



Car Parking Strategy – Options Scoping Report

Gadbrook Business Park

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Gadbrook Business Park

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Cheshire West and Chester

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1 Introduction

Background

Mott MacDonald has been commissioned by Cheshire West and Chester Council (CWaC) to undertake an options appraisal for mitigating the car parking issues experienced at Gadbrook Park. This will consider options and costs for creating additional parking spaces as well as options for reducing car reliance including; green travel plans and sustainable transport improvements.

This report has been written following escalating concerns over parking as a pressing issue and complaints from businesses, their employees and local residents.

1.1.1 Gadbrook Park Background

Gadbrook Business Park is located on the periphery of Northwich along the A556 (Manchester to Chester dual carriageway). The strategic location of Gadbrook Park is highly beneficial to businesses as key cities such as Manchester, Liverpool and Chester are within a 40 mile radius.

Gadbrook Park was developed in 1984 producing a unique office development outside of the traditional town centre set up. The development now provides the area with a thriving business community home to more than 80 businesses employing over 5000 people. Gadbrook Park Business Improvement District, managed by Groundwork Cheshire, funds a Business Park Manager and key investment projects.

Figure 1.1 Aerial View of Gadbrook Park



Source: CWaC

Despite the attractive location of Gadbrook Park, the site is relatively inaccessible via public transport or active travel modes. The reliance on the car as the main mode of transport to the park combined with the continued, and in some cases rapid, expansion of businesses has led to the ever-increasing issue of insufficient parking.

This issue requires immediate solutions in order to support and enhance the success of businesses at Gadbrook Park as the current state of parking is unattractive to potential investors and could hinder growth of current businesses.

1.2 Aims

The key issues that the report aims to resolve relate to the provision and management of car parking at Gadbrook Park.

Several opportunities are available to the Council including increasing supply, managing supply and improving the quality of the car parking experience for all business employees and visitors.

The aim of this Car Parking Options Report is to:

1. Support Cheshire West and Chester in identifying a range of options to alleviate parking issues and ensure effective use of existing facilities at Gadbrook Park;
2. Determine the most suitable option, or combination of options; and
3. Help make the funding case and identify funding sources for the best option(s).

1.3 Methodology

Given the complexity and number of competing interests associated with a study of this nature, we have adopted a multi-faceted approach to this analysis. Due to the short timescale in which this work was produced, combined with restrictions of gaining meaningful information over a public holiday, the results gathered through the following methodology presents a 'snapshot' of the much larger issue of parking at Gadbrook:

- **Comprehensive Site Visit.**
A site visit was undertaken in order to analyse quality, space and provision issues and opportunities at Gadbrook park. This included conversations with the Business Park Manager to identify issues and management arrangements, a quantitative analysis of car parking provision and the collation of photographic evidence.
- **Data Analysis.**
A car park survey was conducted during the site visit to count number of spaces on site and provide evidence of car park occupancy and any issues with parking.
- A business survey circulated to businesses on site to identify issues, the number of staff, parking spaces and how parking is managed.
- Traffic data collected via automatic traffic counters was analysed to understand traffic movement on site.
- A desktop study of other business parks to identify how they manage travel and parking issues for staff was completed.

- Consultation was undertaken with various interests to gather main issues and any other evidence collected so far.
- **Options Analysis & Reporting.**

This report presents the findings of the above activities. Additionally, it also presents a range of options for both increasing the supply and reducing the demand of parking while reviewing best practice arrangements. Finally, recommendations are presented that may be included within the Car Parking Strategy and used to inform further studies at Gadbrook Park.

Figure 1.2 Aerial View of Parking on Site



Source: CWaC

Figure 1.3 Parking at Gadbrook Business Centre



Source: Mott MacDonald

2 Site Context

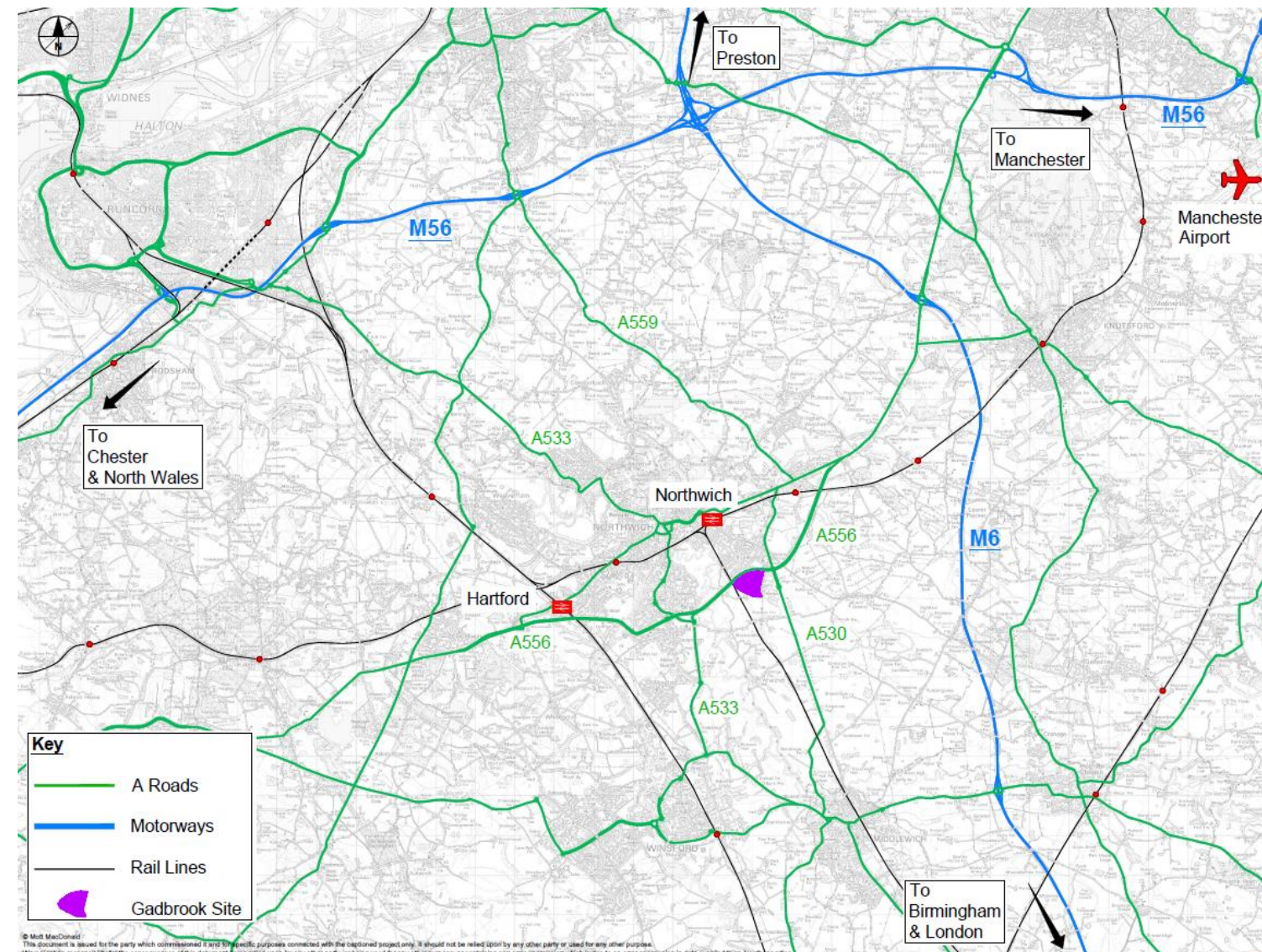
2.1 Location

Strategic Context

Gadbrook Park is located within proximity of connections to the strategic road network. Two key motorway junctions can be reached from the site within just 20 minutes driving time providing connectivity to Liverpool, Manchester and Preston. These are junction 19 of the M6 and junction 9 of the M56. This location means the site is strategically accessible by road and is attractive to employees across a broad catchment particularly those looking to live and work in semi-rural areas.

Liverpool is located approximately 36 miles from the site and can be reached via the M6 and M62 in less than 1 hour. Manchester is also an important location in terms of the park's employees and business connections which is situated approximately 23 miles away and can be reached via the A556 and M56 in around 45 minutes. Manchester Airport can be accessed via the A556 and is located just 20 minutes away providing Gadbrook Park with international business opportunities. The location of Gadbrook in relation to these strategic destinations is demonstrated in Figure 2.1 below.

Figure 2.1 Gadbrook Park Strategic Context



Source: Mott MacDonald

Gadbrook Business Park is also in proximity to a number of rail stations including Northwich, approximately 1.5 miles from the site and Hartford which is located around 5 miles away from Gadbrook. From Northwich Station, Northern Rail provide frequent services (1 to 2 trains per hour) to Manchester and Chester with a journey time of around 1 hour. To the west of Gadbrook Park, Hartford Rail Station offers a London Midland service to Liverpool and Birmingham New Street which can be reached within 35-75 minutes. This London Midland Service to Birmingham New Street also provides connectivity to Crewe Rail Station, a key rail hub for the North West providing further connectivity to key business destinations such as London. Crewe Rail Station, providing connectivity to many strategic locations, is also easily accessible from the site via car in around 30 minutes driving time.

Local Context

Gadbrook Park offers many opportunities in terms of local road connectivity to surrounding residential areas. The park is located within the residential area of Rudheath which is connected to site via Gadbrook Road across the A556 dual carriage way. Residential streets within Rudheath directly opposite the site include Shurlach Road, East Avenue, Wright Avenue, and West Avenue. Northwich Town Centre and rail station can also be accessed through these local roads via exiting the site and travelling north along Gadbrook Road, Shipbrook Road and Middlewich Road.

All vehicle access to the site can be gained directly from the A556. This road offers direct access to other surrounding local areas such as Kingsmead, Davenham and Hartford as well as offering an alternative route to the town centre of Northwich. In the opposite direction, to the east of the site, the A556 offers connections to Lostock, Plumley and Knutsford as well motorway links to reach strategic destinations. Despite Gadbrook Park being well connected by local roads, public transport and active travel modes are fairly restricted.

Walking and cycling

It is suggested by Cheshire West and Chester Council that many people employed at Gadbrook Park travel daily from local surrounding areas such as Kingsmead.

Despite the site's location in close proximity to key residential areas, walking and cycling provision for staff that may reside in these areas is limited. The route from Kingsmead to the site is approximately a 40-minute walk and 10-minute cycle ride which could be a feasible travel option for many staff. However, the majority of this route although off road is adjacent to a high-speed road with no provision or safety measures in place creating the perception that the site is inaccessible via these modes.

Rail

Northwich rail station is located within 10 minutes driving time of the site. A shared use cycle track offers the option for sustainable travel between Northwich Station and the site and can be reached in approximately 7 minutes cycle time. This is a flat route through the residential area of Rudheath. Hartford Rail station is also approximately 10 minutes driving time from the site however around a 20 minutes cycle journey along a flat route following the A556 westbound along a shared use cycle path.

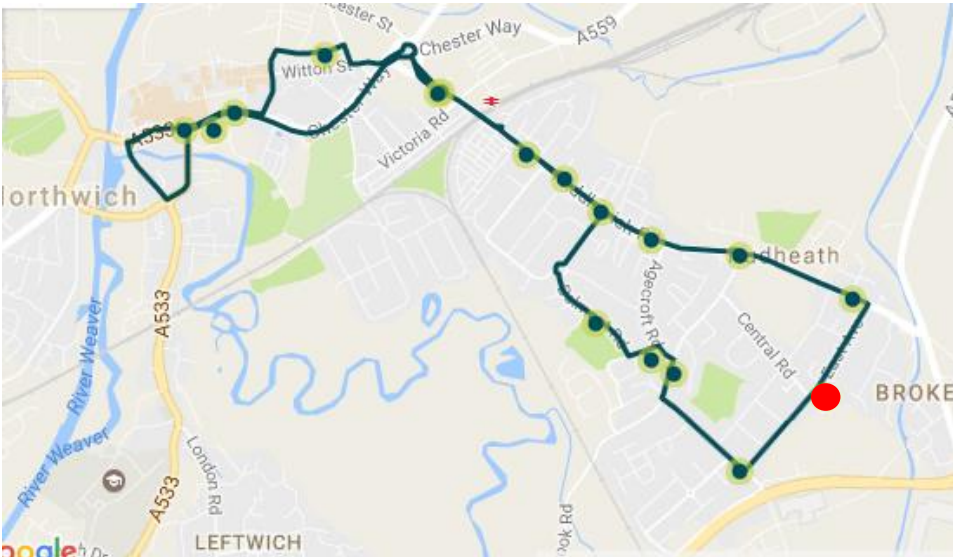
Hartford rail station is approximately 1 hour and 15 minutes away in walking distance. In closer proximity to the site, Northwich Station can be reached in around 30 minutes walking time. This means that walking to and from rail stations is a highly unattractive proposition for employees at present.

Bus

It is possible to reach Gadbrook Park via bus from local destinations such as Northwich. The number 2 Arriva service provides frequent buses (1 bus per hour plus up to 3 per hour in morning and evening peak periods) between Northwich bus interchange and Rudheath.

This service stops at Wright Avenue, a residential road in Rudheath just a 2-minute walk from the site across the A556. The bus route and location of the nearest bus stop is shown in Figure 2.2 below indicated in red.

Figure 2.2 Location of Bus Stop for Arriva Service No. 2.



Source: Arriva

Although this provides the site with a regular service to the nearest town centre there are no other bus services that serve the park from any other nearby areas. In addition to a lack of bus services serving the site, the cost of this form of public transport in comparison to driving makes it a less attractive option. An adult weekly ticket for Arriva comes to a total of £17.50 whereas 10 trips to the site in petrol (there and back for each working day) could cost less than £5 in petrol to local areas such as Northwich.

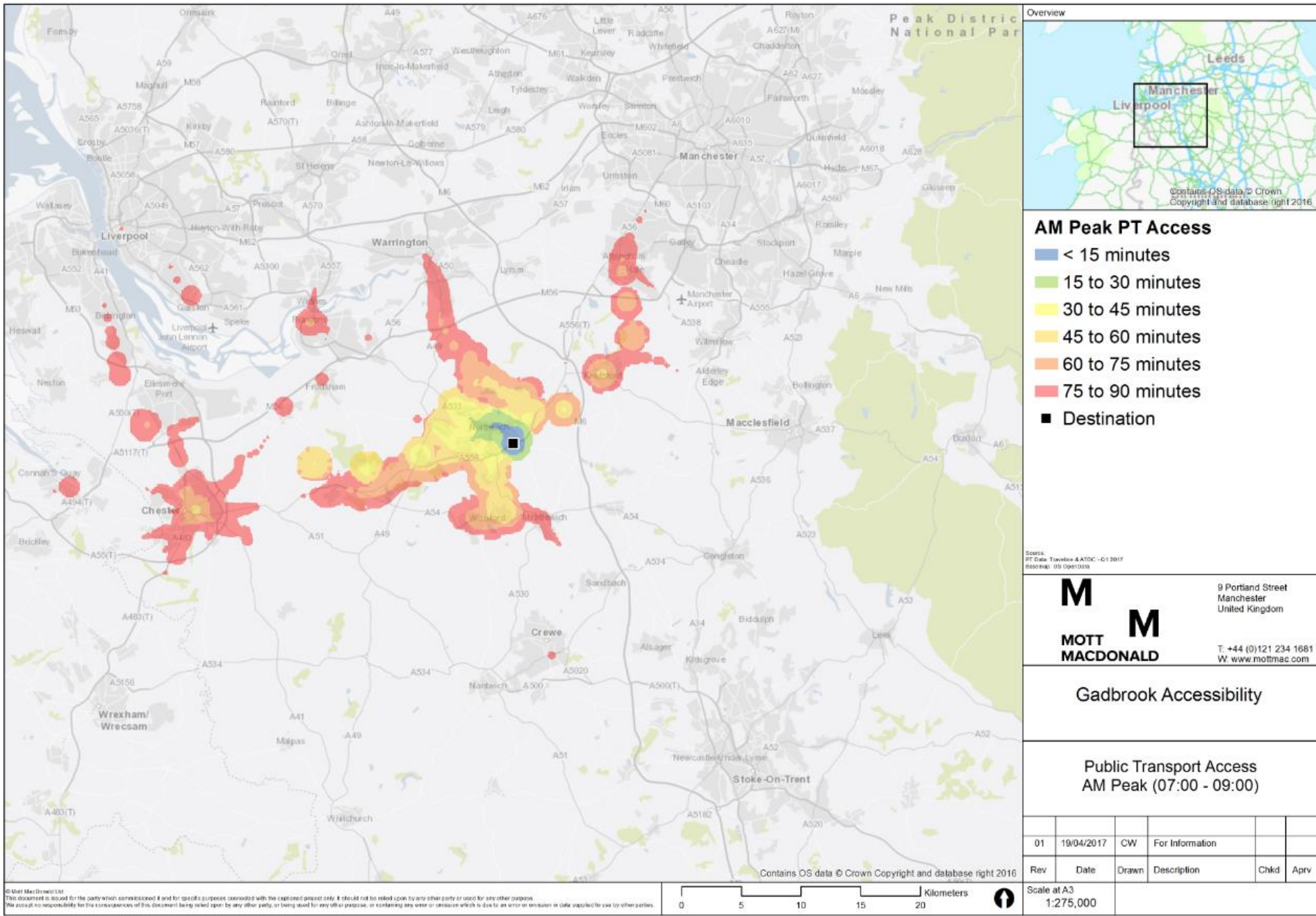
2.2 Accessibility Mapping

Public transport and car accessibility for Gadbrook Park have been compared using TRACC software to produce accessibility maps showing travel times within 90 minutes.

Figures 2.3-2.5 indicate that in comparison to access via car, public transport access to the site is poor as much greater distances can be reached in shorter journey times.

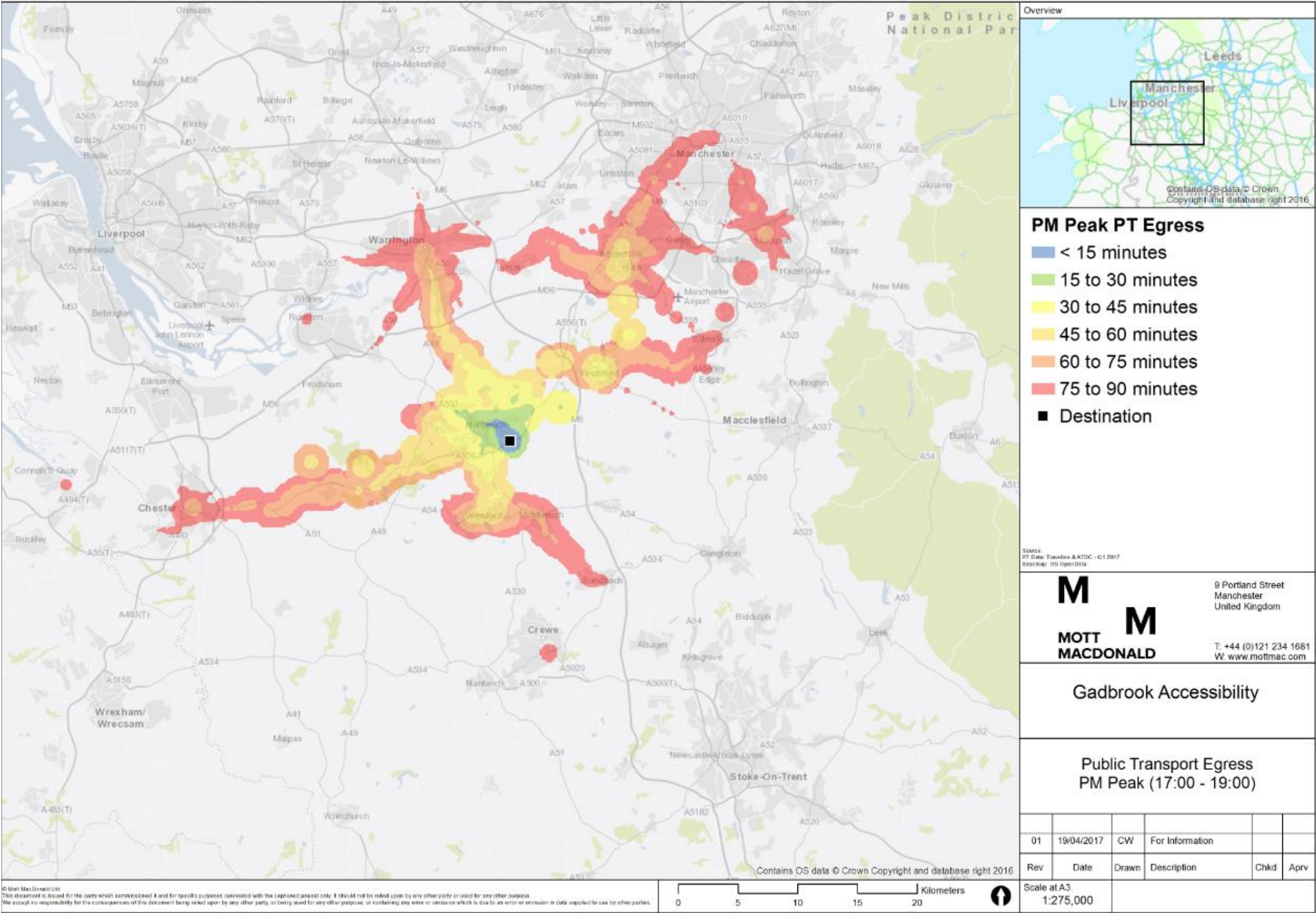
Figures 2.3 and 2.4 demonstrate public transport access in the AM and PM peak periods. This shows that the site can be accessed from areas such as Manchester, Warrington, Runcorn, Crewe and Chester in around 75-90 minutes. When analysing public transport access to the site it should be considered that in a regional context is felt to be one of the least public transport connected business parks of this nature in the North West.

