

TRANSPORT STATEMENT AND TRAVEL PLAN

PROPOSED NEW CARE HOME FOR OLDER PEOPLE

Land at Graven Hill
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PART ONE

TRANSPORT STATEMENT

1.0 INTRODUCTION

- 1.1 This Transport Statement is submitted on behalf of LNT Care Developments (the Applicant) in support of the planning application for a care home for older people at Land at Graven Hill, Bicester, OX25 2BF.
- 1.2 LNT Construction (the Agent) are the Applicant's sister company and will deliver the proposals with them.
- 1.3 LNT have considerable experience in the development and operation of care homes for older people, and provide excellent, high-quality accommodation.
- 1.4 Advice on the need for Transport Assessments and Transport Statements is available from the Department for Transport. In summary it states:
- **Transport Statements** are suitable when the proposed development is expected to generate relatively low numbers of trips or traffic flows, with minor transport impacts i.e. the transport issues relating to a development proposal are limited, and no formal assessment is necessary.
 - **Transport Assessments** are required when a development is likely to have significant transport impacts.
- 1.5 In this case, given the nature of the use and the extensive experience of the operator, the development is likely to generate relatively low numbers of transport movements to and from the site.
- 1.6 A 'Transport Statement' is therefore sufficient to accompany the proposals and is accompanied by a 'Travel Plan'.

2.0 TRANSPORT POLICY

- 2.1 Below are planning policies (local and national) that are relevant to transport / traffic matters and that have been considered in the development of this proposal.

National Policy

- 2.2 The National Planning Policy Framework (NPPF, December 2023), Chapter 9, seeks to promote sustainable transport, which means addressing potential transport impacts; taking opportunities to improve the adaptability of transport systems/infrastructure; promoting walking, cycling and public transport use; assessing negative environmental impacts of traffic and considering movement and site use through design development (Paragraph 108).
- 2.3 Development proposals are expected to take opportunities to promote sustainable modes of transport, avoid or address unacceptable impacts on highways safety/severe cumulative impacts (Paragraph 109).
- 2.4 In this context, proposals should prioritise pedestrian and cycle movements and encourage the use of public transport; ensure the needs of people with disabilities and reduced mobility are addressed; create safe, secure and attractive places that minimise the risk of conflict and ensure good design; account for efficient deliveries/servicing/emergency access and enable the use/uptake of Electric Vehicle Charging Points (EVCP)/ultra-low emission vehicles.

- 2.5 Planning applications that will generate a significant number of movements should be accompanied by a Transport Assessment/Statement and a Travel Plan assessing the impacts of the proposal (Paragraph 117 of the NPPF).
- 2.6 In this instance, a Travel Plan is not necessary as there will be no significant generation of transport movements. However, the Applicant recognises the benefits of Travel Plans and has prepared one in parallel to the development proposals to fully integrate it with the design and operation of the building. This approach accords with Planning Practice Guidance on ‘Travel Plans, Transport Assessments and Statements’ (Paragraph 003, Ref. 42-003-20140306).

Local Policy

- 2.7 The adopted The Cherwell District Council Local Plan (2015) Policy SLE4, that all developments where reasonable to do so, should facilitate the use of sustainable modes of transport to make the fullest possible use of public transport, walking and cycling. As such, development proposals are expected to provide encourage sustainable transport and implement a robust Travel Plan.

3.0 SITE AND SURROUNDINGS

- 3.1 The site (Figure 1 below) covers xxx hectares (x.xx acres) and is located in the Graven Hill site which is still being developed despite a number of established residential and commercial properties. The surrounding residential development consists of 1-to-5-bedroom homes and a number of self-build plots. To the north the existing dwelling consist of semi-detached and detached housing with a variation of 1, 2 and 3 storeys.



