Appendix TA - AC

TRAVEL DEMAND MANAGEMENT PLAN

PUBLIC

London Resort –
Travel Demand Management Plan

December 2020

In the Round

57 Burwash House, Weston Street

London SE1 3RP

Email: admin@intheround.global Tel: +[redacted]

Web: intheround.global

in the round

Issue and Revision Record

Revision	Description	Issued by	Date	Approved by
00	Issue for DCO Submission	RC/AW	24/12/20	ITR/WSP/LRCH

Document reference: 418548 | 01 | -418548/ITR/RC/001

Information class: Standard

Contents

1 Introduction

1.1 Purpose of the Travel Demand Management Plan

This Travel Demand Management Plan (TDMP) for The London Resort outlines a comprehensive and flexible approach to managing the travel demands of key audiences that will travel to and from the Resort. Specifically, this will focus on travel demands associated with:

- Resort ticket holding visitors and those utilising the Retail, Dining and Entertainment offer [visitors]
- Those employed at the Resort [employees]

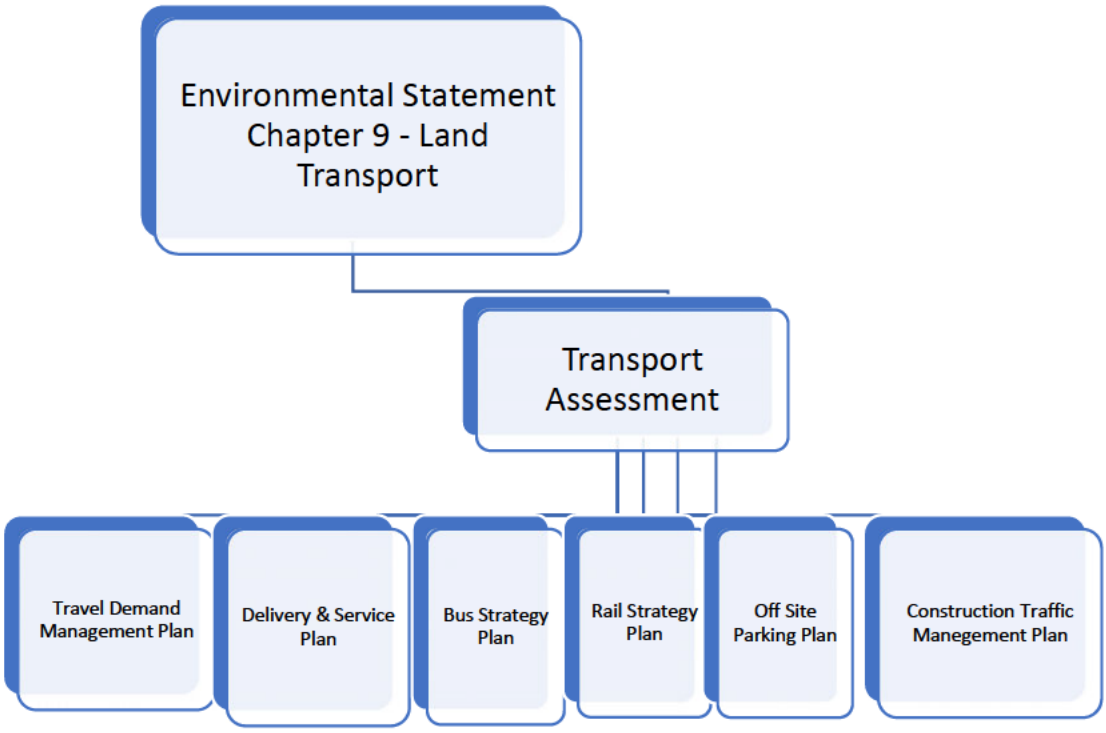
Collectively, visitor and employee trips will represent much of the total travel demand associated with the Resort. Therefore, managing this demand and positively influencing travel behaviour in favour of sustainable transport options will be important to manage impacts on transport networks and support wider low-carbon objectives at the Resort. The balance of the trip making will be related to deliveries and servicing of The Resort. A separate document has been prepared that deals with the efficient management of this travel demand.

Separate technical notes have been developed that outline planned investment in public transport networks, walking and cycling routes, and highway improvements associated with the London Resort. This TDMP focuses entirely on *demand-side* measures, designed to complement this wider planned investment and help optimise transport and mobility networks by influencing how and when people travel to and from the Resort.

This TDMP includes measures to achieve this drawn from a review of international best practice and considering the context and wider transport evidence base for the London Resort. This includes use of marketing communications, ticketing options, Resort operations, journey planning advice and measures to proactively manage car-based travel.

The TDMP is part of a suite of documents which address the transport impacts of the Proposed Development and identify where mitigation measures are required.

The suite of documents are headed up by the ES Chapter 9 – Land Transport (document reference 6.1.9). The following figure shows the relationship between the Land Transport Chapter of the ES, the Transport Assessment and the suite of transport management plans and strategies.



The ES Chapter 9 – Land Transport (document reference 6.1.9) addresses the environmental impacts associated with changes in traffic flow as a result of the Proposed Development. The Transport Assessment (TA) is included as an Appendix to this and considers the transport strategy for the construction and operation of the Proposed Development.
The TA is supported by additional transport documents.

These are the Delivery & Servicing Plan (DSP), Construction Traffic Management Plan (CTMP) the Rail Strategy Plan (RSP), the Bus Strategy Plan (BSP), Off Site Parking Plan (OSPP) and the Travel Demand Management Plan (TDMP). The implementation of these documents will be secured either through the DCO Requirements or the Development Obligation. Copies of these Plans are provided as Appendices to the Transport Assessment.

The CTMP provides details on the requirements for the management of transport impacts associated with the construction phases of the Proposed Development. Once the principal contractor has been appointed there will be opportunity for them to review and adjust the CTMP in agreement with the local authorities.

The RSP and BSP set out the strategy to provide rail and bus accessibility to the Proposed Development.

The OSPP sets out the measures proposed to monitor whether on street vehicular parking associated with the Proposed Development occurs on roads and streets surrounding the Site. This document also sets out the proposed strategy to be implemented in the event that on street parking attributed to The Resort is identified in order to prevent stress on the existing level of on street parking serving surrounding residential areas.

The TDMP outlines a comprehensive and flexible approach to managing the travel demands of key audiences that will travel to and from the Resort. Specifically, this focuses on travel demands associated with Resort visitors and those employed at the Resort (employees).

Finally, the DSP sets out the key requirements and management guidance for individual occupiers to follow and implement in terms of the delivery of goods and stock required by The Resort as well as the approach to servicing the Proposed Development once operational.

The remainder of this report details the development proposals and travel and transport challenges and opportunities this presents. Clear objectives for TDM are defined followed by detail of the proposed measures and rationale for their introduction. Information is also presented on a provisional delivery plan for how and when the measures will be introduced, and a management structure to oversee this process.

This report concludes with a summary of target outcomes that will be monitored throughout the lifetime of this TDMP and a process for regular review and adaption of the plan as necessary to ensure the TDM objectives are achieved.

2 Development Background

2.1 The London Resort

The London Resort will provide a truly world class entertainment Resort, located on the Swanscombe Peninsula in Kent. There are no comparable visitor attractions in the UK and few comparable examples across Europe and the World, meaning the Resort will benefit from delivering its own unique content and exceptional visitor experience.

The Resort proposals of the site are indicatively set out as follows;

- A multi-IP global Resort including leading brands related to film, television, electronic gaming and toys;
- Phased approach delivering two unique parks;
- The leisure core will comprise a range of events spaces, theme rides and attractions, entertainment venues, theatres and cinemas;

- Entrance plazas (Gate One and Gate Two) offering ancillary retail, dining and entertainment facilities (RDE);
- Approximately 3,550 suites across four hotels providing family, upmarket, luxury and themed accommodation;
- A Waterpark incorporated within one of the on-site hotels;
- A 'conferention' centre, combined conference and convention facilities capable of hosting a wide range of entertainment, sporting, exhibition and business events;
- A linked building hosting a range of eSports, video and computer gaming events;
- Approximately 2,000 single units contained within 500 on-site dwellings for Resort workers; and
- People mover and transport interchange between Ebbsfleet International, the pier and the main entrance.

The Resort is planned to open in Q2 2024, with the opening of the main park alongside the RDE element and 2,300 Hotel rooms, and will have reached full development maturity by 2038, illustrated by the following:

By 2025, the Resort is forecast to attract in the region of 6,500,000 annually rising to 12,500,000 visitors at maturity. During weekday's the Resort will have in the region of 8,500 employees from opening at peak times to facilitate report operations, rising to in the order of 12,000 at maturity, with higher numbers during weekends / peak times.

Proposed transport infrastructure and supporting services will be operational from 2024 including the junction upgrade on the A2, the dedicated Resort road, enhanced public transport connections from the Thames to Ebbsfleet International via the Resort, the enhanced bus services generally within the local area and river borne ferry services from Central London and from Port of Tilbury.

This planned investment in transport and mobility service provision presents an opportunity to demonstrate an exemplar, long-term approach to managing then travel demands throughout the operational phase of the Resort[1]. The following chapter outlined some of the specific transport challenges and opportunities presented by the Resort proposals to shape the TDMP.

3 Transport Challenges and Opportunities

3.1 Travel Demand Management Plans - an overview

[1] Note: Travel demands associated with the construction stage of Resort development are not covered in this TDM Plan and are presented as part of the Construction Traffic Management Plan.

TDMPs are now increasingly commonplace where mass participation activities are focused and where there is some unpredictability regarding the nature of travel demands and the transport choices amongst those visiting or working at the location.

The purpose of TDM is to determine specific measures and techniques that can be applied at scale to help optimise the people-moving capacity of travel and transport networks. This has the benefit of helping reduce peak period travel demand that may otherwise present acute capacity issues on highway networks or transport services, leading to unacceptable congestion and journey time delays. TDM also has the benefit of proactively promoting sustainable, low-carbon forms of transport to reduce emissions from transport and support wider local and national net zero carbon objectives.

Most notably in recent years, TDMPs have been or are being developed and implemented for:

- Large scale sporting events: The London 2012 Olympic and Paralympic Games was subject to an award-winning TDMP and more recently successful TDMPs have been deployed for the Glasgow 2014 and Gold Coast 2018 Commonwealth Games as well as the England 2015 Rugby World Cup.
- Major disruption projects: Transport for London has TDMPs prepared for major engineering works with the redevelopment of London Bridge Station being a recent example. Planning for HS2 through the West Midlands is another example of where a TDMP will be deployed to manage construction disruption.
- Area- or corridor-specific programmes: Highways England has developed a national TDM Toolkit and emerging TDM investment plans for sections of the Strategic Road Network. This investment is often developed in partnership with local highway authorities to better manage background traffic growth or add value to major planned highway schemes.
- Site-specific locations and activities: Major attractions, such as Cardiff's Principality Stadium, have different levels of intervention planned, depending on the nature of the event (sporting, music or other) that is taking place and the volume and concentration of travel demand anticipated.

3.1.1 Defining the scale and nature of change

Central to any successful TDMP is being very clear on the extent to which travel behaviours need to be influenced to achieve a desired set out outcomes, and in this case the objectives of the Resort and local stakeholders. To determine this, it is important to understand the anticipated person travel demands, where and when these demands many present challenges on transport and mobility networks and where capacity can be made available to help accommodate this demand.

In devising this TDMP we have therefore taken the opportunity to understand, based on current thinking and planning, the preferred travel behaviours that are required, and how these compare with expected travel behaviours for the audiences in question. This will then inform what level of travel behaviour change is necessary to achieve greater equilibrium between supply and demand on transport networks and help mitigate any unacceptable outcomes.

3.1.2 Influencing travel behaviour

A TDMP is commonly grounded in a core philosophy that, to varying degrees, it is possible to encourage an individual to change their travel by:

- Reducing the overall need to travel
- Retiming journeys to avoid busiest periods on the network
- Rerouting journeys to avoid the busiest areas
- Re-moding journeys to less busy and more sustainable modes
- Re-thinking car travel to encourage more shared journeys

TDMPs therefore exploit opportunities to better manage travel demand across the available transport network to those areas where there is, or can be, spare capacity. This optimisation of the available network requires TDM planning that is both comprehensive and robust, whilst retaining flexibility to respond to changing social and mobility trends over time.

3.1.3 Travel Demand: Resort Visitors

This section presents the anticipated visitor numbers and modal split, drawing on information presented in the accompanying Transport Assessment Report.

Overall visitor numbers

To inform an understanding of overall visitor number for this TDMP, Figure 3.1 presents information from the Transport Assessment's 2024, 2029 and 2038 modelling scenario (85th percentile day), which equates to 38,380 visitors per day. This also includes the assumption that visitor footfall could increase by a further 36% on a peak visitor day.

