

APPENDIX H: SITE WIDE TRAVEL PLAN

The West Midlands Rail Freight Interchange Order 201X

Site Wide Travel Plan

July 2018

WSP

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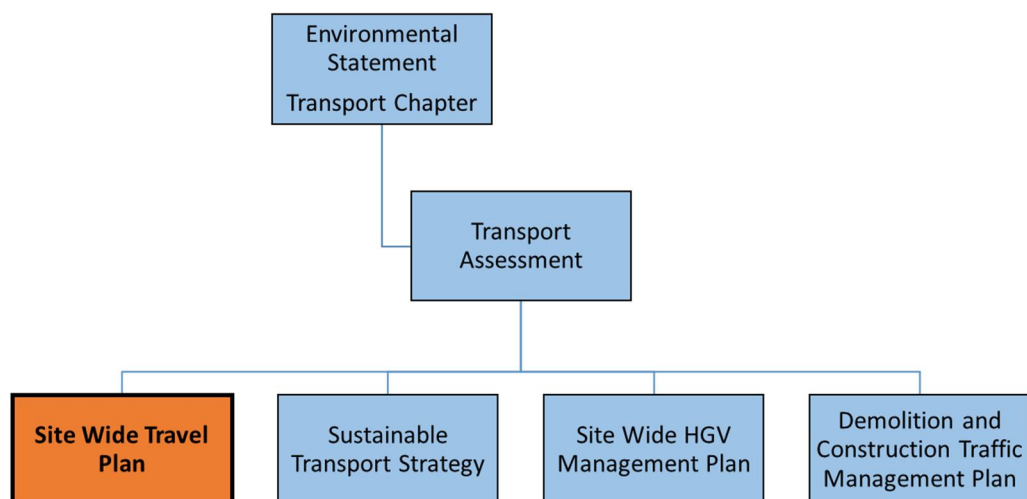
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1. INTRODUCTION

1.1.1 A Site Wide Travel Plan (SWTP) has been prepared in support of the Proposed Development at WMI, Four Ashes. The Plan focuses primarily on how employees based at WMI will be encouraged to use sustainable transport options for journey to and from the Site.

1.1.2 The SWTP is part of a suite of documents which address the transport impacts of the Proposed Development and identify where mitigation measures are required. The suite of documents are headed up by the Transport Chapter of the ES. The following figure shows the relationship between the Transport Chapter of the ES, the Transport Assessment and the suite of transport management plans and strategies.



1.1.3 The Transport Chapter of the ES addresses the environmental impacts associated with changes in traffic flow as a result of the Proposed Development. The Transport Assessment (TA) is included as an Appendix to this and considers the transport strategy for the construction and operation of the Proposed Development.

1.1.4 The TA is supported by additional transport documents. These include this document, the Demolition and Construction Traffic Management Plan (DCTMP) and the Site Wide HGV Management Plan. The implementation of these three documents will be secured through the DCO Requirements.

- 1.1.5 The SWTP describes the various measures that would be implemented in order to maximise the use of non-car modes of transport for travel to/from the Proposed Development. In addition, there are proposals to improve walking and cycling infrastructure in the local area, to encourage further use of non-car modes of transport. The overall management and implementation of the SWTP will be the responsibility of the Travel Plan Co-ordinator under the employment of FAL. The SWTP will be used as an overarching document within which individual occupiers with more than 50 employees will produce their own Occupier Travel Plans (OTP). OTPs will need to be approved in writing by the TSG prior to any warehouse or rail terminal being brought into use.
- 1.1.6 The Sustainable Transport Strategy is also included as an appendix to the Transport Assessment. This sets out the strategy to improve the bus, walking and cycling infrastructure. Monetary contributions towards key elements of the Sustainable Transport Strategy, including buses, will be secured through the Section 106 Agreement and improvements to walking and cycling infrastructure are secured by DCO requirements.
- 1.1.7 The Site Wide HGV Management Plan sets out the key requirements and management guidance for individual occupiers to follow and implement. It governs all HGV movements to and from the warehouses and rail terminal. The Site Wide HGV Management Plan will be used as an overarching document within which individual occupiers will produce their own Occupier HGV Management Plans. Occupier HGV Management Plans will need to be approved in writing by the TSG prior to any warehouse or rail terminal being brought into use.
- 1.1.8 Finally, the DCTMP provides details on the requirements for the management of transport impacts associated with the construction phases of the Proposed Development.
- 1.1.9 Once the principal contractor has been appointed there will be opportunity for them to review and adjust the DCTMP in agreement with the local authorities.
- 1.1.10 Measures proposed within this document have been derived from consideration of forecast commuting patterns and travel demands, and are drawn from nationally recognised best practice in promoting sustainable travel to and from major employment sites. The measures will not only bring associated benefits to the individual businesses and their employees, but

will also help to successfully mitigate transport impacts of the proposed development on the wider local community.

- 1.1.11 To deliver this effectively, the SWTP will be managed by a Site Wide Travel Plan Coordinator (SWTPC) who will oversee delivery on a day-to-day basis. This will include managing the delivery of an integrated package of measures designed to promote sustainable commuting patterns, more efficient car use, and smart working practices from the outset.
- 1.1.12 Responsibility for implementing, reviewing and managing the SWTP will be with the Transport Steering Group (TSG). The TSG will include Four Ashes Ltd (FAL) and local authority representation. The TSG will shape the delivery programme and review performance over time.
- 1.1.13 Specific measures include enhancing existing public bus services, introducing a new shuttle bus service, creating and promoting a car sharing portal, offering personalised travel planning advice to staff on commencement of their employment, and developing smartphone applications and social media platforms, subject to demand, to enhance the dissemination of travel information to Site users.
- 1.1.14 In addition to the SWTP, individual occupiers with at least 50 employees will prepare their own Occupier-Specific Travel Plans. These plans will be prepared within six months of occupancy and include additional measures, specific to the company and its operations, to complement those being delivered on a site-wide basis.
- 1.1.15 Site-wide targets for the modal split of journeys to and from WMI during peak periods have been derived. A detailed site-wide travel survey conducted six months after first occupation, and then annually, will allow progress to be regularly and carefully monitored, with results submitted to the TSG and local authorities.
- 1.1.16 Information gathered from these surveys will support a regular review of the Travel Plan to ensure the overarching objectives are met over time. Should target outcomes and objectives not be met, a recovery process will be initiated whereby funding for an additional agreed package of measures, and over an agreed programme period, will be secured from the Travel Plan Contingency Fund.

- 1.1.17 This SWTP also recognises the potential to deliver sustainable transport improvements working in partnership on an area-wide basis. Sharing best practice and the possible joint-delivery of initiatives with other major employment sites locally, such as i54 Business Park, will be actively pursued to leverage even greater impacts locally in reducing the overall number of vehicle trips on the network during peak periods, and promoting healthy, low carbon and sustainable travel alternatives.
- 1.1.18 This document updates the draft Framework Workplace Travel Plan that accompanied the Development Consent Order (DCO) Stage Two Consultation and responds to comments received from Stakeholders.

2. BACKGROUND

2.1 Preamble

- 2.1.1 This SWTP accompanies a DCO application submitted by Four Ashes Ltd for a Strategic Rail Freight Interchange in South Staffordshire.
- 2.1.2 The development, known as the West Midlands Interchange (WMI), will include an intermodal freight terminal, rail served warehousing up to 743,200 sqm and ancillary service buildings.
- 2.1.3 This document provides the travel and transport strategy and investment framework that will directly support a reduction in the overall volume of car-based journeys to and from WMI. This will primarily be achieved through providing and promoting the use of sustainable transport options to employees and visitors to the site as part of a comprehensive transport and access strategy.

Site Location

- 2.1.4 The WMI Site is located approximately 10km to the north of Wolverhampton, 7km west of Cannock and 4km south of Penkridge. (from Junction 12 to the Gailey Roundabout); Calf Heath reservoir, the M6, Stable Lane and Woodlands Lane to the east; Station Drive, Vicarage Road and Straight Mile to the south; and the A449 trunk road (Stafford Road), from the Gailey Roundabout to Station Drive to the west.
- 2.1.5 A Site location plan in relation to the local highway network is shown in **Figure 1**

Existing Use

- 2.1.6 The existing Site is largely a patchwork of fields used for arable farming, with a section of the north eastern quadrant of the Site used for sand gravel extraction. The West Coast Mainline (WCML) and Staffordshire and Worcestershire Canal both run through the Site with the line of the canal consisting of a designated conservation area. Calf Heath Wood is located in the centre of the Site.

2.2 Development Proposals

2.2.1 The Proposed Development, known as the West Midlands Interchange (WMI), comprises

- An intermodal rail freight terminal with connections to the West Coast Main Line (WCML) capable of accommodating up to 10 trains per day and trains of up to 775m long and including container storage, HGV parking, rail control building and staff facilities;
- Up to 743,200 square metres of rail served warehousing and ancillary service buildings;
- New road infrastructure and works to the existing road infrastructure;
- Demolition of existing structures and structural earthworks to create development plots and landscape zones;
- Repositioning and burying of electricity pylons and cables; and
- Strategic landscaping and open space, including alterations to public rights of way and the creation of new ecological enhancement areas and publicly accessible open areas.

2.2.2 An SRFI is a multi-modal rail freight interchange and distribution centre linked to both the rail and primary road network. It includes the provision of; a rail/road intermodal terminal which handles containers and would be open to all businesses and rail-served warehousing.

2.2.3 Such facilities distribute goods to both the local and national market. As a consequence, there is a need for these facilities to be located in proximity to the trunk road and motorway network for onward distribution of goods.

2.2.4 WMI will operate for 24 hours a day, seven days a week.

2.2.5 It is expected that approximately 8,550 staff will be employed at WMI. A series of shift patterns are also likely to be adopted over a 24 hour period. It is expected that 30% of employees will work typical office hours. The remaining staff are expected to be split across the following shift patterns.

- 06:00 to 14:00;
- 14:00 to 22:00; and
- 22:00 to 06:00.