Figure 1: Site Location

- 3.2 The site will be accessed from the recently constructed access road to the south of the site connecting the plot with Anniversary Avenue which acts as one of the main tributary road connections into the wider Graven Hill site. The A41 to the east of the site provides the major road connection, connecting the site with the wider area and beyond. The site is well served by public transport, bus stops are located c.100m from the proposed entrance to the care home (2-minute walk).
- 3.3 The site's location, the range of suitable neighbouring uses and nearby amenities make this location sustainable, accessible and suitable for a new care home.

4.0 ACCESS, TRAFFIC GENERATION & ACCESSIBILITY

Site Use and Access

- 4.1 The application is for a two-storey, sixty-six bed care home for older people with associated access, parking and landscaping. The access is proposed on the southern boundary from a new access road leading from Anniversary Avenue which links the site with the wider residential area.
- 4.2 The scheme is developed in a configuration which enables the care home to provide for two types of care – general residential and residential dementia. Its planned layout and internal arrangement allow the home to be split into these separate care requirements.
- 4.3 A secure landscaped garden area will provide the main external amenity space for the respective elements of care. The full design analysis and design development of the building is set out in the Design and Access Statement.

Transport Accessibility Non-Car Mode

Walking

- 4.4 Walking can replace short car journeys and is one of the most sustainable forms of travel. It is generally accepted that people are prepared to walk up to 1 mile or 25 minutes in order to access their place of work.
- 4.5 **Figure 2** shows a 1 mile radius in which people could potentially walk/commute. A good number of residential properties in/around Graven Hill / Bicester and the surrounding areas are within this catchment from the site. It is therefore very possible that the majority of staff and visitors could walk to the site.

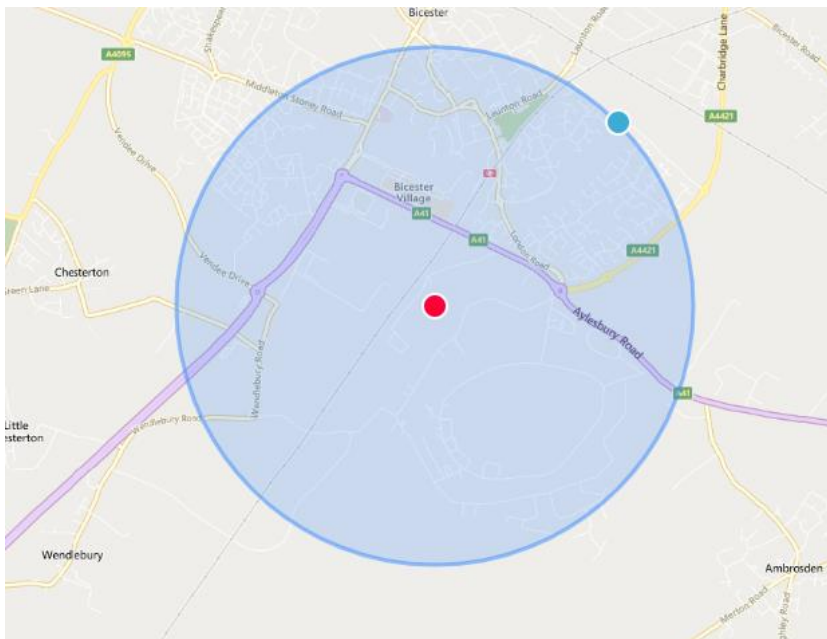


Figure 2: 1 mile Radius

- 4.6 New footway facilities will be provided within the site, with direct pedestrian access from the existing pedestrian network provided along Anniversary Avenue, leading to the entrance of the care home.

- 4.7 The new pedestrian routes will connect to the wider existing pedestrian network, which is well maintained and overlooked, which makes walking to and from the site (and access to public transport services), a viable and safe option for staff and visitors.

