



MAY 2024

# Framework Travel Plan

Avalon House, 72 Lower Mortlake Road, Richmond  
TW9 2JY

Iceni Projects Limited on behalf of  
Barings Real Estate

May 2024

ICENI PROJECTS LIMITED ON BEHALF  
OF BARINGS REAL ESTATE

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Framework Travel Plan  
AVALON HOUSE, 72 LOWER MORTLAKE ROAD,  
RICHMOND TW9 2JY



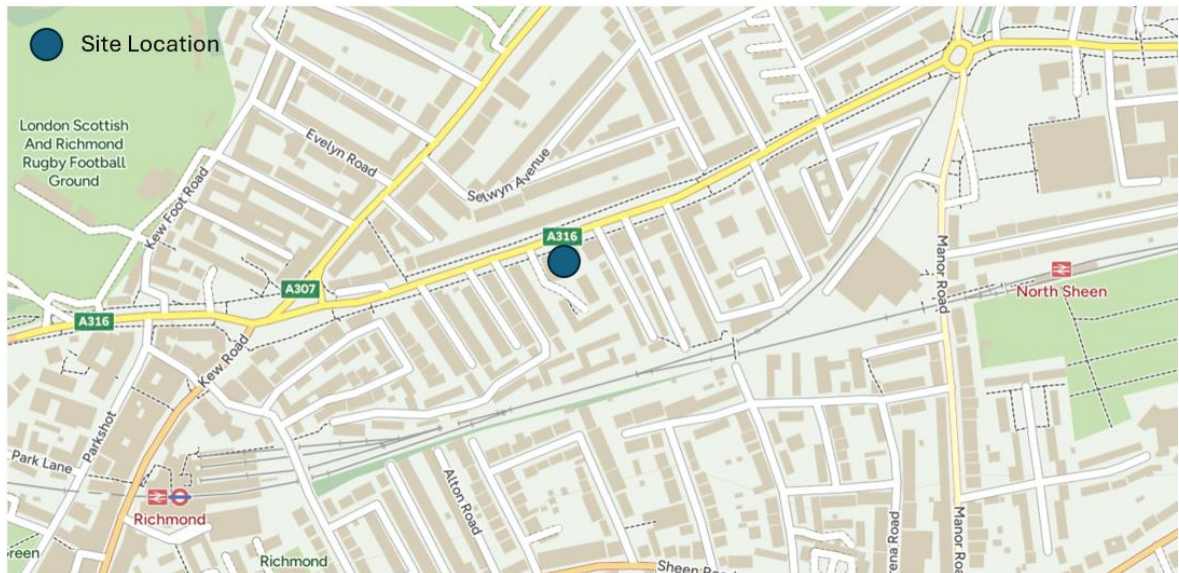
# CONTENTS

1.	INTRODUCTION .....	1
2.	AIMS AND APPROACH OF THE TRAVEL PLAN .....	4
3.	EXISTING TRAVEL OPTIONS .....	5
4.	OBJECTIVES AND TARGETS .....	10
5.	TRAVEL PLAN MANAGEMENT .....	15
6.	TRAVEL PLAN INITIATIVES .....	18
7.	SUMMARY & CONCLUSIONS .....	21

# 1. INTRODUCTION

- 1.1 Icen Projects has been instructed by Barings Real Estate ('the Applicant') to provide a Transport Plan (TP) for the proposed redevelopment of the existing Avalon House, 72 Lower Mortlake Rd, Richmond TW9 2JY ('the Site'). This TP supports a planning application for the development proposals, which include an increase in the amount of office floor space provided within the Site.
- 1.2 The Site falls within the jurisdiction of the London Borough of Richmond upon Thames (LBRuT) and is indicatively shown in **Figure 1-1**.

**Figure 1-1 – Indicative Site Location**



- 1.3 The planning application for Avalon House seeks planning permission for the following description of development:

*Remove the existing roof and erection of a roof extension at fourth floor and rear extensions to floors ground – four to accommodate additional commercial floorspace (Class E), provision of rear and rooftop terraced amenity spaces, alterations to the ground floor entrance, recladding and remodelling of the façade, landscaping improvements to the rear carparking area, provision of end of journey and cycle parking facilities, associated building servicing and sustainability improvements, and other associated works.*

- 1.4 A Transport Statement has also been produced to detail the transport / highway elements of the proposal.

