

**AGENDA MANAGEMENT SHEET**

<b>Name of Committee</b>	<b>Stratford On Avon Joint Committee South</b>
<b>Date of Committee</b>	<b>25 September 2008</b>
<b>Report Title</b>	<b>Stratford Joint Local Area Scrutiny Panel - Parking and the Stratford Park and Ride</b>
<b>Summary</b>	Stratford Joint Local Area Scrutiny Panel has scrutinised parking in Stratford upon Avon town centre and the financial viability of the Stratford Park and Ride. This report outlines the work undertaken and includes the Panel's conclusions and recommendations for improvement.
<b>For further information please contact:</b>	Michelle McHugh Interim Overview and Scrutiny Manager Tel: 01926 412144 michellemchugh@warwickshire.gov.uk
<b>Would the recommended decision be contrary to the Budget and Policy Framework?</b>	No.
<b>Background papers</b>	None

**CONSULTATION ALREADY UNDERTAKEN:-**

Details to be specified

Other Committees	<input checked="" type="checkbox"/> Stratford on Avon Joint Committee East, Stratford on Avon Joint Committee West
Local Member(s)	<input type="checkbox"/>
Other Elected Members	<input checked="" type="checkbox"/> Cllr Hyde, Cllr P Seccombe
Cabinet Member	<input checked="" type="checkbox"/> Cllr Heatley
Chief Executive	<input type="checkbox"/> .....
Legal	<input checked="" type="checkbox"/> Ian Marriott
Finance	<input type="checkbox"/> .....
Other Strategic Directors	<input checked="" type="checkbox"/> David Carter - Strategic Director for Performance and Development, Paul Galland - Strategic Director for Environment and Economic Development
District Councils	<input type="checkbox"/> .....

Health Authority  .....

Police  .....

Other Bodies/Individuals  .....

**FINAL DECISION NO**

**SUGGESTED NEXT STEPS:**

Details to be specified

Further consideration by this Committee  .....

To Council  .....

To Cabinet  SDC Cabinet 29th September, WCC Cabinet 2nd October

To an O & S Committee  WCC Environment OSC 25th September, SDC OSC B 25th September

To an Area Committee  .....

Further Consultation  .....

**Stratford On Avon Joint Committee South  
25th September 2008.**

**Stratford Joint Local Area Scrutiny Panel - Parking and the  
Stratford Park and Ride**

**Report of the Chair of the Stratford Joint Local Area  
Scrutiny Panel**

**Recommendation**

The Stratford on Avon Joint Committee South is recommended to agree the recommendations of the Stratford Joint Local Area Scrutiny Panel and agree for the report to be forwarded to:

- a) Stratford on Avon District Council's Cabinet on 29th September
- b) Warwickshire County Council's Cabinet on 2nd October

1. The Stratford Joint Local Area Scrutiny Panel was a joint Panel established by Warwickshire County Council and Stratford on Avon District Council to scrutinise parking in Stratford upon Avon town centre and the financial viability of the Stratford Park and Ride. The Panel agreed the following objectives for the review:
  - a) To ensure that parking arrangements within the District are fair, fit for purpose for users and the local economy, and have minimal adverse impact upon users, businesses, residents and public services.
  - b) To improve the financial viability of Stratford Park and Ride by:
    - Examining service provision of the Park and Ride, on-street parking and off-street parking within the district
    - Reviewing performance and financial information relating to the Park and Ride, on-street parking and off-street parking.
2. The attached report summarises the evidence gathered by the Panel throughout the review process, key issues that the Panel has identified and the Panel's recommendations for improvement.
3. The Panel is of the view that Warwickshire County Council and Stratford on Avon District Council need to develop a joint parking strategy to ensure parking services are effective and appropriate to the needs of Stratford. Current parking arrangements in Stratford upon Avon do not effectively target the different segments of the market and this needs to be addressed. The Panel is of the view that on-street parking and short stay parking should be targeted towards shoppers, whilst long stay parking and the Park and Ride

should be targeted towards tourists and commuters. Effectively targeting segments of the market in this way will create a flow from on-street to short stay to long stay and then to the Park and Ride.

4. The report will also be considered by the Stratford Joint Area Committee East and Stratford Joint Area Committee West during the September round of meetings.
5. The report will also be considered by Warwickshire County Council's Environment OSC and Stratford on Avon District Council's Overview and Scrutiny Committee B on 25<sup>th</sup> September
6. The report is due to be considered by Warwickshire County Council's Cabinet on 2<sup>nd</sup> October 2008 and Stratford on Avon District Council's Executive on 29<sup>th</sup> September

CLLR CHRIS SAINT  
Chair of the Stratford Joint  
Local Area Scrutiny Panel

Shire Hall  
Warwick

11 August 2008

## **Stratford Local Area Scrutiny**

### **Report of the Joint Scrutiny Panel of Warwickshire County Council and Stratford-on-Avon District Council**

## **Parking and the Stratford Park and Ride**

**September 2008**

## Contents

<b>Foreword by Cllr Saint</b>	<b>Page 3</b>
<b>1. Introduction</b>	<b>Page 4</b>
<b>2. The Panel</b>	<b>Pages 4-5</b>
<b>3. The Approach</b>	<b>Page 6</b>
<b>4. Context</b>	<b>Pages 6-14</b>
▪ On-Street Parking	Page 7
▪ Off- Street Parking	Pages 7-9
▪ Park and Ride	Pages 9-12
▪ Stratford-on-Avon District Local Plan	Page13
▪ Urban Design Framework	Page14
<b>5. Key Issues and Recommendations</b>	<b>Pages 15-31</b>
▪ Parking in Stratford upon Avon	Pages 15-24
- What do local people think?	Pages 15-16
- Issues that need to be addressed	Page 16
- The amount of parking available and the balance between on- street, short stay and long stay	Page 16
- Time Restrictions	Pages 20-21
- Pricing structure and differences between on-street, short stay and long stay	Pages 21-24
▪ Financial Viability of the Park and Ride	Pages 25-31
- What do local people think?	Page 25
- Issues that need to be addressed	Page 24
- Increasing the financial incentive to use the Park and Ride	Pages 25-28
- Increasing the Flexibility of the Park and Ride	Pages 29 - 30
- Increasing the level of publicity and information available	Page 30
<b>6. The Way Forward – An Integrated Strategy</b>	<b>Page 31</b>
<b>7. Implementation and Evaluation</b>	<b>Pages 31-34</b>
<b>Appendices</b>	
A. Scoping Template	Pages 35-36
B. Car Park Charges	Pages 37-38
C. Financial Information	Pages 39-42
D. Map of Car Parks	Page 43
E. Park and Ride Break Even Calculations	Page 44
F. Recommendations	Pages 45-46

## **Foreword by Cllr Chris Saint, Chair of the Stratford Local Area Scrutiny Panel**



Stratford-on-Avon District Councillor Chris Saint

The Stratford Local Area Scrutiny Panel has welcomed the opportunity to take an in-depth look at the structure of parking in Stratford-upon-Avon and the effectiveness of the Stratford Park and Ride. These are important issues for people that live, work and visit Stratford. Therefore, it is vital that parking services are sustainable and appropriate for the needs of the town. A balance needs to be created between protecting the heritage town from congestion and associated pollution; and protecting the viability of the town as a world class retail and tourist centre. Stratford-on-Avon District Council and Warwickshire County Council need to work in partnership to achieve this balance. Moreover, both Authorities need to recognise that pursuing this joint vision will potentially require revenue expectations to be adjusted.

Over the last nine months the Panel has considered a large amount of evidence and has worked extremely hard to develop a range of recommendations to move this agenda forward. The Panel hopes that the recommendations contained in this report will be accepted as the basis for the development of parking strategies by both Authorities; and will achieve a parking structure and a Park and Ride that is accessible, affordable and sustainable.

I would like to take this opportunity to express my sincere thanks to all the those “witnesses” that have submitted evidence to the Panel and the range of officers from both Stratford-on-Avon District Council and Warwickshire County Council who have supported the Panel throughout its work.

## **1. Introduction**

- 1.1 During 2006 Warwickshire County Council undertook a major review of its Overview and Scrutiny function. One of the outcomes of that review was a decision by Councillors to undertake Local Area Scrutiny exercises in each of the five District and Borough Areas. This decision was based on an appreciation that whilst Overview and Scrutiny has a major role in strategic, countywide service delivery; it should also be used to explore issues at a local level.
- 1.2 Consultation was undertaken in January 2007 to identify suitable topics for Local Area Scrutiny exercises. During this consultation process parking was suggested by Warwickshire County Council's Stratford on Avon Area Committee and Stratford-on-Avon District Council's Chief Executive as a possible issue for Local Area Scrutiny in Stratford. In March 2007, Warwickshire County Council's Overview and Scrutiny Co-ordinating Group decided that Stratford on Avon Area Committee should establish a joint panel with Stratford-on-Avon District Council to scrutinise parking across the District. In April 2007, Warwickshire County Council's Cabinet considered a report regarding the performance of the Stratford Park and Ride and resolved that the Joint Scrutiny Panel should also scrutinise the performance and financial viability of the Stratford Park and Ride.

## **2. The Panel**

- 2.1 Four nominations were sought from the non-executive Councillors of Warwickshire County Council's Stratford on Avon Area Committee and four nominations were sought from Stratford-on-Avon District Council. Due to existing commitments, Stratford-on-Avon District Council's Overview and Scrutiny Committee B nominated 2 Councillors. The membership of the Stratford Local Area Scrutiny Panel is outlined overleaf.





Cllr George Atkinson  
Warwickshire County  
Council



Cllr Peter Barnes  
Warwickshire County  
Council



Cllr Valerie Hobbs  
Stratford-on-Avon  
District Council



Cllr Sue Main  
Warwickshire County  
Council



Cllr Mike Perry  
Warwickshire County  
Council



Cllr Chris Saint  
Stratford-on-Avon  
District Council  
(Chair of the Panel)

2.2 The Panel scoped the review in November 2007, identifying the following objectives:

- a) To ensure that parking arrangements within the District are fair, fit for purpose for users and the local economy, and have minimal adverse impact upon users, businesses, residents and public services.
- b) To improve the financial viability of Stratford Park and Ride by:
  - Examining service provision of the Park and Ride, on-street parking and off-street parking within the district
  - Reviewing performance and financial information relating to the Park and Ride, on-street parking and off-street parking.

2.3 The full scope of the review is attached as Appendix A. It is important to note that the Panel undertook this review whilst Stratford-on-Avon District Council officers were carrying out a review regarding off-street parking and developing a draft Off-Street Parking Strategy. In recognition of the links between the two pieces of work it was agreed that they should not conclude in isolation from each other. On 30<sup>th</sup> June 2008, Stratford-on-Avon District Council’s Executive considered the Draft Off-Street Parking Strategy and resolved *“that the draft Off-Street Parking Strategy be agreed on an interim basis, to be reviewed on or before 30<sup>th</sup> September 2008 when the Joint Stratford Local Area Scrutiny Panel completes its work and confirms its recommendations”*.

### 3. The Approach

3.1 Using the scoping template as a guide the Panel held several evidence gathering sessions and considered the following evidence:

- Financial information relating to on-street parking, off-street parking (including individual car parks) and the Stratford Park and Ride
- Patronage levels of the Stratford Park and Ride
- Comparative information from other Local Authorities in relation to Park and Ride and charging levels for car parks
- Consultation results from Stratford-on-Avon District Council's Citizens Survey (2007), consultation undertaken as part of Stratford-on-Avon District Council's Off-Street Parking Strategy review and market research undertaken in Summer 2007 in relation to the Park and Ride.
- Stratford-on-Avon District Council's draft Off-Street Parking Strategy
- Research papers and a presentation from Stratford Town Management Partnership
- Introduction and implications of Civil Parking Enforcement (introduced 31<sup>st</sup> March 2008), which superseded Decriminalised Parking Enforcement which was introduced in October 2004
- Urban Design Framework and implications for parking
- Stratford-on-Avon District Local Plan and implications for parking

3.2 This report summarises the key issues the Panel has identified in carrying out the review and includes the Panel's recommendations for improvement. A full list of the recommendations is contained in Appendix F. The Panel's recommendations seek to achieve a 10 year vision for Stratford, as detailed below:

**Stratford-on-Avon District Council and Warwickshire County Council will work in partnership to achieve a ten year vision for Stratford District, aiming to ensure that by 2018 Stratford will have:**

- **less congestion in the District,**
- **a fully utilised Northern and Southern Park and Ride,**
- **appropriate parking facilities for workers and shoppers in towns throughout the District**
- **facilities which attract more people to visit and shop in Stratford-upon-Avon.**

### 4. Context

4.1 Stratford on Avon District is a large rural area in the middle of England. The District has over 115,200 residents, with the largest town being Stratford-upon-Avon, which has a population of 23,000 residents. Famous for its links with William Shakespeare and numerous heritage buildings, Stratford upon Avon attracts a large number of visitors each year. Results from the Coventry and Warwickshire Visitor Survey 2006, found that 50% of visitors in this survey were visiting Stratford upon Avon for general sightseeing purposes and 28% were visiting a specific attraction. Only 2% of respondents were

visiting Stratford upon Avon to shop; this compares with 5% in North Warwickshire, 6% in Warwick, 11% in Rugby and 40% in Nuneaton and Bedworth.

