Defence Infrastructure Organisation

Future Defence Storage and Redistribution Programme,

Redevelopment of MOD Bicester

C Site: Travel Plan

BIC/OPA/DOC/14

September 2011

amec

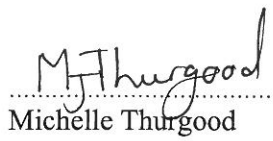
Report for

Ms Ellen O Grady
Senior Planning Officer
Professional and Technical Services
DIO Operations North
Kingston Road
Sutton Coldfield
B75 7RL

Main Contributors

Michelle Thurgood
Bev Coupe

Issued by



Michelle Thurgood

Approved by

Bev Coupe

AMEC Environment & Infrastructure UK Limited

Gables House
Kenilworth Road
Leamington Spa
Warwickshire CV32 6JX
England
Tel: +44 (0) 1926 439000
Fax: +44 (0) 1926 439010

h:\projects-mod\ea-210\#27000\27808 bicester planning support\1 client\reports\transport\travel plans\c site travel plan\bicopadoc14 c site tp final.doc

Defence Infrastructure Organisation

Future Defence Storage and Distribution Programme - Redevelopment of MOD Bicester

C Site: Travel Plan
(BIC/OPA/DOC/14)

September 2011

AMEC Environment & Infrastructure UK Limited

Certificate No. FS 13881 Certificate No. EMS 69090

In accordance with an environmentally responsible approach, this document is printed on recycled paper produced from 100% post-consumer waste, or on ECF (elemental chlorine free) paper

Third Party Disclaimer

Any disclosure of this report to a third party is subject to this disclaimer. The report was prepared by AMEC at the instruction of, and for use by, our client named on the front of the report. It does not in any way constitute advice to any third party who is able to access it by any means. AMEC excludes to the fullest extent lawfully permitted all liability whatsoever for any loss or damage howsoever arising from reliance on the contents of this report. We do not however exclude our liability (if any) for personal injury or death resulting from our negligence, for fraud or any other matter in relation to which we cannot legally exclude liability.

Contents

1. Introduction 1

1.1 Background 1
1.2 Travel Plan Policy 2
1.3 Approach to the C Site Framework Travel Plan Development 2
1.4 Structure of the Document 3

2. Existing Situation 5

2.1 Introduction 5
2.2 Site Description 5
2.3 Local Highway Network 5
2.4 Pedestrian and Cycling Facilities 6
2.5 Bus Services 7
2.6 Rail Services 7
2.7 Summary 8

3. Current Employee Travel Patterns 9

3.1 Introduction 9
3.2 Survey Results 9
3.3 Conclusions 13

4. Development Proposals 15

4.1 Proposed Development Scheme 15
4.2 C Site Transport and Access 15
4.3 C Site Phasing 15

5. Objectives and Targets 17

5.1 Introduction 17
5.2 Objectives 17
5.3 Targets 18

6. Management 19

6.1 Introduction 19
6.2 Coordination 19
6.3 Travel Plan Working Group 20

7. Travel Plan Measures 21

7.1 Introduction 21
7.2 Measures by Mode 22
7.3 Car Parking and Parking Management 24
7.4 Workplace Travel Plan Good Practice Measures 25

8. Monitoring and Mitigation 27

8.1 Monitoring 27
8.2 Review 28

9. C Site Action Plan 29

10. References 31

Table 2.1 Existing Bus Services 7
Table 3.1 C Site Mode of Travel 10
Table 3.2 D and E Sites Mode of Travel 10
Table 9.1 C Site TP Implementation Plan 29

Figure 1.1 Site Location After Page 4
Figure 2.1 Existing Walking and Cycling Routes After Page 8
Figure 2.2 Existing Bus Network After Page 8
Figure 3.1 C Site - Employee home locations After Page 14
Figure 3.2 D and E Site employee home locations After Page 14
Figure 3.3 Employee home locations to C Site After Page 14
Figure 4.1 C Site Masterplan After Page 16

Appendix A Travel Plan Coordinator Job Description
Appendix B Example Car Share Launch Process

1. Introduction

1.1 Background

1.1.1 AMEC Environment and Infrastructure UK Ltd (AMEC E&I)[1] has been commissioned by Defence Infrastructure Organisation (DIO)[2] to produce masterplans and technical assessments to support an Outline Planning Application (OPA) for the re-development of Graven Hill and C Site at MOD Bicester, in Oxfordshire. The location of each site is shown on in Figure 1.1.

1.1.2 The Ministry of Defence (MOD) currently occupies some 600ha of space around Graven Hill and Arncott Hill in Bicester. The opportunity provided by the MOD Bicester Estate became the focus of the Treasury (HMT) Operational Efficiency Programme (OEP) in late 2008, which charged MOD with looking at its storage and distribution function, run by Defence Logistics Commodities & Services (LCS), formerly the Defence Storage and Distribution Agency), along with the estate it occupies to determine whether there are any opportunities to release funds back to HMT. The OEP has explored a range of options for the future of LCS and the associated estate implications, including the strategic location and opportunities provided at Bicester as a core site.

1.1.3 The Graven Hill Site and C Site have been identified as being viable for redevelopment for storage intensification, mixed use development, employment and civilian housing. The Graven Hill site has been identified for disposal but C Site would still remain under MOD control/ownership and be solely used as part of the LCS operations.

1.1.4 Discussion with Oxfordshire County Council (OCC) has identified the requirement for separate Travel Plans (TP) for Graven Hill and for C Site. These have been produced alongside a single combined Transport Assessment (TA) for both developments, from which all technical assumptions for the FTPs are taken.

1.1.5 This FTP covers the proposed C Site rationalisation and a separate TP is submitted for the proposed Graven Hill development.

1.1.6 A full TP will be required for C Site and this will be submitted at reserved matters stage to be agreed with OCC and as stated in this document. As the only land use/ occupier on site will be MOD, the full TP will cover all uses and employees on site,

[1] Following its acquisition by AMEC, Entec UK Ltd was integrated into AMEC Environment and Infrastructure in July 2011, all references are now to AMEC E&I.

[2] The Defence Infrastructure Organisation was formed on 01 April 2011 when the former Defence Estates was brought together with other property and infrastructure functions in the MOD to form a single organisation.

and not just whole related to the proposed development or any additional employees who are based on site, which are currently not based at C Site.

1.1.7 This TP will provide a framework for all elements of the site, thus offering a coordinated response to the numerous transport user requirements identified.

1.2 Travel Plan Policy

National Policy

1.2.1 Research, both in the United Kingdom (UK) and internationally, has evaluated the impact of workplace TPs on commuter travel patterns and considered the likely success factors for reducing single occupancy vehicles (SOV). In 2002, a DfT study examined 20 TPs in the UK and found, on average, the plans produced an 18% reduction in the proportion of SOV vehicle trips to participants' sites. (DfT 2002).

1.2.2 These findings were further confirmed by DfT's 2004 '*Smarter Choices*' report, which highlighted the potential impacts of a range of 'smart' measures. Reported benefits of travel planning included helping "*to reduce congestion, relieving parking pressure, making sites more accessible, informing staff travel choice and aiding employee retention*". (DfT, 2004).

1.2.3 In November 2008, a UK '*National Standard for Workplace Travel Plans (PAS 500)'* was published. This document aims to provide guidance for a specific standard for TPs to further highlight their potential in influencing travel behaviour in workplaces.

1.2.4 In April 2009, DfT published a revised guidance document '*Good Practice Guidelines: Delivering Travel Plans through the Planning Process*', which provides detailed best practice for the implementation of TPs sought through development planning.

OCC Policy and Guidance

1.2.5 OCC guidance *'What type of Travel Plan is required?'* is the policy guidance which specifies the overall approach required for TPs within Oxfordshire. This has been referenced whilst developing this TP, along with consultation with the Travel Choices Transport Planner at OCC.

1.3 Approach to the C Site Framework Travel Plan Development

1.3.1 This document has been prepared using information provided by the applicant and makes reference to current national guidance for TPs, such as '*National Standard for Workplace Travel Plans'* (PAS 500), Department for Transport (DfT) '*Good Practice Guidelines: Delivering Travel Plans through the Planning Process'*, OCC Guidance '*What type of Travel Plan is required?'* and guidance polices produced by the Highways Agency (HA).

1.3.2 This is a FTP for the whole of C Site and applies mainly to commuter journeys to and from the site.

1.3.3 In line with guidance, a site audit of existing transport accessibility at C Site has been undertaken in order to appreciate the opportunities and constraints, and help inform the content of the FTP.

1.3.4 The redevelopment of Graven Hill will result in staff currently based at the Graven Hill D and E Sites being transferred to C Site. To help inform the content of the TP, all existing employees at C Site and those based at Graven Hill have been surveyed on their current travel behaviour, and asked which measures, if any, would encourage them to travel via a sustainable mode to work. This allows an understanding of existing site sustainability and via employee post code analysis provides an indication of opportunities for improvement and viable TP measures.

1.3.5 At OPA stage, the specific purpose of this TP is to set out the applicant's commitment to encouraging sustainable travel behaviour by all people working or visiting C site and the measures which will, or may, be implemented to facilitate this aim.