## **What is a Travel Plan?**

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- 1.5 Every development has potential implications for local transport systems to a lesser or greater degree. The way that these implications are managed is fundamental to the scale of transport effects associated with the development.
- 1.6 TPs are an important element of the Government's integrated transport strategy and are a means of managing the transport generated by a development or site and implementing measures to reduce identified adverse effects of such transportation.
- 1.7 A TP is essentially a series of initiatives that are introduced by an organisation to provide all users of a site with an enhanced range of sustainable transport opportunities. The overriding objectives of TPs are to reduce the level of single occupancy car use for all journeys and to maximise the use of other sustainable modes of travel such as walking, cycling, and public transport.

## **Benefits of a Travel Plan**

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- 1.8 The most easily identifiable benefits of a TP are those that are directly related to reductions in vehicle use, and the consequent reduction in congestion levels, noise and air pollution as well as traffic accidents.
- 1.9 There is also a broader range of more intangible benefits that can accrue from the implementation of TP initiatives. Depending on the characteristics of each development, such benefits can include:
- Healthier employees and visitors;
  - Energy savings – through reduced fossil fuel use;
  - Improved use of public transport – through TP initiatives;
  - An improved environment for pedestrians and cyclists;
  - Cost savings – to employees as travel becomes more efficient; and
  - Improved quality of life – through time savings achieved as a result of less congestion and reduced stress.
- 1.10 The three stated objectives of this TP are to:
- Encourage active modes of travel for all users of the Site;
  - Encourage safe and viable alternatives for accessing the Site for staff and customers;

- Reduce the environmental impact associated with development traffic by raising travel awareness amongst staff and customers encouraging the use of alternative modes to carbon emission vehicles.

## 2. AIMS AND APPROACH OF THE TRAVEL PLAN

### Introduction

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- 2.1 The aim of the TP for the Site is to help to increase active travel and is intended to achieve the objectives, listed within this document.
- 2.2 This TP is focussed on setting out principles and objectives for all users of the development and introducing key elements such as the Travel Plan Co-ordinator (TPC).
- 2.3 One of the main objectives of the TP is to provide encouragement, information and initiatives to the employees and customers to use public transport and other more sustainable methods of transport.
- 2.4 Where applicable, targets are included in a TP to help achieve the objectives and there are two main types that are applicable to travel plans. The most easily demonstrated are the commitments to deliver the package of measures set out in the plan. Such measures are detailed within **Section 5**.

### Surveys

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- 2.5 As part of this TP proposal, the Applicant will commit to undertaking surveys which would assess the travel and transport issues and influence of employees.
- 2.6 The surveys, monitoring and review will be undertaken so as to achieve the aims of promoting active travel.

### **3. EXISTING TRAVEL OPTIONS**

#### **Surrounding Area**

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- 3.1 The Site fronts onto Lower Mortlake Road which runs in an east / west direction across the front of the Site. The site is located to the northeast of Richmond town centre and is therefore close to public transport links and an abundance of amenities.

