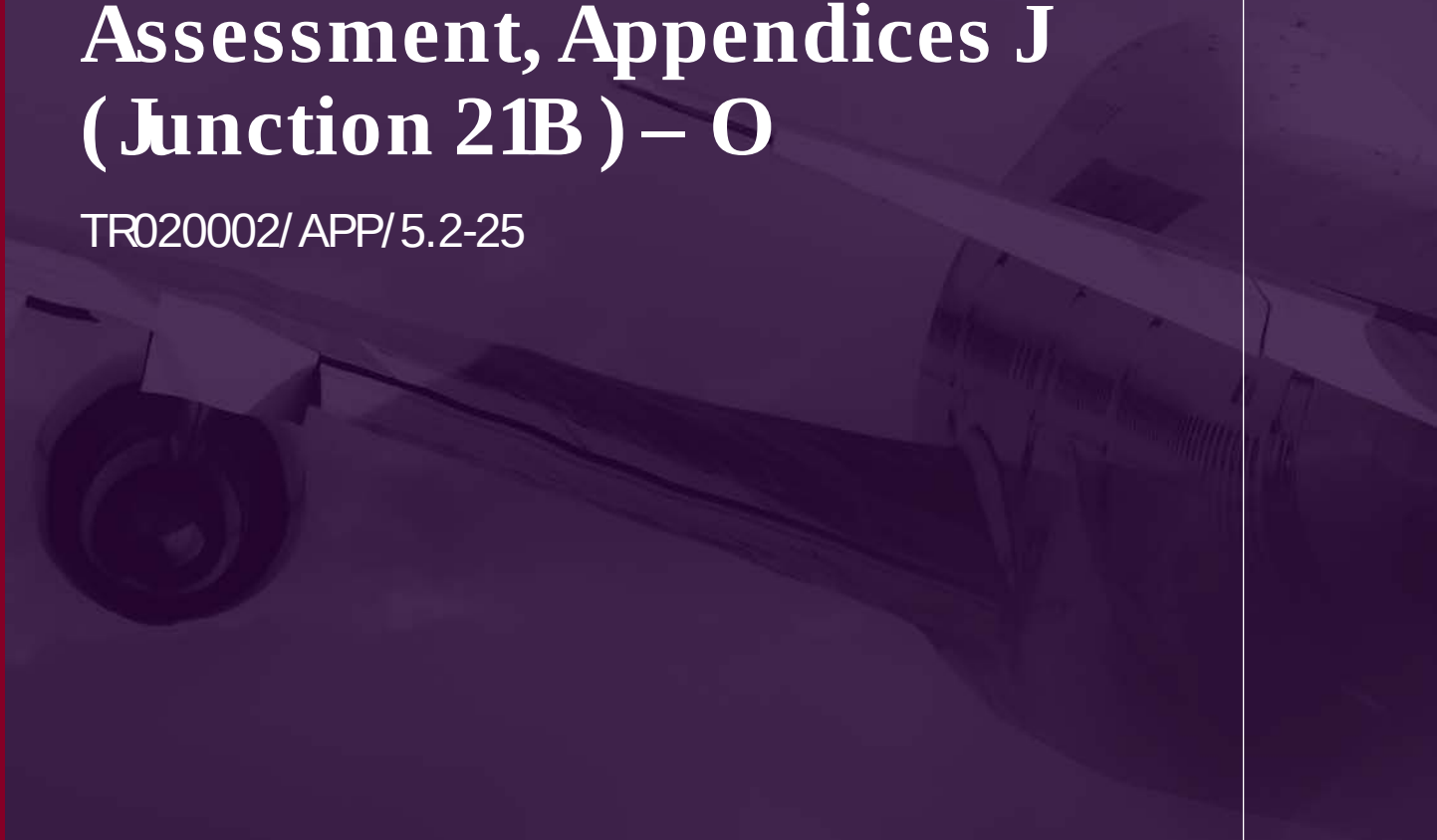
RiverOak Strategic Partners

5.2-25 Environmental Statement Volume 25: Transport Assessment, Appendices J (Junction 21B) – O

TR020002/APP/5.2-25



Project Name:	Manston Airport Development Consent Order
Regulation:	Regulation 5(2)(q) of the Infrastructure Planning (Applications: Prescribed Forms and Procedure) Regulations 2009, as amended
Date:	July 2018

RiverOak Strategic Partners

Manston Airport DCO

TA Appendix K - Preliminary Construction Traffic Management Plan

March 2018

Amec Foster Wheeler Environment
& Infrastructure UK Limited

Report for

George Yerrall
RiverOak Strategic Partners
Audley House
London
W1K 6WF

Main contributors

Glyn Price
Bev Coupe
Adam Guy
Amy Evans

Issued by

.....
Glyn Price

Approved by

.....
Bev Coupe

Amec Foster Wheeler

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Document revisions

No.	Details	Date
1	First Draft	19/01/2018
2	FINAL	12/03/2018
3	FINAL	28/03/2018

Contents

1. Introduction

1.1 Background

1.1.1 RiverOak Strategic Partners Limited (RiverOak) is seeking to secure the future of Manston Airport as a valuable regional and national asset by redeveloping the Manston Airport site as a freight airport. The proposals will provide much needed additional air freight capacity to the United Kingdom and also serve to relieve pressure from the other, already heavily congested, London and South East airports.

1.1.2 Under the Planning Act 2008 (the 2008 Act) the redevelopment of Manston Airport as a freight airport is considered a Nationally Significant Infrastructure Project (NSIP). RiverOak is making an application under the Act for a permission known as a 'Development Consent Order' ('DCO') to construct and operate Manston Airport. The application will be submitted to the Planning Inspectorate which will examine it and make a recommendation to the Secretary of State for Transport, who will then make a decision on whether the Project is granted consent.

1.1.3 This Preliminary Construction Traffic Management Plan (CTMP) is one of a suite of documents which have been produced in the support of the DCO application. The Preliminary CTMP should be read in conjunction with the Transport Assessment (TA) and the Environmental Statement (ES).

1.2 Overview

1.2.1 The site is located to the west of Ramsgate in the district of Thanet, East Kent and covers an area of approximately 3km.

1.2.2 There has been an operational airport at the Proposed Development site since 1916. Until 1998 it was operated by the Royal Air Force (RAF) as RAF Manston, and for a period in the 1950s was also a base for the United States Air Force (USAF).

1.2.3 From 1998 it was operated as a private commercial airport, known as Kent International Airport. The airport offered a range of services including scheduled passenger flights, charter flights, air freight and cargo, a flight training school, flight crew training and aircraft testing. In recent years it was operating as a specialist air freight and cargo hub servicing a range of operators. Although the airport was closed in May 2014, some of the airport infrastructure remains.

1.2.4 The Proposed Development shall consist of the following principal components, as shown in Figure 1.1:

- Runways and taxiways suitable for the take-off and landing of a broad range of cargo aircraft;
- an area for cargo freight operations able to handle at least 10,000 movements per year and associated infrastructure, including;
  - a new Air Traffic Control (ATC) tower;
  - a fire station;
  - a fuel farm;
- facilities for other airport-related development, including:
  - a passenger terminal and associated facilities;
  - an aircraft teardown and recycling facility;
  - a flight training school;
  - a base for at least one passenger carrier;

- a fixed base operation for executive travel; and
- business facilities for airport related organisations.

1.3 Scope of the Preliminary CTMP

1.3.1 This Preliminary CTMP sets out the measures and approach required to support the construction of the Proposed Development. It should be noted, as set out in the TA, that the peak level of construction traffic is lower than the proposed operational traffic and would have an overall lower impact on the capacity on the local highways network. However, there is a higher volume of Heavy Goods Vehicles (HGVs) during construction and the purpose of this Preliminary CTMP (PCTMP) is to identify traffic management proposals to minimise the impact of these vehicles. The routing of operational HGVs related to the proposed development are included within the Transport Assessment.

1.3.2 A more detailed CTMP will be produced once a construction company has been identified building on the details set out in this PCTMP.

1.4 Objectives of the Preliminary CTMP

1.4.1 The management, strategy and mitigation measures contained within this document have been developed to ensure that the impact of construction traffic, comprising HGVs and, to a lesser extent, Light Vehicles (LVs) on existing users of the public highway network is minimised. This Preliminary CTMP considers the scale of impact by the different vehicle types separately and identifies appropriate management accordingly.

1.4.2 The objectives of the Preliminary CTMP are outlined in **Table 1.1**.

Table 1.1 Objectives of the CTMP

Objectives	Description
A	Ensure that movements of people and materials are achieved in a safe, efficient, timely and sustainable manner.
B	Keep construction traffic to a minimum during network peaks to reduce the impact on the highway network during busy periods.
C	Ensure that the impact and disruption to the local communities and tourists is minimised.
D	Minimise construction trips where possible.
E	Ensure the continued monitoring, review and subsequent improvement of the PCTMP and mitigation measures.
F	Minimise impacts on the SRN and Local Road Network (LRN).
G	Minimise impacts on the natural and built environment.

1.4.3 It is intended that this PCTMP is a live fluid document that will be updated and modified as agreed with the relevant highways authorities as the Proposed Development progresses and as project details are clarified prior to the start of works on site. Updates would also need to consider the implications of other proposed developments in the area and associated traffic generation that may have a cumulative effect on the public highway network. It will be important to allow for flexibility

within the PCTMP so that it is adaptable to the situation at construction, whilst still meeting the objectives identified above.

1.5 Sources of Information

1.5.1 In order to produce this PCTMP, the following inputs have been used:

- Several site inspections undertaken by Amec Foster Wheeler during August-October 2017 including road measurements, photographs and general observations;
- Information relating to the local road network, such as traffic flows, existing access arrangements and Personal Injury Accidents (PIA) analysis; and
- Information from the designers regarding the proposed construction traffic generation and vehicle types.

1.6 Programme

1.6.1 The Proposed Development will be constructed over an 18 year construction period. Construction traffic will be at a peak during the early years where most earthworks and site preparation works will take place (Years 1 - 4). The proposed programme for construction work are set out as in **Table 1.2**.

Table 1.2 Estimated Construction Phasing

Programme Year	Construction Periods
1 - 2 (2020 - 2021)	Construction Phase 1 (Peak)
3 – 4 (2022 - 2023)	Construction Phase 2 (Peak)
5 – 11 (2024 - 2030	Construction Phase 3
12 – 18 (2031 - 2037)	Construction Phase 4

1.6.2 As set out in **Table 1.2** there are four distinct construction phases and the following sets out which is anticipated in each phase;

- Phase 1 - The existing runway will be resurfaced, and a new parallel taxiway will be constructed. Earthworks undertaken. Eight cargo aircraft stands and a 12,000m^2 cargo facility will be constructed. The existing passenger facilities will be reopened;
- Phase 2 - As the airport will be operational by Phase 2, this will constrain construction activities, to minimise disruption to operations, construction will be limited to the provision of additional aircraft stands, cargo warehousing and the extension of the associated lorry and car park facilities and additional earthworks. A new aircraft maintenance hangar will be constructed and the existing hangar demolished;
- Phase 3 - further aircraft cargo aprons and warehousing will be constructed plus the associated lorry and car parking. An additional aircraft maintenance hangar will also be provided. Existing buildings adjacent to Spitfire Way will be demolished (cargo buildings and the MT facility). The internal access road will be constructed in its permanent alignment. An attenuation pond that incorporates water treatment will be constructed; and
- Phase 4 - the remaining stands and warehousing will be constructed. An additional aircraft passenger stand will be constructed next to the existing passenger apron. A further maintenance hangar will also be provided.

1.6.3 For the Northern Grass Area, the proposed construction is as follows:

- Phase 1:
  - Half of the Business units (~50,000m2) and associated internal roads and all access junctions;
  - Attenuation pond;
  - Radar;
  - A stockpile area for excess cut material;
  - Service connections.
- Phase 2:
  - Second half of business development (~50,000m2) and associated internal roads.
- Phase 3:
  - Second pond.
- Phase 4:
  - No construction.

1.6.4 Construction traffic movements will vary across the phases due to the different activities. In order to estimate construction traffic generation, a series of assumptions have been made, the details of which are set out later in this document in chapter 6.

1.7 Consultation with Kent County Council and Other Key Stakeholders

1.7.1 Amec Foster Wheeler has prepared this Preliminary CTMP in consultation with Kent County Council (KCC) as local highway authority through a scoping meeting on 11th of September 2017 and ongoing telephone and email communication as well as the response to a Transport Scoping Note which provided the following comment;

- "The [construction] Traffic figures are noted; however the final TA should outline how the impact of these movements will be managed. This could be dealt with through an associated Construction Management Plan "

1.7.2 On this basis, the Preliminary CTMP has been prepared to support the planning application.

1.8 PCTMP Structure

1.8.1 The remainder of this report is structured as follows:

- Section 2 summarises the relevant procedures and policies;
- Section 3 sets out the roles and responsibilities;
- Section 4 describes the location of the proposed works and the surrounding road network;
- Section 5 identifies the access routes to the site;
- Section 6 presents the proposed mitigation measures for the works; and
- Section 7 summarises this PCTMP.

