

**Paragon Fleet Solutions  
Limited**

**Heyford Park, Camp Road,  
Upper Heyford,  
Oxfordshire, OX25 5HA**

**Employee Travel Plan**

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## 1 Introduction

Peter Brett Associates LLP ("PBA") have been commissioned by Paragon Fleet Solutions Limited to develop a site-specific Employee Travel Plan at Heyford Park, Oxfordshire. Heyford Park is located on the former RAF Upper Heyford which lies in a rural area of Oxfordshire approximately 20km due north of Oxford.

The redevelopment of the Heyford Park has been on-going for a number of years with proposals discussed with Oxfordshire County Council and Cherwell District Council, led by the owner of the site, the Dorchester Group. The wider redevelopment proposals seek to provide a New Settlement comprising of about 1,000 dwellings (consisting of the refurbishment of existing housing along with the provision of some new housing) and associated infrastructure.

Paragon Fleet Solutions Limited are a specialist provider of market support, technical services and training to the automotive industry. The main focus of the Paragon Fleet Solutions Limited at Heyford Park is that of managing company car programmes and demonstrator fleets. The fleets Paragon Fleet Solutions Limited manage are defined as 'captive fleets' – these are vehicles owned by the manufacturers and used either as company cars or provided to fleet buyers or the media as demonstrators. In addition, Paragon Fleet Solutions Limited, manage a rental programme on behalf of clients. These cars are initially prepared for the rental company by Paragon Fleet Solutions Limited and restored to the manufacturers return standards at the end of the vehicle life with the rental company. These vehicles are then sold on by the client and delivered by Paragon Fleet Solutions Limited to the points of sale – primarily dealerships.

The processes in which vehicles go through are numerous and quite employee-intensive. On average, approximately 250 cars are available on any given day.

In 2012, a planning application was submitted on behalf of Paragon Fleet Solutions Limited for the "change of use to allow the continued use of land, buildings and other structures and continued retention of security trench, concrete rings and temporary lamp posts until 1<sup>st</sup> April 2014 (Application Number 12/00040/F)". On the 26<sup>th</sup> March 2012, Cherwell District Council as the Local Planning Authority granted planning permission, subject to a number of associated conditions. This temporary planning permission will provide Paragon Fleet Solutions Limited with time to undertake investment and operational changes to their business practice, in preparation for the move to their approved permanent smaller footprint.

Condition 8 of the Decision Notice states that "within three months of the date of permission a detailed green Travel Plan shall be submitted to and approved in writing by the Local Planning Authority. The Travel Plan shall be prepared in accordance with the Department of Transport's Best Practice Guidance Note "Using the planning process to secure Travel Plans" and the emerging Oxfordshire County Council guidance on Developer Travel Plans". It is against this temporary permission, that this site-specific Employee Travel Plan has been prepared.

The Department for Transport (DfT) Good Practice Guidelines Delivering Travel Plans through the Planning Process (2009) sets out which type of Travel Plan is required to support a new development. The guidance states that "full Travel Plans are appropriate for full planning applications where the proposed use and accessibility needs are known. They may also be appropriate with outline applications where the scale of uses is known. Wherever possible, a full Travel Plan should be developed rather than an interim plan". Therefore, the submission of a site-specific Employee Travel Plan for the Paragon Fleet Solutions Limited is considered appropriate in encouraging the use of sustainable travel options, offsetting the impact of any potential increase in traffic.

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This site-specific Employee Travel Plan will ultimately address the transport needs of all users at Paragon Fleet Solutions Limited including employees, visitors, emergency vehicles, fleet vehicles and suppliers, although the primary focus will be on employee travel

### 1.1 Benefits of Travel Plans

Traffic levels have grown significantly in the last 20 years. The National Travel Survey (DfT, 2009) found that in 2009 car travel accounted for 63 per cent of all trips made and 79 per cent of all distance travelled. The same survey found that 20 per cent of all trips were shorter than one mile in length.

Whilst it is acknowledged that it is often easier to achieve a modal shift from single occupancy car journeys to sustainable modes of transport when regular journeys are made, as often the main barrier is unawareness of both realistic and practical alternatives. The stakeholders in any Travel Plan should include employers, employees, developers, residents and the local community. All site stakeholders should be considered within and can obtain real benefits from the implementation of a good Travel Plan.

For employees of Paragon Fleet Solutions Limited, a Travel Plan can

- Increase travel choices
- Contribute to improved health and reduced stress whilst having the ability to socialise,
- Present opportunities to build healthy exercise into daily life
- Travel cost savings through cheaper alternatives and car-sharing,
- Reduce parking pressure, and
- Provide support for those employees who, out of necessity or choice do not use a car

For employers (such as Paragon Fleet Solutions Limited) and developers a Travel Plan can

- Satisfy the requirements of local planning and highway authorities, permitting development,
- A reduction in greenhouse gas emissions, contributing to environmental targets both corporately, locally and nationally,
- A positive corporate social responsibility message in the local community demonstrating good environmental and transport practice
- Ensure the site is economically and environmentally sustainable over time,
- Cost/energy savings, and
- Healthier and more motivated employees with reduced absenteeism

For the local community a Travel Plan can bring the following general benefits and should contribute to enhancing the local community through

- Reduced congestion and pollution,
- Reduced greenhouse gas emissions that contribute to climate change
- A healthier more attractive environment in which to live and work,

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- Support for the use of public transport and the development of safe cycling and walking routes will enhance opportunities for all and
- Improving road safety on or near the site