#### **Walking and Cycling**

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##### **Walking**

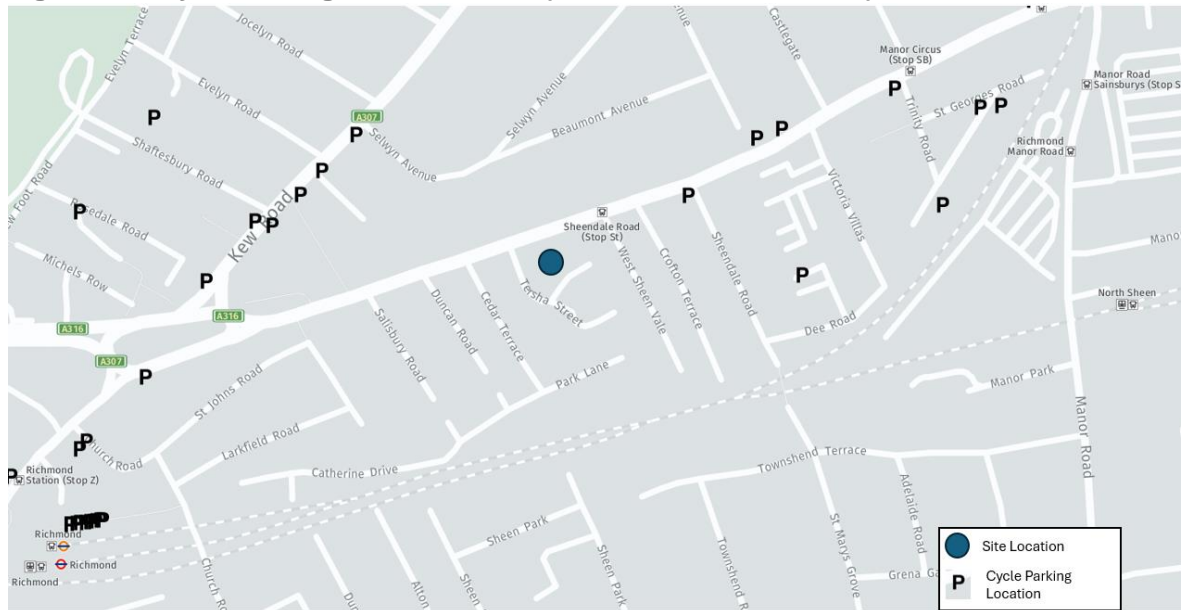
- 3.2 The primary pedestrian access points to the Site are from Lower Mortlake Road, although there are access points for employees to the rear of the building via Tersha Street. Lower Mortlake Road has wide footways with raised crossing points over side streets that indicate a higher priority for pedestrians. There is also a dropped kerb crossing with pedestrian refuge island outside the site allowing pedestrians to cross Lower Mortlake Road.
- 3.3 The route along Lower Mortlake Road provides a route south west into Richmond Town Centre, including towards the railway station, bus stops, the river and all the town centre amenities. To the north east it then provides a route towards North Sheen and further retail and leisure amenities. The route itself is well lit and separated from traffic flows by the cycle lane and a landscape buffer. This landscape buffer has several mature trees and therefore also provides an element of protection from extreme weather such as heat and rain.

##### **Cycling**

- 3.4 A segregated cycle route runs along the length of Lower Mortlake Road. This connects Richmond in the southwest with Mortlake and Chiswick Bridge in the northeast. The route is off road and separated from traffic by the landscape buffer mentioned in the previous paragraph. This route then connects with other routes both north and south of the river and provides a high quality link to and from the Site.
- 3.5 Cycle parking is provided on site but the plan below also demonstrates the level of cycle parking in the area. The presence of a large number of spaces in the area and the provision of a segregated route away from the road indicates there should be a high propensity to cycle in the area.



**Figure 3-1 - Cycle Parking near to the Site (Source: Stolenride.co.uk)**



**Local Amenities**

- 3.6 Table 3.1 sets out details of approximate distances between the Site and local amenities and public transport facilities, for both future visitors and staff at the development. This illustrates that there are a number of facilities within walking distance with average walking speeds assumed to be 80m per minute. Cycle times have also been included with an average cycle speed assumed to be 4.2m per second as stated in Planning Policy Guidance 13 PPG13, which has now been superseded by the NPPF albeit the statement is still a reasonable estimate.
- 3.7 Whilst there is not a need for local amenities to the extent of a residential development it still indicates a high level of accessibility and that there are numerous supplementary uses nearby for employees to make use of before or after work or during breaks without needing to drive to them.

**Table 3.1 - Local Amenities and Public Transport Facilities**

Local Amenity / Public Transport Facility	Distance	Walking Time	Cycling Time
<b>Public Transport Facility</b>			
Sheendale Road Bus Stops	Eastbound 70m	<1 minute	<1 minute
	Westbound 165m	2 minutes	1 minute
Richmond Circus Bus Stops	Eastbound 140m	2 minutes	2 minutes
	Westbound 190m	3 minutes	1 minute
Richmond Station	550m	8 minutes	2 minutes
North Sheen Station	850m	12 minutes	6 minutes

