



TRAVEL PLAN
Waitrose, Banbury

Prepared for: Waitrose
Issue 5: 29 June 2017
Ref: TR8140251/PW/DW/022

Document History

Issue	Date	Description	Prepared By	Checked By
1	26 Apr 17	Draft for Approval	M Walton	P Whitehead
2	21 Jun 17	Updated following Waitrose comments	M Walton	P Whitehead
3	23 Jun 17	Updated following further Waitrose comments	M Walton	P Whitehead
4	23 Jun 17	Minor typo corrections	M Walton	P Whitehead
5	29 Jun 17	Minor corrections	M Walton	P Whitehead

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1.0 Introduction

- 1.1 This Travel Plan has been prepared by Glanville Consultants on behalf of Waitrose as part of the John Lewis Partnership's Sustainable Transport Policy. It has also been prepared to discharge a planning condition associated with the consent for a Waitrose foodstore on land west of the A361 Southam Road in Banbury.
- 1.2 The Travel Plan comprises a series of integrated measures that aim to achieve a change in the perception of, and to encourage the use of, alternative transport modes. This document describes how Waitrose, Banbury will attempt to manage individual user groups on site in terms of transport and in turn increase the accessibility of the site, thus reducing the number of single occupancy car journeys.
- 1.3 In keeping with the nature of a retail development, the site will accommodate a range of user groups. Provision must therefore be made, within the local infrastructure and on-site, to accommodate the wide variety of needs that the different sectors of the community will require.
- 1.4 Waitrose adopts a pro-active, forward-looking approach to travel management. In keeping with this, the Travel Plan attempts to cater for the needs of all existing and future site users. It attempts to ensure that public transport provision, facilities for cyclists, pedestrians and those who need to travel by car are in line with the scale and operational realities of the development.

Site Location & Description

- 1.5 The site is located towards to the northern end of Banbury and is bound to the west and north by a large food factory and to the south by a cemetery. Opposite the site is the Marley Industrial Estate containing a variety of retail units and a car dealership.
- 1.6 The majority of the site was previously green space with trees fronting a relatively small industrial building. The site is broadly rectangular with no significant gradients.
- 1.7 The location of the Waitrose foodstore is shown on Figure 1.

The Waitrose Development

- 1.8 The new Waitrose foodstore has a gross floor area of 3,576m² (38,500ft²). The approved site layout is shown on Figure 2.
- 1.9 The foodstore faces north towards the customer car park with a projecting lobby denoting its entrance.
- 1.10 A total of 220 vehicular parking spaces are provided, of which 13, located adjacent to the entrance to the foodstore, have been designated for use by the less able-bodied. All customer parking is accessible from Southam Road through a new access to the north of the site. This point forms the main access and egress with an additional access to the south of the store only for servicing vehicles.
- 1.11 DDA compliant pedestrian routes are present adjacent to each row of parking spaces to allow for a pedestrian friendly route from South Street to the new foodstore.
- 1.12 Cycle parking has been provided in the form of Sheffield-type stands adjacent to the entrance of the foodstore for use by both Partners and customers as shown at Figure 2.

Document Context

- 1.13 Any development, not least a major retail facility, is required to adhere closely to planning policy guidance. To place this Travel Plan within its planning context, reference has been made to the National Planning Policy Framework (NPPF). The *Objectives* of NPPF are to integrate planning and transport at the national, regional, strategic and local levels.
- 1.14 The guidance states that developments should:
- *Accommodate the efficient delivery of goods and supplies;*
 - *Give priority to pedestrian and cycle movements, and access to high quality public transport facilities;*
 - *Create safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians, avoiding street clutter;*
 - *Incorporate facilities for charging plug-in and other ultra-low emission vehicles; and*
 - *Consider the needs of people with disabilities by all modes of transport.*
- 1.15 NPPF further states that a key tool to facilitate the above will be through a Travel Plan given that the development will generate a significant amount of movement to and from the site.
- 1.16 Guidance provided by the Department for Transport (DfT) has also been followed in the development of this Travel Plan with specific reference made to the guidance document:
- DfT 'Good Practice Guidelines: Delivering Travel Plans Through the Planning Process' (2009)
- 1.17 This Travel Plan has also been prepared in accordance with Policy G5 of Oxfordshire County Council's Local transport Plan 2011 – 2030 which states "Policy G5 Oxfordshire County Council will support sustainable, healthy and inclusive modes of travel and promote changes in travel behaviour to these modes."
- 1.18 The Travel Plan comprises a series of integrated measures that aim to achieve a change in the perception of, and to encourage the use of, alternative transport modes. This document describes how Waitrose, Banbury will attempt to manage individual user groups on site in terms of transport and in turn increase the accessibility of the site, thus reducing the number of single occupancy car journeys.
- 1.19 In keeping with the nature of a retail development, the site will accommodate a range of user groups. Provision must therefore be made, within the local infrastructure and on-site, to accommodate the wide variety of needs that the different sectors of the community will require.

