging policies

- 2.1.1 A properly and consistently priced parking resource forms part of a holistic framework for transport in the Borough, and should reflect the fact that people have choices about their means of transport. It is hoped that as part of the collective public approach to combatting climate change and air pollution, people will make choices and changes that include avoiding using their cars for short trips where they can use other more sustainable and active means of transport. There is a significant body of evidence that demonstrates how parking policies influence car use and so environmentally based choices.
- 2.1.2 The Council aims, with partners, to help provide support for people to change their behaviours and means of transport in the longer term. For those who are planning a short local trip for example, they might choose an active transport method – walking, or cycling – rather than taking their car for a short journey. The Council is looking to support this by currently considering plans for the introduction of e-bikes in certain areas of Dacorum.
- 2.1.3 It is reasonable for Local Authorities to review and update parking tariffs and charging policy on a regular basis, and this is undertaken by Local Authorities throughout the UK to ensure ongoing value for money for residents in how the Council manages its finances. Private sector parking throughout the UK also regularly reviews and increases parking charges to reflect inflation and other cost increases in maintenance and service delivery.
- 2.1.4 The Council is legally obliged to present a balanced budget, in the context of a challenging economic environment and with de facto sector constraints on its means of doing this, with income generation being a significant tool to enabling this process, of which parking is a major consideration.
- 2.1.5 The Council's Commercial Strategy supports maximising use of Council assets to contribute to financial sustainability and service delivery. There have been no parking tariff increases since 2019 and it is timely to review charging policies now, to ensure the Council's charges are reasonable and consistent with the wider parking sector, and deliver optimum levels of income that will support the Parking Service and wider Council service delivery

- 2.1.6 The proposals for tariff increase are part of a wider update to Council car parking charging policies, to ensure the effective and efficient use of valuable Council assets, and reflect the cost of parking services.
- 2.1.7 There are a range of considerations as to why it is necessary to increase tariffs and update parking charging policies. These include the following:
- The Council's existing parking charges are significantly lower than public sector averages and local private sector parking. When applying these increases, the Council has been minded to ensure new fees mean the Council is still the most cost effective solution.
 - Parking tariffs across the Borough were last reviewed and increased in 2019. During this period, inflation has increased by c.28%.
 - Proposals for increases to on-street parking reflect the value of the on-street parking resource and will also incentivise the use of car parks as an alternative.
 - The Council has ongoing financial pressures arising from reduced parking income since the onset of the pandemic. Thus, there is a need to set appropriate tariffs that maximise income and reflect the cost of the assets and parking service.
- 2.1.8 Following an initial review of parking tariff increases and charging policies presented to Finance & Resources during the summer, concern was raised on a proposed introduction of parking tariffs in free to use car parks, and on removal of a free first hour in certain car parks. Members considered these concerns and following discussions agreed to remove the introduction of parking tariffs in free to use car parks, and to retain a free initial parking period in car parks where this is offered, but reduce it from one hour to 45 minutes.
- 2.1.9 Following further consideration by Members after the recent informal consultation, it is now proposed to retain the first hour as free parking in car parks where this is currently offered, rather than reducing it down to 45 minutes as had been previously proposed.
- 2.1.10 The informal consultation also produced feedback on the proposed on-street parking arrangements. The proposals remain as set out in the September Cabinet report and informal consultation. The rationale behind changing on-street limited wait bays in central urban areas to chargeable on-street parking bays and to update on-street parking arrangements and charges was twofold;
- Firstly, there was a need to simplify and normalise the wide range of on-street parking arrangements to make tariffs and charging policy more consistent, as there are many different charging policies currently across the Borough.
 - Secondly, it is considered that tariffs for parking on street instead of in a nearby car park should properly reflect the value of the on-street parking locations, and customers have a choice as to whether they wish to pay a higher tariff for parking closer to their intended destination, rather than using a nearby off street car park. This could also incentivise the use of Council car parks and improve air quality and congestion in our streets.

2.1.11 The Council has the ability to make better use of its parking assets and utilise them in a more strategic manner, to improve parking services from an operational, commercial and environmental perspective and deliver a more consistent approach to parking tariffs and charging policies.

2.1.12 An example of making better use of the parking assets is the introduction of extended operating hours in both on street and off street locations. With parking spaces currently being free to use after 6pm, there has been a risk that vehicles could park in them from 6pm until the morning, which would tie up the more heavily used spaces in town centre locations.

The extended operating hours are likely to free up these pay to park spaces for customers to enjoy evening social events, which in turn should help to support the night time economy. It is common practice when going out for dinner and / or some evening leisure activity to expect to pay for parking at the destination.

2.1.13 As part of ongoing improvements the Council will continue to review its parking pricing strategy, which includes consideration of opportunities to introduce 'smart' technology, through the use of Automatic Number Plate Recognition (ANPR) and other enforcement technology. This technology can allow for the differentiation of tariffs in a more agile and dynamic way, for example according to vehicle emissions, or to apply specific tariffs for registered residents, tariffs relating to time of day, concessions etc. This more dynamic tariff model could help support a targeted response to specific strategic issues; for example supporting town centre businesses by allowing different tariffs at times, where demand is known to be low.

2.1.14 This could also deliver an easier and more convenient user experience for those choosing to use a car, with the ability to register for use of car parks and thus avoiding the need to buy tickets for specific times or insert payment as the system could register entry and exit and charge only for time used by a payment method of choice.

2.1.15 The proposed parking changes should be considered in the context of wider plans the Council is taking forward to invest in Hemel Town Centre and other neighbourhood and town centres, and improve the places in which residents live and businesses can flourish. With limited opportunities for new income streams and ongoing reductions, pressures and uncertainty around central Government funding, the Council needs to ensure it maximises all income that contributes to this work, and allows it to continue to invest in making places better for residents, and attracts visitors and businesses that will contribute to the local economy.

2.1.16 These proposals aim to provide the following benefits:

- Retention of free parking in car parks where this already exists,
- Provide an appropriate and more equitable charging basis that reflects the value of assets and cost of the services provided,
- Drive additional income that will contribute to parking income pressures, and contribute to the Council's wider financial sustainability and delivery of services,
- Contribute to longer-term objectives relating to sustainability and climate change, as part of a holistic approach to support behaviour change in relation to travel and sustainable transport options.

2.1.17 As previously stated in this report, it is reasonable and expected for Local Authorities to review and update parking tariffs and charging policy on a regular basis, to ensure ongoing value for money for residents.

2.2 Informal Consultation Feedback

2.2.1 The informal consultation sought feedback on the following subjects:

1. Use of on-street parking
2. Use of off-street parking
3. Towns or villages where the responder parks
4. Agreement/no opinion or disagreement in relation to statements about:
 - a) Considering an electric car if more public charging points were made available
 - b) Considering an e-bike if a scheme was introduced
 - c) Principle of charging at free car parks to cover the costs to maintain and operate them
 - d) Principle of increase to on-street charges to reflect the value of parking closer to intended destination
5. Have your say – Invited to provide ‘free form’ feedback on proposals.
6. Classification of which proposal the feedback relates to.
7. Resident/local business/not local/other?