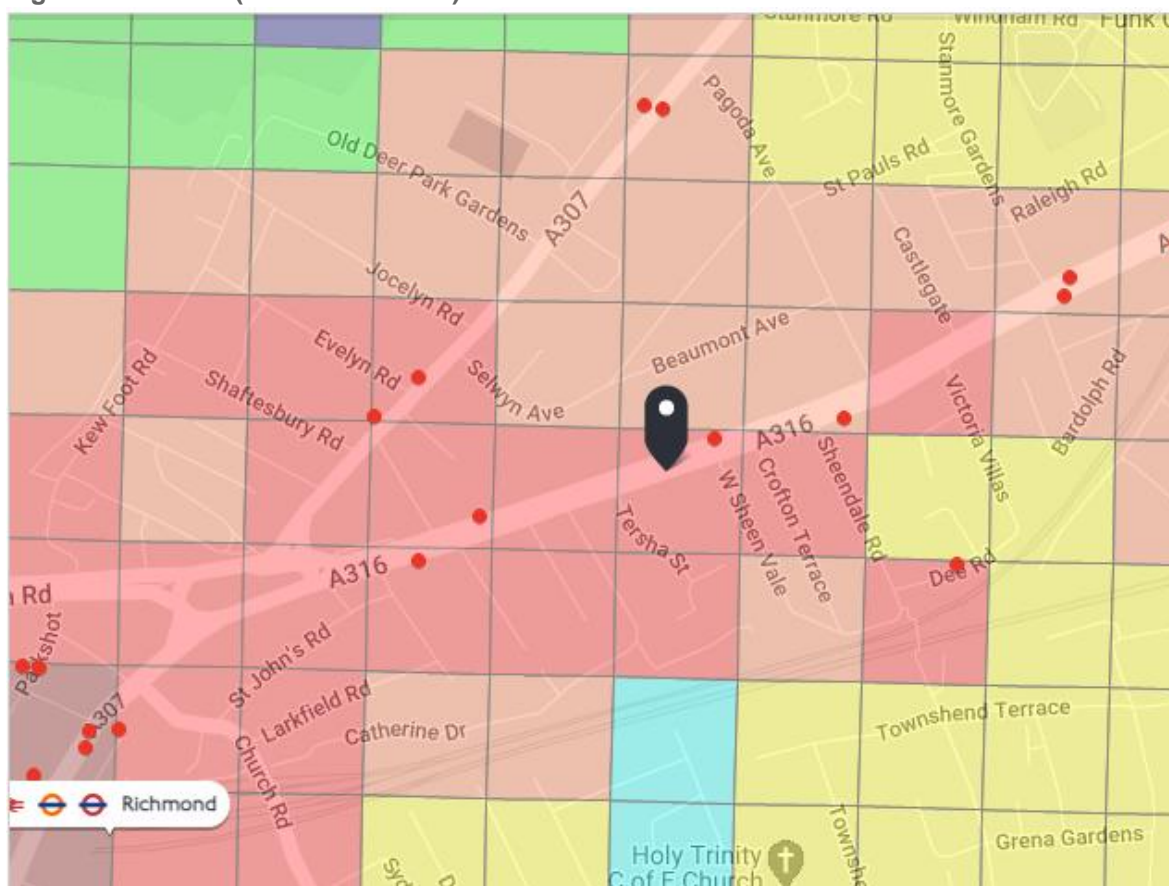
Local Amenity			
Heisenberg Breakfast Co.	230m	4 minutes	2 minutes
Richmond Pharmacy	230m	4 minutes	2 minutes
Richmond Local (Convenience Store)	230m	4 minutes	2 minutes
Premier Inn	350m	5 minutes	3 minutes
The Shaftesbury Pub	400m	5 minutes	2 minutes
Tesco Express	400m	5 minutes	2 minutes
Richmond Town Centre	550m	8 minutes	2 minutes
Open Space			
Pools in the Park and other leisure facilities	800m	11 minutes	2 minutes
River Thames	1.3km	17 minutes	4 minutes
Richmond Park (Richmond Gate)	2.2km	32 minutes	11 minutes

### **Public Transport Accessibility**

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- 3.8 Public transport accessibility can be measured using WebCATs PTAL (Public Transport Accessibility Level) tool. The tool gives a score between 0 and 6b with 0 being the worst and 6b being the best. The score is based on walking times from a given point to the TfL network including buses, underground / overground and national rail.
- 3.9 Figure 3-2 shows the PTAL for the Site is a 6a which indicates an “excellent” level of access to public transport. From a BREEAM perspective the Accessibility Index as calculated by PTAL is 28.99 which significantly exceeds the required amounts (18) for full BREEAM credits.

Figure 3-2 - PTAL (Source WebCAT)



3.10 The score of 6a is predominantly driven by the presence of Richmond station and a number of local high frequency bus services accessible from the Site.

#### Rail and Underground Services

3.11 The closest station to the Site is Richmond station, which is approximately 550m walk from the Site. Walking routes to the station include roads with footways and pedestrian crossings.

