



TRAVEL PLAN
Waitrose, Banbury

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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 9 No. Sheffield-type stands adjacent to the entrance of the foodstore for customer use and 5 No. Sheffield-type stands for use by Partners, as shown at Figure 2. The cycle parking for Partners will be monitored and, following the baseline survey, demand will be reviewed, with a view to increasing capacity if demand outstrips supply for those Partners who would like to cycle to and from work.

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." Thus it has also been informed by OCC's approved guidance "Transport for New Developments: Transport Assessments and Travel Plans".
- 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.johnsoncoaches.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 ways 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.
- 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.

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- 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 <https://liftshare.com/uk/community/oxfordshire> 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.
- 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 An initial comprehensive travel survey amongst branch Partners will be undertaken within three months of the branch opening and then after 1, 3 & 5 years. However, for expediency in the event that the initial survey coincides with a period of exceptionally busy trading this may be delayed by up to three months. 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. An initial comprehensive travel survey amongst branch Partners will be undertaken within three months of the branch opening and then after 1, 3 & 5 years. However, for expediency in the event that the initial survey coincides with a period of exceptionally busy trading this may be delayed by up to three months. 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 Results from the 2011 Census for travel to this part of Banbury as a work location show an overall mode split (single occupancy car: other modes) of 68:32. The full mode split comprises:

Mode	Share (%)
Single occupancy car	68
Car passenger	6
Train	1
Bus	2
Cycle	5
Walk	16
other	2

These will serve as proxy targets until the results are known from the initial Waitrose comprehensive travel survey, to be undertaken as set out in paragraph 5.39, when, in consultation with the local authority, their appropriateness will be reviewed and revised targets for both overall and individual mode share set accordingly for each year in which comprehensive travel surveys are scheduled.

7.2 On the basis that the 2011 Census mode splits are consistent with results from the initial Waitrose comprehensive travel survey, mode share targets for years 1, 3 and 5 would be:

Mode	Share (%)		
	Year 1	Year 3	Year 5
Single occupancy car	63	60	58
Car passenger	7	8	10
Train	1	1	1
Bus	2	2	2
Cycle	6	6	6
Walk	19	21	21
other	2	2	2

All targets are subject to review on the basis of the results of each comprehensive travel survey, in consultation with the local authority.

7.3 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.

7.4 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	Play a leading role	d, e, f and g	Within 1 year of opening	TC

Measures & Initiatives	Target	Objectives	Timescale	Responsibility
potential local partners in order to promote the Travel Plan	in a local partnership 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				
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
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				
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

Measures & Initiatives	Target	Objectives	Timescale	Responsibility
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
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 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

Measures & Initiatives	Target	Objectives	Timescale	Responsibility
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

- 7.5 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.
- 7.6 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

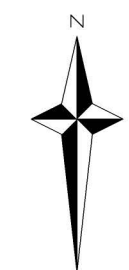
Waitrose Head Office Green Travel Plan

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

Figures



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KEY
 Site location

Rev.	Description	Date	Chkd
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 **Glanville**
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 postbox@glanvillegroup.com www.glanvillegroup.com

Client : **Waitrose**

Project : **Waitrose Banbury**

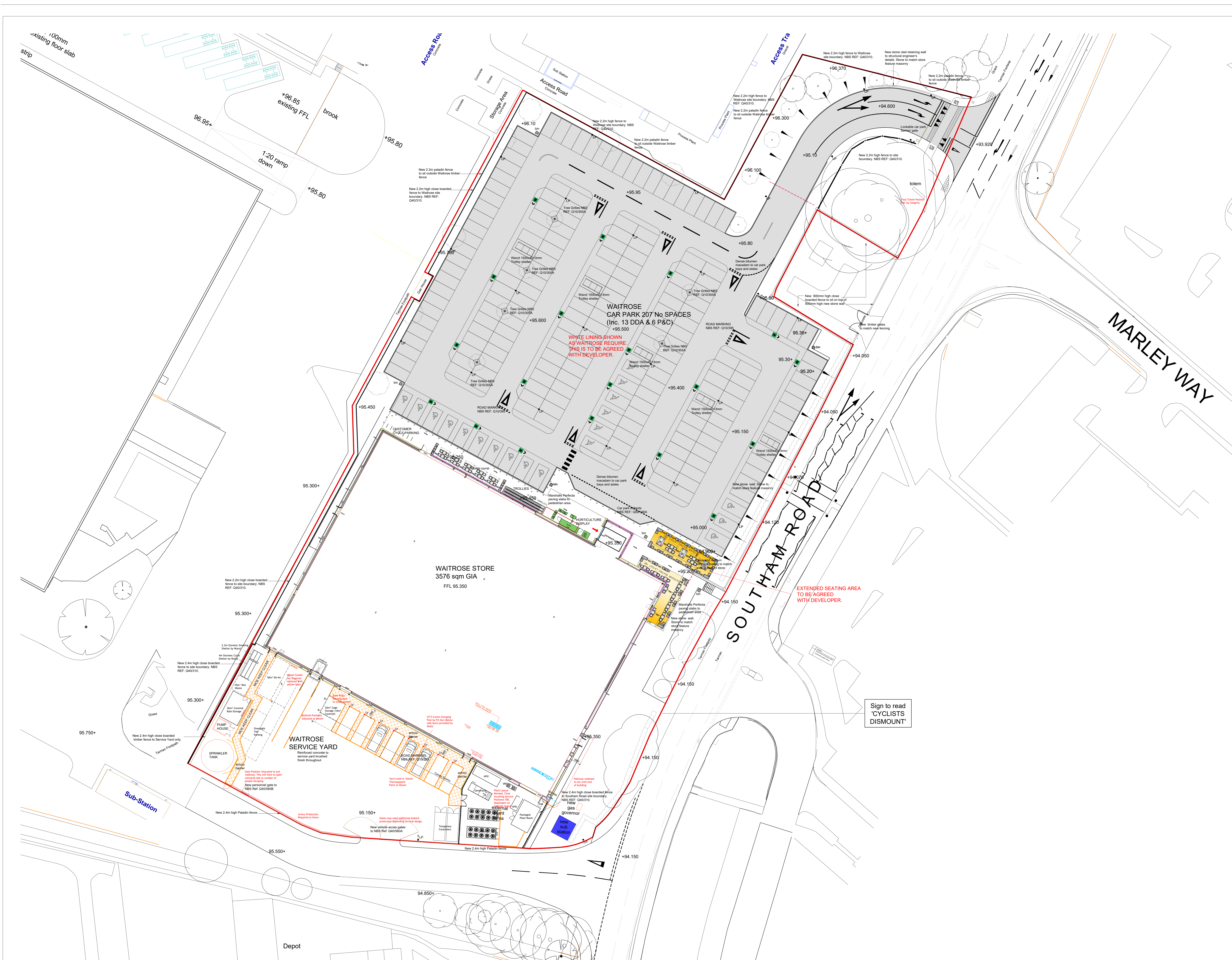
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Project Engineer : T. Hart Scale : As Shown @ A3
 Project Director : P. Whitehead Date : April 2017