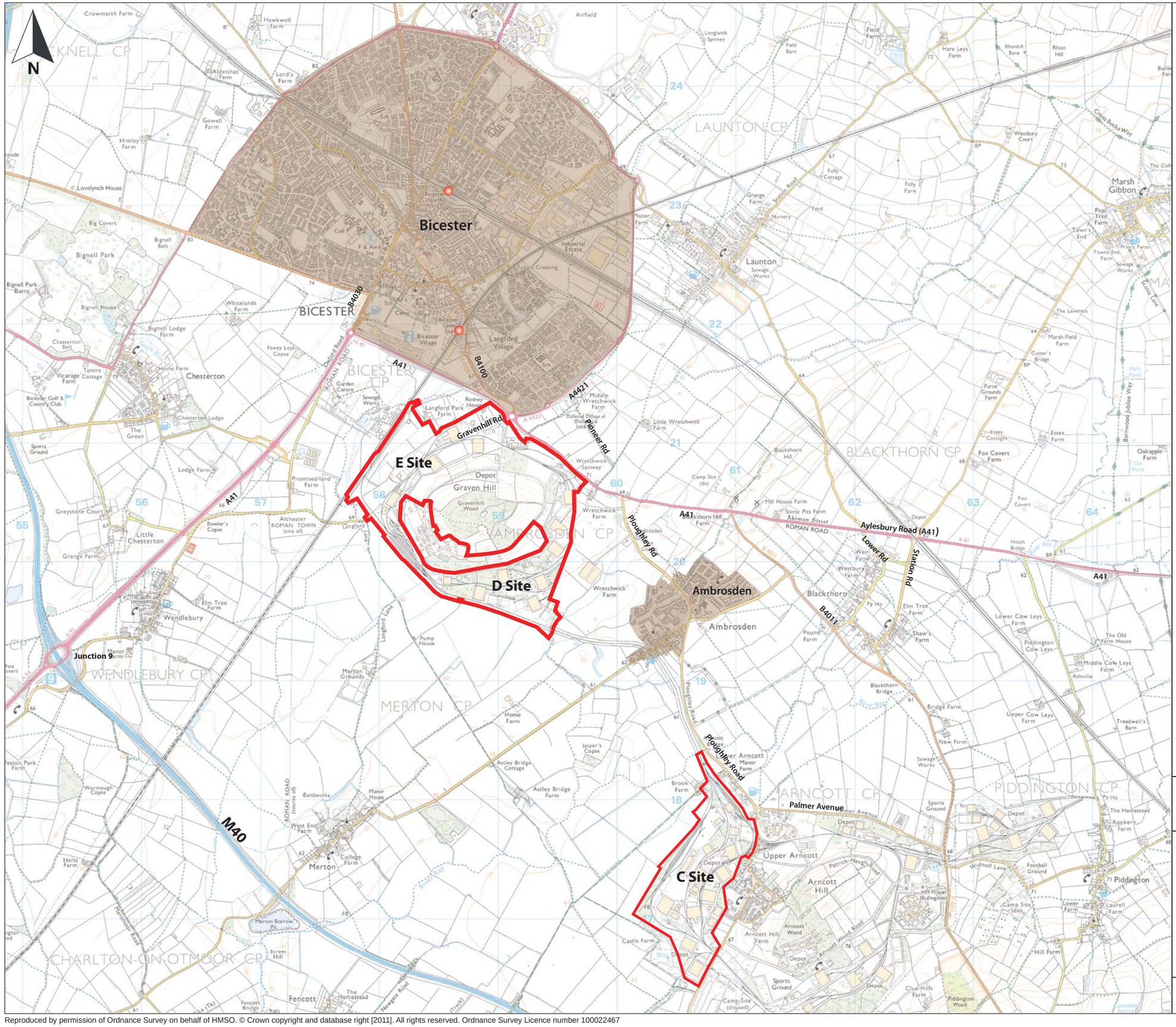
1.3.6 The TP and subsequent TP will be a process requiring monitoring and review, as the development proceeds through demolishing, rationalisation, construction and occupation. The timescales on the monitoring and review programme will be agreed with OCC. Initial proposals are included within chapter 7 of this document as per discussions with OCC and from pre-identified guidance documents.

1.3.7 The primary ethos of this TP is to establish and facilitate an environment that encourages and enables the entire site to choose sustainable travel modes over SOV.

1.4 Structure of the Document

1.4.1 The remaining elements of this TP is structured as follows:

- chapter 2 sets out the existing situation of the site;
- chapter 3 sets out the existing travel patterns based on the employee travel survey analysis;
- chapter 4 established the development proposals;
- chapter 5 identifies the predefined objectives and targets;
- chapter 6 informs of the proposed management structure;
- chapter 7 describes the committed and proposed measures associated with this TP;
- chapter 8 sets out the proposed monitoring and review methodology;
- chapter 9 demonstrates the proposed C Site Action Plan, incorporating the measures, which elements of the site they relate to and who is responsible in delivering them; and
- chapter 10 includes document references included within this TP.



Key

- Site boundaries
- Railway stations
- Built up area

0 m — 1000 m

Scale @ A3

Defence Infrastructure Organisation

Redevelopment of MOD Bicester
C Site Travel Plan

Figure 1.1
Graven Hill & Arncott Hill
Site Locations

June 2011
27808-L229.ai bernb

amec

Reproduced by permission of Ordnance Survey on behalf of HMSO. © Crown copyright and database right [2011]. All rights reserved. Ordnance Survey Licence number 100022467

2. Existing Situation

2.1 Introduction

2.1.1 This section sets out the existing C Site transport conditions, including a description of the existing land use and occupation.

2.2 Site Description

Location

2.2.1 C Site is located to the west of Arncott Hill. It is bounded to the north by civilian properties off Ploughley Road with Norris Road to the east. Civilian properties on Green Lane also bound the eastern edge of the site as part of the Upper Arncott Settlement, with Murcott Road forming the south eastern boundary of the site. The western boundary is formed by railway lines within the site and agricultural fields adjoining the site.

2.2.2 There is a retained military site is to the east of C Site across Ploughley Road with rail access across C Site going on to serve this facility.

2.2.2.1 The site is c. 83ha in total and contains numerous large warehouses, most with road and rail access. Access to the site is off Norris Road. A further access point (currently closed) is to the south off Murcott Road.

2.2.3 The main rail access into the site is from the north-west corner and a link to other leaves the south-east corner of the site. A further link leaves the site in the north-east corner.

2.2.4 The proposed warehouse building will be located in the northern half of C Site. To make way for development, five large warehouse/workshop buildings and several smaller ancillary support buildings will be demolished.

2.3 Local Highway Network

Local Highway Network

2.3.1 Existing access to the site is currently from two locations:

- North-east site/Norris Road - a priority junction with Norris Road. The road has a level crossing associated with C Site. The road benefits from footpaths, and has limited street lighting; and

- South site/Murcott Road - a priority junction with Murcott Road. This is a predominately rural road, with no footpaths or streetlights until within the village of Upper Arncott.

2.3.2 Traffic from the site routing to the A41 will use either:

- Ploughley Road - a single lane carriageway which heads directly north and routes through the village of Ambrosden. There is traffic calming just north of the Ploughley Road/Palmer Avenue mini roundabout in the form of speed cushions and a chicane. A pedestrian crossing has recently been constructed in Ambrosden, through which the speed limit is 30mph. The A41/Ploughley Road junction is a priority junction with a ghost island right turn lane from the A41. This right turn has a capacity for around 15 cars to wait safely in the centre of the A41 carriageway. The Ploughley Road arm has two short lanes on the approach to the give way line. Visibility in both directions is to standard. Both the A41 and Ploughley Road are subject to 60mph speed limits on the approach to the junction.

- Palmer Avenue and the B4011 - Palmer Avenue is a single lane carriageway, approximately 6m in width which heads east from the mini roundabout. This road was purpose built to carry military traffic. Palmer Avenue intersects with the B4011 at a simple priority T junction just north of the freight line level crossing. The B4011 is a single lane carriageway of approximately 6m in width and heads north to the A41. The A41/B4011 Junction is a priority junction with a ghost island right turn from the A41. The right turn lane has a capacity for up to eight cars. The B4011 arm flares on approach to the give way line providing a short slip for left turning vehicles towards Bicester, and is signed for all HGVs to MOD Bicester. Visibility in both directions is to standard. Both the A41 and B4011 are subject to 60mph speed limits on approach to the junction, enforced by a speed camera east of the junction for westbound vehicles.

2.4 Pedestrian and Cycling Facilities

Pedestrian and Cycling Facilities

2.4.1 As an existing military site, there is restricted access to the public and there are no Public Rights of Way (PRoW), through the site. There are adequate on-site pedestrian facilities. There are currently no dedicated cycle routes on site, however cycle parking is provided for staff usage.

2.4.2 In the vicinity of the site there are numerous good quality footways, linking the site to both Lower and Upper Arncott, from which users can reach local facilities, such as a Post Office, supermarket and bus stops to Bicester.

2.4.3 There is an off road shared use walking and cycling route in the vicinity of C Site which runs along Ploughley Road from the A41 and ends near the railway level crossing by C Site entrance. This route provides an opportunity to cycle from C Site to Bicester and to link into other local cycling routes.

2.4.4 In the wider area, National Cycle Route 51 between Oxford and Milton Keynes is located approximately 3km from C Site. This 'on road' section of the route running from Oxford into Bicester crosses the M40, passing through Wendlebury, joining up with the A41 on a separate cycle lane south of Bicester.

2.4.5 Figure 2.1 presents the key walking and cycling routes in the locality of C Site.

2.5 Bus Services

2.5.1 There are two bus stops which serve C Site, Ploughley Road (East Hawthorne Avenue) and Merton Road (Birch Road). There is currently one existing service which serves the site, the S5.

2.5.2 Table 2.1 provides a summary of this service.

Table 2.1 Existing Bus Services

		Monday to Saturday Daytime	Evenings and Sundays	
S5	Oxford - Gosford - Bicester - Glory Farm - Langford	Every 60 mins*	2 journeys on Sunday Last evening bus service is 1905 on weekdays.	Stagecoach

Source: Oxfordshire County Council. Journeys from Oxford stop at Langford Village, Ravencroft. Journeys to Oxford stop at Graven Hill, London Road

2.5.3 As summarised in Table 2.1, C Site is currently served by a single bus route to and from Oxford connecting the site to the centre of Bicester. Journeys between C Site and Oxford are approximately 50 minutes, whilst services into Bicester town centre take less than 15 minutes.

2.5.4 Whilst an hourly service is good, given the rural location, however, it is unlikely to be a viable alternative to the car for the majority of employees based on C Site.

2.5.5 Figure 2.2 shows the location of the bus stop, alongside the key pedestrian and cycling routes.

2.6 Rail Services

2.6.1 C site is located approximately 7km from Bicester, which has two rail stations.

- Bicester Town Station is located approximately 6km to the north west of C Site, within comfortable cycling distance, but outside of walking distance. The rail station is served by trains to Oxford. From Oxford, connections are available to a number of stations across the south of the country including; Swindon, Reading and London Paddington. Services between Bicester and Oxford currently operate

at a frequency of one every 90 minutes every day, with a journey time of around 25 minutes. The Bicester to Oxford passenger rail line runs along the western edge of the site. The freight line serving the MOD Bicester estate is a spur off this main line which links along the southern edge of the Graven Hill and onto C Site and A Site at Upper Arncott.