2.2.2 The informal parking consultation was an opportunity for residents and businesses to provide their feedback about the proposed changes to parking charges and policies. It was well publicised, with several press/media releases issued, posters in civic centres, advertising on the Council’s website which generated over 800 clicks through to the survey, and an awareness campaign on social media, that was viewed by over 8,000 users. Hard copies were offered to Members and to the public for those who did not wish to access the survey digitally. Over 4,500 residents engaged in the informal parking consultation, with 576 deciding to submit feedback via the survey. One hard copy survey was also returned. A summary analysis of the informal consultation can be found in Appendix 2.

2.2.3 The number of people that responded to the survey was 576, out of this number 570 also provided feedback on the quality of the consultation, the results below show the number and percentage of responses that felt the quality was between adequate and very good;

- Website structure and ease of finding what you need **(443 or 78%)**
- Written information **(416 or 73%)**
- Online survey format **(439 or 77%)**
- Website accessibility **(486 or 85%)**

2.2.4 According to the ONS 2021 Census, Dacorum has:

- a) a population of 155,100, with approximately 124,080 above the age of 16.
- b) has 63,400 households
- c) 85% of households having at least 1 vehicle

2.2.5 There were 576 responses to the survey (although not every response answered all questions). Assuming that each one of these responses has been received from a separate household, the response rate represents 0.9% of households and approximately 0.5% of those aged 16 and above living in Dacorum. When the number of responses from the consultation is compared to the 85% of Dacorum households that have at least 1 vehicle, the response rate represents 1.1% of these households.

2.3 Responses Received

2.3.1 The responses that the Council received to the informal consultation on proposed changes to parking tariffs and changes to charging policies are summarised below and shown in graph format in appendix 2.

2.3.2 Question 1 – 576 responses

How often do you use on-street parking?

- 274 responders (47%) park in on-street locations at least once a week
- 113 responders (20%) park in on-street locations a few times per month
- 189 responders (33%) rarely or never park in on-street locations

2.3.3 Question 2 – 576 responses

How often do you use Council owned car park?

- 359 responders (62%) park in off-street locations at least once a week
- 141 responders (25%) park in off-street locations a few times per month
- 76 responders (13%) rarely or never park in off-street locations

2.3.4 Question 3 – 576 responses

Where do you predominantly park?

- 58% of responders predominantly park in Hemel Hempstead
- 19% of responders predominantly park in Tring
- 18% of responders predominantly park in Berkhamsted
- 4% of responders predominantly park in Kings Langley

2.3.5 Question 4a – 574 responses

Would you consider buying or leasing an electric car if more public charging points were made available?

- 257 responders (45%) tend to disagree with this question
- 162 responders (28%) tend to agree with this question
- 155 responders (27%) have no opinion on this question

2.3.6 Question 4b – 572 responses

I would hire and e-bike if a Dacorum scheme was introduced?

- 377 responders (66%) tend to disagree with this question
- 100 responders (17%) have no opinion on this question
- 95 responders (17%) tend to agree with this question

2.3.7 Question 4c – 572 responses

The Council should consider charges for car parks where it is currently free, to cover the costs required to maintain and operate them, rather than those car parks being subsidised by other motorists paying elsewhere.

- 442 responders (77%) tend to disagree with this question
- 90 responders (16%) tend to agree with this question
- 40 responders (7%) have no opinion on this question

2.3.8 Question 4d – 573 responses

The Council's proposals to increase on-street parking reflect the value of the on-street parking resource for those who choose to park closer to their intended destination, than using a nearby off-street car park. It will also incentivise the use of car parks and could improve air quality and congestion on our streets.

- 320 responders (56%) tend to disagree with this question
- 132 responders (23%) tend to agree with this question
- 121 responders (21%) have no opinion on this question

2.3.9 Question 5 – 480 responses

Have your say - Please use this space if you would like to provide feedback on a particular proposal / proposals

- There were 480 'free form' comments returned (some of the responses covered several themes), and details are summarised below in question 6 on the themes these comments related to.

2.3.10 Question 6 – 480 responses

Which proposal does your feedback in the above question relate to?

Table 1 – Free Form comments analysis

Themed Comments	No. of Responses	% responses to themed comments
Car parking tariffs increase by 28% rounded up to the nearest 10p (excluding Water Gardens North, Water Gardens South & Moor End Road which will see lower increases)	343	71%
Reduce free parking sessions from 1 hour to 45 minutes	332	69%
On-street tariff increases – Minimum cost for on-street parking set at £2	306	64%
Consolidating off-street (car park) short stay sessions to introduce a new minimum 2 hour stay	238	50%
Changing on-street 'Limited Wait Bays' in town centre locations to chargeable spaces	233	49%
Extending the operating hours of the off-street car parks	166	35%
Introduce new longer stay off-street tariffs as a result of the extended operating hours	137	29%
Opening up the upper level of the Water Gardens car park for public use during Monday to Friday	97	20%

2.3.11 Question 7 – 595 responses

Who are you responding as?

- 94% of responders are residents
- 3% of responders are businesses
- 2% of responders are classed as others
- 1% of responders are not local but interested in the proposals

2.4 Project Structure Key Milestones

2.4.1 The table below highlights the key stages required to implement changes to tariffs and charging policies:

Table 2 – Indicative timeframe for tariff and policy review

Process	Timeline
Review informal consultation and present report to Finance & Resources OSC and then to Cabinet to agree to commence formal consultation.	Dec 2023
Commence drafting of Notice of Proposal, Schedule of Requirements and Traffic Regulation Orders and obtain HCC approval	Dec – Jan 2024
Formal Statutory Consultation Process	Jan – Feb 2024
Statutory consultation feedback review, decision and call in period	Mar to June 2024
Signing & sealing of Traffic Regulation Order	Jun – Jul 2024
Information board proofing sign off, manufacture and installation by third party	Jun – Jul 2024
Update website, pay and display machines and pay by phone applications. Go live anticipated for 1 July 2024	Jun – Jul 2024

2.4.2 This is a long process and it should be noted that there are several external factors that may impact on the minimum timeframe; such as statutory stakeholder consultation, the TRO process and the lead-time for the manufacture and installation of the car park information boards and updating pay and display equipment.

3 Options and alternatives considered

- 3.1 Various options were analysed as part of the process of reviewing parking tariff increases and the charging policies. The options were reviewed by officers from finance and commercial teams and presented to the Portfolio Holder, Leader, Overview and Scrutiny and the wider Administration group.
- 3.2 There was consideration of cost recovery and value for money aspects of parking tariffs and charging policy, and the need to make best use of these assets. Climate change and air pollution issues were also considered, including how the Council can support better air quality and sustainable transport now and in the future.
- 3.3 All aspects of parking pricing strategy will be kept under active review going forward as the Council considers opportunities to introduce 'smart' technology, which would enable differentiation of tariffs in a more agile way. As stated above, this could include tariffs relating to vehicle emissions, and could provide the Council with the potential to introduce specific tariffs for concessions, or to support specific strategic initiatives relating to peak hour congestion, supporting town centres, air quality issues etc.