Margate

Birchington

Ramsgate

Isle of Thanet

THANET DISTRICT

BIRCHINGTON CP

WESTGATE-ON-SEA CP

ACOL CP

MANSTON CP

BROADSTAIRS AND ST PETERS CP

MINSTER CP

MONKTON CP

CLIFFSEND CP

RAMSGATE CP

Key

Order Limits

0 km 1.5km

Scale 1:30,000 @ A3

Client

RSP

Manston Airport DCO
Construction Traffic
Management Plan

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Figure 1.1
Site Location

2. Policies and Procedure

2.1 Normal Loads

2.1.1 The co-ordination and notification of accommodation works and road closures, if required, is covered under the New Roads and Street Works Act (NRASW) of 1991 (2008 revision). In summary; as local highway authority, KCC will be required to co-ordinate temporary traffic orders and works in the highway with other authorities and the emergency services.

2.1.2 RiverOak will be required to give a notice of temporary road closures and traffic management through KCC standard processes. This will allow the highway authority sufficient time to advertise and process the appropriate orders and to notify the emergency services and other traffic authorities.

2.2 Abnormal Loads

2.2.1 At this stage in the project it has been assumed that there is no requirement for any Abnormal Invisible Load (AIL). Therefore, the movement of AIL has not been assessed in this Preliminary CTMP.

2.2.2 There would be a number of wide loads, for which appropriate wide load delivery and management plans will be incorporated into a later draft of the PCTMP when types of vehicles and wider strategic routes to site are understood. Wide loads are likely to be required for the following equipment in particular:

- Concrete batcher, four wide loads required;
- Asphalt batcher, six wide loads required; and
- Piling rig, two wide loads required per rig.

2.2.3 The earthmoving equipment and site cabins will travel to site on normal HGV loads not requiring any special arrangements.

2.2.4 Measures to accommodate these loads might be signage to inform local road users of wide loads or informal escort vehicles on local roads. It is likely these movements will be required once at the very start of the project to deliver the equipment and once at the end to remove. These movements could be done outside of peak hours or overnight to avoid any local network impacts.

3. Responsibilities

3.1.1 This section outlines the proposed roles and responsibilities for implementing the CTMP during the construction of the Proposed Development. If there is any change to the finalised information on this, KCC will be notified in writing.

3.2 The Developer/Client

3.2.1 The Developer is responsible for:

- All communication with the regulator for matters pertaining to environmental impacts and incidents during construction;
- Obtaining environmental permits;
- Providing the Contractor with updated information relating to environmental permits and conditions; and
- Co-ordination with Clients Environmental Consultant where required.

3.3 Construction Project Manager

3.3.1 The construction project manager will be responsible for:

- Being the main focal point for the Contractor; and
- Overall reporting to the Developer.

3.4 Site Manager

3.4.1 The Site Manager shall:

- Ensure all site personnel and Contractors implement all the requirements of the CTMP and legal obligations regarding traffic management and environmental protection in relation to materials and pollutants;
- Ensure appropriate resources are available for effective safeguarding of the environmental aspects identified within the CTMP;
- Periodically review environmental and CTMP monitoring report to ensure consistency and quality; and
- Report any significant pollution incidents to the Environment Agency and the Project Manager.

3.5 Construction Health and Safety Executive (HSE) Manager

3.5.1 The Construction HSE Manager shall:

- Audit and monitor all CTMP implementation activities, advise the Discipline Supervisors, Field Superintendents and Resident Site Manager of any shortfalls and provide specialist support;
- Assign responsibilities of individual activities pertinent to specific requirements of the CTMP to key individuals where appropriate, together with a clear remit and definition of the function;
- Carry out daily inspections of all work areas to ensure compliance on the part of the Contractor and sub-contractor with regard to this CTMP;

- Ensure all CTMP deviations and environmental incidents are reported immediately to the Contractors home office and corrective action rapidly put into effect;
- Report all significant deviations from the CTMP and environmental incidents to the Site Manager and Project Manager;
- Incorporate CTMP requirements into the site induction programme and ongoing training/ awareness programmes; and
- Ensure this CTMP is made readily available to all sub-contractors and supervisors.

3.6 Site HSE Manager

3.6.1 The Site HSE manager shall:

- Take overall responsibility for compliance with all HSE requirements at the site and for achieving the required levels of HSE performance;
- Take responsibility for implementation and management of emergency response procedures Ensure HSE roles are being enacted in accordance with the requirements of this procedures and in line with best industry practice; and
- Ensure HSE roles are provided with suitable environmental awareness training and provision of any specialist environmental training required generally to carry out their roles.

3.7 All Site Based Staff

3.7.1 In addition to any specific duties assigned by the Construction HSE Manager, all staff shall be trained to:

- Ensure familiarity with the themes and requirements of this CTMP that relate to the units and activities they are directly involved with;
- Monitor and encourage colleagues to ensure they also comply with the environmental requirements of this CTMP and intervene or request supervisory/HSE office intervention if environmentally damaging activities or action that are non-compliant with any Construction Traffic are witnessed; and
- Report any environmental incidents or concerns to the appropriate line manager.

3.8 Sub-Contractors

3.8.1 Sub-Contractors will be provided with copies of this CTMP and comply with it in full. Specifically they shall:

- Ensure the nominated HSE Manager is fully familiar with the requirements and manages their implementation;
- Report directly to the Construction HSE Manager for all CTMP related issues;
- Comply with the responsibilities;
- Advise the Construction HSE Manager of any activity or need to deviate from any requirement within this CTMP; and
- Liaise with the Construction HSE Manager on a regular basis to ensure any changes in scope that have environmental implications or new environmental requirements are accounted for and managed.

4. Existing Conditions

4.1 Site Location and Local Highways Network

4.1.1 The site is located to the west of the conurbations of Ramsgate, Margate and Broadstairs in the District of Thanet and is bound by the A299 Hengist Way to the south, B2190 Spitfire Way to the west, arable farmland to the north and Manston Court Road and further farmland to the east. The site is bisected by the B2050 Manston Road which connects with Spitfire Way in the west and the A256 in the east. Manston Airport is located on the south side of the B2050 and the Northern Grass area is located to the north.

4.1.2 The site is a disused airfield with no aviation uses currently taking place, although it was an operational airport from 1916 to 2014. A small number of existing buildings are occupied by two Museums and other businesses and low levels of activity occur associated with these. These occupied buildings are located on Spitfire Way and the Airport access road within the site.

4.1.3 **Figure 4.1** illustrates the site location in relation to the local highway network, the main junctions and the vicinity of the site.

4.1.4 The key local road for construction access from the strategic highways network of the A2/M2/M20 are from the west the A299 and from the south the A256 (which links to the A299). The A299 provides access to Minster Road which links onto Spitfire Way and then Manston Road, the latter two of which are proposed to be used as direct access to the site for construction works.

4.1.5 The A299 also provided access to Canterbury Road West which provides a construction access to the fuel farm**.** Further detail on proposed construction routes to site are set out later in this document.

4.1.6 A detailed review of the local highways network links and junctions has been provided in section 4 of the Transport Assessment and should be read in conjunction with this PCTMP.

4.2 Local Road Safety Considerations and Assessment

Introduction

4.2.1 Records of PIAs have been obtained from KCC for a five year period up to and including June 2016. A detailed accident assessment of the wide scope that is considered is set out in the TA. Ten junctions required detailed accident assessment reviews, of which three are considered to potentially have inherent accident problems with recommended changes summarised as follows:

- Spitfire Way/Alland Grange Lane: improving visibility (vegetation clearance) from the Alland Grange Lane arm of the junction;
- Spitfire Way/ B2050 Manston Road: review signage and road markings upon approaches and consider changes to the aspect of the NE Manston Road arm; and
- B5020 Manston Road/Manston Court Road: Improve visibility from the Manston Court Road arm.

4.2.2 All three of the junctions are proposed to be on or linking into construction traffic routes and as such the three proposed solutions in these locations would be required to be implemented before construction works are commenced.

4.2.3 The mitigation schemes are set out in detail in the TA and summarised below:

- Spitfire Way/Alland Grange Lane: improving visibility (vegetation clearance) from the Alland Grange Lane arm of the junction;

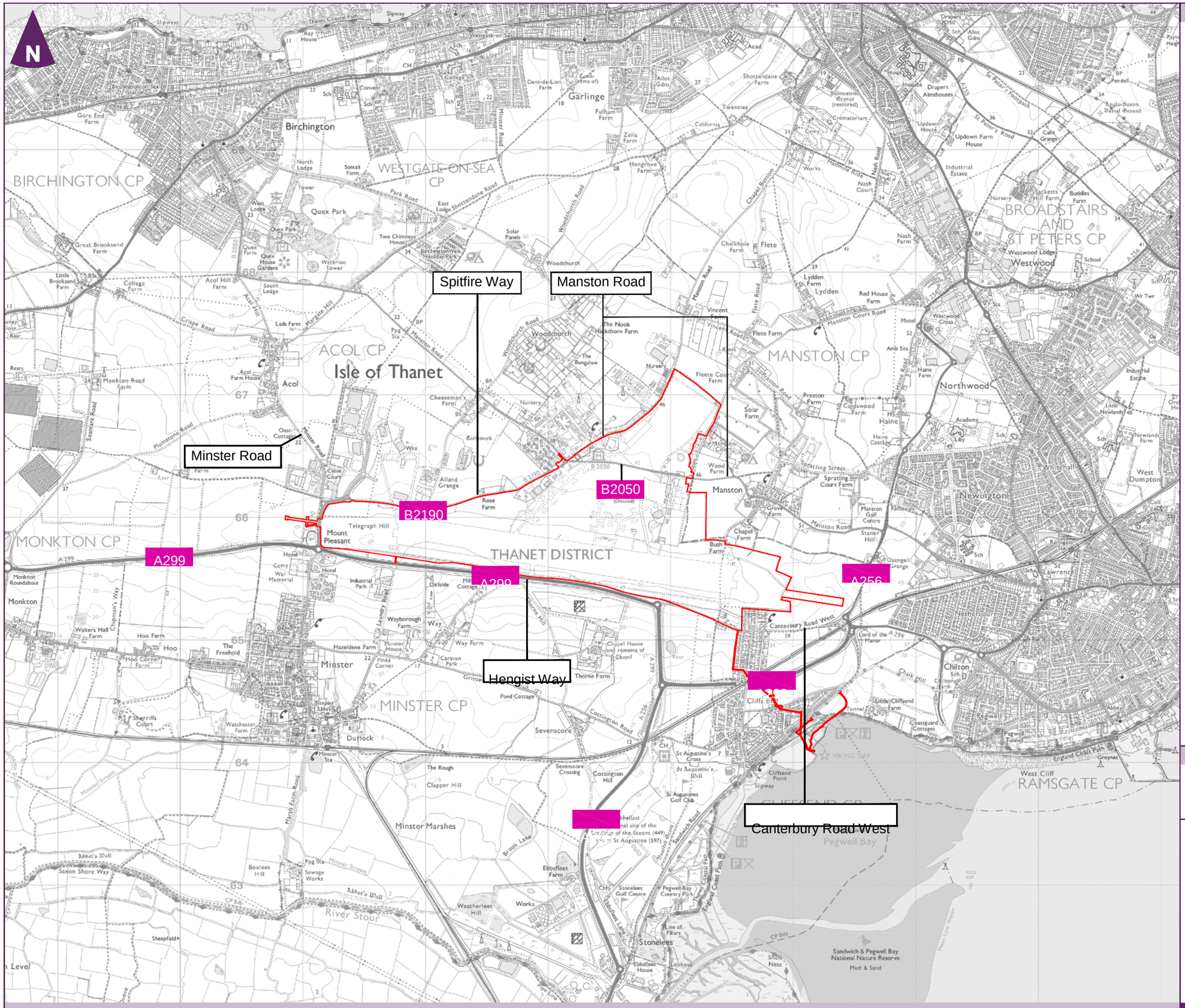
- Spitfire Way/ B2050 Manston Road: A new signalised junction is proposed in this location designed to DRMB standards and solving the inherent accident issues at the junction; and
- B5020 Manston Road/Manston Court Road: A new signalised junction is proposed in this location designed to DRMB standards and solving the inherent accident issues at the junction.

4.3 Base Traffic Flow Data

4.3.1 Traffic count surveys were commissioned in order to understand the existing traffic conditions within the study area and the details of this are set out in the Transport Assessment within section 4, however Table 4.1 sets out the sources of traffic flow information.

Table 4.1 Sources of Traffic Survey Information

Source	Survey Information
360TSL	Manual classified turning counts (MCC), automatic traffic counts (ATC) and queue surveys commissioned on links and at junctions anticipated to be affected by the proposals – March 2017
PCC Traffic information consultancy	Additional MCC counts and ATC's as well as queue surveys were commissioned on links and at junctions anticipated to be affected by the proposals following discussions with KCC – October 2017
Highways England	Traffic data for the strategic road HE network has been extracted through the HE traffic data portal at http://webtris.highwaysengland.co.uk/



Key

Order Limits

0 km 1.5km

Scale 1:30,000 @ A3

Client

RSP

Manston Airport DCO
Construction Traffic
Management Plan

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Figure 4.1
Site Boundary and Local Transport Network

5. Site Access and Traffic Management

5.1 Construction Accesses

5.1.1 It is proposed that the construction accesses will be the same locations as the permanent junctions to serve the Proposed Development.

