



RiverOak Strategic Partners

# Revised Travel Plan

TR020002/D9/TP

Examination Document

<b>Project Name:</b>	Manston Airport Development Consent Order
<b>Application Ref:</b>	TR020002
<b>Submission Deadline:</b>	<b>9</b>
<b>Date:</b>	28 June 2019

# RSP

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RiverOak Strategic Partners Limited

## **Manston Airport DCO**

TA Appendix L – Framework  
Travel Plan



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## Report for

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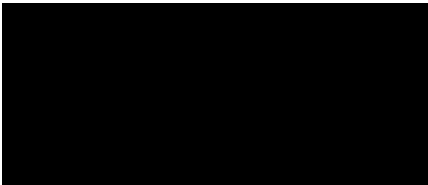
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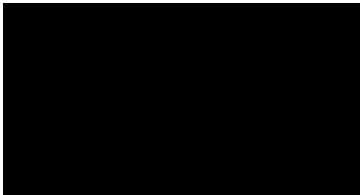
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## Document revisions

No.	Details	Date
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3	Final Draft	March 2018
4	Final	March 2019
5	Post Transport Hearing Update	June 2019
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# 1. Introduction

## 1.1 Background

- 1.1.1 RiverOak Strategic Partners Limited (hereafter referred to as 'RiverOak') is seeking to secure the future of Manston Airport (the 'Proposed Development') as a valuable regional and national asset by re-developing the site as a freight airport. The proposals will provide much needed additional air freight capacity to the United Kingdom and serve to relieve pressure from other, already heavily congested, London and South East airports.
- 1.1.2 Under the *Planning Act 2008* (the '2008 Act') the re-development of Manston Airport as a freight airport is considered a Nationally Significant Infrastructure Project (NSIP). RiverOak made an application under the 2008 Act for a permission known as a 'Development Consent Order' (DCO) to reopen and operate Manston Airport. The application was submitted to the Planning Inspectorate on 17 July 2018 and was accepted for examination on 14 August 2018. The Examination began on 9 January 2019.
- 1.1.3 This Framework Travel Plan (TP) 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.
- 1.1.4 This third version of the Travel Plan is an update that includes:
- Responses to Written Representations and the Examining Authority's written questions;
  - Changes related to the traffic generation methodology agreed with Kent County Council (KCC) after the DCO submission;
  - More detail on commitments and targets following a request from the Examining Authority at the Transport Hearing on 6<sup>th</sup> June 2019;
  - More detail on the commitments related to fly parking and Controlled Parking Zones;
- 1.1.5 The Framework Travel Plan sets out an outline of objectives, targets and initiatives which will be developed once the Proposed Development receives consent and becomes operational and will become a detailed Travel Plan which will be a working document that will have regular reviews and updates. It will act as an 'umbrella' Travel Plan for the whole site and will form the basis for specific user Travel Plans:
- Staff Travel Plan
  - Passenger Travel Plan
  - Employer Travel Plans (Northern Grass Area)
  - Freight Management Strategy

## 1.2 Overview

- 1.2.1 The site is located approximately 4km to the west of Ramsgate and 5km south of Margate in the district of Thanet, East Kent and covers an area of approximately 303.2ha.

- 1.2.2 The site has provided a variety of operational airport-related services 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** of Volume 4 of the Environmental Statement (ES):
- Runways and taxiways suitable for the take-off and landing of a broad range of cargo aircraft;
  - New aircraft stands
  - 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 rescue and 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 sets out (Paragraph 10.4.3) that "Development proposals that have a significant adverse impact on the local highway network which are unable to be fully managed through physical infrastructure provision, will be required to produce travel plans with ongoing monitoring mechanisms"
- 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 four 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;
- To improve the provision of sustainable travel options to the airport, including the introduction of a shuttle bus service from Ramsgate Railway Station or Thanet Parkway; and
- To minimise disruption on the local road network and on local communities.

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 - Specific, Measurable, Achievable, Realistic and Timed, and should help achieve, and be related to each of the numbered objectives set out above. Targets for staff and passengers are set out in Chapter 4.

## 1.6 Structure of the Travel Plan

1.6.1 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;
- **Chapter 3: Travel Plan Strategy**;
- **Chapter 4: Targets and Measures**, which sets out the proposed initiatives distinguished as 'physical' measures and 'influencing travel behaviour' measures;
- **Chapter 5: Monitoring and Review**, which identifies types of monitoring and timescales; and
- **Chapter 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 Proposed Development is located 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. This is a two-lane dual carriageway which links to the M2 and A28 to the west. The A28 is a two-lane dual carriageway which provides a link to Canterbury. Access to the Northern Grass Area and Manston Airport 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 built elements of the site which will be enhanced as part of the Proposed Development. Details of the existing and proposed layouts are provided within the Transport Assessment (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 service

- 2.4.1 Bus services 11, 48 and 48A currently operate along Spitfire Way and Manston Road. There are two pairs of bus stops provided along the site boundary, one set on Minster Road to the south-west 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 south-east 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
<b>9/9X</b>	Westwood Cross - Canterbury	12	14	06:18 / 16:42	08:45 / 18:15
<b>11</b>	Broadstairs – Westwood – Minster – Ickham - Canterbury	5	5	10:51 / 18:41	07:04 / 16:05
<b>48</b>	Dumpton – Ramsgate – Manston - – Birchington on Sea	7	8	07:46 / 17:36	08:38 / 17:52
<b>48A</b>	Dumpton – Ramsgate – Manston -	3	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 48 and 48A 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 Proposed Development. An interrogation of Census 2011 Journey to Work data has been undertaken to identify where previous employees of the site have travelled from. The site is located within the Thanet 014A lower-Level Super Output Area, as illustrated below in **Figure 2.4**. Analysis of the journey to work travel patterns for this lower layer is set out in **Table 2.2**.

Figure 2.4 Thanet 014A Lower-Level Super Output Area



Table 2.2 Distribution of Census 2011 Journey to Work Trips

Origin	Distribution
<b>Thanet District</b>	79.9%
<b>Dover District</b>	5.7%
<b>Canterbury District</b>	7.7%
<b>Shepway District</b>	1.7%
<b>Ashford District</b>	1.4%
<b>Swale District</b>	3.7%
<b>Total</b>	100%

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. These routes may offer an alternative mode of transport 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 appropriate, subject to appropriate re-routing and increases in frequency.

## Rail services

- 2.4.9 The closest railway stations to the site are Ramsgate station and Minster station, approximately 4km east and 2km to the south respectively.
- 2.4.10 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, London Charing Cross and London Victoria.
- 2.4.11 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 and/or 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.
- 2.4.12 Minster Station is located approximately 2km south of the south-west corner of the site. It is considered accessible by cycling and bus routes 38A and 11 as well as private car. 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.
- 2.4.13 **Figure 2.7** below shows the rail network in the vicinity of the Proposed Development.

Figure 2.7 Local Rail Network



- 2.4.14 The proposed 'Thanet Parkway Station' to the south of the site, would provide further enhanced rail connections and access to Kent's high-speed rail services.
- 2.4.15 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 approximately one hour. This two-phase project is split into two distinct phases, as follows:
- Phase 1 - Ashford to Canterbury West; and
  - Phase 2 - Canterbury West to Ramsgate.
- 2.4.16 Reduced journey times to London will greatly enhance the accessibility of Thanet.
- 2.4.17 The journey time between Thanet Parkway Station and the Proposed Development is marginally shorter and quicker than from Ramsgate Station.
- 2.4.18 A planning application for the Thanet Parkway Station was submitted by KCC to KCC planning officers in June 2018 (application reference: KCC/TH/0105/2018). The application has been validated but is still under consideration. The South East Local Enterprise Partnership is providing £10 million from the Local Growth Fund, while KCC is contributing £2.65 million. Further funding is required to deliver the scheme.