3.12 Richmond Station is served by South Western Railway, London Overground and District Line Services. **Table 3.2** shows the journey times towards each of the rail, overground and underground destinations for the services outlined above. In addition to these locations there are interchange points along these routes including the following:

- South Western Railway: Putney (District Line (East Putney), Clapham Junction (Other London Overground Branches, other rail services) and Vauxhall (Victoria Line).
- London Overground: Willesdon Junction (Other London Overground Branches, Bakerloo Line), Gospel Oak (Other London Overground Branches), Highbury and Islington (Other London Overground Branches, Victoria Line), Canonbury (Other London Overground Branches) and Hackney Central (Other London Overground Branches).
- District Line: Turnham Green (other District Line Branches), Hammersmith (Hammersmith and City Line, Circle Line, Piccadilly Line), Earls Court (other District

Line Branches), South Kensington (Circle Line, Piccadilly Line), Victoria (National Rail, Victoria Line, Circle Line), Westminster (Jubilee Line, Circle Line), Embankment (Northern Line, Bakerloo Line), Blackfriars (Thameslink), Monument (Circle Line, Northern Line (Bank)), Aldgate East (Hammersmith and City Line), Whitechapel (Elizabeth Line, Hammersmith and City Line, London Overground), Mile End (Central Line), West Ham (DLR, Jubilee Line)

**Table 3.2 - Rail and Tram Journey Times**

Destination	AM Peak Hour Journey Time	Destination	AM Peak Hour Journey Time
<b>Rail</b>			
London Waterloo	25 minutes	London Waterloo via Hounslow	58 minutes
Windsor & Eton Riverside	33 minutes	Reading	1 hour 10 minutes
London Waterloo via Kingston	53 minutes		
<b>District Line</b>			
Barking	1 hour 12 minutes	Upminster	1 hour 32 minutes
<b>London Overground</b>			
Stratford	1 hour 1 minute		

**Buses**

3.13 There are a number of bus services that serve stops within close proximity of the Site on Lower Mortlake Road. A summary of the bus services available from the stops immediately outside the Site (Sheendale Road), are provided in Table 3.3.

**Table 3.3 - Local Bus Services from Sheendale Road Stops**

Service	From	To	Frequency
110	School Road, Hounslow	Hammersmith	Every 15 minutes
190	West Brompton	Richmond	Every 15 minutes
371	Kingston	North Sheen	Every 9-12 minutes
419	Roehampton	Richmond	Every 9 – 13 minutes
H37	Hounslow	North Sheen	Every 6-8 minutes
N22	Oxford Circus	Fulwell	Every 30 mins (Night time only)
R68	Kew	Hampton Court	Every 15 minutes
R70	North Sheen	Hampton	Every 8-12 minutes

### **Highway Network**

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- 3.14 The Site is located immediately south of the A316 Lower Mortlake Road and accessed via Tersha Street. The A316 is part of the strategic road network in south west London and connects to the south west at Richmond Circus with the A307 whilst also continuing south west past Richmond and Twickenham before eventually becoming the M3 at Sunbury on Thames.
- 3.15 To the northeast the A316 connects with the A205 South Circular Road at Chalkers Corner as well as continuing over Chiswick Bridge towards Hogarth Roundabout and the A4 / M4.

### **Summary**

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- 3.16 In summary, the site is located close to numerous local facilities and public transport infrastructure with good access to active and sustainable travel networks.
- 3.17 The Site has an excellent PTAL of 6a as a result of the proximity to several high frequency bus routes and Richmond station. The Site is also well connected by road and with a high quality walking and

cycling route immediately outside the Site. This all indicates that the Site is highly sustainable in transport terms.

## 4. OBJECTIVES AND TARGETS

### The Focus of the Travel Plan

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- 4.1 This TP is focused on employees of the Site and the majority of measures proposed are intended to encourage them to continue to travel sustainably and also by active modes of travel. It is understood that the office use will attract some visitors to the Site but it is more difficult to change travel patterns of visitors and therefore the TP focuses on employees.
- 4.2 This focus has been adopted because the Government's main focus for TPs has been towards employers, and as such it is considered realistically more feasible to evaluate travel patterns and successfully implement quantifiable initiatives with employees than with the more variable visitor trips.
- 4.3 There are however measures that will be applicable to visitors too, such as not providing additional car parking to discourage people travelling to the Site by car.

