

Measure title: **Goods delivery to Park & Ride Sites**

City: **Norwich**

Project: **SMILE**

Measure number: **10.6**

A Introduction

Norfolk is situated in the eastern part of England, approximately 150km north of London. The county area is quite large, almost 100km west to east by 60km north to south and has a resident population of 800,000. The only population centre of any significant size is the city of Norwich and its immediate surroundings, with an overall population of 250,000.

Providing the public with high quality public transport is vital in order to encourage bus use and modal shift. Norfolk County Council is committed to identifying and implementing innovative applications towards delivering public transport services and works closely with a variety of partners to achieve this aim.

Norwich Park and Ride enables journeys to be made by a combination of car, bicycle, motorcycle or other vehicle and public transport.

Six sites on prime locations alongside radial routes on the edge of Norwich have been secured over time to provide a highly visible service with a route to the city centre. The Council's strategy has been to offer good, secure site facilities and a high quality, affordable and reliable bus service to offer a realistic alternative to the car user.

The introduction of a goods delivery service using some of the existing Park and Ride service was aimed to support this strategy and offer added benefits to passengers using the service.

A1 Objectives

The key purpose of this measure was to implement a demonstration project to provide for timely delivery of goods by clean urban delivery vehicle from a City Centre retail complex to a suburban Park and Ride terminal.

The original measure objectives were:

- **Objective 1** - To reduce the number of car journeys into the centre by increasing the use of collective transport by shoppers wishing to store and transport purchased goods
- **Objective 2** - To improve air quality
- **Objective 3** - To reduce congestion.

The revised objectives were:

- **Objective 1** - To increase the use of collective transport by reducing the number of car journeys into the centre by shoppers wishing to store and transport purchased goods.
- **Objective 2** - To increase the use of park & ride as a means to improve air quality
- **Objective 3** - To increase the use of park & ride as a means to reduce congestion.

The results of the pilot scheme detailed below identified that it would be very difficult if not impossible to measure the impact on air quality or congestion levels with such a small number

of customers using the Shop & Go service in relation to the volumes of passengers and vehicles using the park & ride service.

A2 Description

The work package will be used to determine the effectiveness of a goods delivery service in promoting the use of Park and Ride, thus encouraging use of collective transport, reducing urban congestion and improving air quality.

Elements included in the measure:

- Identifying a suitable retail site within the area served by the Norwich Park & Ride sites or within a 5 mile radius of Norwich
- Identifying a suitable park and ride site
- Developing process for deliveries
- Completing a marketing plan and publicity development
- Implementation of the scheme

Task 1

Establishment of the scope of a scheme, confirming freight needs and confirmation of a demand from users of Park and Ride for a delivery service to the sites as “shop & go” This involved visiting Cambridge with representatives from two Norwich city centre shopping centres to understand how a commercial scheme operated. Discussions were held about establishing a pilot scheme, which identified the pilot would be suited to the Christmas period only. Data on usage would be captured from the goods receipt forms with gender, age, origin of journey, previous use of park & ride services also captured.

Task 2

Establishing site delivery processes and agreements for use of premises through partnership working and sharing of best practice from existing home delivery services or freight operators. All documentation related to the receipt of goods and collection of crates was agreed between partners to ensure insurance liability was clear for all parties and to create an audit trail in the event of any goods not reaching their destination. The use of retail units or the shared use of existing customer collection points was negotiated with a “peppercorn” rent levied if necessary.

Task 3

Implementing the scheme with partners

Marketing design a PR campaign. The publicity campaigns involved a number of media:

- Press releases
- Radio interviews and adverts
- Bus vinyl adverts on park & ride as well as commercial fleets
- Posters at sites and in retail outlets
- Banners at the sites
- Advertising in local newspapers
- Leaflets distributed throughout Norfolk
- Competition in County Council quarterly magazine circulated to all households in Norfolk
- Retailers newsletters to storecard holders and in their general publicity
- Websites at Norfolk County Council, retailers, VisitNorwich

INFRASTRUCTURE

Establish facilities on site for storage of goods. 100 plastic storage crates were initially hired in for use at the city centre drop off points. These crates were 570 x380 x 285mm (l x w x d) including a folding hinged lid.

The customer completed a form in triplicate at the collection point detailing goods left and their personal details. The goods were placed in crates and the lids closed, secured with numbered seals to prevent the goods from being tampered with in transit. The form and crates were handed to the delivery driver for safe transit to the park & ride site, where the parking attendant then signed for the crates. The customer collects their goods by handing over their form to identify their crate(s) to the attendant. The customer then has the crate opened in front of them to collect their goods and sign for safe receipt.

In later phases, crates were purchased. Storage facilities were already available at the Airport park & ride site as this site has a larger terminal building. At the Harford and Thickthorn sites, there is only a small enquiry office, therefore we had to purchase a lockable, metal storage container positioned next to the enquiry office to store crates awaiting collection.

Purchase of new vehicle(s). Rather than purchasing a vehicle, we leased diesel vans as this was the most cost effective method of providing the pilot service in December 2006 and allowed for flexibility as we extended the service operating times in 2007.

B Measure implementation

B1 Innovative aspects

Innovative Aspects:

- New conceptual approach

The innovative aspects of the measure are:

- **New conceptual approach** -The use of a Park and Ride terminal as a destination to which retail goods can be delivered quickly from the city centre is considered to be an innovatory means to encourage parking at out of town locations.

B2 Situation before CIVITAS

This facility did not exist at any of the Park and Ride sites in Norwich.

Norwich has six park & ride sites located on the main radial routes into the city, providing approximately 5000 parking spaces. The first site opened in 1991, with sites following in 1994, 1998, 2003, 2004 and 2005. The bus services operate Monday to Saturday from 0640 until 1930 daily.

In 2007/8, the park & ride service carried 3,263,300 passengers and parked 876,477 vehicles.

B3 Actual implementation of the measure

The measure was implemented in the following stages, with marketing and publicity campaigns undertaken in the week before implementation and throughout their operation. See details in A2:

Stage 1: Harford Shop & Go pilot Christmas service (4 December 2006 – 5 January 2007)

There was a city centre dropping off point in The Mall Shopping Centre Norwich, which was staffed from 1030 – 1530 each day. Goods were delivered by a bespoke van to the Harford park & ride site only, with pick up times from The Mall at 1100, 1230, 1330, 1430 and 1530.

Customers were charged £1.00 per crate or oversized item.

The budget for the entire scheme was co-funded by CIVITAS including the staffing of the city centre dropping off point at a vacant unit in a shopping mall.