Figure 3.1 – Total Forecast Number of Annual Visits (The London Resort)

Area of Resort	Year 2025	Year 2029	Year 2038
Gate One	5,288,899	5,747,375	8,392,975
Gate Two	-	2,873,687	4,196,488
Retail, Dining and Entertainment (RDE)	2,053,479	3,604,440	4,812,735
Waterpark	621,604	765,578	804,039
Events	284,021	410,000	581,131
Total	**8,248,003**	**13,401,080**	**18,787,368**

Source - WSP Transport Assessment

Visitor mode split

As shown in Figure 3.2, a combination of maximum and minimum assumptions has been made so far in terms of understanding the likely baseline mode split of visitors. This takes the on-resort car and coach parking capacities as figures to inform the maximum demand that can be accommodated on Resort by these road-based travel modes. The remaining balance is the amount, at a minimum, that must be accommodated by a combination of public transport and active travel options.

Figure 3.2 - Estimated mode split opportunity - 2029

Day type	2029 (85th Percentile)	2029 (Peak)
	Total est demand	
Private Vehicle (Max)	65.6%	51.6%
Coach (Max)	8.6%	14.7%
Other Modes/PT (Min)	23.5%	30.1%
Drop off / Taxi	2.2%	3.6%
Total	100.0%	100.0%

Source: WSP Technical Note 3 - Table 6.10 and 6.12 - 2029 Assessment Year

These assumptions in relation to overall expected visitor numbers and the anticipated modal split are used as the basis on which this TDMP has been developed.

3.1.4 Travel Demand: Resort Employees

The volume of Resort employees will vary according to demand and operational day type and will have a different arrival/departure profile compared to typical Resort visitors. The consideration of employee

trips and implications for the local transport network is important as a sizeable component of overall travel demand.

As would be expected, the forecast staffing levels are higher on a weekend compared to the weekday, which mirrors the visitor profiles at the Resort. The London Resort development proposals will help to actively reduce overall employee travel demand through the provision of 2,000 single units within 500 dwellings allocated to staff on-site, reducing the need for travel to and from the site. During the higher visitor periods (exceeding 85th percentile days), it is considered that the single units will be at 90% capacity, thus providing accommodation for approximately 1,800 staff.

Figure 3.3 – Total Forecast Number of Employees (The London Resort)

Venue	Peak/ Holiday 2025		Peak/ Holiday 2029		Peak/ Holiday 2038	
	Weekend	Weekday	Weekend	Weekday	Weekend	Weekday
Gate One	5,355	4,227	5,683	4,487	6,032	4,762
Gate Two	0	0	1,869	1,476	1,984	1,566
RDE	2320	1831	2,462	1,944	2613	2063
Waterpark	215	170	215	170	215	170
Hotels	2,501	2,362	3,671	3,467	3,671	3,467
Total	**10,391**	**8,591**	**13,901**	**11,543**	**14,515**	**12,028**

Source: Pro Fun

The Resort will have a 500-space dedicated staff car park and is committed to only allowing parking on-site for those car-sharing and therefore the relevant mode shares are based upon an occupancy of two people.

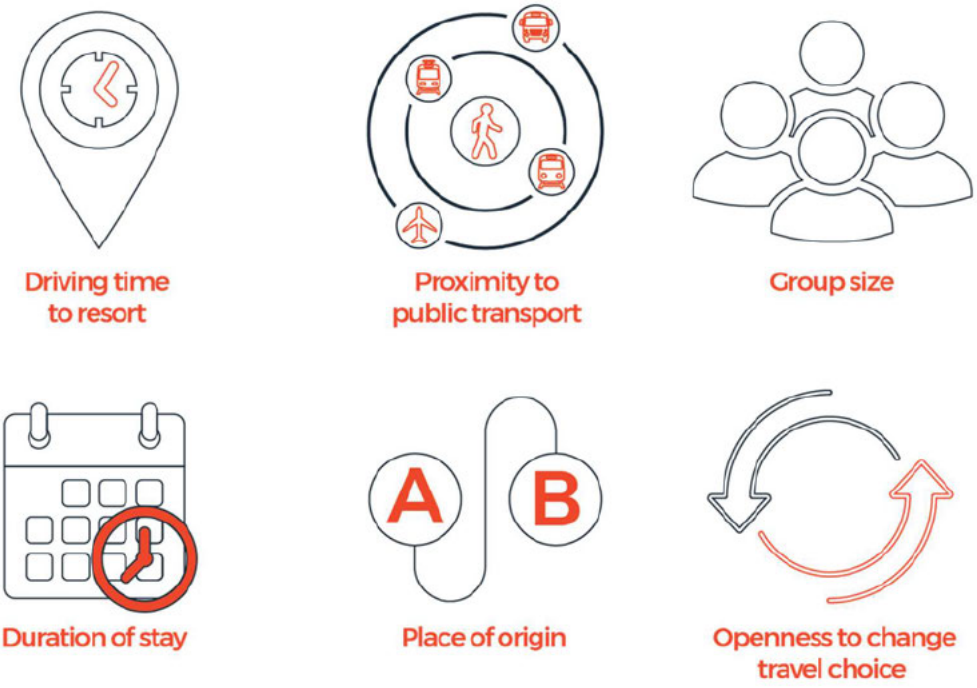
3.1.5 Transport Opportunities

This section presents the travel and transport opportunities associated with visitors. Firstly, opportunities have been determined by segmenting the visitor audience by a range of different characteristics, followed by considering these in the context of the transport network and travel opportunities.

Opportunity by audience segment

To determine the potential strength of the range of demand management measures for visitors, a variety of methods to segment the audience have been applied. Analysis of visitor population demographics (Experian MOSAIC data) has been undertaken, together within a consideration of segmenting visitor trips by journey time catchment, group size, length of stay (day tripper v overnight) and accessibility to public transport (rail).

TDM planning considerations first analysed segmentation by length of stay (i.e. day tripper versus overnight visitor) to evaluate the likely efficacy of proposed TDM measures. The most relevant measures based on this analysis, combined with factors such as propensity to change, proximity to the rail network, group size and distance from the Resort should also be considered to help further shape TDM planning based on the probable efficacy of each measure.



Audience segmentation by length of stay (Day tripper v overnight)

Length of stay creates more predominant travel behaviours in visitors. This has been considered to identify the best opportunities to influence travel choice.

Day Tripper: This visitor segment is likely to be more car dependent overall as they place a higher value on 'time' as compared to visitors staying overnight at the Resort. However, a proportion of this visitor segment is likely to originate from locations accessible to public transport and shared mobility services. Therefore, opportunities may exist to influence their travel demands in terms of re-moding and re-routing their travel choices, but less so in terms of re-timing them; for example, to arrive at the Resort later in the day, or to depart the Resort earlier.

Overnight Visitor: This visitor segment will comprise a split of mostly car dependent trips, with proportionately less travelling by public transport. This segment is though likely to be more flexible in terms of travel time as they will be visiting the Resort for a longer period, creating more opportunity to consider alternative travel options, including those resulting in re-moding and re-timing. The overnight audiences are therefore likely to be more greatly influenced by cost and comfort, with measures such as

off-peak ticket options/offers and less busy times/routes to travel more realistic and potentially more attractive propositions. It will however be important to consider first and last mile connectivity for this group between accessing the Resort and wider transport interchanges or local hotels.

Proportionately, 74% of Resort visitors are expected to be day trippers compared with 26% staying overnight.

Audience segmentation by proximity to rail network

Rail services will be the primary mode of public transport serving the Resort. The visitor audience has been segmented according to the extent to which rail could be an option as shown in Figure 3.3. Knowing that over 25% of the audience are within 800m of direct/indirect rail service to the Resort provides an important context for understanding the demand management measures required to include rail mode share.

An understanding of rail accessibility was determined by firstly creating two origin and destination matrices using the TRACC software and Atco-CIF data from all rail/tube/light rail/tram stations in England, Scotland and Wales to the five destination stations. The timetable was representative of Wednesday between 07:00 and 10:00, where the journey could not start before 07:00 and had to arrive at one of the destination stations by 10:00. The first OD matrix allowed interchange between stations, however a 10-minute penalty was applied for each interchange. The second OD matrix did not allow any interchanges and represented only direct services to the five stations.

An 800m walk catchment was generated in ArcGIS for each rail/tube/light rail/tram station and the corresponding minimum journey time between the respective station and one of the five destination stations attributed to the population within the catchment. The proportion of the population of an LA within a "good" or "moderate" station, depending on the scenario being analysed, was used to distribute the number of staff or visitors to that type. Any population (and therefore audience) not within any station walk catchment, or within a catchment that is greater than three hours journey time, were then classed as not having rail as an option.

Figure 3.3 – Segmentation by Rail Accessibility

	Proportion of audience for whom rail is a good option (800m of direct)	Proportion of audience for whom rail is a moderate option (800m of indirect)	Proportion of audience for whom rail is not an option
Visitors	**4%**	**22%**	**74%**

Audience segmentation by distance from Resort

As shown in Figure 3.4, the audience has also been segmented based on trip distance from the Resort.

A distinction in characteristics between international and domestic visitors has also been determined. Criteria have been included in the analysis in terms of domestic visitors; with UK based trips expected to account for 77% of total visitor trips. International visitors have been considered as a separate distinct

segment, with non-UK based visitor trips expected to account for approximately 23% of total trips to the London Resort.

Figure 3.4 – Segmentation by Distance from the Resort

DOMESTIC (77% of visitors)			
Primary Resident: Near market (up to 60 mins)	**Secondary Resident: Far market (60-120mins)**	**Domestic Tourist: Ultra-far market (Over 120 mins)**	**INTERNATIONAL (23%)**

Segmentation of audience based on propensity to change behaviour

Data captured through household surveys and the UK census, and consumer data has been collected by Experian MOSAIC, has been used to develop a series of typologies for households. MOSAIC is a cross-channel consumer classification system which segments the UK population into 15 groups that helps you to understand an individual's likely customer behaviour. The tool uses over 850 million pieces of information across 450 different data points to create clear geo-demographic outputs and to help understand community behaviours.

For each household typology a series of characteristics (sometimes referred to as personas) have been developed. One of these characteristics has been people's likelihood to change their travel behaviour or their *propensity to change*. This has been taken as a proxy for the degree to which the audience might engage with the demand management measures intended to influence their travel behaviour which will be delivered through this TDMP.

Experian MOSAIC data for the 0-60 minutes and 60-120 minutes journey time catchments has been examined. For these catchments the data has been profiled to determine the respective propensity to change in these communities. (As shown below in Figure 3.5 and 3.6)

Figure 3.5 – Segmentation by Propensity to Change Behaviour (0-60 mins)

Group Name	*Propensity to change*	*Primary mode of choice*	*Secondary mode*	*Nature of Behaviour Change*	*Best channel to audience*	*Distance Band*	*Household %*
City Prosperity	*H*	*CAR*	*RAIL*	*Retime/Reroute/Remode*	*Digital/Radio/Printed press*	*0 - 60 mins*	*15%*
Prestige Positions	*M*	*CAR*	*RAIL/Ferry*	*Retime/Reroute/Remode*	*Digital/Radio/Printed press*	*0 - 60 mins*	*7%*

Country Living	*L*	*CAR*	*CAR*	*Retime/Reroute/Rethink*	*Printed press or Radio/TV*	*0 - 60 mins*	*5%*
Rural Reality	*L*	*Car*	*Bus/Rail*	*Retime/Reroute/Remode*	*Printed press or Radio/TV*	*0 - 60 mins*	*2%*
Senior Security	*L*	*CAR*	*Coach/Ferry*	*Retime/Reroute/Remode*	*Printed press or Radio/TV*	*0 - 60 mins*	*5%*
Suburban Stability	*M*	*Car/Rail*	*Rail/Coach/Ferry*	*Remode/Retime/Rethink*	*Printed press or Radio*	*0 - 60 mins*	*4%*
Domestic Success	*H*	*Car*	*Rail/Ferry*	*Retime/Reroute/Remode, Rethink*	*Digital*	*0 - 60 mins*	*11%*
Aspiring Homemakers	*H*	*Rail/CAR*	*RAIL/FERRY/BUS*	*Retime/Reroute/Remode*	*Digital*	*0 - 60 mins*	*8%*
Family Basics	*M*	*Car/Bus*	*Bus/Rail*	*Remode/Retime/Reroute*	*Printed press or Radio/TV*	*0 - 60 mins*	*6%*
Transient Renters	*H*	*Rail/Bus*	*BUS/RAIL/FERRY*	*Remode/Retime/Reroute*	*Digital*	*0 - 60 mins*	*2%*
Municipal Challenge	*M*	*Bus*	*Rail/Ferry*	*Remode*	*Digital/Printed press/TV*	*0 - 60 mins*	*11%*
Vintage Value	*L*	*Coach/Bus*	*Bus/Ferry*	*Retime/Reroute*	*Printed press*	*0 - 60 mins*	*3%*
Modest Traditions	*M*	*Car/Coach*	*Rail/Bus/Ferry*	*Retime/Reroute/Remode*	*TV/Radio, printed press*	*0 - 60 mins*	*2%*
Urban Cohesion	*M*	*Car/Train*	*Train/Bus*	*Remode/Retime/Reroute*	*Digital/Printed press*	*0 - 60 mins*	*10%*
Rental Hubs	*H*	*Rail*	*Car*	*Retime/Reroute/Remode/Rethink*	*Digital*	*0 - 60 mins*	*13%*