2.0 Background

- 2.1 As one of the UK's leading food supermarket retailers and as part of the John Lewis Partnership, Waitrose takes an innovative approach to its corporate business. A significant constituent of this approach includes the business' ethos and commitment towards sustainable travel.
- 2.2 Most Waitrose branches are located in district or town centres, close to where people live and therefore, almost all are well served by public transport and accessible on foot and by cycle. For Partners in particular, this means that there is generally a good range of options for getting to and from work by means other than by private car.
- 2.3 It is Waitrose policy to recognise and take measures to alleviate environmental impacts arising from its operations. In addition, Waitrose also realise that it has an important role to play in contributing to the fulfilment of the Government's national strategy for integrated and sustainable transport. The Partnership's Sustainable Transport Policy forms part of its Corporate Social Responsibility Strategy:-

'As a responsible retailer, owned beneficially by our employees (Partners), we believe that the long-term future of the Partnership is best served by respecting the interests of all our stakeholders: Partners, customers, suppliers and the wider community. We look actively for opportunities to improve the environment and to contribute to the wellbeing of the communities in which we trade.'

- 2.4 The development of this Travel Plan for the Banbury branch is a logical step towards achieving this aim as well as ensuring the long-term viability of the site. Provision of attractive travel options and access to the site at reasonable cost in terms of time and money will be essential for the continued commercial operation of the branch in an increasingly competitive retail market.
- 2.5 The focus and motivation of this Travel Plan will be to provide Partners and customers with a choice of practical and real alternative transport modes that can be considered before the car when planning a visit to the branch. The success of *Initiatives* highlighted within this plan will depend on a significant culture change and the overall enthusiasm that can be created to encourage the shift from single occupancy car travel to more sustainable modes.
- 2.6 This document outlines the research and thinking behind those steps involved in the Travel Plan's development and also covers the following topics:
- a) Understanding the transport issues arising from Waitrose activities.
 - b) *Initiatives* Waitrose is taking on a corporate scale to support their Sustainable Transport Policy.
 - c) Site specific travel management *Initiatives* for Waitrose, Banbury

Understanding the Transport Issues Arising From Waitrose Activities Generally

- 2.7 As part of the process of formulating the Waitrose Sustainable Transport Policy, Waitrose undertook a series of sustainable transport audits at a representative cross-section of branches (e.g. town centre, edge-of-town, branches with good and poor public transport links, etc.), The audits were carried out to identify common operational trends, gain a better understanding of the nature of the transport impacts arising from Waitrose operations and to help identify appropriate ways to deal with them.

- 2.8 The audits looked at issues such as how far away Partners and customers live from branches, what mode of transport they use to access branches, what measures might encourage them not to travel by car and how deliveries are made. As part of the audit exercise, Local Authorities were interviewed to seek their views about future developments in transport policy and measures that Waitrose might be expected to support with a view to contributing to the Government's strategy for sustainable transport.
- 2.9 While these audits were based on a limited sample (seven branches in total), they have revealed issues that Waitrose need to consider now and in the future. The key pointers for new sustainable transport measures at Waitrose branches arising from these audits are included in Appendix A.
- 2.10 While it is clear from these audits that most customers choose to drive to branches, it is important to be aware that:
- a) Food shopping is generally heavy and bulky and completed by one member of the household for the benefit of others. Using a car is often the only practical option. This is in contrast to commuting, school runs and leisure activities, for instance.
 - b) The large assortment of goods offered within branches, linked with good facilities to help customers complete a full food shop in one visit, helps to reduce the number of shopping trips required to fulfil the food shopping requirements for a household. This can therefore reduce the total number of miles driven.
 - c) Traffic accessing branches is sometimes already on the road network for other reasons (i.e. people 'drop in' at branches on their way to or from other destinations). Likewise, customers visiting Waitrose often link the trip to visit other local shops and services nearby.
- 2.11 Waitrose is keen to minimise impacts arising from traffic generated by its branches and has developed a range of measures accordingly. Thus Waitrose offers a number of ways to make it easier for customers to obtain a wide range of products without always having to rely on a car to get both them and their shopping home. That said Waitrose recognises that in reality there is often no obvious alternative to using a car when customers need to transport heavy and bulky shopping loads. This is against a backdrop of a large proportion of customers suggesting that there is little that will get them to change their travel behaviour.

3.0 Site Sustainability

- 3.1 So as to develop an understanding as to the factors that influence individual choice of travel and to therefore tailor this Travel Plan to the specific context of the Waitrose foodstore, it is important to have thorough knowledge of the existing transport facilities and services in the vicinity of the site. NPPF guidance states that developments should be located where the use of sustainable transport modes can be maximised and the need for new major transport infrastructure can be reduced.

