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Workplace Framework Travel Plan
Northstowe - Phase 1 Development
Gallagher / HCA

14 February 2012

QM

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1 Introduction

1.1 PREAMBLE

1.1.1 WSP has been commissioned by Gallagher and the Homes and Communities Agency (HCA) to provide travel planning advice to support their promotion of the new town of Northstowe in Cambridgeshire. This Workplace Framework Travel Plan (WFTP) supports the application by Gallagher for a Phase 1 development at Northstowe comprising; up to 1,500 dwellings, a primary school, a mixed-use local centre (including a community building and provision for non-residential institutions, financial and professional services, shops, cafes and restaurants, drinking establishments and hot food takeaways), leisure, community, residential institutions, cultural, health and employment provision (business, general industry and storage & distribution) including a household recycling centre, formal and informal recreational space and landscaped areas..

1.1.2 This WFTP aims to encourage the sustainable travel of the Phase 1 development employees, and sits alongside a Residential Framework Travel Plan (RFTP) and School Framework Travel Plan (SFTP). These can be extended to include further phases as the new town of Northstowe develops.

1.1.3 This WFTP has been prepared in accordance with Cambridgeshire's Travel for Work Partnership (TfW) Workplace Travel Plan guidance (April 2011) and is in line with 'Travel Plan Scoping Note (3/11/11)', which was developed through discussions with Cambridgeshire County Council (CCC), South Cambridgeshire District Council (SCDC) and the Highways Agency (HA).

1.2 THE SITE

1.2.1 The primary development site is situated immediately north-east of Longstanton and is approximately 10km north-west of the centre of Cambridge. The site itself is currently partially open land, but in the main is occupied by the 18 hole Cambridge Golf Club and its associated facilities. The site location can be seen in Figure 1.

1.2.2 The northern border of the site is formed by the Cambridgeshire Guided Busway (CGB) which has rural land to its north. The south-western border of the site is the settlement of Longstanton, with residential buildings and a school backing onto the site. Northstowe will eventually extend into the land to the east of the site but it is currently rural, with Rampton Road approximately 200m further east and then the former airfield site.

1.2.3 The north-west of the site is bordered by the B1050 Station Road which runs south to north. On the western side of Station Road there is a small amount of development.

1.2.4 The Northstowe WFTP demonstrates the joint promoters' commitment to ensuring that occupiers and staff located at Northstowe are encouraged to display sustainable travel behaviour. This Travel Plan sets out the intentions of the promoters and the measures that will be implemented at the site to encourage sustainable travel amongst employers and their staff.

1.2.5 This Travel Plan will be an evolving document that will change and develop over time to reflect the changing characteristics of the site in relation to employer turnover and changing travel patterns.

1.3 DEVELOPMENT PROPOSALS

1.3.1 The Phase 1 development at Northstowe site provides a unique opportunity for the construction of a sustainable mixed use development.

1.3.2 In 2007, Gallagher Longstanton Ltd and English Partnerships (now the HCA), submitted an outline application for the wider Northstowe new town development, along with a full applications for elements of the proposed development. The application was registered and remains current.

1.3.3 This WFTP supports a new planning application for Phase 1 of the wider new town. A summary of land uses included within Phase 1 are set out below:

- Up to 1,500 residential dwellings
- A three form entry primary school
- A mixed-use local centre
- B1, B2 and B8 employment
- A sports hub
- Public open space
- Allotments
- Associated infrastructure.

1.3.4 For the purposes of this WFTP a mix of employment land uses have been assumed which will include the following:

- 1.82ha B1
- 1.46ha B2
- 0.36ha B8 and 1.25ha Household Recycling Centre

1.3.5 In addition, a local centre will be formed within the development which will include:

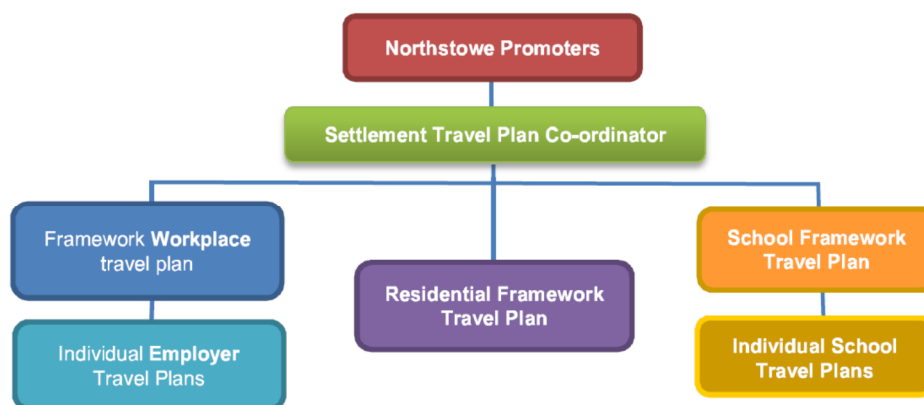
- Community centre (approx. 900m²)
- Mixed A1-A5 (food and non-food stores, approx. 1,500m²)

1.4 OVERARCHING TRAVEL PLAN MANAGEMENT

1.4.1 To ensure consistency across the travel plans at Northstowe and to ensure that the travel plans can be rolled out beyond Phase 1, the joint promoters of Northstowe will appoint a Settlement Travel Plan Co-ordinator (STPC).

1.4.2 The role of the STPC will be to oversee the roll-out of the RFTP, SFTP and ensure that employers locating to the Northstowe meet the requirements of the WFTP. Smaller employers will be able to procure and the assistance of the STPC, to directly assist with their Travel Plan (if required), but larger employers will be required to have their own internal co-ordinator to ensure uptake of the plan within the company. For clarity, a diagram setting out the proposed overarching management hierarchy of Northstowe's Travel Plans is set out in Diagram 1.1.

Diagram 1.1 – Overarching Northstowe Travel Plan Management



1.4.3 In providing the above management structure CCC, SCDC and the HA will have a central point of contact with regards to Travel Planning at Northstowe. As further phases of Northstowe come forward the STPC will ensure current measures used in Phase 1 are expandable to incorporate the wider settlement growth, ensure efficiencies and achieve interworking between the different elements of Northstowe, ensuring a fully sustainable development in both the short and longer term.

1.4.4 The STPC will be in place 6 months before residential / employment unit sales commence, to enable training of sales staff and to prepare any materials needed to promote the site's sustainable travel options from the very beginning. The role and work of the STPC will be commensurate with the tasks required. Initially this will be part time, and may be undertaken directly by the Promoters using suitably trained staff. The role may need to be expanded depending on future developments at Northstowe. Alternatively the position of the STPC may form part of a wider Northstowe role, i.e. combined with, say, a Community Support position or an Employment Co-ordinator. The promotion of the site as a sustainable development from the outset will be crucial for Travel Plan success. All sales staff will be fully trained to enable the Travel Plans to be advertised as a benefit to the development and to ensure buy-in from prospective residents and employers locating to Northstowe.

1.5 SCOPE OF THE WORKPLACE FRAMEWORK TRAVEL PLAN

1.5.1 The scope of this WFTP is two-fold. Firstly it will set out an overarching WFTP strategy for the whole site, outlining how specific site wide measures will be implemented, managed and monitored, both at the outset and as Northstowe is built out.

1.5.2 Secondly it will provide a clear framework for subsequent individual companies to sign up to as they occupy Northstowe, providing a single overarching set of objectives and site-wide measures for their mutual benefit, whilst providing assistance with delivery of their own business-specific measures.

1.5.3 As well as maximising coordination between the various site occupiers, this plan will identify preliminary baseline targets for the site. These targets will relate to modal splits for employee journeys made to and from Northstowe. Further details are provided in chapter 6.

1.6 SUBSIDIARY WORKPLACE TRAVEL PLANS

1.6.1 Northstowe will have multiple occupiers, each likely to exhibit slightly different travel characteristics amongst their employees as a result of their operation. The number of employees and the sizes of the individual companies operating on the site will be reviewed throughout the development build out. Those companies which are above the thresholds within SCDC guidelines will be required to prepare a specific subsidiary Workplace Travel Plan (WTP) for their organisation, which will need to be fed into this site wide plan.

1.6.2 Subsidiary 'occupier specific' WTP will help to ensure that larger individual occupiers are able to take forward specific measures to encourage and facilitate sustainable travel amongst their own employees. Subsidiary WTP will be prepared by the site-occupier and submitted to CCC / SCDC for approval within six months of occupation of Northstowe. This timeframe will allow employee travel patterns to bed in, and staff travel surveys to be conducted by these organisations to fully inform their WTP.

1.6.3 Smaller companies on site who are not required to prepare a Subsidiary WTP will use this WFTP document as an overarching WTP and will be expected to assist in achieving site wide targets as part of their leasing agreements. This WFTP will therefore ensure all employees based at Northstowe can benefit from Travel Plan measures immediately upon their arrival to the site.

1.7 STRUCTURE OF THIS REPORT

1.7.1 The remainder of the WFTP is set out in the following sections:

- Chapter 2 provides a background to Travel Plans and their benefits;
- Chapter 3 covers a brief review of the relevant policy and guidance;
- Chapter 4 outlines the aims, objectives and WFTP vision;
- Chapter 5 describes the existing site conditions and travel opportunities;
- Chapter 6 sets out the WFTP targets required to achieve the objectives;
- Chapter 7 defines the 'Toolkit of Measures' proposed to meet the objectives of the WFTP;
- Chapter 8 outlines a programme for implementation of the proposed measures, management of the Travel Plan and details on funding; and
- Chapter 9 discusses the monitoring mechanism for the Travel Plan.

2 Background to Travel Plans

2.1 WHAT IS A WORKPLACE TRAVEL PLAN?

2.1.1 A Workplace Travel Plan (WTP) is a long-term strategy to encourage users of a workplace to travel by more sustainable transport options, and reduce their reliance on the private car.

2.1.2 This involves consideration of travel opportunities associated with a workplace and then introducing a package of measures aimed at promoting more sustainable travel amongst staff and also customers. A WTP should be reviewed on a regular basis and modified if the targets within the plan are not being met.