Figure 3.6 – Segmentation by Propensity to Change Behaviour (up to 120mins)

Group Name	*Propensity to Change*	*Primary mode of choice*	*Secondary mode of choice*	*Nature of Behaviour Change*	*Best channel to audience*	*Distance Band*	*Household %*
City Prosperity	*H*	*CAR*	*RAIL/Ferry*	*Retime/Reroute/Remode*	*Digital/Radio/Printed press*	*60 - 120 mins*	*10%*
Prestige Positions	*M*	*CAR*	*RAIL/Ferry*	*Retime/Reroute/Remode*	*Digital/Radio/Printed press*	*60 - 120 mins*	*10%*

Country Living	*L*	*CAR*	*CAR*	*Retime/Reroute/Rethink*	*Printed press or Radio/TV*	*60 - 120 mins*	*6%*
Rural Reality	*L*	*Car*	*Bus/Rail*	*Retime/Reroute/Remode*	*Printed press or Radio/TV*	*60 - 120 mins*	*6%*
Senior Security	*L*	*CAR*	*Coach/ Ferry/*	*Retime/Reroute/Remode*	*Printed press or Radio/TV*	*60 - 120 mins*	*7%*
Suburban Stability	*M*	*Car/Rail*	*Rail/Coach/Ferry*	*Remode/Retime*	*Printed press or Radio*	*60 - 120 mins*	*4%*
Domestic Success	*H*	*Car*	*Rail/Ferry*	*Retime/Reroute/Remode*	*Digital*	*60 - 120 mins*	*11%*
Aspiring Homemakers	*H*	*Rail/CAR*	*RAIL/FERRY/BUS*	*Retime/Reroute/Remode*	*Digital*	*60 - 120 mins*	*11%*
Family Basics	*M*	*Car/Bus*	*Bus/Rail*	*Remode/Retime/Reroute*	*Printed press or Radio/TV*	*60 - 120 mins*	*6%*
Transient Renters	*H*	*Rail/Bus*	*BUS/RAIL/ FERRY*	*Remode/Retime/Reroute*	*Digital*	*60 - 120 mins*	*3%*
Municipal Challenge	*M*	*Bus*	*Rail/Ferry*	*Remode*	*Digital/Printed press/TV*	*60 - 120 mins*	*4%*
Vintage Value	*L*	*Coach/Bus*	*Bus/Ferry*	*Retime/Reroute*	*Printed press*	*60 - 120 mins*	*4%*
Modest Traditions	*M*	*Car/Coach*	*Rail/Bus/ Ferry*	*Retime/Reroute/Remode*	*TV/Radio, printed press*	*60 - 120 mins*	*2%*
Urban Cohesion	*M*	*Car/Train*	*Train/Bus*	*Remode/Retime/Reroute*	*Digital/Printed press*	*60 - 120 mins*	*6%*
Rental Hubs	*H*	*Rail*	*Car*	*Retime/Reroute/Remode/Rethink*	*Digital*	*60 - 120 mins*	*10%*

The outcome of this exercise has confirmed the proportions within the 0-60 mins and up 120 mins categories that are likely to have a low, medium or high propensity to change travel behaviour. Where there is a potential opportunity to change travel mode, the most likely alternative travel mode has been indicated. The best channels to communicate to each group have been considered, alongside determining what travel behaviour response is most likely to be achieved.

In summary, the headline outcomes are:

- High likelihood in terms of responding positively to TDM measures –
  - **48%** of people in the '0-60min' range
  - **45%** of those in the 'up to 120 mins' range

- Moderate to high susceptibility to change –
  - **88%** of those in the 0-60 mins range
  - **78%** of those in the up to 120 mins catchment

Segmentation of audience based on group size

Group size has been considered with an intent to compare visitor groups of **up to four people** and groups of **five or more,** in terms of potential impact. There is not presently data to substantiate the likely proportions that sit within each group. Therefore, group travel has been used as a broad consideration in evaluation of demand management measures at this stage.

Opportunity associated with transport network and mode

A key principle of TDM is focusing on opportunities to optimise the use of transport networks by spreading demand across its entirety whether that's by mode, location or time. For example, outside of peak periods in many locations the road and public transport network is below capacity. Demand management becomes about better aligning demand with capacity.

The location of the London Resort on the Swanscombe Peninsula presents excellent multi-modal connectivity by rail, ferry, bus, coach and car, and active travel options.

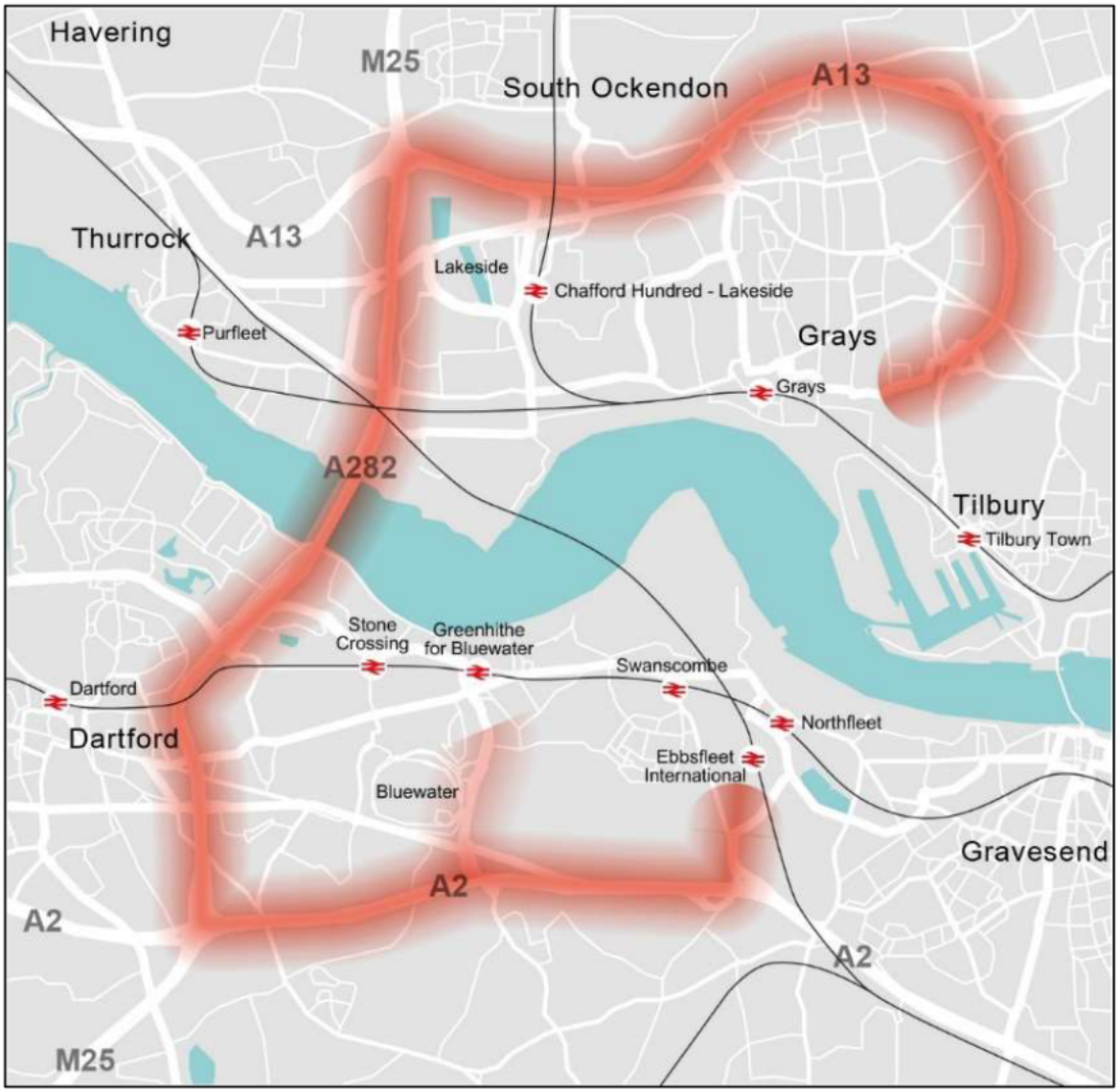
Its location to the immediate east of Greater London, just outside the M25, ultimately means though it shares some of the same road and rail network capacity issues as the Greater London area. The Resort is also 2.5 miles from the Bluewater Shopping Centre, where visitor numbers range from between 62,500 and 108,000 per day putting additional travel demand pressure on this part of the network.

The following summarises the opportunity in terms of connectivity, whilst also capturing key areas of focus in terms of managing the visitor travel demand:-

Road - the Resort is located adjacent to the M25. On site car parking capacity across the Kent and Essex Sites amounts to 10,000 spaces when the Proposed Development is fully open. 7,500 spaces are provided within the Kent Project Site. 2,500 spaces are provided on the north side of the river at the Port of Tilbury. 200 spaces for coach parking is also available. Car parking will be located on both the south side of the River Thames within the Resort itself. This will create an opportunity to spread road-based trip demand across the two areas, reducing traffic impacts on the M25, Dartford crossing and the A2. This will need to be considered in managing the overall demand for car-based mobility at the Resort, including through the TDMP.

While Figure 3.7 shows those parts of the road network subject to potential congestion risk it also underlines the importance of understanding this evidence in greater detail to understand if there are opportunities to encourage travel at less busy times in these areas.

Figure 3.7 – Road network – congestion risk areas



Rail - the Resort benefits from being located next to existing and established rail services. Ebbsfleet International provides a significant opportunity for integration with the Resort both in terms of high frequency services into London and international connectivity via Eurostar linking the Resort directly with mainland Europe via Paris. High frequency local services and further connectivity to and from London is achieved at Greenhithe, Northfleet and Tilbury. Peak demand is between 07:30 and 09:00 on associated rail lines, with capacity availability stronger generally outside these times. Promoting rail services and influencing rail demand will be a key aspect of the TDMP. Key rail stations, with services served by are as below:-

- Ebbsfleet International – Southeastern and Eurostar
- Northfleet – Thameslink and Southeastern
- Tilbury - c2c
- Greenhithe for Bluewater - Thameslink and Southeastern

Bus - bus services in the area, such as Fastrack, will allow predominantly local based residents ease of access to the Resort. This combined with additional services, including demand responsive services connecting with nearby hotels and the main rail interchanges, mean promoting bus services to visitors will form an important element in the overall TDMP.

Ferry/Water Taxi - the Resort is adjacent to the River Thames, presenting an opportunity to utilise the river crossings by ferry. LRCH has already engaged with Thames Clipper to provide ferry services between Central London Blackfriars and the Port of Tilbury to the Resort.

Active travel options - walking and cycling will provide viable options for those visitors located near to the Resort or as part of a longer distance journey connecting with public transport. This will require high-quality active travel infrastructure and supporting shared mobility services - linking into local communities, transport hubs and external hotels - and widespread dissemination of route and service information and promotional literature.

Shared mobility services - as technology progresses more mobility providers will come on board at the site, which in turn may result in other modes of transport becoming available. This could be services such as shared demand responsive vehicles, or even e-scooters from nearby hubs for example.

Below is a summary of the approximate sustainable transport modal shift opportunity for visitor travel, with in the region of 18,411 visitors potentially able to access the venue via public transport within 60 mins. This opportunity increases significantly when increasing journey time tolerances.

Figure 3.7- Sustainable Transport Mode Shift Opportunity (Visitor Travel)

Mode	Assumptions	Mode shift opportunity	
Active Travel	South of Thames only - 5 and 10km buffer	4.3%	1,673 #
Bus	Can access Ebbsfleet Intl in 60 mins or less	8.2%	3,129 *
Ferry	Local authorities served by Thames clipper	6.9%	2,652 *
Train	Access local stations in 60 mins or less	28.5%	10,957 #

*Source – WSP Technical note 4, Table 8 - *mean average of low and high estimate, # low estimate used*

Issues and Opportunities – Implications for the TDMP

A review of the issues and opportunities confirms that whilst there are several transport challenges associated with achieving the vision for London Resort there are a range of opportunities that a TDMP can facilitate. These most notably relate to measures that change the way in which those travelling to the Resort think about how they travel and in doing so spread the demand across the network away from congested modes and times.

