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Goodman Developments Limited

**Proposed Development
of Andover Business Park**

Andover

TRAVEL PLAN

October 2009

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Section 1 Introduction

1.1 Background

This report has been prepared in response to a request by The Planning Authority for Test Valley for a Travel Plan with respect to development of land at Andover Airfield, Andover within the District. The report will also form part of the documentation required for the continued development of the site.

The Travel Plan developed by Goodman is based on sustainable transport principles which are aimed at reducing dependency on private car use. The Plan promotes public transport, cycling and car sharing as the main initiatives in order to reduce traffic congestion resulting from the site. At this stage, The Plan is presented in outline and a series of sustainable transport proposals are provided in principal. The decisions on which should be implemented and to what levels The Planning and Highways Authorities will require their support are left for further discussion at this stage. It is in any event considered that the implementation of sustainable travel proposals will include a process of monitoring on an annual basis to establish The Plans' overall effectiveness and to ensure that targets established are realistic and are being met.

Until a Planning Consent has been issued on the site, potential end-users are always reluctant to enter into specific and time consuming discussions on Travel Plan issues. This is particularly true where an occupier has one or more alternative site options under consideration. In terms of delivering a comprehensive site-wide Travel Plan therefore, it is envisaged that this will be done and agreed with the Highways Authorities post-planning, but prior to the occupation of the first building on the site. Since construction of the units themselves will not commence until at least one occupier has been tenanted, this will allow the specific information regarding end-users to be obtained, that information collated with other potential occupiers and a comprehensive Plan formulated. Occupier Specific Travel Plans will then follow, with each occupier being required to submit and agree his individual Travel Plan prior occupying his own building. By this means, each Travel Plan can be submitted and agreed on a bespoke basis, under the auspices of both this framework and the full Travel Plan for the site as a whole.

1.2 Nature of the Development

Goodman wishes to develop a series of bespoke units on the Monxton Road site at Andover. The buildings so constructed will employ approximately 3,000 staff, in the following areas:-

		<u>Proposed</u>
Offices (B1 Units)	-	750
Offices (B8 Units)	-	325
Warehouse/Industrial Operatives	-	1,825
Hotel	-	100
	Total	3,000

The development as a whole is likely to comprise a mix of Business Park uses, for which the anticipated split between office and distribution space for the B8 components is likely to be around 5%.

With respect to sustainable travel, it is proposed that the number of staff car parking spaces related to the buildings will be approximately 1,650 (see **Appendix D**). As a consequence, the circumstances will exist in the future for the promotion of sustainable transport initiatives and the delivery of a less car dependant mode of operation within this part of Andover.

For the purposes of appraisal, Hotel employees have been regarded as *Office Staff* within this report. Consequently, all measures aimed at reducing car usage amongst both groups are covered by those provisions specifically identified for the latter. In so doing, it should be noted that the Hotel will be required to deal *only* with employees travel patterns, and not those of its guest.

1.3 Sustainable Development

The parking policy and sustainable travel initiatives pursued by The Planning Authority are founded in the political desire to reduce car traffic and congestion and to minimise harmful emissions associated with traffic pollution. Perhaps more importantly at Andover, the effects of congestion along the A303 Andover Bypass to the north of the site create a potential bottle-neck for traffic movements through the area during peak periods of the day, making the movement of employees by private car problematic. Accordingly, the emphasis in transport policy has moved towards a new focus on improving accessibility and reducing the need to travel, rather than one based solely on highway improvements.

This environmental motivation is matched by the need to address the rapid growth in congestion on the local road network, particularly along the A303 corridor. The emphasis is, therefore, on managing the system rather than expanding it, using a variety of techniques that are highlighted in later sections of this travel plan.

1.4 The Travel Plan Proposals

The main reason for introducing a Travel Plan arises from the planning priorities for the site and the parking and travel demands emanating from it. The Plan therefore necessitates the identification of a range of alternative transport means to the site and also other ways of reducing car usage in overall terms. Proposals thus include:

- Measures to provide more travel choice;
- An implementation strategy for the proposals;
- Suggested targets for travel by various modes;
- A series of pledges on the part of Goodman Developments Ltd;
- Proposals for monitoring The Plan.

Section 2 Transport Policy Context

2.1 Current Policy Initiatives

A number of policy initiatives have been adopted over the past few years at National and European level to implement a new approach to transport policy. Many of the initiatives relate to emission standards, the development of new technologies and traffic management. At a local level, the most significant influences applicable to the development are:

- Recent revisions to PPG 13, which emphasise the relationship between transport and land use and car parking;
- The Environment Act 1995, which provides the legal framework for national air quality procedures;
- The Road Traffic Reduction Act 1997, which encourages Local Authorities to use traffic reduction targets as a tool for reducing pollution;
- Local Agenda 21, which provides the framework for Local Authorities to contribute towards commitments agreed by the government at the Rio Earth Summit in 1992;
- Local Transport Plans and initiatives prepared by Test Valley District Council and Hampshire County Council.

2.2 Future Policy Initiatives

Despite the passage of the Road Traffic Reduction Act, the pressure remains to further minimise the impact of road traffic. Some of the issues being promoted include:

- Further equalisation of the cost between road and other forms of transport;
- Road pricing;
- Vehicle taxation and increased fuel duties;
- Limitations on non-residential car parking;
- Reform of the company car taxation system;
- Tax concessions for sustainable commuter initiatives;
- Public transport tax incentives;
- Improvements to public transport by bus regulation;
- The promotion of Travel Plans.