- 3.4 The introduction of 'smart' technology could also help to ensure a more convenient and easier user experience for the customer, with the ability to register to use a car park with touch free transactions as the system would register entry and exit and charge only for time used by a payment method of choice.
- 3.5 As previously stated in this report, the initial review of parking tariffs and charging policies proposed the introduction of parking tariffs in currently free to use car parks. Following consideration of concerns raised, Members subsequently decided to remove this option prior to the commencement of the informal consultation. Following further consideration after the informal consultation, it has also been agreed to retain the full first hour of free parking in car parks where this is currently applied.
- 3.6 After implementation of the new tariffs, parking usage and demand will be reviewed after six months and periodically thereafter. The Council will continue to assess, develop and modify its Parking Pricing Strategy going forward.
- 3.7 The results of the informal consultation were considered, and it is acknowledged that the majority of the free form comments received (480) were negative in nature, but noted too the number of responses received and that there were still within it a minority who acknowledged the need for price increases and supported the proposals.
- 3.8 The Council also has the option of not making any changes to parking tariffs or charging policy. However, this would mean that the Council does not properly fulfil its duty to its residents and taxpayers to ensure best value for money, by ensuring it recovers costs for services provided.
- 3.9 All Local Authorities regularly increase their tariffs and review charging policies for parking. The Council will ensure this review is carried out regularly going forward, particularly in light of changes to parking technology and how this can support more flexible tariff policies.

4 Consultation

Changes to parking tariffs and charging policies will require formal consultation with stakeholders and members of the public. Any required changes would need to be incorporated into a TRO and a final decision to implement changes will be made by the Leader and Portfolio Holder following formal consultation.

5 Financial and value for money implications

- 5.1 The recommended changes to parking tariffs and charging policies proposed are projected to raise an additional £660k per annum, with the part year roll out in 2024/25 providing an additional £500k income. Hence, these proposals will have a positive financial impact on the Council's ability to raise its own income and contribute to the Council's wider service delivery and financial sustainability; and support continued investment and improvements to local communities, including Hemel Hempstead town centre and other neighbourhood and urban centres.
- 5.2 There are low-level implementation costs that will be incurred in implementing these proposals, and these were included in the Medium Term Financial Strategy.

6 Legal Implications

Any changes to parking tariffs and charging policies will need to be incorporated into the TRO for enforcement purposes. This will also ensure that the Council are fully compliant with relevant legislation.

7 Risk implications:

- 7.1 There are risks that can be attributed to a review of parking tariffs and charging policies. Higher parking tariffs may lead to reduced usage, which may result in a loss of parking income and reduced footfall in the town centre locations. To mitigate these risks, the modelling takes into consideration other car park tariffs and alternative parking arrangements in the vicinity and the likelihood of alternative travel options and hence has reduced the projected usage figures. Pricing Strategy will also be kept under regular review going forward.
- 7.2 The Council is the landowner of the car park assets and has full control over making any changes to tariffs and charging policies.
- 7.3 There is a risk of complaints about any changes to current tariffs and charging policies, but the increases and proposals are reasonable, no increases will have taken place in five years by 2024, and prices still compare favourably with neighbouring Authorities and local privately managed car parks.

8 Equalities, Community Impact and Human Rights:

- 8.1 A Community Impact Assessment has been completed and can be seen at appendix 3.
- 8.2 The proposed changes to parking tariffs and charging policies across the borough will affect all motorists. No positive or negative impacts have been identified on any of the stated characteristics.

9 Sustainability implications (including climate change, health and wellbeing, community safety)

The recommended changes in parking tariffs and charging policies are to support and nudge behavioural change that will have a positive sustainability implication.

10 Council infrastructure (including Health and Safety, HR/OD, assets and other resources)

Consultation with statutory stakeholders will ensure that any implications on Council infrastructure are considered. The proposed increases in charges will ensure that the costs of maintaining council car parks are recovered through appropriate charging.

11 Statutory Officer Comments

Monitoring Officer:

The proposed changes to policy and charging are required to be confirmed by a Traffic Regulation Order following the statutory consultation period. Any views expressed through the statutory consultation will be considered by the Leader of the Council and Portfolio Holder for Corporate and Commercial Services before final approval.

S151 Officer:

The proposed changes to the Traffic Regulation Order are estimated to provide an additional £660k per annum based predominantly on current parking behaviours. The part year implementation, if approved in 24/25, will provide an initial £500k income in year and the shortfall will be supported in 24/25 by a one off draw down from the Management of Change reserve.

There are risks when increasing the fees for services, as outlined in the risk section of this report, the most significant risk is in regards to maintaining competitive pricing. The current benchmarking and competitor data assessment shows this risk is limited. There will always be the risk that fee rises create behavioural change. As stated in the report the service will be under close financial scrutiny.

12 Conclusions:

- 12.1 Following consideration of the informal consultation responses and the continuing benefits and drivers for introduction of tariff increases and changes to charging policy, it is proposed to recommend to Cabinet as highlighted in section 1.4 and appendix 1 of this report.
- 12.2 Subject to consideration and approval by Cabinet, it is proposed that these proposals are now taken forward to statutory consultation, and that following that, delegated authority is given for the Leader of the Council and the Portfolio Holder for Corporate and Commercial Services to consider any consultation responses received and to make the final decision to confirm and implement the agreed changes through formal Traffic Regulation Orders.

Appendix 1 – Current Off-Street Parking Tariffs

Car Park	Location	Off Street Tariffs					Length of Stay
		Up to 30 mins	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	
Hicks Road, AL3 8LJ	Markyate	Free					Any Stay
Wood Lane End, HP2 4RA	Hemel Hempstead	£0.50		£0.80	£1.20	£2.00	Any Stay
		Annual Season Ticket £250 per annum					
The Gables, near Bell Court, HP2 5HL	Hemel Hempstead	£0.60	£0.80	£1.00	£1.20	£1.70	Any Stay
High Street, Old Town, HP1 3AQ	Hemel Hempstead	£0.50	£0.80	£1.00	£1.20	£1.70	Any Stay
Gadebridge Lane	Hemel Hempstead	Free					Any Stay
Queensway, HP1 1HR	Hemel Hempstead	£0.60	£1.10	£1.40	£1.80	£2.70	Any Stay
		Annual Season Ticket £150 per annum					
Alexandra Road, HP2 5BS	Hemel Hempstead	£0.60	£1.10	£1.40	£1.80	£2.70	Any Stay
Water Gardens (North) Lower deck, Bridge Street, HP1 1EF	Hemel Hempstead	£1.00	£1.60	£2.20	£2.70	£4.00	Any Stay
Water Gardens (North) Upper deck, Combe Street, HP1 1EF (weekends only)	Hemel Hempstead	£1.00	£1.60	£2.20	£2.70	£4.00	Any Stay
Water Gardens (South), HP1 1EF	Hemel Hempstead	£0.60	£1.20	£1.80			Short Stay
Moor End, HP1 1BT	Hemel Hempstead	£2.70				£4.00	Long Stay
Park Road, HP1 1JS	Hemel Hempstead	£0.70	£0.90	£1.10	£1.40	£2.70	Any Stay
Dacorum Way	Hemel Hempstead	Currently Closed					Any Stay
Cowper Road, HP1 1QQ	Boxmoor	Free	£0.60	£0.70	£0.80		Short Stay
Durrants Hill, HP3 5SD	Apsley	£0.40		£0.80	£1.20	£1.70	Any Stay
		Annual Season Ticket £150 per annum					
The Nap, WD4 8ET	Kings Langley	Free					Any Stay
Langley Hill, WD4 9HD	Kings Langley	Free					Any Stay
Water Lane, HP4 3AP	Berkhamsted	£0.90	£1.60				Short Stay
Lower Kings Road, Floors 1, 2 and 3	Berkhamsted	£0.80	£1.50	£2.20	£3.00		Short Stay
Lower Kings Road, Floors 4 and 5	Berkhamsted	£0.80	£1.50	£2.20	£3.00	£4.00	Any Stay
Lower Kings Road, Floors 6 and 7 (weekends only)	Berkhamsted	£0.80	£1.50	£2.20	£3.00	£4.00	Any Stay
Lower Kings Road, Floors 6 and 7	Berkhamsted	Annual Business Permit £375 per annum					Any Stay
Bournside	Berkhamsted	Free for Blue Badge holders and motorcycles only					Short Stay
Canal Fields, Broadwater, HP4 2AL	Berkhamsted	Free					Short Stay
St John's Well Lane, HP4 1HA	Berkhamsted	£0.80	£1.50	£2.20	£3.00	£4.00	Any Stay
The Forge, High Street, HP23 5AG	Tring	Free	£1.10	£1.30	£1.60	£2.40	Any Stay
		Annual Season Ticket £450 per annum					
Church Yard, Frogmore Street, HP23 5AZ	Tring	£2.40					Long Stay
Frogmore Street (East), HP23 5AZ	Tring	Free	£1.10	£1.30	£1.60		Short Stay
Frogmore Street (West), HP23 5AU	Tring	£2.40					Long Stay
Victoria Hall, Akeman Street, HP23 4AF	Tring	Free	£1.10	£1.30	£1.60		Short Stay
Old School Yard, High Street, HP23 5AA	Tring	Free	£1.10	£1.30	£1.60		Short Stay