2.2.6 At least, 70% of staff are anticipated to travel to and from the site outside regular working hours and therefore are outside the traditional peak periods of travel demand on the highway and public transport networks. However, this also means any public transport service must enable employees to access the site across all shift patterns.

2.3 Site Wide Travel Plan

2.3.1 This SWTP presents a comprehensive overview of travel planning measures that will be introduced at WMI to support the uptake of sustainable transport options amongst site users and to reduce the overall need to travel where possible. The SWTP has clearly defined objectives, site-wide measures, a management structure, and target outcomes.

2.3.2 Furthermore, our approach assumes that individual occupiers with a minimum of 50 employees will also prepare their own occupier specific travel plans following occupation. Secured as a condition of tenancy lease agreements, these will be developed in accordance with the objectives of the SWTP and will detail company specific travel and transport issues and opportunities, alongside specific travel planning measures each company may wish to introduce within their organisation alongside the site-wide measures presented in this document.

2.3.3 This document has been developed in consultation with Staffordshire County Council (SCC), Staffordshire District Council (SSDC), Wolverhampton City Council (WCC), Highways England (HE) and Four Ashes Ltd (FAL). It complies with both national transport and sustainability policy objectives and has been prepared in accordance with local guidance and industry best practice in travel planning.

2.3.4 Furthermore, the SWTP recognises the potential benefits of an area-wide approach to delivery. In this regard the plan identifies opportunities to be developed in dialogue with i54, an existing major local employment site in the vicinity of the WMI planned development, to determine how best to leverage desirable travel outcomes from a partnership-based approach to travel planning.

2.4 Document Structure

2.4.1 This document sets out the framework by which the Site Wide Travel Plan for WMI will be delivered and how it aims to minimise development impacts, enhance transport and access options for employees, and contribute to local and national policy objectives for sustainable travel.

2.4.2 This Site Wide Travel Plan is set out in a further eight chapters:

- Planning and policy context
- Travel Plan aim and objectives
- Travel Plan promotion and measures
- Area-wide Opportunities
- Travel Plan management
- Delivery strategy
- Targets, monitoring and review
- Summary

3. PLANNING AND POLICY CONTEXT

3.1 Introduction

- 3.1.1 The sustainability of new development is of paramount importance and this is reflected in national planning policy and guidance on promoting lower carbon transport options such as walking, cycling and public transport, whilst advocating a reduction in private car use. This chapter outlines the national and local policy context and best practice guidance under which this Site Wide Travel Plan has been prepared.

3.2 National Policy Guidance

National Planning Policy Framework (NPPF), (DCLG, 2012)

- 3.2.1 Adopted on 27 March 2012, and replacing all previous Planning Policy Guidance Notes and Statements, the National Planning Policy Framework (NPPF) seeks to reduce the complexity and improve the accessibility of the planning system, whilst protecting the environment and encouraging growth in a sustainable manner.
- 3.2.2 Transport forms one of the 12 core land use planning principles set out by the NPPF. This principle directs that locations which are sustainable or which can be made sustainable should become the focus for significant development. Opportunities to utilise sustainable modes to their fullest, such as public transport, walking and cycling should be actively taken and these considerations are discussed in this Site Wide Travel Plan.
- 3.2.3 As encouraged in the NPPF, the development has been planned in such a way that gives people a real choice regarding their mode of travel. Its density and proximity to local facilities ensures that sustainable modes can be considered a favourable option for local trips.
- 3.2.4 Travel Plans are noted in Paragraph 36 of NPPF as an important mechanism to facilitate measures to increase sustainability. As such, there is a requirement for developments which create a significant amount of trips to produce a Travel Plan. This document supports the proposals and ensures the transport strategy is monitored and managed.

Creating Growth, Cutting Carbon: Making Sustainable Local Transport Happen (DfT, 2011)

3.2.5 The Government's Transport White Paper entitled 'Creating growth, cutting carbon: Making sustainable local transport happen' sets out the Government's vision for a sustainable local transport system that supports the economy and reduces carbon emissions.

3.2.6 The Transport White Paper states that action taken locally is best placed to support economic growth and deliver near term reduction in transport-related carbon emissions. This can be achieved by providing people with options to choose sustainable modes for everyday local transport choices to, for example, help boost economic growth by facilitating access to local jobs.

3.2.7 Travel Plans are noted as being a key means for promoting travel choices to a wide audience and encouraging a change in travel behaviour towards greater use of sustainable modes of travel.

Good Practice Guidelines: Delivering Travel Plans through the Planning System – (DfT, 2009)

3.2.8 This national best practice guidance document defines a travel plan as:

- A long-term management strategy for an occupier or site that seeks to deliver sustainable transport objectives through positive action and is articulated in a document that is regularly reviewed.

3.2.9 The guidance states Travel Plans are important for new developments to:

- Promote sustainable travel and help to reduce single occupancy car use;
- Encourage effective use of current transport networks;
- Support increased choice of travel modes;
- Promote and achieve access by sustainable modes;

- Respond to growing concern about the environment, congestion, pollution and poverty of access; and
- Promote a partnership between the authority and the developer in creating and shaping 'place'.

3.3 Local Policy Guidance

Staffordshire Local Transport Plan (2011)

- 3.3.1 The Staffordshire Local Transport Plan (2011) presents a clear policy aspiration to promote sustainable transport modes as a means to minimise transport impacts on the environment.
- 3.3.2 Policy 5.1 'We will promote alternatives to private motor vehicles' emphasises this point by stating that this can be achieved in part by 'encouraging major employers to develop travel plans as a way of managing travel to and from work in a sustainable way'.
- 3.3.3 The same policy also states the council's support for 'promoting the financial and environmental benefits to businesses of adopting flexible working practices' including where future development is expected.

3.4 Summary

- 3.4.1 The current national and local transport policy context is clear that new development should be planned in a way that maximises the potential for people to adopt sustainable modes of access. Not only can this help directly mitigate transport impacts on air quality and environment, but it is central to supporting a sustainable, low carbon economy and local economic prosperity.
- 3.4.2 As a major employment site, the development at WMI presents clear potential to support these policy objectives by planning and delivering an integrated package of measures to promote sustainable commuting, visitor and business travel patterns.
- 3.4.3 This policy context will therefore be reflected in the aim and objectives of this Site Wide Travel Plan presented in the following chapter.

4. TRAVEL PLAN AIM AND OBJECTIVES

4.1 Travel Plan Aim

4.1.1 The previous chapter highlighted that a key objective of both national and local transport policy is to reduce the demand for single-occupancy car travel by promoting alternative, sustainable transport options and widening commuter travel choices. However, without positive measures to actively encourage car drivers to consider and use these alternatives this may be unlikely to occur.

4.1.2 Information, incentives and encouragement needs to be applied to influence how people choose to commute to work. Therefore, the headline aim for the WMI SWTP is:

‘To create an environment for employees that actively promotes a range of sustainable, low carbon travel choices and reduces the overall need to commute to work by car’.

4.1.3 This aim will assist in reducing the overall volume of car journeys to and from WMI whilst supporting the site’s sustainable access options for prospective employees from the outset. This will in turn reduce traffic impacts on the surrounding highway network, to the benefit of reduced congestion, better air quality and improved road safety in the local area.

4.1.4 Measures proposed within this document will not only bring associated benefits to the individual businesses and their employees at WMI, but will also help to mitigate any transport impacts of the development on the wider local community.

4.2 Site Wide Travel Plan Objectives

4.2.1 To achieve this aim, the following specific objectives have been set for the SWTP:

- Minimise the overall proportion of single-occupancy car trips associated with commuting to and from the WMI;
- Reduce the overall need to travel to and from the proposed development, especially by private car;
- Facilitate and encourage the use of healthy, low carbon and sustainable transport options amongst employees and visitors to the Site;
- Ensure that the differing transport needs of all Site users are taken into account as far as practicable;
- Work in partnership with the local planning and highway authorities, and other key stakeholders locally, to achieve both site-specific and area-wide reductions in single-occupancy car-based commuting; and
- Continually develop, evaluate and review progress of the SWTP delivery.

4.2.2 These objectives will work towards achieving the overall aim by bringing forward a package of measures from the outset that focus on promoting access to WMI by sustainable transport options as an attractive and viable alternative to the private car.

4.2.3 This will also specifically influence employee attitudes towards their own travel behaviour by considering sustainable travel alternatives for everyday trips, as opposed to single-occupancy car travel.

5. SITE WIDE TRAVEL PLAN MEASURES

5.1 Planned Measures

5.1.1 Department for Transport guidance on travel planning defines key elements of a successful Travel Plan. This includes considering a combined package of infrastructure and service improvements, marketing and promotional activity, managing the demand for car-based travel, and proactive management. In the context of a workplace, best practice guidance also focusses on reducing the overall need to travel into work, through adopting smart working practices.

5.1.2 This has been used to guide consideration of the site-wide SWTP measures which are presented in this chapter in three main categories:

- Improving sustainable transport services and facilities (see 5.2);
- Promotion and marketing (see 5.3); and
- Promoting more efficient car use (see 5.4).

5.1.3 In addition, this chapter sets additional occupier-specific measures which might be prepared and introduced, in addition to those presented in 5.2-5.4, by individual companies at WMI.

- Occupier-specific measures (see 5.5).

5.1.4 These occupier-specific measures can be tailored to each organisation, and detailed within Occupier-Specific Travel Plans, with a view to supplementing the travel plan initiatives available on a site-wide basis. Measure will include, for example, smart working practices designed to reduce the overall need to travel, especially by private car, where business operations permit.