- 4.2 Parking services and restrictions vary across Stratford on Avon District. Parking in Stratford-upon-Avon town centre includes on-street parking, off-street parking (short stay and long stay), Stratford Park and Ride, in addition to private car parks and the availability of parking at supermarkets and nearby residential streets. There are numerous policies and plans that are relevant to parking in Stratford upon Avon, including the Stratford-on-Avon District Local Plan and the Urban Development Framework. This complex parking context is explored in more detail below.

#### On-Street Parking

- 4.3 Decriminalisation of on-street parking was introduced in Stratford on Avon District in October 2004. Whilst Warwickshire County Council is the responsible authority for on-street parking, Stratford-on-Avon District Council manages and enforces on-street parking on behalf of Warwickshire County Council. Warwickshire County Council reimburses Stratford-on-Avon District Council for the costs incurred for managing and enforcing on-street parking. Once the expenditure for managing and enforcing on-street parking has been deducted from the income from pay and display machines and Penalty Charge Notices (PCN's), any surplus amount is transferred to Warwickshire County Council and ring-fenced for environmental or transport related activities.
- 4.4 Figures from Stratford-on-Avon District Council illustrate that for the financial year 2006/07:
- Expenditure for managing and enforcing on street parking on behalf of Warwickshire County Council was £661,103.
  - Total income (fees and charges) was £863,398.
  - Pay and Display charges equated to 52% of the total income.
  - Penalty Charge Notices (PCN's) equated to 40% of the total income.
  - Actual income from PCN's for on-street parking during 2006/07 was significantly less than the estimated income.
  - Difference between expenditure and income was £202,295. This amount was transferred to Warwickshire County Council.
- 4.5 Detailed financial information for on-street parking is contained in Appendix C. However, despite obtaining detailed financial information, it has been difficult for the Panel to ascertain an average figure for the number of vehicles using on-street parking and the average length of stay of vehicles using on-street parking.

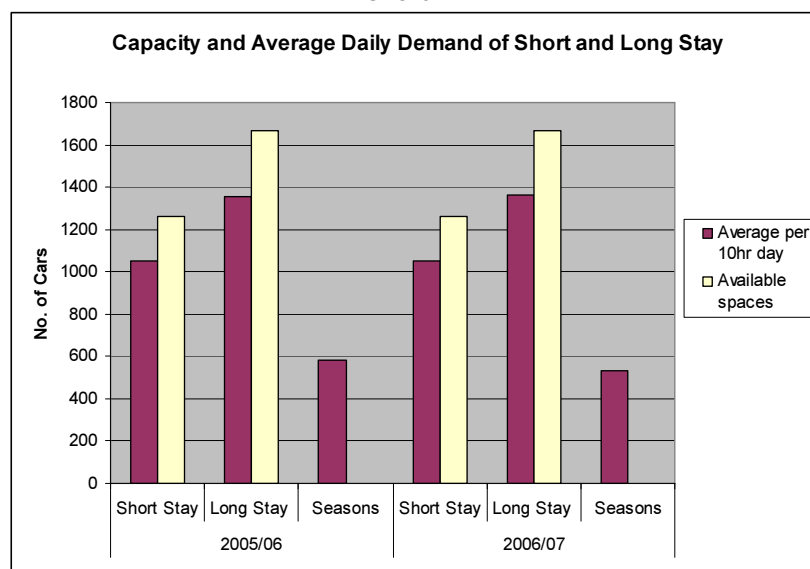
#### Off-Street Parking

- 4.6 Stratford-on-Avon District Council provides 8 car parks (2,930 parking spaces) within Stratford-upon-Avon town centre. Of these, 1,260 are for short stay parking and 1,670 are for long stay parking. All the car parks are located

near the retail centre. A map of the car parks is attached as Appendix D. There are signs on all approach roads and throughout the town to guide drivers to the car parks. Two car parks, Bridgefoot multi-storey and the adjacent Unicorn Meadow, are barrier controlled "Pay on Foot". In these car parks the driver takes a ticket on entering the car park, retains it, and pays the required fee when returning to collect his/her car. Other car parks are pay and display, which means drivers buy a ticket on arrival. The charges apply 24 hours daily, 7 days per week, with an evening charge of £1.50 in place between 6pm and 8am. A Concessionary Parking Pass is available for residents who are 65 years old or over and who are the driver of a vehicle. The pass entitles free of charge parking in the Recreation Ground and Swans Nest Lane car parks, subject to available spaces. In addition to this Stratford-on-Avon District Council offers a resident discount scheme, allowing residents to purchase Value Cards of £5 (worth £12 parking) and £10 (worth £30 parking). The purchase of cards is limited to £60 per household per year, e.g., two £10 Value Cards.

4.7 Chart 1.1 below illustrates that current demand for both short stay and long stay is lower than available capacity of the car parks. Additionally, for 2006/07 there were 530 season ticket holders who were able to park in any Long Stay, Pay and Display or Pay on Exit car parks depending on the level of ticket purchased. To some extent these season ticket holders fill the gap between capacity and demand illustrated in Chart 1.1. However, Stratford-on-Avon District Council is currently unable to undertake any detailed analysis regarding the average length of stay in car parks as the payment machines are unable to detract such data. Therefore, the extra capacity illustrated in Chart 1.1 is likely to be significantly higher when turnover of cars is incorporated into the analysis.

Chart 1.1



4.8 In addition to the capacity illustrated above, parking is also available in the town centre at private car parks and other publicly accessible sites for example supermarkets and nearby residential streets. However, the Panel

was unable to obtain any data regarding the demand and capacity of these parking areas.

- 4.9 A further 800 parking spaces are provided by Stratford-on-Avon District Council in Shipston on Stour, Southam, Alcester, Bidford, Henley in Arden and Studley. All of these car parks are free of charge with the exception of the Telegraph Street car park in Shipston on Stour where a charge of 20p per hour and a maximum 2 hour time restriction is in place. Stratford-on-Avon District Council's draft Off-Street Parking Strategy outlines the possibility of introducing a small charge in other car parks across the District. It is thought that this will encourage movement of cars and therefore increase the availability of parking spaces, although this may potentially increase the risk of congestion and displacement parking. However, the Panel has not had sufficient time to review the parking arrangements within the market towns of the District and is of the view that a separate and comprehensive review of the impact of introducing car parking charges in District towns be undertaken in the medium term.

### **Recommendation**

- A A separate and comprehensive review of the impact of introducing car parking charges in the District towns be undertaken in the medium term.**

- 4.10 Figures from Stratford-on-Avon District Council illustrate that for the financial year 2006/07:
- Total expenditure for off-street parking was £1,286,382.
  - Total income for off-street parking was £2,292,221.
  - Fees and charges equated to 77% of the total income.
  - PCN's equated to 6% of the total income. This is significantly lower than the level of income from PCN's for on-street parking.
  - Surplus from off-street parking (income minus expenditure) was £1,005,839. The surplus amount is transferred to Stratford-on-Avon District Council's Revenue Account.
- 4.11 Detailed financial information regarding off-street parking is contained in Appendix C.
- 4.12 During the course of the review the Panel became aware of a potential deficit in Stratford-on-Avon District Council's revenue budget for 2008/09. This situation has arisen as the District Council's revenue budget sets a figure for income to be generated from off-street parking each year. In 2007/08 this figure was £2,179,739, whereas the total income generated in the year was £2,100,079, leaving the Council £80,000 short of its target. The level of income achieved included £20,000 generated from having two Easter Holidays in the 2007/08 financial year, without that circumstance income would be £100,000 below target. For 2008/09, the Stratford-on-Avon Council increased the parking income figure in the revenue budget by £60,000 compared to that for 2007/08, creating a total forecast of £2,239,739. As there is no Easter Holiday in the financial year 2008/09, Stratford-on-Avon District Council is of the view that without any change to the arrangements for

charges, the level of income generated in 2008/09 is likely to be approximately £160,000 below the figure included in the revenue budget.

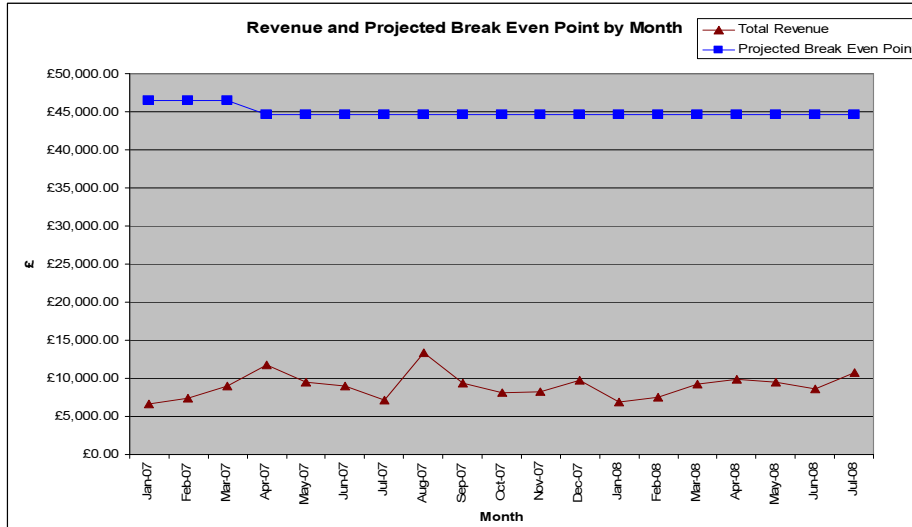
### Park and Ride

- 4.13 The Stratford Park and Ride opened in November 2005. The Park and Ride is a contractual service provided by Johnson Coaches on behalf of Warwickshire County Council. Johnson's coaches manage the site in addition to managing the route, therefore the Stratford Park and Ride is a unique contract between a Local Authority and a bus operator. The site is located at Bishopton Roundabout, it provides 725 parking spaces and the journey into Stratford-upon-Avon town centre takes approximately 10 minutes. The buses run every 10-15 minutes and operate from 8am until 7pm Monday to Saturday, and 10am until 7pm on summer Sundays. The bus stops are at Bridge Street and Wood Street in Stratford-upon-Avon town centre. Parking is free and the bus journey into town costs £1.30 per person for a day return<sup>1</sup>, children under 16 accompanied by a fare paying adult, travel free. A three month season ticket can be purchased by telephone for £50 from Johnson Coaches. However, as this is the only method of purchasing a season ticket, flexible access for customers is limited. The gates for the Park and Ride close at 7.30pm, after which drivers need to pay £37 release fee to obtain their car.
- 4.14 The Park and Ride site has a customer service building and is supervised at all times during operating hours, it also has 24 hour CCTV. Apart from the ability to purchase tourist maps and free tourist information leaflets, there are currently no facilities in relation to tourist advice at the Park and Ride site.
- 4.15 The costs of the service include a subsidy to Johnson Coaches, business rates, utilities, CCTV maintenance, marketing and building/grounds maintenance. The projected total costs for 2007/08 equated to £500,393, this equates to a cost of £41,700 a month. These costs are offset by revenue. In addition to the income from bus fares, there are several other ventures that are generating a small amount of revenue at the Park and Ride site, for example vending machines, a Payphone and Tourist Map Dispensers. However, revenue is consistently and significantly below the calculated break even point. Chart 1.2 illustrates the significant difference between revenue and the projected break even point of the service.

