

Division(s):

CABINET - 17 SEPTEMBER 2013

THORNHILL AND WATER EATON PARK & RIDES

INTRODUCTION OF SHORT TERM PARKING CHARGES

Report by Director for Environment, & Economy

Introduction

1. Park and ride has been an integral part of Oxford's transport strategy for many years and is critical to support the continued growth of the city and other growth points in the county. The County Council considers the prime purpose of Park & Ride is to reduce congestion in Oxford by intercepting journeys that would otherwise continue by car to destinations in the City.
2. A requirement to find revenue savings of £500,000 a year has been included in the Environment & Economy Business Strategy and Medium Term Financial Plan over 2013/14 and 2014/15. A system of charging for short term parking has been proposed to achieve this.
3. This report summarises the public consultation on the advertised Traffic Regulation Order (TRO) for charging and recommends to Cabinet Members a proposed level of charging.

Business Case for Proposed Parking Charges

4. Various charging models have been considered to meet the savings required. The proposed level of charging as detailed within this report is considered to be the most appropriate model for commencement of charging based on evidence gathered. However, officers recommend that a review is undertaken between 6-12 months after implementation when the effects of the extended Thornhill site can also be included. This review would also consider whether the introduction of the charges requires any complementary measures to protect local communities from extraneous parking.
5. A Business Case is attached as **Annex 2**.
6. Clearly it is imperative that the Council communicates the introduction of a charging scheme in an appropriate and timely manner ensuring a coherent explanation and advance notice of the scheme. A draft communications plan has been developed (**Annex 3**) to manage this process.

Consultation on Charging

Traffic Regulation Order – Public Consultation

7. The statutory consultation (through the draft TRO) for the introduction of charging was advertised on the 4th July 2013 with public consultation on its content continuing up to the 31st July 2013 (a copy of the draft Order is available for inspection in the Members Resource Centre).
8. The proposed level of charging consulted on was as follows:
 - a. Parking up to 1 hour - Free
 - b. Parking after 1 hour up to 11 hours (including the 1st hour) - £2 (based on the benchmark of the 3 Oxford City Council Park & Ride sites)
 - c. Parking for between 11 hours and 24 hours - £4 (currently £3)
 - d. Parking for between 24 hours and 48 hours - £8 (currently £6)
 - e. Parking for between 48 hours and 72 hours - £12 (currently £9)
9. The proposal allows for the possible introduction of a (non-specified) bulk buy discount. The following rates are suggested: 25% for annual passes, 15% for quarterly passes and 5% for monthly passes. This would align with the Oxford City Council's discount scheme and therefore provide a more consistent message for the travelling public. It would need to be based on a number of stays rather than a period of time, due to the 72-hour maximum. However, if we are seeking to align with Oxford City Council, an estimate would be 25 stays being equivalent to a monthly permit, 100 stays to a quarterly, and 250 to an annual.
10. Disabled Blue Badge holders would be exempt from the charge.
11. It is proposed to abolish the current exemption from charges for key staff working at the hospitals in Headington and there are a number of options when considering a possible replacement scheme as follows:
 - i. Remove the exemption as the bulk buy discount offer being made available is sufficient.
 - ii. Provide a limited number of exemptions from the 11 – 24 hour additional charge and allow the Hospital to choose who they want to give them to. If this option is chosen it is suggested that this is limited to 150 tickets for the Hospital Trust.
 - iii. Continue the current exemption for the additional long stay charge for anybody the Hospital asks for.

Based on a 4 day use per week over 48 weeks in the year options ii. and iii. would result in a loss of income of between 57k and 76k per annum.