Status :

Drawing No. **Figure 1** Rev

1KM



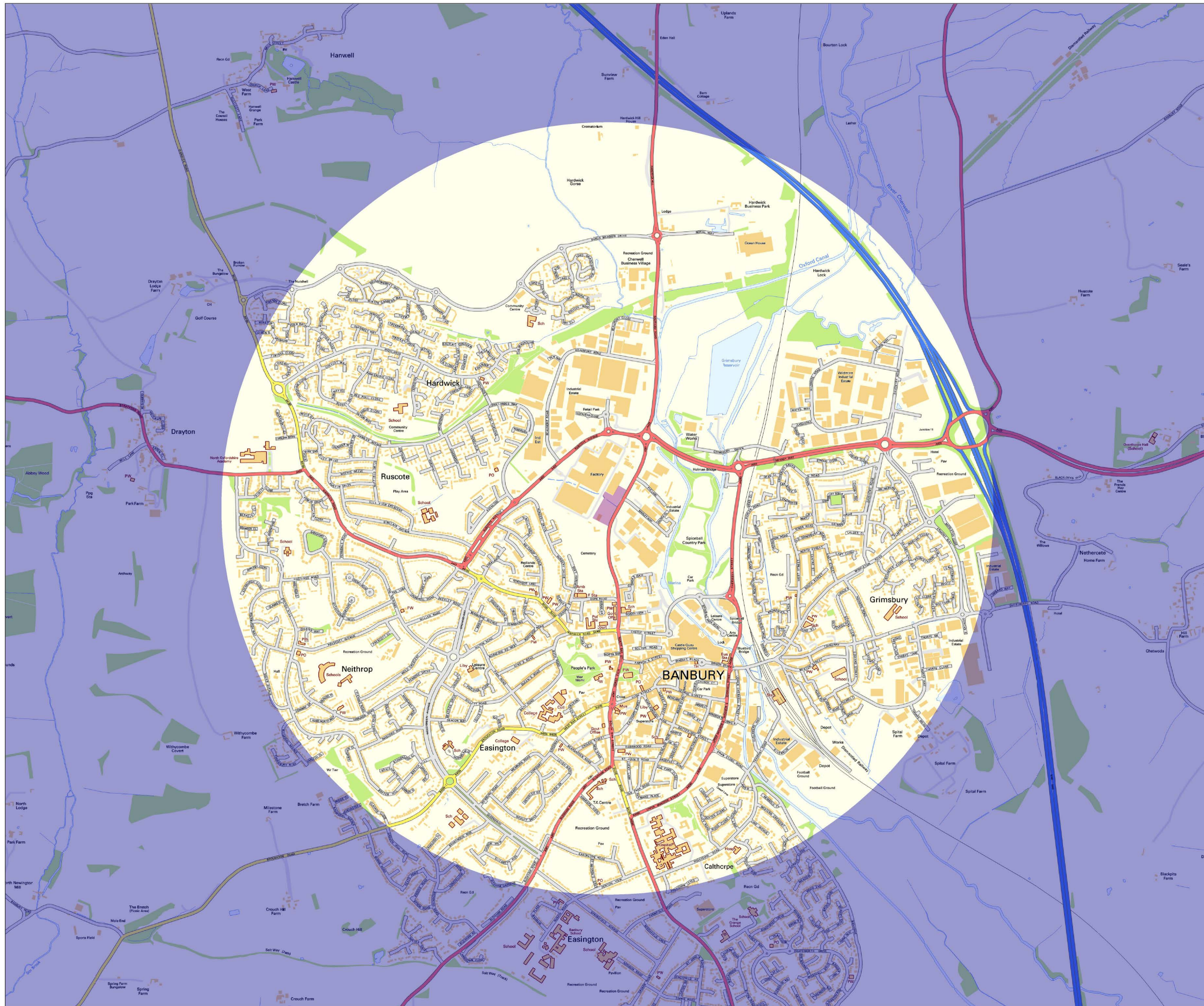
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C.A.D Ref. - 174-79 BASEPLAN.dwg

Rev	Description	Date	By
-	Preliminary Issue	31/08/16	GA
A	Site Plan updated to Shell drawing 14334-6000 revH with Sub Station. Waitrose external elements shown as Merch Plan Feas. 4	31/10/16	GA
B	Car Park updated to relocate 3 No. IDMA spaces for external seating area and add end zones to aisle. Total Spaces reduced from 220 to 207	15/11/16	GA
C	Car Park Symbols and trolley updated to WES. Curved Dashed line added to entry aisle.	15/11/16	GA
D	External Seating and trolley updated to Merch Plan BAN-FEAS09LTY16	24/11/16	GA
E	External Seating area updated	01/12/16	GA
F	External Plant Area updated to Sverny Drawing. Trolley removed - Fixed Postion TTK by Integrity	01/02/17	GA
G	Site plan updated to 14334-6000-revJ	08/03/17	GA

Construction Design Management Regulations 2015
CDM2015

Client: John Lewis Property Services
Project: Waitrose Banbury
Title: Site Plan
Drawing No.: 174-79-AZ-01 Rev.: G
Status: Preliminary
Scale: 1:250 @ A0 Date: Aug 2016
Drawn: GA Check: GA

