

Economic Development and Environment Policy and Scrutiny Committee

PARK AND RIDE

Purpose of the paper:

The Economic Development and Environment Policy and Scrutiny Committee would like to consider the impact and viability of the County Council's current Park and Ride Scheme in Chelmsford, and the principles that may underpin any development of such schemes elsewhere in Essex.

1. Definition of Park and Ride

Park and Ride has become a widely acknowledged traffic management tool. It is defined as an inter-modal form of transport that involves the interchange between private and public modes of transport to complete one journey. This is aided by the provision of a parking facility which has direct access to a public transport system. It is acknowledged that the private mode is typically the car however the public mode could be a rail, tram or bus service. For both the Sandon and newly opened Chelmer Valley Park and Ride scheme, the public 'ride' component is a dedicated bus service.

2. Objectives for developing Park and Ride

2.1. General

The first Park and Rides were established in the UK during the 1960's and 1970's to deal with a lack of parking provision and to increase access to towns and city centres. By the late 1980's, Park and Rides were increasingly being seen as mechanisms for tackling environmental issues through their ability to help reduce congestion and air pollution in urban centres.

Congestion is a significant issue in Chelmsford, especially in the peak period, on a number of key routes into and through the town. In addition Chelmsford Borough has been identified as a location for significant growth, accommodating up to 16,000 new homes and over 20,000 new jobs by 2021 which will generate an increased number of car trips.

Park and Ride was initially identified in Chelmsford during the first Local Transport Plan period (2001 – 2006) and the Essex Structure Plan highlighted the provision of Park and Ride on key radial routes into Chelmsford as a priority tool to develop the use of public transport in the town centre and to accommodate future growth.

Park and Ride is not only an attractive service to the motorist enabling them to make a sustainable travel choice, but also helps to reduce congestion, reduce pollution, supports housing and economic growth and increases the attractiveness and accessibility of the town centre.

2.2. Sandon

In 2004, Essex County Council commissioned SA2000 to undertake analysis of the potential market for Park and Ride in Chelmsford. Based on access to the network, distance from the town centre and demand for a service, SA2000 acknowledged strong demand for several sites. A Park and Ride to serve the east of Chelmsford, located at Sandon, was identified as both Chelmsford and Essex's first Park and Ride.

The key aims of the Sandon Park and Ride have been to:

- Remove vehicles from Baddow Road and the Baddow Bypass and the Army and Navy junction, especially during the peak period.
- Provide a sustainable alternative to the car.
- To minimise the impact of traffic in the town and improve air quality.
- Increase the attractiveness of the town to shoppers and visitors.
- Help to assist growth in Chelmsford.
- Contribute to the revised parking strategy and free up land in the Town Centre for alternative use.
- Provide high quality and designated bus priority measures, offering fast, reliable and direct links to the town centre and onward transport links.

2.3. Chelmer Valley

Following on from the success of Sandon, the County Council has been keen to provide further Park and Ride sites on key radial routes into Chelmsford. Park and Ride was identified in Essex's second Local Transport Plan (LTP2) as a measure to tackle congestion in Chelmsford. Chelmsford Borough Council's Local Development Framework also identified Park and Ride in north Chelmsford as a key scheme to help promote more sustainable travel patterns and to assist in the provision of new development. A large proportion of Chelmsford Borough's housing growth is planned for north east Chelmsford with the provision of a new neighbourhood accommodating up to 4,000 new homes. Additionally, new employment, retail and leisure developments are all planned for Chelmsford by 2021. To support this growth, new and improved transport infrastructure is required and Park and Ride is identified as a key measure.

The key aims of Chelmer Valley Park and Ride are the same as those identified above for Sandon with the only difference being the removal of vehicles from another key corridor into Chelmsford, those travelling from the north along the A130 Essex Regiment Way, Broomfield Road, Chelmer Valley Road and into the Town Centre.