Stage 2: New Harford Shop & Go Service (2 April 2007 to 6 January 2008)

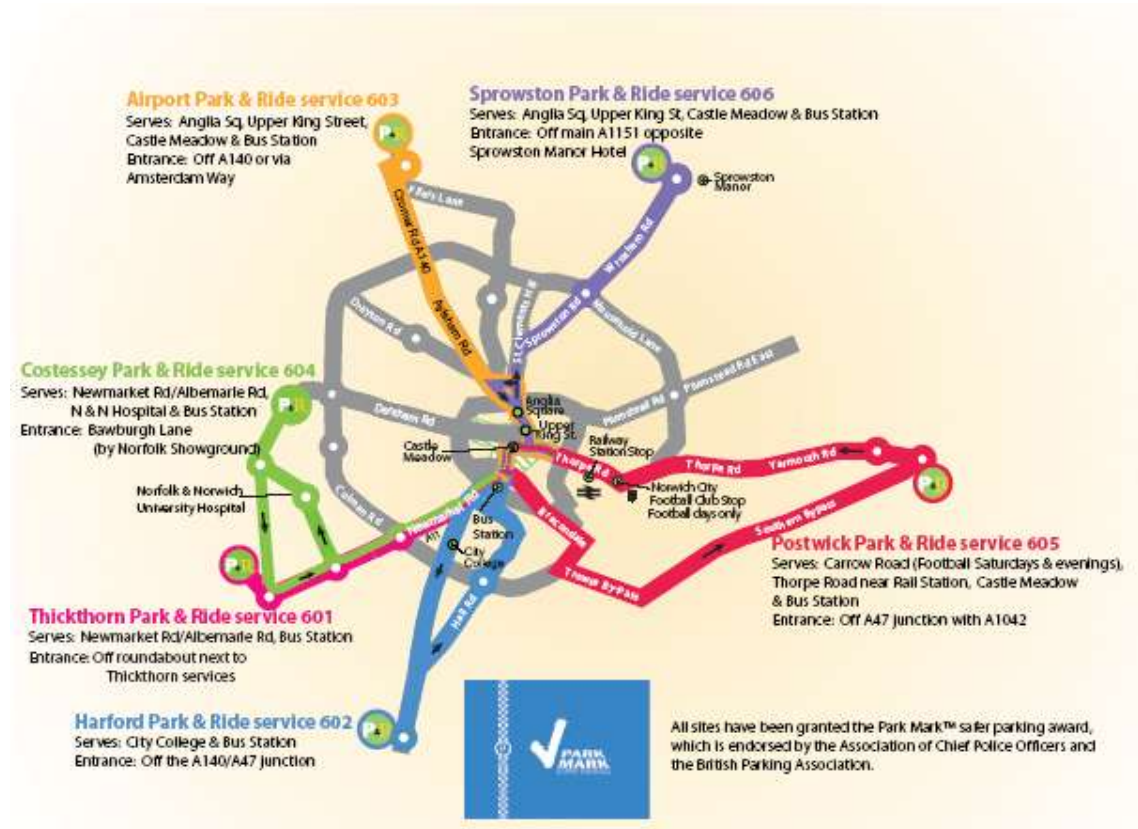
John Lewis agreed to provide and fund a van and driver to deliver customer goods free of charge to the Harford park & ride site on a Monday to Saturday basis. There is only one city centre collection point at the John Lewis store in Norwich, staffed by their own employees, but they accept goods from other retailers. Deliveries were made between 1200-1500. CIVITAS budgets were only used to fund the publicity. No charge was made to the customer for this service.

Stage 3: New Airport Shop & Go Services (29 May 2007 to 6 January 2008)

Airport Shop & Go service fully funded by CIVITAS with three city centre collection points – 2 in retail premises and 1 in a shopping Mall – all of which are staffed by their own employees. One of the retailers would only accept their shop goods. The service operates Tuesday to Saturday with deliveries between 1200-1500 – set collection times at each collection point. There was no charge to the customer for this service.

Stage 4: New Thickthorn Shop & Go service (22 October 2007-6 January 2008)

Jarrolds agreed to provide and fund a van and driver to deliver customer goods free of charge to the Thickthorn park & ride site on a Monday to Saturday basis. There is only one city centre collection point at the Jarrolds store in Norwich, staffed by their own employees, but they accept goods from other retailers. Deliveries were made between 1200-1500. CIVITAS only co-funded the publicity. There was no charge to the customer for this service.



The map above shows the locations of the six Norwich park & ride terminals and the bus routes used in relation to Norwich city centre.

The following map shows a geographical view of the park & ride locations.



How to get there!

Thickthorn service 601	Off roundabout at A11/A47
Harford service 602	Off roundabout at A140/A47
Airport service 603	Off A140 near Norwich Airport
Costessey service 604	Bawburgh Lane off A47/A1074
Postwick service 605	Off A47 junction with A1042
Sprowston service 606	Off A1151

B4 Deviations from the original plan

The deviations from the original plan comprised:

- **Deviation 1 – Variance of operational periods** – The original concept was to have an all year around service, but partners wanted to test demand with a Christmas only service. A site visit to Cambridge in July 2006, highlighted the potential costs of operating an all year around scheme and the limited take up of a similar service operated by a retailer. Due to budget limitations it was decided to only offer a service during the peak shopping periods – i.e. Christmas, New Year sales, school holidays.
- **Deviation 2 – Negotiation of service continuity** – Detailed discussions had to be held with John Lewis before they would agree to take over the Harford Shop & Go scheme. Initially agreed to a trial period from April, but service continued to January 2008. This made it difficult to promote and develop the service as the retailer did not actively promote the Shop & Go service in store.
- As the store had their own customer collection point, there were issues with the provision of Shop & Go when they were busy with instore collections.
- **Deviation 3 – Withdrawal of delivery vehicle** - Provision of driver and van was withdrawn by John Lewis with only one weeks notice in September and we were advised to source an alternative means of delivering to the park & ride or the service would cease immediately. The van & driver from the Airport Shop & Go service were used to support the Harford Shop & Go service until we hit the Christmas peak.
- The Jarrold service had a similar problem on Saturdays and a second driver and van was co-funded by CIVITAS to deliver to both the Harford and Thickthorn sites during the festive period.
- **Deviation 4 – Review of future of scheme** – Analysis of the 2007 usage has identified that the Shop & Go service is only viable from end October to December annually in the run

up to Christmas and the main sales period. One retail outlet to be dropped from the scheme as they only accepted their goods with limited usage as a result and replaced by another shopping centre.

