Urban Flow

St Pancras Commercial Centre
Servicing Management Plan

August 2019

St Pancras Commercial Centre

TRAVEL PLAN

urban flow

Contents

1. Introduction

1.1 General Introduction

1.1.1 Urban Flow has been commissioned by Camden Property Holdings Ltd to prepare a Travel Plan for a mixed-use development combining light-industrial, office, residential and retail uses.

1.1.2 This Travel Plan should be read in conjunction with the accompanying Transport Assessment and Delivery and Servicing Plan documents.

1.1.3 The proposal is for redevelopment of St Pancras Commercial Centre (63 Pratt Street). The development site occupies a whole block bounded by Pratt Street, Georgiana Street, St Pancras Way and Royal College Street.

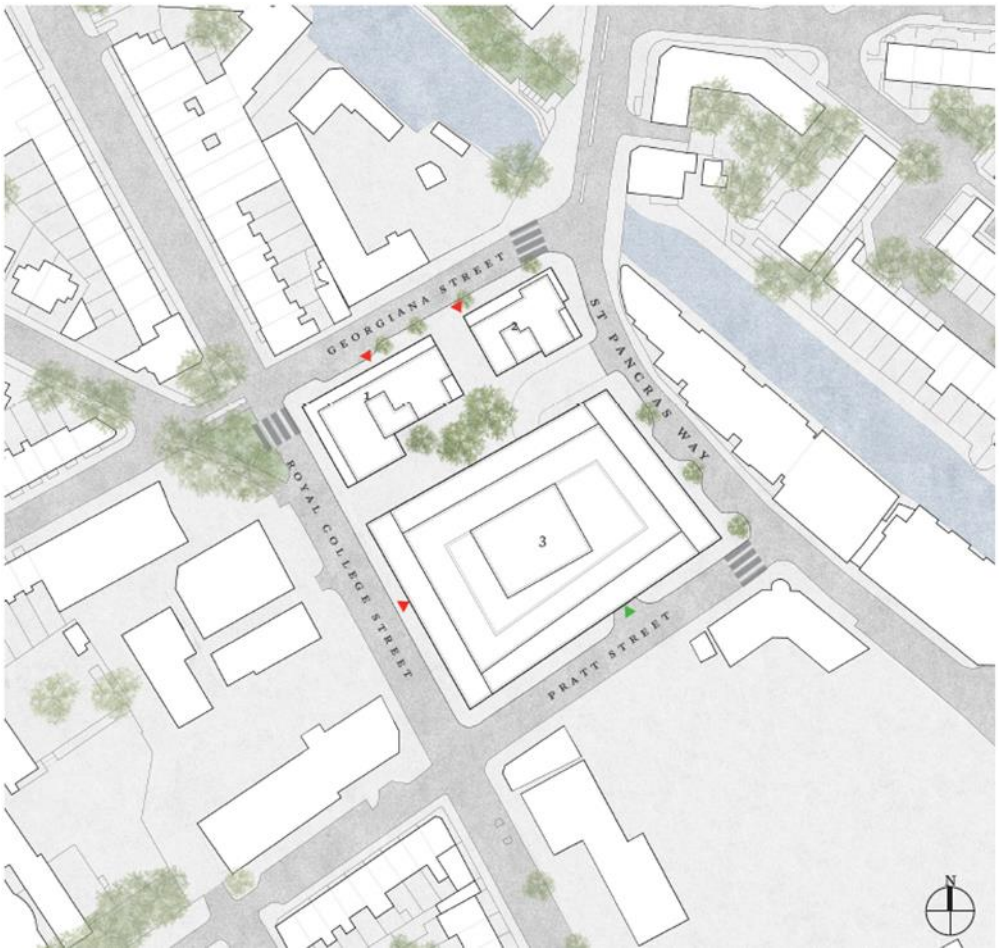

Figure 1.1 Site Location Plan

1.1.4 The proposed number of people that can be accommodated by the site is approximately:

- 116 residents;
- Between 1,000 and 1,800 office workers depending on occupancy rates;
- Associated retail staff plus customers; and
- Associated light industrial unit workers.

1.1.5 This Travel Plan provides a strategy which can be applied to the proposed development and provides a framework for the preparation of a more detailed Travel Plan once the site is occupied and travel surveys can be undertaken.

1.1.6 This 'framework' Travel Plan will therefore set out the overarching strategy for the development, which will be updated once the building is occupied.

1.1.7 Due to the size and mixed-use nature of the development, there will be a large number of employees, visitors and residents travelling to/from the site during morning and afternoon peaks. This scale of movement provides a clear opportunity to promote sustainable travel modes from the start as the delivery of measures can benefit from potential economies of scale. The site also benefits from being in central London meaning that a low car mode share can be expected, even without any Travel Plan measures and interventions. This is because of the cumulative effect of many years of sustainable transport policy to reduce car use and maximise the use of sustainable modes.

1.1.8 Due to the ambition to retain light industrial uses it is also expected that delivery and servicing vehicles will be entering and exiting the site throughout the day.

1.1.9 Given the site's location there is a clear need for the Travel Plan to deliver a comprehensive programme of prioritised initiatives to promote and encourage responsible and sustainable travel behaviour, both during construction and after development has been completed.

1.1.10 Travel plans are living documents and the TP for this development will be regularly updated to monitor and assess changing travel behaviours.

1.2 Definition and Scope of a Travel Plan

1.2.1 *The Mayor's Draft Transport Strategy (2017) states that a Travel Plan is "a long-term management strategy that encourages sustainable travel for new and existing developments. It sets out transport impacts, establishes targets and identifies a package of measures to encourage sustainable travel".*

1.2.2 Travel Plans set out ways in which an organisation can reduce the number of vehicle trips to their site by promoting more sustainable travel options. A Travel Plan is site-specific and considers the unique needs and interests of employees, residents, visitors and deliveries in the context of the local environment and transport network.

1.2.3 A Travel Plan involves the development of agreed targets and outcomes which are linked to an appropriate package of measures aimed at: reducing the need to travel, encouraging more sustainable travel, and reducing single occupancy car use, for all trips to and from the site.

1.2.4 It also provides for continuous monitoring, review, and refinement over time, as travel survey data is collected to determine trends in travel patterns and whether action is required to achieve more sustainable modes of travel to/from the site. The Travel Plan should therefore be frequently updated.

1.2.5 This document will apply to all users of the development (residential, light industrial, office and retail uses) including staff, employees, residents and visitors.

1.3 Travel Plan Structure

1.3.1 Following this introductory section, the report is structured as follows:

Chapter Two outlines the national and local policy context and travel planning best practice;

Chapter Three details the aims, objectives, and benefits that the Travel Plan will address and provide;

Chapter Four describes the existing conditions, site location and an assessment of different travel modes;

Chapter Five describes the existing travel patterns;

Chapter Six outlines the overall Travel Plan targets;

Chapter Seven describes the measures and incentives that will be implemented at the development in order to achieve the Travel Plan aims and targets;

Chapter Eight outlines the Travel Plan's management, marketing, monitoring and review arrangements to ensure its long-term success. It also outlines suggested roles and responsibilities, along with promotion and survey methods to support the Travel Plan; and

Chapter Nine details the action plan for the co-ordination and implementation of the measures and incentives at the development.

2. Policy and Best Practice

2.1 Introduction

2.1.1 This section provides an overview of the current national and local government policies that have, and will continue to, inform the development of this Travel Plan. Reviewing these policies helps to ensure that the Travel Plan is developed and implemented in accordance with established policy aims and objectives.

2.2 National Planning Policy

2.2.1 National policy has moved towards securing more sustainable outcomes with emphasis on minimising the need to travel, reducing car use and encouraging more sustainable modes of transport. The National Planning Policy Framework (NPPF) was adopted in March 2012 and most recently reviewed in February 2019.

2.2.2 Policy also states that safe and suitable access to the site can be achieved for all people (those travelling by foot and bike). Create safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians.

2.3 London Planning Policy

Mayor's Draft Transport Strategy 2017

2.3.1 The London Mayor Draft Transport Strategy 2017 states that 'workplace and school travel planning which incorporate audits on air quality can be utilised in order to support the delivery of 'healthy routes'.

2.3.2 The Strategy has the overarching aim to increase trips by Londoners on foot, bike or public transport from 65% to 80% by 2041.

2.3.3 The strategy also outlines that when considering new developments in central London, car parking should be minimised and designed for alternative uses as the future will see a decrease in car park dependency (car free developments). Where car parking is appropriate in new developments (car-lite developments) then provision should be made for electric vehicle charging points.

2.3.4 This important as it highlights the overarching aim to reduce car parking provision, to deter people from using this transport mode and to encourage a shift to active travel modes.