Cycling

- 4.8 The Site is also highly suitable for cycle access from the existing road network. Cycling is considered an important mode of transport at a local level and has the potential to replace short car journeys, especially those journeys under five kilometres (around 25 mins of cycling).
- 4.9 Cherwell District Council seeks to improve sustainable transport modes within the adopted development plan. Policy SLE4 details the importance of sustainable transport alongside how development proposals should be located to make use of existing infrastructure. Cycling is actively promoted within the region with Cherwell District Council championing Bicester’s Local Cycling and Walking Infrastructure Plan (LCWIP) which was approved in September 2020. The plan identifies a network plan for walking and cycling alongside a prioritised programme of infrastructure improvements for future investment.
- 4.10 Cycle parking provision within the site would be in the form of a covered store for 8 bicycles. Each space would have a hoop to secure a bike to. The cycle store would be located within direct line of sight of the manned reception area, allowing for adequate surveillance. The cycle parking numbers have been based on the usage at other homes within the group, in which there are never more than 24 members of staff on duty at any one time.

Buses

- 4.11 Bus services are a convenient form of public transport that reduce the need for using private vehicles for local journeys. The nearest bus stops are located on Anniversary Avenue within a 3-minute walk from the site, this is viewed as an acceptable walking distance.
- 4.12 The bus stops are serviced by bus route 29 and H5. These services connect the site to a broad area including Headington and Ambrosden which provides further enhanced Bus Services.
- 4.13 The bus stops within close proximity of the site have an indicative timetable printed on the bus stop alongside phone information to request ‘Live’ bus timetable information.

5.0 PROPOSED DEVELOPMENT

Site Use and Access

- 5.1 The proposal is for a care home for older people (Use Class C2), a new purpose-built sixty-six bed building with associated infrastructure, access, parking and landscaping.
- 5.2 This is intended to be a local community care facility, occupied and staffed by local people, or people with a local connection (normally within three miles of the site).
- 5.3 The current access will be upgraded as part of the development connecting the site to Anniversary Avenue. The access and parking arrangements will not generate significant transport movements at peak times (discussed further below).

- 5.4 A servicing bay is proposed within the site, close to the entrance to provide convenient access for taxi, delivery vehicles and ambulances. This and accessible spaces are proposed closest to the main entrance for appropriate ease of access.
- 5.5 A pedestrian access will be provided which will run alongside the vehicular access into the car park. Pedestrians will then be able to cross the car park to access the main entrance to the home.

Traffic Generation, Parking and Servicing

- 5.6 The proposal is residential in nature, and it falls within Use Class C2 (Residential Institutions).
- 5.7 From the Applicant's extensive experience in this sector and operation of other homes, the level of parking demand and transport movements associated with this use are generally relatively low. Due to the limited abilities and mobility of the residents of care homes, they do not typically have vehicles and therefore do not require designated parking spaces.

Traffic Generation

- 5.8 It is estimated that the 66-bed care home will provide between 50-60 jobs. This represents the total employment generation and not the number of staff present on site at any one time.
- 5.9 Due to the shift patterns operated in the home, it is anticipated that the maximum number of staff on site at any one time would be 24. **Appendix 1** provides an indicative breakdown of the staffing and the shift patterns that demonstrate this clearly. Staff generally work on a 3 days-on and 3 days-off basis. This information can be used to assess the impact of the proposed development on the surrounding road network at peak times. As the main shift starts at 08:00, the majority of the staff will have arrived at the home before the peak hours traffic movement commences.
- 5.10 The Applicant also promotes and operates Travel Plans across their homes. From their experience of operating other homes (which are targeted and developed in sustainable locations), a majority of staff members travel by public transport, foot and bike.
- 5.11 Given the good public transport, cycle and walking connectivity, and proposed travel plan measures (see Part 2); there is expected to be a negligible impact on the surrounding road network.
- 5.12 The same principle applies to the 3 staff members arriving at 09:00, which, even if using private transport, will have no material impact on the surrounding highways / junctions.
- 5.13 During the evening peak hours at 17:00 there will be 5 members of staff leaving the site. This will also have a negligible impact on the surrounding highway network. The majority of departures (12) will occur after 20:00 when there will be no conflict with peak movements.
- 5.14 From experience, it is also expected that residents have negligible unaccompanied movements, and visitations are sporadic as there are no restrictions on visiting times. The nature of these movements ensures that there will be no adverse impacts on the highway network.
- 5.15 If there are any increased concentrations in the visiting hours, they tend to be at the weekend and evening between 18:00 and 20:00. This will not conflict with general peak hours.

