

Car Park Charging: Proposal and business case

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1. Introduction

Ashdown Forest is a living time capsule of the culture and history of our county and nation. The Forest's famous heathland and verdant woodlands represent generations of human activity. At the heart of these processes is grazing by wild and domestic animals which created the original Forest landscape alongside woodland clearance. This process was intensified in the medieval era with the enclosure of the Forest as a royal hunting park behind a 23 mile long pale or fence. Further areas were enclosed in the eighteenth century with the remainder being recognised as having rights of common. The records show legal battles being waged to keep the land as common land. It is these fights that allow us all to enjoy the open access to Ashdown Forest today.

Enabling this public access to the Forest is a guiding principle for us. Use of the Forest by the public has grown steadily in recent years and monitoring suggests 1.4 million visits were made during 2016. The number of visits during the 2020 Coronavirus pandemic of 2020/21 was far higher with access remaining available throughout challenging lockdowns. Enhancing the experience of visitors by providing a welcoming environment, which is rich in wildlife, and offers activity and adventure and peace and tranquillity in equal measure is important. Ashdown Forest will help local visitors to continue to treasure the Forest whilst visitors from further afield will create lasting memories.

Like many organisations, Ashdown Forest has seen its funding squeezed in recent years, just at a time when the level of use and the costs of managing the Forest are increasing, placing ever greater pressure on the already stretched team responsible for managing the Forest.

With public funding under pressure nationally, Ashdown Forest must take on responsibility for raising the funds needed to cover the growing costs of managing the Forest and improving the experience of visitors.

1.1. Why do we need funding?

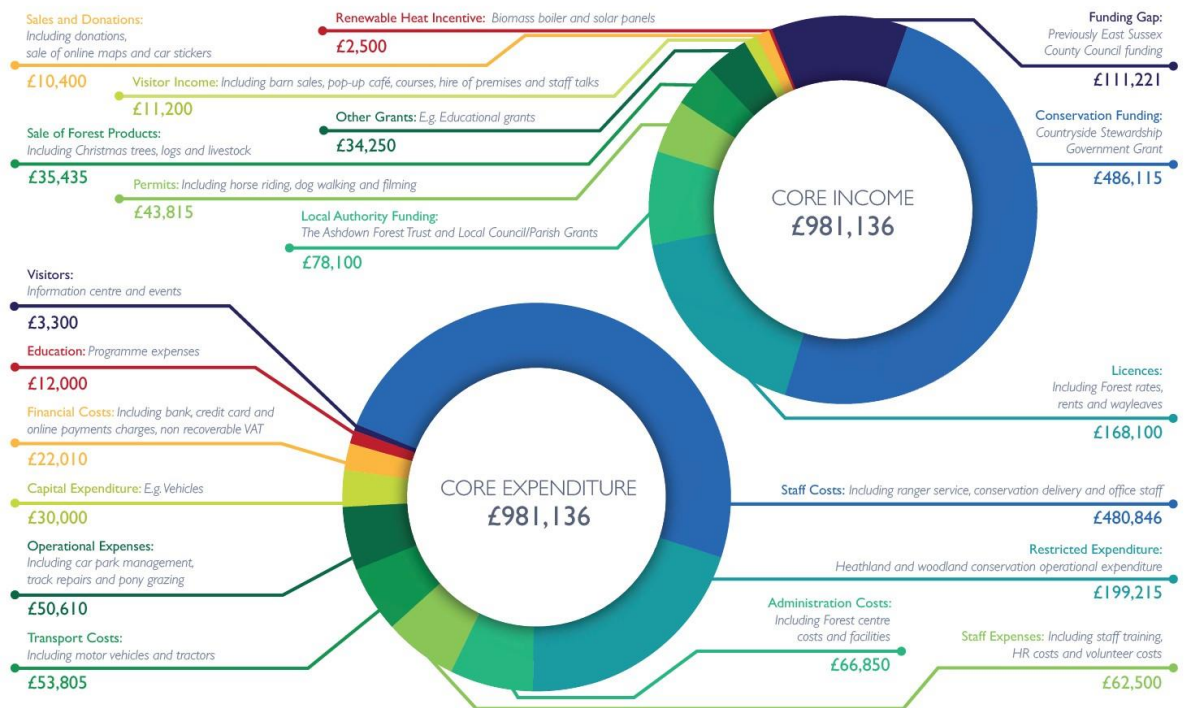
To run a place like Ashdown Forest takes a great deal of work behind the scenes. Much of this relates to efforts to deliver specific conservation work, like increasing the numbers of rare birds or insects. But great effort is required simply to keep Ashdown Forest an accessible and safe space for visitors.

The work of delivering specific conservation outcomes is undertaken with funding from Natural England under a central government, Conservation Stewardship grant. The work of managing Ashdown Forest as a place for people to visit is paid for separately, from 'core costs'. Such work includes:

- Engaging with the many and varied visitors to Ashdown Forest on a day-to-day basis, answering questions, providing guidance and giving advice and assistance when needed
- Maintaining the 47 Conservator car parks so that they are safe for people to use. Fixing the potholes in just one car park will cost around £1,000

- Maintaining 75 miles of paths and rides and the bridges and culverts that cross the Forest. A new footbridge costs £3,500; each one must be checked every year for safety, and they are usually replaced every 10 years
- Keeping fire breaks open to help manage wildfires which may increase due to climate change
- Ashdown Forest is open to all but is not accessible to all. Those with restricted mobility, impaired vision or other difficulties may struggle to experience the Forest. The Forest should be more accessible to these users. Such projects may be achieved by dedicated fundraising, but once in place, they need to be maintained
- Managing the impacts of growing numbers of visitors – and more are expected to come, especially during the anniversary years of Winnie the Pooh.
- Surveying and managing trees on the Forest boundary and neighbouring the many miles of Forest roads and tracks
- Litter collection, including fly tipping, and disposal of dumped material
- Maintaining and replacing specialist fleet of vehicles, and all the tools and equipment needed to manage the Forest estate
- Establishing and managing a volunteer work force of 130 people who support work on the Forest throughout the year
- Monitoring the large deer population that moves through the Forest and responding to a range of deer related incidents
- Protecting the rights of the Commoners and helping them to exercise their rights including grazing livestock on the Forest.
- Working with the public and the police to manage dog related incidents including livestock worrying, wildlife and horse riders
- Responding to visitor emergencies as and when people get into difficulty on the Forest and need to be supported, located or receive first aid
- Providing information and interpretation of the priceless cultural asset that the Forest is. Providing education to children, working with local schools and other groups
- The salaries of the small team of staff – including the rangers and managers that who ensure public access and deliver conservation
- Maintaining the buildings that make up the Forest Centre – the offices, workshops, shop, picnic site and tables, public toilets, and Education Barn including safety and security systems and IT
- Day to day administration, finance, human resource management, relationship management, and organisational governance
- Supporting the volunteers who make up the Board of Conservators, elected by Commoners or nominated by East Sussex Country Council and Wealden District Council
- Protecting the Forest as required by the Forest bye laws and environmental legislation including preventing and dealing with encroachments, responding to illegal use, and managing permitted and licensed uses.

Ashdown Forest's headline budget is set out in the figure below.



Source: Ashdown Forest Financial Information for a Generic Year based on 2021/22

1.2. Why do we need new sources of funding?

In 2021 Ashdown Forest has three main sources of funding:

- an annual grant, with prescriptions on what it is to achieve, from Natural England for the ecological management of the Forest
- support from two independent charities, The Friends of Ashdown Forest and The Ashdown Forest Foundation (TAFF) to help us purchase equipment and undertake specialist and general projects.
- 'core' income from licenses, the Forest rate and wayleaves. This income, plus monies from trading, is used to cover the operational and recurrent costs of running Ashdown Forest.