5.1.2 These access points will have differing levels of construction traffic over the construction programme. **Figure 5.1** sets out the proposed locations of the proposed construction access. An initial proposal for the works required at each access is set out below;

- Northern Grass Area West and South Accesses – all works required on the Northern Grass Area;
- Cargo Access –significant works required on the Airport site (earthworks, new buildings and infrastructure construction);
- Airport Terminal Access – works required to construction the new Airport Terminal, carpark and other ancillary elements relative to the Airport Terminal; and
- Fuel Farm Access – construction trips relative to any construction/mitigations works required at the fuel farm only.

5.1.3 As the accesses are required in both the construction phase and operational phase of the development it is proposed that the access works to the final permanent arrangement are implemented at the start of the first phase of construction. The design and layout of these accesses are provided within the TA and associated DCO plans.

5.2 Proposed Construction Access Routes

5.2.1 Site audits have been undertaken of the proposed access routes on the local highways network to understand the constraints and limits that may cause issues with the conveyance of construction traffic to and from the site. Issues and constraints on the network have been considered under the following headings:

- Height restrictions;
- Weight restrictions – none apparent;
- Road classification;
- Road layout;
- Traffic calming measures;
- Visibility constraints;
- Restricted access – none apparent;
- Speed limits and traffic speeds – none apparent;
- Junctions at or near capacity during peak periods;
- Gradients – none apparent;
- Sensitive locations; and
- Public Rights of Way (PRoW).

5.2.2 The issues and constraints that are evident in the vicinity of the Proposed Development and the potential access routes are noted as follows;

Height restrictions

5.2.3 A height restriction exists on the A254 Ramsgate Road in Margate. The height restriction exists where the A254 Ramsgate Road routes beneath a railway bridge. The height restriction at this location is 4.2m or 13'9''.

Road classification

5.2.4 To the North of the Proposed Development site there are a number of rural unclassified and lower classification roads which are not appropriate for the conveyance of HGVs. These include:

- Manston Road;
- Manston Court Road;
- Vincent Road;
- Shottendane Road;
- Preston Road;
- Minster Road;
- Flete Road;
- Seamark Road;
- Crispe Road;
- Acol Hill;
- Plumstone Road;
- Park Road;
- Woodchurch Road;
- High Street;
- Spratling Street;
- Spratling Lane; and
- Preston Road.

5.2.5 **Figure 5.2**, local construction traffic constraints plan, sets out the locations of the roads locally that are not appropriate for construction traffic.

Road layout

5.2.6 There are a number of particularly sensitive junctions in the local area and areas where the road layout may be an issue that have been observed and should be avoided. These are as follows:

- A28 Canterbury Road/B2050 Park Lane;
- B2052 College Road/B2052 Hartsdown Road/Nash Road/Manston Road; and
- A254 Ramsgate Road/B2052 College Road/B2052 Beatrice Road

5.2.7 **Figure 5.2**, sets out the locations of the sensitive junctions and layouts that are not appropriate for construction traffic.

Traffic calming measures

5.2.8 A section of Canterbury Road West located in the village of Cliffs End, has traffic calming measures in operation. These include:

- Section of signal controlled single carriageway with build out, located west of Cliffs End; and
- Section of narrowed road east of Cliffs End, traffic is controlled by priority control.

Visibility constraints

5.2.9 There are a number of locations where junction visibility in the local area is an issue that has been observed and should be avoided. These are as follows:

- Acol Hill/Crispe Road;
- Plumstone Road/Minster Road;
- Park Road/Shottendane Road;
- Park Road/Woodchurch Road;
- Manston Road/Shottendane Road;
- Manston Road/Flete Road;
- Manston Road/Vincent Road;
- Flete Road/Vincent Road;
- Manston Court Road/Vincent Road;
- Manston Court Road/Preston Road;
- Preston Road/Spratling Street; and
- Spratling Street/Spratling Lane.

5.2.10 **Figure 5.2**, sets out the locations with visibility constraints that are not appropriate for construction traffic.

Junction at or near capacity

5.2.11 There are four local junctions which exist on potential construction traffic routes which have been identified from junction modelling undertaken in the Transport Assessment to be operating at or near capacity. These junctions are as follows;

- B2050 Manston Road/Margate Hill/Shottendane Road;
- B2050 Manston Road/Manston Road/B2190 Spitfire Way;
- B2050 Manston Road/Manston Court Road; and
- B2052 Tivoli Road/B2052 College Road/Nash Road/Manston Road/Hartsdown Road.

5.2.12 **Figure 5.2**, local construction traffic constraints plan, sets out the locations of the junctions that operate at or near capacity in the existing 2018 situation.

5.2.13 It should be noted that two of these junctions are located on the proposed construction route to the construction sites for HGVs, but both of these junctions are proposed to be improved as indicated on the development masterplan. This indicates that the improvements required in both these locations need to be constructed before any other construction operations can commence.

Sensitive locations

5.2.14 There are a number of settlements on local roads which would not be appropriate to route HGVs though on a consistent basis. These are as follows:

- A28 through Birchington on Sea, Westgate on Sea and Margate;
- A254 Ramsgate Road and Margate Road through Margate and Westwood;
- B2050 Park Lane at Birchington;
- Park Road at Birchington;
- Minster Road south of Westgate-on-sea;
- High street at Garlinge;
- B2052 Hartsdown Road at Margate;
- Manston Road/Shottendane Road at Margate;
- Manston Court Road at Lydden;
- B2050 Manston Road at Manston;
- B2050 Manston Road/Manston Road west of Manston;
- Crispe Road/Acol Hill/Plumstone Road/Minster Road/ Margate Hill at Acol; and
- Canterbury Road West at Cliffs End.

5.2.15 With consideration to the constraints that have been identified on the local highway network around Manston Airport, it has been considered that the most appropriate route for construction traffic to use is via A299 Hengist Way, B2190 Columbus Avenue, B2190 Spitfire Way and B2050 Manston Road.

Vehicle classification

5.2.16 A number of vehicle types will be used for the construction and delivery of materials for the construction phase. **Table 5.1** identifies the vehicles that may be used as part of the construction programme.

Table 5.1 Typical Construction Vehicle Classification

Light (LVs)	Heavy (HGVs)
Minibus/Car/Transit Type Van	Crane
4 x 4/All-Terrain Vehicles (ATVs)	Concrete Mixers
Mini HIAB	2 or 3 axle HGV with HIAB
Excavator	Flatbed HGVs
	Plant for road surfacing
	Standard Articulated and Non Articulated HGVs
	Tanker HGVs (Fuel and Water)

5.2.17 The vehicles above will be used for a variety of purposes on the project as set out below.

Light vehicles

Minibus/Car/Transit type Vans

5.2.18 Used to transport staff to the construction sites areas plus some equipment and material deliveries that will be delivered in LGV Vans.

4 x 4 and ATVs

5.2.19 These vehicles may be on construction sites to allow for safety conveyance between individual work sites by a small number of staff. These may also be needed to deal with locations where ground conditions are poor.

Mini HIAB

5.2.20 Mini HIABs will be used on the project to deliver various materials (such as stone, fencing or other smaller elements) to site and will predominately be used to minimise access by HGVs.

Excavators

5.2.21 This will be predominately used as plant for the construction works.

Heavy vehicles

Crane

5.2.22 A crane (size TBC) will be required to lift equipment/materials into position. This will be sourced from a local supplier and will not generate significant amounts of movements.

Concrete mixers

5.2.23 Concrete will be required to form foundations for the works and possibly for other activities.

2 or 3 axle HGV with HIAB

5.2.24 2 or 3 axle HGVs HIABs will be used on the project to deliver various materials (such as stone, fencing or other larger elements) to site.

Flatbed HGVs

5.2.25 Flatbed HGVs will be used to deliver various elements on the project such as building materials, cladding, plant and other deliveries that will be required in the construction phase.

Plant for road surfacing

5.2.26 Plant for the laying of road and taxi way surfacing will be required, and this large equipment is usual delivered on specialised large HGVs which fall below the limitations of an Abnormal Load.

Standard articulated and non-articulated HGVs

5.2.27 These vehicles will be required primarily for the conveyance of materials, scaffolding, fencing, plant and tools to and from the onsite work areas. Non Articulated HGVs will predominantly be for the deliveries of stone and other bulk materials and the extraction of overburden soil and spoil.

Tanker HGVs

5.2.28 These will be used for the delivery of fuel and water to the construction sites as well as occasional chemical deliveries.

5.3 Proposed Access Arrangement

Site accesses

5.3.1 It is proposed that the construction vehicles would leave and enter the road network via the five proposed construction access points set out in **Figure 5.1**. As set out these accesses will be constructed to the final arrangement needed in the permanent situation and result in a range of accesses as follows;

- Northern Grass Area West Access – Redesigned standard priority junction with ghost right turn facility with Manston Road;
- Northern Grass Area South Access – New signalised junction with Manston Road
- Cargo Access – New Roundabout junction with Spitfire Way;
- Airport Terminal Access – Redesigned access now as a signalised junction with Manston Road; and
- Fuel Farm Access – No change to the layout of the existing access as already capable of accommodating the Construction and Operational trips required.

Construction HGV routing

5.3.2 As set out in the analysis in Section 5 there are a number of local constraints on the highways network which have to be considered as part of any route for construction HGVs proposed. The analysis indicates that route from the A28 and A256 are not appropriate for construction HGVs.

5.3.3 It is clear from the assessment that the logical, appropriate and proposed route is from the A299 to the main construction sites. Construction traffic HGVs would leave the A299 at the Minster Roundabout and travel North on Minster Road. At the next roundabout traffic would turn right onto B2190 and follow it a short distance to a roundabout junction with Columbus Avenue. Construction HGVs would route ahead at this junction and follow the B2190 Spitfire Way and either access the site via the Cargo access or continue to the next junction with Manston Road and follow appropriate routes to the other three accesses in this location.

5.3.4 In addition, some construction traffic will need to route to the fuel farm access and this will be taken from the A299 and onto Canterbury Road West.

5.3.5 The proposed HGV construction routes are set out in **Figure 5.3**.

5.3.6 It should be noted that as part of the masterplan development proposals the proposed construction traffic route along Spitfire Way will benefit from an improvement to the road in this location as it is proposed to widen Spitfire Way and Manston Road to 7.3m wide carriageways from the junction with Columbus Avenue to the Main Airport Terminal Access.

5.3.7 With the proposals for HGV access set out in this section, construction traffic impacts will be limited in scope across the local road network and avoid HGV impacts in local villages and sensitive areas.

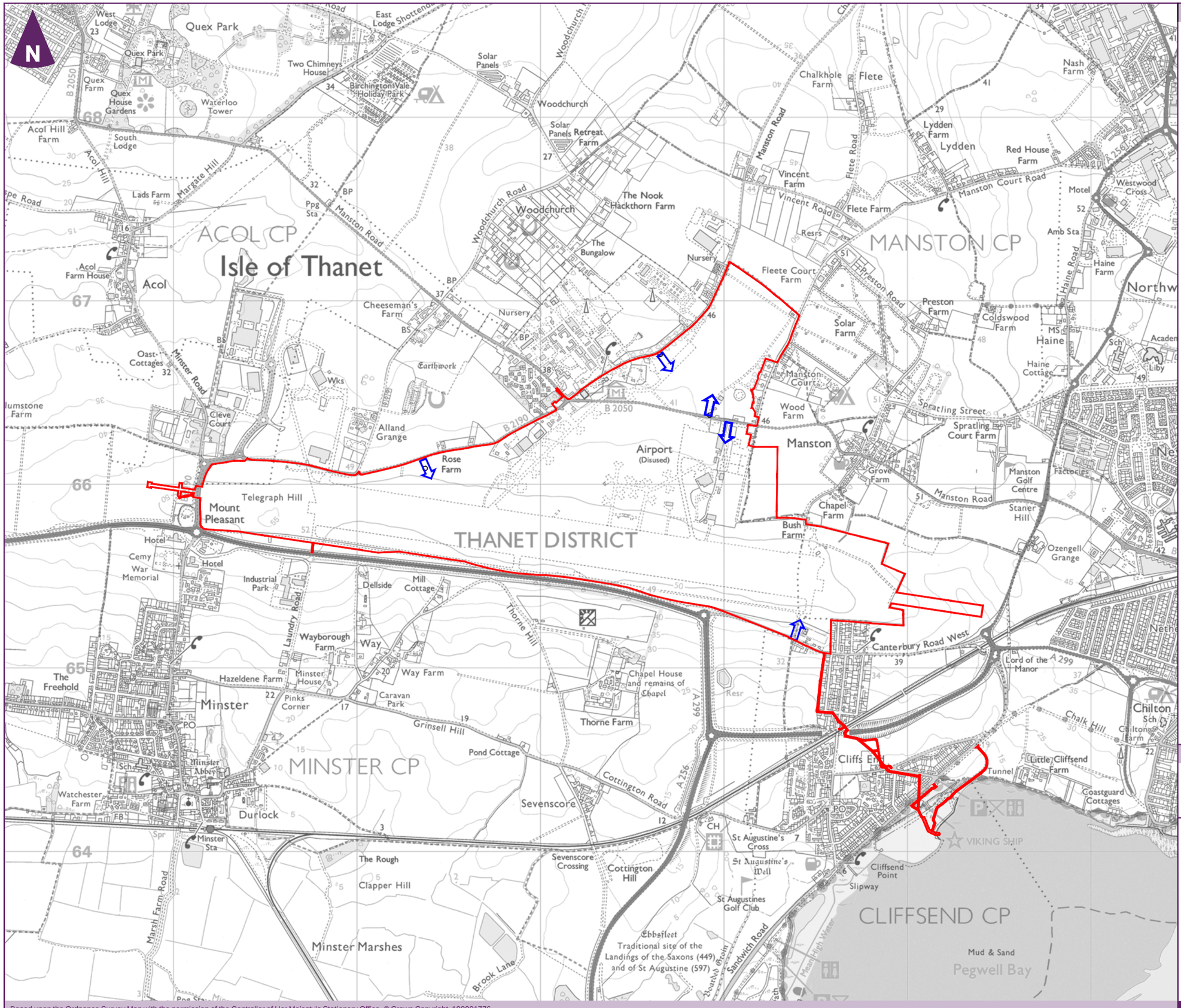
LGV/Cars construction trips

5.3.8 With HGVs restricted to the routes set out in **Figure 5.3,** a review of the routes appropriate for light goods, construction vehicles and staff vehicles has also been undertaken. It is acknowledged that controlling these vehicles is more difficult, however, within the mitigation schemes set out below driver packs will be provided to all staff can and this could include information regarding roads to avoid. As such the following roads have been identified as restrictive to lights good vehicles related to construction activities.