London Plan 2015

2.3.5 The Draft (December 2017) London Plan sets out to ensure that transport in London is safe and easy for everyone to use. The plan recognises the importance of closer integration between transport and developments. The plan highlights the need to:

- "*…make the most effective use of land, reflecting its connectivity and accessibility by existing and future public transport, walking and cycling routes, and ensure that any impacts on London's transport networks and supporting infrastructure are mitigated*"

2.3.6 Paragraph 10.4.3 states that "*It is important that development proposals reduce the negative impact of development on the transport network…*". Development phasing and the use of travel plans and other strategies, should help reduce negative impacts and bring about positive outcomes.

Transport for London Transport Planning Guidance 2013

2.3.7 TfL's 'Transport Planning Guidance' (2013) specifies that having a travel plan can improve congestion which can result in an improvement in road safety. This is turn can lead to the encouragement and promotion of people using alternatives to the car e.g. deciding to walk instead as they perceive the environment to be safer. The guidance also acknowledges that travel plans can influence improvements in the local environment such as reducing carbon emissions, air and noise pollution and congestion.

2.4 Local Planning Policy

Camden Local Plan

2.4.1 The Camden Local Plan (2017) sets out the Council's planning policies and plays an essential role in delivering the Camden Plan, which sets out the Council's vision for the borough, through three strategic objectives:

1. *"Developing new solutions with partners to reduce inequality and improve health and wellbeing*
2. *Creating conditions for harnessing the benefits of economic growth*
3. *Investing in our communities to ensure sustainable neighbourhoods".*

2.4.2 In terms of transport, Camden main challenge is to *"ensure that growth is supported by healthy and sustainable transport choices."* The policies aiming to address this challenge include:

- *prioritising walking, cycling and public transport*
- *limiting the availability of parking and requiring all new developments in the borough to be car-free, and*
- *promoting the sustainable movement of goods and materials and seeking to minimise the movement of goods and materials by road.*

Camden Draft Transport Strategy for Healthy Sustainable Borough (2019-2041)

2.4.3 The main objective of Camden's Draft Transport Strategy is *'to connect Camden – its residents, businesses, organisations and visitors – by the healthiest, most efficient and most sustainable forms of transport – and in doing so help meet wider goals including improved air quality, personal health, community cohesion, access to opportunities and services, and economic growth.'*

2.4.4 The Vision is 'to *work alongside residents and partners in transforming transport and mobility in Camden, enabling and encouraging people to travel sustainably; nurturing healthier lifestyles; creating radically less polluted places; and upgrading the transport network to meets Camden's needs and those of London as a growing capital city'*.

2.4.5 The objectives to support that Vision are:

Objective 1: *To transform our streets and places to enable an increase in walking and cycling*

Objective 2: *To reduce car ownership and use, and motor traffic levels in Camden*

Objective 3*: To deliver a sustainable transport system and streets that are accessible and inclusive for all*

Objective 4: *To substantially reduce all road traffic casualties in Camden and progress towards zero Killed and Seriously Injured casualties*

Objective 5: *To reduce and mitigate the impact of transport-based emissions and noise in Camden.*

Objective 6: *To deliver an efficient, well maintained highways network and kerbside spaces that prioritises the sustainable movement of goods and people*

Objective 7: *To ensure economic growth and regeneration is supported by, and supports, a sustainable transport network*

2.4.6 Camden Council's set high-level targets are:

- *An increase in sustainable transport mode share by Camden residents from 85% (2017) to 93% (2041), including a quadrupling in cycle mode share by Camden residents, from 3.6% (2017) to 15% (2041), and half of all residents' trips to be made on foot by 2041*
- *A reduction in motor traffic volumes by 20-25% by 2041 compared to 2016 data*
- *Reductions in Nitrogen Oxide (NOx)and Particulate Matter (PM10) from road transport, of 95% and 61% respectively by 2041 (compared to 2013 data), that assist the Borough in meeting World Health Organisation targets for both*
- *Achieving zero Killed and Seriously Injured road collision casualties per annum by 2041, against a baseline of 100 (2010-2014 average)*

2.5 Travel Planning Best Practice

2.5.1 Further to the policy documents listed above, a number of key guidance documents and best practice examples have been reflected in preparation of this Travel Plan. These include (but were not limited to) the following:

- *'Camden Planning Guidance: Transport' (Camden Council, 2019)*
- *'BREEAM Tra 05 Travel Plan' (BREEAM UK, 2014)*
- *'Planning practice guidance and Planning system' (DfT and DCLG, 2014);*
- 'The Essential Guide to Travel Planning' (DfT, 2007);
- 'Making Personal Travel Planning Work: Research Report' (DfT, 2007);
- 'The Travel Plan Resources Pack for Employers' (DfT, 2006); and
- 'Smarter choices – Changing the Way We Travel' (DfT, 2004).

2.6 Influencing Travel Behaviour

2.6.1 Travel Plans can play a key role in influencing and changing peoples' travel behaviour. Figure 2.1 overleaf outlines the seven stages of behaviour change process. Once a resident, employee or visitor is aware of a problem, for example the costs of private car use, lack of parking or a change in their home location, they generally go through five thought processes of: accepting responsibility, acknowledging alternatives, evaluating the alternatives, deciding on an alternative and trying an alternative before they actually make a sustained change to a different mode of travel.

2.6.2 As this development combines a retention of pre-existing use with established travel patterns and new uses with no pre-existing travel patterns, there is an opportunity to re-asses existing, as well as influence travel patterns and behaviours from first occupation resulting in more desirable behaviours.

2.6.3 By understanding this process, it is possible to include measures in the Travel Plan which best influence an residents and employees at each of the different stages of decision making. In designing measures that are applicable and effective at changing travel behaviour it is essential that this Travel Plan is regularly monitored and reviewed. The

timing of monitoring/surveying is important so that any unseasonal weather impacts can be avoided which may otherwise conflict with other behavioural changes that are taking place.

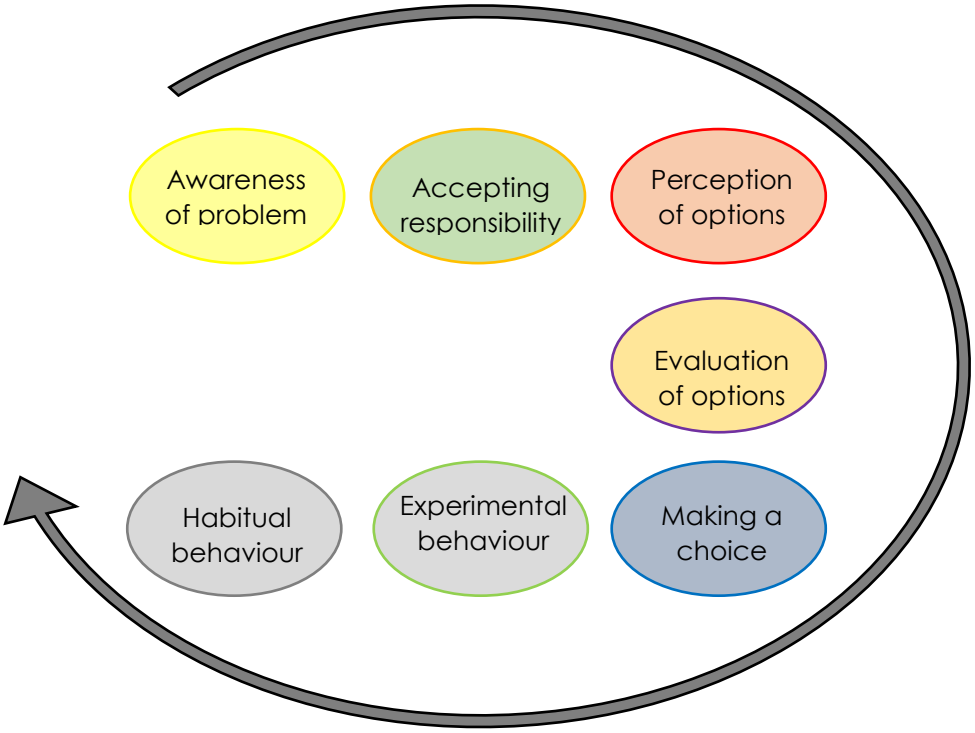

Figure 2.1 - The seven stages of behaviour change

2.6.4 Through an improved understanding of the behavioural changes processes, it is possible to design measures that best influence employees at each of the different stages of their decision making. Focussing on levels of car use reduction that have been achieved elsewhere, this section provides an indication of the possible success of various measures.