12. The proposed charges would, if approved, be introduced in November 2013.
13. A total of 233 responses were received via e-consultation, email and letter.
14. Issues raised include:
 - a. Concern over the ability of low-income workers to pay the proposed charges
 - b. Concern over the potential for displacement parking in residential areas
 - c. The opinion that introducing a short stay charge would conflict with the stated purpose of Park & Ride
 - d. Enthusiasm about the potential of bulk buy discounts
15. A summary of responses received, including Officer Comments, is included as **Annex 1** to this report. Copies of the responses are available in the Members Resource Centre.
16. Hospitals in the Headington area have limited parking facilities and have until now encouraged their staff to use the park and rides. There is a significant concern on their part that introducing a short term parking charge at the sites might cause current clinical specialist staff to look for work elsewhere and also make recruitment for these posts (which is already difficult) significantly harder.
17. An option for a corporate subsidy scheme is being explored based on a similar scheme offered by the Oxford Bus Company. This would allow the hospitals for example to bulk-buy season parking passes which they could sell on to their staff at a discounted rate.

Monitoring Arrangements

18. Monitoring of the parking and payment of charges will be done through ANPR cameras which will match number plates of vehicles entering and leaving the park and ride sites. This will enable the duration of the stay to be identified and determine whether a charge is applicable. The payment method will use a range of mechanisms including via the internet and mobile phone as well as payment facilities at the terminal buildings at the sites. This will be achieved by using industry tried and tested equipment and is open to further alterations / additions when demand and technology develops. A project is also underway to investigate the possibility of allowing payment through the bus

company Smart Card.

Financial and Staff Implications

19. Additional income which is anticipated from the introduction of short term parking charges is expected to meet the savings required as set out in the Medium Term Financial Plan.
20. Two additional pay terminals are being provided at Thornhill as part of the extension project; no further pay terminals are expected to be required to enable the introduction of a short term parking charge.
21. Staff from Environment & Economy will deliver the project with the assistance of staff from Legal Services.
22. The introduction of short term charging is expected to result in additional Excess Charge Notices ('parking tickets') being issued by NSL (the Council's parking enforcement contractor) which is within scope of that contract. There will be additional work for the in-house Parking Team – at this stage it is not anticipated this will require additional resources but the matter will be kept under review.

Cabinet is recommended to:

- (a) approve the making of the Oxfordshire County Council (Park and Ride Parking Places - Thornhill and Water Eaton) Order 201* as advertised;
- (b) confirm the timing of the introduction of charges as identified in paragraphs 9-13 using option i. from paragraph 11 which removes the Hospital exemption; and
- (c) instruct officers to undertake a review between 6 – 12 months of commencement of charging.

HUW JONES,
Director for Environment, & Economy

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Background papers: Summary of Responses to the Public Consultation; draft
Traffic Regulation Order. September 2013

Annex 1

THORNHILL AND WATER EATON PARK & RIDES

INTRODUCTION OF PARKING CHARGES

SUMMARY OF COMMENTS RECEIVED DURING
CONSULTATION

Supporting Information

Number of responses	
Total number	233
Responding to Thornhill P&R only	84 (36%)
Responding to Water Eaton P&R only	55 (24%)
Responding on non-specific sites	93 (40%)
Gender	
Number of Male (M) respondents	90 (39%)
Number of Female (F) respondents	119 (52%)
Not recorded (M/F)	23 (10%)
In favour of proposals	
Number of recorded respondents in favour of proposed increase for short stay parking	2 (0.9%)
Number of recorded respondents in favour of proposed increase for long stay parking	26 (11%)

Consultee	Comments	X Raised	Officer Comments
Oxford Radcliffe Hospitals	Introduction of charges will have impact on low income/part time workers	25 (45%)	Noted
Total respondents = 55	Car users who will seek alternative free parking in residential areas, either near P&R sites or around Headington	24 (44%)	Most of the areas concerned already have restrictions in place (such as residents parking permits). The County Council will continue to monitor parking in other areas to see what effect the introduction of charges at Thornhill and Water Eaton P&R has had on parking, and will bring forward proposals to protect residential areas as required
	Understanding that P&R		It is acknowledged that for short

