

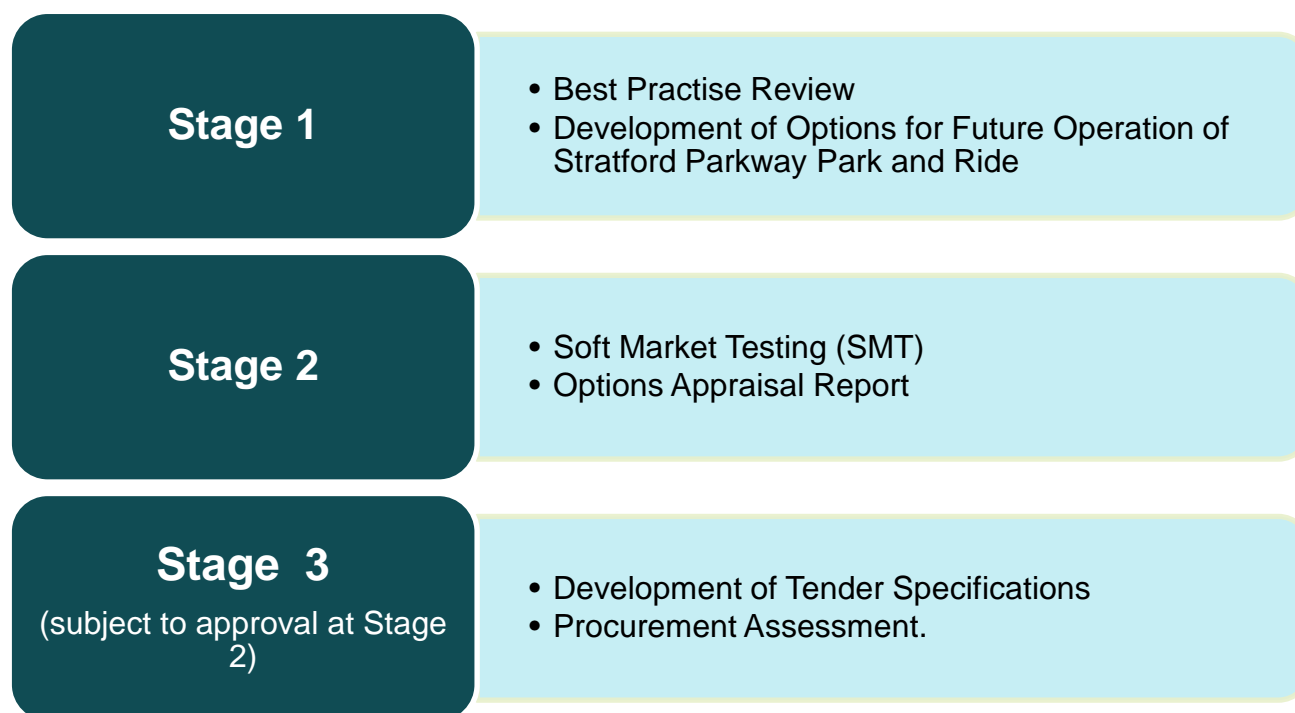
Stage 1 Technical Note

Project:	Stratford Parkway Park and Ride	To:	Warwickshire County Council
Subject:	Options Development	From:	Liz Davison
Date:	11 August 2014	cc:	Peter Blackley

Introduction

Atkins has been commissioned by Warwickshire County Council to provide consultancy services for considering and appraising the future options for the operation of the Stratford Parkway Park and Ride, including the railway station car park, Park and Ride car park and bus services. For the purposes of this report 'Site' refers to Park and Ride car park, the terminal building and Parkway railway station car park. 'Services' refers to the bus services operated from the Park and Ride site.

The project will be developed in three stages as outlined below.



This technical note reports on Stage 1, and is structured as follows:

- Best Practice Review
- Development of Options for Future Operation of Stratford Parkway Park and Ride
- Introduction to Soft Market Testing (SMT)

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Best Practice Review Case Studies of UK Park and Ride Schemes

A review has been undertaken of existing Park and Ride operations across the UK in order to identify best practice examples and identify opportunities for developing the existing Stratford Parkway and Ride offer. A wide scope of locations have been researched in order to establish board evidence base. The case studies are presented below.

Figure 1. UK Case Studies of Park and Ride Operations

Cardiff	<ul style="list-style-type: none"> • Full management and marketing for the East Park and Ride was issued for tender in 2013 • Cardiff Bus were awarded the contract on the basis of cost (lowest) and quality (highest score). • The proposed final contract only relates to the operation of bus services and marketing which will be undertaken by Cardiff Bus • Infrastructure of the site will remain under the management of the city council. • This change in service provision results in £50,000 budget savings for Cardiff City Council
Nottingham	<p>Features include:</p> <ul style="list-style-type: none"> • Electric park-and-ride buses • Cycle hire and secure storage • Electric car charging points • ASDA home delivery collection point. • Medilink free bus service serving the City Hospital and Queens Medical Centre • Park and Bike (£1) – off road route from Queen’s Drive site to city centre. • EventLink for Goose Fair, Christmas Shopping and Trent Bridge Cricket (T20, and test match). • Recycling hub
Durham	<ul style="list-style-type: none"> • Late opening for late night shopping, events and festivals, including the Lumiere Festival (the sites are a feature of the festival). • Site used for community events, e.g. Easter Bike Ride
Oxford	<ul style="list-style-type: none"> • Multiple days parking allowed • Car parks opened 24/7 • Live parking space information (for P&R car parks) • VMS signs for city centre car parks • Services operated by Stagecoach and Oxford Bus Company • P&R site linked with sightseeing tours
Cambridge	<ul style="list-style-type: none"> • P&R site served by city sightseeing tours
Weymouth	<ul style="list-style-type: none"> • Within walking distance of the site is a hotel, restaurant and supermarket • Motor homes can park at the site
Chester	<ul style="list-style-type: none"> • Integrated marketing with Chester loyalty card scheme (free ticket when presenting Charisma card)
Canterbury	<ul style="list-style-type: none"> • Hospital shuttle service provided by City Council on behalf of the NHS Trust • Dedicated provision for motor homes with facilities for overnight stays • EV charging points • Summer P&R: an additional site for the summer months serving the city
Ludlow	<ul style="list-style-type: none"> • Food Festival Park and ride service (bespoke service operational throughout duration of the festival)