3. Sandon Park and Ride Experience

3.1. Background

In March 2006 Sandon Park and Ride, Chelmsford and Essex's first Park and Ride, opened. It is located to the east of Chelmsford, just off junction 18 of the A12 at the A12/A414/A1060 Maldon Road Interchange. The original 600 space site has been expanded twice to cater for the high demand - an additional 300 spaces were provided in December 2006 and following further expansion in November 2010 the site now provides 1,175 spaces in total. There is also land and planning permission available for a further 250 spaces should the site require a third expansion.

3.2. Passenger Data

Sandon Park and Ride has been tremendously successful. The service has retained its original users and new users have been encouraged to use the service. This was evident after the expansions but there has also been a steady increase in new users throughout its four years of operation. Annual patronage can be seen in the table below.

	Individual people boarding at the Sandon site	Total Passenger journeys undertaken	Total number of cars entering the site
2006/07	247,300	496,527	230,181
2007/08	292,648	578,759	297,633
2008/09	362,972	677,579	314,137

2009/10	368,343	686,261	320,916
2010/11 **	398,692	749,981	341,465
Total	1,669,955	3,189,107	1,504,332

** Data for March 2011 not complete and some car count data during 2010 is based on averages following malfunctioning data collection equipment.

Sandon Patronage: For 2010/11 an average of 2,574 passenger journeys were undertaken each weekday and 1,548 on a Saturday.

Car Park Occupancy: By 0900 on a weekday the car park is 74% full, around 873 cars, and the car park reaches its maximum occupancy, around 1,126 cars (99%), at midday. On Saturdays maximum occupancy of around 280 cars (24%) is reached by 1300.

3.3. Customer Experience

Since Sandon Park and Ride opened, three sets of on-bus surveys have been undertaken to assess how Park and Ride is perceived by users. These surveys were carried out in April 2006 (during the free introductory period); June 2006 (approximately six weeks after the free introductory period ended); and February / March 2008 (almost two years after opening). An excellent response rate (65%) was received from these surveys and such a response rate provides confidence that the sample obtained can be assumed to represent the thoughts and opinions of the whole passenger population. Key findings from the responses are shown below.

Park and Ride has been very well received by users. Park and Ride users generally rated the existing service as 'Excellent' or 'Good', particularly the 'friendliness of staff' (around 80% rated excellent), 'parking facilities' (around 70% rated excellent) and 'bus terminal facilities' (over 60% rated excellent). 'Seat availability' was rated slightly lower in the morning peak which is likely to be due to the popularity of the service with commuters, however this still received a rating of 'good' by 50% of users and 'excellent' by 20% of users.

The main reason people chose to use the Park and Ride is because it is cheaper than parking in Chelmsford town centre (60% of respondents stated this). The second most popular reason is that it is more convenient (14% overall).

The main journey purpose for using the Park and ride in the weekday morning peak is to work in Chelmsford (66%), with education and train trips also made. The main journey purposes in the weekday inter-peak are shopping (39%), work (32%) and the train station (15%) and on a Saturday the main journey purpose is for shopping (78%). As a broad split across all periods the main journey purposes of Park and Ride users are: work in Chelmsford (40%), shopping (35%), onward trips using the train station (15%), education (6%) and other (4%).

Park and Ride has resulted in significant modal shift. Around 80% of Park and Ride users previously travelled into Chelmsford by car with only a small transfer from other sustainable modes of transport. In the weekday AM peak 86% are single-occupancy car drivers.

The vast majority of Park and Ride users previously parked in public car parks in the town centre (93%). Of those travelling in the AM peak, 84% previously parked in long-

stay car parks, whilst in the off-peak and on Saturdays, over half parked in short stay car parks.

3.4. Reduced congestion

Sandon Park and Ride contributes to reduced levels of congestion in Chelmsford by capturing car trips on the edge of the town and providing a sustainable mode of travel for onward journeys into the town centre.

