



PREMIER INN – LAND AT WHITELANDS FARM, BICESTER

Proposed 84 bedroom Premier Inn Hotel and 220 cover Brewers Fayre Restaurant

TRAVEL PLAN

Prepared on Behalf of WHITBREAD GROUP PLC. / PREMIER INN

RLR/WHIT/11/1393

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INTRODUCTION

This Travel Plan is prepared by Russell Giles Partnership (RGP) on behalf of Whitbread Group Plc., the hotel operator in relation to the proposed 84 bedroom Premier Inn and 220 cover Brewers Fayre restaurant on land at Whitelands Farm, as part of the South West Bicester urban extension development.

The proposed Premier Inn and Brewers Fayre development would be located at the eastern edge of the Master Plan site, adjacent to the A41 Bicester Road and benefit from the highway infrastructure improvements works, which area nearing completion.

As background to this Travel Plan, RGP have prepared a Transport Statement, which details the highway and transport planning implications of the proposed Premier Inn and Brewers Fayre restaurant, providing details with regards to traffic generation and parking impact. This Travel Plan accompanies the Transport Statement as part of the detailed planning application for the site and hence should be read in conjunction with that document.

This Travel Plan demonstrates the opportunities for sustainable travel to / from the site as well as highlighting the benefits that a Travel Plan can bring to a company such as Whitbread. The Travel Plan will target both staff and guest travel associated with the Premier Inn hotel and Brewers Fayre restaurant, detailing appropriate measures and initiatives to be implemented.

In preparing this Travel Plan, RGP has reviewed relevant national guidance including the Department for Transport documents '*The Essential Guide to Travel Planning*', '*Towards a Sustainable Transport System*' and '*Making Smarter Choices Work*'.

PURPOSE OF THIS TRAVEL PLAN

Whitbread are committed to minimising their impact on the environment and promoting good environmental practice in order to become a more sustainable business. Whitbread has principally focussed its environmental impacts on the use of water, production of waste and reduction of greenhouse gas emissions associated with energy and fuel use in buildings, its company car fleet and distribution of food and drink.

In 2009 Whitbread launched 'Good Together' an overarching strategy and programme of initiatives to drive sustainable performance. Through six priority areas: environment, people, sourcing, health, community and customers, Whitbread is working to be a more responsible business that cares for the planet and people.

Whitbread has recognised that a major source of their emissions is not directly attributable to operations, but from staff and guest travel to and from Whitbread establishments. This is now a primary focus and is being developed through effective Travel Planning across the business. The Good Together slogan "**we're trying to be green, with your help we'll be greener**" reinforces this by asking customers to consider walking or taking public transport.

The objective of this Travel Plan, as far as is reasonable, is to encourage alternative modes of travel for staff and guest related trips to and from the Premier Inn at Bicester. Due to the nature of hotel operations, it is likely that guests of the Premier Inn would be travelling relatively long distances to reach the site. However, journeys by guests during their stay, commuting trips by staff and trips to the Brewers Fayre by local residents are shorter and potentially easier to target with regards to mode shift.

Key Benefits of Travel Plans to Whitbread Group include:

- Satisfying local planning and highway authorities;
- Improved 'green credentials' and strengthening the Premier Inn brand as seen by customers;
- Improved corporate social responsibilities, above that of its competitors;
- Financial savings for Whitbread and its staff / guests; and
- Improved staff retention and moral.

Through the development of a Travel Plan issues relating to congestion, road safety and inappropriate parking can be addressed bringing benefits to staff, guests and the local community.

KEY AIMS OF THIS TRAVEL PLAN

This Travel Plan represents a long term strategy to promote more sustainable travel and to offer realistic transport choices for all journeys associated with Premier Inn / Brewers Fayre. These include:

- Commuting journeys by staff;
- Journeys made by visitors to the Brewers Fayre restaurant;
- Main journeys by guests to and from the hotel; and
- Journeys made by guests during their stay.

The Key Aims of this Travel Plan are to:

- Provide employees and guests with greater information as to the alternative modes of travel available when travelling to and from the surrounding commercial, employment and retail areas;
- Identify opportunities to provide new infrastructure to support sustainable modes of travel for staff and guests;
- Promote the use of alternative modes of travel; and
- Support employees to achieve a shift in travel behaviour away from single occupancy car travel towards more sustainable forms of transport.

Figure 1 below illustrates the 'Life Cycle' of the Travel Plan:

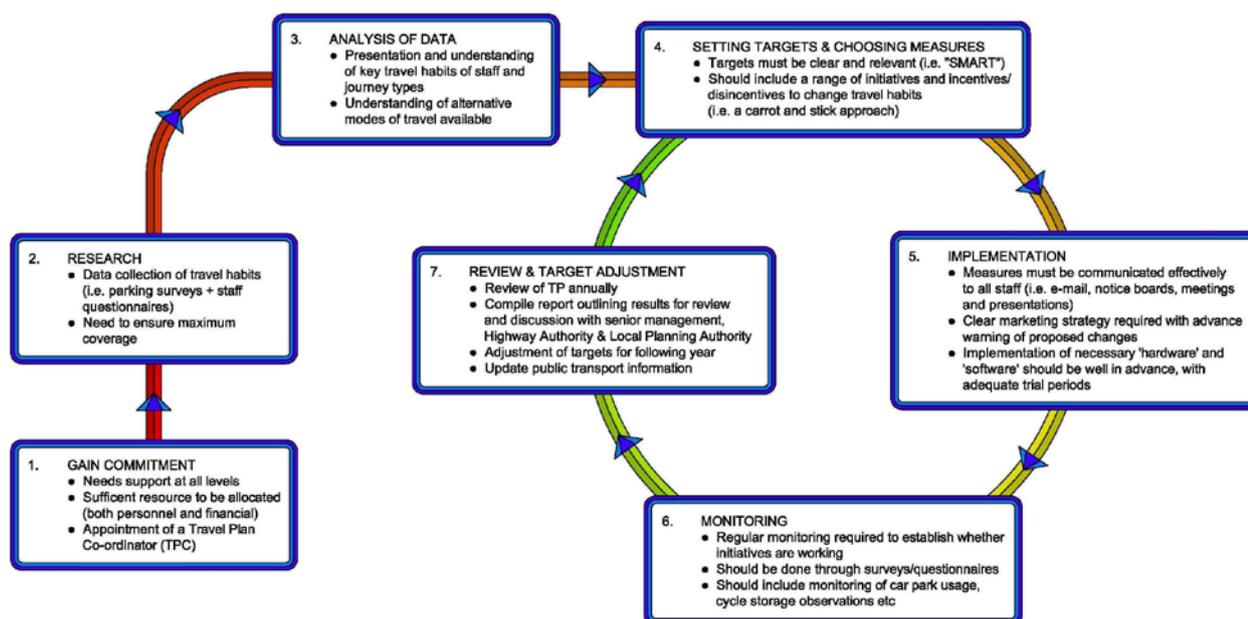


Figure 1. Travel Plan 'Life Cycle'



WHITBREAD AND TRAVEL PLANNING

Whitbread are currently in the process of heightening the importance of Travel Plans for all new developments / hotel extensions as well as identifying existing sites that may benefit from the implementation of a Travel Plan. The goal is for all Whitbread premises to have a Travel Plan in place, which can be marketed and regularly monitored with a view to achieving the target of reducing the effect of travel associated with Premier Inn hotels and other Whitbread establishments on the environment.