2.6.5 The Department for Transport have reviewed a number of published studies which examined a range of evidence in order to make estimates of the overall effect of a combination of measures. The DfT's 'high intensity scenario', which assumes, on a national scale, "a significant expansion of activity to a much more widespread implementation of present good practice" suggests that:

- a reduction in peak period urban traffic of about 21% (off peak 13%);
- a reduction of peak period non-urban traffic of about 14% (off peak 7%); and
- a nationwide reduction in all traffic of about 11%.

2.6.6 It is important to note that changing journey times may be harder to achieve in an office, light-industry and retail context as many trips are directly tied to the start or end of the working day. However, changes in travel mode are still possible.

3. Travel Plan Aims, Objectives and Benefits

3.1 Aims and Objectives

3.1.1 This Travel Plan sets out a clear objective for the development to 'encourage active travel and the use of public transport.'

3.1.2 In line with the Camden Council's 'Planning Guidance: Transport' (March 2019) and DfT's 'The Essential Guide to Travel Planning' (March, 2008), this Travel Plan aims more specifically to:

- encourage and facilitate the use of safe and viable alternatives to car travel by people travelling to and from the site;
- increase residents', employees' and visitors' awareness of the potential for, and advantages of, travelling by sustainable modes of travel, including walking, cycling and public transport;
- provide practical information on how they can travel by more sustainable transport modes, with integration between different transport modes for all journeys to and from the site;
- reduce the need for car use, with associated benefits in terms of reduced traffic, congestion, air pollution and accidents;
- minimize the need for unsustainable deliveries and servicing

3.2 Benefits and Likely Outcomes

3.2.1 The Travel Plan will also help to represent good practice and provide an educational tool to help change perceptions about the convenience and benefits (economic, environmental and health) of not using the car where a comprehensive range of alternatives exist given its well-connected location. This Travel Plan provides the opportunity to educate people on good practice and therefore may help influence their travel model choice not just in the present but also in the future.

3.2.2 In doing so, the Travel Plan sets out the aims to actively limit the number of car trips generated by the site on a daily basis, and therefore reduce the potential impact of any additional car trips on the local highway network.

3.2.3 By undertaking this Travel Plan, which includes targets and measures to strongly promote sustainable modes of transport to and from the development, the local planning and highway authorities will have sufficient confidence that the requirements for sustainable travel will be met.

4. Existing Conditions

4.1 Site

4.1.1 The development site is located 500m east of Camden Town station and 1.5km north-west from St Pancras / King's Cross station. The site is bounded by St Pancras Way A5202 to the east, Pratt Street to the south, Royal College Street to the west and Georgiana Street to the north. The surrounding land uses vary slightly, with high residential to the east, large distribution centre to the south (Parcelforce) and mix of residential and civic use to the west and north.

Figure 4.1 Site Location

4.2 Public Transport

4.2.1 The Public Transport Accessibility Level (PTAL) is very high in the area with the development site recording a PTAL of 6a.

Figure 4.2 PTAL rating of the site area

4.2.2 The high PTAL rating is due to the site being very well connected to all public transport modes. There are numerous bus stops within a 10-minute walk of the site while both the underground and overground are just under a 10minute walk from the site as indicated in Figure 4.3.

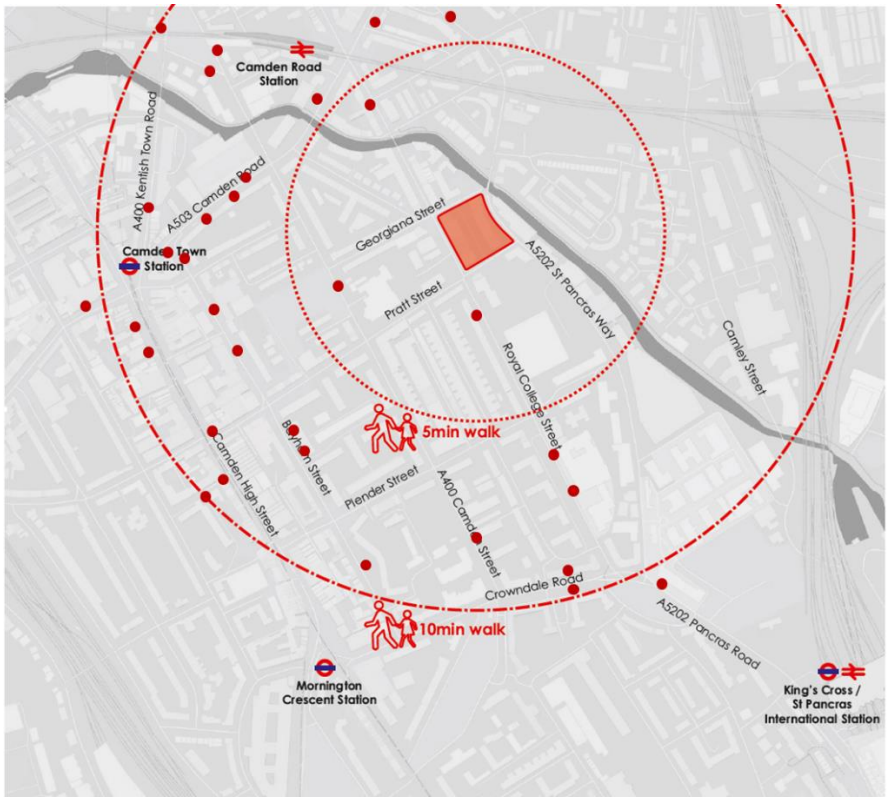

Figure 4.3 Public Transport Services and approximate 10-minute walking radius

4.2.3 The site's high PTAL rating reflects comprehensive, existing underground, rail and bus connections which the development will benefit from. This means that there is relatively little scope to significantly uplift local public transport provision. As such, no negotiation with local bus, train or tram providers is expected as a part of the project.

Bus

4.2.4 There is a comprehensive network of bus routes that serve the area. The nearest bus stop is bus stop Q located on Royal College Street, serviced by bus 46 northbound only towards Lancaster Gate (10-minute frequency). A walk to Camden Street is needed to catch the bus 46 southbound service due to the one-way traffic network.

4.2.5 Other key destinations served by other routes include:

- Bus 24, between Hampstead Heath and Pimlico
- Bus 27, between Chalk Farm and Chiswick Business Park
- Bus 29, between Trafalgar Square and Wood Green
- Bus 31, between Camden Town and White City
- Bus 46, between Lancaster Gate and St Bartholomew's Hospital
- Bus 88, between Camden Gardens and Clapham Common
- Bus 134, between North Finchley and Tottenham Court Road
- Bus 168, between Hampstead Heath and Old Kent Road
- Bus 214, between Highgate Village and Moorgate
- Bus 253, between Euston and Hackney Central
- Bus 274, between Islington and Lancaster Gate
- Bus C2, Conduit Street and Parliament Hill Fields

Underground and Overground

4.2.6 Camden Road overground station is 500m away from the site, approximately 5 minutes' walk away. It provides direct services towards:

- Clapham Junction station – approx. frequency of 10 minutes
- Richmond (London) station – approx. frequency of minutes
- Stratford (London) station – approx. frequency of 8 minutes

4.2.7 The site is also near Camden Town and Mornington Crescent tube stations, 700m and 800m away respectively, approximately 10-12 minutes' walk away. These stations provide access to the Northern Line, with high frequency services towards:

- Morden (to the south), via either Bank / London Bridge or Charing Cross / Waterloo branch
- Edgware (to the north-west)
- Mill Hill East and High Barnet (to the north)

4.2.8 King's Cross / St Pancras tube station is 1.5km away, equivalent to a 15-minute walk and provides access to:

- The Circle Line, towards Aldgate (east), Westminster (south) and Edgware Road (west)
- The Hammersmith and City Line, towards Hammersmith (west) and Barking (east)
- The Metropolitan Line, towards Amersham, Chesham, Watford and Uxbridge (north-west) and Aldgate (south-east)
- The Northern Line (Bank / London Bridge branch only), see previous paragraph
- The Piccadilly Line, towards Cockfosters (north) and Heathrow (south-west)
- The Victoria Line, towards Walthamstow Central (north) and Brixton (south)

Rail

4.2.9 King's Cross / St Pancras International train station is 1.5km away, approximately 15 minutes by foot. However, signage is poor in directing walkers onto the intended and quickest route.

4.2.10 The services provide access to major centres in England and Scotland, along with connections to continental Europe.

4.3 Local Highway Network

4.3.1 As shown in Figure 4.4, the site's eastern and western boundaries are formed by the southbound-only A5202 Pancras Way and the northbound-only Royal College Street respectively. Both routes are important north-south links, providing easy access between north London and the edge of Central London. Therefore, these roads are well-used by vehicles, including large goods vehicles due to the light industrial uses located around the site.

4.3.2 The southern boundary to the site is on-way eastbound Pratt Street and provides the first link to reach the A5202 when coming from Pancras Road. It is a narrow link that tends to be used only by people that are familiar with the area.