The TDMP does though assume that there is an appropriate plan in place in relation to ensuring that the supply side of the transport planning equation, for example, provision of public transport services or new mobility solutions are brought forward as required.

Our assessment of the alternative measures that are available and the extent to which they maximise opportunity and mitigate the challenges has concluded that there are broadly four themes that frame the way forward. These are:

- Using **marketing communications** to influence user travel choices
- Affecting a change in behaviour using **journey planning solutions**
- **Managing car-based mobility** with operational measures
- Influencing demand through **Resort ticketing and other operational measures**

Technological innovation and development is at the core of each theme and is therefore inherent in the overall approach to travel demand management at the Resort.

A range of case studies, describing TDM projects in terms of the challenge, the approach used and resultant outcomes are shown at **Appendix A**. It is intended that they will help to present the experience base on which this principle has been developed. For visitors, case studies are set across the major event landscape.

In combination these themes, if deployed correctly, can have a hugely positive impact on helping to ensure that travel behaviours of all those travelling to the Resort are influenced whether by time, route, mode and, particularly in the case of non-visitor audience, for example those who may drop visitors to the Resort by car, whether there is any need for that journey to take place.

These four themes will form the basis of the activity anticipated in this TDMP and will be referred to throughout the rest of the document.

4 Vision and Objectives

4.1 Vision Statement

Having outlined the forecast travel demand considerations in the previous chapter, having an overarching vision is useful to determine what outcomes need to be achieved at the Resort through TDM, and what this will look like from a sustainable mobility perspective.

The London Resort has the potential to achieve exemplar status as a global visitor attraction that connects people with the Resort using a variety of high quality, sustainable and zero-carbon transport options. Achieving this outcome will require investment in managing overall travel demands and providing both visitors and employees with a choice of affordable, attractive and accessible mobility services.

Therefore, the overarching vision for this TDMP is:

London Resort operates as a sustainable visitor attraction, working in partnership to connect people with places using the highest quality transport services. Active travel, public transport and shared journeys will be commonplace, with visitors and employees empowered to make informed travel choices.

4.2 TDMP Objectives

In pursuit of this vision, the TDMP will be guided by the following specific objectives:

1. Support ridesharing for car-based trips made to the Resort;
2. Encourage connections by public transport services and support efficient modal interchange;
3. Deliver shared mobility services for visitors and employees;
4. Promote zero-carbon, active travel options;
5. Enhance the quality and availability of travel information and advice; and
6. Manage the demand for vehicle parking at the Resort and within the surrounding area.

Achieving these objectives will help manage overall travel demands at the Resort, create efficient and attractive mobility networks for all Resort visitors and employees, and will directly contribute towards achieving UK and local net zero carbon targets.

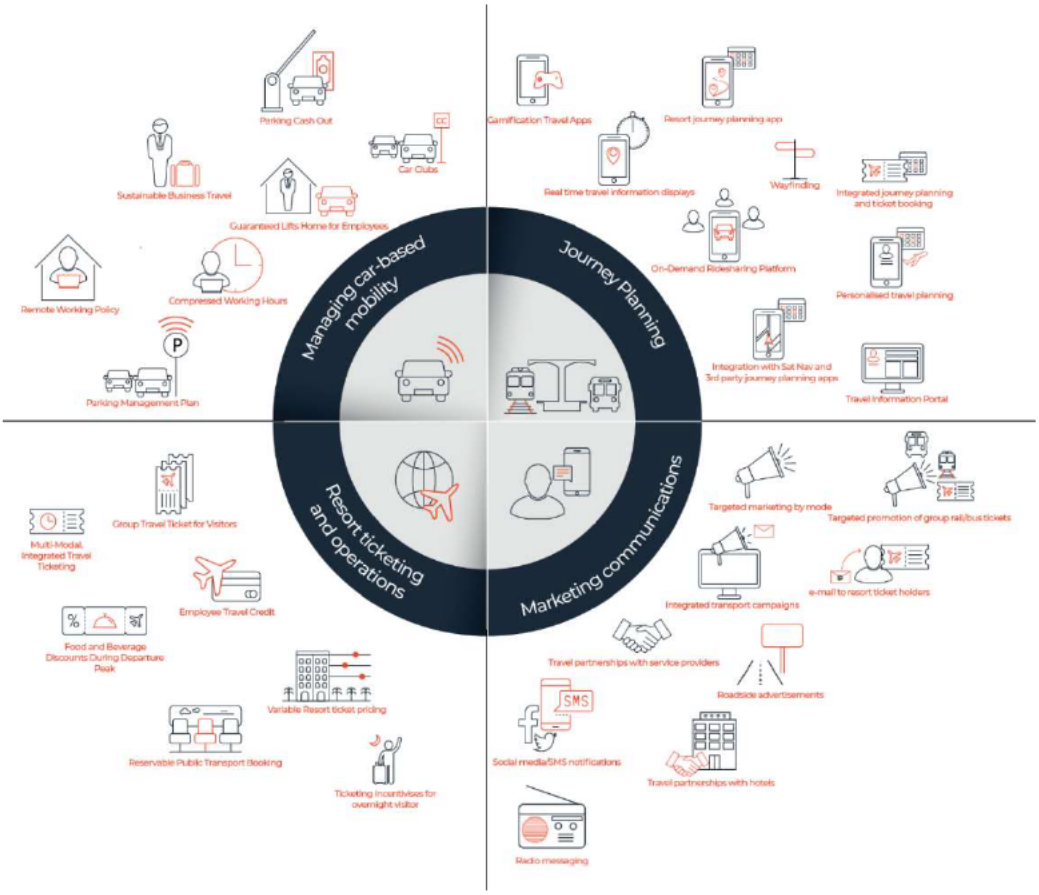
5 Travel Demand Management Measures

To achieve the vision and objectives outlined in Chapter 4, a comprehensive and integrated package of TDM measures has been developed. This process commenced with a review of national and international best practice, undertaken by in the round and WSP, combined with prior knowledge and experience of deliverable and effective TDM solutions. This TDM options development process was considered in the context of the Resort proposals, forecast travel demand, and audience characteristics.

An initial long list of interventions was developed which was subsequently refined through a multi-criteria appraisal that examined and prioritised TDM measures based on, inter alia, their suitability, deliverability, scalability, potential for wider application outside the Resort, cost-effectiveness and impact.

This resulted in a shortlist of TDM measures specific to both Resort visitors and employees and reflective of forecast travel demands. The shortlisted measures are illustrated in Figure 5.1.

Figure 5.1 – TDM measures options development



Measures have been grouped under **TDM Themes** that have been identified in response to the TDMP objectives. As outlined previously, Resort ticketing and operations, travel marketing and communications, supporting effective journey planning and managing the demand for car-based trips will be central to achieving the vision for a sustainable, low-carbon Resort.

Measures have therefore been grouped under the following themes:

- Resort Ticketing and Operations
- Marketing Communications
- Journey Planning
- Managing Car-Based Mobility

Figure 5.2 – TDM Themes for The London Resort

Table 5.1 outlines measures focusing on Resort visitors only and Table 5.2 outlines measures focused on Resort employees. In some instances, a specific measure may be applicable to both audiences, and this is noted where apparent.

Each table provides a reference, name and summary description of the proposed TDM measure. In addition, a summary rationale for each measure is provided to explain why it has been chosen and/or provide a link to how the measure can help achieve the plan objective.

The delivery and ongoing management of the measures within the TDMP is presented in Chapters 6 and 7 of this Plan.

5.1 Visitor TDM Measures

The range of TDM measures for visitors is set out in Table 5.1.

It is important to highlight two measures of strategic relevance. Specifically, there is a vital role for a **Visitor Travel and Resort Ticketing Strategy** (measure reference V1) and an **Integrated Marketing Communications Strategy** (measure reference V9). These two strategies will ensure the optimum blending of the component measures within the respective ticketing and marketing communications themes to cost effectively manage travel demand.

Table 5.1: Visitor Demand Management Measures

Theme	Ref	Measure name	Measure Description	Rationale
Resort Ticketing and Operations	V1	Visitor travel and resort ticketing strategy.	This measure involves the development of a strategy to arrive at the optimal blending of the component measures set out in V2 to V8 so as to achieve most effective management of demand. In depth analysis and engagement with stakeholders such as the rail industry will be important in developing this measure.	There are significant opportunities to influence the travel behaviour of visitors using ticketing solutions. This can either be resort focused ticketing initiatives, ticketing solutions that are travel related OR a combination of the two. Delivered effectively a ticketing strategy can also result in generation of revenues to the resort which can in turn be used to invest in transport solutions.
Resort Ticketing and Operations	V2	Group Tickets for Public Transport.	Work with rail/bus operator(s) to create a travel ticket product (either integrated with or separate from a Resort ticket).	As covered in section 3, it understood that most visitors will travel in groups, with rail providing the primary public transport with at least 26% (Figure 3.3) of visitors having a feasible option to travel by train. Ticket cost savings create a powerful opportunity to encourage modal shift.
	V3	Time slot based public transport booking.	Working with public transport operators to develop an approach where time of arrival/departure of visitors on site can be influenced by selling public transport tickets based on time slots.	Capacity tolerances created within booking platforms for all modes will ensure passenger trip demand is better captured in advance. As suggested in figure 3.2, up to 66% of visitors could travel by car, it's therefore important to spread this demand across available network capacity.
	V4	Resort discounts during departure peak.	Discounts offered on in-Resort products for visitors that agree to travel outside identified and communicated peak periods.	Visitor departure profile is flattened to mitigate congestion and capacity risks on all transport modes, including on Resort connecting trips.

	V5	Commercial partnerships with public transport and coach provider.	Greater sharing of intelligence, commercial deal on ticketing, use of platforms for awareness raising. Creation of dynamic Resort focused transport networks/services.	Enables greater potential for commercial service strengthening of public transport offering and transport operator collaboration.
	V6	Variable Resort ticketing pricing.	Consider charging more for Resort entry during peak congestion times to manage demand and generate additional revenues to support transport operation.	Resort pricing varies in part to absorb associated costs for additional transport overlay/services. Whilst also providing an effective measure by which to flatten peak arrival profile.
	V7	Resort ticketing incentivisation to increase overnight visitors.	Consider a Resort ticketing structure that incentivises an (even) greater proportion of visitors to stay overnight.	24% of Resort visitors are expected to be an overnight guest (Section 3.15); push to increase this number. Overnight visitors are less impactful in terms of associated travel risk and more flexible to change and able to travel outside known peak periods.
	V8	Ticketing to inform demand responsive public transport services.	A Resort-focused demand responsive transport bus service is established with service levels and network coverage varying based on known intelligence in terms of visitor origin and booking data.	Effective utilisation of ticket distribution information will provide the opportunity to serve the near (up to 60 mins) audience, by bus. Establishing an understanding of key external accommodation hubs will provide the opportunity to serve hotels via bus shifting potential car and taxi options into bus.
Marketing Communications	V9	Integrated transport marketing and communications strategy.	Consolidation of component marketing communications measures identified in V10-V21 and ensure they're implemented as a coordinated programme across all communication channels.	Ensuring that assets and collateral are made available in such a way they can be used by all stakeholders. It would be developed in coordination with all relevant organisations responsible for communicating with the travelling public.
Marketing Communications	V10	Public transport targeted marketing in most accessible public transport areas.	Greater emphasis on public transport marketing in areas considered most accessible by public transport.	Promotion of public transport to those visitors for whom public transport is more accessible will have a significant impact on influencing behaviors. This measure could be combined with others such as promoting group rail ticket deals.
	V11	Targeted promotion of group rail/bus tickets.	Marketing campaigns that promote both newly created and pre-existing rail/bus ticket offers.	Marketing campaign targeted on locations likely to gain most traction. Communities within 800m of stations linking directly to either the Resort or London.