5.2 Improving Sustainable Transport Services and Facilities

Bus Service Enhancements

- 5.2.1 Bus services to and from WMI will need to provide direct, timely connections for employees; notably with major settlements such as Wolverhampton, Stafford and Walsall. Allowing employees to effectively interchange between these bus services and onward rail connections will also support a viable door-to-door journey using sustainable transport.
- 5.2.2 Existing public transport connections in the vicinity of the site are shown in **Figure 2**.
- 5.2.3 A Public Transport Strategy has been prepared to accompany the WMI development proposals. This presently proposes that the existing public bus service between Wolverhampton City Centre and Stafford (Service 54) is enhanced from operating hourly to every 30 minutes between Wolverhampton City Centre and WMI. The hours of operation would also be extended to cover the 06:00 and 22:00 shift changes. However the exact level of bus service provision will only be decided nearer occupation, to be agreed by the Transport Steering Group, and considering conditions at that time.
- 5.2.4 In addition to the enhanced public bus service it is proposed that shuttle bus services will also operate to WMI from specified collection points in the Wolverhampton urban area, Cannock and Walsall. These shuttle bus services will be particularly geared to those early and late working shifts whose connecting bus to Service 54 may not operate in the early morning or late at night. Provision has been made for three shuttle bus vehicles. However, the exact level of shuttle bus service provision will only be decided nearer occupation, to be agreed by the Transport Steering Group, and considering conditions at that time.
- 5.2.5 The shuttle bus service will utilise vehicles with a minimum specification of Euro 6 standard and branded livery to present a direct and attractive option for employees to commute to and from WMI. However, the exact specification of shuttle buses as it relates to emissions standards will only be decided nearer occupation, to be agreed by the Transport Steering Group. This will allow better technology to be utilised if available.

- 5.2.6 Whilst the exact timings in relation to when the bus services will come forward to serve WMI are not yet fixed, it is anticipated that at the very least, the Shuttle Bus service will be in operation at the opening of the scheme with operations of the shuttle bus services to be reviewed by the Transport Steering Group.

Real Time Bus Service Information

- 5.2.7 Providing information to bus users in real-time will allow commuters at WMI to make informed choices about which service to take. Information on schedule adherence and spare capacity can build confidence amongst passengers and avoid unnecessary delay. The SWTPC will therefore examine ways to ensure real-time bus service information can be accessed by employees at WMI. Options presently include:

- Live bus arrival and departure screens at bus stops and within reception/canteen areas
- A smartphone application specifically displaying real-time information on bus services at WMI (see 5.2.8)

Smartphone Application

- 5.2.8 Provision of a smartphone application specific to WMI will be investigated to enable access to real-time information for employees to determine next bus arrivals and departures, including spare capacity on the service. This will add to the quality and confidence in the bus service available and will mean employees can quickly determine if a scheduled service is due to arrive or depart as planned and if a seat will be available. This will compliment any smartphone apps utilised by specific bus operators
- 5.2.9 The SWTPC will determine the precise specification and form of the WMI smartphone app prior to occupation when it will be possible to review the current functionality and data availability the market has to offer at this time. It is envisaged that the WMI smartphone app will also provide other relevant local transport information.

Case Study Example: Thames Valley Business Park near Reading is home to circa. 9,000 employees. The park is served by dedicated shuttle bus services providing connections to local urban centres and public transport interchange.

The business park has developed a smartphone application that provides real-time journey planning information on the service to the park employees.

Available on both iOS and Android, the application has over 2,000 downloads.



Image: TVP Travel real-time bus service information smartphone application (2016).

Electric Vehicle Charging Points

- 5.2.10 The market for electric vehicles now provides a good range and level of performance.
- 5.2.11 By providing a number of secure charging points within the development, those who feel that they need a vehicle may be encouraged to choose an electric car. This offers a social benefit of zero harmful emissions from the vehicle. There are personal benefits for the owner of the vehicle as it will be exempt from road tax. Consequently, this will be provided in accordance with the relevant Local Planning Authority Standards within the development from occupation. This will be considered as part of the detailed planning applications by the TSG. The SWTPC will also work with the site management company to monitor and respond to observed demand for electric vehicle charging point infrastructure post-occupation.

Cycle Parking Provision

- 5.2.12 Good quality cycle parking that is secure, well-positioned and well-maintained is essential to accommodate the demand for cycle journeys to and from the site. Consequently, this will be provided in accordance with the relevant Local Planning Authority Standards within the development from occupation. This will be considered as part of the detailed planning applications by the TSG.

5.3 Promotion and Marketing

Travel Brand Development

- 5.3.1 The SWTP for WMI will operate under a specific brand identity. This will support the ability for the SWTP to establish profile and traction with the employee base at WMI and present an identifiable long term mechanism for delivery.

Sustainable Travel Information Pack

- 5.3.2 A Sustainable Travel Information Pack will be prepared by the SWTPC and be provided to all employees at WMI. This information will be made available prior to scheme opening and will include for example details of the scheduled bus services. In addition, details will be provided promoting the facilities that will be available to cyclists who wish to travel by bicycle to WMI. This will include advising cyclists of cycle routes that will be available from specific centres of population, together with details of the availability of parking and changing facilities at each specific unit.
- 5.3.3 The existing pedestrian and cycle network in the vicinity of the site is shown in **Figure 3**.
- 5.3.4 The contents of the pack will be updated as necessary and can be delivered to each new employee via email by their employer prior to their first day of employment. This will help to ensure that all employees are able to consider the sustainable transport options available to them prior to commencing work at WMI and that the promotion of sustainable travel forms an active part of their employment induction process.

- 5.3.5 Providing information in this way will enable the SWTPC to advise on all options and influence employee travel behaviour from occupation or commencement of employment.

Personalised Travel Planning

- 5.3.6 Personal Travel Planning (PTP) will be delivered periodically to businesses at WMI, including to *all* employees when a business first takes up occupation. This will involve trained travel advisors conversing with individual members of staff about their current commute to work and offering individually tailored travel information and advice on different options as appropriate. This will include promoting the private car-sharing network and bicycle hire scheme.
- 5.3.7 Wherever possible, this will be integrated with ‘Health Weeks’ and other relevant initiatives at participating companies. This process will be repeated periodically to extend coverage to different businesses and their employees who may benefit from the service.



Image: Personal Travel Planning can be delivered in the workplace to provide individually-tailored sustainable travel information and advice to employees

Site Wide Travel Plan Website/Social Media Feeds

- 5.3.8 A dedicated sustainable travel website will be created for WMI that draws together multi-modal travel information into a single online portal. The website can then be used by employees and visitors as a source of up-to-date information on how to access WMI by a variety of transport options.

- 5.3.9 Social media feeds for employees will be built into the website so they can register with these and receive content on their own smartphone devices; allowing them to access more immediate content from a variety of external information sources. This might include current traffic conditions or any disruption to planned public transport services on a given day. This means of communicating directly and quickly with employees will support their ability to make informed travel choices for their daily commute to WMI
- 5.3.10 The website platform will be designed so the site is conducive to viewing the content on smartphone devices. Employees and visitors can then view the general content easily and whilst travelling if necessary. The website platform can also be used to publicise sustainable transport events and relevant offers to employees. This will support awareness raising and participation, and example events are detailed later in this chapter.
- 5.3.11 The SWTPC will maintain oversight of the website content and make recommendations for additional content where appropriate; for example to advertise a new travel initiative or service improvement. They will also be responsible for providing social media content to disseminate directly to employees at WMI as required.

Case Study Example: Thames Valley Business Park utilises a dedicated sustainable travel website to provide multi-modal travel information to employees and visitors. The site also incorporates social media feeds to provide real-time updates on traffic conditions and transport services as necessary.

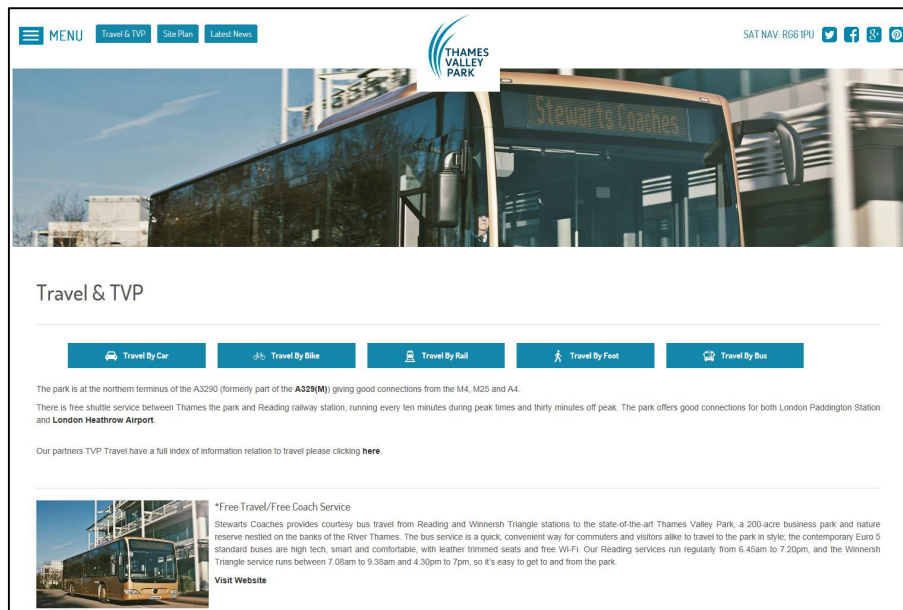


Image: TVP Travel developed a dedicated website and social media platforms as a one-stop-shop portal for travel information specific to the business park. These platform operate as a key means of disseminating travel information, advice and current news to employees and visitors to the park

Employee Engagement Initiatives/Workplace 'Challenges'

- 5.3.12 Workplace 'challenges' have gained popularity with employers in recent years as a means of engaging with their employees to trial sustainable transport options. Challenges typically take place over a defined period in the Spring/Summer and employees who register record their journeys to and from work using healthy, sustainable forms of transport.
- 5.3.13 Challenges may be multi-modal in nature, or focussed on a particular mode – such as cycling – to specifically raise profile or coincide with delivery of a complementary initiative, such as Cycle2Work scheme. Challenge themes may then vary from one year to the next, responding to feedback from employees or to support related investment.
- 5.3.14 In some instances there is a competition element introduced between employers, or there is a reward mechanism – such a points accrued per kilometre travelled – which are then redeemable for purchases with local retailers.