Whitbread currently have over 600 hotels throughout the UK, and hence to implement Travel Plans across all sites will require extensive management and coordination and will be a particular challenge in the context of the usual trend in hotel use (i.e. generally car based).

Accepting this trend, the key aim of Whitbread in developing Travel Planning across the business is to encourage staff and guests to think about travel choice, which should result in greater non-car travel and an increased awareness of environmental issues generally.

It is important that the implementation of measures is bespoke across all sites; however some measures will be consistent regardless of the site location. Consistent measures can be centrally managed by Whitbread, whilst those initiatives that are site specific will become the responsibility of individual Premier Inn / Brewers Fayre staff.

TRAVEL PLAN COORDINATOR

One aspect that will be common throughout all sites is the role of Travel Plan Coordinator (TPC). The Premier Inn General Manager for each site will be tasked with the TPC role such that each TPC can report back to central management in order for Travel Planning across the business as a whole to be effectively managed and monitored over time. This, for example, will involve regular reviews every 12 months to understand staff and guest travel patterns and determine whether over time they bring about a modal shift as a result of the measures implemented as part of the Travel Plan. The relevant contact details for the management of the Travel Plan are as follows:

Environmental Manager – Whitbread Central Management (Energy and Environment Team)

Email: ben.brakes@whitbread.com

General Manager – Bicester Premier Inn / Brewers Fayre

Email: TBC

The TPC role is defined within the job description of the General Manager / Operations Manager and training for the role is provided by Whitbread as part of new hotel openings and new staff inductions. In addition, RGP has been commissioned by Whitbread to hold Travel Plan Introduction and Training Seminars with each General Manager (TPC) prior to the opening of a new site. This ensures that the TPC knows what is expected of them from the outset, when a Travel Plan is to be implemented.

The role of the TPC is imperative to the success of the Travel Plan.

Summary of the Travel Plan Coordinator Role:

- Manage the day-to-day running of the Travel Plan, liaising with Whitbread management should any additional budget be required;
- Analyse survey data as to travel behaviour;
- Delegate certain tasks of the TPC to other staff;
- Ensure the necessary review and monitoring is undertaken on an annual basis;
- Investigate further Travel Plan / sustainable initiatives; and
- Train employees to deal with travel related queries from guests.



All hotel and restaurant staff are informed of the Travel Plan via the 'Good Together' induction programme. The presentation slides pertaining to this aspect of the training are included as **Appendix A**.

Multi-Site Managers will also be made aware of the concept of Travel Plans through the 'one weekly' communication. This will guarantee uniformity and acceptance across all regions.

An electronic copy of this Travel Plan will be made available for reference on the internal Premier Inn WISDOM premises database.

HOW PREMIER INN AND BREWERS FAYRE OPERATE

Premier Inn offer convenient overnight accommodation for guests. The principal mode of travel by guests will be influenced largely on the location of the site, availability of public transport, the proximity of the Premier Inn to the strategic road network and parking provision / availability. Those Premier Inn sites located within town and city centre locations will be more attractive to those guests arriving by public transport, whilst those sites situated close to A-roads and out-of-town locations will have a higher proportion of guests driving to the site. The location of a Premier Inn hotel relative to a guest's ultimate destination (such as business venue, leisure attraction etc.) is also important in determining the modal choice for journeys during a guest's stay.

The duration of stay of guests at a Premier Inn is summarised in **Table 1**:

| | TOTAL | MIDWEEK | WEEKEND |
|------------|-------|---------|---------|
| 1 night | 66% | 68% | 64% |
| 2 nights | 21% | 18% | 24% |
| 3 nights | 7% | 8% | 8% |
| 4-7 nights | 6% | 6% | 5% |

Table 1. Duration of Guest Stay

Premier Inn sites generally comprise a mix as to the purpose of stay. Broadly speaking the split is 50% business related and 50% leisure related stays. This, of course, varies depending on the day of the week (i.e. weekends generally attract leisure related guests whilst weekdays usually comprise a higher proportion of business related guests).

Often, Premier Inn sites are shared with associated restaurant uses, such as Brewers Fayre and hence where this is the case the Travel Plan will be applicable to all staff on site. Staff are more easily encouraged to travel by non-car means because of the regular nature of their journeys. The average number of staff is in the order of 25 in attendance at any one time during busy periods.

Brewers Fayre restaurants serve the local community, who are well placed to walk to the site, as well as catering for passing trade on the adjacent road network, providing pub food at great value for money. The on-site restaurant also caters for breakfast and evening meals, associated with the guests staying at the Premier Inn. This relationship therefore reduces car travel away from the site by Premier Inn guests and maximises the potential for linked trips.

Since all Whitbread sites differ, the approach to Travel Planning needs to be bespoke for each site. However, the fundamentals of improving information for staff and guests is common to all sites and likely to be the most effective measure in influencing travel trends. In addition, some company-wide initiatives aimed at staff should be introduced and developed to assist in making a change to the way Premier Inn / Brewers Fayre staff travel to and from work.

The nature of hotels, particularly Premier Inn hotels, is such that short trips are most common. Convenience is a guest's prime wish and so for any Travel Plan to be successful its measures and initiatives need to be appropriate and realistic.



Premier Inn Bedroom



Typical Premier Inn Service Vehicle

SITE DESCRIPTION AND ACCESSIBILITY CREDENTIALS

Site Description

Plan 01 appended hereto illustrates the site location in relation to the local highway network and public transport connections close to the site.

The site is situated off the A41, which provides links between junction 9 of the M40 / A34 to the south west and east towards Aylesbury and Bicester town centre. The development would occupy an area immediately to the north of the new signalised junction, whilst vehicular access to the development would be afforded via the internal estate roads.

The proposals would provide a total of 123 parking spaces, including the provision of 7 disabled parking bays, which would be conveniently situated close to building entrances. These parking spaces would be for the shared use of both the Premier Inn hotel and Brewers Fayre restaurant.

The location of the proposed development would provide a convenient overnight destination for future users of the urban extension, particularly those associated with the proposed employment and business uses. In addition, it is likely that guests would stay for a variety of other reasons associated with existing business and leisure uses in the area. For example, the Premier Inn would be within convenient reach of Bicester town centre, Bicester Village Retail Park and commercial / industrial areas situated to the north east of Bicester town.

Accessibility Credentials

In order to develop an effective Travel Plan it is fundamental to understand how staff and guests would travel to and from the site. An analysis of the opportunity for all users of the site to travel by alternative modes of travel has therefore been carried out in light of the key principles contained in Planning Policy Guidance 13: Transport:

- i) Promote more sustainable transport choices for people and moving freight;
- ii) Promote accessibility to jobs, shopping, leisure facilities and services by public transport, walking and cycling; and
- iii) Reduce the need to travel, especially by car.

Generally, Premier Inn / Brewers Fayre employ staff from the local community where there is opportunity to maximise the use of alternative modes of travel. In addition, the Brewers Fayre restaurant predominantly serves local residents and hotel guests; the nature of its operation therefore minimises the number of single occupancy vehicle trips to the establishment. All employees and guests are encouraged to use alternative modes of transport to the private car to travel to / from the site and if appropriate to their final destination, by ensuring that they are aware of the sustainable transport options.

Pedestrian / Cycle Infrastructure

Bicester town centre is located 1.5 kilometres to the north of the site and provides a good level of retail, education, commercial and employment opportunities. Many of these facilities are located within approximately 25 minutes' walk or a short cycle ride from the site. However, as mentioned, following redevelopment of the Bicester urban extension, the immediate local area would also be a primary attractor of overnight stays.