4.3.3 Georgiana Street is the site's northern boundary and is the only two-way street surrounding the campus. This road provides access to both the southbound St Pancras Way (to the east) and the northbound Royal College Street (to the west).

Figure 4.4 Local highway network

4.3.4 This one-way traffic management results in a significant detour for vehicles exiting the site and wanting to drive north - first driving southbound on St Pancras Way before turning right twice to drive northbound via Royal College Street, past the site, and continue their journey northward.

4.4 Parking

4.4.1 Figure 4.5 provides a summary of proposed on-site and off-site parking proposals.

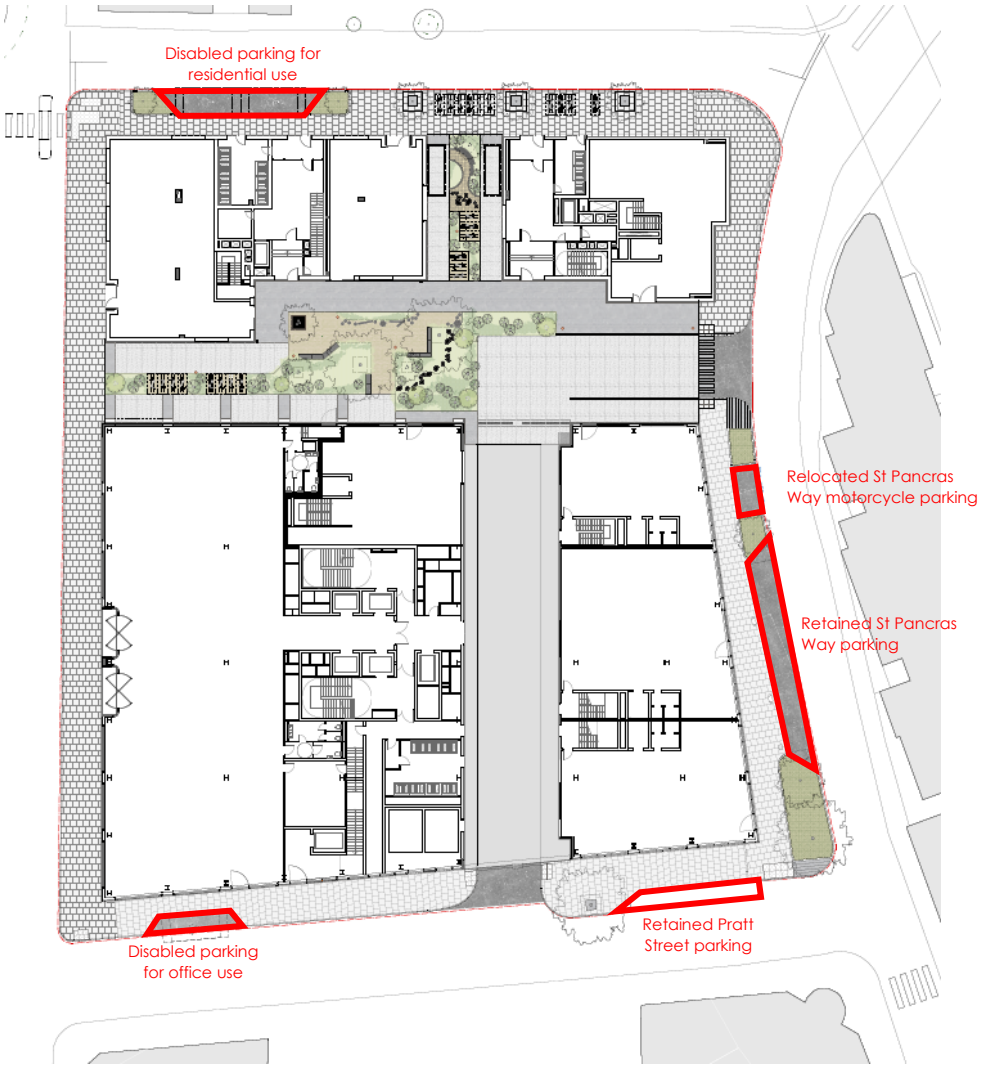

Figure 4.5 On-site and on-street parking

On-site parking

4.4.2 Currently there are approximately 30 parking spaces provided on-site for staff, visitors and delivery vehicles, accessed by Pratt Street. From site observations, it seems like a significant number of vehicles park on-site outside the provided bays.

4.4.3 All on-site parking will be replaced by the internal 'servicing street' with provision only for temporary parking, delivery and servicing activity.

On-street parking

4.4.4 Adjacent to the site, on-street parking is restricted on both sides of the carriageway of Royal College Street with cycle lanes and with single yellow line on Georgiana Street (restricted parking zone).

4.4.5 Pratt Street provides two Pay by Phone parking spaces and St Pancras Way provides three Pay by Phone spaces and 1 bay for motorcycle parking (see Figure 4.6). The restrictions are Monday-Friday, 8:30am-6:30pm with a maximum stay of 2 hours.

Figure 4.6 On-street parking on Pratt Street (left) and St Pancras Way (right)

4.4.6 On-street parking is also available further away on Pratt Street towards Our Lady Catholic Primary School and on Royal College Street between Georgiana Street and Baynes Street.

4.4.7 The development will retain all of the existing on-street parking on Pratt Street and St Pancras Way (see Figure 4.5).

4.4.8 As a car-free development, no (non-disabled) car parking is being provided as part of the development proposals. Therefore, for example there will be no provision of parking priority spaces for car sharers.

4.4.9 Three new disabled bays are proposed on Georgiana Street (two) and Pratt Street (one) – see Figure 4.5.

Electric charging points

4.4.10 There are multiple electric charging points in the proximity to the site. The closest (4 connectors) are available at Sainsbury's Camden, 300m away from the site. Other nearby charging points are located:

- 109 St Pancras Way (1 charging point, 300m away)
- 65 Weavers Way (1 charging point, 500m away).

4.4.11 As noted above, as a car-free development, with overarching objective of promoting alternative modes of travel, no additional electric re-charging stations will be provided on site for use by car drivers. However, it is proposed that the retained parking spaces on St Pancras Way are specified with electric charging capability.

Taxi pick-up and drop-off

4.4.12 Taxi pick-up and drop-off is constrained by the contraflow cycle lane on Royal College Street which prevents vehicles pulling up alongside the kerb. Taxi pick-up and drop-off will instead take place from Georgiana Street and Pratt Street.

4.5 Walking

4.5.1 There are several walking routes that link the site to the wider area, notably Camden town centre and its tube station, Camden Road overground services and King's Cross / St Pancras rail and tube services.

4.5.2 The distance from Pratt Street, to Camden Road station is 500m, equivalent to a 5-minute walk, the distance to Camden Town Station is 700m, equivalent to a 10-minute

walk; and the distance to King's Cross / St Pancras International stations is 1.5km, equivalent to a 15-minute walk.

4.5.3 The walking route to the station/town centre is of reasonable quality with relatively good crossing points and generally good street lighting. However there is little signage and other wayfinding information to direct people to key destinations.

4.5.4 The Institution of Highways and Transportation (IHT) publication 'Guidelines for Providing for Journeys on Foot' [2000] provides guidance on how to encourage pedestrian travel. The guidelines note that walking accounts for over a quarter of all journeys and four-fifths of journeys less than one mile (1.6 kilometres).

4.5.5 The guidelines define acceptable walking distances for pedestrians as:

- up to 500 metres - desirable distance;
- up to 1km - acceptable distance; and
- 2km - preferred maximum.