As outlined in section 3.2, average weekday car park occupancy rates at the Sandon Park and Ride site show that by 9am the car park is 74% full. The removal of these vehicles from the town centre network (86% of which are single occupancy) helps to reduce morning peak hour congestion - particularly along the radial route on which the Park and Ride is located.

It is recognised that the majority of morning peak users are commuters who park at the Sandon site for either 4 – 9 hours (62%) or over 9 hours (35%). Because of this, the Park and Ride service also helps to reduce the number of cars on the road network during the evening peak.

Demonstrating the benefits of congestion relief, journey times for vehicles travelling from Sandon to Parkway reduced in the morning peak following the opening of Sandon Park and Ride. Survey results show that the greatest reduction was typically at 08:55 where journey times reduced by around a third – equivalent to around four minutes.

3.5. Reducing vehicles on key radial routes

Sandon has a clear catchment area with the majority of users coming from the east of the town centre (80%). The two routes previously used by the majority of Park and Ride passengers are the A414 to/from Danbury and Maldon (40%) and the A130 to/from Basildon and Southend (30%). These two routes both converge onto the A1114 Baddow Bypass and it is this section of road that benefits significantly from congestion relief brought about by the removal of vehicles by the Park and Ride service.

Initial analysis of traffic flow along the Baddow Bypass before and after Sandon Park and Ride was implemented revealed that on average, 295 fewer vehicles used the Baddow Bypass during the weekday AM peak after the Park and Ride opened.

3.6. Achievement of modal shift as a result of Sandon Park and Ride

As highlighted earlier, the results of Sandon Park and Ride passenger surveys demonstrated around an 80% modal shift away from private car use – which is a significant achievement. A number of Park and Ride users were attracted to the Park and Ride from other forms of public transport, with 6% of AM peak users previously travelling by train and 14% by bus. However, these volumes are deemed sufficiently small to view the impact of Park and Ride on modal shift to be a success.

3.7. Improved Air Quality

The Sandon Park and Ride route passes through the Air Quality Management Area (AQMA) at the Army and Navy roundabout. Although levels of NO₂ pollution remain in excess of guideline values, Chelmsford Borough Council's 2008 Action Plan acknowledges that the actual area where the level of NO₂ exceeds these values has decreased in the time since the AQMA order came in to force.

Sandon Park and Ride has contributed significantly to a reduction in the number of vehicles passing through the AQMA at the Army and Navy Roundabout, with around 75% of Park and Ride passengers previously travelling through the AQMA in their cars. Although the introduction of a fleet of Park and Ride buses into the AQMA contributes to air pollution in the area, the service is nevertheless calculated to provide a net reduction in NO₂ levels in the AQMA through the removal of cars from the network.

4. Chelmer Valley Park and Ride usage

Chelmsford's second Park and Ride commenced operation on Monday 4th April 2011. Although the service is in its very early days of operation initial patronage figures demonstrate that on average 328 people are using the service daily with an average of 247 cars parking at the site daily. Forecast figures, derived from demand modelling, suggest that 720 passengers and 520 cars daily will use the site; however the opening of the service has coincided with school holidays and the Anglia Ruskin University summer term so it is anticipated that usage will increase over the coming months.

A survey of users is planned to be undertaken in May 2011 to determine key information as collected for Sandon, such as why people use the service, their journey purpose, which route they previously used, their previous mode of transport etc. These surveys will also be complemented by follow up surveys at Sandon.

5. Management and Operation of Park and Ride

5.1. Sandon

Within Essex County Council the scheme is managed and overseen by Highways and Transportation undertaking feasibility work, overseeing the design and construction of the site, bus lanes and associated town centre works and organising and monitoring the operation of the sites.

The provision of a quality service was crucial if motorists were to be persuaded to use Park and Ride. To ensure the required quality standards were met the selection of the operational contractors followed a comprehensive procurement process. The tender specified high standards in terms of vehicle comfort, customer service and presentation.