Good footway and cycle links are available, leading to and from Bicester adjacent to the A41, which are well lit and of high quality design. The general area is considered conducive to cycling, which although is not reasonable for guest related journeys to and from the proposed Premier Inn, it is likely to be a potential alternative mode of travel for staff of the site.

Cycling within the immediate area is aided by the National Cycle Route 51 which commences in Oxford, passes through the centre of the Bicester, and provides links beyond to Milton Keynes and Cambridge (when complete). The link local to the site also offers significant off road provision for the less confident cyclist, whilst a high quality Toucan crossing will be available once the highway infrastructure works are fully completed, as illustrated by **Photo 1** and **2**.

It is commonly accepted that 2km and 5km journeys are ideally placed to be undertaken on foot or by bicycle, respectively. It is therefore anticipated that walking and cycling will offer a realistic and attractive travel mode, especially for staff travel.



Photo 1 – Pedestrian Crossing towards the Premier Inn Site Over A41 Northbound Carriageway



Photo 2 – Pedestrian Crossing Provision Over A41 Southbound Carriageway

Accessibility by Bus

The A41 Oxford Road serves a number of bus routes along its length. **Figure 2** provides a summary of the bus routes available in the local area and the links further afield to other local towns and villages. Further summary information is provided on **Plan 01** attached hereto.

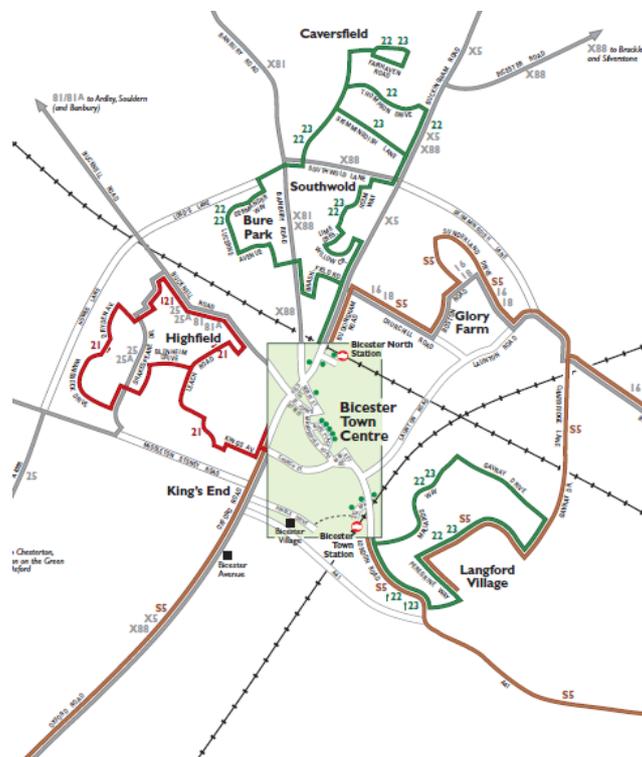


Figure 2. Bicester Bus Route Summary

The nearest bus stops to the site for northbound and southbound services are located on the A41 Oxford Road, approximately 500 metres from the site. These stops are accessible within a 10 minute walk of the site and offer good quality waiting facilities, including seating and shelters.

From these stops, three routes are accessible, providing regular services to local destinations, as summarised by **Table 2**.

| SERVICE | ROUTE DESCRIPTION | DAYS OF OPERATION | DAYTIME FREQUENCY |
|---------|---|-------------------|-------------------|
| X88 | Oxford – Bicester – Brackley – Silverstone | Mon-Sat | 4 per day |
| X5 | Oxford – Bicester – Buckingham – Milton Keynes – Bedford – St Neots - Cambridge | Daily | 30 mins |
| S5 | Oxford – Gosford – Bicester – Glory Farm/ Launton/Landford/Ambrosden | Mon-Sat | 60 mins |

Table 2. Summary of Local Bus Routes

As summarised above, the development proposals would be well located to benefit from local bus routes, which are likely to be attractive to staff of the development and also potentially guests as part of their stay to reach local destinations.

Train Services

Bicester Town Centre benefits from two railway stations: Bicester North and Bicester Town. These stations are approximately 2 kilometres from the site, when accessed by road, and offer excellent rail links at the local, regional and national level.

Services are operated by Chiltern railways and summarised in **Table 3** below.

| STATION | DESTINATION | JOURNEY TIME | FREQUENCY |
|----------------|----------------------|--------------|---------------|
| Bicester Town | Oxford | 30 mins | 1 per 2 hours |
| Bicester North | Birmingham Snow Hill | 1hr 15 mins | 3 per hour |
| | Warwick | 35 mins | 3 per hour |
| | Banbury | 20 mins | 1 per hour |
| | High Wycombe | 30 mins | 2 per hour |
| | London Marylebone | 1 hour | 4 per hour |

Table 3. Rail Summary from Bicester

Bicester stations therefore offer excellent rail connections at the national level, offering onward travel to major towns and cities, particularly from Bicester North, whilst Bicester Town provides a convenient local service to Oxford with a journey time of 30 minutes. For guests of the Premier Inn arriving by rail, the site is a short bus journey or taxi ride from the local stations.

Summary

The accessibility credentials of the proposed Premier Inn site are very good, providing both staff and guests with attractive alternatives to the private car, whether arriving initially at the hotel or travelling on to a business or leisure event, for example, which may be the ultimate reason for staying overnight at the hotel. This Travel Plan details measures to encourage greater uptake of these sustainable travel modes.

TRAVEL PLAN INITIATIVES

This section considers the Travel Plan initiatives that the TPC will introduce, refine and expand upon during the life of the Travel Plan, initially a five year period.

Whitbread are introducing numerous measures corporate-wide with the intention of encouraging more sustainable travel, whilst the TPC will consider further initiatives and measures specific to their hotel and location. A summary of the principal initiatives is provided in **Table 4** below:

| | STAFF | GUEST |
|---------------------------------|--|---|
| WHITBREAD CORPORATE-WIDE | <ul style="list-style-type: none"> • Cycle discount scheme • Car sharing database • Training of Managers and TPC to feed down to reception staff | <ul style="list-style-type: none"> • Website travel information to encourage use of public transport and car sharing • Travel information as part of booking confirmation |
| NEW PREMIER INNS AND EXTENSIONS | <ul style="list-style-type: none"> • Cycle parking provision • Shower / changing facilities • Staff information boards • Season ticket negotiations • Local employment policy | <ul style="list-style-type: none"> • Cycle parking provision • Reception 'Information Point' and Travel Plan Poster • Local information for guests (attractions, shops, business centres etc.) |
| SITE SPECIFIC MEASURES | <i>To be completed by the TPC</i> | |

Table 4. Summary of Travel Plan Initiatives

Staff Travel Plan Initiatives

Staff Recruitment

Whitbread adopt a local employment policy when recruiting staff to facilitate non-car use as far as is reasonable (i.e. within a 5 mile radius). This ensures that reliance on the private car is reduced as realistic alternative modes of travel, such as train, bus, cycling and walking will be available. Currently, Premier Inn aim to recruit 95% of all staff through local job centres and hence by virtue of this, most Premier Inn staff reside local to the site.

A vital element is to ensure that new staff are aware of the Travel Plan and the information contained within, to encourage them to use sustainable modes of transport.

