

**TOWN AND COUNTRY PLANNING ACT 1990**

**APPEAL BY KENT INTERNATIONAL GATEWAY LTD**

**KENT INTERNATIONAL GATEWAY (KIG),  
MAIDSTONE**

**APPENDICES TO THE PROOF OF EVIDENCE**

**of Paul William Harwood BSc CEng MICE MIHT  
on behalf of the Secretary of State for Transport**

**Document Reference: HA/1/2**

PINS Ref: APP/U2235/A/09/2096565

MBC Ref: MA/07/2092

September 2009

Highways Agency  
Federated House  
London Road  
Dorking  
RH4 1SZ

**APPENDIX 1**

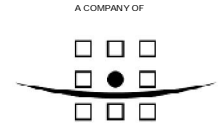
**Latest version of the Travel Plan, dated 18 August 2009**

# **Kent International Gateway**

Travel Management Plan  
Without prejudice

KIG

18 August 2009  
DRAFT  
9T6444PL



ROYAL HASKONING

HASKONING UK LTD.  
DENIS WILSON BUSINESS GROUP

Windsor House  
37 Windsor Street  
Chertsey  
Surrey  
KT16 8AT  
United Kingdom  
+44 (0)1932 569566 Telephone  
+44 (0)1932 569531 Fax  
chertsey@deniswilson.co.uk E-mail  
www.deniswilson.co.uk Internet  
www.royalhaskoning.com

Document title Kent International Gateway  
Travel Plan  
Document short title KIG  
Status DRAFT  
Date 18 August 2009  
Project name Travel Plan  
Project number 9T6444PL  
Client KIG  
Reference 9T6444PL/R032009/303814/Chert

Drafted by Elizabeth Lyth  
Checked by Checked by  
Date/initials check .....  
Approved by Approved by  
Date/initials approval .....

## CONTENTS

	Page
1 INTRODUCTION	1
2 BACKGROUND	4
2.1 Site Location	4
2.2 Site Context	4
2.3 Proposed Development	4
2.4 Schedule of Accommodation	5
On Site Truck Stop	5
2.5 Hours of Operation	6
2.6 Means of Access	7
HGV Access Junction	8
Non-HGV Access Junction	8
Pedestrian and Cycle Access	8
2.7 Summary	8
3 POLICY CONTEXT	10
3.1 Introduction	10
3.2 National Policy	10
Planning Policy Statement 1: Delivering Sustainable Development (PPS)	10
Planning Policy Guidance 13: Transport PPG13	10
The Future of Transport: A Network for 2030 (DfT 2004)	11
The Governments Sustainable Distribution Strategy (DfT 2003)	11
Local Authority Freight Management Guide (DfT2007)	11
3.3 Regional Policy	12
Kent and Medway Structure Plan	<b>Error! Bookmark not defined.</b>
South East Plan	12
3.4 Local Policy	12
Kent County Council Local Transport Plan 2006 - 2011	12
Freight Quality Partnerships	13
3.5 Summary	13
4 EXISTING ACCESSIBILITY	14
4.1 Introduction	14
4.2 Pedestrian Access	14
4.3 Cycle Access	14
4.4 Public Transport Access	14
4.5 Summary	17
5 AIMS AND OBJECTIVES	18
5.1 Aims	18
5.2 Objectives	18
5.3 Summary	19
6 TRAVEL PLAN STRATEGY	20
6.1 Introduction	20
6.2 Responsibility of the Travel Plan	20

6.3	Management Structure	20
6.4	Role of the Management Structure	22
6.5	Action Plan of the Travel Plan	23
6.6	Marketing and Communication Strategy	25
6.7	Travel Packs	26
6.8	Visitor Pack	28
6.9	Freight Management Pack	28
6.10	Summary	28
7	TARGETS	29
7.1	Introduction	29
7.2	Employee Targets	29
	Vehicular Caps	29
	Car Daily (maximum) Vehicle Cap XXXX Vehicles One Way	<b>Error! Bookmark not defined.</b>
	In respect of the Car Peak Hourly (maximum) Vehicle Cap xxx	
	Vehicles One Way (0800-0900 and 1700-1800)	30
	Modal Split	30
7.3	Goods Vehicle Management/Caps	30
	HGV Daily (maximum) Vehicle Cap 2300 Vehicles One Way	31
	In respect of the HGV Peak Hourly (maximum) Vehicle Cap 115	
	Vehicles One Way (0800-0900 and 1700-1800)	31
7.4	Summary	31
8	CAR PARKING STRATEGY	33
8.1	Introduction	33
8.2	Kent Parking Standards	33
8.3	Management of Parking	34
8.4	Shift Workers	34
8.5	Day Time Workers	34
8.6	Disabled Site Users	35
8.7	Enforcement	35
8.8	Cycle Parking	35
8.9	Power Two Wheeler (PTW) Parking	35
8.10	Possible Remedial Measures Associated with Parking	36
8.11	Summary	36
9	EMPLOYEE TRAVEL MANAGEMENT PLAN	37
9.1	Introduction	37
9.2	Measures	37
	“Hard Measures”	37
	Proposed Bus Shuttle Services	37
	Shift Worker Buses	37
	Day Time Worker Buses	38
	“Soft Measures”	38
9.3	Increase the Uptake of Cycling	39
9.4	Increase the Uptake of Walking	39
9.5	Increasing the Uptake of Public Transport	39
9.6	Increase the Uptake of Car Sharing	40
9.7	Summary	40

10	FREIGHT MANAGEMENT PLAN	43
10.1	Introduction	43
10.2	Measures	43
	Goods Vehicle Booking System	43
	Goods Vehicle Routing	43
	Emergency/Incident Goods Vehicle Stacking	44
	Goods Vehicle Parking and Site Layout	44
	Encouraging the use Fuel Efficient Goods Vehicles	44
10.3	Summary	45
11	CONSTRUCTION WORKER TRAVEL MANAGEMENT PLAN	46
11.1	Introduction	46
11.2	Vehicular Caps	46
11.3	Measures	46
	Operation Hours	46
	Construction Worker Travel Packs	46
	Deliveries Route Strategy	47
11.4	Employee Shuttle Service	47
	Construction Worker Accommodation/Hostels	47
	Restricted and Priority Car parking	47
	Tool Storage Facilities	47
11.5	Summary of Measures	48
11.6	Monitoring	48
11.7	Summary	49
12	MONITORING AND REVIEW	50
12.1	Introduction	50
12.2	Employee Monitoring	50
	Vehicle Cap Monitoring	50
	Formal Monitoring	51
12.3	Freight Management - Monitoring	53
12.4	Remedial Measures	53
12.5	Summary	54
13	SUMMARY AND CONCLUSION	55