B5 Inter-relationships with other measures

The measure is related to other measures as follows:

- **Measure 11.3 Travel Planning** – Norwich park & ride sites now being used for school run park & ride service, to encourage parents to drop children at the park & ride rather than driving into Norwich.

C Evaluation – methodology and results

C1 Measurement methodology

C1.1 Impacts and Indicators

Table of Indicators

METEOR / GUARD INPUTS				
NO.	INDICATOR	DESCRIPTION	DATA /UNITS	Relevant to this Measure?
13	Awareness level	Degree to which the awareness of the policies/measures has changed	Index, qualitative, collected, survey	Y
14	Acceptance level	Measure usage of scheme	Index, qualitative, collected, survey	Y
17	Perception of PT security	Perception of security of goods under delivery scheme when using PT options	Index, qualitative, collected, survey	Y
18	Accuracy of PT timekeeping	Percentage of services arriving/departing on time compared to timetables This will relate to both the park & ride buses and the goods delivery vehicle (each city should fix the interval of time considered as a delay compared with timetable)	%, quantitative, collected, measurement	Y
19	Quality of PT service	Perception of quality of PT services	Index, qualitative, collected, survey	Y
Local	Actual security	Broken into crates	Quantitative	Y
Local	Passenger numbers using Park and Ride	Additional journeys generated by the project	Passenger journeys using the goods drop off facility - New trips - Redistributed from other sites	Y
Local	Number of vehicles using Norwich park & ride sites	Identify if any additional journeys generated during operation of delivery scheme.	Number of vehicles using the park & ride site each month ,day, week	Y

Detailed description of the indicator methodologies:

Improving air quality and reducing congestion cannot be measured for Shop & Go in isolation. A local indicator is collated for the total number of private vehicles using each park & ride site from the vehicle counters located at each entry and exit point

- **Indicator 13** (*Awareness level*) – Telephone surveys were completed in May 2007 by Motts and they were also commissioned to undertake further research in May 2008
- **Indicator 14** (*Acceptance level*) – Analysis of number of customers using schemes from the goods requisition forms completed for each transaction.
- **Indicator 17** (*Perception of PT security*) – From PTG annual survey of park & ride users (October 2007 compared to October 2006).
- **Indicator 18** (*Accuracy of PT timekeeping*) –
- **Indicator 19** (*Quality of PT service*) – From PTG annual survey information October 2007.
- **Local indicator** (*Actual security*) – No of broken into crates
- **Local indicator** (*Passenger number using park and ride*) – From the passenger returns produced by the bus operators for each park & ride bus service on a monthly basis. The passenger numbers are for single journeys, therefore the figures need to be halved to indicate individual passenger numbers.

C1.2 Establishing a baseline

The base line data for park & ride usage already exists as this is collected as a performance indicator for each park & ride site on vehicle and passenger basis on a daily/weekly/monthly/annual basis.

Usage of the actual Shop & Go services for each site will commence from a zero base as no service of this nature was provided before.

- **Indicator 13** (*Awareness level*) – Comparison of Motts research in 2007 with the after data collated in May 2008
- **Indicator 14** (*Acceptance level*) – The original baseline was zero usage as this was a new concept. However, data is available for the number of crates carried on the Harford Shop & Go scheme in December 2006, which can be compared to December 2007. Similarly, the success of the three Shop & Go services operating in 2007 can be compared.
- **Indicator 17** (*Perception of PT security*) – From PTG annual survey information (2007 data just received) usage data is collected from each customer at the point of use on a bespoke form. Data is captured for home address, age, gender and if they have used the service before.
- **Indicator 18** (*Accuracy of PT timekeeping*) – For goods delivery express as no. of failures
- **Indicator 19** (*Quality of PT service*) – From PTG annual survey information (2007 data just received).
- **Local indicator** (*Actual security*) – Actual reports of the number of broken into crates
- **Local indicator** (*Passenger number using park and ride*) – Comparison of actual usage of park & ride compared to previous years
- **Local indicator** (*Number of vehicles using park and ride*) – Comparison of actual usage of park & ride compared to previous years

C1.3 Building the business-as-usual scenario

If there had been no Shop & Go service in place, particularly during the October to December period, it is highly likely that those customers would have chosen to travel into Norwich city centre to park and shop, adding to city centre congestion and queues for parking spaces. Some customers may also have made more than one trip to Norwich if they were unable to complete their purchases on the first visit.

In conclusion, the Shop & Go service is an enhanced service primarily used by existing park & ride customers with some new park & ride users also taking advantage when they arrive on site.

The continuation of park & ride without the goods delivery service is a given as we have invested in the development of six park & ride sites over 13 years, which form part of the Norwich Area Transportation Strategy (NATS).

Levels of traffic entering Norwich is analysed by traffic counts at the Outer Ring Road cordon and the Inner Ring Road cordon.

12 hour manual classified counts are carried out on traffic crossing the Inner Ring Road. These are undertaken every year during the autumn neutral period.

Figures for the Inner Ring Road cordon show a decline of approx. 24,000 vehicles per day for the period 1998 to 2007. The average growth rate per annum between 2001 and 2007 is -2.6%. Although there have been changes in the number of parking spaces available in the city centre, with two new car parks being built, park & ride sites are deemed to be a contributing factor in the reduction in traffic flows.

Bus passengers crossing the Outer Ring Road cordon are also measured, with surveys carried out each year over a 12 hour period (0700 – 1900) on weekdays in June and July. Usage is increasing by around 10,400 per day in the ten years between 1997 and 2007. This represents an overall increase of 34%. Park & ride was responsible for 9074 (28%) of the total 39907 passengers in 2007 – the largest number since monitoring began.

C2 Measure results

The results are presented under sub headings corresponding to the areas used for indicators – economy, energy, environment, society and transport.