Case Study Example: The TravelWest Big Commuting Challenge (Bristol, Bath, Gloucestershire) saw around 4,500 people replace 23,296 car journeys by trying new ways of traveling. This included car sharing and public transport, as part of the challenge which took place across nine weeks during the summer.

Source: <https://travelwest.info/cycle/record-numbers-travelwests-big-commuting-challenge>

Adult Cycle Training

- 5.3.15 To support safe and confident cycling, the SWTPC will organise the provision of adult cycle training at WMI following occupation. Demand for such training will firstly be ascertained during early communications with employees and subsequently through monitoring surveys. An experienced facilitator will then be recruited to provide training to interested employees.

Bus Taster Tickets

- 5.3.16 Taster tickets for bus services to WMI will be provided to employees on application, free of charge, on commencement of their employment. This will allow employees an opportunity to experience travelling to and from the site at no cost, with a view to forming this commuting habit from the outset. The application form will be contained within the Sustainable Travel Information Pack and offered as part of the personalised travel planning service to employees are actively made aware of the offer and will be available for each worker/employee for a period of up to one month.

Employee Discounts

- 5.3.17 Employee discounts with services providers, or for sustainable transport-related purchases, may be secured given the sizable number of employees located at WMI. This might include fare discounts with bus operators or discounted bicycle or cycling accessory purchases from local retailers.

Case Study Example: In Wokingham, employers signed up with the 'easitNETWORK' can offer their employees 15% discounts on peak-time rail fares with several train operating companies. A discount card is made available and has been taken up by 2,486 employees to date, 16% of whom were previously driving to work by car.

Source: DfT 'What works? Learning from the Local Sustainable Transport Fund' Report (January 2017)

- 5.3.18 Should sufficient employee discounts become apparent, the SWTPC will examine the best way to ensure employees can easily access the entitlements. This may include establishing a Sustainable Travel Discount Pass, which all WMI employees can apply for, or forming a partnership with an industry provider that can manage and disseminate such offers to the employee base at the park.

Roadshow Events

- 5.3.19 The SWTPC will coordinate sustainable travel roadshow events at WMI. These will feature stands from sustainable transport providers and organisations to discuss options and opportunities with individuals on an informal basis.
- 5.3.20 The Transport Steering Group (TSG – see 7.1.7) will input to shaping the events, including determining content and attendees to showcase sustainable transport options and innovation. This might include, for example, electric vehicle manufacturers or app developers demonstrating their latest technologies, coupled with cycle training for employees, Dr Bike, and public transport providers on hand to discuss services with staff.
- 5.3.21 Roadshow events will primarily be designed to raise awareness and be fun for employees to engage in, and will be hosted periodically.

5.4 Promoting More Efficient Car Use

Car Sharing Portal

- 5.4.1 As organisations take up occupancy at WMI an online car share portal will be created and promoted to employees, providing the mechanism for encouraging car-sharing as a viable means of commuting to WMI by finding potential car sharing partners. It is anticipated the car share portal will be a private group for registration by those working at WMI who thereby have a common journey destination. However the option also exists to link the portal to a wider public group, such as Staffordshire Share-A-Lift, to facilitate car sharing arrangements from a wider potential pool of people.
- 5.4.2 Membership of this portal can continue to grow as the development phases become occupied and as new employees and companies arrive on site. The overall size of the portal database will then be enhanced, to the collective benefit of all employees looking to find prospective matches.
- 5.4.3 This will provide an ideal platform for employees with the same, or very similar, commuting origins to find a suitable car-sharing partner to share their journey to WMI. More car-based journeys will therefore be made with higher vehicle occupancy and in a more efficient manner, and with overall car trips reduced.
- 5.4.4 The benefits of joining a car share database will be promoted throughout WMI using promotional materials issued to employees through the sustainable travel packs, internet site and advertising (such as posters) to be located within public areas at each occupying organisation.
- 5.4.5 In addition to the above, information and guidance will be provided to car sharers on security, the division of costs without incurring tax penalties, and details of insurance requirements to help facilitate a popular and successful scheme.
- 5.4.6 The SWTPC will work with the occupiers of larger units and where dedicated staff car parking is provided, to ensure that convenient spaces near to the unit entrance are marked specifically for use by car sharers.

Directional Information & Signage

- 5.4.7 Directional information for those driving to WMI will be produced and disseminated through hard copies and on websites. This will advise drivers to use Junction 12 of the M6 for access to WMI, which provides a direct link with the A5.
- 5.4.8 Drivers will be informed to follow the strategic directional signage which is proposed to be introduced from the M6 and M54 to ensure drivers remain on the strategic road network. This will be complimented by signs on the A5 and A449 which will be located prior to minor road access, to ensure driver confidence and deter any potential 'rat running' through minor roads.
- 5.4.9 Variable Message information boards will be placed within the site, which will inform drivers of problems or congestion at sensitive highway locations in the area, allowing drivers to either remain on site or alter their route if possible to avoid congestion before leaving the site.

5.5 Occupier-Specific measures

- 5.5.1 Certain measures may be introduced by future occupiers of WMI on a company-by-company basis, depending on the applicability and appropriateness of a given measure to their business operation.
- 5.5.2 At this stage the occupiers of individual employment units are unknown, as are their operational characteristics, operating margins, budgets and funding availability. Therefore, we have identified certain measures which should be considered and then feature within occupier-specific travel plan documents. These documents will be prepared by all occupiers with a minimum of 50 employees and will be submitted to the TSG within six months of the occupier commencing their tenancy for approval, together with any alterations.

Public Transport Season Ticket Loans

- 5.5.3 Occupiers will be encouraged to offer their employees interest free loans to enable them to purchase public transport season tickets. The greatest saving on public transport fares can be achieved by purchasing a long-term season ticket.

- 5.5.4 However, the need for a single advance payment can be prohibitive for some employees, particularly those on lower incomes. By offering an interest free loan, employees can realise the financial savings of a season ticket and pay for it over time rather than in advance. The SWTPC will discuss options with each occupier.

Company Car Policy

- 5.5.5 Occupiers who anticipate offering company cars to employees as part of their remuneration will be encouraged to consider offering a financial alternative. This will in turn encourage employees that are entitled to a company car to consider an alternative as opposed to taking up the use of an additional car.

Guaranteed Ride Home Policy

- 5.5.6 Occupiers will also be encouraged to offer a 'guaranteed ride home' for their employees who participate in any car-sharing arrangement. Under the guaranteed ride home scheme, if a member of staff has to leave at an unexpected time for emergency reasons and no practical alternative travel option is available, the organisation will provide the means for ensuring that this person gets home.
- 5.5.7 This may take the form of covering the cost of a taxi for that employee. The 'guaranteed ride home' scheme will also help appease any concerns amongst employees should their car sharing arrangements fail for any reason, ensuring they are able to travel home.

'Cash Out' Schemes

- 5.5.8 Financial incentives represent another option for the promotion of efficient car use and car sharing. Financial incentives such as 'cash-out' schemes might be offered to employees who car share, or entry to a prize draw for all members of the car share database. These cash-out and prize schemes can of course be extended to cover those who travel to work by other sustainable means, such as walking and cycling.
- 5.5.9 The SWTPC will discuss the potential for these schemes with individual companies.

Cycle2Work Schemes

- 5.5.10 In consultation with the SWTPC, occupiers will be encouraged to become involved in the government initiated Cycle2Work scheme which offers both tax and national insurance savings to participating employees who purchase a bike to cycle from home to work.
- 5.5.11 Payments for a bicycle can also be spread across the year using the scheme. An example of such a scheme can be found at www.halfordsb2b.com.

Flexible Working Hours/Compressed Working Week

- 5.5.12 Flexible working hours allows employees to fit their working hours around their individual needs, and accommodate other commitments outside of work. They do this by communicating with their employer to create an adaptable work schedule. In most circumstances all employees working flexitime in a particular organisation will work the same number of hours as those working ordinary shifts only they may or can change the hours they work each day, week or month.
- 5.5.13 Most flexi-time policies feature one of the following measures, each of which are aimed at ensuring employees continue to deliver a certain level of input or service beyond each hour of everyday:
- Core hours during which all employees must be in the office (e.g. 10:00-16:00)
 - Annualised or monthly hours where an employee is expected to work a certain number of hours per month or year, but is not necessarily required to work specific pre-defined hours each day.
- 5.5.14 This has the potential to significantly reduce vehicle arrival and departures around the traditional network peaks, as a proportion of employees decide to, for example, arrive later and finish later allowing travel outside of these periods. Furthermore, this flexibility can mean those wishing to travel by public transport are not deterred by small conflicts between when these services operate and when they are required to commence work. Where such conflicts do occur, and cannot be resolved, this may otherwise lead to

a higher level of car dependency as employees deem private car travel the only viable option.

5.5.15 A compressed working week is another flexible option where an employee works his/her full-time hours (such as 40 hours) in fewer than five days per week. Typical examples are:

- Four 10-hour days; or
- Three 12-hour days; or
- Nine hour days Monday through Thursday, an 8-hour day on one Friday, with alternate Fridays off.

5.5.16 This can result in reducing the overall number of trips made to and from a workplace as a proportion of staff compress their working time into a shorter period. Therefore, where operational requirements permit, employers at WMI will be encouraged by the SWTPC to examine the potential for flexible working hours and compressed working week arrangements amongst employees.

Staggered Working Hours

5.5.17 Staggered hours policies allow employees, by way of an agreement with their employer, to work a structured shift pattern different to other employees. In some circumstances employees may work shift patterns unique to them. In most circumstances this will mean groups of employees, or departments work one of several shift patterns.

5.5.18 Although the majority of employees that will be based at WMI are anticipated to work on a shift pattern, employers will be encouraged by the SWTPC to examine the potential to introduce staggered working times for at least a proportion of office-based staff. This will include covering those staff provisionally anticipated to work 09:00-17:00. This will mean staggering arrival and departure times, where operational requirements permit, to lessen the concentration of employees arriving and departing the site during a narrow time period, such as arriving shortly before 09:00 and departing shortly after 17:00.