## 1 INTRODUCTION

- 1.1.1 This Travel Plan has been prepared in support of the planning application for Kent International Gateway, an Inter-Modal Freight Transfer Site to be located to the east of Bearsted, Kent. The site shall be referred to as Kent International Gateway (KIG) here on after. This Travel Plan is to be read in conjunction with the Transport Assessment and supplementary information submitted with the planning application.
- 1.1.2 At present, the site comprises mainly low-grade agricultural land, sporadic residential development, a small vehicle repair garage and farm buildings. It is located within the Maidstone Borough Council (MBC) administrative area, for which, Kent County Council (KCC) is the acting Highway and Transport Authority (KHS) with the Highways Agency being the Motorway Executive Agency.
- 1.1.3 The proposals seek to provide an inter-modal rail transfer facility, warehousing with associated administration and some smaller commercial units of B1/B2/B8 nature on a site totalling 300,592sqm. The location of the site can be seen on Plan DW1.
- 1.1.4 The overall aim of the development is to provide a site that enables freight currently being carried by HGV to be transferred onto the rail network and thus reduce millions of goods vehicle kilometres across the UK per year benefiting the wider strategic network. It seeks to greatly reduce pressure on already congested parts of the road network including the M20 towards Maidstone and the M25.
- 1.1.5 Inline with the sustainable aims of the site this document has been provided to ensure that those accessing the site as a place of employment can do so using the most sustainable travel options available to them, reducing private car mileage and the environmental impacts associated with these. The site also seeks to integrate with the wider area offering a number of infrastructure improvements facilitating sustainable travel. This will be discussed later in this document.
- 1.1.6 This document sets out the proposed Freight Management Plan to ensure that any impacts associated with the proposed freight movements to and from the site are minimised. Careful strategic planning has been undertaken to maximise the efficiency of the development in terms of how HGVs will access and egress the site. The way (route choices) in which it seeks to do this as well as the enforcement proposed to ensure its success will be set out within the body of this document.
- 1.1.7 Further travel management is required during the construction stages of the proposed development. This will set out a strategy to ensure that the construction workforce travel to and from KIG in a sustainable manner as well as careful management of the deliveries of building materials. This will also be discussed later within this document.
- 1.1.8 This Travel Plan is a requirement of Kent County Council (KCC) and has been produced inline with their guidance document "Guidance on Transport Assessment and Travel Plans" produced in October 2008. This Travel Plan also seeks to accord with the wider document provided by the DCLG/DfT "Good Practice Guidelines: Delivering Travel Plans through the planning process" (April 2009). The Travel Plan seeks to work inline with the wider objectives of national government policies such as Planning Policy Guidance 13: Transport as well as regional documents such as the Kent and Medway Structure Plan and the South East Plan.

- 1.1.9 The DfT's guidance document "Local Authority Freight Management Guide" has been followed and this document seeks to work inline with this providing freight management measures and strategies inline with the standards set by Local Authorities with which KIG will seek to work closely with.
- 1.1.10 This Travel Plan will provide a site wide document to be adopted by all tenants/occupiers of the development, providing a site wide document will enable the Travel Plan to become a brand across the site which will in turn be familiar to all users. Branding the concept of the 'Green Travel Plan' is designed to increase the understanding of the Travel Plan and its sustainable aims, providing a distinctive and durable perception that will maximise its presence and ability to self market within the development.
- 1.1.11 A management structure will be established enabling the Travel Plan to be run efficiently on a day to day basis. The structure has been comprised in order to target the differing land uses, trip types (employee and goods vehicles) and working hours all of which will take place on site. The measures that are proposed will contain site wide measures as well as those targeted to the more specific needs of each of the operational aspects of the development.
- 1.1.12 This report shall be structured into the following sections;
- (i) Section 2 – will set out the background of the proposed KIG development looking at the land uses proposed, how the site will be accessed and the working hours likely to take place;
  - (ii) Section 3 – discusses the national, regional and local policy context in relation to the nature of the site that KIG proposes. Both policy in relation to the developments employee travel movements and the moving of freight has been set out in this section;
  - (iii) Section 4 – Will set out the current level of access to the site by travel modes such as walking, cycling, bus and train.
  - (iv) Section 5 – lists the aims and objectives this Travel Plan seeks to achieve in its implementation;
  - (v) Section 6 – will set out the proposed strategy that will be required to successfully implement this Travel Plan;
  - (vi) Section 7 – sets out how the success of this document will be monitored. Modal split and sustainable awareness targets will be discussed in relation to the employee travel. Freight vehicle caps have been set as well as details on a proposed routing strategy;
  - (vii) Section 8 – sets out the parking provision on site in relation to Kent County Councils standards and the bespoke strategy proposed for KIG;
  - (viii) Section 9 – sets out the proposed Employee Travel Management Plan Measures for the employees of the site;



- (ix) Section 10 – sets out the proposed Freight Management Plan measures for KIG;
- (x) Section 11 – sets out the proposed Construction Travel Management Plan;
- (xi) Section 12 – sets out how the Travel Plan seeks to monitor and review both the employee and freight measures;
- (xii) Section 13 – summarises and concludes this document.

## 2 BACKGROUND

### 2.1 Site Location

2.1.1 The KIG site is located on land east of the village of Bearsted, Kent. The site is bound to the north by the M20, to the south by the A20, and to the west by Thurnham Lane. It should be noted that Crismill Lane and Water Lane also run through the site. The Ashford to Maidstone East railway line also passes through the centre of the site.

2.1.2 The location of the site is such that it is strategically placed to intercept road freight traffic between the UK and mainland Europe moving it onto rail offering the potential to dramatically reduce the number of HGV km's on the UK's Strategic road network. DW2 identifies this strategic location, with the port of Dover being approximately 35 miles from the site and the M25 being only approximately 25 miles away.

### 2.2 Site Context

2.2.1 The KIG site is located immediately adjacent to junction 8 of the M20 motorway. The M20 serves as one of the two strategic routes serving the channel ports of Dover and Folkestone. It is formed by a 3 lane dual carriageway motorway with hard shoulder provision and grade separated junctions. To the west it connects with the M25 London Orbital motorway which in turn provides further strategic radial motorway routes around London and across the country.

2.2.2 M20 junction 8 takes the form of a grade separated motorway junction with full provision for all on and off movements from the M20 via slip roads. The M20 motorway at this point has provision for 3-lanes in a dual carriageway configuration whilst the grade separated roundabout junction is not signal controlled.

2.2.3 Maidstone Services is accessed off the junction on the northern side of the motorway and is located between the CTRL and Ashford – Maidstone East mainline.

### 2.3 Proposed Development

2.3.1 The proposed development at KIG comprises an inter-modal freight transfer site including a rail transfer facility, warehousing with associated administration and some smaller commercial units of B1/B2/B8 nature. Table 2.1 below presents details of the proposed development, while Plan DW3 presents the proposed layout of the site.

2.3.2 The principle objective of the development is to increase the opportunity of moving freight in the UK by rail rather than road and thus reduce the number of HGV kilometres on the road network.

2.3.3 The site seeks to employ in the order of 2,900 people. As will be explained, not all of these will be on site at any one time due to the varying shift patterns that will take place.

Use Class	Proposed Land Use	Area in Metres <sup>2</sup>
B8	Rail Distribution Warehouse	141488
B8	Warehousing	147733
B2	Small Industrial Units	2768
B1	3 Storey Offices	8603
	<b>Total</b>	300592

**Table 2.1:- Schedule of Development**

## 2.4 Schedule of Accommodation

2.4.1 Table 2.2 below presents a breakdown of the site by each unit. All figures are Gross Internal Areas.

\*Includes 5% associated office within

Use Class	Unit Name	Proposed Land Use	Area in Metres <sup>2</sup>
<i>Inter Modal Area</i>			
B8	R1	Rail Distribution Warehouse	102025
B8	R2	Rail Distribution Warehouse	39463
<i>Total Rail Distribution</i>			
B2/B8	Ind A	Industrial Unit/Warehouse	7023
B2/B8	Ind B	Industrial Unit/Warehouse	22762
B2/B8	Ind C	Industrial Unit/Warehouse	26825
B2/B8	Ind D	Industrial Unit/Warehouse	23477
B2/B8	Ind E	Industrial Unit/Warehouse	67646
<i>Total Industrial Units</i>			
B2	Small Industrial Units		2768
B1	3 Storey Offices	Offices	8603
		<b>Total</b>	300592

**Table 2.2:- Schedule of Accommodation**

### ***On Site Truck Stop***

2.4.2 In addition to the above schedule of accommodation, the KIG development will also have an HGV car park and truck stop. This will be exclusive to vehicles associated with the site and will enable drivers to take a break as required under EU regulations on driving hours.