Some of these initiatives are already being tested and implemented along with further measures, including company based strategies such as 'Company Travelwise' based in and around the Birmingham/Solihull area. The adoption of a Travel Plan by Goodman is therefore less of a matter of desirability and more a matter of good strategic planning, which Goodman Developments Ltd. supports. The specific measures outlined in subsequent sections of this report are therefore based both on the developing transport strategies and the aspiration locally to limit traffic growth on the A303 corridor.

Section 3 Travel Plans

3.1 Introduction

Transport Plans, Commuter Plans and Company Travel Plans are some of the key instruments designed to meet the demands of transport policy. Essentially they are all means by which organisations can manage the transport needs of their staff in a more environmentally sensitive way. These plans identify a package of measures encompassing all alternative modes of transport. They allow employers progressively to persuade members of their staff to choose non-car based forms of transport or to favour those who require use of their car, such as the disabled.

In support of the Andover Airfield Travel Plan, both the prospective occupiers and Developer have carried out work in relation to the implementation and operation of sustainable forms of transport. Whilst there is a need to co-ordinate these where appropriate, the defined targets and modal share predictions contained within this report are based on a known level of employment and can be implemented knowing that sufficient resources and staff numbers exist to make such proposals work.

3.2 Benefits

As indicated above, the benefits of an integrated Travel Plan need to be captured in commercial as well as environmental terms. The Andover Airfield Travel Plan will therefore provide:

- Reductions in the typical levels of car usage associated with the development type proposed;
- Improved quality of employee journeys to and from work;
- A demonstration of the environmental credentials of the organisation;
- Reduced congestion along the A303 corridor;
- An incentive to recruiting and retaining staff;
- Increased quality and prestige associated with the location;
- Improved accessibility for the occupiers;
- Reduced infrastructure costs associated with car parking;
- An improved compliance within the local authority planning context.

Section 4 Overall Development Transport Policy

4.1 Point of Contact

This Travel Plan and the transport policies contained within it have been developed by Goodman Developments Limited in association with their Transport Consultants, Lawrence Walker Ltd. They are intended for implementation as part of the development proposals for the Andover Airfield site. All responsibilities for the Travel Plan, its policies and its ultimate implementation rest with Goodman Developments Ltd., who's nominated point of contact is:-

Mr. Steven Johnstone
Goodman Developments Ltd.
Nelson House
Blythe Valley Park
Solihull
West Midlands B90 8BG

4.2 Travel Patterns

The Andover Airfield employment area is currently un-occupied and no uniform travel patterns therefore exist to establish a definitive set of measures to form the basis of the proposed Travel Plan. However, as the prospective occupiers will in part be relocating or expanding out from other existing sites, records do exist of how employees currently travel to work, which have been established over a long period of time. These include home postcode data, which can be employed within the limits of the *Data Protection Act* to help identify travel demand patterns. These patterns will, for a time after relocation of a particular company, be in a state of flux as employees adjust their journeys to work to suit the new requirements. The details established in the early years of the site will therefore need to be sensitive to such changes.

Due to the location of the site on the urban fringe adjacent to good highways links, there will be a desire for employees to access the development by car. Indeed traffic surveys carried out for several prospective occupiers indicate that at present, a good proportion of all employees travel to and from their existing facilities by private car. To help to resolve the potential problems that this would create if repeated on the new development, the establishment of travel patterns through staff surveys (undertaken within the first month after occupation) will be the first measure included within the Travel Plan. By this means, measures provided by the Developer and occupiers as part of the Travel Plan can be targeted against known requirements, thereby maximising the potential take-up. An example of a previous survey produced and used by Lawrence Walker Ltd. on a similar site is appended as **Appendix B** to this report for reference.

Since travel surveys are accurate for only a relatively short period of time following their instigation, it is Goodman's intention that the survey process be repeated on initially a six-monthly and then annual basis for the first four years, to ensure that the information held is up-to-date. The results of each survey will then be used to review

progress against targeted modal splits and also as a means of testing the effectiveness of new measures as required.

4.3 Objectives

The transportation policy objectives which apply to the development will be as follows:

- To incorporate within the development pedestrian and cycle access ways which are convenient and safe and which connect to the local community and transport centres;
- To promote Car Share initiatives as a means of reducing use of the private car;
- To incorporate facilities for the disabled;
- To integrate the occupier's business requirements with the needs of other local businesses and the community alike to ensure that a coherent framework is developed;
- To promote the development of employee led commuter plans which are compatible with the overall strategy to reduce car dependency;
- To prevent road congestion by reducing demand for peak hour journeys and;
- To provide benefits in terms of reduced traffic flows for the area as a whole;
- To provide on-site facilities for pedestrians and cyclists;
- To minimise the impact of occupier related activities on the local road network, community and environment.

4.4 Management Support

Travel Plans can fail to operate properly if there is inadequate consultation between the participants or if The Plan fails to enjoy management support. A number of measures will therefore be included by the Directors of Goodman and will be given continuing support as follows:

- Active management of the car parking supply;
- A commitment to actively pursue any future partnerships with bus operators and the identification of opportunities to future stages of the development. As a minimum, this will include a financial contribution towards public transport improvements via the Section 106 Agreement;

-
- Provision of security for walkways to and from the site and between the main buildings and highways, including CCTV monitoring;
 - Maintenance of cycling and walking facilities, lighting and CCTV installations.