New Off-Street Parking Tariffs

Car Park	Location	Off Street Tariffs								Length of Stay
		Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	Up to 6 hours	Up to 8 hours	Up to 12 hours	15+ hours	
Hicks Road, AL3 8LJ	Markyate	Free								Any Stay
Wood Lane End, HP2 4RA	Hemel Hempstead	£0.70	£1.10	£1.60	£2.10	£2.70	£3.50	£4.50	Any Stay	
		Annual Season Ticket £250 per annum								
The Gables, near Bell Court, HP2 5HL	Hemel Hempstead	£1.10	£1.30	£1.60	£2.10	£2.70	£3.50	£4.50	Any Stay	
High Street, Old Town, HP1 3AQ	Hemel Hempstead	£1.10	£1.30	£1.60	£2.10	£2.70	£3.50	£4.50	Any Stay	
Gadebridge Lane	Hemel Hempstead	Free								Any Stay
Queensway, HP1 1HR	Hemel Hempstead	£1.50	£1.80	£2.30	£3.00	£3.90	£5.00	£6.40	Any Stay	
		Annual Season Ticket £150 per annum								
Alexandra Road, HP2 5BS	Hemel Hempstead	£1.50	£1.80	£2.30	£3.00	£3.90	£5.00	£6.40	Any Stay	
Water Gardens (North) Lower deck, Bridge Street, HP1 1EF	Hemel Hempstead	£2.00	£2.30	£2.50	£4.00	£5.00	£6.00	£7.50	Any Stay	
Water Gardens (North) Upper deck, Combe Street, HP1 1EF (weekends only)	Hemel Hempstead	£2.00	£2.30	£2.50	£4.00	£5.00	£6.00	£7.50	Any Stay	
Water Gardens (South), HP1 1EF	Hemel Hempstead	£2.30							Short Stay	
Moor End, HP1 1BT	Hemel Hempstead	£2.50			£4.00	£5.00	£6.00	£7.50	Long Stay	
Park Road, HP1 1JS	Hemel Hempstead	£1.20	£1.50	£1.80	£2.30	£3.00	£3.90	£5.00	Any Stay	
Dacorum Way	Hemel Hempstead	£1.50	£1.80	£2.30	£3.00	£3.90	£5.00	£6.40	Any Stay	
Cowper Road, HP1 1QQ	Boxmoor	Free	£0.80	£0.90	£1.10				Short Stay	
Durrants Hill, HP3 5SD	Apsley	£0.60	£1.10	£1.60	£2.10	£2.70	£3.50	£4.50	Any Stay	
		Annual Season Ticket £150 per annum								
The Nap, WD4 8ET	Kings Langley	Free								Any Stay
Langley Hill, WD4 9HD	Kings Langley	Free								Any Stay
Water Lane, HP4 3AP	Berkhamsted	£2.10							Short Stay	
Lower Kings Road, Floors 1, 2 and 3	Berkhamsted	£2.00	£2.90	£3.90					Short Stay	
Lower Kings Road, Floors 4 and 5	Berkhamsted	£2.00	£2.90	£3.90	£5.00	£6.30	£8.10	£10.40	Any Stay	
Lower Kings Road, Floors 6 and 7 (weekends only)	Berkhamsted	£2.00	£2.90	£3.90	£5.00	£6.30	£8.10	£10.40	Any Stay	
Lower Kings Road, Floors 6 and 7	Berkhamsted	Annual Business Permit £375 per annum								Any Stay
Bournside	Berkhamsted	Free for Blue Badge holders and motorcycles only								Short Stay
Canal Fields, Broadwater, HP4 2AL	Berkhamsted	Free								Short Stay
St John's Well Lane, HP4 1HA	Berkhamsted	£2.00	£2.90	£3.90	£5.00	£6.30	£8.10	£10.40	Any Stay	
The Forge, High Street, HP23 5AG	Tring	Free	£1.50	£1.70	£2.10	£2.70	£3.50	£4.50	£5.80	Any Stay
		Annual Season Ticket £450 per annum								
Church Yard, Frogmore Street, HP23 5AZ	Tring	£3.10					£4.00	£5.20	Long Stay	
Frogmore Street (East), HP23 5AZ	Tring	Free	£1.50	£1.70	£2.10				Short Stay	
Frogmore Street (West), HP23 5AU	Tring	£3.10					£4.00	£5.20	Long Stay	
Victoria Hall, Akeman Street, HP23 4AF	Tring	Free	£1.50	£1.70	£2.10				Short Stay	
Old School Yard, High Street, HP23 5AA	Tring	Free	£1.50	£1.70	£2.10				Short Stay	

Current On-Street Parking Tariffs

Hemel Hempstead - Parking charges apply at various times. Please see the information signs at each location for more information.							
Location	No. of Spaces	On Street Tariffs					
		Up to 15 minutes	15 to 30 minutes	Up to 1 hour	1 to 2 hours	2 to 3 hours	3 to 4 hours
Waterhouse Street	20	£0.50	£1.00				
Alexandra Road - 8am to 8pm Monday to Saturday (shared use bay Zone H)	11	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00
Cemetery Hill - 8am to 8pm Monday to Sunday (shared use bay)	17	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00
St John's Road - 8am to 10pm Monday to Sunday (shared use bay Zone K)	9	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00
Cotterells - 8am to 10pm Monday to Sunday (shared use bay Zone K)	16	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00
London Road - 8am to 6pm Monday to Friday (shared use bay Zone R)	10	£0.50	£0.50	£0.50	£1.00	£2.00	£4.00

Hemel Hempstead - Parking charges apply between 8am and 6pm, Monday to Saturday inclusive. Maximum stay one hour, no return within one hour.						
Location	No. of Spaces	On Street Tariffs				
		Up to 12 minutes	Up to 24 minutes	Up to 36 minutes	Up to 48 minutes	Up to 60 minutes
Marlowes - Midland Road to Queensway	22	£0.20	£0.40	£0.60	£0.80	£1.00