	V12	Rideshare Promotions.	Embedding rideshare promotions within central Resort communications to visitors.	Enhanced exposure to messaging and car share scheme will create an increase in the overall impact of car share as a measure, strengthening the outcome of measures V31 and V32 and V34. Road based transport demand could account for in excess of 75% (figure 3.2) of visitor trips. An effort to consolidate car-based trips into fewer vehicles will reduce the compounding impact of road-based journeys.
	V13	Direct e-mail to Resort ticket holders to promote travel options.	Travel information, alerts and advice issued directly to the customer postal or email address.	77% of visitors are expected to use digital channels as a primary method of accessing information (figure 3.5 and 3.6) Establishing an early relationship with the customer in terms of travel and creating an understanding for the customer of key things to consider when travelling to Resort and importantly where to go to make their travel arrangements.
	V14	Travel specific advertisement as part of London Resort marketing and communications campaign.	Advertisements to spread awareness and convey visitor travel advice messages. Radio, newspaper, web and outdoor advertisements such as digital ad boards and bus stops.	Multi-channel approach to conveying information ensures optimum reach of travel information/messages. This is a particularly important measure for day tripper audience. 57% of visitors likely to use radio as a channel to consume information, with 77% choosing digital as a primary option.
	V15	Partnerships with key partners and agencies.	Partnerships with key agencies to extend reach of communications and amplify the exposure of any travel messages.	Maximising the reach of all Resort-based travel information to ensure the best possible chance of success to influence travel choice. Key particularly in terms of social media.
	V16	Social media/SMS and App notifications.	Social media platforms/Apps and SMS to convey targeted travel advice messages in advance of journey based on location and segmented traits.	Social media provides opportunity to dynamically update visitors on emerging circumstances which could affect travel and provides opportunity to convey travel advice/messages in real time. 77% of visitors are expected to use digital channels as a primary method of accessing information (figure 3.5 and 3.6).
	V17	Incentives to support public transport use (or non-car borne) arrival methods.	Consider option for visitors arriving by public transport or other designated mode such as cycling to access cheaper Resort tickets or be offered discount vouchers for on Resort food and beverage etc.	As suggested in figure 3.2, up to 66% of visitors could choose car as primary method of travel. Incentivisation will create opportunities to shift both longer distance car-based trips and last leg connecting journeys from hotels to more sustainable options.

	V18	London Resort and external hotels encouraging responsible and sustainable transport use to its guests.	A range of options within the measure, such as accommodation operators being pro-public transport and car share in their communications to guest/websites or providing discounts to those arriving by public transport/car share.	24% of Resort visitors are expected to be overnight guests (Section 3.15). Effective aligned travel information and guidance via hotel engagement and at hotels will strengthen potential for change of travel choice for nearly a quarter of all visitors.
	V19	Rail communications to include all four strategically located stations.	Greenhithe for Bluewater, Northfleet, Ebbsfleet Intl and Tilbury Stations to be included in primary rail-based communications. Use within comms can be dialed up or down dependent on daily demand.	Plugging the Resort into heavy rail capacity across multiple stations and across both C2C and Southeastern networks as well as Eurostar ensures public transport connectivity, capacity and flexibility is maximised, whilst also mitigating risks of associated station overcrowding at peak times.
	V20	Radio Messaging.	Radio messaging to support awareness raising of known travel risks. Incl route guidance/avoidance and background traffic behavioral nudge. (either 'free' via use of standard traffic news bulletins or paid for advertising).	Radio provides a strong channel to communicate to car driver audience to raise awareness of travel options and demand management messages. 57% of visitors likely to use radio as a channel to consume information, (figure 3.5 and 3.6).
	V21	Active Travel Promotion.	Strong communications effort of both Resort and wider active travel options, including via Kent Connected. Creation of network maps for walking and cycling routes etc.	Ultra-near journeys within 20 km for day tripper audience can be converted to cycling and walking, if walking and cycle routes/schemes are well established and communicated.
Journey Planning	V22	Area-wide TDMP.	Develop and deploy a range of demand management measures that target the local community to encourage them to avoid travelling in those areas/using those modes/at those times when peak demand for visitors at the Resort is expected. This could include 'base level' measures for normal days, measures deployed on peak days/times and measures that are deployed during the construction period.	By influencing the travel behaviour of background demand this creates capacity on the transport network which can be used by Resort goers and enhance their experience.

	V23	Transport Coordination Centre.	Transport Coordination Centre with TDM cell established, to consolidate network operating picture into single source of truth, providing dynamic demand management intervention input, based on an evolving operational picture. This measure could be stood up on the basis of identified event day risk, such as peak of peak.	On peak days where all modes/routes and car parks are likely to be under pressure. Single coordinated picture will benefit road traffic flows, public transport and partner response to network concerns both in advance and on the day itself.
	V24	Real-Time Travel Information Displays.	Provision of RTI at transport interchanges and within Resort via matrix displays, at transport hubs and via public announcements, to help manage queues at transport hubs and car parks.	Provision of real time info will assist with managing queues, in Resort and at relevant transport hubs/car parks.
	V25	Shared e-bike and e-scooter services.	E-bike/scooter scheme established with accessible routes and infrastructure. Bikes available on location via booking portal and accessible to visitors at London Resort.	Micro mobility service options created, in terms of provision of attractive available routes, infrastructure, storage and bike hire.
	V26	Strategic Wayfinding.	Develop and implement a highway wayfinding plan for both static signs and variable messaging signs (including role of temporary static and variable message signs for peak of the peak days) which pushes visitor car movements away from known congestion hotspots wherever possible.	This measure provides the ability to influence travel plans mid route, particularly in terms of reroute messages.
	V27	Resort Journey Planning App.	Creation of a journey planning app which could operate as standalone journey planning tool, or could be integrated into a central Resort app.	App based journey planning for Resort specific travel arrangements provides an instrument by which to effectively direct demand into areas, that can most adequately accommodate the demand. Flexing public transport prioritisation within the app across modes and times would prove a powerful tool.
	V28	Integrated Journey and Resort Ticket Booking.	MAAS - Mobility as a service journey planning and booking application. The ability for visitors to use a Resort focused journey planner that offers transport options that meet the overall objectives of the TDMP (e.g. Always offers public transport journey option first) for the Resort and enable travel tickets to be purchased. This could be integrated within overall Resort App or standalone.	A 'one stop shop' for journey planning and travel ticket purchase. App based journey planning for Resort specific travel arrangements provides an instrument by which to effectively direct demand into areas, that can most adequately accommodate the demand. Flexing public transport prioritisation within the app across modes and times would prove a powerful tool.

	V29	Integrate Resort Journey Planning with Satellite Navigation Systems.	Integrate and partner with other app developers such as Waze, Google, Apple, Tom Tom, Moovit. Allowing ability to communicate updates to visitors in real time via journey planners including potentially via traffic guidance software. Plan in additional event day overlay into journey planning platforms, such as LATMP, and preferred routes for travel.	Acknowledging that most car drivers now use app based sat navs, such as Google maps, Waze and Apple maps. Use of software (or integrated partnerships) that allow the ability to talk directly to these platforms and factor in Resort specific TDM is a powerful tool to inform and influence car traffic, particularly in terms of route choice.
	V30	Personalised Travel Plans. (see also Measure Ref. E10)	Targeted route travel plans/guidance are issued via app or email to visitors.	Alleviating the barriers to potential change can have some significant influence travel choice. Creating clear guidance on viable options to travel via alternative modes and routes or at different times gives the best possible chance that visitors will use them.
	V31	Travel Information Portal. (see also Measure Ref. E3)	A Resort-based platform containing all information on available travel options, creating a platform to convey targeted travel information and bespoke messages for each event day or scenario. Ensuring accuracy and consistency of travel advice and information across all Resort platforms.	Creation of a one stop shop travel advice website which is integrated with all other platforms, provides a home for visitors to go to get all relevant transport information. It also provides a domain for all relevant hooks via marketing and communications to root back to.
Managing Car-based Mobility	V32	Parking Management Plan. (See also Measure Ref. E13)	Explore creation of dedicated car parking locations for car sharers and high occupancy vehicles nearer to Resort main gate as an incentive. Could also be linked with preferential parking charge which is integrated with Resort ticket.	Provision of more convenient priority parking locations for those that car share or high occupancy vehicles. This measure could be strengthened by incentivisation in terms of car parking costs etc.
	V33	Parking Incentives specific to Ridesharing.	Car parking sold on a time slot basis spreading the demand across a greater time period during peak arrival and departure. Explore cheaper ticket off peak to enter/egress the car park. Only those with valid vehicle parking tickets can visit the site.	Create tolerances within car park booking platform to ensure demand is appropriately managed into vehicle flow patterns that the highway network is more adequately able to cope with.

	V34	Car Club. (see also Measure Ref. E15)	A car club is established which provides access to parking spaces and ULEV vehicles accessible to visitors through a booking system. The pricing of vehicle hire could be linked to vehicle occupancy to incentivise ride sharing and reduce the overall number of vehicle trips.	A portal allowing visitors to combine booking arrangements and car share as part of their visit to the Resort. The car club operation can be tied into the wider Mobility Portal to support ease of vehicle bookings and to highlight opportunities to ride share between visitors for trips being made at the same time to the same or similar locations.
	V35	Ridesharing platform.	Dedicated platform to facilitate ridesharing arrangements between visitors in real-time, on-demand, accessible through a smartphone application.	A portal allowing visitors to combine private hire/taxi-based trips to reduce total car numbers. promoting and actively facilitating ridesharing between visitors can support higher vehicle occupancy and reduce the overall number of private vehicle trips.

5.2 Employee TDM Measures

Table 5.2: Employee Demand Management Measures

Theme	Ref.	Measure name	Measure description	Rationale
Resort Ticketing and Operations	E1	On-site accommodation for employees.	The London Resort development proposals include the provision of 2,000 beds within 500 dwellings allocated to staff on-site, reducing the need for travel to and from the site. During the peak season, it is considered that the single units will be at 90% capacity, thus providing accommodation for approximately 1,800 full time equivalent (FTE) staff.	A large allocation of on-site accommodation for employees will significantly reduce the overall travel demands amongst employees at the Resort. In many instances, employees will not then need to travel to and from the Resort daily, lessening impacts on the local highway and transport network.
	E2	Employee Travel Credit.	Employees are provided with free travel credit for public transport and wider mobility services (inc. ride hailing, car clubs and other shared mobility services), either for an initial period prior to and after Resort opening, or in perpetuity.	An opportunity exists to provide a direct financial incentive for employees to commute using these services from the outset through the introduction of travel credit. This could be linked to the Travel Information Portal (see E3) whereby a smartphone device is registered and provides free or discounted travel for a defined period as an introductory offer. The mechanism is then available longer term should it be required to address observed travel demands in response to employee feedback and monitoring data.

	E3	Travel Information Portal.	A single source of multi-modal travel information and advice for employees, tailored specifically to London Resort. This could be both web-based and a smartphone application that employees can access on-demand.	Employees will inevitably require access to travel information on-demand and be alerted to issues of network disruption. A Mobility Portal will be created for London Resort as a single and trusted source of information, or to access bookings and fares information for different mobility services. Users could pre-register their travel requirements and receive SMS push notifications as travel alerts or for travel offers being promoted at the Resort. Information on carbon emissions for commuting and business trips by mode can be shown to support employee awareness towards net zero-carbon objectives.
	E4	Remote working policy.	Resort employees with a role that does not necessarily require them to be on location daily will have a right to work remotely for some or all the week.	Subject to uptake, has the potential to reduce the overall number of employee trips to London Resort.
	E5	Compressed working hours.	Resort employees with a role that have a role that could be fulfilled under compressed hours, e.g. working four longer days per week, or a nine-day fortnight will have this option made available to them.	Subject to uptake, has the potential to reduce the overall number of employee trips to London Resort.
	E6	Modal hierarchy for business travel.	Resort will introduce a policy that requires employees to travel for business using public, shared and active transport options rather than by private vehicle. The latter will only be permitted if a ridesharing arrangement or essential.	Introduces a requirement on employees to use sustainable mobility and ridesharing as the norm for business travel. Lessens the need for employees to commute to work by private car on the presumption they may need access to the vehicle during the day for business purposes.
	E7	Business travel reimbursement supplement.	London Resort will introduce a policy to financially reward sustainable mobility for business-related travel.	This will create a direct financial incentive for employees to respect the modal hierarchy for business travel and use active modes where possible.
	E8	Guaranteed lift home scheme.	London Resort will cover the cost of a door-to-door commute by public transport in the event a ridesharing arrangement breaks down at short notice.	A reassurance measure that helps alleviate any concerns employees may have over entering into ridesharing arrangements with colleagues.