- 5.5.19 This will serve to help spread the concentration of vehicle arrivals and departures on the surrounding network, reducing any associated congestion and journey time delay that may otherwise arise.

Remote/Home Working Opportunities

- 5.5.20 Home working may only be suitable for a small number of employees within a business, but can reduce the overall number of journeys to and from the site. Therefore, each occupier will also be encouraged by the SWTPC to explore the potential to introduce home working where possible.

Video/Tele-Conferencing Facilities

- 5.5.21 Making available video and audio conferencing facilities will allow employees to use them instead of travelling for some business journeys. The SWTPC will highlight the benefits of these facilities to companies at WMI where it appears applicable to their business operation.

Sustainable Visitor Journeys

- 5.5.22 Visitors to WMI will be able to access sustainable travel information via the dedicated WMI sustainable travel website. Occupiers will be encouraged to promote this information and direct visitors to the website as a standard business practice to ensure visitors are aware of the sustainable travel options that might be available to them. This will be communicated to individual businesses by the SWTPC.

5.6 Summary

- 5.6.1 The measures outlined in this chapter represent a combined package to support the SWTP aim of actively promoting a range of sustainable, low carbon travel choices and reducing the overall need to commute to work by car.
- 5.6.2 It is important to note that measures will not be delivered in isolation, but will be coordinated and integrated to lever the most effective impact from the resource time and investment made.

- 5.6.3 Furthermore, although a series of measures is outlined here, it is reasonable to expect new industry best practice or technological and employment innovations to emerge in the future. Therefore the package of travel planning measures may evolve over time, or in response to new and emerging travel demands, and therefore be flexible to the need of employees and companies based at WMI.

6. AREA-WIDE OPPORTUNITIES

6.1 A449 Stafford Road Corridor

6.1.1 The WMI development site is situated on the A449 Stafford Road corridor between Wolverhampton and Stafford. This corridor also provides access to other sizeable employment sites; notably the i54 business park located at Junction 2 of the M54 Motorway.

6.1.2 i54 is presently home to major employers including Jaguar Land Rover and MOOG Aerospace, with circa. 3,000 employees based at the business park.

6.1.3 Notably the park also has an existing travel plan in place and is already delivering a wide range of initiatives with companies on site to facilitate and promote sustainable commuting. This was recognised with i54 being shortlisted for a 2016 Modeshift National Sustainable Travel Award.

6.1.4 Travel planning measures delivered through i54 include:

- A dedicated car sharing portal;
- Free ‘taster tickets’ for bus services;
- Cycle2Work challenge days;
- Adult cycling training; and
- Roadshow events.

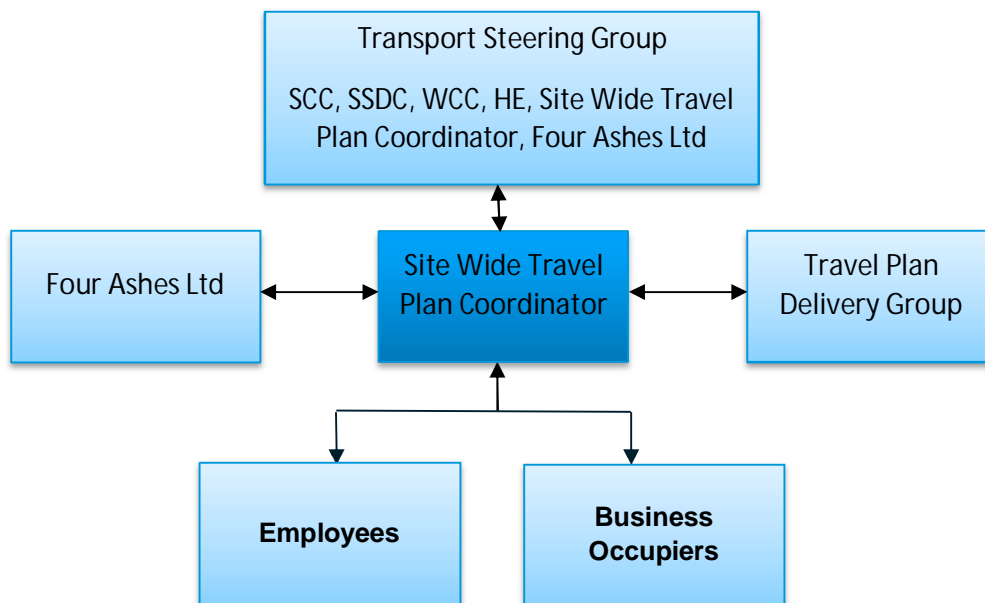
6.1.5 There is also an active Travel Plan Steering Group that currently meets every six weeks, including local authority representation.

6.1.6 Therefore, the potential exists for WMI and i54 to examine a partnership approach to travel planning on the A449 Stafford Road Corridor. As major employment destinations this presents opportunities to operate on an area-wide basis and potentially leverage greater returns on combined investment in sustainable transport services and promotional initiatives.

7. TRAVEL PLAN MANAGEMENT

7.1.1 Robust and effective management of the Site Wide Travel plan (SWTP) will be critical to successfully achieving the aims and objectives detailed in Chapter 3. To this end, Four Ashes Ltd will retain overall responsibility for ensuring the development and implementation of the SWTP and will ensure that it is reviewed and updated as necessary. The intended management structure for travel planning at WMI is shown below in Diagram 7.1.

Diagram 7.1:



7.1.2 Forming strong links with other large employment areas locally will be an essential management responsibility to maximise the benefits from partnership-based delivery.

Site Wide Travel Plan Coordinator (SWTPC) Role

7.1.3 A SWTPC will be appointed by Four Ashes Ltd prior to first occupation of WMI. This role will be funded through build-out to completion, which is currently anticipated to be achieved by 2036. The co-ordinator will act as the principal point of contact for all SWTP queries at WMI and will coordinate delivery of the SWTP at a site-wide level.

7.1.4 Having one SWTPC for the site gives a greater level of continuity in how travel planning measures are planned, delivered, monitored and evaluated. The individual appointed will also represent a clearly identifiable point of contact for employees, companies and external stakeholders on matters relating to the plan.

7.1.5 The specific duties of the SWTPC in relation to the SWTP will include:

- Managing the day-to-day operational requirements of the SWTP;
- Meeting with all potential occupiers to discuss the requirements of the SWTP and ensure that they are aware of their roles and responsibilities in relation to the SWTP;
- Actively promoting the use and availability of sustainable travel options to all employees located at WMI;
- Working with the individual businesses at WMI to develop their Occupier Specific Travel Plan measures;
- Acting as a point of contact for queries on travel planning matters;
- Providing continuing support and guidance to employers once occupation has taken place;
- Setting up and Chairing the Transport Steering Group (see 7.1.6) and Travel Plan Delivery Group (see 7.1.22);
- Maintaining external contacts with bus operators and cycle shop owners, in addition to keeping abreast of area-wide workplace travel planning initiatives and groups;
- Ensuring that all travel information and data disseminated, including via the WMI website, is accurate and up to date;
- Ensuring that annual employee travel surveys are undertaken across WMI and reviewing all the data collected from the monitoring systems and surveys;

- Reporting to the Transport Steering Group with all results of the employee travel surveys, and on-going staff feedback on travel and transport issues;
- Taking part in the decision making process with Four Ashes Ltd on the delivery of measures at a site-wide level;
- Updating the Travel Plan document as necessary; and
- Liaising with local authorities, key stakeholders and other local employers, particularly in relation to Area Wide Travel Planning, this being liaison with other Travel Plan Coordinators at other developments as appropriate, for example with i54.

Transport Steering Group (TSG)

- 7.1.6 A Transport Steering Group (TSG) will be established six months prior to first occupation of WMI to provide strategic oversight and monitoring of two specific plans. Management of the plans will be the responsibility of FAL and the SWTPC.
- 7.1.7 The TSG will meet at least twice annually and will be responsible for maintaining oversight of plan delivery, deciding how the funds secured in the s.106 are to be applied and any other matters. The TSG will not be entitled to approve any amendments to the SWTP unless it is reasonably satisfied that the amendments are unlikely to give rise to any materially new or materially different significant environmental effects in comparison to those assessed at the time of the granting of the DCO.
- 7.1.8 TSG representatives will be able to share their combined expertise, or knowledge of local opportunities and industry best practice to ensure both plans remain focussed on their respective objectives but maintain flexibility to respond on new issues or opportunities that emerge.
- 7.1.9 The TSG will be Chaired by the SWTPC, and will comprise the representatives as set out in Table 1. All decisions of the TSG will be by a majority vote with each of the Principal Parties identified in the Table below having one vote. In the event of an even vote causing an impasse, or if a voting member of the TSG is aggrieved by a decision of the TSG, the

matter shall be dealt with in accordance with the Decision Review Mechanism (paragraphs 7.1.15 to 7.1.21).

Table 1: Transport Steering Group representatives

REPRESENTATIVE	REMIT
Site Wide Travel Plan Coordinator	Principal Party
Four Ashes Ltd Representative	Principal Party
Highways England	Principal Party
Staffordshire County Council	Principal Party
South Staffordshire District Council	Non Voting Party
Wolverhampton City Council	Non Voting Party

- 7.1.10 Minutes of all TSG meetings will be taken by the SWTPC and issued within one week of the meeting to all members. This will include an action log, which will be maintained by the SWTPC, to ensure agreed actions are recorded and taken forward accordingly as agreed by the TSG.
- 7.1.11 The SWTPC will make recommendations to the TSG, based on discussions within the Travel Plan Delivery Group (7.1.22), in relation to the use of funds earmarked to oversee implementation of the SWTP and SWHGVMP.
- 7.1.12 Two funds are to be available for implementing measures relating to travel planning and traffic impact and will be administered by the TSG, as follows:

7.2 The Travel Plan Contingency Fund

- 7.2.1 This will be funding for travel plan measures available for use in the event of identified targets not being met.
- 7.2.2 The SWTPC will investigate any identified issues that arise together with potential mitigation and present a report to the TSG who will determine if issue and mitigation are such that funds should be expended.
- 7.2.3 Should the TSG determine that the full occupancy mode share targets are not being met or on track to be met and remedial measures are required,

then the Travel Plan Delivery Group will propose measures to improve the achievement of the targets. The proposal will include the estimated cost of implementing the measures. The proposals will be presented to the next TSG meeting or earlier if required by the TSG.