Pedestrians

- 3.2 It is generally considered that up to two kilometres is a reasonable distance for people to walk to work or nearby facilities and amenities. This distance is illustrative and approximate, will vary by individual according to their personal mobility and fitness, and will be influenced by their perception and prejudices on such factors as local topography, their attitude towards particular travel modes and the cost and time of a journey. Figure 3 therefore illustrates an indicative two kilometre radius drawn around the site highlighting in broad terms the areas and facilities which are within walking distance of the Waitrose foodstore. This suggests that a large proportion of residential areas in Banbury are potentially within walking distance of the store.
- 3.3 The store has good pedestrian links to central Banbury, as well as the residential areas located to the west and south. There is a reasonable degree of permeability and accessibility for pedestrians with footways provided alongside the majority of roads in Banbury. They are of an urban nature and in generally good condition with adequate street lighting to promote walking as a safe and viable option to travel to and from the site. Some areas involve an indirect walking route due to the large impermeable industrial sites to the west and east of the store, but are still within recognised walking distances.
- 3.4 The Waitrose foodstore is located as such that it is within a short walk of a number of residential areas in Banbury which will give both Partners and customers the opportunity to travel to and from the foodstore on foot. Residential properties located in Harlequin Way to the northwest are around a 25 minute walk from the foodstore despite the indirect route that needs to be followed using Ruscote Avenue. Properties located in Evenlode to the west are around an 18 minute walk away. Properties located in School Lane to the south are around a 7 minute walk and Queens Road to the southwest is around a 15 minute walk.

Cyclists

- 3.5 It is generally considered that up to five kilometres is a reasonable distance for people to cycle to work or nearby facilities and amenities. This distance is illustrative and approximate, will vary by individual according to their personal mobility and fitness, and will be influenced by their perception and prejudices on such factors as local topography, their attitude towards particular travel modes and the cost and time of a journey. Figure 4 therefore illustrates an indicative five kilometre radius drawn around the site highlighting in broad terms the areas and facilities which are within cycling distance of the Waitrose foodstore. This suggests that all residential areas in Banbury are potentially within cycling distance of the store. However, the busy nature of some of the main roads in the vicinity of the site may be unattractive to all but the most enthusiastic of cyclists.

- 3.6 The Waitrose foodstore benefits from being in proximity to a number of designated on-road, as well as traffic-free cycle routes. A shared footway / cycleway with a width of approximately 3m runs along the west of Southam Road (A361) in front of the store, allowing safe off-carriageway cycling south to Cope Road and the edge of the town centre. Designated on-road cycle lanes exist on various major routes around the town centre itself.
- 3.7 The provision of covered cycle parking for use by Partners and customers of the Waitrose foodstore has ensured that the development integrates well with the existing cycle network in Banbury and encourages movement to and from the site by cycle.
- 3.8 More information in respect to the cycle routes close to the Waitrose foodstore, as well as close to the homes of Partners and customers, can be found on the Sustrans website (www.sustrans.co.uk) and the Oxfordshire County Council (OCC) website (www.oxfordshire.gov.uk).

Public Transport

- 3.9 Banbury has a number of public transport links between the town and the surrounding areas and other smaller towns and villages, with relatively frequent bus services during the week.
- 3.10 The nearest bus stops to the store are located approximately 150m to the north and south on Southam Road. Both bus stops have flag with timetable information where service B10 calls. Further bus stops are located approximately 750m to the south-west and south-east of the site on Warwick Road and Castle Street where additional services are available. The Castle Street stop has a flag with timetable information, as well as a shelter to protect waiting passengers from inclement weather. The main bus routes that serve these stops are shown in Table 1 below. A greater range of services serving a wider area are available from the bus station in the town centre.

Table 1: Primary Bus Service Summary – Correct as of April 2017

Route Number	Operator	Route Description	Weekday Frequency	Weekend Frequency
B10	Stagecoach in Oxfordshire	Hanwell Fields - Banbury	Hourly	Hourly (Sat) No Service (Sun)
6	Johnson's Excelbus	Stratford-upon-Avon - Wellsbourne - Kineton - Banbury	4 Services a day	4 Services a day (Sat) No Service (Sun)
B8	Stagecoach in Oxfordshire	Banbury - Ruscote - Hardwick - Banbury	Every 20 minutes	Every 20 minutes (Sat) Hourly (Sun)

Route Number	Operator	Route Description	Weekday Frequency	Weekend Frequency
X7	Johnson's Excelbus	Stratford-upon-Avon – Ettington – Banbury	6 Services a day	5 Services a day (Sat) No Service (Sun)
B5	Stagecoach in Oxfordshire	Banbury – Bretch Hill – Banbury	Every 12 minutes	Every 12 minutes (Sat) Every 30 minutes (Sun)

- 3.11 As Table 1 above shows, the bus services available from the bus stops on Southam Road and Warwick Road/Castle Street in particular will provide the opportunity for those Partners and customers who live in reach of these routes to travel to the Waitrose foodstore by public transport.
- 3.12 The Stagecoach Oxfordshire website (www.stagecoachnus.com/about/oxfordshire) and Johnson's Excelbus website (www.johnsonskoaches.co.uk/buses) provide up-to-date timetable information for all bus services in Banbury. The local Stagecoach bus network is shown in Figure 5.