## 2.5 Hours of Operation

2.5.1 With the possible exception of the B1/B2/B8 units to the eastern end of the development, the site will operate on a 24 hour basis. This is attributable to the fact that freight operations throughout the UK and Europe serve markets that rely on frequent deliveries of goods and produce for the success of their business. The anticipated shift patterns comprise, three 8 hour shifts, as follows:

- (i) 0600 – 1400
- (ii) 1400 – 2200
- (iii) 2200 – 0600

2.5.2 Table 2.3 gives a breakdown of the likely hours of operation by unit type.

Unit Name	Land Use	Hours Of Operation	Shift Pattern (if Applicable)*
Inter Modal Transfer Area	Inter Modal Transfer between Road and Rail	24 Hr	0600 - 1400 1400 – 2200 2200 – 0600
R1 & R2	Rail Distribution Warehousing	24 Hr	0600 - 1400 1400 – 2200 2200 – 0600
Ind A to E	Industrial Units / Warehousing	24 Hr	0600 - 1400 1400 – 2200 2200 – 0600
Small Industrial /Office Units	B1/B2/B8 Units	0900 - 1700	

\*Assumed shift patterns subject to review to link in with public transport where possible (but shift changes need to avoid the peak hours 0800-0900 and 1700-1800)

**Table 2.3:- Anticipated Hours of Operation**

2.5.3 It should be noted that the working patterns proposed will result in a large number of trips being undertaken outside the network peaks of 0800-0900 and 1700-1800. Table 2.4 below sets out the proposed car, LGV and HGV trips that will be generated as a result of the development.

Time Range	Arrivals		Departures	
	Lights	HGVS	Lights	HGVS
07:00-07:30				
07:30-08:00				
08:00-08:30				
08:30-09:00				
09:00-09:30				
09:30-10:00				
10:00-10:30				
10:30-11:00				
11:00-11:30				
11:30-12:00				
12:00-12:30				
12:30-13:00				
13:00-13:30				
13:30-14:00				
14:00-14:30				
14:30-15:00				
15:00-15:30				
15:30-16:00				
16:00-16:30				
16:30-17:00				
17:00-17:30				
17:30-18:00				
18:00-18:30				
18:30-19:00				
Daily Trip Rates:				

**Table 2.4:- Proposed Car, LGV and HGV Trips (excluding block F – updated June 2009)**

2.5.4 The peak travel movements are occurring out of the hours of the wider network peaks greatly reducing any impacts caused by these movements. The spread of vehicle movements associated with shift patterns ensure that vehicle movements are dispersed and not coinciding with the typical network peaks.

## 2.6 Means of Access

2.6.1 It is proposed that all vehicular access to the KIG site will be accessed via two signal controlled junctions from the A20 at the eastern end of the KIG site, DW3 refers. Both KIG access junctions will have security controlled access with vehicle parking as search points. .

### ***HGV Access Junction***

- 2.6.2 The eastern junction will be designated for use by HGV's only. The junction will be signal controlled with ingress and egress restricted to and from the east, i.e. towards the M20. A designated right turn lane will be provided for inbound HGV traffic and will be vehicle activated. The A20 westbound ahead lane would not be signal controlled as there would be no opposing traffic movement.
- 2.6.3 Entry and exit to the KIG site will be controlled at the proposed gatehouse, located some distance into the site. Sufficient vehicle stacking distance has been provided between the junction and the gatehouse to ensure vehicles entering KIG do not stack back on to the A20 hindering traffic flows. Vehicles exiting the site would be similarly controlled at the gatehouse, particularly at times when their release on to the M20 would be impeded with Operation Stack. The on-site truck stop and other holding areas adjoining the warehouses would be used to park-up HGV's for any prolonged period when they are unable to be released onto the M20.
- 2.6.4 Controlled pedestrian and cycle crossing facilities, likely to be a Toucan crossing, will be provided across the site arm of the junction.

### ***Non-HGV Access Junction***

- 2.6.5 The western access junction will be an all movement signal controlled junction providing access for all non-HGV traffic to the KIG site. Designated inbound turning lanes are provided on the A20.
- 2.6.6 Controlled pedestrian and cycle crossing facilities, likely to be a Toucan crossing, will be provided across the site arm of the junction.

### ***Pedestrian and Cycle Access***

- 2.6.7 In addition to the vehicular access the site will also benefit from a number of pedestrian and cycle access points. These will be:
- 2.6.8 Plan DW4 identifies the proposed pedestrian and cycle access points to the site. These are discussed in more detail in Section 9.
- 2.6.9 The cycle and pedestrian access points will be supplemented by improvement to infrastructure on the A20 between Roundwell and the eastern HGV access point. Further provision on site will also be made with the inclusion of segregated infrastructure for pedestrians and cyclists throughout with the provision of shared and mainly segregated pedestrian/cycleway alongside the internal roads.

## **2.7 Summary**

- 2.7.1 This section sets out the proposals for KIG. It can be concluded that the site seeks to develop a strategic warehousing site which will operate 24 hours per day using a three shift system.

- 2.7.2 The site seeks to provide a number of “hard or *infrastructural*” measures that will aid the travel by sustainable modes such as providing a number of pedestrian and cycle links to the external area as well as providing cycle/footways within the site itself. These measures will be discussed in more detail within Section 7.
- 2.7.3 Importantly, it should be noted that due to the differing working patterns of the site users not all employees will be travelling to and from the site during the external network peak hours (0800-0900 and 1700-1800). This will assist the likely impacts of traffic travelling to and from the site during these peak times as the higher car movements are recorded to take place outside of these peaks when the external network has more spare capacity.

### 3 POLICY CONTEXT

#### 3.1 Introduction

3.1.1 The Travel Plan set out in this document concentrates on sustainability issues and outlines a package of initiatives that are designed to encourage more efficient use of the private car and promote a choice of alternative travel modes.

3.1.2 This section will address the policy and guidance documents published on a national, regional and local scale that seek to encourage more sustainable travel practices. Both car travel and freight travel shall be considered.

#### 3.2 National Policy

##### ***Planning Policy Statement 1: Delivering Sustainable Development (PPS)***

3.2.1 PPS1 places an emphasis on sustainability and spatial issues, outlining the key principles that should be applied to ensure that new developments focus on overall sustainability.

##### ***Planning Policy Guidance 13: Transport PPG13***

3.2.2 PPG13 sets out the requirements for identifying the benefits of implementing Travel Plans along with the sustainable transport objectives that can be achieved (paragraphs 87 - 91 - Travel Plans). Such objectives include reducing overall car usage (particularly single occupancy journeys) and the promotion of walking, cycling and public transport as alternatives to the private car.

3.2.3 Building on these themes, a Travel Plan is a management tool that allows a coordinated strategy to bring together transport, residential, business and leisure travel issues and achieve more sustainable travel patterns. A successfully implemented Travel Plan can offer substantial gains towards the sustainable transport objectives of Central and Local Governments. In essence, Travel Plans seek to encourage:

- (i) Reductions in car usage, particularly influencing levels of single-occupancy car travel, with increased numbers of journeys made by public transport;
- (ii) Improved road safety and personal security, particularly for pedestrians and cyclists;
- (iii) More environmentally friendly methods of delivery movements, and
- (iv) The promotion of more sustainable and environmentally friendly transport choices for moving freight.

##### ***Good Practise Guidelines: Delivering Travel Plans through the Planning Process (April 2009)***

3.2.4 This document sets out the latest guidance on producing travel plans which seeks to enable the most sustainable access to a new development. This guidance supersedes the 2002 best practise guidance using the Planning Process top Secure Travel Plans.

3.2.5 This guidance document has been the primary guiding document for the compilation of this Travel Plan. The guidance document has placed strong emphasis on ensuring the success of Travel Plans, linking them closely to the Transport Assessment and ensuring that clear objectives and outcomes are set at the planning stages.

3.2.6 Emphasis is also placed on ensuring the success of the outcomes predicted within the document. Sanctions and penalties are encouraged throughout the document and the onus is heavily placed on the developer/landowner to ensure that needs of the Travel Plan are met and that it is implemented effectively throughout its lifetime.