All together, these are insufficient to cover the costs of running the Forest, and certainly not enough to improve the area beyond its current basic state.

In the past five years East Sussex County Council, under the terms of The Ashdown Forest Act 1974, agreed a budget and made up shortfalls in funding. Driven by the imposition of the cap placed by central government on local council budgets and the escalating cost of provision of care for vulnerable adults and children along with other essential services, East Sussex County Council was obliged, along with other similar measures, to curtail funding for the Forest from the 2020/21 Financial Year onwards. This, alongside the pandemic, has

impacted greatly on the ability to protect the Forest, conserve its ecological importance, and ensure public access. Due to the heavily protected nature of the land, there are few opportunities to earn money through trading or licensing.

1.3. Why are we looking at car park charges?

New and additional sources of revenue are needed to allow Ashdown Forest to function as an organisation and manage the Forest effectively.

The Forest's governing legislation, The Ashdown Forest Act of 1974, requires the Conservators to regulate and manage the Forest as a place of amenity and resort. The withdrawal of the County Council funding removed the guaranteed source of funding to achieve this. The Act does, however, allow the Conservators to charge for cars parking on the Forest.

With the known reduction in Council funding, voluntary contributions have been asked for via signage in the car parks and on the Forest's website. Visitors were encouraged to purchase annual car parking stickers or make one off contributions for using the car parks. Unfortunately, the income generated through these avenues has been less than £10,000.

With a £150,000 deficit in the 2021/22 budget and an uncertain charitable donation outlook the Conservators have no option but to fully investigate charging for parking.

1.4. The conservation and amenity case

In the past year, several of the Forest's management units have gone into "Unfavourable Declining" environmental condition. Compounding this is the significant increase in visitors during the pandemic and its associated lockdowns which have put extra pressure on the site's infrastructure which is decaying, leading to complaints and insurance claims. The Conservators need to be able, as a minimum, to maintain the Forest's specialist habitats and provide an appropriate standard of visitor experience. With the pressure on the Forest's funding, the introduction of car park charging is an income that requires consideration.

It is anticipated, for both a limited number of people, and for a limited time, that introducing car park charging may result in a reduction of recreational use of the Forest. Some dog walkers may re-orientate towards nearby SANGS¹ whilst others may find opportunities nearer to home. This trend has been observed elsewhere although numbers return to normal after a short period.

It is believed that a reduction in levels of use will be positive for the conservation of specialist heathland wildlife although it is important to note this is not the intention of the proposed scheme.

¹ SANGS – Suitable Alternative Natural Greenspaces. These are established to attract people who might otherwise visit Special Protection Areas, thus reducing pressure on these important conservation areas.

2. Investigation of Car Park Charging

The Board of Conservators agreed in July 2021 to an exploration of the potential and feasibility of delivering core cost contributions to the management of Ashdown Forest by charging for the use of Forest car parks. The exploration, reported to the Board in September 2021, found that it would be feasible to introduce parking charges and that parking charges had the potential to contribute to core costs. This business case assesses models through which charges may be introduced and managed. If approved by the Board of Conservators, it will form the basis for an implementation plan for car park charging from Spring/Summer 2022.

The proposed timing of the introduction of car park charging responds to:

- the need for Ashdown Forest's annual budget deficit to be addressed in a timely manner
- the urgency in improving the state of Ashdown Forest's visitor infrastructure
- the importance of improving the conservation status of Ashdown Forest
- the anticipated surge in visitors during the 2026 centennial year of the Winnie the Pooh books

The time frame for undertaking and delivering this project is presented in Appendix 1. The specific time frame for engaging with the Board of Conservators and allowing for proposed decision points along the way are provided in Appendix 2.

2.1. Objectives of car park charges

The objective of car park charges is to add a significant and sustainable contribution to Ashdown Forest's core budget.

The specific objectives of introducing car park charges are:

1. To provide sustainable, ongoing financing for the recreational management of Ashdown Forest
2. To subsequently enhance the quality of car parks across Ashdown Forest to ensure safe and secure access for visitors.
3. To allow investments that will improve the experience offered to visitors.
4. To increase the sum available to spend on the ecological management of the Forest.

2.2. Headline Public Messaging

Car park charging will be explained to visitors in relation to:

- improving and maintaining car parks: enhancing the experience of visitors by initially repairing and subsequently upgrading car parks. The information in the car parks for how to visit the Forest and what to enjoy can be substantially improved. An amount of the funding, alongside other grants, should be used to improve access for all visitors to the Forest whatever their abilities.

- providing a secure long-term income stream: yielding a reliable and low risk return on investment that will enable Ashdown Forest to move closer to financial self-sufficiency, increase spending on habitat and species management, cover core costs and provide financing for development projects to improve the visitor experience.

2.3. Market research

It is likely that introducing car park charges will not be welcomed by the majority of regular visitors as no one likes being charged for something that was free in the past. It is possible that there may be a minority who refuse to pay and, an even smaller minority, who damage car park infrastructure. The experience elsewhere is that the majority will accept the charges in time, and some will welcome them as a way for them, as individuals, to contribute towards the conservation of a valued place.

At present Ashdown Forest is one of very few similar destinations that do not charge for car parking. This may be acting as an incentive for people to travel to the Forest rather than visiting other more local sites, putting additional pressure on the Forest.

Most nature-based destinations in the vicinity either charge for entry or for parking. Annex 1 provides examples of parking tariffs at other similar locations. These range considerably with hourly rates from £1.00 to £2.50, daily rates from £3.00 to £9.00, and annual passes from £38 to £150. The tariffs proposed in Section 7.3 have been benchmarked against these.

2.4. Habitat Risk Assessment

Due to the classification of Ashdown Forest as a Special Protected Area (SPA) and a Special Area for Conservation (SAC) and the need for planning permission for the car park machines, an accompanying Habitat Risk Assessment (HRA) will be carried out under the direction of the Competent Authority. This considers the impact of changes to the qualifying protected habitats and species. It is undertaken by specialist ecologists. The Competent Authority would be Wealden District Council who would review the findings of the HRA. The Conservators would be required to respond to the report's findings in designing a parking scheme.

3. The proposed car park charging system

3.1. Payment systems

The scheme will be designed to provide a range of ways for the public to pay parking charges. This will be an important part of ensuring maximum up-take and minimising cases of failure to pay. It will also be important to ensure that users who may be less comfortable with web or phone-based systems are catered for.

It is likely that the main mechanism for payment, especially for regular visitors, will be by the purchase of an annual pass that will allow unlimited daylight hours use of Forest car parks. It will be available via a website.

On top of this, fixed payment machines will be installed in five of the busiest car parks with appropriate mobile phone coverage² for people wishing to pay by bank card or smart phone payment systems (see Annex 2).

Cash will not be accepted at any machines to reduce the administrative costs and the risk of theft. A phone app or call system for payments will be used across all other car parks. Compatibility between any payment system and the enforcement operator, achieved through Automated Payment Interface software, must be ensured.

It is proposed that each payment will be valid for all Conservator car parks for the duration of the period paid for. This will simplify the system as a single car park code will operate across Ashdown Forest. It will also make pre- or post-payments using websites easier for customers.

A consideration for Ashdown Forest will be the degree to which any payment system will allow for the future development of a form of 'supporter' or newsletter scheme to be built on the annual pass offering to be developed.

3.2. Scheme management

Due to the nature of car park management, Ashdown Forest will not manage the parking scheme directly but will contract a specialist company. Preliminary discussions have been held with potentially suitable companies to learn more about the range of possible services and the kinds of contracts that can be entered into.