Additional consideration will also be given to the following issues, particularly in collaboration with the Highways and Planning Authorities;

- Support for a Travel Co-ordinator. This will include direct management of the Co-ordinator by Goodman (the former being an employee of the Developer with previous experience on this field) who will have full authority over occupiers to ensure compliance through the *Agreement to Lease* in each case. This will allow transgressions and under-performance to be monitored easily and corrected as appropriate, since the Co-ordinator will have re-dress through said Agreements that could ultimately lead to individual tenancies being suspended. The Travel Co-ordinator will be charged with liaising with the County Council as part of his/her duties
- A commitment to actively pursue, support and promote a car-sharing scheme in terms of database management and underwriting the ‘guaranteed ride home’. The scheme will be managed by the Travel co-ordinator and will be funded by the Developer and occupiers.

A signed letter of support for the objectives given in this Plan on behalf of Goodman Development Ltd. is included as **Appendix C** to this report.

An “Action Plan” for implementation is also included as **Appendix E**.

Section 5 Specific Travel Plan Proposals

5.1 Principles

Targets for modal share for work trips have been established for the opening year and are given in **Section 6.1** of this report, although they would be in part subject to influence by each occupier during that period. The main principle will nevertheless be to ensure that the parking provided is managed correctly. This will require forward planning and knowledge of the future workforce's travel patterns.

A successful Travel Plan will involve changing established or desired travel modes. The concept of senior staff leading by example, extensive consultation and staff involvement are therefore important. In addition, the Travel Plan will require continual promotion and frequent monitoring if it is to be successful in meeting targets and providing long term benefits.

The major occupier on the site will be the B8 Distribution Company associated with Unit 4 (see **Figure 2**). As a consequence, framework Travel Plan measures included within this report (and thus intended to apply across the site) are rightly aimed predominately at the B8 user-group market. In so doing, it is recognised that other uses may be present across the site and that as a result, bespoke Travel Plans for each occupier will need to reflect this. It is also recognised that unorthodox measures (such as allowing for travel to and from the site by different modes) may also become relevant with time. Again therefore, such measures will need to be considered as and when detailed Travel Plans for each individual unit are provided.

5.2 Mechanisms

5.2.1 Staff Travel Surveys

Staff travel surveys of the travel patterns and modal split of employees based at existing occupier's facilities will already be in existence, as will those of similar occupiers based nearby. These need to be tailored and updated after occupancy of any new building to determine the reasons for car dependency and the possibilities for reducing it in favour of more sustainable transport modes. The potential for opportunities can then be determined so that sufficient services are provided and car usage is minimised. Therefore:

- Staff travel surveys will be carried out by Goodman within one month of occupying any part of the site and again after occupation of each subsequent building, to determine the best means of reducing car dependency. Surveys will include both the specific occupier and any nearby comparable users and will be repeated at initially six monthly and then annual intervals from then on for four years. An example travel survey is included as **Appendix B**, which includes information on the levels of car ownership, to ensure that appropriate provisions are maintained across the site for this category of employee.

5.2.2 Travel Co-ordination

The Plan will need to be monitored to ensure that it meets targets. This would normally be carried out by a Travel Co-ordinator who will have between two and three days per week dedicated to the initiation and publicising of various Travel Plan initiatives.

Goodman intends to appoint and directly fund such a Travel Co-ordinator for the site on a unilateral basis once *Outline Planning Consent* on it has been secured, but by the middle of 2010 in any event. This will ensure that a co-ordinated function can be provided for the site as a whole as development progresses.

The Travel Co-ordinator will initially be based in Goodman Developments' Solihull office, but will be re-located to the site for up to two days per week at least two months prior to the occupation of the first building. Once more occupiers become known, the length of stay will increase as necessary to ensure that all commitments are being met. The post will remain fully funded and supported directly by Goodman Developments Ltd. for a minimum period of five years following its establishment, but will continue for at least two years after the occupation of the last building on the site irrespective of overall duration. After that time, responsibility for travel matters will revert to the Management Company for the estate as a whole.

The primary duties of the Travel Co-ordinator will need to be agreed with the Councils prior to occupation of the development, but will primarily be:

- To develop and oversee the implementation of initiatives outlined in The Plan;
- To monitor progress of The Plan, develop systems for measuring change against targets and report to the participating organisation (s);
- To liaise with equivalent employees in participating organisations and possibly to represent Goodman at relevant forums;
- To oversee the promotion and marketing of the Travel Plan and;
- To establish and participate in a Travel Plan Implementation Group (TPIG) to be composed of nominated individuals within participating companies.

5.2.3 Bus Services

The development is situated towards the western side of Andover but within the suburban commuter belt. As a result, bus services operate through the area on a frequent basis, with Services 1/1A/1B and 91 passing very close to the site along the Monxton Road. These routes connect the site to numerous destinations and provide excellent opportunities for employees to travel to work by Public Transport.

As a consequence of the generally good existing bus provision, bus initiatives will comprise the following measures to maximise take-up:

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- A financial contribution towards off-site public transport improvements as part of the Section 106 Agreement for the site as a whole;
 - The provision of a free 2 month “Mega Rider” bus ticket to every employee upon take-up of their employment, for local bus travel;
 - The guaranteed provision of timetable information for all staff and visitors to the site, from the initial occupation of any building;
 - The provision of an information system regarding bus travel within each new building on the site, linked directly to HCC’s network;

The potential for new bus services will additionally be quantified by working with the bus operators, HCC and Test Valley Council to ensure that the needs of the development are taken into consideration in the planning of any new services.