### 1.2 Content of the Travel Plan

PBA are currently preparing a Transport Strategy Framework for the Flying Field and for the New Settlement as part of the Section 106 agreement and planning obligations which sets out the key milestones for the development, including the preparation of a Framework Commercial Travel Plan for the Flying Field and a Full Residential Travel Plan for the New Settlement. The Transport Strategy for the Flying Fields and the New Settlement has been approved by Oxfordshire County Council. This site specific Employee Travel Plan is complementary to the above documents, which specifically covers overall transport matters such as travel demand and mode share, parking and highways infrastructure for the wider redevelopment of Heyford Park. These documents invariably overlap, but the site specific Employee Travel Plan acts as the focus for action to mitigate any travel impacts generated

The content of this site-specific Employee Travel Plan has been written in accordance with existing best practice guidance and the emerging Oxfordshire County Council guidance 'Transport for New Development – Transport Assessments and Travel Plans'. The content of this document is summarised below

- **Section 2 – Site Travel Opportunities** This section includes a summary of the location of the site and the possible ways to travel to and from the site using different modes of transport
- **Section 3 – Travel Plan Data** This section includes a summary of data provided by Paragon Fleet Solutions Limited
- **Section 4 – Baseline Survey** This section summarises the existing employee travels patterns based on the on-line travel survey questionnaires
- **Section 5 – Influencing Travel Behaviour** Describes the various processes and stages in influencing behavioural change
- **Section 6 – Objectives, Targets and Indicators** Outlines the objectives, targets and indicators for the site-specific Employee Travel Plan
- **Section 7 – Travel Plan Measures** Outlines various travel planning measures that are to be considered for implementation
- **Section 8 – Management** Provides details of the roles and responsibilities associated with the site-specific Employee Travel Plan
- **Section 9 – Monitoring and Review** This section outlines recommended, on-going management, and monitoring process



## 2 Site Travel Opportunities

### 2.1 Introduction

This section considers the current opportunities to travel to and from Paragon Solutions Limited at Heyford Park by all transport modes. Emphasis has been placed on identifying constraints which prevent employees and visitors travelling using sustainable modes. In the following sections the most relevant and effective Travel Planning interventions are then discussed.

### 2.2 Site Description

Heyford Park is located on the former RAF Upper Heyford which lies in a rural area of Oxfordshire approximately 20km due north of Oxford. The nearest towns to the site are Bicester, approximately 7km south east of the site, Brackley approximately 10km north east, and Banbury 15km to the north. Figure 2-1 shows the location of the site and wider area.

The site is located within a network of predominately country roads, many of which are unclassified, although Junction 10 on the M40 motorway is located 6m to the east and the A4260 Banbury to Oxford road runs from north to south some 6km to the west.

The nearest railway stations are at Lower Heyford (4km from the site) and Bicester. Bus routes already serve the site, with improvements being planned associated with the development as part of a package of measures to improve accessibility.

The former RAF Upper Heyford Airbase as a whole is designated as a Conservation Area, reflecting the key role that the Airbase played in the Cold War years, and the distinctive architecture and layouts which arose from that use. The Trident layout at the centre of the proposed development area, and the Parade Ground just south of Camp Road are just two of the significant elements of the original plans, and represent military and airfield layouts typical of their era. Today, these elements together with a number of significant buildings of the era create a distinctive core area, with a unique character.

[Insert Figure 1]

### 2.3 Pedestrian and Cycle Access

Walking and cycling play an important role in healthy and active lifestyles and if convenient and safe links are available there is a significant opportunity to promote these modes, reducing the impact of the proposed development of the adjacent local highway network.

Historically, there were a number of public rights of way (PRoW) crossing the site, but some of these were curtailed when the site came into military use, circa 1915. The two key routes which were curtailed when the site came into military use include

- Portway – a bridleway to the west of the site running in a north – south direction linking to existing BW 9, and
- Aves Ditch – a bridleway to the east of the site running in a north – south direction linking to existing BW 7.

In addition, there were two further historical routes crossing the site, one running in a southwest-northeast direction (on the approximate alignment of the existing runway) and one running in a northwest-southeast direction crossing the runway and connecting the existing BW 8 with the existing BW 29. As part of the wider redevelopment at Heyford Park, it has been suggested that some of these original PRoW should be reinstated as well as improving connections to existing PRoW elsewhere.

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Camp Road is located to the south of the Paragon Fleet Solutions Limited site, dissecting the wider Heyford Park site in an east–west direction, with the secure historical military site to the north and the housing (originally for military personnel) and other municipal buildings associated with the historical use of the site (such as the hospital) to the south. Camp Road therefore provides walk and cycle access from the main entrance of the site towards Upper Heyford to the west (the nearest village) and The Heath and Home Wood to the east, providing leisure opportunities. Camp Road is well lit with footpaths towards Upper Heyford of varying widths between 3 metres and 1 metres.

There is a comprehensive network of existing PRoWs in the local area, including

- A network of bridleways (BW7, BW28, BW30) to the south and east of the site running in a southwest–northeast direction linking Camp Road to Caulcott to the south and Ardley at the northeast of the site,
- A network of footpaths and bridleways to the northern perimeter of the site including BW8 and FP13 linking Fritwell with Somerton, and
- A network of footpaths and bridleways to the south and west of the site linking Caulcott in the south to Heyford and Steeple Aston in the west and Somerton to the north.

A visual assessment has indicated that these routes are not heavily used, with many routes overgrown.

Within the local vicinity of Heyford Park, there are relatively low levels of traffic and the rural location allows the potential for additional routes for walkers, cyclists and equestrians along the highway network.

### 2.4 Public Transport Access

Public transport is important in providing sustainable means of travel to local leisure, retail, education and employment opportunities. As the operational nature of RAF Upper Heyford has reduced over recent years, the bus services, which previously used to route to the site, have now been withdrawn due to the lack of demand.