The tender specification for the operation was broken down into 2 elements:

- The management and maintenance of the car park and terminal building and
- The operation and supervision of the bus service.

The tender was issued in March 2005 with prices invited for each individual element or as a combination of both.

The County Council was keen to see commitment and ownership of the scheme from potential contractors and a rigorous assessment, including presentations by bidders, of the tender submissions was undertaken. The operational contracts were awarded in September 2005 with First Essex Buses winning the bus operation and Chelmsford Borough Council the site management and car park operation.

Since Sandon opened the County Council has received many compliments from passengers about the service including many relating to the staff working on site. Staff at both Chelmsford Borough Council and First Essex Buses have worked extremely well in delivering the service to generate these compliments working well together to ensure the desired quality of service was provided.

5.2. Chelmer Valley

The original operational contracts for Sandon were awarded for 4 years and expired in March 2011 so a second procurement process commenced in 2010 to establish a new contract for Sandon. The tenders for operational contracts at the new Chelmer Valley site were included with the tender to replace the Sandon contract. The tenders were again split into the two elements, namely the site management and bus operation and prices invited for the two elements individually or combined at either of the sites individually or at both.

In order to maintain the quality of service that has been enjoyed at Sandon a rigorous tender assessment was undertaken. There was interest from a number of organisations, including one new to Essex, but the successful bidders were First Essex buses for the bus operation and Chelmsford Borough Council for the site management. The operation has been secured at no increased cost than the original contract price submitted in 2006.

5.3. Park and Rides elsewhere in the UK

The operation of the Park and Ride services in Norwich and Ipswich, and many others around the Country, follow the same approach as adopted by County Council whereby the operational contracts have been subject to competitive tender.

Norwich Park and Ride operates from six sites along the radial routes into the city centre. Originally built using Local Transport Plan funding, the sites are managed by Norfolk County Services (Norse) – functioning as the business arm of Norfolk County Council. The bus services are run by Norse and Konectbus Ltd. (Go-Ahead Group) with contracts being awarded for a five year period. Park and Ride services are currently subsidised by Norfolk County Council.

Adult day returns are available for £2.30 per person, with concessionary rates and multiple-child discounts offered for off-peak travel. Weekly/monthly/annual passes are also available at a discounted rate. Bus services run every 10-15 minutes.

Cambridge Park and Ride operates from five sites on the surrounding edge of the city centre. The sites were originally built using a combination of Local Transport Plan and Section 106 funding, and are managed on a day-to-day basis by Cambridgeshire County Council. The bus services are run exclusively by Stagecoach under a five year partnership agreement. The service is commercially run with no local government subsidy and services pay a departure charge.

Adult day returns are available for £2.30 per person from the site, or £2.60 from the bus. Up to three children per adult can travel for free, whilst concessions can travel for free during the off-peak. Weekly/monthly/annual passes are also available at a discounted rate. Bus services run every 10 minutes.

Ipswich Park and Ride operates from two sites (originally three however one has recently closed) situated on the urban perimeter of the town centre. Part funded through agreements with private developers the sites are currently managed by First Bus under contract to Suffolk County Council.

Adult day returns are priced at £3.00 for up to five people travelling as a group into the town centre. Reduced concessionary fares are available for off-peak travel, whilst weekly/monthly/annual passes are also priced at a discount rate.

6. Funding and Current Charging Structure

6.1. Financing Park and Ride

The total capital cost of the Sandon scheme, including the 2 subsequent extensions, is in the region of £7.4 million. To construct Sandon Essex County Council made a successful submission for capital funding from the Local Transport Plan. The funding was secured in July 2004 with delivery required by the end of the first LTP period (April 2006). The two subsequent extensions were funded from Essex County Council capital monies.

The final cost of the Chelmer Valley scheme is expected to come in at around £6.6 million, over £1 million under the original budget. This has been achieved through value engineering and working with the design teams to identify further savings during the construction phases. Essex County Council has funded the scheme through capital monies and Chelmsford Borough Council has contributed £800,000 of Growth Area Funding.