- 7.2.4 If the TSG agree with the remedial measures proposed, then they will authorise expenditure from the Travel Plan Contingency Fund up to the estimated cost of those measures.

7.3 The Contingent Traffic Management Fund

- 7.3.1 The Contingent Traffic Management Fund will also be a responsibility of the TSG. The purpose of this Fund will be to mitigate any unforeseen local traffic impacts in the general areas of Brewood, Calf Heath and Coven.

- 7.3.2 The TSG will take appropriate note of advice and recommendations from the SWTPC and Travel Plan Delivery Group.

- 7.3.3 In addition to the above funds any monies secured through the levy of fines collected as a consequence of breaches of the WMI HGV ban between A449 Gailey Roundabout and M6 Junction 13 dealt with in the SWHGVMP will be available to fund mitigation measures. The TSG will decide upon how any monies obtained from the HGV Enforcement Fund will be spent

The Decision Review Mechanism

- 7.3.4 In the event of any dispute arising between the principal parties of the Transport Steering Group then it is expected those members (“the Principal Parties”) will attempt to resolve that dispute amicably including holding a meeting attended by at least one representative from each party.

- 7.3.5 If the Principal Parties are unable to resolve the dispute amicably any Principal Party may, by serving notice on all the other Principal Parties within 14 days of the meeting referred to in paragraph 7.1.15 (“the Notice”), refer the dispute to an Expert for determination.

- 7.3.6 In order to refer the dispute to an Expert the Notice must specify:

- The nature, basis and brief description of the dispute; and

- The proposed Expert.

- 7.3.7 In the event that the Principal Parties are unable to agree whom should be appointed as the Expert within 14 days of the date of Notice then any of the Principal Parties may request the President of the Law Society to nominate the Expert and the Principal Party shall request that such nomination shall be made within 14 days of the request to nominate, and any failure for such nomination to be made within 14 days shall entitle any party to withdraw from the process of appointing an Expert and then the dispute shall be dealt with under the provisions of clause [Dispute Resolution] of the s.106 Deed to which this document is appended.
- 7.3.8 The Expert shall act as an expert and not as an arbitrator and his decision will (in the absence of manifest error) be final and binding on all members of the TSG and at whose cost shall be at his discretion or, in the event that he makes no determination, such costs will be borne by the Principal Parties in equal shares.
- 7.3.9 The Expert will be appointed subject to an express requirement that he reaches his decision and communicates it to the Principal Parties within the minimum practicable timescales allowing for the nature and complexity of the dispute and in any event not more than 42 days from the date of their appointment to act.
- 7.3.10 The Expert will be required to give notice to each of the Principal Parties inviting each of them to submit to him within 14 days written submissions and supporting material and will afford to each of the Principal Parties an opportunity to make counter submissions within a further 7 days in respect of any such submission and material.

Travel Plan Delivery Group

- 7.3.11 To ensure the SWTP and SWHGVMP are informed by the views of individual occupiers and their employees the SWTPC and Individual Occupier Travel Plan Representatives will also form a core Travel Plan Delivery Group. This group will act as an advisory panel and report to the TSG.
- 7.3.12 The Travel Plan Delivery Group will be Chaired by the SWTPC, and will include the representatives as set out in Table 2.

Table 2: Travel Plan Delivery Group representatives

REPRESENTATIVE	REMIT
Site Wide Travel Plan Coordinator	Chair
Individual Occupier Representatives (limited to five in total)	
154 Representative (by invitation)	

- 7.3.13 Delivery Group members will consider aspects of the travel planning for the development and make recommendations to the TSG through the SWTPC. This will include informing the SWTPC and TSG as to which measures they think will be most influencing in promoting sustainable transport patterns at the development; based on their own views and feedback from their own employees.

Business Occupiers

- For the SWTP to be effective it will require the cooperation of all business occupiers to ensure efficient and effective delivery and promotion to the employee base. Therefore the requirements for all business occupiers at WMI, which will form part of their respective Occupier Travel Plans are as follows: Meet with the SWTPC prior to occupation of unit to discuss the SWTP, sustainable travel opportunities at WMI, and how they can promote these within their own organisation;
- Nominate a specific company contact that the SWTPC should liaise with going forward on all matters relating to travel and transport at WMI;
- Disseminate Travel Information Packs provided by the SWTPC. Occupier to inform the SWTPC how many packs are required prior to occupation and when additional packs are required resulting from staff turnover or company growth;

- Distribute promotional material provided by the SWTPC in appropriate locations, such as staff rest areas for example;
- Promote sustainable travel opportunities to visitors; and
- Participate in all employee travel surveys on an annual basis to ensure information on commuting patterns is captured
- Each occupier travel plan will be required to include modal shift targets consistent with the SWTP

8. DELIVERY STRATEGY

8.1 Travel Plan Funding

- 8.1.1 The initial infrastructure related to the DCO application proposals, such as on-site and off-site pedestrian and cycle facilities and delivery of the public transport strategy for example, will be funded by Four Ashes Ltd.
- 8.1.2 Four Ashes Ltd will provide funding for a site-wide SWTPC, likely to be administered through the service charge, to take forward the site-wide Delivery Action Plan of sustainable travel initiatives and measures. This role will be funded to cover the period from pre-occupation to full build-out, which current scheduling anticipates will be achieved by 2036. At this stage it is assumed funding for the period beyond the first year will be linked to the site management charges applicable to occupiers. Four Ashes Ltd will fund the delivery of initiatives including the infrastructure and service investment, monitoring requirements, and site-wide marketing/promotional activity related to sustainable travel until such a time as the site management charge becomes applicable.
- 8.1.3 Individual occupiers with at least 50 employees will prepare their own occupier-specific travel plan documents and will also adopt and fund supplementary travel planning initiatives as part of their respective business operations.
- 8.1.4 This overall model presents a secure and sustainable long term funding source for travel planning at WMI, with both site-wide and occupier-specific measures being delivered.

8.2 Delivery Action Plan

- 8.2.1 The SWTPC will be appointed by Four Ashes Ltd prior to first occupation to ensure that preparation for measures to be introduced either prior to, or on first occupation of the site, can be progressed. This will support the principle of actively encouraging sustainable travel patterns from the outset. The provisional delivery action plan and responsibility for advancing specific measures is presented in Table 3.

Table 3: Delivery Action Plan – Site Wide Travel Plan

TRAVEL PLAN MEASURE	RESPONSIBILITY	TIMESCALE / TRIGGER
Bus Service Enhancements	Four Ashes Ltd	After occupation of 46,000 sqm of floorspace
Real-Time Bus Service Information	Four Ashes Ltd	On Occupation
Smartphone Application	SWTPC	Within one year of Occupation
Tele- Video-Conferencing Facilities	Four Ashes Ltd	On Occupation
EV Charging Points	Four Ashes Ltd	Prior to Occupation
Travel Plan Brand Development	SWTPC	Prior to Occupation
Sustainable Travel Information Pack	SWTPC	On Occupation
Personalised Travel Planning	SWTPC	On Occupation
Travel Plan Website / Social Media Feeds	SWTPC	On Occupation
Employee Engagement Initiatives / Workplace Challenges	SWTPC	Within one year of Occupation
Bus Taster Tickets	SWTPC	On Occupation
Employee Discounts	SWTPC	Within one year of Occupation
Roadshow Events	SWTPC	Within one year of Occupation
Car Sharing Portal	SWTPC	On Occupation

- 8.2.2 The SWTPC will be responsible for working with individual occupiers to implement measures to promote the SWTP. Such measures are set out in Table 4.

Table 4: Delivery Action Plan –Occupier Travel Plan

TRAVEL PLAN MEASURE	RESPONSIBILITY	TIMESCALE / TRIGGER
Public Transport Season Ticket Loans	Individual Occupiers	On Occupation
Guaranteed Ride Home Scheme	Individual Occupiers	On Occupation
Company Car Policy	Individual Occupiers	On Occupation
Cash Out Schemes	Individual Occupiers	Within one year of Occupation
Cycle2Work Scheme	Individual Occupiers	Within one year of Occupation
Staggered Working Times	Individual Occupiers	On Occupation
Remote / Home Working Policy	Individual Occupiers	Within one year of Occupation
Flexible Working Hours / Compressed Working Week	Individual Occupiers	Within one year of Occupation
Video- / Tele-Conferencing Facilities	Individual Employers	Within one year of Occupation
Information for Visitors	Individual Employers	On Occupation

8.3 Annual Delivery Programme

- 8.3.1 The Delivery Action Plans presented in this chapter outline triggers for specific travel planning measures to be introduced and identifies who will have responsibility for overseeing the implementation and, in respect of Table 4, what is expected from the Occupier Travel Plans.
- 8.3.2 Following their appointment the SWTPC will also prepare a detailed Annual Delivery Programme that will determine the precise phasing and interdependencies between these measures. This will ensure each is able

to achieve cost-effectiveness and maximum beneficial impact against the travel plan objectives.

- 8.3.3 The Annual Delivery Programme will be presented to the TSG for discussion and approval.

9. TARGETS, MONITORING AND REVIEW

9.1 Site Wide Travel Plan Targets

9.1.1 Establishing targets and then monitoring these will be important in understanding the changing nature of employee travel habits and the effectiveness of measures in working towards meeting the SWTP aim and objectives. Existing measures can then be reviewed and evaluated, with alternative or recovery measures being considered where necessary to achieve the targets.

9.1.2 Employee travel surveys, circulated annually at specific review dates, will support this process. This will be used to ensure that data collated is not only of use to the SWTPC in monitoring changes on site, but will be useful to monitor and compare area-wide travel planning impacts.