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Consultee	Comments	X Raised	Officer Comments
<p>Oxford Radcliffe Hospitals</p>	<p>served as a facility for hospital workers, out-patients and visitors. Car users will seek parking on hospital sites if proposals go ahead.</p>	<p>11 (20%)</p>	<p>visits to the hospitals it will be cheaper to park rather than use the Park & Ride.</p>
	<p>ORH employees working longer than 11 hours will be disadvantaged.</p>		
	<p>Could there be consideration to extend short stay charging time to 15-16 hrs to enable staff working 12+hr shifts to return to cars without further charges incurred.</p>	<p>8 (15%)</p>	<p>The point when long-stay charging applies (11 hours) is based on a typical 8 hour working day, 1 hour travel allowance each direction plus an additional hour. This is considered to be applicable to the majority of Oxford (and area) bound users for whose use the site is primarily provided for although it is accepted that for some commuters this is not a typical working day.</p>
	<p>Park & Ride only parking option as there is limited public transport available outside of normal working hours especially for rural dwellers.</p>	<p>7 (13%)</p>	<p>Noted</p>
	<p>There should be recognition of travelling time to and from the park & rides, extend short stay to 12 hours.</p>	<p>5 (9%)</p>	<p>The point when long-stay charging applies (11 hours) is based on a typical 8 hour working day, 1 hour travel allowance each direction plus an additional hour. This is considered to be applicable to the majority of Oxford (and area) bound users for whose use the site is primarily provided for although it is accepted that for some commuters this is not a typical working day.</p>
<p>Proposed changes provide a disincentive for people to use P&R and proposed short stay charge will discourage people from using the</p>	<p>4 (7%)</p>	<p>It is acknowledged that for short visits to the hospitals it will be cheaper to park there rather than at Park & Ride.</p>	
<p>Proposed changes provide a disincentive for people to use P&R and proposed short stay charge will discourage people from using the</p>		<p>Noted</p>	

Consultee	Comments	X Raised	Officer Comments
	<p>facility.</p> <p>This will have a detrimental effect when hospitals actively encourage P&R as part of their Green Travel Plan Policy.</p> <p>Could you introduce discounted annual pass for staff working long hours?</p>	<p>2 (4%)</p> <p>2 (4%)</p>	<p>The proposal will consider and look into the possible introduction of season tickets for all users.</p>
<p>Nuffield Health The Manor Hospital</p> <p>Facilities Manager</p>	<p>Proposals go against our green travel plan. We have successfully encouraged our staff to use the Park & Ride facilities.</p> <p>The expected increase in costs for staff would be in the region of £500 per annum, which is a significant sum of money to find for some staff who will be earning less than £20k per annum.</p> <p>Many of our staff will likely look for alternative parking in the Headington area and/or look to the hospital to provide assistance with their increased costs of getting to work.</p> <p>Our on-site parking is limited to approximately 100 spaces, and these parking spaces are regularly fully utilised by patients and</p>		<p>Noted.</p> <p>The proposal will consider and look into the possible introduction of season tickets for all users. It will also look into the possible introduction of a corporate subsidy scheme.</p> <p>Most of the areas concerned already have restrictions in place (such as residents parking permits). The County Council will continue to monitor parking in other areas to see what effect the introduction of charges at Thornhill and Water Eaton P&R has had on parking, and will bring forward proposals to protect residential areas as required.</p> <p>Noted.</p>

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Consultee	Comments	X Raised	Officer Comments
	visitors.		
Facility Users (London Bound) Total respondents = 22	Proposed increased charge for long stay parking hours is excessive.	16 (73%)	Noted
	Disagreed with introduction of short stay charge	9 (41%)	Noted
	Travellers taking London coaches and returning to Park & Ride report it difficult to manage within 11 hours	5 (23%)	The point when long-stay charging applies (11 hours) is based on a typical 8 hour working day, 1 hour travel allowance each direction plus an additional hour. This is considered to be applicable to the majority of Oxford (and area) bound users for whose use the site is primarily provided.
	Disagreed with proposed costs, penalising low/ average income workers	4 (18%)	Noted
	Have to drive to P&R as no local public transport available in time to join the London bound service at Oxford city centre.	3 (14%)	Noted
	Increased long stay charges will encourage users to drive to London adding to traffic flow and pollution.	3 (14%)	Noted