- North Bicester Railway Station is located approximately 8km north-west of C Site. The station is within approximately 11 minutes drive time and due to the distance is unlikely to be suitable for cycling. The maximum recommended cycling distance according to the Chartered Institute of Logistics and Transport is 5km. Passenger services to and from Bicester North Station are provided by Chiltern Railways, providing direct services between Birmingham and London Marylebone. Services between North Bicester and London Marylebone operate at an average frequency of one every 15 minutes every day, with an average journey time of one hour and five minutes.

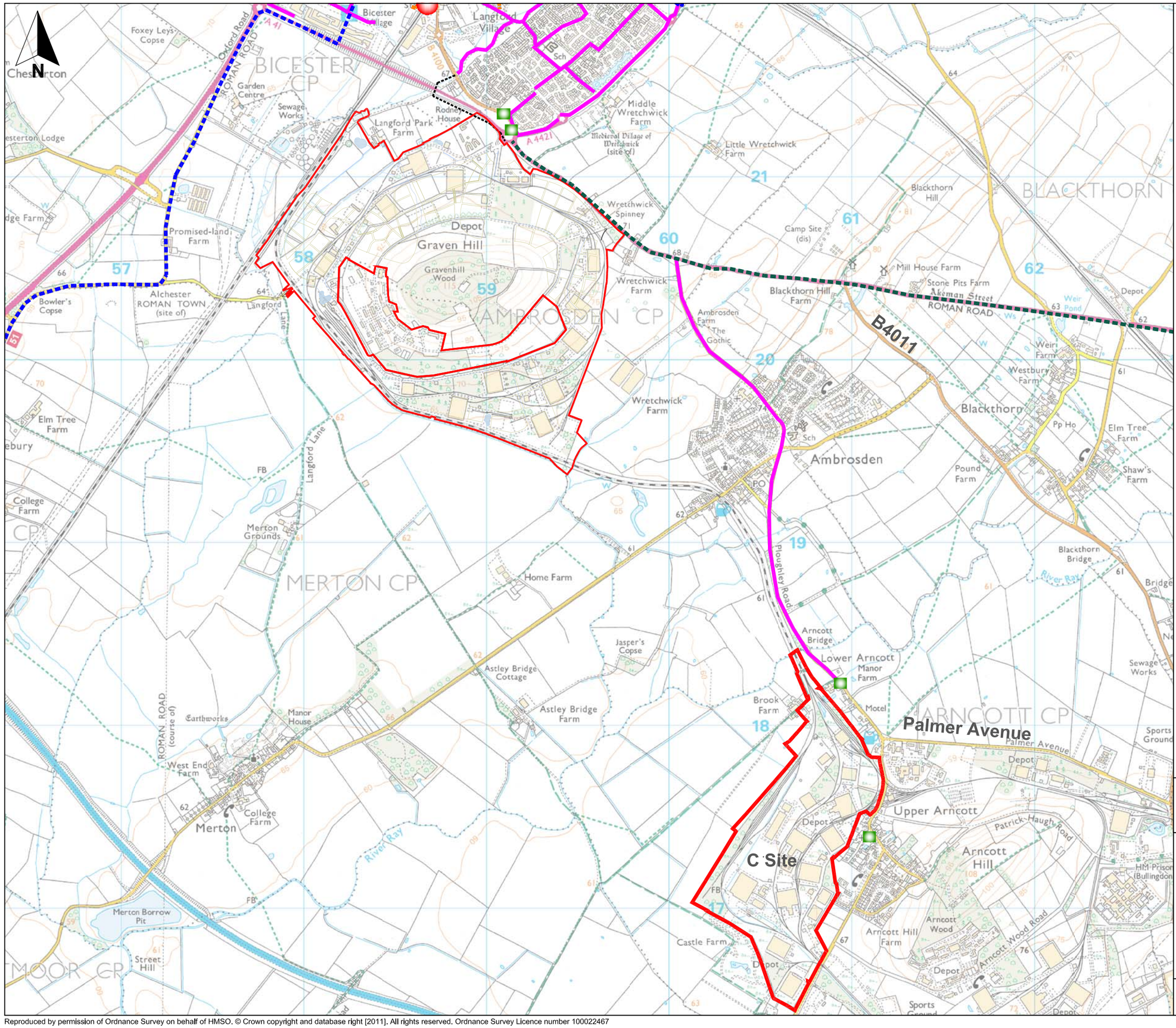
2.6.2 The existing S5 bus route provides a direct link to Bicester Town Station and also passes close to North Bicester, thus providing good public transport accessibility to the local rail services. The only existing concern is the current service frequency, which is therefore likely to present barriers to using the bus service to reach the town's railway stations.

Major Scheme Proposals - Chiltern Railways' Evergreen 3

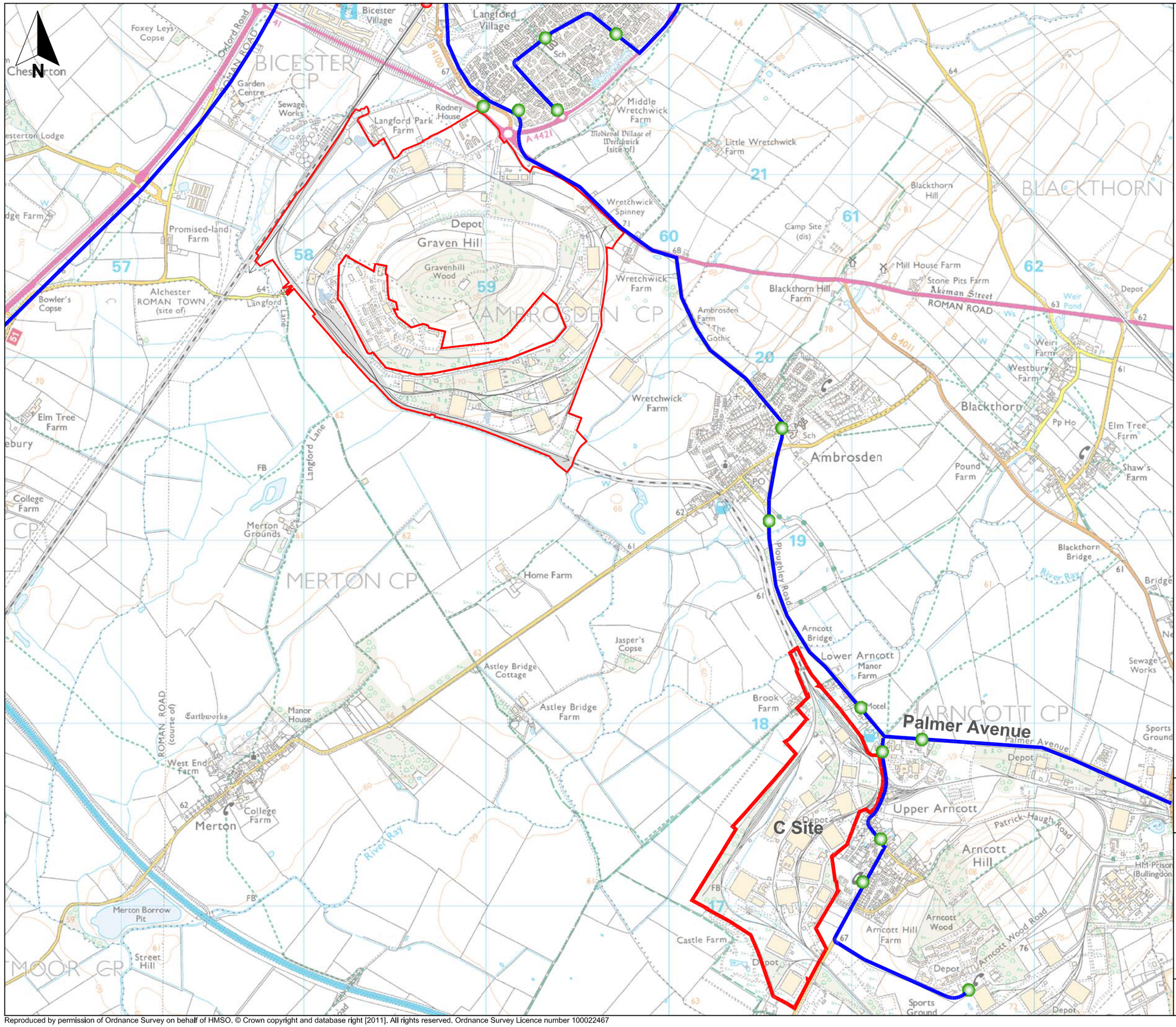
2.6.3 The proposed Chiltern Railways' Evergreen 3 scheme proposes to dual the track between Oxford and Bicester in order to achieve a service frequency of every 30 minutes. The scheme which has undergone a Transport and Works Act application and a Public Inquiry was anticipated to receive approval and commence construction in September 2011 with completion between May to September 2012; however it is understood that the scheme has been delayed for 12 months.

2.7 Summary

2.7.1 C Site is located in a predominantly rural location, although there good walking and cycling links to the villages of Arncott and Ambrosden and to Bicester town centre. The hourly S5 bus service provides a direct connection into the town centre and also the two railway stations, from which there is a good network of services.



Reproduced by permission of Ordnance Survey on behalf of HMSO. © Crown copyright and database right [2011]. All rights reserved. Ordnance Survey Licence number 100022467



Reproduced by permission of Ordnance Survey on behalf of HMSO. © Crown copyright and database right [2011]. All rights reserved. Ordnance Survey Licence number 100022467

3. Current Employee Travel Patterns

3.1 Introduction

3.1.1 As part of the redevelopment proposals of MOD Bicester, an employee travel survey was carried out between 06 June 2011 and 17 June 2011 at C Site in Arncott, and D Site and E Site south of Bicester.

3.1.2 The survey was available on *SurveyMonkey*, an online survey site and also via paper copies, which were distributed to all employees without access to a computer. Paper responses were collected on site and all responses have been inputted into the online survey site to be analysed.

3.1.3 In total, 96 responses were collected at C Site (a 55% response rate of the total C Site population of 176 employees) and 125 responses from D and E Site (a 25% response rate of the total D&E Site population of 507 employees).