5.2.4 Rail Services

The nearest Railway Station to the site is Andover, which can be reached by Bus Service 8 from the site and is also within ten minutes cycle time of the development. The Station is served by a 30 minute frequency service to and from London’s Waterloo Station, together with a further 63 direct trains per day two-way to Salisbury; representing a service of approximately 40 minute frequency. It is therefore both desirable and accessible from a commuting point of view.

There are, however, a number of ways by which the transport links between the main Railway Station and the site could be improved to further encourage usage. These include:

- By the guaranteed provision of timetable information for all staff and visitors to the site, from the initial occupation of any building;
- By the provision of a web-based information system regarding rail travel;
- By the provision of a taxi service to the Station, funded jointly by private and employer contributions;
- By the inclusion of (and improvement to) cycle links to the Station and changing facilities within the site to ensure that maximum use of cycles is made.

It is intended that the Travel Co-ordinator will progress each of the four options, with a view to securing the best, most cost effective means of transferring passengers between the site and the Station.

5.2.5 Passenger Information

For rail and bus travel, the provision of passenger information is important to ensure that employees will view public transport as a viable alternative to the car. A major task of the Travel Co-ordinator will thus be to disseminate information effectively and provide a 'bulletin board' within the site complex. This will be made available both physically and electronically to all employees, with the information displays provided for public transport additionally being used to display train times. Therefore:-

- Travel notice boards, Real-time Travel Information (RTI) and Welcome Packs will be provided throughout the development and within each building upon occupation, to ensure that information relating to travel options is available in both a quick and convenient manner. Information provided via each mode will be up-dated by the Travel Co-ordinator on a regular basis.
- The Travel Co-ordinator will, as a matter of priority, establish an Andover Airfield Website, which will provide information on travel and the use of non-car modes via the on-site computer network on an RTI basis.

5.2.6 Car Parking

In line with the current planning submission for the site, a total of approximately 1,650 staff car parking spaces will be made available for general employee use.

Goodman's proposals for the site involve the construction of what is known as 'Shared User Facilities'. This means that operations are undertaken with the buildings to add value to the products stored, by rationalising, combining and re-packaging imported products into more commercially acceptable formats. The results of this type of operation are twofold, being:-

1. The units employ a significantly higher numbers of operatives than is normal for their size, and
2. All warehouse employees work at least an 'extended day' shift (involving an early start and late finish, with possibly some changeover at the mid-afternoon point) or even a full continental three-shift pattern.

With these two factors in mind, the imposition of a car park regime based on standard B8 philosophies would be inappropriate. Indeed the spaces so suggested would cause significant hardships, for two main reasons. These are:-

1. Up to 80% of the possible employees would be involved in the 'extended day' systems. As a result, these members of staff would arrive either too early or leave too late to have good public transport available to them. Walking and cycling in the dark for much of the year would also be undesirable, particularly for female staff members. Most would therefore have limited options, if they could not then also use private cars.

2. The mid-afternoon shift changeover would require nearly all staff to be present on-site for the central period. A lack of parking spaces over this time would cause serious congestion, and could lead to a disruption of commercial operations due to lack of workforce continuity.

As a result and after discussions with prospective occupiers, the proposal to provide 1,650 staff car parking spaces overall has been formulated.

Because of the afternoon shift changeover, the above allocation offers car parking initially for just 60% of employees, ignoring any car-sharing components (see **Appendix D**). Spaces so provided will be allocated in favour of disabled and Car Share/high occupancy users/pool cars as a priority. Some additional spaces will be provided across the site for Hotel guests, which will not be available for use by general employees.

It is suggested that other travel options (particularly car sharing) could be used over a period of time to reduce the prevailing 60% figure further, although it is recognised that this would not necessarily lead to an overall reduction in the number of employees actually *arriving* by car. A much greater reduction would also be difficult to sustain, given the high proportion of out-of-hours working involved. The proposal is, though, consistent with the targets proposed in **Section 6.1** and indeed the implementation strategy included as part of **Appendix E** to this report. It is therefore proposed that the availability of car parking spaces be monitored over time, to allow the success of non-car regimes; total staff levels and the requirements of individual occupier Travel Plans to be properly accounted for.

As a result of this low provision, a car park management plan will need to be drawn up for the site to take account of the fact that there will be restricted car parking available. Careful planning of the phasing of the development and the spaces provided will therefore be required.

The Travel Co-ordinator on behalf of each occupier will be responsible for managing car parking allocation and ensuring that employees with a defined need (e.g. the disabled) are given priority. Priority will also be given to Car Share vehicles (those involved in the on-site car-share scheme) pool cars and employees for whom other travel modes are not an option. Allocation of any remaining unused spaces will then be by rotation.

Whilst car parking within the site will be restricted and managed by the Travel Co-ordinator, there are a number of areas that will need to be addressed in order to prevent any over-spill causing problems on the surrounding roads. To this end, it is Goodman's intention to instigate a tow-away system on all (private) roads within the development for all illegally parked vehicles, together with the funding of a network of parking regulated areas off-site in conjunction with the Highways Authority if required.

The Travel Co-ordinator will therefore, on Goodman's behalf, undertake to:

- Ensure that employees of tenants who have over spill car parking problems do not park on other tenants car parks;
- Have all illegally parked vehicles on the site removed;
- Seek to notify the Highways Authority of vehicles parked illegally and in contravention of any TRO's on the adjacent highways;
- Seek to direct available car parking spaces within each building plot away from able-bodied employees who live less than 2km from the site.