Rail

- 3.13 Banbury railway station is located approximately 1.3km to the south-east of the Waitrose store. It lies on the Chiltern Main Line operated by Chiltern Railways, with trains between London Marylebone and Birmingham Snow Hill and Stratford-upon-Avon and Kidderminster. The station is also the northern terminus of First Great Western's local services from Oxford which operate Mondays to Saturdays only, and is also served by long distance CrossCountry services via Birmingham New Street and Reading.
- 3.14 The station provides passengers with a number of facilities. These include pay phones, café, shops, toilets and baby changing facilities. The ticket office is staffed between the hours as follows:
- | | |
|-----------------|---------------|
| Monday – Friday | 05:45 – 20:15 |
| Saturday | 06:35 – 19:15 |
| Sunday | 08:10 – 17:40 |
- 3.15 The National Rail website (www.nationalrail.co.uk) provides up-to-date timetable information including live departure and arrival boards for all UK stations. The Chiltern Railways website (www.chilternrailways.co.uk) provides up-to-date information relating to the Chiltern Railways network, while also providing passengers with the ability to purchase tickets in advance of travel. The local rail network is shown on Figure 6.

On-site Operational Information

- 3.16 As with existing transport facilities, it is also important to consider the parameters of the operation for which travel *Initiatives* have to cater. This is examined briefly below.

- 3.17 The Branch Manager will lead a team of approximately 150 Partners in the branch. Typically, 30% of Partners will be full time working approximately 39 hours per week and the remainder will be part time. Staffing will be phased to cover the twenty four hour operation of the branch. The peak proportion of Partners on site at any time will be 40%. This will be typically some time during the trading period on Friday and Saturday. Consequentially, the majority of Partners will travel outside normal peak traffic times and when alternative transport modes can be less attractive for security reasons or simply due to lack of availability.
- 3.18 The branch trading hours are likely to be as follows:
- | | |
|-----------|---------------|
| Sunday | 10:00 – 16:00 |
| Monday | 08:00 – 22:00 |
| Tuesday | 08:00 – 22:00 |
| Wednesday | 08:00 – 22:00 |
| Thursday | 08:00 – 22:00 |
| Friday | 08:00 – 22:00 |
| Saturday | 08:00 – 22:00 |
- 3.19 The trading hours are longer than the standard town centre retail hours. This gives customers greater flexibility to visit the shop at off peak times or as part of a linked trip.
- 3.20 Deliveries to the Waitrose foodstore are made on a daily basis. They operate under the constraint that fresh food needs to arrive at the branch as close to the time of sale as possible. They are managed by Waitrose. Recycling and refuse collections are made in addition to these deliveries.

4.0 The Travel Co-ordinator

- 4.1 As with any plan, the key to its success is in the implementation. In order to ensure that the mechanisms highlighted within this document are put into practice in a manner which will benefit the development, it is important that the role of a Travel Co-ordinator (TC) is fulfilled on site. The role is very much one that requires acting as a lynch pin, drawing all the facets of the Travel Plan together to ensure a successful outcome.
- 4.2 The TC will be part of the branch management team and will be supported by the Branch Manager and Head Office who will help to co-ordinate the Travel Plan at Banbury. Once appointed, the TC will provide their name, official job title and contact details including address, telephone number and e-mail address to the Travel Plan Officer at Oxfordshire County Council (OCC) and update this document accordingly. Contact details of any subsequent TC will also be provided.
- 4.3 The post of TC will be part-time and will be retained and funded for a period of no less than 5 years from date of appointment by which time the position will be reviewed. The proportion of time spent on travel issues will be initially high and will generally reduce over time, but will fluctuate according to circumstances and to reflect the progressive implementation of Travel Plan *Initiatives*.
- 4.4 The TC will liaise closely with OCC regarding the implementation of this Travel Plan. Acting as the main point of contact at the branch for transport matters, the TC will ensure the continued transport proficiency of the site. The TC will also liaise closely with Partners and customers to obtain first hand feedback and comments on transport arrangements at the branch.
- 4.5 The TC will become the repository of advice on a range of transport issues ranging from local bus routes and times to local cycle routes, as well as helping with personal travel planning for those Partners and customers wanting to use alternative travel modes. A key role however will be that of promoting alternative and sustainable travel as well as talking to site users about how transport facilities can be enhanced on a site-specific basis.
- 4.6 In essence, the role of the TC is one that will ensure the functionality of the site is maintained within the local environment, its efficiency with regard to transport issues is maintained and above all, its attractiveness as a work environment for Partners and shopping environment for customers is maintained.

5.0 Travel Management at Waitrose, Banbury

- 5.1 This Travel Plan is designed to deliver an effective and tangible shift in travel behaviour that accommodates the travel needs of all users of the development, whilst ensuring that operational efficiency is maintained.
- 5.2 Following both National and Regional policy guidance, this Travel Plan includes achievable but challenging *Objectives* and *Targets* designed to deliver a realistic mode shift within a set timescale through targeted *Initiatives*. It aims to reduce unnecessary travel by car associated with the Waitrose branch and increase the number of journeys made using alternative modes, by those Partners and customers who are able to do so.
- 5.3 In order for the *Objectives* to be achieved, *Initiatives* will be implemented. Progress of the Travel Plan towards meeting the *Objectives* will be assessed against *Targets*, set to be achieved within specified timescales. *Indicators* provide a means of *Monitoring* the extent to which *Targets* have been met.