2.2 BENEFITS OF A WORKPLACE TRAVEL PLAN

2.2.1 The benefits, to both the employer, employees and the wider local community, from an effective WTP, include:

- Improved air quality through reduced congestion as a result of the use of alternative modes to the private car;
- Better use of existing infrastructure as road space is made less congested as a result of fewer cars;
- Cost savings for car sharers – by sharing journeys with colleagues, employees can benefit from sharing the cost of the fuel consumed through making these journeys; and
- Improved quality of life for staff, visitors and the local community – achieved through healthier lifestyles i.e. replacing shorter car journeys with walking; better air quality; less stress etc.

2.2.2 A summary of benefits arising from the introduction of a successful Workplace Travel Plan is illustrated in Diagram 2.1.

Diagram 2.1 – Potential Travel Plan Benefits



3 Policy Background

3.1 INTRODUCTION

3.1.1 The sustainability of new development has become of paramount importance and a significant amount of guidance has been produced on promoting more sustainable transport options such as walking, cycling and public transport, whilst advocating a reduction of the use of the private car. This section outlines the national and local policy context and best practice guidance under which this WFTP has been prepared.

3.2 NATIONAL POLICY GUIDANCE

3.2.1 The role of travel planning is recognised nationally and several policy and guidance documents have been published for both developers and government bodies alike. These guidance documents will assist in the production of this WFTP and are summarised below:

The policy guidelines which will inform this Travel Plan are listed below:

- Delivering Travel Plans through the Planning Process (DfT, April 2009)
- The Essential Guide to Travel Planning (DfT, October 2007)
- A Guide on Travel Plans for Developers (DfT, September 2006)
- Making Smarter Choice Work (DfT, 2005)
- Using the Planning Process to Secure Travel Plans: Best Practice Guide (DfT July 2002)

3.2.2 This WFTP will therefore be prepared in the context of established national and local policy guidance and best practice.

DRAFT NATIONAL PLANNING POLICY FRAMEWORK (NPPF)

3.2.3 The draft NPPF was published in July 2011. It seeks to simplify and decentralise planning decisions. It outlines an over-arching principle being the presumption in favour of sustainable development, embracing economic sustainability into decision making.

3.2.4 The NPPF suggests there is “...no necessary contradiction between increased levels of development and protecting and enhancing the environment, as long as development is planned and undertaken responsibly”. It states, “Decision-takers at every level should assume the default answer to development proposals is “yes”, except where this could compromise the key sustainable development principles set out in this framework”.

3.2.5 The key Transport messages include:

- “...facilitating development but also contributing to wider sustainability ...”
- “The transport system needs to be balanced in favour of sustainable transport modes, giving people a real choice about how they travel”.
- “The planning system should therefore support a pattern of development which, where reasonable to do so, facilitates the use of sustainable modes of transport”.
- “...development should not be prevented or refused on transport grounds unless the residual impacts of development are severe...”

CREATING GROWTH, CUTTING CARBON: MAKING SUSTAINABLE LOCAL TRANSPORT HAPPEN (DFT, 2011)

3.2.6 The Local Transport White Paper sets out the Government's vision for a sustainable local transport system that supports the economy and reduces carbon emissions. It explains how the Government is placing localism at the heart of the transport agenda, taking measures to empower local authorities when it comes to tackling these issues in their areas.

3.2.7 The Local Transport White Paper states that the Government's vision is for:

"A transport system that is an engine for economic growth but one that is also greener and safer and improves quality of life in our communities. By improving the links that move goods and people around, and by targeting investment in new projects that promote green growth, we can help to build the balanced, dynamic low carbon economy that is essential for our future prosperity"

3.2.8 The White Paper forms part of the Government's overall strategy to tackle carbon emissions from transport. It states that action taken locally is best placed to support economic growth and deliver near term reduction in transport-related carbon emissions. This can be achieved by providing people with options to choose sustainable modes for everyday local transport choices to, for example, help boost economic growth by facilitating access to local jobs.

3.2.9 Travel plans are noted as being a key means for promoting travel choices to a wide audience and encouraging a change in travel behaviour towards greater use of sustainable modes of travel.

PLANNING POLICY GUIDANCE 13 - TRANSPORT (DFT)

3.2.10 Planning Policy Guidance Note 13: Transport (PPG13), published in March 2001 and updated in January 2011, provides advice on transport for new developments. The objectives of PPG13 are to integrate planning and transport at the national, regional, strategic and local level to:

- Promote more sustainable transport choices for both people and for moving freight;
- Promote accessibility to jobs, shopping, leisure and services by public transport, walking and cycling;
- Reduce the need to travel, especially by car; and
- Increase personal choice by improving the alternatives and to secure mobility that is sustainable in the long term.

3.2.11 PPG13 emphasises the key themes of sustainable development that have emerged in recent years. It advises that planning applications for major developments should be accompanied by a Transport Assessment, which includes details of access by walking, cycling and public transport.

PLANNING POLICY STATEMENT 1: DELIVERING SUSTAINABLE DEVELOPMENT

3.2.12 Planning Policy Statement 1: Delivering Sustainable Development (PPS1), published in January 2005, sets out an overarching planning policy on the delivery of sustainable development in the planning system.

3.2.13 Much importance is placed on sustainable development in planning. Paragraph 3 states that: *“Sustainable development is the core principle underpinning planning.”*

3.2.14 PPS1 describes several key objectives to achieve sustainable development in planning including, inter alia:

- Social cohesion and inclusion
- Protection and enhancement of the environment
- Prudent use of natural resources
- Sustainable economic development

3.2.15 PPS1 provides an outline of the means by which sustainable development and patterns of inclusive urban and rural development should be achieved. These are:

- Making suitable land available for development in line with economic, social and environmental objectives;
- Making contributions to sustainable economic development;
- Protection and enhancement of the natural and historic environment and existing communities;
- Ensuring a high quality development via good and inclusive design and the efficient use of materials; and
- Ensuring that development supports existing communities and contributes to the creation of safe, sustainable and liveable communities with good access to employment, facilities and services.

MAKING SMARTER CHOICES WORK – (DfT, 2005)

3.2.1 Published subsequent to the Transport White Paper, the Department for Transport (DfT) report ‘Making Smarter Choices Work’ signals continued government support for a range of measures aimed at raising awareness of alternative modes of travel to private car use, and actively encouraging the use of a wider range of travel modes amongst individuals.

3.2.2 These measures include travel plans, travel awareness campaigns, car sharing initiatives, and individualised travel marketing. Contemporary transport policy now recognises the impact that such measures can have in encouraging a shift in modal choice, particularly when accompanied by demand management restraints on single-occupancy car use.

3.3 REGIONAL POLICY

EAST OF ENGLAND PLAN

3.3.1 The Localism Bill was enacted in November 2011, thereafter becoming the Localism Act. Different parts of the Act will, however, come into effect at different times over the coming months. The Act enables Regional Spatial Strategies, including the East of England Plan, to be abolished, but this will be undertaken by statutory order by the Government in due course (it is currently understood that this will be around March / April 2012), subject to consultation.

3.3.2 Whilst the East of England Plan remains part of the development plan until it is formally abolished, the Government has advised that the proposed abolition of Regional Spatial Strategies should be regarded as a material consideration by local planning authorities when deciding planning applications. It should therefore be afforded limited weight in the determination of this planning application and therefore policies within it have not been referred to. Reference is, however, included to relevant policies within the core strategy, which takes account of regional policy

3.4 LOCAL POLICY

CAMBRIDGESHIRE LOCAL TRANSPORT PLAN 3 (LTP3)

3.4.1 LTP3 replaces the previous LTP2, and was formally adopted in March 2011. It covers the period 2011-2026 and contains two main elements, a Policies and Strategy part outlining objectives and strategies to overcome the challenges in the county, and a short term three year Implementation Plan which details programmes for delivery of transport improvements to the network.

3.4.2 The Policies and Strategies part of the plan translates the issues into a set of eight challenges, which include:

- Challenge 2: Reducing the length of the commute and the need to travel by private car.
- Challenge 3: Making sustainable modes of transport a viable and attractive alternative to the private car.

3.4.3 The associated Implementation Plan details funding, county-wide programmes, and monitoring methods, and will be reviewed on an annual basis over its three year period.

SOUTH CAMBRIDGESHIRE DISTRICT COUNCIL (SCDC) - CORE STRATEGY DPD (ADOPTED JANUARY 2007)

3.4.4 The Core Strategy replaces the previous Local Plan adopted in February 2004, as part of the Government's new legislation for development plans. It holds a vision for South Cambridgeshire for which new developments must meet a set of targets and objectives. Inter alia, these are:

- To provide an adequate and continuous supply of land for housing and employment, to meet strategic requirements, in sustainable locations;
- To locate development where access to day-to-day needs for employment, shopping, education, recreation, and other services is available by public transport, walking and cycling thus reducing the need to travel, particularly by private car;

- To create a sustainable small new town close to but separate from the villages of Longstanton and Oakington, connected to Cambridge by a high quality rapid transit system along the route of the disused St Ives railway. The new town will make best use of previously developed land; and
- To provide and enable provision of enhanced infrastructure to meet the needs of the expanded population.

SCDC DEVELOPMENT CONTROL POLICIES DPD (ADOPTED JULY 2007)

3.4.5 As part of the Local Development Framework, the Development Control Policies were adopted in July 2007 and cover the period up to 2016. With regard to transport, the key objectives are derived as part of policies on Development Principles, Economy & Tourism, and Travel.

3.4.6 The objectives set out in the Development Principles section have been derived with the aim to “achieve attractive, high quality sustainable places where people want to work, live and relax”. Inter alia, these are:

- To ensure essential infrastructure is provided appropriately (**Policy DP/a**);
- To ensure all new development makes appropriate provision of services and infrastructure to meet its needs (**Policy DP/f**).
- That all development proposals provide, as appropriate to the nature, scale and economic viability:
 - appropriate access from the highway network that does not compromise safety, enhanced public and community transport and cycling and pedestrian infrastructure;
 - Car parking, with provision kept to a minimum; and
 - Safe and secure cycle parking.

3.4.7 In relation to the transport objectives contained in the Economy & Tourism section, SCDC aim “to reduce commuting distances and the need to travel, particularly by car, by bringing home and workplace closer together, and by encouraging employment opportunities in accessible locations, or accessible by sustainable modes of travel”.