Consultee	Comments	X Raised	Officer Comments
Local Residents (Thornhill) Total respondents = 6	<p>Already seen a huge increase in long stay users leaving cars in residential areas, often over 2 week period. Further charging could lead to more street parking.</p> <p>Concern that Thornhill P&R will become a car park used largely by travellers to London and London airport terminals.</p>	<p>4 (66%)</p> <p>2 (33%)</p>	<p>Most of the areas concerned already have restrictions in place (such as residents parking permits). The County Council will continue to monitor parking in other areas to see what effect the introduction of charges at P&R has had on parking, and will bring forward proposals to protect residential areas as required</p> <p>Noted, but the proposed higher charges for long-stay parking should ensure the majority of users continue to be those travelling to Oxford (and area) for whose use the site is primarily provided.</p>
Facility Users (General) Total respondents = 148	<p>Proposals go against Council policy of reducing congestion on county roads and supporting people to forego using their cars. Keep short stay parking free.</p> <p>Concern that aggregate introduction of £2.00 charge will see parking charges rise to £500.00 per annum will be unaffordable for current P&R users.</p> <p>Those in favour of increasing charge for</p>	<p>48 (32%)</p> <p>37 (25%)</p> <p>30 (20%)</p>	<p>The Park & Ride car parks are already under pressure and regularly fill up. Thornhill P&R has just been expanded and new bus services from Thornhill to the hospitals begin in September month which is likely to add to demand for spaces.</p> <p>In late 2014 rail services will begin operating from Water Eaton so pricing will be needed to avoid places for local park and ride users being taken by rail users.</p> <p>By bringing these two sites into line with the other three (City Council run) sites which already charge £2 per day, this should avoid the situation of motorists driving further and out of their way to access a free site.</p> <p>Noted</p> <p>Noted</p>

Consultee	Comments	X Raised	Officer Comments
	<p>long stay parking</p> <p>Will discourage people from using P&R to visit Oxford and seek alternative places to shop/visit and will have a detrimental effect on local businesses/retailers and visitor attractions.</p> <p>Will push more car users to drive into the city centre and seek alternative parking.</p> <p>Proposals discriminate against people on low incomes/part time workers/older people</p> <p>Will be seeking alternative free parking in adjacent residential areas to P&R sites</p> <p>11 hours too short for people parking at 8:00am and leaving work after 6:00pm (+waiting time for bus and travel to site). Consider</p>	<p>24 (16%)</p> <p>24 (16%)</p> <p>15 (10%)</p> <p>14 (9.5%)</p> <p>12 (8%)</p>	<p>Whilst there are specific attractions in Oxford that could not be seen at alternative locations the comments and concerns are noted.</p> <p>It is acknowledged that for short visits to the city centre it will be cheaper to park rather than use the Park & Ride.</p> <p>The Park & Ride Service & Community Impact Assessment records that the proposal will impact more on those less able to afford the charge which could include people on low incomes, some of which could be part time workers. Over 65's are entitled to a bus pass so where available a direct bus service into Oxford could mitigate the impact of a charge. There will be an impact on those who are less able to afford the charge.</p> <p>Most of the areas concerned already have restrictions in place (such as residents parking permits). The County Council will continue to monitor parking in other areas to see what effect the introduction of charges at Thornhill and Water Eaton P&R has had on parking, and will bring forward proposals to protect residential areas as required</p> <p>The point when long-stay charging applies (11 hours) is based on a typical 8 hour working day, 1 hour travel allowance each direction plus an additional hour. This was considered to be applicable to the majority of Oxford (and area) bound users for whose use the site is primarily provided for although it is</p>