Key Objectives

- 5.4 In light of the audit of local transport facilities and in the context of the branch's operational characteristics, Waitrose's own policies, as well as local government transport policies and plans, the key *Objectives* of the Travel Plan have been identified as:
- a) To reduce the level of unnecessary single occupancy work related car use by:
 - Education and promotion of Travel Plan *Initiatives*.
 - Encouragement and support for Partners to increase the use of transport modes other than single occupancy car use for travel to and from work.
 - b) To reduce the impact upon the local environment of work related travel, associated with the development
 - c) To promote the choice of sustainable travel options generally to Partners and customers as part of an action plan to persuade them to choose a healthier, active lifestyle for all travel wherever practical.
 - d) To be complementary to the efficient operation of the foodstore.
 - e) To be complementary to the vitality and viability of Banbury.
 - f) To be acceptable to the Local Authority, to Waitrose Partners and customers.
 - g) To be on-going and adaptive, *Monitoring* impacts and learning from experience.

Initiatives to Promote Sustainable Travel

- 5.5 It is acknowledged that different people will respond to different measures, and some may not react to any. A number of *Initiatives* and travel management mechanisms have therefore been identified and these are highlighted in the following sections. These measures will be introduced as required and altered, as necessary, in response to the results of *Monitoring* travel behaviour and in consultation with the local authority.

- 5.6 There are a number of transport *Initiatives* that cannot be solely promoted by Waitrose. With this in mind, fostering constructive and supportive partnerships between the local authority, transport providers, walking and cycling groups and other local Travel Co-ordinators, for example, will allow the development of a range of feasible transport options which are sustainable. It is essential for the success of this Travel Plan for the local authority to work in partnership with Waitrose, providing positive and constructive support as required.
- 5.7 *Initiatives* that are highlighted in this version of the Travel Plan actively seek to achieve the desired mode share at Waitrose, Banbury and will be regularly monitored and appraised to assess their effectiveness. The Travel Plan should therefore be considered a ‘living’ document. All *Initiatives* will continually be promoted throughout the life of the Travel Plan partly in recognition of Partner turnover at the branch.
- 5.8 The audit of local transport provision and site facilities will provide a firm foundation upon which to develop the Travel Plan. Future *Monitoring* in the form of snapshot Partner travel surveys and other data gathering (see Section 6.0) will provide information upon which to focus further travel management *Initiatives*. These will be included in the regular review and update of the Travel Plan in consultation with the local authority.
- 5.9 A Partner will be nominated to fulfil the role of TC, implement the Travel Plan, monitor travel issues and provide information to Partners on travel options on a day to day basis. The TC will be part of the branch management team and will be supported by the Branch Manager and Head Office to co-ordinate the Travel Plan. Additional detail regarding the TC is given in Section 4.0.
- 5.10 Waitrose will seek to decrease the number of single occupancy car journeys, by encouraging walking and cycling, the use of public transport and car sharing to and from the branch, as well as to also recruit from the local area. The following *Initiatives* have already been identified principally to encourage Partners and most are also relevant to customer travel.

Walking & Cycling

- 5.11 Both walking and cycling will be actively promoted as healthy, sustainable and socially inclusive modes of transport that create no pollution and have little environmental impact compared with other modes. It will be emphasised that walking or cycling, all or even part of a journey, are the easiest way to build activity into busy, time-pressured lives.
- 5.12 A “Travel Buddy” system will be set up when the need arises whereby help will be available to find a colleague with whom to walk or cycle to and from a mutually agreed meeting point.
- 5.13 Waitrose provide large secure lockers for Partners who cycle to work. These will be available from when the branch opens. Partners are also provided with washing and changing facilities at the branch.

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- 5.14 The John Lewis Partnership operates a salary sacrifice scheme for purchasing bicycles and equipment called 'Cycle to Work' scheme, which is available to all Partners following completion of three months employment. The salary sacrifice scheme enables Partners to purchase bicycles and equipment up to a value of £1,000 before tax which is re-paid over an 18 month period through participating Partners' salaries. The TC will promote this to Partners.
 - 5.15 Waitrose will display details of the local network of cycle routes as published by OCC.
 - 5.16 Local Authority support such as receiving general assistance from the Travel Plan Officer in promotion of the scheme will also be sought.