- 5.16 In summary, given the proposed staff levels, shift patterns and resulting travel movements identified together with the accessible nature of this site and the Travel Plan promotion the proposals will not have any significant traffic impact.

Car Parking

- 5.17 The Applicant's experience and knowledge of care home operations, ensures that the proposed parking provision is sufficient to accommodate staff and visitor demand, whilst ensuring there is no material impact on the local highways network.
- 5.18 A total of 25 car parking spaces are proposed. This level of parking provision is tried and tested by the Applicant who believes this is the optimum number for the proposed development. This provision includes three accessible spaces and six spaces with Electric Vehicle Charging Points (EVCPs).
- 5.19 Provision is made for mobility scooter storage and charging in the reception area, providing the necessary accessibility, security and convenient functionality.
- 5.20 Evidence from the Applicant's other operational care homes has shown that residents, staff and visitors will generally come from a catchment no more than three-miles from the site, or will be associated with families/relatives living within this area.
- 5.21 As stated above, the home would operate a policy of unrestricted visiting times. Friends and family of the residents are permitted to visit at any time on any day, which reduces the probability of significant peaks, not only in traffic flow but also in respect of parking demand. Whilst there may be relative peaks in visiting during evenings and at weekends, these peaks are likely to be low in absolute terms. This unrestricted visiting policy is important for residents and their families and outweighs any minimal risks possible to the local highways network.
- 5.22 This approach and the resultant proximity will ensure that users of the site have the option to travel by sustainable and healthy modes of transport, as opposed to using private motor vehicles. These proposals are supported by a Travel Plan to ensure staff and visitors are best encouraged to achieve this (**Part 2**).

Servicing

- 5.23 In terms of servicing requirements, the frequency and size of vehicles is relatively low. On average the proposed home would generally receive only one delivery vehicle per day in the form of a 7.5 tonne vehicle delivering foodstuffs and perishables. This is negligible and will not affect the function of the home's parking or the wider highways network.

6.0 CONCLUSION

- 6.1 The proposals identified staffing levels and shift patterns, car parking levels and accessibility, will result in low level trip generation and no unacceptable peak flows. Consequently, there will be negligible traffic impacts within the surrounding highway network.
- 6.2 The low travel occurrence of the drop-off facility, the proposed main access and turning area within the site will maintain highways and pedestrian safety by reducing the risk of conflict.

- 6.3 The proposed level of on-site parking is based on the Applicant’s extensive experience and the evidence gathered over time. The proposed layout (and parking provision) is appropriate, complementary to the site’s sustainable location and will prioritise the use of sustainable modes of transport, whilst safeguarding the site’s functionality.
- 6.4 The stated improvements, level of parking and availability of alternative transport modes to the site, supplemented by the submitted Travel Plan, will ensure that the level of vehicular activity and impact on the local highway network remains acceptable going forwards.
- 6.5 In this respect, the proposals will accord with national and local policy objectives as outlined in **Section 3**.

PART TWO

TRAVEL PLAN

1.0 INTRODUCTION

- 1.1 This Travel Plan has been prepared to promote sustainable travel to and from the proposed care home.
- 1.2 Guidance states a Travel Plan can help in the delivery of sustainable transport objectives, including reductions in car usage (particularly single occupancy car journeys) and increased use of public transport, walking and cycling.
- 1.3 This Travel Plan has been prepared proactively, in recognition of the importance of Government Policy aimed at promoting sustainable development, travel patterns and modes of transport and reducing reliance upon the private car.
- 1.4 The overall aims of the Travel Plan are to:
- Minimise the total travel distance associated with trips to and from the site, and the frequency of trips.
 - Systematically reduce the use of the private car as a mode of transport to and from the site by staff and visitors.
- 1.5 The Travel Plan has been designed to raise awareness of the opportunities for reducing car usage through the promotion of walking, cycling, public transport and car sharing, and to facilitate behavioural change in this regard.
- 1.6 The Travel Plan will be promoted amongst all staff and visitors to the Site in order to achieve the above.