C2.1 Economy

n/a

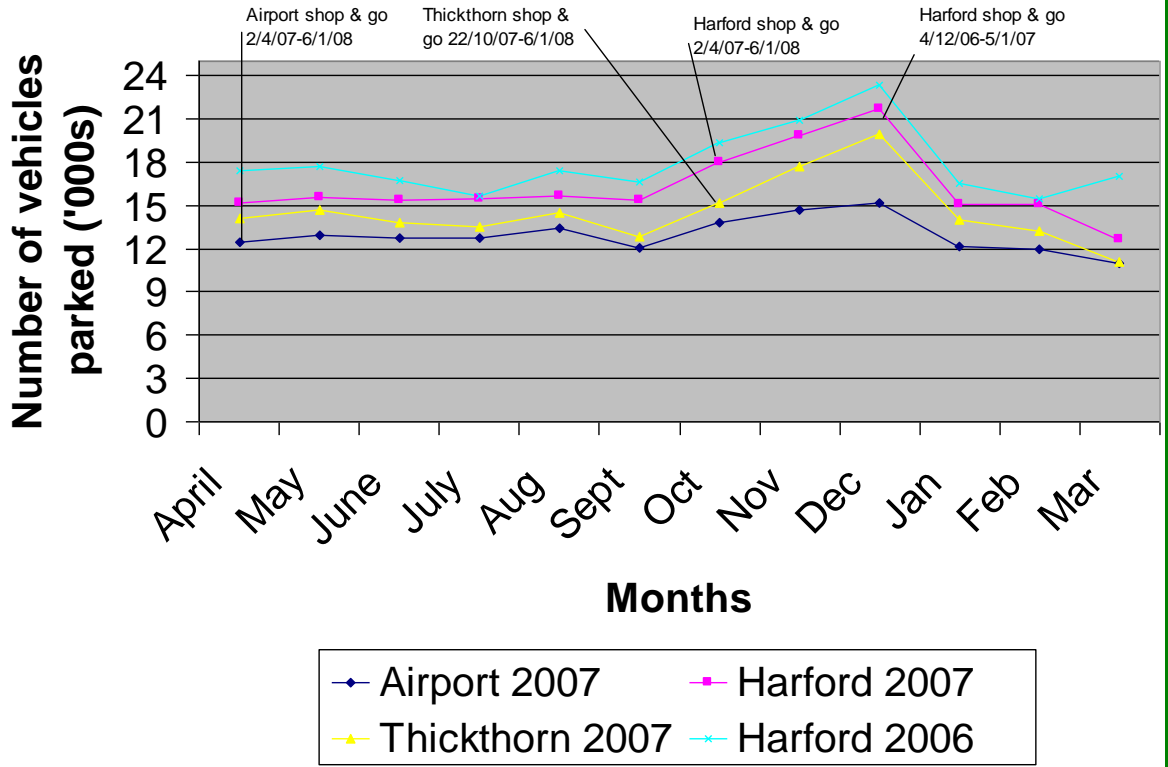
C2.2 Energy

n/a

C2.3 Environment

As the usage of Shop & Go (436 customers) compared to overall park & ride passengers (3.3million) is negligible, there are no air quality indicators relevant to test.

Norwich park & ride total number of vehicles parked



C2.4 Transport

Indicator 18 –The park & ride annual survey, completed in October each year, identifies the public perception of park & ride bus service reliability, with the percentages shown below based on respondents stating good or excellent. In 2006, there were no Shop & Go services in operation at the time of the survey. In 2007, the Airport score may be lower due to additional delays along this route which has limited bus priority measures.

Site	2006	2007	Difference
Thickthorn	99%	100%	+1%
Airport	100%	82%	-18%
Harford	100%	96%	-4%

Indicator 19 –Quality of Shop & Go services has not had a specific survey. Many customers are repeat users as identified from the goods receipt forms for each transaction per site. The table shows the number of customers using the Shop & Go service more than once.

Site	2006	2007	Difference
Thickthorn	N/A	33%	N/A
Airport	N/A	38%	N/A
Harford	12%	14%	+2%

For information on the analysis of usage per Shop & Go scheme see section C2.5 Society.

C2.5 Society

Indicator 17 & 18 - All crates arrived intact and were successfully collected by the customers. There has been no reported vehicle crime at any of the park & ride sites and all sites have achieved the nationally Park Mark Safer Parking Awards. This means that they have been assessed by the Police and have measures in place to deter criminal activity, creating a safer environment for both customers and their vehicles.

Indicator 13 – Awareness level

Motts completed telephone interviews in May 2007. The questions and answers are detailed below.

Have you used park & ride facilities in Norwich in the last 12 months?

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	283	35%	35%	35%
No	525	65%	65%	100%
Total	808	100%	100%	

Have you heard of Shop & Go service?

	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	262	32.4%	32.4%	32.4%
No	546	67.6%	67.6%	100%
Total	808	100%		

If yes, how have you heard about it?

	RESPONSES	
	Number	Percent
Newspapers	78	28.3%
Shop adverts	17	6.2%
Radio	62	22.5%
Posters in stores	13	4.7%
Banners at site	7	2.5%
Leaflets	14	5.1%
Website	3	1.1%
Other	82	29.7%
TOTAL	276	100%

How frequently do you think you would be likely to have goods delivered to a park & ride site for you to collect?

	Frequency	Percent	Valid Percent	Cumulative Percent
More than once a week	6	.7%	.7%	.7%
Once a week	13	1.6%	1.6%	2.4%
Once a fortnight	17	2.1%	2.1%	4.5%
Once a month	27	3.3%	3.3%	7.8%
Less than once a month	91	11.3%	11.3%	19.1%
Never/not at all	654	80.9%	80.9%	100%
TOTAL	808	100%	100%	

- The awareness level for the service was compared when the Motts telephone interviews were undertaken in May 2008. The results were:

Main findings

- Just over three tenths (31.6%) of the 805 respondents said they had used Park & Ride facilities in Norwich in the last 12 months. A considerably higher proportion of respondents from greater Norwich (41.4%) than from the City (14.1%) had used the facilities.
- Over one quarter (26.3%) of the 805 respondents said that they had heard of the Shop & Go service.
- Of the 212 respondents who said they had heard of the Shop & Go service just under one third (32.1%) of respondents had heard through some other method and over one quarter (27.8%) had heard through newspapers. A greater proportion of respondents from Norwich City (16.5%) than from Greater Norwich (9.8%) had heard through shop adverts whilst more from Greater Norwich (7.5%) than from the City (3.8%) had heard about it from banners at the site.
- More than four fifths (84.4%) of the 212 respondents felt that they would not be likely to have goods delivered to a Park & Ride site for collection at all, whilst just over one tenth (11.6%) felt they might use the service less than once a month.
- Almost two thirds (66.1%) of the 797 respondents either strongly agreed (30.5%) or tended to agree (35.6%) that providing a service that has goods delivered from the City to Park & Ride sites was likely to reduce traffic movements in the City. In comparison just

fewer than one in six (16.7%) respondents either strongly disagreed (11.7%) or tended to disagree (5.0%).