The nearest bus stop to Paragon Fleet Solutions Limited is located on a small loop to the west of the main entrance to the site (known as the 'Upper Heyford Shop' stop). This is within the recommended maximum walking distance of 400 metres stated in 'Guidelines for Providing for Journeys on Foot' published in 2000 by the Institution of Highways and Transportation. This stop is served by bus service numbers 25A and 90 which are operated by Heyfordian Travel and Oxfordshire County Council (Special Transport Services). These services and frequencies are detailed in Table 2-1.

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Table 2-1 Existing Bus Services

25A Heyfordian Travel	Oxford – Kirtlington – Upper Heyford - Bicester	One per day	No service	No service	No service	
90 Oxfordshire County Council (Special Transport Services)	Upper Heyford – Deddington - Banbury	Hourly	Hourly	No service	One per evening	

These bus services provide access to the village of Lower Heyford, with the nearest railway station being a 800 metres walk by foot – approximately 4 kilometres to the south west of Heyford Park. The station is served by trains to/ from Banbury to Oxford with train frequencies of between 50 minutes to one hour and 20 minutes weekdays and Saturdays. There are no services on Sundays.

## 2.5 Highway Access

The main entrance to Heyford Park is from Camp Road providing access to the former runway, taxiway and employment buildings associated with the Flying Field to the north of Camp Road. There are six existing access points along Camp Road which provide access into the site to the north and south of Camp Road. These are

- The Lorry Access Gate provides HGV access route to parts of the airfield,
- Dacey Road and Dow Street provides access into the main residential area,
- The Main Gate provides access to the employment buildings,
- Soden Road provides access to a cul-de-sac containing 10 dwellings, and
- Larden Road provides access to a cul-de-sac containing 40 dwellings

Camp Road terminates at Somerton Road to the west and at the B430 to the east. Somerton Road provides connections to the village of Somerton and is subject to a 30mph speed limit through Upper Heyford which increases to 60mph when leaving the village.

The B430 forms a north-south link between the M40 and the A43 Trunk Road at Weston-on-the-Green. To the north the B430 terminates at Junction 10 of the M40 immediately north of the village of Ardley to the north. The road is subject to a 60mph speed limit which decreases to 40mph through the village of Ardley. To the south the B430 terminates at the A34 Trunk Road. The road is subject to a 60mph speed limit until it reaches the village of Weston-on-the-Green where it decreases to 40mph through the village.

The M40 Junction 10 is located approximately 5km to the east and forms part of the strategic route to London to the south east and Birmingham to the north.

### **3 Travel Plan Data**

[Awaiting data from surveys]

## 4 Baseline Survey

The Paragon Fleet Solutions Limited Employee Travel Questionnaire survey (in accordance with Oxfordshire County Council guidance) was made available to all employees based at Heyford Park (via a secure third party website to enable 'live' monitoring of response rates) for two weeks in June 2012 to establish travel patterns and the current modal share of employees

The survey contained questions based on

- Current behaviour including travel mode, arrival/departure times and duration of travel,
- Factors influencing current travel mode, and
- Willingness to consider sustainable alternatives

In order to ensure that the results of the surveys at Paragon Fleet Solutions Limited are valid and robust, continual company-wide communications scheme was implemented to ensure a high response rate. The scheme informed employees of the survey and why they were being asked to complete it. This was emphasised further by Senior Management and Line Managers

A copy of the Paragon Fleet Solutions Limited Employee Travel Questionnaire survey is provided in Appendix A

[Awaiting data from surveys]

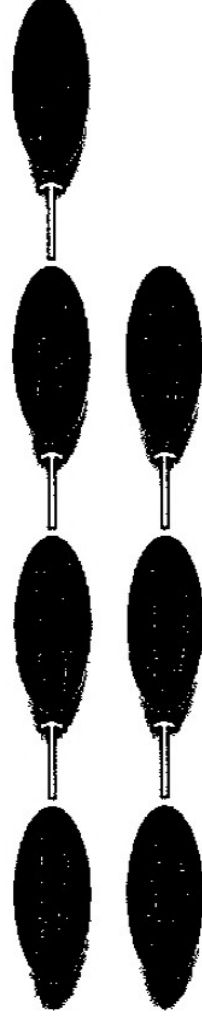
## 5 Influencing Travel Behaviour

The purpose of this section is to describe a number of theories regarding travel behaviour change

### 5.1 The 'Seven Stages of Change'

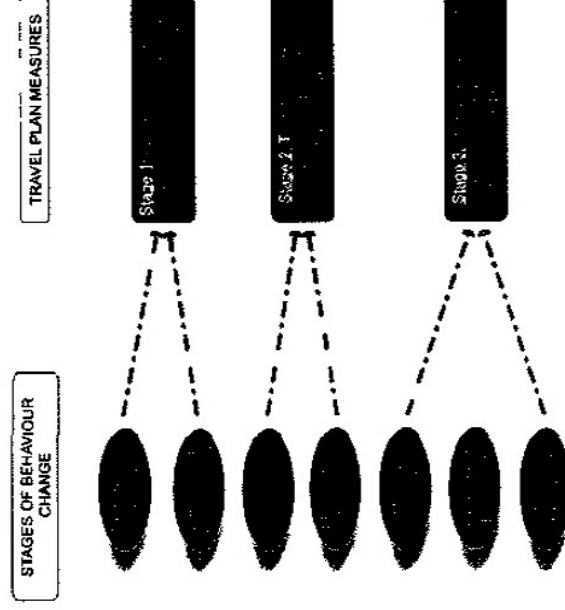
Figure 5-1 below highlights the seven stages of behaviour change process. The figure shows that once an employee is aware of a problem, for example, the negative impacts of private car use, they generally go through five thought processes of accepting responsibility, acknowledging alternatives, evaluating the alternatives, deciding on an alternative and trying an alternative before they actually make a sustained change to a different mode of travel