- Manston Court Road;

- Vincent Road;
- Canterbury Road West, within and east of Cliffs End;
- Preston Road;
- Minster Road;
- Flete Road;
- Seamark Road;
- Crispe Road;
- Acol Hill;
- Plumstone Road;
- Park Road;
- Woodchurch Road;
- High Street;
- Spratling Street;
- Spratling Lane; and
- Preston Road.

5.3.9 These roads which have been identified to be restrictive are shown in **Figure 5.4**.



Key

- Order Limits
- Construction Access Locations

Client

RSP

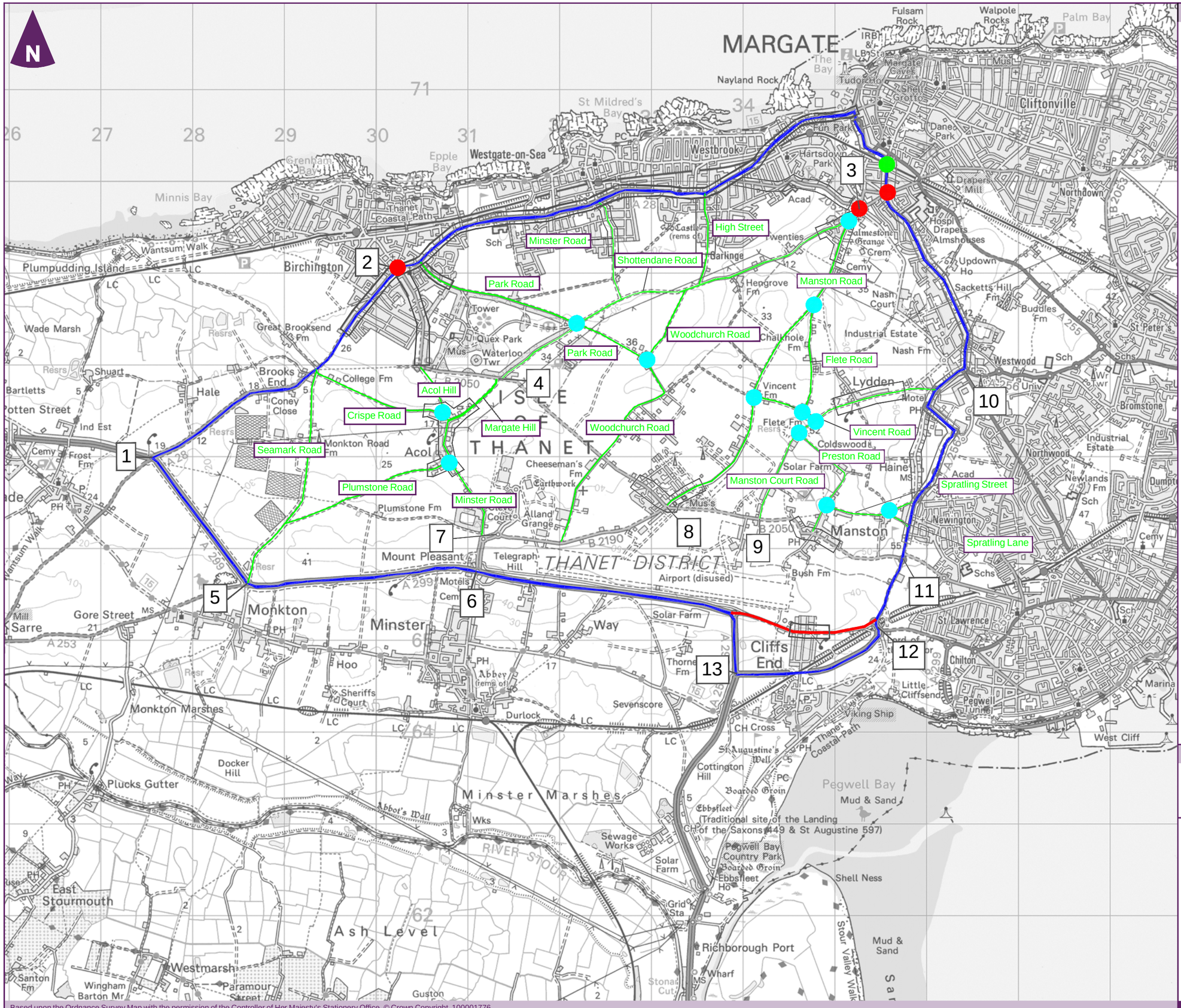
Manston Airport DCO
Construction Traffic
Management Plan

amec foster wheeler

Figure 5.1
Construction Access Locations

February 2018

38199-Lon373.dwg guya



Key

- Order Limits
- "A" classification roads
- Road layout constraints
- Visibility constraints
- Sensitive locationareas
- Lower classification roads
- Traffic calmed roads
- 12 Junctions at or near capacity
- Height Restrictions

0 m 1km 2km

Scale 1:40000 @ A3

Client

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Manston Airport DCO
Construction Traffic
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Figure 5.2
Local construction traffic constraints

February 2018

38199-Lon374.dwg guya

Key

- Site Boundary
- Construction Access Locations
- Construction Access Routes

Client

RSP

Manston Airport DCO
Construction Traffic
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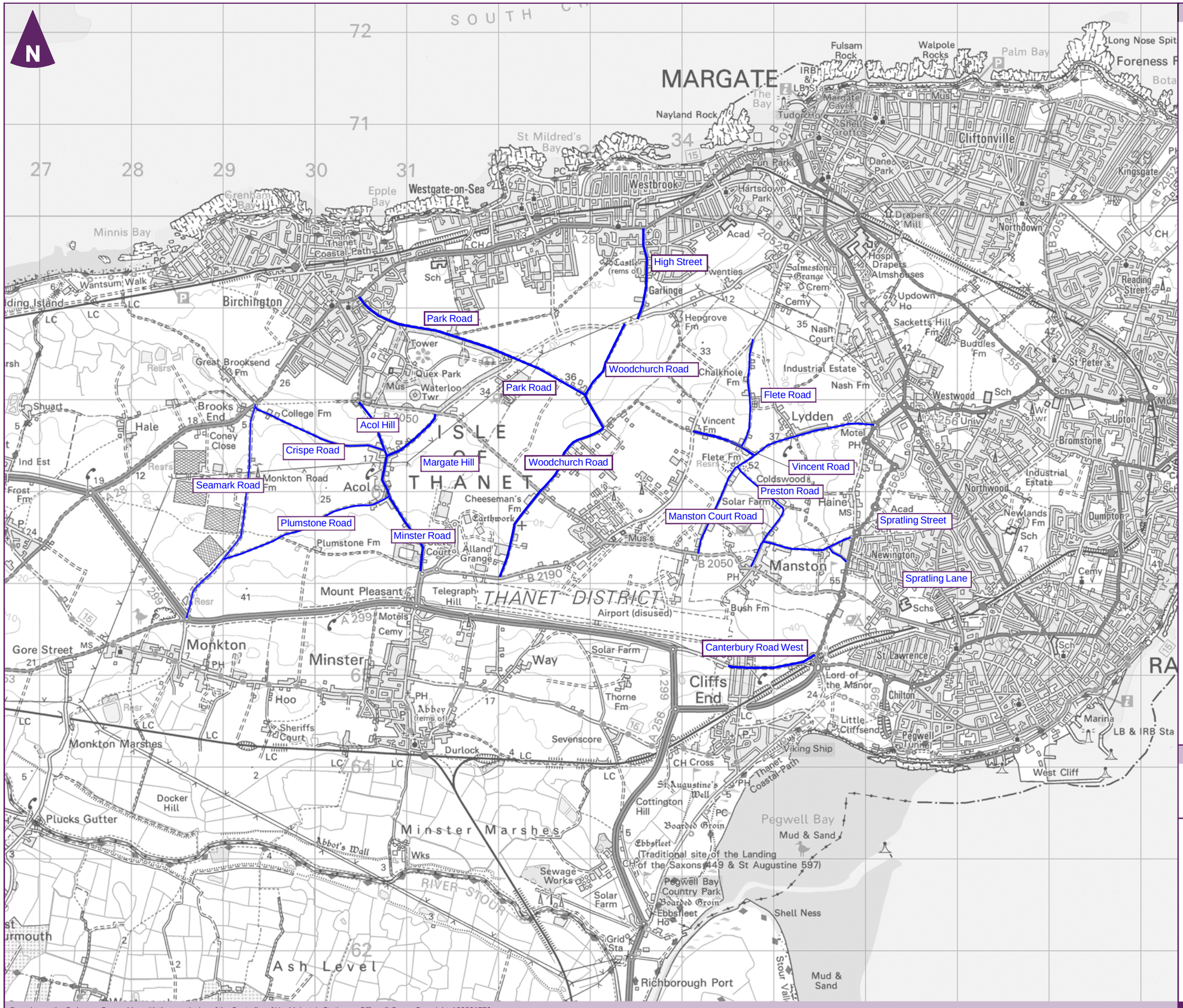
Figure 5.3
Construction Access Routes

February 2018 38199-Lon375.dwg guya



Key

Local roads to be avoided

0 m 1km 2km

Scale 1:40000 @ A3

Client

RSP

Manston Airport DCO
Construction Traffic
Management Plan

amec foster wheeler

Figure 5.4
Local roads not suitable for light construction vehicles

February 2018

38199-Lon377.dwg guya

6. Mitigation Measures

6.1 Introduction

6.1.1 In order to minimise the impact of construction traffic on the local community and road network a number of mitigation measures are proposed in this section of the Preliminary CTMP.

6.1.2 The mitigation measure for the site is the proposed HGV and light vehicle access routing that is set out in section 5 above, but there are numerous other mitigation solutions that should be implemented to reduce the impacts on the local highways network and local users.

6.2 Access

6.2.1 Four of the five proposed construction (and permanent) accesses will require construction work to provide the new junction. Typically, these junctions may take a number of months to construct with rod closures required at times where two way workings of traffic cannot be accommodated.

6.2.2 Traffic to and from the proposed junctions to be constructed will be focused on the agreed construction access from the A299 as set out in this Preliminary CTMP.

6.3 Working Hours

6.3.1 During Phase 1, the Proposed Development programme assumes a six day working week, with construction confined to the hours of 07:30 to 17:30 Monday to Friday and Saturday 07:30 to 13.00. There is no planned working on Sundays or Bank Holidays.

6.3.2 The above hours may be subject to seasonal variations and dictated by the construction activity being undertaken and prevailing weather conditions. For example, the typical working day in the summer months could be 07.00 to 19.00, while during the winter months this may shift to 08.00 to 16.00.

6.3.3 During Construction Phases 2 - 4, when the airport would also be operational, construction may need to take place outside of the above hours, including at night.

6.3.4 As there is still uncertainty about the final shift patterns that will be used the following section sets out a detailed breakdown of what has been used for the calculation of construction traffic flows as an estimate of the detailed working arrangements. Final working arrangements and working hours will be agreed with KCC before commencement of the construction programme.

Proposed development site construction working hours

6.3.5 The construction programme is proposed to be undertaken across 50 weeks of the year. Across the whole construction programme there is need for day and night shifts (no night shifts in construction Phase 1) as follows;

- Day Shift – 5 Days a Week (Mon -Fri) – 8.5 Hours per Day (08:00 – 16:30); and
- Night Shift – 6 Days a Week (Mon-Sat) – 8 Hours per day (22:00 – 06:00).

6.3.6 Staff would arrive in the hour before shift starts and depart the construction site in the hour after the shift ends.

6.3.7 It has also been assumed that only 10% of the works required in Phases 2, 3 and 4 will be undertaken during the day (as flights will be operating from this point) and 90% of the earthworks will be undertaken at night.

6.3.8 The earthworks traffic will just be related to HGVs associated with removing earth and staff and plant required to undertake this work.

Working hours summary

6.3.9 The above figures for working hours are based on calculations used within the TA and until a contractor is in place on the project and details are known of the final project programming this section of the CTMP is draft and should be updated when confirmed details are agreed between all parties.

6.3.10 Except in cases of emergency, any work required to be undertaken outside of typical working hours (not including repairs or maintenance) will be agreed with KCC prior to undertaking the works.