### Objectives

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- 4.4 There are a number of objectives that the implementation of the TP is intended to help fulfil:
- To influence travel behaviour of employees.
  - To reduce the need for unnecessary journeys by employees.
  - To help improve the health of employees.
  - Encouraging active modes of travel.

### Targets

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- 4.5 The objectives given previously provide the framework for the TP measures. Where applicable, targets can be included in a TP to help achieve the objectives and there are two main types that are applicable. The most easily demonstrated are the commitment to deliver the package of measures set out in the plan. These measures are set out in the next chapter and include initiatives to promote increases in the use of cycling and walking.

- 4.6 The second form of target is aspirational and related to proportional changes in the travel modes used to get to the Site. At this stage, it is difficult to define exactly the aspirational targets in advance of the development opening, as the modal split of employees is not known. However, possible targets could be to increase the number of active travel trips between 5% - 10% over a five-year period. The results of the staff travel questionnaire surveys (to be undertaken within 6 months of the facilities being occupied) will provide more accurate information on the prevailing travel choices of employees and hence will provide a basis for the setting of aspirational targets in a later revision of the TP. Staff surveys will also be undertaken to ascertain their travel habits to enable mode share targets to be set.
- 4.7 TPs are evolving documents that need to remain adaptable to changing working practices and local conditions and, therefore, the targets will be given over varying timescales. **Table 7.1** at the end of this report details the proposed measures and the respective timescales.
- 4.8 The proposed Development will provide cycle parking in excess of the standards. The main targets will therefore relate to promoting cycling and walking.
- 4.9 Based on evaluation of similar sites and using the primary objectives of the TP, the key TP targets are outlined in **Table 4.1**.

**Table 4.1 - Travel Plan Aims**

<b>Target</b>	<b>Action</b>	<b>Timescale</b>
Aim to reduce single occupancy travel by 5%	Provide up to date information of public transport and local pedestrian and cycle routes, the promotion of schemes and groups, the provision of cycle parking, changing facilities and secure lockers	Within 2 Years of the Initial Survey
Aim to reduce single occupancy travel by 10%	Continual provision of information and ensuring there is consistently strong communication between employees and the Travel Plan Coordinator to ensure the Travel Plan remains a high priority	Within 5 Years of the Initial Survey

- 4.10 The modal split for employees will be determined following the subsequent surveys and **Table 4.2** (which uses existing 2011 Census data) will be updated to provide existing modal and targets based on those outlined in **Table 4.1**.
- 4.11 The baseline data provided in **Table 4.2** is based on the 2011 Census Method of Travel to Work data for the 'Richmond upon Thames 004 Middle Super Output Area (MSOA), within which the site falls. 2011 data has been used as opposed to 2021 as the 2021 statistics are heavily influenced by home working caused by covid. The mode shares have however been adjusted to account for a reduced parking ratio compared to the existing site. These adjusted mode shares have then been used as the baseline within this assessment.



**Table 4.2 - Modal Splits**

<i>Mode of Travel</i>	<i>Baseline</i>	<i>Year 2 Target</i>	<i>Year 5 Target</i>
Underground / Tram	14%	14%	15%
Train	19%	20%	20%
Bus	13%	13%	13%
Taxi	0%	0%	0%
Motorbike	1%	1%	1%
Car driver	33%	28%	23%
Car passenger	1%	1%	1%
Cycling	6%	8%	10%
Walking	10%	12%	14%
Other	1%	1%	1%
Total	100%	100%	100%

**N.B any discrepancies with totals caused by rounding.**

- 4.12 This data should be taken as a guideline as surveys of the actual employees will provide a more accurate baseline.

## 5. TRAVEL PLAN MANAGEMENT

### Introduction

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- 5.1 In order to ensure that the TP is as successful as possible it is essential that it is managed in such a way that all parties are aware of the aims and objectives and also the options available to them in terms of travelling to the site using sustainable modes of transport. It is essential that there is a point of contact for employees and the local authority and also a driving force behind the implementation of the measures contained within the plan. To achieve this, a Travel Plan Co-ordinator will be appointed.

### The Travel Plan Co-ordinator and Associated Support

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- 5.2 The TP will be implemented under the control of a Travel Plan Co-ordinator (TPC), who will work in conjunction with the council, the local community and other interested parties for the continuing progression of the TP. The TPC appointed for the development will be confirmed prior to the development being occupied.