3.4.8 The objectives set out in the Travel section are focussed around the aim “to promote more sustainable travel choices, to improve access to major trip generators by non-motorised modes, and to reduce the need to travel, especially by car”. With these challenges in mind, SCDC seek:

- To provide a transport system that meets the needs of the economy (**Policy TR/a**);
- To reduce the need to travel, and where travel is unavoidable, to increase the use of sustainable modes (**Policy TR/b**);
- To promote the use of more sustainable modes of travel such as public transport, community transport, walking and cycling by making such modes more integrated, highly accessible, safer and more attractive to use (**Policy TR/c**);

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- To promote sustainable travel by ensuring new development takes place in locations with, or with potential for, good accessibility by non-motorised modes to facilities and services and ensuring provision for all transport modes **(Policy TR/d)**;
 - To minimise the amount of car parking provided in new developments, within the context of maximum parking standards, compatible with its location and availability of alternative transport modes, to avoid over-reliance on the car **(Policy TR/e)**;
 - To promote a healthy lifestyle through travel choice **(Policy TR/f)**;
 - To reduce the environmental impact of travel, to conserve energy and reduce air pollution by limiting the growth in road traffic **(Policy TR/i)**; and
 - To provide transport proposals that protect or enhance the built and natural environment. **(Policy TR/j)**"

3.4.9 Policy TR/1 (Planning for More Sustainable Travel) states that:

- New developments will not gain planning permission if there is to be a material increase in travel demands and insufficient levels of accessibility by non-car modes;
- The Council will seek to ensure every opportunity is taken to improve accessibility to non-motorised modes by:
 - securing appropriate public transport improvements
 - securing design proposals which promote integrated travel and access by non-motorised modes
 - minimising the amount of car parking provision in new developments
 - ensuring new developments are located and designed with permeable layouts to facilitate walking, cycling and public transport interchanges
 - requiring safe and secure cycle parking
- The LTP road user hierarchy will be taken into account to ensure adequate emphasis is placed on the relevant modes.

3.4.10 Policy TR/2 states that car parking should be provided in accordance with maximum standards and for some locations where accessibility is good, the Council will seek to reduce the permitted level of car parking for new developments.

3.4.11 In relation to mitigation, Policy TR/3 states that new developments should minimise impact on levels of travel, noise and pollution through providing adequate integrated transport infrastructure. Transport Assessments and Travel Plans will be required for all major developments, with the Travel Plan having measurable outputs related to targets or aims in the LTP, and providing monitoring arrangements.

3.4.12 In support of Non-Motorised Users (NMUs), SCDC seek to ensure that all new developments are located and designed to facilitate and encourage short distance trips between home, work, schools and for leisure, in accordance with Policy TR/4.

SCDC NORTHSTOWE AREA ACTION PLAN (ADOPTED JULY 2007)

3.4.13 The Northstowe Area Action Plan (NAAP) provides site specific policies for the areas of land developed for Northstowe. Policies relating to the provision of transport at Northstowe are set out in Section D7, and consider the necessary components of providing sustainable and efficient transport networks.

3.4.14 **Policy NS/11** considers alternative transport modes. The Cambridgeshire Guided Busway and other bus services will provide public transport within Northstowe. The whole development is required to be within 400m walking distance of general bus stops and 600m easy walking distance of the dedicated local busway. To support the operation of these services, an initial subsidy for a 12 month period after occupation will be required.

3.4.15 To promote the use of non-motorised modes **Policy NS/11** states that cycle parking should be provided in line with the minimum standards set out in Appendix 2 of the DPD.

3.4.16 For non-motorised modes, public rights of way (PROW) routes are encouraged between Northstowe and regional cycle network route 24. Existing foot, cycle and bridleways should be widened where possible. New links are also encouraged between Northstowe and villages within 5km radius

CAMBRIDGESHIRE TRAVEL FOR WORK PARTNERSHIP – GUIDANCE FOR WORKPLACE TRAVEL PLANS (2011)

3.4.17 Cambridgeshire Travel for Work Partnership (TfW) is supported by CCC and provides workplace travel plan guidelines for use by employers or developers. TfW provides guidelines for the content of a work place travel plan and sets out guidance and best practice for each chapter. The guidelines are organised in three parts— The process, Travel Plan Recommended Content and Sources of Further Information.

3.4.18 In developing this WFTP, the TfW guidelines have been referenced and as such this plan aims to represent best practice and meet the requirements of CCC.

3.5 SUMMARY

3.5.1 This chapter has set out the context for policy and guidance considered relevant to inform this WFTP. Both central and local government have set clear aims for sustainable development and it is the aim of this Travel Plan to identify how the development of Northstowe will support these aims.

3.5.2 In this regard, this WFTP is intended to be a strategic management tool designed to accommodate the development's specific transportation needs. Its purpose is to encourage prospective employees and visitors to think about how, why and when they need to travel, ensuring that all reasonable measures are taken to minimise any adverse impact of their travel on the development and wider community.

4 Travel Plan Aims & Objectives

4.1 WORKPLACE FRAMEWORK TRAVEL PLAN VISION

4.1.1 To support the planning and transport policy objectives, this WFTP will aim:

'To create a more sustainable business environment for employees, which promotes a range of travel choices and reduces the reliance on the private car'

4.1.2 The overarching scope of this WFTP is to assist in reducing the amount of car travel to and from the whole site. This will in turn reduce traffic impacts on the surrounding highway network, to the benefit of lower congestion, better air quality and road safety in the local area. The measures proposed within this document will not only bring associated benefits to Northstowe and its employees, but will also help to mitigate the impacts of the development on the wider local community.

4.2 TRAVEL PLAN OBJECTIVES

4.2.1 To achieve this aim, the objectives for the Workplace Framework Travel Plan are to:

- Ensure that all staff and visitors are made aware of the WFTP;
- Promote sustainable transport options, such as public transport, as viable and attractive modes of travel for staff and visitors to the Northstowe site;
- Promote car sharing amongst staff and visitors;
- Promote 'smarter choices working practices' (e.g. telephone conferencing);
- Reduce vehicle carbon emissions through staff take up of alternative transport modes;
- Work in partnership, where possible, with neighbouring business occupiers to enhance the site-wide benefits of travel plan measures;
- Maintain direction and progress in travel planning through continued management and review.

4.2.2 The objectives will work towards the vision of the Travel Plan by informing a package of measures that focus on promoting access to the site by sustainable modes of transport as an alternative to the private car from the outset. It is intended that this will develop staff and visitor mind-sets to consider sustainable travel alternatives for everyday trips instead of single occupancy car travel.

5 Site Conditions and Travel Opportunities

5.1 INTRODUCTION

5.1.1 This section of the WFTP identifies the existing conditions surrounding the Northstowe Phase 1 development site. The purpose of this section is to illustrate current conditions and highlight any issues, such as local accessibility to key local services that can be addressed by the Travel Plan and the accompanying Transport Assessment.

5.1.2 Furthermore, this Section identifies existing opportunities for encouraging sustainable travel to/from the development site from the outset.

5.2 SITE LOCATION

5.2.1 The whole Northstowe site is identified in the NAAP. The primary area of this Phase 1 development is shown in Figure 1. It is located to the north-east of Longstanton and near the villages of Over, Willingham, Rampton and Oakington. To the north of the site there is the recently opened Cambridgeshire Guided Busway (CGB) and CGB Park and Ride site.

5.2.2 The site is approximately 10km north-west of the centre of Cambridge and currently incorporates an 18 hole golf course and agricultural land. The northern border of the site is formed by the CGB which has unoccupied land to its north. To the east of the site is rural land, with Rampton Road approximately 200m beyond and then the former airfield, although this area will eventually be incorporated into Northstowe. The south-western border of the site is the existing settlement of Longstanton, with residential buildings and a school backing onto the site.

5.2.3 At the north-west the site is bordered by the B1050, Station Road, which runs from the north of Cambridgeshire south to the A14. On the western side of Station Road there is a small area of Phase 1 development and then more open land which according to the NAAP can eventually form part of Northstowe. Junction 29 of the A14 is located just under 4km south of the site near Bar Hill.

5.2.4 Other settlements in the vicinity of the site include; Oakington which is 3km south-east of the site, Rampton 2.6km to the north-east, Cottenham 3.5km to the east and Willingham which is 2.5km to the north

5.3 NON-MOTORISED USERS (NMU)

5.3.1 This Section summarises the existing conditions for Non-Motorised Users (NMUs) in the vicinity of the Phase 1 development, in particular, the facilities and conditions for pedestrians, cyclists and equestrians.

5.3.2 In addition to facilities for NMUs within the highway environment, there are a number of public footpaths, bridleways and byways within the site and the surrounding area. These PROWs currently provide opportunities for healthy exercise, sustainable transport and recreation for pedestrians, equestrians and cyclists in the existing surrounding communities. These routes, and those provided in the highway context, are all considered below.

5.3.3 The existing infrastructure, in terms of providing links to settlements close to Northstowe, is summarised in Table 5.1 below. The table demonstrates that existing provision for NMUs does exist on most corridors. Indeed, some settlements benefit from both highway NMU and PROW links. However, Over, Swavesey and Bar Hill do not currently have any dedicated link to the Northstowe site for NMUs.

Table 5.1: Summary of Existing NMU and PROW Links from Northstowe

Destination	Approximate Distance from Site Perimeter	Existing Provision (tick indicates a direct route)			
		Highway NMU provision	Footpath	Bridleway	Byway
Longstanton	Adjacent to site	✓	✓	-	✓
Rampton	1.5 km	-	-	-	✓
Oakington	2.5 km	✓	✓ (disused)	✓ (disused)	-
Willingham	2.5 km	✓	-	-	-
Over	3 km	-	-	-	-
Cottenham	3.5 km	✓	-	-	✓
Swavesey	3.5 km	-	-	-	-
Bar Hill	3.5 km	-	-	-	-
Histon/Impington	4 km	✓	✓	✓	-
Girton	5 km	✓	✓	-	-

5.3.4 The importance of walking as a leisure and health activity, as well as for commuting, is widely recognised, and it is important that high quality leisure walking opportunities are provided for Northstowe employees, both on site and off site. Therefore, all existing routes which fall within the 2km walking catchment have been surveyed to ascertain the existing conditions and improvements identified where appropriate within the transport strategy.

5.3.5 Included in the route assessments are dedicated footpaths and PROWs further afield, in order to account for potential leisure journeys, this includes the following routes:

- Longstanton public footpath (from St Michael's Lane to Station Road);
- Longstanton to Rampton PROW (from Rampton Road to Cuckoo Lane);
- Rampton to Histon PROW; and
- Oakington to New Close Farm/Hatton's Road PROW.