The TPC will inform all new recruits of the Travel Plan's existence and advise them with regards to their personal travel options to and from work. During the interview / induction process new recruits will be made aware of the initiatives available to them and the associated financial incentives of each. New starters would also benefit from an Individual Travel Plan (ITP) from their first day of employment.

Staff Accommodation

Premier Inn sites that contain a branded restaurant, in this case Brewers Fayre also contain staff accommodation. Bedsits are available for letting to members of management staff, usually the Deputy General Manager and Kitchen Manager on a long term basis. This arrangement minimises the need for travel to and from the site, especially for staff who work long shifts or late into the evening.

On-Site Cycle Infrastructure

It is proposed that 6 covered 'sheffield' style cycle racks capable of accommodating 12 bicycles will be installed at the site; this is in line with typical cycle parking standards. The cycle parking will be provided in a suitable location, which benefits from good levels of surveillance. The use of this facility will be monitored by the TPC and if it regularly reaches capacity additional provision will be sought.

Adequate shower and changing facilities will be available on site, by way of a dedicated shower and changing area for staff; guests have access to a bathroom within their own room. Lockers would also be provided in the staffroom for the storage of clothing and cycle equipment i.e. helmets.

Premier Inn will also ensure basic cycle maintenance tools such as a bicycle pump and puncture repair kit are obtainable from reception. These items will be made available for the hotel to purchase via the Premier Inn ordering guide.

Personal attack alarms will also be offered to staff who feel they would benefit from this additional security when walking or cycling to work.



Staff Information Board

A principal reason why staff might not travel by sustainable means of transport is that they are unsure of the available routes for walking and cycling, and unaware of the timetable and ticket / pricing information relating to public transport use.

The TPC will establish a Travel Plan information board within a communal area such as the staff room, to allow members of staff to read and understand the Travel Plan within their own time. The notice board will provide additional information relating to the initiatives proposed and will be regularly updated by the TPC. The TPC will ensure that the notice boards provide up-to-date information including, but not limited to, the following:

- i) Routing, timetable and ticketing information for local public transport services, including train and bus services;
- ii) Information regarding ticket pricing for public transport, reduced ticket rates and potential season ticket loan information;
- iii) Cost information relating to car sharing and potential sharers details etc.;
- iv) The health benefits of walking and cycling, to include safety advice;
- v) Details of cycle purchase / discount schemes; and
- vi) Up-to-date details of cycle routes and footways, to include safe routes to and from the site.

Discounted Cycle Purchase

Whitbread are currently considering options for providing staff that choose to cycle to work the opportunity to purchase bicycles and cycle equipment at a discount. Whitbread have secured a deal with Halfords whereby all Whitbread staff are entitled to a 9% discount off goods when using vouchers purchased in advance. This allows staff to purchase cycle equipment at a reduced cost thereby encouraging its use. The TPC is also responsible for making contact with cycle shops local to the hotel to establish whether any discounts on products or servicing can be obtained.



Whitbread are also in discussions with Evans Cycles, one of the largest cycle retailers in the UK, with a view to signing up corporate-wide to their "Ride 2 Work" initiative, which provides tax free purchase of bicycles for staff. Both options would be promoted within the hotel by the TPC.

There are numerous benefits of the "Ride 2 Work" scheme both to the employee and the employer, full details of which are included at **Appendix B** of this document.

The main benefits to the employee are as follows:

- i) Reduced cost of purchase of a bicycle, equivalent to saving on Income Tax and National Insurance;
- ii) Spread the cost of purchase over 12 months;
- iii) Improved health and fitness; and
- iv) Purchase of the latest bicycle equipment.



The main benefits to the employer are as follows:

- i) VAT on the purchase is redeemable;
- ii) Saving on National Insurance due to salary sacrifice; and
- iii) Increased staff retention and productivity.

The saving to Whitbread is anticipated to cover the administration costs of the scheme.



Figure 3. Ride2Work Savings Illustration

Joining Criteria for the “Ride 2 Work” scheme:

- £300 purchase limit (includes bicycle and equipment);
- Only applicable to monthly salaried staff; and
- Only applicable to staff who have completed their initial 3 month probationary period.

Public Transport Ticket Offers

Whitbread and the TPC will liaise with local bus operators to negotiate discounts for regular travel tickets. Although it is considered that discounts could be arranged for numbers of staff as low as 10, in some cases forming partnerships with other local businesses, or considering the measures across the organisation as a whole, will provide greater bargaining potential and will be key to delivering real value in terms of discounts. Upon site opening the TPC will determine the availability of promotions and discounts, such that the use of public transport by staff would be encouraged.

Staff and Guest Travel Plan Initiatives

Car Sharing

Car sharing is when two or more people travel together to and from the site and is often the most successful single measure in any Travel Plan. The main benefits of car sharing are as follows:

- i) Significant cost savings for sharers;
- ii) Creating a more productive and sociable / inclusive environment; and
- iii) Reduced stress.

A member of staff travelling to work alone who lives 5 miles away, for example would generate annual running costs of approximately £1137 for making the journey each day (see **Appendix C** for calculation factors used). If a member of staff making this daily journey joined the car share scheme and drove every other day, a total of approximately £568 could be saved per year on running costs.



'Oxfordshire Car Share' <https://oxfordshire.liftshare.com/default.asp>, a service operated by www.liftshare.com, allows members to find a car share budi. The TPC will promote this scheme to members of staff, informing them that prospective users can sign up free-of-charge.

An informal in-house car share scheme will also be promoted by way of a notice board within a communal area, highlighting those staff that are willing to share and typical shift patterns. This will be accompanied by a plan illustrating the approximate location of potential car sharers so that staff can identify other employees living close by. This information will therefore allow staff to pair up with one another. As a consequence of the relatively small numbers of staff employed on site, this is considered the best way of setting up a car share scheme. The scheme would be managed by the TPC.

All staff making a commitment to car sharing would be provided with a free lift home in the event of an emergency, which would be funded by Whitbread. An emergency is defined as a time when a car sharer is called away from work due to a medical or family emergency which would therefore result in a sharer requiring transport home. This would be arranged by the TPC and would most likely take the form of a taxi fare or lift home from another member of staff.

In RGP's experience, the likelihood of a member of staff needing to leave work in such an 'emergency' is rare, although having the option available gives greater comfort to those who do car share.

Car sharing is also an option for guests, particularly for business guests who may be able to travel with a colleague. It is considered that information relating to the potential cost saving (a guest travelling a distance of 150 miles to the hotel in a single occupancy vehicle would generate costs of approximately £60, in fuel alone) should be clearly emphasised along with details of national car sharing websites such as 'liftshare' and 'shareajourney', where searches for car share matches can be made.

Where car parking is provided on site, as is the case with the proposed Premier Inn / Brewers Fayre at Bicester, consideration will be given to designating parking bays for the use of car sharers.

Guest Travel Plan Initiatives

Booking Confirmation and Website Information

When a guest books a room at the Premier Inn, it is important that information relating to the location of the hotel and modes of transport are made available so that guests can make an informed travel choice. Since the majority of guests (60%) book Premier Inn rooms online through www.premierinn.com, the website is a fundamental first step in encouraging sustainable travel, or at the very least making guests aware of their travel options when booking a hotel room. The below extract (**Figure 4**) illustrates the information currently available under 'plan your route'.