A Request for Proposals (RfP) will be shared with selected management companies. Key element of the scheme that potential contractors will need to be considered will be clearly indicated in the RfP. Potential contractors will also be asked to make costed suggestions for the design of a scheme and its management in their proposals.

3.3. Management of displacement parking

² Parking payment machines operate on mobile phone cover networks.

It is anticipated that there will be an initial degree of displacement parking from car parks to highways, highway verges and Forest roads and tracks because of the introduction of parking charges. The contracted company will patrol Forest land including Forest roads and tracks being used for parking. Displacement parking on the highway is the responsibility of the highways authority and relevant enforcement agencies.

The legal position on parking on verges is being investigated to determine which of the relevant pieces of legislation, from Highways Acts, the Ashdown Forest Act 1974 to the SPA and common land legislation takes precedence.

4. Communications

Communications around introducing car park charging will be required to help manage the process of their introduction. There will be a range of responses from Forest users, and these will need to be listened to and responded to. A consultation process will be an important part of this. Understanding and incorporating as appropriate the perceptions and positions of the public will help improve the design of a scheme and reduce opposition.

4.1. Public relations campaign

An information programme on the proposed charging scheme will be carried out with specialist support,. Experience regarding public responses to the introduction of car park charging varies. The introduction of parking charges in Epping Forest passed almost without comment earlier this year. The introduction of charging at Wakehurst Place in 2014, however, created a larger amount of negative comment. It is notable that car park charging is now a regular feature of the countryside, and this has led to a growing acceptance of its requirement.

4.2. Public information

The communications programme will begin in advance of the introduction of car parking charges and provide ongoing communications after their introduction.

It is believed that, in the past, many visitors and local people have not been made aware of the costs of managing the Forest. The programme of information will include helping these groups understand that there are substantial costs to running Ashdown Forest that are no longer borne by the public purse. A range of information for interested parties will be created. Website and social media channels will be upgraded to support this. A series of public meetings in local villages and towns has been arranged. The County Council, District Council, Parish Councils and local Member of Parliament have all been briefed on the potential for car park charging.

The key message is that Ashdown Forest will continue to be protected only if it can cover its costs – failure to retain its classified species and natural character will result in the loss of legal protections both for and around the Forest.

Providing people with ongoing information on what parking charges are paying for is a valuable way of retaining and building support for Ashdown Forest as well as reducing negative responses to parking charges. This can be done effectively using signage in the car parks themselves as well as through the media and the Ashdown Forest website.

4.3. Preparing for questions

Information is already circulating locally that Ashdown Forest is exploring the possibility of introducing parking charges. A briefing document with suitable responses for frequently asked questions has been prepared and shared with the team.

4.4. Consultations and permissions

Undertaking a public consultation process will be important. Whilst the consultation will not be a 'yes/no' consultation it will seek comments from the public to help fine tune the proposal leading to the final design and outcomes.

It is possible that many respondents to the consultation will be negative towards the proposal. However, it is important to provide the public with an opportunity to make their views known. Ashdown Forest's headline financial position cannot be avoided but there may be elements of the proposal that have not been foreseen, and different perspectives need to be considered.

In addition to the public consultation, the Ashdown Forest Act (1974) requires approval for the charges within a scheme from the County Council, a copy of the proposed parking scheme charges to be sent to the RAC, the AA and to Wealden District Council, and for regard to be taken to their representations on the charges.

5. Financials

5.1. Revenue drivers

The drivers of projected revenues are relatively simple. However, they are sensitive to visitor number estimates and to changes in visitor behaviour. Calculation of projected annual revenue will include:

- The agreed tariff and tariff structure
- The number of visits per annum
- Changes in the number of visits per annum
- The duration of visitors' stays
- The balance between visitors paying per visit or purchasing annual or other passes
- Levels of compliance with charges and any penalty charges levied

5.2. Tariffs

All charged Ashdown Forest car parks will have the same tariffs, irrespective of their size, popularity or surfacing.

Selecting the right tariffs and structure for Ashdown Forest is an important decision. The tariff will be the most significant factor in generating annual income. However, it must be set at a level to maximise compliance and minimise displacement parking. And it must be set at a level that will be broadly acceptable to most car park users. It should also be fair in relation to frequent and less frequent users.

The introduction of an annual parking permit will be an important concession to the most frequent, usually local, visitors and will be important in gaining their support for introducing parking charges. Whilst the Forest will receive less income if many frequent visitors purchase an annual pass, it will allow the Forest to give local residents a reduced cost, easier budgetary forecasting and protect income against elements such as a summer with poor weather. As such the intention is to price the annual pass to encourage regular users to take up that option.

5.3. Number of visits

Data collected during the 2016 visitor survey provides an estimate of 1,595 cars parked across the Forest per day. This has been rounded down to 1,500 and multiplied by 360 to provide an estimate of 540,000 cars parked on the Forest during 2016.

Up-dated information will be available for 2021 and the figure for total visits to Ashdown Forest may be higher. However, it is considered safer to use the reliable 2016 figure for projections. This is due to the 2021 figures being unavailable at the time of business plan production and the impacts of the pandemic on visitor activity across the country.

The introduction of parking charges may temporarily reduce the number of people visiting the Forest, reducing potential revenue. The primary impact may be on visitors that can be described as 'local'. Most 'day-trip' visitors coming from further afield are unlikely to be discouraged by parking charges.

It should be noted that many of the 'parking events' on Ashdown Forest are made by individuals making multiple visits. The visitor survey found that 63% of those interviewed visited the Forest at least once a week, with 22% visiting every day.

5.4. Price increases

Price increases to keep pace with inflation may be factored into medium to long range revenue forecasts and will allow revenues to match growth in core costs.

5.5. Compliance

Levels of compliance with parking charges is low where enforcement is not carried out. As such it will be necessary to enforce the charges. This will result in some income from non-compliance penalties. Evidence from other schemes suggests that most visitors will pay for parking, and this is likely to be especially so on Ashdown Forest which has very high local use. This means that revenues from non-compliance penalties may be low.

Though non-compliance is expected to be rare, there must be a mechanism for pursuing those that do not pay if the parking payment scheme is to succeed. Arrangements with a parking management contractor must include arrangements for pursuing non-compliant car park users. This will require decisions on how vigorously to pursue individuals and in what circumstances. Revenues that come from 'parking fines' may be taken by the contractor as part of their remuneration or retained by Ashdown Forest. If it is decided that all or most of these revenues will be retained by Ashdown Forest as the preferred management option, a fee would be paid to the management firm for each case pursued. This would reduce income from this source but ensure Ashdown Forest was in control over decisions to pursue non-compliance with the parking charge scheme.

Due to the levels of uncertainty and the likely low level of non-compliance charges, income from parking payment enforcement is not included in the projections of revenue provided below.

5.6. Annual passes

The offer of annual parking passes is a critical part of the car park charging project. Annual passes will be important for several reasons:

- A large proportion of Forest users are local residents visiting regularly. It will be right, therefore, to offer an annual pass. This effectively acts as a significant concession.
- 63% of visitors visit at least once a week, which means that offering annual passes will have a significant impact on revenues. It will be important to get the balance

right between offering frequent visitors a fair deal and earning sufficient revenue to make the parking scheme achieve required improvements to the Forest

- Creating a positive relationship with annual pass holders may provide an avenue to develop a 'supporters group' developing an audience for newsletters and information.