Public transport usage can be linked to parking permits to encourage reduced car usage. For example, if car commuters travel by train one day a week as opposed to the private car, then the car driver could be issued with a parking permit for the remainder of the week as a 'perk'. By this means, car usage can be reduced by 20% over a normal working week. The system would be supported by the issuing of five different permit types (i.e. representing each day of the week) to allow flexibility.

- Goodman will undertake to manage this system and encourage the use of rail or bus transport on this basis for car users who would otherwise not choose public transport as their first option.

Whilst ultimately car parking charges maybe implemented as part of a Government wide national strategy, they do not form part of this travel plan. This is because without sufficient survey information to support the case, car-parking charges could unfairly penalise those who have no public transport options.

5.2.7 Car Sharing

Car Sharing can be an effective means of reducing the number of cars driven to the work place and is particularly useful in doing so amongst shift workers, where other travel options are less readily available. For this reason, it forms an important component of the Andover Airfield Plan.

In order to maximise this potential, the Travel Co-ordinator will take overall responsible for all Car Sharing initiatives on the site. Starting with the establishing of a database of potential car users (gathered both internally via staff travel surveys and more generally in relation to adjacent occupiers) the Travel Co-ordinator will specifically target potential Car Sharers by co-ordinating employees with similar travel patterns. By this means, staff with the potential to share lifts can be linked, producing the best environment for car sharing to flourish.

If car sharing is to be successful however, then the concept of a 'guaranteed ride home' is of fundamental importance. Passengers who travel to work with drivers who subsequently have to leave during the day in an emergency or for other reasons may, for example, require a free taxi ride home. There are other situations when this free ride home may also be required and clear guidance is a necessary pre-requisite for the introduction of car sharing. With this in mind, the following proposals for Car Sharing are included as part of the overall Travel Plan:-

- The establishment of a Car-Share database by the Travel Co-ordinator upon occupation of the first building on the site. This will be funded by Goodman and will be managed and maintained by the Travel Co-ordinator for the duration of his appointment. All occupiers upon taking-up tenancies will be required to provide information as necessary to enable their employees to be retained on the system;
- Once operational, the Travel Co-ordinator will be responsible for maximising Car-Share take-up amongst employees. To achieve this, he will be required to contact individual employees on a regular basis to maximise the numbers sharing journeys on a daily basis. To help in this goal, he will be provided with funding by Goodman to enable a safety net to be made available to all employees, thereby guaranteeing lifts home in the event of emergencies or other problems. He will also have the authority to allocate priority car parking spaces across the site to high occupancy cars, or those forming part of the Car-Sharing scheme. By this means, rewards in the form of easier parking and shorter transfer distances can be made available to those joining the system;
- Upon taking-up his appointment, the Travel Co-ordinator will join the HantsCarShare scheme as a nominated user-group. In addition, each individual site user (as a condition of their lease) will also be required to join the scheme and maintain membership of it for the duration of their lease.

5.2.8 Pool Cars

Staff may currently be required to have their cars available for work purposes. Some staff may therefore be contributing to peak time congestion simply to ensure that they have a vehicle available during the working day. The availability of pool cars could remove this need and provide an effective alternative for staff needing to use cars in this way.

- Goodman will investigate with each occupier the options for pool cars and conduct surveys to demonstrate their advantages or otherwise. Should the need be demonstrated, then pool cars will be provided by the occupier, possibly in conjunction with adjacent tenants. In so doing, Goodman will require each occupier to provide at least one free pool car as a minimum, and ensure that all pool cars comprise only fuel efficient and low emission vehicles.

5.2.9 Financial Instruments

The present tax rules mean that an employee does not pay tax on subsidiaries provided by employers relating to sustainable travel, such as interest free loans for season tickets or employer negotiated reductions on bulk ticket purchases.

As a result, interest free loans for season tickets with provision for regular pay back deducted through salaries tend to be popular with employees. These and other incentives, such as bicycle and travel discounts, are often included as part of a sustainable travel initiative.

- It is Goodman's intention to introduce a free loan scheme and similar financial instruments to serve and control the development prior to the occupation of any Unit on the site.

5.2.10 Company Cars and Business Mileage

The provision of company cars (or loans to purchase cars) offered to staff as part of their remuneration package plays a significant role in the making of travel decisions. Employers within any particular site who offer perks do so generally without considering whether other forms of transport should be offered instead.

Cars essential for work should be the only ones which are provided and business mileage rates and policies should be reviewed to minimise the financial gain to staff if they choose to travel by car instead of by train or bus to their normal place of work.

- Irrespective of any statutory action that may be taken by the Government to restrict the extent of the provision of company cars, Goodman will undertake as part of their Travel Plan to require all occupier company car usage to be justified prior to occupation.

5.2.11 Cycling and Walking

The layout of the development and highway network in general has been designed to include cycleway and footway connections to all parts of the development from the local road and footpath network. This will be secured through the *Reserved Matters* process for individual buildings, but is specifically identified within this report at this stage to avoid ambiguity.

Information about safe cycle routes and the encouragement of employees to use bicycles will be promoted by the Travel Co-ordinator as part of the overall Travel Plan. Due to the size of the development overall however, each occupier will be required to supply their own shower facilities for cyclist. Stands will then be provided separately by the Developer, together with off-site improvements funded through the S106 Agreement. As a consequence:

- Goodman will ensure the provision (as a minimum) of at least 200 covered cycle parking stands (400 spaces) across the site, with associated locker facilities, changing areas and showers located within each individual building within easy walking distance of them;
- Goodman will provide a financial contribution towards off-site cycleway improvements as part of the Section 106 Agreement for the site.