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KEY

- Site location
- Approximate area within acceptable walking distance

Rev.	Description	Date	Chkd
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Client : **Waitrose**

Project : **Waitrose
Banbury**

Title : **Potential Walking Catchment Area (2km)**

Project Engineer : T. Hart Scale : As Shown @ A3

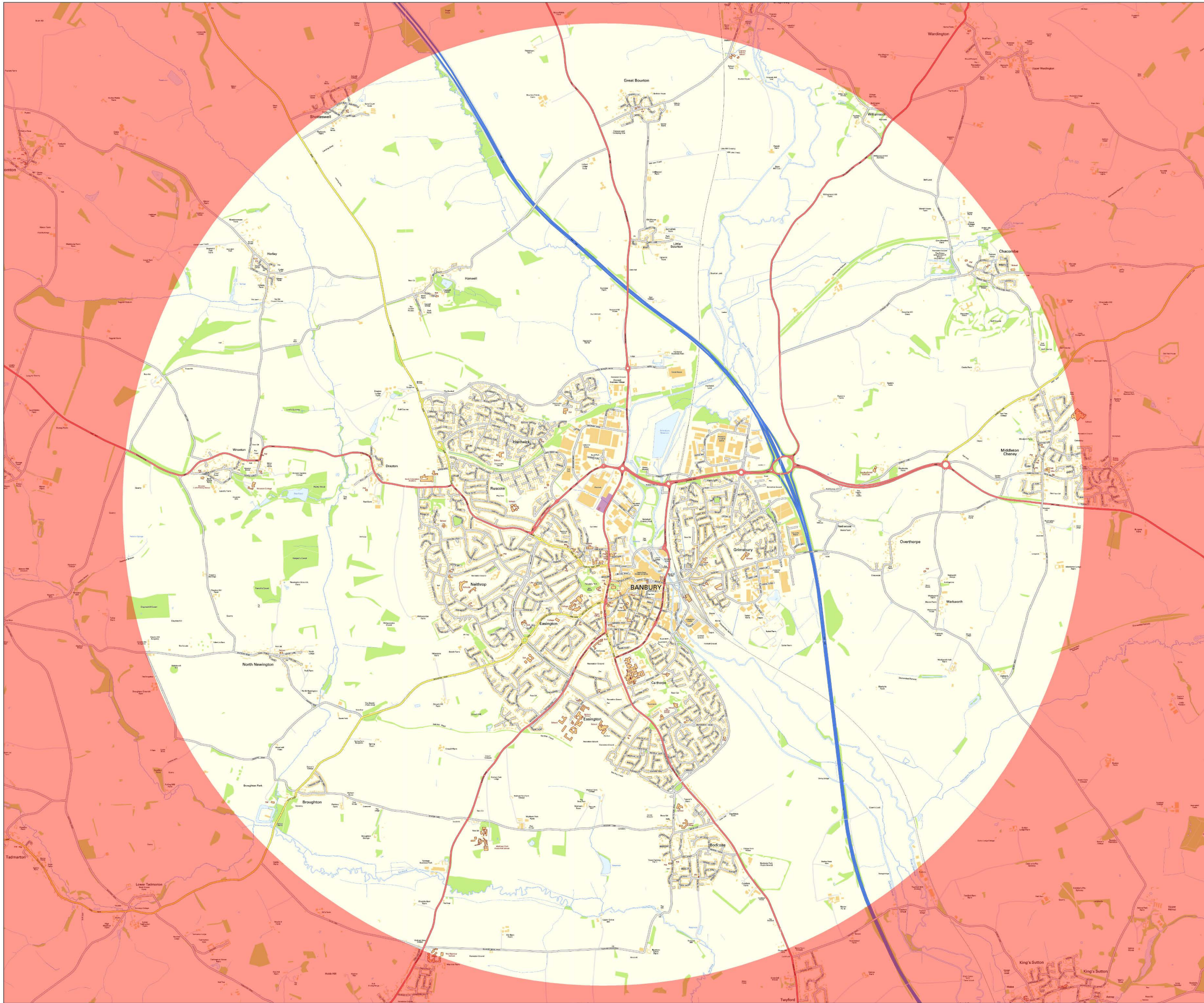
Project Director : P. Whitehead Date : April 2017

Status :

Drawing No. **Figure 3**

Rev

2KM



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KEY

- Site location
- Approximate area within acceptable cycling distance

Rev.	Description	Date	Chkd
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Client : **Waitrose**