2.0 OBJECTIVES OF THE TRAVEL PLAN

- 2.1 The key objectives of this Travel Plan are to:
- Minimise the total number of car journeys to and from the site – in particular single occupancy car trips.
 - Reduce the reliance upon the private car and improve awareness and usage of alternative modes of travel.
 - Promote walking, cycling, public transport and car sharing as alternative modes of travel to and from the site.
 - Achieve a modal shift in the manner of travel to the site to more sustainable modes and patterns of travel.

3.0 THE BENEFITS OF TRAVEL PLANNING

- 3.1 LNT believe travel planning provides a range of benefits to individuals, the organisation, the local community and the environment.

Benefits to Individuals

- 3.2 Individuals can enjoy improved health, less stress, a better quality of life, cost and time savings and greater travel choice.

Benefits to the Organisation

- 3.3 The company will benefit from increased productivity with a healthier workforce, save on operational costs, reduced demand for car parking and less local congestion.
- 3.4 Staff, visitors and third-parties will have certain, easier and more efficient access.
- 3.5 Travel Plans also improve the environmental performance and image of a company.

Benefits to the Community

- 3.6 The local community will benefit from reduced traffic generation, reduced congestion and travel delays, improved road safety and increased opportunities to improve health and quality of life.
- 3.7 Public transport is also a cost effective, efficient and inclusive way to travel locally and further afield.

Benefits to the Environment

- 3.8 The environment will benefit from improved air quality, less noise and dirt/dust/particulates at the roadside and reduced carbon emissions.
- 3.9 Travel Plans also help to contribute to continual improvement and reduced impacts on wider environmental problems, notably climate change.

4.0 THE PLAN AND STRATEGY

General Proposed Measures, Actions and Commitments

- 4.1 This Travel Plan confirms the commitment of the operators of the new development to the principles of sustainable development and transport.
- 4.2 It provides a strategy intended to encourage staff and visitors to consider and take-up alternative modes of transport, to achieve a modal shift in the means of travel to and from the Site and reduces private car journeys.
- 4.3 This Travel Plan is intended to be a flexible working document that will be reviewed and updated on a regular basis, to reflect changing transport needs and trends.
- 4.4 Below are details of the facilities/strategy that will be provided and implemented to achieve the planned objectives.

General

- 4.5 A Travel Plan Co-ordinator (TPC) will be appointed to act as a liaison point for the Travel Plan and they will be responsible for both implementing and monitoring the plan.
- 4.6 The TPC is likely to be the care home manager appointed by the operator. Once appointed their name and contact details will be provided to the Council as a requirement of the Travel Plan.

- 4.7 As noted, the Travel Plan is intended to be a flexible working strategy that will be regularly reviewed and updated based on the working experience and knowledge of staff and visitors to the site.
- 4.8 From experience of the operation of other care homes, it is anticipated that over 90% of those employed in the home are likely to be a resident within the immediate locality (3 miles). In this respect, significant travel times and commuting distances by staff are unlikely.
- 4.9 In terms of the scheme design / layout:
- Car parking will be provided on the site at a level which, based on experience, is the maximum necessary for the proposed use.
 - Mobility space parking will be provided at a level of three spaces.
 - 8 secure cycle parking spaces are to be provided.
- 4.10 In pursuit of positively affecting staff travel choices and overcoming natural resistance by some to measures that discourage car use; it is essential that the staff of the home and at least one visitor representative are involved in implementing the Travel Plan.
- 4.11 Consultation will be essential for the success and maintenance of the Travel Plan. The Travel Plan will be shared and explained to all staff at an early stage in order to obtain staff support from the start. Staff will be issued with a copy of the Travel Plan and updated plans following regular reviews.