Figure 5-1 The Seven Stages of Behavioural Change



By understanding this process we can design measures which best influence an employee at each of the different stages of decision making

Figure 5-2 Travel Plan Interventions along the Decision Making Process



Further to designing measures that are applicable and effective at changing travel behaviour it is essential that any Travel Plan is constantly monitored and reviewed as any habitual behaviour, which has been influenced during the decision making process, can be reversed by simple phenomenon i.e bad weather

## 5.2 Case Studies

By understanding the above processes, it is possible to design measures that best influence employees and visitors at each of the different stages of decision making

It is increasingly being recognised that the introduction of various Travel Planning measures will lead to a reduction in car travel demand. The DfT 'Smarter Choices – Changing the way we travel' document (2004) states that "these measures usually seek to give better information and opportunities which affect the free choices made by individuals, mostly by attractive, relatively uncontroversial, and relatively cheap improvements, including

- Workplace Travel Plans,
- Personalised Travel Planning, travel awareness campaigns, and public transport information and marketing,
- Car Clubs and Car Sharing Schemes and
- Teleworking, teleconferencing and home shopping

This section provides an indication of levels of car use reduction that have been achieved elsewhere with the introduction of various measures. The DfT have reviewed a number of published studies which examine a range of evidence in order to make estimates of the overall effect of a combination of the above 'soft' measures on traffic levels. The DfT study includes research and reviews of other studies as summarised in the table below

Table 5-1 Impact of 'soft' Travel Planning Measures on Modal Shift

Measure	Car Use Reduction	Modal Shift	Car Use Reduction	Modal Shift
Workplace Travel Plans	✓	✓	✓	✓
School Travel Plans	✓	✓	✓	✓
Bus Quality Partnerships	✓	✓	-	-
Local Rail Improvements	-	✓	-	-
Public Transport Interchange	✓	-	-	-
Public Transport Information & Marketing	✓	-	-	-
Public Transport Fares & Ticketing	✓	-	-	-
Individualised Marketing	-	✓	✓	✓
Car Clubs	✓	✓	✓	✓
Car Sharing	-	-	✓	✓
Teleworking	✓	✓	✓	✓
Video Conferencing	✓	-	-	-
Home Shopping	( )	-	-	-
Promotion of Walking	✓	✓	✓	-
Promotion of Cycling	✓	✓	✓	-
Land – use policies	✓	-	-	-
Travel Awareness Campaigns	-	-	-	-
Maximum Combined Potential Mode Shift from Car Driver	-15 to -20%	-4 to -9%	-8 to -17%	-14 to -21%

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The forecasts summarised in the table above are the DfT's 'high intensity scenario', which assumes, on a national scale, "a significant expansion of activity to a much more widespread implementation of present good practice over the next 10 years. The main results of the high intensity scenario would be

- A reduction in peak period urban traffic of about 21% (off peak 13%)
- A reduction of peak period non-urban traffic of about 14% (off peak 7%)
- A nationwide reduction in all traffic of about 11%

Although this study is based on investment on a national scale, some possible reductions in car movement could be achieved at a more localised level such as that for the proposed development at Heyford Park



## **6 Objectives, Targets and Indicators**

### **6.1 Introduction**

The DfT's (2009) 'Good Practice Guidelines Delivering Travel Plans through the Planning Process' guidance sets out an 'outcomes-based' approach to Travel Plans, which specifies outcomes linked to specific targets that can also be strengthened with remedial measures if these are not met. In this case, the developer is committed to achieving specified outcomes linked to targets and agrees to a thorough monitoring and review process.

### **6.2 Objectives**

The overall objective of the site-specific Employee Travel Plan is to reduce the overall number of all car journeys by employees and visitors, and to promote sustainable travel by

- Delivering a long-term and sustained commitment to widening travel choice and increasing accessibility to Paragon Fleet Solutions Limited at Heyford Park for both employees and visitors,
- Maximising the proportion of trips made to work on foot, by bicycle, public transport and through car sharing,
- Promoting a healthy and accessible work environment and raising awareness of the benefits of travelling more sustainably,
- Ensuring wide dissemination of relevant and easy to understand travel information for employees and visitors to improve awareness of the range of transport options available and
- Minimising the impact of traffic-related activities (noise, pollution, parking and congestion) on the local highway network

### **6.3 Targets - SMART**

Achievable but stretching mode shift targets are an important element of any Travel Plan. The site-specific Employee Travel Plan targets should be SMART, that is

- **Specific**
- **Measurable**
- **Attainable**
- **Realistic**
- **Time-bound**

[In terms of detailed mode share targets for walking, cycling, public transport and car sharing, these will be established after the completion of the Paragon Fleet Solutions Limited Employee Travel Questionnaire survey results. The targets will be reviewed and agreed with the Oxfordshire County Council following analysis of travel survey results.]

### **6.4 Indicators**

The Good Practice Guidelines Delivering Travel Plans through the Planning Process (2009) highlights the importance of distinguishing between outcome targets and indicators. Whereas the target is focussed on reducing the number of single occupancy car journeys at Paragon Fleet Solutions Limited, the indicators are used to monitor how the site is being accessed and how effectively different

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modes are meeting travel needs. This information can subsequently be used to identify where the greatest potential for mode shift may lie and to inform the implementation strategy over the coming years

An on-going programme of disseminating and collating staff travel surveys will be undertaken in order to establish both a representative baseline and future strategy to influence employee travel behaviour at the Paragon Fleet Solutions Limited

A number of indicators will be measured as part of the monitoring regime. The responsibility for measuring these indicators lies with the Travel Plan Co-ordinator (discussed further in Section XXX) and will include the following

- % of employees walking,
- % of employees cycling
- % of employees using public transport, and
- % of employees car sharing

## **7 Travel Plan Measures**

### **7.1 Introduction**

In order to meet the aims and objectives of Paragon Fleet Solutions Limited for sustainable travel, a number of potential initiatives have been proposed. Offering a wide variety of initiatives will allow employees and visitors to/from the site to choose measures to suit their personal situations and requirements, whatever mode of travel is best suited to their trip. Each of these measures would be introduced, refined and expanded upon during the period of the site-specific Employee Travel Plan.