	E9	Identification of shuttle bus services for employees connecting with local centres.	The opportunity to provide shuttle bus services to the Resort may afford improved levels of accessibility than using scheduled public transport services.	The need for shuttle buses will be determined by the future employee's place of residence and relevant groupings. If for example future employees reside near scheduled bus routes, there may be little to be gained by providing this mode of transport.
Marketing Communications	E10	Sustainable mobility marketing campaigns.	Themed events to promote sustainable mobility. Can be phased to coincide with the introduction or enhancement of new services to raise awareness and promote their use.	Periodic mobility marketing campaigns will be introduced with employees at the Resort. These might focus on highlighting mobility options to in response to investment in new and improved services that may benefit employees. Themes could focus on health and wellbeing, saving time and money, or support net zero-carbon outcomes as part of encouraging employees to think about their commuting choices.
Journey Planning	E11	Personalised Travel Plans.	Personalised commuting plans prepared for all employees prior to commencing work at London Resort.	Plans that provide individually tailored information and advice on sustainable commuting options. These will provide individual employees with information on realistic options and present a comparative analysis with travelling to the Resort by private car. There is an opportunity to integrate the free travel credit with plans to promote and incentivise the use of specific modes.
	E12	Reward-based gamification platforms.	Sustainable mobility platforms that can be introduced to incentivise and 'reward' desirable commuting behaviours, such as cycling or ridesharing to work.	Mobility services can be introduced whereby employees register voluntarily and are rewarded based on certain behaviours, such as the number of trips or distance travelled by a specified mode. Typically delivered through a smartphone application and with a programme dashboard to monitor performance (including between colleagues) gamification can reward direct evidence of desired commuting behaviours. Established service providers in the industry will facilitate these initiatives with employees at the Resort. Approaches can be tailored to either individual modes or take a multi-modal approach to influencing commuting patterns.
	E13	On-demand ridesharing platform.	Dedicated platform to facilitate ridesharing arrangements between employees in real time, on-demand, accessible through a smartphone application.	Promoting and actively facilitating ridesharing between employees can support higher vehicle occupancy and reduce the overall number of private vehicle commuting trips.

				Systems can be introduced and promoted across the employee base to create a critical mass of potential matches for shared rides. Systems can be refined to support financial savings for employees, or record carbon emissions saved in response to achieving net zero-carbon objectives. An opportunity exists to link this technology to parking management systems (see below), such as automatically enforcing carpooling arrangements with an SMS system linked to barrier-controlled entry.
Managing Car-based Mobility	E14	Parking Management Plan.	A parking management scheme for employee parking at London Resort. Options to explore may include introducing charging, permit-based systems, designating parking based on certain criteria (such as ridesharing only) or a combination.	The availability and affordability of workplace parking at London Resort will be a key determinant of the number of private vehicle-based commutes. A parking management system provides the opportunity to regulate and manage the supply and demand for parking. Monitoring data can be used to examining parking accumulation, occupancy and duration of stay over time and be used to form policy and parking management approaches that help optimise the supply of employee parking.
	E15	Parking 'cash out' scheme.	Employees offered the option to receive taxable additional income in exchange for not having access to a parking space at London Resort.	Measure will be dependent on the wider parking management strategy and if employees are even required to pay for a parking space at work. If so, this may represent a measure to help employees equate a financial cost associated with choosing to drive and park at work as opposed to commuting using alternative more sustainable options.
	E16	Employee car club.	A car club on location and accessible to employees at London Resort.	A car club at London Resort can provide employees with access to a ULEV vehicle when required without the need to otherwise bring their own private vehicle to work for business travel. The car club operation can be tied into the wider Mobility Portal to support ease of vehicle bookings and to highlight opportunities to ride share between employees for trips being made at the same time to the same or similar locations.

5.3 Scalability of TDM interventions

The TDM measures outlined in this chapter are, for the most part, scalable in response to changing travel patterns and demands over time. This means as the TDMP is delivered there will be opportunities to shape the exact detail and scale of each measure as required, informed by monitoring data and feedback from site users. Specific measures that are proving particularly effective could then see further investment to scale up their application or embrace new and enhanced technologies or services that emerge over time. Similarly, measures which prove less effective or popular with Resort visitors and employees can be scaled back or revised, informed by the evidence.

This represents an approach to TDM planning that is *Future Ready* – whereby measures are identified at this stage ahead of Resort opening but in recognition of rapidly changing social and transport trends that may influence travel demands and behaviours in the future. The TDMP should retain flexibility to adapt and introduce new, presently unknown, measures that may provide highly effective in managing travel demands at a future point.

5.4 Opportunities for strategic area wide TDM application

Certain measures outlined in this chapter may also have the potential to extend beyond the Resort and be introduced on an area-wide basis. This would mean LRCH working collaboratively with stakeholders such as Kent County Council, Thurrock Council, Highways England and large trip attractors in the area to explore opportunities to develop and deliver initiatives in partnership. This process may generate economies of scale for TDM through the sharing of investment over time that can be scaled up and applied more widely.

This would mean the TDMP for The London Resort can help play a role in mainstreaming the delivery of TDM interventions that help reduce non-Resort trips and background traffic growth. This may in turn play a valuable role in helping local authorities deliver on strategic transport and mobility objectives, include those outlined in Transport for the South East's Transport Strategy and Vision for the South East in 2050.

6 Implementation Plan

The measures outlined in the previous chapter will be introduced at the Resort on a phased basis and in response to when they will be needed and most effective in managing travel demands. In some instances, measures will require detailed development prior to Resort opening in 2024 to ensure their immediate and smooth introduction when the Resort becomes operational. Other measures may be phased to coincide with planned transport infrastructure or mobility services at the Resort to maximise the impact of this investment and ensure visitors and employees are aware and able to access them.

It is not possible to state exactly when each measure in Chapter 5 should be introduced, and therefore this chapter outlines a high-level implementation plan for both the visitor and employee TDM measures with an indicative trigger point for their introduction. As the Resort proposals develop further, and in advance of Resort opening, a *detailed implementation plan* can be developed and agreed by the TDM Steering Group (see Chapter 7) with input from key local stakeholders.

Table 6.1: Visitor TDM – Provisional Implementation Plan

Ref.	Measure	Principal Action	Responsibility	Trigger Point
V1	Visitor travel and resort ticketing strategy	Prepare and deliver a visitor travel and resort ticketing strategy	LRCH	Strategy to be operational by Resort opening
V2	Group Tickets for Public Transport.	Work with public transport operators to identify potential group ticket scheme.	Public transport operators.	Operational if confirmed with operators by Resort opening.
V3	Time slot based public transport booking.	Work with Public transport providers to create time slot-based booking system.	Public transport operators.	Operational if confirmed by operators by Resort opening.
V4	Resort discounts during departure peak.	Demand based price variability included within booking system	LRCH.	Resort opening
V5	Commercial partnerships with public transport and coach provider.	Engage public transport operators to establish commercial partnerships.	LRCH Public Transport Operators.	Agreed commercial partnerships in place at Resort opening.
V6	Variable Resort ticketing pricing.	Demand based price variability included within booking system.	LRCH.	Variable ticketing scheme proposal within one year of Resort opening.
V7	Resort ticketing incentivisation to increase overnight visitors.	Discounted rates for hotel add-ons.	LRCH.	Variable ticketing scheme proposal within one year of Resort opening.
V8	Ticketing to inform demand responsive	Engage provider with bus contract in place.	LRCH Public Transport Operators.	Resort opening

	public transport services.			
V9	Integrated transport marketing and communications strategy	Strategy implemented as a coordinated programme across all communication channels.	LRCH	Resort opening and then annually
V10	Public transport targeted marketing in most accessible public transport areas	Plan and deliver targeted marketing campaign	LRCH	Resort opening and then annually
V11	Targeted promotion of group rail/bus ticket	Establish marcoms campaign to promote group rail/bus ticket offers.	LRCH	Resort opening and then annually
V12	Rideshare Promotions	Plan and deliver ride share promotion	LRCH Local authority	Resort opening and then annually
V13	Direct e-mail to Resort ticket holders to promote travel options	Travel information, alerts and advice issued directly to the customer postal or email address from point of booking	LRCH	Resort opening
V14	Travel specific advertisement as part of London Resort marcomms campaign	Use local newspaper, web and outdoor advertisements	LRCH	Resort opening, annually and in support of peak of peak days.
V15	Partnerships with key partners and agencies.	Partnerships with key agencies to extend reach of communications and amplify the exposure of any travel messages.	LRCH	Partnerships in place at Resort opening
V16	Social media/SMS and App push notifications.	Resort social media travel handles created. Travel messages issued via twitter and Facebook	LRCH RTC	Resort opening
V17	Incentives to support public transport use (or non-car borne) arrival methods	Ticket/Resort offers explored with likely impact assessed	LRCH	Scheme proposal within one year of Resort opening
V18	London Resort and external hotels encouraging responsible and sustainable transport use to its guests.	External hotel operators engaged and committed to share Resort travel messages.	LRCH RTC	Resort opening
V19	Rail communications to include all four strategically located stations.	Greenhithe for Bluewater, Northfleet, Ebbsfleet Intl and Tilbury Stations to be included in primary rail-based communications.	LRCH TOCs	Resort opening
V20	Radio Messaging	Plan and deliver radio messaging campaign	LRCH	Resort opening, annually and in support of peak of peak days.
V21	Active Travel Promotion	Creation of network maps for walking and cycling routes etc.	LRCH RTC	Resort opening

V22	Area-wide TDMP	Background and community TDM strategy created.	LRCH	One year post Resort opening
V23	Transport Coordination Centre	Transport Coordination Centre with TDM cell established for peak of peak visitor days.	LRCH RTC	Within one year of Resort opening for peak of peak days.
V24	Real-Time travel information displays	Introduce Resort based RTI display screens	LRCH	Resort opening
V25	Shared e-bike and e-scooter services	E-bike/scooter scheme established with accessible routes and infrastructure.	LRCH Local Authority Kent Connected	Resort opening
V26	Strategic wayfinding	Agreement to use local authority and Highways England assets to convey travel messages	LRCH Highways England Local Authority	Resort opening
V27	Resort journey planning App	Create a multi-modal portal accessible online and via smartphone devices.	LRCH	Resort opening
V28	Integrated Journey and Resort Ticket Booking	Create a multi-modal portal accessible online and via smartphone devices	LRCH	Resort opening
V29	Integrate Resort journey planning with commercial satellite navigation systems	Integrate with other app developers such as Waze, Google, Apple, Tom Tom, Moovit.	LRCH App devs	Partnership optioneering and outline proposal within one year of Resort opening.
V30	Personalised Travel Plans (PTPs) (see also Measure Ref. E10)	Provide PTPs to all Resort visitors as part of ticket booking confirmation	LRCH	Resort opening
V31	Travel Information Portal (see also Measure Ref. E3)	Introduce Resort-based platform containing all information on available travel options,	LRCH	Policy to be introduced on Resort opening
V32	Parking Management Plan (see also Measure Ref. E13)	Create dedicated car parking locations for car sharers and high occupancy vehicles.	LRCH	PMP drafted and operational for Resort opening
V33	Parking Incentives specific to Ridesharing	Create cheaper options for ride sharers to enter/egress the car park.	LRCH	Scheme proposal within one year of Resort opening
V34	Car Club (see also Measure Ref. E15)	Car club system is established which is accessible to all visitors.	LRCH	Resort opening
V35	On-demand ridesharing platform (see also Measure Ref. E12)	Create a multi-modal portal accessible online and via smartphone devices.	LRCH	Resort opening

Table 6.2: Employee TDM – Provisional Implementation Plan

Ref.	Measure	Principal Action	Responsibility	Trigger Point
E1	On-site accommodation for employees	Provide accommodation at the Resort for employees	LRCH	Resort opening
E2	Employee travel credit	Provide Resort employees with free travel credit for a defined period	LRCH	Pilot scheme to be introduced alongside eligible transport services
E3	Travel Information Portal	Create a multi-modal portal accessible online and via smartphone devices	LRCH	Portal available for Resort opening
E4	Remote working policy	Introduce a remote working policy for eligible employees	LRCH	Policy to be introduced within one year of Resort opening
E5	Compressed working hours	Introduce compressed hours policy for eligible employees	LRCH	Policy to be introduced within one year of Resort opening
E6	Modal hierarchy for business travel	Introduce modal hierarchy for business travel policy	LRCH	Policy to be introduced within one year of Resort opening
E7	Business travel reimbursement supplement	Introduce as part of business travel policy	LRCH	Policy to be introduced within one year of Resort opening
E8	Guaranteed lift home scheme	Introduce as part of business travel policy	LRCH	Policy to be introduced on Resort opening
E9	Shuttle bus services	Employee services connecting with local centres	RTC*	Examined post resort opening subject to demand
E10	Sustainable mobility marketing campaigns	Plan and deliver marketing campaign with Resort employees	RTC	Resort Opening and then annually
E11	Personalised Travel Plans (PTPs)	Provide PTPs to all Resort employees as part of workplace induction process	RTC	PTPs to be provided to all Resort employees prior to their first day at work
E12	Reward-based gamification platforms	Explore options and commission a service provider to introduce a platform	RTC	Platforms available within one year of Resort opening
E13	On-demand ridesharing platform	Explore options and commission a service provider to introduce a platform	RTC	Resort opening
E14	Parking Management Plan	Develop and implement a parking management plan for the Resort	LRCH	Resort opening
E15	Parking 'cash out' scheme	Investigate employee demand for a scheme as part of the parking management plan	LRCH	Scheme pilot within one year of Resort opening
E16	Employee Car Club	Provide dedicated car club bays and vehicles for use by Resort employees	LRCH	Resort opening