## 2.5 Pedestrian Infrastructure

- 2.5.1 The Chartered Institute of Highways and Transportation (CIHT) guidelines '*Providing for Journeys on Foot*<sup>1</sup> provides details on acceptable walking distances. For commuting, the guidelines state that a distance of up to 0.5km is considered to be desirable, whilst 1km and 2km 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 recognised that pedestrian infrastructure in the area is limited to support this.
- 2.5.3 There are no pedestrian facilities provided along Spitfire Way which bounds the site to the west, with the exception of a short section of 40m shared cycle/footway near to Manston Business Park and an additional 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 providing 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<sup>2</sup> crossing across the A299 Hengist Way, linking the south-western corner of the site to Minster and the Viking Coastal

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<sup>1</sup> The Chartered Institute of Highways and Transportation (2000). Guidelines for Providing for Journeys on Foot, [online]. Available at: <http://www.hwa.uk.com/site/wp-content/uploads/2017/09/NR.4.3F-CIHT-Guidelines-for-Providing-Journeys-on-Foot-Chapter-3.pdf> [Accessed: 27/03/2019].

<sup>2</sup> Toucan – A Pedestrian and Cycle Crossing

Trail to the south. However, current 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. Most notably are TR8, 9 and 10, which pass through the site and connect the east of the site with Ramsgate.
- 2.5.6 **Figure 2.5** shows the sections of footway, crossings and PRoWs referred to in paragraphs 2.5.1 and 2.5.5 above, alongside 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*'<sup>3</sup> 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 There is no formal provision of cycle facilities 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 and/or footway is provided from Manston Business Park 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 and/or 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 who maintain the national cycle network map, 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 south-east to Whitfield and Dover. **Figure 2.6** illustrates the Sustrans cycle routes and includes a cycle isochrone, representing an 8km journey from the centre of the site. This illustrates that a number of villages and towns are accessible within 8km of the site.

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<sup>3</sup> Department for Transport (2008). Cycle infrastructure design (LTN 2/08), [online]. Available at: <https://www.gov.uk/government/publications/cycle-infrastructure-design-ltn-208> [Accessed: 27/03/2019].

## 3. Travel Plan Strategy

### 3.1 Introduction

- 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.
- 3.1.2 The Framework Travel Plan sets out an outline of objectives, targets and initiatives which will be developed once the Proposed Development receives consent and becomes operational and will become a detailed Travel Plan which will be a working document that will have regular reviews and updates. It will act as an 'umbrella' Travel Plan for the whole site and will form the basis for specific user Travel Plans:
- Staff Travel Plan
  - Passenger Travel Plan
  - Employer Travel Plans (Cargo Airport)
  - Employer Travel Plans (Northern Grass Area)
- 3.1.3 Businesses operating out of the Airport – airside or Northern Grass Area, will be expected to implement and monitor their own Travel Plans.
- 3.1.4 In addition, freight businesses will also be expected to adhere to the Framework Freight Management Strategy which is included as **Appendix A** to this document.
- 3.1.5 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 overarching Travel Plan measures and identify a detailed implementation programme.

#### Stage Two – Post Construction and Pre-Occupation

- 3.2.3 The physical measures embedded into the Proposed Development will be constructed and become integral to the Proposed Development. This stage will also require the TPC to commence the implementation of measures prior to occupation to ensure that measures are in place and promoted at commencement of 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 Kent County Council (KCC) and other stakeholders such as bus operators.

### Stage Four – Post Construction/ Development Completion

- 3.2.5 The Proposed Development is anticipated to be constructed over approximately 20 years. The Travel Plan allows for formal governance up to the completion of the Proposed Development, after which an appropriate approach that has been discussed and agreed with KCC will be adopted. This would be identified as part of the planning process.

## 3.3 Travel Plan Governance and Coordination

### Governance

- 3.3.1 The key stakeholders, such as the management team, the operations team, security, etc, in the Proposed Development will establish a governance structure which will ensure that arising challenges can be addressed effectively.

### Travel Plan Coordinator

- 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 Proposed 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 TPC will have the following responsibilities:
- 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, Thanet District Council (TDC), transport operators, cycle shops, etc.;
  - Liaising with the site occupants of the Airport and the Northern Grass Area;
  - Liaising with site users, e.g. neighbourhood groups, cycle groups, etc;
  - Responsibility for setting up a working group;
  - 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

## 3.4 Travel Information

### Travel Information Pack/ Employee Welcome Pack

- 3.4.1 The information / welcome pack 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.
- 3.4.2 Guidance on Personalised Travel Planning (PTP)<sup>4</sup> 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').
- 3.4.3 The TPC will use similar tools and techniques, such as:
- Providing links to journey planner websites;<sup>5</sup>
  - Scheduled sessions for one-to-one journey planner assistance; and
  - Promotion of the sustainable travel incentives for staff through regular events and marketing.
- 3.4.4 This would encourage sustainable travel from the opening of the Proposed Development, thereby encouraging the whole ethos of sustainable travel to and from the site.
- 3.4.5 As identified in the in Chapter 2, 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.
- 3.4.6 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;

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<sup>4</sup> Department for Transport (2008). Making Personal Travel Planning Work: Practitioner's Guide, [online]. Available at: <https://webarchive.nationalarchives.gov.uk/20101217070236/http://www.dft.gov.uk/pgr/sustainable/travelplans/ptp/practitionersguide.pdf> [Accessed: 27/03/2019].

<sup>5</sup> <http://www.traveline.info/>, <http://google-map.co.uk/route-planner/>

- 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 PTP 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 TPC will investigate discounts for employees with local cycle shops as well as cycle maintenance workshops held by local cycle shops. The TPC 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 implemented. 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 and instead encourage public transport use. The dominant geographical consideration is the extent to which airport employees, or those working for companies based on the site, 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 take 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 an effective measure.
- 4.2.5 **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 established, and agreements to be reached with operators and employees before company policies are rolled out. However, it does set similar targets by comparison to Derry airport in the longer term which targeted 86% Car, 11% public transport and 3% taxi in their Draft Masterplan 2012<sup>6</sup>

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%

<sup>6</sup> City of Derry Airport (2012). City of Derry Airport Draft Masterplan, [online]. Available at: <https://www.cityofderryairport.com/wp-content/uploads/2012/11/Masterplan.pdf> [Accessed: 27/03/2019].

- 4.2.6 Further targets will be set for car share in order to reduce the volume of traffic and single occupancy vehicles (SOV).

### Passenger mode share

- 4.2.7 The initial mode share targets in **Table 4.2** are based upon estimates provided by aviation experts from Viscount Aviation and mode shares typical for smaller airports (i.e. less than 2 million passengers per annum (mppa)) 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; and
  - Mainly outbound, but also with niche tourism opportunity.
- 4.2.8 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.
- 4.2.9 Newquay, Cardiff, Exeter, Inverness, Durham Tees Valley, Norwich and City of Derry are useful benchmarks for the assumed base year mode split and the future year targets. However, each site is unique and dependent on its location and levels of accessibility. The mode share targets have been based on the location of the site, its accessibility to public transport and the aspirations of RiverOak to discourage SOV usage and encourage sustainable travel by public transport and shared vehicle use. RiverOak engaged with Kent County Council (KCC) Highways in the post Development Consent Order (DCO) submission period to discuss and agree the traffic generation and distribution. This resulted in the removal of the shared taxi element as KCC felt that this would not be achievable in the Thanet district.