9.1.3 Two types of targets can be set for travel plans to measure progress:

- Outcome targets – for example, modal shift towards sustainable transport options; and
- Action targets – related to the delivery and implementation of specific measures, for example, installing secure cycle parking.

9.1.4 Targets related to modal split are useful in assessing the effectiveness of a Travel Plans, but must take into account individual site characteristics. Given that WMI has yet to be occupied it is not possible to establish an exact baseline modal split for commuting journeys to and from the development at this time. The site is being designed with sustainable travel as a priority. This will help to ensure that sustainable travel habits are encouraged from the outset, but the effect of this cannot be determined until baseline travel surveys have been undertaken.

Outcome Target: Modal Split for Commuting to and from Work

- 9.1.5 A site-wide outcome target for WMI will be to achieve modal split outcomes that enhance the proportion of journeys by sustainable modes of transport, and reduce the proportion by single-occupancy car.
- 9.1.6 Table 5 identifies the mode share projections that the Transport Assessment Report has detailed can be achieved without the Sustainable Transport Package (public transport strategy, travel plan measures and parking standards).

Table 5: Baseline Modal Split (Journeys to Work)

TRAVEL MODE	MODE SHARE
Car Driver	83%
Car Passenger	7.5%
Bicycle	4%
Bus	3%
Train	1%
Motorcycle	1%
Walking	0.5%

Source: Transport Assessment Report

- 9.1.7 For the purposes of defining an interim Site Wide Travel Plan target, Table 6 presents a 10 percentage point reduction in mode share for car driver journeys to work at WMI during peak periods. These peak periods are defined as 0700-1000 and 1600-1900. This represents the headline applicable target for this SWTP.
- 9.1.8 Table 6 denotes a shift towards bus use and car sharing as the indicative alternative modal options that will increase as a percentage of the overall modal split.

Table 6: Peak Period Forecast Modal Split Target (Journeys to Work) at Full Build-Out, incorporating Sustainable Transport Package

TRAVEL MODE	TARGET MODE SHARE	CHANGE (% MODE SHARE)
Car Driver	73%	-10
Car Passenger	12.5%	+5*
Bus	8%	+5*
Bicycle	4%	-
Train	1%	-
Motorcycle	1%	-
Walking	0.5%	-

* Target mode share for 'car passenger' and 'bus' are indicative.

- 9.1.9 These modal split outcomes present a target which can be re-assessed following the initial baseline travel survey at WMI following occupation. This will provide observable empirical data on actual travel patterns at the Site to demonstrate progress against the desired modal outcomes.

Action Targets

- 9.1.10 Table 7 details the action targets which will be met in relation to this SWTP.

Table 7: Site Wide Travel Plan – Action Targets

OUTPUT TARGET	RESPONSIBILITY	TRIGGER FOR ACTION
APPOINT A SITE WIDE TRAVEL PLAN COORDINATOR	FOUR ASHES LTD	SIX MONTHS PRIOR TO FIRST OCCUPATION
UNDERTAKE A SITE-WIDE BASELINE TRAVEL SURVEY	SWTPC	TO BE AGREED BY TSG / BEYOND OCCUPATION OF 46,000 SQM
TRIGGERS SPECIFIED IN TABLES 3 & 4 ARE DELIVERED AS STATED	FOUR ASHES LTD & SWTPC	AS DEFINED IN TABLES 3 & 4

9.1.11 These action targets will be reviewed and reported on through the monitoring process detailed below.

9.2 Monitoring and reporting

9.2.1 A programme of monitoring and review has been designed to generate information by which the success of the SWTP can be evaluated. Monitoring and review will be the responsibility of the SWTPC who will report on progress to the TSG.

9.2.2 The primary aim of the SWTP is to achieve a reduction in the overall volume of single-occupancy car journeys to and from WMI. A suitable indicator of the success of the Plan is therefore the modal split of employee travel to the site.

9.2.3 Other secondary objectives of the SWTP are to increase awareness amongst staff regarding the environmental implications of travel mode choice. Awareness is more difficult to monitor although one indicator will be the general response to the introduction of the Plan, measured by the volume and type of feedback from staff members, both at the outset and as the strategy evolves.

Monitoring Methodology

9.2.4 The monitoring process will incorporate the collection of analytical data on travel patterns, the take up of initiatives and offer, and general feedback. This will include monitoring:

- Modal split for employee journeys to and from WMI;
- Take up of any public transport ticketing incentives, e.g. discounted tickets;
- Take up of car sharing opportunities; and
- Employee feedback.

- 9.2.5 The SWTPC will undertake a site-wide baseline survey, incorporating the above. The precise survey methodology and when this will be undertaken will be subject to discussion with the TSG to ensure all employers present at WMI are able to participate, sufficient level of development has been occupied in order to allow sound sample size is obtained, a sound response rate is achieved, and a full cross-section of the employee base is able to be contacted effectively.
- 9.2.6 Information gathered through the monitoring process will be recorded for input to the annual review (outlined below) and reported to the TSG.

Annual Progress Review

- 9.2.7 Each year, on or around the anniversary of the introduction of the SWTP, the SWTPC will undertake a comprehensive review of the Plan. The objective of the review will be to assess the success of the Plan and to identify the potential for future refinement of the details of the Plan including targets and measures. This process will be informed by the quarterly discussions through the TSG on emerging travel and transport issues and opportunities applicable to WMI.

9.3 Monitoring and Reporting Responsibility

- 9.3.1 The monitoring and review process will be managed by the SWTPC and funded by Four Ashes Ltd until the final survey is undertaken at full build-out. The current schedule anticipates full build-out will be achieved by 2036.
- 9.3.2 A summary report of progress will be submitted at each review to the TSG. This will ensure that a focus and momentum is maintained and provides opportunities for a review of the SWTP in light of any travel and transport issue that may have arisen.

Recovery Action Plan

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

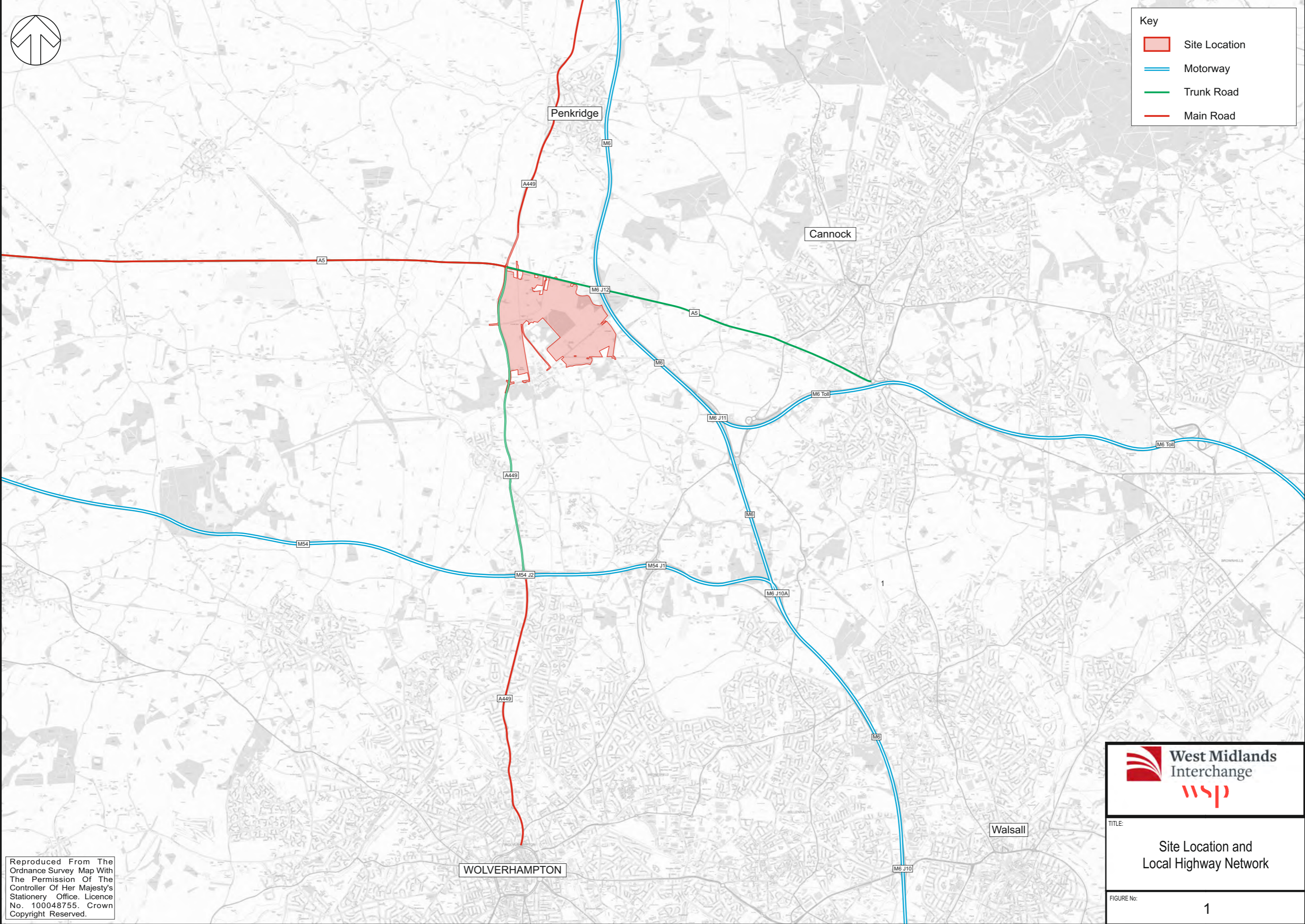
- 9.3.4 As a first step the SWTPC will notify the TSG that no apparent progress has been achieved in modal outcomes over the previous year. The following TSG meeting will then focus on identifying the reasons why sufficient progress hasn't been achieved and a series of additional travel planning measures and initiatives will be identified and agreed for delivery.
- 9.3.5 The SWTPC will subsequently cost the additional measures and provide an indicative delivery programme to the TSG for approval. The SWTPC will then seek approval from the TSG for funding to be allocated from the Travel Plan Contingency Fund for delivery in the forthcoming year.
- 9.3.6 This mechanism means additional funding can be sought for travel plan delivery, although there is flexibility over how the funding should be spent. Evidence can be drawn specifically from an examination of the evidence from travel surveys, dialogue between the TSG and in recognition of sustainable transport options available to the market at that time.