3.1.4 Due to the site operations, respondents were asked to answer questions based on the day of completion, rather than a general working or travelling pattern.

3.1.5 The analysis within this FTP is based upon all responses and provides a brief review of the existing travel to work behaviour of MOD employees.

3.2 Survey Results

Existing Journeys to Work

Usual Mode of Travel

3.2.1 The modes of travel to C Site by employees was one of the primary reasons for undertaking the survey, along with reasons for why people travel by a particular mode and what measures would encourage a change in behaviour.

3.2.2 Tables 3.1 and 3.2 provide the modal travel share of C Site and D and E Sites.

Table 3.1 C Site Mode of Travel

Mode of Travel	Number of Respondents	%
Car Driver (alone)	75	78
Car Share to C Site	12	13
Car Share to Other Destination	4	4
Military Transport	1	1
Lorry / Van	1	1
Train	1	1
Bus	1	1
Cycling	1	1
Walking	0	0
Motorcycle / Scooter	0	0
Taxi	0	0
Other	0	0
TOTAL	**96**	**100**

Total Number of Respondents: 96

Total Number of Skipped Respondents: 0

Table 3.2 D and E Sites Mode of Travel

Mode of Travel	Number of Respondents	%
Car Driver (alone)	67	54
Car Share to D&E Site	14	11
Car Share to Other Destination	22	18
Military Transport	0	0
Lorry / Van	1	1
Train	1	1
Bus	0	0
Cycling	14	11
Walking	3	2
Motorcycle / Scooter	1	1
Taxi	1	1
Other	0	0
TOTAL	**124**	**100**

Total Number of Respondents: 124

Total Number of Skipped Respondents: 1

3.2.3 Tables 3.1 and 3.2 demonstrate the differences in mode choice between the two sites. These differences can be explained by the location of each site, with D and E Sites being located closer to Bicester Town Centre.

3.2.4 This is evident with the higher numbers of individuals walking, cycling, car sharing and using public transport at D Site and E Site, compared to C Site (44% and 20% respectively).

3.2.5 In total, the SOV use at C Site was shown as 24% higher than at D Site and E Site.

Reasons for Travelling by Stated Mode

3.2.6 Understanding why employees choose to travel by a specific mode is useful to enable suitable alternatives to be explored.

3.2.7 Employees at both sites suggested that a lack of alternative mode was the main reason they travelled by their primary listed option (approximately a third of respondents), closely followed with it was the quickest. Other commitments were also listed as a reason for travelling by the current mode.

3.2.8 It is worth noting with the option '*lack of alternatives*', this can sometimes be due to individuals not being aware of travel options available and a simple exercise of informing employees of what services and routes are available can significantly assist in changing travel patterns.

Alternative/Aspirational Travel Options

3.2.9 A FTP and TP sets out to encourage different travel options with the aim of cutting SOV usage to a development, therefore asking respondents what they would consider doing IF the option was available enables the FTP to be designed to cater for the most suitable options.

3.2.10 Across both sites, car sharing was the most popular aspirational mode of travel, with 45% of C Site respondents and 30% of D Site and E Site respondents' suggesting they would be willing to car share.

3.2.11 Public transport (bus and rail) was also popular, with 43% and 27% respectively suggesting they would travel by these modes if suitable services were available.

3.2.12 Cycling was more favoured by respondents from D Site and E Site, with 28% of respondents suggesting they would be prepared to cycle to the site, compared with 15% at C Site.

3.2.13 7% of C Site respondents stated they would be prepared to walk to work, compared with only 5% at D Site and E Site.

Measures to Promote Car Sharing

3.2.14 Car sharing was by far the most popular mode that respondents suggested in the survey they would consider doing.

3.2.15 At D Site and E Site, 70% of *all* respondents stated that they would be prepared to travel by another mode if a guaranteed ride home in an emergency was provided, 41%

supported a car share database to match employees with possible sharers and 7% supported dedicated car share spaces.

3.2.16 When responses were filtered to just show car drivers, 37% of respondents stated they would be prepared to car share. Interestingly, 70% of car drivers said they would be willing to travel by an alternative mode to their private car if an emergency guaranteed ride home scheme was available in available.

3.2.17 74% of C Site respondents stated that they would be prepared to travel by another mode if a guaranteed ride home in an emergency was provided, 48% supported a car share database to match employees with possible sharers and 12% supported dedicated car share spaces. When responses were filtered to just show car drivers, 49% of respondents stated they would be prepared to car share and 77% of car drivers said they would be willing to travel by an alternative mode to their private car if an emergency guaranteed ride home scheme was available in available.

3.2.18 In can be concluded that there is a clear opportunity to encourage employees to car share, through the provision of a car share database, a guaranteed ride home scheme and car share only parking spaces in premium locations, for example closest to building entrances.

Measures to Promote Public Transport

3.2.19 Public transport was similarly popular for respondents, however there was a concern that the current level of public transport provision, especially between C Site and Bicester, was inadequate to encourage regular usage.

3.2.20 Across both sites, there was clear support for a range of measures to promote public transport. At C Site, the measures with the greatest support were services better timed to working hours, reduced cost staff passes and additional services. In total, across the overall respondents 11% suggested better bus waiting facilities would encourage them to travel by public transport, 10% stated access to timetable information, 33% reduced cost travel passes, 38% better suited bus times to working hours and 33% additional routes.

3.2.21 D Site and E Site were similar, with 1% of respondents suggesting better bus waiting facilities would encourage them to travel by public transport, 1% stated access to timetable information, 18% reduced cost travel passes, 12% better suited bus times to working hours and 12% additional routes.

Measures to Promote Walking and Cycling

3.2.22 Whilst walking and cycling were less popular alternative options, there is clear potential to encourage walking and cycling to C Site as part of these proposals.

3.2.23 11% of C Site respondents stated that improved cycling parking would encourage them to walk or cycle to the site, with 17% stating improved showers and changing facilities, 15% on site lockers and 8% on site cycle routes.

3.2.24 Similarly at D Site and E Site, 6% stated that improved cycling parking, 10% improved showers and changing facilities, 4% on site lockers and 13% on site cycle routes would encourage them to walk or cycle to work.

Respondents' Home Location Analysis

3.2.25 Analysis of respondents' postcode data has been undertaken, alongside partial home postcode data of all MOD Bicester employees. This allows greater understanding of where existing employees from both sites are travelling from and gives more clarification of exactly which modes of travel are feasible for employees who will be based at C Site.

3.2.26 Of existing employees at C Site, 28% of respondents identified they live between 5 and 10 miles from C Site, 24% between 3 and 5 miles and 10% within 1 and 3 miles. 20% live over 20 miles from the site. This suggests that over a third of respondents live within 5 miles of C site and nearly two thirds within 10 miles.

3.2.27 At D Site and E Site the results indicate a higher proportion of respondents live closer to their workplace, with 85% of respondents within 10 miles of D and E Site and nearly two thirds within 5 miles.

3.2.28 Existing C Site Respondents Home Locations are shown in Figure 3.1 and D Site and E Site respondents in Figure 3.2.

3.2.29 Further analysis of home location for all employees based at MOD Bicester has been undertaken to assess their location in relation to C Site. This data has been provided by MOD for the majority of staff based at the three sites and is in the form of the first half of the postcode, i.e. the postcode district. Figure 3.3 illustrates the results, which indicates the central point of the postcode district and the number of employees who live there. This shows that nearly 50% live in and Bicester.

Democratic Analysis

3.2.30 Across both sites, 62% of respondents were female and 38% were male.

3.2.31 The majority of employees across both sites were between the ages of 45-54. The next most popular age group at C Site appears to be 25 and 44, followed by over 55's and then under 25's.

3.2.32 Graven Hill second most popular group is the over 55's, then 25 to 44 and finally, the under 25's.

3.3 Conclusions

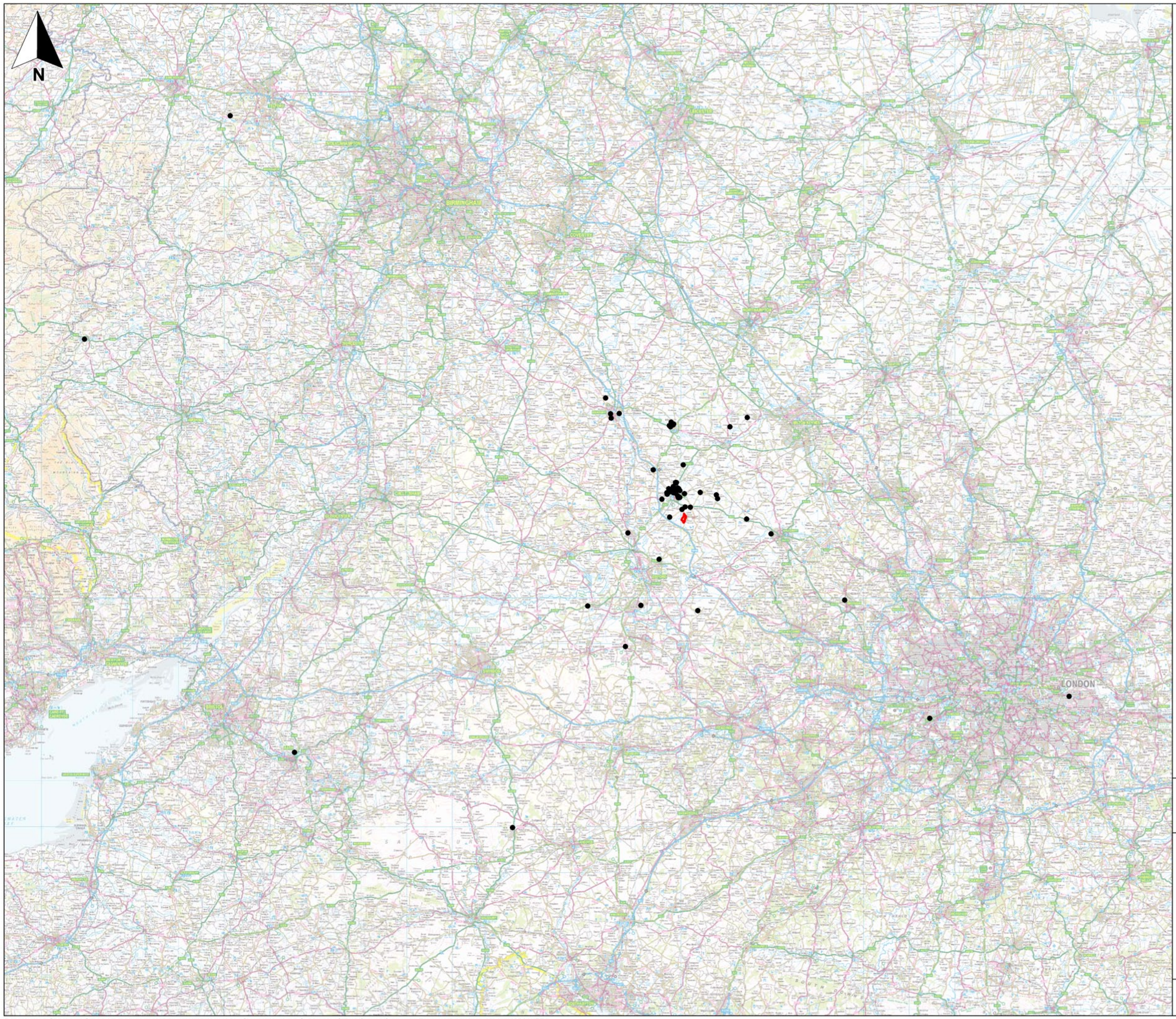
3.3.1 The travel survey results across C Site and D Site, and E Site has provided a good baseline of existing travel behaviour.