***The Future of Transport: A Network for 2030 (DfT 2004)***

3.2.7 This document sets out a number of objectives in relation to the movement of freight. The White Paper, at a strategic level, seeks to achieve;

“Sustainable freight transport that focuses on approaches which offer the best outcomes for our economy, society and the environment”.

3.2.8 The Paper continues to state that “Goods need to be moved freely, reliably and efficiently, while minimising the impact on safety, the environment and other transport users”. One of the key recommendations of the papers aims is to achieve a modal shift from freight movement via roads to freight movement via rail and water, this being the principle aim of the whole development.

***The Governments Sustainable Distribution Strategy (DfT 2003)***

3.2.9 This strategy provides a framework to enable the delivery of a modern, efficient freight transport system across all modes of travel. One of its main aims is to promote the use of transport interchanges and integrate modes of travel that will enable goods to be moved off of the road network and onto the rail or water. In order to achieve these goals, the strategy seeks to;

- (i) Promote their contribution to national and regional competitiveness;
- (ii) Improve their operational and environmental performance;
- (iii) Encourage the full use of existing interchange facilities;
- (iv) Promote best environmental standards for new development.

***Local Authority Freight Management Guide (DfT2007)***

3.2.10 KIG seeks to work in partnership with KCC and as result seeks to produce a Freight Management Strategy that would follow the guidance used by the Local Authority.

3.2.11 This document sets out the importance of the freight industry within the UK and the need to manage it effectively. It recommends the proposed practise of removing road freight to rail which is the primary purpose of KIG.

3.2.12 It continues to address effective freight management techniques such as route strategies and how to effectively communicate these to the drivers to ensure their success.

3.2.13 Clear examples of good practise and number of good case studies have been provided enabling the document to be produced inline with current expectations and levels of quality.

3.2.14 Regional Policy

***South East Plan***

3.2.15 The South East Plan was published in May 2009. In respect of rail freight Policy T11 promotes the railway system to carry an increasing share of freight movements.

3.2.16 Policy T13 relates to intermodal interchanges. It commits the regional planning body to joint working with relevant stakeholders to identify broad locations for intermodal interchange facilities in the region..

**3.3 Local Policy**

***Kent County Council Local Transport Plan 2006 - 2011***

3.3.1 KCC LTP complies with the above policies setting outs its aim to provide choice in the transport network and reduce the overall dependency on the private car. In doing so it seeks to improve accessibility for the whole community.

3.3.2 The LTP recognises the importance of Travel Plans in the reduction of car use and achieving its goal of increasing access to all. It seeks to further encourage this by aiding small companies in setting up their own Travel Plans.

3.3.3 KCC also recognise the importance of setting targets to ensure the success of the Travel Plan measures.

3.3.4 With reference to freight KCC's second LTP has a number of key policies as follows;

- (i) Policy UKG1: KCC will work with partners to encourage the transfer of freight from road to rail.

*"Reduced volume of heavy goods vehicle traffic through the country resulting in air quality and congestion benefits".*

- (ii) Policy UKG2: KCC will work with partners to ensure that road freight operations are undertaken with minimal social and environmental impact.

*"Significant benefits in rural, residential and environmentally sensitive areas such as improved air quality and reduced traffic volumes. This can be achieved through a variety of approaches including signposting HGV routes and the Kent Lorry Map produced in recent years".*

### ***Freight Quality Partnerships***

- 3.3.5 Government Guidance on Freight Quality partnerships (FQPs) is given in a document produced in 2003 called “How to Set Up and Run Freight Quality partnerships”. The Guidance sets out who should be involved in a FQP and what it should include. It states that an FQP should identify specific issues and problems and come up with a package on initiatives that can solve these problems.

### **3.3.6 IS KIG GOING TO BE PART OF ONE.. WHAT ABOUT KENT FREIGHT FORUM**

#### **3.4 Summary**

- 3.4.1 This document has been compiled inline with the national, regional and local policy documents and seeks to meet their guidance in achieving their goals set out within their policies.

## 4 EXISTING ACCESSIBILITY

### 4.1 Introduction

4.1.1 This section will set out the current level of accessibility to and from the appeal site by travel modes other than private car.

### 4.2 Pedestrian Access

4.2.1 There is a good provision of footways, even though they are not well maintained, along both sides of the A20. A grass verge is present between the footway and the carriageway providing a barrier separating the flow of traffic and increasing pedestrian safety.

4.2.2 The footways are approximately xx and xx wide on the north and southbound sides of the carriageway respectively. Although a little over grown at present it is envisaged that these would provide good access to and from the site.

4.2.3 The Institution of Highways and Transportation state within their document 'Guidelines for Providing Journeys on Foot' that the preferred maximum walking distance for commuting journeys is 2km. PPG13 includes specific advice on walking trips, and states that walking '*offers the greatest potential to replace short car trips, particularly under 2 kilometres*'. DW3 highlights the existing footway provision and the area covered within a 2,000m isochrone.

### 4.3 Cycle Access

4.3.1 Guidance contained within PP13 (paragraph 78) suggests that cycling is a viable alternative to travel by private car for distances of up to 5 kilometres (a 20 minute cycle time). The residential areas to the west of the application site are within normally acceptable cycling distance.

4.3.2 The topography to the east of the Maidstone area is relatively flat and favourable for cycling, thus the catchment for the development site is defined simply in the form of an equal radius extending away from the site in all directions.

4.3.3 The closest cycle route is the Regional or Sustrans Route 19 (RR19), leading south from the A20 approximately 2 kilometres to the west of the site. This route connects with a short section of National Cycle Route 17 (NCR17) which is located approximately 2.5 kilometres from the site and is a traffic free route. The full length of this section of NCR17 runs from the western fringes of Mote Park to the north eastern fringes of the park. However, it is understood that there is a proposal to continue this route from the east of Mote Park through Leeds Castle to Ashford and also west into Maidstone Town Centre.

### 4.4 Public Transport Access

#### **Buses**

- 4.4.1 The number 9/19 Arriva service running from Bearsted to Maidstone is accessed from The Street to the north west of the site. The service runs once an hour from Bearsted Station towards Maidstone, terminating at Chequers Bus Station, where it is possible to access a number of onward services.
- 4.4.2 The Stagecoach service number 510 provides access to Maidstone and Ashford Train Station via Charing, Lenham and Harrietsham. The provision of services is 2 per hour and they can be accessed from the A20 immediately outside the site access, providing provision within close proximity to the site.
- 4.4.3 The number 13 Stagecoach service is operated by No-Venture and provides access to Hollingbourne and Maidstone Chequers via Leeds Castle and Parkwood. This service can be accessed from the A20 within 1000m east of the site.
- 4.4.4 Table 4.1 tabulates the available services

Bus Service	Destinations	Time of Operation	Frequency
9/19	Maidstone, Vinters Park, Grove Green, The Landway, Bearsted Railway Station	Mon – Fri (09:00-18:15) Sat – (09:00-18:15) Sunday – No Service	Hourly Hourly
13	Hollingbourne, Maidstone Chequers	Mon – Fri (07:30-18:15) Sat – (9:06-17:17) Sun – (08:22-19:14)	5 daily 4 daily
510	Maidstone Queens Monument, Ashford Railway Station	Mon – Fri (06:20-20:14) Sat – (07:10-20:14) Sun – (08:22-19:14)	2 per hour 2 per hour 5 daily

**Table 4.1:- Bus Frequencies in proximity to KIG**

### ***Trains***

- 4.4.5 Bearsted train station is located within 2km of the site both providing access to the south-eastern train services running from London Cannon Street/ Victoria and Ashford before splitting for Dover or Canterbury and Ramsgate.
- 4.4.6 To the north of the application site is Bearsted Railway Station. Services operate at a frequency of three per hour during the peak (08:00-0900 and 17:00-18:00) and two per hour during off-peak throughout the week and on Saturdays in the direction of London Cannon Street/ Victoria. An hourly service is also available on Sundays.
- 4.4.7 Services from Bearsted, in the Ashford direction, operate twice an hour throughout the day Monday through to Saturday. Sunday services also operate at a frequency of one per hour. Services in both directions call at all location railway stations and a number of services in the Ashford direction (particularly during the peak periods) continue to Canterbury, Ramsgate and Margate.
- 4.4.8 These services can be seen below in Table 4.2.