- Three fifths (60.7%) of respondents interviewed were female.
- Over one quarter (28.5%) of those interviewed were aged between 18-29 years old, well over one third (36.4%) were aged 30 – 59 years and over one third (35.1%) were aged 60+ years.
- Almost four fifths (77.9%) of respondents said that they had a driving licence.
- One respondent in six (17.1%) had no household car, just under one half (47.3%) had one, more than one quarter (28.1%) had two and less than one tenth (7.4%) had three or more.
- One tenth (10.6%) of respondents said they used public transport almost every day or every day, more than one quarter (27.2%) said they used it more than once a week or once a week. Less than one in seven (15.1%) used public transport once a fortnight to once a month and just under one half (47.0%) said they used it less than once a month or never.
- Two fifths (39.0%) of respondents said that they worked in Norwich.
- Almost two thirds (66.1%) of respondents either strongly agreed (30.5%) or tended to agree (35.6%) that providing a service that has goods delivered from the City to Park & Ride sites was likely to reduce traffic movements in the City. In comparison just under one in six (16.7%) respondents either strongly disagreed (11.7%) or tended to disagree (5.0%).

Indicator 14 –Usage of the scheme

CIVITAS – Analysis of usage for Harford Shop & Go Service 2006

Background

The pilot Harford Shop & Go service operated on a Monday to Friday basis, between 4 December – 5 January 2007, excluding Christmas Day, Boxing Day and New Years Day.

There was a city centre dropping off point in The Mall shopping centre, which was staffed each day from 1030-1530. All goods were delivered by a bespoke van to the Harford park & ride site only, with pick up times from The Mall at 1100, 1230, 1330, 1430 and 1530. Customers were charged £1.00 per crate or oversized item.

Service operated between 4 December - 5 January 2007 during which period we served 82 customers (with 70 crates and 6 oversized items) of which 10 customers (12%) used Shop & Go more than once.

11% (9) customers had not used Harford park & ride before so we can assume they travelled to the site to specifically use the park & ride service.

The Harford park & ride is the logical site to use for customers travelling from Suffolk and parts of Essex using the A140 / A12. However, Cambridgeshire residents would approach the Thickthorn park & ride as their closest site off the A11.

The catchment area for the Harford site accounts for 81% (38) of the Norfolk patronage, leaving 19% (15) customers who purposefully travelled to the site. They travelled from:

- Kings Lynn (1)
- Dereham area (4)
- Taverham/ Drayton (2)
- Wymondham area (3)
- Attleborough area (4)
- Thetford (1)

70 crates and 6 oversized items were transported and we also had 6 people pay to store goods at the Unit because we did not operate to their park & ride site.

The collection timed for 1100 was only used by 2 people, indicating that this collection was too early within the shopping trip.

An analysis of the usage of the service by collection times is tabled below.

Collection time	Number of customers	Percentage of customers
1100	2	2%
1200	19	23%
1330	31	38%
1430	21	26%
1530	3	4%
Storage only	6	7%

Daily average usage was:

- Mondays 2 items
- Tuesdays 4 items
- Wednesdays 5 items
- Thursdays 5 items
- Fridays 3 items

CIVITAS – Analysis of usage for Harford Shop & Go Service 2007

Background

The Shop & Go service operated on a Monday to Saturday basis, between 2 April – 6 January 2008, excluding Christmas Day, Boxing Day and New Years Day.

There was one city centre dropping off point at John Lewis, staffed each day by the retailer. All goods were delivered by a bespoke van provided by John Lewis to the Harford park &

ride site only, with pick up times from the store between 1200 and 1500. The service operated Monday to Saturday with CIVITAS funded a driver, who also delivered to the Thickthorn park & ride site from the Jarrolds store from September 2007.

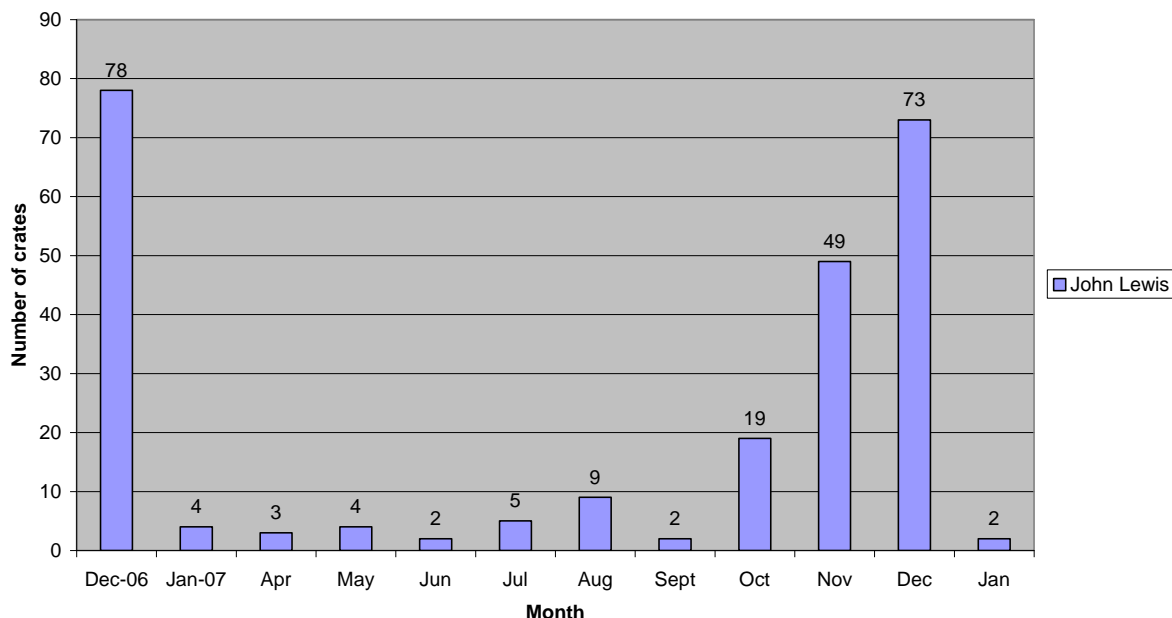
No charges were made to the customer.

Service operated between 2 April - 6 January 2008 during which period we served 132 customers of which 14% used Shop & Go more than once.

20% customers had not used Harford park & ride before so we can assume they travelled to the site to specifically use the park & ride service.

The majority of collections were made at 1200 (34% of customers), followed by 1300 at 27%, with 16% at 1400 and 23% at 1500.