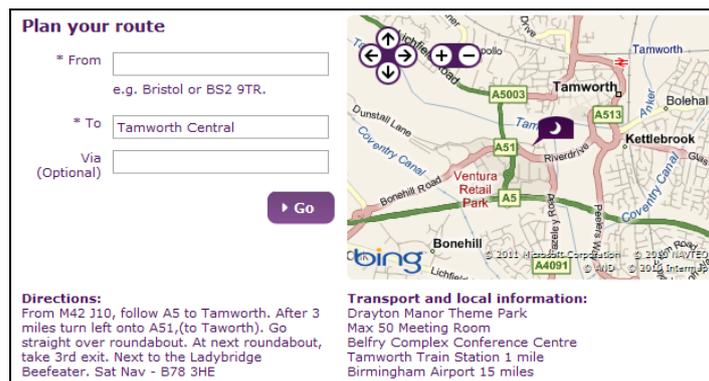


Figure 4. Premier Inn Website Travel Information

At present, the website is focused on car travel, with limited information on alternative modes of transport. As part of this Travel Plan, in conjunction with Whitbread's commitment to sustainable travel initiatives, consideration is being given to including greater information on all potential modes of travel to and from the Premier Inn.

It is recommended that information on walking distances / times to the hotel from the local railway station, nearest bus stops and routes local to the site are displayed. In addition, the feasibility of including multi-modal travel information or a link to an external journey planner website such as www.transportdirect.info, to enable users to plan their routes using sustainable means are being explored.

The TPC in liaison with Whitbread central management will ensure the website measures are progressed.

Similar information is also being considered for inclusion within booking confirmation emails, including appropriate links to journey planning websites, for example, National Rail and Traveline.

With regards to visitors to the Brewers Fayre restaurant, they are relatively uncontrollable in terms of their mode of travel when visiting the site. However, since the Brewers Fayre predominately serves the local community and hotel guests, it is reasonable to expect a high proportion of customers to walk. In addition, it is likely that a number of 'pass-by' trips will be made by those already travelling on the local highway network.

Reception 'Information Point'

A lack of information relating to local walking / cycling routes, timetables and ticketing / pricing details for public transport can act as a barrier to guests travelling by sustainable modes during their stay.

The TPC will therefore establish an 'Information Point' at the Premier Inn reception desk that would provide information in terms of local facilities, amenities, attractions and business centres local to the site, all of which may be the ultimate destination of a guest staying at the Premier Inn.

The 'Information Point' at reception would include the following:

- i) Local tourist / area maps;
- ii) Local bus / train routes and timetables, including directions to the closest stop and ticket prices;
- iii) Information on car sharing schemes;
- iv) Information and directions to local business areas, tourist attractions and places of note; and
- v) Walking / cycling routes.

Reception staff will be trained to ensure they have an understanding of the site's location and surrounding neighbourhood; enabling them to respond to guest's queries.

In addition to the above, a poster of A2 size showing a map of the local area and detailing local transport links will be displayed in reception (see example below). This will ensure that whatever mode of transport is used by a guest initially arriving at the hotel, they are able to consider alternative modes of travel for other journeys made during their stay.

In the future, it may be possible to promote this service within each hotel room by way of a reference made in an in-room magazine / folder. This aspect is currently under consideration by Whitbread.

'Green' message signage will also be displayed in applicable locations throughout the hotel to encourage guests to think about the environmental consequences of their actions. With regards to considering travel options signage will be put up near to cycle stands and car sharing bays.



Premier Inn Reception 'Information Point' / 'Green' Poster

MONITORING

An important part of any Travel Plan is the collection of data relating to the modes of travel used by both staff and guests of the site. In order to identify and understand travel habits and how the site operates, questionnaires will be circulated to staff, whilst guest travel patterns will be monitoring by reception staff as part of the check-in process. For staff surveys Premier Inn have created a bespoke online survey using www.surveymonkey.com, a copy of this is attached at **Appendix D**.



To reduce the burden on reception staff and improve the quality of the guest travel information obtained Premier Inn are examining the potential for a guest travel question to be included on the booking form / guest feedback questionnaire.

It is anticipated that questionnaires will be completed within one month of the site becoming operational. From this a baseline, modal split will be identified for the site, from which all future targets will be based.

Following the initial surveys, monitoring will be undertaken annually by the TPC. The TPC will be responsible for comparing the results year-on-year and adjusting the targets and initiatives accordingly, they will also take into account travel related feedback received from staff and guests through the year. In addition, the TPC will ensure that the results are displayed on notice boards for all to see.

TARGETS

The key target of the Travel Plan is to achieve a reduction in single-occupancy car travel in its initial five year life. **Table 5** below sets out the suggested targets for this Travel Plan associated with each user group and journey type.

The targets will be in line with the SMART criteria and suitably linked to the objectives of the Travel Plan.

Specific
Measurable
Achievable
Realistic
Time-bound

The proposed targets of this Travel Plan are as follows:

| ACTION | RESPONSIBILITY | HOW MEASURED | TARGET DATE |
|---|----------------|---------------|---------------|
| STAFF FOCUSED | | | |
| Decrease the number of staff who travel to work by single occupancy car by 20% by the end of year 5. | TPC | Annual Survey | End of Year 5 |
| Increase walking and cycling by 5% in the first three years of Travel Plan implementation. | TPC | Annual Survey | End of Year 3 |
| GUEST FOCUSED | | | |
| Decrease the number of guests arriving by single occupancy car by 10% by the end of year 2. | TPC | Annual Survey | End of Year 2 |
| Decrease the number of guests using their car whilst staying at the hotel by 5% by the end of year 2. | TPC | Annual Survey | End of Year 2 |

Table 5. Proposed Targets

The targets stated above will be reviewed on an annual basis and should be achieved by the target dates specified. If they have been attained they will be modified to provide further more challenging targets, while if the targets have not been achieved the reasons why should be investigated and the measures in place reviewed, added to or modified to ensure that that they will be met by year five.



Currently the targets are based on typical modal split information for Premier Inn hotels, however once the initial travel surveys have been undertaken they should be revised accordingly.

TIMETABLE FOR IMPLEMENTATION

Table 6 details a timetable highlighting measures which will be introduced by the TPC throughout the first year, following the implementation of the Travel Plan.

| INITIATIVE | BEFORE OPENING | MONTH 1 | MONTH 2 | MONTH 3 | MONTH 4 | MONTH 5 | MONTH 6 | MONTH 7 | MONTH 8 | MONTH 9 | MONTH 10 | MONTH 11 | MONTH 12 |
|---|----------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------|----------|----------|
| Launch Travel Plan | | | | | | | | | | | | | |
| Travel Plan Training Seminar for TPC | | | | | | | | | | | | | |
| Questionnaire Surveys (Staff and Guests) | | | | | | | | | | | | | |
| Information Board completed and updated | | | | | | | | | | | | | |
| Information Point established | | | | | | | | | | | | | |
| Website Information ready | | | | | | | | | | | | | |
| Public Transport Ticket Scheme investigated | | | | | | | | | | | | | |
| Car Sharing Workshop | | | | | | | | | | | | | |
| ITP Surgeries | | | | | | | | | | | | | |

Table 6. Timetable

TRAVEL EVENTS - USEFUL DATES

| | |
|--------------------------------------|---|
| National Liftshare Week: | 3 rd – 7 th October 2011 |
| Commute Smart Week: | 14 th - 18 th November 2011 |
| Bike to Work Week: | May 2012 |
| Walk to Work Week: | May 2012 |
| Work Wise Week: | May 2012 |
| In Town Without My Car Day | September 2012 |
| Travelwise / European Mobility Week: | September 2012 |

The above events will be promoted by the TPC in order to encourage and raise awareness of the Travel Plan. They will be communicated via the staff notice board and through staff meetings.