3.3.2 There is an existing sustainable travel culture across D Site and E Site, with 44% of employees choosing to travel by a sustainable mode, compared to only 20% at C Site.

3.3.3 Respondents demonstrated a level of aspirational support for car sharing and public transport in particular. Walking and cycling received limited commitment, however a number of on-site improvements were given, which respondents commented would encourage them to adopt these modes.

3.3.4 The following measures have been identified as the most appropriate for respondents:

- establish a Car Share Database;
- provide a guaranteed ride home facility;
- identify car share spaces;
- reduced cost travel passes;
- improved bus waiting facilities;
- improved shower/changing facilities;
- on-site cycle routes; and
- better timed public transport routes - this is likely to be aspirational and brought forward as part of the C Site, and D Site and E Site proposals with discussions with local bus operators, such as Stagecoach.



Key

Site C

Employee location

0 km 40 km

Scale 1:800,000 @ A3

Defence Infrastructure Organisation

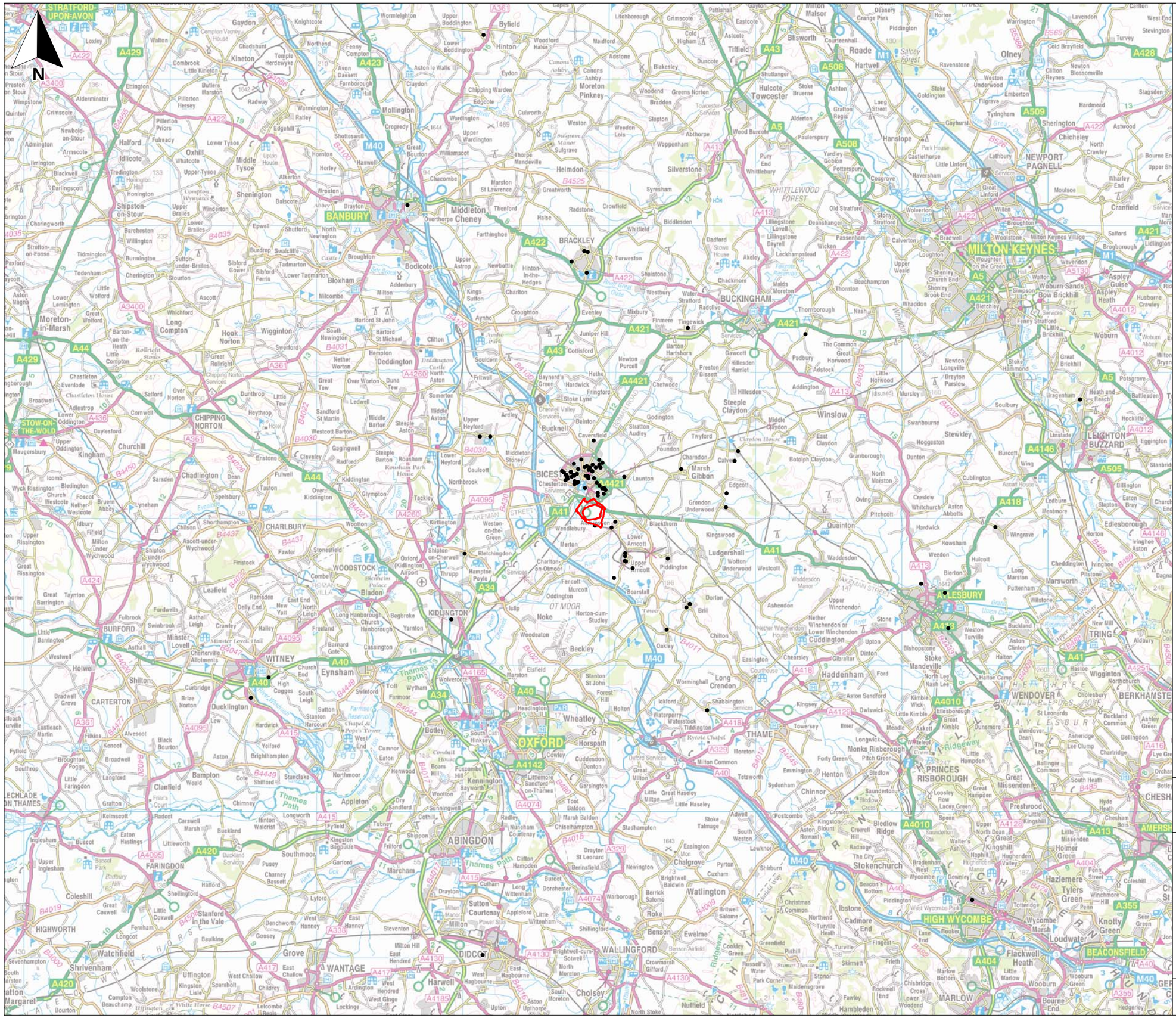
Redevelopment of MOD Bicester

Figure 3.1
Site C - Employee home locations

July 2011
27808-L237.wor tugwc

amec

Based upon Ordnance Survey digital data with the permission of the Controller of the Stationery Office Crown Copyright Reserved. Licence No: AL100001776



Defence Infrastructure Organisation

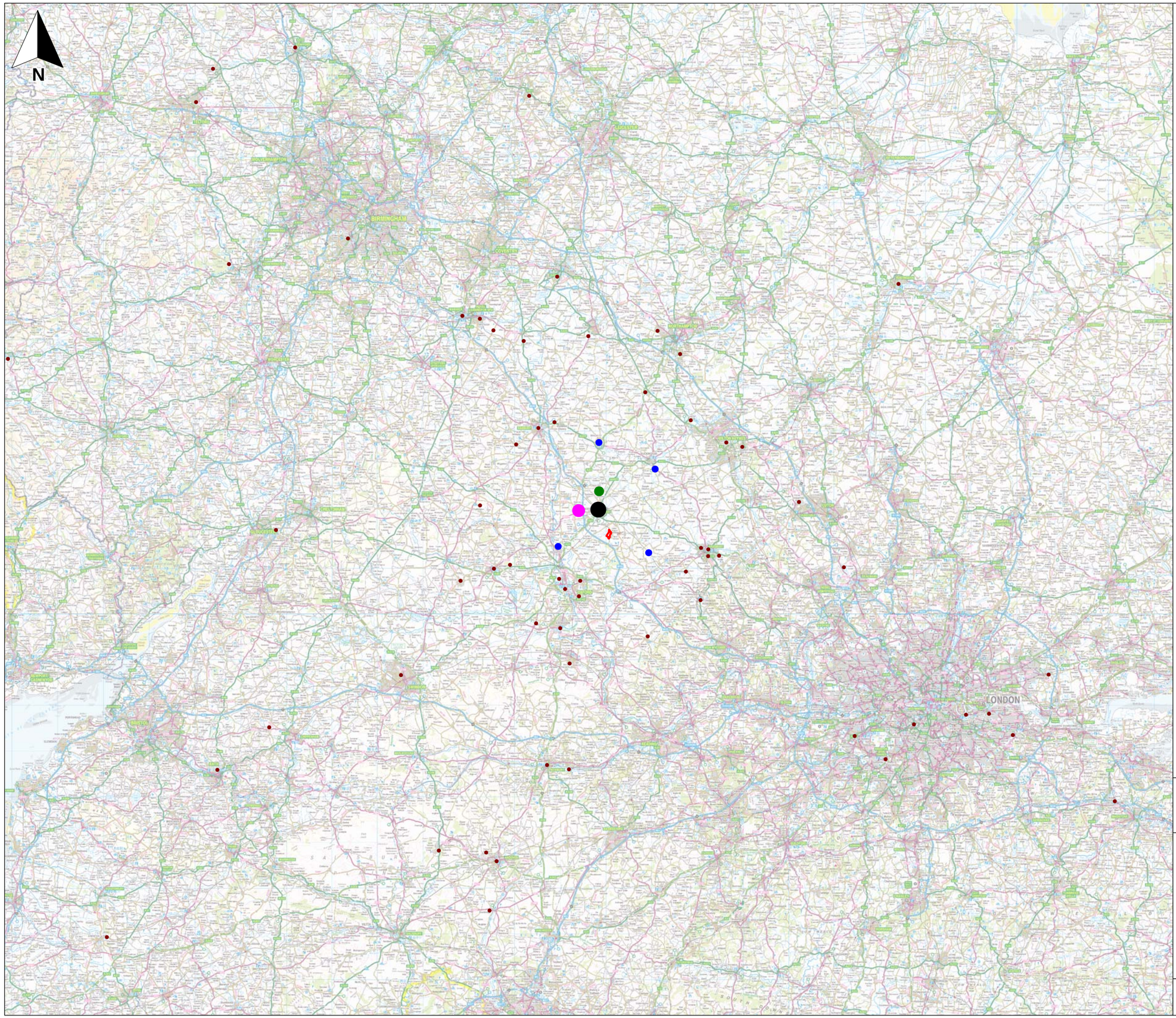
Redevelopment of MOD Bicester

Figure 3.2
Sites D and E
Employee home locations

July 2011
27808-L244.wor tugwc

amec

Based upon Ordnance Survey digital data with the permission of the Controller of the Stationery Office Crown Copyright Reserved. Licence No: AL100001776



Key

Site C

Number of staff

- 1 - 10
- 11 - 26
- 38
- 55
- 301

0 km 40 km

Scale 1:800,000 @ A3

Defence Infrastructure Organisation

Redevelopment of MOD Bicester

Figure 3.3
Employee Home Locations to C Site

July 2011
27808-L257.wor tugwc

amec

Based upon Ordnance Survey digital data with the permission of the Controller of the Stationery Office Crown Copyright Reserved. Licence No: AL100001776

4. Development Proposals

4.1 Proposed Development Scheme

4.1.1 As part of the HMT OEP review, it became apparent that the existing MOD facility at Bicester could be significantly changed to include latest efficiencies and create a more sustainable approach to work methods. The proposed development comprises the following.