Figure 2.3 Public Transport Access to Site (AM Peak)



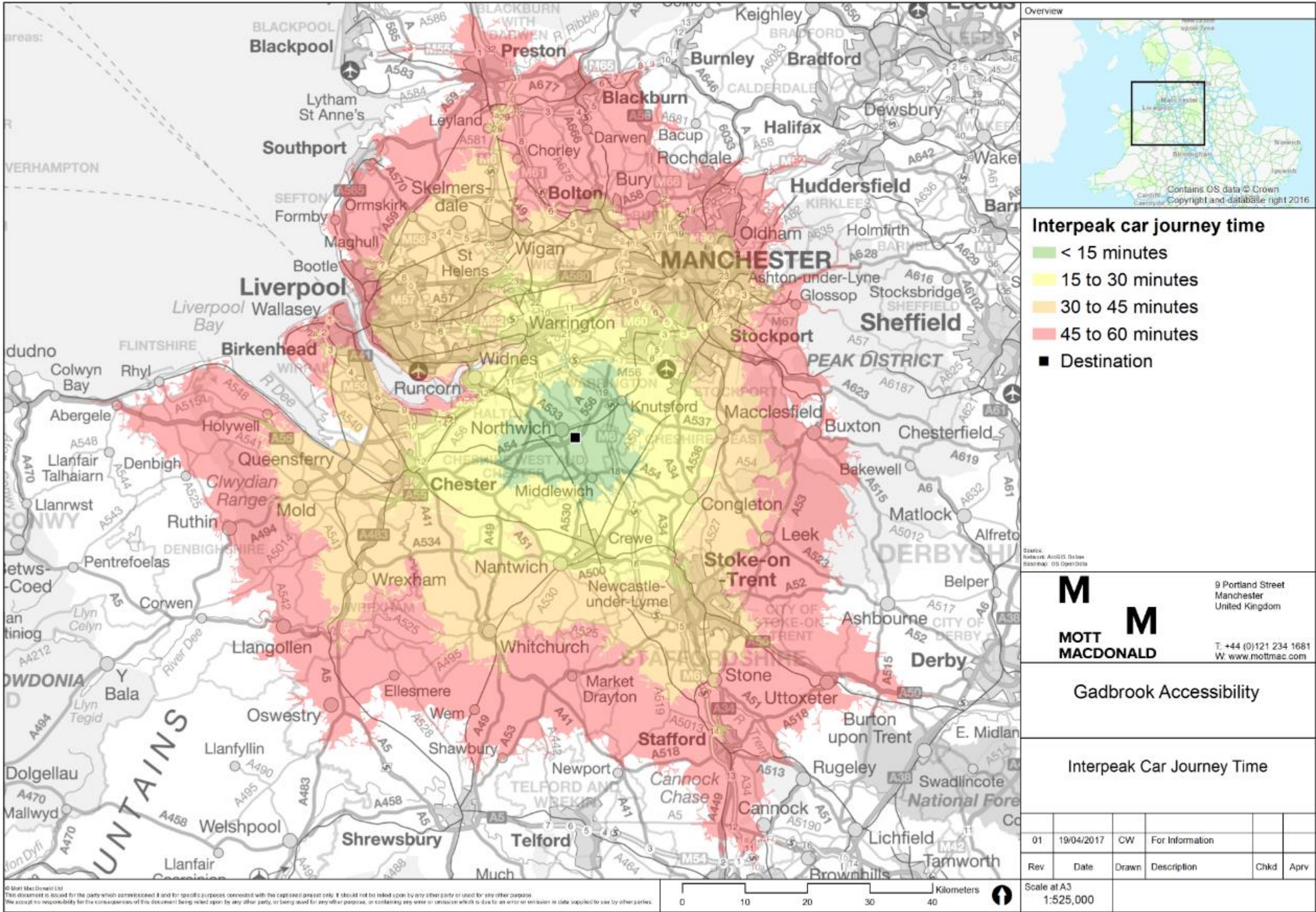
Source: Mott MacDonald

Figure 2.4 Public Transport Access to Site (PM Peak)



In comparison, when travelling by car the same locations can be reached in 35 to 40 minutes and locations as far as Preston, Liverpool and Stafford can be access in less than 1 hour, as demonstrated in Figure 2.5. This suggests a substantial difference in journey times between travelling to the site via car and public transport and how limited access to the site via public transport has contributed to a significant amount vehicles on site each day.

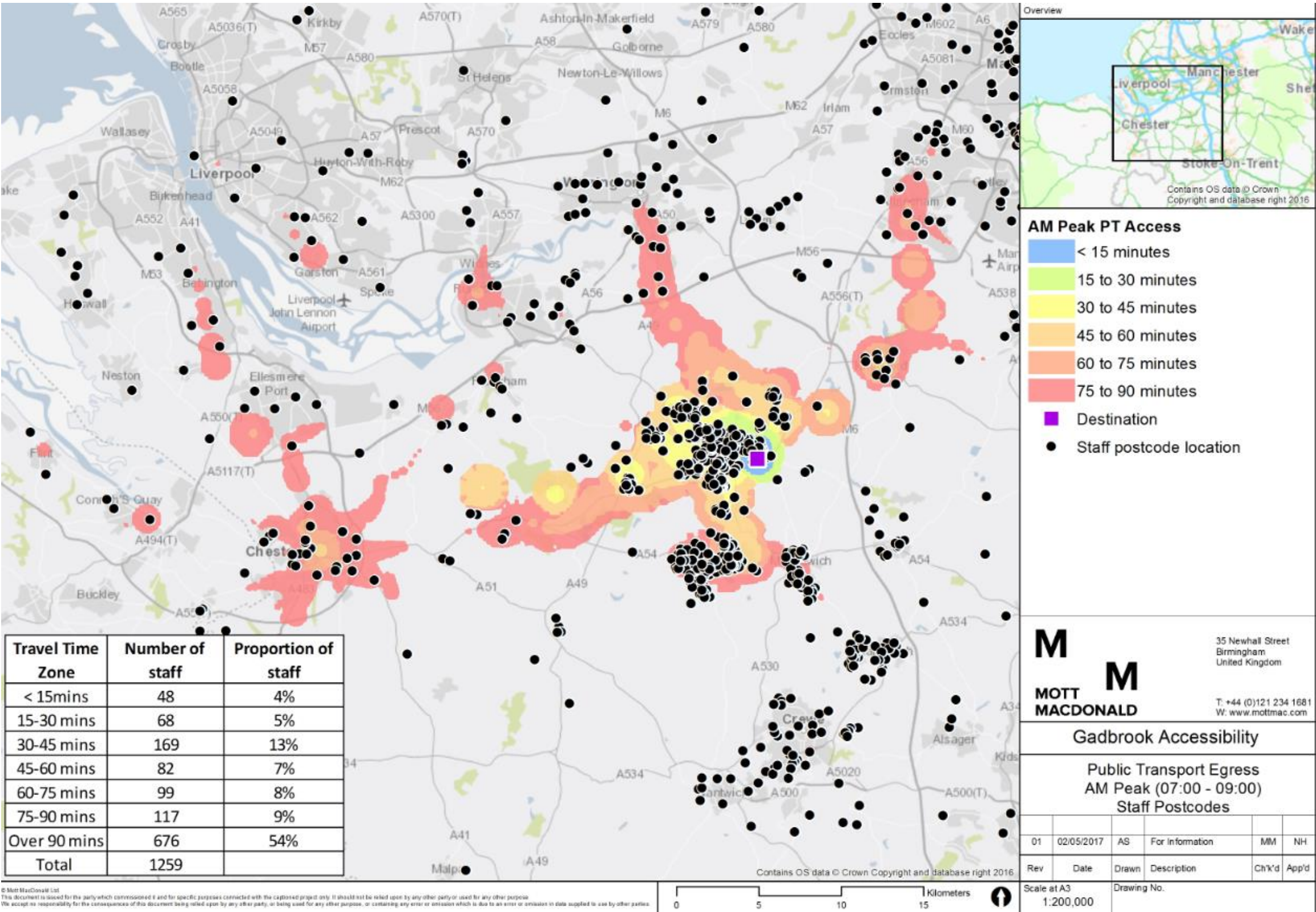
Figure 2.5 Car Travel to Site (Interpeak)



Source: Mott MacDonald

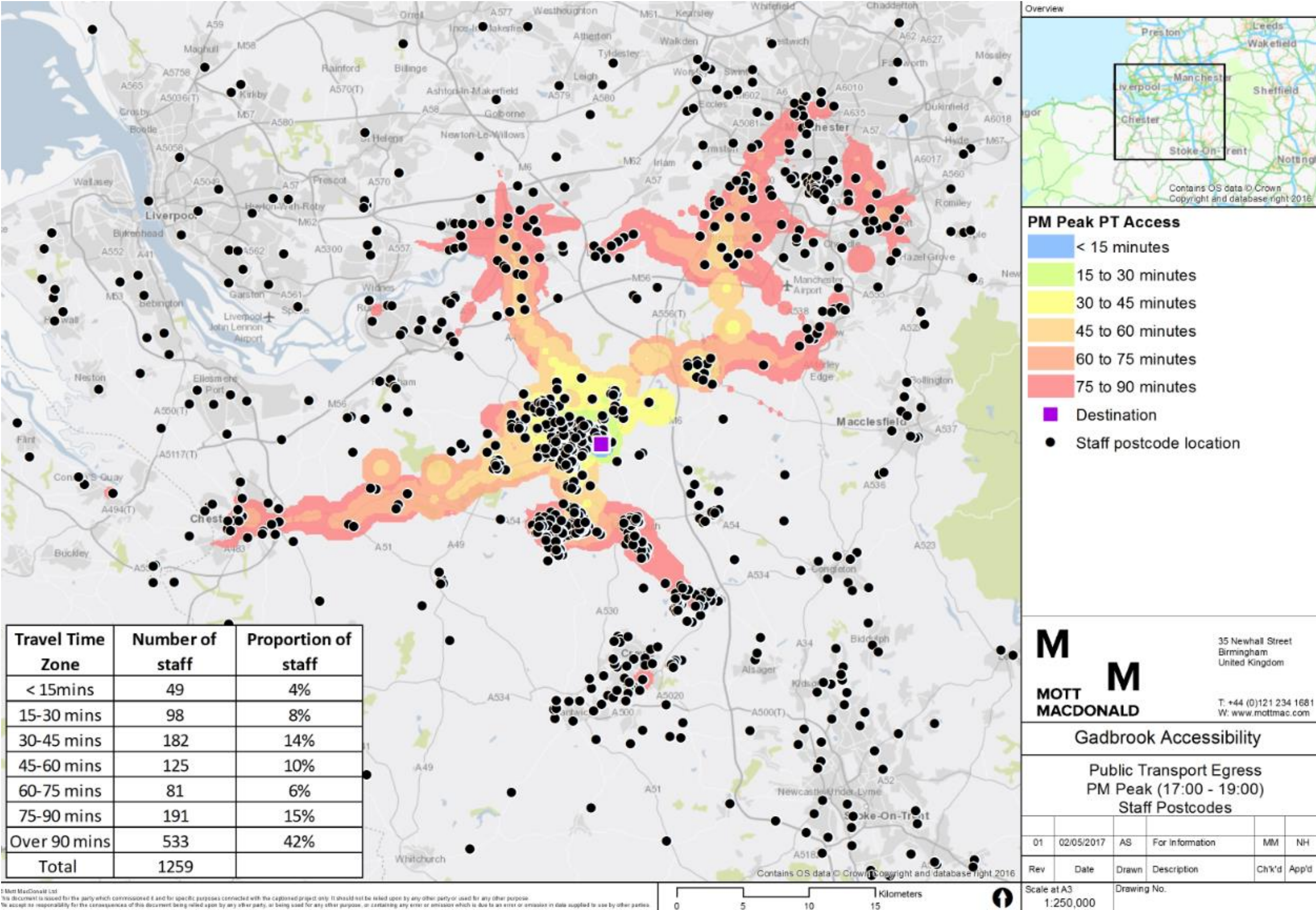
The above diagrams have been combined with staff postcode data to demonstrate where people are commuting from and the amount of time it would take to travel to Gadbrook Park during the AM and PM peak hours. The following figures show that the majority of staff are able to reach the site in the AM peak within 35-45 minutes via public transport with a cluster of staff from the Crewe area having a travel time of 75-90 minutes. Similar travel times are demonstrated in Figure 2.6 for the PM peak with a large number of staff also living in areas that are inaccessible via public transport.

Figure 2.6 Staff Postcodes in Relation to Public Transport Access (AM Peak)



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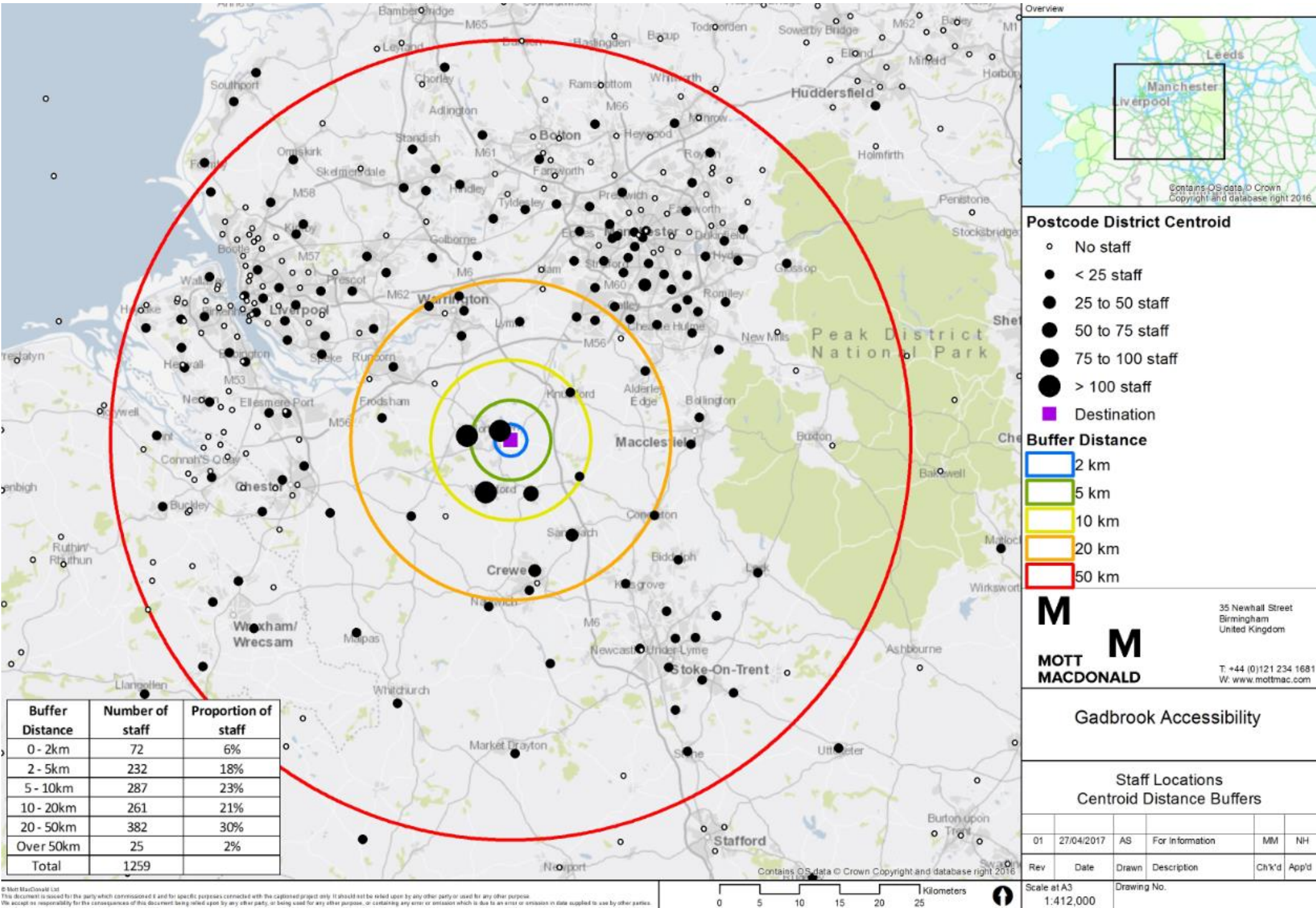
Figure 2.7 Staff Postcodes in Relation to Public Transport Access (PM Peak)



Source: Mott MacDonald

Data collected during a travel survey on staff postcode demonstrates that the majority of people travelling to work at Gadbrook Park are commuting from local areas, predominantly Winsford, Kingsmead and Hartford which is shown in Figure 2.8 below indicated by the largest circles. This data should be considered when looking at measures to improve public transport or asses the opportunity of car share schemes.

Figure 2.8 Staff Postcode data in relation to site



Source: Mott MacDonald

HUT Group Staff Postcodes

Postcode data has been obtained from The HUT Group, one of the largest employers on site, to demonstrate where their staff at Gadbrook Park are travelling from. This data reveals that the majority of their staff are travelling from local areas such as Hartford (83), Winsford (66) and predominantly Northwich and Kingsmead (185). Figure 2.9 shows where people are traveling from in the surrounding local areas.

Figure 2.9 Staff Postcodes in the Local Area (Crewe)



Source: The HUT Group

Large numbers of staff are also travelling from the wider area to work at Gadbrook Park from areas such as Manchester, Warrington and Stockport. Figures 2.10, 2.11 and 2.12 show the numbers of staff travelling from various areas within these locations.

Figure 2.10 Staff Postcodes in the Wider Area (Manchester)

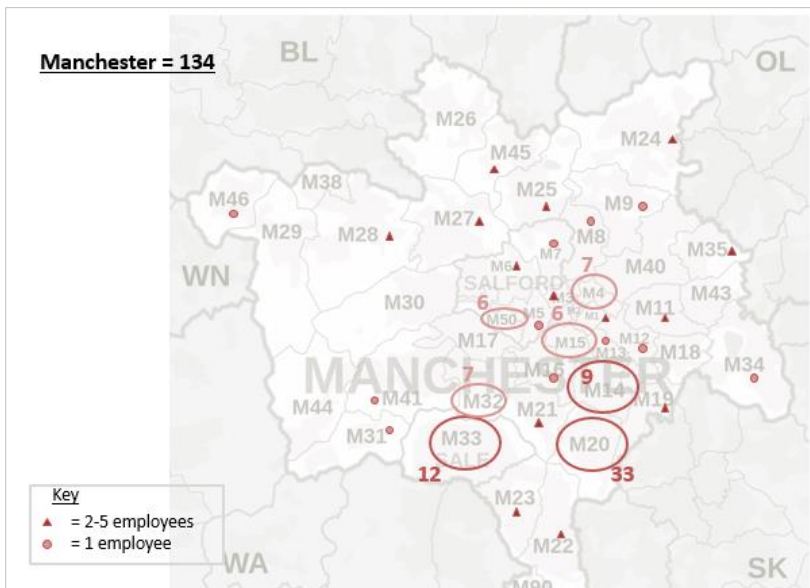
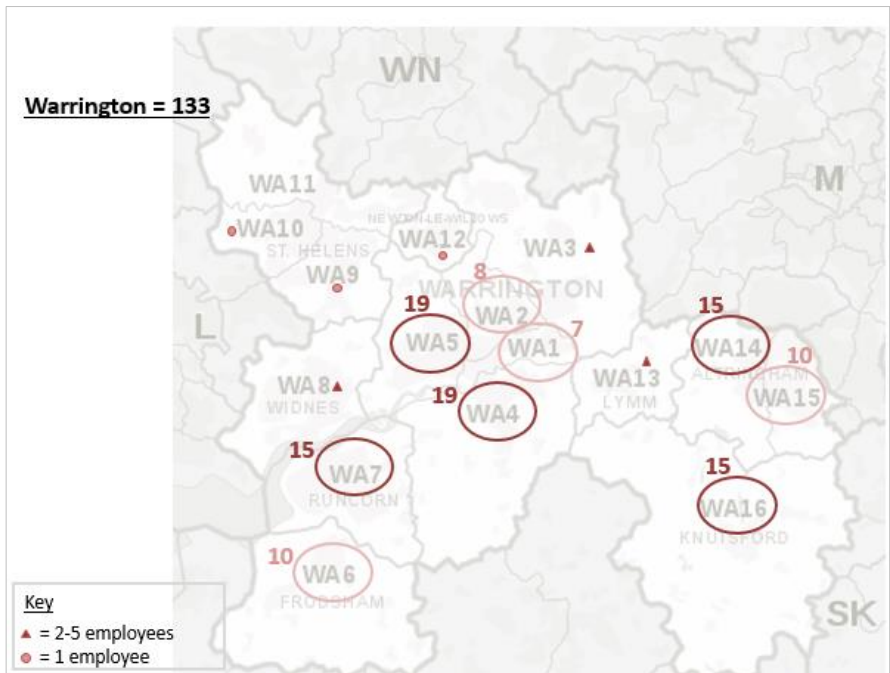


Figure 2.11 Staff Postcodes in the Wider Area (Warrington)



Source: The HUT Group

Figure 2.12 Staff Postcodes in the Wider Area (Warrington)



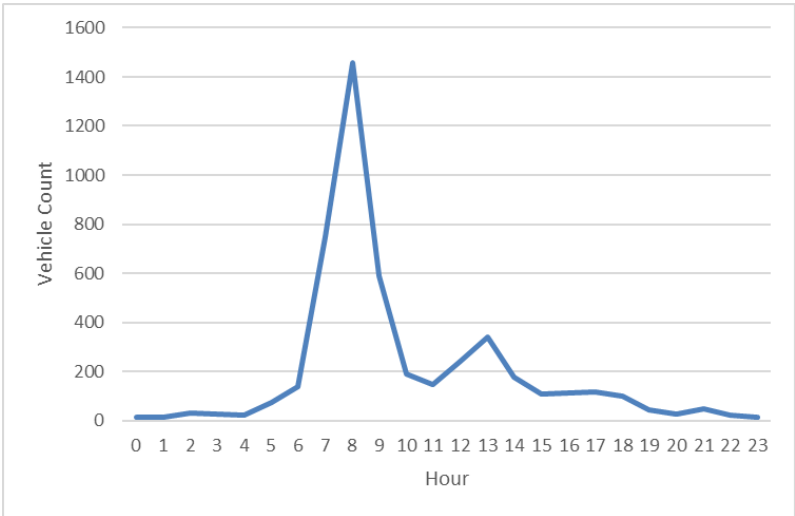
Source: The HUT Group

2.3 Traffic

Recent studies have recorded traffic movements at a peak of 47,337 vehicles per week, a similar level to traffic at Winsford Industrial Estate.