10. SUMMARY

10.1 Summary

- 10.1.1 This Site Wide Travel Plan (SWTP) has been prepared in support of the SRFI development proposals at WMI, Four Ashes. The Plan focuses primarily on how employees based at WMI will be encouraged to use sustainable transport options for journey to and from the Site.
- 10.1.2 Measures proposed within this document will not only bring associated benefits to the individual businesses and their employees, but will also help to achieve a modal shift away from single occupancy vehicles and thus reduce the traffic impacts of the Proposed Development.
- 10.1.3 To deliver this effectively, the SWTP will be coordinated by a Site Wide Travel Plan Coordinator (SWTPC) to oversee delivery on a day-to-day basis. This will include an integrated package of measures designed to promote sustainable commuting patterns, more efficient car use, and smart working practices from the outset.
- 10.1.4 These measures will be supplemented by all occupiers with at least 50 employees preparing their own occupier-specific travel plans. These will deliver additional supplementary initiatives tailored to their specific business and operational requirements, to promote sustainable commuting patterns and reduce the overall need to travel – especially by car.
- 10.1.5 Progress against targets outlined in this document will be carefully monitored. A detailed travel survey conducted six months after first occupation, and then annually, will allow progress to be monitored with the results submitted to the TSG and local authorities.
- 10.1.6 Information gathered from these surveys will support a regular review of the Travel Plan to ensure the overarching objectives are met over time.

FIGURES



Key

- Site Location
- Motorway
- Trunk Road
- Main Road

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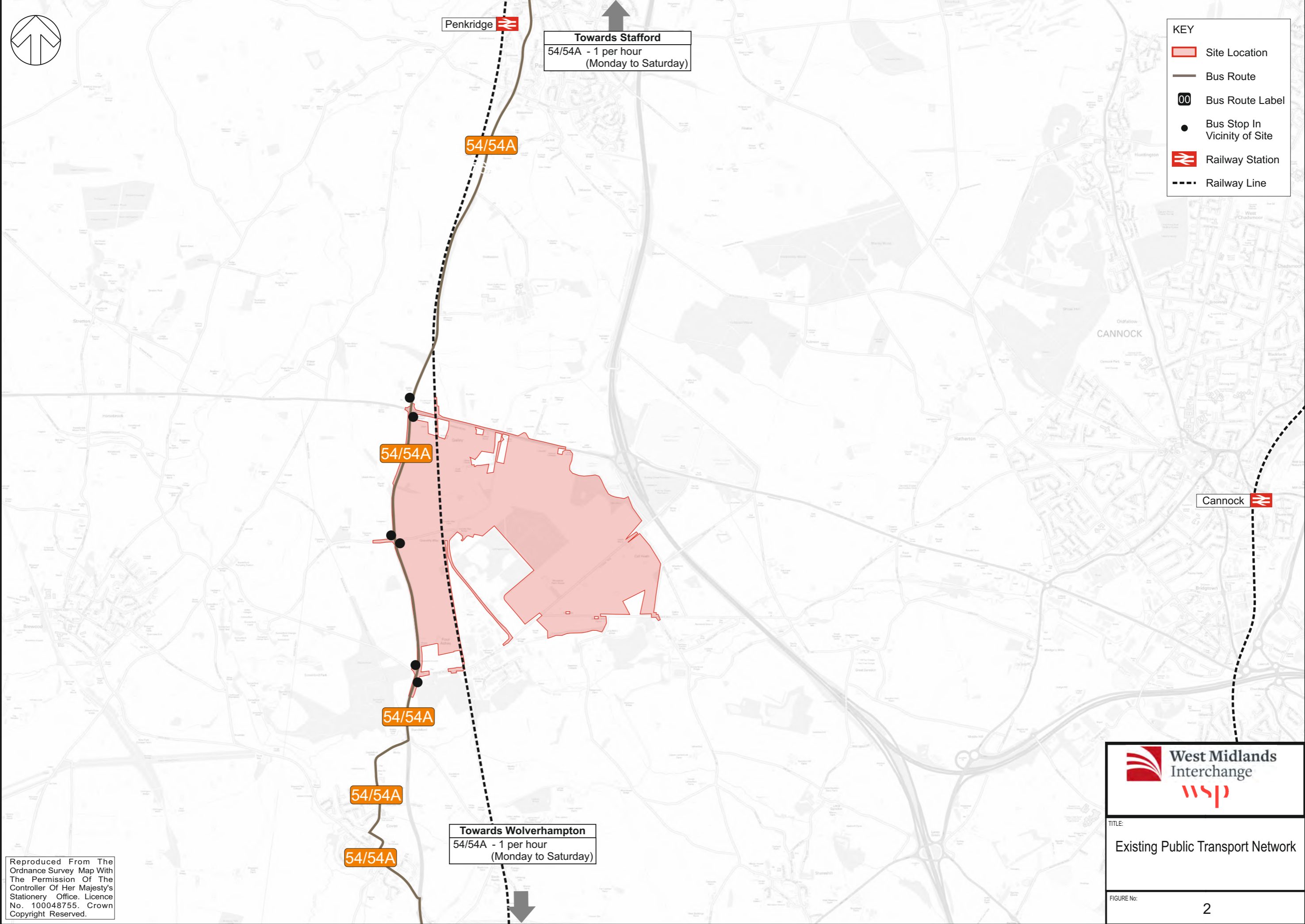
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West Midlands Interchange
WSP

TITLE:
Site Location and Local Highway Network

FIGURE No:
1



KEY

- Site Location
- Bus Route
- Bus Route Label
- Bus Stop In Vicinity of Site
- Railway Station
- Railway Line

Towards Stafford
 54/54A - 1 per hour
 (Monday to Saturday)

Penkridge

Cannock

Towards Wolverhampton
 54/54A - 1 per hour
 (Monday to Saturday)

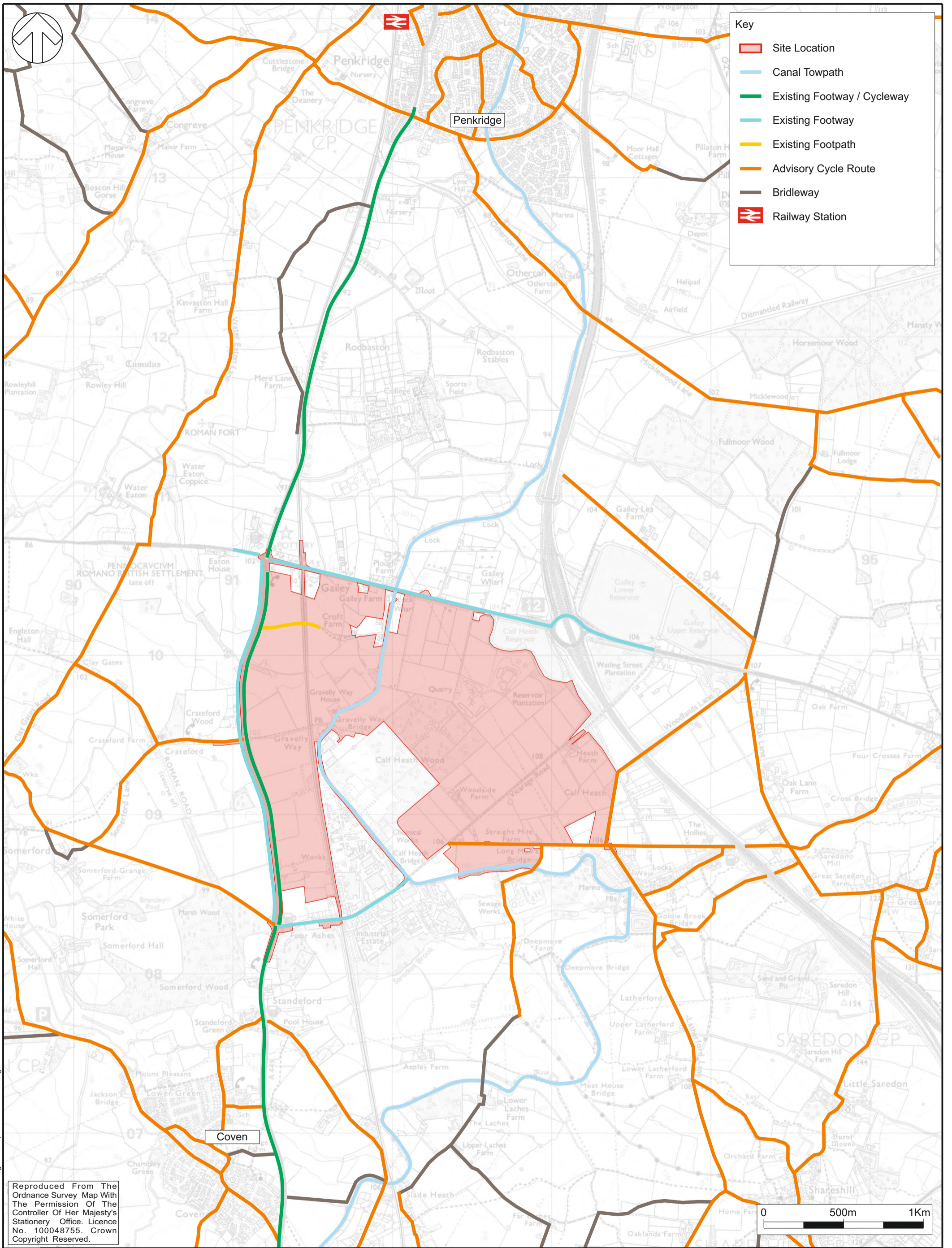


TITLE:
 Existing Public Transport Network

FIGURE No: 2

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TITLE: Existing Pedestrian and Cycle Network

FIGURE No: 3