- One warehouse building (the 'Fulfillment Centre') with a total area of approximately 70,400m^2 with docking bay doors on the northern and western side of the building. The north and west sides of the building will include hardstanding for storage, access and circulation space. Queuing space will be provided within the site to prevent circulation problems.
- Office and ancillary space (adjacent outside of the warehouse) for 20 personnel (area yet to be specified but judged to be in the order of 1,142m$^{2)}$.
- A total of 620 personnel will be employed at C Site, and it will be assumed that up to 250 are on site at any one time during each of three shifts over 24/7. Day and twilight shifts are likely to have higher manning than night time.
- Rail interface will be separate to the main warehouse. The Bicester International Freight Terminal at Graven Hill will be replaced by a new Road Rail Transfer Area located on the north-west edge of C Site to minimise visual and noise effects.

4.1.2 The C Site Masterplan is shown in Figure 4.1

4.2 C Site Transport and Access

4.2.1 The main access road will remain as existing and there will be a greater priority placed on the movement of materials by rail. This will help address concerns raised during consultation prior to submission of the Outline Planning Application, that moving the existing land uses from D and E Site into C Site would cause traffic congestion problems for local roads, particularly HGV traffic.

4.2.2 The proposed improvements to transport access are shown in Figure 4.2.

4.3 C Site Phasing

4.3.1 For the purpose of this TP, it is assumed that construction will first commence in Q1 2013 and have reached completion and full occupation by approximately Q1 2015

4.3.2 This includes the demolition, and construction of the proposals identified in the previous section of this report.

N

Lower Arncott

Upper Arncott

C1 C2 C3 C4 C5 C6A C6N C7 C8 C12 C13 C14 C15 C16 C30 C31 C32

Key

- Site boundary (83.3ha)
- Employment
- Existing building retained
- buildings to be demolished
- Open space
- Woodland/screening
- Hardstanding
- Existing railway retained
- Proposed railway
- New main entrance guardhouse position
- Swale drainage system
- Pond
- Proposed tree planting
- Trees to be removed
- Re-alligned Security Fence

0 m 500 m

Defence Infrastructure Organisation

Redevelopment of MOD Bicester Travel Plan

Figure 4.1
C Site Masterplan

September 2011
27808-L441.dwg bernb

amec

Reproduced by permission of Ordnance Survey on behalf of HMSO. © Crown copyright and database right [2009]. All rights reserved. Ordnance Survey Licence number 100022467

5. Objectives and Targets

5.1 Introduction

5.1.1 The following section sets out the main principles of this TP for the proposed development at C Site and aims to establish the main objectives, which will be implemented as part of these proposals:

5.1.2 The objectives and targets included within this document need to take into account the following:

- site location/site audit;
- employee travel survey responses and feedback;
- the proposed operation of the development; and
- the 24/7 operational activities.

5.2 Objectives

5.2.1 The TP aims to establish the overarching vision for the site and the direction that a full TP will aim to achieve once implementation begins, following the redevelopment of the site according to the proposals.

5.2.2 It is important to set out a number of clear primary objectives, which will be delivered as part of this TP and continued throughout the life of the site, via subsequent full TPs.

5.2.3 These are identified below:

- to reduce the volume of car traffic generated by the development, particularly SOV;
- reduce the need to travel (to and from) the development by private vehicles;
- promote the increased use of cycling, walking and public transport and therefore healthier living;
- promote the development of a transport system which enhances the environment and supports a sustainable economy;
- promote sustainable travel behaviour across all shift patterns;
- increase individuals awareness of available travel choices; and
- to develop a long term ethos of sustainable travel within the MOD personnel on-site.

5.3 Targets

5.3.1 The targets to achieve these objectives will be influenced by the following site and development characteristics:

- feasible access by bus, rail, cycle, car sharing, and walking by MOD employees;
- number of employees on site, plus the frequency of visitors;
- site characteristics;
- home location of employees; and
- operating hours.

5.3.2 It is important that targets set should be SMART (Specific, Measurable, Achievable, Realistic and Time Bound).

5.3.3 The recent Travel Survey undertaken by existing MOD employees based on C Site gives an overview of existing travel patterns within the development and provides a baseline modal share figure (as demonstrated in chapter 3).

5.3.4 These results have been used as a starting point for the development of this FTP and the future measures recommended to be implemented as part of this development proposal within C Site. This includes the existing C Site employees and those who are anticipated to relocate from D Site and E Site.

5.3.5 Based on the Travel Survey results shown in Tables 3.1 and 3.2 and the general conclusion that an existing 20% of respondents at C Site currently travel via sustainable modes, it is proposed that a maximum SOV level of 75% for the redeveloped C site is achieved within five years of opening. This would be a minimum 5% reduction (1% per annum) from existing C Site levels and due to the site location and operating patterns, it is felt to be a realistic achievable minimum reduction.

5.3.6 These modal share targets will be the responsibility of a Travel Plan Coordinator (TPC) who will act as champion of the TP and its implementation within the MOD Bicester complex.

6. Management

6.1 Introduction

6.1.1 To ensure the long term success of a TP, it is imperative to develop a strategy which includes long term ownership and responsibility. It is well documented that a TP with active management support has a far higher chance of success that one which does not.

6.1.2 This FTP comes with the support of MOD management which will be maintained throughout the life time of the full TP.

6.1.3 Coordination of the TP is important and this is usually carried out via a TPC, who is responsible for developing the TP and working with all users to facilitate opportunities to make sustainable travel choices.

6.2 Coordination

6.2.1 The appointment of an effective TPC working with *everyone* on site is integral to the success of a TP. The role of the TPC will be to establish a full, overarching TP to cover all employees and ensure that it becomes integral to the workings of the site. This will require TPC involvement and management support during all stages of the proposed changes, including detailed design, pre-construction, construction stages and whilst any possible relocation takes place via the disposal of D and E Sites.

6.2.2 The following are likely responsibilities of the site TPC:

- overseeing the development and implementation of the TP during the construction phasing and additional occupation;
- designing and implementing effective marketing and awareness raising campaigns;
- coordinating the consultation process with employees and key stakeholders;
- acting as a point of contact for employees and visitors requiring information;
- liaising with different groups relating to the TP, e.g. OCC, transport operators, cycle shops, etc.;
- coordinating the monitoring and review programme including target setting; and
- ensuring efficient and effective use of TPC time and resources.

6.2.3 The TPC role will be undertaken by an appropriate member of MOD staff, who will have responsibility to manage the TP on site. This role will involve cross working with staff from all levels and potentially with other MOD TPCs from across the UK. To ensure the TPC is fully supported with adequate skills and knowledge, if required,

training will be provided from a suitable source, such as via an ACT TravelWise Introduction to Travel Planning workshop.

6.2.4 An example job description for the TPC is shown in Appendix A.

6.3 Travel Plan Working Group

6.3.1 Liaising with key contacts to promote the TP and the establishment of a Travel Plan Working Group will be important. A number of group members may be requested to meet as required to discuss the TP plans, what works well, what does not and what opportunities exist to promote sustainable travel choices.

6.3.2 The group may consist of:

- OCC;
- CDC;
- TPC;
- transport operators;
- employees; and
- other military representatives.

6.3.3 Other individuals could be invited to the group as required, including members of a Bicycle User Group (BUG), for example.

6.3.4 The overarching TPC would be responsible for organising the group and would act as Chairman.

6.3.5 The group would be responsible for undertaking monitoring surveys, provide assistance as required, and produce the monitoring report to be submitted to OCC. In addition they would champion events or special projects.

7. Travel Plan Measures

7.1 Introduction

7.1.1 Due to the operational requirements of C Site, access will be required throughout the day; it is therefore important to develop a wide range of suitable alternative measures for each mode of travel.

7.1.2 These measures must relate to the military employment land use and the fact that a range of existing buildings will remain, whilst additional ones will be built; therefore measures have been categorised under the following:

- pre-Design and Construction;
- construction;
- short/Early Occupation;
- medium Term; and
- longer Term.

7.1.3 Measures being categorised within this overall timeframe demonstrates at what point these will be appropriate for implementation.

7.1.4 The time period of implementation is demonstrated within Table 9.1.

7.1.5 In addition, where appropriate, the measures have further been identified as:

- 'physical' measures - intended to facilitate changes in travel behaviour; and
- 'soft' measures - intended to influence travel behaviour.

7.1.6 The FTP includes specific measures which either will, or maybe implemented within the site depending on user and site requirements. The travel survey, which has already been completed, highlights a number of areas of potential in encouraging employees to travel in a sustainable manner. However, as the full TP is developed the proposed measures may, or may not be deemed appropriate, especially if the timescales included in the phases of redevelopment have resulted in a change in employees and the base line data is out of date. Therefore, it is suggested that a further staff travel survey is undertaken before the submission of the full TP to ensure an accurate starting point. Any changes will be agreed with the TPC and OCC as they arise.

7.2 Measures by Mode

Walking and Cycling

Physical Measures

7.2.1 The provision of high quality pedestrian and cycle facilities such as pathways, adequate lighting and signage are essential in any development to promote active travel. It is highly likely that people will undertake many trips on foot, especially within the site and this is even more likely in a military environment. Therefore, the design of the new development will ensure well designed pedestrian and cycle routes.