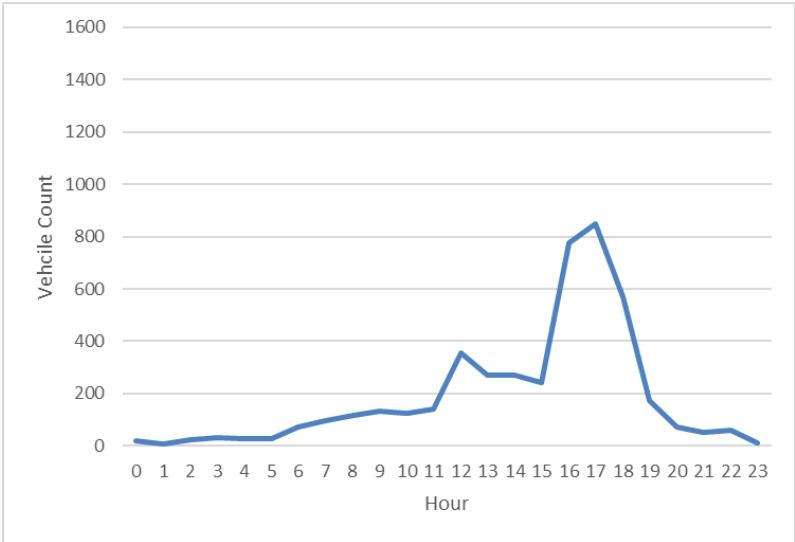
Traffic surveys conducted by Mott MacDonald in October 2016 provide Automatic Traffic Count (ATC) data to show the number of vehicles entering and exiting the site across a 24-hour period. The average number of vehicles entering and exiting the site across a 24-hour period is shown in figure 2.13 and 2.14 below.

Figure 2.13 Average Number of Vehicles Entering the Site



Source: Mott MacDonald

Figure 2.14 Average Number of Vehicles Exiting the Site



Source: Mott MacDonald

Results of this survey found an average of 4362 vehicles entering the site throughout the day (between 7am and 7pm) out of a total of 4780 across the 24 hour period. The peak hour is indicated in this data as 8am-9am where 1457 vehicles enter the site. The space required to park this number of vehicles equates to 17,484m² accommodated on surface parking.

A total average of 4121 vehicles were recorded exiting the site between 7am and 7pm out of a total of 4521 across the 24 hours. The peak hour in this direction is indicated as 5pm-6pm where 848 vehicles leave the site. This data gives an idea of the considerable amount of vehicles on Gadbrook Park each day all requiring parking provision.

2.4 Land Ownership

The land within Gadbrook Park is owned by a combination of public and private sectors. The location of public land owned by CWaC is shown figure 2.15 below. The multiple ownership and leasing of buildings and land to tenants presents challenges for a coordinated parking strategy in terms of the creation of additional spaces and who they would be available for.

Other landowners within the site include Osborne House Ltd, the original developers. Their land is managed by Fifield Glyn, and is located to the south west of the site in-between Gadbrook Road and School Road. Roberts Bakery, located to the east of the entrance to Gadbrook Park bordering A556 and Gadbrook Road also own a large proportion of land to the far east of the site.

Figure 2.15 CWaC Land Ownership at Gadbrook Park (April 2016)



Source: CWaC

2.5 Future and Ongoing Considerations

A variety of developments are planned or taking place in and around Gadbrook Park which may have an effect on the future parking supply or demand on site.

Traffic Regulation Orders

A number of investigations into the feasibility of Traffic Regulation Orders (TROs) inside Gadbrook Park have recently been conducted with the decision from Cheshire West and Chester Council not to proceed to a formal consultation at this stage. Consultation around a proposed TRO resulted in a number of objections regarding displacement of vehicles into Rudheath. It has been agreed with Rudheath Parish Council that a plan would be devised, which the Parish could then consult upon.

CWaC Highway Officers have met with Rudheath Parish and agreed that councillors will consider options and informally consult any residents potentially before responding to CWaC.

Figure 2.16 Parking Restrictions on Adopted Highway on Site



Barrier Control Gadbrook Business Centre

One area of Gadbrook Park that faces severe issues from insufficient parking is the Gadbrook Business Centre where many cars are displaced due to lack of spaces. This has caused issues for deliveries effecting day to day operations and people parking on grass verges or private land. Although work is being done to identify spaces for additional parking it is recognised that this will not address the immediate issued faced on the Business Centre.

Figure 2.17 Gadbrook Business Centre



In order to support the business community, the Gadbrook Park BID have undertaken a feasibility study of introducing an ANPR (Automatic Number

Plate Recognition) barrier system on the Business Centre. This system would help to reduce Health and Safety risks in this area and support business growth. This project is however on hold as this must be considered alongside other potential options to avoid displacing parking.

The HUT Group New Premises

The HUT Group have recently bought Windsor House with Gadbrook Business Centre to aid business expansion.

The HUT group currently have 1363 based at Gadbrook Park with projected increase of 432 heads by end of year to a total of approximately 1800 staff.

Figure 2.18 Windsor House



Barclays Expansion

Barclays have recently announced 100 new positions in the client servicing team based on Gadbrook Park causing concern among residents in the surrounding area of Rudheath. Concerns have been raised over how this business expansion will impact parking and local traffic to a site that already has many issues regarding the provision of parking.

Roberts Bakery Expansion

Cheshire West and Cheshire have recently sold a substantial amount of land to Roberts Bakery. This land is to the east of Gadbrook Park bordering the canal. In future years this land is proposed to be used for the expansion of Roberts bakery at Gadbrook Park.

3 Parking Observations

3.1.1 Gadbrook Park Car Parks

The size and location of current available parking provision can be seen in the aerial image below. Figure 3.2 displays the current car parking provision and an overview of car park occupancy on the day of survey which can be presumed typical of a working day.

Figure 3.1 Aerial View of Gadbrook Park



Source: Cheshire West and Chester Council

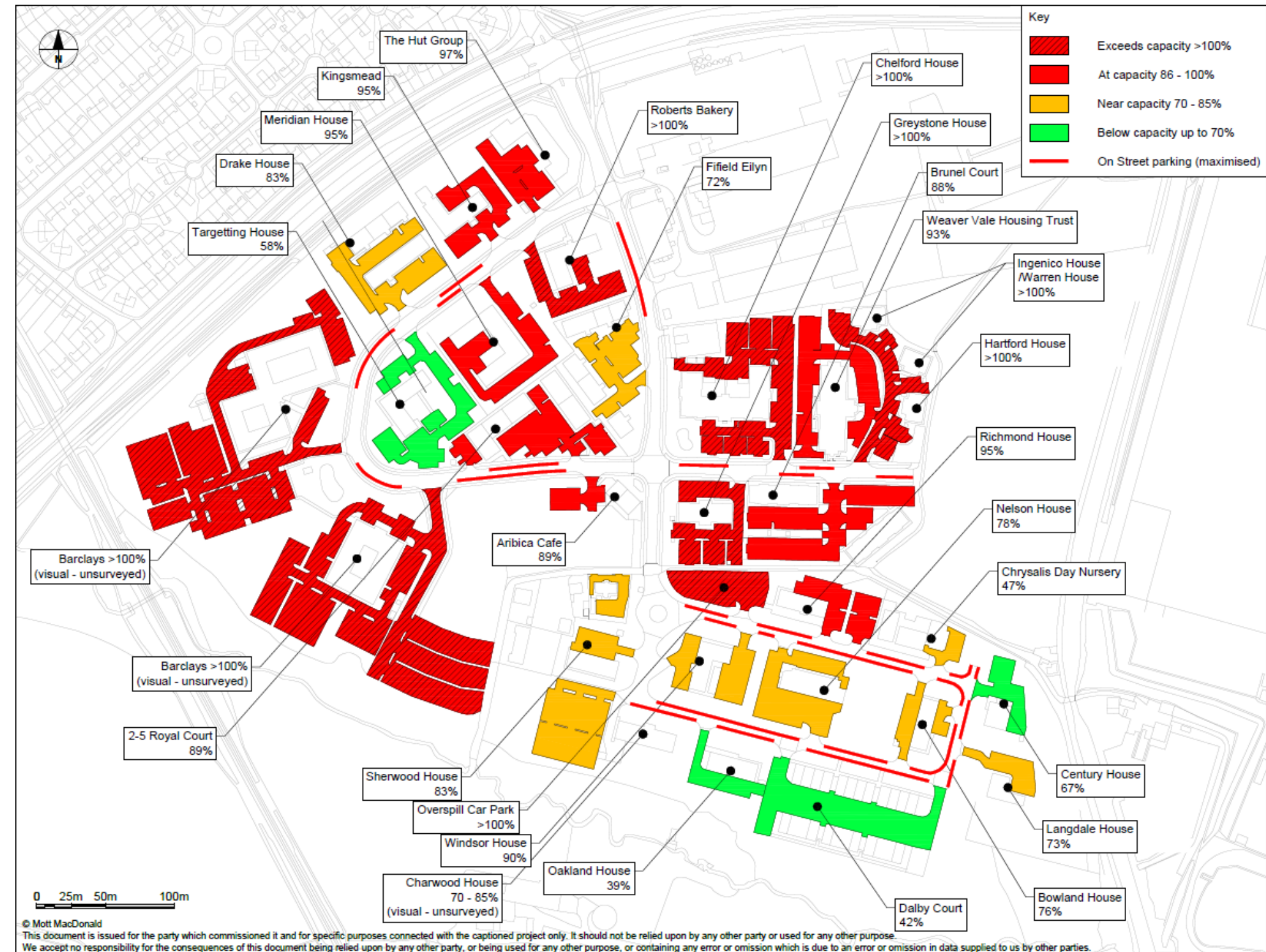
The capacity of spaces observed during the site audit came to a total of 2622 off-street spaces with many car parks clearly over capacity. A breakdown of parking provision and occupancy for each car park is provided in Appendix A.

Despite there being a number of car parks functioning just under their full capacity the parking demand at Gadbrook Park severely exceeds the current supply which is evident through the substantial amount of on-street parking and double parking evident across the park. Car Parks shown as hashed red in the adjacent Figure (3.2) indicate that during the time of survey these car parks were full and additional parking was evident in the form of double parking, parking on kerbs and parking on the surrounding road.

It should also be noted that although during the time of survey a number of car parks which had remaining capacity were still subject to double parking and parking on surrounding roads, suggesting that these car parks may have been full at some point during the day. Although many car parks on this plan, particularly to the south of the site, had available parking spaces it should be noted that these car parks were private with

enforcement notices in place and that the roads surrounding these areas were heavily congested with parked cars (see Figure 3.2).

Figure 3.2 Car Park Capacity



Source: Mott MacDonald

Barclays and MIS car parks are indicated as overcapacity on this plan despite them not being surveyed during the site audit due to restricted access. This judgment has been made based on observation and conversations with staff on site indicating issues with lack of parking and measures already in place to mitigate these issues at Barclays such as their double-parking scheme.

3.1.2 On Street Parking within Gadbrook Park

Due to the over capacity of some car parks, combined with parking restrictions in car parks that have spare capacity, employees are forced to park on-street and in the surrounding residential areas. On-street parking occurs across the whole site and is evident on all roads where no Traffic Regulation Orders (TROs) are in place. It is estimated that there are approximately 210 cars parked regularly on Gadbrook Park estate roads. This is based on site audits and aerial photography.

3.1.3 On street parking within local residential roads

Residential roads such as Shurlach Road, East Avenue, Gadbrook Road and Wright Avenue to the north of Gadbrook Park also suffer from issues of on-street parking from Gadbrook Park employees. The number of cars parked in these areas on day of the survey is shown in Table 2 below.

Table 2: On-Street Parking on Local Residential Roads

Road Name	Number of Cars Present During Survey
Shurlach Road	22
East Avenue	8
Gadbrook Road	4
Wright Avenue	7

Source: Mott MacDonald Survey 29/03/17

3.2 On Street Parking Restrictions

TROs are currently present along the majority of the adopted roads within the park: Gadbrook Park Road, Gadbrook Road and Rudheath Way. These regulations are in the form of double yellow lines indicating no parking should be present in these locations at any time. There are sections of Gadbrook Park Road where there are no waiting restrictions allowing on street parking.

There are no existing TROs within Cheshire Business Centre at present as this is not adopted highway however this is an area where issues of on-street parking is severe.

Figure 3.3 On-Street Parking Restrictions Outside 2-5 Royal Court

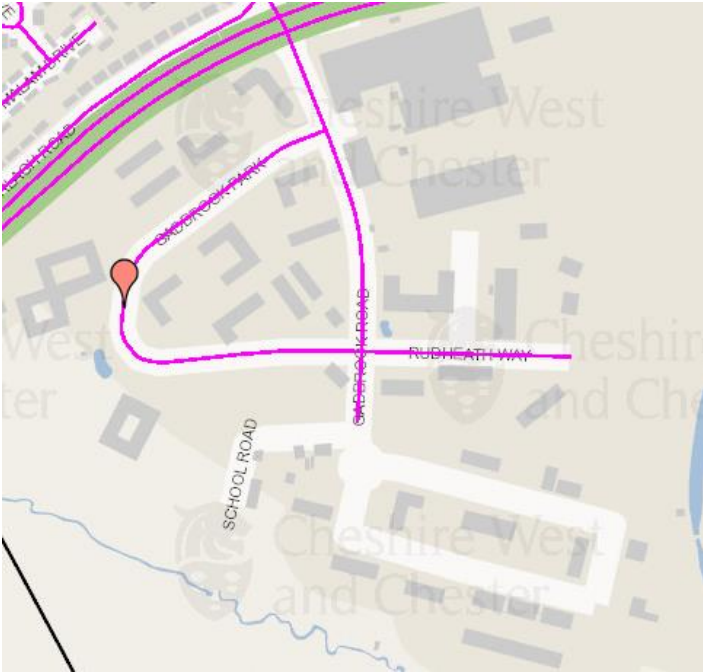


Source: Mott MacDonald

3.3 Enforcement

The following diagram below demonstrates the roads within Gadbrook Park that are currently adopted highways.

Figure 3.4 Adopted Highways within Gadbrook Park



Source: CWaC Interactive Mapping

As can be seen to the south of the diagram above, the council does not currently undertake parking enforcement on roads in Gadbrook Business Centre as these are un-adopted highway. There would be a cost involved to bring the roads up to the required standard. Without additional parking provision however, this might merely serve to displace problems elsewhere, particularly into surrounding residential streets.

3.4 Management

Car parks across Gadbrook Park are managed in different ways depending on the businesses which they belong to. Some car parks require a parking permit with fines up to £100 a day for abuse. Some car parks allow staff from multiple business to utilise the available spaces often with a system in place to control this. For example, 2-5 Royal Court and Chelford House. Car park spaces within these car parks are labelled with a number (1-5) or a coloured dot which corresponds with a certain business. In a number of cases, some businesses with available car park capacity are leasing car parking spaces to businesses where the car parking demand exceeds the supply. This is the case for MIS in Charwood House who lease a total of 22 car parking spaces to other organisations.

Private Parking Enforcement

The BID has introduced a private parking enforcement scheme within Gadbrook Park which the businesses can sign up to, subject to their

landlord's permission. There are currently a total 21 businesses signed up to the scheme, including:

- Career Vision
 - MIS
 - Alphabond
 - Pro-Clean Cleaning Services
 - National Blood Service
 - HMD
 - Turnkey Instruments
 - Inview
- Cheshire & Warrington LEP
 - Avian Vets
 - Mploy Solutions
 - RPS Ichron
 - Close Brothers
 - Chrysalis Day Nursery
 - Eurocamp
- Wesleyan Bank
 - Weaver Vale Housing Trust
 - RMG (Residential Management Group)
 - SWG-Elite
 - Howard Worth
 - Nationwide Network Services

The scheme provides large signs to be displayed around the car park in prominent positions to make drivers aware of the penalties for unauthorised parking. Businesses can use the 'i-ticket' App to take photographs of offending vehicles and then submit the photograph online to CPM who proceed in fining the offender and handling all communications in relation to the offence. The scheme also provides anonymity for the business including when dealing with appeals.



Within Gadbrook Park, the scheme's signs are displayed across all businesses involved and are clear enough to deter motorists from parking in the area. As a result, there are enough unoccupied spaces for staff and visitors accessing the businesses at Dalby Court, a location where the signage is displayed consistently.

4 Site Photo Audit

A site visit was conducted by Mott MacDonald staff on Wednesday 29th March 2017. The aim of the site visit was to gain a better understanding of parking issues, how parking is managed as well as the supply and demand. It quickly became apparent that there are a number of operational, safety and movement issues that are directly and indirectly caused by car parking; some of which are illustrated by the images over the following three pages. Detailed commentary of issues at each car park can be found in Appendix B.



Illegal parking evident at Meridian House Car Park (the HUT Group)



Meridian House Car Park over capacity



On-Street parking evident along Gadbrook Park Road (Outside Meridian House and Kingsmead)



On-street parking along Gadbrook Park Road in front of Barclays



On-street parking in residential areas, Shurlach Road



Evidence of parking on verges in residential areas, Gadbrook Road Rudheath



On-street parking within Gadbrook Business Centre, in front of Windsor House



On-street parking Gadbrook Business Centre, in front of Sherwood House



Chelford House Car Park over capacity



On-Street Parking within Gadbrook Business Centre



Double Parking



Paking on grass verges outside Chrystalis Day Nursey



Measures to prevent parking on grass verges



On-street parking in front Century House



Cars parked at entrance to businesses



Parking on grass verges despite attempted prevention



Delivery having to be lifted by employees due to restricted access



CWaC owned car park used as overspill for other business such as the HUT Group



Inappropriate parking on grass verges



Parking on grass verges outside Chrysalis Day Nursery



HGVs struggling to access Business Centre



Failed delivery dropped outside of the business centre

5 Consultation

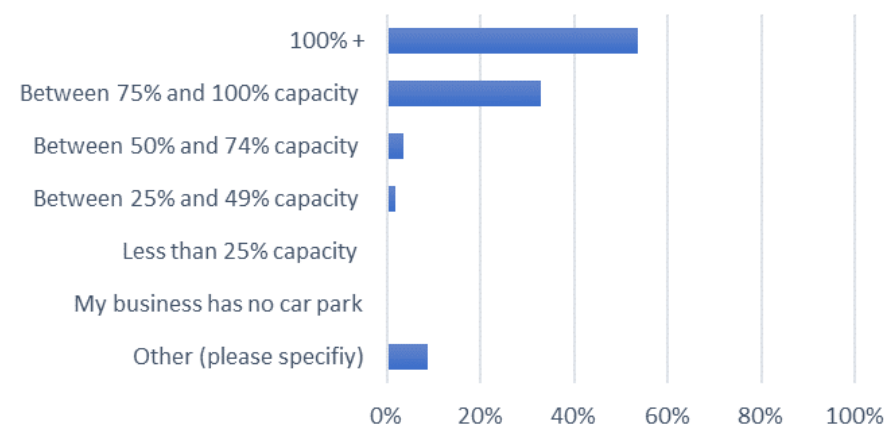
5.1 Introduction

A business survey developed by Mott MacDonald was undertaken at Gadbrook Park from 30/03/2017 to 17/04/2017, circulated by the Business Park Manager to all lead contacts for businesses based at the park. A full of list of business that responded to the survey and information on their number of staff and spaces can be found in Appendix C.

5.2 Business Survey Results

A total of 60 responses were received representing 48 businesses. The total number of staff working within the businesses that responded to the survey was approximately 4653. The number of available spaces for the businesses was 2204. This leads to the provision of approximately 1 parking space for every 2 members of staff within these businesses.

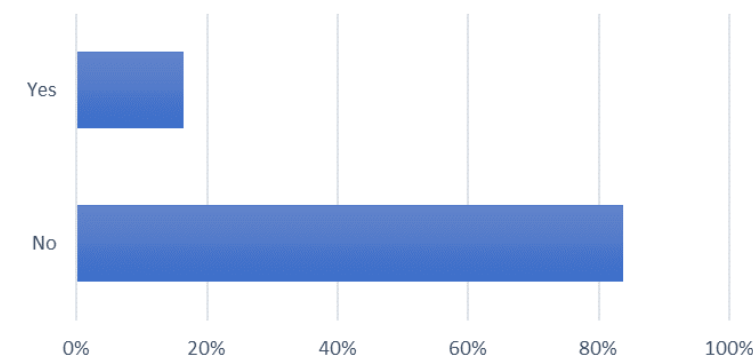
Figure 5.1 Estimated percentage occupancy of car on a normal business day



Source: Mott MacDonald

Over 50% of respondents stated that their car park is full or exceeds capacity on a normal business day. Furthermore, 90% of car parks exceed 50% capacity during a normal business day.

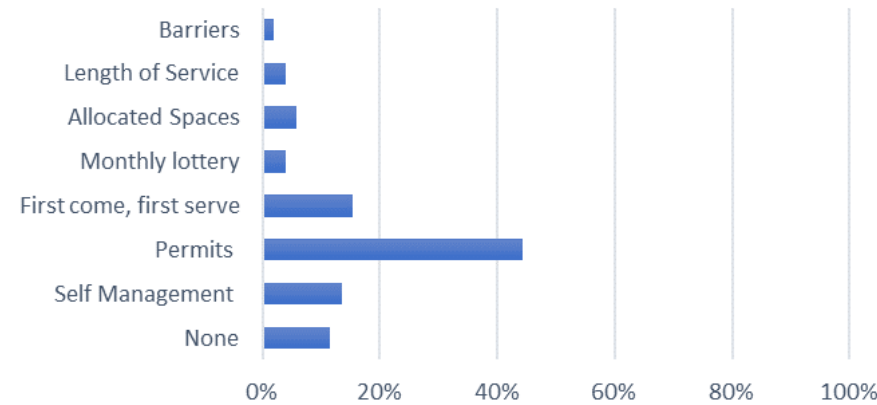
Figure 5.2 Additional spaces rented within Gadbrook Park



Source: Mott MacDonald

16% of respondents rent additional spaces from other organisations within Gadbrook Park, the locations where spaces are available to rent are MIS' private car park, Dalby Court and Richmond Court.