- 5.3 The role of the TPC will be as follows:

- To promote and encourage the use of travel modes other than the car, including publicity;
- To provide a point of contact and travel information for employees;
- To ensure that all relevant information is provided to all employees and that up-to-date information is clearly displayed within the TP travel packs;
- To arrange for travel surveys to be undertaken where necessary;
- To provide a point of contact with transport operators and officers of the Council and work with other local businesses to pursue joint plans and initiatives where relevant.

### Monitoring and Review Mechanisms

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- 5.4 An objective of TPs is that there will be an on-going improvement process including annual monitoring to be conducted at the end of each year following the opening of the site. The whole TP will then be reviewed in consultation with the TPC. The TPC will form a contact point for communication with the local authority.

- 5.5 The travel habits of employees will act as the baseline data with regular monitoring being undertaken so that an indication of changes over time can be assessed.

## **Travel Surveys**

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- 5.6 Questionnaire surveys of the staff travel patterns will be undertaken as part of the review process on an annual basis, commencing six months after the commercial development is 50% full. These will be of a more basic nature, seeking to determine any change in the modal split and uptake of TP initiatives.

## **Sustaining Interest**

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- 5.7 It is important to sustain interest and commitment to the TP to ensure its success. The TPC should be proactive in ensuring information is available and up-to-date that employees are aware of the TP and the travel options available to them.
- 5.8 With regard to staff, it is difficult for the Applicant to sustain interest, however, the initiation of walking and cycling user groups will assist in sustaining interest in active travel, with members taking an active role in promoting and encouraging active travel.

## **Marketing and Communication**

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- 5.9 In addition to the initiatives already outlined with the TP, there will be an ongoing marketing and communication of information following the launch.

## **On-going Marketing**

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- 5.10 The TP will be launched on the opening of the Site and will be continually marketed through the provision and updating of travel information and leaflets, and updated information will be provided on internal noticeboards within the commercial units as appropriate. The information contained within the Travel Packs will be periodically reviewed and updated and reissued as appropriate.

## **Funding**

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- 5.11 The implementation of the TP has been funded by the applicant. This will include all cycle parking provision and accommodating facilities within the site and all costs associated with the implementation, management, marketing and monitoring of the TP.
- 5.12 The on-going monitoring of the TP measures will illustrate their effectiveness in meeting the objectives of the plan. In the event that the TP is not on track to meet its targets the annual review will outline any additional or remedial measures that may be used to get back on track. Remedial measures could include:
- Allocation of resources for further promotional activities; and
  - Funding further improvements to infrastructure for non-car modes, such as additional cycle parking spaces for employees.

## 6. TRAVEL PLAN INITIATIVES

- 6.1 In order to ensure that the opportunities for modal shift can be realised there are a number of measures that will be implemented and encouraged by the occupiers.

### **Measures to Reduce Car Use**

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- 6.2 It is proposed to retain approximately 29 spaces out of approximately 33 existing car parking resulting in a 12% reduction in car parking spaces at the site, while also significantly improving the cycle parking and end of journey facilities provision to encourage more staff to cycle or run to work.

### **Measures to Promote and Facilitate Cycling**

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- 6.3 Consideration will be given to providing the following facilities to encourage use of cycling to and from the site:

- Provision of 66 secure long stay cycle parking spaces within the building and 6 short stay cycle parking spaces within the public realm for visitors.
- A total of 66 lockers and 6 showers will be provided for building employees.
- To maximise security within the Development all staff cycle parking areas will only be accessible by employees or users of the Development through the use of keys fobs or key codes, and will also be covered by CCTV cameras.
- Information on the local cycle network routes to be provided to staff by including this information on maps made available within Travel Packs.
- Health benefits of cycling promoted in Travel Packs.
- Financial benefits of commuting by bike outlined.
- Promote a bicycle users group (BUG). To be undertaken by the TPC to commence on opening.
- Promotion of LBRuT led cycling initiatives (free cycle training, led cycle rides and cycle clubs and groups).
- Promote a cycle buddy scheme to encourage employees to cycle to work and local places of recreation with other members of staff.
- Details of any discounts available at local cycle stores (to be negotiated by the TPC).

- Provide details of local cycling clubs.
- Provide details of cycle to work week.
- Monitoring of cycle parking provision.