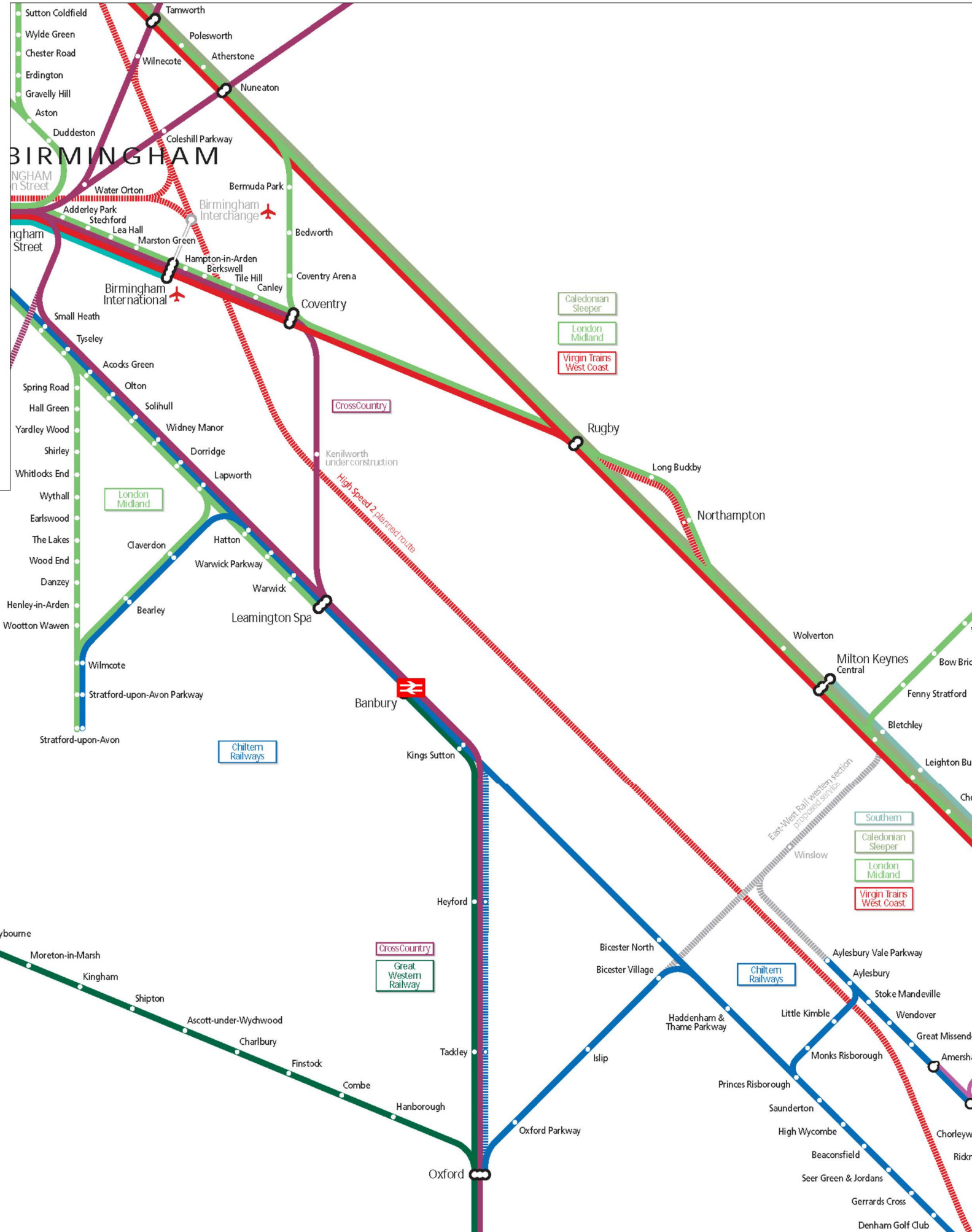
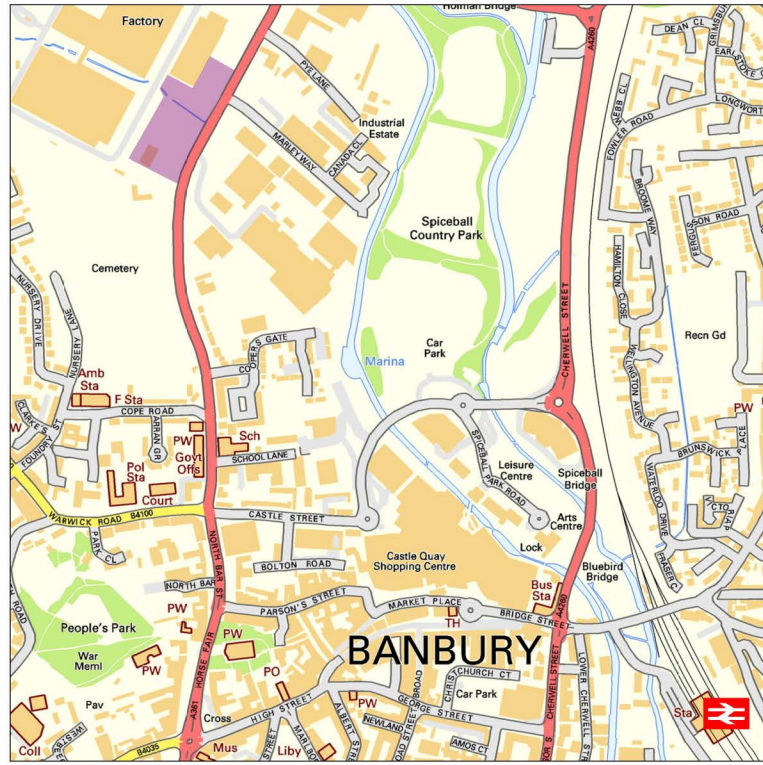
Project : **Waitrose
Banbury**

Title : **Potential Cycling Catchment Area (5km)**

Project Engineer : T. Hart Scale : As Shown @ A3
 Project Director : P. Whitehead Date : April 2017

Status :

Drawing No. Figure 4	Rev
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NOTE
Source: National Rail



KEY
 Site location
 Rail station

Rev.	Description	Date	Chkd
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Client : **Waitrose**

Project : **Waitrose Banbury**

Title : **Local Rail Network**

Project Engineer : T. Hart Scale : As Shown @ A3
 Project Director : P. Whitehead Date : April 2017

Status :

Drawing No. Figure 6	Rev
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Appendices

Appendix A
Audit Results

Audit Results

- 1 The audits were undertaken 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. They 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. The results of these audits are given below.

Partners

- The Waitrose branches audited employ up to 250 Partners each. Of these, only 40% are on site at any time. On average, around 50% of Partners drive to work, although the audits showed this figure can range from 10% for branches located in town centres to 86% for branches located in more rural areas.
- The majority of branch Partners work part-time shifts, which mean that they travel outside peak hours at times when there is less potential to add to congestion and traffic-related environmental impacts.
- Around 50% of branch Partner respondents expressed an interest in a car share database that could find share partners on similar shifts. Smaller but still notable percentages of branch Partner respondents said they would use public transport more often to travel to work if more direct routes and more frequent / reliable bus services were available.

Customers

- The audits showed that although customers generally live within one or two miles of a branch, most choose to use their car for shopping trips. However, it was also apparent that in cases where a branch was located in a town centre with a good mix of residential, work and retail land uses, car use could be virtually zero throughout the day.
- It was found that on average around 25% of customers walk to branches, while only around 1% cycle.
- Many customers showed an unwillingness to change their travel behaviour (ie. to use their cars less). An average of 42% indicated that they would not change their travel behaviour in response to measures put forward, although an average of 16% would change travel behaviour if more direct public transport routes were available. On average, 17% would change travel behaviour if more frequent / reliable bus services were provided.