Car Sharing

- 5.17 Car sharing will be promoted as a practical way to reduce the cost of travelling to and from work that also helps alleviate peak hour traffic congestion and pollution.
- 5.18 The local Oxfordshire car share scheme (www.oxfordshire.liftshare.com) can be accessed from home or through the company intranet. Further information to help Partners who want to car share is included in Appendix C.
- 5.19 The TC will maintain a postcode map or list to assist Partners in identifying the location of other potential car sharers who are nearby or en-route. The TC will investigate the practicality and possibility of linking car-sharing potential with other local businesses.
- 5.20 Taxis will be provided for Partners, who use a sustainable transport mode, to guarantee a ride home in the event of an emergency, or when car share arrangements cannot be honoured through unforeseen circumstances.
- 5.21 Where possible, taking account of business needs, Waitrose will aim to accommodate requests from Partners to change working times to help with car sharing.
- 5.22 Waitrose provides car parking facilities for Partners with special needs. Each case is assessed on its merit and takes into account the availability of spaces. Otherwise Waitrose discourages Partners from parking in customer car parks on the basis that the majority of Partners live in the vicinity of the branch and that many branches are in town centre locations. Partners are reminded that taking a parking space for themselves reduces availability for customers. This affects the income of the branch, which, in turn, reduces the Partners' Partnership Bonus. All Partners will be informed of this during the recruitment process and reminded at Partner meetings once the branch opens.
- 5.23 Waitrose will consider appropriate opportunities, with local authorities and other local groups, to reduce reliance on the private car.

Public Transport

- 5.24 Waitrose offers interest-free loans to Partners for the purchase of public transport season tickets. Further information on this scheme as it currently operates is given in Appendix D.
- 5.25 Where possible, taking account of business needs, Waitrose will aim to accommodate requests from Partners to change working times to help the use of public transport.
- 5.26 Waitrose will share their experience of the Travel Plan with local businesses and help the development of a Travel Plan cluster within the Banbury area.

E-Retailing & Home Delivery

- 5.27 In line with Waitrose policy, the Banbury branch will be provided with the facilities to offer both of these services. However, Waitrose will assess the branch performance, the local market and likely take up before making a business decision to offer the services to customers. A decision is likely within around a year of the branch opening. Furthermore, the long term maintenance of these services will also need to be commercially justified. If a home delivery service is offered it will be actively marketed to attract and retain users. *Waitrose Deliver* offers shoppers the ability to walk, cycle or take public transport to the site and arrange for their goods to be delivered rather than having to carry bulky shopping home themselves. This helps overcome one of the main barriers to the use of alternative modes of transport for food shopping.

General

- 5.28 Waitrose provides Partners with a subsidised Partner restaurant and supermarket. This helps reduce the need for Partners to make additional journeys from the branch.
- 5.29 The wide product range available within the branch will strengthen the retail facilities in Banbury giving more shoppers the opportunity to complete their weekly shopping needs locally and in one trip, without the need to travel further afield.

Promotion & Monitoring

- 5.30 For the Travel Plan to be a success it is important that it is not viewed as anti-car and thus it will be promoted as broadening travel choices and awareness of sustainable travel.
- 5.31 Travel notice boards will be set up in the branch to increase customer and Partner awareness of the Travel Plan, local transport services, cycle and pedestrian routes to the branch and public transport and car share websites. This information will also be available on-line through the OCC website (www.oxfordshire.gov.uk) to be viewed by both Partners and customers.
- 5.32 Current public transport timetable information will be made available for Partner and customer reference. The following websites will be promoted in-store:
- www.nationalrail.co.uk;
 - www.stagecoachbus.com/oxfordshire; and
 - www.johnsonscaches.co.uk/buses.

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- 5.33 Available pedestrian, cycle and public transport route maps will be displayed on the travel notice board to help Partners identify a local service convenient to them and advise customers if asked.
 - 5.34 Information will be posted giving details of local taxi services and a telephone is also provided close to the checkouts for customers to use to call for a taxi.
 - 5.35 The Travel Plan will be promoted at the branch. This process will highlight sustainable transport *Initiatives* and promote Partner ownership of the plan. Subsequent promotion of the plan will occur at branch meetings or by other positive means on a regular basis.
 - 5.36 Response will be given to suggestions made to assist Partner and customer travel.
 - 5.37 All future new recruits to the branch will be informed of the Travel Plan and encouraged to support the Travel Plan.

Travel Surveys

- 5.38 A snapshot mode-share survey will be undertaken biennially by means of a short, simple Partner questionnaire, which will alternate with comprehensive Partner travel surveys. The results will be made available for the local authority and will serve as an indicator of the progress of the Travel Plan *Initiatives* towards *Targets*.
- 5.39 A comprehensive travel survey amongst branch Partners will be undertaken within six months of the branch opening and then after 1, 3 & 5 years. The survey is to understand the travel trends and attitudes of those travelling to the site. The results will allow Waitrose to identify changes in travel patterns, demand corridors and modal share and thus this will allow the travel management mechanisms and *Initiatives* highlighted within this document to be focused more towards specific needs. The survey results will facilitate more targeted and defined mechanisms to be identified in the future.
- 5.40 The following information will be sought from Partners:
 - a) Primary and secondary mode of travel taken to work.
 - b) Home address (by postcode).
 - c) Indication of measures that will encourage use of non-car alternatives.
- 5.41 The surveys (examples of which are included in Appendix B and E and which are consistent with those used at all other Waitrose branches) will include all permanent and temporary Partners at the branch. They will be undertaken in principle in line with the TRICS® Consortium Survey Assessment Methodology (SAM), which can be found at www.trics.org/sam/sam_process.cfm, but subject to agreement with Waitrose on the details of the specific methodology.