Table 4.2 Passenger Modal Share Targets

Mode of Transport	Base Year	Year 10	Year 20
Bus	3%	7%	10%
Taxi	5%	6%	6%
Car parked	46%	41%	37%
Car drop off	46%	41%	37%
Rail (then bus)	-	5%	10%

- 4.2.10 To reduce the dependence on SOV, a range of travel plan measures need to be available to staff and to 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. These can be described as follows:

- 'Physical' measures provide the infrastructure to enable sustainable transport choice, which are an integral part of the design of the Proposed Development. All on-site transport infrastructure will be designed to the latest guidance should this evolve over the project life cycle, ensuring suitable provision for pedestrians, cycling and public transport access. The physical measures relate to the Masterplan proposals for access and movement; and
- 'Soft' or behavioural measures, which facilitate, promote and encourage sustainable transport choice. These are complementary to spatial planning and infrastructure provision. They 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:

- Walking and cycling;
- Public transport; and
- Car park management.

### Walking and Cycling

4.3.3 Walking and cycling are seldom viable options for passengers due to luggage constraints. However, Manston 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.

### Targets

4.3.4 There is no walk and/or cycle target for passengers.

4.3.5 From a base level of 1%, by Year 20 the target is 3% of all staff will walk or cycle to work.

### Physical Measures

4.3.6 There are 140,000 people living within 8km of Manston Airport; this is viewed as a reasonable distance to cycle. Within this 8km are the settlements of Ramsgate, Broadstairs and Margate. To facilitate this, retention, enhancement and optimisation of the existing Public Rights of Way (PRoW) network is required. The following physical measures will be implemented:

- Provision of pedestrian footways along the B2050 Manston Road and Spitfire Way as part of the development proposals;
- Provision of pedestrian crossings on the B2050 Manston Road and Spitfire Way as part of the development proposals;
- Upgrading of PRoW TR10 which links to the new Manston Green development in the east and the western outskirts of Ramsgate;
- To support and encourage travel to work by walking and cycling, adequate shower and changing facilities will be provided within the staff working areas;
- Secure cycle parking will be provided for both staff and passengers. Usage of this will be monitored to establish the extent of demand and the need for additional spaces to be provided.

### Influencing Travel Behaviour Measures

4.3.7 The following measures will be implemented to encourage staff to walk to work:

- Supply of umbrellas and wet weather gear.
- Incentives such as a free loan to purchase a bike through the cycle to work scheme will be promoted.
- The TPC will arrange discounts on equipment and clothing at local cycle and outdoor activities shops.
- Information packs showing local walking and cycling routes to the Airport will be produced and distributed to staff and will be made available to passengers.
- Information on walking and cycling routes will be made available on the Airport website.

### 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 Manston Airport. Improvements to the bus services and supporting infrastructure would therefore be required to provide the additional capacity required.

### Targets

- 4.3.9 From a base level of 3%, by Year 20 the public transport target for passengers is 10% by bus and 10% by rail, and then shuttle bus. At the interim point in Year 10, it is expected that public transport will accommodate 12% of passenger trips.
- 4.3.10 From a base level of 2%, by Year 20, 10% of staff trips are expected to be made by public transport – 6% by bus and 4% by rail and shuttle bus. At the interim point in Year 10, it is expected that public transport will accommodate 6% of staff trips.

### Physical Measures

- 4.3.11 Bus stops will be provided at the passenger entrance for use by staff and passengers. This will provide timetable information and either a shelter or will be under the Airport entrance canopy.

### Bus Services

- 4.3.12 An additional bus shuttle service between Ramsgate Railway Station or Thanet Parkway and the Proposed Development would encourage more journeys to be made by rail, effectively enlarging the potential catchment area for Manston Airport. These services would be most efficient should they be scheduled to match the flight and train timetables. This would create a situation 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.
- 4.3.13 The Applicant will operate shuttle bus services for passengers, and potentially staff, between Thanet Parkway or Ramsgate Station and the Airport. The timing and frequency of the services will depend on the flight departure and arrival timetable as well as the rail timetables. Initial enquiries have been made with a local bus operator to establish costs and journey times but it is premature at this stage to negotiate a bus service for implementation. This will be established once the airport is operational and flight operators and times have been identified.
- 4.3.14 The Applicant will operate a shuttle bus service in the local area for staff which will be based on shift patterns and staff home locations. Again, initial enquiries have been made with a local bus operator to establish potential costs but it is premature at this stage to negotiate a bus service for implementation. This will be established once the airport is operational and staff shift patterns and locations are known.

- 4.3.15 It may be appropriate to enhance an existing bus service such as the 48/48A or the 11. However, given that operations won't commence until Year 3 of the project, which with a commencement of construction in 2021 would be 2023/24, it is premature to identify service improvements when it is not known whether the service would be still running in five years' time.

### Influencing Travel Behaviour Measures

- 4.3.16 For staff, the improvements to public transport infrastructure will be complemented by 'soft' measures to encourage further uptake of the public transport offering which will include:
- season ticket loans
  - discounted travel on the services to be negotiated by the TPC.
  - travel information and updates will be readily accessible and prominently displayed in the terminal and at local transport hubs.
- 4.3.17 Consideration will also be given to the feasibility of offering integrated ticketing, such as the cost of flight to include a ticket on the shuttle service from Thanet Parkway or Ramsgate Railway Station.

### Car Park Management

- 4.3.18 The location of the Proposed Development and the hours of operation will mean that for many trips, travel by car will be unavoidable. Consequently, there needs to be an adequate supply of on-site parking spaces to prevent displacement to the surrounding area.

### Targets

- 4.3.19 From a base level of 97% by car (46% parked, 46% drop off and 5% taxi), by Year 20, the target for passengers is 70% (37% parked, 37% drop off and 6% taxi). At the interim point in Year 10, it is expected that 88% of passenger trips will be by car (41% parked, 41% drop off and 6% taxi).
- 4.3.20 From a base level of 97%, by Year 20, 87% of staff trips are expected to be made by car. At the interim point in Year 10, it is expected that this will be 92%.
- 4.3.21 It is proposed that although a 10% target for electric charging spaces is proposed, this would be incrementally implemented working with the TPC and via monitoring of use of such spaces, times of charge, and other electric charging factors which could lead to efficient placement, and use of such facilities.

### Physical Measures

- 4.3.22 Three separate car parks will be provided: long-term passenger; short-term passenger; and staff. Additionally, a limited number of drop off locations will be provided.
- 4.3.23 Electric Vehicle parking will be available, with charging points available in the staff car park and the short-stay passenger car park, as set out in the Car Park Management Plan which is Appendix M to the Transport Assessment
- 4.3.24 Blue badge parking will be provided to the standards set out within the Car Park Management Plan.

### Staff

- 4.3.25 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. **Section 3.3** of the Car Park Management Strategy (Appendix N to

the Transport Assessment) sets out the need to consider a parking permit system in order to encourage sustainable travel, such as car sharing, use of bus and rail and cycling. The permit system would need to take account of staff home locations, shift patterns and access to sustainable travel options, as well as the potential implications of restrictive parking, such as overspill parking onto the local road network. This is considered to be unlikely due to the site location and the nature of the roads in the vicinity of the Proposed Development.