Initial Action Plan

- 4.12 On appointment, the TPC will have a duty to distribute the Travel Plan and its objectives to both families/visitors and staff.
- 4.13 As highlighted above, in order to maximise the value of the Travel Plan, it is essential that its objectives are fully explained to help raise awareness of the benefits of reducing car use. This is important as the Travel Plan is about promoting choices of alternative travel and is not an anti-car campaign.

Action Plan Measures

Family/Visitor-Specific

- 4.14 The TPC will present visitors and families of residents with a travel pack at the commencement of residency, including information on alternative modes of travel to the Site. The pack will include a copy of the Travel Plan with current bus timetables; details of cycle facilities provided on-site and within the area; details of local taxi operators; and information on pedestrian and cycling routes within close proximity to the Site.
- 4.15 A notice board will be displayed in the main entrance foyer promoting the benefits of public transport and of alternative modes of transport and travel to the site.
- 4.16 Up-to-date bus timetables will be displayed on this notice board to raise awareness of the availability of bus services in close proximity to the site and thereafter to continue to keep visitors fully informed with up-to-date timetables and other service information.

- 4.17 Information will be provided within the entrance foyer area on concessionary fares and schemes provided by the local bus operators, e.g. people over 60's or people with disabilities.
- 4.18 A facility to phone local taxi operators will also be made available in the reception area of the home for use by visitors.
- 4.19 Secure cycle parking for staff and visitors is provided on-site.

Staff-Specific

- 4.20 A statement will be incorporated in the Company's policies and procedures documentation indicating a preference for staff to consider alternative modes of transport/travel to the site other than by car.
- 4.21 The Travel Plan does accept that for some journeys there is no alternative to using the car and will seek to promote ways in which this can be achieved in a sustainable manner, such as car-sharing.
- 4.22 All staff will have a travel planning session as part of their induction. They will be presented with a travel pack providing information on alternative modes of transport to the site and identifying the facilities provided for staff on-site that render walking and cycling viable travel options.
- 4.23 A notice board will be provided and information on bus and rail timetables displayed in the staff room to raise awareness of bus travel options to the site and to provide up-to-date accurate information at all times. The Co-ordinator will make staff aware that timetables can be downloaded from www.traveline.info or obtained by ringing Travel Line on 0871 200 2233.
- 4.24 Staff will also be able to access the real time information from the internet at reception so they can find out the location of their bus before leaving the premises.
- 4.25 A phone will be made available for use by staff in the reception area of the home with phone numbers of local taxi firms displayed alongside.
- 4.26 Staff shower and changing facilities will be provided on-site and will be available for those who choose to cycle/walk/run to work.
- 4.27 Secure cycle parking is provided on-site in order to raise awareness and facilitate cycling as a viable travel option.
- 4.28 A voluntary rota will be organised to enable car/taxi sharing for the journey to and from work for those staff for who a car is not essential to carry out their work.
- 4.29 The potential for a scheme enabling staff to purchase bus season tickets at a more advantageous cost i.e. a subsidised purchase of season ticket or for purchase of a suitable cycle will be examined.

5.0 TIMESCALES AND TARGETS

- 5.1 Following the initial distribution of the Travel Packs and Travel Plans, it will be the TPC's responsibility to initiate a Travel Plan Survey to determine how visitors and staff travel to the home and from where. The TPC will undertake and analyse the Travel Plan's first survey within six months of first occupation of the new facility.