5.4 PEDESTRIAN NETWORK

5.4.1 The public rights of way around the site are shown in Figure 2. Pedestrian conditions in Longstanton are generally good with footways provided on all streets and traffic calming on the High Street. Similar provision is present on Rampton Road, providing one of the main routes into the Northstowe site.

5.4.2 Additionally the public footpath from St Michael's Lane to the south-east of Longstanton, across Rampton Road and through the golf course to Station Road north of the village, provides a route adjacent to the new development. This route is off-road, unsurfaced and narrow through stiles and other access barriers.



Public Footpath adjacent to Magdalene Close



Rampton PROW at Cuckoo Lane

5.4.3 There is an existing link via a PROW running from the end of Rampton Road to Rampton village, which crosses the CGB line. On the Longstanton side of the CGB line the path is unsurfaced. The section to the east of the line is similarly unsurfaced and suitable for use as a leisure route. The path is a reasonable width (about 2m) throughout. There is no footway where the PROW emerges onto Cuckoo Lane although the road is a dead end providing vehicular access only to a breakers yard.

5.4.4 Pedestrian conditions in Rampton are generally good albeit Cuckoo Lane does not provide a footway.

5.4.5 The Rampton to Histon PROW links to the Longstanton route from Cuckoo Lane and runs through farmland south of Rampton, crossing Oakington Road halfway between Oakington and Cottenham. It is unsurfaced but reasonable in width (greater than 2m for much of its length). This route is likely to be used for leisure purposes only.

5.4.6 Access to Willingham for all non-motorised modes is via the B1050 corridor. This corridor does not have a footway along the section from the end of the High Street to Station Road where it crosses the CGB line. Traffic flows are relatively high along this route making it a less attractive.

5.5 CYCLING NETWORK

5.5.1 Routes linking the Phase 1 development with surrounding villages have been identified as providing infrastructure for cycle journeys. Distances to some of the destinations shown on Figure 3, are in excess of what might normally be considered a 'reasonable cycling distance' for assessment purposes. However, it is important to recognise that the topography and existing 'cycling culture' in Cambridgeshire (particularly in the areas surrounding Cambridge) means that cycling is likely to be a realistic option, particularly for commuting trips, to a number of destinations outside the standard 5km catchment. In addition to the more direct links, the cycle provision map on Figure 3 has included existing PROW and bridleways with a view to potential leisure trips associated with the development.

5.5.2 Conditions for cyclists within Longstanton itself are generally good. Traffic flows are relatively light on Longstanton High Street, and the traffic speed is managed by traffic calming. Lane widths are adequate and a route is signed as part of the National Cycle Network.

5.5.3 The CGB, for which the public transport aspect will be detailed below, boasts an adjacent wide smooth blacktop surface which offers a traffic-free cycling super highway. The route runs along the northern perimeter of the site, heading east to Oakington, Histon and Cambridge, and west to Longstanton Park & Ride and Swavesey. From Swavesey it continues as a granular surface past the Fen Drayton Nature Reserve to the St Ives Park & Ride. Most stops along the guided section of The Busway provide covered, well lit and CCTV monitored cycle parking, providing an ideal opportunity for cyclists to both commute to work, or to use this route for leisure purposes.



A number of junctions between Longstanton and Bar Hill do not present a cycle-friendly design.



Longstanton High Street: conditions are relatively good for cyclists, with low traffic speeds assisted by some existing traffic calming



Advance stop lines are provided on the Regional Cycle network route at Oakington cross roads

5.5.4 Regional route 24 also provides a link for cyclists from Longstanton to Cambridge, via Oakington and Girton. Conditions for cyclists within Oakington itself are generally good and traffic volumes are considered to be acceptable. This route utilises a shared use footpath between Oakington and Girton. At Girton, although the route moves onto the carriageway, traffic must abide by a 30mph limit which is complemented by a traffic calming scheme. The heavily utilised route continues through to Cambridge, generally functioning well and providing a safe environment for cyclists with the context of a busy radial corridor.

5.6 PUBLIC TRANSPORT NETWORK

5.6.1 The CGB runs along the northern boundary of the site and a stop has been built adjacent to the site. The CGB was opened in August 2011 with weekday services at approximately 10 minute intervals. The details of these services are shown in Table 5.2.

5.6.2 In addition to the CGB services the Citi 5 operates around the area. It currently runs between Cambridge and St Ives via Girton, Oakington, Bar Hill, Longstanton, Willingham, Over, Swavesey, Fen Drayton, and Fenstanton. The Citi 5 offers a 20 minute frequency of service between Bar Hill and Cambridge and on the hour it extends to St Ives and the villages on-route. This extended service is known as the 'Citi 5 in the Fens' service and passes through Longstanton. These details are shown in Table 5.2 and Figure 4.

Table 5.2: Existing Bus Services in the Vicinity of Longstanton

Route No	Operator	Route Description	Daytime frequency and first and last departures*
A / B Alternating services A & B during day Service B only during evening	Stagecoach in the Fens	Trumpington P&R – Addenbrooke's – Central Cambridge – St Ives - Huntingdon	Day Services (Every 10mins) First Bus 0558 Last Bus 1901 Evening Services (Hourly) First Bus 1843 Last Bus 2336
C / D Service D on early morning services only	Whippet Coaches	Cambridge Rail Station – Central Cambridge – Longstanton – St Ives	Day Services (Hourly) First Bus 0653 Last Bus 1840
Citi 5	Stagecoach	City Centre – Girton – Bar Hill – Longstanton – Willingham – Over – Swavesey – Fenstanton – St Ives	Day Services (every 20 mins to Bar Hill, hourly to St Ives) First Bus 0605 Last bus 2305

Citi 5 Improvements with Development	Extended to Serve Longstanton, Northstowe and CGB – linkage to Tesco at Bar Hill
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5.7 RAIL NETWORK

5.7.1 The closest railway station to the site is Cambridge station, which is located approximately 14km south-east. The station is operated by National Express East Anglia. Patronage at the station in the year 2009/10 was approximately 7.7 million passengers which represented an increase of 26% when compared with five years previously.

5.7.2 Cambridge station is staffed 24 hours a day, seven days a week. The ticket office is open from 05:00 until 23:00 during the week and there are also self-service machines available. The station has a number of accessible facilities for people with impaired mobility and eight of the 435 spaces in the station car park are designated for disabled use.

5.7.3 A large amount of cycle parking is provided at the station, and this includes 20 secure storage lockers.

5.7.4 Services from the station provide frequent coverage to a range of destinations. A breakdown of these destinations, frequency of service in peak time periods and the associated journey times are shown in Table 5.3 below.

Table 5.3: Summary of Cambridge Rail Station (direct) Services

To (AM) / From (PM)	Frequency		Journey Time (min)
	AM Peak	PM Peak	
London Kings Cross	2	2	49
London Liverpool Street	3	4	76
Ipswich	1	1	81
Stansted Airport	1	1	29
Leicester	1	2	107
Birmingham New Street	1	1	158
Norwich	1	1	79

Source: National Rail Enquiries

5.8 ACCESSIBILITY TO LOCAL SERVICES

5.8.1 The Phase 1 development will be providing a number of local facilities such as a mixed-use local centre and primary school. The wider Phase 1 development also creates the opportunity for people to live and work within Northstowe, either in the employment sites or through home working. The development is therefore aimed at enhancing sustainability through the internalisation of everyday trips, the encouragement of walking and cycling to undertake these trips and high speed internet access in all new buildings.

5.8.2 In addition to these local facilities the site has a degree of accessibility to other facilities which are located in the surrounding area. Some of these are within reasonable walk and cycle distances and exploit the potential for walking, cycling and public transport delivering high levels of transport sustainability appropriate to the nature of the proposed development.

5.8.3 When considering the accessibility of existing services, the rural nature of the site has been taken into consideration. For example some local facilities are within accepted walking thresholds, but are not considered reasonable as walking they may require using a road which has no footway. However, these same facilities can be sufficiently accessed by bike.

5.8.4 A plan of the local facilities can be seen in Figure 5 although these will be enhanced by new facilities which will be provided within Northstowe.

5.9 SUMMARY

5.9.1 The information presented within this section highlights a number of key characteristics of the Phase 1 development site that will assist in encouraging sustainable travel for access to the proposed employment uses. Opportunities for sustainable travel or working practices include:

- High speed internet access for all new buildings, both employment and residential;
- Local on-site provision of a number of facilities such as a mixed-use local centre and primary school;
- Connectivity to a range of walking and cycle routes with existing access to the development site, including the CGB's cycle/walkway running along its length;
- Proximity to the Longstanton CGB Park and Ride presents an excellent opportunity to promote staff and business trips by bus;
- Provision of a network of new footpaths and cycleways feeding into the existing network, and hence making the development more accessible by sustainable travel modes from the local employment catchment;
- On-site cycle parking facilities for staff,
- The site location presents a good opportunity to increase bus frequency directly through the site.

5.9.2 The existing facilities represent an excellent opportunity for the promotion of access to the site by employees and visitors via modes other than the private car and through the permeable footpaths and cycle ways connecting to the villages surrounding Longstanton.

6 Travel Plan Targets

6.1 INTRODUCTION

6.1.1 Cambridgeshire's Travel for Work Partnership guidance makes clear that travel plans should include SMART (Specific, Measurable, Achievable, Realistic, Time-bound) targets related to outcomes achieved by the plan.

6.1.2 To help guide the progress of the WFTP, a number of targets have been adopted that will be reviewed by the appointed STPC in line with the monitoring timetable detailed in Chapter 9. These targets are divided amongst those relating to delivering outputs and those related to achieving outcomes:

- **Output targets** – These targets relate specifically to undertaking certain actions by a particular date, or trigger point. They will help to ensure that the STPC remains on course with the delivery of the different measures contained within this WFTP.
- **Outcome targets** (modal shift) – These targets are specifically related to the anticipated outcomes of implementing the travel plan measures and initiatives.