A range of decisions will be required in relation to annual parking passes. These will include but not be limited to:

- Whether passes will be transferable between vehicles or tied to a specific vehicle
- Whether individual passes will be required for each vehicle in a household
- Whether there will be a discount for additional vehicles
- The ability to sign up to a Direct Debit

5.7. Concessions

Some visitors may feel that there should be further concessions on parking charges. Commoners and those already paying for car access to their properties may feel they should receive a concession. Other local residents may feel the same. A range of specialist interest groups, such as horse riders, who already pay to use the Forest, may feel it is unfair to be charged for parking in addition to their licence or permit fee.

Agreeing concessions on parking charges for any group of users causes significant administrative complexities and associated costs. A detailed database of concessions would need to be established and maintained, with up-to-date information being provided by individuals or registered organisations on a rolling basis. These would have to be available to the parking management contractor. Concessions could be annual and/or related to specific events, adding further administrative complexity.

Complex concessionary arrangements are not a route that other countryside sites have implemented and may not be suitable for Ashdown Forest. Blue badge holders will, however, not be charged in any Conservator car park. Nor will motorcycles.

5.8. Possible additional charges

Modern technology-based parking charge systems allow for differential fees to be made depending on the kind of vehicle being parked. Though not commonly operated elsewhere this could, for example, allow Ashdown Forest to charge a higher tariff for larger vehicles that cause more wear and tear on car parks and produce more emissions and pollution. The potential for and implications of delivery of this will be vested with a selected delivery company.

Ashdown Forest could also consider higher tariffs for minivans, campervans, mobile homes and caravans.

5.9. Non-standard car parks and special cases

Not all car parks around and within Ashdown Forest are managed by the Conservators. A small number are owned by East Sussex County Council but managed by Ashdown Forest. Others are owned by Ashdown Forest but recognised as being used by groups for non-Forest related activities, such as Fairwarp Church and Village Hall car parks.

Discussions with the relevant groups have been held to determine the best course of action for these car parks. The status of these discussions is presented in Annex 3. It is considered unlikely that the outcomes of these discussions will have implications for parking revenues or for the Habitat Risk Assessment.

A decision may be made to close some small, informal car parks in advance of introducing a parking scheme to avoid having to place signs in little used car parks. These are also indicated in Annex 3.

Decisions on the ESCC car parks of Millbrook East and West as well as Pooh will have implications for parking revenues. If charging for parking in Millbrook East and West is not possible, more Forest users are likely to start using them, reducing use and therefore income on other car parks. Pooh car park will need further discussion.

6. Costs

Costs for the installation, operation and management of a parking payment scheme come from two primary sources, the capital investment for the scheme and its running costs. Decisions on these will have implications for the revenues received by Ashdown Forest.

6.1. Installation and maintenance of signs and equipment

A preliminary quotation was provided in August for the design, manufacture and installation of a three sign per car park package. This stands at £1,700 per car park but is likely to rise due to increases in material costs.

Based on an estimate of £1,870 per car park to allow for a 10% increase in costs for the required signs, the purchase and installation of eight parking charge machines in five car parks, with two replacement machines held in reserve, the cost of putting in place the infrastructure to begin charging across Conservator car parks will be approximately £150,000.

Signs need regular replacement to ensure they are legible and help establish positive perceptions of Ashdown Forest. The infrastructure will need maintenance and replacement on a 5-to-7-year cycle. A rolling system of replacement is preferable to replacing all signs at the same time. It is estimated that signs will need replacement after 5 years, at a cost of around £2,000 per car park, with 5 or 6 car parks fixed up annually.

Replacement costs are included in revenue projections. It will be important to retain an amount of annual income to a restricted fund for car park improvements, replacements and future technology enhancements.

6.2. Car Park maintenance

The current difficulties of funding the maintenance of Forest car parks provides one of the primary justifications for introducing car park charges (see section 1.1). Maintaining the car parks in good condition will be a reasonable expectation of car park users and therefore an important cost of the scheme.

Car parks need regular maintenance to be safe and clean for users. This includes ensuring clear sight lines for entrance and exit, maintaining car park furniture including barriers and bunds, removing litter and periodic fly tips, mowing summer car parks and keeping the car park surface in good condition. Annual costs of this work are estimated at £30,000 across all Conservator car parks.

These costs are part of Ashdown Forest's annual budget and must be covered regardless of the source of income. They have not, therefore, been included in the revenue projections for introducing and running a parking payment scheme.

6.3. Mobile phone payment system costs

Mobile phone payment systems such as RingGo take a fee for all transactions made through the system. Fees will be in the region of £0.20 per hourly or daily transaction and £7.00 for each annual transaction – the purchase of annual parking passes. Using the 2016 visitor figures to calculate income, annual RingGo transaction costs will be in the region of £40,000.

Depending on the contract agreed, transaction costs may be paid by the car park management company or by Ashdown Forest. This will have implications on profits and annual returns and has been included in the revenue projections.

6.4. Investment funding

The initial investment in the parking charge infrastructure is estimated to be in the region on £150,000 as shown in Table 1.

Table 1. Car park charging scheme infrastructure investment

	Number	Unit cost	Total
Signage	47	1,870	87,890
Machines	10	5,000	50,000
Subtotal			137,890
Contingency	10%		13,789
Total			151,679

Ashdown Forest could agree a contract with a car park service provider that includes the initial investment cost, which will reduce annual income, or find the necessary funds for the initial investment as a loan or grant³.

If Ashdown Forest decides to finance the initial investment for car park charging by taking out a loan, interest and repayment costs will need to be considered.

The investment will need to be made in the fourth quarter of the 2021/2022 Financial Year to be ready to launch the scheme in Spring/Summer 2022 as proposed.

6.5. Administration

There will be a burden of work associated with the administration of any parking payment scheme. This can be reduced by careful design of the system and by ensuring that any contract with a service provider includes day-to-day administration of the scheme.

The additional work will not, however, be reduced to zero and should be considered in the design and costing of any scheme. It may be necessary to employ an additional member of staff to provide administrative support during the introduction period during which high

³ East Sussex County Council has been approached about the possibility of a loan or grant being provided for the required initial investment in the parking scheme.

levels of correspondence and engagement with the public, partners and the management company can be expected.

The cost of a short-term part-time administrative position has not been included in the financial projections at this stage.

6.6. Car Park management

Managing the parking scheme will be undertaken by a contracted management company and the management contract will represent a significant part of the cost of the scheme.

Management actions that will need to be undertaken and paid for will include:

- Providing information about the scheme to car park users
- Assisting users to pay
- Checking whether parked vehicles have paid
- Issuing and following up non-compliance notices
- Responding to displacement parking on Forest roads and tracks
- Managing maintenance requirements for the infrastructure

The cost of these services is reflected in the projections of revenue as a 20% charge against revenues. This is an estimate based on discussions with industry members and may be higher or lower depending on the agreement reached with a service provider.

7. Estimating revenues from parking charges

There are a broad range of incomes possible from introducing car park charging. Revenue will be affected by:

- the level and changes in use of the car parks over time
- the tariff structure for car park charges
- the proportion of car park users choosing to purchase an annual pass or hourly tickets
- the source and cost of capital investment to establish the scheme
- the nature and costs of a management contract
- VAT payments

7.1. Calculation methods

Income projections are based on the number of visits made to Ashdown Forest car parks – parking events during 2016 - as estimated in the 2016 Visitor Survey.⁴ This figure was 574,115 visits. Based on this, the number of visits per day used in the calculations of revenue is 1,500 (rounded down from 1,573).

However, estimates of the number of actual visitors using the car parks over a year is uncertain as many visitors make regular visits while others visit infrequently. This is important as the number of actual visitors, rather than the number of visits, will have an impact on revenue in relation to the number of annual passes that may be sold versus the number of hourly or daily tickets that may be sold.