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Consultee	Comments	X Raised	Officer Comments
	<p>increasing time limit for short stay.</p> <p>Becomes more expensive than short stay parking in Oxford if more than one person travelling in same vehicle.</p> <p>Disagreed with any introduction of parking charges up to 11 hours</p> <p>Give consideration to having discounted season tickets for both short stay and long stay parking</p> <p>OCC pledged to do away with charges when they took over P&R sites. This is an unfair rise in only 8 months from being a free facility to making charges of £20+ per week for most users?</p> <p>Why are there 2 charges? This additional charge for short stay parking on top of the bus ticket does not reflect other Park and Ride schemes around the country.</p> <p>Advocate a more modest increase in charges</p>	<p>11 (7.5%)</p> <p>10 (7%)</p> <p>9 (6%)</p> <p>7 (5%)</p> <p>7 (5%)</p> <p>5 (3.4%)</p>	<p>accepted that for some commuters this is not a typical working day.</p> <p>It is acknowledged that for short visits to the city centre it will be cheaper to park rather than use Park & Ride.</p> <p>Noted</p> <p>The proposal allows for the possible introduction of a (non-specified) bulk buy discount. This would be in line with the City Council's discount scheme.</p> <p>Charges for short-stay parking at the Thornhill and Water Eaton sites were removed many years ago, but the current financial pressures on the Council means that this service can no longer be provided free of charge and needs to be funded by those using the service.</p> <p>Unfortunately due to the complexity of VAT regulation, were the charge for parking to be incorporated into the bus ticket the overall cost would be increased to cover the tax.</p> <p>Noted</p>

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Consultee	Comments	X Raised	Officer Comments
	The evening charges are not consistent with Oxford City Park & Ride sites which remain free for parking after 6:30pm-5:30am next morning.	3 (2%)	Noted
	Return to using free private car park at workplace and add to the traffic congestion by driving into city.	3 (2%)	Noted
	Will return to travelling by local public transport	3 (2%)	Noted
	Employers encourage workers to use P&R facilities - this short stay charge is in complete opposition to message from local employers.	2 (1.3%)	Noted
	Could you introduce a day ticket which expires at midnight on the same day. For most daily users this could provide up to 15 or more hours parking for a fixed fee?	2 (1.3%)	The point when long-stay charging applies (11 hours) is based on a typical 8 hour working day, 1 hour travel allowance each direction plus an additional hour. This was considered to be applicable to the majority of Oxford (and area) bound users for whose use the site is primarily provided.
	Why is Thornhill P&R accommodating London commuters when this is a local P&R site into Oxford?	2 (1.3%)	The additional parking spaces and the differential charges are designed to allow ample space for local use but also facilitate longer stays such as journeys to London. The inclusion of this pick up point for London journeys reduces the number of people having to pick up the service in the City Centre.
	As a holder of an annual bus pass, will I be exempt from parking charges?	2 (1.3%)	No, annual bus passes are valid for travelling on the bus only.

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Consultee	Comments	X Raised	Officer Comments
	<p>Support the introduction of charges for short stay and increase of long stay users</p> <p>Why do you have favourable concessions for one group of key workers and not others?</p>	<p>2 (1.3%)</p> <p>2 (1.3%)</p>	<p>Noted</p> <p>The proposal states the County Council has the discretion to reduce this charge only for key NHS staff travelling to and from Oxford University Hospitals NHS Trust sites.</p>
Oxford University Travel Officer	<p>The success of the University and OCC travel strategies has led to staff using P&R sites. Proposed introduction of charges is retrograde step at a time when we are trying to encourage uptake to staff.</p> <p>Staff survey data shows that University staff regularly work more than 11 hours.</p> <p>The University would recommend having free parking for up to 15 hours with charges applying thereafter</p>		<p>Noted</p> <p>Noted</p> <p>Noted</p>

THORNHILL AND WATER EATON PARK & RIDES

INTRODUCTION OF PARKING CHARGES

BUSINESS CASE / FINANCIAL MODEL

The Council's Medium Term Financial Plan for 2013/14 and 2014/15 assumes further savings relating to Park and Ride charging at the Thornhill and Water Eaton sites. Long-stay charging was introduced at both sites on 10 December 2012. To obtain the further savings necessary, this project proposes the introduction of a short-stay charge of £2 for parking up to 11 hours as well as an increase in the current long-stay charge from £3 to £4 for parking between 11 and 24 hours, and £4 for every subsequent 24 hours commenced (up to 72 hours). It is also proposed to replace the current exemption from the long-stay charge to hospital workers in the Headington area with a discounted fee of £2 instead of £4. Furthermore, a bulk discount of 25% for buying an annual pass, 15% for a quarterly pass and 5% for a monthly pass is suggested, in line with the City Council's proposals.