Deliveries

- Waitrose recognises that goods deliveries to branches by lorry need to be carefully managed. There is a range of measures Waitrose have implemented to minimise lorry mileage and CO₂ emissions in relation to turnover. These include:
 - Reduction in HGV movements;
 - Improved vehicle emission efficiency;
 - Extension of delivery times outside of road network peak hours;
 - Decreased lorry noise to reduce disturbance to neighbouring properties; and
 - Driver training and route planning.
- All deliveries are managed by Waitrose in order to ensure that the measures are implemented.

Measures Waitrose is Taking to Support Sustainable Transport Generally

- 2 Through the audit process, Waitrose were able to examine the effectiveness of the sustainable transport measures already in place and consider what further measures might need to be implemented in order to support sustainable transport across the business. The measures already in place and those planned in the future are described below.

Travel Co-ordinator

- 3 At all Waitrose branches (and Waitrose Head Office and distribution centres) where a Travel Plan is in operation, one of the Partners fulfils the role of Travel Co-ordinator (TC). The TC is part of the branch management and is supported by the Branch Manager and Head Office. The TC acts as a lynch pin, drawing all the facets of a Travel Plan together to ensure a successful outcome while also becoming the repository of advice on a range of transport issues. These range from local bus routes and times to local cycle routes as well as helping with personal travel planning for those Partners wanting to use alternative travel modes.

Car Share

- 4 Flexible working hours and shift patterns at Waitrose branches (and Waitrose Head Office and distribution centres) has the effect of reducing concentrations of traffic on the road network at peak times of the day. However, Waitrose are keen to minimise the impacts of Partner travel further. As the branch audits revealed a clear interest among Partners in car sharing, Waitrose offer Partners at all branches an opportunity to become involved in a car share scheme.
- 5 Waitrose has set up a "Private Group" on Liftshare.com. Liftshare.com is a public website, which can be accessed either from home or through the company intranet and is available to all Partners including those at the proposed Ipswich branch.

E-shopping – Waitrose Deliver

- 6 Waitrose has developed an Internet shopping service, known as 'Waitrose Deliver' (www.waitrosedeliver.com), which is a branch-based home delivery service offered at most branches. Waitrose Deliver enables customers to order a wide range of Waitrose products via the Internet and to have those delivered without any recourse to their cars.
- 7 By offering customers alternatives to travelling to branches by car, it is envisaged that the services will have considerable scope for Waitrose to reduce traffic generated by its branches. It is hoped that Waitrose Deliver will make further contributions to sustainable transport by attracting customers from those retailers who currently rely to a greater extent on their customers driving to stores.

Cycling

- 8 Partners are entitled to 25% discount on bicycles at John Lewis Direct (www.JohnLewis.com).
- 9 The John Lewis Partnership operates a salary sacrifice scheme for purchasing bicycles and equipment called 'The Partner Cycle 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 and is re-paid over an 18 month period through Partners salaries. The TC will promote this scheme to Partners.
- 10 Waitrose's audits suggested that relatively few customers cycle to branches, although many customers live within only one or two miles.
- 11 Many of those surveyed felt that they would never be likely to cycle to and from Waitrose branches. There is however scope to provide good cycle facilities for the small, but still notable, proportion who responded positively to suggested improvements for cyclists. Such improvements may also make it easier to use the home delivery service without recourse to a car.
- 12 A number of Waitrose branches offer customers the free loan of bicycle-compatible shopping trailers. This gives the customer the opportunity to complete a full shop and transport it home safely using the cycle trailer. The cycle trailer loan service will be extended to other branches, where there is demand for it.

Public Transport

- 13 It was apparent from the audit results that there is a significant interest in more direct, frequent and reliable public transport services among customers and Partners. Waitrose encourage bus operators to introduce more direct and frequent services between areas where people live and Waitrose branches.

Taxis

- 14 The audits revealed that taxi-waiting areas at branches were often empty. Taxis waiting at the designated pick-up point or other waiting areas offer the customer a good level of service. They also make it more convenient / feasible to access branches by a non-car mode since the return leg (with shopping) can be made by taxi.

Deliveries

- 15 Waitrose recognises that goods deliveries to branches by lorry need to be carefully managed. There is a range of measures Waitrose have implemented to minimise lorry mileage and CO₂ emissions in relation to turnover.

Reduction in HGV Movements

- 16 Waitrose is seeking to reduce goods delivery mileage through:
- a) Consolidating deliveries into larger but less frequent loads.
 - b) Consolidating loads from small suppliers to increase vehicle-fill levels.
 - c) Using computer-optimised route planning.
 - d) Using emptied vehicles to collect stock from suppliers (known as back hauling).
 - e) Encouraging suppliers to take a delivery to one of Waitrose branches after delivering to Waitrose Regional Distribution Centres (known as forward hauling).
 - f) Keeping under review the location of support warehouses in relation to branches.
- 17 Waitrose operates a centralised distribution system from Regional Distribution Centres (RDCs) at Aylesford, Bracknell, Brinklow and Chorley. A centralised system enables Waitrose to deliver its goods while travelling fewer miles than would otherwise be the case, with consequent environmental benefits. Suppliers and some vehicles returning from Waitrose branches deliver into these RDCs. In addition, smaller warehouses are sometimes used as load assembly points by local suppliers for onward delivery of larger loads to an RDC, thereby minimising mileage. Using emptied vehicles to collect stock from suppliers has proved a particularly successful measure.

Vehicle Efficiency and Emission Reduction

- 18 Waitrose regularly reviews and seeks to improve vehicle efficiency. To optimise efficiency, each vehicle is specified according to its operational role. Aerodynamic styling is employed wherever feasible and engine choice is based upon the latest general technology (currently Euro V).

- 19 In order to maintain a low average-age fleet, latest generation vehicles are progressively entering service and older types withdrawn well in advance of end of useful life. This strategy produces a fleet profile with a high proportion of vehicles which reflect the latest technology about safety and environmental considerations.