COST OF IMPLEMENTATION

Whitbread has confirmed that an initial budget will be allocated for the Travel Plan's implementation during the hotel's set up period to finance the measures identified. This will be reviewed by the TPC on an annual basis to identify whether any adjustments are required in order to achieve the targets.

The implementation of many of the measures such as shower / changing facilities and cycle parking provision will be met as part of the construction phase, whilst the maintenance and on-going management of the Travel Plan will be part of the TPC's role. It is envisaged that this will involve approximately 1-2 hours of management time per week. Assuming an average 150 hour working month (37.5 hours a week), and 8 hours per month for the TPC role, the cost of funding the TPC to Whitbread is estimated at £2,000 per annum.

Any other associated costs to fund on-going corporate-wide travel planning measures will be met by Whitbread. This, for example, would include website maintenance costs and other resources necessary to implement the proposed initiatives.



APPROVAL

This Travel Plan is prepared by Russell Giles Partnership (RGP), on behalf of Whitbread Group Plc.

Name: Rachel Rombough

Signed: Date:

I hereby approve this Travel Plan on behalf of Premier Inn for implementation at the following site:

Premier Inn – Land at Whitelands Farm, Bicester

Name: Date:

Signed:

General Manager / Travel Plan Co-ordinator

Name: Date:

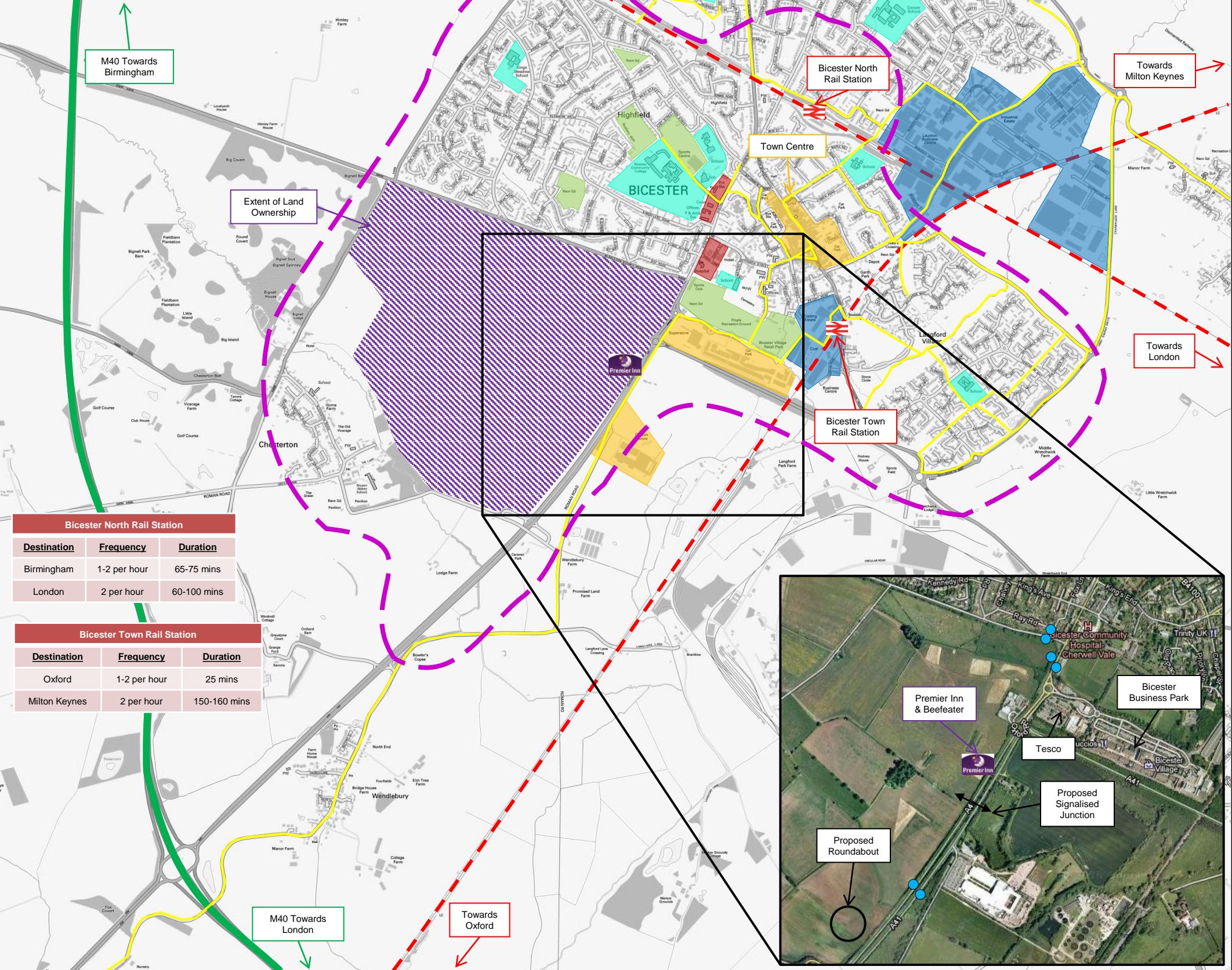
Signed:

On behalf of Whitbread Group Plc.



PLANS

| Service | Route Description | Days of Operation | Daytime Frequency |
|---------|---|-------------------|-------------------|
| X88 | Oxford – Bicester – Brackley – Silverstone | Mon-Sat | 4 per day |
| X5 | Oxford – Bicester – Buckingham – Milton Keynes – Bedford – St Neots – Cambridge | Daily | 30 mins |
| S5 | Oxford – Gosford – Bicester – Glory Farm / Launton / Landford / Ambrosden | Mon-Sat | 60 mins |



| Bicester North Rail Station | | |
|-----------------------------|--------------|-------------|
| Destination | Frequency | Duration |
| Birmingham | 1-2 per hour | 65-75 mins |
| London | 2 per hour | 60-100 mins |

| Bicester Town Rail Station | | |
|----------------------------|--------------|--------------|
| Destination | Frequency | Duration |
| Oxford | 1-2 per hour | 25 mins |
| Milton Keynes | 2 per hour | 150-160 mins |

LEGEND

- Site Location
- Rail Station
- Railway
- Bus Stops
- Cycle Routes
- 2km Walk Isochrone
- Education
- Leisure
- Retail
- Public Services
- Employment