Berkhamsted - Parking charges apply between 8am and 6pm, Monday to Saturday inclusive. Maximum stay one hour, no return within one hour.						
Location	No. of Spaces	On Street Tariffs				
		Up to 12 minutes	Up to 24 minutes	Up to 36 minutes	Up to 48 minutes	Up to 60 minutes
High Street (20mph zone - maximum stay of one hour)	48	£0.20	£0.40	£0.60	£0.80	£1.00

New On-Street Parking Tariffs

Hemel Hempstead - Parking charges apply as stated below. Maximum stay two hours, no return within two hours.			
Location	No. of Spaces	On Street Tariffs	
		Up to 1 hour	Up to 2 hours
Waterhouse Street - 7am to 10pm Monday to Sunday	20	£2.00	£4.00
Alexandra Road - 8am to 8pm Monday to Saturday (shared use bay Zone H)	11	£2.00	£4.00
Cemetery Hill - 8am to 8pm Monday to Sunday (shared use bay)	17	£2.00	£4.00
St John's Road - 8am to 10pm Monday to Sunday (shared use bay Zone K)	9	£2.00	£4.00
Cotterells - 8am to 10pm Monday to Sunday (shared use bay Zone K)	16	£2.00	£4.00
London Road - 8am to 6pm Monday to Friday (shared use bay Zone R)	10	£2.00	£4.00

Hemel Hempstead - Parking charges apply between 7am and 10pm, Monday to Sunday inclusive. Maximum stay two hours, no return within two hours.			
Location	No. of Spaces	On Street Tariffs	
		Up to 1 hour	Up to 2 hours
Marlowes - Midland Road to Queensway	22	£2.00	£4.00

Hemel Hempstead - Parking charges apply between 7am and 10pm, Monday to Sunday inclusive. Maximum stay two hours, no return within two hours.			
Location	No. of Spaces	On Street Tariffs	
		Up to 1 hour	Up to 2 hours
High Street (20mph zone - maximum stay of one hour)	48	£2.00	£4.00

Current Limited Wait Bays

Location	Number of bays or vehicle lengths	Tariff	Limited Wait Bay
High Street, Berkhamsted	6 vehicle lengths	Free	1 hour no return within 2 hours (Mon-Sat 8:30am to 6:30pm)
High Street, Berkhamsted	3 bays	Free	1 hour no return within 2 hours (Mon-Sat 8:30am to 6:30pm)
High Street, Berkhamsted	7 vehicle lengths	Free	30 mins no return within 1 hour (Mon-Sat 8:00am to 6:00pm)
High Street, Berkhamsted	2 bays	Free	30 mins no return within 1 hour (Mon-Sat 8:00am to 6:00pm)
High Street, Tring	12 vehicle lengths	Free	1 hour no return within 2 hours (Mon-Sat 8:30am to 6:30pm)
High Street (old town), Hemel Hempstead	22 vehicle lengths	Free	1 hour no return within 2 hours (Mon-Sat 8:00am to 6:00pm)
High Street, Kings Langley	53 bays	Free	1 hour no return within 2 hours (Mon-Sat 8:30am to 6:30pm)
London Road, Apsley	16 vehicle lengths	Free	20 mins no return within 2 hours (Mon-Sat 8:00am to 6:00pm)

New Limited Wait Bays

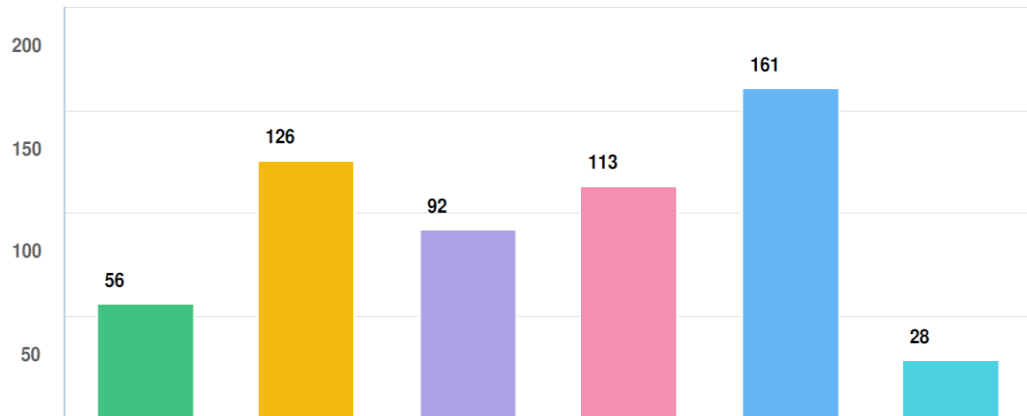
Parking charges apply between 7am and 10pm, Monday to Sunday inclusive.			
Location	Number of bays or vehicle lengths	Tariff	Limited wait Bay
High Street, Berkhamsted	6 vehicle lengths	£2.00 per hour	Maximum stay two hours, no return within two hours.
High Street, Berkhamsted	3 bays	£2.00 per hour	Maximum stay two hours, no return within two hours.
High Street, Berkhamsted	7 vehicle lengths	£2.00 per hour	Maximum stay two hours, no return within two hours.
High Street, Berkhamsted	2 bays	£2.00 per hour	Maximum stay two hours, no return within two hours.
High Street, Tring	12 vehicle lengths	£2.00 per hour	Maximum stay two hours, no return within two hours.
High Street (old town), Hemel Hempstead	22 vehicle lengths	£2.00 per hour	Maximum stay two hours, no return within two hours.
High Street, Kings Langley	53 bays	£2.00 per hour	Maximum stay two hours, no return within two hours.
London Road, Apsley	16 vehicle lengths	£2.00 per hour	Maximum stay two hours, no return within two hours.

Appendix 2 – Informal Consultation Responses (Graphs)

Informal Consultation - Parking Proposals

Question 1 – 576 responses

Q1 How often do you use on-street parking?



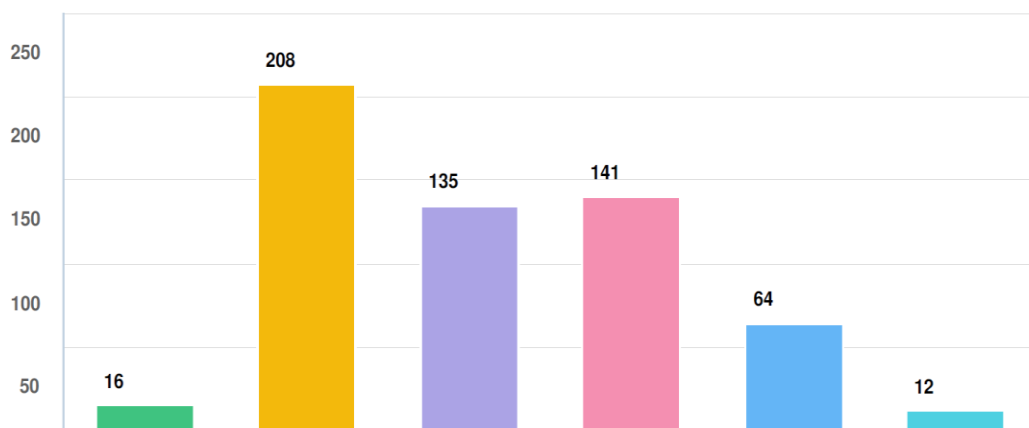
Question options

● Daily ● Several times a week ● Once a week ● 1-3 times a month ● Rarely ● Never

- Approximately 47% of responders park in on-street locations at least once a week
- Approximately 20% of responders park in on-street locations a few times per month
- Approximately 33% of responders rarely or never park in on-street locations

Question 2 – 576 responses

Q2 How often do you use Council owned car parks (off-street parking) ?