The annual costs and subsidy required to support Sandon Park and Ride can be seen below. The high usage of the site, the expansions and increased fares has resulted in a reduced subsidy over the four years of its operation.

	Gross cost of Bus Operation	Gross cost of Site Management (including overheads, rates, marketing)	Total Revenue (including concessionary fare reimbursement)	Net Cost / Subsidy required to support service
2006/07	£492,051	£237,831	£340,421	£389,461
2007/08	£536,889	£261,070	£573,582	£224,377
2008/09	£530,394	£258,687	£622,505	£166,576
2009/10	£540,760	£256,447	£657,963	£139,244
2010/11	£522,616	£275,604	£670,864	£127,356
TOTAL	£2,622,711	£1,289,640	£2,865,335	£1,047,014

An increased Passenger Transport revenue budget was approved to fund the new commitment to cover the costs of the operational contracts.

6.2. Charging Structure

Before Park and Ride was implemented an assessment of the charging structure was undertaken. Essex County Council commissioned TAS (specialist consultants in public transport) to undertake a review of managing Park and Rides and pricing mechanisms. This work included a review of best practise where it was found that of the Park and Ride sites in the UK, around 70% of Local Authorities manage their sites by charging on the bus, 20% charge for parking and 7% (including Oxford) charge for both. The charge for bus fare is predominately due to VAT being applicable if pricing is based per vehicle.

There are advantages and disadvantages for managing Park and Ride by charging for parking or the bus fare and these are outlined in the table below.

Advantages for car park charging	Disadvantages for car park charging
<ul style="list-style-type: none"> • Car Sharing Opportunities – competitive prices may attract new users that would have parked in Town Centre. • No concessionary fare payments – concessionary pass holders expected to transfer to local bus service to travel for free rather than pay for parking. • A direct comparison can be made to the town centre parking charges. 	<ul style="list-style-type: none"> • Will incur VAT charges on charging • Could reduce revenue income as charge of parking limited by town centre car park costs • Enforcement issues could be harder e.g. Ticketing Management – per person or per car • Likely to encourage drop off only (free bus service to Town) – could cause congestion at junction and around site. • Capital cost of installing parking meters • Revenue cost of managing collections and maintenance of meters. • Increased time parking • Unpopular with over 60s • No incentive for single occupancy commuters.
Advantages for bus based charging	Disadvantages for bus based charging
<ul style="list-style-type: none"> • No VAT payable • Single occupancy cars removed from peak network. • Potential for greater revenue per car (all adult occupants pay) • Greater variety in pricing structures (adults/child/concessions) • Simple to market • Minimal abuse of car park 	<ul style="list-style-type: none"> • Concessionary fares can travel for free incurring a charge • Car Sharers do not benefit under current bus based charging strategy (note: Many P&R users are single occupancy)

The recommendation was to adopt a per person pricing strategy. The charging structure at both Park and Rides in Chelmsford is therefore based on the principle that it is free to park and users of the site pay for the bus journey. The original bus fare at Sandon was £1.50 which was increased to £2.00 in March 2007 and £2.20 in June 2008. The current bus fare for Sandon and Chelmer Valley is £2.20 per day and weekly tickets can be purchased for £11 or a monthly ticket for £42. Children under 16 and concessionary fare users can travel on the service for free.

7. Chelmsford Town Centre parking

The aim of Park and Ride is to attract people who drive into the town centre away from the congested key radial routes by removing them from the network on the outskirts of the town centre. The facility provides parking provision on the outskirts of town with a bus service to transport people to the centre. It is therefore acknowledged by both Essex County Council and Chelmsford Borough Council that that town centre parking will be affected and the results of this have been outlined in section 3.3. It is also realised that this shift to the Park and Ride is predominantly due to cost; users state that the Park and Ride is cheaper than parking in the town centre.