- 5.2 The Survey will be a comprehensive data collection exercise to determine precise travel patterns which can be assessed against future changes in travel. Using the results of the staff and visitor travel surveys, it will be possible to assess the modal split and travel behaviour of employees and visitors at the outset of operation and thereafter.
- 5.3 The Survey will provide information on staff and visitors places of residence; current travel modes; car ownership, etc. Once analysed and targets set, the data will form the basis for an annual review.
- 5.4 The review will include the following headline updates:
- Undertake new Travel Plan Survey;
 - Monitor staff travel patterns through new surveys;
 - Undertake a Travel Plan Audit and modify where appropriate;
 - Liaise with the Council's Travel Plan contact and other groups where appropriate; and
 - Update Travel Plan targets and issue progress update to all staff.
- 5.5 The staff travel survey will be particularly important to assist in evaluating options to achieve a staff modal shift. It will also help in raise awareness of the Travel Plan, identify staff preferences to join particular mode group, i.e. potential car sharers and provide suggestions from staff. Following each survey, an Action Plan will be prepared to agree on specific measures to be implemented to assist in reducing overall travel and minimise car use.
- 5.6 The TPC will prepare and distribute the questionnaire to each member of staff to collect the following details:
- Staff profile, including age, gender, etc.
 - Normal working hours.
 - Mode of travel to work.
 - Car ownership/usage.
 - Reasons for not using public transport and other modes.
 - The anticipated take-up of a car sharing scheme for work journeys as well as use of public transport or other non-car modes of travel to work.
 - Information relating to potential areas for sustainable travel improvement, upon which the TPC could act and draw up measures to improve the Travel Plan.
- 5.7 All data collected from the travel survey in connection with the Travel Plan will be subject to the provisions of data protection legislation. In the interest of confidentiality, the TPC alone will hold the database and be responsible for the release of information, with all data being held solely for the purpose of the Travel Plan.

Modal Targets

- 5.8 The aim of the Travel Plan is to achieve an overall shift of 15% away from the use of private cars by staff and visitors, to the use of public transport and other means of travel to the site within the first two years of operation. The annual monitoring and review process will gauge the effectiveness of the Travel Plan.

- 5.9 With regard to specific modal targets, it is important to emphasise that a main objective of the Travel Plan is to achieve a shift away from single occupancy vehicles and consequently the share between alternative modes of transport is less critical so long as the overall shift is achieved.
- 5.10 Given the site's good accessibility in terms of walking, cycling and public transport the opportunity exists for all these modes to contribute to the proposed reduction in singular occupancy vehicular trips.
- 5.11 Examining the processes outlined above, the initial stages and timetable for the implementation of the Travel Plan may be summarised as follows:

One Month Prior to Occupation

- Confirm TPC appointment and exchange contact details with relevant officers
- Set up Travel Plan working file
- Research travel information
- Obtain up to date public transport timetables and literature
- Review walking and cycling routes within the area
- Prepare welcome packs for all new staff and residents

Within 3-Months of Occupation

- Distribute Travel Plan survey to all staff
- Collect Travel Plan surveys and analyse results

Within 6-Months of Occupation

- Set-up travel database
- Submit survey report to LPA
- Analyse against year 1 target (ward modal split)

Annually

- Undertake new travel survey
- Monitor staff travel patterns through new surveys
- Undertake Travel Plan audit and modify where appropriate
- Liaise with Travel Plan Officer and other groups where appropriate
- Update Travel Plan targets and issue progress update to all staff

6.0 SUMMARY

- 6.1 LNT Care Developments in the presentation of this Travel Plan is making a clear commitment to the promotion of sustainable transport options for staff and visitors to the proposed care facility.
- 6.2 The main aims of this Travel Plan are to minimise total travel distance through the reduction of journey lengths and frequency, particularly single occupancy car trips, and to achieve a shift away from the use of single occupancy vehicles.
- 6.3 It is promoted to assist in reducing the reliance upon the private car and improve awareness and usage of alternative modes of travel, including: walking, cycling, public transport and car sharing; and to realise the economic, social and environmental benefits available from this.

- 6.4 The aim the Travel Plans is to achieve a 15% shift away from the use of private cars by staff and visitors to use public transport and other means of travel to the site.
- 6.5 The effectiveness of the Travel Plan will be monitored as part of a continuous annual review.