Harford Shop & Go Usage 2006 & 2007



CIVITAS – Analysis of usage for Airport Shop & Go Service 2007

Background

The Shop & Go service operated on a Tuesday to Saturday basis, between 2 April – 6 January 2008, excluding Christmas Day, Boxing Day and New Years Day.

There were three city centre dropping off points at Jarrolds, The Mall shopping centre and Marks & Spencer – all were staffed each day by the retailers. All goods were delivered by a bespoke van provided by CIVITAS to the Airport park & ride site only, with pick up times from the stores between 1200 and 1500. The service operated Tuesday to Saturday with CIVITAS funded a driver, who also delivered to the Harford park & ride site from the John Lewis store from September 2007.

A Monday service commenced from end October to make all schemes the same for the festive period, but limited uptake on Mondays or Saturdays.

No charges were made to the customer.

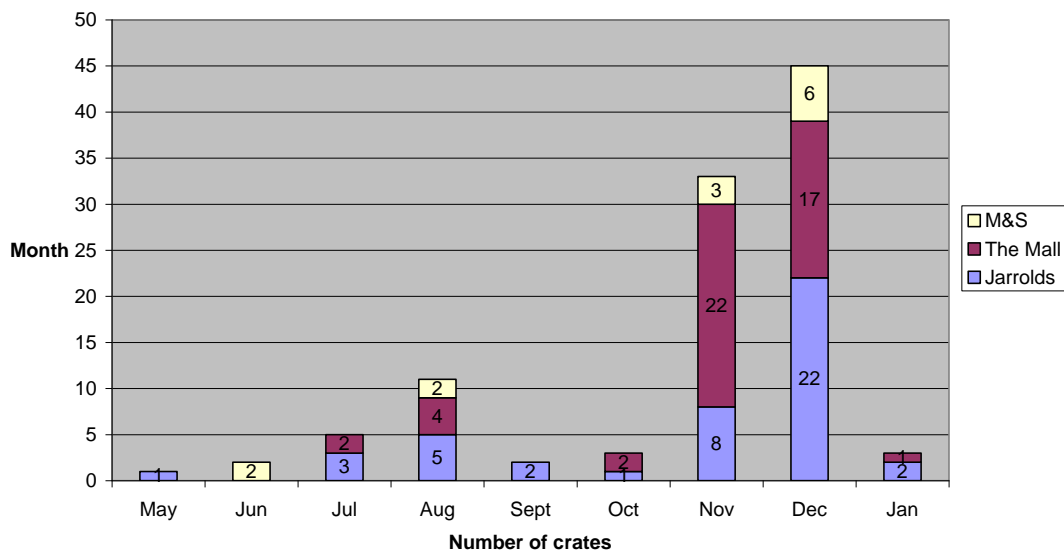
Service operated between 2 April - 6 January 2008 during which period we served 105 customers of which 38% used Shop & Go more than once.

25% customers had not used Airport park & ride before so we can assume they travelled to the site to specifically use the park & ride service.

Geographically, the journey origin were plotted from the home addresses provided. All customers lived in Norfolk although 5% of users were from outside the perceived catchment area. There is limited opportunity to attract customers from neighbouring authorities.

The majority of collections were made at 1200 (36% of customers), followed by 1500 at 28%, with an equal 18% split of usage for the 1300 and 1400 collection times.

Airport Shop & Go Usage 2007



CIVITAS – Analysis of usage for Thickthorn Shop & Go Service 2007

Background

The Shop & Go service operated on a Monday to Saturday basis, between 22 October– 6 January 2008, excluding Christmas Day, Boxing Day and New Years Day.

There was a city centre dropping off point at Jarrolds customer service desk, staffed each day by Jarrolds. All goods were delivered by a bespoke van provided by Jarrolds to the Thickthorn park & ride site only, with pick up times from the store between 1200 and 1500. The service operated Monday to Saturday with CIVITAS co-funding a driver on Saturdays, who also delivered to the Harford park & ride site from the John Lewis store from September 2007.

No charges were made to the customer.

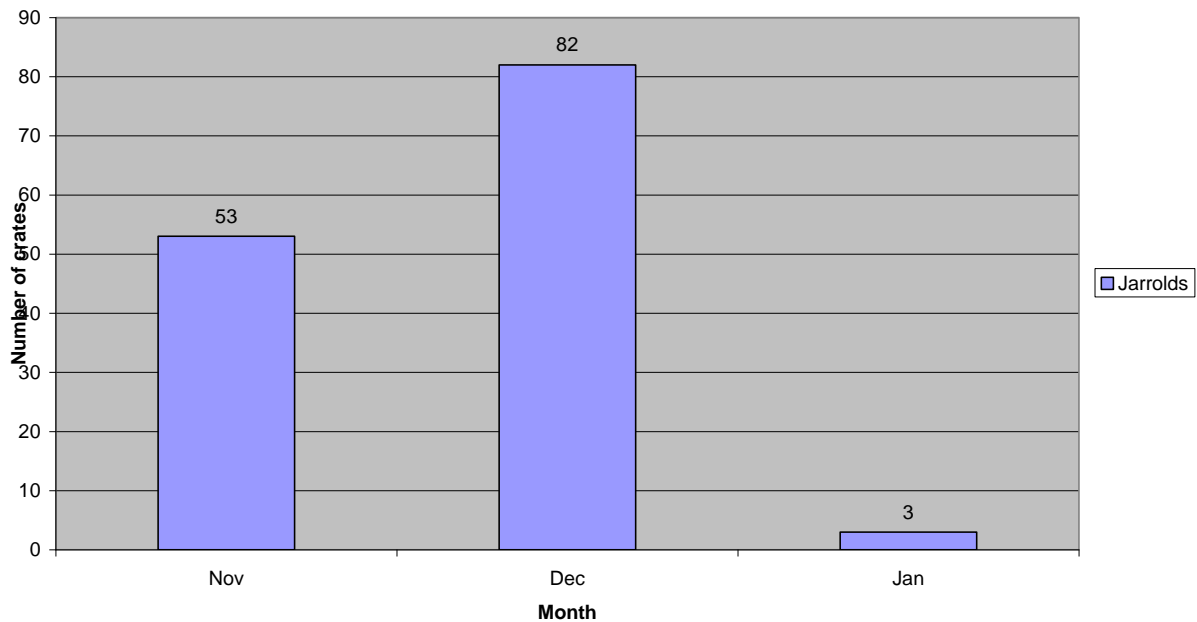
Service operated between 22 October - 6 January 2008 during which period we served 117 customers (with 138 crates) of which 33% used Shop & Go more than once.