4.5.6 Section 4.5 of the Transport Assessment (Active Travel Zone) considers this in more detail.

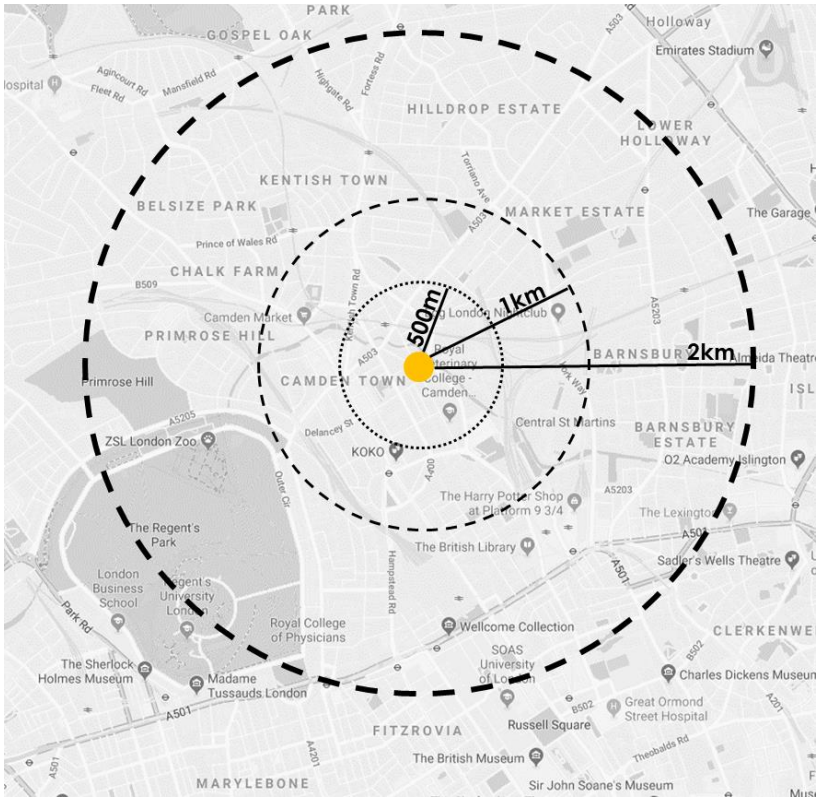

Figure 4.7 Practical maximum (2km) walking distance from the site

4.5.7 Figure 4.7 shows the area that is contained within a 500m, 1km and 2km distance from the development, with Camden town centre to the west and Camden Road station to the north, which include a number of transport facilities; taxi ranks, bus stops and tube and railway stations.

4.5.8 Currently, the site has limited pedestrian access via Pratt Street. New pedestrian street accesses from Royal College Street, Georgiana Street and St Pancras Way will be introduced to improve local connectivity.

4.5.9 As a part of the development, a new east-west pedestrian route will be also created linking Royal College Street to St Pancras Way, breaking up the existing urban block into smaller sub-blocks, reducing walking distances to/from the site.

4.5.10 A new public space with high quality public realm will be provided, making the development more accessible and pleasant for people travelling on foot, including visitors travelling with children.

4.5.11 In light of the Road Safety Audit conducted in February 2019, the newly formed junction with St Pancras Way will have a footway level crossover that removes the need for dropped kerbs. Tactile paving will also be introduced.

4.6 Cycling

4.6.1 The National Travel Survey data suggests that cyclists will typically travel up to five kilometres, although some will cycle considerably further. Although there can be variations across the country the distance is a useful general indication of cyclist's propensity for using this travel mode. Five kilometres from the site has been measured on the map in Figure 4.8.

Figure 4.8 Practical 3km and 5km cycling distance from the site

4.6.2 As Figure 4.8 indicates that a maximum cycle distance covers a large area, reaching as far as Southwark, Westminster, Stoke Newington, Kilburn and Highgate; a smaller more likely distance of 3km still covers a large proportion of the western part of the Borough.

4.6.3 As shown on Figure 4.9, the site is adjacent to Royal College Street, an important cycle route, well signed and well used by cyclists travelling north-south. Pratt Street and Georgiana Street are also important east-west cycle links.

4.6.4 The Regent's Canal towpath also offers an off-road and quiet cycle route, sharing the path with pedestrians along the canal. The route is popular among cyclists of different skill levels, including children.

Figure 4.9 Cycling infrastructure around the site

4.6.5 In terms of cycling infrastructure, there is cycle parking available in close proximity of the site, but a number of cycle stands and hire-bike docking stations are available in a 5 to 10-minute walk perimeter.

4.6.6 As the development is served well by existing, high quality cycling network which caters for cyclists of different ability-levels, the proposal does not involve additional provision of cycle lanes (see also Transport Assessment section 4.4).

4.6.7 Long stay cycle parking will be provided for all elements of the development according to the Draft London Plan minimum standards. This ambitious requirement for cycle parking provision ensures that there will be sufficient space for all cyclists to safely and easily make journeys by bicycle. Section 10.2 of the Transport Assessment provides more detail on the standards and spaces provided.

4.6.8 This long-stay cycle parking will be provided in secure and sheltered areas at basement level with separate stores for the office, residential (affordable block) and residential (private block).

4.6.9 Showers, lockers and changing facilities for staff will also be provided. This provision is fully in line with the draft London Plan standards that specifies: 2 lockers for every 3 long-stay spaces; and 1 shower for every 10 long-stay spaces.

4.6.10 Access into the office cycle store is direct from Pratt Street. A lift to the basement store is directly by the entrance. Access to the residential cycle stores are directly off Georgiana Street.

4.6.11 Short stay cycle parking will be provided for all elements of the development with 28 spaces available across all the proposed uses.

4.7 Summary

4.7.1 The St Pancras campus is located to the east of Camden town centre with all types of transport infrastructure available in close proximity.

4.7.2 The highway network comprises a significant number of one-way roads, making it difficult to navigate the area. This is particularly true for the streets adjacent to the site, with St Pancras Way (east), Pratt Street (south) and Royal College Street (west) all being one-way roads.

4.7.3 Within a 10-minute walking catchment area, a vast number of residential, employment, leisure and retail facilities are available. The site is also adjacent to good cycling infrastructure, including cycle lanes and cycle parking facility.

4.7.4 The site has a very good Public Transport Accessibility Level, with good connections to frequent tube and rail services in a 5 to 15-minute walk perimeter, as well as a large number of bus services available nearby the site. Bus services however tend to follow the one-way traffic management network, making its services less legible for passengers.

4.7.5 In terms of parking provision, even though the existing site provides 30 parking spaces, this seems to be insufficient compared with the number of vehicles generally parked on-site. A small number of on-street 'Pay by Phone' parking space is also available around the site.

4.7.6 The local environment is pedestrian and cycle friendly. There are multiple cycle routes, including Royal College Street semi-segregated cycle path. Regent's Canal towpath offers an off-road and quiet cycle and pedestrian route, which is a popular commuter link and recreational path.

5. Travel Patterns

5.1 Existing Travel Patterns - Surveys

5.1.1 In March 2019 Urban Flow commissioned a number of traffic surveys to gain a better understanding of movement within and around the development site. It was particularly important to obtain knowledge on the existing operation of the retained light industrial uses. Chapter 3 of the Transport Assessment provides more information on existing activity.

5.1.2 Table 5.1 shows daily total movements in and out of the site, including a breakdown for the AM and PM peaks.

Hour starting	Pedestrians		Vehicles and cyclists		Total	
	In	Out	In	Out	In	Out
06:00	7	5	7	1	14	6
07:00	14	3	21	5	35	8
08:00	19	4	23	25	42	29
09:00	26	17	23	21	49	38
10:00	22	18	27	24	49	42
11:00	10	15	22	23	32	38
12:00	16	21	25	19	41	40
13:00	15	17	23	28	38	45
14:00	12	12	17	17	29	29
15:00	9	6	17	23	26	29
16:00	8	10	9	14	17	24
17:00	5	23	3	9	8	32
18:00	1	10	8	4	9	14
19:00	0	6	2	4	2	10
Total	**164**	**167**	**227**	**217**	**391**	**384**

Table 5.1 Total movements in and out of the site

5.1.3 Table 5.2 shows daily vehicular movements in and out of the site by vehicle class, including a breakdown for the AM and PM peaks.

	In									
Hour starting	CAR	LGV	OGV1	OGV2	PSV	MCL	PCL	GVs	PED	Total
6	3	3	0	0	0	0	1	3	7	14
7	4	16	1	0	0	0	0	17	14	35
8	4	17	1	0	0	1	0	18	19	42
9	3	17	2	0	0	1	0	19	26	49
10	5	21	1	0	0	0	0	22	22	49
11	4	15	3	0	0	0	0	18	10	32
12	4	21	0	0	0	0	0	21	16	41
13	3	19	1	0	0	0	0	20	15	38
14	6	10	1	0	0	0	0	11	12	29
15	1	15	0	0	0	1	0	15	9	26
16	2	7	0	0	0	0	0	7	8	17
17	0	3	0	0	0	0	0	3	5	8
18	5	1	1	0	0	0	1	2	1	9
19	0	1	1	0	0	0	0	2	0	2
Total	**44**	**166**	**12**	**0**	**0**	**3**	**2**	**178**	**164**	**391**
	Out									
Hour starting	**CAR**	**LGV**	**OGV1**	**OGV2**	**PSV**	**MCL**	**PCL**	**GVs**	**PED**	**Total**
6	1	0	0	0	0	0	0	0	5	6
7	0	4	1	0	0	0	0	5	3	8
8	2	21	2	0	0	0	0	23	4	29
9	2	16	2	0	0	1	0	18	17	38
10	2	22	0	0	0	0	0	22	18	42
11	1	20	2	0	0	0	0	22	15	38
12	3	15	1	0	0	0	0	16	21	40
13	4	23	1	0	0	0	0	24	17	45
14	4	12	1	0	0	0	0	13	12	29
15	5	17	0	0	0	1	0	17	6	29
16	5	9	0	0	0	0	0	9	10	24
17	5	3	1	0	0	0	0	4	23	32
18	1	3	0	0	0	0	0	3	10	14
19	1	0	1	0	0	1	1	1	6	10
Total	**36**	**165**	**12**	**0**	**0**	**3**	**1**	**177**	**167**	**384**

Table 5.2 Total vehicular movements by vehicle class

5.2 Future Travel Patterns

5.2.1 As a significant part of the development is entirely new, at present there are no existing movements from which to observe activity and travel patterns. However, the expected trips generated by the development are considered in more detail in the accompanying Transport Assessment.

