

Case Study

Managing Large Scale Organisational Change from a Transport Planning Perspective

Client: Central Manchester and Manchester Children's University Hospitals NHS Trust

Context



The Central Manchester and Manchester Children's University Hospitals NHS Trust became operational on the 1st April 2001.

The Trust is situated 1 1/2 miles south of Manchester City Centre. It is located next to 3 major universities along the Oxford Road corridor and is adjacent to some of the most deprived wards in Greater Manchester, to the west and east of the site. It is a City Centre location with associated residential parking problems. Car parking demand outstrips supply which is compounded by the land locked nature of the site.

The Trust is one of the largest teaching Trusts in the country with a contract income of £322m.

The Trust employs around 8000 staff across 3 main sites (Central, Booth Hall and Pendlebury). July 2004 saw the start of a £450m Private Finance Initiative (PFI) scheme to transfer all services to the Central Trust site.

With the completion of the new Hathersage Road Multi-Storey car park in February 2006 and the relocation of displaced staff back onto the Central site, the Trust experienced a period of 'relative calm' in terms of accessibility planning to the site by patients, visitors and staff.

The redevelopment project was completed in May 2009, when the two Children's Hospitals (Booth Hall and Pendlebury) were relocated on to the Central site. This led to a new era of Change Management and Accessibility Planning for the Trust.



Client Issues

- The first phase of the major redevelopment process saw a loss of 1500 surface car parking spaces for a period of 18 months;
- To make the best use of on-site car parking capacity and to investigate potential off site solutions;
- Losses had to be mitigated through a combination of replacing capacity and sustainable travel plan measures;

- Access and car parking related planning conditions;
- Residential parking problems;
- Land locked site;
- Change management and staff consultation, to raise awareness of the hospital redevelopment program, loss of car parking and associated transport issues; and
- To keep the Trust site operational with minimum disturbance to patient services.

Solutions and Added Value

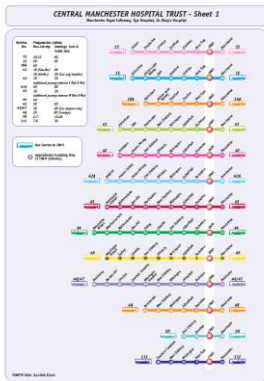
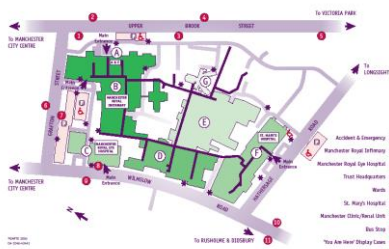
- Introduction of a new points based car parking permit allocation system, based on social and work related needs;
- Implementation of a whole package of travel plan measures and demand management practices including:
 - Creation of a pre-bookable on site car parking buffer zone;
 - Procurement of additional car parking capacity both on and off site;
 - Manchester's first large scale Park and Ride facility;



- Car sharing schemes with priority spacing and incentives;
- Cycle infrastructure improvements and route mapping projects;
- Jointly funded rail link shuttle bus service;



- Public transport way finding and waiting facilities infrastructure improvements;



- Discounted public transport ticketing and season ticket loan schemes;
- Demand responsive bus networks;
- Personalised journey planning and sustainable travel events;
- Staff, union, patient and visitor consultations; and
- The creation of high level steering and user groups.

Services Provided

- Sustainable Travel Plan development, implementation and monitoring;
- Implementation of Demand Management strategies;
- Tendering and contract negotiation;
- Planning condition discharge;
- Critical review of MSCP designs and key recommendations;
- Identification and enabling of infrastructure improvements both on and off site;
- Direct liaison with the Local Authority and other stakeholders;



- Briefing sessions and technical reports to inform senior management, the Local Authority and the Trust Board;
- Marketing and branding; and



- Staff, patient, visitor consultations and awareness raising.

Key Benefits and Success Factors

- First phase of the building program completed on schedule with the opening of the new multi storey car park;
- 21% decrease in single occupancy car usage between 1999-2006;
- An estimated reduction of over 10,000 tonnes of CO2 through travel plan measures between 2000-2005;
- The rail link shuttle bus service has grown from strength to strength, carrying over half a million passengers per annum and partner's contributions have reduced by over 50%;
- Successful temporary relocation of over 1200 staff to the park and ride facility;
- Procurement of numerous temporary off-site parking facilities;
- Minimal affect on staff retention and the hospital's operational activity;
- Reduced personal travel costs;
- Improved relationships with the Local Authority and community; and
- Improved accessibility to the site by all modes of transport for patients, visitors and staff.



Contract Data

Duration: 3 years

Contact: Ian Goodwin and David White
theparkingconsultancy@outlook.com

Tel: 01430650343

Mobile: 07410117113