Different interpretations of how ‘visits’ or ‘parking events’ translate into income are possible with significant effects on estimated revenues. Different tariff structures are also possible with equally significant effects on estimated revenues.

‘Regular’ and ‘irregular’ visitors: Three different calculations are used to deal with the impacts on income projections resulting from different methods of estimating the numbers of regular and irregular visitors, the frequency of their visits, and their likely behaviours with respect to purchasing hourly tickets or annual passes:

- **Method 1** uses the proportion of visitors identified as ‘regular’ (at least one visit per week) or ‘less regular’ (less than one visit per week) to estimate the proportion of ‘parking events’ that will translate into hourly ticket sales or season ticket sales. This calculation uses mid length of stay – four hours – for ticket purchasers. The method was provided by a car park management company.
- **Method 2** converts ‘parking events’ into actual numbers of ‘regular’ or ‘less regular’ visitors and translates these into hourly ticket sales or season ticket sales. Hourly ticket buyers are divided into subsets based on estimated numbers. This method is an adaptation of Method 1.

⁴ Ashdown Forest Visitor Survey, 2016, Footprint Ecology

- **Method 3** converts the spread of regular to irregular visitors per day into annual numbers of regular or irregular visitors that translate into hourly ticket sales or season ticket sales. This method was provided by a car park management company and is an adaptation of Method 2.

Tariff regime and structure: Revenue will be affected by the tariff regime. Three tariff levels - low, medium or high – are used in calculations (see Table 1.)

Tariffs are most commonly structured around varying hourly rates over a day, i.e., a charge for an hour, two hours, half day etc. An alternative tariff structure has a single daily charge combined with the possible offering of weekly, monthly and annual passes.

7.2. Costs against revenues

Gross incomes projected will vary greatly as a result of the variables presented above. The net income Ashdown Forest can expect to receive will be reduced by costs levied against revenues, either a proportion of the revenue or as annual fixed costs. These include:

Transaction fees charged by providers of mobile phone payment systems: The mobile phone payment system that will be required generates costs per transaction. These are currently £0.20 per daily transaction and £7.00 per annual transaction.

Annual cost of loan interest and repayment for initial investment in infrastructure: Whatever the size of the capital investment required and the source of the funding, unless a grant is provided, there will be an element of loan repayments and interest that must be reflected in the estimates of net revenues. Based on current market conditions and the estimated cost of the infrastructure of £150,000 (see Table 1), 4% interest on the loan and a five-year repayment schedule is included in the calculation of net revenue.

Annual cost of maintenance and infrastructure replacement: The costs of maintenance and the periodic replacement of infrastructure is reflected in the projections based on a seven-year replacement period.

Value Added Tax: Parking charges will attract 20% VAT. This amount is deducted from the gross income.

Management fee: The management fee charged by potential contractors is likely to vary depending on the nature of the contract and the services provided. Projections are made based on a 20% of gross less VAT revenues fee.

7.3. Revenue projections

Hourly-based tariff system

Table 2 shows a conventional tariff structure set at three levels – low, medium and high. The levels were developed through a benchmarking process in which the charges were to those set at 11 similar sites to Ashdown Forest (see Annex 1).

Table 2. Charges under three possible tariff structures

Duration	Low charge	Medium charge	High charge
Up to 1 hour	£1.00	£2.00	£2.50
Up to 2 hours	£2.00	£2.50	£3.00
Up to 4 hours	£3.00	£4.00	£5.00
All day	£4.00	£5.00	£6.00
Annual pass	£40	£80	£120

Table 3 shows the range in net incomes generated using the three methods of calculation described in Section 7.1, and deducting the costs indicated in Section 7.2. It is important to note that the lowest tariff would not deliver a net profit under the most conservative Method 2 to significantly change Ashdown Forest financial difficulties. All other calculations would contribute to the core budget of Ashdown Forest, with most making a significant contribution.

Table 3. Estimates of projected revenues under low, medium and high tariffs using three calculation methods

	Low charge	Medium charge	High charge
Method 1	£129,364	£214,925	£307,465
Method 2	£13,261	£78,869	£141,186
Method 3	£347,473	£517,793	£688,113

Pass-based tariff system

Though most parking charge systems are based around hourly rates, an alternative system would establish a single daily charge – a daily pass that would be the same for all users regardless of when they came, how long they stayed or how often they visited during that day. Set in relation to the daily charge, an annual pass would also be offered. Table 4 provides revenue projections for this system of charging.

Table 4. Estimates of projected revenues using a pass-based tariff system

Annual Pass	Flat daily rate					
	£1	£2	£3	£4	£5	£6
£40	£80,324	£213,525	£346,725	£479,925	£613,125	£746,325
£50	£83,697	£222,805	£356,005	£489,205	£622,405	£755,605
£60	£92,606	£232,085	£365,285	£498,485	£631,685	£764,885
£70	£101,515	£241,365	£374,565	£507,765	£640,965	£774,165
£80	£115,981	£250,645	£383,845	£517,045	£650,245	£783,445
£90	£119,333	£259,925	£393,125	£526,325	£659,525	£792,725
£100	£128,241	£269,205	£402,405	£535,605	£668,805	£802,005

£110	£137,150	£278,485	£411,685	£544,885	£678,085	£811,285
£120	£146,059	£287,765	£420,965	£554,165	£687,365	£820,565

Note: The cells marked in yellow show revenue projections when annual passes are set at £80 to £100, which corresponds to the medium charge tariff.

8. Sensitivity analysis

The number of visitors per day – 1,500 - is the core variable for calculations of revenue. However, several other variables are considered in projections of annual net incomes from medium charge tariffs.

Sensitivity analyses have been performed against net incomes generated by the Medium Charge for Methods 1, 2 and 3, and against the £1 Daily / £80 Annual Pass system.

8.1. Annual increases in tariff

It is reasonable to assume that prices will be increased annually to keep in line with inflation. Figures based on a 2% annual increase over 4 years are shown in Table 5.

Increasing prices annually may not be desirable from a perspective of maintaining positive relations with Forest users but is likely to be necessary to respond to annual inflation. It may be sensible to build future costs into the initial tariffs to avoid annual changes. This may, however, be perceived as unfair.

Table 5. 5-year projections showing net revenues generated by 2% annual increase in Medium Charge tariff over 5 years

METHOD 1	FY2022/23	FY2024/25	FY2025/26	FY2026/27	FY2027/28	5 Year Total
	£213,802	£220,197	£226,721	£233,374	£240,161	£1,134,255
METHOD 2	FY2022/23	FY2023/24	FY2024/25	FY2025/26	FY2026/27	5 Year Total
	£78,869	£81,892	£84,976	£88,121	£91,329	£425,187
METHOD 3	FY2022/23	FY2023/24	FY2024/25	FY2025/26	FY2026/27	5 Year Total
	£517,044	£528,547	£540,279	£552,246	£564,452	£2,702,569
DAILY/ ANNUAL PASS	FY2022/23	FY2023/24	FY2045/25	FY2025/26	FY2026/27	5 Year Total
	£110,424	£113,794	£117,231	£120,737	£124,313	£586,499

8.2. Changes in number of visits

Starting from the base figure of 1,500 daily visits to Ashdown Forest car parks, changes in net annual revenues resulting from 2.5% and 5% increases or decreases in visitor numbers are modelled. The range is designed to respond to reasonably likely variations in visitor figures and the potential existence of errors in the base figure.

Overall, it is expected that the number of visits will increase as public awareness of the value of visiting open green spaces are recognised, local development continues and in response to the climate emergency.