Delivery Times and Lorry Noise

- 20 Waitrose deliveries operate under the business constraint that fresh food needs to arrive at branches as close to its time of sale as possible. Wherever it is practical to do so, deliveries are made at night or in the early morning to reduce the impact on other road users. In addition, because roads are less congested at such times, lorries can be driven with less stopping and starting, which means better fuel consumption performance. To this end, Waitrose endeavour to extend delivery times outside peak congestion periods where local conditions permit.
- 21 Delivery lorries inevitably pass by houses situated next to roads and thus, Waitrose seek to minimise any noise disturbance. All Waitrose lorries over 7,400 kg gross vehicle weight use quiet air suspension and refrigeration systems are virtually silent.

Driver Training and Route Planning

- 22 Waitrose recognises that good driving technique can reduce accidents significantly and reduce fuel consumption by up to 20%. Drivers of all company vehicles are trained to drive for economy in accordance with the principle of “defensive” driving (e.g. avoiding hard acceleration and harsh braking wherever possible). During 2010 / 2011, the commercial vehicle fleet was fitted with an in-cab telematics system, which monitors driver performance. This enables Managers to instantly recognise excellence and poor performance allowing training to be focussed where most needed. Fully qualified LGV driving instructors are employed at all depots and Waitrose is an approved JAUPT (Joint Approvals Unit for Periodic Training) centre enabling continuing training of drivers in line with current legislation. All drivers are also given periodic refresher training in addition to the legal requirement.
- 23 All commercial drivers are encouraged to join the Royal Society for the Prevention of Accidents (RoSPA) that operates a national award programme for safe driving. Of the 1,120 Partner members, 842 qualified for awards in 2010 in recognition of another year of incident free driving and five Partners qualified for further awards following more than 25 years of incident free driving.

Cars

- 24 Waitrose provides Partner car parking facilities for those with special needs. Each case is assessed on its merit and takes into account the availability of spaces. Waitrose discourages Partners from parking in branch car parks as it recognises 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 occupying a parking space for themselves reduces the availability for customers. This affects the income of the branch, which, in turn, reduces the Partner’s Partnership Bonus. Partners are also discouraged from parking on-street where this would have an adverse effect on local residents.

- 25 Although few company cars are used at branches, Waitrose is committed towards more efficient vehicles including the use of LPG where feasible. Across the business Waitrose have increased the proportion of diesel cars to petrol cars, thus producing a more fuel-efficient fleet.

Reducing Partner Travel

- 26 Waitrose provides support for home working where appropriate. Support Partners are provided with facilities to work from home and branch management are provided with laptops to enable home working. Generally however, branch management need to be on the shop floor to maintain Waitrose management and customer service standards.
- 27 Waitrose endeavour to recruit Partners from areas local to the branch to encourage use of more sustainable modes of transport for travelling to and from work. This aids towards reducing Partner travel by single occupancy vehicle.
- 28 Waitrose offers relocation packages to Partners who move to new areas of the country. The size of the company means that Partners sometimes have to move to take up jobs which advance their careers or which the company is unable to fill locally. Waitrose will meet essential expenses involved in such a move if it is in the interest of the business.

General Branch Facilities

- 29 Partner cloakrooms are provided with secure lockers for each employee and hanging rails for outdoor clothing. In addition, facilities for washing and changing in privacy are provided.
- 30 The nature of Waitrose business enables Partners to be provided with a subsidised restaurant and supermarket along with facilities for general shopping. This reduces the need for Partners to make additional journeys from the branch and separate shopping trips at other times.

Appendix B
Sample Questionnaire

Green Travel Plan

Partner Survey for Branch:

Please answer the following questions and return the form to your Section Manager Personnel as soon as possible

Surname:

First Name:

Section:

Home Postcode:

I am: Full Time Part Time
 Permanent Contract
 Agency Casual / Seasonal

Q1 Please indicate which modes you normally (main mode) and occasionally travel to work by. Please also indicate which mode you would prefer to travel by.

Travel Mode	Normal Mode	Other Mode Occasionally	Preferred Mode
Walk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cycle	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Car (single occupancy)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Car share as a driver	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Car share as a passenger	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Park & Ride Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scooter/Motorcycle (below 125cc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Scooter/Motorcycle (above 125cc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Train	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taxi	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tube	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DLR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tram	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Riverboat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (please specify)

Q2 Why do you use your normal mode of travel? (tick up to four boxes)

- Convenience
- Cost
- Safety
- Work need / commitments
- Environmental reasons
- Dropping / collecting / caring / other reasons
- Time savings
- Availability
- Personal safety
- Health - disability reasons
- Health - fitness reasons
- Other (Please specify)

If you drive or car share for a part of your entire journey to work answer Q3. If not, go to Q6.

Q3 What would encourage you to use an alternative mode of transport?

- Car-sharing scheme
- Cheaper public transport / discounts
- More reliable public transport
- More frequent public transport
- Better public transport information
- Employer to provide bikes / equipment
- More cycle lanes
- Safer / lit pedestrian routes
- Bigger lockers to store uniforms etc.
- Other (Please specify)

Q4 If you travel to work by car, what is the main reason for doing so?

- Its flexibility
- I cannot make my journey by any other means
- It provides greater personal security
- I drop off or pick up children from school
- Its quickest by car
- I need my car for business travel during the day
- Too many changes by public transport
- I am disabled / have restricted mobility
- Lack of cycle storage
- Lack of cycle parking
- Lack of shower facilities
- Crowded public transport services
- Other (Please specify)

Q5 If you travel to work by car, where do you usually park?

- On site car park (no parking charges)
- On site car park (with parking charges)
- Public car park (off-site)
- On street parking (no parking charges)
- On street parking (with parking charges)
- Not applicable - I am dropped off
- Other (Please specify)

If you travel to work by a mode other than a car answer Q6. If not go to Q7.

Q6 What measures would improve your journey to work?

- Improved security on public transport
- Interest free loans for season ticket purchase
- Cheaper fares
- More reliable / frequent services
- Better cycle parking facilities
- Better storage facilities for cycling / walking equipment
- Discount / loans for purchase of cycles and equipment
- Improved footways on route
- Improved shower and changing facilities at work
- Safer crossing facilities on route
- Other (Please specify)

Green Travel Plan

Partner Survey for Branch (continued)

Q7 Would you be interested in taking part with other Partners:

- a. In a car sharing scheme?
- Yes
 No
 Maybe
- b. In a salary sacrifice scheme for season ticket purchase?
- Yes
 No
 Maybe
- a. In a salary sacrifice scheme for bicycle purchase?
- Yes
 No
 Maybe

Q8 If you have any further comments on how your journey to and from work can be improved please state below. (Please continue onto additional sheets if required).