6.2 OUTPUT TARGETS

6.2.1 The initial output target of the travel plan will be to ensure the promotion and engagement of employers into the WFTP by:

Seek to ensure 100% of eligible employers undertake a staff survey and produce a company specific WTP within 6 months of locating to Northstowe

6.3 OUTCOME TARGETS

6.3.1 The outcome targets of the travel plan will be to:

- **Achieve a milestone of 10% reduction in the mode share of car trips by the end of year 5 from 1st occupation.**

6.3.2 Table 6.1 below shows the proposed baseline modal share targets for this WFTP. These have been developed through use of the Cambridge Sub-Regional Model (CSRM) and indicate the future forecast mode share for the local area. The output from the CSRM allows for a comparison to be drawn of the effect of the Northstowe Phase 1 development on the modal share in the area, inclusive of Longstanton.

6.3.3 The Do Minimum Scenario (assuming no development at Northstowe and no associated highway infrastructure) is broadly consistent with 2001 Census data and reveals comparative travel trend characteristics of a semi-rural environment, close to a major town.

6.3.4 The Scheme Scenario (assuming development of Northstowe Phase 1, associated improvements to the local highway network and improved frequency/access of the Citi 5 service) represents a 'With Northstowe Phase 1' scenario and hence a more than doubling of the resident and working population of the area.

6.3.5 In this scenario the travel demand and therefore mode share by car rises to 68%. However, no Travel Plan measures have been assumed in this scenario and hence it is this base upon which targets from the WFTP have been made.

Table 6.1 Existing and Proposed Targets

Mode	CSRM Do Minimum Mode Share	CSRM Scheme Scenario Mode Share	Future Target Mode Share
Train	1%	1%	1%
Guided Bus	5%	3%	8%
Bus	3%	2%	5%
Car Driver	65%	68%	58%
Pedal Cycle	4%	3%	5%
Walk	22%	23%	23%
TOTAL	100%	100%	100%

6.3.6 The targets set in Table 6.1 are intended to form a reasonable benchmark for the monitoring of the WFTP at this stage. Targets related to modal split are useful in assessing the effectiveness of a Travel Plan, but must take into account individual site characteristics. Given that Northstowe's final occupiers are not yet known, it is difficult to develop robust modal split targets for journeys to and from the site within the WFTP at this stage.

6.3.7 It is proposed that more accurate mode share information for journeys to Northstowe will be obtained from employee travel surveys taken six months after first occupation of the site. This will allow the Travel Plan Coordinator, in consultation with CCC, SCDC and the HA, to review the preliminary targets and consider both additional and revised targets as appropriate for individual mode shares across the Northstowe site, based on a true base mode share for the site.

6.3.8 Establishing targets relating to changes in employee attitudes towards sustainable modes of travel can also prove important in evaluating the success of a travel plan. This information will also be gained from the employee travel surveys undertaken six months post-occupation of the site.

7 Travel Plan Measures

7.1 INTRODUCTION

7.1.1 This section of the WFTP outlines a variety of measures that will be implemented at Northstowe in order to achieve the Travel Plan vision and objectives identified in Chapter 4 and Travel Plan targets set out in Chapter 6. These measures are initially aimed at supporting the Phase 1 delivery of Northstowe but also aim at providing wider scope for future extension of these measures to support further phases of Northstowe in the future.

7.1.2 The proposed measures are set out below and are divided into 'site-wide' measures (funded by the promoters of Northstowe and delivered through the STPC) and 'occupier specific' measures (to be selected, funded and delivered by the subsequent individual site developers or occupiers and their Travel Plan Co-ordinators).

7.1.3 Sections 7.2 to 7.8 outline the specific site-wide development measures to be introduced as part of Northstowe's WFTP. All employers will be required to undertake and assist in these measures as part of their lease agreements, however these measures as a whole will be managed by the site wide STPC. The remaining sections describe the occupier-specific measures which should be promoted.

7.1.4 Although the ancillary land uses for the site are known (see Section 1) individual organisations have not yet been identified as occupiers of Northstowe, and as such further consideration will need to be given to the WFTP measures upon the identification of individual site occupiers. To assist in this process, following development and occupation of Northstowe, surveys and monitoring will be used to present a clearer understanding of the 'occupier specific' measures that should be introduced with each company.

7.2 PROVIDING TRAVEL INFORMATION

7.2.1 The provision of information on a wide variety of modes, for travelling to and from Northstowe, will be essential to ensuring all employees and visitors are fully aware of the sustainable travel choices available to them.

7.2.2 It is possible that a number of employees at Northstowe may not have access to a computer during their working hours. This means that dissemination of information can best be achieved through a range of methods, including via the internet, employee induction packs, information notice boards in each company, and direct contact with each employee. Therefore, the following marketing communication measures will be introduced at a site-wide level.

NORTHSTOWE SETTLEMENT WEBSITE

7.2.3 The joint promoters of Northstowe will be responsible for the creation of a dedicated internet site for the Northstowe Settlement which will focus on providing appropriate, up-to-date information on sustainable travel options for accessing the site.

7.2.4 The internet site will serve as a 'one-stop-shop' for the dissemination of site-wide sustainable travel information to the employees of each occupying business, as well as acting as a source of information for visitors. Information on the website will include details of local public transport routes, local amenities and facilities, walking and cycle maps and a link to online car sharing opportunities.

EMPLOYEE SUSTAINABLE INFORMATION PACK

7.2.5 A Sustainable Travel Information Pack will be provided for all employees of Northstowe. This pack will provide details of the local public transport services, key local amenities and facilities, and walking and cycle maps. The pack will be particularly useful for those employees of Northstowe without access to a computer.

7.2.6 The contents of the pack will be updated as necessary and will be sent to employees prior to their first day of employment at Northstowe. This will help to ensure that all employees are able to consider the sustainable transports options available to them prior to commencing work at Northstowe, and that the promotion of sustainable travel forms an active part of their employment induction process.

POSTERS/LEAFLETS

7.2.7 Posters will be produced to provide information and details of key site-wide Travel Plan initiatives, including the internet site web address and a contact number for employees to obtain a Sustainable Travel Information Pack. Leaflets will be produced for visitors to promote suitable modes of transportation to and from Northstowe. These will be distributed to all occupying businesses for internal circulation within their premises, with the aim to maximise awareness of the WFTP measures and the sustainable travel opportunities available for travel to and from Northstowe.

7.3 PROMOTION OF ON SITE FACILITIES

7.3.1 One of the key benefits of the Northstowe development, promoted to future occupiers, will be the creation of a range of ancillary facilities which will have direct links to the employment area of the site. These facilities are expected to create a sizeable internalisation of trips, once employees have initially reached the site, and include a local retail and community centre, primary school and sports hub (a complete list is stated in Section 1).

7.3.2 To further encourage employees to make use of these on site facilities at Northstowe a loyalty card will be made available to onsite employees (through the Sustainable Travel Pack). This card will aim to provide a degree of discount for onsite facilities across Northstowe, with discounts being negotiated by the STPC once occupiers of the facilities and services are known. Information on these facilities will also be distributed to employees within the welcome packs and website to ensure employees know what facilities exist and how they can be accessed sustainably.

7.4 MEASURES TO PROMOTE WALKING AND CYCLING

IMPROVED WALK / CYCLE ACCESS

7.4.1 Cycle and footpath routes within the site will be clearly signposted and maps of all local cycle and walking routes around the development area will be published both on the internet site and within the travel packs.

7.4.2 The Northstowe development aims to be 'bike friendly' and will offer cyclists (and pedestrians) good accessibility from and to the surrounding area and the wider community. Internally a network of connecting footpaths and cycleways will connect the onsite employment facilities to the local centre and residential development areas of Northstowe.

BICYCLE USER GROUP (BUG)

7.4.3 A Bicycle User Group (BUG) will be established for Northstowe which will aim to be linked in the Cambridge Cycle Campaign. This group will comprise of employees and travel plan representatives of Northstowe who are interested in taking forward initiatives to promote and facilitate cycling in and around the development. The BUG will provide a forum for sharing information on cycle routes, cycling best practice, and to address any issues of concern regarding cycling or cycle safety.

7.4.4 The BUG will also enable less experienced cyclists to interact with established cyclists and obtain information, guidance and potentially a 'cycling buddy' to accompany them on their journey to or from the development. In combination with the BUG, a 'Bike Doctor' will aim to be organised on a regular basis (at Longstanton Park and Ride) to service employee bicycles and provide advice on cycle maintenance.

CYCLE PARKING

7.4.5 As part of the on-going operation of this WFTP, one year after the occupation of a site a review of the use of the provided cycle parking spaces will be undertaken, this will coincide with the first Staff Travel survey and the results will be discussed and reviewed in consultation with CCC and SCDC.

PROMOTIONAL EVENTS

7.4.6 The promotion of cycling and walking throughout the year will be undertaken through involvement in national activities such as 'Bike Week'. A calendar of sustainable travel promotional events is contained in Appendix A. Employees located at all occupying organisations within Northstowe will receive publicity of these events via email, the website or notice boards/posters to actively encourage their participation. The coordination of these events will be facilitated by the STPC.

7.5 MEASURES TO PROMOTE PUBLIC TRANSPORT USE

PUBLIC TRANSPORT STRATEGY

7.5.1 The Northstowe Phase 1 site is located adjacent to the route of the CGB, which opened in August 2011. The CGB provides a public transit system along the disused Cambridge to St Ives railway line between Huntingdon and Cambridge. A park and ride stop will be provided at Longstanton, immediately to the north of the Phase 1 development site. The CGB offers the provision of up to 16 services per hour, in each direction, between the park and ride and Cambridge, with a further six services per hour extending north to Huntingdon.

7.5.2 In addition to the CGB, the 'Citi 5' bus service, which currently provides 20 minutes frequency of service between Bar Hill and Cambridge will be extended to Longstanton and into the Northstowe site. This will provide a secondary key linkage to Cambridge City Centre but also the large Tesco supermarket located at Bar Hill as shown in Figure 6.

7.5.3 Through the above provision, in combination with the CGB, all employment land uses at Northstowe will be within 400m of a bus service offering at least a 20 minute frequency of service to Cambridge City Centre, provide excellent opportunity for employees and visitors to travel by bus and providing a convenient link to the national rail network.

BUS/RAIL SERVICE INFORMATION PROVISION

7.5.4 Details of public transport services serving Northstowe will be publicised to all employees, including route, fares and timetable information. This information will be disseminated directly to employees via a range of media including posters, sustainable travel packs and via the Northstowe internet site.