APPENDIX ONE – INDICATIVE STAFF AND SHIFT PATTERNS

| Table 1: Employment Table | | | |
|--------------------------------------|---------------------------|-------------------------------|----------------------|
| Day shifts | Total No. of staff | No. of staff per shift | Shift pattern |
| Manager | 1 | 1 | 08.00 – 17.00 |
| Care Manager | 1 | 1 | 08.00 – 17.00 |
| Front of House Manager | 1 | 1 | 09.00 – 17.00 |
| Lifestyle Manager | 1 | 1 | 09.00 – 17.00 |
| Activities Coordinator | 2 | 1 | 10.00 – 15.00 |
| Deputy | 2 | 1 | 08.00 – 20.00 |
| Senior Care Assistant | 8 | 4 | 08.00 – 20.00 |
| Care Assistant | 8 | 4 | 08.00 – 20.00 |
| Part Time Care Assistant | 6 | 3 | 07.00 – 14.30 |
| Caretaker | 1 | 1 | 10.00 – 14.00 |
| Kitchen Manager/Cook | 2 | 1 | 08.00 – 17.00 |
| Kitchen Assistant | 2 | 1 | 09.00 – 15.00 |
| Domestic Staff | 3 | 2 | 08.00 – 13.00 |
| Head of Housekeeping | 1 | 1 | 08.00 – 13.00 |
| Laundry Staff | 2 | 1 | 08.00 – 13.00 |
| Total Day shift | 41 | 24 | |
| | | | |
| Evening Shift (14.30 – 22.00) | | | |
| Part Time Care Assistant | 6 | 3 | 14.30 – 22.00 |
| Night shifts | Total No. of staff | No. of staff per shift | Shift pattern |
| Night care manager | 1 | 1 | 20.00 – 08.00 |
| Senior Care Assistant | 4 | 2 | 20.00 – 08.00 |
| Care Assistant | 6 | 3 | 20.00 – 08.00 |
| Total Night shift | 12 | 6 | |
| Total Day & Night shift | 58 | 33 | |
| Total Week | 58 | 33 | |

| Table 2: Staff arrivals | |
|--------------------------------|------------------------------|
| Time | Staff (no.) |
| 07:00 | Part-time Care Assistant (3) |
| 08:00 | Manager (1) |
| | Care Manager (1) |
| | Deputy (1) |
| | Senior Care Assistant (4) |
| | Care Assistant (4) |
| | Kitchen Manager/Cook (1) |
| | Laundry/Domestic Staff (3) |
| | Head of Housekeeping (1) |
| 09:00 | Front of House Manager (1) |
| | Lifestyle Manager (1) |
| | Kitchen Assistant (1) |
| 10:00 | Activities Coordinator (1) |
| | Caretaker (1) |
| 14:30 | Part-time Care Assistant (3) |
| 20:00 | Night Care Manager (1) |
| | Senior Care Assistant (2) |
| | Care Assistant (3) |

| Table 3: Staff departures | |
|----------------------------------|------------------------------|
| Time | Staff (no.) |
| 13:00 | Domestic Staff (2) |
| | Head of Housekeeping (1) |
| | Laundry Staff (1) |
| 14:00 | Caretaker (1) |
| | Part-time Care Worker (1) |
| 14:30 | Part Time Care Assistant (3) |
| 15:00 | Kitchen Assistant (1) |
| | Activities Coordinator (1) |
| 17:00 | Manager (1) |
| | Care Manager (1) |
| | Front of House Manager (1) |
| | Lifestyle Manager (1) |
| 20:00 | Kitchen Manager (1) |
| | Deputy Manager (1) |
| | Senior Care Assistant (4) |
| 22:00 | Care Assistant (4) |
| | Part Time Care Assistant (3) |
| 08:00 | Part Time Care Assistant (3) |
| | Night Care Manager (1) |
| | Senior Care Assistant (2) |
| 08:00 | Care Assistant (3) |
| | Night Care Manager (1) |
| 08:00 | Senior Care Assistant (2) |
| | Care Assistant (3) |