The relatively modest increases in the number of visitors modelled in Table 6 delivers increases in net revenues. A 2.5% increase in visitor numbers delivers an 8% increase in revenue for the most conservative Method 2 projections, and a 2.8% increase for the higher Method 3 projections.

Table 6. Projected net revenues from reductions or increases in annual visitor numbers

METHOD 1	less 5%	less 2.5%	no change	plus 2.5%	plus 5%
	£197,814	£205,808	£213,802	£221,796	£229,790
METHOD 2	less 5%	less 2.5%	no change	plus 2.5%	plus 5%
	£71,310	£75,089	£78,869	£82,648	£86,427
METHOD 3	less 5%	less 2.5%	no change	plus 2.5%	plus 5%
	£488,289	£502,667	£517,045	£531,317	£545,800
£1 DAILY / £80 ANNUAL PASS	less 5%	less 2.5%	no change	plus 2.5%	plus 5%
	£108,669	£113,056	£117,444	£121,832	£126,220

8.3. Short term changes to visitor numbers

Significant downward swings in visitor numbers could result from many reasons, including very poor weather for an extended period, countryside problems such a livestock disease causing closure of Ashdown Forest to the public and wildfires. A short-term reduction in the use of Forest car parks is anticipated as a result of the introduction of car park charging as Forest users get used to the new situation.

Short-term reductions in visitor numbers are modelled in Table 7. The table show impacts on revenues of a slight reduction in visitor numbers – 10% for one month – that might result from news coverage of wildfires in the summer, to a significant reduction – 50% for six months – that might result from a serious event closing Ashdown Forest for an extended period.

The model shows that the implications of halving the level of visitors for half the year would have significant implications for Ashdown Forest’s finances. In all cases, however, the Forest would continue to earn revenue, unless decisions were made to suspend charging, and in three quarters of estimates, these would be sufficient to cover the current deficit.

Table 7. Impact on revenues from short to medium term reductions in visitor numbers

	METHOD 1	METHOD 2	METHOD 3	DAILY ANNUAL PASS
10% for 1 month	£212,260	£77,609	£512,251	£115,981
20% for 1 month	£209,595	£76,349	£507,459	£114,519
50% for 1 months	£199,601	£72,570	£493,081	£110,131
20% for 2 months	£209,595	£76,349	£507,459	£114,519
20% for 2 months	£204,266	£73,830	£497,874	£111,593
50% for 2 months	£201,611	£66,272	£469,118	£102,818
10% for 6 months	£198,937	£71,310	£488,289	£115,616
20% for 6 months	£182,949	£63,752	£459,533	£106,474
50% for 6 months	£134,985	£41,078	£373,265	£79,050

9. Car Park charging set up and operation

9.1. Car Park signage

Charging for parking requires clear signs indicating that charges are levied, what the charges are, the systems for payment and reminders to visitors to make payment. The sizes and locations of signs are specified by regulation. Signs also provide opportunities for sharing information and messages with car park users.

9.2. Opening and closing of car parks

Parking is permitted from 6am to midnight in Ashdown Forest car parks. Over-night parking is not allowed on any car parks, and this is enforced, as required, by rangers on patrol. No car parks are currently gated, although this option is employed by other similar land managers.

9.3. Enforcement and compliance

‘Wardening’ of car parks will be needed to assist and support car park users and to enforce payment where necessary. This will be undertaken by a commercial car park operator who specialises in this area.

Ashdown Forest will select a service provider who can balance the need for a reliable income stream and need to work closely with visitors. The degree to which non-payment fines are pursued will require discussion.

10. Risks

There are risks associated with the introduction of car park charges for Ashdown Forest. These are presented in Table 8. The Risk Log details the nature of the potential impacts on Ashdown Forest and the parking scheme, an assessment of the importance of the risk, a product of its impact and how likely it is, and how the risk would be mitigated.

Table 8. Risk Log

No.	Risk ¹	Impact ²	Risk assessment			Proposed mitigation(s) ³
			1 = Low; 3 = High Impact x Likely = Result			
			Impact	Likely	Result	
1	Negative reactions to introducing car park charging amongst regular Forest users.	Reputational damage to AF and its strategic partners, including ESCC.	2	2	4	Undertake public relations and communications campaigns in advance of the introduction of charging. Emphasis positive elements and share positive responses to introduction of charging. Undertake a Stakeholder Consultation as asking for comments on the scheme will create some degree of acceptance especially if its design on implementation is seen to respond to as many concerns raised as possible.
		Strained relations resulting in lack of cooperation and future support	3	1	3	
2	Reduced visitor numbers - Local resistance to parking charges could reduce visitor numbers.	Reduced visitor numbers reduce projected income from scheme and from other sources of funding	2	1	2	The experience of others indicates that visitor numbers will recover relatively quickly. Will need to be considered in financial projections.
		Reduced visitor numbers may reduce local and political support for AF	2	1	2	

3	Unavoidable events, such as Foot and Mouth Disease	Reduced visitor numbers reduce projected income from scheme	3	1	3	Depending on nature of the event, do all to ensure AF remains open and supporting community
4	Delays in implementation - the proposal to implement in Spring/Summer 2022 is ambitious	Reduced income in the 2022/2023 financial year	1	3	3	Plan for delays in terms of expectations and income.
5	Vandalism – payment machines and signs are expensive and vulnerable to vandalism	Reduced income during period that payment machines are inoperable	3	2	6	Liaise with police to increase presence.
		Increased costs to replace damaged infrastructure	2	2	4	Open sight lines for car parks with parking machines
		Frustration / anxiety amongst users unable to use the payment system	3	3	9	Communicate with the public over incidents of damage, provide information on other ways to pay.
		Reduced levels of use due to impression of danger/ unpleasantness	3	1	3	Maintain high levels of engagement with the public.
6	Inadequate mobile signal for scheme to operate effectively	Reduced income due to lack of payments	2	1	2	Mobile signal adequate in most areas but work with providers to consider impacts before implementation and improve.
		Frustration / anxiety amongst users unable to use the payment system	3	3	9	Provide information on alternative means of payment.
						Work carefully with car park management firm to support car park users.
7	Displacement parking on highways and on Forest roads and tracks	Displacement parking by Forest users avoiding car park charging resulting in partial or complete obstructions on highways	3	3	9	Work closely with Wealden DC, East Sussex CC and police forces to advise the public to use car parks
						Prepare public statements and press releases to explain nature of the problem and solutions to it.

8	Displacement parking on highway verges, Forest road and track verges and other locations	Displacement parking by Forest users avoiding car park charging resulting in partial or complete obstructions on Forest roads and tracks	3	3	9	Work closely with Wealden DC and East Sussex CC to advise the public to use car parks. Communicate with Forest residents concerning the problem and appropriate responses to it.
		Displacement parking by Forest users avoiding car park charging resulting in damage to roadside verges and other locations	3	3	9	Work with car park management firm to advise drivers against the practice. Develop policy on when and where Ashdown Forest byelaws against parking on the Forest will be enforced and how.
9	Relationship with the car park management company contracted	The contracted company ceases trading	2	1	2	Ensure clear contract with company that lays out steps if company ceases trading.
		The company creates problems with Forest users	3	2	6	Contract highlights role of company in building and preserving positive relations with Forest users.
		Ashdown Forest terminates contract with company	3	1	3	Ensure contract allows termination of service if required without punitive consequences for AF.
10	RingGo or other payment system fails	The payment technology fails meaning that income from parking is reduced	3	1	3	Ensure contract with car park management firm covers failure of the payment system. Have a contingency fund to cover short term interruption of income from parking.
		Frustration / anxiety amongst users unable to use the payment system	3	3	9	Provide information on alternative means of payment. Work carefully with car park management firm to support car park users.
11	Legal challenges to charging	A legal challenge is mounted to car park charging	3	1	3	Legal advice has been taken from ESCC to underpin the basis for introduction of car park charging. Request, if this risk develops, support from ESCC Legal Department.