6.0 Travel Plan Monitoring & Appraisal

- 6.1 *Monitoring* is a key element of this Travel Plan to avoid it becoming a static document that does not change to suit the needs of the branch. *Monitoring* will also help identify the positive and negative elements of the Travel Plan.
- 6.2 The successful operation of the Travel Plan will be judged in terms of the influence the proposed measures have on the selection of travel mode. The objective of the *Monitoring* programme will be to assess changing patterns in travel, in particular, the numbers of Partners choosing to travel to work by means other than single occupancy car journeys.
- 6.3 *Monitoring* activity over the first 5 years of the new branch being open will comprise the following:
- a) It is proposed to undertake biennial snapshot Partner mode-share travel surveys, alternating with comprehensive travel surveys. The initial comprehensive travel survey will be undertaken within six months of opening and thence after 1, 3 & 5 years. If the Travel Plan *Targets* are not being met after 5 years, *Monitoring* activity may also need to be extended 7 or 9 years.
 - b) The TC will regularly monitor customer comments on transport *Initiatives*. These comments and information received from the Partner surveys will be used to improve the Travel Plan where necessary to encourage both Partners and customers to use alternative modes of transport to the car.
 - c) The Travel Plan will be reviewed and updated, as necessary, in consultation with the local authority. Information gathered as part of the routine day-to-day management will provide an important input into the annual review to establish the extent to which it is effective. The TC will submit the review and updated Travel Plan to OCC The review will:
 - i) evaluate whether publicity materials are up to date;
 - ii) evaluate whether the key *Objectives* in Section 5.0 are being met; and
 - iii) produce an Action Plan.
- 6.4 The annual review will make comparisons with previous years, with the datum provided by the initial on-site evaluations and *Objectives*. The information received from Partners will also be used to help influence visitor and customer travel modes. The review will:
- i) evaluate whether publicity materials are up to date;
 - ii) evaluate whether the key *Objectives* are being met; and
 - ii) produce an action plan.

7.0 Targets

7.1 To enable assessment to be made as to whether the *Objectives* have been met, time based *Targets* have been set. The initial *Targets*, which the Travel Plan will strive to achieve, are set out in the table below.

7.2 All *Targets* set out below will be reviewed and amended where necessary in consultation with the local authority once the initial Partner travel survey has been undertaken.

Measures & Initiatives	Target	Objectives	Timescale	Responsibility
Nominate a Partner to fulfil role of TC	Appoint a TC	a and d	At least 3 months prior to opening	Branch Manager
Review measures to encourage Partners to travel to the branch by alternative modes	Undertake Partner travel survey	b, c and g	Within 6 months of opening and then after 1, 3 & 5 years	TC
Actively seek out potential local partners in order to promote the Travel Plan	Play a leading role in a local partnership	d, e, f and g	Within 1 year of opening	TC
	Share the experience of the Travel Plan with local businesses		Within 1 year of opening	TC
Monitor progress of Travel Plan measures	Provide an annual review to Oxfordshire County Council	d, f and g	After every snapshot and full Partner Travel Survey has been undertaken	TC
Walking and Cycling				
Encourage Partners to walk or cycle to work rather than drive	Reduce the number of Partners driving alone to work by 10%	a, b and c	Within 5 years of opening	TC
Promote the Partner Cycle Salary Sacrifice Scheme	Ensure all Partners are aware of the scheme	a, b and c	From opening and on-going	TC

Measures & Initiatives	Target	Objectives	Timescale	Responsibility
Set up "Travel Buddy" system if the need arises	Identify whether appropriate and encourage volunteers and 'novices' accordingly	a, b and c	Within 6 months and on-going	TC
Provide and maintain facilities to assist those who walk or cycle to the branch	Provide adequate, secure and covered cycle parking	a, b and c	From opening and on-going	Waitrose
	Provide secure lockers		From opening and on-going	Waitrose
	Provide washing and changing facilities		From opening and on-going	Waitrose
Provide information on cycling	Display details of the Local Authority network of cycle routes	a, b and c	From opening and on-going	TC
Public Transport				
Encourage Partners to use public transport to travel to work rather than drive	Reduce the number of Partners driving alone to work by up to 10%	a, b and c	Within 5 years of opening	TC
Offer interest-free loans for the purchase of public transport season tickets	Ensure all Partners are aware of the loans	a, b and c	From opening and on-going	TC
Aim to accommodate requests from Partners to change working times to help the use of public transport	Allow Partners to change working times where possible to help them travel to and from the branch by public transport	a, b, c and d	From opening and on-going	TC
Set up 'Travel Buddy' system if the need arises	Identify whether appropriate and encourage volunteers and 'novices' accordingly	a, b and c	Within 6 months and on-going	TC