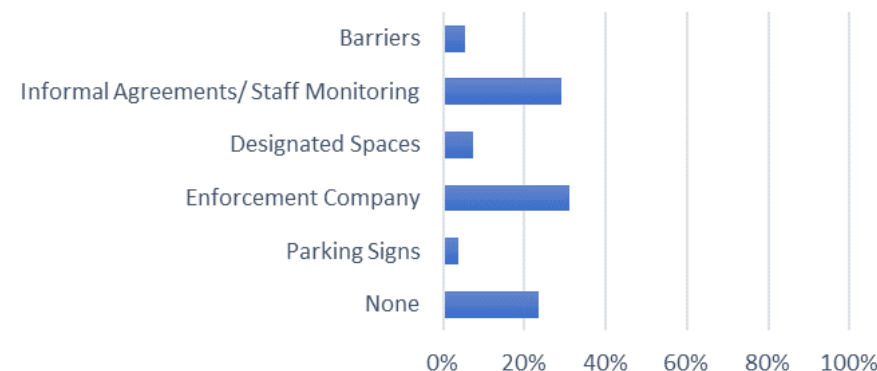
Figure 5.3 Methods used by businesses to manage allocation of spaces to staff and visitors



Source: Mott MacDonald

Permits are the most popular way in which businesses manage car spaces allocation with 44% of respondents stating this. Self-management and first come, first serve methods are other alternative ways in which businesses manage their spaces for staff and visitors.

Figure 5.4 Methods used by businesses to prevent individuals outside of business using car parks



Source: Mott MacDonald

Of all respondents, 31% use an enforcement company, mostly through CPM to prevent unauthorised parking. In addition, 29% of respondents rely on informal agreements and staff vigilance to prevent individuals using their car parks. However, 24% of businesses stated that they have no clear method to prevent unauthorised parking within their car parks.

5.3 Suggested Measures

The final question of the survey asked businesses to provide any further comments on car parking at Gadbrook Park, including any suggestions to improve car parking arrangements. The following recommendations were received to improve car parking:

"Improving cycle infrastructure"

"Build a multi-storey car park behind the Arabica café"

"More spaces, shuttle bus"

"Frequent bus services on the Business Park would help... and a Park and Ride option"

Additional comments from businesses on the car parking issues at Gadbrook Park included:

"I occasionally drop my niece at Chrysalis nursery and it is a major danger zone, an accident waiting to happen"

"Lack of parking is becoming a barrier to staff retention and recruitment, as is the congestion caused by the single entrance/exit to Gadbrook"

"Parking is a key reason we are considering a move away from the park"

5.4 Implications

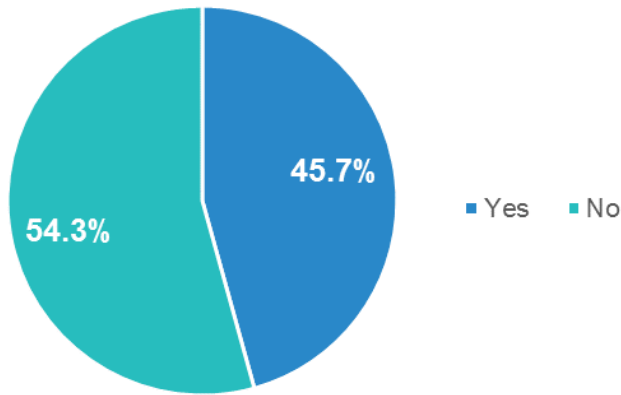
The implications of the business survey identified:

- Over-capacity of car parks is an issue that affects over 50% of businesses at Gadbrook Park.
- There are currently only a small minority of businesses that rent additional spaces on the park.
- Businesses manage their car parking spaces using various methods, with the use of permits the most popular.
- The self-management of car parks by individual businesses and their staff plays a vital role in managing spaces and preventing unauthorised parking.
- The use of a third-party enforcement company and the 'i-ticket app' are the most popular ways in which businesses prevent unauthorised parking. However, there remains a quarter of businesses who responded to the survey which have no method to prevent this issue.
- Key recommendations from businesses are to increase the number of car parking spaces available whilst improving bus and cycle infrastructure.
- Car parking at Gadbrook Park is considered by some businesses to be having an adverse effect on their operations with some mentioning considering relocating away from the park.

5.5 Shuttle Bus Survey March 2017

Business consultation has also been carried out by Gadbrook Park BID to gauge potential interest in a shuttle bus service to and from local rail stations. The results of this consultation are summarised below. 45.7% of respondents stated that they would utilise a shuttle bus service.

Figure 5.5 Percentage of respondents that would/wouldn't utilise a shuttle bus service



Source: Gadbrook BID

The reasons given by respondents for a negative response was mainly due to many people being unable to access the park from home via rail and perceptions that this would be a more time consuming option of travel. Examples of reasons why business park employees would not consider the shuttle service are identified below:

“Would add extra time onto my journey. Shuttle bus would be better from major towns (Didsbury/Altrincham/Chester) rather than from train stations”

“Shuttles running from Northwich station would get stuck on Gadbrook Road due to traffic caused by vehicles trying to get into the park. The impact of traffic would mean it would take the same amount of time (or faster) to walk.”

“I have no train connection”

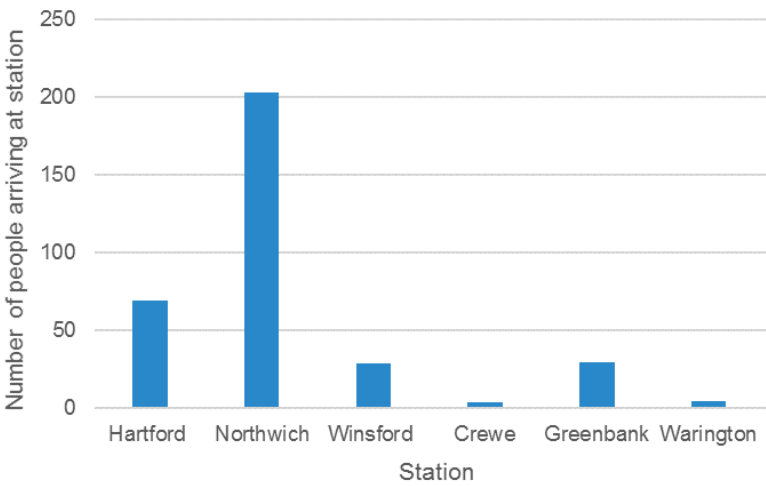
“No train station at town I live in (Middlewich)”

“I would need to get two trains to travel from my home to Northwich. This would probably be more expensive and increase my travel time.”

If a shuttle service was to be considered as a potential option to reduce the parking demand at Gadbrook services will be most effective from Northwich and Hartford rail stations. Other stations suggested for the service by respondents are shown in Figure 5.6.

As previously explained in section 2.6, data collected on staff postcodes has suggested that the majority of staff working at Gadbrook Park are travelling from local areas rather than areas further afield where rail use may be more effective or appropriate. With this in mind, it could be suggested that if a shuttle bus service was to be considered as a method for reducing the car park demand, it may be more effective to provide a service to various points with the immediate surrounding areas, as opposed to local rail stations.

Figure 5.6 Number of employees arriving at local rail stations

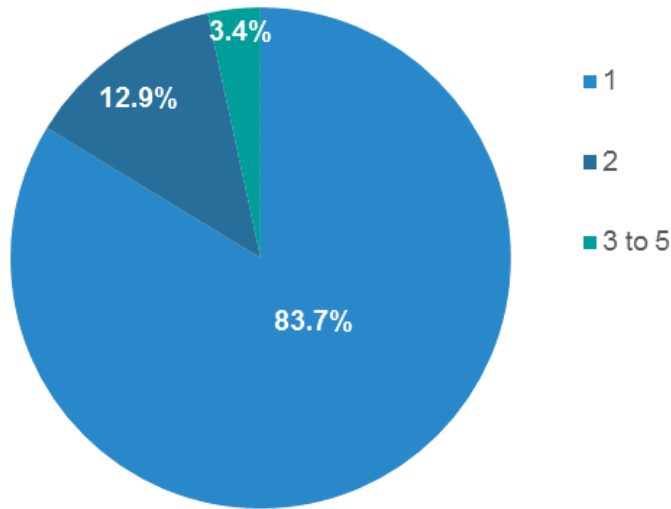


Source: Gadbrook BID

5.6 Travel Survey November 2016

A travel survey was conducted by Gadbrook BID alongside traffic counts undertaken in November 2016. This survey was used to identify where people are travelling from, the location of work and where people are generally parking on or off site. The key results that reiterate the issues outlined in this report are summarised in the charts below.

Figure 5.7 Number of passengers travelling in the vehicle including the driver



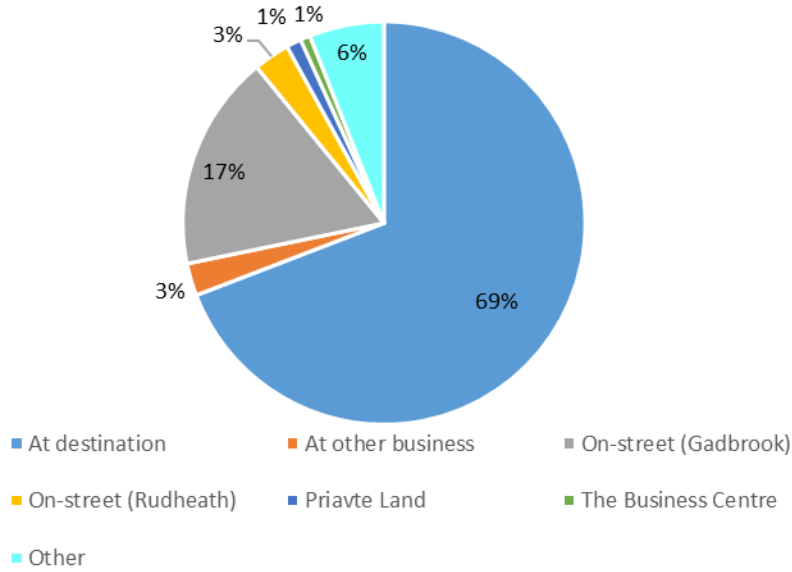
Source: Mott MacDonald

Responses to the question above indicate that the vast majority of workers travelling to the site by car do not take part in any form of car share, increasing the number of vehicles required on site.

When asked where they usually park when visiting the site around 70% of respondents stated that they parked at the required destination. For the 6% of people that responded ‘other’, the majority of respondents stated that they park on overflow car parks while other responses included

Rudheath and grass verges. Many responses to this question also stated that they do not park in a set location but park where ever is available as spare spaces are often limited.

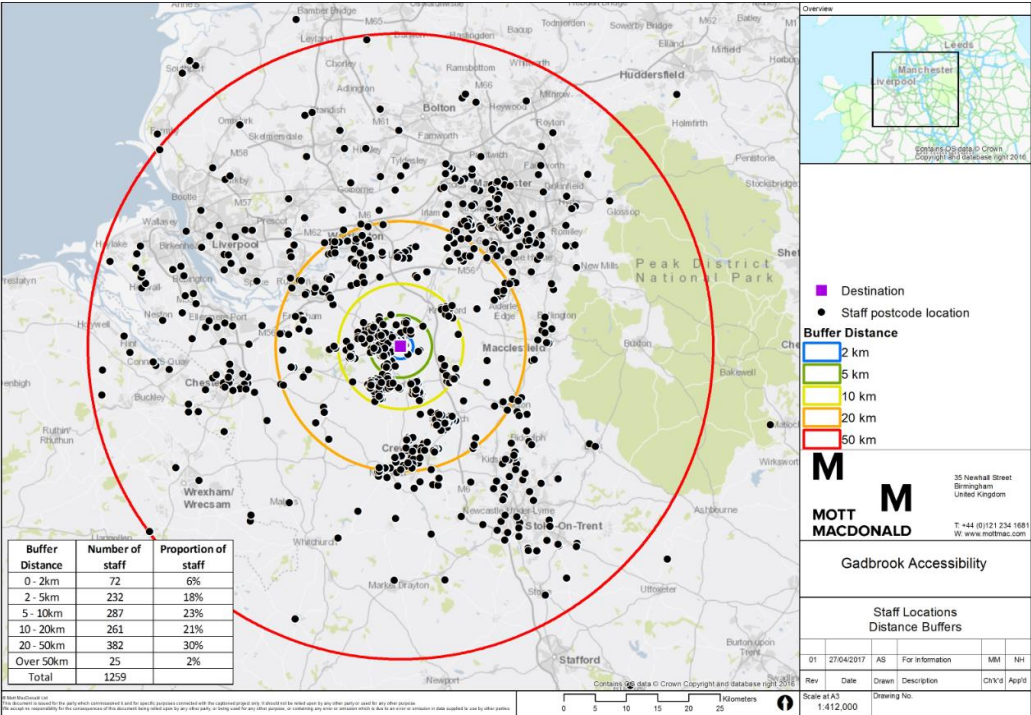
Figure 5.8 Usual Parking destinations for employees on site



Source: Gadbrook BID

Respondents to this survey were also asked to state the origin of their journey when travelling to Gadbrook Park. Figure 5.9 shows that a large number of staff live within 10 and 20 miles of the site.

Figure 5.9 Staff postcode plots



Source: Mott MacDonald

6 Key Issues & Considerations

What Are the Problems Relating to the Demand for Parking?

On-site observations, stakeholder consultation and data analysis have helped to identify a set of key issues that both cause and are the product of the overall parking issue.

1

Car Dependency: The park is subject to poor public transport services and a lack of walking and cycling provision between the site and local areas meaning business employees are forced to rely on their car as the main mode of transport. Therefore, sufficient parking is required in order to support economic growth.

2

Residential Parking: Insufficient parking issues have caused staff at this business park to use on-street parking in the nearby residential areas of Rudheath. More staff continue to use this area for parking not only to find a space but also to avoid the severe queues when exiting the site during the evening peak period.

3

On-street parking: This was evident along almost all roads where no form of enforcement was present. In some cases, such as the road furthest south of park (outside MIS in Charwood House, this causes major health and safety issues as HGV vehicles and emergency services vehicles suffer from limited access.

4

Health and Safety: As a consequence of insufficient parking, cars are forced to park on-street, on grass verges and kerbs causing serious obstructions for emergency vehicles which poses a major health and safety threat. HGV vehicles are also often unable to deliver deliveries forcing staff to retrieve the deliveries themselves at risk of their own health and safety.

5

Lack of walking and cycling provision: Although key surrounding local areas and transport interchanges such as Northwich Rail Station are within walking or cycling distance, there is a lack of walking and cycling provision along these routes combined with little storage and showering facilities.

Figure 6.1 Obstructive Parking at Gadbrook Business Centre



Source: Mott MacDonald

6

Access and Egress: The issue of insufficient parking should be considered in conjunction with traffic movements in and out of the site. Severe junction queues are created at the exit to the site particularly during the evening peak. Despite some businesses such as Barclays and Roberts Bakery working shift patterns, the majority of employees attempt to leave the site between 4 and 6pm causing heavy queues along Gadbrook Road and all internal side roads.

7

Public Realm: Lack of official parking and on street parking has led to employees parking on grass verges across the site. This is particularly an issue in the Gadbrook Business Centre on the areas surrounding the roundabout. This problem is also enhanced over the Christmas period when some retail businesses take on more staff. Consistent parking on these areas degrades the surface of the land and reduces the overall attractiveness of the park to visitors and potential future investors.

8

Business Expansion: Gadbrook Park is a successful business park with many businesses continuing to grow and a number of employers, such as the HUT Group, growing at an exponential rate. This growth could be negatively affected if issues of parking on site are not addressed.

9

Personal Security: The current parking conditions evident at some of the parks parking locations fail to give staff reassurances of safety.

10

Sustainability: Social, economic and environmental considerations on car parking should be considered when developing the overall strategy.

11

Poor Use of Land: Land at Gadbrook could be better utilised to increase car parking capacity.

What Can We Do?

There are a number of considerations that have emerged from the preceding stages of this study. To summarise, they are:

1

A multitude of options are available and should be utilised to alleviate current parking issues at Gadbrook Park.

2

No single option will eradicate the issues currently faced – this is a long-term challenge to be addressed by a package of solutions.

3

Transparency and the positive consultative process should be maintained in progressing any options further to keep businesses and employees informed.

4

Caution should be taken in assuming that more car parking spaces will completely eradicate issues as it is important to work towards a sustainable future.

5

An increase in additional car parking could encourage more staff to drive to work and will only solve parking issues in the short-term if not carefully managed.

6

Use of available space is key. Available land for business growth and expansion should have priority over increasing car park provision.

7

The impact of additional car parking on public realm and the general aesthetics of the site should be considered to remain attractive to current employees and visitors.

8

The cost of any future parking proposals and options must be critically assessed, in terms of capital, revenue and payback periods.

All recommendations within this report have been based on sufficient evidence and consultation with key stakeholders, businesses, and individual employees.

7 Benchmarking

Birchwood Park

Birchwood Park is home to more than 165 businesses employing over 6,000 people strategically located just 1.7 miles from J11 of M62. The park manages parking provision through the use of an award winning Birchwood Park travel plan to help occupiers encourage their employees to use alternatives to single-occupancy car-use and in turn alleviate congestion, reduce pollution and improve sustainability. Parking spaces are allocated to each building with the number of spaces dependent on the size of building varying from 1 spaces to 248 spaces.

The following measures are in place to manage the demand for parking:

- Direct, regular bus services to the park, approx. 20-minute journey time from Warrington bus interchange.
- Exclusive 50% discount off a weekly bus saver ticket for Birchwood Park customers for use on all Warrington Borough Transport buses.
- Free shuttle bus service to and from Birchwood Railway Station at peak times and Birchwood Centre at lunch time for companies and employees located on the park.
- Investment into facilities for cyclists including lockers, showers, secure shelters and maintenance kits.
- On-site cycling initiatives, bike2work scheme offering 50% off brand new bicycle.
- Travel share scheme available to register online matches individuals with others travelling the same route.
- Free 'borrow a bike' cycle scheme – free lunchtime cycle rides.

Figure 7.1 Cycling and Public Transport at Birchwood Park



Source: Birchwood Park Travel Plan

Parking charges also apply on site at the following rates:

Short Stay Tariff

- Up to 1 hour – free
- Up to 2 hours – £2.00
- Up to 3 hours – £3.00

Long Stay Tariff

- Up to 4 hours – £5.00
- Over 4 hours – £10.00
- Full day – £6.00

Chester Business Park

Chester Business Park provides the area with a 175-acre landscaped business environment, located 1 mile south of the City Centre. The park is home to large business such as M&S Bank and Bank of America.

Figure 7.2 Parking at Chester Business Park



Source: Prospect Homes

The following actions are in place to manage parking and travel for all staff across the business park:

- **Car Share-** Fulfilling commitment to sustainability through its own Park wide car share aiming to:
 - Reduce peak time congestion;
 - Reduce parking challenges on the park;
 - Manage travel to work costs; and
 - Improve the journey to and from work experience.
- **Bike Buddy Scheme-** Matches individuals with others cycling on the same route.
- **Taxi Share-** Usually used for business trips to other transport hubs the same way as car sharing.
- **Walk/Run Buddy-** Register for scheme in the same way as the above to match individual with others walking/running along same route.

Figure 7.3 Bus services to Chester Business Park



Source: Wikiwand

The Parkway

The Parkway is ideally located on Princess Road, well positioned between the City Centre, Chorlton, Withington and Didsbury. This Business park

provides a high-quality business environment which caters for all modes of transport:

- **Public transport access on door step of the site-**
 - Multiple bus links to the city centre, Manchester Airport, and Wythenshawe Hospital.
 - Options for a shuttle bus service to and from the nearest metro.
- **On-site car parking**
 - There are generous parking facilities for businesses with allocated car parking.
 - A multi storey car park is provided on site.
 - TRO's are in place at access points to control health and safety and reduce obstructive parking.

Cycle and shower facilities

A new multi-storey car park was built in 2004 as part of the development of an additional office building being built to maintain the same parking ratio. Customers pay for the spaces and this is organised within their lease arrangements.

Figure 7.4 Multi-storey car park at The Parkway



Source: Mott MacDonald

Hartford Railway Station

Located within a few miles of Gadbrook Park itself, parking charges have recently been introduced to solve the parking issues in Hartford associated with the railway station and the car park being over capacity.

Parking charges are as follows:

- £3.50 per weekday
- £6 weekend
- £14 weekly tickets
- £49 monthly tickets
- £490 yearly

Figure 7.5 Hartford Rail Station Pay & Display



Source: Northwich Guardian

Despite initially displacing parking into surrounding residential streets, the car park is now well utilised proving that people are willing to pay in order to park their car safely and be guaranteed a space.

8 Short Term Options Appraisal
(0-2 Years)



Likely to have a firmly positive impact or outcome on the titled topic	
Likely to have a neutral or minor positive/negative impact or outcome on the titled topic	
Likely to have a firmly negative impact or outcome on the titled topic	

This RAG rating is not intended to provide a quantitative assessment of the suitability of a scheme, but instead to help consider schemes within a consistent framework of thinking.

RAG Ratings are designed to align with the following objectives identified by CWaC:

- Reducing the perceived reliance on the car;
- Increasing parking provision on or for Gadbrook Park;
- Mitigating against nearby residential parking; and
- Mitigating any current health and safety issues.

1 Introduction of TRO's

Introducing Traffic Regulation Orders within the site could be used to reduce the amount of on street parking on roads within the Gadbrook Business Centre.

The introduction of an entrance barrier to Gadbrook Park Business Centre was discussed by the Gadbrook Park BID in 2016 and escalated to the Gadbrook Park BID Executive Board for consideration. This option was not implemented, through concerns about the displacement of parking into the local residential area. TROs may be particularly necessary here if a barrier scheme is no longer being bought forward as the Business Centre faces severe health and safety issues with emergency vehicle access potentially prevented.

Implementing TROs within roads in Gadbrook Business Centre presents a need for the roads to become adopted or for an agreement to be entered into for enforcement by the local authority.

The implementation of further parking control at Gadbrook Business Centre without a wider package or additional spaces and alternative travel options will lead to displacement.