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<sup>1</sup> Currently a free before nine policy is in operation, see paragraph 4.21

Chart 1.2

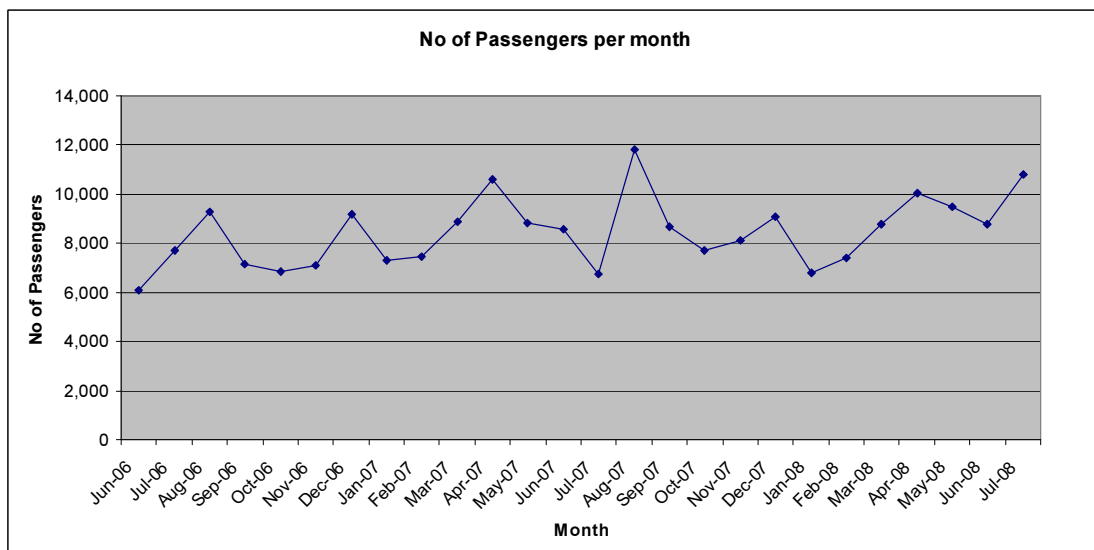


4.16 Inevitably, as revenue is significantly and consistently below the projected break even point, the Park and Ride continually operates with a significant financial deficit. The total operating deficit for 2006/07 equated to £417,333. This reduced in 2007/08 to a deficit of just under £360,000. Detailed financial information for the Park and Ride is contained in Appendix C.

4.17 Demand for the Park and Ride varies over a period of a week. Saturdays are the busiest days, Sunday has been the least busy and Fridays are the busiest weekday. In addition, demand varies over the course of a day. The peak period of patronage is usually between 10 am and 2pm. Patronage by commuters between 07:30am and 9:30am has been low, as has patronage between 5pm and 7pm<sup>2</sup>.

4.18 The Chart 1.3 illustrates that the number of passenger journeys has increased since January 2006. In December 2007 an average of 379 people used the Park and Ride each day compared to an average of 307 in December 2006.

Chart 1.3



<sup>2</sup> Prior to the introduction of the free before 9am policy – see paragraph 4.21

- 4.19 Clearly, there is considerable variation in the demand for the Park and Ride over a 12 month period. During 2007, demand peaked in April, August and December. These peaks are reflective of the holiday periods of Easter, school summer holidays and shopping days leading up to Christmas. A slight dip in demand was experienced in July, this can be attributed to the unusually wet weather experienced in the area at this time.
- 4.20 In the spring and summer months around 20-25% of total passenger journeys are concessions journeys (older people), compared to 30-35% in autumn /winter months. With the introduction of national concessionary transport scheme for all older people from 1<sup>st</sup> April 2008, the percentage of concessionary journeys on the Park and Ride is expected to increase.
- 4.21 During 2007, Warwickshire County Council attempted to increase the demand for the Park and Ride by undertaking a marketing campaign which included introducing a free before 9am policy from 1<sup>st</sup> July 2007, radio advertising, advertising on the reverse of town centre parking tickets, weekly press releases and holding an awareness weekend. Whilst it is difficult to evaluate the impact the marketing campaign had upon patronage levels, it can be assumed that the free before 9am policy had the biggest impact, with the average patronage before 9am increasing from 24 to 65 a day and average total patronage increased from 148 to 212 a day, after July 2007.
- 4.22 Warwickshire County Council has also focussed upon reducing the operating costs of the service by implementing service changes. These service changes have led to cost savings of £60,000 per annum and include:
- Withdrawal of service on winter Sundays and winter Bank Holidays due to low demand
  - A Park and Ride bus being used to undertake a school bus service and then coming back into operation as a Park and Ride bus after 10am. This generates £22,000 per annum for the Park and Ride.
- 4.23 However, even after these initiatives were introduced, the required subsidy for the 2007/08 financial year was just under £360,000. Warwickshire County Council cannot continue to subsidise the Park and Ride at this level.
- 4.24 Throughout the review concern was raised regarding the inconvenient location of the Park and Ride site, with some drivers having to drive through Stratford-upon-Avon in order to access the Park and Ride service. This inevitably adds to congestion and is perhaps a determining factor in many drivers opting to park in Stratford-upon-Avon town centre rather than using the Park and Ride. Warwickshire County Council have an aspiration in the Local Transport Plan to open a second Park and Ride site to address this issue. However, there is a consensus that the existing Park and Ride site needs to become financially viable before this option can be explored in more detail.



## Stratford-on-Avon District Local Plan

- 4.25 The Stratford-on-Avon District Local Plan sets out policies and procedures to guide the development of the District up until 2011. There are 14 operational objectives underpinning the Local Plan, although only one of the objectives relates specifically to Stratford-upon Avon. This objective is to enhance Stratford-upon Avon town centre as the focus of a wide range of attractions and activities to ensure its vitality and viability is maintained. There are a number proposals which contribute to achieving this objective which are relevant to the work of the Panel.
- 4.26 Proposal SUA.J**  
**Land comprising approximately 0.5 hectares (gross) on Arden Street is allocated for mixed-use development. The development should incorporate residential (including a proportion of affordable units) and a significant amount of Class B1 (a) and (b) floorspace.**
- 4.27 Note 7.15.16 in the Plan anticipates that this proposal, also included in the previous Local Plan, could become available for development once alternative parking provision is made in the form of park and ride facilities.
- 4.28 Note 7.15.17 accompanies Policy SUA.J and says:  
*“The release of this site for development will be subject to a test which requires that sufficient and appropriate alternative parking to compensate for the loss of the existing car park is available, to include a fully operational and effective park and ride facility. Once park and ride is fully operational, some existing long stay parking facilities could be reallocated for short stay car parking.”*
- 4.29 Proposal SUA.N**  
**Land comprising approximately 0.5 hectares (gross) off Windsor Street is allocated for mixed-use development. Acceptable uses would be:**
- (a) Class A2 and/o B1 (a) office**
  - (b) Residential (including a proportion of affordable units)**
  - (c) Retention of a coach terminal**
- 4.30 Note 7.15.30 anticipates that this proposal would not be available in the short term as it incorporates the coach terminal operated by the Shakespeare Birthplace Trust.
- 4.31 Note 7.15.31 accompanies Policy SUA.N and is identical to Note 7.15.17 above, saying:  
*“The release of this site for development will be subject to a test which requires that sufficient and appropriate alternative parking to compensate for the loss of the existing car park is available, to include a fully operational and effective park and ride facility. Once park and ride is fully operational, some existing long stay car parking facilities could be reallocated for short stay car parking.”*

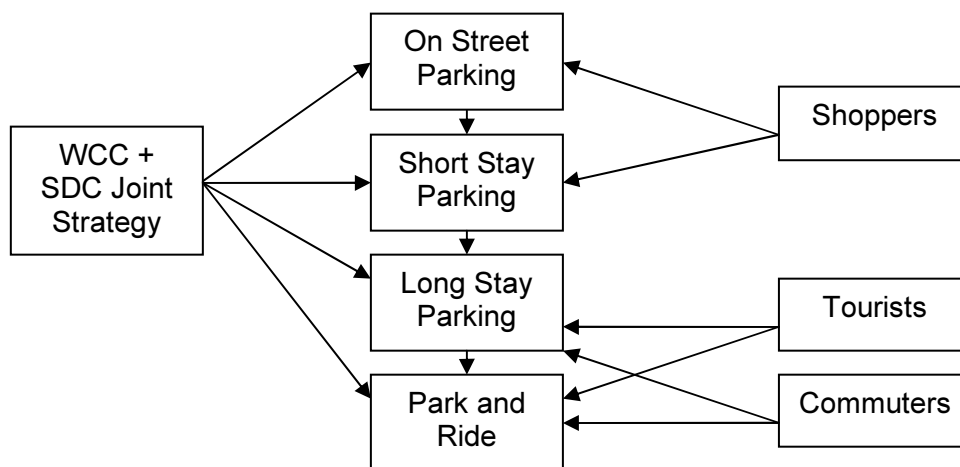
## Urban Design Framework (UDF)

- 4.32 Stratford-on-Avon District Council adopted the Urban Design Framework (UDF) for Stratford-upon-Avon in July 2007, with Warwickshire County Council supporting the adoption of the UDF. The UDF provides a proactive response to the issues that Stratford-upon-Avon faces over the coming years, by providing strategic leadership to manage the inevitable pressures for change and development.
- 4.33 There are 3 core elements to the UDF.
- 4.34 A Public Realm Strategy which focuses on updating the town, creating more links across the town, expanding the town centre to the north and improving the gateways and corridors into Stratford.
- 4.35 A Development Strategy which focuses upon encouraging re-development, diversifying Stratford's brand, supporting the evening economy, addressing housing need and providing a high quality retail offer.
- 4.36 Movement Strategy which focuses upon a walking and cycling network, public transport and the introduction of a "walkable core" making the historic elements of the town suitable for walkers. Proposals for parking provision within the Movement Strategy aim to support the above principles by:
- Reducing the amount of on-street parking to enable the development of a walkable core to enhance the experience of visiting Stratford. Recognition is given to the need to ensure adequate on-street parking to allow loading for the shops, but with restricted hours of operation. Recognition is also given to need to ensure adequate disabled parking.
  - Significantly decreasing the level of long stay parking to around 800 spaces.
  - Increasing the level of short stay parking to around 1600 parking spaces. This increase in short stay parking will be achieved by the reallocation of long stay parking to short stay.
- 4.37 The UDF builds upon previous projects in Waterside and Southern Lane, which identified the need for improvements and the reduction of parking in these two areas.
- 4.38 The UDF recognises that *"the key to achieving an appropriate parking solution for Stratford will be the County and District Councils working in partnership"*.

## 5. Key Issues and Recommendations

- 5.1 In considering the evidence the Panel has identified a number of key issues that need to be addressed if parking in Stratford-upon-Avon town centre and the Stratford Park and Ride are to be improved. Current parking arrangements in Stratford-upon-Avon do not effectively target the different segments of the market and this needs to be addressed. The Panel is of the view that on-street parking and short stay parking should be targeted towards shoppers, whilst long stay parking and the Park and Ride should be targeted towards tourists and commuters. Effectively targeting segments of the market in this way will create a flow from on-street to short stay to long stay and then to the Park and Ride. The Panel's vision for effective targeting of market segments is outlined in Figure 1.1 below

Figure 1.1



- 5.2 The remainder of this section outlines the key issues identified by the Panel and the Panel's recommendations for improvement in order to create the structure outlined in Figure 1.1 above.

### Parking in Stratford-upon-Avon

#### What do local people think?

- 5.3 As part of Stratford-on-Avon District Council's review of the Off-Street Parking Strategy various consultation exercises were undertaken. One consultation exercise involved questionnaires being distributed to Stratford's Citizen Panel in December 2007. The Citizen's Panel is a representative panel of 1223 residents of Stratford on Avon District. The response rate from this consultation was 55.7%.
- 5.4 The key points to emerge from this consultation were:
- 47.7% of respondents parked in car parks when shopping in the towns of Stratford District (as opposed to parking on the street), 42% stated that

they would either park in a car park or on the street depending upon the circumstances.

- There is no significant relationship between parking charges and decisions regarding which towns to visit.
- In relation to the amount of parking spaces available in the District, 49.6% thought there is the right amount of parking available and 49% thought that there is not enough parking available.
- The most popular suggestions for improving the Council's car parks were increasing long stay car parking, increasing maximum stay parking up to 4 hours and increasing overall number of spaces available.

5.5 Whilst the results from this consultation exercise provide a useful insight, it provides a limited picture of all the parking issues that are of interest to the Panel. The questionnaire focussed upon off-street parking, therefore the relationship between on-street, off-street and the Park and Ride was not explored in the survey. Additionally, whilst the Citizen's Panel is a representative group of Stratford on Avon residents, it is not a representative sample of car park users. For example, it excludes those who live outside Stratford on Avon District and commute to work in Stratford upon Avon, and those who visit tourist sites or shopping centres in Stratford upon Avon.