Information for Partners

As a food retailer, Waitrose recognises that our operations, like those of most large retailers, attract car users. Road traffic, as we all know, can cause congestion in our towns and cities and gives rise to environmental problems such as air pollution and noise.

As a company, it is our policy to recognise and take measures to alleviate any environmental impact arising from our operations. As part of this policy, we are asking all our branch employees to complete a survey so that we can find out how they travel to and from work. We can also explore what alternative options may be available and appealing to them. Information from the survey will be collated and will influence the future development of the Green Travel Plan for your branch.

Full details of local public transport can be found on the 'Green Travel' notice board in your branch. If you have any questions about Green Travel, please speak to your nominated Travel Plan Co-ordinator for the branch.

Thank you for taking part in this survey

Appendix C
Car Share Information

CAR SHARING

1. Car sharing is an easy way to reduce travel costs and make a contribution to reducing the amount of traffic congestion.

Remember - you do not have to share every day to make an impact - if you share once a week you will be making a personal contribution of 20% reduction in car use.



If we can achieve a 20% reduction overall this will be more of an impact than the school holidays which is estimated to skim off approximately 10% of traffic both from the reduction in "school run" traffic and in the increased number of people taking annual leave.

Liftshare.com

2. Following a "Good Suggestion", Waitrose has chosen to fund the set-up of a "Private Group" on Liftshare.com. Liftshare.com is a public website which has government support and covers the whole of Great Britain. As a Partner you may wish to register with our Private Group (at no cost to yourself) through the JLP Net, or if you prefer, you may still register on the wider Public Site free of charge on the Internet if that suits you better. Alternatively you may choose to register on both.
3. Access to the Waitrose Private Group can be found through a link on the JLP Net. Your Section Manager Personnel can help you register. Once registered, ongoing access can be achieved through the intranet or from home via the public website www.liftshare.com.

Top tips for car sharers!

4. It is mostly common sense but some of the below may mean the difference between a successful car share and avoidable misunderstandings.
 - (a) Meet your partners BEFORE you start car sharing. Talk about insurance, communication and personal preferences.
 - (b) Discuss your route and schedule. Establish your pick up places and times for the morning and evening journeys.
 - (c) Establish the ground rules at the outset. Agree on maximum waiting times and whether you like music/talking/smoking in the car.
 - (d) Be punctual. Decide how long the driver should wait.
 - (e) Be courteous. Don't sound your horn whilst waiting. Inform other people if you are ill or on leave.

- (f) Establish a chain of communication
- (g) Respect individual preferences
- (h) Consider starting out as a trial and arrange a review.
- (i) Keep your car reasonably clean and in good condition

Frequently asked questions

5. **Is car sharing allowed by law?**

Yes, however according to the Road Traffic Act 1988, the vehicle should not be adapted to carry more than eight passengers if it is used for car sharing.

6. **What is the insurance position?**

Obviously all cars used must be taxed and have a valid MOT and you must be fully insured. Providing that costs are shared and no profit is made most insurance policies are unaffected by car sharing schemes. It is advisable to check your policy and inform your insurance company, but no additional charges should be incurred. Car passengers are automatically covered under the driver's car insurance policy in respect of any negligence on the part of the driver.

7. **How much should I charge/expect to pay?**

The Road Traffic Act 1988 allows a contribution to be made to the driver, but states that the total sum received should not generate a profit. Individual sharers can decide between them how they wish to split the cost of a journey. In many cases the sharing arrangement will simply be alternating between different cars, however it is quite acceptable to charge per mile.

8. **What happens if I have an accident whilst car sharing?**

The situation is exactly the same as if you have an accident with any other passengers in the car. You should always let your insurance company know if you car share but it will not make any difference should you be unfortunate enough to have an accident.

9. **What if I am a car sharer and have to leave work suddenly?**

If for genuine, unexpected reasons you have to leave suddenly and are a passenger Waitrose will pay for a taxi to your home. This is also the case for any passenger whose driver has to leave unexpectedly.

Appendix D
Public Transport Loans

SEASON TICKET LOANS



Loans are available from the Partnership to help finance Partners' purchases of season tickets.

There will be an interest charge of 3¼% of the value of the loan for a full year and pro rata for shorter periods, representing a true annual rate of interest of approximately 6.75%. Loans may be taken for less than the full value of the ticket.

HOW TO APPLY

Application forms are available in Personnel Offices, or, for Waitrose Partners, from the Administration Department at Bracknell. You will be told what to do with your completed form. When your application has been authorised and processed, you will receive a cheque made payable to you. The season ticket loan (plus the interest charge) will be deducted from your pay each month. However certain conditions do apply:

Quarterly Tickets - The price of the ticket and the loan must be at least £125 and the Partner must have served at least a total of three months in the Partnership. Season Tickets at the quarterly rate over 13 weeks and up to 26 weeks - The price of the ticket and the loan must be at least pro rata to £125 for the quarter and the Partner must have served at least three months in the Partnership.

Season Tickets at the quarterly rate lasting over 26 weeks - In the unlikely event of this ticket being required, the price of the ticket and the loan must be at least pro rata to £250 for the 26 weeks and the Partner must have served at least a total of three months in the Partnership.

Annual Tickets - Where no quarterly ticket is available for the major part of the daily journey by a particular carrier, the price of the annual ticket and the loan must be at least £280 and the Partner must have served at least a total of three months in the Partnership. Where a quarterly ticket is available for the major part of the journey (for example for travel by British Rail), the price of the annual ticket and the loan must be at least £465 and the Partner must again have served a total of three months in the Partnership.

These minimums are necessary for administrative reasons and the amounts are reviewed annually. Partners who have received one loan will not be prevented from receiving one next time by an accident of timing of the review. On the other hand, when a Partner, who has a loan for his former journey, moves house, the next season ticket must satisfy the minimum price requirements.