TROs within Gadbrook Park should be implemented in conjunction with the introduction of on street parking bays within Gadbrook Business Centre and parking restrictions implemented within the local residential areas that are being progressed by Rudheath Council and CWaC Highways. There are areas within Gadbrook Park where on street parking is available and operating without issue. It would therefore be ineffective to introduce TROs on all roads as there is a need to retain some parking on street within the park to create capacity.

Pros

- Reduce on-street parking to increase access for HGV deliveries and emergency vehicles.
- Reduce issues of health and safety.
- Increase overall attractiveness of the site with clear car free roads.

Cons

- Risk that parking will be displaced therefore additional spaces will still be required to ensure parking remains safe and disturbance to the residents in surrounding areas is kept to a minimum.
- Potential need to bring Gadbrook Business Centre Roads to adoptable standards.

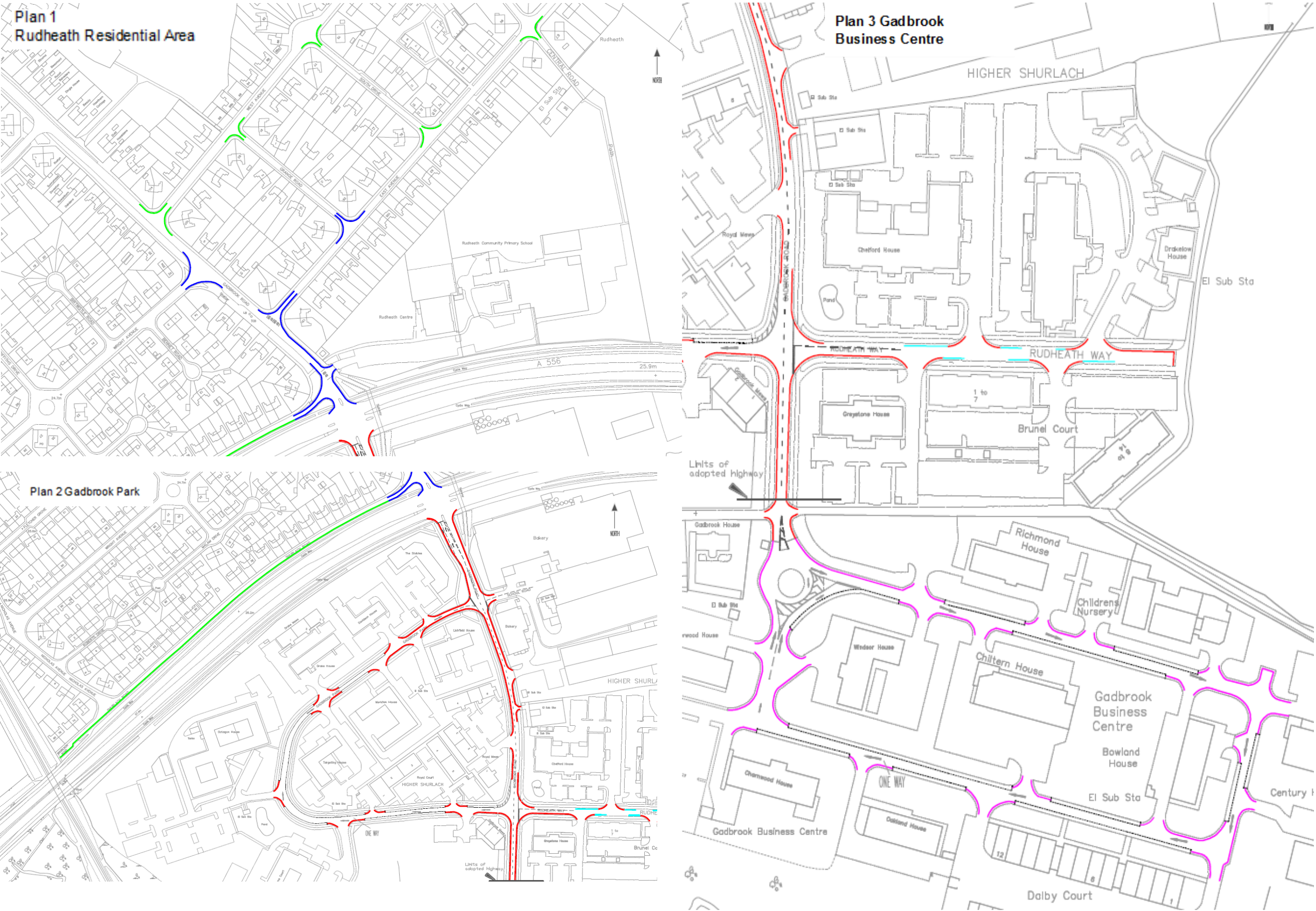
RAG Rating

Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the Car This issue may encourage people to consider other modes of transport or car share. However, this needs to be promoted and improved.	
Increasing parking provision on or for Gadbrook Park This measure provides no additional parking on site.	
Mitigating against nearby residential parking TROs would be required in residential areas as well on site to avoid displacement of parking.	
Mitigating any current health and safety issues This measure would ensure emergency vehicles have sufficient access to all areas of the site and that deliveries can be delivered to the appropriate locations to reduce health and safety risks for staff associated with shifting deliveries.	
Quality of Environment Reducing the amount of on-street parking will increase attractiveness of the site and reduce degradation of the land via parking on kerbs and grass verges.	
Recommended? This option could only be successfully implemented if supported by other measures such as the promotion of other transport modes and additional parking capacity to avoid displacement of parking into residential areas.	YES



CWaC Property Services and Rudheath Parish Council have developed complementary on-street and local residential area waiting restrictions to improve emergency vehicle access and minimise displacement. The location of these TROs is set out In Figure 8.1 on the subsequent page.

Figure 8.1 Gadbrook Business Centre and Rudheath Residential Area TROs



Source: CWaC

3 Cycling Facilities and Promotion

This measure would be aimed at reducing the demand for parking by encouraging people to consider cycling for all or part of their journey through increasing awareness and improving cycling facilities on site. Staff postcodes indicate that almost a quarter of staff could be targeted with messages to promote active travel. 6% of staff responding live with 2km and 18% of staff live within 5km of the site.

Cycling has the potential to provide staff travelling from local areas such as Kingsmead, Northwich and Northwich Rail Station with sustainable travel options.

This measure would require a number of components to achieve the overall aim of increased cycling and subsequent reduction in parking demand. The following measures are suggested below:

- Promotion of available cycle routes in surrounding area, particularly the current cycle track to Northwich Rail Station via the residential areas of Rudheath.
- Improve signage along cycle routes, particularly from Northwich Rail Station to Gadbrook Park.
- Improve cycling provision on surrounding highway network such as safety measures and cycle lanes along the A556 towards Kingsmead.
- Increase provision of cycle facilities on site:
 - Increase cycle parking provision outside of individual businesses (Some cycle parking is evident at Meridian House and Chelford House however, this could be improved, expanded, and suggested to other businesses)
 - Provide a 'hub' for cyclists that includes secure sheltered parking, showering facilities, and information for use by all employees on site.
- Support for cycling e.g. bike buddy and journey planning
- Cycles at rail stations

Pros

- Promotion of alternative sustainable travel modes.
- Reduction in demand for parking.
- Cycling opportunity to local area and from Rail Station providing connectivity to Manchester and Chester.

Cons

- Difficult to produce behaviour change required for mode shift of the scale to reduce parking demand.

RAG Rating

Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the Car	
This measure directly encourages sustainable travel to work from origin or public transport interchanges.	
Increasing parking provision on or for Gadbrook Park	
This measure is targeted at reducing demand for parking rather than increasing supply but it is understood that a combination of both would be most effective in the context of this site.	
Mitigating against nearby residential parking	
Increasing the number of parking spaces on site could alleviate the need to park in residential areas. However, this issue may still be present as people use this area to park to avoid queues when exiting the site.	
Mitigating any current health and safety issues	
Cycling provision needs to be in place to ensure maximum safety to avoid creating additional health and safety concerns.	
Quality of Environment	
Environmental benefits such as improved air quality produced via the reduction of cars on site.	
Recommended?	YES
The suggested measures could work to increase sustainable travel to the site and reduce car dependency to guide employees and businesses at the site towards a sustainable future.	

Figure 8.4 Bike & Go Beverley Station



Source: Geograph.org.uk

Figure 8.5 Cycle Parking at Gadbrook Park



Source: Mott MacDonald

4 Car Share Scheme

Analysis of the sample of postcode data provided identifies clusters of areas in which staff will be commuting to Gadbrook Park from, this presents an opportunity for certain staff to share travel. This measure would be most successful as a park wide scheme to increase car sharing opportunities.

A car share database would be used to implement this measure in the form of a website providing a space to:

- Sign up with company email address from business on site.
- Find potential matches from within individual businesses or across the park.
- View the benefits and savings possible from the use of the scheme.
- Contact forum for questions or support.

Once signed up members would be able to log in to view the journeys of other users and groups and match with potential car sharers. The support of business would be required to encourage the use of this scheme and make sure employees are aware of details and how to sign up.

To increase effectiveness of this option this could be linked to assigning a dedicated car sharers car park.

To enhance the success of this scheme, incentives could be provided to participating employees such as priority parking spaces or reductions in prices of parking permits.

Pros

- If linked with a dedicated car share car park this could reduce the amount of vehicles on site to alleviate pressure on parking.
- Encourages more sustainable modes of transport.
- Simple and low cost implementation.
- Less than 20% people currently travel to work by car with passengers.

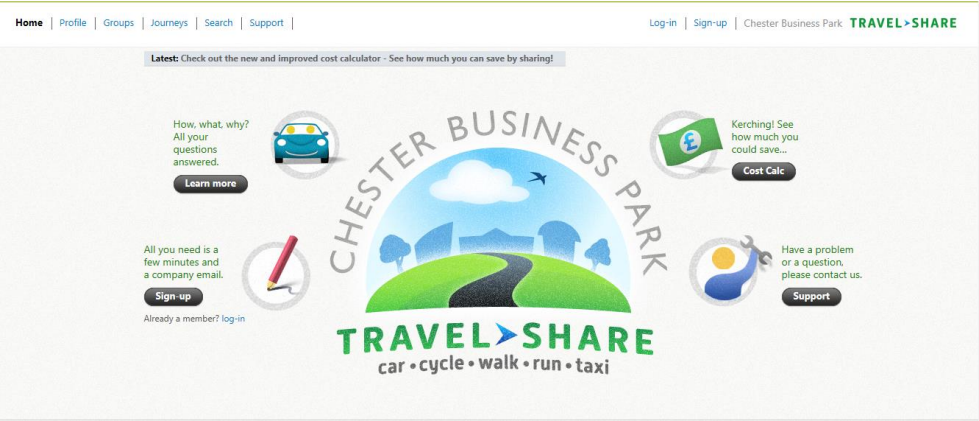
Cons

- Although it could reduce parking numbers this is unlikely to be of the scale to accommodate future growth.

RAG Rating

Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the Car If successful, this could significantly reduce the number of cars on site each day as the number of vehicles per employee would be reduced.	
Increasing parking provision on or for Gadbrook Park Reducing the number of cars on site would lead to an increase in available spaces. Further parking provision is still likely to be required.	
Mitigating against nearby residential parking Decreasing pressure on parking spaces on site could alleviate the need to park in residential areas. However, this issue may still be present as people use this area to park to avoid queues when exiting the site.	
Mitigating any current health and safety issues Reduced number of cars on site should lead to a reduction in on-street parking, alleviating these associated health and safety hazards.	
Quality of Environment Environmental benefits in terms of improved air quality due to the presence of fewer cars travelling to and around site.	
Recommended?	YES

Figure 8.6 Chester Business Park Car Share Website



Source: <https://cbp.carshare.uk.com/>

5 Communication of Information via internet site/ social media

Information and a forum could be provided for use by all employees on site. This could be produced on the Gadbrook Park website, a separate website or social media page with a link provided to all businesses to ensure accessible by all staff. Information provided would aim to indicate how the site can be accessed via walking and cycling and what facilities are available to support this.

Brief information and where to find more details on this information could be provided around the site in areas such as the Café and cycling hub if provided.

Important messages could also be shared on this site such as health and safety warnings and advice. For example, reminding people how inconsiderate parking may cause health and safety issues.

This measure would be used to support and promote the implementation of other suggested measures e.g. promoting active travel and the use of the car share scheme.

Pros

- Low cost and simple implementation.
- Provides accurate information to staff and businesses quickly.
- Promotes the use of sustainable travel modes.

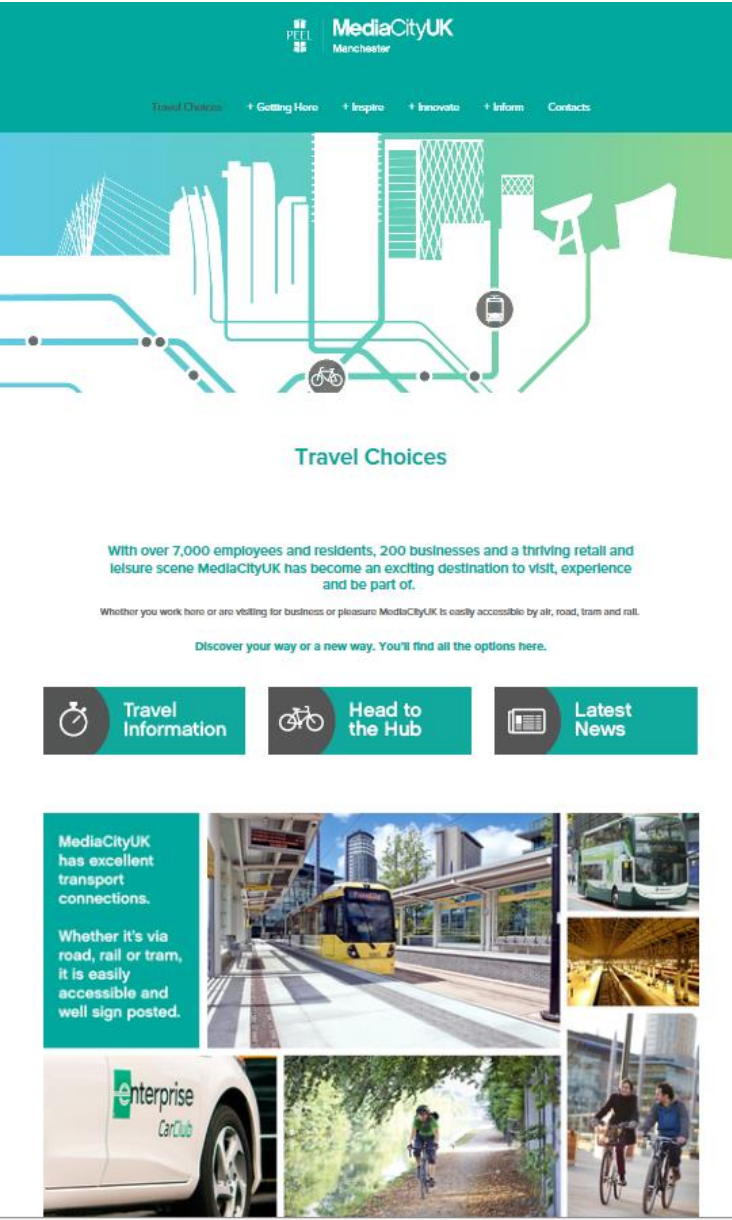
Cons

- Unlikely to reduce demand for car parking spaces.

RAG Rating

Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the Car	
Information provided on walking and cycling routes, car share scheme portals could highlight various alternative travel options for staff and reduce the reliance of the car.	
Increasing parking provision on or for Gadbrook Park	
More parking spaces may become available as a direct result of employees increased awareness of car share schemes and walking and cycling information.	
Mitigating against nearby residential parking	
This scheme does not directly address parking in residential areas however it could help to reduce the number of cars on site via increasing awareness of other modes.	
Mitigating any current health and safety issues	
Could be used to raise awareness of health and safety issues on site to deter inconsiderate parking.	
Quality of Environment	
Could eventually lead to environmental benefits if scheme was successful in promoting sustainable travel.	
Recommended?	

Figure 8.7 Media City Salford Travel Choices Website



Source: <http://travel.mediacityuk.co.uk/>

6 Shuttle bus to stations

As discussed in Chapter 5 above, staff consultation was carried out in March 2017 by Gadbrook Park BID to gauge potential interest in a shuttle bus service to and from local rail stations.

45.7% of respondents stated that they would utilise a shuttle bus service. Results suggest that if a shuttle service was to be considered as a potential option to reduce the parking demand at Gadbrook services will be most effective from Northwich and Hartford rail stations.

Gadbrook Park BID are currently liaising with Cheshire Community Development Trust to investigate the feasibility of undertaking a BID funded shuttle bus trial to stations.

Postcode plots produced from survey data obtained in November 2016 suggests that there are large concentrations of staff working within local residential areas of Kingsmead and Winsford a shuttle bus serving these areas may have similar journey times to a car providing an attractive alternative option.

Consultation responses and onsite observations highlight the delays experienced by drivers leaving Gadbrook Park. Any shuttle bus or public transport option would be subject to these delays. It has been suggested that the Arriva number 2 service no longer serves Gadbrook Park due to these delays and low passenger numbers.

Options for on street parking would also need to be reviewed to ensure that there is sufficient space available for a shuttle bus service to circulate and stop within the park.

Pros

- Enables staff to access local rail stations or local residential areas.
- Reduces car parking demand.
- Promotes the use of sustainable travel modes.

Cons

- Consideration would need to be given to frequency to ensure it is an attractive alternative.
- Timing of services to reduce interchange times and encourage use should be considered.
- Concern over shuttle bus services being subject to delays exiting the park during peak periods.
- Additional car parking to meet current and future demand is still likely to be required.

RAG Rating

Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the car Shuttle bus service could make rail a viable option for staff travel to work and reduce driving to Gadbrook Park from the local area.	
Increasing parking provision on or for Gadbrook Park More parking spaces may become available as a direct result of employees increased awareness of sustainable options.	
Mitigating against nearby residential parking This scheme does not directly address parking in residential areas however it could help to reduce the number of cars on site via increasing awareness of other modes.	
Mitigating any current health and safety issues Could be used to raise awareness of health and safety issues on site to deter inconsiderate parking.	
Quality of Environment Could eventually lead to environmental benefits if scheme was successful in promoting sustainable travel.	
Recommended?	Trial considered following postcode analysis

Figure 8.8 Cheshire West Dial a Ride Shuttle Bus



Source: Cheshire West and Chester

7 Gadbrook Business Centre - On Street Parking, Footways and One Way System

Gadbrook Business Centre roads are experiencing health and safety issues related to the narrowing of the carriageway to one lane including limited access for HGVs and deliveries. The lack of footways also result in pedestrians walking within the narrow carriageway. Car park entrances are protected by the use of cones and water filled plastic barriers. These management methods are implemented by companies on an individual basis.

Combined with TROs at junctions, the creation of a one-way system and the introduction of formalised on street parking bays and a 2m footway would ensure access to businesses and enhance safety.

The use of parallel parking bays or echelon spaces has been considered. The use of echelon bays is the preferred option for maximising the number of additional formal spaces available on street. This measure could be implemented as a short term measure as the land is currently owned by Cheshire West and Chester Council.

Although maximising parking opportunities, on street spaces could potentially increase the likely conflict between private vehicles and pedestrians / cyclists within Gadbrook Business Centre, while increasing vehicle movement (reversing) could increase the rate of accidents within these areas at peak times.

Figures 8.9 indicates the potential layout combining a one way system TROs and echelon parking bays.



Pros

- Creates additional parking spaces.
- Addresses health and safety, and management issues currently experienced.

- Infill car parking spaces identified may be associated with individual businesses, on street parking bays are however open to all Gadbrook Business Park employees.
- There are wide verges available to develop car parking spaces and preserve carriageway width.
- Does not utilise land which could be used for more beneficial types of development.

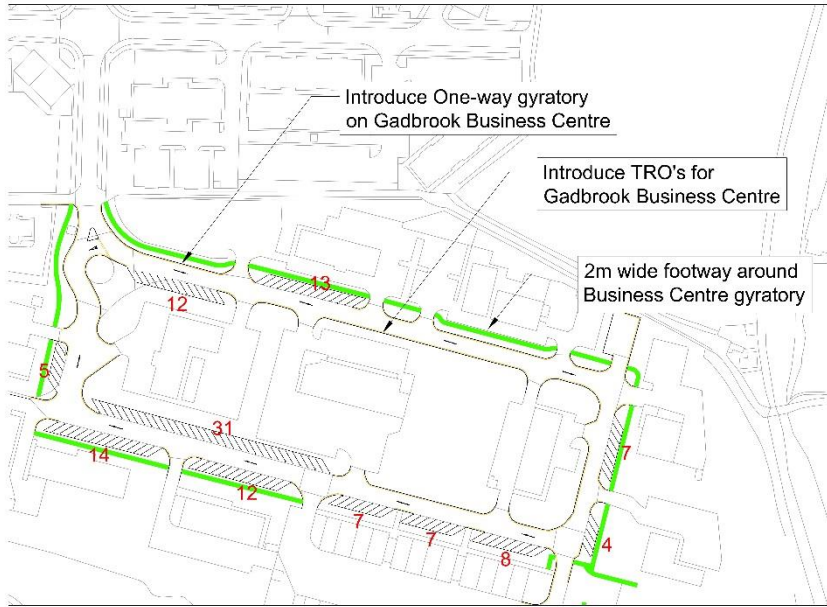
Cons

- Removes green space.
- Reduces the amount of parking available on street.
- Could lead to conflict and accidents due to reversing in carriageway.
- Reduces long term opportunity for shuttle bus services to stop in Gadbrook Business Centre.

RAG Rating

Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the Car	
This measure facilitates the use of the car.	
Increasing parking provision on or for Gadbrook Park	
This measure would increase the amount of formal parking provision however would remove informal on street parking.	
Mitigating against nearby residential parking	
This measure would need to be combined with TROs in the local residential area.	
Mitigating any current health and safety issues	
Reducing the need for staff to park outside of official spaces could increase personal sense of security and safety and allow access for delivery vehicles.	
Quality of Environment	
This proposal utilises verges that are already subject to parking.	
Recommended?	YES
This option could be an effective short term solution to some of the issues associated with parking at Gadbrook Park however off street solutions would be preferable and additional options would be required to maintain sufficient parking and address future issues.	