* Resort Travel Coordinator (see Section 7.3)

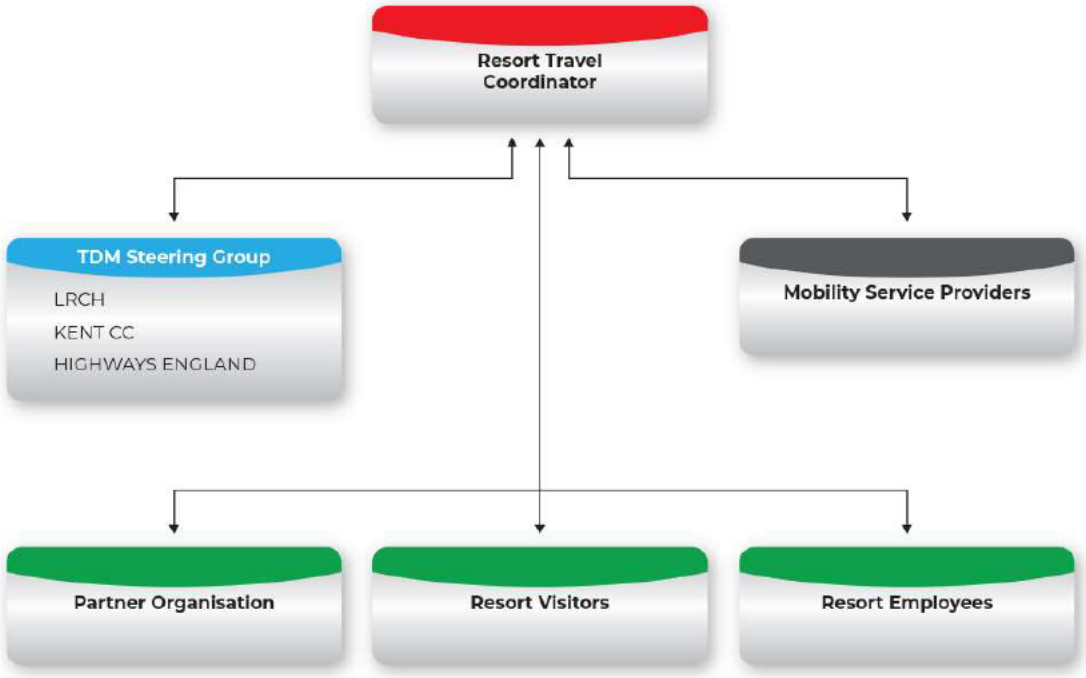
7 Management and Delivery Framework

The TDMP for The London Resort will require a robust and effective management structure to successfully deliver the measures and achieve the plan's vision and desired outcomes. This section explains the overall proposed management structure, detailing the different layers of management, role and responsibilities, and how each party will come together to shape, oversee and monitor delivery. The wider delivery framework is outlined, presenting a unique opportunity for a collaborative, partnership-based approach to TDM at London Resort.

7.1 Management Structure

Figure 7.1 presents the proposed resort TDM management framework, comprising the key parties that will work in partnership to oversee the successful delivery of the TDMP. The specific role and remit of the TDM Steering Group, Resort Travel Coordinator and interface between each main party is explained subsequently.

Figure 7.1 – Resort TDM Management Framework



7.2 TDM Steering Group

A TDM Steering Group will be convened six months prior to the commencement of development at London Resort. The TPSG will act as both a funding and advisory body to review and guide the delivery of TDM measures at the Resort. The group will be Chaired by a senior representative of LRCH and is anticipated to include representation from the following parties:

- LRCH Management;
- Resort Travel Coordinator (LRCH);
- Kent County Council;
- Dartford Borough Council;
- Gravesham Borough Council;
- Thurrock Council;
- Highways England;
- Transport operators and service providers (by invitation only); and
- Local large employers (by invitation only) e.g. Bluewater.

The Steering Group will allocate funding from LRCH to fund delivery of the TDMP. The wider role of the group will be to maintain strategic oversight of the TDMP and to provide advice to the RTC on matters including, but not limited to:

- Matters arising at the Resort or locally relevant to TDM planning;
- The specification and scale of the planned TDM measures to be delivered;
- Making recommendations (as applicable) as to how the funds secured towards transport matters are to be applied;
- Monitoring processes and reviewing progress against the TDM objectives;
- Examining area-wide opportunities to progress sustainable travel in partnership; and
- Discussing new innovations in the industry and potential new service providers.

The RTC will draft a 'Terms of Reference' for the Steering Group to review and approve following the initial meeting. This will formalise membership of the group and detail how decisions are taken and the frequency of meetings, which are anticipated to occur at least quarterly.

Transport and mobility service providers, such as representatives from rail and bus companies, will be invited to meetings to discuss emerging issues and opportunities and therefore guide decision-making. Similarly, representatives from other large employment sites and trip attractors will be invited to share ideas on travel demand management and explore opportunities to jointly develop and implement solutions on an area-wide basis.

7.3 Resort Travel Coordinator (RTC)

A Resort Travel Coordinator (RTC) will be appointed and funded by LRCH. The RTC will report to the LRCH CEO and be responsible for overseeing implementation of the TDMP, including the measures, monitoring and review processes, and liaising with site users and interested parties to ensure the plan objectives are achieved over time.

The RTC will oversee TDM matters over the entire development period, commencing with construction through to full build-out and the Resort becoming operational. This will include delivering key aspects of the TDMP from the outset, establishing contacts mobility service providers, ensuring the timely implementation of all identified measures, and ensuring monitoring and reporting processes are undertaken in line with an agreed programme. A separate set of measures promoting, facilitating and monitoring sustainable modes of travel for construction workers is provided within the CTMP.

The RTC will have key links with the technology team to ensure that the TDM can operate effectively and efficiently give the role this will have in influencing travel patterns and behaviours.

An important function of the RTC role will be gathering information on travel demands arising at the Resort – from both visitors and employees – and developing the evidence base for improvements to be delivered. In some instances, this will include examining opportunities for area wide TDM opportunities to be developed and delivered with partner organisations and making recommendations for funding to the TDM Steering Group.

More generally the role of the RTC will include:

- Ensuring the measures identified in this TDMP are implemented in the required timeframe;
- Ensuring all travel and transport information and data disseminated to Resort visitors and employees is current and accurate;
- Leading the ongoing monitoring of the TDMP and subsequent reporting;
- Acting as a key point of contact for travel and transport queries from stakeholders;
- Updating the TDMP as necessary following input from the TDM Steering Group;
- Assisting in the decision-making process on any new or emerging measures to implement; and
- Liaising with partner organisations to share knowledge and best practice in TDM.

The role is anticipated to be full-time, with the precise time commitment kept flexible throughout delivery to ensure all measures are delivered as set out, and all associated monitoring and reporting procedures are undertaken. Specific consultancy support will be provided as and when required to assist the RTC in discharging their duties.

Within the LRCH organisational structure the RTC will be expected to work closely with the team(s) responsible for:

- Marketing and communications;
- Parking and facilities management;
- Managing on-Resort workforce;
- Resort accommodation; and
- Liaison with off-site accommodation providers.

In this respect and subject to ongoing discussions at LRCH regarding internal governance it is likely that an internal working group will be convened with representatives of these teams under the Chair to manage internal delivery issues. In terms of external accountability, LRCH will have a series of objectives to achieve and reporting against these will be a key aspect of ensuring relevant stakeholders are informed and legitimate changes/ improvements can be implemented.

7.4 Agile Plan Management

As noted in Section 5.3 the very nature of a TDMP means that in many cases the intensity of application of some measures can be varied according to emerging scenarios or situations.

The RTC and Steering Group will therefore have a vital role to play in taking stock of emerging information about the operation of the Resort in the run up to and post occupation. Using the evidence outlined in Chapter 8 it will be possible to make decisions about the nature of the measures to be delivered on a rolling programme. For example, if it becomes clear that a 'peak of the peak' situation is on the horizon (e.g. large firework display planned for summer gala, combined with known engineering works on the rail network) the measures described in the Plan can be used in different combination to address the likely challenges. The Steering Group may therefore be mobilised more often to discuss these sorts of instances and the proposed response.

8 Targets, Monitoring and Review

Travel patterns and transport impacts associated with the Resort will naturally change over time and gathering a comprehensive and robust evidence base will be important for on-going decision-making and investment in supporting measures. It is also beneficial to establish some indicators of success drawing from this evidence base, which relate back to the objectives in section 3.

This section summarises these measures of success, alongside a process of monitoring and review that will allow the TDMP to adapt over time in response to the needs of Resort users and changing travel demands.

8.1 Target Outcomes

Private Vehicle Mode Share

The Transport Assessment developed for London Resort presents specific car driver mode shares for both visitor and employee travel to the Resort based on modelled scenarios. This information provides an initial target as a measure of an acceptable proportion of journeys to and from the Resort by private vehicles, based on an average day scenario.

This information is presented in Tables 8-1 and 8-2 below.

Table 8-1 Baseline Visitor Modal Share for Private vehicle (Average Day)

Year	Private Vehicle (Car Driver)
2025	67.5%
2029	67.2%
2038	62.9%

Table 8-2 Baseline Employee Modal Share for Private vehicle

Year	Private Vehicle (Car Driver)
2025	25.8%
2029	18.2%
2038	18.2%

In terms of future targets, given that the Baseline mode share for private vehicles associated with staff is low, it is proposed to maintain these values.

In terms of targets relating to visitors, an ambitious interim target of **40%** by private vehicle has been set to account for journeys at the 85th percentile day. This considers the period 2029 onwards.

It is not proposed to include mode share target for all other modes. This is to maximise flexibility going forward over which sustainable transport options should receive higher or lower levels of investment, based on observing the travel patterns and responses from Resort visitors and employees.

Resort Travel Satisfaction Indicators

The car driver modal split targets will also be supplemented by travel satisfaction-based indicators to be derived following the first monitoring survey. These indicators will relate to overall visitor and employee satisfaction with, inter alia, access to travel information and advice, the quality and availability of shared transport services and travel offers made available at the Resort.

Feedback from this process can then be used as a benchmark to understand how investment and measures through this TDMP are having an impact more generally, beyond merely generating a desired modal outcome.

Information gathered through this process will be used to inform discussions at TDM Steering Group meetings over how the TDMP or specific measures should be adapted over time in response to user demand. This *future ready* approach will ensure mobility planning activity at London Resort remains flexible, responsive and focused on delivering what is effective based visitors and employees have found valuable.

8.2 Plan Monitoring

A monitoring process will be introduced to understand travel patterns and secure feedback from site users, ensuring the TDMP can remain responsive to any issues emerging. This will comprise the following specific monitoring process.

Resort Travel Survey

A Resort Travel Survey will be conducted annually, with the first survey to be undertaken within six months of opening. This survey will capture information on travel patterns associated with all site users, including primarily visitors and employees in order to examine the success of the TDM strategy against achieving the identified targets. The survey will comprise the following:

- Visitor travel questionnaire - a snapshot visitor travel questionnaire will be embedded within a process of post-visit emails to visitors. This will collect a sample of responses from visitors to secure greater detail on how they chose to travel to and from their Resort, their reasons for choosing to travel as they did, where they travelled from, when they arrived at and departed the Resort, and feedback on a range of travel and transport-related satisfaction indicators. Completion of the survey will be incentivised with a competition prize draw. This snapshot survey will provide a significant sample of data that both captures observed travel patterns but also provides information to support continuous improvement in travel related services at the Resort.
- Resort ticket data analysis - information from visitor travel patterns will also be collected from Resort ticketing data, whereby information on their chosen method of travel to and from the Resort will be recorded as part of the Resort ticket booking process. This will provide a large and continuous sample of data on visitor travel choices.
- Employee travel questionnaire - a travel questionnaire will be disseminated to employees annually. This is likely to be hosted online and employees will be given a QR code to access the questionnaire through their smartphone device providing ease of access and supporting a high response rate. This questionnaire will capture key information on employee travel patterns, including trip origin, mode of travel, time of arrival and departure, participation in any travel related measures/promotions, and a request for general feedback. Completion of the survey will be incentivised with a competition prize draw. This information combined with that for visitors will also provide a clear dataset on travel patterns to and from the Resort
- Operator data - the RTC will liaise with mobility service providers at the Resort to secure data on visitor and employee use of specific services. This is anticipated to include e.g. use of car club vehicles, e-bike and e-scooter hire, and patronage data on public transport services connecting with the Resort. This information can be examined and cross-referenced with feedback from the visitor and employee travel surveys to understand changes in demand for these services over time and where additional investment may be viable and beneficial.