- 4.3.26 Manston Airport will seek ways to reduce travel by SOV, through the promotion of a car sharing strategy. This could include the internal database accessible to all staff to enable trips to match. Shift patterns could also be changed to maximise the potential for car sharing.
- 4.3.27 It is proposed that 10% of the staff car parking spaces will be provided as electric charging points to encourage the switch from Co2 derived vehicles to electric vehicles.

### *Passengers*

- 4.3.28 Passengers will be encouraged to car share through the pricing strategies employed by Manston Airport. For example, by charging high prices for parking compared to the public transport offering.
- 4.3.29 Costs for parking should be monitored to ensure that this can be amended and adapted to assist with mode share targets. For short term parking, this should be priced suitably higher than a single return on public transport.
- 4.3.30 It is proposed that 10% of the passenger short term parking will be provided as electric charging points to encourage the switch from Co2 derived vehicles to electric vehicles. It is not proposed to provide any electric car charging points in the long stay parking (any spaces accommodated for more than 12 hours)



## 5. Monitoring

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

### 5.2 Formal Monitoring

#### Formal Monitoring

5.2.1 A monitoring programme, commencing at operation 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;
- 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 will be 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<sup>7</sup>.

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 determine the level of charges which will attract passengers to the Proposed Development and subsequently ensure that they minimise the number of car journeys without having negative impacts on the airport's viability.

5.2.6 Monitoring of airport related parking on the local road network will also be undertaken, based on reporting from members of the public to a hot line provided by the Airport, and regular checks of roads near to the passenger airport entrance.

#### Travel questionnaire surveys

5.2.7 Questionnaire surveys of employees and passengers will be undertaken to understand their travel patterns and behaviours, and to evaluate 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. It will also enable close

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<sup>7</sup> TRICS (2019). Standard Assessment Method, [online]. Available at: [www.trics.org](http://www.trics.org) [Accessed: 27/03/2019].

monitoring of the balance between public transport usage and car parking demand, highlighting the need to adjust the focus of the strategy measures.

- 5.2.8 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.
- 5.2.9 Air passenger surveys will be undertaken to understand travel choices and its determinants. Passenger experience on using public transport, pedestrian routes and at Manston Airport will all be part of the survey. The surveys will be undertaken online and/or face-to-face across the premises. These will help to develop targeted strategies that influence travel mode choice and identify further initiatives to promote sustainable travel.
- 5.2.10 The travel questionnaire will include origin and destination questions, as well as questions about journey purpose and mode. **Appendix B** provides an example of a survey questionnaire which will be adapted to suit each target group (passengers, employees etc.).
- 5.2.11 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 and the Airport Consultative Committee (ACC) 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;
  - Report on airport related parking on the local road network based on reviews and reporting from members of the public
  - 
  - Identification of targeted promotional activities.
- 5.4.2 Any proposed changes will be discussed with KCC and the ACC and be implemented by the site TPC accordingly.

## 5.5 Review

- 5.5.1 At agreed milestones, the Travel Plan will be reviewed by evaluating monitoring survey results against baseline data and identified targets. Where elements of the Travel Plan are identified to be underperforming, reviews will be undertaken, and revisions made as and when appropriate.
- 5.5.2 If 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 and the ACC. 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.
- 5.5.3 In addition, review will be undertaken of the occurrence of airport related parking on the local road network which will be discussed with KCC. If it is concluded that it is a regular occurrence, and results in road safety issues, KCC will implement a controlled parking zone (CPZ) to be funded by the Airport.

## 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

Objectives	Target	Measure	Responsibility	Monitoring
<b>To actively promote and encourage travel by sustainable modes for passengers</b>	Increase the number of passengers accessing the airport by public transport from an initial 3% to 20% 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
	Reduce staff SOV, by promoting benefits for car sharer and public transport users.	Improvements to bus routes serving the airport by increasing frequency and ensuring that the timetable matches the hours of operation.		Monitor take up
		Investigate parking charges to encourage car sharing and non-car alternatives.	Airport operator	Review through passenger travel surveys.
<b>To actively promote and encourage travel by sustainable modes for members of staff</b>	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 staff accessing the airport by public	Discounted tickets and season ticket loans for staff	TPC	Monitor take up

Objectives	Target	Measure	Responsibility	Monitoring
	transport from an initial 2% to 10% in Year 20.	Increase the hours of operation and frequency of public transport to the airport from the neighbouring towns to	Developer	Monitor use
	Promote car sharing for staff trips to the airport.	Reserved car parking spaces for car sharers located close to the terminal.	TPC	Monitor use
		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
<b>Improve the provision of sustainable transport options to the airport, including the introduction of a shuttle bus service from Ramsgate rail station and/or Thanet Parkway.</b>	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 and/or Thanet Parkway to the airport.	Developer	Monitor use
		Personalised travel planning for members of staff.	TPC	Review take up
<b>Monitor airport related parking on the local road network</b>	No parking on the local road network	Undertake regular monitoring of the fly parking on local roads.		
		Set up a hotline for local residents to contact if there are issues.	TPC	Quarterly reviews. Encourage local residents to submit fly parking reports and investigate.
		Provide monitoring reports and liaise with KCC regarding the need for a CPZ to be implemented if there are issues with parking on the road network.	TPC/KCC	Review implementation of scheme if provided and review if parking issues move elsewhere.

6.1.2

In addition to the Action Plan, **Table 6.2** presents the mitigation contained with this document and others for ease of reference. However, the Travel Plan document will be developed further prior to commencement of construction and will be a working document throughout the life of the Proposed Development. Currently the Travel Plan is in outline form and will remain so until agreements with key stakeholders are reached.

Table 6.2 Sustainable Mitigation

Public Transport	Cycling	Walking	Car Sharing	Site Design	Other
Offer season ticket loans with "travel through salary pay"	Changing facilities and showers 1 per 200 employees	Provision of footways as identified in the Transport Assessment	Arrange guaranteed ride home services for staff car sharers with taxi operators	20% EV charging points (ultra-low emission parking spaces) in the staff and short stay passenger car parks – provided on a phased basis with 5% on opening	The provision of pool umbrellas and wet weather garments within the staff common rooms
Provide <b>discounted public transport travel</b> for staff	Secure cycle parking; covered / cycle lockers / CCTV / signposted for 1 per 150 employees initially	Retention of PRow – see Figures 2.7, 3.1, 3.2 for the PRow Management Strategy	Establish and promote an internal database for staff car sharing with a "guarantee to get you home"	Internal site speed restriction to 10 mph	Staff bonuses/rewards for non-car use
Lobby for integrated ticketing, in the absence of this provide machines for bus/coach/rail tickets in the terminal	Offer cycle loans with "travel through salary pay"	Enhancement of PRow - see Figures 2.7, 3.1, 3.2 for the PRow Management Strategy	Provide 2% car share parking spaces		Travel information and updates – web based, notice boards, bulletins in key locations at the terminal and local transport hubs
Extend the bus operating hours to 24 hours	Enter into a partnership with local bike shops for discounted items Dr Bike sessions, training courses, cycle maintenance courses				Support four national events per year: such as Walk to Work Week and Cycle to Work Week, The Challenge, Step Count Challenge
Increase frequency of bus services to every 30 minutes	Extension to the cycle network connecting the provision on the new Manston to Haine Link Road with the Airport	Informal tracks and paths – see Masterplan reference DCO 7.1			Provide Personalised travel planning for all employees
Provide new bus shuttle to Ramsgate station and/or Thanet Parkway Station matched to train timetable					Travel information pack/employee welcome pack for all employees
Discuss links with coach operators					Monitoring of fly parking and if required establishment of a CPZ
Provide all bus stops with shelters					

within the airport  
(wet and windy  
weather  
protection),  
timetables, seats  
and space for  
luggage