Figure 8.9 On Street parking, one way system and footways



Source: Mott MacDonald

8 Area Travel Plan

An area wide travel plan is a way of managing how people travel to a particular area or group of organisations. A travel plan for Gadbrook Park would set out the overarching aims, targets and objectives whilst reflecting input from the local community, businesses and other interested organisations/partners. The aims are:

- Help to reduce congestion;
- Reduce parking conflict;
- Help to improve air quality and reduce road accidents;
- Increase accessibility by a range of transport modes;
- Identify synergies and collective opportunities; and
- Establish a forum allowing for a shared voice.

A potential vision for an Area Travel Plan for Gadbrook Park would be:

“Collaboration across organisations at Gadbrook Park and in Rudheath to facilitate sustainable travel opportunities for the benefit of employers and their staff; and residents of the local area.”

The development of an Area Travel Plan would empower a group, potentially utilising existing car parking forum established at the park, to implement an action plan of measures for implementation to ensure a choice of transport options for travel to the park.

This would be linked to other suggested measures including to promote cycling, establish a car sharing database and website.

Pros

- Encourages more sustainable modes of transport.
- Reduces demand for car parking
- Fosters an environment of positive collaboration, and consideration.
- Joint working and a collective voice could leverage additional funding and affect change.
- Organisations could benefit from economies of scale e.g. through benefitting jointly from programmes e.g. cycle training, health programmes which could be targeted more widely.

Cons

- Although it could reduce parking numbers future levels of growth are likely to still require additional parking spaces.

RAG Rating

Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the Car If successful, this could significantly reduce the number of cars on site each day as the number of vehicles per employee would be reduced.	
Increasing parking provision on or for Gadbrook Park Reducing the number of cars on site would lead to an increase in available spaces. Further parking provision is still likely to be required.	
Mitigating against nearby residential parking Decreasing pressure on parking spaces on site could alleviate the need to park in residential areas. However, this issue may still be present as people use this area to park to avoid queues when exiting the site.	
Mitigating any current health and safety issues Reduced number of cars on site should lead to a reduction in on-street parking, alleviating these associated health and safety hazards. Use of active travel and reduced stress associated with car parking will enhance staff wellbeing and productivity.	
Quality of Environment Environmental benefits in terms of improved air quality due to the presence of fewer cars travelling to and around site.	
<u>Recommended?</u>	YES

Figure 8.10 Area Travel Planning – Corridor Manchester

Area Travel Planning – Corridor Manchester

A Corridor Manchester Sustainable Travel Group (CMSTG) was developed to facilitate Area Travel Planning along the Oxford Road Corridor in Manchester. A Memorandum of Agreement was signed by all partner organisations which sets out the financial arrangements for the CMSTG and how funds will be used. This is an active group which considers sustainable travel opportunities at a strategic level to effectively deliver practical effective solutions on the ground.

Success is achieved through sharing information, highlighting best practice, implementing Corridor-wide transport and infrastructure measures, and benefitting from economies of scale on shared initiatives and events.

9 Bus Service Promotion and Enhancement

Evidence collated and further post code analysis could be used to begin dialogue with local bus operators to consider opportunities for enhancing the No. 2 service or implementing new services to Gadbrook Park.

Consultation responses and onsite observations highlight the delays experienced by drivers leaving Gadbrook Park. It has been suggested that the Arriva number 2 service no longer serves Gadbrook Park due to these delays and low passenger numbers. To avoid delays the Number 2 service stops on Gadbrook Road within 200m of the park entrance which is accessed via a pedestrian subway.

Postcode analysis indicates that there are large concentrations of staff working within local residential areas. 23% of staff responding to a travel survey in November 2016 live within 5-10km of Gadbrook Park. Accessibility mapping however highlights that currently travel by public transport to Gadbrook Park is not competitive in comparison to car travel.

Pros

- Enables staff to access local residential areas.
- Reduces car parking demand
- Promotes the use of sustainable travel modes.
- Would allow public transport options to compete with car travel by providing direct bus services.

Cons

- Consideration would need to be given to frequency to ensure it is an attractive alternative.
- Additional car parking to meet current and future demand is still likely to be required.

RAG Rating

Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the car Enhanced public transport could reduce the reliance of the car.	
Increasing parking provision on or for Gadbrook Park More parking spaces may become available as a direct result of employees increased awareness of car share schemes and walking and cycling information.	
Mitigating against nearby residential parking This scheme does not directly address parking in residential areas however it could help to reduce the number of cars on site via increasing awareness of other modes.	
Mitigating any current health and safety issues Could be used to raise awareness of health and safety issues on site to deter inconsiderate parking.	
Quality of Environment Could eventually lead to environmental benefits if scheme was successful in promoting sustainable travel.	
Recommended?	Yes

Figure 8.11 Gadbrook Raod Bus Stop



Source: Google Maps

9 Mid Term Options Appraisal
(2-5 years)



Likely to have a firmly positive impact or outcome on the titled topic	
Likely to have a neutral or minor positive/negative impact or outcome on the titled topic	
Likely to have a firmly negative impact or outcome on the titled topic	

This RAG rating is not intended to provide a quantitative assessment of the suitability of a scheme, but instead to help consider schemes within a consistent framework of thinking.

RAG Ratings are designed to align with the following objectives identified by CWaC:

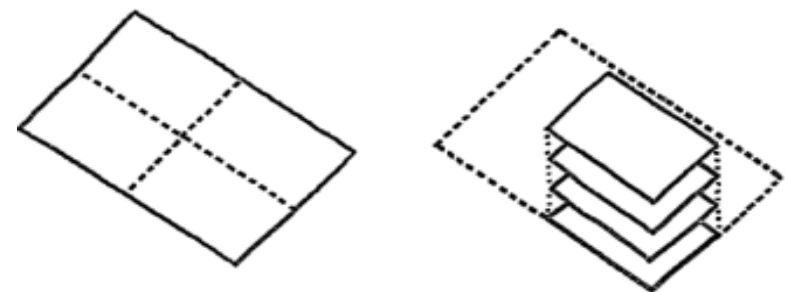
- Reducing the perceived reliance on the car;
- Increasing parking provision on or for Gadbrook Park;
- Mitigating against nearby residential parking; and
- Mitigating any current health and safety issues.

1 Decking MIS Car Park

Car park decking is the name given to a single storey ‘deck’ that is added above a (usually pre-existing) surface car park.

Decking offers a relatively straight-forward option for the expansion of car parking, usually adding around 90% extra capacity to an existing surface car park. Decks tend to be most cost effective when utilised on car parks that are between 50-250 spaces, and subsequently nearly doubling provision.

Decks have an innate advantage of multi-storey car parks as they do not have to support the same weight, they can be constructed quickly using modular techniques and usually without foundations. Decking tends to cost in the region of £8,000-£12,000 per additional space - an important distinction from multi-storey car park costs which effectively require re-build of existing spaces and are therefore less cost effective, but allow higher levels of provision.



Surface Car Park		Multi-Storey Car Park	
1 space	= 25 sqm	1 space	= 25 sqm
100 spaces	= 2,500 sqm	100 spaces	= 2,500 sqm / 4
	= 0.25ha		= 0.062ha

Decking MIS car park in Gadbrook Business Centre could create an additional 236 spaces. MIS currently effectively manage their car park and rent spaces to other organisations. There is an opportunity for contract spaces to be rented to organisations, individuals or paid for on a pay and display basis for staff or visitors.

The creation of additional spaces at Gadbrook Park would be subject to planning approval by Cheshire West and Chester Local Planning Authority who would assess proposals against parking standards developed for the borough.

Pros

- Cost effective expansion.
- Provides alleviation of parking shortage, potentially providing more space for staff.
- Could further be complemented by barriers and enforcement.
- Potential to increase revenue through utilisation of a stand-alone barrier system at the entrance to the deck.

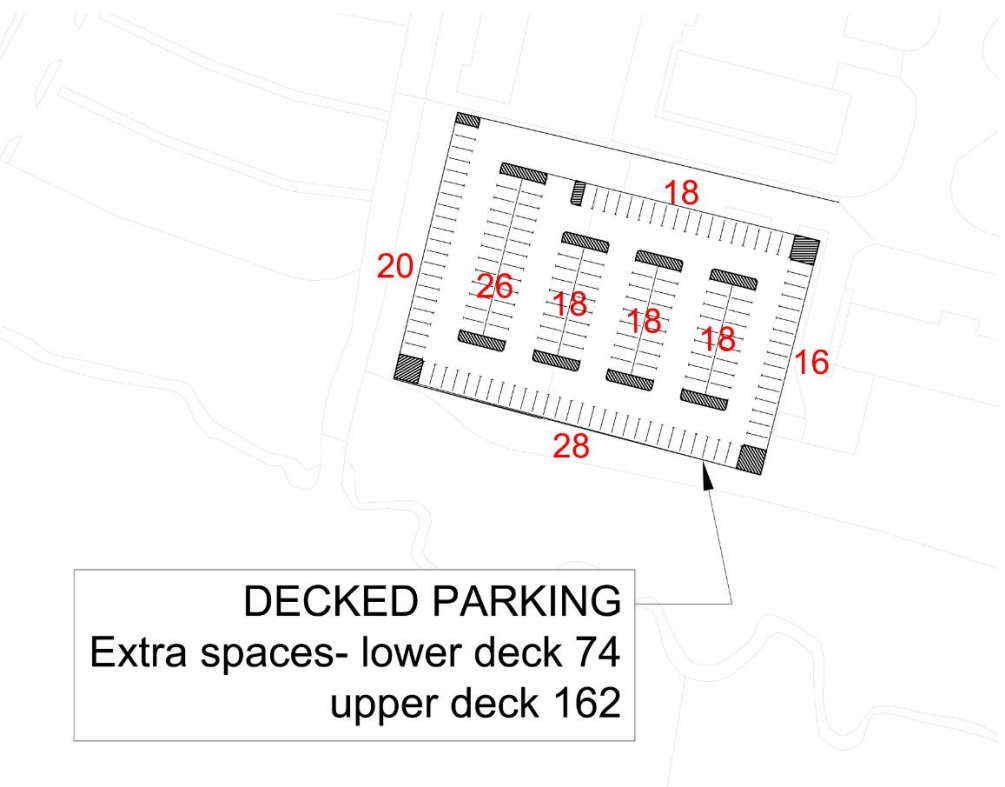
Cons

- Space gains tend to be limited to around 200 additional spaces.
- Requires planning permission.
- Land is leased by CWaC to MIS.

RAG Rating

Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the Car	
This measure facilitates the use of the car.	
Increasing parking provision on or for Gadbrook Park	
This measure would increase the amount of parking provision however would be not sufficient when taking future growth into account in addition to only being a short/ medium term measure.	
Mitigating against nearby residential parking	
Increasing the number of parking spaces on site could alleviate the need to park in residential areas. However, this issue may still be present as people use this area to park to avoid queues when exiting the site.	
Mitigating any current health and safety issues	
Reducing the need for staff to park outside of official spaces could increase personal sense of security and safety.	
Quality of Environment	
Making best use of the available land and avoids reducing available greenspace.	
Recommended?	YES
This option could be an effective short term solution to some of the issues associated with parking at Gadbrook Park however additional options would be required to maintain sufficient parking and address future issues.	

Figure 9.1 Decked Car Parking MIS Car Park



Source: Mott MacDonald

2 Park & Ride Site

The introduction of a park and ride facility could create off site car parking to satisfy current and future demand at Gadbrook Park.

A park and ride site with services for both Gadbrook Park and Winsford Industrial Estate could be considered, with a location in or near Bostock suggested by respondents to survey as a solution to car parking issues.

Without charging or restrictions to parking at Gadbrook Park the effectiveness of a park and ride service is likely to be limited due to the likely time penalty. It is unlikely therefore that a park and ride service could be charged for.

In the medium term, through the proposed introduction of parking charges within Northwich Town Centre, a joint facility serving Gadbrook Park and Northwich Town Centre could be viable.

Pros

- Reduces car parking demand at Gadbrook Park.
- Promotes the use of sustainable travel modes.

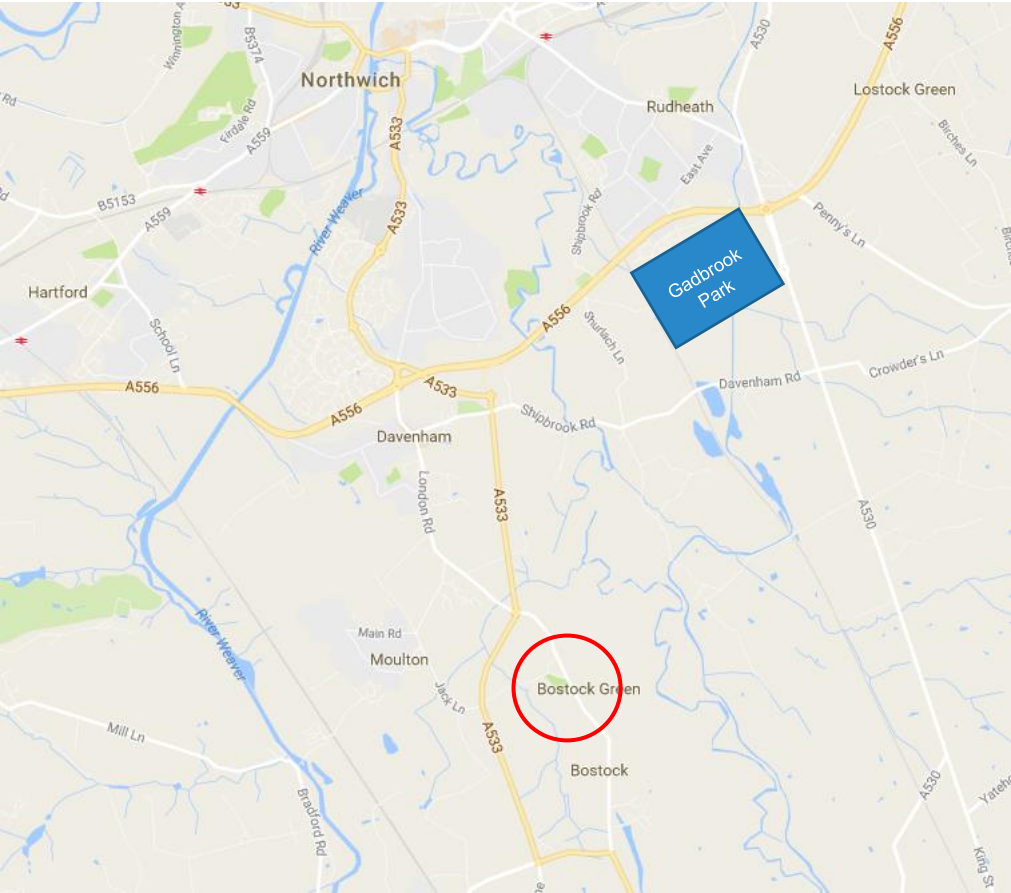
Cons

- Consideration would need to be given to cost and frequency to ensure it is an attractive alternative.
- Concern over bus services being subject to delays exiting the park during peak periods.

RAG Rating

Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the car Information provided on walking and cycling routes, car share scheme portals could highlight various alternative travel options for staff and reduce the reliance of the car.	
Increasing parking provision on or for Gadbrook Park More parking spaces may become available as a direct result of employees increased awareness of car share schemes and walking and cycling information.	
Mitigating against nearby residential parking This scheme does not directly address parking in residential areas however it could help to reduce the number of cars on site via increasing awareness of other modes.	
Mitigating any current health and safety issues Could be used to raise awareness of health and safety issues on site to deter inconsiderate parking.	
Quality of Environment Could eventually lead to environmental benefits if scheme was successful in promoting sustainable travel.	
Recommended?	No – in future could link with town centre parking charges

Figure 9.2 Park and Ride potential location



4 Off-site Parking

To alleviate on-site parking pressure and to avoid congestion at the entrance to Gadbrook Park one of the expanding companies at the park the HUT group have identified off site locations where car parking could be developed.

Pros

- Provides alleviation of parking shortage and congestion on site but staff may still choose to park on site first where possible.

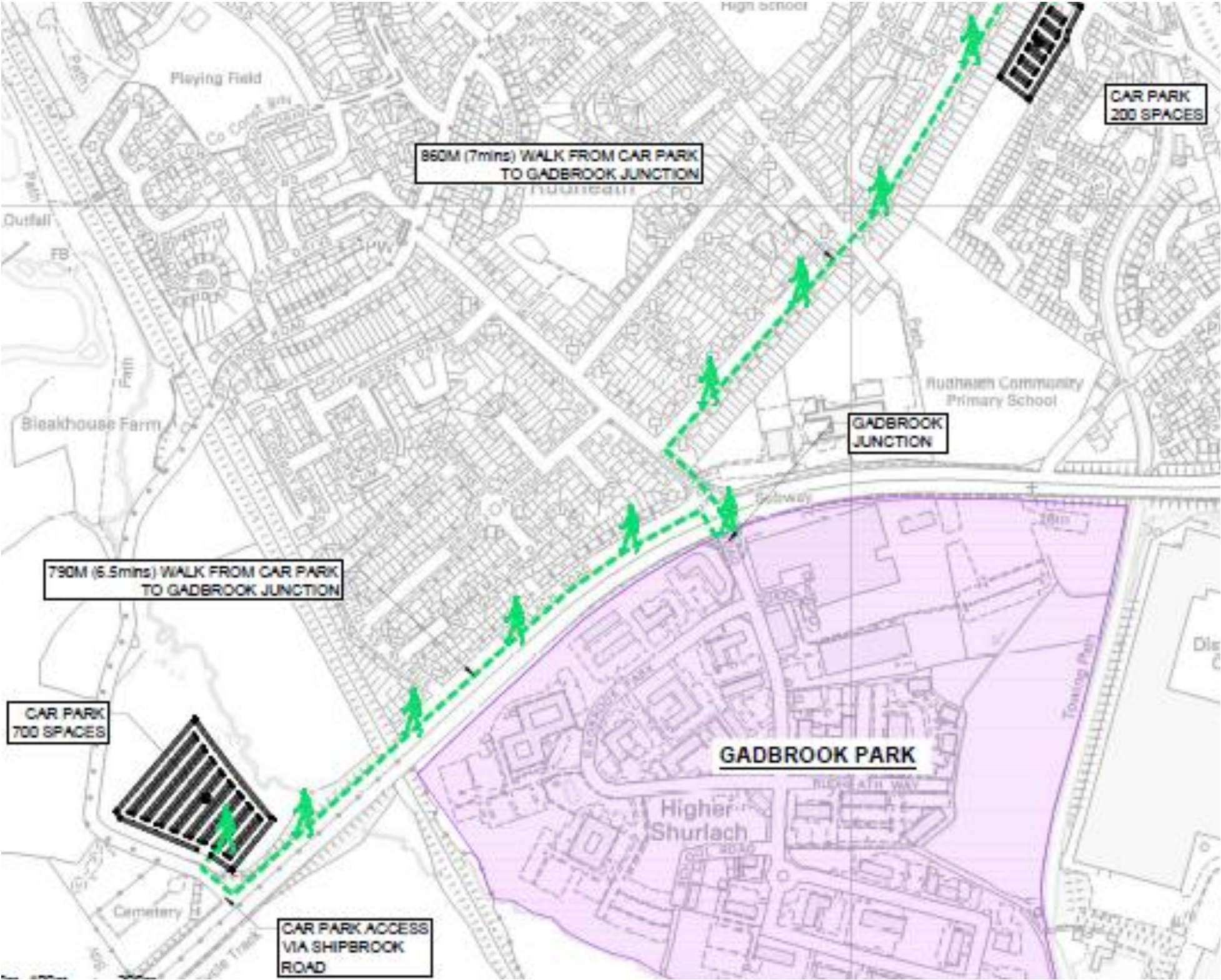
Cons

- Requires planning permission.
- Land is already identified for residential development.
- Cost of land purchase/lease.

RAG Rating

Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the Car This measure facilitates the use of the car.	
Increasing parking provision on or for Gadbrook Park This measure would increase the amount of parking provision however may not be not sufficient when taking future growth and staff are likely to continue to park on site as a first choice.	
Mitigating against nearby residential parking Increasing the number of parking spaces on site could alleviate the need to park in residential areas. However, this issue may still be present as people use this area to park to avoid queues when exiting the site.	
Mitigating any current health and safety issues Reducing the need for staff to park outside of official spaces could increase personal sense of security and safety.	
Quality of Environment Making best use of the available land and avoids reducing available greenspace.	
Recommended?	NO

Figure 9.3 Identified Off Site Car Park location



10 Long Term Options Appraisal (5+ Years)



Likely to have a firmly positive impact or outcome on the titled topic	
Likely to have a neutral or minor positive/negative impact or outcome on the titled topic	
Likely to have a firmly negative impact or outcome on the titled topic	

This RAG rating is not intended to provide a quantitative assessment of the suitability of a scheme, but instead to help consider schemes within a consistent framework of thinking.

RAG Ratings are designed to align with the following objectives identified by CWaC:

- Reducing the perceived reliance on the car;
- Increasing parking provision on or for Gadbrook Park;
- Mitigating against nearby residential parking; and
- Mitigating any current health and safety issues.

1 Multi-Storey Car Park (MSCP)

The construction of a multi-storey car park or car parks to increase parking supply would allow for wider improvements to vehicular movements, pedestrian infrastructure and quality of public realm and green spaces.

Evidence gathered as part of establishing a baseline for this study indicates that car parking demand currently far outweighs supply and that this demand is set to increase with the planned expansion of organisations e.g. HUT Group and Barclays at the Gadbrook Park.

Two potential locations have been identified for the implementation of a multi storey car park as shown in **Figure 9.4 and 9.5**.

The first location at Aribca Café is not currently in Council ownership and is currently advertised by the land owner for a B1 office development. The second location to the south east of the Park in Gadbrook Business Centre is within council ownership but a topographical survey would need to be undertaken to assess the feasibility of land in this area which is adjacent to Gad Brook.

The creation of additional spaces at Gadbrook Park would be subject to planning approval by Cheshire West and Chester Local Planning Authority who would assess proposals against parking standards developed for the borough.