5.2.2 The anticipated trips generated by the office activity are shown in Table 5.3. This table outlines the expected modal split of the office workers' trips.

	Mode split	AM			PM			All day (6-21)		
		In	Out	Total	In	Out	Total	In	Out	Total
Underground	39%	119	7	127	7	120	127	429	434	862
Rail	32%	98	6	104	5	98	104	352	356	707
Bus	13%	40	2	42	2	40	42	143	145	287
Taxi	0%	0	0	0	0	0	0	0	0	0
Motorcycle	2%	6	0	6	0	6	6	22	22	44
Car Driver	0%	0	0	0	0	0	0	0	0	0
Car Passenger	1%	3	0	3	0	3	3	11	11	22
Cycle	6%	18	1	19	1	18	19	66	67	133
Walk	8%	25	1	26	1	25	26	88	89	177
Total	**100%**	**309**	**18**	**328**	**17**	**311**	**328**	**1110**	**1123**	**2233**

Table 5.3 Summary of office related trip generation by mode

5.2.3 Table 5.4 shows the anticipated trips generated by the light industrial development. This table outlines the expected modal split of the workers and visitors' trips combined (see also Chapter 7 of the Transport Assessment).

	Mode split	AM			PM			All day (6-21)		
		In	Out	Total	In	Out	Total	In	Out	Total
Underground	16%	3	2	5	1	2	4	32	30	62
Rail	3%	1	0	1	0	0	1	6	6	12
Bus	17%	3	2	6	1	3	4	34	32	66
Taxi	0%	0	0	0	0	0	0	0	0	0
Motorcycle	1%	0	0	0	0	0	0	2	2	4
Car Driver	47%	10	6	15	3	7	11	95	88	183
Car Passenger	0%									
Cycle	4%	1	0	1	0	1	1	8	7	16
Walk	12%	2	1	4	1	2	3	24	22	47
Total	100%	**20**	**12**	**32**	**7**	**15**	**22**	**202**	**187**	**389**

Table 5.4 Summary of light industrial use related trip generation by mode

5.2.4 Table 5.5 shows the anticipated trips generated by the retail element of the development. This is for entirely new trips (see TA section 7.9.3).

	AM			PM			All day (6-21)		
	In	Out	Total	In	Out	Total	In	Out	Total
Underground									
Rail									
Bus									
Taxi									
Motorcycle									
Car Driver									
Car Passenger									
Cycle	2	2	5	5	5	10	49	49	97
Walk	21	21	42	41	47	88	440	437	877
Total	**23**	**23**	**47**	**46**	**52**	**98**	**489**	**485**	**974**

Table 5.5 Summary of retail use related trip generation by mode

5.2.5 Table 5.6 shows the anticipated trips generated by the residential element of the development.

	Mode split	AM			PM			All day (6-21)		
		In	Out	Total	In	Out	Total	In	Out	Total
Underground	30%	1	4	4	2	1	3	14	16	30
Rail	5%	0	1	1	1	0	1	4	4	8
Bus	32%	1	4	5	2	1	3	16	18	34
Taxi	0%	0	0	0	0	0	0	0	0	0
Motorcycle	1%	0	0	0	0	0	0	1	1	1
Car Driver	0%	0	0	0	0	0	0	0	0	0
Car Passenger	1%	0	0	0	0	0	0	1	1	1
Cycle	8%	0	1	1	0	0	1	3	4	7
Walk	23%	1	4	4	2	1	3	14	17	31
Total	**100%**	**3**	**13**	**16**	**8**	**2**	**10**	**52**	**60**	**112**

Table 5.6 Summary of residential use related trip generation by mode

5.2.6 Combined trip totals by mode for all land uses are shown in Table 5.7.

	AM			PM			All day (6-21)		
	In	Out	Total	In	Out	Total	In	Out	Total
Underground	123	13	136	10	123	133	475	480	954
Rail	99	7	106	6	99	105	361	366	727
Bus	44	9	53	6	43	49	193	195	388
Taxi	0	0	0	0	0	0	0	0	0
Motorcycle	6	1	7	0	6	7	25	25	49
Car Driver	10	6	15	3	7	11	95	88	183
Car Passenger	3	0	3	0	3	3	12	12	23
Cycle	22	5	26	6	24	31	126	126	253
Walk	49	28	76	46	74	119	567	565	1132
Total	**356**	**67**	**423**	**78**	**380**	**458**	**1853**	**1856**	**3709**

Table 5.7 Summary of total trip generation by mode

5.2.7 It is anticipated that, among all land uses, the office element will be the highest trip contributor, generating approximately 60% of all trips in and out of the development.

5.2.8 It is assumed that all retail-related generated trips will by walked or cycled.

5.2.9 Overall, it is expected that the development will generate approximately 3,700 two-way trips per day with the highest proportion being made by public transport (56%) or walked (31%). 7% of trips will be cycled, equivalent to c.125 inbound/outbound trips per day.

6 Targets

6.1 Introduction

6.1.1 Targets are measurable goals by which the progress of this Travel Plan will be assessed. Targets should be 'SMART' – Specific, Measurable, Achievable, Realistic and Time-bound.

6.1.2 The targets proposed below have been aligned to the overall objectives of the Travel Plan for the development. These were to:

- Encourage sustainable travel;
- Reduce the use of the private car;
- Ensure safety on the journey to and from the site; and
- Monitor and understand travel behaviours.

6.1.3 In order to achieve these objectives, a number of targets have been developed. This will enable monitoring of the impacts of the Travel Plan.

6.1.4 Surveys commissioned in March 2019 provided information on travel mode shares for the retained light industrial use. For all other (new) land uses, the targets have been set against the mode shares outlined in the Transport Assessment.

6.1.5 The targets should be reviewed regularly with the intention to further enhance them over time to achieve more substantial increases in sustainable travel and reductions in car use.

6.2 Headline Targets

6.2.1 Indicative TP targets are proposed below and summarised overleaf in Table 6.1

Target 1 - Increase residential cycle mode share from 8% to 12% (50% increase)

Target 2 - Increase office walk mode share from 8% to 10% (25% increase)

Target 3 - Increase office cycle mode share from 6% to 9% (50% increase)

Target 4 - Increase light industrial walk mode share from 12% to 16% (25% increase)

Target 5 - Increase light industrial cycle mode share from 4% to 8% (100% increase; to include last mile cycle courier/deliveries)

Target 6 - Decrease light industrial car mode share from 48% to 33% (33% decrease)

6.2.2 These targets are to be reviewed once better information is available which includes clearer understanding of the residents' socio-demographic characteristics, the character of the office and retail offer, recruited workers home addresses and a baseline travel survey once the development is operational.

6.2.3 Medium-term targets should also be developed to allow on-going monitoring against longer-term targets.

	Residential		Office		Light-industry		Retail	
Target	Expected	Proposed	Expected	Proposed	Expected	Proposed	Expected	Proposed
Walk	23%	23%	8%	10%	12%	16%	90%	90%
Cycle	8%	12%	6%	9%	4%	8%	10%	10%
Car driver, car passenger + motorcycle	2%	2%	2%	2%	48%	33%	0%	0%
Public Transport	67%	63%	84%	79%	36%	43%	0%	0%

Table 6.1 Headline targets

6.2.4 The low residential, office and retail car/motorcycle mode shares that are expected are as a direct result of no on-site parking being available and the site's excellent public transport connectivity (PTAL 6a).

6.2.5 Opportunities to reduce car use are therefore limited with the exception of the light industrial use, where a target reduction from 48% to 33% is proposed (representing a reduction in vehicle use by a third).

6.2.6 The other main targets are for an increase in cycling activity, reflecting wider policy objectives for increased active travel and the close proximity of several cycle routes providing strong connections to/from the site.

7 Measures and Incentives

7.1 Introduction

7.1.1 This section details the measures and incentives that are planned to be implemented by the Travel Plan in order to meet the four sustainable travel objectives and associated targets. A summary of the proposed measures is included Table 7.1 below.