15% customers had not used Thickethorn park & ride before so we can assume they travelled to the site to specifically use the park & ride service.

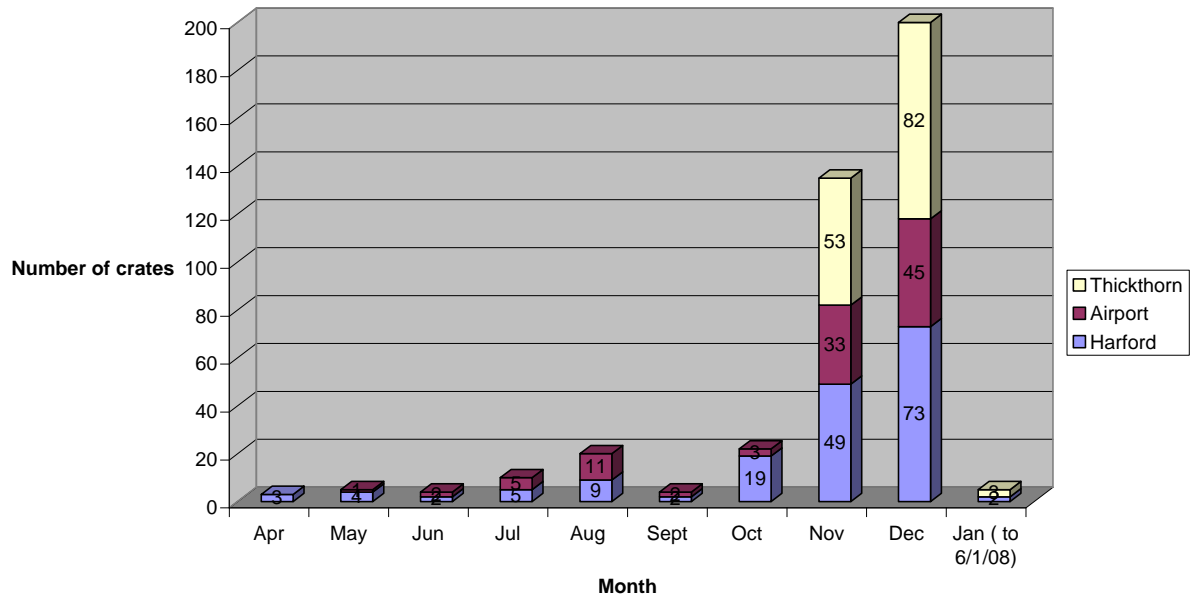
The Thickethorn park & ride is the logical site to use for customers travelling from Cambridgeshire, west Suffolk and Essex using the A11. However, many Suffolk residents would approach Harford park & ride as their closest site off the A140.

The majority of collections were made at 1500 (40% of customers), with an equal 20% split of usage for the 1200, 1300 and 1400 collection times.

Thickethorn Shop & Go Usage 2007



Norwich Shop & Go Usage 2007



The total crates carried in 2007 was 438 compared with 76 in 2006, when we only had the pilot scheme operating from Harford in December. This highlights the impact of the publicity campaign and also a heightened awareness of the Shop & Go service during 2007.

Gender Split	Female	Male
Harford 2006	88% (72)	12% (10)
Harford 2007	86% (114)	14% (18)
Airport 2007	91% (96)	9% (9)
Thickthorn 2007	90% (105)	10% (12)

Age profile	Harford 2006	Harford 2007	Airport 2007	Thickthorn 2007
17-25	8%	6%	5%	4%
26-35	18%	12%	17%	19%
36-45	34%	36%	23%	35%
46-59	27%	34%	45%	32%
60+	12%	12%	10%	10%

Geographical origins	Harford 2006	Harford 2007	Airport 2007	Thickthorn 2007
Norfolk	65% (53)	66% (86)	100% (105)	86% (111)
Suffolk	29% (24)	30% (39)	n/a	10% (12)
Essex	2% (2)	3% (4)	n/a	2% (2)
Cambridgeshire/Other	4% (3)	2% (3)	n/a	2% (2)

There are 3.3 million park & ride customers in a year compared to the 436 shop & go customers using our services so detailed value of the service is difficult to measure or record.

C3 Achievement of quantifiable targets

No.	Target	Rating
1	To reduce the number of car journeys into the city centre by shoppers needing to buy and store purchased goods	*
2	Increase patronage of park and ride services	*
3	To improve air quality	NA
4	To reduce congestion	NA
NA = Not Assessed 0 = Not achieved * = Substantially achieved (at least 50%) *** = Achieved in full **** = Exceeded		

C4 Up-scaling of results

The potential of extending the scheme to the remaining three park & ride sites would require additional support from city centre retailers. It would be possible to provide a linked service to the Airport and Sprowston sites to the north of the city centre and to possibly provide a larger delivery vehicle to support the four sites located to the south of the city centre, along the A47. Likely usage levels at the other three sites would be similar to the Airport site increasing total crate usage in December peak to 350 crates.

Links to the goods distribution centre and shared use of one of their vehicles has already been explored, but it would not be cost effective whilst the distribution centre is building its core business.

The future use of the Shop & Go service is only likely to be viable in the run up to Christmas as the overheads are quite high to fund a vehicle and also have a member of staff available for 4-5 hours per day on stand by effectively. Usage in any one day is less than 10 crates per site, with only one crate = one vehicle using park & ride.

Awareness of the service has the potential to grow but could be reliant on publicity and marketing – the costs of which may limit the audience reach if mail shots and radio advertising are required to reach non park & ride users. There is sufficient capacity within the service to handle up to 12 crates per run each day.

In reality, the retail sector may only be in a position to support fund one vehicle across the park & ride network via the city centre management partnership. The retailers are affected by the credit crunch and a reduction in footfall to their premises, translating into reduced sales of goods. The economic climate will have a direct bearing on any future strategy.

In 2008, we are only considering operating one vehicle between the Harford and Thickthorn sites only to reduce the overheads and maximise use of the vehicle. Demand in 2007 was 200 Crates in the December peak, which we would hope to exceed as the public will already have an expectation of a Shop & Go service.

C5 Appraisal of evaluation approach

A separate evaluation of the Shop & Go launch campaign would have been useful after the Christmas scheme with a public survey. Usage information was analysed and proved useful in the development of the second scheme with John Lewis, resulting in amended collection times and also introducing the Saturday service.