Funding and management considerations for multi storey car parking include:

- Working with a car parking provider to fund the development of a car park requiring parking charges to ensure s return on investment.
- Utilising the CWaC' s invest to save programme would require a payback period.
- As a funding condition to ensure a return on investment and utilisation, additional free parking within Gadbrook Park would need to be minimised.

Pros

- Provides alleviation of current and future parking shortage, potentially providing more space for staff.
- Consolidation of parking reducing need for additional on street or infill parking.
- Potential to raise revenue.

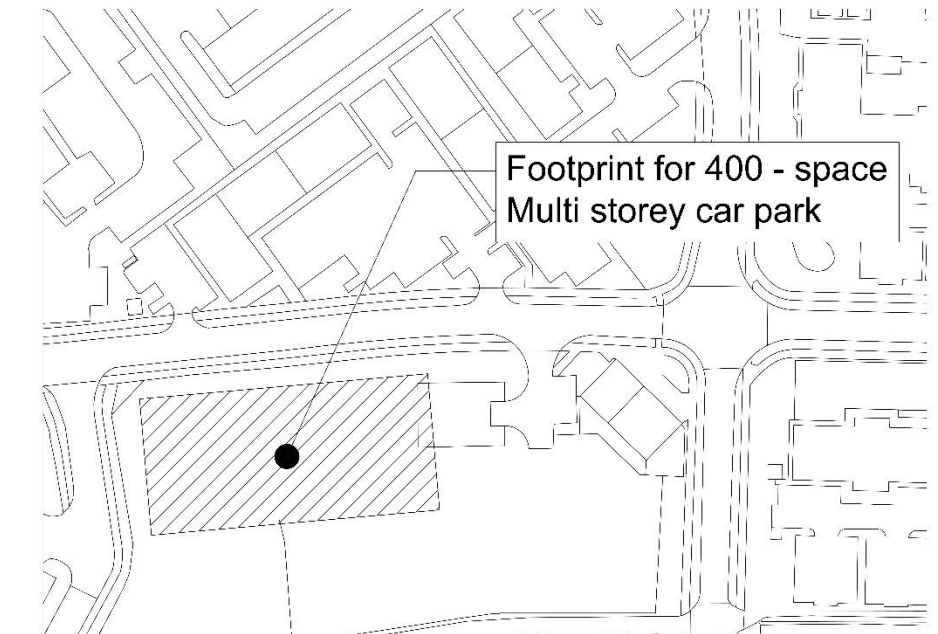
Cons

- High capital cost
- Requires planning permission.
- Land identified is not all within Council ownership
- To maximise revenue restrictions would need to be in place on remainder of Gadbrook Park.
- Potential to reduce availability elsewhere on park

RAG Rating

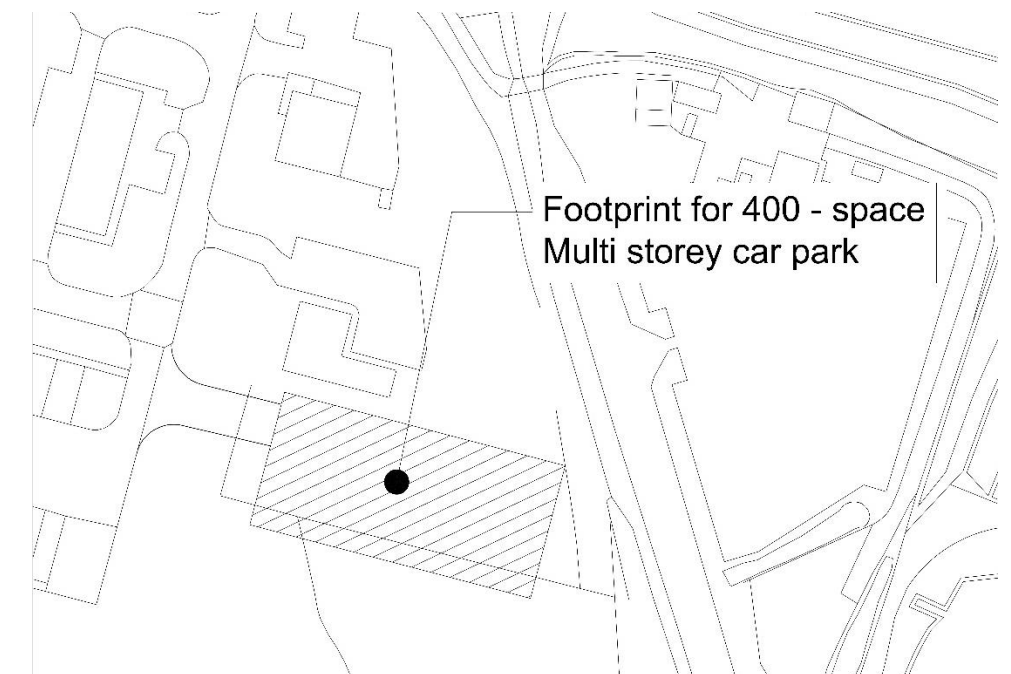
Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the Car This measure facilitates the use of the car.	
Increasing parking provision on or for Gadbrook Park This measure would increase the amount of parking provision however would be not sufficient when taking future growth into account in addition to only being a short/ medium term measure.	
Mitigating against nearby residential parking Increasing the number of parking spaces on site could alleviate the need to park in residential areas. However, this issue may still be present as people use this area to park to avoid queues when exiting the site.	
Mitigating any current health and safety issues Reducing the need for staff to park outside of official spaces could increase personal sense of security and safety.	
Quality of Environment Making best use of the available land and supports parking restrictions on park roads.	
Recommended?	YES

Figure 10.1 Multi Storey Car Parking Arabica Cafe



Source: Mott MacDonald

Figure 10.2 Multi Storey Car Parking Gadbrook Business Centre



Source: Mott MacDonald

2 New Access Road

The creation of another site access point could help to reduce the issue of residential parking as queues at the junction to exit the site onto the A556 could be significantly reduced.

Through the development of a masterplan for land to the west of Gadbrook Park long term plans are currently being considered for the potential implementation of a new link road to the south of Gadbrook Park providing the opportunity to create an additional access point.

The current masterplan includes active travel and vehicle access from the south west and potential land for overspill parking.

RAG Rating

Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the Car The additional access may increase car access as well as access by other modes.	
Increasing parking provision on or for Gadbrook Park This measure provides no additional parking on site but some offsite overspill parking	
Mitigating against nearby residential parking A second access would reduce congestion at the park junction with A556 which reduces the attractiveness of parking in the local residential area.	
Mitigating any current health and safety issues This measure would ensure emergency vehicles have a second access route	
Quality of Environment	
Recommended? A new access would support other suggested options.	YES

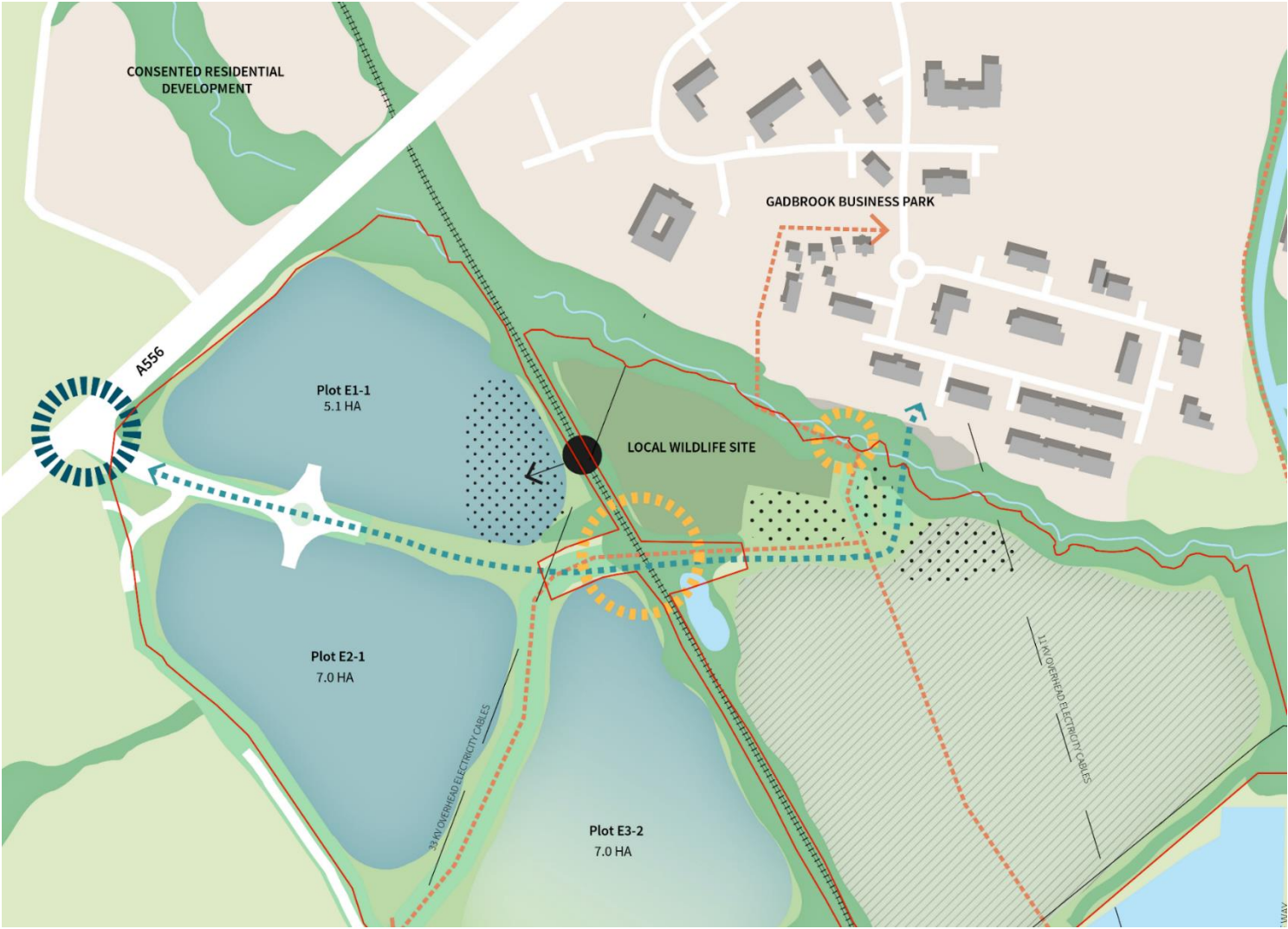
Pros

- Reduce on-street parking in the residential area by reducing exit times.
- Reduce health and safety issues by enhancing bus, emergency vehicle and HGV access options.
- Increases access by active travel and overspill parking from the south west.
- Increases attractiveness of Gadbrook Park to businesses

Cons

- Does not introduce additional parking at Gadbrook Park.

Figure 10.3 Masterplan Land to the West of Gadbrook Park



3 New Rail Station

The Northwich to Sandbach railway line currently runs adjacent to Gadbrook Park. Longer term thinking could include a station at Gadbrook Park and connection to both Manchester and Crewe for HS2, plus local links to Northwich. This could produce transformational change in terms of increasing the attractiveness of Gadbrook Park for investment widening the staff catchment area of the park. This option is likely to require a feasibility study to be undertaken to assess the potential services, locations and patterns of demand.

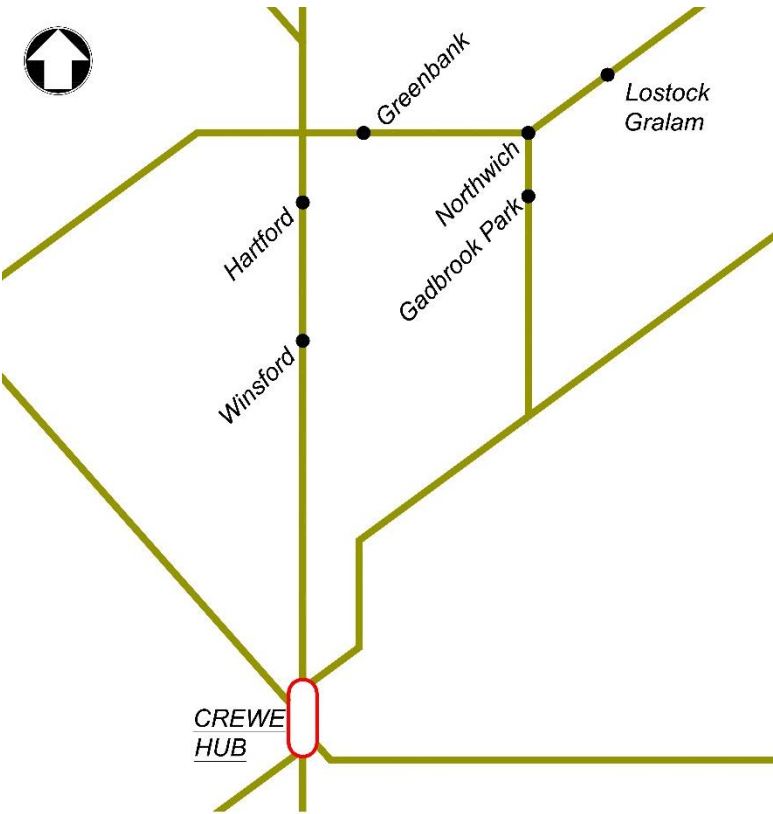
Pros

- Increases the attractiveness of Gadbrook Park for investment
- Enables staff to access Gadbrook Park and links to other rail services.
- Reduces car parking demand.
- Promotes the use of sustainable travel modes.

Cons

- Consideration would need to be given to connections and frequency to ensure it is an attractive alternative.
- This option is a longer term option aligned with the delivery of HS2.

Figure 10.4 Future Rail Provision

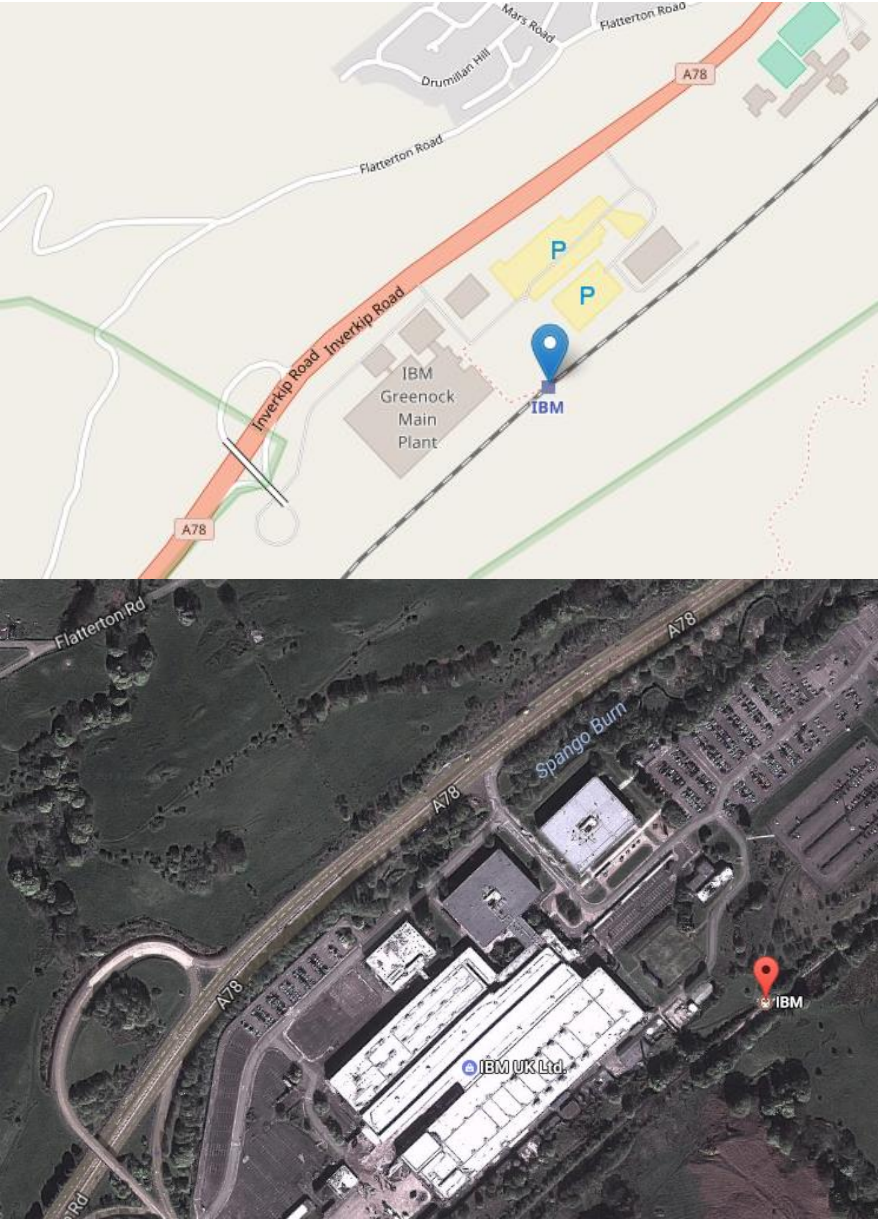


RAG Rating

Capital Costs	
Acceptability	
Deliverability	
Reducing Perceived reliance on the car	
Increasing parking provision on or for Gadbrook Park	
Mitigating against nearby residential parking	
Mitigating any current health and safety issues	
Quality of Environment	
Recommended?	YES

This option has been successful in other locations such as IBM Business Park in Greenock, Scotland providing connectivity to Glasgow City Centre and the wider area. IBM UK Ltd main industrial site is served by its own rail station IBM Halt. This station is located less than half a mile away from the site and can be reached in around 8 minutes walking time, therefore increasing the attractiveness of rail as a main mode of travel to work. This station provides the park with regular direct services (1 train per hour) to the nearest city centre (Glasgow Central) and surrounding local areas with journey times of approximately 45 minutes.

Figure 10.5 Location of IMB Halt in Relation to Business Park



Source: StreetCheck/Google Maps

11 Recommendations

This report has provided an assessment of the car parking issues experienced by staff and visitors at Gadbrook Park and subsequently an appraisal of the number of individual options available to alleviate such.

In turn, these individual options (or initiatives) should be considered as a whole package of works, given the number of interdependencies. The following table sets out the recommended initiatives as a single overarching strategy.

It is recognised that initiatives come in a number of different forms and have very different audiences. Subsequently, to aide clarity of objective, they have been set out by:

- **Approximate Time Scale:** Short, Medium or Long-Term;
- **Rationale:** Initiatives are set out with a concise reasoning as to why the initiative is deemed suitable to take forwards.
- **Capital Cost:** An indication as to the level of capital required is provided.
- **Revenue Generated:** An indication as to the deemed revenue benefit.

Each initiative is then concluded with the action required to take forward, with each requiring different paths for progression.

It is recommended that the following solutions demonstrated in Table 3 should be implemented at Gadbrook Park, followed by a review period to establish benefit before progressing Long-term options:

Figures 11.1- Option A and 11.2- Option B below set out the preferred onsite parking solutions identified to maximise onsite parking. Details of costs for these options is set out in section 12. Figure 11.1 Option A utilises temporary car parking on land not within the council's ownership providing an additional 2061 spaces. Figure 11.2 Option B includes a multi storey car park option on land not within council ownership providing 1754 spaces.

It has been suggested that there are approximately 5000 staff currently based at Gadbrook Park. The survey undertaken as part of this study engaged with 48 of 60 businesses with a total of 4653 staff. A number businesses at the park have plans to increase staff numbers.

Current Supply: 2622 spaces surveyed plus estate roads. Approximately 5000 staff, 4653 within surveyed businesses. c0.5 space per staff member.

Current Demand: 2381 spaces occupied, 210 cars parked on street on site and 41 in local area

Additional Future Supply: Option A additional 2061 spaces, Option B 1754 spaces. This would increase parking ratios overall to c.0.9 space per 1 staff member.

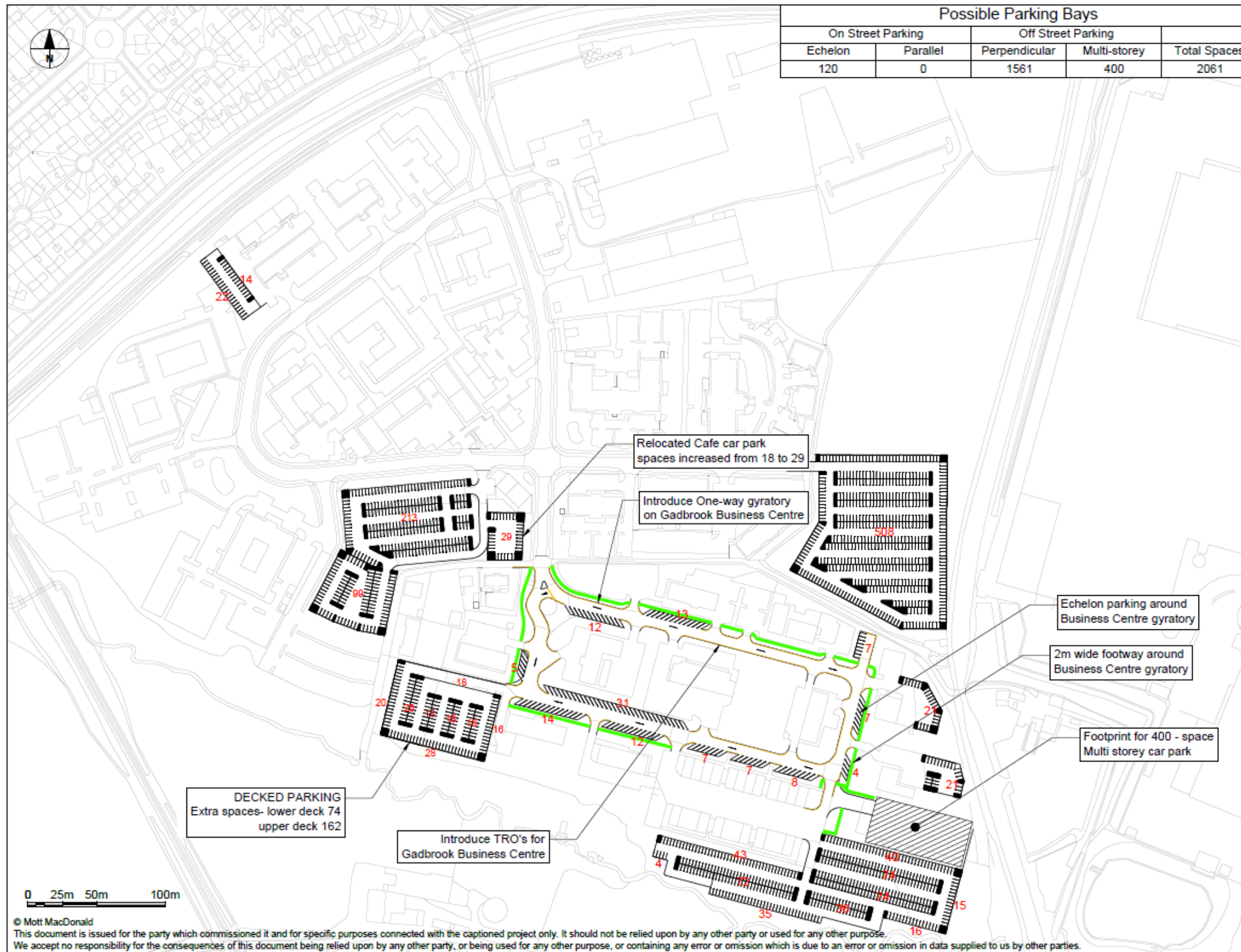
Additional Future Demand: Quantified increases in staff numbers suggested as part of the study include an increase in 100 staff and Barclays and 440 HUT group employees by end of 2017 reducing the ratio of spaces per staff to c.0.8.