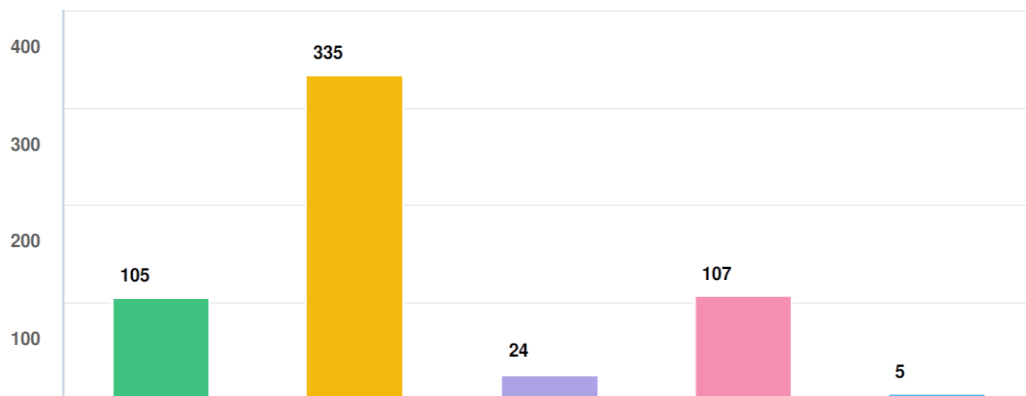
Question options

● Daily ● Several times a week ● Once a week ● 1-3 times a month ● Rarely ● Never

- Approximately 62% of responders park in off-street locations at least once a week
- Approximately 25% of responders park in off-street locations a few times per month
- Approximately 13% of responders rarely or never park in off-street locations

Question 3 – 576 responses

Q3 Where do you predominantly park? (tick one that most applies)



Question options

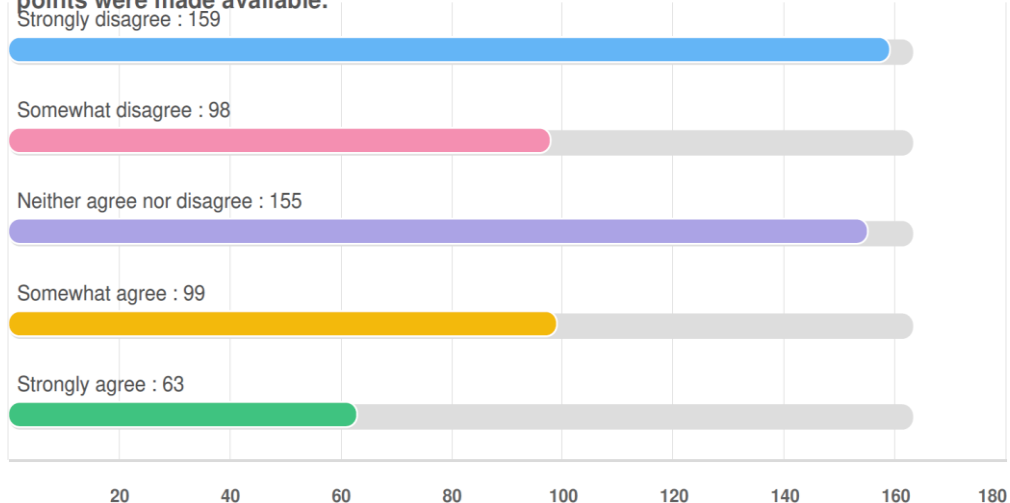
● Berkhamsted ● Hemel Hempstead ● Kings Langley ● Tring ● Other

- Approximately 58% of responders predominantly park in Hemel Hempstead
- Approximately 19% of responders predominantly park in Tring
- Approximately 18% of responders predominantly park in Berkhamsted
- Approximately 4% of responders predominantly park in Kings Langley

Question 4a – 574 responses

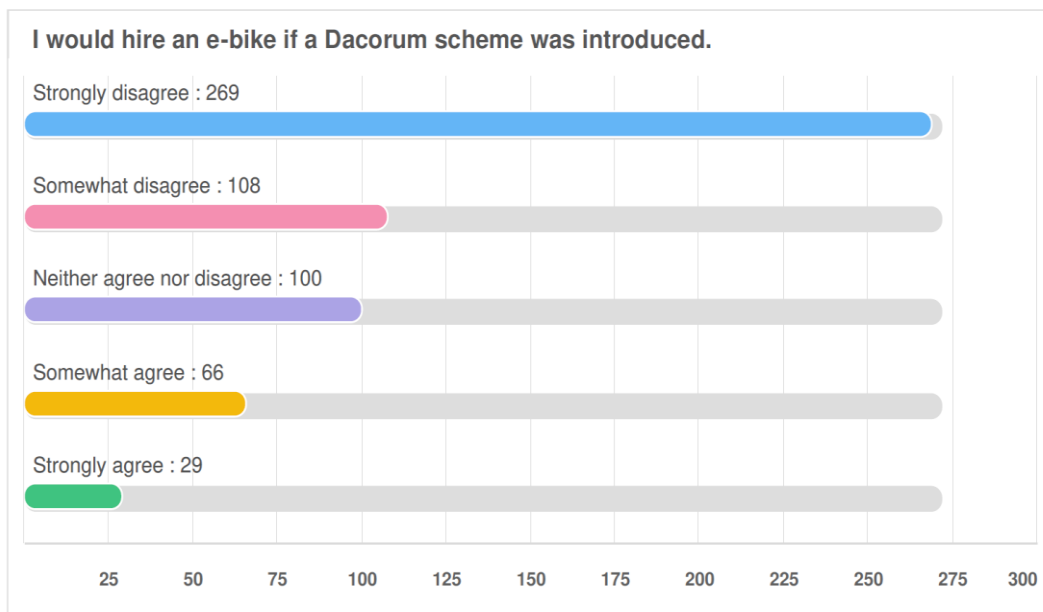
Q4 Do you agree or disagree with the following statements?*

I would consider buying or leasing an electric or hybrid car if more public charging points were made available.