Overarching Measures	Walking	Cycling	Bus/Rail	Car	Deliveries/ Visitors	Promotion / Communica-tion	Site Improvements
TP Coordinator	Walking maps	Cycling maps	PT promotion	Emergency travel assistance	Visitor directions	Personalised Travel Planning (PTP)	Cycle storage
Travel Plan publication	Buddy Scheme	Cycle skills training		Nil Parking Provision	Local suppliers	Sustainable travel promotion	Future Access
Surveying and Monitoring	Led and Health Walks within Camden	Bicycle User Group (BUG)			Co-ordinated commercial deliveries	Sustainable travel competitions	
TP Programme planning	Walking Works	Buddy scheme			Off-peak servicing	National campaigns	
Travel Plan Steering Group		Cycle to Work scheme			Delivery and Servicing Plan	Welcome / Travel Packs	
		Changing facilities				Road safety awareness	
		Cycle maintenance / Dr Bike					
		Camden Cycle Loan Scheme					
		Cycling Events in Camden and wider London					

Table 7.1 Summary of Travel Plan measures

7.1.2 Through the on-going Travel Plan monitoring/review process the appropriateness of existing and/or measures and initiatives will be evaluated and their implementation considered accordingly. The methods for implementing, monitoring, and reviewing the success of these measures are detailed in Section 8.

7.1.3 The measures will be reviewed and monitored on a regular basis. It will be the responsibility of the Travel Plan Coordinator to monitor the Travel Plan and introduce new measures and/or modify/remove existing measures should staff and visitor travel behaviour and habits dictate.

7.1.4 To achieve the objectives set out in this Travel Plan the development shall need to assign a Travel Plan Coordinator who is specifically responsible for supporting and delivering the Travel Plan.

7.2 Measures Descriptions

7.2.1 Each measure is detailed further in the subsequent sections with the following information provided:

- **Measure description**
  Further information regarding the measure;
- **Indicative cost**
  Initial indicative cost estimate for completing the measure. Exact measure costs shall be updated by the Travel Plan Coordinator, who will also identify (in conjunction with the Steering Group) financial support arrangements for the schemes;
- **Indicative timescale**
  Estimate of the likely timescale required to complete the measure (short term indicates a measure that can be completed relatively quickly, while long term indicates that the measure is likely to take a significant amount of time);
- **Indicative ease**

  Estimate of effort, time and investment required to complete the measure (high indicates something that can be achieved without substantial challenges, low indicates something that is likely to encounter resistance);
- **Indicative effectiveness**
  Estimate of contribution to overall success of Travel Plan targets (high indicates something that is critical to the Travel Plan, low indicates a measure that is a preferred measure) – this facilitates the prioritisation of measures as required; and
- **Success measure**
  Indicative actions required for completion and for progress to be assessed against. These should be continually reviewed and updated as further detail regarding the site is established, managed and monitored.

Overarching Measures						
Measures	**Description**	**Cost**	**Time-scale**	**Effort**	**Impact**	**Success Measure**
Travel Plan Coordinator	Appoint a dedicated Travel Plan Coordinator who is part of the development and given the required level of time and support to deliver the Travel Plan.	High	Short	Med.	Highest	(1) Appointment of TP Co-ordinator (2) TP Co-ordinator arranges Travel Survey (3) TP Co-ordinator monitors measure implementation
Travel Plan Publication	Publish Travel Plan and travel information on development's website to increase visibility.	Least	Short	Least	Med.	(1) Information accessible to employees, residents and general public
Surveying & Monitoring/	Survey travel behaviours annually to assess performance against targets and maintain Travel Plan profile.	Med.	Med.	Most	Highest	(1) Automate re-surveying by adding questions into residents' registration and staff annual surveys (2) Analyse data collected to understand impact of measures on travel behaviour
TP Programme planning	Outline the delivery of TP measures with clear responsibilities, timescales and budgets identified.	Least	Short	Least	Highest	(1) TP Coordinator to revise status of measures annually (2) Preparation of annual Travel Plan Report
Travel Plan Steering Group	Establish a steering group to support Travel Plan Coordinator. The group will consist of nominated individuals for each land-use to ensure that needs and concerns of all site users are supported equally.	Med.	Short	Med.	Highest	(1) Appoint nominated individuals from each land-use (2) Meet quarterly, with the TPC arranging the meetings

Table 7.2 Overarching measures

Walking & Cycling						
Measures	**Description**	**Cost**	**Time-scale**	**Effort**	**Impact**	**Success Measure**
Walking and Cycling maps	Update and distribute maps (electronic and paper) showing safe and convenient local routes Provide maps in publicly accessible areas	Least	Short	Least	Med.	(1) Appoint individual/outsource to create maps (2) Distribute maps (electronic and paper) (3) Choose a publicly accessible location for permanent map display (4) Ensure that the maps are kept up-to-date
Active Travel Buddy Scheme	Co-ordination of chaperones for those new to walk & cycling commuting/intra-city site walking & cycling	Least	Med.	Med.	Std.	(1) TP Coordinator outline walking & cycling buddy promotion strategy and events to find buddies (2) Conduct events

Table 7.3 Walking and Cycling measures

Walking & Cycling						
Measures	**Description**	**Cost**	**Time-scale**	**Effort**	**Impact**	**Success Measure**
Cycle Training	LCB offers free cycle training workshops for children and adults. Camden Cycle Skills and Camden Community's Cycling Project 'Pedal to the People' teach essential cycling skills for all ages and abilities, from group off-road courses, to individual training on busy roads, as well as a classes on looking after the bikes. More information can be found here: https://www.camden.gov.uk/cycle-skills-and-bike-maintenance-courses https://pedaltothepeopleblog.wordpress.com/camden/	Least	Short	Least	Std.	(1) Promote cycling training workshops to residents and employees (2) Review success of programs
Bicycle User Group	Set up workplace BUGs	Least	Short	Least	Std.	(1) Nominate a champion to manage BUG group (2) Review BUG activities and frequency
Cycle to Work scheme	Set up Cycle to Work scheme for light-industrial, office and retail uses.	Least	Short	Least	Std.	(1) Review the take up of cycle to work scheme (2) Communicate incentives of the scheme
Cycle maintenance / Dr Bike	Offer cycle maintenance sessions Promote Dr Bike events that take place around the borough at a variety of locations. For example: https://www.kingscross.co.uk/free-bike-mot More information can be found on Cycle Camden Facebook page: https://en-gb.facebook.com/CyclingCamden/ LCB also offers free bike maintenance courses. More information can be found here: https://beta.camden.gov.uk/cycle-skills-and-bike-maintenance-courses#yyll	Least	Short	Least	Std.	(1) Identify individuals to attend cycle maintenance training & share information about available training and events

Measures	Description	Cost	Time-scale	Effort	Impact	Success Measure
Changing Facilities	Provide changing facilities, including showers and lockers for walkers and cyclists	Med.	Med.	Med.	Highest	(1) Facilities can be incorporated into the new building (2) Monitor uses of facilities to determine is sufficient
Led and Health Walks	Camden Health Walks are organised by Camden Council, and are designed for anyone, including those who are new to exercise. They provide an opportunity to stay active, socialize and get to know Camden. More information can be found here: https://www.walkingforhealth.org.uk/walkfinder/camden-walks	Least	Short	Least	Std.	(1) Promote led and health walks among the residents and employees
Walking Works	Walking Works is Living Streets' programme for embedding the culture of walking into workplaces. More information can be found here: https://www.livingstreets.org.uk/products-and-services/projects/walking-works	Least	Short	Least	Std.	(1) Inform and encourage businesses and employees to get involved in the scheme (2) Review the take up of walking works scheme (3) Communicate incentives of the scheme
Camden Cycle Loan Scheme	Camden Council offers a free bicycle loan scheme allows to try a bicycle for 4 weeks, for free. The choice is between standard pedal bicycles, folding bicycles and electric bicycles. Helmet, lock and lights are included. More information ca be found here: https://www.camden.gov.uk/try-a-bicycle-for-4-weeks	Least	Short	Least	Std.	(1) Promote the scheme among residents and employees (2) Identify individuals who might be good candidates and refer them to the available resources (3) Monitor whether the scheme leads to increased cycle ownership
Cycling Events in Camden and wider London	Multiple cycling events take places in Camden borough and in wider London. These include: Bike Week: https://www.cyclinguk.org/bikeweek Nightrider: https://www.nightrider.org.uk/london	Least	Short	Least	Std.	(1) Promote cycling events to residents and employees (2) Embedd the events in workplace culure (3) Encourage charity rides

Car						
Measures	**Description**	**Cost**	**Time-scale**	**Effort**	**Impact**	**Success Measure**
Emergency cover	Actively promote emergency ride home for staff guarantee	Least	Short	Least	Med.	(1) Formalise policy to provide emergency travel assistance for staff (2) Promote policy
Parking provision	The development is car-free. 3 disabled parking spaces will be available in accessible locations. Existing on-street parking will be retained.	Least	Med.	Least	Highest	(1) Communicate parking restrictions to staff