#### Issues that need to be addressed

5.6 The Panel is of the view that if the different segments of the market are to be targeted as illustrated in Figure 1.1 above, then the following issues need to be addressed:

- The amount of parking available and the balance between on-street, short stay and long stay
- Time restrictions
- Pricing structure and charging differences between on-street, short stay and long stay.

#### The amount of parking available and the balance between on-street, short stay and long stay

5.7 There are currently 2930 parking spaces provided by Stratford-on-Avon District Council in Stratford-upon-Avon town centre, in addition to on-street parking and numerous private car parks. There is a consensus among all stakeholders that Stratford-upon-Avon town centre has an oversupply of parking. This is acknowledged in the UDF, which contains detailed proposals to reduce the number of spaces available. Additionally, the Stratford-on-Avon District Local Plan contains proposals regarding the closure and re-development of Windsor Street and Arden Street car parks, upon operation of an effective Park and Ride. While the release of these sites would inevitably contribute to a reduction in car parking, there is ambiguity regarding what should constitute as an effective Park and Ride to allow the release of the sites. The view from Stratford-on-Avon District Council presented to the Panel outlined that the effectiveness of the Park and Ride could be measured

by whether the Park and Ride has reduced the amount of traffic, whether it has reduced the amount of congestion and whether it has reduced the amount of long stay parking within Stratford-upon-Avon town centre. However, Warwickshire County Council is of the view that the test of effectiveness should be simply whether there is a functioning and complete Park and Ride, since without incentives to use the Park and Ride the test of effectiveness proposed by Stratford-on-Avon District Council will never be met. Inevitably part of the incentive to use the Park and Ride will be the reduction of available parking within the town centre, therefore, there is “catch twenty two” situation.

5.8 Whilst the Panel acknowledges the need to reduce the overall amount of parking available in Stratford-upon-Avon town centre, the Panel is of the view that reductions do not necessarily need to be located at Arden Street or Windsor Street. In considering the reduction of parking there is a need to ensure that resident, retail and tourist interests are protected. Moreover, any decision regarding the amount of parking in Stratford-upon-Avon town centre needs to reflect the commitment Stratford-on-Avon District Council has made in terms of providing adequate amounts of parking for workers, in order to meet the obligations of historic S106 agreements. The Panel recommends a substantial reduction in the amount of parking in Stratford upon Avon town centre and acknowledges the targets contained in the UDF. The UDF outlines a reduction in long stay parking from 1,670 to 800 (a decrease of 870), an increase in short stay parking from 1,260 to 1,600 (an increase of 340). The UDF explains that the increase in short stay parking should be achieved by the reallocation of long stay to short stay, creating an overall reduction of 530 parking spaces. The Panel is of the view reductions do not necessarily need to be sought in Arden Street and Windsor Street, as outlined in the Stratford-on-Avon District Local Plan. The Panel recommends the transfer of Arden Street from long stay to short stay. This will contribute 240 of 340 long stay spaces to be transferred to short stay, as outlined in the UDF. With regards to further reductions in long stay parking, the Panel is of the view that reductions could be sought in Riverside. Overall, it is vitally important that reductions in the amount of parking are continually reviewed and assessed, in order to identify impact and potential further reductions where appropriate.

5.9 Consideration also needs to be given to the impact of reducing on-street parking to create the “Walkable Core” as outlined in the Movement Strategy of the UDF. In investigating the potential impact of the “Walkable Core” the Panel has identified the cash collections from the ticket machines in Bridge Street and High Street for the last 12 months ending 30/06/08. This is as follows:

Bridge Street – 3 Pay and Display machines, total collections =  
£77,392

High Street – 2 Pay and Display machines, total collections = £36,360  
Equating to a total of £114,022

5.10 As the scope of the “Walkable Core” is wider than Bridge Street and High Street, and current revenue from on-street parking also includes income from

Penalty Charge Notices (PCN's), the potential revenue loss as a result of the introduction of the "Walkable Core" would be significantly higher than the figures outlined above. Whilst the Panel is unable to be conclusive about the potential revenue loss and wider impact of the "Walkable Core", the Panel is strongly of the view that on-street parking needs to be reduced to promote the removal of traffic and to create a pleasant atmosphere in the town centre. The Panel urges both Warwickshire County Council and Stratford-on-Avon District Council to adjust budgets to reflect this reality. Additionally, the Panel is of the view that upon introduction of the "Walkable Core", a residents survey should be undertaken to identify the need to introduce pay and display into residential streets, in order to counteract potential displacement parking.

- 5.11 Whilst Stratford-on-Avon District Council's Draft Off-Street Parking Strategy includes comparative analysis in relation to the difference between charging levels in Stratford-upon-Avon town centre car parks compared to other authorities in the CIPFA family group for heritage towns and neighbouring towns, there is a lack of analysis regarding the amount of parking in Stratford-upon-Avon town centre, compared to similar and neighbouring towns. The Panel is of the view that such an analysis would be extremely useful in considerations regarding the amount and balance of different types of parking in Stratford-upon-Avon town centre in the future.
- 5.12 There is little difference in the proximity of short stay and long stay car parks to the retail centre. A map detailing the location of the car parks is attached as Appendix D. However, the Panel is of the view that a clear physical distinction needs to be made between long stay and short stay if they are to effectively target different segments of the market. The Panel proposes the establishment of an Inner Ring and Outer Ring structure of parking, with Inner Ring parking being allocated to short stay parking and Outer Ring being allocated to long stay parking. The Panel's proposed Inner Ring and Outer Ring is outlined overleaf.
- 5.13 To support the introduction of the Inner Ring and Outer Ring structure, signage will need to be reviewed and changed in order to direct drivers to appropriate car parks.

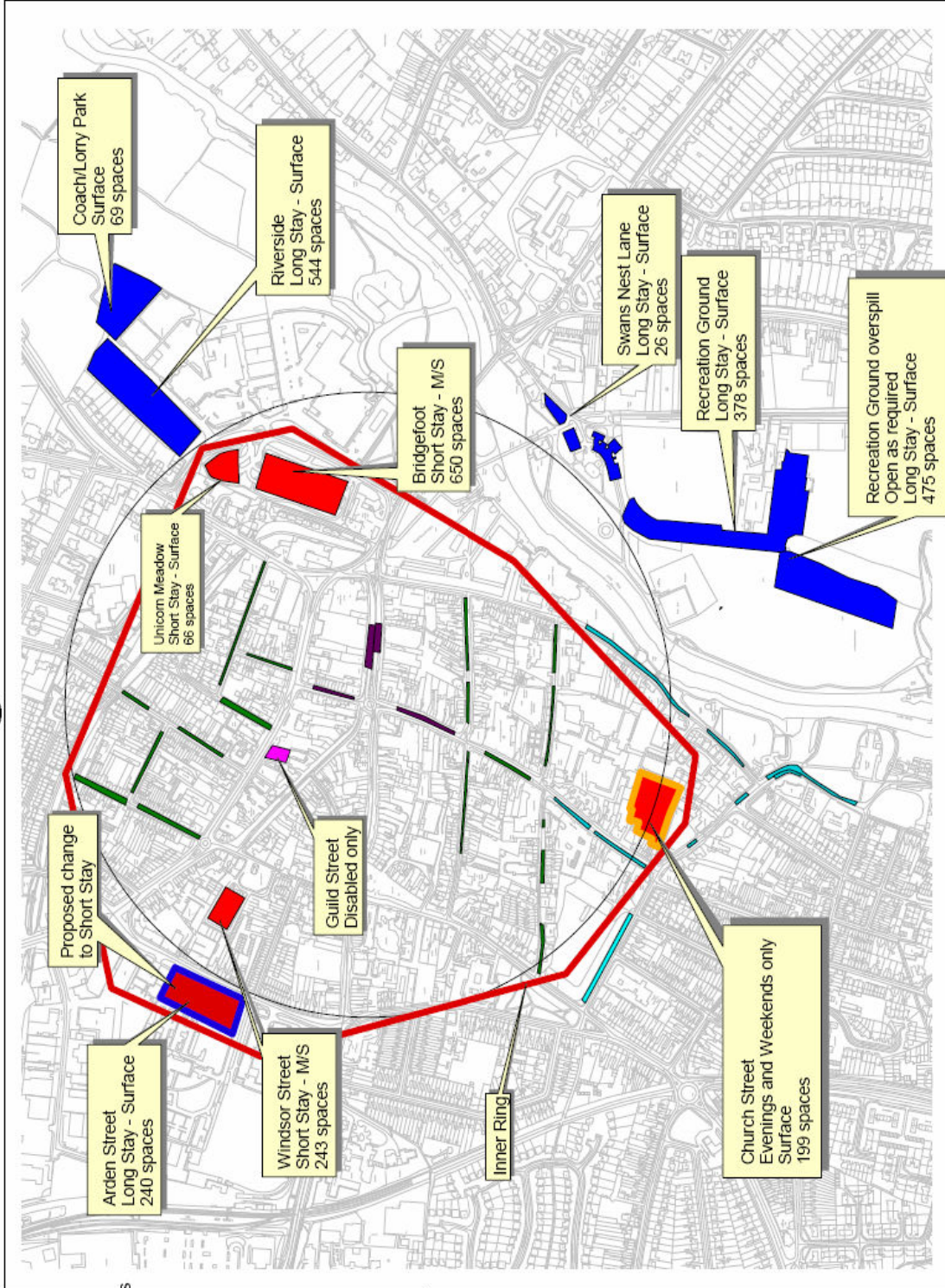
# Car Parking in Stratford



Scale of On Street Parking Charges from 1st August 2007  
Charges apply from 8am-6pm, 7 days a week

- Bridge Street, High Street, Union Street  
Up to 30 minutes - 50p
- Chapel Lane, Chapel Street, Ely Street, Great William Street, John Street, Mansell Street, Mulberry Street, Payton Street, Rother Street, Scholars Lane, Shakespeare Street, Sheep Street, Tyer Street  
Up to 30 minutes - 50p  
Up to 1 hour - £1.00
- Chestnut Walk, Church Street, Old Town, Southern Lane  
Up to 30 minutes - 50p  
Up to 1 hour - £1.00  
Up to 1.5 hours - £1.50  
Up to 2 hours - £2.00

- 420m ring from Bridge Street roundabout
- Proposed Inner Ring



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## Recommendations

- B** The Panel recommends a substantial reduction in the amount of parking in Stratford upon Avon town centre and acknowledges the targets contained in the UDF.
- C** Arden Street car park be transferred from long stay to short stay parking.
- D** In addition to the transfer of Arden Street from long stay to short stay, further reductions in long stay parking should be sought in Riverside.
- E** A comparative analysis comparing the amount of parking available in Stratford-upon-Avon with CIPFA family group for heritage towns and neighbouring towns should be undertaken to inform future decisions regarding an appropriate level of parking for Stratford-upon-Avon town centre.
- F** An Inner Ring and Outer Ring structure of parking, as outlined above, be developed to create a clear distinction between short stay and long stay parking.
- G** Signage needs to be reviewed and changed to direct drivers to Inner Ring and Outer Ring car parks as appropriate.

## Time restrictions

5.14 Currently, there is no difference between the maximum parking time available in short stay and long stay parking. There is however, a slight pricing difference, with long stay parking becoming marginally cheaper than short stay after 3 hours. In order to effectively target appropriate segments of the market, as outlined in Figure 1.1, a clear difference needs to be created between the time restrictions of short stay and long stay parking. The Panel has heard several suggestions regarding appropriate time restrictions:

- Stratford-on-Avon-District Council's draft Off-Street Parking Strategy suggest 4 hours maximum in short stay
- Stratford Town Management Partnership suggests 5 hours maximum in short stay
- UDF defines long stay parking as more than 2 hours

5.15 The findings of the Stratford-upon-Avon Visitor Benchmarking Survey 2005, found that on an average day visitors spend 4  $\frac{3}{4}$  hours in Stratford upon Avon. Similarly, the Coventry and Warwickshire Visitor Survey 2006 found that of those visiting Stratford upon Avon, 22% stayed for 3 hours, 28% for four hours, 24% for five hours, 18% for six hours, 4% for seven hours, 2% for eight hours and 1% for more than 9 hours.



5.16 The Panel is of the view that if short stay parking is to target shoppers and long stay parking is to target tourists and commuters, a 5 hour restriction, as suggested by the Town Centre Management Partnership, would be too generous to achieve the desired flow from short stay to long stay to the Park and Ride. Therefore, inline with the proposals contained in Stratford-on-Avon District Council's Draft Off-Street Parking Strategy, the Panel recommends that a maximum time restriction of 4 hours be applied to Inner Ring short stay parking. This will allow sufficient time for shoppers and will prevent commuters occupying short stay car parks for the entire working day (with the exception of season ticket holders – see below).