The case studies identify that many Park and Ride sites offer more than the traditional Park and Ride bus service, and many utilise sites for a range of activities.

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Development of Options for Future Operation of Stratford Parkway Park and Ride

The case studies, discussion with WCC and a review of the existing P&R operation has informed the development of 4 options to be assessed for the future operation of the site. These are outlined in Table 1 and discussed in more detail below.

Table 1. Options for Future Operation of Bishopton Site

Option	Option A	Option B	Option C	Option D
Option	Continued Operation of Site and P&R Operation	Enhanced Existing Site and P&R Operation	Franchise Site and P&R Operation to External Operator	Sell the P&R element of the site and Cease P&R Operation
Description	Continued implementation of improvements and savings already identified.	Enhance strategy and revised operation with the aim of reducing WCC subsidy.	Site and P&R operated by external operator.	Sell the site to bidder and cease operation of P&R services.
Operator	Remain under WCC operation.	Remain under WCC operation.	External operator.	External operator/owner.
Financial	Does not achieve WCC budgetary savings.	Reduced subsidy Achieves WCC budgetary savings.	WCC benefit from a reduced fixed or no subsidy requirement thereby achieving budgetary requirements.	WCC receive capital receipt and save ongoing requirement for subsidy.

Option A: Existing Site and P&R Operation

The site and services would continue to be managed by WCC to the current service patterns and site operation. This option would not achieve the budgetary savings currently required for the site.

Option B: Enhanced Existing Site and P&R Operation

WCC would retain responsibility for operating the station car park and managing the bus service. Revised service patterns and site operational arrangements could be introduced in order to reduce the subsidy required to continue its operation. The revised strategy and operational approach could include, but is not limited to (these are some initial thoughts):

- Divert/utilise existing commercial bus services to provide the Park and Ride service
- Reduce operating cost:
 - Removing staffing from site
 - Lower frequency of service
 - Reduce size of vehicles
- Increase fares to cover passenger subsidy
- Co-ordinate parking charges with town centre car parking offer
- Lower fares to encourage patronage
- Promotional and marketing strategy

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- Improve the offer at the site, including but not limited to:
 - Retailer / shopping collection point
 - Provision of community facilities and use by community groups / events
 - Maximise use of the site for events
 - Maximise the use of the site and services for events in the town
 - Cycle hub / hire, Park and Bike
 - Links to Sightseeing tours
 - Hotel/airport/long-stay car parking
 - Recycling facilities
- Business /employer partnership with key large employers in the area

Option C: Franchise Site and P&R Operation to External Operator

The site and services are operated by an external provider. The site and services must be operated to a minimum specification agreed with WCC. Thereafter the operator could make adjustments to the site in order to generate revenue. Subject to details, WCC could expect this arrangement to generate revenue income for the authority. It is proposed that this option is taken to Soft Market Testing (SMT), which further explained below.

Option D: Sell the Site and Cease P&R Operation

The Park & Ride element of the site could be sold to an external bidder and the Park & Ride services cease to operate. WCC would receive the capital receipt from the sale. In addition to the capital receipt, the County Council would benefit from saving the ongoing subsidy requirements to operate the Park & Ride service.

Introduction to SMT

The purpose of the SMT exercise would be to explore options for the future operation of the site and services with the market to gain an understanding of the proposals the market may put forward for the Site if/when a procurement took place. This would also give WCC the opportunity to preclude certain proposals, for example a housing development. However, justification for the preclusion would need to be outlined). It would also give WCC the opportunity, as part of Stage 2 of the study, to explore relevant proposals with planning and development controls if necessary.

SMT would be conducted by providing the market with an information document on the current operation of the site, including current and forecast demand and revenue for the car parks and services, utilisation, staffing, current and forecast operational costs (including maintenance), and other relevant information to be agreed with WCC.

This information will be provided in conjunction with a questionnaire for the market. This would contain an introduction, the minimum operational requirements in relation to the site and services specified by WCC and a range of questions for the market. Questions would relate to the market's proposals / suggestions on operating/developing the site, financial options available (specifically in relation to arrangements with WCC), short, medium and long term proposals for the site and any other proposals for the site.

The SMT exercise would be conducted by providing the information and questionnaire documents on the PIN Portal.

Some example question that the market could be asked include:

1. What sort of development/commercial opportunity do you propose to include on the Site?
2. How would you propose to deliver the park & ride operation?
3. How would you propose to manage and operate the railway car park?
4. How would you propose to operate the financial side of your proposals?

Options Appraisal

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Following the SMT a detailed Options Appraisal and reporting for ALL above options will be carried out, based on cost, practicalities and risk. This report will include recommendations on which Option WCC should proceed with.