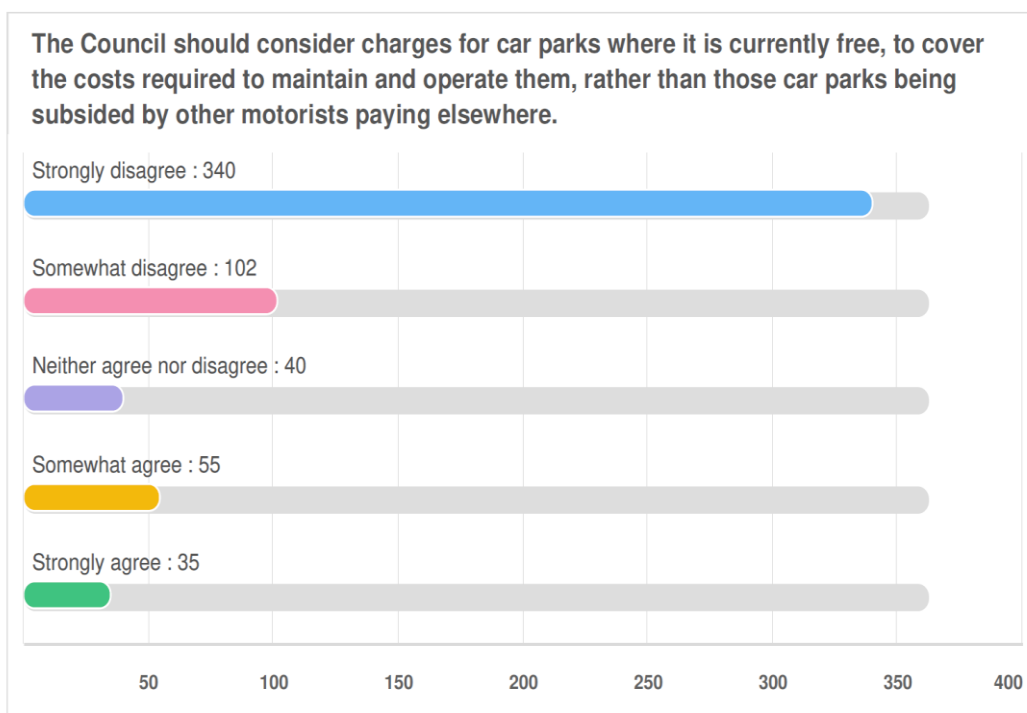
- Approximately 45% of responders tend to disagree with this question
- Approximately 28% of responders tend to agree with this question
- Approximately 27% of responders have no opinion on this question

Question 4b – 572 responses



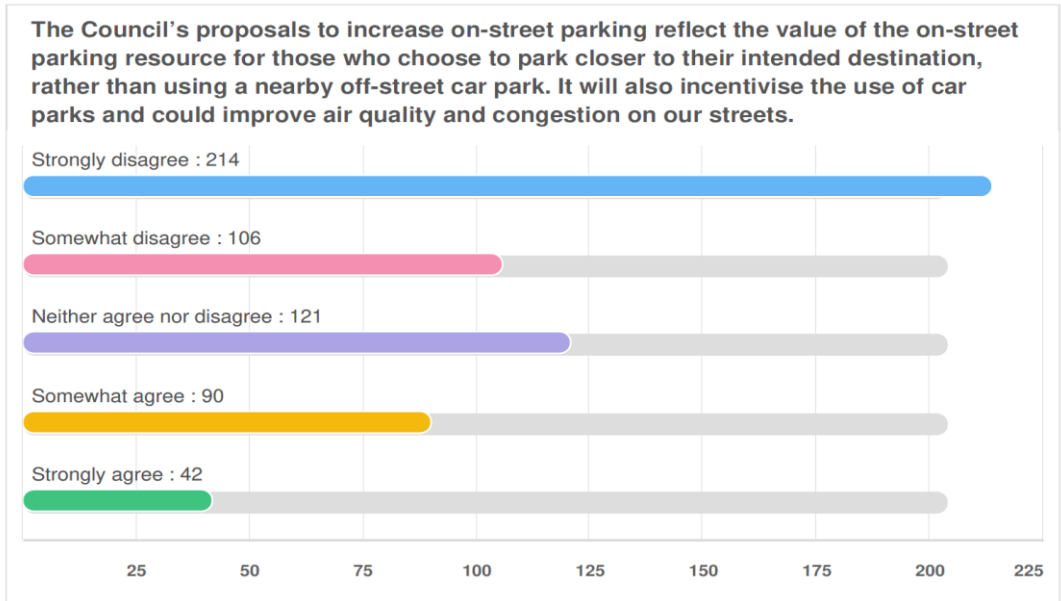
- Approximately 66% of responders tend to disagree with this question
- Approximately 17% of responders have no opinion on this question
- Approximately 17% of responders tend to agree with this question

Question 4c – 572 responses



- Approximately 77% of responders tend to disagree with this question
- Approximately 16% of responders tend to agree with this question
- Approximately 7% of responders have no opinion on this question

Question 4d – 573 responses

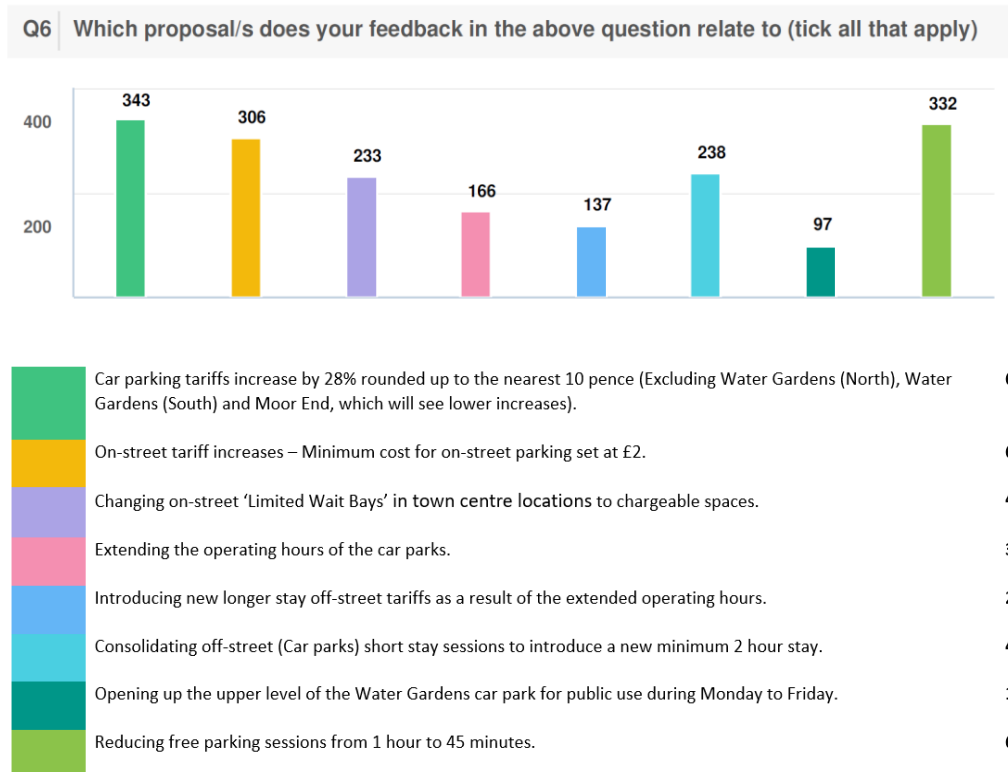


- Approximately 56% of responders tend to disagree with this question
- Approximately 23% of responders tend to agree with this question
- Approximately 21% of responders have no opinion on this question

Question 5 – 480 responses

This question received 480 items of feedback, these are further analysed as part of question 6 below.