DISCOUNT FARES

7.5.5 Discussions with public transport service operators will be undertaken, led by the STPC, to endeavour to secure initial discounted public transport fares for employees of Northstowe. It is anticipated that employees located at Northstowe will represent a key market for local public transport operators, and that offering discounted fares will act as an inducement to secure additional patronage.

7.6 MEASURES TO PROMOTE EFFECTIVE CAR USE

CAR PARKING

7.6.1 It is recognised that the management of car parking is key to implementing a successful WFTP. In this regard car parking for Northstowe will generally be provided in accordance with SCDC parking standards (relative to each specific land use) whilst recognising the specific characteristics of the site. This will ensure that there is no over-provision of car parking which may lead to excessive car-based journeys to the site.

CAR SHARING DATABASE

7.6.2 As organisations take up occupancy at Northstowe, access to the free County wide car share database 'Camshare' (www.camshare.co.uk) will be heavily promoted as a mechanism for encouraging car-sharing amongst employees from across different occupiers of Northstowe.

7.6.3 The appointed Travel Plan representative from within each sizeable occupier will be required to monitor the uptake of this option among its employees, and feedback this information to the STPC. The STPC will then use this information to review the need / suitability of a site based car sharing database to be set up and operated.

7.6.4 The promotion of car sharing at Northstowe will aim to provide an ideal platform for employees, traveling from similar origin locations, to find a suitable car-sharing partner. In turn, car-based journeys to work will be made in a more efficient manner, and overall car trips will be reduced.

PROMOTION OF CAR SHARING

7.6.5 The benefits of car sharing will be promoted throughout Northstowe using promotional materials issued to employees through the sustainable travel packs, internet site and promotional advertising (such as posters) to be located within public areas at each occupying organisation.

7.6.6 In addition to the above, information and guidance will be provided to car sharers on the division of costs (without incurring tax penalties), security, and details of insurance requirements to help facilitate a popular and successful scheme.

7.6.7 Lunch events will also be organised by the STPC to provide an initial site-wide marketing opportunity for promoting Camshare and help maximise the initial number of registrations and new users.

7.7 MEASURES TO PROMOTE SITE WIDE ACCESS FOR ALL USERS

DELIVERIES

7.7.1 Occupiers will be encouraged to keep deliveries to a minimum during peak traffic periods and if required the STPC will assist in the management and timing of movements to minimise traffic impact. Occupiers will also be asked to consider combining their deliveries with other Northstowe businesses to reduce HGV movements and benefit from reduced delivery costs.

VISITORS

7.7.2 The onus will be on each separate site occupier to pass on information to their visitors on the alternative modes of travel to the site and encourage them to make use of these facilities where possible. However, the STPC will ensure that leaflets and website travel information is up-to-date so occupiers can direct their visitors to this information. These information sources will aim to be a sound mechanism for publicising the sustainable travel options to visitors ahead of them making their journeys to Northstowe.

DISABLED ACCESS

7.7.3 Northstowe aims to be accessible for all and the developers of the employment sites will ensure that, where possible, disabled accessibility is provided in relation to all business occupiers' buildings constructed on site. Disabled parking will also be made available, in line with CCC and SCDC parking standards, and in close proximity to building entrances.

7.8 OCCUPIER FEEDBACK

WORKPLACE TRAVEL PLAN STEERING GROUP

7.8.1 The STPC will run a Steering Group made up from Travel Plan Coordinator representatives from each of the larger occupiers on site and representatives from CCC, SCDC and HA, should they wish to attend. The Steering Group will provide a feedback mechanism between the STPC and the individual Company Travel Plan Coordinators to discuss the implementation of site wide measures, monitoring and targets.

7.8.2 Travel Plan Coordinator representatives from each of the site businesses will bring to the steering group the wider views of their employees, unions and HR departments to ensure that full views and requirements of each company are considered and discussed.

7.8.3 The Steering Group will aim to assist in implementation of the WFTP in accordance with aims, objectives and targets of this plan. The Steering Group will also help to provide joint initiatives and bring a greater pool of employees together under the Travel Plan measures. In this way, the individual occupiers of the development will benefit from the 'economies of scale' that arise from adopting the WFTP measures.

7.9 OCCUPIER SPECIFIC MEASURES

7.9.1 The measures in the following sections may, or may not, be relevant to the specific operation and travel characteristics of a particular occupier of Northstowe. As such these measures will not be delivered directly by the STPC, but through individual business occupiers of Northstowe, with guidance from the STPC. The intention would be for individual occupiers to consider adopting these measures as part of their company policy, where they are clearly appropriate and beneficial to their business operation.

7.9.2 These suggested measures are, as far as possible, intended to be suitable for review by occupiers following identification of each occupier.

7.10 PROMOTING SUSTAINABLE MODES

CYCLING

7.10.7 Within each development plot, secure and covered cycle parking will be provided by the individual developers of the employment sites in accordance with the details agreed as part of the detailed planning permissions for each land use and in line with CCC and SCDC cycle parking standards (relative to each specific land use). Close regard will be paid to locating cycle parking in preferential locations at each employment site, with a high degree of visibility to alleviate any security concerns. This will ensure that each future business occupying Northstowe will be able to benefit from secure and covered cycle parking for their employees to use.

7.10.8 In consultation with the STPC, occupiers of Northstowe will be encouraged to become involved in the government initiated Cycle2Work scheme which offers both tax and national insurance savings to participating employees who purchase a bike to cycle from home to work.

7.10.9 Payments for a bicycle can also be spread across the year using the scheme. An example of such a scheme can be found at www.cyclescheme.co.uk

PUBLIC TRANSPORT SEASON TICKET LOANS

7.10.10 In consultation with the STPC, employers will be encouraged to offer their employees interest-free loans to enable them to purchase public transport season tickets. The greatest saving on public transport fares can be achieved by purchasing a long-term season ticket, however, the need for a single advance payment can be prohibitive for some employees, particularly those on lower incomes. By offering an interest-free loan, employees can realise the financial savings of a season ticket and pay for it over time rather than in advance.

INCENTIVES FOR WALKING AND CYCLING

7.10.11 In addition to providing information, facilities and promotional events, there are a range of incentives that could be offered to encourage walking and cycling. Financial incentives for those who walk or cycle, entry into prize draws, a 'walkers breakfast', and greater flexibility over working times are all incentives that could be offered. Therefore, a key role of the STPC will be to discuss with site-occupiers the potential for some of these incentives to be offered to their employees.

INCENTIVES FOR BUS TRAVEL

7.10.12 Employers will be encouraged to offer incentives to encourage bus travel amongst their own employees. This could include a special offer sample ticket for their employees to experience one week's free bus travel upon commencement of work at Northstowe. This would help to establish sustainable travel behaviour amongst employees during the very initial stages of relocating to the site.

7.11 ENCOURAGE EFFICIENT CAR USE

PREFERENTIAL CAR PARKING FOR CAR SHARERS

7.11.1 Employers will be encouraged to set aside a number of preferential parking spaces for employees and visitors who are willing to car share. Details of the number and location of car share parking spaces will be agreed between the STPC and individual occupiers as part of their Travel Plan to ensure the allocation is in keeping with any operational requirements.

GUARANTEED RIDE HOME

7.11.2 Employers will also be encouraged to offer a 'guaranteed ride home' for their employees who participate in a car-sharing initiative. Under the guaranteed ride home scheme, if a member of staff has to leave at an unexpected time for emergency reasons and no practical alternative travel option is available, the organisation will provide the means for ensuring that this person gets home.

7.11.3 This may take the form of covering the cost of a taxi for that employee. The 'guaranteed ride home' scheme will also help appease any concerns amongst employees should their car sharing arrangements fail for any reason, ensuring they are able to travel home.

FINANCIAL INCENTIVES

7.11.4 Financial incentives represent another option for the promotion of efficient car use and car sharing at Northstowe. Financial incentives such as 'cash-out' schemes might be offered to employees who car share, or entry to a prize draw for all employees who regularly use a sustainable form of transport to get to work once a week. These cash-out and prize schemes would be at the funding and discretion of each employer.

COMPANY CAR POLICY

7.11.5 Employers who anticipate offering company cars to employees as part of their remuneration will be encouraged to offer a financial alternative. This will encourage employees that are entitled to a company car to consider such an alternative as opposed to the use of an additional car.

7.11.6 Introducing fuel efficient, or alternative fuel, low emission pool cars and fleet vehicles will also be actively promoted by the STPC to each site occupier. This will further help to reduce the impact of car-based vehicles on the local environment.

7.12 MEASURES TO PROMOTE EFFECTIVE WORKING PRACTICES

7.12.1 A review of working practices can have a positive impact in encouraging sustainable travel behaviour and each occupier of Northstowe will be encouraged to consider the following working practices for their employees, where applicable.

RELAXED DRESS CODE

7.12.2 Should it be applicable and acceptable to the business operation, occupiers will be encouraged to consider adopting a relaxed dress code to enable employees to wear clothing that is more suitable for walking and cycling to the sites. Where this is not possible, changing facilities and lockers for employees should be accommodated within each company.

FLEXIBLE HOURS/COMPRESSED WORKING WEEK

7.12.3 Where operational requirements permit, occupiers should examine the potential to introduce a practice of flexible working hours amongst employees. This will help to ensure that those wishing to travel by public transport are not deterred by small conflicts between when such services operate and when they are required to commence work. Where such conflicts do occur, and cannot be resolved, this may lead to a higher level of car dependency.

7.12.4 Individual occupiers will be encouraged by the STPC to introduce this flexibility in working hours where possible.

HOME WORKING

7.12.5 Home working may only be suitable for a small number of employees (e.g. managerial staff) within a business, but can reduce the overall number of journeys to and from the site. Therefore, each occupier will also be encouraged to explore the potential to introduce home working where possible.

VIDEO/TELE-CONFERENCING

7.12.6 Making available video and audio conferencing facilities will encourage employees to use them instead of travelling for some business journeys. Whilst this measure may only benefit a relatively small number of employees it will provide a contribution towards overall sustainable business practice.

7.13 SUMMARY

7.13.1 This chapter has outlined a number of measures that will actively encourage sustainable travel behaviour amongst employees and reduce the number of single-occupancy car journeys associated with the Northstowe employment development. The measures themselves (as identified above) will either be implemented as site-wide measures, and primarily funded by the joint promoters of Northstowe, or will be encouraged as a sustainable business practice to be adopted by future occupiers of the site, within their subsidiary company Travel Plan.