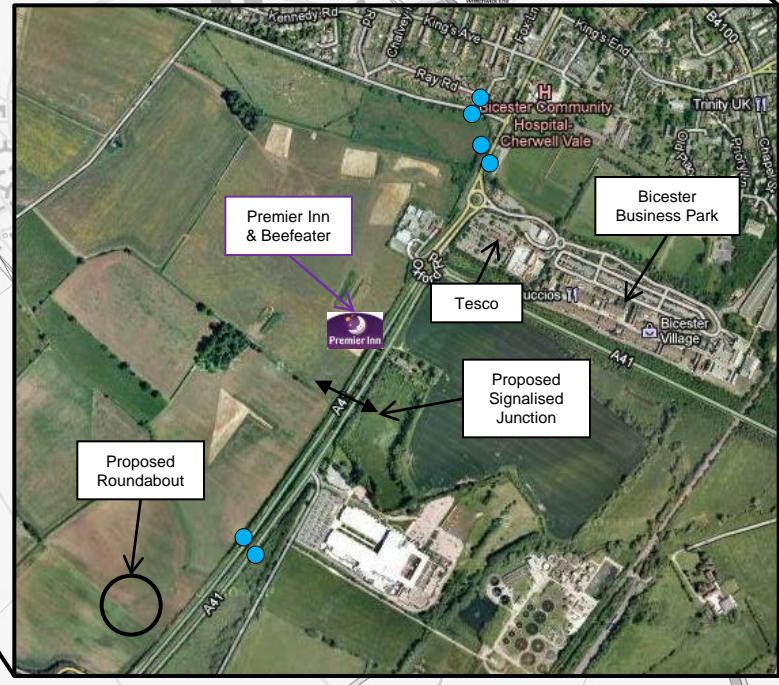
Transport Planning and Infrastructure Design Consultants
 The Old Stables, Fry's Yard, Bridge Street,
 Godalming, Surrey, GU7 1HP
 Tel: 01483 861681 Fax: 01483 861682
www.russellgiles.com

Client:
 Fletcher McNeill & Partners Limited

Project:
 Land at Whitelands Farm, SW Bicester

Title:
 Site Location and Accessibility Plan

| | | | |
|----------------------------|-----------------------------|--------------------------------|----------------------|
| Plan No: Plan 01 | Job No: 2011/1393 | Date: September 2011 | Scale: NTS |
| Drawn By: GSE | Checked By: KFM | Approved By: NDR | Rev: - |





APPENDIX A

Good Together - The Travel Plan

EAT SLEEP & DRINK
WHITBREAD

What is a travel plan?
....and why should I care?

EAT SLEEP & DRINK
WHITBREAD

The travel plan and you.

- In what ways can you reduce the number of car journeys that as a team you make?
- Work in groups to come up with 3 ideas? And how we could implement those ideas into everyday practice

EAT SLEEP & DRINK
WHITBREAD

Possible solutions

Car

- Car share, do you know who lives near you.
- How long would it take to walk.
- Think of the price of petrol

Public transport

- What time are the buses and what are the routes
- Is the train an option

EAT SLEEP & DRINK
WHITBREAD

Possible solutions

Cycling

- Lock up space
- Showers and lockers
- Cheaper than the gym

Walking

- Find a buddy
- What is a safe well lit route
- Think of the health benefits

EAT SLEEP & DRINK
WHITBREAD

The travel plan and the guest

- Why is it important to have alternative travel options available to the guest?
- Work in groups to look at the benefits to the guest?

EAT SLEEP & DRINK
WHITBREAD

Guests benefits

Local transport options

- What are the local bus route
- Where is the train station
- Time it takes to get to destination

Local facilities

- Confidence in local amenities give our guest confidence in us
- Reduce their stress levels

Image of a company that cares

- Company that cares about the views of our guests

EAT SLEEP & DRINK
WHITBREAD

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How do you keep the guests informed?

- Tell them
- Offer alternatives
- Have maps and timetables available
- Be knowledgeable
- If you know you have a group staying look at possible solutions

Make sure that the information is up to date and accurate

EAT SLEEP & DRINK
WHITBREAD

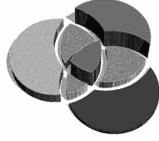
33

What support will we get?

- Nominate a person to be a Travel Co-coordinator
- Showers and changing facilities provided
- Team notice board with a travel section
- Bike parking
- Lift sharing scheme

EAT SLEEP & DRINK
WHITBREAD

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APPENDIX B



CAR RUNNING COSTS – SAVINGS

Annual Cost of a 5 mile car journey to work

Based on a petrol car which cost £16,000 to £20,000 new

(cost data obtained from “Petrol Car Running Costs – basic guide for 2010” published by The AA)

| | | | |
|------------------|------------------------------|-----------------|--------------------|
| Standing Charges | Mileage related Depreciation | £2,510 | per 10,000 miles |
| | Breakdown Cover | £50 | per year |
| | Total | 25.60 | pence per mile |
| Running Costs | Petrol | 15.48 | pence per mile* |
| | Tyres | 0.81 | pence per mile |
| | Service Labour | 3.45 | pence per mile |
| | Replacement Parts | 2.07 | pence per mile |
| | Total | 21.81 | pence per mile |
| | TOTAL COST | 47.41 | pence per mile |
| Summary | DAILY TRIP COST | £4.74 | 10 mile round trip |
| | WEEKLY COST (5 days) | £23.70 | |
| | ANNUAL COST** | £1137.60 | |

Notes:

* Assuming fuel costs of 128.3 pence per litre as stated in the AA Fuel Price Report for January 2011

** Based on a 48 working weeks per year



APPENDIX C

Ride²
Work
Introduction Pack



Take advantage of the Green Transport Plan.

Massive savings over retail prices. Great for staff, great for business.

Take advantage of the Green Transport Plan.

The Ride2Work Scheme takes advantage of the Government's Green Transport Plan by supplying your employees with a new bike at around half of the retail price!

The aim of the Green Transport Plan is to make cycling a more attractive way of commuting to work by enabling employees to benefit from some unique tax incentives. However, as well as being an employee benefit, employers can also make considerable savings on their Employer's National Insurance Contributions.

Ride2Work takes all of this and offers it as a complete package – from supplying the contracts and administrative support through to expert advice on the bikes and cycling. Ride2Work offers many post sale services, such as repairs and servicing, through the Evans Cycles store network.

By partnering with Ride2Work your company can be confident of receiving a complete service that enables your employees to benefit from the full advantages of the scheme and get the most out of their cycling!



How does the Employee Benefit:

- Spread the cost of a new bike over the course of a year, and save the tax
- Save money – cycling is an economical and efficient method of transport
- Save time – cycling is a quick way to get from A to B
- Increase your overall level of fitness – cycling is a low impact exercise providing excellent health benefits and cardiovascular fitness
- No more crowded trains or buses – avoid those cancellations and delays
- Enjoy your commute!

How does the Employer Benefit:

- Provide a significant tax free benefit to your staff
- No Employer NI contributions payable on the portion of salary sacrificed by employees
- Claim capital allowances against the cost of the bike
- Cycling greatly reduces your carbon footprint and promotes you as a socially responsible and environmentally friendly employer
- Enjoy healthier, more productive staff

How does it work?

The Ride2Work programme makes it as simple as possible for you to enjoy the benefits we offer in six straightforward steps:

1. Employer becomes a member of the Ride2Work Scheme
2. Employee requests a voucher for the value of goods they wish to redeem
3. Employer authorises us to issue a voucher
4. Employee's salary sacrifice commences!
5. The voucher is dispatched to the employee
6. The employee redeems the voucher against goods in any of our stores or via our Mail Order service



Advantages of Ride2Work

- Evans Cycles is the UK's largest Independent bicycle retailer with stores nationwide.
- Price Promise – we guarantee not to be beaten on price
- You may further benefit from our extensive range of sale items and promotional offers
- Evans Cycles has the largest range of bicycles and accessories in the UK
- Free delivery Nationwide
- No Administration Fees
- Full Service Provider – We deal with every aspect of the scheme meaning you have consistent customer service and a single point of contact throughout
- Dedicated support Hotline to deal with any queries that you or your employees may have

Ride2Work savings illustration:

Here is a typical example to illustrate the savings under the Ride2Work scheme. Actual savings will depend on personal circumstances and rate of tax.