As with any Travel Plan, it is important to identify a number of measures which will act to encourage the use of alternatives to the private car. The proposed measures are split into the following categories:

- Travel Information and Awareness,
- Marketing and Promotion
- Measures to Encourage Walking and Cycling,
- Measures to promote Public Transport Use,
- Measures to Promote Car Sharing, and
- Other Measures

Given the current accessibility of the site, the vast majority of measures will be aimed at promoting and incentivising car sharing, but also walking, cycling and public transport where appropriate.

### **7.2 Travel Information and Awareness**

The most important single element of the site-specific Employee Travel Plan is the dissemination of travel information. The main reason for not travelling by sustainable modes of transport is the uncertainty and unawareness of routes that are available to the individual.

Information relating to all modes of transport available for journeys to and from Paragon Fleet Solutions Limited at Heyford Park will be disseminated to all clients through the website.

In addition, travel information notice boards will be displayed within the reception of the Paragon Fleet Solutions Limited buildings. The travel information notice boards will include details on walking, cycling, public transport and car share opportunities and promotional material on up-and-coming sustainable events and activities.

The same information should also be communicated to new employees. There is significant evidence that employees are much more likely to consider changing their travel habits at "life change moments", one of which is starting a new job. There is a significant opportunity, as new employees start at Paragon Fleet Solutions Limited, to encourage more sustainable travel behaviour from the outset by promoting relevant alternatives. It is also crucial that employees who do not have access to a car are given appropriate information on what travel options are available to them. By providing employees with tailored information as part of the recruitment and induction/training process, there is a much greater chance of maximising modal shift amongst new employees. As well as providing a range of information about walking, cycling and public transport opportunities, Paragon Fleet Solutions Limited will also endeavour to facilitate car share matching amongst new employees by identifying other employees with a car that live nearby during the employee induction and introducing them to suitable car share partners.

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New employee inductions will include a one-to-one consultation with the Travel Plan Co-ordinator on the travel options available to new employees to seek to minimise single occupancy car trips. The employee induction meetings will include provision of travel information covering all relevant travel modes, bespoke to the individual's home location and travel requirements

To assist employees in making sustainable travel decisions, personalised travel information packs will be given to all new employees and will include

- Details of the site-specific Employee Travel Plan and its purpose,
- Travel Plan Co-ordinator contact details and responsibilities,
- Car sharing details and potential car-sharers, and
- Information on the wide range of financial, health and environmental benefits of sustainable travel

The Travel Information Pack will be re-issued to all employees on at least a bi-annual basis with updated travel information

### **7 3 Measures to Encourage Walking and Cycling**

In addition to the above, the introduction of the following measures will be considered to encourage walking and cycling

- Provide cycle parking locker and changing facilities as required
- Organise evening or lunch cycle / walk activities as appropriate
- Organise a Bike Buddy or Walk Buddy scheme as appropriate
- Consideration will be given to the provision of free high-visibility gear mini cycle computers, wet weather gear, puncture repair kits etc depending on the interest in cycling shown in the travel surveys
- Providing basic cycle maintenance equipment at work including a pump, puncture repair kit, tools, etc for the use by any employees who need it. It may also be possible to identify a cycle maintenance 'wizard' amongst the employees who could offer support and assistance as required
- Providing information on 'Cyclescheme' tax-free vouchers. The 1999 Finance Act introduced a tax exemption which allows employers to provide employees with cycles and accessories as a tax-free benefit. The Cyclescheme is part of the Government's Green Transport Plan which provides National Insurance savings for both employee and employer. Cyclescheme is run by a network of independent bike shops in the UK whereby interested individuals provide postcode, town or county data to find the nearest retailer. Details are provided at the [www.cyclescheme.co.uk/](http://www.cyclescheme.co.uk/) webpage

### **7 4 Measures to Promote Public Transport Use**

In addition to the above, the introduction of the following measures will be considered to encourage the use of public transport

- New employees will be offered 1 week's trial bus or train travel ticket, if there is a suitable service available for their journey to work. Given the uptake, this could be subsidised and will incentivise employees to try out public transport for themselves

## 7.5 Measures to Promote Car Sharing

In addition to the personalised travel information packs, the following measures are to be implemented to promote and encourage car sharing

- Promotion of the Oxfordshire Car Sharing Scheme should be encouraged
- A guaranteed ride home service will be provided for car sharers in case of an emergency
- Organise coffee mornings for employees interested in car sharing
- Consideration of providing incentives to car sharers, for example prize draws for a free/subsidised MOT, car wash and valet

## 7.6 Other Measures

Given the residential population and future allocated housing development in Bicester and the wider area it would be beneficial to adopt a local recruitment policy. This would reduce the reliance on the private car as realistic alternatives, such as rail, bus cycling and walking would be available. A sustainable supplier policy should be adopted and ensure these are undertaken outside the AM and PM peak periods

## 7.7 Implementation Programme

An implementation plan showing when the measures are to be undertaken is provided in Table 7-1