6.3.11 Any proposed changes to the typical working hours will require agreement from KCC.

6.4 Construction vehicle routing to access locations

6.4.1 **Figure 5.3** highlights the haul routes that will be used for HGVs wishing to access the Site. These routes will be agreed with KCC to ensure that they are the most appropriate access routes.

6.4.2 For light vehicles it is proposed that vehicles would be directed to access the site via the same access route as HGVs however it is considered that some local staff may wish to use local roads. This report has set out local routes which have been restricted to light vehicles and staff will be directed not to use these routes when accessing construction work areas.

6.4.3 It should be noted that the widening of Spitfire Way and Manston Road should be undertaken prior to the commencement of the construction works. If this is undertaken then the widened road will also be an improvement that will better accommodate the anticipated wide loads.

6.5 Timing of Movements

6.5.1 HGV movements to and from the site should be evenly spaced throughout the day where possible, to minimise the impact of HGV traffic during the network peak hours. In the interests of road safety and reducing possible nuisance, HGV construction traffic will be subject to a timing restriction whereby vehicles will not be able to gain access into the proposed work area, or depart from the proposed work area at certain times of the day.

6.5.2 A delivery timetable will help minimise queues and delays in the vicinity of the proposed work area by ensuring that HGV delivery vehicles to site are spread across the working day where possible.

6.5.3 It is proposed that construction vehicle operations will be managed by walkie talkies and banksmen where required onsite to avoid vehicles blocking back onto the public carriageway.

6.5.4 Initial calculations which are set out in further detail in the TA, and presented in **Table 6.1** set out the following traffic movements per day in Year 1 of the project, which represents a peak of construction traffic movements as no overnight works are proposed and the traffic generation is focused on the busier daytime hours.

Table 6.1 Year 1 Anticipated Construction Traffic Per Day

	Arrivals (LV)	Arrivals (HGVs)	Arrivals (Total)	Departures (LV)	Departures (HGVs)	Departures (Total)
07:00-08:00	100		100			
08:00-09:00		11	11		11	11
09:00-10:00	3	11	14		11	11
10:00-11:00		11	11	3	11	14
11:00-12:00		11	11		11	11
12:00-13:00		11	11		11	11
13:00-14:00		11	11		11	11
14:00-15:00		11	11		11	11
15:00-16:00		11	11		11	11
16:00-17:00		11	11	50	11	61
17:00-18:00	2		2	50		50
18:00-19:00				2		2
Total	**105**	**99**	**204**	**105**	**99**	**204**

6.5.5 This anticipated schedule of movements indicates that the only traffic in peak hours would be that of the staff and arriving and departing the sites. In between the peak hours only minor amounts of LGVs for deliveries and maintenance of facilities for construction staff would be required. There would also be the need for some movements after the end of the working day again to allow cleaning and maintenance of the construction workers facilities (toilets, kitchen facilities).

6.5.6 HGVs would have a more evenly distributed pattern of movements across the day with around 22 two-way movements (11 arrivals and 11 departures) per hour between 08:00 – 17:00.

6.5.7 It should also be noted that these trips are to be distributed across the various construction accesses diluting the impact in some locations near to the construction sites.

6.5.8 After phase 1, overnight works will be implemented and as such the impact in the day time will be diminished.

6.6 Temporary Traffic Signage

6.6.1 Temporary signage will be erected on the construction traffic route to provide directional routing information from the strategic road network.

6.6.2 Temporary signage will be placed in the vicinity of the site accesses to warn other road users of the likely presence of construction vehicles**.** In the event that traffic management is necessary, temporary signage will be installed in accordance with Chapter 8 Traffic Signs Regulations and General Directives (TSRGD) and in agreement with KCC.

6.7 Vehicle Identification

6.7.1 If necessary, all HGV and LGV related to the construction of the proposed works will be identifiable through the use of a vehicle marking scheme.

6.7.2 It is envisaged that this will be a sign within the windscreen of all HGV and LGV entering and exiting the proposed works area. The exact wording is to be determined; however, wording stating "Working on behalf of Manston Airport" or similar will be used.

6.8 HGV Emissions and Noise

6.8.1 All vehicles used in the construction of the proposed works will be to Euro standard IV class. The drivers should also avoid idling their engines for large periods of time and keep speeds low.

6.8.2 Reference to a Dust and Air Quality Emissions Management Plan (DAQEMP), and a Noise and Vibration Management Plan (NVMP) should be made if these documents are available.

6.9 Banksman

6.9.1 Qualified banksman will be stationed to manage the construction vehicle operations by walkie talkies as required onsite.

6.9.2 If appropriate, a qualified banksman will be stationed at the accesses to the proposed work areas and thus reducing the risk of vehicles queuing at the local highways network during the construction phase. This measure will ensure that through traffic will remain unimpeded during construction.

6.9.3 In addition to the above, the banksman may also be required to perform traffic management duties during HGV deliveries, to minimise potential conflict with vulnerable users (pedestrians/cyclists) or local road users and to record arrivals and departures of vehicles against the deliveries schedule, if required.

6.10 Wheel/Street Cleaning

6.10.1 If considered appropriate:

- Haul routes or areas used heavily by vehicles should be temporarily surfaced or covered with geotextiles (and the condition of the surface monitored throughout the works);
- Vehicles exiting the proposed work area may be required to pass over a rumble strip and wheel wash to minimise the amount of debris which is transferred to the road network;
- The Applicant will deploy a mechanical road sweeper, manual sweeping, scraping and/or jet washing to further ensure the local road network remains clear of dirt and debris; and
- Haul routes should be damped down in dry weather.

6.11 Temporary Traffic Management Procedures

6.11.1 Temporary traffic management procedures may be used to enhance safety conditions on the local road network in the vicinity of the site access. All temporary traffic management measures will be discussed and agreed with KCC before applications are submitted. Advanced notice to other roads users, pedestrians and cyclists will be given at the earliest possible opportunity.

6.12 Information Packs and Communications

6.12.1 Information packs will be provided to all contractors which will form part of the contractual agreement between the contractors and The Applicant. The information pack will contain the details of the following PCTMP requirements:

- Construction routes;

- Non-compliance guidance;
- Complaints procedure;
- PCTMP protocols and Code of Good Practice;
- Guidance on standard communication procedures between contractors and site; and
- PCTMP contacts (emergency and non-emergency).

6.12.2 Information packs will be shared with the local road authority ahead of any construction works.

6.12.3 Prior to commencement of construction, residences and businesses within close proximity to the Site or the construction route will receive a letter advising of construction commencing, working hours and key milestone during the construction process.

6.13 Sustainable Travel Plans

6.13.1 A Construction Travel Plan (CTP) will be developed and implemented which sets out a number of travel planning initiatives including:

- Travel planning awareness;
- Public transport;
- Car sharing;
- Modal shift monitoring;
- Travel Plan Co-ordinator (TPC); and
- Planned collections and deliveries to avoid unnecessary journeys.

6.14 Road Condition Surveys

6.14.1 In order to establish if there is any damage to the road along the construction vehicle route or core path caused as a result of construction traffic movements, GPS video capture technology will be used to inform a road/core path condition survey, undertaken to the satisfaction of KCC at agreed locations prior to construction. This survey will identify locations where damage is more likely to occur due to the nature of the road/core path and anticipated traffic flows.

6.14.2 A second survey will be undertaken post construction which will be compared to the original survey, the outcome of which will be to identify areas where there has been a deterioration to the road/core path surface and or edge. This will be used to design a scheme that returns the road/core path to its original state.

6.15 Traffic Diversions

6.15.1 As construction works are not just required on the site, but also on the local highways network to construct the new access junctions and local road improvements, there may be a need to close local roads where construction methods require it or where a controlled one lane operation cannot be provided, local road diversions are required.

6.15.2 The principal of road diversions is to provide a diversion that has the same level of provision for vehicles as the route being closed. Due to the nature of the roads around Manston Airport, particularly to the north of the site, this does result in the requirement for some long diversions making use as much as possible of the local “A” road network.

6.15.3 As part of the DCO submission, diversion plans have been proposed for all access junctions, the widening of Spitfire Way and Manston Road and the junction of Spitfire Way and Manston Road. These DCO diversion plans should be reviewed in consultation with this document.

6.16 PRoW

6.16.1 The proposed site has an impact on two local public rights of way that may be affected by construction traffic vehicle trips. It is proposed that these routes will be closed and diverted before construction works commences so that impacts on the PRoW are minimised.

6.16.2 Further details on the PRoW mitigation is contained within the PRoWMP which also forms an appendix to the TA.

7. Summary

7.1.1 HGV construction traffic vehicles are to follow the proposed route from the A299 along Minster Road, Spitfire Way and Manston Road to the proposed construction site accesses for the main airport site and Northern Grass Area. A separate construction traffic route from the A299 onto Canterbury Road West to the Fuel Farm access is also proposed. A review of the local area has indicated that these routes are the most suitable to the proposed construction accesses and no significant height, weight, width or timing restrictions were identified.

7.1.2 Construction employee personal vehicles are also expected to use the same route to the construction sites, however it is acknowledged that some vehicle will route to site from the Ramsgate, Margate and Broadstairs areas via alternative roads to the north and east of the proposed development. However, some local roads are unsuitable to additional light vehicle and car trips will be restricted.

7.1.3 As part of this CTMP, a number of mitigation measures have been proposed to manage the following:

- Access;
- Working hours;
- Preferred construction routes for all vehicle trips;
- Timing of deliveries;
- Temporary traffic signage;
- Vehicle identification;
- HGV emissions;
- The requirement for banksman at accesses;
- Vehicle/wheel washing;
- Temporary traffic management procedures;
- Information packs and communications;
- Sustainable staff travel;
- Highway condition survey; and
- PRoW

7.1.4 By implementing the proposed mitigation measures, this will reduce any potential impact of the movement of construction traffic in the highway network. The construction phase is only temporary and therefore it is not expected that there will be any lasting effects on the local environment.

7.1.5 **Table 7.1** summarises the measures which have been addressed and acknowledged as part of the Preliminary CTMP and provides information regarding any further actions required

Table 7.1 Measures Addressed/Acknowledged as part of the PCTMP and Further Actions Required

Measure	General Construction Traffic	Further Actions
Delivery Routes	✓	Contractor will be informed of approved HGV access routes in contract documentation.
Site Access Management	✓	As Per PCTMP.
Route Enforcement /1	✓	Standard contractor enforcement measures to be adopted.
Highways Accommodation Works (Access)	Not Required	Outside of accommodation works at accesses no highway works are required for the construction phase.
Dilapidation Surveys	✓	As per PCTMP. To be agreed with KCC and contractor and to be focused on pin pointed locations.
Coordination/Emergency contact	✓	As Per PCTMP.
Route and Access Signage	✓	As Per PCTMP.
Vehicle Livery/Identification	✓	As Per PCTMP.
Wheel Cleaning/Street Cleaning	✓	As Per PCTMP.

*-

RiverOak Strategic Partners

Manston Airport DCO

TA Appendix L - Framework Travel Plan

March 2018

Amec Foster Wheeler Environment
& Infrastructure UK Limited

Report for

George Yerrall
RiverOak Strategic Partners
Audley House
London
W1K 6WF

Main contributors

Liam Garden
Glyn Price
Bev Coupe

Issued by

.....
Liam Garden

Approved by

.....
Glyn Price

Amec Foster Wheeler

Floor 12
25 Canada Square
Canary Wharf
London E14 5LB
United Kingdom
Tel +44 (0) 203 215 1610

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Document revisions

No.	Details	Date
0.5	DRAFT	02.02.18
0.6	Reviewed DRAFT	05.02.18
1	Final DRAFT	12.03.18
	Final	27.03.18

Contents

1. Introduction

1.1 Background

1.1.1 RiverOak Strategic Partners Limited (RiverOak) is seeking to secure the future of Manston Airport as a valuable regional and national asset by redeveloping the Manston Airport site as a freight airport. The proposals will provide much needed additional air freight capacity to the United Kingdom and also serve to relieve pressure from the other, already heavily congested, London and South East airports.

1.1.2 Under the Planning Act 2008 (the 2008 Act) the redevelopment of Manston Airport as a freight airport is considered a Nationally Significant Infrastructure Project (NSIP). RiverOak is making an application under the Act for a permission known as a 'Development Consent Order' ('DCO') to construct and operate Manston Airport. The application will be submitted to the Planning Inspectorate which will examine it and make a recommendation to the Secretary of State for Transport, who will then make a decision on whether the Project is granted consent.

1.1.3 This Travel Plan is one of a suite of documents which have been produced in the support of the DCO application. Alongside the Airport Surface Access Strategy ('ASAS'), it forms the long-term access and sustainable transport strategy for both staff and passengers.

1.2 Overview

1.2.1 The site is located to the west of Ramsgate in the district of Thanet, East Kent and covers an area of approximately 3km.

1.2.2 There has been an operational airport at the Proposed Development site since 1916. Until 1998 it was operated by the Royal Air Force (RAF) as RAF Manston, and for a period in the 1950s was also a base for the United States Air Force (USAF).

1.2.3 From 1998 it was operated as a private commercial airport, known as Kent International Airport. The airport offered a range of services including scheduled passenger flights, charter flights, air freight and cargo, a flight training school, flight crew training and aircraft testing. In recent years it was operating as a specialist air freight and cargo hub servicing a range of operators. Although the airport was closed in May 2014, some of the airport infrastructure remains.