Cycling can be encouraged through bicycle loans and discount purchase vouchers offered by occupiers to their employees, although a more effective way may be to implement a bicycle rent scheme for the development as a whole. Such a scheme was implemented at Stepping Hill Hospital in Stockport, where a bicycle can be rented together with safety equipment and insurance for as little as 50p a week. A £20,000 grant from the Government Cycling Challenge scheme paid for 85 bicycles, which were booked out within a month. Staff who give up their parking permits can use any of the bikes free.

- As part of the Travel Plan, Goodman will promote travelling to work by cycle. As well as providing parking and showering facilities, they will, in conjunction with the Highways Authority, seek to implement a Stepping Hill type scheme for both individual buildings and the development as a whole. In this context, Government support will be sought; the availability of which will be co-ordinated with other occupiers via the Travel Co-ordinator. As a starting point, each occupier will be required to provide at least one free pool cycle upon occupation and give a £50 off purchase voucher to any employee wishing to purchase a new cycle.

An important aspect of cycle facilities is security and maintenance. This is particularly true of lighting, which should be provided and repaired immediately in order to ensure that cycle routes enjoy the maximum patronage. One of the roles of the Travel Co-ordinator will therefore be to ensure that cycleways both in and around the site are maintained and the vulnerability of those using them is minimised.

Walking to the site is to be encouraged and there are currently numerous routes linking the surrounding residential areas to it by both recreational and more direct means. To maximise the potential of such routes, Goodman Developments will:

- Provide a new pedestrian/cycle link to the site access, herein, to enable maximum take-up of the existing network to be realised;
- Provide all employees with a map indicating safe walking routes throughout the area, including distances and times to popular locations (such as the Town Centre and Railway Station) together with new pedestrian signing from the site to the main destinations indicated;
- Raise awareness of the health benefits of walking for all;
- Encourage walking (and cycling) by preventing car parking spaces from being allocated to able-bodied employees who live within 2km of the site.

5.2.12 Motorcyclists

Motorcycling as a means of travel is supported by Goodman, as it represents both an efficient use of fuel and parking space within the development itself. Therefore:-

- At least 50 motorcycling spaces will be provided as part of the development, to encourage employees to travel by this mode as an alternative to the private car.

5.2.13 Timescales

Specific timescales attached to the major transport initiatives contained within this Plan are identified in **Section 6.1** as part of the ‘Action’ target strategy and in **Appendix E** as part of the overall development “Action Plan”. In addition however (and to ensure early take-up of the Travel Plan and development of the specific initiatives centred within it) it will also be necessary to make each occupier aware of its existence and the need for co-operation. To achieve this, Goodman proposes to implement the following specific programme of key initiatives upon the granting of *Outline Planning Consent*, and upon occupation of each subsequent building as necessary:-

Appoint a nominee (Travel Co-ordinator)	1 month
Agree and undertake baseline staff survey	1 month
Provide information pack for both staff and visitors	3 months
Provide travel information board and website linked to HCC and other existing transport sites	3 months
Provide bus timetable information	3 months
Consider applications for loans to allow the purchase of bus and/or train season tickets	3 months
Start investigating with the operators, ways of increasing the suitability and frequency of buses which serve the site	6 months
Provision of pool cycles	6 months
Consideration and introduction of a Car Share scheme and priority car parking proposals	6 months
Undertake first “snapshot” survey	6 months
Follow up and publish first annual statement	12 months

5.2.14 Monitoring and Review

Monitoring of The Plan will be the responsibility of the Travel Co-ordinator, who will hold regular meetings with all interested parties in the pursuance of this responsibility. Apart from receiving regular updates from occupiers on the site and liaising with the Council on transport related matters, the main monitoring process will involve staff surveys.

Since travel surveys are accurate for only a relatively short period of time following their instigation, it is Goodman's intention that the survey process be repeated on initially a six-monthly and then annual basis for four years to ensure that the information held by the Travel Co-ordinator is up-to-date. The results of each survey will then be used to review progress against targeted modal splits and also as a means of testing the effectiveness of new measures as required. To do this, the Travel Co-ordinator will be required to calculate the percentage share of all travel modes to the site, based on all available information. This will then be presented on a rolling annual basis to the Councils and Goodman Developments for review. Where targets are not met, remedial actions will be proposed and then monitored for effect. The figures calculated will additionally take account of known parameters (such as car movements) which are calculable independently, to ensure the robustness of the information provided.

- Goodman undertakes to provide an annual Monitoring and Review Report for the site to the Councils, based on primarily annual staff travel surveys. The report will include a comparison of achievements against targets and remedial proposals for improvement where required.
- The format of the reporting will be based on the TfL "iTrace" Travel Plan monitoring database; the details of which can be found on the North London Travel Plans website.

5.2.15 Heavy Goods Vehicles (HGV's)

Whilst not a specific sustainable travel issue, the site will, by its very nature, generate significant numbers of HGV's. These are best routed along the A303, where their impact can be minimised and where the provisions of the existing road network best suit their particular requirements. The need to minimise impact on local residential roads is also best achieved by this means. As a consequence:-

- Goodman undertake to secure a Routing Agreement with the Councils to prohibit use of undesirable routes by HGV's;
- Goodman will make a financial contribution towards the provision of traffic control measures through Monxton Village;
- In addition, Goodman will seek to promote a policy of fuel efficiency, the minimisation of dead mileage and development of 'good neighbour' and 'safe driver' initiatives with each occupier as the development progresses, to minimise HGV impact.