Route	AM Peak	PM Peak	Day	Weekend
London Victoria – Bromley South – Otford – Borough Green and Wrotham – West Malling – Maidstone East – Bearsted – Ashford Int. – Canterbury West	2 p/hour <small>(First train leaves London at 0610, arriving at Bearsted at 0729 and Canterbury West 0817– last train leaves London at 2359 and arrives Bearsted 0059 and terminates Ashford Int.) Last train to Canterbury West leaves Bearsted at 0018 arriving at 0118)</small>	2 p/hour	2 p/hour	2p/hour <small>(First train leaves London at 0618, arriving at Bearsted at 0724 – last train leaves London at 2351 and arrives Bearsted 0059 and terminates Ashford Int.) Last train to Canterbury West leaves Bearsted at 0024 arriving at 0119)</small>
<i>London bound</i>	3 p/hour <small>(First train leaves Canterbury West at 0539, arrives at Bearsted at 0639 and then London Victoria at 0749) (Last train leaves Canterbury West at 2127, arrives at Bearsted at 2232 and then London Victoria at 2344)</small>	3 p/hour	2 p/hour	2 p/hour <small>(First train leaves Canterbury West at 0624, arrives at Bearsted at 0724 and then London Victoria at 0832) (Last train leaves Canterbury West at 2123, arrives at Bearsted at 2224 and then London Victoria at 2332)</small>
London Charing Cross – Maidstone east – Bearsted – Ashford Int.	1 p/hour <small>(First train leaves London Charing Cross at 0902, arrives at Bearsted at 1011 and Ashford Int. 1028) (Last train leaves London Charing Cross at 1904, arrives at Bearsted at 2013 and Ashford Int. 2032)</small>	1 p/hour	1 p/hour	1 p/hour <small>(First train leaves London Charing Cross at 0906, arrives at Bearsted at 1011) (Last train leaves London Charing Cross at 1907, arrives at Bearsted at 2011)</small>
<i>London bound</i>	1 p/hour <small>(First train leaves Canterbury West at 0806, arrives at Bearsted at 0853 and then London Charing Cross at 0951) (Last train leaves London Charing Cross at 1904, arrives at Bearsted at 2013)</small>	1 p/hour	1 p/hour	-

**Table 4.2:– Train Services operating from Bearsted Railway Station**

- 4.4.9 Bearsted Station cannot currently be accessed directly from KIG by existing bus services.
- 4.4.10 The application site is also within close proximity to the Channel Tunnel Rail Link (CTRL) however the nearest stations to KIG serving this route is Ashford International approximately 25 kilometres to the south east of the site or Ebbsfleet International equidistant to the north. Bearsted station is within a 30 minute rail journey time of Ashford International.

Route	AM Peak	PM Peak	Day	Weekend
London Victoria/Cannon Street – Bromley South – Otford – Borough Green and Wrotham – West Malling – Maidstone East – Bearsted - -	1 p/hour	3 p/hour	2 p/hour	2 p/hour

Hollingbourne – Harrietsham – Lenham – Charing (Kent) – Ashford International				
<i>London bound</i>	2 p/hour	3 p/hour	2 p/hour	2 p/hour

**Table 4.3:- Train Services operating from Ashford International Railway Station**

- 4.4.11 Service from London, through Bearsted, to Ashford International operate once per hour during the AM Peak and three per hour during the PM Peak. During the day and at the weekend up to two services per hour in each direction operate.

#### 4.5 Summary

- 4.5.1 This chapter has demonstrated that the application site is served a number of non-car travel modes, including a reasonable standard of pedestrian and cycle infrastructure and frequent bus and rail services. This, together with the measures to be set out in this Travel Plan, can be considered a good foundation to improve sustainable travel to and from the application site.

## 5 AIMS AND OBJECTIVES

### 5.1 Aims

5.1.1 KIG is committed to ensuring the sustainability of the proposed development not just within the construction of it but into the future. The primary aims of this Travel Plan are set out below.

*“The aim of this Travel Plan is to seek an overall reduction in the number of people travelling to work using their private car in favour of sustainable travel modes. In doing so it seeks to raise awareness of sustainable travel modes and their uptake.”*

*“By compiling a Freight Management Plan the proposed KIG seeks to ensure that the movement of all HGVs travelling to and from the site causes minimal impact to the surrounding area”.*

5.1.2 These aims underpin this document and the setting of the measures. These aims also fit into those of the wider development which seeks to reduce on the number of road freight movements in favour of rail movements and thus create a number of environmental and safety benefits on the road and surrounding network.

### 5.2 Objectives

5.2.1 The objectives have been determined to enable this to take place during both the construction and operational phases. The future occupants of the site will take on these objectives as part of their tenancy agreement:-

- (i) Reduce the impact of cars and HGVs travelling to and from KIG during the construction phases through to it becoming fully operational;
- (ii) Ensure all goods vehicle use the designated route option to and from the KIG;
- (iii) To establish the management of the Travel Plan by developing a management structure which sets out who is responsible for the operation of the Travel Plan, its day to day running and the monitoring of its progress;
- (iv) Establish car sharing databases for both day time and shift workers;
- (v) To introduce a package of physical ‘hard’ and management ‘soft’ measures that will assist the travel by sustainable modes;
- (vi) Promote and endeavour to maximise the use of non car modes of transport to the site;
- (vii) Ensure HGV operatives and HGV drivers are aware of the Freight Management Strategy in place at KIG and its measures;
- (viii) Encourage the uptake of non car modes of transport by employees, especially those located in the local residential areas;
- (ix) To increase employee awareness of the advantages of and potential for travel by more sustainable modes;

- (x) Reduce the number of single occupancy vehicles (SOVs) travelling to and from the site each day by encouraging car sharing;
- (xi) Assist in meeting the aims set out by KCC to reduce road traffic and congestion;
- (xii) Meet targets/vehicle caps;

### 5.3 Summary

- 5.3.1 These objectives are specific enough to provide direction to the Travel Plan yet provide some flexibility in order to adapt to future changes as such they are considered appropriate and robust.

## **6 TRAVEL PLAN STRATEGY**

### **6.1 Introduction**

6.1.1 The Travel Plan Management Structure sets out the way in which the Travel Plan will be implemented on a day to day basis. Due to the size of the site and differing land uses proposed a comprehensive structure detailing who is responsible for which aspect will be set out below. Formalising a structure, setting out who is who, at this stage is imperative and will enable communications to be established at the earliest opportunity.

### **6.2 Responsibility of the Travel Plan**

6.2.1 It is anticipated that should planning permission be obtained, then the Travel Plan will be secured and implemented by a Section 106 Agreement. This document will be appended to the Section 106 Agreement. The site will be managed by an overall management company who will take on all statutory provisions and obligations of the planning permission and therefore take on the overall responsibility of the Travel Plan ensuring a firm commitment by the site owner.

6.2.2 With regard to the each of the aspects of the proposed development, the implementation of this Travel Plan will be stipulated in lease agreements between the freeholder and the tenants who will be made aware by way of a covenant requiring that they comply with all statutory provisions and obligations of the planning permission, including the Travel Plan. Thus, all tenants will be aware of their obligations in terms of facilitating sustainable travel again ensuring a firm commitment moving forward.

6.2.3 By including the obligations within the lease agreements it is considered this will be sufficient in ensuring that the occupants of the units will carry out their duties wholly and to the required standard set out within this document.