Table 6-1 Implementation Strategy

Target	Action	Responsibility	Travel Benefits	Timeline
To increase the percentage of employees cycling to work from X% to X% by 2014	Provide Travel Information Packs to each new employee	Paragon Fleet Solutions Limited	Improves awareness of employee and guest travel options	As part of employee training/induction programmes Within 3 months on Travel Plan adoption
	Install information boards in reception area	Paragon Fleet Solutions Limited	Improves awareness of employee and visitor travel options	Within 3 months on Travel Plan adoption
	Update information packs and information boards	Paragon Fleet Solutions Limited	Improves awareness of employee and guest travel options	As appropriate
	Provide cycle parking, locker and changing facilities	Paragon Fleet Solutions Limited	Supporting facilities	As appropriate
	Organise a Bike Buddy scheme and/or evening or lunch activities	Travel Plan Co-ordinator	Improves awareness of employee and guest travel options	Within 3 months on Travel Plan adoption
	Provide cycling equipment/maintenance equipment to all employees	Travel Plan Co-ordinator	Improves awareness of employee travel options	Within 3 months on Travel Plan adoption
To increase the percentage of employees walking to work from X% to X% by 2014	Provide information on 'Cyclescheme' tax-free vouchers	Travel Plan Co-ordinator	Improves awareness of employee and guest travel options	Within 3 months on Travel Plan adoption
	Provide Travel Information Packs to each new employee	Paragon Fleet Solutions Limited	Improves awareness of employee and guest travel options	As part of employee training/induction programmes Within 3 months on Travel Plan adoption
	Install information boards in reception area	Paragon Fleet Solutions Limited	Improves awareness of employee and visitor travel options	Within 3 months on Travel Plan adoption
	Update information	Paragon Fleet	Improves awareness of employee	As appropriate

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	packs and information boards	Solutions Limited	and guest travel options	As appropriate	
To increase the percentage of employees and visitors using public transport from X% to X% by 2014	Organise a Walk Buddy scheme and/or evening or lunch activities	Travel Plan Co-ordinator	Improves awareness of employee and guest travel options	As appropriate	
	Provide Travel Information Packs to each new employee	Paragon Fleet Solutions Limited	Improves awareness of employee and guest travel options	As part of employee training/induction programmes	
	Install information boards in reception area	Paragon Fleet Solutions Limited	Improves awareness of employee and visitor travel options	Within 3 months on Travel Plan adoption	
	Update information packs and information boards	Paragon Fleet Solutions Limited	Improves awareness of employee and guest travel options	As appropriate	
	Provide 1 week's trial bus or train travel ticket	Paragon Fleet Solutions Limited	Improves awareness of employee travel options	First week of employment	
	Provide Travel Information Packs to each new employee	Paragon Fleet Solutions Limited	Improves awareness of employee and guest travel options	As part of employee training/induction programmes	
	Install information boards in reception area	Paragon Fleet Solutions Limited	Improves awareness of employee and visitor travel options	Within 3 months on Travel Plan adoption	
	Update information packs and information boards	Paragon Fleet Solutions Limited	Improves awareness of employee and guest travel options	As appropriate	
	To increase the percentage of employees and visitors car sharing from X% to X% by 2014	Promotion of the Oxfordshire Car Sharing Scheme	Travel Plan Co-ordinator	Supporting facilities	Within 3 months on Travel Plan adoption
		Set up a guaranteed ride home service	Travel Plan Co-ordinator	Supporting facilities	Within 3 months on Travel Plan adoption
Organise coffee mornings for potential car sharers		Travel Plan Co-ordinator	Supporting facilities	Within 3 months on Travel Plan adoption	
Incentives for car sharing		Paragon Fleet Solutions Limited	Supporting facilities	Within 3 months on Travel Plan adoption	

## **8 Management**

### **8.1 Travel Plan Co-ordinator**

The key to the implementation of the site-specific Employee Travel Plan is the nomination of a Travel Plan Co-ordinator who will act as a “champion” for the document

A Travel Plan Co-ordinator will be appointed by the Paragon Fleet Solutions Limited to implement, manage and monitor the site-specific Employee Travel Plan. It is likely that an appointed employee will take on this role with support provided by senior management. It is not intended that this is a full time position, but an extension of an employee’s job role. This role will be incorporated for an indefinite period of time.

Once the Travel Plan Co-ordinator has been nominated, the appropriate contact details will be made available to all employees, visitors and Oxfordshire County Council. The Travel Plan Co-ordinator will act as a focal point for liaison on travel issues.

### **8.2 Roles and Responsibilities**

Paragon Fleet Solutions Limited will provide sufficient time for the Travel Plan Co-ordinator to implement and manage the site-specific Employee Travel Plan effectively. The main responsibilities of the Travel Plan Co-ordinator are set below but will be reviewed on a regular basis.

- Overseeing the implementation of the site-specific Employee Travel Plan and representing the ‘human face’ of the plan,
- Preparing the Travel Information Packs and keeping all the transport information up-to-date on the travel information notice board,
- Holding regular meetings with senior management to discuss the site-specific Employee Travel Plan
- Designing and implementing effective marketing and awareness-raising measures and events to promote sustainable forms of travel,
- Acting as a point of contact for employees and visitors requiring local travel information, including providing Personalised Travel Planning, when required,
- Supplying relevant information as necessary to increase awareness of transport and environmental issues,
- Managing and monitoring cycle parking demand, and
- Liaising with Oxfordshire County Council and local public transport operators where necessary, and