Additionally, the provision of Park and Ride makes the town more attractive, specifically for shoppers, therefore encouraging people to use the town and support income in the Borough.

A joint parking strategy between Chelmsford Borough Council and Essex County Council is currently being reviewed and a joint piece of work has been commissioned to determine a strategy which supports the development and encouragement of Park and Ride but also supports town centre parking and growth. The results of this work and the subsequent strategy will be presented and agreed at a 5-a-Side meeting between Essex County Council and Chelmsford Borough Council.

8. Lessons learned and future considerations of Park and Ride in Essex

8.1. Experience to date

Sandon Park and Ride has been extremely successful and Chelmer Valley Park and Ride is being monitored. The service has generated considerable modal shift and reduced congestion. It has been well received by users and is a popular service.

With such a successful and popular service it could potentially operate without financial support; however it is accepted that Park and Ride forms part of a wider strategy to tackle congestion, improve air quality, help accommodate growth and improve the accessibility and attractiveness of Chelmsford town centre. Measures which could be considered to help reduce the subsidy are outlined in the next sections.

There have been significant benefits from Chelmsford Borough Council managing the site. The Borough's expertise of managing car parks and their commitment to the same values as the County Council, such as customer service, has enabled excellent partnership working, savings to County Council officer's time and savings of car park management services associated with car park maintenance such as gritting facilities.

The success of Sandon demonstrated that expansion can be required. Land was purchased for a 900 space site at Sandon so for the first expansion no additional land was required; however it did require additional planning approval. For the second expansion both land purchase and planning approval were required. For Chelmer Valley land has already been purchased for 1,400 spaces with planning in place for 1,000 spaces should expansion be required. This will save time and money.

Bus priority measures have been acknowledged as an essential part of Park and Ride, offering journey time savings and journey time reliability to passengers, encouraging them to switch from their private cars onto the service. The bus priority measures also advertise the service to motorists as they will see the Park and Ride buses bypass them using bus lanes or with priority at junctions. For Sandon the 1.5km bus lane and associated bus priority measures have been extremely successful so for Chelmer Valley work was undertaken to identify the key locations where bus priority measures would be required. These measures have been implemented along the whole route and include sections of bus lane and also priority at junctions. Bus priority measures also benefit other services which use the route such as the X30 and service 36.

At Sandon, the bus lay-by has had to be repaired and re-built since the site opened therefore a more durable surface was used for the Chelmer Valley site construction.

At Sandon it was recognised that additional pay on foot machines in the building would help reduce queuing for the bus and at the office. Two such machines have been

installed at Chelmer Valley and it is planned to replace the existing machine at Sandon with two new machines matching those installed at Chelmer Valley.

At times, the buses are full to capacity and some passengers have to wait for another bus. Since Sandon opened the frequency of the buses has been increased from every 10 minutes to the current levels of every 6-7 which has helped in easing the situation. Consideration has also been given to using larger vehicles, including double deck and articulated buses however some of the roads and junctions being used, especially on the Chelmer Valley route are not suitable for these type of vehicles. The cost of providing additional vehicles to increase capacity is significant.

And finally, the controls of the main external car park lighting columns have been upgraded to allow greater flexibility in control on the number of lights that are turned on at any one time therefore providing reduced energy costs at the same time as accounting for personal security issues as well.

8.2. Marketing Opportunities

Park and Ride is promoted in a number of ways. It has a dedicated website with links from Chelmsford Borough Councils website. Road signage on key corridors direct road users to the car parks and variable message road signs provide information on the number of spaces available. The bus lanes and bus priority measures also provide an advert – motorists sitting in traffic queues will witness the Park and Ride buses and users be given priority and not be held up but the traffic flows. In addition, the current charging levels are also competitive with other town centre car parks.