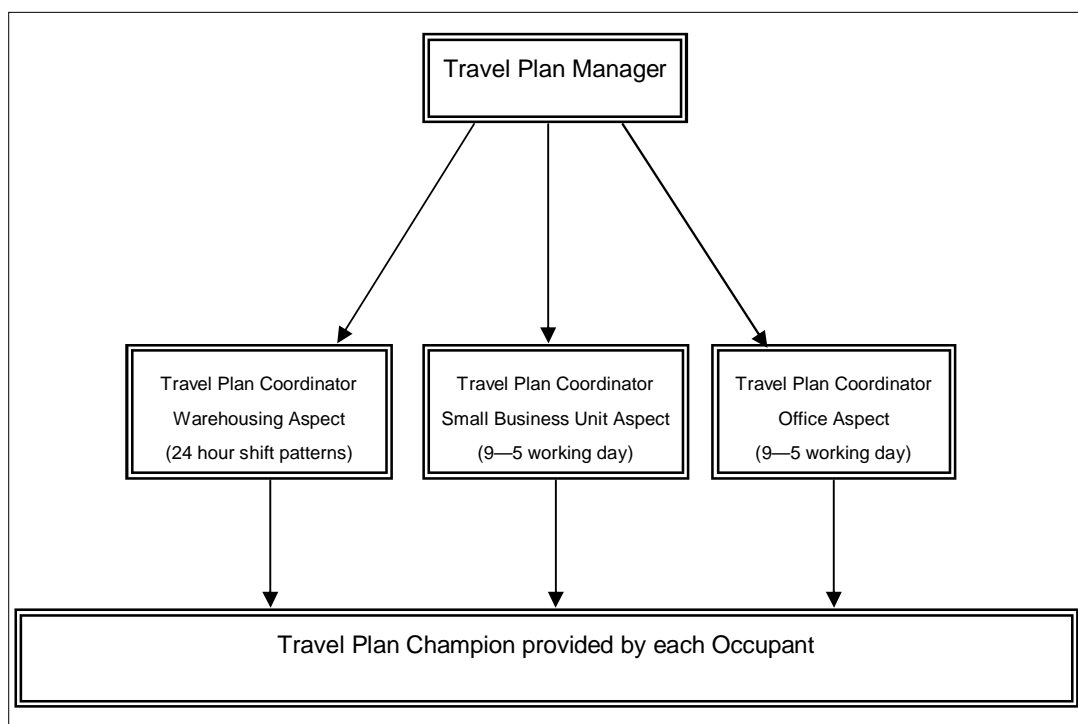
### **6.3 Management Structure**

6.3.1 The proposed site is complex in nature as it locates a number of differing land uses which operate at different times of the day on a 24 hour basis. In addition to those working on the site, there are the associated goods vehicle movements which must be carefully managed. The proposed management structure has been developed taking these factors into consideration.

6.3.2 The formation will effectively result in a pyramid with the primary position filled by a Travel Plan Manager, employed by the management company, who will take overall responsibility for the coordination of the Travel Plan managing those within the management structure. They will also take sole responsibility for the Freight Management Plan, its implementation and monitoring.

6.3.3 The secondary tier of the structure will consist of three Travel Plan Coordinators answerable to the Travel Plan Manager. These positions will be filled by a representative from the warehousing, office and the small business aspects. They will be appointed by the largest occupant of each business.

- 6.3.4 The differences in working hours are split between the different aspects. It is envisaged that the occupants of the warehousing aspect will work on a 24 hour shift basis, whilst the small business units and offices work on a 9 – 5 basis. The above ensures that a Travel Plan Coordinator is allocated for each aspect which will assist with the implementation of measures specific to different working patterns.
- 6.3.5 The tertiary tier is then formed by the Travel Plan Champions that will be elected within each occupant of all of the aspects and will be answerable to their relevant Travel Plan Coordinator. This will maximise the ability to transfer information to all areas of the development and to provide a large number of people who will be able to offer information on sustainable travel information to other site users.
- 6.3.6 Figure 6.1 below graphically sets out the proposed management structure of the Travel Plan.



**Figure 6.1:- Management Structure**

- 6.3.7 The structure is designed to be straight forward so that the roles are easily transferable to new members of staff. It is also designed to be formalised to ensure that the Travel Plan is managed effectively.
- 6.3.8 How the roles of the Champions are elected is at the discretion of the occupants although a name must be put forward within 3 months of occupation. With the exception of the Travel Plan Manager it is not envisaged that the roles will require a full time member of staff. However, sufficient time will need to be provided to ensure that their job roles are carried out.

6.3.9 All the individuals involved in the structure will establish communications upon occupation of the site. A management steering group will be set up and shall meet at monthly intervals. Kent County Council, Maidstone Borough Council and Kent Highway Services will be invited to attend all meetings.

6.3.10 As mentioned previously, this document forms a site wide Travel Plan and as a result seeks to maintain a coordinated and united front on delivering information to its occupants. Each member of the management structure is responsible for the Travel Plan as a whole and must produce information agreed upon by the Travel Plan Manager that is branded, clear and relevant to the specific aspect.

#### **6.4 Role of the Management Structure**

6.4.1 The initial task will be to register the site with the iTrace system. iTrace is an organisation derived from funding from TfL and developed by WEST TRANS and iBase systems and provides the development with the ability to log their annual survey results and monitor their progress of their Travel Plan in line with other companies in the locality. This will facilitate in the production of the monitoring report compiled every year and discussed later within this document. The registration details will be held by the Travel Plan Manager. This will also be discussed in more detail in Section 10.

6.4.2 The Travel Plan Manager will;

- (i) Be a principal point of contact for the Local Authorities;
- (ii) Manage the Freight Management Plan aspect of this document;
- (iii) Organise the monitoring of both elements of this Travel Plan, employees and freight;
- (iv) Liaise with the Local Authority, forming a partnership between themselves and the Travel Plan Coordinators/Champions;
- (v) Join the Association for Commuter Transport (ACT) utilising its resources;
- (vi) Organise focus/steering groups to involve staff at every level in the implementation of the Travel Plan and provides updates on its progress;
- (vii) Monitor occupants travel patterns on a regular basis ensuring initiatives adopted are meeting requirements, inline with requirements set out by iTrace;
- (viii) Be the first point of contact for outside organisations for all matters regarding travel to and from KIG.

6.4.3 Collectively the Travel Plan Coordinators and Champions will:

- (i) Complete a mini pro-forma document setting out how they will implement the travel plans within each unit (occupant), this will tie into this wider document and act as an 'actions list' to ensure that the required measures are being undertaken;
- (ii) Be a principal point of contact for travel to and from their aspect;

- (iii) Keep up-to-date information on transport choices for display in communal areas;
- (iv) Provide personalised Travel Planning upon appointment;
- (v) Organise promotion events in coordination with the Management Structure;
- (vi) Promote the health and environmental benefits of non-car use.

6.4.4 Upon appointment of the Travel Plan Manager their details will be submitted to Kent County Council and the relevant contact at KCC will be provided in return.