Bicycle and accessory purchase:

| | |
|------------------------------------|----------------|
| Commuting Bike | £500.00 |
| Other accessories | £200.00 |
| Total price before savings: | £700.00 |
| Net cost (Without VAT) | £595.74 |

Savings via Ride2Work:

| | |
|------------------------------|----------------|
| Income tax saving | £238.30 |
| National insurance saving | £5.96 |
| Total effective cost: | £351.48 |

Total saving **£348.52 ... or 49.79%**

Effective monthly cost **£29.29**

Savings based upon a higher rate tax payer

START CYCLING FOR LESS!

To see how much you could save use our personal savings calculator at: www.ride2work.co.uk



How Do I Join?

Taking part in the Ride2Work scheme is simple. All UK companies are eligible.

In order to register, a company should complete and sign our application form and return it to us.² Once we receive this we will set up your account and issue a membership pack containing all the resources you will need to implement the scheme in your organisation. This application form is available online at www.ride2work.co.uk.

Employee's Questions

How do I save?

There is no Income Tax or National Insurance payable on the portion of your salary that you sacrifice. If your company reclaims the VAT they may pass this saving onto you as well.

Who does the bike belong to?

You will be hiring the bike from your employer for 12 months. At the end of that period, your company can transfer ownership of the goods at fair market value.

What does 'salary sacrifice' mean?

Salary sacrifice means choosing to give up part of your salary; usually in exchange for a non-cash benefit. In the case of the Ride2Work scheme this would be a cycle and related safety accessories. The effect of the salary sacrifice cannot take you below statutory National Minimum Wage.

What bikes can I get?

A bike obtained through Ride2Work must be used for commuting, and therefore suitable for this purpose. Road, hybrid, mountain, folding and commuting bikes are all allowed. Children's bikes are excluded. You may choose from any brand and qualifying model that we stock.

Can the bike be used for leisure?

Yes! As long as the primary use of the bike is for commuting.

What accessories can I include?

You can include most safety and comfort related accessories. Helmets, locks, lights, waterproof clothing, rucksack or pannier rack and bags, gloves, etc are allowed. Items such as DVDs, energy products, car racks and downhill helmets are not.

What if I want a cheaper bike?

The entire value of the voucher must be redeemed in one go. If you decide to redeem goods to a lower value you will lose the balance. We cannot provide partial refunds or gift vouchers against any balance. If you switch your choice of cycle to a lower priced model we recommend using any remaining balance on additional accessories which you may need.

Can I buy items for someone else?

No. The items redeemed must be for you. Buying items for any third party is strictly prohibited by the legislation governing the scheme.

When do I start paying?

Your salary sacrifice will usually commence in the first pay period after you have applied for your voucher.

Can I pay the balance off early?

No. In order to qualify for the tax savings the regulations state that the minimum period of hire is 12 months.

What happens if I am off work?

If you take leave (such as maternity leave, statutory sick leave, etc.) you may continue incurring the salary sacrifice

deductions. The exception to this is if the deductions take you below National Minimum Wage. In this case your employer must suspend deductions until such time as your earnings return above this level.

What happens if I leave my company?

If you leave the company, retire or are made redundant any balance remaining on the hire amount will become a taxable benefit. You will be required to pay the remaining balance without the NI and Income Tax savings and this will usually be deducted as a lump sum from your final pay cheque.

Is there a minimum or a maximum value restriction?

The minimum voucher value that we will issue is £250. The maximum value redeemable under the scheme is £1000³

Do I get a voucher for the retail cost?

Yes. The voucher should be for the retail value of the goods you wish to redeem. All the tax savings come via your salary sacrifice.

Employer's Questions

Who does the bike belong to?

The bike is owned by the employer. At the end of the hire period they may choose to transfer ownership by selling it at fair market value.

How much will this cost?

There is zero net cost to the employer. You will further save on employer's NI contributions since these are not payable on the sacrificed portion of an employee's salary. It is also possible to claim capital allowances against the goods.

Does the company need HMRC approval to run the scheme?

No. HMRC has put in place a unilateral group credit licence for all UK companies allowing them to partake in this scheme and make tax savings up to the £1000 cap without any notification or form filling requirements. Also, since this benefit is non taxable, there are no P11d reporting requirements.

What if we are not VAT registered?

You can still provide your staff with the extensive income tax and NI savings available and you can also benefit from savings on employers NI contributions however, you will not be able to reclaim the VAT on the goods you purchase.

How do we implement the salary sacrifice?

Due to how the regulations are structured this is very simple and there are no special reporting requirements. In the Hire Agreements that we provide for your use there is a simple calculation that will tell you the precise monthly salary deductions. You need simply inform payroll to deduct these amounts in 12 equal monthly payments and to deduct this from the employee's gross salary. The exact net cost will depend on an employee's tax bracket and other benefits they may be enjoying. We have a salary sacrifice calculator on our website.

³If it is possible to obtain a voucher or more than £1000 however your employer would need to specifically obtain a credit license from the Office of Fair Trading.



APPENDIX D

Green Travel Survey Newton Abbott

[Exit this survey](#)**1. Default Section***** 1. Home Postcode****2. Do you have a disability which affects your travel arrangements?**

- Yes
- No

*** 3. What are your "normal" working start and finish times? (please choose one AM and one PM)**

- | | |
|---|--|
| <input type="checkbox"/> Earlier than 07:00 | <input type="checkbox"/> Before 16:00 |
| <input type="checkbox"/> 07:00 - 07:30 | <input type="checkbox"/> 16:00 - 16:30 |
| <input type="checkbox"/> 07:30 - 08:00 | <input type="checkbox"/> 16:30 - 17:00 |
| <input type="checkbox"/> 08:00 - 08:30 | <input type="checkbox"/> 17:00 - 17:30 |
| <input type="checkbox"/> 08:30 - 09:00 | <input type="checkbox"/> 17:30 - 18:00 |
| <input type="checkbox"/> After 09:00 | <input type="checkbox"/> After 18:00 |

*** 4. How do you mostly travel to work?**

- Bus
- Bicycle
- Car (driver)
- Car (passenger)
- Foot
- Motorbike
- Train

Other (please specify)

*** 5. How far do you travel to work?**

- Up to 1 mile
- Over 1 mile up to 2 miles
- Over 2 miles up to 4 miles
- Over 4 miles up to 10 miles
- Over 10 miles up to 20 miles

Over 20 miles

***6. Which of the following measures would encourage you to cycle to work?**

- Improved cycle paths of route to work
- Improved cycle parking at work
- More information on cycle routes
- Arrangements to buy cycle at a discount
- Improved changing facilities and lockers at work
- None

Other (please specify)

***7. Which of the following changes would encourage you to use public transport? (Train or bus)**

- More direct routes
- More frequent routes
- Discounted tickets/passes available through work
- More convenient bus drop off points
- Improved public transport information
- Better connections from stations to work
- None

Other (please specify)

***8. What is your main reason for using a car to get to work?**

- Car required to perform job
- Dropping/collecting children
- Convenience
- Lack of alternative
- Health Reasons

Other (please specify)

***9. Which of the following would encourage you to car-share?**

- Help with finding car share partners
- Reserved parking for car sharers

- Free taxi home if let down by car driver in emergency
- Financial reward for car sharing
- I already car share
- None (please say why)

10. Do you have any further comments regarding commuting and any other work related journeys?

Done

Powered by **SurveyMonkey**
Create your own [free online survey](#) now!