1.2.4 The Proposed Development shall consist of the following principal components, as shown in **Figure 1.1**:

- Runways and taxiways suitable for the take-off and landing of a broad range of cargo aircraft
- an area for cargo freight operations able to handle at least 10,000 movements per year and associated infrastructure, including;
  - a new Air Traffic Control (ATC) tower;
  - a fire station;
  - a fuel farm; and
- facilities for other aviation-related development, including:
  - a passenger terminal and associated facilities;
  - an aircraft teardown and recycling facility;
  - a flight training school;
  - a base for at least one passenger carrier;

- a fixed base operation for executive travel; and
- business facilities for airport related organisations.

1.3 Need for a Travel Plan

1.3.1 The Thanet District Transport Plan highlights the planning requirement for major employers, of over 250 staff, to produce a staff travel plan.

1.3.2 An important factor in minimising the carbon footprint of an airport and the impact on the local community is to maximise the number of trips made by sustainable modes. Travel Plans are long term strategies and action plans which set modal share targets and recommend measures to encourage travel by sustainable transport. It recommends the best use of the public transport infrastructure and suggests improvements where required.

1.4 Aims and Objectives

1.4.1 There are three fundamental objectives for the Travel Plan which are defined as follows:

- To actively promote and encourage travel by sustainable means for passengers;
- To actively promote and encourage travel by sustainable means for staff; and
- To improve the provision of sustainable travel options to the airport, including the introduction of a shuttle bus service from Ramsgate rail station.

1.4.2 In addition, there are two further objectives which relate to the promotion and longevity of the Travel Plan:

- Continually raise awareness of sustainable transport opportunities amongst staff and passengers, including the promotion of cycling and walking; and
- To continually develop, implement, monitor, evaluate and review the progress of the Travel Plan towards achieving the targets.

1.5 Targets

1.5.1 The term ‘target’ is used in the sense of a statement that contains a measurement of the Travel Plan objectives and is a measure of outcomes achieved by the Travel Plan. Targets should be **SMART** - **S**pecific, **M**easurable, **A**chievable, **R**ealistic and **T**imed, and should help achieve, and be related to each of the numbered objectives set out above.

1.6 Structure of the Travel Plan

The Travel Plan is set out as follows:

- Chapter 2 – Site Audit, which provides a description of the baseline situation with regard to the road network, public transport, cycle and pedestrian networks and facilities;
- Section 3 – Travel Plan Strategy
- Section 4 – Targets and Measures which sets out the proposed initiatives distinguished as ‘physical’ measures and ‘influencing travel behaviour’ measures;
- Section 5 - Monitoring and Review, which identifies types of monitoring and timescales; and
- Section 6 – Action Plan.

2. Site Audit

2.1.1 The site audit provides details on the accessibility of the site, including off site infrastructure and connectivity.

2.2 Site Location

2.2.1 The location is on the existing site of Manston Airport, west of the village of Manston and north east of the village of Minster. The town of Margate lies approximately 5km to the north and Ramsgate approximately 4km to the east. Sandwich Bay is located approximately 5km to the south east. The northern part of the site is bisected by the B2050 (Manston Road), and the site is bounded by the A299 dual carriageway to the south and the B2190 (Spitfire Way) to the west.

2.3 Road Access

2.3.1 The site has good road access with links to Canterbury to the south west, Ramsgate to the east and Dover to the south. It is in close proximity to the A299 which runs along the southern boundary of the site is a two-lane dual carriageway which links to the M2 in the west; and the A28 to the west of the site is a two-lane dual carriageway which provides a link to Canterbury. Access to the Northern Grass Area and Airport is site from the A299 is via the B2190 Spitfire Way and the B2050 Manston Road which runs east west adjacent the site and links to the south-western side of Ramsgate. The local road network is shown in **Figure 2.1**.

2.3.2 There are several existing accesses to the various elements of the site which will be enhanced as part of the development proposals and details of the existing and proposed layouts are provided within the TA. It should be noted that all the proposed accesses provide an enhanced provision for walking and cycling modes. The proposed accesses to the site are set out in **Figure 2.2**.

2.4 Public Transport Provision

Bus Services

2.4.1 Bus services 11, 38 and 38A currently operate along Spitfire Way and Manston Road that bound the site. There are two pairs of bus stops provided along the site boundary, one set on Minster Road to the southwest of the site and one along Spitfire Way at Spitfire Corner. A further bus stop is provided outside of the former terminal building. Facilities at these bus stops are limited with flag poles and timetable information at some stops and a shelter provided on Spitfire Way.

2.4.2 Bus routes 9 and 9X operate services along Canterbury Road West to the southeast of the site and a pair of bus stops are provided along this road to the south of the eastern extents of the site. These stops feature bus stop flags and timetable information. The frequency of bus services in the vicinity of the site is summarised in **Table 2.1**.

Table 2.1 Bus Services, Frequencies and Routes in the Vicinity of the Site

Service	Destinations	Weekday Frequency Per Day Outbound	Weekday Frequency Per Day Inbound	First/Last Bus Outbound	First/Last Bus Inbound
9	Westwood Cross -Canterbury	11	14	06:18 / 16:42	08:45 / 18:15
11	Canterbury – Westwood Cross	5	5	10:51 /18:41	07:04 / 16:05

Service	Destinations	Weekday Frequency Per Day Outbound	Weekday Frequency Per Day Inbound	First/Last Bus Outbound	First/Last Bus Inbound
38	Ramsgate – Birchington on Sea	13	14	07:46 / 17:36	08:38 / 17:52
38A	Ramsgate – St Nicholas at Ware	4	2	07:11 / 16:13	07:55 / 07:55

2.4.3 The location of bus stops and bus routes are illustrated in **Figure 2.3.**

2.4.4 The 9 and 9X routes run between Canterbury and Westwood Cross. The services combine to provide approximately one service per hour in either direction during the day. The 9X service provides one AM peak hour service towards Canterbury however there are no AM peak hour services provided in the opposite direction towards Westwood Cross.

2.4.5 The 38 and 38A routes run between Ramsgate and Birchington and combine to provide a service with a headway of approximately one hour during the day. One AM peak hour service is provided from Birchington to Ramsgate via the site, however there are no AM peak hour services provided in the opposite direction.

2.4.6 Bus route 11 runs between Canterbury and Westwood Cross and operates with a headway of two to three hours throughout the day with no peak hour services.

2.4.7 An assessment of the suitability of the destinations served by existing bus routes has been undertaken to understand whether the existing routes would be sufficient to serve the development. An interrogation of Census 2011 Journey to Work data has been undertaken to identify where employees of the site historically have travelled from. The site is located within the Thanet 014A lower-Level Super Output Area and analysis of the journey to work travel patterns for this lower layer indicates the following as set out in table 2.2

Table 2.2 Distribution of Census 2011 Journey to Work Trips

Origin	Distribution	Origin	Distribution	Origin	Distribution	Origin	Distribution
Thanet District	**70.1%**	**Dover District**	**11%**	**Canterbury District**	**8.4%**	**Other**	**10.1%**
Birchington-on-Sea	4.9%	Sandwich	1.1%	Canterbury	1.5%		
Westgate-on-Sea	5.3%	Deal	4.0%	Hernebay	3.1%		
Garlinge	2.5%	Dover	2.1%	Whitstable	1.6%		
Margate	7.1%	Other	16.5%	Other	2.2%		
Northdown	3.4%						
Kingsgate	3.3%						
Broadstairs	7.9%						
Ramsgate	12.9%						
St Lawrence	4.1%						
Newington	5.2%						
Northwood	2.6%						

Origin	Distribution	Origin	Distribution	Origin	Distribution	Origin	Distribution
Cliffsend	2.0%						
Minster	2.9%						
Other	5.9%						

2.4.8 The bus routes available within the vicinity of the site serve Ramsgate, Broadstairs, Westwood Cross (near Northwood), Birchington-on-Sea and Canterbury and may therefore offer an alternative to the private car for 45% of journeys to work subject to appropriate service timing enhancements and assuming that the potential employees originate in similar locations. The bus service coverage is therefore considered to be reasonable and suitable as a starting point to serve the development on the site subject to appropriate re-routing and increases in frequency.

Rail Services

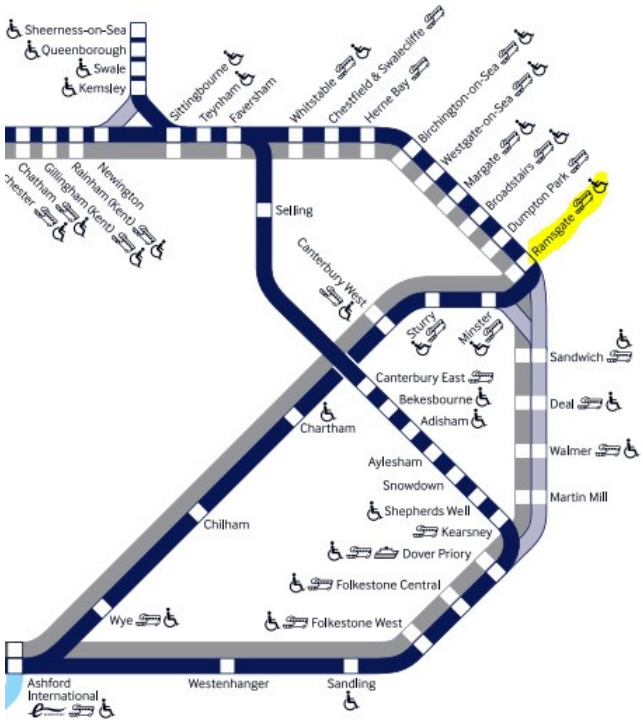
2.4.9 The closest railway stations to the site are Ramsgate station located approximately 4km to the east and Minster station approximately 2km to the south of the boundary of the site. Ramsgate station is operated by Southeastern and benefits from access to both high speed and standard services. A wide range of destinations across Kent are accessible directly from Ramsgate including Dover, Folkestone, Canterbury, Ashford and the Medway Towns with onwards travel to London St Pancras, Charing Cross and Victoria.

2.4.10 Access to high speed services from Ramsgate are provided via two routes. The first provides an hourly service to London St Pancras via Canterbury West with a journey time of approximately 80 minutes. A further north Kent loop service travels via Whitstable, Sittingbourne and the Medway Towns and takes approximately 110 minutes to reach London. Combined these services provide trains to/from London on a 30 minute frequency throughout the day. Ramsgate Station is also served by an hourly standard service train to London Charing Cross via Canterbury West, and one train an hour to London Victoria via Sittingbourne and Bromley South. The station is served by bus route 11 and therefore connects the proposed development site to the station.

2.4.11 Minster Station is located approximately 2km south of the southwest corner of the site and is considered accessible by cycling and bus routes 38A and 11. Minster train station provides one train per hour to London Charing Cross (via Canterbury). However, the station does not offer access to high speed services making this station less attractive for access to rail based public transport.

2.4.12 **Figure 2.4** below shows the rail network in the vicinity of the Proposed Development.

Figure 2.4 Local Rail Network



2.4.13 Future aspirational proposals for 'Thanet Parkway Station' to the south of the site, would provide further enhanced rail connections and access to Kent's high speed rail services.

2.4.14 Thanet Parkway station is part of a wider package of improvements on the Ramsgate to Ashford line that aims to reduce journey times to London from Ramsgate to around one hour. This two phase project is broken down as follows:

- Phase 1 - Ashford to Canterbury West; and
- Phase 2 - Canterbury West to Ramsgate.

2.4.15 Reduced journey times to London will greatly enhance the accessibility of Thanet as a whole and provide access to London within approximately one hour.

2.4.16 It should be noted however that at this stage no firm plans for the delivery of this station are in place and it is purely aspirational.

2.5 Pedestrian Infrastructure

2.5.1 The Chartered Institute of Highways and Transportation (CIHT) guidelines 'Providing for Journeys on Foot' (2000) provides details on acceptable walking distances. For commuting the guidelines state that a distance of up to 500 metres is considered to be desirable, whilst one kilometre and two kilometres are considered to be acceptable and preferred maximum walking distances. These distances have been used when assessing pedestrian infrastructure in the vicinity of the site.

2.5.2 There are currently limited facilities for pedestrians on the highway network in the vicinity of the site. The B2050 which intersects the site has no pedestrian footway provision along the site frontage. Where the B2050 Manston Road bisects the village of Manston a footway is provided on the northern side of the carriageway. The village of Manston is some 800m east of the site access, which is considered to be an acceptable distance to travel on foot or by bicycle. However, it is acknowledged that pedestrian infrastructure in the area is limited.

2.5.3 There are no pedestrian facilities provided along Spitfire Way which bounds the site in the west with the exception of a short section of shared cycle/footway near the Manston Business Park and a footway between Bell Davies Drive and Spitfire Corner. There is a section of informal shared cycle/footway adjacent to the A299 Hengist Way which bounds the site to the south. This connects the Minster roundabout with the old Canterbury Road West highway with some amenity for pedestrians and cyclists wishing to travel along the southern boundary.

2.5.4 There are footways in the vicinity of the Minster roundabout and a toucan (pedestrian and cycle) crossing across the A299 Hengist Way linking the southwestern corner of the site to Minster and the Viking Coastal Trail to the south. However, provision is disjointed and overall pedestrian infrastructure is considered limited.