13	Negative Habitat Risk Assessment	The Habitat Risk Assessment identifies threats from parking charges to the protected area requiring the scheme to be modified	2	1	2	Work closely with the competent authority to review the HRA. Prepare adjustments to the parking scheme before implementation to meet the requirements of the HRA.
14	Commons consent for works to establish the parking scheme is not granted	Commons consent is not required to place the necessary signs and payment machines on AF.	3	1	3	Reading of Planning Inspectorate guidance indicates commons consent is not required. Advice has been sought from the Open Spaces Society. The Planning Inspectorate has advised that if consent is required in the future, then a retrospective application can be made.
15	Planning permission is denied by Wealden DC	Planning permission is required and will be sought. Rejection would prevent the scheme's implementation	3	1	3	The proposal will draw on professional advice ahead of submission.
16	Delays in support from East Sussex Country Council	Certain decisions related to the parking scheme will need to be made by East Sussex County Council to allow the scheme as proposed to move forward	3	2	6	The three car parks over which ESCC has ownership will be excluded from the parking scheme. Projected impacts on revenues from parking will be modelled. Further negotiations with ESCC will be undertaken to achieve a positive outcome.

Guidance notes

¹ Risks are potential problems that have not yet occurred.

² Impact summarizes the degree to which the risk will affect the project.

³ Risk responses might take the following forms: prevention – what can be done to stop it happening; reduction – what can be done to reduce the risk; transference – what can be done to change the risk; contingency – what will be done if it happens; acceptance – acknowledge and continue.

Annex 1. Car Park charging at comparable sites.

Site	<1 hour	1 – 2 hours	2 - 4 hours	Full day	Annual pass	Coaches/Minibuses	Conc'ions	Others
Birling Gap	£1.50	£3.00		£5.00		No coaches	Blue badge Motorbikes	
Seven Sisters		£3.00		£4.00	£34	£6.00 <2 hours £12.00 full day	Motorbikes	Discovery pass – 5 sites
Alfriston; the Willows	£1.00	£2.00	£3.00	£7.00		Coaches: £4/2 hrs; £8/3hrs; £10/4hrs;		
Harrisons Rocks	£1.00			£4.00		Minibus (up to 17 seats): £2/hour, £6/day, £8/24 hours Coach: £3/hour, £10/day		£6.00 24 hrs. Discovery pass
Malvern Hills Trust (MHT)				£4.60	£39 £15 for 2 nd car		Blue badge	Valid for all MHT car parks Levy payers pass £5.90
Epping Forest	£1.50	£2.50	£4.00	£6.00	£150	Coaches £15.00	Blue badge Motorbikes	
QE Country Park	£2.00/ £2.50	£3.50/ £5.00	£4.50/ £7.00	£6.00/ £9.00	£65		Motorbikes	
Box Hill NT	£1.50	£3.00	£4.00	£6.00		Coaches £12.00		Members free
Hylands Park, Chelmsford City Coun'l				£5.00	£60			£5 non-residents; £3 residents

New Forest	£1.00	£2.00	£3.00	£5.00	£25 – 3 hrs. £120 – 20 hrs. Quarterly £35 – 20hrs		Blue badge	Also offers £2.50 – 3 hrs.; £4.00 – 5 hrs.
Pevensey Bay				£3.00 Winter - free				

Birling Gap <https://www.nationaltrust.org.uk/birling-gap-and-the-seven-sisters/features/visiting-birling-gap>

Seven Sisters <https://www.sevensisters.org.uk/parking/>

Alfriston <https://www.wealden.gov.uk/carparks/the-willows-alfriston/>

Harrison's Rocks <https://www.thebmc.co.uk/modules/rad/view.aspx?id=119>

Malvern Hills <http://malvern hills.org.uk/visiting/parking/>

Epping Forest <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/epping-forest/car-parking-at-epping-forest>

Queen Elizabeth Country Park <https://www.hants.gov.uk/thingstodo/countryparks/qecp/visit-us/parking>

Box Hill <https://www.nationaltrust.org.uk/box-hill/features/car-parking-at-surrey-hills-countryside-sites>

Hylands Park, Chelmsford City Council <https://www.chelmsford.gov.uk/your-council/have-your-say/consultations/parking-at-hylands-estate/>

The New Forest <https://www.newforest.gov.uk/parking>

Pevensey Bay <https://www.wealden.gov.uk/carparks/sea-road-pevensey/>

Others

- Bracknell Forest: up to 4 hours £2; all day £4.
- Alice Holt: first hour £1.50; 1-2 hours £2.50; 2-3 hours £4.00; 3-4 hours £5.00; > 4 hours £7; and
- Wakehurst Place - £3 to £10 for members – lots of complaints

Annex 2. Car parks proposed for parking machines

Car Park Name	Number of parking places	What-3-Words location
Forest Centre	35	career.discusses.scribble
Gills Lap	55	overgrown.premiums.stem
Kings Standing	60	repair.headstone.spud
Box	60	starts.arrive.breached
Long	80	envisage.compiler.braked

Annex 3. Non-standard car parks and state of play regarding decisions over their future management

ID No	Name	Places	Locator	Nature of anomaly	State of play
7	Pooh	40	extensive.fake.stocked	ESCC owned	<i>Proposals discussed with ESCC</i>
15	Reserve	15	dockers.lies.unwound	Linked to SWT	<i>Agreement reached with SWT. AF will take on management responsibility and costs for the car park. Charging will be introduced. SWT will retain signage</i>
17	Wood Reeves	10	unwanted.hospitals.zest	Small and little used	<i>Proposed to close</i>
27	St Johns	20	young.apprehend.foggy	Linked to St John's School	<i>Discussion with school and Horder Centre required</i>
30	Shepherds	10	rollover.tricycle.tolerable	Small and little used	<i>Proposed to close</i>
31	Fairwarp Church	20	only.ruffling.goodness	Linked to the church	<i>Proposal to install gate discussed with Church. Range of management options possible; discussed at meeting on 23 Aug</i>
32	Fairwarp Village Hall	20	reactions.sized.condition	Linked to the V. Hall	<i>Meeting held with Chair of Village Hall Committee: proposal - no charging; no action to be taken in short terms; monitor impact on use.</i>

38	Millbrook East	55	specifies.caramel.snacks	Partly owned by ESCC	ESCC consulted; awaiting agreed solution to charging issues and changes to size and access
39	Millbrook West	50	lined.forever.panoramic	Partly owned by ESCC	ESCC consulted; awaiting agreed solution to charging issues and changes to size and access

40	Pippingford	10	birthdays.dame.luring	May be owned by ESCC or Pippingford	<i>Proposed to take off map². ESCC consulted. No reason not to do this</i>
41	Vachery	15	spell.plums.gallons	May be owned by ESCC	<i>Proposal to close put to ESCC; not understood to belong to ESCC</i>

50	Tompsett's Lane / FR Recreation Ground	20 / 20	shrug.liner.pickle / rents.nursery.lamppost	Used by Forest Row Sports Club	Engage with Recreation Centre over their car park; related to Tompsett's Lane Car Park
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Appendix 1: Project implementation time frame