## 9 Monitoring and Review

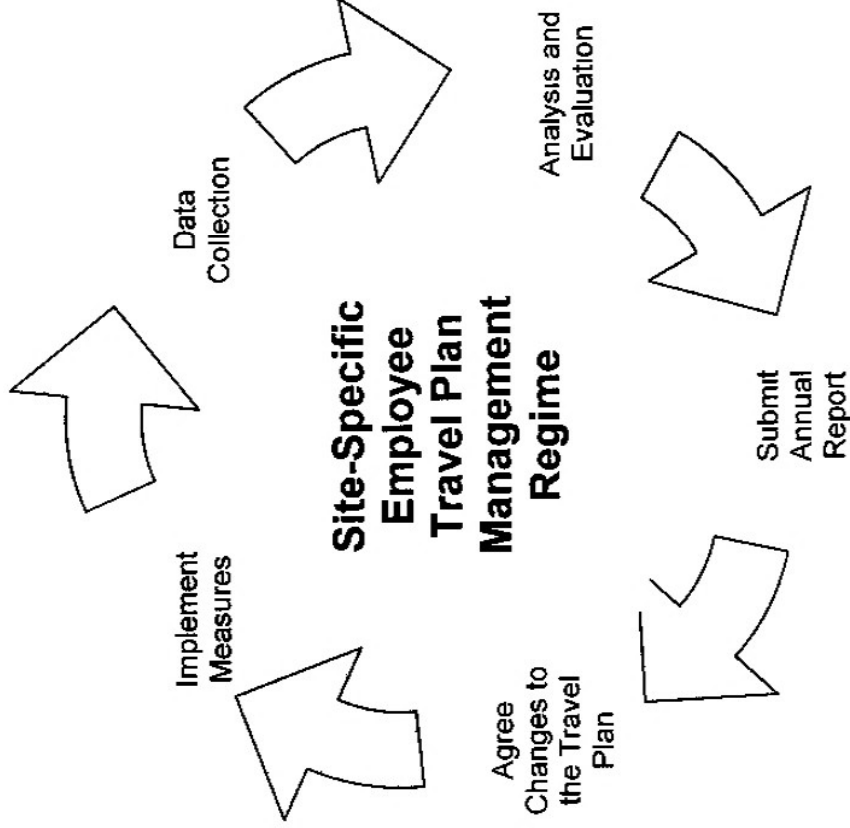
### 9.1 Introduction

The monitoring of the site-specific Employee Travel Plan and travel mode share will be the responsibility of the Travel Plan Co-ordinator. Progress towards achieving the target mode shifts will be measured 1, 3 and 5 years after the formal adoption of the site-specific Employee Travel Plan reviewing and potentially revising the targets based on the outcomes of the Paragon Fleet Solutions Limited Employee Travel Questionnaire survey. Over time, should the measures not deliver against the targets set, additional measures will be put in place to increase the effectiveness of the site-specific Employee Travel Plan.

### 9.2 Monitoring

It is stated in the DfT's Good Practice Guidelines that Travel Plans are living documents that need to be updated regularly and implementing any Travel Plan such as this site-specific Employee Travel Plan involves "a continuous process for improving, monitoring, reviewing and adjusting the measures in the plan to reflect changing circumstances". In line with this guidance, a cyclical approach to managing the Travel Plan is proposed for the development and this is represented diagrammatically in **Figure 9-1**.

Figure 9.1 Travel Plan Management Regime



### 9.3 Reviewing

Monitoring the site-specific Employee Travel Plan is important in gauging the success of the measures implemented and therefore the progress made towards meeting the targets set. The Paragon Fleet



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Solutions Limited Employee Travel Questionnaire survey will therefore be organised by the Travel Plan Co-ordinator in Years 1, 3 and 5 following the formal adoption of the site-specific Employee Travel Plan

### 9.4 Reporting

A Monitoring Report will be prepared by the Travel Plan Co-ordinator and submitted to Oxfordshire County Council at the end of the following years

- 1<sup>st</sup> year after the formal adoption of the site-specific Employee Travel Plan,
- 3<sup>rd</sup> year after the formal adoption of the site-specific Employee Travel Plan and
- 5<sup>th</sup> year the formal adoption of the site-specific Employee Travel Plan

The reports will show the results of the collated employee travel surveys, progress made against the targets set and propose changes to the site-specific Employee Travel Plan, where appropriate

Reviewing the results of the monitoring process will be essential in ensuring that the site-specific Employee Travel Plan remains realistic and relevant to all employees and visitors to Paragon Fleet Solutions Limited. Any significant adjustments made to the site-specific Employee Travel Plan will be agreed with the Council following the review process

### 9.5 Further Measures

In the event that the site-specific Employee Travel Plan measures fail to make an impression on the targets set, there will be a 'ramping-up' of strategies highlighting the benefits and opportunities of sustainable travel. This will involve the Travel Plan Co-ordinator delivering the following measures

- Provide increased one-to-one consultation bespoke to the individual's home location and travel requirements, seeking management support to potential changes in establish travel habits and reluctance towards sustainable travel
- Provision of personalised travel management advice for each employee member including facilitating walk / cycle / bus / train / car share 'buddies', and
- Increased car share incentives such as car sharer matching, free/subsidised MOT, car wash and / or valet

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## **Appendix A – Paragon Fleet Solutions Limited Employee Travel Questionnaire survey**

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**Disclaimer**

To help us understand the travel patterns and transport needs of staff based at Paragon Fleet Solutions Limited at Upper Heyford, please take about 10 minutes to complete this questionnaire

This survey will be available to complete until Friday 6th July 2012

Please note that your personal details on this form will be held and/or computerised by Peter Brett Associates LLP for the purpose of the Paragon Fleet Solutions Limited Travel Plan The information collected may be disclosed to Paragon Fleet Solutions Limited Summarised information from the survey will be published, but no individual details will be disclosed under these circumstances Your personal details will be safeguarded and will not be divulged to any other individuals or organisations for any other purposes