Table 7.4 Car measures

Bus/Rail						
Measures	**Description**	**Cost**	**Time-scale**	**Effort**	**Impact**	**Success Measure**
PT promotion	Promote local public transport with service information and advice (paper and electronically).	Least	Short	Least	Med.	(1) TP co-ordinator to produce PT maps (2) Distribute PT maps

Table 7.5 Bus/Rail measures

Deliveries/Visitors						
Measures	**Description**	**Cost**	**Time-scale**	**Effort**	**Impact**	**Success Measure**
Visitor directions	Promote sustainable travel directions for all visitors	Least	Short	Least	Med.	(1) Review travel directions annually for visitors (2) Promote staff to circulate instructions when new visitors are coming to the site (3) When visitors register at the site ask them how they travelled to the site and if they used the provided directions
Local suppliers	Encourage use of local suppliers where possible in line with procurement protocols	Least	Med	Least	Med.	(1) Annual review of supplier locations
Co-ordinated/ Consolidate Deliveries	Consolidate commercial servicing into fewer, larger deliveries	Med.	Med	Med.	Med.	(1) Promote case studies of existing good practice of coordinated delivery timings to create a site specific plan (2) Communicate recommended delivery/servicing times to vendors
Off-peak servicing	Promote goods collections and deliveries made outside of peak hours in order to minimise traffic movements.	Least	Med	Med	Med.	(1) Communicate recommended delivery/servicing times to suppliers (2) Monitor adherence to timings and take action if not being met
Delivery and Servicing Plan	Develop and implement a specific Delivery and Servicing Plan that sits alongside the TP focusing on commercial activity	Least	Short	Med	Highest	(3) Develop Delivery and Servicing Plan (4) Actions with plan take place within agreed timescales

Table 7.6 Deliveries/Visitors measures

Promotion/Communication						
Measures	**Description**	**Cost**	**Time-scale**	**Effort**	**Impact**	**Success Measure**
Personalised Travel Planning	Arrange personalised travel planning sessions for residents and employees	Med.	Short	Med.	Highest	(1) Promote personalised travel plan session; (2) Arrange travel plan sessions with respective representation by team or old building location; (3) Conduct travel sessions for approximately 10% of staff; (4) Following session review success of sessions and recommended improvements
Staff "New Starter Pack"	Ensure all relevant transport information is provided at the induction/enrolment stage with a "new starter pack"	Least	Short	Least	Std.	(1) Produce "new starter packs" for staff (2) Distribute to all new staff (3) Follow up to offer any advice/PTP session
National campaigns	Engage staff and visitors with national campaigns e.g. Car Share Day, Bike Week, Walk to Work Week	Least	Short	Least	Std.	(1) Schedule national campaign days on all staff calendars to increase awareness (1) Host special events or incentive programs
Promotion	Provide easily understood and accessible information for staff, residents and visitors on all Travel Modes.	Least	Short	Least	Std.	(1) TP Co-ordinator outline promotion strategy and events (2) Appoint owners for events (3) Conduct events (4) Review and update annually as required
Sustainable travel competitions	Run sustainable travel competitions for staff such as pedometer challenges.	Least	Short	Least	Std.	(1) Appoint individual to manage competitions (2) Promote and encourage participation (3) Promote winners
Road safety awareness	Provide education on road safety and ensure all residents and staff are aware	Least	Short	Least	Std.	(1) Promote road safety awareness with special events (2) Communicate road safety awareness

Table 7.7 Promotion/Communication measures

Site Improvements						
Measures	**Description**	**Cost**	**Time-scale**	**Effort**	**Impact**	**Success Measure**
Future access	Review access changes with the view of prioritising routes for walking and cycling	Least	Short	Least	Highest	(1) Review all access designs
Cycle Storage	Provide conveniently located secure, high quality cycle storage around key buildings	Med.	Med.	Med.	Highest	(1) Review cycle storage utilisation across the site (2) Install new cycle storage if required

Table 7.8 Site improvement measures

7.3 Summary

7.3.1 The measures above represent a comprehensive, multi-modal approach to promoting and delivering travel behaviour change. With defined 'success measures' in place there are clear, achievable targets in place for the delivery of many measures. These should then correspond to changing travel behaviour and the achievement of the wider Travel Plan objectives.

8 Management, Marketing, Monitoring and Review

8.1 Introduction

8.1.1 On-going Travel Plan management, marketing, monitoring and review are critical to the success. According to Good Practice Guidelines[1] (summarised in Figure 8.1 below) a Travel Plan is a "*continuous process for improving, monitoring, reviewing and adjusting measures in the plan to reflect the changing circumstances*".

Figure 8.1 Travel plan monitoring regime

8.2 Management

8.2.1 A management strategy is essential to the long-term sustainability and continual improvement of the Travel Plan. The key roles and responsibilities of the management strategy are summarised below:

- recruiting and supporting the Travel Plan Coordinator;
- setting up Travel Plan Steering Group
- generating "buy-in" from residents and employees
- providing a strategic view regarding delivering the Travel Plan and its success;
- reviewing measures and issues;
- making and executing high-level decisions; and
- agreeing budget and financial support for the measures.

[1] "*Good Practice Guidelines: Delivering Travel Plans through the Planning Process*", DfT and DCLG, April 2009

8.2.2 The Travel Plan Coordinator (TPC) with the support of Travel Plan Steering Group (TPSG) will be responsible for:

- actively championing the Travel Plan;
- coordinating initiatives, activities and campaigns associated with the Travel Plan;
- promoting sustainable forms of travel;
- acting as a point of contact for employees and pupils requiring travel information;
- effectively communicating and marketing the Travel Plan including printed and online materials; and
- monitoring and managing the Travel Plan and preparing periodic Reviews.

8.3 Marketing

8.3.1 Travel Plan success is largely enabled through effective marketing. This includes communicating and promoting the following to residents, workers and visitors:

- enhanced awareness of sustainable travel options and benefits;
- promotion of Travel Plan measures and initiatives; and
- distribution of sustainable travel information

8.4 Monitoring and Review

8.4.1 On-going effort is required to evaluate and sustain the success of the Travel Plan. This is achieved through systematic monitoring to review progress towards objectives and targets.

8.4.2 A Travel Survey to be undertaken when the development is occupied to understand travel behaviours in order to review and update the framework Travel Plan. The first monitoring report will be provided to the Council 6 months following the occupation of the development to provide baseline data.

8.4.3 Further monitoring reports will be provided to the Council at intervals to be agreed with them prior to occupation of the site. Also to be agreed is the responsible organisation(s) for undertaking the monitoring and the format of the reporting.

8.4.4 It is anticipated that funding should be secured by the developer for undertaking the required surveys and production of reports for the lifetime of the plan.

8.4.5 A Travel Plan is a 'living document', therefore it needs regular monitoring and reviews in order to update measures and targets.

9 Action Plan

9.1 Programme

9.1.1 This Travel Plan provides a strategy which can be applied to the proposed mixed-use development combining light industrial, residential, office and retail uses and provides a framework for the preparation of a more detailed travel plan once the development is occupied and travel surveys can be undertaken.

9.1.2 This 'Framework' Travel Plan therefore sets out the overarching strategy for the development, which will be updated once it is occupied.

9.1.3 Given the site's location there is a clear need for the Travel Plan to deliver a comprehensive programme of prioritised initiatives to promote and encourage responsible and sustainable travel behaviour, both during construction and after development has been completed.

9.1.4 The Travel Plan will also help to represent good practice and provide an educational tool to help change perceptions about the convenience and benefits (economic, environmental and health) of not using the car where a comprehensive range of alternatives exist given its well-connected location.

9.1.5 In doing so, the Travel Plan sets out the aims to actively limit the number of car trips generated by the site on a daily basis, and therefore reduce the potential impact of any additional car trips on the local highway network.

9.1.6 By undertaking this Travel Plan, which includes targets and measures to strongly promote sustainable modes of transport to and from the development, the local planning and highway authorities will have sufficient confidence that the requirements for sustainable travel will be met.

Document Control

Version	Date	Author	Reviewer(s)	Comments
1.0	30/04/2019	PB		Draft structure
1.1	02/05/2019	PB		Draft content
1.2	10/05/2019	PB	SA	Draft Stage 2 Travel Plan
1.3	04/07/2019	PB	SA	Advanced draft
1.4	09/07/2019	PB	SA	'First draft' review
1.5	16/07/2019	PB	SA, JE	'Second draft' review
1.6	06/08/2019	PB	SA, JE	Issued