7.13.2 It is expected that, where practical, these measures will be encompassed by all the individual occupiers of Northstowe to ensure that as many employees as possible can reduce the need to travel or choose sustainable travel modes for commuting and business journeys.

7.13.3 Tables 7.1 and 7.2 below provide a summary of the site wide and potential employee specific measures which will be implemented at Northstowe. It is envisaged that the recommended measures will achieve the WFTP vision and objectives as set out in Chapter 4

Table 7.1: Summary of WFTP Site Wide Measures

Travel Plan Objective	Travel Plan Measure	Target Area
SITE WIDE MEASURES (All Occupiers)		
Information Provision	• Northstowe website	All
	• Employee sustainable information pack	All
	• Posters / Leaflets	All
	• Northstowe employee discount card	All
Promotion of Walking and Cycling	• Provision of connected and convenient on-site pedestrian and cycle routes	↑ Walking mode share ↑ Cycling mode share ↓ Car Driver mode share
	• Promotion of a Bicycle User Group	
	• Provision of on-site cycle parking	
	• Secure discount on bicycles purchase and repair	
Promotion of Public Transport	• Enhancement of Citi 5 service and connections to CGB	↑ Bus mode share ↓ Car Driver mode share
	• Bus/rail service information provision	
	• Discount fares	

Promotion of Efficient Car Use	<ul style="list-style-type: none"> Promotion of Car Sharing & national car sharing organisations 	↑ Car Passenger mode share ↓ Car Driver mode share
Occupier Feedback Mechanism Group	<ul style="list-style-type: none"> Workplace Framework Travel Plan Steering Group 	All

Table 7.2: Summary of WFTP Occupier Specific Measures

Travel Plan Objective	Travel Plan Measure	Target Area
OCCUPIER SPECIFIC MEASURES (To be Selected by Occupier)		
Promoting Sustainable Modes	<ul style="list-style-type: none"> Cycle 2 Work Scheme 	↑ Cycling mode share
	<ul style="list-style-type: none"> Public transport season ticket loan 	↑ Car Passenger mode share
	<ul style="list-style-type: none"> Incentives for walking & cycling 	↑ Walking mode share
	<ul style="list-style-type: none"> Incentives for bus travel 	
Encourage Efficient Car Use	<ul style="list-style-type: none"> Preferential car parking for car sharers 	↓ Car Driver mode share
	<ul style="list-style-type: none"> Guaranteed ride home 	
	<ul style="list-style-type: none"> Financial incentives 	
	<ul style="list-style-type: none"> Company car policy 	
Measures to Promote Effective Working Practices	<ul style="list-style-type: none"> Relaxed dress code 	↑ Walking mode share
	<ul style="list-style-type: none"> Flexible hours/ compressed working week 	↑ Cycling mode share
	<ul style="list-style-type: none"> Home Working 	↓ Car Driver mode share
	<ul style="list-style-type: none"> Video/ Tele-conferencing 	

8 Travel Plan Management, Implementation & Funding

8.1 TRAVEL PLAN MANAGEMENT

8.1.1 Responsibilities for delivery of measures within the WFTP must ultimately be shared between the promoters of Northstowe and future occupiers, with the former providing the 'hard' measures such as public transport services, site wide pedestrian and cycle facilities and the latter the appropriate levels of cycle and car parking, as secured through the planning process.

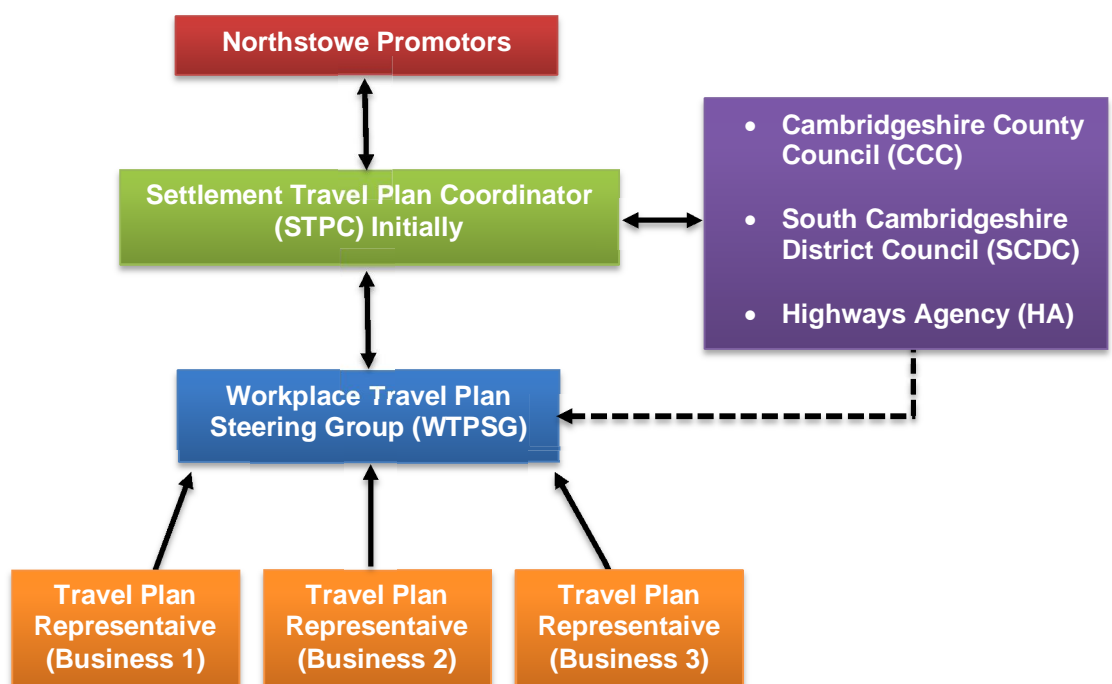
8.1.2 'Soft' measures are divided into 'site-wide' measures that will be delivered by the STPC, and 'occupier-specific' measures that will be delivered by the subsequent individual occupiers of Northstowe as a condition of their tenancy.

8.1.3 To deliver this effectively, the WFTP will be co-ordinated by a group of key personnel within a Workplace Travel Plan Steering Group (WTPSG). This group will be jointly responsible for the implementation and review process of the WFTP and will include:

- STPC (during the build out phase)
- Travel Plan Representatives for each employer occupier
- Representatives from CCC, SCDC and HA (at their discretion)

8.1.4 The management structure for the WFTP is illustrated in Diagram 8.1 below. The purpose of this structure is to ensure the ownership and delivery of site-wide measures, which will collectively benefit all organisations occupying Northstowe. Furthermore, the structure aims to encourage each occupying company to play a role in delivery and to share overall responsibility for meeting the site wide vision, objectives and targets of the WFTP.

Diagram 8.1: Workplace Framework Travel Plan - Management Structure



WORKPLACE TRAVEL PLAN STEERING GROUP

8.1.5 The WTPSG will comprise Travel Plan Co-ordinators from each of the site-occupiers, representatives from CCC, SCDC and HA (at their discretion), and will be chaired by the STPC. This will be set up by STPC within 12 months of their appointment.

8.1.6 The primary purpose of the WTPSG will be to act as a Steering Group for implementing the WFTP in accordance with any planning conditions set by the local planning authority. Meetings of the committee will be held at 6 monthly periods throughout the year to discuss all aspects of the WFTP, including the implementation of measures, and the results of employee travel surveys.

8.1.7 The steering group will ensure the plan is reviewed regularly, and updated on an annual basis to take into account any changes within the site operations of Northstowe, or any aspects concerning transport issues at the site.

8.1.8 The WTPSG will be responsible for approving all the data collected from monitoring and surveys and providing all the necessary audited accounts of any financial measures. This data will then be made available to CCC, SCDC and HA via the STPC in order to demonstrate progress against the plan's targets.

8.1.9 The STPC will pass full responsibility for the WFTP onto the Steering Group 8 years after first occupation of the site or when all the employment sites are occupied, whichever is the sooner. The handover arrangements will be agreed by the Steering Group at least one year before the STPC is due to hand over the WFTP. Once this handover is completed, the Steering Group will comprise representatives of Northstowe employers, County and District transport officers and other key stakeholders that formed part of the Steering Group prior to handover.

8.1.10 The specific responsibilities for members of the WTPSG are set out below.

SETTLEMENT TRAVEL PLAN CO-ORDINATOR

8.1.11 The day-to-day responsibility for the implementation of this WFTP and the other Framework Travel Plans associated with the wider Northstowe development will lie with the STPC, who will also be appointed as part of the RFTP by the promoters of Northstowe 6 months before employment/residential sales commence. His role and duties will be commensurate with the activities occurring at that time.

8.1.12 Once a STPC has been appointed contact details for this role will be provided to CCC, SCDC and HA. Should the holder of the STPC role change over the life of the WFTP all stakeholders will be informed.

8.1.13 The STPC role in relation to the WFTP includes:

- Being the main contact for employers regarding the WFTP;
- Offering advice and information on travel and transport-related subjects to Northstowe employers, staff and visitors;
- The day-to-day management of the WFTP, including delivery of measures and initiatives;
- Chairing the Workplace Travel Plan Steering Group;
- Undertaking monitoring and reporting on progress of the WFTP to CCC, SCDC and HA.

8.1.14 The STPC will report to Northstowe's promoters and the Steering Group on the progress of introducing the measures, identifying through this WFTP, the annual travel monitoring process and on-going progress against targets. This will both establish a formal internal review procedure of the WFTP and allow for management approval in the decision making process on the funding and implementation of any further Travel Plan measures.

8.1.15 The STPC will liaise directly with CCC, SCDC and HA to provide reports on progress in delivering the WFTP against the agreed targets.

SITE OCCUPIER WORKPLACE TRAVEL PLAN CO-ORDINATOR

8.1.16 Each new organisation which occupies Northstowe will be required to sign up to the WFTP as part of their tenancy agreement. However, those companies which are above the thresholds within CCC guidelines will also be required to prepare an 'occupier specific' subsidiary Travel Plan which will feed into this site wide plan.

8.1.17 Subsidiary 'occupier specific' Travel Plans will help to ensure that larger individual occupiers are able to take forward specific measures to encourage and facilitate sustainable travel amongst their own employees. Subsidiary Travel Plans will be prepared by the site-occupier and submitted to CCC / SCDC for approval within six months of occupation of Northstowe. This timeframe will allow employee travel patterns to bed in and staff travel surveys to be conducted, thus informing the measures within the subsidiary Travel Plan.