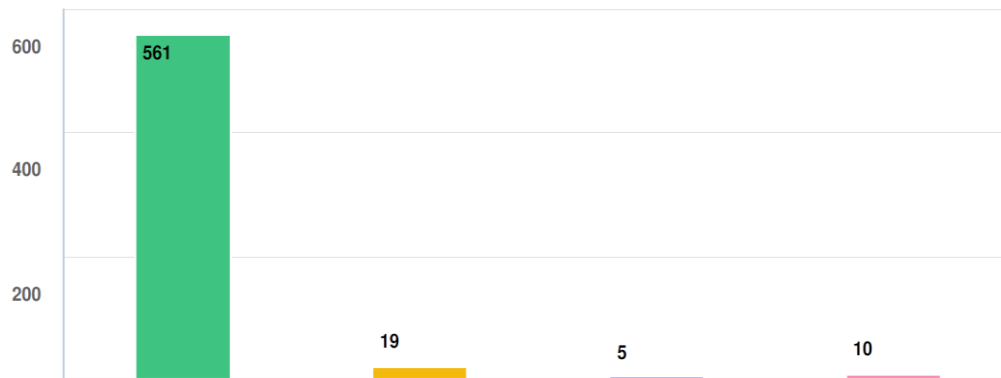
Question 6 – 480 responses



Car parking tariffs increase by 28% rounded up to the nearest 10 pence (Excluding Water Gardens (North), Water Gardens (South) and Moor End, which will see lower increases).	67.4%
On-street tariff increases – Minimum cost for on-street parking set at £2.	60.1%
Changing on-street ‘Limited Wait Bays’ in town centre locations to chargeable spaces.	45.8%
Extending the operating hours of the car parks.	32.6%
Introducing new longer stay off-street tariffs as a result of the extended operating hours.	26.9%
Consolidating off-street (Car parks) short stay sessions to introduce a new minimum 2 hour stay.	46.8%
Opening up the upper level of the Water Gardens car park for public use during Monday to Friday.	19.1%
Reducing free parking sessions from 1 hour to 45 minutes.	65.2%

Question 7 – 595 responses

Q7 Are you responding as (please tick all that apply)



Question options

- Other (please specify)
- Not local, but interested in the proposals
- A business located close to the proposed changes
- A resident

- Approximately 94% of responders are residents
- Approximately 3% of responders are businesses
- Approximately 2% of responders are classed as others
- Approximately 1% of responders are not local but interested in the proposals

Appendix 3 - Community Impact Assessment Parking Tariff Increases & Parking Charging Policy

Dacorum BC Community Impact Assessment (CIA) Template

Policy / service / decision	Parking Service tariff & Business Case proposals
<p>Description of what is being impact assessed <i>What are the aims of the service, proposal, and project? What outcomes do you want to achieve? What are the reasons for the proposal or change? Do you need to reference/consider any related projects?</i> <i>Stakeholders; Who will be affected? Which protected characteristics is it most relevant to? Consider the public, service users, partners, staff, Members, etc.</i></p> <p><i>It is advisable to involve at least one colleague in the preparation of the assessment, dependent on likely level of impact</i></p>	
<p>The aim of this report is to recommend increases in parking tariffs and changes to parking charging policy, for both on-street and off-street parking across the Borough.</p> <p>The basis of these recommendations is to:</p> <ul style="list-style-type: none"> • Provide an appropriate and more equitable charging basis that reflects the value of assets and cost of the services provided • Provide a more equitable charging basis for users across the Borough, with consistency as to charging policies. • Drive additional income that will contribute to parking income pressures, and contribute to the Council's wider financial sustainability and delivery of services • Contribute to longer term objectives relating to sustainability and climate change, as part of a holistic approach to encouraging behaviour change in relation to travel and sustainable transport options 	
<p>Evidence</p> <p>What data/information have you used to assess how this policy/service/decision might impact on protected groups? <i>(Include relevant national/local data, research, monitoring information, service user feedback, complaints, audits, consultations, CIAs from other projects or other local authorities, etc.). You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.</i></p>	
<p>The Council's parking charges are significantly lower than public sector averages, and local private sector parking. Benchmarking parking tariffs with other Local Authority car parks shows the Council's parking tariffs are in the lower quartile of prices charged and further benchmarking with privately operated car parks in the vicinity also show that the Council's parking tariffs are lower.</p> <p>Parking tariffs across the Borough were last reviewed and increased in 2019, during this period; inflation has increased by c. 28%, and so the current proposals for tariff increases in off-street car parks only bring the Council's tariffs in line with the cost of inflation.</p>	

Who have you consulted with to assess possible impact on protected groups? *If you have not consulted other people, please explain why? You should include such information in a proportionate manner to reflect the level of impact of the policy/service/decision.*

Before implementing any of the proposed changes to parking tariffs and parking charging policy, the Council will need to undertake a formal consultation before making the relevant Traffic Regulation Order.

This will provide an opportunity for individuals or groups that feel that they will be impacted to provide feedback on the proposals.

The comments and feed-back that are submitted as part of the consultation will then be weighed up against the financial and non-financial benefits of implementing the proposals

Analysis of impact on protected groups (and others)

The Public Sector Equality Duty requires Dacorum BC to eliminate discrimination, advance equality of opportunity and foster good relations with protected groups. Consider how this policy/service/decision will achieve these aims. Using the table below, detail what considerations and potential impacts against each of these using the evidence that you have collated and your own understanding. Based on this information, make an assessment of the likely outcome, before you have implemented any mitigation.

- The PCs of Marriage and Civil Partnership and Pregnancy and Maternity should be added if their inclusion is relevant for impact assessment.
- Use “insert below” menu layout option to insert extra rows where relevant (e.g. extra rows for different impairments within Disability).

Protected group	Summary of impact <i>What do you know? What do people tell you? Summary of data and feedback about service users and the wider community/public. Who uses / will use the service? Who doesn't / can't and why? Feedback/complaints?</i>	Negative impact / outcome	Neutral impact / outcome	Positive impact / outcome
Age	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of age.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability (physical, intellectual, mental) <i>Refer to CIA Guidance Notes and Mental Illness & Learning Disability Guide</i>	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies do not apply to any blue badge parking spaces/bays, as these will remain free to use when legally displaying a blue badge.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of gender identity or gender expression.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Race and ethnicity	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of race or ethnicity.	□	⊗	□
Religion or belief	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of religion or belief.	□	⊗	□
Sex	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of gender.	□	⊗	□
Sexual orientation	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists regardless of sexual orientation.	□	⊗	□
Not protected characteristics but consider other factors, e.g. carers, veterans, homeless, low income, loneliness, rurality etc.	There are no identified positive or negative impacts on this characteristic. The proposed changes to parking tariffs and charging policies are being proposed across the borough and will impact on all motorists that use pay to park space/bays. There remains significant levels of free parking on the public highway throughout the borough.	□	⊗	□

Negative impacts / outcomes action plan

Where you have ascertained that there will potentially be negative impacts / outcomes, you are required to mitigate the impact of these. Please detail below the actions that you intend to take.

Action taken/to be taken <i>(copy & paste the negative impact / outcome then detail action)</i>	Date	Person responsible	Action complete
N/A			□

If negative impacts / outcomes remain, please provide an explanation below.

N/A

Completed by (all involved in CIA)	Ben Hosier
Date	28/11/2023
Signed off by (<i>AD from different Directorate if being presented to CMT / Cabinet</i>)	David Barrett
Date	28/11/23
Entered onto CIA database – date	
To be reviewed by (officer name)	
Review date	