2.5.5 In addition to the provision of some footways adjacent to highways in the local area, there is a network of Public Rights of Way (PRoW) comprising public bridleways and public footpaths in the vicinity of the site. Most notably the TR8, 9 and 10 which pass through the proposed site and connects the east of the site with Ramsgate.

2.5.6 **Figure 2.5** shows the sections of footway noted above, the crossings and the PRoWs in the vicinity of the site along with walking isochrones for 2km from the centre of the site.

2.6 Cycling Infrastructure

2.6.1 The Department for Transport (DfT) Local Transport Note 2/08 'Cycling Infrastructure Design' states that many utility cycle trips are less than three miles (4.8km), but for commuter journeys a distance of over five miles (8km) is not uncommon. Distances of up to 8km have been used to define the study area for cycle infrastructure.

2.6.2 No formal cycle facilities are available along Manston Road, however a local on-road route is located along Spratling Street, Haine Road and Stirling Way, providing access to Westwood Cross and Newington. Although there are no cycle facilities provided on Spitfire Way, a shared cycle/footway is provided from the Manston Business Park through to the Minster roundabout. At this junction a toucan crossing is provided to facilitate cycle connections south towards Minster village and west along the A299. A section of shared cycle/footway is provided between the Minster roundabout and the old highway of Canterbury Road West to the immediate south of the site.

2.6.3 The nearest National Cycle Network (NCN) route identified by Sustrans is Regional Route 15 (RR15), located 800m (crowfly distance) south of the site's southern boundary. Regional Route 15 is also known as the Viking Trail and runs from St Nicholas At Wade and follows the coast north east through Ramsgate, Margate and Broadstairs and southeast to Whitfield and Dover. A plan illustrating the Sustrans cycle routes in the vicinity of the site and cycle isochrone representing an 8km journey from the centre of the site are illustrated in **Figure 2.6**. This plan illustrates that a number of villages and towns are accessible within 8km of the site.

3. Travel Plan Strategy

3.1.1 Travel Plans can play an important role in delivering tangible economic, environmental and social benefits to individuals, organisations and the community as a whole. It is fundamental to the effectiveness and influence of the Travel Plan that it is recognised as a process, rather than a one-off supporting document. This section sets out a strategy for the implementation of the Travel Plan.

3.2 Travel Plan Timescales

3.2.1 There are four key stages for the implementation of the Travel Plan which are set out in the following sections.

Stage One - Pre-construction – Finalisation of Design

3.2.2 The principles of the design, such as the on-site pedestrian, cycle, bus and road infrastructure and parking provision will be developed through the detailed design and pre-construction stage. This stage will also require the appointment of a Travel Plan Co-ordinator (TPC) to develop the Travel Plan measures and identify a more detailed implementation programme.

Stage Two - Construction and Pre-occupation

3.2.3 The physical measures designed into the scheme will be constructed and become integral to the development. This stage will also require the TPC to commence the implementation of measures prior to occupation.

Stage Three - Occupation and Continued Construction

3.2.4 During the early stages of occupancy, the majority of the Travel Plan measures will be implemented by the TPC who will regularly promote, monitor and review the Travel Plan, in discussion with KCC.

Stage Four - Post Construction/Development Completion

3.2.5 The development is anticipated to be constructed over approximately 20 years. The Travel Plan allows for formal governance up to the completion of the development, after which an appropriate approach that has been discussed and agreed with KCC will be adopted.

3.3 Travel Plan Governance and Coordination

Governance

3.3.1 The key stakeholders in the project will establish a governance structure which will ensure that the challenges which will inevitably arise out of the Proposed Development can be tackled effectively.

Travel Plan Co-ordinator

3.3.2 The appointment of an effective TPC is integral to the success of a Travel Plan to ensure that smarter travel choices are available and adopted by occupants of the development from first occupation. This will require TPC involvement during the detailed design, pre-construction and construction stages.

3.3.3 It may be appropriate for the role to be undertaken by various resources, for example, a specialist consultant to produce the full Travel Plan and commence implementation prior to occupation

(Stages One and Two), followed by an appointed member of staff during the occupation process (Stages Three and Four).

3.3.4 The following will be the responsibilities of the TPC:

- Overseeing the development and implementation of the Manston Airport Travel Plan during the construction phasing and occupation;
- Designing and implementing effective marketing and awareness raising campaigns;
- Acting as a point of contact for occupants requiring information;
- Liaising with different groups relating to the Travel Plan, e.g. KCC, TDC, transport operators, cycle shops, etc.;
- Liaising with site users, e.g. neighbourhood groups, cycle groups, etc;
- Establishing travel plan groups to ensure that the Travel Plan remains supported at a local level; and
- Co-ordinating the monitoring and review programme including target setting.

3.3.5 The TPC will direct the site-wide approach to travel planning as detailed in this Travel Plan and will report to a Senior Team within the governance structure and will be responsible for setting up a Working Group.

3.4 Travel Information

Travel Information Pack/ Employee Welcome Pack

3.4.1 One of the travel plan measures is the production of a Travel Information Pack which will be provided as an Employee Welcome Pack. This will be included on the airport website.

Personalised Travel Planning

3.4.2 This is an approach to delivering targeted information directly to occupants, to help them make sustainable travel choices. It seeks to overcome habitual use of the car, enabling more journeys to be made on foot, bike, bus, train or in shared cars.

3.4.3 Guidance on Personalised Travel Planning (PTP) programmes and case study examples are based on targeting existing workforces and visitor communities to influence travel choice and reduce trips by single occupancy vehicles ('SOV').

3.4.4 The TPC will use similar tools and techniques:

- Providing links to journey planner websites, such as http://www.traveline.info/, http://google-map.co.uk/route-planner/;
- Scheduled sessions for one-to-one journey planner assistance; and
- Promotion of the sustainable travel incentives for staff through regular events and marketing.

3.4.5 This would encourage sustainable travel from the opening of the airport thereby encouraging the whole ethos of sustainable travel to and from the Site.

3.4.6 As identified in the previous chapter, a PTP service will be delivered by the TPC to include the following:

- One-to-one discussion of travel needs and choices with staff;
- Provision of travel information packs to staff;
- Availability and promotion of incentives to encourage the use of sustainable modes; and

- Promotion of initiatives through holding events to encourage their use.

3.4.7 It is not proposed that the TPC provides this service to individual employers but will be able to provide advice and assistance to the workplace TPCs to administer the plans.

3.5 Marketing and Promotion

3.5.1 The following are proposed as potential marketing and promotion events to be held by the TPC and opportunities to present and discuss sustainable transport related topics and incentives:

- Staff briefings, training and seminars;
- Staff notice boards and information points;
- Booklets;
- The Airport staff newspaper (if launched);
- The Airport Employer/Employees' forum (if established);
- Staff Association if established (if established);
- The Airport website and Intranet;
- Continuous promotion of the Travel Plan through the development website;
- National events such as Car Share Day, Bike to Work Month and Walk to Work Day;
- Promotion of car share through promotional events including information on savings to be made and instruction on how to use the car share software; and
- Public transport promotions through the local bus operators.

3.5.2 All relevant travel related information included in the Employee Welcome Pack (excluding the Personal Travel Plan Information) will be displayed prominently within the Airport, including communal staff areas.

3.5.3 Environmental and health benefits of walking and cycling will also be emphasised to staff in the Employee Welcome Pack and any other passenger orientated promotional materials and campaigns.

3.5.4 Use of social media for communicating with employees, passengers and other users will be optimised to aim delivery of the set targets.

3.5.5 To attract future cyclists the Travel Plan Co-ordinator will investigate discounts for employees with local cycle shops as well as cycle maintenance workshops held by local cycle shops. The Travel Plan Co-ordinator will also encourage employers to offer their employees an interest free loan for the purchase of a bicycle and safety equipment through a 'Cycle to Work' scheme, potentially in partnership with local shops.

3.5.6 The formation of walking and/or cycling clubs will be promoted to encourage staff to walk and/or cycle together for commuting.

4. Targets and Measures

4.1.1 In order to ensure the success of the Travel Plan, a number of site wide measures will need to be put in place. These measures are set out within this chapter and identified in the site wide Action Plan included in Chapter 6.

4.2 General Targets

4.2.1 To achieve the specified objectives, the following targets have been recommended across a range of transport options.

Staff Mode share

4.2.2 Mode split for Staff (especially at small airports) is highly dependent on geography, shift patterns and company policy to discourage car access/encourage public transport use. The dominant geographical consideration is the context the extent to which airport employees, or those working for companies based on the airport, live in settlements within easy walking or cycling distance, or along good public transport corridors to large urban areas; there is undoubtedly a decay function with distance, but this is tempered where buses or trains are regular, run early in the morning and late at night, and provide easy and cost-effective point to point journeys.

4.2.3 The airport and its tenant companies can influence the underlying geographical and economic dynamics, either by increasing constraints (e.g. staff parking places where parking overall is in short supply) or introducing incentives (changing facilities for those walking or cycling), support for season tickets, allowances for buying cycling equipment or bonuses for non-car use.

4.2.4 Deals with taxi operators to get staff home at night or to the airport in the morning by co-ordinating the inbound and outbound journeys of airport-based taxis can also be effective.

4.2.5 The Table 4.1 sets low initial thresholds. This will allow for initial recruitment of staff, the pattern and distribution of staff journey to work movements to become stablished, and agreements to be reached with operators and employees before company policies are rolled out. But it does set ambitious targets by comparison to other small rural airports in the medium and longer term.

Table 4.1 Staff Modal Share Targets

Mode of Transport	Base Year	Year 10	Year 20
Car	97%	92%	**87%**
Bus	2%	4%	**6%**
Walking or Cycling	1%	2%	**3%**
Rail (with bus link)	0%	2%	**4%**

Passenger Mode Share

4.2.6 The initial mode share targets in Table 4.2 are based estimates provided by aviation experts and based on mode shares typical for smaller airports (i.e. less than 2mppa) in:

- Rural locations,
- Away from major population centres

- With functional (but not direct) trunk road access – (i.e it is accessible within a few miles on A or B class roads)
- No proximate rail station making bus and shared taxi modes
- Mainly outbound, but also with niche tourism opportunity, and

4.2.7 The mode share targets are also defined by a car parking strategy which seeks to balance the need for the airport to raise revenue (passenger car parking) with incentives to passengers to use public transport along corridors offering sufficient demand where it is convenient for them to do so.

4.2.8 Newquay, Cardiff, Exeter, Inverness, Durham Tees Valley, Norwich and City of Derry are all useful potential benchmarks for the assumed base year mode split and the future year targets.

Table 4.2 Passenger Modal Share Targets

Mode of Transport	Base Year	Year 10	Year 20
Bus	3%	6%	**9%**
Taxi	5%	5%	**5%**
Car parked	45%	40%	**35%**
Car drop off	45%	40%	**35%**
Rail (then bus)	-	5%	**10%**
Shared taxi (PT)	2%	4%	**6%**

4.2.9 To reduce the dependence on cars, a range of travel options must be available to staff and passengers.

4.3 Travel Plan Measures

4.3.1 Travel Plan measures are initiatives required to achieve the Travel Plan targets, and can generally be split into 'physical' and 'soft' measures that will influence travel behaviour which can be described as follows:

- 'Physical' measures, which provide the infrastructure to enable sustainable transport choice, which are an integral part of the design of the development. All on-site transport infrastructure will be designed to the latest guidance, ensuring suitable provision for pedestrians, cycling, and public transport access. The physical measures relate to the Masterplan proposals for access and movement.
- 'Soft' or behavioural measures, which facilitate, promote and encourage sustainable transport choice. These are complementary to spatial planning and infrastructure provision, and are aimed at encouraging smarter travel choice through promotion and encouragement, such as information provision, personalised journey planning and financial incentives.

4.3.2 The Travel Plan has been split into three broad series of strategies. There are:

1. walking and cycling
2. public transport
3. car park management

Walking and Cycling

4.3.3 Walking and cycling are seldom viable options for passengers due to luggage constraints. However, the airport is situated sufficiently close to major population centres of East Kent to make walking and cycling for staff members a viable alternative to the car.

4.3.4 There are 140,000 people living within 8km of the airport; viewed as a reasonable distance to cycle, including the population centres of Ramsgate, Broadstairs and Margate. To facilitate this, retention, enhancement and optimisation of the existing PRoW network is required. This includes informal tracks and paths within the pathway network. The cycling network which connects Manston to Ramsgate, Margate and Broadstairs should be extended to the airport, with all roads leading to the terminal having footways.

4.3.5 To support and encourage travel to work by walking and cycling, adequate shower and changing facilities and secure cycle parking should be provided. Umbrellas and wet weather gear could also be supplied for walking or cycling to work.

4.3.6 Incentives such as a free loan to purchase a bike, and discounted equipment at local shops arranged by the Travel Plan Coordinator would also help to encourage further uptake in the number staff travelling to work by sustainable means

Targets

4.3.7 From a base level of 1%, by year 20, 3% of all staff should walk or cycle to work.

Public Transport

4.3.8 The current provision of public transport options could only support a very small proportion of staff and passenger trips to the airport. Improvements to the bus services and supporting infrastructure would therefore be required to provide the additional capacity required. This would include a more frequent service from the neighbouring towns and longer hours of operation to reflect the operating hours of the airport.