5.2.16 Reducing Travel Demand

Because the development proposals include a significant number of employees for which shift and out-of-hours working will be the norm, the site will enjoy a reduction in peak-hour travel demand from its inception. However, to further encourage reductions in travel demand overall and in particular, among the office staff on the site, a number of additional measures will be promoted. These include incentives to work from home on an occasional basis via video links, the introduction of flexi-time and compressed working weeks.

- Goodman will seek to minimise the need to travel to and from the development by discussing options with each occupier for instigating measures such as flexi-time, home working and compressed working weeks. These will be aimed at normal office staff, where attendance within a particular shift hierarchy is not a condition of employment.

5.2.17 Marketing

Goodman's track record in promoting travel options for their sites is good and as a consequence, take-up of non-car modes within them is generally high. This experience is epitomised by their Blythe Valley site in Solihull (on which they are based) where car usage amongst office staff at just 56% is the lowest recorded on any Goodman development.

The key to marketing travel options as Blythe Valley is the sites' web-site, which covers all transport issues and can be accessed from any standard computer with an Internet connection on www.blythevalleypark.com. Several years in the development, the web-site covers all aspects of travel and offers advice to all in an easy to follow manner. Its existence is itself promoted by fliers, news bulletins and the park circular; all of which are made freely available to employees on the site on a regular basis. There is also a small travel centre within the management suite on the site, which further promotes use of both the web-site and its encompassing transport initiatives.

- The Travel Co-ordinator will, on behalf of Goodman, develop and maintain a working travel web-site for the development, which will be operational prior to the occupation of any building on the site and in any event by the end of 2010. The web-site will serve as the main marketing tool for the Travel Plan and will provide detailed travel information free of charge to all users. Its existence will be made known by a series of fliers on a regular basis and by one-off 'travel packs' for each employee and delivery driver upon taking-up their employment or entering the site for the first time.

Section 6 Targets

6.1 Targets

The setting of national road traffic reduction targets has been a contentious issue. The case for local traffic reduction targets however is a matter of political consensus that has been reinforced by the passage of the Road Traffic Reduction Act. The setting of a road traffic reduction target for Andover Airfield has already partly been achieved through the parking restrictions included within the planning application. This restraint assumes the density of occupation in the various units will be no less than that which occurs in similar existing buildings, resulting in only just over 60% of employees being able to park on the site following development at any one time. Whilst it is true that the density of occupation (as opposed to the number of employees) will be such that the ratio of car parking spaces to employees present on the site will initially be higher, it is still envisaged that this level of car parking provision will require some form of demand management in order for it to succeed within later years.

The target led approach will give a focus to the Travel Plan. It will provide inherent incentives and objectives and is essential to the credibility of The Plan as far as 'external audiences' are concerned.

When targets are first set, they are at their least certain and their achievability will need to be reviewed in the light of experience. With this in mind, the targets outlined below have been established by Goodman (based on the parking supply, the average number of employees likely to be present on the site and the maximum non-car share ever achieved on a Goodman's development – see **Section 5.2.17**). The result is an ambitious 40% mode-share for non-car based transport modes to the site as follows:-

- 2011 - 60% drive, 15% Car Share, 15% public transport, 10% walk/cycle.

Further targets could be set which improve the walk/cycle mode share following implementation of the overall transport strategy for the site, but at present, these targets cannot be established until such proposals have reached a greater level of maturity.

Current modes aside, there is potential to increase staff travel to work by public transport and an additional target is therefore proposed to reflect this possibility. At the expense of car travel, the following is proposed:-

- To achieve an 20% mode-share for public transport travel by 2013.

In addition to the above numerical targets for the various travel modes considered, it is also Goodman's intention to implement a number of key initiatives as the development progresses to assist in their delivery. These 'Action' type targets as they are sometimes called (see also **Appendix E**) will take the form of specific commitments that can be conditioned by the relevant Authorities to ensure their delivery. They will include:

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- The installation of at least 50 cycle stands (100 spaces) upon opening of the first building on the site and at least 200 stands (400 spaces) upon completion of the development. Stands will be good quality and be covered and located in a visible, well lit and secure location.
 - The provision of changing facilities and showers within each building constructed on the site for use by cyclists upon opening;
 - The provision of up-to-date cycle and walking maps and associated health advice by the first occupation of any building, together with new signage, a cycle renting and insurance initiative and Government funding strategy
 - The provision of pool cycles for use by employees;
 - The setting-up of a care-share scheme in combination with a pool car strategy, a company car policy, a multiple car occupancy and a non-car user business mileage rate initiative, again by the time the first unit becomes operational. The initiative will be linked to priority reserved car parking spaces, with a hierarchy favouring car-share users, key employees, other users and visitors in turn;
 - The appointment of a Travel Co-ordinator for the site by mid of 2010.
 - The instigation of a Travel Reduction Policy to encourage flexi-time, home working and compressed working weeks;
 - The procurement of a *Rail & Bus* travel information system for the site, linked to the Council's network as available, but also including conventional timetable information where appropriate.
 - Provision of a fully operational travel web-site for the development prior to the completion of construction as a key priority of the Travel Co-ordinator.
 - Agreement for and implementation of an off-site car parking enforcement strategy (in conjunction with the Councils) together with a policy that seeks to direct available car parking spaces within each building plot away from able-bodied employees who live less than 2km from the site and requires an overall review of on-site parking periodically. The scheme would be strictly enforced by the Travel Co-ordinator and would include a charging strategy to help discourage abuse;
 - Implementation of an HGV routing agreement by first occupation of any building;
 - Agreement for and implementation of a staff travel survey pro-forma and Travel Plan Monitoring and Review Report with the Councils, together with an overall timetable for full implementation of all Travel Plan measures.