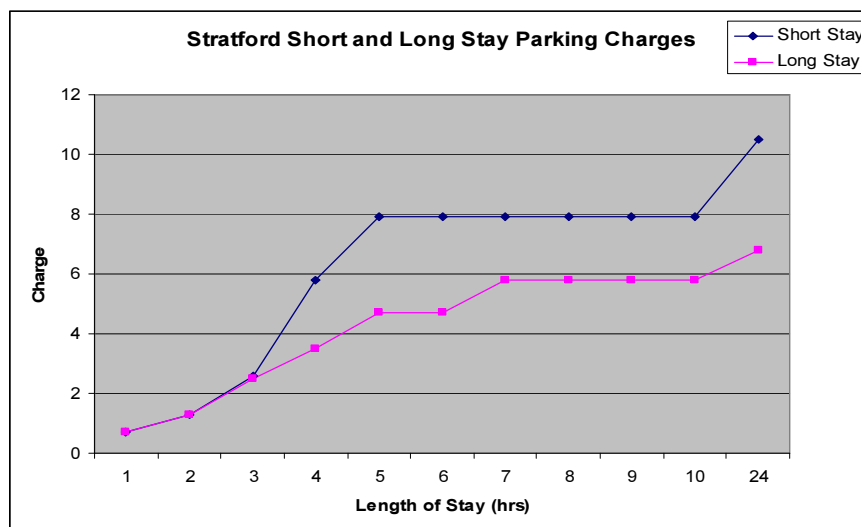
**Recommendation**

**H The maximum stay for Inner Ring short stay parking should be restricted to 4 hours**

Pricing structure and differences between on street, short stay and long stay

5.17 Whilst there are dedicated short stay and long stay car parks, in reality there is little price difference between them. The pricing differences between short stay and long stay car parks are illustrated below in Chart 1.4.

Chart 1.4



5.18 This illustrates that significant differences between short stay and long stay parking charges only occur at 4 hours and onwards. Detailed information regarding the current charges for short stay and long stay car parks is attached in Appendix B.

5.19 Work undertaken as part of Stratford-on-Avon District Council's review of the Off-Street Parking Strategy highlights that charges in Stratford car parks are significantly lower than other Local Authorities in the CIPFA family group for heritage towns, for example Canterbury, Oxford, Cambridge and Salisbury. However, the Panel is of the view that this analysis is inappropriate as Stratford upon Avon is smaller than the towns/cities used in the comparison

and therefore it is perhaps more logical to compare Stratford-upon-Avon with neighbouring towns.

5.20 However, research undertaken by the Stratford Town Management Partnership illustrates that parking charges in Stratford-upon-Avon car parks are also significantly lower than car parking charges in neighbouring towns, for example Solihull, Banbury and Leamington Spa. These significant differences are both in terms of hourly charges and charges for season tickets. The Panel is strongly of the view that a clear linear pricing structure needs to be created to ensure different parking facilitates appropriately target different segments of the market. On-street and short stay should target shoppers, with long stay and the Park and Ride targeting tourists and commuters.

### **Hourly charges**

5.21 Stratford-on-Avon District Council's draft Off-Street Parking Strategy outlines the option of streamlining parking charges by replacing short stay and long stay charges with an hourly flat rate charge. If this were to be implemented, in practice there would no difference between short stay and long stay parking, this is contrary to the Panel's recommendations.

5.22 Whilst recognising the need to address the pricing structure of car parks in Stratford-upon-Avon, the Panel is concerned that significantly increasing pricing could result in a large amount of displacement parking onto nearby residential streets and could potentially deter people from visiting Stratford. Therefore, changes to the pricing structure need to ensure:

- Shoppers are not deterred from visiting Stratford
- Visitors are not deterred from staying for more than a couple of hours
- Commuters are encouraged to use long stay parking or the Park and Ride
- There is no displacement parking onto nearby residential streets.

5.23 Upon this basis, the Panel recommends the following parking structure for short stay and long stay car parks in Stratford-upon-Avon town centre:

Table 1.1 Inner Ring Short Stay	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Evening Charge (6pm - 8am)
Arden Street	£1.00	£2.00	£3.00	£4.00	£1.50
Windsor Street	£1.00	£2.00	£3.00	£4.00	£1.50
Unicorn Meadow	£1.00	£2.00	£3.00	£4.00	£1.50
Church Street	£1.00	£2.00	£3.00	£4.00	£1.50
Bridgefoot	£1.00	£2.00	£3.00	£4.00	£1.50

Table 1.2 – Outer Ring Long Stay

	Up to 1hr	Up to 2hrs	Up to 3hrs	Up to 4 hrs	Up to 6 hrs	Up to 10 hrs	Up to 24 hrs
Recreation Ground	0.80p	£1.60	£2.40	£4.00	£6.00	£8.00	£10.00
Riverside	0.80p	£1.60	£2.40	£4.00	£6.00	£8.00	£10.00
Swans Nest Lane	0.80p	£1.60	£2.40	£4.00	£6.00	£8.00	£10.00

5.24 However, in increasing the parking prices as outlined above the Panel recognises the need for residential parking to be reviewed in order to avoid any displacement parking. The Panel is aware that Stratford-on-Avon District Council is currently in discussions with the Royal Shakespeare Company regarding the possibility of offering theatre goers a discounted parking rate for using the Bridgefoot Car Park, in order to reduce the number of cars being parked on the residential streets surrounding the Theatre. The Panel is of the view that theatre goers should be directed to use the Bridgefoot Car Park, therefore signs which specifically direct theatre goers to the Bridgefoot Car Park need to be in place.

**Season ticket charges**

5.25 Currently a season ticket for Pay and Display and Pay on Exit Car Parks costs £345 per annum or £105 per quarter, and a season ticket for Long Stay Car Parks costs £280 per annum or £85 per quarter. These charges are significantly lower than car park season tickets in other Park and Ride towns. For example, season ticket prices in Aylesbury start at £600 and go up to £1,400, in Bristol season ticket prices start at £1,404 and go up to £1,729. Canterbury, Oxford and Cambridge no longer offer season tickets for car parks in the city centre to reduce congestion and encourage use of the Park and Ride. However, business permits are available.

5.26 The pricing of season tickets clearly needs to be addressed. The Panel is of the view that charges should be high enough to secure a significant daily difference with the Park and Ride pricing structure; in order to increase the financial incentive of using the Park and Ride. The Panel recommends that a season ticket for Outer Ring long stay car parks (Recreation Ground, Riverside, Swans Nest Lane) be charged at £400 per annum, whilst season tickets for Inner Ring short stay car parks (Arden St, Windsor St, Unicorn Meadow and Bridgefoot) should be £500 per annum.

5.27 In addition to recognising the need to increase charges for season tickets, Stratford-on-Avon District Councils draft Off-Street Parking Strategy also suggests that there should be a restricted number of season tickets available for specific car parks and usage limited to an individual car park. The Panel supports this approach.

### **On-Street Parking**

5.28 The Panel recognises that increasing charges in off-street parking, should be matched by an increase in on-street parking costs to maintain the price differential. To achieve this in line with the changes in prices outlined in Table 1.1 and Table 1.2 above, the Panel proposes that the on-street parking charges should be set at 0.70p per half hour, up to a maximum of 2 hours where available. This therefore creates a pricing structure for on-street parking as follows:

Table 1.3

30 mins	1 hour	1 hr 30 mins*	2 hours*
0.70p	£1.40	£2.10	£2.80

\* where available

5.29 Whilst the Panel supports the rationale for the reduction of on-street parking, as outlined in the UDF, the Panel is of the view that any decision regarding the level of removal should be taken upon completion of a full impact assessment of the removal of on-street parking, once the proposals for the “Walkable Core” are known.

### **Recommendations**

- I Charges for Inner Ring short stay and Outer Ring long stay parking be increased as outlined in Table 1.1 and Table 1.2**
- J Season tickets for Outer Ring long stay car parks (Recreation Ground, Riverside, Swans Nest Lane) be charged at £400 per annum, whilst season tickets for Inner Ring short stay car parks (Arden Street, Windsor Street, Unicorn Meadow, Bridgefoot) be charged at £500 per annum.**
- K Residential parking areas be reviewed in order to reduce the risk of increased parking charges outlined in Table 1.1 and Table 1.2, leading to increased displacement parking in residential areas.**
- L Signs be put in place to clearly direct those visiting the Theatre to use the Bridgefoot Car Park**
- M Charging for on-street parking be increased to 0.70p per half hour, up to a maximum of 2 hours where available.**

## Financial viability of the Park and Ride

### What do local people think?

- 5.30 A market research exercise was undertaken during Summer 2007 to investigate the current awareness of the Stratford Park and Ride, discover what factors are the most important in people's decision making and identify the most effective advertising mediums for promoting the Park and Ride. The research included 387 respondents who had driven into Stratford-upon-Avon town centre or used the Park and Ride. The majority of respondents were shoppers (48%), with the remaining number of respondents being equally split between commuters, tourists and leisure visitors. The majority of respondents (72%) were aware of the location of the Park and Ride site, however there was less awareness regarding the price, frequency of buses and the operating hours of the service. Whilst 72% of respondents were aware of the Park and Ride, only 6% of respondents had used the Park and Ride to get into Stratford-upon-Avon town centre on the day of the survey and only 14% had at some point used the Stratford Park and Ride. This indicates that awareness is not a key factor in the poor performance of the service.
- 5.31 Of those respondents who were shoppers, only 23 said they would stay in town for longer than 4 hours, whilst 62% would stay for less than 2 hours. The average time spent in the town centre by tourists was just over 5.5 hours, however the research identified that tourists are less price sensitive therefore cost comparisons are less useful. Leisure visitors spend an average of 3.5 hours in the town centre, whilst commuters spend an average of just under 7 hours. Many of the commuters commented that they knew where to park for free or had allocated free parking.
- 5.32 In terms of methods of prior planning, 30% of tourists had researched car parking before their visit, of which 48% used maps, 36% websites, 28% Tourist Information and 20% word of mouth. With regard to marketing, 218 out of the 387 respondents who had heard of the Stratford Park and Ride had either seen or heard an advert for the service. 37% of these had seen adverts in local newspapers, 43% had seen road signs, 7% had heard radio adverts and 6% had seen leaflets for the service.

### Issues that need to be addressed

- 5.33 Whilst Warwickshire County Council is currently focussing upon reducing the operating costs of the Park and Ride, the Panel is of the view that the financial viability of the Park and Ride will only reach an acceptable level by increasing the demand for the service. This can be achieved by:
- Increasing the financial incentive to use the Park and Ride
  - Increasing the flexibility of the Park and Ride
  - Increasing the level of publicity and information available
  - Reviewing and increasing signage directing drivers to the Park and Ride

## Increasing the financial incentive to use the Park and Ride

- 5.34 The Panel is of the view that the low demand for the Park and Ride is directly attributable to the lack of financial incentive to use the Park and Ride. Therefore, demand for the Park and Ride will increase if there are more financial incentives for people to use the service. However, increasing the financial incentive is dependent upon changes to the pricing structure of parking in Stratford-upon-Avon town centre outlined in Table 1.1, Table 1.2 and Table 1.3 above. On the implementation of these changes, the Park and Ride needs to be able to provide a competitive advantage over parking in Stratford-upon-Avon town centre.
- 5.35 In order to increase the financial incentive, the Panel investigated the financial viability of changing the Park and Ride charging from a per person basis to a per car basis. In considering this, a number of issues relating to charging per car became apparent. These included:
- i) The service would no longer be free for Concessionary Passholders, this would inevitably be unpopular and reduce demand from this group of customers.
  - ii) Charging per car would make revenues liable for VAT. Based on the 2007/08 figures this would cost the Park and Ride approximately £13,500 annually.
  - iii) There would also be a cost for the equipment and maintenance of ticket machines.
  - iv) A charge of at least £2 per car would be required to sustain the current level of revenue.
  - v) Charging per car may also prevent WCC from reclaiming fuel duty. This would have an impact of increasing the charge made by Johnsons Coaches for operation of the service by around £41,000.
- 5.36 Having considered the above, the Panel agreed that charging per car would be extremely complicated and costly. Therefore, the pricing structure of the Park and Ride should continue to be based upon a per person basis.
- 5.37 Clearly, the 'free before 9am policy' has proved effective at increasing demand, with a number of early morning buses now leaving the Park and Ride site full. However, this policy is obviously not sustainable as it is not securing any revenue for the service. In considering the removal of this initiative the Panel investigated the level of charging that would be required to secure a break even point. The calculations are attached in Appendix E. The calculations highlight that:
- Based upon current level of demand, a charge of £5.96 per person will be required to break-even
  - Based upon the car park having full occupancy (each space being occupied by a car at least once a day) and each car being occupied by 2 passengers, a charge of £1.46 per person will be required in order to break-even.