## **6.5 Action Plan of the Travel Plan**

6.5.1 The following Table 6.2 sets out the timeline for the required actions.

	Travel Plan Measure Action Target	Responsibility	Target Date
Prior to Occupation	Agree targets/vehicle caps and timelines with KCC and Kent Highway Authority	Developer/KCC/Kent Highway Authority	Planning submission
	Agree monitoring and review with KCC (proposed iTrace method)	Developer/KCC	Planning submission
	Implementation of Physical Measures (Cycle parking, Cycle ways, Cycle routes)	Developer	During Construction
	Appoint roles within the Travel Plan Management Structure	Site Management Company	3 months prior to first occupation/opening
	Establish a timeline for the implementation of soft measures	Travel Plan Coordinators	Prior to initial occupation
Freight	The freight management vehicular caps will be monitored on a month by month basis. A summary of the freight movements taking place will be provided to KIGs board of management which will in turn be provided to KCC.	Travel Plan Manager	Upon opening
	Random surveying of surrounding road network using ANPR or other vehicle recognition method. This will be carried out to ensure the effectiveness of the route strategy proposed.	Travel Plan Manager	At anytime
Site Wide	Launch of Travel Plan/Freight Management Plan	Travel Plan Coordinators	On opening / Occupation
	Provision of information around the site/communal areas	Travel Plan Coordinators	On opening
	Join Association of Commuter Transport	Travel Plan Coordinators	On opening / Occupation
	Set up preliminary car share schemes for both sets of workers	Travel Plan Coordinators	Within 2 months of opening.
	Provision of Travel Packs	Travel Plan Coordinators	1 <sup>st</sup> day of employment / Occupancy
	Implementation of Travel Plan Measures	Travel Plan Coordinators	Upon opening
	Display Travel Plan	Travel Plan Coordinators	Upon opening
	iTrace compliant site audit.	Travel Plan Coordinators	Within a month of KIG opening.
	Initial Questionnaire Survey of Staff Travel Patterns upon first occupation of KIG according to both iTrace and TRICS	Travel Plan Manager	Upon opening
	Submission of results of 1 <sup>st</sup> Travel Survey to KCC	Travel Plan Manager	Within 1 month of completing the survey.
	Review of findings with Council	Travel Plan Manager	Within 6 months of opening.
	Informal surveying according to iTrace	Travel Plan Manager	Annually (recommended)
	Repeat Travel Surveys according to iTrace and TRICS	Travel Plan Manager	Annually
	Transfer or responsibility	Travel Plan Manager	Year 5 of implementation or upon reaching targets, whichever comes later
	Steering groups consisting of management structure	Travel Plan Manager	Every 6 weeks (TBC)
Per Occupier	Provision of contact for Champion/Coordinators	Occupants	With 3 months of occupation
	Produce a mini pro forma travel plan setting out how the intend to implement the wider measures within their element.	Travel Plan Champions	Upon occupation
	Produce a Travel Plan summary of questionnaire results to give to Travel plan Manager	Travel Plan Coordinators/Champions	Within 1 month of surveys
	Form a working group with other Champions/Travel Plan Coordinators as part of management structure	Travel Plan Coordinators	6 months from opening/first occupation (which ever is the earliest)

**Table 6.1:- Travel Plan Time Line of Actions**

6.5.2 This table sets out a timetable of when tasks must be carried out to ensure that the Travel Plan is successfully managed. The table can be reviewed on an annual basis, in discussion with KCC, and updated as required.

## 6.6 Marketing and Communication Strategy

- 6.6.1 The following strategy has been devised to ensure maximum coverage and exposure of the Travel Plan. It is to be branded across the site as an action plan that promotes sustainable travel awareness and desires to minimise the environmental impacts of the development.
- 6.6.2 Emphasis should be put on the wider environmental objectives of the development such that it seeks to reduce millions of goods vehicle kilometres across the UK per year benefiting the wider strategic network and greatly reducing pressure on already congested areas such as the Dartford Crossing, and London Orbital. A shift in attitude towards the site should be encouraged from the negative perception of new development to a modern scheme helping the wider environment.
- 6.6.3 KIG will include marketing information that will be distributed throughout it and within the Travel Packs (discussed below) and wider information packs setting out exactly how it benefits the wider environment. Examples of the vehicular mileage saved as result of KIG such as, for example, per year KIG will remove 'x' millions miles which is a trip to Australia and back ten times will be included to gauge the scale of the benefits the site proposes. Further to this, it will highlight the carbon emissions saved from removing the freight vehicles. The emphasis to be placed on the positive effects of the site and its wider sustainable aspirations within which this document seeks to fit.
- 6.6.4 The branding of the Travel Plan will have a number of positive benefits such as increasing the memorability of the ethos of the site, what it is trying to achieve as well as the specific measures being implemented. For example, informative material provided within the Travel Pack (discussed below) will use a specific symbol of a certain colour to locate the areas where the internal bus stops are located. On site these same symbols can be used within signage for continuity, thus making the signage more recognisable to site users. This will also take place with the car share spaces and their locations on the site wide map.
- 6.6.5 Ensuring that the Travel Plan is site wide will keep it simple and straightforward to understand. Therefore, increasing its likely uptake and ability to self market throughout the site. Core messages of aims and measures will be communicated more clearly and consistently. Colours, signage and symbols of information documents such as posters, local/internal bus timetables or promotional material should follow the same colour scheme. This will enable the reader to know immediately that they are reading something to do with the Travel Plan.
- 6.6.6 Further branding initiatives such as having a Travel Plan logo on the side of the internal shuttle buses and pool cycles the colour of the logo will further increase the recognition of the Travel Plan. Promotional items such as the water bottles and cycle helmets will too contain the site logo, albeit it tastefully!
- 6.6.7 Notice boards will be situated throughout the site detailing general site wide information. They will have a dedicated section detailing a site map as well;
- (i) Shuttle bus service time;
  - (ii) Location of stops and route of shuttle service;

- (iii) Public transport timetables;
- (iv) Location of canteen and other onsite facilities;
- (v) Promotional posters and site/nation wide campaigns.

6.6.8 It is envisaged that the Travel Plan will be launched upon opening of KIG. This could be a series of promotional events held throughout the period of a fortnight. The event would be marketed with posters and newsletters throughout the site well in advance of it taking place. The launch would involve the following;

- (i) A clear set of aims and objectives the Travel Plan is seeking to achieve;
- (ii) Potential involvement of local media;
- (iii) Complementary refreshments;
- (iv) Promotion of and details of the proposed shuttle service;
- (v) Promotion of the Car Share database and how to use it;
- (vi) Provision of information on public transport in vicinity of the site;
- (vii) Clear details of the Travel Plan measures set out in the form on site wide measures, those for shift workers and those for the 9 – 5 workers;
- (viii) Distribution of promotional items such as cycle helmets and water bottles to encourage the uptake of cycle;
- (ix) Maps of the local walking and cycle routes to the site;
- (x) Area to submit contact details include email addresses;
- (xi) Personalised Travel Planning services.

6.6.9 Once the launch has taken the place the site will continue promote and market the Travel Plan and its measures. Each Travel Plan Coordinator and his/her team of Champions will be responsible for ensuring that up to date information on travel times and latest events etc is located throughout the highly frequented communal areas of their aspect.

6.6.10 Updates on current nationwide events such as 'Bike to Work Week' or 'Car Share Week' will be communicated by further posters, email newsflashes and newsletters that will be handed out within each aspect.

## 6.7 Travel Packs

6.7.1 The main information source will be provided by way of a Travel Pack. This will comprise generic site wide information as well as further information dedicated to each of the different aspects.

- 6.7.2 The general information provided across the site will outline the Travel Plans aims and objectives and its reasons for being implemented at the site. It is essential that site users understand the reasons for a Travel Plan as well as the overall benefits that this will provide. Therefore, a Marketing Statement will be included within the Travel Pack that explains these issues clearly for the benefit of site users.
- 6.7.3 The following site wide information will be included within the pack;
- (i) Location map of the site highlighting the cycle parking, car share locations, internal bus stops and links to the wider network;
  - (ii) Location details of on site facilities such as canteen areas, ATM's, outdoor seating areas;
  - (iii) Details of internal cycle/footway provisions;
  - (iv) Public Transport spider route maps;
  - (v) Public Transport timetables;
  - (vi) Details of discounts achieved from local cycle stores and public transport operators;
  - (vii) Website addresses for travel information via the development website including [www.traveline.org.uk](http://www.traveline.org.uk) / [www.transportdirect.info](http://www.transportdirect.info);
  - (viii) An offer of a visit from one of the Travel Plan Coordinators to explore personalised travel planning options;
  - (ix) Maps detailing local cycle routes;
  - (x) Feedback forms to be submitted at anytime to a Travel Plan Coordinator/Champion.
- 6.7.4 Those working shifts will receive the following additional specific information;
- (i) Provision of information on the car share scheme for other shift workers;
  - (ii) Provision of information on the local works bus;
  - (iii) Provision of information on all facilities such as catering facilities.
- 6.7.5 Those working 9 – 5 will receive the following additional specific information;
- (i) Provision of information on the car share scheme for 9 – 5 work force;
  - (ii) Provision of information on the Kent car share database;
  - (iii) Provision of details on the proposed internal bus service and shuttle to Bearsted train station.