Strategic Case:

In March 2013, the proposal to introduce additional charging at Thornhill and Water Eaton Park and Ride sites was approved at an Informal Cabinet meeting. In addition, the proposed short-stay charges would align the two sites more with the three City Council-run sites, Redbridge, Seacourt and Peartree. This would make it easier down the line to introduce an integrated parking and transport ticketing approach across Oxfordshire, including the 'Oyster'-style smartcard currently being considered (outside the scope of this project).

Expected outcomes of introducing a short-stay charge are:

- Greater alignment with Oxford City Council's park & ride operations and thus a more customer-friendly system
- A better starting point for possible further integration of services/pricing with Oxford City Council-run park & ride sites
- Medium- and long-term savings for the Environment & Economy Directorate
- Less overflow long-term at the Water Eaton site from the nearby Chiltern Railway Station, which will introduce parking charges in the future

Expected outcomes of increasing the existing long-stay charge are:

- A continued marked differentiation between short- and long-term stays at the sites, corresponding with the overall purpose of the Park & Rides to steer traffic away from Oxford City

- A mitigating signal to short-stay customers that while having to realise savings, the Council is still serious about this purpose
- A further reduction in the number of customers who park at the sites for extended periods of time whilst not going into the city

Expected outcomes of giving the Headington hospital workers a discounted rate on long-stay charges are:

- A better working relationship with the hospitals who will know we have listened to their concerns and taken them into consideration

Expected outcomes of introducing a bulk buying discount are:

- The Council will send a message that we value our loyal customers
- It may decrease the risk of customers finding other parking/transport solutions in response to the introduction of short-stay charges

Possible dis-benefits of implementing the proposed charges are:

- Dissatisfaction with the Council
- Negative press coverage
- Displacement parking resulting in the Council having to increase regulation/ enforcements in afflicted areas

Projected Income

Analysis has been done on the ANPR (Automatic Number Plate Recognition) data covering January – April 2013, both included.

The standard reports provide information on the numbers of vehicles staying at each site on each day in bands of <2, <3, <4, <5, <6, <7, <8, <16, <24, <32, <40, <48, <56, >56 hours (the standard reports do not provide figures for <11 hours and therefore a calculation is required)

Using the standard reports it is possible to measure the number of vehicles on each site in bands of '>2 but <24 hours', '>24 but <48 hours', '>48 but <72 hours', each converted to a monthly average:

	'>2 but <24 hrs.'	'>24 but <48 hrs.'	'>48 but <72 hrs.'
THORNHILL	19796	767	118
WATER EATON	13081	49	9

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Separately, the income data has been assessed and monthly averages for the two sites produced:

THORNHILL	£15,655.97
WATER EATON	£854.23

For each site the usage data for '>24 but <48 hours' and '>48 but <72 hours' can be readily converted into income (£6 and £9 respectively) and these subtracted from the income data above gives the income arising from vehicles staying >11 but <24 hours (ie those paying £3), and hence the number of such vehicles. This latter figure is then subtracted from the '>2 but <24 hours' figure to give an estimate of the number of vehicles staying >2 but <11 hours (ie those currently parking for free but who will be charged from Autumn 2013). The monthly averages are:

THORNHILL	16465
WATER EATON	12919
TOTAL	29384

(Converts to an annual figure of 352600)

Having established an estimate of the average number of vehicles that will be subject to the new (£2) charge, the net income which might be derived from that charge can be calculated. As with previous business case sensitivity tests of 10% and 20% reduction in usage are shown. In addition a test of 40% loss in usage is shown as this appears to be the initial drop in usage for long-stay when compared to the original modelling (although it should be noted that it is unlikely that there are sufficient alternative parking locations for such a loss of short-stay parkers). Current long stay figures for Thornhill are showing a steady increase in monthly income.