4.3.9 An additional bus shuttle service between Ramsgate rail station and the airport would encourage more journeys to be made by rail, effectively enlarging the potential catchment area for the airport. These services would be most efficient should they be scheduled to match the flight and train timetables. This would create a situation like that currently evidenced at Luton Airport which has one of the highest proportion of passengers accessing the airport by public transport than other equivalent stations without a direct rail link.

4.3.10 For staff, the improvements to the public transport infrastructure should be complimented by ‘soft’ measures to encourage further uptake of the public transport offering. This would include offering season ticket loans or discounted travel on the services. Travel information and updates should be readily accessible and prominently displayed in the terminal and at the local transport hubs. This would also benefit passengers.

4.3.11 Additionally, passengers should be encouraged to travel by rail by offering integrated ticketing, i.e. the cost of the rail fare includes a ticket on the shuttle service from Ramsgate station.

4.3.12 Shared taxis are also expected to contribute significantly to the use of public transport amongst passengers, by offering a flexible alternative for passengers living in locations where ‘traditional’ fixed route services would not be viable.

Targets

4.3.13 By Year 20, public transport should increase from the initial 5% (before the shuttle service is in operation) to 25% for passengers. At the interim point in Year 10, it is expected that public transport will accommodate 15% of passenger trips.

4.3.14 For staff, by Year 20 10% of trips are expected to be made by public transport.

Car Park Management

4.3.15 The location of the airport and the hours of operation will mean that for many trips, travel by car will be unavoidable. There therefore needs to be an adequate supply of on-site parking spaces to prevent displacement to the surrounding area. It is recommended that three separate car parks are provided: long term; short term; and staff. Additionally, a limited number of drop off locations should be provided. Infrastructure should be supplied for Electric Vehicles, with charging points available in the staff car park and the short stay passenger car park.

Staff

4.3.16 For members of staff, the ease of access to the site is crucial for long term staff retention. A dedicated staff car park would therefore be required, with lower charges than the long term and short term passenger car parks. The airport should seek ways to reduce travel by single occupancy vehicles, through the promotion of a car sharing strategy. This could include the internal database accessible to all staff to enable trips to match.

4.3.17 Shift patterns could also be changed to maximise the potential for car sharing.

Passengers

4.3.18 Passengers will be encouraged to car share through the pricing strategies employed by the airport. By charging high prices for parking compared to the public transport offering.

4.3.19 Costs for parking should be monitored to ensure that. For short term parking, this should be priced suitably higher than a single return on public transport.

Targets

4.3.20 It is assumed that the initial mode share for cars will be 90%, with an average of two people per vehicle. Once the travel plan measure are in force, this should drop to 80% by Year 10, and 70% by Year 20.

Additional Targets

4.3.21 In addition to specific measures and initiatives that will be designed into the development to facilitate effective travel planning, it is appropriate at this stage to set initial action orientated targets. These will be based on the following:

- Undertake a staff travel survey;
- Influence sustainable travel behaviour through smarter choices information and the production of promotional materials to staff to encourage car sharing, walking and cycling; the promotion of bus provision in the vicinity of the site; and
- Establish a TPC to be available on site before the airport opens.

5. Monitoring

5.1.1 Monitoring is a means of measuring the impact and success of the Travel Plan and whether the objectives and targets are being met.

5.2 Formal Monitoring

Monitoring Programme

5.2.1 A monitoring programme based on the start of operation of the Airport as well as at the milestones suggested will be discussed and agreed between the TPC and KCC. Continuous monitoring of the Travel Plan will enable the following to be assessed:

- Progress against the SMART targets of the Travel Plan;
- The need for refinements to the Travel Plan; and
- The effectiveness of the Travel Plan for encouraging sustainable travel.

5.2.2 Frequent monitoring is essential to assess how the Plan is being implemented and whether adjustments are required. Therefore, the following surveys will be undertaken:

- Initial survey of employees' travel preferences within three months of first occupation; and
- Full travel surveys will be conducted in accordance with the monitoring programme to be agreed with KCC. The monitoring programme will comprise surveys in years 1, 3, 5, 10, and 20, year 1 being the trigger point for the first full survey.

5.2.3 Monitoring of employees' travel choices will be in the form of travel questionnaire surveys and automatic traffic counts (ATCs). All survey data will be collected in accordance with the Standard Assessment Method on the TRICS database (available at: www.trics.org).

5.2.4 Monitoring will be undertaken within the same week each year on a week day where there are no exceptional conditions i.e. school holidays, bank holidays, transport service disruption, etc.

5.2.5 Car park prices will also be reviewed periodically to find the level of charges which will attract passengers to the Airport in the first place and then ensure that they minimise the number of car journeys without having negative impacts on the airports viability.

Travel Questionnaire Surveys

5.2.6 Questionnaire surveys of employees and passengers will be undertaken to understand their travel patterns and behaviours and the effectiveness of the Travel Plan. It will provide an opportunity to review staff parking policies, provision of parking spaces in relation to parking demand, car sharing incentives and use of low emissions vehicles as well as closely monitor the balance between public transport usage and car parking demand and highlight the need to adjust the focus of the strategy measures.

5.2.7 The results of the surveys will be used to monitor the effectiveness of the Travel Plan and identify areas for improvement and measures to address this, for example increased promotion of the car share scheme, or improvements to the personalised travel planning approach.

5.2.8 Air passenger surveys will be undertaken to understand travel choices and its determinants. Passenger experience on using public transport, pedestrian routes and at the airport will all be part of the survey. The surveys will be undertaken on-line and/or face-to-face across the Airport premises and will help to develop targeted strategies that influence travel mode choice and identify further initiatives to promote sustainable travel.

5.2.9 The travel questionnaire will include origin and destination questions, as well as questions about journey purpose and mode. Appendix A provides an example of a survey questionnaire which will be adapted to suit each target group (passengers, employees).

5.2.10 A representative response rate will be sought through incentives to complete the survey such as a prize draw. Assurance will be provided to KCC that the sample is representative if the response rate is not achieved.

5.3 Regular Informal Monitoring

5.3.1 In addition to the formal monitoring, the TPC will monitor the various travel plan measures, such as:

- Levels of bus patronage at the bus stop adjacent to the Site access;
- The take up of the car sharing scheme;
- The use of specific schemes and measures; and
- Levels of participation in TPC led promotional events

5.4 Monitoring Report

5.4.1 The results of the monitoring will be submitted to KCC within three months of the surveys, along with a review document highlighting areas of success and concern. This will evaluate progress against actions and targets and identify issues and remedial actions, such as:

- Review of the bus service - vehicle type, routes and/or frequencies; and
- Identification of targeted promotional activities.

5.4.2 Any proposed changes will be discussed with KCC and implemented by the site TPC accordingly.

5.5 Review

5.5.1 At agreed milestone points the Travel Plan will be reviewed on the basis of the results of the monitoring surveys against the baseline data and the identified targets. Where elements of the Travel Plan are identified to be underperforming, these would need to be reviewed and revised as appropriate, for implementation by the TPC.

5.5.2 If agreed Travel Plan targets are not met, monitoring will be required and measures designed to encourage targets, until they are met. This will need to be followed up by the TPC through submitting monitoring reports to KCC. Remedial measures might include, for example, public transport “taster tickets” to encourage use of the bus or extra promotion of the Travel Plan to revitalise interest in sustainable travel. The identification of remedial measures will be dependent on the issues identified and availability of funding from the Travel Plan element of the Transport Contribution identified in the S106 Agreement.

6. Action Plan

6.1.1 An Action Plan has been produced which summarises how the elements of the Travel Plan will be implemented and monitored, including details on who is responsible, when they are to be undertaken, how the success will be gauged and to which aims and objectives they relate. The Action plan is set out as Table 6.1.

Table 6.1: Travel Plan – Action Plan

Objective	Target	Measure	Responsibility	Monitoring
To actively promote and encourage travel by sustainable modes for passengers	Increase the number of passengers accessing the airport by public transport from an initial 5% to 25% in Year 20.	Integrated ticketing options for passengers	TPC/Local operator	Review and update
		Easily available multi-modal travel information, through the internet, travel apps or at transport hubs. Live travel information at airport, including connecting services.	Airport operator	Maintain standard of provision
		Improvements to bus routes serving the airport by increasing frequency and ensuring that the timetable matches the hours of operation.		Monitor take up
	Reduce single car occupancy to 35% of trips, by promoting benefits for car sharer and public transport users.	Parking charges to be applied at an appropriate level to encourage car sharing and non-car alternatives.	Airport operator	Review through passenger travel surveys.
To actively promote and encourage travel by sustainable modes for members of staff	Increase the proportion of staff walking or cycling to work to 3% by Year 20.	Reasonable provision of workplace shower and changing facilities.	Developer	Monitor use
		Provision of cycle parking spaces compliant with KCC standards.	Developer	Monitor use
		Retention, enhancement and optimisation of the existing PRoW network.	Developer	
		Travel Plan Coordinator to arrange with local shops for discounted cycling equipment.	TPC	Monitor take up
	Increase the number of passengers accessing the airport by public transport from an initial 2% to 10% in Year 20.	Discounted tickets and season ticket loans for staff	TPC	Monitor take up
		Increase the hours of operation and frequency of public transport to the airport from the neighbouring towns to	Developer	Monitor use
	Encourage measure to promote car sharing	Reserved car parking spaces for car sharers located close to the terminal.	TPC	Monitor use

Objective	Target	Measure	Responsibility	Monitoring
	for staff trips to the airport.	Car sharing database to be set up to enable staff to organise. Shift patterns to compliment car sharing arrangements, i.e. people living in close proximity to each other to be assigned same shift patterns when possible.	TPC	Monitor take up
Improve the provision of sustainable transport options to the airport, including the introduction of a shuttle bus service from Ramsgate rail station.	Influence sustainable travel decisions and facilitate the modal share targets set out in the staff and passenger objectives.	Provision of shuttle bus service to link Ramsgate rail station to the airport.	Developer	Monitor use
		Personalised travel planning for members of staff.	TPC	Review take up

Travel Questionnaire Example - Employment

Cover letter

A short cover letter will be needed, either attached to the questionnaire or incorporated at the top of it, to introduce the survey and the travel plan. This should be signed by someone senior. You will also need to highlight any incentives for filling in the survey, and provide a contact for queries.

The Whitehill & Bordon Regeneration Company is committed to developing a Travel Plan to improve and promote sustainable travel choices to our site. As part of this, staff are invited to complete a travel survey.

We would be grateful if you would take a few minutes to complete the survey, so that your suggestions for ways to improve travel choices to our site can be investigated, and so we can make plans for travel improvements. All information is strictly confidential and will not be used for any purpose apart from that specified above.

(signed by Chief Executive)

Please return the survey by (date). All completed surveys received by this date will be entered into a free prize draw, with the chance to win £XXX.

If you have any queries, please feel free to contact (name of travel plan contact + phone & email).

Travel Questionnaire

1. What is your home postcode? _

2. Are you - Male _ _ _ _ _ _ _ _ _ Female _ _ _ _ _ __

3. Which company do you work for? _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _ _

4. What time do you normally arrive at work? (please tick)

Before 07.29	07.30 - 08.00
08.01 - 08.29	08.30 - 08.59
09.00 - 09.29	09.30 - 10.00
Other - (please specify)	

5. What time do you normally leave work? (please tick)

14.00 - 14.59	15.00 - 15.59
16.00 - 16.59	17.00 - 17.29
17.30 - 17.59	18.00 - 18.30
Other - (please specify)	

6. a) Is your work (please circle)

Part Time **Full Time**

b) If Part Time, please specify how many days per week _ _ _ _ _ _ _ _ _ _ _ _ _

7. Over the last 7 days, how did you travel to work? (If you travelled by more than one mode of transport, please only show the main part of your journey).

Mode	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Bus							
Bicycle							
Car (as driver, alone)							
Car (as driver, with passengers)							
Car (as passenger)							
Foot							
Motorbike							
Train							
Other (please specify)							

8. How do you travel to work if your normal mode of transport is not available? (please tick)

Bus	Bicycle
Car, as driver, on your own	Car, as driver, with passengers
Car, as passenger	Foot
Motorbike	Train
Other, (please specify)	

9. If you are travelling between your home and work, how easy/difficult do you think travel by the following modes is?

	Very Easy	Quite Easy	Quite Difficult	Very Difficult	Not Possible
Walking					
Bus					
Cycling					
Car Share					
Train					

10. Which of the following changes would most encourage you to walk or cycle to work?

On-site lockers	Showers and Changing Facilities
Bike Parking	On site cycle routes
Another cyclist to show you good cycling facilities.	Dedicated cycling tracks between home and the site.
Cycle training or refreshment course	Other (please specify)

11. Which of the following changes would most encourage you to use public transport to or from work? (please select no more than 3)

Better quality bus waiting facilities	Bus/Rail Information, easily available
Reduced-cost staff pass on public transport	Services better time to working hours
Additional Bus Routes/Services	Other (please specify)

12. Are you a member of the xx Car Share scheme?

Yes **No**

13. If Yes, How often do you car share? _ _ _ _ _ _ _ _ _ _ _

14. How many business trips have you made in the last month?

_ _

15. How did you travel to these meetings? (please specify)

_ _

Thank you for taking the time to fill in this survey, if you have any further comments, please state them below.