APPLICATION FOR A SEASON TICKET

PARTNER'S NAME _____

DEPARTMENT and BRANCH NAME _____

CONTACT NUMBER _____

EMPLOYEE NUMBER _____

DATE OF JOINING PARTNERSHIP _____

IS THIS YOUR FIRST LOAN? YES / NO

HAS YOUR JOURNEY CHANGED SINCE YOUR LAST LOAN ? YES / NO

DURATION OF TICKET (minimum 13 weeks) _____

STARTING DATE _____

ZONES YOU ARE TRAVELLING IN (if applicable) _____

PUBLIC TRANSPORT FROM _____ TO _____

PRICE OF TICKET (as quoted by the carrier) _____

DELETE AS APPLICABLE* : *NAME OF TRANSPORT CARRIER THE CHEQUE IS TO BE MADE PAYABLE
TO: _____
or
*PLEASE PAY THROUGH BACS INTO MY BANK ACCOUNT

COMPLETED BY PERSONNEL

Cost of season ticket loan £ _____ which will carry an interest charge of £ _____
being 3¼% of the price of the ticket on an annual basis and representing a true annual rate of approximately 6.5%.

Total cost of ticket £ _____ Account to be charged 601/ _____ /73365

To make repayment a monthly amount of £ _____ will be deducted from pay over _____ months.

Authorising Signature: _____ Date: _____

Terms and Conditions

I hereby agree and accept that if I leave the Partnership before the full amount of the loan, interest or costs (if any) have been repaid, then the total outstanding amount is immediately repayable by me to the Partnership.

I hereby agree and accept that it is a fundamental condition of this agreement that the loan must be used for the specific purpose as stated on this application form or immediately returned to the Partnership. If the loan is used or retained for any other purpose whatsoever, then it shall become immediately repayable with interest and cost and render me liable to disciplinary action for serious misconduct up to and including dismissal and possible prosecution.

I further authorise the Partnership to deduct any amount of outstanding loan, interest and cost from any monies including my salary due to be paid by the Partnership to me without further recourse to me and that if these monies are insufficient to repay the full amount I owe, I agree to immediately pay the balance owing to the Partnership.

By signing this document, I agree and accept the terms and conditions laid out above and authorise the Partnership to make the relevant deductions from my monthly pay.

Signature of Partner

Signature of Parent or Guardian
(if Partner is under 18)

Date _____

SEASON TICKET LOAN INSTRUCTIONS

1. Please ensure that you read and understand this information sheet and meet the qualifying guidelines.
2. Find out the price of your ticket from your station. Please note that supplementary cheques cannot be raised if the actual price of your ticket is found to be incorrect.
3. Complete the attached loan form then:
 - Corporate Partners return it to the Corporate Personnel Dept.
 - JL Partners return it to the Branch Personnel Administrator, Personnel.
 - Waitrose Partners return it to Personnel Services, Bracknell.
4. There are two options the loan can be paid:
Through your bank account (BACS) (THE ACCOUNT MUST BE THE SAME ONE THAT YOUR PAY IS PAID INTO).
Or
a cheque made out to the transport company/carrier.
5. Your Personnel Dept (see point 3 above) will complete loan form calculation and process as follows:
 - **Department Stores:** The form goes to Central Financial Accounts, Stevenage, who raise either a BACS or cheque payment and then send on to Payroll Dept at Bracknell who set up deductions to pay.
 - **Waitrose Branches:** The form goes to Payroll Dept Bracknell, who set up deduction to pay and send copy of form to Finance Dept, Bracknell who raise payment.
 - **Central Departments:** One copy goes to Central Accounts, Partnership House, Victoria, who raise either a BACS or cheque payment and retain the copy for their records. A second copy is sent to Payroll Dept at Bracknell who set up deductions to pay.
6. If you request a cheque: Take the cheque to your local station to obtain the season ticket. London Transport will require you to show two forms of identity, e.g. driving licence, gas or electricity bill, credit card, etc.
7. Contact details for queries or problems relating to your Deductions to Pay:
+Partnership Payroll Dept, 7-42 5585.
8. Contact details for queries or problems relating to your BACS or Cheque Payments:
Department Stores: 7-45 4141 Waitrose 7-42 4529 Central 77-5854
9. Contact details for queries or problems relating to your ticket should be taken up by you directly with your station. This includes duplicate and changeover tickets and refunds for non-service (e.g. bad weather, industrial disputes, etc.).
10. **MISUSE OF LOAN OR WHEN LEAVING THE PARTNERSHIP** - Please read the terms and conditions **FULLY** before you sign the agreement. Any misuse of this loan will be considered a breach of agreement and will be treated as a disciplinary matter that could result in your dismissal. On leaving the Partnership, we will claim back from your final salary all outstanding monies, should this be insufficient to cover the loan, the balance must be paid immediately.

QUALIFYING GUIDELINES FOR SEASON TICKETS

1. Loans are available from the Partnership to finance Partners' purchases of their season tickets, provided that the conditions specified below are met. There will be an interest charge of 3¼% of the price of the ticket for a full year and pro rata for shorter periods, representing a true annual rate of interest of approximately 6.5%.

Quarterly - The price of the ticket must be at least £125.

Season Tickets at the quarterly rate lasting over 13 weeks and up to 26 weeks - The price of the ticket must be at least pro rata to £125 for the quarter.

Season Tickets at the quarterly rate lasting over 26 weeks - In the unlikely event of this ticket being required, the price of the ticket must be at least pro rata to £250 for the 26 weeks.

Annual Ticket - Where no quarterly ticket is available for the major part of the daily journey by a particular carrier, the price of the annual ticket must be at least £280. Where a quarterly ticket is available for the major part of the journey the price of the annual ticket must be at least £465.

2 These minimum prices of tickets are necessary for administrative reasons and the amounts are reviewed annually. Partners who have received one loan will not be prevented from receiving one next time by an accident of timing of the review. When a Partner moves house, the new season ticket must satisfy the minimum price requirements.

Appendix E
Sample Snapshot Mode Share Survey



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