- 5.38 The Panel is of the view that the target for the Park and Ride should be based upon full occupancy of the car park. Therefore, the Panel recommends that the figure of £1.46, rounded up to £1.50 per person should be introduced as a new level of charging for the Park and Ride.
- 5.39 Currently, whilst a child under 16 can travel free with a fare paying adult, this does not benefit a single adult travelling with more than one child or a family of two adults with more than two children. Although, if a single adult is travelling with 3 children, one child is considered as an adult therefore the remaining two children are allowed to travel free of charge. However, the Panel is of the view that this provides limited financial incentive to use the Park and Ride and still involves one child being charged an adult fare. The Panel is strongly of the view that the Park and Ride should offer a family ticket, to increase the financial incentive of using the Park and Ride for families. Additionally, incentives also need to be put in place for adults that travel together. Based upon the level of charging outlined above, the Panel recommends the following structure of family tickets and a group ticket for the Park and Ride.

Table 1.4

	<b>Fare</b>	<b>Details</b>
Adult	£1.50	
Child	£0.75	
Concessionary Pass Holders	Free	
Mini Family Ticket	£1.70	1 adult and up to 2 children
Maxi Family Ticket	£3.00	2 adults and up to 4 children
Group Ticket	£5.00	Up to five adults

- 5.40 The Park and Ride currently offers a quarterly season ticket for £50, which can be purchased through telephoning the bus operator Johnsons. Clearly, due to the 'free before 9 am policy' and the low cost of parking in Stratford-upon-Avon town centre car parks, the current pricing of Park and Ride Season Tickets does not provide sufficient financial incentive to encourage commuters to use the Park and Ride. Inevitably, the financial incentive for using the Park and Ride would increase if the price of a Park and Ride season ticket was significantly lower than the price of a season ticket for the car parks in Stratford upon Avon. The Panel is of the view that if the pricing of the Park and Ride is increased as outlined above in Table 1.4, the pricing of Car Parks in increased inline with Table 1.1 and Table 1.2 and Season Tickets for car parks are increased in line with Recommendation I, then the pricing of Park and Ride Season Tickets should be changed as below:

Table 1.5

	<b>Park and Ride</b>	<b>Town Centre – Long Stay Car Parks</b>	<b>Town Centre – Short Stay Car Parks</b>
Weekly Season Ticket	£6.00		
Monthly Season Ticket	£22.00		
Quarterly Season Ticket	£60.00		
Annual Season Ticket	£200.00	£400	£500

- 5.41 Currently the 3 month Park and Ride Season ticket can only be purchased by customers telephoning the bus operator. If commuters are to be encouraged to use the Park and Ride, then this needs to be addressed and more flexible and convenient methods of purchasing a season ticket need to be introduced. Season tickets should be available to purchase from Warwickshire County Council's website, Stratford-on-Avon District Council's website and in One-Stop-Shops around the County.
- 5.42 In addition to introducing season tickets, the Panel is of the view that the financial incentive for commuters could also be increased by offering employers a concessionary rate for season tickets for employees. Thereby, increasing the corporate incentive to use the Park and Ride. This option requires further exploration.
- 5.43 As the one of the biggest employers in Stratford, Stratford-on-Avon District Council should lead by example by encouraging employees to use the Park and Ride. Clearly, District Council employees are currently able to access free parking in Church Street car park. Therefore, to encourage employees to use the Park and Ride, access to free parking in Church Street car park would need to be restricted. This approach could form part of a long term strategy and should be re-visited when an additional Park and Ride site is operational.

### **Recommendations**

- N Charges for the Park and Ride be increased from £1.30 per person to £1.50 per person**
- O To increase the financial incentive of using the Park and Ride, a Mini Family Ticket, Maxi Family Ticket and Group Ticket outlined in Table 1.4 above should be introduced**
- P Upon completion of the restructuring of parking in Stratford-upon-Avon outlined in Recommendations I, J, M; the 'free before 9am policy' should be withdrawn and the Park and Ride Season Tickets outlined in Table 1.5 above be introduced to increase the financial incentive for commuters to use the Park and Ride.**
- Q Park and Ride Season Tickets should be available through Warwickshire County Council's website, Stratford-on-Avon District Council's website and at One-Stop-Shops throughout the County.**
- R Warwickshire County Council explore the possibility of offering a concessionary rate to employers to encourage their employees to use the Park and Ride**
- S Restricting free parking at Church Street for Stratford-on-Avon District Council employees should be considered when a second Park and Ride site is fully operational, in order to encourage usage of the Park and Ride**



## Increasing the flexibility of the Park and Ride

- 5.44 If the Park and Ride is to succeed in attracting more users then the service needs to become more flexible and appropriate to the needs of users. The Panel recognises that increasing flexibility of service is inherently linked to increasing demand. To some extent, it will be easier for the service to increase flexibility when demand has increased. Conversely, it is highly likely that demand will increase if the flexibility of the service is increased. The flexibility of the Park and Ride route is of particular concern to the Panel.
- 5.45 During the course of the review the operating times of the Park and Ride service were presented as a possible obstacle for increasing demand. However, the Park and Ride costs around £85 per hour to operate on a 15 minute frequency. Therefore, increasing the operation of the service until 11pm would cost an additional £340 per day. This increased operation would need to generate an extra 262 full-fare paying passengers per day in order to break even. As such the Panel is of the view that extending the operating hours of the Park and Ride service would require a significant increase in patronage that is currently not achievable, therefore this option is not financially viable. Consequently, the Park and Ride operating times should continue to reflect working hours to attract commuters. Evening visitors (eg: theatre goers) should be encouraged to use the car parks in Stratford upon Avon town centre. (See Recommendation K)
- 5.46 The Panel has also heard evidence that the closure of the Park and Ride site at 7.30pm and the subsequent release fee of £37 that is charged to drivers who want to access their cars after the site has closed, does not encourage usage. Suggestions were made to the Panel regarding removing the release fee and increasing the accessibility to site to 24 hours a day, 7 days a week. However, the Panel is of the view that given the isolated location of the site and the facilities at the site, such an approach would carry a risk of vandalism. Therefore, the practice of closing the site at 7.30pm should remain in place.
- 5.47 There are examples of best practice Park and Ride schemes that have undertaken numerous innovative projects to increase their attraction to users and therefore increase demand. For example, the Park and Ride in Cambridge has introduced the following:
- Bus Buddy – wheeled shopping bags for customers. The idea was launched at Christmas for customers to use free of charge to help them carry their shopping around town and back to their car with ease. The need for help with shopping was identified through customer consultation. Each Park and Ride site has been issued with 10 trolleys, which customers can book out on a first come first served basis from the site co-ordinators. Customers leave a £5 deposit, which is returned as soon as they return the buddy.
  - Heart and Ride – Park and Ride has teamed up with Boots to offer free health checks on board a new fleet of buses for passengers and residents.

- Park and Ride News – a quarterly newsletter designed to keep customers up-to-date with changes to the services, forthcoming promotions and everything customers need to know about the service.
- City Sightseeing Tickets can be purchased from Park and Ride sites. If these tickets are purchased from Park and Ride sites, customers can travel on the Park and Ride into and out of Cambridge free of charge.
- Park and Read scheme allows customers to borrow books, reading them at their leisure and then return them to the bus or the Park and Ride sites. The innovative scheme originally started with a series of “Quick Reads” being made available on Park and Ride buses. The scheme proved so popular that it has expanded. The books have now been taken off the buses and moved into the Park and Ride site buildings. The “Quick Reads” are still available along with a selection of other titles provided by Cambridgeshire County Council’s Library Service.

5.48 The Panel is of the view that some of these initiatives could prove beneficial to the Stratford Park and Ride. In particular, the Panel is of the view that the possibility of increasing tourist information at the Park and Ride and the possibility of introducing a bus buddy system should be explored.

### **Recommendations**

**T Current operating times and closure policy for the Park and Ride should remain in place**

**U Warwickshire County Council and Stratford-on-Avon District Council explore how the availability of tourist information at the Park and Ride site can be increased.**

**V Warwickshire County Council explore the possibility of implementing a bus buddy scheme similar to that operated Cambridge’s Park and Ride**

### Increasing the level of publicity and information available

5.49 Throughout the review, the Panel become concerned about the lack of signage directing drivers to use the Park and Ride. Whilst the Panel welcomes the recent introduction of signs directing drivers to use the Park and Ride, road markings and signage to the Park and Ride is still not satisfactory. A full review of signage and road markings on all roads into Stratford-upon-Avon should be undertaken and improvements made to support the recommendations contained in this review.

5.50 Currently, there is a lack of information on Stratford-on-Avon District Council’s website regarding the Park and Ride. The Panel is of the view that visitors are highly likely to use Stratford-on-Avon District Council’s website to gather information about the area prior to a visit and currently the website does not encourage visitors to use the Park and Ride.

## Recommendations

- W**      **A full review of signage and road markings be undertaken to support the recommendations contained in this review.**
- X**      **Publicity for the Park and Ride needs to be increased.**
- Y**      **Stratford-on-Avon District Council should update its website to direct visitors to use the Park and Ride.**

## 6. The Way Forward – An Integrated Strategy

- 6.1      On-street parking, short stay parking, long stay parking and the Park and Ride are all inherently linked. Therefore, Warwickshire County Council and Stratford-on-Avon District Council need to develop a joint parking strategy to ensure parking services are effective and appropriate to the needs of Stratford.
- 6.2      A joint strategy needs to be underpinned by an agreement regarding the objective of parking services and a co-ordinated management approach. The recommendations contained in this report attempt to provide an embryonic version of an integrated strategy for targeting different segments of the market. The UDF already outlines a shared vision for parking services in Stratford and should therefore be used in conjunction with the recommendations contained in this report to direct an integrated strategy between Warwickshire County Council and Stratford-on-Avon District Council. The Panel recognises that in developing an integrated strategy, the revenue streams of Warwickshire County Council and Stratford-on-Avon District Council will need to be considered and any potential revenue loss from both on-street parking and off-street parking addressed.

### Recommendation

- Z**      **Warwickshire County Council and Stratford-on-Avon District Council develop a joint strategy to address the parking issues and to increase the financial viability of the Stratford Park and Ride. This strategy should be underpinned by the recommendations contained in this report and the proposals outlined in the UDF.**

## 7. Implementation and Evaluation

- 7.1      This section outlines the Panel's view regarding implementation and evaluation of the recommendations contained in this report. The Panel recognises that in order for the recommendations to be implemented effectively, a staged approach is required, as some recommendations are ultimately dependent upon the successful implementation of other recommendations. The Panel is of the view that the recommendations

contained in this report should form part of a short term, medium term and long term strategy to achieve the ten year vision of Stratford outlined in page 5.

### **Short Term Strategy (By end of 2009)**

The maximum stay for Inner Ring short stay parking should be restricted to 4 hours

Charges for short stay and long stay parking be increased as outlined in Table 1.1 and Table 1.2

An Inner Ring and Outer Ring structure of parking, as outlined above, be developed to create a clear distinction between short stay and long stay parking

Residential parking areas be reviewed in order to reduce the risk of increased parking charges outlined in Table 1.1 and Table 1.2, leading to increased displacement parking in residential areas

Charging for on-street parking be increased to 0.70p per half hour, up to a maximum of 2 hours where available

Signs be put in place to clearly direct those visiting the Theatre to use the Bridgefoot Car Park

Current operating times and closure policy for the Park and Ride should remain in place

Publicity for the Park and Ride needs to be increased.

Stratford-on-Avon District Council should update its website to direct visitors to use the Park and Ride

Warwickshire County Council and Stratford-on-Avon District Council explore how the availability of tourist information at the Park and Ride site can be increased.

Warwickshire County Council explore the possibility of implementing a bus buddy scheme similar to that operated Cambridge's Park and Ride

Charges for the Park and Ride be increased from £1.30 per person to £1.50 per person

To increase the financial incentive of using the Park and Ride, a Mini Family Ticket, Maxi Family Ticket and Group Ticket outlined in Table 1.4 above should be introduced

## **Medium Term Strategy (2009-2011)**

A substantial reduction in parking in Stratford upon Avon town centre is made.