Measures & Initiatives	Target	Objectives	Timescale	Responsibility
Provide information on public transport	Display information in branch of local public transport network and make timetables available	a, b and c	From opening and on-going	TC
Monitor local public transport conditions	Alert those responsible for the upkeep of public transport facilities where necessary	a, b and c	From opening and on-going	TC
Driving				
Encourage Partners not to drive alone to work	Reduce the number of Partners driving alone to work by up to 10%	a and b	Within 5 years of opening	TC
Encourage car sharing to existing car drivers	Display publicity material for car sharing	a and b	From opening and on-going	TC
	Make Partners aware of Liftshare.com and the local Oxfordshire car share scheme and provide internet access if required		From opening and on-going	TC
	Maintain a post code map or list to identify the location of Partners who want to car share		From opening and on-going	TC
Endeavour to recruit Partners from areas local to the branch	Ensure a high proportion of Partners are employed from the local area	b, d and e	From opening and on-going	Branch Manager

Customers				
Increase customer awareness of the Travel Plan	Display travel notice boards in branch to provide information of local transport services, cycle and pedestrian routes	c, d, e and f	From opening and on-going	TC
	Provide information giving details of local taxi services		From opening and on-going	TC
	Promote the Travel Plan and highlight sustainable transport initiatives		Within six months of opening	Branch Manager

Indicators

- 7.3 To provide a measure of the extent to which the *Initiatives* are contributing towards achieving the *Targets*, Indicators have been specified as follows:
- Comprehensive Partner Travel Surveys will be undertaken as described in paragraph 5.41. A copy of the survey form is included in Appendix B.
 - Annual snapshot mode share assessments based on a short interview survey will indicate the rate of progress towards achieving the targeted reduction in single occupancy car trips. A copy of the survey is included in Appendix E.
- 7.4 Results taken from the initial full survey questionnaire will aid the implementation of the Travel Plan and annual snapshot surveys will allow the Travel Plan the flexibility it requires to adjust to meet new *Targets* and overcome specific barriers identified in the future.

8.0 Summary & Conclusions

8.1 Waitrose is one of the UK's leading food supermarket retailers and as part of the John Lewis Partnership, takes an innovative approach to its corporate business. Most Waitrose shops are located in district or town centres, close to where people live. As a consequence, almost all are accessible on foot and by cycle and well served by public transport. However, Waitrose acknowledges that its operations, like those of most large retailers, attract car users which in turn can add to congestion and other environmental impacts.

8.2 It is Waitrose policy to recognise and take measures to alleviate environmental impacts arising from its operations. In addition, Waitrose also realise that it has an important role to play in contributing to the fulfilment of the Government's national strategy for integrated and sustainable transport. The Partnership's Sustainable Transport Policy forms part of its Corporate Social Responsibility Strategy:-

'As a responsible retailer, owned beneficially by our employees (Partners), we believe that the long-term future of the Partnership is best served by respecting the interests of all our stakeholders: Partners, customers, suppliers and the wider community. We look actively for opportunities to improve the environment and to contribute to the wellbeing of the communities in which we trade'.

8.3 The main components of this Travel Plan include:

- a) A Waitrose Partner to be designated as Travel Co-ordinator to oversee implementation of the Travel Plan.
- b) Survey of Partners to understand existing choice of travel mode.
- c) Promotion of the Travel Plan to help create joint ownership and make Partners aware of the benefits of the Travel Plan to them and the environment.
- d) Travel awareness information for Partners and customers to enable them in particular to plan their journeys to visit Waitrose by public transport or other non-car modes, and generally to persuade them to choose a healthier, active lifestyle for all travel where practical.
- e) Facilities for Partners and customers to encourage walk and cycle trips.
- f) Facilities to promote Partner car sharing.
- g) Consultation with local transport operators, local authority officers and other local travel groups to develop *Initiatives* to encourage use of alternative Partner travel modes other than single occupancy cars.
- h) *Monitoring* arrangements.

8.4 The successful operation of the Travel Plan will be judged in terms of the influence the proposed measures have on the selection of travel mode. The objective of the *Monitoring* programme will be to assess changing patterns in travel, specifically, the numbers of Partners choosing to travel to work by means other than single occupancy cars.

- 8.5 There is no quick fix solution to bringing about the modal shift *Objectives* of this plan. The plan involves many measures under the control / influence of many agencies, with varying implementation timescales. The proposals need to be considered within the context of emerging central and local government transport policies and plans as well as the operational needs of the branch.
- 8.6 Any approach to travel management must be adaptive and incremental. Waitrose have already undertaken a number of *Initiatives* as the first steps towards increased sustainable integration. The Travel Plan seeks to pull together the various options for travel into an integrated strategy for Partners and customers. The strategy will however have to adjust overtime to reflect the changing context of the branch, as well as the *Monitoring* of the effectiveness of the Travel Plan or the implementation of its measures.

References

Waitrose Ltd – Corporate Social Responsibility, 2009

Waitrose Ltd – Sustainable Transport Policy, August 2001

Waitrose Ltd – Commercial Vehicles and the Environment, 2008

Waitrose Head Office Green Travel Plan

Department for Transport – Delivering Travel Plans through the Planning Process, May 2009