It is suggested that coupled with the package of demand management measures proposed this ratio is sufficient to support further growth of the park.

Table 3 List of Recommended Options

Initiative to be taken forward	Timescale	Rationale	Approximate Cost	Potential Revenue per annum
Introduction of TROs (see Figure 8.1)	0-2 years	Reduce on-street parking to improve Health and Safety on site. This option could only be successfully implemented if supported by other measures such as the promotion of other transport modes and additional parking capacity.	£10, 000	
Infill Car Parking Spaces (see Figures 8.2 and 8.3)	0-2 years	No additional land required to increase car parking capacity and reduces the need for on-street parking.	£1, 564, 220	£1,638,487.20 (with temporary parking on non-council land) £723,755.60 (without)
Cycling Facilities and Promotion	0-2 years	Promote sustainable travel modes and make them attractive in order to reduce demand for parking.	-	
Car Share Scheme	0-2 years	Analysis of postcode data has shown large numbers of staff living in the same area presenting an opportunity to encourages travel share. This could be promoted and supported through communication via website or social media.	-	
Gadbrook Business Centre On street parking and One Way System including footways (echelon parking) (See Figure 8.9)	0-2 years	Formalising on street parking to increase capacity and improve access for HGVs and emergency vehicles.	£220,500	£99,760
Area Travel Plan	0-2 years	Encourage collaboration across businesses to facilitate sustainable travel opportunities.	-	
Bus Service Promotion and Enhancement	0-2 years	There are many employees living in local area however there is a need to make public transport more effective in order to compete with the car.	-	
Decking MIS Car Park (See Figure 9.1)	2-5 years	Increases car parking capacity without acquiring any additional land.	£1,350,000	£267,528
Multi Storey Car Park(s) (See Figure 10.1 and 10.2)	5+ years	Consolidates car parking and reduces land required to significantly increase available car parking which is required to meet expansions of businesses.	£3,475,200 (per car park)	£859,392 (with additional MSCP on non-council land) £429,695 (1 MSCP on council land)
New Access Road	5+ years	The creation of another site access point could help to reduce the issue of residential parking as queues at the junction to exit the site onto the A556 could be significantly reduced.	-	
New Rail Station	5+ years	The development of a station at Gadbrook Park linking to HS2 at Crewe could be transformation in extending the appeal of the park location and in increasing mode share by rail.	-	

Figure 11.1 Preferred Option A – Temporary Parking on non-Council Owned Land



12 Cost, Revenue, and Funding Opportunities

12.1 Costs

It should be noted that the following estimations on the cost of various options and revenue generation have been based on high level assumptions at this stage. Therefore, these figures are indicative and a full financial assessment and costing will be required at a later stage.

Costs for the preferred options set out in Figures 11.1 and 11.2 are outlined in tables 4 and 5 below. It should be noted that following costs exclude utilities, land costs and abnormal ground conditions.

Table 4 Costs for Option A -Temporary Parking on non-Council Owned Land

Description	Quantity	Unit	Rate	No. of Additional Spaces	Total
New access to MSCP	400	m2	£75	-	£30,000
Temporary surface car park	20740	m2	£30	721	£622,200
Infill surface car parking	15690	m2	£76	604	£1,212,960
Multi-storey car park	400	space	£8,688	400	£3,475,200
Echelon parking	2205	m2	£100	120	£220,500
Decked parking	4500	m2	£300	236	£1,350,000
Electric car charger (2 cars)	53	no.	£5,500	-	£292,875
Traffic orders	1	sum	£10,000	-	£10,000
Sub-total					£7,213,735
Main contractor preliminaries		15%		-	£1,041,419
Overheads and profit		8%		-	£555,424
Construction works sub-total				-	£8,539,638
Project / design team fees		12%		-	£1,024,757
Risk		21%		-	£1,793,324
Inflation		9.20%		-	£785,647
Project on-costs sub-total					£3,603,727
Total project cost					£12,617,255

Table 5 Costs for Preferred Option B – MSCP on non-Council Owned Land

Description	Quantity	Unit	Rate	No. of Additional Spaces	Total
New access to MSCPs	1500	m2	£75	-	£112,500
Infill surface car parking	15690	m2	£76	598	£1,181,040
Multi-storey car parks (2x400 spaces)	800	space	£8,688	800	£6,950,400
Echelon parking	2205	m2	£100	120	£220,500
Decked parking	4500	m2	£300	236	£1,350,000
Electric car charger (2 cars)	79	no.	£5,500	-	£436,425
Traffic orders	1	sum	£10,000	-	£10,000
Sub-total					£10,260,865
Main contractor preliminaries		15%		-	£1,540,840
Overheads and profit		8%		-	£821,781
Construction works sub-total				-	£12,634,886
Project / design team fees		12%		-	£1,516,186
Risk		21%		-	£2,653,326
Inflation		9.20%		-	£1,162,410
Project on-costs sub-total					£5,331,922
Total project cost					£17,946,869

12.2 Revenue Generation

12.2.1 MSCP

In order to estimate values of revenue generated by the MSCPs, the following assumptions have been made for both the long and short term options:

- 80% parking is contracted and 20% is pay and display at a daily rate of £5.
- The 20% pay and display parking is 80% occupied.

- Maintenance at 2% of construction cost.

Based on these assumptions the following revenue has been estimated:

Option A: Temporary Parking Non CWaC Land		Option B: MSCP on non CWaC Land	
Annual Revenue	£499,200.00	Annual Revenue	£998,400.00
Maintenance	£69,504.00	Maintenance	£139,008.00
Total Annual Revenue	£429,695.00	Total Annual Revenue	£859,392.00

12.2.2 Surface Car Parks

The same assumptions have been applied for the surface level car parks and the following revenue has been generated:

Option A: Temporary Parking Non CWaC Land		Option B: MSCP on non CWaC Land	
Annual Revenue	£1,653,600.00	Annual Revenue	£746,304.00
Maintenance	£23,849	Maintenance	£31,284
Total Annual Revenue	£1,629,751.20	Total Annual Revenue	£715,019.60

12.2.3 Decked Parking

The same assumptions have been applied for the decked car park at MIS and the following revenue has been generated:

Option A and B:

Annual Revenue	£294,528.00
Maintenance & Management	£27,000
Total Annual Revenue	£267,528.00

12.2.4 Echelon Parking

When estimating values of revenue generated by the echelon parking the following assumptions have been made:

- Spaces will be pay and display charged by length of stay at a rate of £1 per hour.
- Spaces will be used around 0.8 times per day (as visitor or spaces).
- Maintenance and Management of pay and display equipment or pay by phone provider option will cost c£50,000.

Option A and B:

Annual Revenue	£149,760.00
Maintenance & Management	£50,000.00
Total Annual Revenue	£99,760.00

12.3 Funding Opportunities

12.3.1 BID

The Gadbrook BID has funded a number of infrastructure improvements at the park. A number of the small-scale capital and revenue schemes suggested e.g. cycle hub, Area Travel Planning, and car sharing could be implemented at the site in the short term as quick wins if considered appropriate by the Gadbrook BID Board.

12.3.2 Developer Contributions

Planning applications for further development, and car parking will be subject to planning approval. It is likely that any increases in car parking proposed by businesses at the park are likely to be subject to planning conditions / obligations to improve/ promote access by sustainable modes to the park.

12.3.3 CWaC Invest to Save Programme

To qualify for this funding a scheme would need to demonstrate; increased levels of income into the Council or reduce the existing revenue implications/expenditure of the Council – therefore, ultimately saving money. Further detailed costing of parking options and potential revenue generation could inform an application to this programme.

12.3.4 OLEV Grant Schemes for Electric Vehicle Charging Infrastructure

The government offers grants to support the wider use of electric and hybrid vehicles via the Office of Low Emission Vehicles (OLEV). Some local electric vehicle charging installers have been successful in securing funding through this government grant process. These companies secure the grant on behalf of the client and install, manage and maintain the asset at their cost rather than the Council. Although a land lease agreement would need to be drawn-up by both parties, as usual the electric vehicle provider would rent the space for free, with some form of profit share agreement to be negotiated (e.g. 10% Council, 90% contractor) to cover their overheads and management fees. Threshold limits can be added to these type of contracts, whereby when surplus profits exceed a set value, the Council will receive a higher proportion of the profit.

The Workplace Charging Scheme (WCS)

The Workplace Charging Scheme (WCS) is a government-funded scheme to support the roll-out of charging equipment for plug-in vehicles at workplaces. This is a voucher-based scheme that provides support towards the up-front costs of the purchase and installation of electric vehicle charge-points, for eligible businesses, charities and public sector organisations. This scheme offers the opportunity to apply for a grant of £300 for each socket up to a maximum of 20 across all sites.

Securing funding to enable the installation of electric vehicle charging facilities would allow car trips to the site to become a more sustainable option of travel.

12.3.5 DfT Funding Competition: Innovation in Walking and Cycling

The Department for Transport (DfT) is to invest up to £470,000 in projects. This investment will be aimed at developing new products, systems and technologies to encourage more people to walk and/or cycle. This funding could be applied for to support innovative solutions to improve walking and cycling provision on and off-site and promote walking and cycling opportunities.

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Appendices

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A. Car Park Survey Results




Car Park	Occupier	General Spaces	Disabled Spaces	Visitor Spaces	Reserved (for management)	Total	Vacant Spaces	Occupancy	Comments
Chelford house	Eurocamp; The Hut Group; RMG SWG Elite	195	1	2	0	198	0	100%	Over capacity lots of double parking
Weaver Vale Housing Trust	Weaver Vale Housing Trust	119	11	7	0	137	9	93%	Double parking still evident
Hartford House	The Hut Group	49	11	0	0	60	0	100%	Over capacity
Ingenico House / Warren House	The Hut Group	39	0	0	0	39	0	100%	Over capacity
Greystone House	Nationwide Network Services	74	0	0	0	74	0	100%	Over capacity
Brunell Court	APL; Nexus Point; NPORS; Kelmar; Sequence Financial Management; Same Day; OTB Engineering; Berrys; Johnson; TLC Consultants	147	0	0	0	147	18	88%	
Overspill car park	N/A	72	0	0	0	72	0	100%	Over capacity
Richmond House	Close Brothers Asset Management	38	0	0	0	38	2	95%	
Chrysalis Day Nursey	Chrysalis Day Nursey	34	0	0	0	34	18	47%	
Century House	Ichron	20	1	0	0	21	7	67%	
Langdale House	Willows Veterinary Group	23	0	3	0	26	7	73%	
Bowland House	Principle	17	0	0	0	17	4	76%	
Nelson House	Close Brothers Asset Management	128	7	4	0	139	30	78%	Barrier operated car park
Windsor House	Vacant – soon to be Hut Group	78	0	0	0	78	8	90%	Unused building

B. Proforma of Car Parking Issues from Site Observations

Company and Location	Comments/Issues	Images
MIS- Charwood House	<p>New private car park with 110 spaces, of which 22 are rented to other businesses on Gadbrook Park. Plenty of unoccupied spaces with numerous signs and road markings to enforce parking restrictions, clamping used as a deterrent.</p> <p>From speaking to staff at this business the following issues to consider were highlighted:</p> <p>Manage own parking via permits. Enough capacity for all staff and visitors however staff disrupted by significant parking on roads outside building and around roundabout. Staff here estimate 95% of parking issues in this area of the park from the HUT Group.</p> <p>Issues of health and safety- parking on roads means limited access for emergency services. HGV vehicles unable to get through, going round roundabout wrong way to turn around and using grass verges.</p> <p>Problem of parking increases further over Christmas period as the HUT Group take on more staff, park on roundabout and grass verges degrading the landscape.</p> <p>MIS increase private parking signage to prevent other staff using their space- rent a number of spaces to other businesses such as Career Vision.</p> <p>Been informed that the HUT Group have around 275 spaces and 1200 employees.</p>	 


<p>2-5 Royal Court</p>	<p>Car park at full capacity with one or two empty spaces, some additional cars parked not in spaces. Lots of cars parked on both sides of the road in front of this car park on Gadbrook Park (the circular road).</p> <p>Spaces in this car park are numbered (1-5) with each number corresponding to a company. Individual businesses manage allocation and management of spaces.</p> <p>Concise Technologies Ltd: 15 spaces in car park, car park at full capacity. Staff aware that parking is an issue and blame the HUT Group for lack of spaces. Staff have a draw for car parking spaces.</p> <p>Yes Financial Services Ltd: 17 spaces at full capacity.</p> <p>The HUB: 19 spaces, 8 empty spaces. Evident signage at entrance to parking within Royal Court car park.</p>	
<p>Career Vision, Sherwood House</p>	<p>17 spaces with an additional two reserved for directors. 7 empty spaces in car park so under capacity. Permit only car park. £100 a day fine for vehicles that don't display a parking permit.</p> <p>Parking on verges and roadside at entrance to car park even though empty spaces (i.e. staff from other businesses)</p>	
<p>Howard Worth, Drake House</p>	<p>42 spaces with 6 disabled spaces. 8 empty spaces in car park i.e. available parking. Parking conditions apply here and is for permit holders only. No issues of illegal or additional parking within site.</p> <p>Parking outside of car park on surrounding road presumable from the HUT Group and/or Barclays (located either side of this business).</p>	

Inview Technology, Targeting House	<p>86 permit holder spaces approx 1/3 available (33). Separate car park for visitors with 17 spaces (11 of which empty at time of survey).</p> <p>This car park is largely under capacity and is located behind the HUT Group Meridian House car park which has severe over capacity issues.</p>	
Roberts Bakery, Main Office	<p>46 spaces plus 1 disabled, 6 visitors and 2 reserved for management. Car park at full capacity with no illegal or additional parking.</p>	
The HUT Group, Reception/Post Office	<p>56 spaces with 5 visitor spaces. This car park has a barrier at entrance and was at capacity at time of survey with no parking issues or additional parking.</p>	
The HUT Group Kingsmead	<p>76 spaces plus 1 disabled and 3 reserved for management. 4 empty spaces within this car park, signage to indicate that this car park is for staff only. Despite small number of empty spaces there was lots of cars parked not in spaces suggesting that the car park might have been over capacity at some point during the day.</p>	
The HUT Group, Meridian House	<p>77 spaces, 1 disabled space and 12 reserved for management. Severely over capacity, lots of cars not in spaces, blocking people in, parking on grass verges and parking on road side in front of building on both sides of the road.</p> <p>Cycle parking evident at this building which is fully utilised and over capacity. Cycle facilities available but could be improved.</p>	


Arribica Cafe	<p>24 spaces, 2 disabled and 2 bays for deliveries. Parking conditions apply signage to indicate that £100 fine issued to vehicles parked for more than 2 hours. Signage at entrance to car park indicates a max stay of 1 hour.</p> <p>Staff using car park for more than max stay and moving cars when they can to avoid enforcement.</p>	
Chelford House	<p>195 spaces, 1 disabled and 2 visitor. Car park over capacity with many staff collaborating to maximise space through double parking. Cameras and private property signage in place due to parking constraints.</p> <p>Informed that there is not enough space and poor access to the site from HUT employee, who says future expansion will be an issue due to parking space availability.</p> <p>Space allocation through each parking space having a coloured dot for various companies that work in Chelford House.</p>	
Weaver Vale Housing Trust	<p>119 spaces, 11 disabled and 7 visitor spaces. Member of staff said company is rotating people working from home to alleviate pressure on car parking. Access to the site another key issue which is causing dangerous and reckless driving. All staff have permits and car details kept on company register.</p> <p>Company have extended car park over grass verges to cater for increased double parking. Deliveries are an issue in which company vans must park in visitor spaces and are told to come to the office early, leaving the site before 9am.</p>	

Hartford House	49 spaces and 11 disabled spaces. The car park was over capacity with double parking evident in congested area. Lack of space for deliveries and lots of cars parked on curb along the access road.	
Ingenico House/Warren House	Up to 39 spaces for cars. Car park full with signs in place to highlighting parking restrictions. Double parking also evident. Overbury currently renovating Warren House for HUT group's finance department. Access after Half 4 from business park an issue.	
Greystone House	74 spaces. Car park over capacity, including cars parked along road outside. Car park contains private property signs and cameras to show parking restrictions apply.	

Brunel Court	<p>147 spaces with capacity for visitor spaces at discretion of individual businesses within the car park. High availability of spaces available with all allocated via plaques for the individual businesses within Brunel Court.</p> <p>No issues with spaces, private property signs and cameras to show parking restrictions are evident across the car park.</p>	
Overflow Car Park	<p>Approximately 72 cars parked within unused land, some double parking evident. No signage evident, and clearly car park is over capacity as cars are parked at access point and along the roads outside.</p>	
Richmond House	<p>38 spaces with the majority occupied. Signage to signal private property and parking restrictions are evident. Large bins also placed at access point to site to prevent cars parked on the road from blocking access.</p>	

Chrysalis Day Nursery	34 spaces with the majority unoccupied in car parks on both side of building. Signage present to signal parking restrictions apply and cameras to reinforce this. Also, cones placed at the entrance to deter cars blocking the access point.	
Century House	20 spaces and 1 disabled space in car park. There are various spaces available with signage present to signal parking restrictions apply and cameras to reinforce this. Cones at entrance to deter parking and sign reading, 'RPS Ichron Staff Only.'	
Langdale House	23 spaces and 3 visitor spaces. Car park under capacity, however lack of signage or permit system to manage parking. Cones at access point to deter parking.	
Bowland House	17 spaces. Limited spaces available with signs advising staff to utilise space: 'Please reverse park.' Cones at access point to deter parking. However, car parked on grass verge outside.	

Nelson House	128 spaces, 7 disabled spaces and 4 visitor spaces. Car park has recently been developed and is operated by two barriers. As a result there are an abundance of empty spaces with no parking issues evident.	
Windsor House	Currently vacant site filled with cars parked around the building. The car park is almost full to capacity with space for approximately 70 cars. Cars parked in similar way to in overflow car park, with some double parking evident.	
Dalby Court	Two access points to site in which numerous businesses operate. Car park very empty with a capacity of approximately 65 spaces. Signage in place to signal parking restrictions and cameras to deter unauthorised car parking.	

<p>Oakland House</p>	<p>Car park with capacity for 18 cars is largely unoccupied. Signage in place to signal that car parking restrictions apply and CCTV to deter unauthorised car parking. Sign present at entrance to emphasise parking is for staff only.</p>	
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C. Business Survey Results

Business	No. of staff	No. of spaces	Staff to space ratio	Rent spaces
Willows Veterinary Group	25	25	1.00	
Quadriga Contacts Ltd	16	17	0.94	
Café Arabica	15	10	1.50	
AGM Products	3	2	1.50	
NHSBT	18	5	3.60	
H & M Disinfection Systems	12	0		
Avian Veterinary Services	2	4	0.50	
Butcher and Barlow LLP	20	25	0.80	
SLR Solutions	3	1	3.00	
SCI Search and Selection Ltd	8	7	1.14	
Nexus Point Ltd	15	8	1.88	
MIS & Associated Companies	79	110	0.72	Rents out 22 spaces
NPORS Ltd	27	16	1.69	
CWLEP	13	0		
CareerVision Ltd	40	22	1.82	MIS - 19
Concise Technologies Ltd	40	16	2.50	8
Ingenico UK	90	23	3.91	
Johnsons Moving Services Ltd	12	14	0.86	Brunel Court - 5
Active Cheshire X3	10	4	2.50	
Eurocamp	175	77	2.27	
Long O Donnell Associates	15	7	2.14	
Berrys	7	8	0.88	
Barclays	1100	656	1.68	
Howard Worth	70	50	1.40	
Nhsbt	20	0		

Wesleyan/Syscap	25	7	3.57	
The Hut Group	1000	322	3.11	Richmond Court - 60
Yes Financial Services & Legacy Will & Trusts Ltd	18	10	1.80	
Mploy Solutions Ltd	19	0		
The Access Bank UK	68	20	3.40	Brunel Court - 39
Yes Financial Services	20	9	2.22	
Kelmar Software Solutions	6	8	0.75	
Same Day PLC	35	12	2.92	
Principia Law Ltd	44	35	1.26	
Timberwise (UK)	21	18	1.17	
Close Brothers Asset Mangers	190	190	1.00	
Frank Roberts & Sons	900	250	3.60	
Gap Consulting	30	9	3.33	
Healthful Pets	2	2	1.00	
Glanbia Cheese	11	14	0.79	
Weaver Vale Housing Trust	320	115	2.78	
Wesleyan Bank / Syscap	27	8	3.38	
Osbos Ltd	9	4	2.25	Brunel Court - 5
Alphabond Technologies	13	15	0.87	
Turnkey Instruments Ltd	23	21	1.10	
Clariant	2	7	0.29	
RPS Ichron	35	21	1.67	