Section 7 Summary and Recommendations

7.1 Summary

The Travel Plan for Andover Airfield aims to promote sustainable transport through a number of initiatives. It is the framework by which each occupier will actively commit himself, both in the short term and long term, to meeting the objectives of a more sustainable transport policy. The Plan sets out targets for realising a tangible modal shift from car to other more sustainable modes, including cycling, walking and car sharing. It also defines the means by which the targets can be met and establishes a response to various factors including:-

- Recognition of the fact that a partnership approach between users, transport operators and the Local Authorities to transport issues is important and;
- The need to take a pro-active approach to the development and implementation of a sustainable travel strategy for the management of travel demand in line with Government policies.

7.2 Recommendations

The future involvement of all the various occupiers is regarded as an important component to the overall success of The Plan. Nevertheless, Goodman targets the reduction of car-born traffic to no more than 60% of all travel modes from opening of the development in 2011 as the principal objective of their sustainable travel strategy. This target has been set with reference to Goodman's Blythe Valley site in Solihull, and is close to the best figure (56%) ever achieved on one of their developments.

Essential to the formulation and successful implementation of this plan is a thorough understanding of the travel patterns of all future employees. This knowledge (which has already partially been derived from a comprehensive survey of projected staff movements) will allow The Plan to be formulated and reviewed to achieve the optimum results. The achievement of the traffic reduction target will then depend on the following measures, which Goodman undertakes to implement in conjunction with the occupiers and Local Authorities:-

- The promotion of existing rail services, including the provision of timetable information and display technology;
- Maximisation of the potential for bus travel by the dissemination of timetable information and the inclusion of "RTI" display technology within the development. The proposals will also include as a minimum a financial contribution towards off-site public transport improvements for the site as a whole (via the Section 106 Agreement) and the provision of a free 2 month "Mega Rider" bus ticket to every employee upon take-up of their employment, for local bus travel;

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- The creation of new secure cycle and pedestrian opportunities as appropriate, together with the provision of covered on-site cycle parking, shower and changing facilities;
 - Implementation of a cycling and walking strategy, including the provision of local maps, health advice, signage and CCTV monitoring;
 - The implementation of a cycle renting and insurance scheme and the provision of pool cycles for use by employees; As a starting point, each occupier will be required to provide at least one free pool cycle upon occupation and give a £50 off purchase voucher to any employee wishing to purchase a new cycle;
 - A financial contribution towards off-site pedestrian and cycle link improvements for the site as a whole, via the Section 106 Agreement;
 - The implementation of a Car Sharing initiative linked to priority car parking, including joining the HantsCarShare scheme;
 - The provision of motorcycle parking facilities within the development, to encourage use of this mode as an alternative to the private car;
 - The implementation of a financial incentive scheme to encourage non-car based transport options, including the introduction of business mileage rates for cycle and motorcycle users;
 - Co-ordination of a pool car strategy, linked with parking and other restrictions;
 - The implementation of a restrictive car parking policy for employees, that favours disabled and high car occupancy use and directs the available parking spaces to those with the greatest need;
 - The appointment of a Travel Co-ordinator (who will be a Goodman employee) to oversee all travel policies, the creation of a site specific web-site linked to existing HCC and other local transport sites for the dissemination of all travel information to employees, the instigation of travel surveys and the subsequent monitoring of the success of The Plan and its associated measures. The Travel Co-ordinator will have authority over the occupiers (in matters of sustainable travel) through the individual *Agreements to Lease*, will be fully supported by Goodman and will be responsible for liaising with the County Council;
 - The establishment of a policy that seeks to direct available car parking spaces within each building plot away from able-bodied employees who live less than 2km from the site of the site, enforced by the Travel Co-ordinator;
 - A review of occupier company car policies, with individual occupying companies being required to demonstrate need before occupation;

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- Enforcement of a penalty scheme via the County Council for staff abusing off-site parking rules, in conjunction with a tow-away policy on all private on-site roads;
 - An investigation into public funding for any additional measures, such as the provision of new bicycles;
 - The promotion of and adherence to a defined timetable for the implementation of the sustainable travel proposals;
 - The implementation of an agreed routing strategy for HGV traffic to and from the site, including funding for traffic control measures through Monxton;
 - Investigation of occupier options for reducing the need to travel, such as flexi-time, home working and compressed working weeks.

To help stimulate the use of public transport and other sustainable modes at the outset, Goodman will additionally strengthen the linkage between the site and other areas by improving the Hundred Acre Corner Interchange with the A303 from the outset. The scheme will include new pedestrian crossings of both the A303 and the co-joining slip-roads to ensure that maximum advantage is given to non-car users wishing to access the site.

The above forms the basis of the Travel Plan proposed for the development; the details of which remain to be agreed with the officers of the District and County Councils. Nevertheless, Goodman believes that the proposals fall well within Government guidelines and should help to secure a significant shift away from the use of the private car by their prospective occupiers.