Information from these sources will be collated and analysed by the RTC and an annual TDMP Monitoring Report will be prepared for the Steering Group. Following Resort opening the initial survey will serve for travel pattern baselining purposes and benchmarking satisfaction levels.

This can then form the basis for comparison in subsequent years to understanding how travel patterns and requirements change over time, and to determine progress towards the provisional target outcomes presented in section 8.1.

Resort Parking Survey

The RTC will also use data collected throughout the year on Resort parking to help determine how parking demands at the Resort change over time and to review and adapt the parking management plan as required. This process will include:

- Resort parking – Data on parking demand will be collected throughout the year aligned to the booking process. This will provide an on-going understanding of parking demands, accumulation across the day, duration of stay and vehicle occupancy. This process will also combine an annual survey of cycle parking demands to determine demand by location and whether further provision should be made available.
- Off-site parking - Monitoring off-site parking compliance will be also be undertaken on an annual basis as a comprehensive area-based approach to ascertaining if visitors or employees are parking inappropriately in nearby local roads which may require intervention measures such as the introduction of parking restrictions. It will be necessary to undertake a baseline off-site parking survey prior to commencement of construction. This will provide the baseline against which future survey results will be measured against, or until otherwise agreed with the TDM Steering Group. The RTC will provide contact details for residents should they identify any visitor or staff regularly parking on local streets in the vicinity of London Resort.

This on-going monitoring process will allow LRCH Resort Management and the TDM Steering Group to maintain and on-going understanding of travel patterns at the Resort over time, informed by a comprehensive and robust dataset to information decisions around on-going investment and preferred solutions going forward.

8.3 Plan Review

A formal annual review of the TDMP will be undertaken, led by the TDM Steering Group and informed by the monitoring data outlined in Section 8.2. This process will ensure the TDMP remains subject to a regular on-going review against the modal split and travel satisfaction indicators outlined in Section 8.1.

The TDM Steering Group will convene to review travel and user satisfaction monitoring information presented within the annual progress report prepared by the RTC. The report will highlight where progress is being made against the headline indicators, or where progress is unsatisfactory, and provide recommendation on additional measures, or amendments to existing measures, that can be introduced.

This formal review process will be supplemented by quarterly informal review of the TDMP consistent with scheduled meetings of the Steering Group.

This annual process will mean this TDMP remains dynamic and responsive over time to changing social and mobility trends and the observed travel needs and wishes of all who visit the Resort.

8.4 Recovery Action Plan

The monitoring process is necessary to understand continued progress towards meeting the outcome modal target. In the event an annual monitoring report does show insufficient progress towards meeting this target a course of remedial action will be initiated.

As a first step the RTC will notify the TDM Steering Group if insufficient progress has been achieved in modal outcomes over the previous year. The following TDM Steering Group meeting will then focus on identifying the reasons why enough progress hasn't been achieved and a series of additional measures and initiatives will be identified and agreed for delivery.

The RTC will subsequently cost the additional measures and provide an indicative delivery programme to the TDM Steering Group for approval. The RTC will then seek approval from the TDM Steering Group for funding to be allocated in the forthcoming year.

This mechanism means additional funding can be sought for travel plan delivery, although there is flexibility over how the funding should be spent. Evidence can be drawn specifically from an examination of the evidence from travel surveys, dialogue between the TDM Steering Group and in recognition of sustainable transport options available to the market at that time.

Appendix A: TDM Case Studies

In developing the TDMP for The London Resort evidence from case studies was considered where demand management measures have been applied previously in situations where high volumes of people are travelling to a single location. These are set out in the following sub-sections:

Case Study: Managing travel demand at the Gold Coast 2018 Commonwealth Games (Australia)

The challenge: Concern about managing the travel impact of 1.2 million spectators in a car dominated environment attending 13 venues over 11 days. On some occasions there needed to be a change in travel behaviour among 60% of background demand. All spectators needed to be aware of the travel options available.

The objective: To develop and implement a marketing communications campaign that would influence the travel behaviour of 30% of travelling public.

The overall approach: A marketing communications strategy and business engagement strategy. Demand management specialists embedded in management roles in senior leadership team to oversee implementation including visitor travel communications.

Key elements: A creative demand management marketing communications campaign integrated across all communications channels. An insightful research programme. A high specification web presence including innovative interactive impact mapping. A fully engaged multi-agency group. A full-service event time transport communications centre.

Outcomes: Best practice levels of campaign awareness. Target of 30% travel behaviour change exceeded. Net reduction in car use. Full public transport. A successful event watched by a global audience.

Case Study: Managing travel demand at the UEFA Champions League Final 2017 (UK)

The challenge: Concern about managing the travel impact of up to 200,000 visitors in a constrained City transport network on a single day.

The objective: To develop and implement a demand management marketing communications campaign, travel information for visitors' campaign and business engagement campaign that would change the travel behaviour of 30% of travelling public AND ensure visitors and fans understood the best way to travel to minimise travel disruption.

The overall approach: Demand management specialists embedded in senior leadership team. Overall approach developed with key stakeholders and managed by a working group of those stakeholders.

Key elements: A creative behaviour change marketing communications campaign integrated across all communications channels. Business advice material and community engagement sessions. An insightful research programme. A web presence. A fully engaged multi-agency group. A full-service event time transport communications centre. Management of bespoke visitor journey planning App and park and ride booking tool. Management of social media for event travel. Liaison with UEFA and Finalists. Rail operator negotiations in relation to ticket bookings. Advice on transport operations including accessible transport.

Outcomes: Road traffic reduction below usual levels on strategic roads. 20% behaviour change.

Case Study: Travel demand management for England 2015 Rugby World Cup (UK)

The challenge: Concern about managing the travel impact of up to 1 million event goers in 12 Host Cities spread across the UK. Also requiring a consistent spectator travel experience.

The objective: To develop and implement a marketing communications campaign for spectator travel that supported the Host Cities in managing the local travel impacts of the event with background demand at venues where travel impacts expected to be challenging.

The overall approach: The first step was to develop an overall transport marketing communications strategy. Second was, using embedded demand management specialists, to run a tournament time demand management operation centre.

Key elements: Development of Spectator Journey Planner, a Multi-Agency Transport Comms Group, High Quality Spectator Travel Content including venue guides, an integrated background demand marketing communications campaign with focused advertising where required, Advised on demand management elements of park and ride, spectator travel and accommodation research, event time transport communications operation.

Outcomes: High proportion of background demand claiming they would change their event time travel behaviour. Spectators using the transport system in the required way and satisfied with the nature, timing and quality of transport communications received. Higher than expected levels of public transport use. Priority Host Cities received high intensity and high impact support with great success.

Case Study: Managing the demand for travel at Glasgow 2014 Commonwealth Games (UK)

The challenge: Concern about the transport network being unable to accommodate the travel demand generated during the event of 1 million spectators and required a marketing communications demand management solution.

The objective: To use a range of Travel Demand Management interventions to influence the travel behaviour of 20-30% of background demand and to ensure that spectators used the mix of public transport, park and ride and active travel in a balanced way.

The overall approach: A dual pronged approach to influence travel behaviour of spectators as well as the travel behaviour of the local community.

Key elements: Transport marketing communications for background demand, Travel Advice for Spectators and Games Time Transport Communications arrangements. Supporting Community and Business Engagement function. A Spectator Journey Planner, Multi- Agency Transport Comms Group, High Quality Spectator Travel Content including venue guides, integrated background demand campaign advertising material, park and ride booking tool, visitor research, event time communications operations planning and delivery.

Outcomes: 42% of background demand claiming they would change travel behaviour during Games. Spectators using the transport system in the required way including higher than expected cycling and walking. A spectator audience satisfied with the nature, timing and quality of transport communications received leading to higher than expected levels of public transport. A legacy for Transport Scotland who now commonly apply TDM innovations.

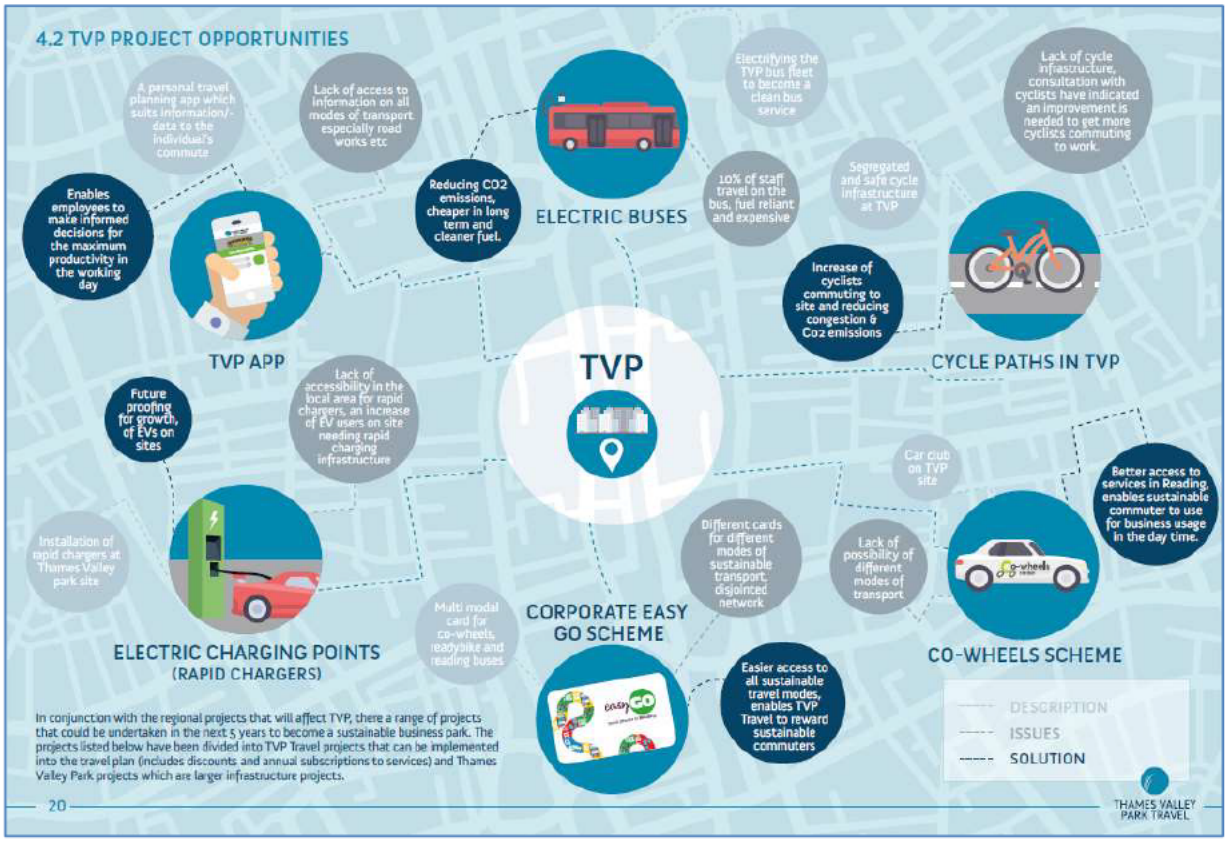
Case Study: Thames Valley Park Business Park – Workplace TDM Plan

The challenge: Thames Valley Business Park is a major employment hub located near Reading and was home to around 9,000 employees at companies including Microsoft, Oracle, BG Group and Regus. Significant concerns became apparent over time about localised traffic congestion and inappropriate car parking due to most commuting trips to the business park being made by private car.

The objective: Wokingham Borough Council, Highways England and the companies themselves determined that a park-wide TDM Plan should be developed and implemented to facilitate and promote sustainable transport options for employees, visitors and for company business.

The overall approach: a comprehensive travel survey which identified that 76% of respondents drove to and from work, resulting in 13,700 two-way vehicle journeys daily. A Steering Group was created with representation from the authorities and the business and an appropriate delivery mechanism for the long-term implementation of measures was determined using the park management company. Taking an evidence-led approach, survey data and an examination of best practice in TDM led to specific measures being identified, costed and introduced.

Key elements: A range of measures were identified and delivered over time. This included a smartphone application providing real-time information on shuttle bus services specific to the business park ("TVP Travel"), providing new cycle hire facilities on site, roadshows and promotional events, electric vehicle charging points, car club membership, and improved cycle infrastructure.



Outcomes: Travel surveys taken post-development and implementation of the investment showed a 6% reduction in employees driving to and from work, with a corresponding 11% uptake of public transport options helping to both alleviate car parking pressures and support company carbon reduction objectives. In 2016 the travel plan received national industry recognition at the Smarter Travel Awards as 'Best Workplace Travel Plan' in the UK.