The County Councils Travel planning team also promote Park and Ride to various businesses as a potential staff travel plan measure. Detailed discussions have taken place with Anglia Ruskin University to extend their current travel plan, which has received a gold accreditation, to incorporate Chelmer Valley Park and Ride. The university have fully engaged with the County Council and have already undertaken significant promotion of the service for their staff and students. The County Council has also entered into discussions with Broomfield Hospital where there is an opportunity for a shuttle service to run between the Chelmer Valley site and the hospital. The hospital has not wished to pursue the use of Park and Ride to access the hospital at this time however these discussions could be resumed. There is scope to work further with Retail businesses on promotional opportunities.

To advertise the newly opened Chelmer Valley site a launch campaign by the Corporate Communications team has been undertaken. This has included: leaflets directly mailed to 42,000 addresses in the catchment area (such as Braintree, Great Dunmow and Great Leighs); press advertising placed in local papers in Chelmsford and the catchment areas; new information leaflets delivered to the Park and Ride sites and other local sites; social media such as the County Council's Twitter and Facebook pages; the County Council's website; an editorial piece in the March EssexWorks magazine; internal communications with stories on the intranet, the 7-days email and Jo's blog; radio interviews and press articles have also promoted the site and the project teams have also been working in Partnership with the Anglia Ruskin University and they are promoting the site via their own communications.

Detailed discussions have taken place with Anglia Ruskin University to promote Park and Ride, specifically as the Chelmer Valley service now directly serves the university

campus. Comprehensive promotion of Chelmer Valley for both students and staff has already commenced and will continue, especially as part of the induction for the new term in September. Students and staff are also aware that if they use the Sandon service they can then switch onto a Chelmer Valley bus in the town centre to go directly to the university using their same ticket.

8.3. Potential future changes to the charging structure

Changing the fare levels offers the potential to reduce the subsidy that ECC pays for Park and Ride. A number of options to change the current fare levels at both Sandon and Chelmer Valley Park and Ride have been tested. When testing these options account was taken of the impact they would have on demand.

8.4. Commercial operation of the bus service

As outlined in section 5.3, Stagecoach operate the bus services to the Cambridge Park and Ride sites on a commercial basis with the County Council undertaking the site management. The commercial operation of the Sandon and Chelmer Valley sites is a long term objective. The pricing structure, maintenance of quality, etc would have to be considered as we move towards this model especially as if the operator took on the commercial risk they would expect to set the fares in competition with other services and town centre car parks rather than taking into account the complementary strategy of how Park and Ride contributes towards reduced congestion.

8.5. Review of the contract specification

The current specification provides for a high quality operation. Aspects of this could be reviewed to reduce costs. Procurement regulations restrict the degree to which the Council can deviate from the original contract as tendered and awarded. Discussions will be undertaken with the contractors to identify potential cost savings within these parameters, as has been undertaken during the Sandon contract.

8.6. Site management as part of Chelmsford Borough Council's responsibility

Efficiencies may be deliverable if the Borough Council were to absorb their Park and Ride operation as part of their own town centre car parking operation. The maintenance of a quality operation would need to be assured.

8.7. Joint Essex County Council and Chelmsford Borough Council Parking Strategy

As outlined in section 7, Chelmsford Borough Council support Park and Ride as a measure to help support the Borough's growth aspirations. A Parking and Land Use model has been developed jointly which highlights a number of options to encourage Park and Ride but also support town centre parking and growth.

8.8. Revenue generation options at the sites

Investigations will be undertaken into the financial return and relative merits in allowing advertising on buses and / or at the site, issuing licences to allow for the sale of newspapers and beverages and to allow the sites to be used for other revenue generating activity e.g. boot sales etc.

Under the current planning permission advertising is not permitted on the sites. The livery of black buses plays a crucial role in promoting the service and quality of the Park and Ride brand which could be diluted by allowing advertising to be displayed. The

branding was also chosen to encourage modal shift from the car as it is designed to replicate the car environment rather than a typical bus service.