Arden Street car park be transferred from long stay to short stay parking

In addition to the transfer of Arden Street from long stay to short stay, further reductions in long stay parking should be sought in Riverside

Season ticket for Outer Ring long stay car parks (Recreation Ground, Riverside, Swans Nest Lane) be charged at £400 per annum, whilst season tickets for Inner Ring short stay car parks (Arden Street, Windsor Street and Unicorn Meadow) be charged at £500 per annum

Signage needs to be reviewed and changed to direct drivers to Inner Ring and Outer Ring car parks as appropriate

Upon completion of the restructuring of parking in Stratford-upon-Avon outlined in Recommendations I,J,M; the 'free before 9 am policy' should be withdrawn and the Park and Ride Season Tickets outlined in Table 1.5 above be introduced to increase the financial incentive for commuters to use the Park and Ride

Park and Ride Season Tickets should be available through Warwickshire County Council's website, Stratford-on-Avon District Council's website and at One Stop Shops throughout the County

Warwickshire County Council explore the possibility of offering a concessionary rate to employers to encourage their employees to use the Park and Ride

A full review of signage and road markings be undertaken to support the recommendations contained in this review

A comparative analysis comparing the amount of parking available in Stratford-upon-Avon with CIPFA family group for heritage towns and neighbouring towns, to inform future decision regarding an appropriate level of parking for Stratford-upon-Avon town centre

Warwickshire County Council and Stratford-on-Avon District Council develop a joint strategy to address the parking issues and to increase the financial viability of the Stratford Park and Ride. This strategy should be underpinned by the recommendations contained in this report and the proposals outlined in the UDF.

### **Long Term Strategy (2012-2018)**

Restricting free parking at Church Street for Stratford-on-Avon District Council employees should be considered when a second Park and Ride site is fully operational, in order to encourage usage of the Park and Ride.

**Scrutiny Review Outline**

<b>Review Topic</b> (Name of review)	Stratford Local Area Scrutiny – Parking/Stratford Park and Ride
<b>Working Group Members</b>	Cllr Atkinson – WCC Cllr Barnes - WCC Cllr Main – WCC Cllr Perry – WCC Cllr Saint - SDC Cllr V Hobbs – SDC
<b>Key Officer Contact</b>	Shirley Reynolds, Highways and Transportation Studies Team, WCC, 01926 735668 shirleyreynolds@warwickshire.gov.uk
<b>Scrutiny Officer Support</b>	Michelle McHugh – Overview and Scrutiny Officer, WCC, 01926 412144 michellemchugh@warwickshire.gov.uk
<b>Rationale</b> (key issues and/or reason for doing the review)	When invitations were made for suggestions for Local Area Scrutiny topics, parking within Stratford District (including verge parking) and the Stratford Park and Ride were identified as priority issues by Stratford-on-Avon Area Committee (WCC), Stratford- on-Avon District Council and key partners.  In addition to the above: <ul style="list-style-type: none"> <li>➤ Parking within Stratford District and Stratford Park and Ride are issues of local concern and have received negative media coverage</li> <li>➤ There is a need to investigate poor performance, with a view to increasing performance, efficiency and effectiveness and thereby raising public satisfaction</li> </ul>
<b>Purpose/Objective of Review</b> (specify exactly what the review should achieve)	Overall objectives:  A) To ensure that parking arrangements within the District are fair, fit for purpose for users and the local economy, and have minimal adverse impact upon users, businesses, residents and public services. B) To improve the viability of Stratford Park and Ride  By: <ul style="list-style-type: none"> <li>➤ Examining service provision of the Park and Ride, on-street parking and off-street parking within the district</li> <li>➤ Reviewing performance and financial information relating to the Park and Ride, On-street parking and off-street parking</li> </ul>
<b>Scope of the Topic</b> (what is specifically to be included/excluded)	District wide parking Marketing/Promotion of Stratford Park and Ride  Displacement – residential parking Finance/viability Impact upon public services (financial, access for emergency services)

<b>Indicators of Success</b> (what factors would tell you what a good review should look like)		<ul style="list-style-type: none"> <li>➤ Recommendations lead to improved performance and usage of Stratford Park and Ride</li> <li>➤ Coherent on and off street parking policy, agreed by both SDC and WCC.</li> <li>➤ Increased public satisfaction</li> <li>➤ No adverse impact upon retailers</li> </ul>	
<b>Specify Evidence Sources</b> (Background Information documents to look at)		<ul style="list-style-type: none"> <li>➤ Benchmarking information comparing parking policies with other (comparable) authorities. SR to circulate report being produced as part of SDC Parking Strategy Review</li> <li>➤ Data from consultation exercise carried out as part of SDC Parking Strategy Review. (SR to email proposed questions to members asap)</li> <li>➤ Financial summaries from both SDC and WCC relating to Stratford Park and Ride, on street parking and off street parking.</li> <li>➤ Evidence relating to marketing/promotion of Stratford Park and Ride, On street and Off street parking</li> <li>➤ Data relating to usage of the Park and Ride and on/off street parking</li> <li>➤ Assessment of the displacement effects of parking.</li> </ul>	
<b>Specify Witnesses/Experts</b> (Who to see and when)		Stratford-upon-Avon Town Trust Finance Officer (WCC and SDC) Warwickshire Police Disability Representative Parking services manager (SDC) Patient Forums/Medical Centre Legal services	
<b>Specify Site Visits</b> (where and when)		Visit best practice Park and Ride Schemes (Bath/Cheltenham) Local tour around Stratford District to view parking problems.	
<b>Consultation with Stakeholders</b> (who should we consult?)		Consultation with the public to be reconsidered in light of consultation referred to above Parish Councils Stratford-upon-Avon Town Management Partnership Voluntary and Community Sector Bus operators.	
<b>Level of Publicity</b> (what level is appropriate and what method should be used)		Publicity should be carried out prior to consulting.	
<b>Barriers/dangers/risks</b> (identify any weaknesses or potential pitfalls)		Relationship between SDC and WCC Engaging the public Managing expectations	
<b>Projected Start Date</b>	Nov 07	<b>Single Issue meetings (public)</b>	Thursday 14 <sup>th</sup> February 2pm Wednesday 5 <sup>th</sup> March 2pm
<b>Panel Meeting Dates</b>		<b>Projected Completion Date</b>	
<b>Date to evaluate impact</b>			
<b>Methods of tracking/ Evaluating</b>		Customer Satisfaction Business barometer	



## Appendix B

### Car Park Charges

#### Short Stay Car Parks – charges at 1<sup>st</sup> October 2007

	Capacity	Type	Up to 1 hour	Up to 2 hours	Up to 3 hours	Up to 4 hours	Up to 10 hours	Up to 24 hours
Bridgefoot	650	MS	70p	£1.30	£2.60	£5.80	£7.90	£10.50
Windsor St	243	MS	70p	£1.30	£2.60	£5.80	£7.90	£10.50
Unicorn Meadow	66	S	70p	£1.30	£2.60	£5.80	£7.90	£10.50
Church St*	197	S	70p	£1.30	£2.60	£5.80	£7.90	£10.50

\*Church Street Car Park is open evening 6pm-Midnight, Weekends and Bank Holidays only  
MS - Multi-Storey, S – Surface

#### Long Stay Car Parks –charges at 1<sup>st</sup> October 2007

	Capacity	Up to 1 hr	Up to 2 hrs	Up to 3 hrs	Up to 4 hrs	Up to 6 hrs	Up to 8 hrs	Up to 10 hrs	Up to 24 hrs
Arden St	240	70p	£1.30	£2.50	£3.50	£4.70	N/A	£5.80	£6.80
Recreation Ground	378	70p	£1.30	£2.50	£3.50	£4.70	N/A	£5.80	£6.80
Riverside	544	70p	£1.30	£2.50	£3.50	£4.70	N/A	£5.80	£6.80
Swans Nest Lane	26	70p	£1.30	£2.50	£3.50	£4.70	N/A	£5.80	£6.80
Coach/Lorry Park	69	N/A	N/A	N/A	£4.20	N/A	£6.30	N/A	£7.40

All long street car parks are surface car parks.

The differences between costs relating to short stay and long stay charges are outlined below.

	Short Stay	Long Stay	Actual difference
Up to 1 hr	70p	70p	0
Up to 2 hrs	£1.30	£1.30	0
Up to 3 hrs	£2.60	£2.50	.10p
Up to 4 hrs	£5.80	£3.50	£2.30
Up to 6 hrs		£4.70	£3.20
Up to 10 hrs	£7.90	£5.80	£2.10
Up to 24 hrs	£10.50	£6.80	£3.10

Breakdown of Long Stay, Short Stay, Season Tickets and P+R users is outlined in the table below.

Year	Type of User	Numbers staying up to 10 hours	Ave per 10 hr day	Percent staying more than 4 hours	24hrs + evening	Total
2005/06	Short Stay	383,173	1,050	5.3	24,115	
	Long Stay	495,884	1,359	10.1	79,176	
	Seasons	140,640	586	-	0	
	<b>Total</b>	<b>1,019,697</b>	<b>2,995</b>	<b>8.0</b>	<b>103,291</b>	<b>1,122,988</b>
2006/07	Short Stay	383,767	1,051	6.6	37,458	
	Long Stay	497,447	1,363	10.5	59,179	
	Seasons	127,200	530	-	0	
	P+R	52,378	144	-	0	
	<b>Total</b>	<b>1,060,792</b>	<b>3,088</b>	<b>8.8</b>	<b>96,637</b>	<b>1,157,429</b>

## Financial Information

## Off Street Parking

	Estimate 2005/2006	Actual 2005/2006	Estimate 2006/2007	Actual 2006/2007	Original Estimate 2007/2008	Current Estimate 2007/2008
1. Employees Expenses	270,000	217,303	224,300	222,702	250,160	245,644
2. Premises Related Expenses	413,200	410,281	415,900	408,257	435,910	433,060
3. Transport Related Expenses	9,400	7,699	6,520	7,736	9,080	9,080
4. Supplies and Services Expenses	104,900	104,091	104,990	80,232	107,330	106,080
5. Third Party Payments	146,400	112,345	170,450	158,303	173,805	166,405
6. Transfer Payments	2,100	4,786	5,700	10,721	5,913	5,913
7. Central Support Services	249,100	237,551	229,280	171,010	241,900	226,678
8. Capital Charges	589,400	582,240	228,040	227,421	230,889	230,889
<b>Gross Expenditure</b>	<b>1,784,500</b>	<b>1,676,296</b>	<b>1,385,180</b>	<b>1,286,382</b>	<b>1,454,987</b>	<b>1,423,749</b>
11. Other Grants & Contributions	0	-19,594	0	-875	0	0
13. Fees & Charges Income	-2,169,700	-2,022,459	-2,129,700	-2,237,092	-2,184,000	-2,184,000
14. Rent Income	-32,500	-38,243	-42,400	-46,854	-41,500	-52,250
16. Recharges to other Accounts	-6,800	-7,000	-6,800	-7,400	-6,800	-6,800
<b>Gross Income</b>	<b>-2,209,000</b>	<b>-2,087,296</b>	<b>-2,178,900</b>	<b>-2,292,221</b>	<b>-2,232,300</b>	<b>-2,243,050</b>
<b>NET COST OF SERVICE</b>	<b>-424,500</b>	<b>-411,000</b>	<b>-793,720</b>	<b>-1,005,839</b>	<b>-777,313</b>	<b>-819,301</b>

The Net Cost of Service for off-street parking is a surplus amount arrived at after costs of running the service have been deducted; this amount is allocated to the Stratford District Council Revenue Account.