# Appendix A

## Preliminary Freight Management Strategy





# RSP

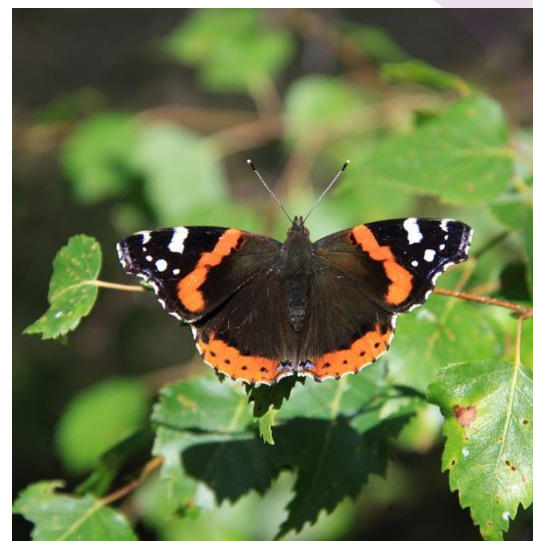
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RiverOak Strategic Partners Limited

## **Manston Airport DCO**

Appendix B of the Framework  
Travel Plan

Preliminary Freight  
Management Strategy



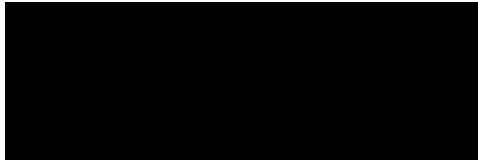
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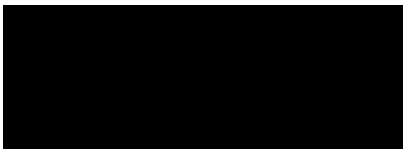
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2	Final	12 June 2019



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# 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 re-development of Manston Airport as a freight airport is considered a Nationally Significant Infrastructure Project (NSIP). RiverOak made an application under the 2008 Act for a permission known as a 'Development Consent Order' (DCO) to reopen and operate Manston Airport. The application was submitted to the Planning Inspectorate on 17 July 2018 and was accepted for examination on 14 August 2018. The Examination began on 9 January 2019.
- 1.1.3 The Transport Hearing was held on 6<sup>th</sup> June 2019. In response to the Examining Authority's (ExA) request, the Applicant agreed to provide a Freight Management Strategy for incorporation within the Travel Plan and Airport Surface Access Strategy.

## 1.2 Proposed Development Overview

- 1.2.1 The masterplan for the Proposed Development is shown in **Figure 1.1.** and summarised below:
- 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 air traffic movements per year and associated infrastructure, including;
    - ▶ a new Air Traffic Control (ATC) tower;
    - ▶ a fire station;
    - ▶ a fuel farm;
  - 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 park on Northern Grass Area for aviation related businesses.

### Site Accesses

- 1.2.2 It is proposed that HGV would leave and enter the road network via the five proposed access points shown in **Figure 1.2** and described below:

- Northern Grass Area West Access –standard priority junction with ghost right turn facility with Manston Road for use by HGV traffic required on the Northern Grass Area;
- Northern Grass Area South Access – signalised junction onto B2050 Manston Road for use by HGV traffic required on the Northern Grass Area;
- Cargo Access – roundabout junction onto Spitfire Way for use by HGV traffic required on the Airport site (earthworks, new buildings and infrastructure construction);
- Airport Terminal Access –signalised junction onto B2050 Manston Road for use by works traffic required to construction the new Airport Terminal, carpark and other ancillary elements relative to the Airport Terminal; and
- Fuel Farm Access – no change to the layout of the existing access for use by works traffic relative to any construction/mitigations works required at the fuel farm only.

### Improvements to the Road Network

- 1.2.3 As part of the Proposed Development, there will be road widening from 6m to 7.3m and resurfacing on:
- Spitfire Way – between Columbus Avenue and B2050 Manston Road; and
  - B2050 Manston Road – between Spitfire Way and the Passenger Terminal Access junction;
- 1.2.4 In addition, there are off-site junction improvements to mitigate the impact of the development traffic.

### HGV Traffic Generation

- 1.2.5 As set out in the Transport Assessment, in the peak year, Year 20, the Proposed Development will generate the following:
- Total Daily HGV Traffic Generation - 361 arrivals and 361 departures;
  - Total AM Peak HGV Traffic Generation (08:00 – 09:00) - 18 arrivals and 18 departures; and
  - Total PM Peak HGV Traffic Generation (17:00 – 18:00) - 21 arrivals and 21 departures.

## 1.3 Scope of the Freight Management Strategy

- 1.3.1 This document sets out the measures and approaches required to manage operational HGV movements generated by the Proposed Development.
- 1.3.2 It is intended that this Freight Management Strategy will be a working document and will be refined, updated and augmented once consent is granted and as the Proposed Development becomes operational.
- 1.3.3 A separate Construction Traffic Management Plan has been produced to deal with construction traffic.

### Objectives of the Freight Management Strategy

- 1.3.4 The objectives of the Freight Management Strategy are outlined below.
- To promote appropriate HGV routes.

- To minimise the impact of HGV traffic on local communities.
- To minimise the impact of HGV traffic during the AM and PM peak hours.
- To monitor and review the impacts of HGV traffic generated by the development.

## 1.4 Structure of the Freight Management Strategy

1.4.1 The remainder of this document is structured as follows:

- Section 2 describes the surrounding road network;
- Section 3 sets out the location of the HGV activities and the forecast flows;
- Section 3 identifies the access routes to the site;
- Section 4 presents the proposed management measures; and
- Section 5 presents the proposed monitoring/review strategy.

## 2. Road Network

### 2.1 Introduction

2.1.1 The Proposed Development 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 of the site and Ramsgate approximately 4km to the east. Sandwich Bay is located approximately 4-5km to the south-east.

2.1.2 This section sets out the existing and proposed highway networks suitable for use by HGV.

### 2.2 Site Location and Local Highways Network

2.2.1 The site has good road access 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.

2.2.2 **Figure 2.1** illustrates the site location in relation to the local highway network.

2.2.3 The key local roads for HGV access from the strategic highways network of the A2/M2/M20 are from the west via the A299 and from the south via 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.

2.2.4 The A299 also provided access to Canterbury Road West which provides HGV access to the fuel farm.

2.2.5 A detailed review of the local highways network links and junctions has been provided in section 4 of the Transport Assessment.

### 2.3 HGV Access Routes

#### Local Road Network

2.3.1 There are a number of local constraints on the highways network which have to be considered as part of any HGV route. The analysis indicates that routes from the A28 (via Manston Road, Manston Court Road or Park Lane) and A256 are not appropriate for HGV.

2.3.2 It is clear from the assessment that the logical, appropriate and proposed route is from the A299 to the site. The majority of HGV traffic (excluding those accessing the fuel farm) will leave the A299 at the Minster Roundabout and travel north on Minster Road. At the next roundabout traffic will turn right onto B2190 and follow it a short distance to a roundabout junction with Columbus Avenue. HGV will then route ahead at this junction and follow the B2190 Spitfire Way accessing the site via one of the four access listed in **Section 1.2**, as shown in **Figure 2.2**. Fuel farm tankers will from the A299 and onto Canterbury Road West.