Scenario	Annual vehicles	Charge £2 (net of VAT)	Annual income (net of VAT and rounded to nearest £1000)
No reduction in usage	352600	£1.67	£588,000
10% reduction in usage	317340	£1.67	£530,000
20% reduction in usage	282080	£1.67	£471,000
40% reduction in usage	211560	£1.67	£353,000

Note: The above calculations do not account for the potential growth in usage at Thornhill following its expansion.

THORNHILL AND WATER EATON PARK & RIDES

INTRODUCTION OF PARKING CHARGES

PROPOSED COMMUNICATION PLAN

Objectives

- To make sure commuters/park and ride users are adequately prepared for the change
- To clearly explain the charges structure
- To ensure that there is an understanding as to the county council's rationale for introducing this change
- To protect the reputation of Oxfordshire County Council
- To manage the media as closely as possible to mitigate misinformation and negative coverage
- Promote the benefits of park and ride centred on a comparison with far more expensive alternatives

Key messages

- Short term parking at Thornhill and Water Eaton will still be significantly cheaper than alternatives in the city centre, such as the Westgate Centre
- Blue Badge holders would be exempt from the charge
- Key staff working at hospitals in Headington would receive a discount on the 24-hour charge. This would in effect mean that they would still be exempt from the initial long term parking charge and would not have to worry about additional payment (over the £2 short term charge) if they work longer shifts
- A range of payment methods will be available including online and mobile phones as well as on-site payment machines

Target Audiences and channels

Target Audience	Channels	Timeline
Commuters generally	<ul style="list-style-type: none"> • <i>Park and ride signage/advertising/posters</i> • <i>Small leaflets or posters on the park and ride buses</i> • Emails to large employers in the Oxford area asking them to include information 	One week before charges begin

	<p>about changes on their intranet systems (based on media release text)</p> <ul style="list-style-type: none"> • A fully updated County Council website & park and ride web page linked to the home page including advice on payment methods • Oxfordshire County Council intranet message (based on media release text) • A short message explaining the change on the council customer service voicemail • Media release (linked to Twitter) • BBC Radio link (based at Cambridge Terrace) 	At cabinet decision and two days before charges begin
Regular short term parking users	<ul style="list-style-type: none"> • <i>Park and ride signage/advertising/posters</i> • <i>Small leaflets or posters on the park and ride buses</i> • Small leaflets distributed by hand in the morning and evening rush hour where London bound buses depart • A fully updated county council website park and ride web page linked to the home page including advice on payment methods • A short message explaining the change on the council customer service voicemail • Media release (linked to Twitter) 	<p>One week before charges begin</p> <p>At cabinet decision and two days before charges begin</p>
Long stay commuters (especially London bound)	<ul style="list-style-type: none"> • <i>Park and ride signage/advertising/posters</i> • <i>Small leaflets or posters on the park and ride buses</i> • Small leaflets distributed by hand in the morning and evening rush hour where London bound buses depart • A fully updated county council website park and ride web page linked to the home page including advice on payment methods • A short message explaining the change 	One week before charges begin

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	<p>on the council customer service voicemail</p> <ul style="list-style-type: none"> • Media release (linked to Twitter) 	<p>At cabinet decision and two days before charges begin</p>
Businesses	<ul style="list-style-type: none"> • Emails to large employers in the Oxford area asking them to include information about changes on their intranet systems (based on media release text) • A fully updated county council website park and ride web page linked to the home page including advice on payment methods • A short message explaining the change on the council customer service voicemail 	<p>One week before charges begin</p>
Local residents	<ul style="list-style-type: none"> • Media release (linked to Twitter) • A fully updated County Council website park and ride web page linked to the home page including advice on payment methods • A short message explaining the change on the council customer service voicemail 	<p>At cabinet decision and two days before charges begin</p>
Other stakeholders (Councillors/MPs)	<ul style="list-style-type: none"> • Media release tailored to Councillors/MPs and released slightly before general release to the media 	<p>At cabinet decision and two days before charges begin (but before the media release is distributed to the media)</p>
Local media	<ul style="list-style-type: none"> • Media release (linked to Twitter) 	<p>At cabinet decision and two days before charges begin</p>