On Street Parking

	Estimate 2005/2006	Actual 2005/2006	Estimate 2006/2007	Actual 2006/2007	Original Estimate 2007/2008	Current Estimate 2007/08
1. Employees Expenses	327,200	374,031	411,300	432,325	490,840	480,146
2.Premises Related Expenses	28,500	-3,493	29,300	473	3,300	3,300
3. Transport Related Expenses	12,000	10,599	12,420	14,894	13,510	13,510
4. Supplies and Services Expenses	188,400	74,900	194,400	85,591	109,090	109,090
5. Third Party Payments	671,120	28,576	559,260	37,589	11,400	11,400
6. Transfer Payments	400	774,377	11,400	884,597	829,000	829,000
7. Central Support Services	69,380	68,349	90,320	90,231	93,370	104,064
<b>Gross Expenditure</b>	<b>1,297,000</b>	<b>1,327,339</b>	<b>1,308,400</b>	<b>1,545,700</b>	<b>1,550,510</b>	<b>1,550,510</b>
Other Grants & Contributions	0	-560,979	0	-661,103	-744,610	-744,610
Fees & Charges Income	-1,297,000	-764,597	-1,297,000	-863,398	-794,500	-794,500
<b>Gross Income</b>	<b>-1,297,000</b>	<b>-1,325,576</b>	<b>-1,297,000</b>	<b>-1,524,501</b>	<b>-1,539,110</b>	<b>-1,539,110</b>
<b>NET COST OF SERVICE</b>	<b>0</b>	<b>1,763</b>	<b>11,400</b>	<b>21,199</b>	<b>11,400</b>	<b>11,400</b>

## Appendix C

### Park and Ride – Financial Information

	Notes	Budget 2007/08	Budget To Date	Actual to Date	Under/ (Over) Budget	Actual Spend Current Month	Forecasted Outturn 2007/08
<b>Expenditure</b>							
Johnson's subsidy	1	308,000	179,666	178,615	1,051	20,589	282,672
Traffic Order and Sign Works		0	0	9,841	(9,841)	3,770	10,000
Electricity Costs		3,000	2,000	1,677	323	0	3,090
Marketing		2,500	1,667	7,573	(5,906)	(1,411)	10,075
Design & Print New Timetable Leaflets		0	0	2,173	(2,173)	(250)	4,223
Periodicals –QA education		0	0	250	(250)	0	250
Maintenance Costs		0	0	703	(703)	(957)	2,000
Water Costs		1,000	667	206	461	0	1,030
Business Rates – SDC	5	39,480	31,584	41,142	(9,558)	4,174	49,490
CCTV Maintenance – ADT		7,904	5,269	6,074	(805)	2,049	8,141
DDD (Internal CCTV + Alarms)		370	247	588	(341)	475	750
BT Costs		513	342	343	(1)	0	528
PHS Maintenance		0	0	931	(931)	0	1,000
Johnsons awareness event		0	0	640	(640)	40	640
University of Warwick – agency costs		0	0	191	(191)	0	1,000
Payment to SDC re monitoring of CCTV		0	0	22,499	(22,499)	0	22,499
<b>Total Expenditure</b>		<b>362,767</b>	<b>221,441</b>	<b>273,446</b>	<b>(52,005)</b>	<b>28,479</b>	<b>397,388</b>
<b>Income</b>							
Fare Income - Johnsons	3	(77,530)	(45,226)	(53,418)	8,192	(5,569)	(93,477)
Concessionary Fares	2	(19,380)	(12,920)	(16,078)	3,158	0	(19,380)
Schools Service	6	0	0	0	0	0	(14,666)
Customer Services		(10,230)	(6,820)	(79)	(6,741)	0	(242)
Other		(2,560)	(1,707)	(509)	(1,198)	0	(1,060)
<b>Total Income</b>		<b>(109,700)</b>	<b>(66,673)</b>	<b>(70,084)</b>	<b>3,411</b>	<b>(5,569)</b>	<b>(128,825)</b>
Admin Support		36,005	24,003	24,003	0	3,000	36,005
Cost of Borrowing		103,110	68,740	75,733	(6,993)	9,466	67,000
<b>(Surplus)/Deficit</b>		<b>392,182</b>	<b>247,512</b>	<b>303,098</b>	<b>(55,586)</b>	<b>35,376</b>	<b>371,568</b>

Notes:

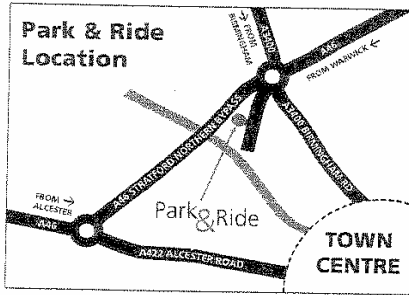
1 – Forecast includes £42,750 savings w.e.f. July 1<sup>st</sup> following service changes (£57,000 for full year based on 2006/07 contract prices)

1 – Actual includes costs for April –October budget to date 7 months accordingly –increase to be discussed with Johnsons

2 –Actual relates to first 3 quarters

- 3 – Actual includes costs for April –October budget to date 7 months accordingly
- 4 - Unexpected invoices relating to 0607 (not accounted for as creditor provisions)
- 5 –Rates actual will be 10 payments per annum + additional invoice for £7754 outstanding from 0607 now included
- 6 – Schools Service income of £22,000 pre annum, made up of 3 terms at £7,333 each. This came into effect in September 07, therefore two terms will occur in this financial year. Inflation may boost this figure slightly.

# Appendix D



Hours	Short Stay	Long Stay
1	£0.70	£0.70
2	£1.30	£1.30
3	£2.60	£2.50
4	£5.80	£3.50
6	-	£4.70
10	£7.90	£5.80
24	£10.50	£6.80

Evening charge £1.50 from 6pm to 8am

These are the charges as at the 1st October 2007  
please check information boards for the current charges.

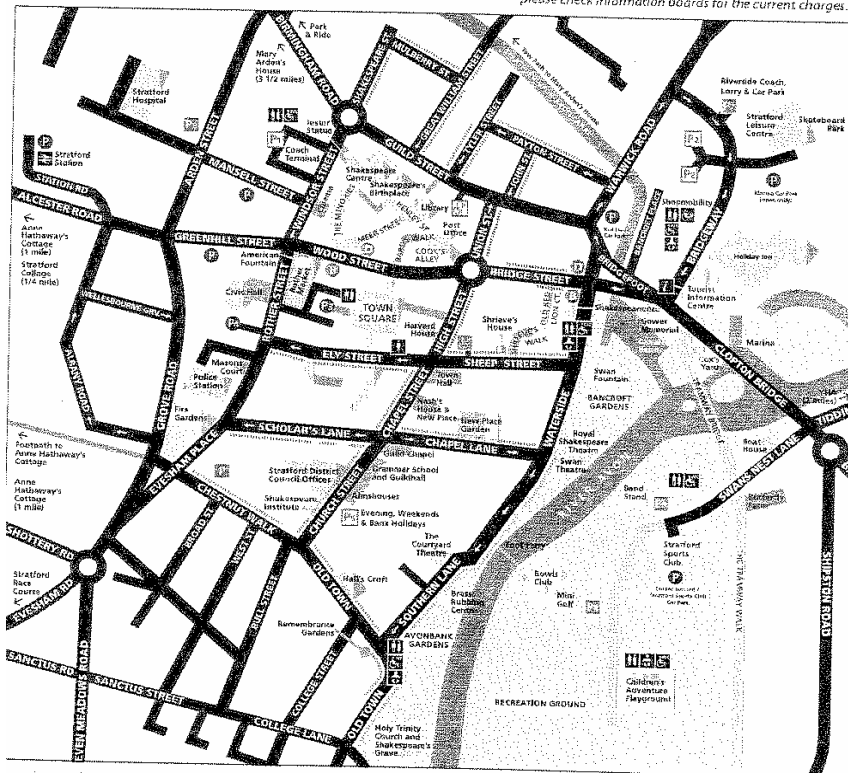
## KEY TO PARKING

- Applicable 8am to 6pm**
- Maximum stay - 30 minutes
  - No return to the same street for 1 hour
  - Charge 50p

- Applicable 8am to 6pm**
- Maximum stay - 1 hour
  - No return to the same street for 2 hours
  - Charges - up to 30 minutes 50p
  - £1.00 for up to 1 hour

- Applicable 8am to 6pm**
- Maximum stay - 2 hours
  - No return to the same street for 4 hours
  - Charges - up to 30 minutes 50p
  - £1.00 for up to 1 hour
  - £1.50 for up to 1 1/2 hours
  - £2.00 for up to 2 hours

Pedestrianised



## KEY TO CAR PARKS

- Long Stay District Council Car Parks
- Short Stay District Council Car Parks
- Other Car Parks
- Park & Ride Drop-off Point
- Park & Ride Boarding Point

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**Park and Ride Break Even Fare**Based on current Demand – 07/08

Patronage of 103,077 = 47,415 Concessionary Pass holders  
55,662 Full Fare Passengers

46% of users are Concessionary pass holders (for which WCC receive half fare).

Need to cover costs of £472,775

x = Park and Ride fare

$$£472,775 = 55,662x + \frac{47415x}{2}$$

$$945550 = 111,324x + 47415x$$

$$945550 = 158739x$$

$$\frac{945550}{158739} = x$$

$$£5.96 = x$$

Based on full Car Park

725 cars/day with an occupancy level of 2 = 1450 passengers per day.

338 days/year = 338 x 1450 = 490,100 total patronage

46% of users are Concessionary pass holders (for which WCC receive half fare).

225,446 concessionary Passholders

264,654 Full fare passengers

Cost of Additional Bus Capacity = £20,000/bus. Four buses = £80,000/year.

Therefore need to cover costs of 552,775.

x = Park and Ride fare

$$£552,775 = 264,654x + \frac{225446x}{2}$$

$$1,105,550 = 529308x + 225446x$$

$$1,105,550 = 754754x$$

$$\frac{1,105,550}{754,754} = x$$

$$£1.46 = x$$



## Recommendations

- A** A separate and comprehensive review of the impact of introducing car parking charges in the District towns be undertaken in the medium term.
- B** The Panel recommends a substantial reduction in the amount of parking in Stratford upon Avon town centre and acknowledges the targets contained in the UDF.
- C** Arden Street car park be transferred from long stay to short stay parking
- D** In addition to the transfer of Arden Street from long stay to short stay, further reductions in long stay parking should be sought in Riverside
- E** A comparative analysis comparing the amount of parking available in Stratford-upon-Avon with CIPFA family group for heritage towns and neighbouring towns, to inform future decision regarding an appropriate level of parking for Stratford-upon-Avon town centre
- F** An Inner Ring and Outer Ring structure of parking, as outlined above, be developed to create a clear distinction between short stay and long stay parking
- G** Signage needs to be reviewed and changed to direct drivers to Inner Ring and Outer Ring car parks as appropriate
- H** The maximum stay for Inner Ring short stay parking should be restricted to 4 hours
- I** Charges for short stay and long stay parking be increased as outlined in Table 1.1 and Table 1.2
- J** Season tickets for Outer Ring long stay car parks (Recreation Ground, Riverside, Swans Nest Lane) be charged at £400 per annum, whilst season tickets for Inner Ring short stay car parks (Arden Street, Windsor Street and Unicorn Meadow) be charged at £500 per annum
- K** Residential parking areas be reviewed in order to reduce the risk of increased parking charges outlined in Table 1.1 and Table 1.2, leading to increased displacement parking in residential areas
- L** Signs be put in place to clearly direct those visiting the Theatre to use the Bridgefoot Car Park
- M** Charging for on-street parking be increased to 0.70p per half hour, up to a maximum of 2 hours where available

- N** Charges for the Park and Ride be increased from £1.30 per person to £1.50 per person
- O** To increase the financial incentive of using the Park and Ride, a Mini Family Ticket, Maxi Family Ticket and Group Ticket outlined in Table 1.4 above should be introduced
- P** Upon completion of the restructuring of parking in Stratford-upon-Avon outlined in Recommendations I, J, M; the free before 9 am policy should be withdrawn and the Park and Ride Season Tickets outlined in Table 1.5 above be introduced to increase the financial incentive for commuters to use the Park and Ride
- Q** Park and Ride Season Tickets should be available through Warwickshire County Council's website, Stratford-on-Avon District Council's website and at One Stop Shops throughout the County
- R** Warwickshire County Council explore the possibility of offering a concessionary rate to employers to encourage their employees to use the Park and Ride
- S** Restricting free parking at Church Street for Stratford-on-Avon District Council employees should be considered when a second Park and Ride site is fully operational, in order to encourage usage of the Park and Ride
- T** Current operating times and closure policy for the Park and Ride should remain in place
- U** Warwickshire County Council and Stratford-on-Avon District Council explore how the availability of tourist information at the Park and Ride site can be increased
- V** Warwickshire County Council explore the possibility of implementing a bus buddy scheme similar to that operated by Cambridge's Park and Ride
- W** A full review of signage and road markings be undertaken to support the recommendations contained in this review
- X** Publicity for the Park and Ride needs to be increased
- Y** Stratford-on-Avon District Council should update its website to direct visitors to use the Park and Ride
- Z** Warwickshire County Council and Stratford-on-Avon District Council develop a joint strategy to address the parking issues and to increase the financial viability of the Stratford Park and Ride. This strategy should be underpinned by the recommendations contained in this report and the proposals outlined in the UDF.