TASKS AND TASK CATEGORIES	START DATE	END DATE	DURATION working days	RESPONSIBLE team member	STATUS % completed	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5	WEEK 6	WEEK 7	WEEK 8	WEEK 9	WEEK 10	WEEK 11	WEEK 12	WEEK 13	WEEK 14	
						28 Jun - 2	5 - 9 Jul	12 - 16 Jul	19 - 23 Jul	26 - 30 Jul	2 - 6 Aug	9 - 13 Aug	16 - 20 Aug	23 - 27 Aug	30 Aug - 3	6 - 10 Sep	13 - 17 Sep	20 - 24 Sep	27 Sep - 1	
Research and information gathering						M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
Legality and responsibility - verges, roads	28-Jun	16-Jul	5	MI, KD																
Car park details - location, use, special features	05-Jul	09-Jul	5	MI																
Mobile phone cover information	05-Jul	09-Jul	5	MI																
Displacement parking assessment - mapping locations	12-Jul	16-Jul	5	MI, ??																
Charges and exemptions bench marking	12-Jul	16-Jul	5	MI																
Learning from Epping Forest experience	30-Jun	30-Jun	1	MI, KD, JA																
Additional information for a case																				
Financial justification and use of additional funds	19-Jul	23-Jul	5	MI, JA																
Conservation management justifications	19-Jul	23-Jul	5	MI, JA																
Environmental justifications	19-Jul	23-Jul	5	MI																
Design options in relation to objectives	26-Jul	30-Jul	5	MI, KD																
Board decision in principle																				
Drafting justification and proposal for car park charging	02-Aug	06-Aug	5	MI																
Review and comment on proposal	09-Aug	13-Aug	5	JA, KD																
Revise proposal	16-Aug	20-Aug	5	MI																
Board briefings	23-Aug	27-Aug	5	JA																
Board decision on car park charging in principle	30-Aug	02-Sep	5	BoC																
Public relations campaign																				
Form and engage with consultative group	02-Aug		Ongoing	KD, JA																
Support and opposition analysis re parking - PR targeting	23-Aug	27-Aug	5	MI, KD																
Campaign plan designed and approved	28-Jun	09-Jul	10	Ignite, MI, JA																
Plan implemented; general stories	12-Jul	28-Jan	Ongoing	Ignite																
Plan implemented; car park specific and targeted PR																				
Public consultation on car parking																				
Public consultation process designed and approved	06-Sep	25-Oct	20	MI, JA																
Board decision on car park charging in detail																				
Tender process																				
Engaging with potential contractors	26-Jul	17-Dec	10	MI, JA																

TASKS AND TASK CATEGORIES	START DATE	END DATE	DURATION working days	RESPONSIBLE team member	STATUS % completed	WEEK 15	WEEK 16	WEEK 17	WEEK 18	WEEK 19	WEEK 20	WEEK 21	WEEK 22	29 Nov - 3	WEEK 24	WEEK 25	WEEK 26
						4 - 8 Oct	11 - 15 Oct	18 - 22 Oct	25 - 29 Oct	1 - 5 Nov	8 - 12 Nov	15 - 19 Nov	22 - 26 Nov	Dec	6 - 10 Dec	13 - 17 Dec	20 - 24 Dec
Public relations campaign																	
Plan implemented; general stories	04-Oct	28-Jan	Ongoing	Ignite													
Plan implemented; car park specific and targeted PR																	
Public consultation on car parking																	
Public consultation process designed and approved	06-Sep	25-Oct	20	MI, JA													
Public consultation implemented	04-Oct	12-Nov	30	MI													
Analysis of results of public consultation	15-Nov	26-Nov	10	MI													
Public consultation report prepared	23-Nov	10-Dec	10	MI													
Board decision on car park charging in detail																	
Habitat Risk Assessment undertaken																	
Parking proposal finalised																	
Board approval of revisions																	
Tender process																	
Engaging with potential contractors	26-Jul	17-Dec	10	MI, JA													
Preparing tender documents																	
Advertising tenders / Request for proposals																	
Reviewing proposals and awarding contract																	

TASKS AND TASK CATEGORIES	START DATE	END DATE	DURATION	RESPONSIBLE	STATUS	WEEK 1		WEEK 2		WEEK 3		WEEK 4		WEEK 5		WEEK 6		WEEK 7		WEEK 8							
						3 - 7 Jan	10 - 14 Jan	17 - 21 Jan	24 - 28 Jan	31 Jan - 4 Feb	7 - 11 Feb	14 - 18 Feb	21 - 25 Feb														
			working days	team member	% completed	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F		
Board decision on car park charging in detail																											
Habitat Risk Assessment undertaken	03-Jan	14-Jan	10	Wealden DC		█	█	█	█	█	█	█	█	█	█												
Parking proposal finalised				MI, KD, JA																							
Board approval of revisions	17-Jan	21-Jan	5	BoC																							
Tender process																											
Engaging with potential contractors						█	█	█	█	█	█	█	█	█	█												
Preparing tender documents	29-Nov	07-Jan	5	MI, JA, FO																							
Advertising tenders / Request for proposals	24-Jan	04-Feb	1	JA, FO																							
Reviewing proposals and awarding contract	07-Feb	11-Feb	5	MI, JA, FO																							

Appendix 2. List of Ashdown Forest car parks, size and current condition

No	CAR PARK	SPACES	OTHER INFORMATION	Ownership / linked uses	On AF map
1	Forest Centre	35	Power supply available		Y
2	Broadstone	80	Disabled Forest Access	Horse box (AFRA)	Y
3	Lintons	18			Y
4	Townsend's	15			Y
5	Dumpys	20	Summer only		Y
6	Ridge	15	Summer only		Y
7	Pooh	40		ESCC owned	Y
8	Wrens Warren	12			Y
9	Piglets	20			Y
10	Quarry	20	Summer only		Y
11	Gills Lap North	100	Summer only		Y
12	Gills Lap	55			Y
13	Four Counties	50			Y
14	Shadows	60			Y
15	Reserve	15	Adjacent to grazing area	Linked to SWT	Y
16	Lodge	12	Adjacent to grazing area		Y
17	Wood Reeves	10	Summer only		Y
18	Black Hill	60			Y

19	Pines	10			Y
20	Bushy Willow	27	Disabled Forest Access; Within grazing area		Y
21	Kings Standing	60	Disabled Forest Access		Y
22	Waterholes	30	Within grazing area; Summer only		Y
23	Pylons	100	Part summer only		Y
24	Smugglers	15	Within grazing area		Y
25	Roman Road	8	Within grazing area		Y
26	Church Hill	12			Y
27	St Johns	20		Linked to St John's School	Y
28	Poundgate	10			
29	Duddleswell	25	Adjacent to grazing area		Y
30	Shepherds	10			Y
31	Fairwarp Church	20		Linked to the church	N
32	Fairwarp Village Hall	20		Linked to the V. Hall	N
33	Ellisons Pond	25	Within grazing area		Y
34	Hollies	30	Disabled Forest Access; Within grazing area		Y
35	Box	60	Within grazing area; Horse box		Y
36	Friends	120	Within grazing area		Y
37	Stonehill	100	Within grazing area; Summer only		Y
38	Millbrook East	55	Adjacent to grazing area	Partly owned by ESCC	Y
39	Millbrook West	50		Partly owned by ESCC	Y
40	Pippingford	10	Adjacent to grazing area	Owned by ESCC	Y
41	Vachery	15			Y
42	Trees	10		May be owned by ESCC	Y
43	Long	80	Horse box		Y
44	Reservoir	10			Y
45	Churlwood	15			Y
46	Warren	18			Y
47	Twyford	20		Horse box (AFRA)	Y

48	Hindleap	25			Y
49	Goat	18			Y
50	FR Recreation Ground	20		Forest Row Sports Club	N