Further evaluation has been undertaken to compare 2007 against 2006 usage at the Harford site, where a direct comparison is achievable as well as an analysis of the three schemes development in 2007. (See section C2.5 – indicator 14)

The telephone interviews have produced some interesting results, and it would be good practice to repeat the same questions in a telephone survey in 2008, after having a full year's operation of the service.

Ongoing monitoring of the usage per day and collection point usage has provided detailed patronage of the service, which will assist with future targeted publicity for the service.

C6 Summary of evaluation results

The key results from the Motts 2007 survey (see C2.5 – indicator 13) are as follows:

- **35% of the public surveyed have used Park & Ride** Potential customer base is large and awareness of park & ride means that any publicity at sites could attract new users. Of the 35% already using park & ride, 32% had heard of the Shop & Go service
- **Newspaper and radio adverts have the greatest audience** – advertising campaigns were aired on the local radio stations with radio interviews at the initial launches of each stage. Press releases were printed in the local newspapers helping to sell the concept to the public at a key shopping period – Christmas and just before local holidays.
- **16% of park & ride users are potential Shop & Go customers as they have indicated they may use the scheme** – the potential longevity of the scheme is highlighted by this finding. We already know that we have repeat customers.

Key results from the pilot schemes (see C2.5 – indicator 14):

- **Service is attractive to females** - over 70% of customers are female and the age profile shows that is 36+ yrs as the target user group.
- **Earliest collection time 12 noon** – lack of demand for services in the morning period, which reduces overheads for collection point staffing and driver hours.
- **Geographical travel is within 60 mile radius of sites** – customers will travel to their nearest park & ride site rather than increase congestion by travelling across the city. Travel can be as far as neighbouring counties/districts for shopping.
- Saturday usage was nominal indicating that customers either just go window shopping at weekends or drive into city centre.
- Majority of users were aged 36 or older– this information can aide targeted publicity in future years.
- Collection times between 1200-1500 appear to work well although a 1430 last collection may be worth considering.
- Provisions of multiple collection points is attractive to customers as it provides options for multi drops to avoid carrying heavy shopping in city centre.
- Retailers need to accept all goods at drop off points to make scheme successful. Demand for own store drop off had limited appeal.

D Lessons learned

D1 Barriers and drivers

D1.1 Barriers

- **Barrier 1 – Lack of buy in from retailers (actual barrier)** – scoping the project relies heavily upon the retailers providing the city Centre collection point facility/premises. Temporary staff can be employed to operate the service but you need a central location(s) for ease of use. Advertising the service within retail outlets also helps to promote the service offered to heighten awareness.
- **Barrier 2 – Funding for delivery vehicle (actual barrier)** – the long term funding and provision of the delivery vehicle and driver is key to success. Discussions need to be held whilst the CIVITAS funded scheme is operating to ensure continuation of service in longer term. Retailers may need to amend existing distribution/ delivery arrangements to accommodate the park & ride locations. In reality, it can mean that a member of staff is on call and a van is tied up for up to 4 hours.
- **Barrier 3 – Down turn in local economy (potential barrier)** – success is dependant upon demand from shoppers. If there is an increase in unemployment in the area or a reduction in disposable income, shopping activity will reduce.
- **Barrier 4 – Increase in Internet shopping (potential barrier)** – if the public chose to shop on line then the shopper use of park & ride will decrease and subsequently demand for a delivery service will also decrease.
- **Barrier 5 – Development of shopping centres in neighbouring areas (potential barrier)** – if new shopping options are created in other cities in the region, it could detract from the popularity of Norwich as a shopping destination.

D1.2 Drivers

- **Driver 1 – Increase in sales at retail outlets** – The main shopping periods such as Christmas, New Year sales period, and the run up to school returning provides an opportunity to sell this concept to the local retailers/ businesses as a way of generating additional footfall into their premises. This perception was the attraction for Jarrolds to support the Thickthorn service in 2007.
- **Driver 2 – Opportunity to provide offers to users** – Retail outlets could offer discounts on food and drinks or % discounts on sales.

D2 Participation of stakeholders

- **Stakeholder 1 – Retailers** – Provision of collection point facilities and staffing. Publicity for the scheme within their stores. Overall provision of the delivery service in the long term. Generally supportive of the scheme if they can see the benefits to them in terms of more sales or increased footfall. Initial concerns over insurance liability for goods from other retailers if collected within their premises – Council insurance covers transport whilst we provide service. Discussions would need to be held with their insurance provider.
- **Stakeholder 2 – Public** – Potential users of the service. Service availability is limited to three park & ride sites – one to the north and two to the south of Norwich city centre. The public may have to drive further to access the park & ride site rather than using their normal site. May be a future demand for Sunday Shop & Go as the sales activity trends change from weekday to weekend shopping trips. Feedback provided verbally at the

collection points and drop off points – favourable. Awareness of the scheme is vital to usage.

- **Stakeholder 3 – Park & Ride bus operators and site staff** – The park & ride site staff were at the sites at all times and the bus services operate with a regular drivers, who were therefore able to provide information about the service to customers before they travelled on the buses into Norwich city centre. The Parking Attendants were also the officers who receipted the arrival of the crates at the sites from the delivery drivers and handed them over to the customer upon their arrival back at the sites. Full support was received from all parties as the Shop & Go service made the bus journey more comfortable for passengers, who were no longer surrounded by shopping bags, etc.

D3 Recommendations

- **Recommendation 1** – Implementation would be possible in other cities with park & ride or who have an edge-of-city staffed car park where the goods can be left for collection
- **Recommendation 2** – Variation of service could be offered at bus or rail stations subject to security precautions to encourage use of other transport modes
- **Recommendation 3** – Delivery service not viable before 12 noon as insufficient quantity of goods purchased in the morning periods
- **Recommendation 4** – Word of mouth important publicity tool as many customers are repeat users and often promote scheme to friends and colleagues.
- **Recommendation 5** – Ensure all collection points accept goods from all stores otherwise collection point will be under used or not used frequently enough.
- **Recommendation 6** – Ensure all collection point staff are fully briefed on the service as often part time employees.

D4 Future activities relating to the measure

In 2008, service will reduce to Christmas only, commencing 24 November 2008 – 23 December 2008 and alternative funding being sought from retail sector in the longer term. There will be four city centre collection points With the Chapelfield shopping centre joining to replace one of the retail outlets.

A presentation was made to the East Anglian Parking Forum in February 2008, informing them of the Shop & Go service and the success of the scheme in 2007.

Cambridge have already advised that they are seeking to launch something similar with John Lewis in Cambridge as a result of the John Lewis involvement in the Norwich Shop & Go