Thank you for your participation

**Background**

**\*1. Your name:**

**\*2. Your home postcode:**

**\*3. What is the name of the department/team you work in:**

**4. Your age:**

- <18
- 19-25
- 26-35
- 36-45
- 46-55
- 56-65
- >66

**Section A Your journeys to work**

**\*5. How do you travel to work? If you have more than 1 'leg' to your journey to work (e.g. you travel to the rail station by car and then get the train), please indicate the single mode which covers the most distance on your journey. If you travel by different modes on different days, please indicate which mode you usually travel by with a figure '1' next to this mode. Please place a figure '2' next to the 2nd most frequently used mode of travel, a '3' next to the third etc until you have outlined all modes used to travel on different days into/from work. Example: I travel into work by bus on 3 days out of 5 and cycle 2 days out of 5. I would therefore put a '1' next to 'bus' and a '2' next to 'bicycle'.**

Car (I drive alone, or give a lift to my children)

Car share (I car-share with another adult or adults)

Train

On foot

Motor-cycle

Bicycle

Bus

I usually work at home

Other

### Section A Your journeys to work

**\*6. Approximately what time do you usually start and finish work?**

Usual start time

Usual finish time

### Section A Your journeys to work

**\*7. On which days do you normally travel into work?**

Monday

Tuesday

Wednesday

Thursday

Friday

Saturday

Sunday

### Section A Your journeys to work

**\*8. If you drive to work, where do you usually park?**

- On-site
- Off-site

**Section A Your journeys to work**

**\*9. Do you usually carry heavy or bulky items to work?**

- Yes
- No

**Section A Your journeys to work**

**\*10. Do you usually give a lift to a child or adult on your way to work?**

- Yes
- No

**Section A Your journeys to work**

**\*11. How frequently do you leave the office to travel on business on average throughout the year?**

- At least twice a day on average
- At least once a day on average
- At least once a week on average
- At least once a month on average
- At least once a year on average
- Never/almost never

**Section B About you**

**\*12. Can you comfortably walk for at least 15 minutes?**

- Yes
- No

**Section B About you**

**\*13. Can you comfortably walk for at least 30 minutes?**

- Yes  
 No

Section B About you

**14. Can you comfortably cycle for at least 15 minutes?**

- Yes  
 No

Section B About you

**15. Can you comfortably cycle for at least 30 minutes?**

- Yes  
 No

Section B About you

**\*16. Which best describes your working pattern?**

- Full time  
 Part time  
 Variable

Section B About you

**\*17. Would you be willing to consider car sharing to work?**

- Yes  
 No

Section B About you

**\*18. What are your reason(s) for not being willing to consider this mode?**

- I don't know how to find a car share partner
- Poor image of car-sharing
- My working pattern varies too much to make car sharing feasible
- There is a lack of flexibility to car sharing
- I prefer to travel alone
- I stop off at another location not on my route on the way to/from work (e.g. drop off children at school)
- I prefer to use other modes
- Personal safety concerns (e.g. I'm nervous of sharing with someone I don't know)
- It's too much hassle to car share
- Road safety concerns
- It's too expensive for me to car share
- I don't own a car/can't drive
- I'm concerned about the environmental impact of using the car
- Other (please specify)

**Section C Walking**

**\*19. Would you be willing to consider walking to work?**

- Yes
- No

**Section C Walking**



**\*20. What are the reason(s) for you not being willing to consider this mode?**

- I live too far away to walk
- I have a disability which stops me from walking far / at all
- I get too hot or tired walking
- Lack of facilities at work (showers, lockers etc)
- I prefer to use other modes
- I regularly take heavy / bulky items into work, which I cannot carry
- Poor image
- I regularly need my car for business travel
- I stop off at another location not on my route on the way to / from work (e.g. drop off children at school)
- Personal safety concerns (e.g. I am nervous of walking at night time)
- Road safety concerns (e.g. there are no pavements on the route)
- Other (please specify)

Section D Cycling

**\*21. Would you be willing to consider cycling to work?**

- Yes
- No

Section D Cycling

**\*22. What are the reason(s) for you not being willing to consider this mode?**

- I live too far away to cycle
- I have a disability which stops me from cycling far / at all
- I get too hot or tired cycling
- Lack of facilities at work (showers, lockers etc)
- I prefer to use other modes
- I am unconfident cycling
- I do not know how to cycle
- I regularly take heavy / bulky items into work, which I cannot carry
- Poor image
- I regularly need my car for business travel
- I stop off at another location not on my route on the way to / from work (e.g. drop off children at school)
- Personal safety concerns (e.g. I am nervous of cycling at night time)
- Road safety concerns (e.g. there are no cycle paths on the route)
- It is too expensive for me to buy and maintain a bicycle
- Cycle theft concerns
- Other (please specify)

**Section E Bus**

**23. Would you be willing to consider using the bus to work?**

- Yes
- No

**Section E Bus**

**\*24. What are the reason(s) for you not being willing to consider this mode?**

- There is no bus service on my route to work
- I have a disability which stops me from walking to / from the bus stop
- I would have to change buses on the route
- It would take too long to use the bus
- I prefer to use other modes
- The buses are unpleasant (e.g. dirty interiors)
- The buses are too infrequent
- Lack of covered areas to wait for the bus
- The buses are too crowded
- Poor image
- I regularly need my car for business travel
- I stop off at another location on my route on the way to / from work (e.g. drop off children at school)
- Personal safety concerns (e.g. I am nervous of the other people on the bus)
- Road safety concerns (e.g. I do not feel the bus drivers drive safely)
- It is too expensive for me to use the bus
- There is a lack of flexibility using the bus
- Lack of seating to wait for the bus
- Other (please specify)

**Section F Other Comments**

**25. Please tell us anything you wish to about travel to the site and its facilities for travel.**