2.3.3 The use of this route will be improved from that currently by the development proposals to widen Spitfire Way and Manston Road to 7.5m carriageways. All the proposed accesses that would be used by HGVs have been designed to accommodate large 16.5m articulated HGVs.

## Strategic Routeing

### Cargo Facility and Northern Grass Area

- 2.3.4 The majority of freight trips generated by the proposed cargo activities at Manston Airport and the Northern Grass Area would originate from London and the surrounding area. The following strategic routeing assumptions are included in the Transport Assessment:
- A299 and M2 – 97% of HGVs;
  - A299 A256, A2 and A20 – 2% of HGVs; and
  - A299 Hengist Way and A299 Royal Harbour Approach – 1% of HGVs.

### Fuel Farm

- 2.3.5 The distribution of fuel farm trips has been developed by considering the location of the oil refineries that will likely supply the Manston Site. It has been identified that two oil refineries exist in locations which are considered to be appropriate to serve Manston Airport. These are as follows:
- Isle of Grain terminal, Kent; and
  - Coryton Refinery, Essex.
- 2.3.6 The route to the site would be via the A299 and the M2.

### Airport Servicing

- 2.3.7 All airport servicing traffic is proposed to route to the A299 and then M2 towards London.



## 3. Freight Management Measures

3.1.1 This section sets out the Freight Management Measures which form the strategy.

### 3.2 Freight Management Co-ordination

3.2.1 A Freight Management team will be established as part of the freight operations, and will be responsible for developing and implementing the Freight Management Strategy.

3.2.2 A contact telephone number will be set up for members of the local community to ring in the event of concerns regarding HGV movements or conduct.

### 3.3 HGV Routeing Plan

3.3.1 The HGV routes identified in section 2.3 will form the agreed routeing strategy for operational HGV traffic to the airport. This will be included on the Airport website and literature.

### 3.4 HGV Routeing Signage

3.4.1 It is important to provide clear routeing signage to ensure HGV drivers use appropriate roads to reach the Proposed Development. In consultation with Kent County Council, the existing road signs will be reviewed and replaced where required.

3.4.2 The signs will be designed and installed in accordance with the relevant guidance and standards and in agreement with KCC.

3.4.3 The existing HGV restrictions that are in place on local roads to stop HGV drivers using these as through routes will be maintained with replacement of damaged or worn signs if appropriate.

### 3.5 Cargo Airport Gatehouse

3.5.1 A cargo gatehouse is situated off the cargo access roundabout off Spitfire Way where HGV drivers will need to log in their arrival and departures as part of a "delivery ticket system", with frequent visitors utilising digital tracking and logging systems to speed up processing times.

3.5.2 The cargo gatehouse will be used to restrict and manage HGV movements into and out of the Cargo Airport site.

### 3.6 Timing of HGV Movements

3.6.1 HGV movements out of the Cargo Airport will be restricted during the AM and PM peak hours of 08:00 to 09:00 and 17:00 to 18:00 to minimise the impact of the local road network. HGV movements will be managed through the cargo gatehouse.

3.6.2 At this stage for the cargo facility it is considered that there would not be more than 10 two way HGVs in the peak hours. This will be monitored and reviewed in consultation with KCC.

### 3.7 Vehicle Identification

- 3.7.1 All regular HGVs attending the site will be identifiable through the use of a vehicle marking scheme and through a tracking device. All regular HGV will be to Euro standard IV class and the COC will ensure drivers avoid idling their engines for large periods of time and keep speeds low.

### 3.8 Information Packs and Communications

- 3.8.1 Information packs and Codes of Conduct will be provided to all HGV drivers which will form part of the contractual agreement between the cargo freight hauliers contractors and The Applicant. The information pack will contain the details of the following:
- HGV routes;
  - Peak hour restrictions;
  - Non-compliance guidance;
  - Complaints procedure;
  - Protocols;
  - Guidance on standard communication procedures between HGV drivers and the site; and
  - Contacts (emergency and non-emergency).

### 3.9 Travel Plans – Northern Grass Area

- 3.9.1 Business occupants and operators on the Northern Grass Area will be required to implement a Travel Plan for staff and freight deliveries which will include a commitment to the use of appropriate HGV routes, minimising HGV movements during the peak periods and driver code of conducts including adherence to speed limits and no parking on the public highway around the airport and the Northern Grass Area.

### 3.10 Exceptional Circumstances

- 3.10.1 Temporary traffic management procedures may be used to enhance safety conditions on the local road network in the vicinity of the site. 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.

## 4. Monitoring and Reviews

### 4.1 Monitoring

4.1.1 Monitoring will be a means of measuring the impact and success of the Freight Management Strategy and whether its objectives are being met and it is intended that this monitoring will be undertaken and reported as part of the Formal Travel Plan monitoring and reporting process. In summary this will include:

- Regular monitoring of peak hour and daily flows into and out of the site based on records made at the cargo gatehouse of HGV arrivals and departures.

4.1.2 The records will be collated by the Freight Management team into monthly reports.

### 4.2 Monitoring Report

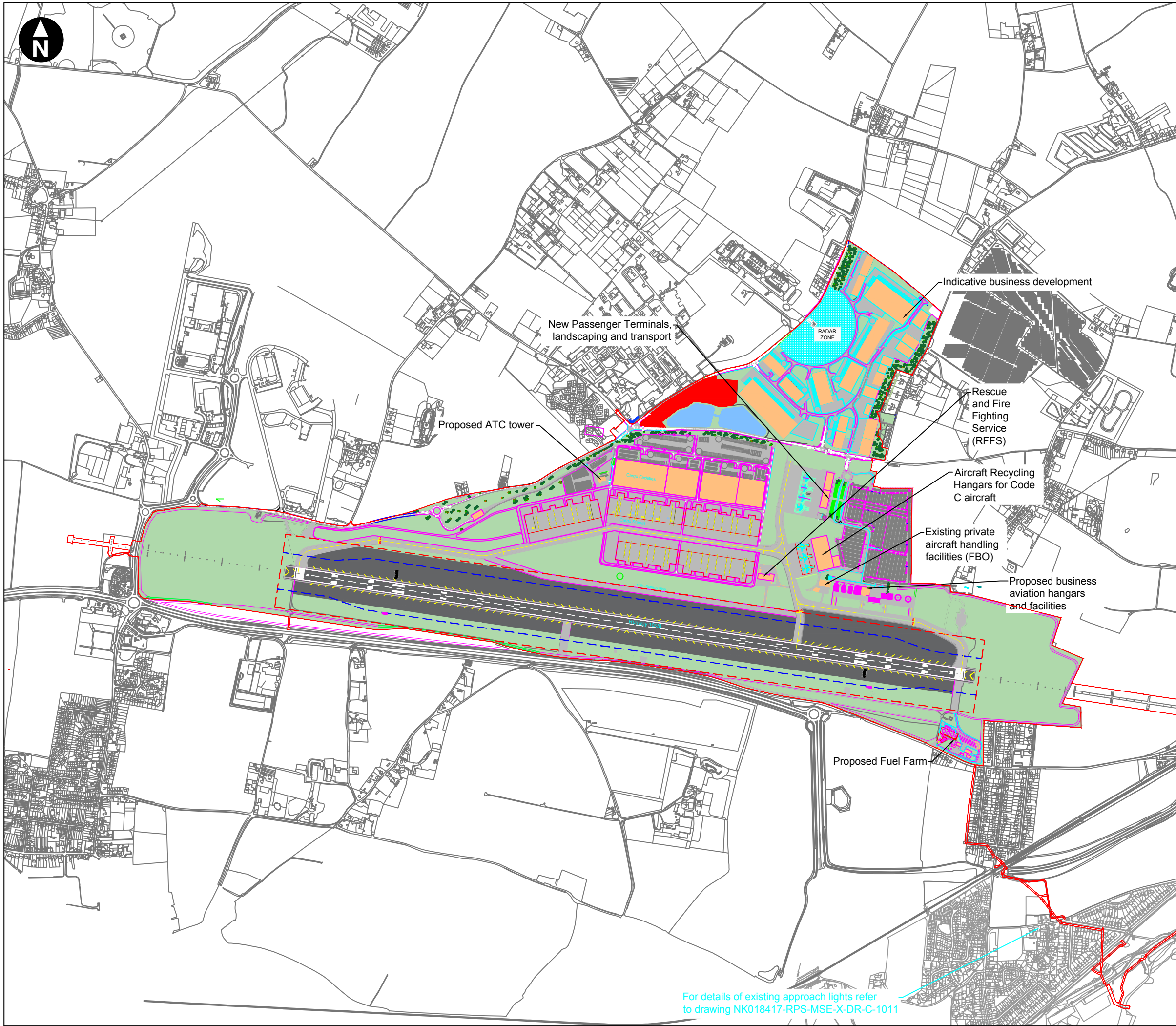
4.2.1 The results of the monitoring will be submitted to KCC on a monthly basis, along with a review document highlighting areas of success and concern. This will evaluate progress against any previous actions and targets and identify issues and any future remedial actions.