8.1.18 Those employers requiring a subsidiary 'occupier specific' Travel Plan will also be required to identify and appoint a Workplace Travel Plan Coordinator to run their 'occupier specific' Travel Plan. This role will include:

- Being first point of contact for employees of their specific organisation regarding Travel Plan and travel issues;
- Implementation of occupier Travel Plan measures within the organisation;
- Co-ordinating and analysing employee travel surveys within the organisation;
- Disseminating results of the employee travel surveys to their organisation's staff;
- Disseminating results of the employee travel surveys to the STPC; and
- Attend the 6 monthly WTPSG meetings to help provide feedback and direction of travel plan measures within Northstowe.

8.1.19 If the appointed Workplace Travel Plan Coordinator leaves the company, a replacement will be appointed and CCC/SCDC will be notified accordingly.

8.1.20 Smaller companies on site who are not required to prepare a Subsidiary Travel Plan will instead use this WFTP as their Travel Plan. These businesses will be expected to assist in achieving site wide targets as part of their leasing agreements with help from the STPC.

8.2 IMPLEMENTATION OF MEASURES

8.2.1 Chapter 7 has outlined a series of site wide measures to be delivered through the WFTP. The site-wide measures will be led primarily by the appointed STPC, with funding responsibility lying with the promoters of Northstowe. Table 8.1 summarises the implementation time line, and responsibility for delivery of site wide measures. The delivery of occupier specific measures will be detailed within their Occupier Specific Travel Plans.

Table 8.1: Northstowe Site Wide Measures Implementation Plan

Travel Plan Measure	Responsible	Trigger Point / Time Scale	Measuring Success
<ul style="list-style-type: none"> Appointment of Settlement Travel Plan Coordinator (STPC) 	Northstowe Promoters	6 months before sales commence	Implementation of WFTP measures and achievement of targets
<ul style="list-style-type: none"> Provision of connected and convenient on-site pedestrian and cycle routes 	Northstowe Promoters	Provision within construction phase	Feedback from staff
<ul style="list-style-type: none"> Provision of on-site cycle parking 	Individual Developers of the Employment Site	Provision within construction phase	Annual monitoring of usage
<ul style="list-style-type: none"> Secure initial discounted public transport fares for employees at Northstowe 	STPC / Individual Employers	Prior to first occupation	Patronage and employee feedback
<ul style="list-style-type: none"> Creation of Northstowe Website and promotional posters for the WFTP 	Northstowe Promoters/ STPC	Prior to first occupation	Number of employees aware of WFTP
<ul style="list-style-type: none"> Collate and distribute Employee Sustainable Information Packs to all employees 	STPC / Individual Employers	Upon first occupation	Number of employees vs packs distributed
<ul style="list-style-type: none"> Secure onsite employee discounts with shops & facilities (including cycle discount) 	STPC / Individual Employers	Upon first occupation	Level of uptake of discounts by employees
<ul style="list-style-type: none"> Promote Camshare database 	STPC / Individual Employers	Upon first occupation	Annual monitoring of mode share for car sharing
<ul style="list-style-type: none"> Set up a Bicycle User Group 	STPC / Individual Employers	Upon first occupation	Annual monitoring of mode share for cycling
<ul style="list-style-type: none"> Provision of Bus and Rail timetable information 	STPC / Individual Employers	Upon first occupation	Annual monitoring of public transport mode share
<ul style="list-style-type: none"> Provide advice and assistance to Occupiers setting up occupier specific measures 	STPC	Upon first occupation	Ensuring all Occupier Travel Plans completed after 6 months of employer occupation
<ul style="list-style-type: none"> Enhancement of Citi 5 service and connection to CGB 	Northstowe Promoters	Linked to residential development	Patronage and employee feedback
<ul style="list-style-type: none"> Workplace Travel Plan Steering Group 	STPC / Individual Employers	Set up 12 months after STPC appointment	Implementation of WFTP measures and achievement of targets

8.3 FUNDING

8.3.1 The joint promoters of Northstowe are committed to ensuring the sustainability of the development and, subject to the on-going viability assessment of the scheme, will commit to appropriate financial contributions within a S106 Agreement to ensure delivery of the measures identified in the WFTP. The financial contributions for the Phase 1 development will be directly attributable to the first phase of the development or otherwise apportioned from the level of financial contributions for the whole of the Northstowe new town development. Time limits will need to be agreed and established with CCC for the payment of any annual recurring financial contributions.

9 Travel Plan Monitoring

9.1 MONITORING

9.1.1 Monitoring of the Travel Plan is important to understand the changing nature of employees travel habits and the effectiveness of the WFTP measures in working towards the targets detailed in Chapter 6.

9.1.2 Initial mode share targets have been estimated from local mode share identified through the CSRM. This is the best current forecast of the type, number and mode of trips from the site before and after the development is operational and can be used to estimate targets before the site is occupied, providing a base for monitoring.

9.1.3 However, the most accurate data to inform the monitoring process will be derived from the annual employee travel surveys following the initial employee baseline survey. The initial survey will be conducted by the STPC, across all business occupiers within Northstowe, and will be undertaken at the same time as the residential survey of Northstowe (which is triggered at the 250th residential dwelling on the site being occupied). Undertaking the residential and workplace travel survey at the same time will enable a full review of the entire Northstowe site to be carried out. If no workplaces are occupied at the time of the initial residential survey then the first occupier survey will be undertaken during the next residential survey after the first workplace is occupied.

9.1.4 To ensure the results are consistent and comparable, across the businesses located within Northstowe, a single generic staff travel survey will be used. An example of the staff survey is attached in Appendix B. Occupier businesses will be required to return completed questionnaires from at least 60% of their employees to ensure surveys give a representative view of staff on site.

9.1.5 Following a true base mode share for Northstowe being ascertained, revised targets will be proposed to CCC, SCDC and HA, along with an updated 'Implementation Plan' to detail how these will be met. Detailed results of all monitoring will be made available to CCC's Travel Plan Officer.

9.1.6 Longer term staff survey monitoring will consist of a repeat of the employee travel survey, annually for the first 5 years (on the anniversary of the base line survey), to monitor progress and attainment of the mode share targets as set out with Chapter 6 of this plan.

9.1.7 Public Transport Patronage (PTP) levels to and from the site will be provided by the bus operator, using data recorded by the on-vehicle electronic ticketing machine, as part of the contract arrangements.

9.1.8 The Travel Plan monitoring, as set out in Table 9.1, will form the main technical analysis to be included within the WFTP monitoring report and will specifically include (within the first 5 years of monitoring):

- Annual occupier travel surveys to identify current modal split; and
- Site access monitoring will be part of the RFTP and this will be included in the WFTP monitoring report.

9.1.9 Following each monitoring event, a monitoring report will be submitted to CCC and HA. The report will include:

- Reiteration of the WFTP objectives and targets;
- Monitoring methodology - how and when the data was gathered
- A summary of the results - presented in relation to the agreed targets
- A discussion on the progress against each target; and
- Proposed remedial measures to get the plan back on track, if concern that targets may not be met.

Table 9.1 Monitoring Timescales

Timescale	Monitoring Process	Coordinated by
Construction Phase – Prior to First Occupation	<ul style="list-style-type: none"> ■ Preparation of Employee Travel Survey and methodology 	Northstowe Promoters / Settlement Travel Plan Coordinator
Occupation of 250 th residential Dwelling (in line with RFTP) or first residential survey after first workplace occupation	<ul style="list-style-type: none"> ■ Traffic counts ■ Employee Surveys ■ Collation of Patronage Data from Bus Operator ■ Disseminate results to residents ■ Preparation of Travel Plan Monitoring Report ■ Submission of Travel Plan Monitoring Report to CCC, SCDC & HA ■ Agreement of additional measures / interventions for way forward 	Settlement Travel Plan Coordinator
Annually in line with RFTP	<ul style="list-style-type: none"> ■ Traffic counts ■ Employee Surveys ■ Collation of Patronage Data from Bus Operator ■ Report of findings to the Steering Group ■ Preparation of Travel Plan Monitoring Report ■ Submission of Travel Plan Monitoring Report to CCC, SCDC & HA ■ Agreement of additional measures / interventions with CCC, SCDC & HA and Steering Group 	
Post 5 years of monitoring	<ul style="list-style-type: none"> ■ Consultation with CCC, SCDC and HA to determine total 5 year progress against targets and to identify and agree how monitoring should continue in the future. 	

9.1.10 The monitoring and review of the WFTP will be managed by the STPC and reported to the Northstowe promoters, following which a monitoring report will be submitted to CCC, SCDC and the HA. The STPC in consultation with the Steering Group will then have an input into what new measures or interventions may be required should targets not be met and a way forward will be agreed. It may also be necessary to review targets and priorities at this stage.

9.2 REMEDIAL ACTION

9.2.1 Revised SMART targets will be set and agreed with CCC, SCDC & HA following the first phase of monitoring described above. These targets will be fully reviewed following the subsequent phases of monitoring.

9.2.2 Regardless of the exact level for the targets, the WFTP requires a Remedial Action Plan which can be set in motion following each monitoring phase, should there be a high likelihood that the agreed targets are not going to be met. A proposed Remedial Action Plan is set out in Table 9.2 below, with meetings undertaken by the STPC.

Table 7.2 Remedial Action Plan

Order to be Taken	Action
1	Notification of potential failure to meet agreed target
2	STPC to arrange meeting with CCC/SCDC to discuss way forward and agreement of remedial measures
3	<p>Workplace Travel Plan Steering Group meeting between STPC, Local Authorities and representatives of individual business occupiers to agree additional remedial measures (such as):</p> <ul style="list-style-type: none"> ■ Employers to offer a two-week trial public transport tickets to their employees to encourage bus use. ■ Employers to offer a full 'Personalised Travel Planning' service to all their employees at Northstowe , providing individually tailored sustainable travel information specific to their own journey to work, including further incentives to try these modes ■ Employers to offer interest free loans for bus and rail season tickets ■ Employers to offer employees with interest free loans for bicycles
4	Continue to monitor progress of measures against the targets
5	STPC to report progress to CCC. If necessary, STPC to arrange meeting of Workplace Travel Plan Steering Group to discuss further potential measures and possible revision of future targets