### **Measures to Promote Walking and Running**

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6.4 Measures aimed at increasing the viability of accessing the site on foot will be based around consideration of the provision of the following facilities and benefits prior to the opening of the site:

- Information on the 'on and off highway' pedestrian network routes to be provided to employees by including this information on maps to be made available through welcome packs.
- A total of 66 lockers and 6 showers will be provided for building employees.
- Promote a 'walking buddy' scheme for employees, similar to car sharing to be implemented by the TPC on opening and accessed via the 'walkbuddy' scheme, which is accessible via the walkbuddy app (<https://www.walkbuddy.app/>).
- Health benefits of walking promoted in travel packs.
- Provide details of local ramblers/walking groups.
- Provide details of walk to work week.

### **Measures to Promote and Facilitate Public Transport Use**

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6.5 Increased accessibility to, and use of, public transport is considered to be a key element of any TP. Welcome packs will include the following to encourage public transport use:

- Provide up-to-date public transport information including timetables and bus, tram and train company contact information within travel packs or how best to find this information within one of the many transport apps.
- Encourage staff to ask employers if they offer season ticket loans.

### **Personal Travel Planning**

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6.6 The TPC will offer Personal Travel Planning (PTP) to all employees. Through a brief discussion and completion of a questionnaire the TPC will be able to advise on potential changes employees could make to the way they travel for different journey purposes with a view to reducing single occupancy car trips. As with car share, reducing the number of car trips made will result in lower expenditure on fuel and walking and cycling more will improve the employees' health and wellbeing. The TPC will

provide relevant maps, contact details and timetable information to enable each individual recipient of PTP to have all of the information they need to travel more sustainably.

## 7. SUMMARY & CONCLUSIONS

7.1 The measures and initiatives recommended within this TP are considered to be sufficient to encourage employees of the Proposed Development to travel in a more sustainable way.

7.2 The monitoring and review process will ensure the plan remains a live document and will sustain the necessary efforts for it to reach its objectives.

7.3 This framework identifies that the Site has good opportunities for employees to use all types of sustainable travel. The Applicant and TPC will undertake the following to ensure the TP meets its objectives:

- Information within Travel Packs to include bus, train and cycle route plans and timetables, along with contact numbers of relevance (e.g. taxi firms)
- Information on the 'on and off highway' pedestrian network routes via Travel Packs;
- Secure and covered cycle parking will be provided for the development which will be monitored and reviewed;
- Showers and lockers will be provided to encourage active travel;
- Promote a Bicycle Users Group (BUG) for employees;
- Promote a Cycle Buddy Scheme; and

7.4 **Table 7.1** overleaf sets out the TP measures proposed to promote active modes of travel. The table also lists timescales for the measures proposed and who is responsible for implementing them.



**Table 7.1 Summary of the measures proposed in the TP**

<i>Issue</i>		<i>Measures proposed</i>	<i>Timescale</i>	<i>Respon- sibility</i>
Measures to promote alternatives	General	Information within travel packs to include bus, train and cycle route plans and timetables, along with contact numbers of relevance (e.g. taxi firms)	On Opening	TPC
		12% of existing car parking removed	On Opening	Developer
		Provision of 6 showers and 66 lockers to encourage active travel	On Opening	Developer
	Public Transport	Provide public transport route details and contact information to via travel packs	On Opening	TPC
		Provide employees with information on discount vouchers for local bus services via travel packs	On Opening	TPC
	Walking	Information on the 'on and off highway' pedestrian network routes via travel packs	On Opening	TPC
		Promote a 'walking buddy' scheme for employees, similar to car sharing	On Opening	TPC
		Provide a high quality pedestrian environment within the site	Pre-Opening	Developer
	Cycling	Secure and covered cycle parking will be provided for the development	On Opening	Developer
		Promote a Bicycle Users Group (BUG) for employees	On Opening	TPC
		Promote a Cycle Buddy Scheme	On Opening	Developer
	Monitoring and Management	Annual Questionnaire Surveys of employees to be undertaken	Commenced 6 months after first occupations	TPC
Annual review of the travel plan and its initiatives to be undertaken based on the data obtained from the above Questionnaire Surveys and multi-modal counts.		Commenced 6 months after first occupations	TPC	

Notes:

1. 'Pre-opening' – the relevant measure will be implemented prior to the completion of the relevant part of the new site
2. 'Within 'x' months' – following instigation of the travel plan for the relevant part of the site
3. TPC = Travel Plan Co-Ordinator