4.2.2 Any proposed changes will be discussed with KCC and implemented by the Freight Management team accordingly.

### 4.3 Review

4.3.1 At agreed milestones, the Freight Management Strategy will be reviewed by evaluating the monitoring results against baseline data and observations/community feedback. Where elements of the Freight Management Strategy are identified to be underperforming, or there are issues with HGV routing or conduct, reviews will be undertaken, and revisions made as and when appropriate. These will be communicated to freight operators and drivers.

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Key

Order Limits

0 m 750 m  
Scale 1:15,000 @ A3

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Client



Manston Airport DCO  
Preliminary Freight Management Strategy

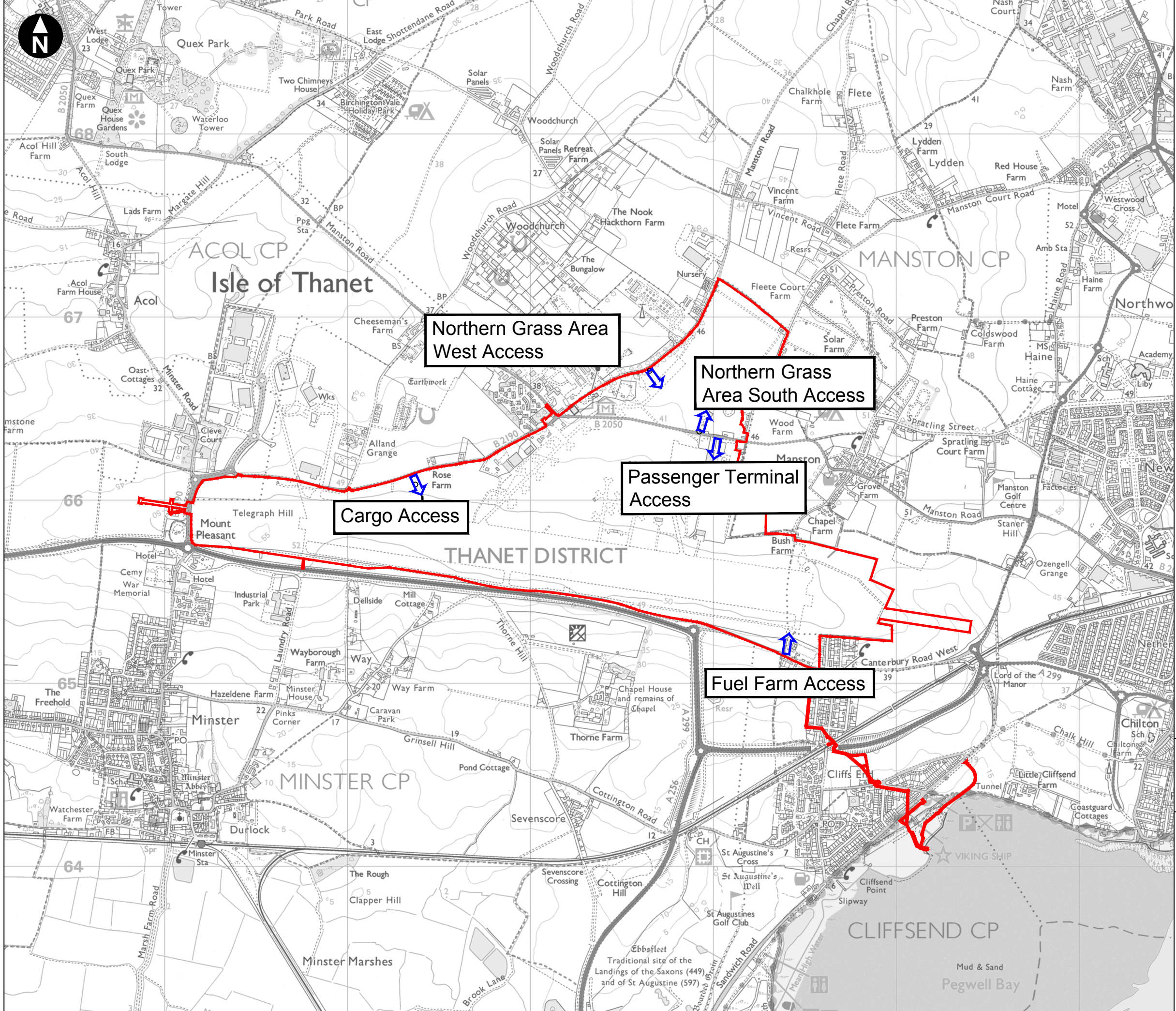
**Figure 1.1**  
**Proposed Development Masterplan**

June 2019

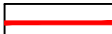



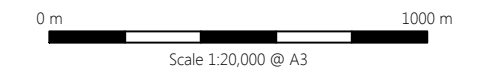
For details of existing approach lights refer to drawing NK018417-RPS-MSE-X-DR-C-1011