7.2.2 The location of the site is such that employees will be encouraged to cycle for journeys off-site, as appropriate to military requirements. To promote cycling, the following measures will be included:

- shared use walking and cycling routes within redeveloped part of the site which connect to the external network;
- on-site cycle parking in convenient locations; and
- access to personal showers/lockers.

Soft Measures

7.2.3 In addition to the measures listed above, a range of other cycle and walking specific measures will be designed and implemented within the site.

7.2.4 Cycle and local walking maps will be produced to promote active travel to employees. The TPC will liaise with the appropriate officer within OCC for the provision of these for distribution. They will also be available to all employees via notice boards or if relevant, intranet sites.

7.2.5 As stated above, the TPC will be appointed to undertake tasks such as liaising with local cycle shops. It would be hoped that a discount scheme will be arranged with local cycle shops, for employees.

7.2.6 The TPC would arrange for cycle demonstrations on site by bicycle providers and a BUG would also be established on site by the TPC if deemed appropriate by employees. This would allow users to raise any concerns, organise cycle maintenance sessions, such as 'Dr Bike' and organise bike rides to promote cycling as a form of transport and also exercise.

7.2.7 Regular promotion of walking and cycling via short term schemes, such as a Cycling Challenge or Pedometer Challenge would be undertaken via the TPC. This usually encourages competition and can be useful to get individuals engaged in the aims of the TP.

Public Transport

7.2.8 The site is within 400m of an existing bus stop and this can be used by employees to reach local key destinations. The S5 has an RTI system and it is proposed to provide

an RTI screen in an appropriate location to inform staff of the arrival times of the service. On-site information of the bus stop locations will be provided.

Soft Measures

7.2.9 There are numerous ways that public transport can be promoted, particularly using promotional materials and through pricing.

7.2.10 Working with OCC and the local bus operator, the TPC will identify what specific advice and publicity is required to promote the existing services and how to get to useful destinations by bus. This should be revised during development to enable changes to be made as required.

7.2.11 Local rail and bus timetable information will be available within the site. If requested, paper copies can be supplied via the TPC.

7.2.12 Trial bus pass could be used if considered appropriate.

Car Share

Physical Measures

7.2.13 It is accepted that the private car will remain the only viable form of transport for certain journeys. However, car sharing will be encouraged and is already seen as a favoured alternative by existing employees. Dedicated car share spaces will be provided within the site to encourage take-up. These spaces will be positioned in favourable locations and be available for car sharers only. The management of these spaces will be the responsibility of the TPC.

7.2.14 It is proposed that 10% of all on-site employee car park spaces will be car share only; this will be reviewed as appropriate and more spaces will be included if demand if visible via comments to the TPC or in scheduled travel surveys.

Soft Measures

7.2.15 Alongside the car share spaces, it is favourable for the development to have a dedicated car share website to encourage and facilitate members to find car share partners. A private car share group will be maintained and established by the TPC.

7.2.16 Regular marketing campaigns will be developed via the TPC to encourage people to share their journeys. This may include car share event days.

7.2.17 An emergency guaranteed ride home scheme provides an occasional subsidised ride to commuters who use alternative modes - for example, if a bus rider must return home in an emergency, or a car-sharer must stay at work later than expected. This addresses a common objection to the use of alternative modes. The scheme may use taxis, company vehicles or rental cars and are usually free to the user or may require a modest co-payment. The cost of offering this service tends to be low because it is seldom actually used. The scheme was identified in the survey response as a significant measure to encourage travel change behaviour, especially by car drivers, and the feasibility of providing this within the MOD systems will be investigated by the TPC.

7.2.18 Appendix B includes information on the establishment of a Car Share Scheme.

Other Measures - including limiting the need to travel

Physical Measures

7.2.19 Video and teleconference facilities should be considered if appropriate to military undertaking.

7.2.20 Alternative Vehicle Charging Points will also be considered, dependent on potential demand from employees. The advances in electric cars, recent Government policy announcements and commitment by manufactures to mass produce these in the UK make this a realistic option as an alternative to petrol and diesel vehicles. This will also be dependent on corporate procurement of MOD vehicles.

Soft Measures

7.2.21 Personalised Travel Planning (PTP) is an essential part of any TP to ensure maximum success. It is envisaged that the TPC will meet with all new employees and anyone required to relocate, or requests PTP as part of the TP. The TPC will discuss travel options and choices. This will include where key facilities are located, how to access public transport services and other essential information.

7.2.22 When undertaking PTP the TPC will offer an appropriate trial offers, such as a bus passes.

7.2.23 This more targeted approach will enable commitment funds to be spent in the wisest manner, whilst still facilitating users to change their overall travel behaviour.

7.3 Car Parking and Parking Management

7.3.1 In any development, car use will be the only viable means of transport for some journeys. Whilst this FTP does not exclude car use, it does however set out to manage it in favour of alternative modes where possible.

7.3.2 One of the main objectives of this FTP is to promote the alternative opportunities and ensure a range of measures are in place to ensure that information is provided and car use is not automatically the chosen way to undertake a journey.

7.3.3 One accepted way to discourage car use is effective management of on and off-site car parking. Due to the location of the site, it is not anticipated that off-site car parking will occur or be desirable; therefore effective management of on-site parking will be required.

7.3.4 The design of on site parking will be according to OCC parking standards. The design of the site will prioritise pedestrians and cyclists above car use where feasible.

7.4 Workplace Travel Plan Good Practice Measures

7.4.1 A salary sacrifice scheme - including public transport passes and cycle to work schemes and the option of annual loans to enable employees to purchase transport passes or cycles - would be promoted as good practice to employers/occupants of the commercial centre as occupation commences.

8. Monitoring and Mitigation

8.1 Monitoring

8.1.1 This FTP provides the basis of the overall monitoring proposals for C Site once the development has been updated and sets out commitments of when the full TP will be monitored and reviewed, plus the methodology of how this will be undertaken.

8.1.2 The full TP will be agreed with OCC at least three months prior to the initial occupation of the development.

8.1.3 This TP commits the MOD to undertake a site travel survey of employees based at the site every two years from initial occupation of the new buildings. Due to the nature of this site, especially the fact it is in many ways already operational, it is proposed that surveys will take place within three months of occupation, then at the end of years one, three and five.

8.1.4 The survey would be undertaken by the TPC and be available either online or via paper copies. Responses would be actively encouraged by MOD management.

8.1.5 In addition, to travel surveys, traffic counts would be used to measure vehicle generation from the site. This will consist of an automatic traffic count (ATC) at the main entrances to the site to measure traffic flows in/out of the development. It is proposed these would remain for a seven day period to ensure an accurate flow of traffic is recorded. This would be repeated on each monitoring stage for a minimum period of five years after adoption of highways. The results of these counts would be presented as part of the overall monitoring report, which will be submitted to OCC as stated within this FTP document

8.1.6 Monitoring should be undertaken within the same week each year on a working day where there are no exceptional conditions, i.e. school holidays, bank holidays, transport service disruption, etc.

8.1.7 Survey results would be submitted to OCC within three months of the survey, along with a review document highlighting areas of success and concern. Any proposed changes will be discussed with the OCC TPC and implemented by the site TPC accordingly.

8.1.8 Examples of the monitoring approach include recording and assessing the following.

- The take up of the car sharing scheme and the demand for car parking spaces.
- The demand for cycle parking stands and changing/shower facilities.
- Workplace travel behaviour and any noted changes.
- The TPC would need to keep a record of comments on the scheme received from employees and visitors.

- The use of site specific schemes.
- Participation of TPC in lead events such as bike rides.
- From the survey analysis it would be possible to see which methods are having the desired effect and therefore resources can be specifically targeted to these to ensure they are successful.
- Monitoring of employees' home location; the objective of which would be to identify long distance commutes. This information could then be used to identify personal travel plan options via the PTP process.

8.2 Review

8.2.1 At agreed milestone points in the construction and occupation programme of new buildings, in addition to the existing MOD facilities, the TP will be reviewed on the basis of the results of the monitoring surveys against the baseline data and the identified targets. Where elements of the TP are identified to be underperforming, these would need to be reviewed and revised as appropriate, for implementation by the TPC. This may include, for example, increasing transport information or promoting of car sharing to relevant users.

9. C Site Action Plan

9.1.1 Table 9.1 demonstrates the proposed implementation plan for this TP and provides who is responsible for each action.

Table 9.1 C Site TP Implementation Plan

Stage	Measure	Description	Implementation	Responsibility
Design and Pre-construction	On-site pedestrian provision	As detailed in chapter 7.	Design process	MOD
	On-site cycle provision	As detailed in chapter 7.	Design process	MOD
	Public Transport Infrastructure	As detailed in chapter 7.	Design Process/Discussion with local operators and key decision makers.	MOD/OCC
Construction	Electric Vehicle Charging Points	If identified to be suitable, to provide charging points in employee parking places. Alternatively, if as part of MOD procurement electric vehicles occurs, to ensure suitable facilities exist on site.	Design process/construction	MOD
	Car Share Spaces	As detailed in chapter 7.	Construction	MOD
	Construction of Cycle Infrastructure - Showers, Lockers etc	As detailed in chapter 7.	Construction	MOD
	Appoint a TPC	As detailed in chapter 7.	Identified to OCC at least three months before new development is occupied.	MOD/OCC
Pre/Early Occupancy	Sustainable Travel Information	Site specific maps and information. Plus cycling and walking information. Access to a car share scheme and active travel promotions.	To be available before by first occupation.	MOD/TPC
	Liaise with local cycle shops.	Gain local information and arrange for MOD employee discount scheme.	As part of TPC role.	TPC
	Local Public Transport Information	Bus and Rail timetables would be promoted via the TPC.	Ongoing from occupation.	TPC

Stage	Measure	Description	Implementation	Responsibility
	Car Share Scheme	Car Share to encourage more sustainable car usage.	Ongoing promotion from first occupation.	TPC.
	Personalised Travel Planning		Ongoing from first occupation/relocation.	TPC
	Launch of Bus Promotion	As agreed with OCC/MOD.	From OCC agreed occupation.	TPC/MOD/ OCC/Bus Operator
Medium Term	Promotion of Sustainable Travel Days	e.g. Walk to Work Week, Bike Week	On National/Local awareness days	TPC
	Launch of BUG	An employee group to support cyclist issues. Would be responsible to organise cycle demonstrations and on site activities.	As deemed appropriate via employee consultation.	TPC/BUG
	Launch of a MUG	An employee group to support motorcycling issues. Would be responsible to organise cycle demonstrations and on site activities.	As deemed appropriate via employee consultation.	
	Dr Bike	Providing onsite maintenance sessions for MOD employees.	From establishment of BUG.	TPC/BUG
Long Term	Car Park Management	Encourage sustainable use of private vehicles. Use the car park management process to ensure that demand is carefully managed and where supply exceeds demand a 'giving back' of car park to the site is completed quickly.	Ongoing, with the view that changes are made following survey results and via employee feedback.	TPC/MOD
	Monitoring	Ongoing monitoring, as set out above.	As specified above and in OCC guidance.	TPC/OCC

10. References

10.1.1 The following documents have been quoted during this FTP.

- Department for Transport and Department for Communities and Local Government (2009), *'Good Practice Guidelines: Delivering Travel Plans through the Planning Process'*, Queen's Printer. London.
- Department for Transport/National Business Travel Network (2008), '*The Essential Guide to Travel Planning.'* Queen's Printer. London.
- Department for Transport. (2004), '*Smarter Choices Report'* Queen's Printer, London.
- Department for Transport (2002), '*Making Travel Plans Work'*. Queen's Printer. London.