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Key

-  Order Limits
-  Proposed Access Locations



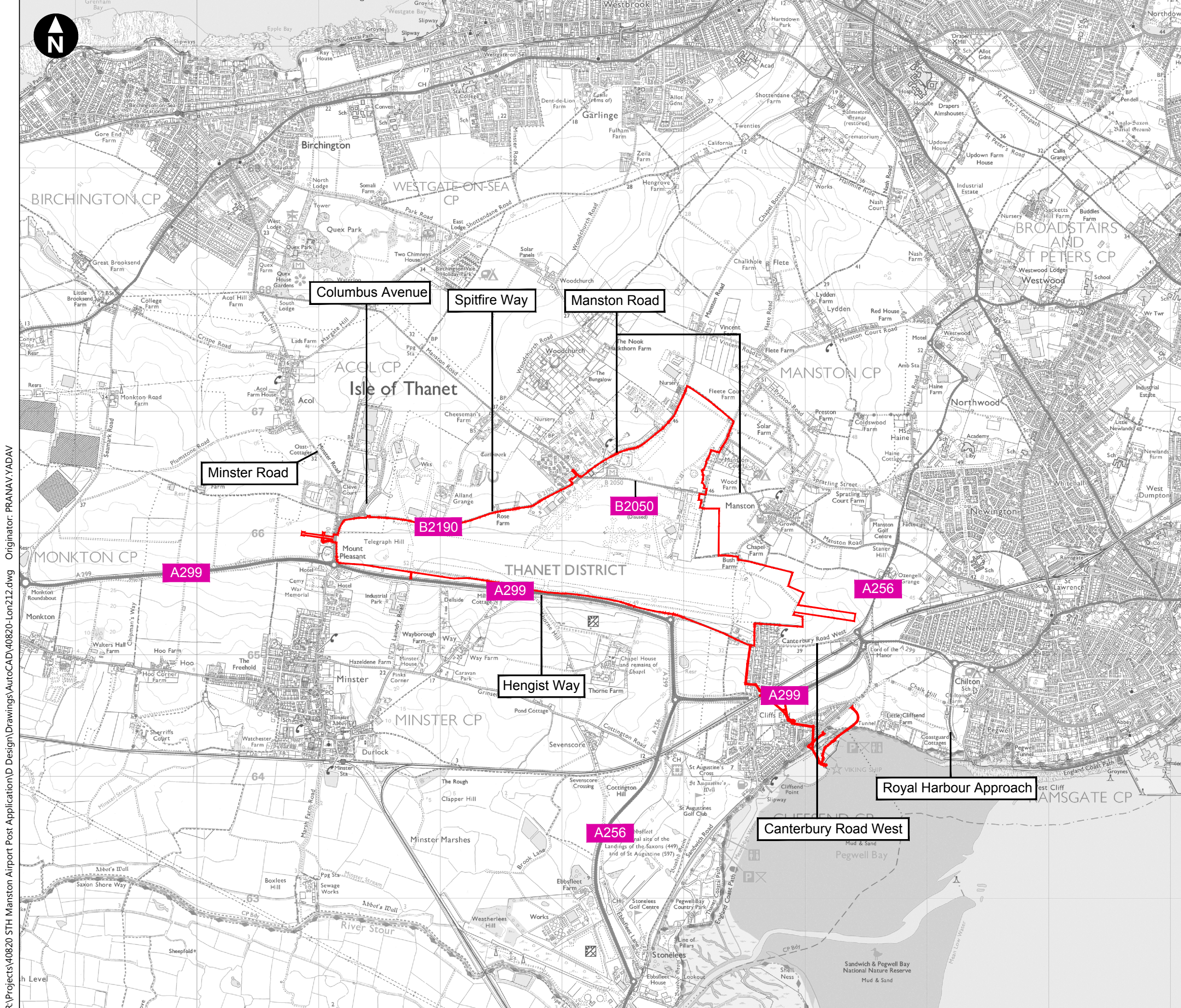
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Manston Airport DCO  
Preliminary Freight Management Strategy

**Figure 1.2**  
**Proposed Access Points**



Key

 Order Limits

0 km 1.5km

Scale 1:30,000 @ A3

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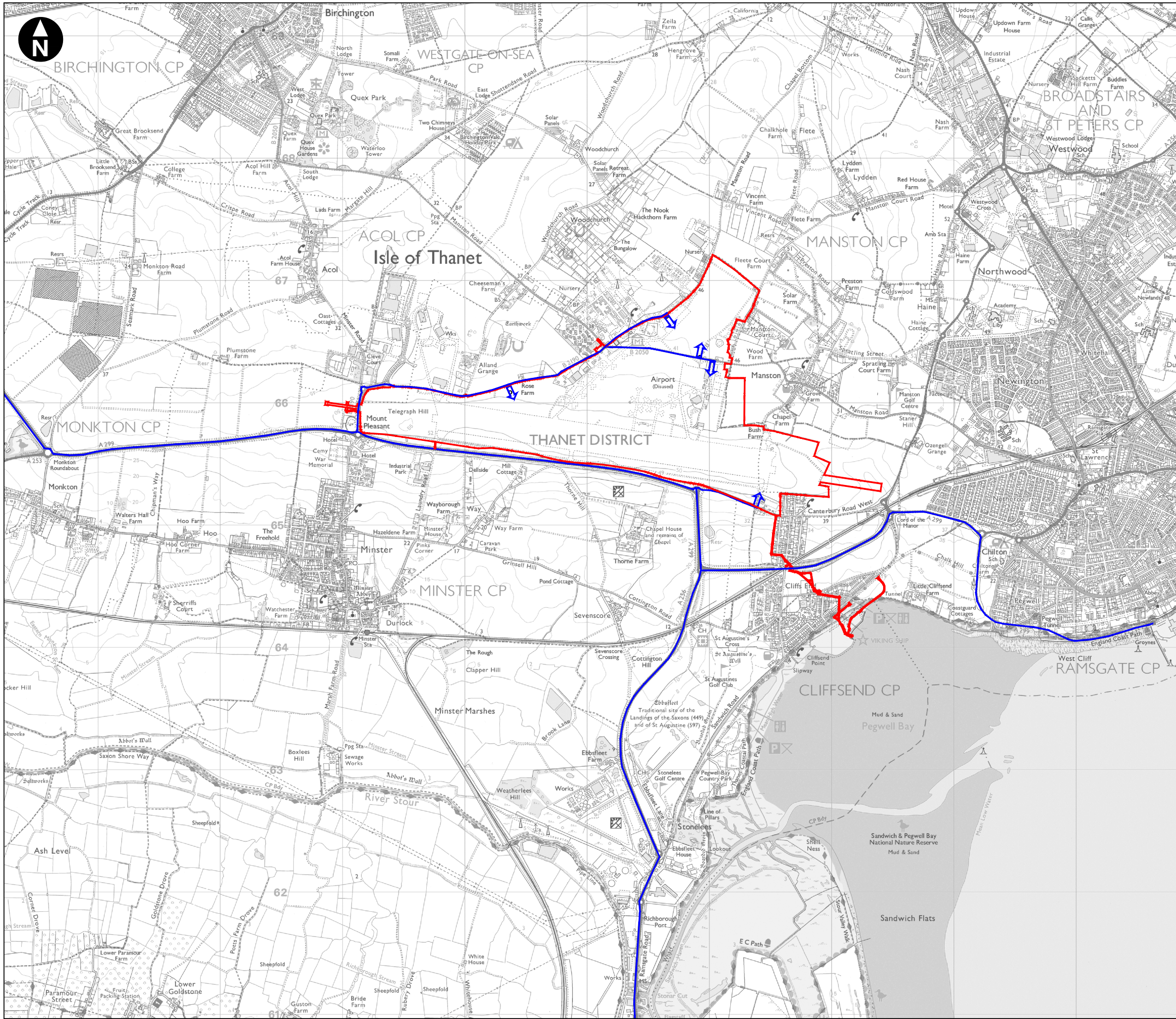
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Manston Airport DCO  
Preliminary Freight Management Strategy

**Figure 2.1**  
**Site Boundary and Local Highway Network**

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Key

- Order Limits
- ➔ HGV Access Locations
- HGV Access Routes

0 km 1.5km

Scale 1:30,000 @ A3

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Manston Airport DCO  
Preliminary Freight Management Strategy

**Figure 2.2**  
**HGV Access Routes**

June 2019

●
●
●



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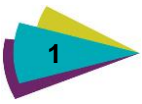






# Appendix B

## Example survey question



# 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 \_\_\_\_\_

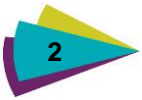
3. Which company do you work for? \_\_\_\_\_

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.**

**wood.**