Appendix A
Travel Plan Coordinator Job Description

Defence Infrastructure Organisation

amec

Defence
Infrastructure
Organisation

amec

Travel Plan Coordinator Job Description

POSTS DIRECTLY SUPERVISED:
(All posts under your supervision)
None
DETAILS OF STAFF INDIRECTLY SUPERVISED:
(not employed i.e. Contractors)
None - although management of contracts and contractors will be regular.
Development of processes and procedures for use by transport staff**,** (managed by others).

SUMMARY OF MAIN PURPOSE OF THE JOB
To develop, implement and drive the MOD C Site Travel Plan.
To organise, manage and support transport services initiated by the travel plan.
To strive to maximise sustainable, environmentally-efficient travel and transport strategies**.**

DUTIES & RESPONSIBILITIES
1. Develop the MOD C Site Travel Plan.
2. Implement and encourage initiatives to support and improve staff and residents travel planning arrangements.
3. Plan and introduce sustainable and environmentally-efficient travel and transport operations, and align strategies and activities with local and central government planning and development policies.
4. Communicate with all internal and external stakeholders personally and through the organisation of working groups, focus groups, marketing campaigns and other methods as appropriate.
5. Develop a coordinator's support network to create local travel plan 'Champions'
6. Responsible for car park management.
7. Develop a business case for funding travel plan activities.
8. Responsible for managing and supporting existing transport contracts and services.
9. Other tasks of a similar or supportive responsibility level that is relevant to the role.

ACTIVITIES
1. Develop the travel plan by expanding and merging existing travel proposals and recommendations, where they exist. Where necessary work with consultants to undertake further development. Implement the plan at all levels within the site.
2. Create, develop and implement travel planning initiatives that are suitable for the site. These could include: car-sharing; car club; bicycle usage; walking routes; passenger transport services; promote public transport use; mini-bus use; disability transport awareness.
3. Recommend and plan the introduction of short, medium and long-term initiatives for the implementation of sustainable, environmentally friendly transport services. Understand and maintain an awareness of the implications of Local Authority Unitary Development Plans and Central Government planning and development requirements.
4. Organise staff meetings to present and discuss travel planning issues. Organise support groups for stakeholders. Develop marketing campaigns for the travel plan and its initiatives. Develop a travel planning home page and keep all information up-to-date.

Ability to organise large surveys. Organise the development of a discussion board electronic forum with external stakeholders such as local authority, safety and travel organisations, public transport companies.
5. Appoint and support the development of a site travel plan coordinator's network to encourage local 'champions'. Guide them in their roles and drive and support their activities, especially with user and focus groups. Ensure alignment of their duties with corporate travel plan objectives.
6. Develop a business plan for the site travel planning, which recommends initiatives and the financial implications of their implementation.
7. Responsible for developing policies that support:
• Passenger transport service
• Pool vehicle service
• Car hire contract
8. Other tasks of a similar responsibility level as and when required.

KNOWLEDGE AND EXPERIENCE

Essential features

Should be a role model for travel planning initiatives.
Confident with effective communication skills and good presentation skills
A good negotiator with the ability to persuade.
Ability to communicate with people at all levels
Computer literate.
Capable of multi-tasking, a driver of change.
Experience of working within the travel or transport industry, especially with a responsibility for aspects of 'green' travel or travel planning.
Ability to manage own time and workload. Will need to be well organised and be able to undertake and manage own administration.

Desirable features

Previous experience of managing projects.
Marketing skills.
Knowledge of environmental issues and their business perspective.
Relevant transport or travel qualifications.
Knowledge of the transport industry and its regulatory environment

Appendix B
Example Car Share Launch Process

Defence
Infrastructure
Organisation

amec

Promoting Car-Sharing - Sample MOD Action Plan

PRE LAUNCH

	Activity	Person
Technical:	• Choose database or website the MOD is going to use • Demo of site & how it works for MOD coordinator and IT contacts	• Coordinator & IT to liaise • Coordinator/ IT/ website supplier to set up site & do demo
Marketing	• Liaise with senior management about introduction of car sharing to get support (highlighting the benefits) • Development of car-sharing policy • Brand the scheme, e.g. use MOD C Site icon(s) as above or slogan – "Seats spare, car share", "Start the day with a pick-me-up" etc • Design permits for car windscreen (e.g. stickers – see below for templates) • Update to staff on car-sharing being introduced to reduce pressure on parking, promote ease of access, decrease fuel costs for motorists, be eco-friendly etc. Let people know when scheme is commencing and who to contact with questions. • Put posters on display coming up to launch • Reserve room/ area for launch day & demo	• Coordinator to request sample car sharing policies from OCC • Coordinator to liaise with internal communications about branding/ slogan/ communications plan if assistance is needed • Coordinator to liaise with Facilities about car sharing permits • Coordinator to update staff & senior management • OCC to give coordinator car-sharing posters or Design Own • Coordinator to field questions from staff • Coordinator to book room/ area for demo/ launch day
Facilities	• Facilities to mark out car-sharing bays (base the number on your employee survey or 10% of parking spaces in the organisation) • Security to be briefed on car-sharing policy • Staff access cards – anything need to be done with them to monitor/ give access etc?	• Facilities to mark out bays • Coordinator & Facilities to liaise on car sharing policy & brief for security • Facilities to investigate cards

LAUNCH

	Activity	Person
Technical:	• Organise laptop & large screen for demo of site • Request IT person to do demo	• Coordinator and IT
Marketing:	• All staff email or update on intranet/ notice boards etc about launch day – include benefits of car sharing, location of car sharing bays & incentivise with draw for all people registering in the first month. Include contact name for scheme (and 'hotline' for important questions arising in first month). • Car-sharing posters on display in key locations	• Coordinator to arrange sponsored prize • Coordinator to put bulletin on intranet/ notice boards, all staff email etc • OCC to give posters (or design own)
Event Day	• MOD senior representative to speak • Senior representative of OCC to speak (with prior arrangement) • Coordinator/ Facilities/ IT to speak • Set up laptop & large screen for technical demo • Organise incentive for staff to attend launch e.g. draw for prize	• IT/ Facilities/ Coordinator to liaise re launch format • Coordinator to let OCC know dates & brief re who is attending, format etc if speaker is required • Coordinator to arrange senior management to speak • Coordinator to source incentive for staff turning up to launch

POST LAUNCH

	Activity	Person
Marketing:	• Put car-sharing policy in easily accessible location for staff & alert them to car-sharing 'etiquette' & FAQs (On intranet Site) • Prize draw for all people registering in first month • Publicise winner • Periodic incentives for car-sharers – e.g. draw for car service, iPod, Bus tickets, reusable shopping bags etc. Consider offering incentives such as a raffle for a half day off if prizes can't be found. • Peer profile – 'I car share and save money and time' – put on intranet/ newsletters or posters • Include information in induction pack – e.g. The MOD has a car sharing scheme in place & ask 'Are you interested in car-sharing? Where do you travel from? Are you a lift seeker or driver or both? • Ongoing updates on intranet/ a newsletter on numbers car-sharing as scheme grows. Invite people to join the scheme by contacting the coordinator. • Car sharers coffee morning for interested people and those already driving – when resources permit!	Coordinator to: • arrange prize draw • put bulletin on intranet/ posters/ newsletters or all staff email • source prizes • develop page on car sharing for induction packs/ days • be contact person for queries • organise coffee morning when resources permit
Facilities	• Add new car-sharing spaces in prime locations as numbers registering for the site increase or as demand is reported • Security to periodically monitor car-sharing bays to ensure car-sharers only are using them • Facilities to impose sanctions for people parking in car-sharing bays • As car sharing numbers increase and release car parking spaces, re-designate spaces for motorcycle & bicycle parking instead	• Coordinator/ Facilities to monitor number of users • Security to monitor bays • Coordinator/ Facilities to decide sanction for parking in car-sharing bays • Facilities to re-designate spaces
Reporting	• Update senior management/OCC on car sharing numbers – reducing pressure on parking, 'green' profile, freeing up land under parking for development, reducing congestion • Invite feedback from car sharers on how to improve the scheme & implement	• Coordinator/ Facilities

Sample MOD Parking Permit

Organisation Logo

Permit Number:

Car Driver:

Passengers:

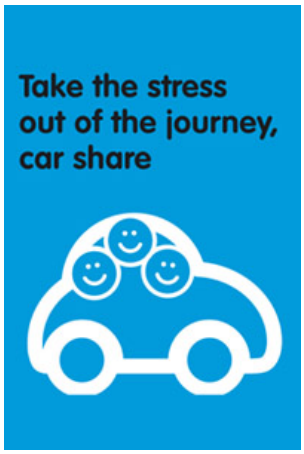
Car Park:

Valid from/to:

Defence Infrastructure Organisation

amec

Sample Signage



Defence
Infrastructure
Organisation

amec