6.7.6 Information on the social, health, economic and environmental benefits of using sustainable transport modes to and from the site will be listed.

## 6.8 Visitor Pack

6.8.1 A condensed version of the above, excluding employee only initiatives such as car share schemes will be provided as a Visitor Pack. This will be available both as in hard and electronic format.

6.8.2 It is proposed that the Champions make this available to all occupants of the site so that it can be sent to anyone wishing to visit the site.

## 6.9 Freight Management Pack

6.9.1 The freight management pack will be made available to all drivers and haulage/freight companies that are to use the site. It will be available online and where possible on ferries/service stations if the Travel Plan Manager believes this is necessary and it is feasible to do so.

6.9.2 The pack would include the following;

- (i) Location map of site;
- (ii) Route map from the various locations such as ports;
- (iii) Details of how to use the KIG vehicle booking system;
- (iv) Helpline numbers;
- (v) Useful information numbers within the UK

6.9.3 The pack would also be available electronically to enable those travelling to the site to print it off themselves. The pack will be kept up to date by the Travel Plan Manager.

## 6.10 Summary

6.10.1 To summarise, this section sets out the way in which the Travel Plan will work on a day to day basis and those responsible for ensuring that it does work effectively.

6.10.2 Emphasis is placed on simplicity and maximising the exposure of the sites main aims and objectives. Ensuring that the messages conveyed are clear will increase its likely uptake and ensure it's a success.

## 7 TARGETS

### 7.1 Introduction

7.1.1 Due to the differing activities taking place on the site targets will be set for both the employee trips and the goods vehicle trips separately. This chapter has been compiled in line with the latest DfT guidance document and seeks to provide a clear 'outcomes approach' when setting the targets.

7.1.2 Both the employee targets and the goods vehicle targets have been set in consultation with both the Highways Agency and KCC. The figures set out below have been determined by the traffic generation calculated within the Transport Assessment to ensure a consistent approach.

### 7.2 Employee Targets

7.2.1 Paragraph 90 of PPG 13 (March 2001) states that travel plans "...should have measurable outputs" or targets against which the progress of the plan can be monitored against. A suitable indicator of the success of the Travel Plan is therefore the mode-split of employee travel.

7.2.2 The employee trips will also see two different patterns taking place due to the day time and shift workers. The targets will be applied to the site as a whole and all vehicle movements will be captured in the monitoring of the site as this will involve vehicular counts to be undertaken. Therefore the targets will be relevant to all employees using the site.

7.2.3 The Travel Plan seeks to reduce car movements of all employees travelling to and from KIG. However, importance lies with the day time workers who will be undertaking their trips during the external road network peak hours. In addition to this, it is envisaged that slightly higher car usage will occur with the shift workers as they will have less opportunities to travel by sustainable modes. For example, the public transport services are not all available at the time the shifts are due to change over, but these periods are also outside the highway peaks.

7.2.4 The targets will be assessed formally every year and informally at the discretion of the Travel Plan Manager although it is recommended that this is done at least annually to ensure the Travel Plan is achieving maximum effect (this will be discussed later within this document). Upon the first survey these targets will be revisited and any amendments to ensure they are appropriate.

7.2.5 It is proposed that the monitoring of KIG will follow a two pronged approach. The first method will involve setting peak hour vehicular caps for the employees travelling into and out of KIG. The second will involve the setting of a modal split that seeks to reduce the percentage employees arriving on site by SOV in favour of other sustainable modes.

#### ***Vehicular Caps***

7.2.6 Vehicular Caps will set for all car movements travelling into and out of KIG. The caps will apply to KIG during the peak hours (0800-0900 and 1700-1800).

7.2.7 The cap numbers themselves have been determined within the Transport Assessment that accompanied the planning application. This has therefore determined the caps below and subsequent financial penalties that will be incurred should these not be adhered to.

***In respect of the Car Peak Hourly (maximum) Vehicle Cap xxx Vehicles One Way (0800-0900 and 1700-1800)***

- (i) The HGV traffic movements are recorded for each hour of each day of the week.
- (ii) The HGV hourly cap figure of xxx (xxx plus 15%) is then subtracted from the number of HGV movements for each hour of each day.
- (iii) If the resultant figure is positive then this indicates the breaches of the HGV hourly (average) cap and the first 10 breaches attract a financial contribution of £ with any additional further breaches attracting a contribution of £ .

7.2.8 This will apply from the first opening of KIG and run in perpetuity.

***Modal Split***

7.2.9 Upon the completion of the first survey the modal split of how employees are travelling to work will be known. This will then enable KIG, in consultation with KCC/HA to set targets for the next 5 year period. This will provide actual site data and will therefore be the most realistic way in ensuring suitable modal split targets is set.

7.2.10 Further to this, the percentage modal split is one of many performance indicators of a Travel Plan. A number of other targets should be set to monitor the environmental awareness of site users as well as the uptake of certain measures. These will be as follows;

- (i) 100% awareness of the Travel Plan that is being implemented on site;
- (ii) The number of site users registered on the car share database;
- (iii) The number of surveys completed by the employees;
- (iv) The number of cycles parked throughout the site at each survey.

**7.3 Goods Vehicle Management/Caps**

7.3.1 The management of the goods vehicle movements has been compiled in conjunction with the developer KIG, Kent County Council and Kent Highway Services. The principle aim to set out a strategy that ensures that the vehicles access the site in a manner which has as little an impact on the surrounding network as practically possible.

7.3.2 There are two main ways in which the document aims to do this. The first is to set a number of daily and hourly maximum and average HGV numbers that if exceeded trigger a penalty in the form of a payment made payable to KCC/package of remedial measure. Details of these vehicle caps will be set out later within this section.

- 7.3.3 The second way is by determining a route in which the freight vehicles take from the wider strategic network to the site itself. There are exclusions for vehicles undertaking other deliveries within the area and emergency vehicles.
- 7.3.4 Should either of these be breached then a financial payment or package of remedial measures will be required by Kent County Council.
- 7.3.5 The following methodology for each of the caps has been set out below;

***HGV Daily (maximum) Vehicle Cap 2300 Vehicles One Way***

- (i) The HGV traffic movements are recorded for each day of the week.
- (ii) The maximum cap figures of 2300 (2000 plus 15%) one way is then subtracted from the number of HGV movements each day.
- (iii) If any of the resultant figures for any of the days in that week are positive then this indicates the breaches of the daily (maximum) cap and the first 15 breaches per day attract financial contributions of £ with any further breaches attracting a contribution of £ .

***In respect of the HGV Peak Hourly (maximum) Vehicle Cap 115 Vehicles One Way (0800-0900 and 1700-1800)***

- (iv) The HGV traffic movements are recorded for each hour of each day of the week.
- (v) The HGV hourly cap figure of 115 (100 plus 15%) is then subtracted from the number of HGV movements for each hour of each day.
- (vi) If the resultant figure is positive then this indicates the breaches of the HGV hourly (average) cap and the first 10 breaches attract a financial contribution of £ with any additional further breaches attracting a contribution of £ . The contribution is then multiplied by 168 (i.e. 24hrs x 7 days) to account for the total breaches per week.

7.3.6 On occasions where Operation Stack is in place KIG will not be required to meet the above targets.

7.3.7 These targets have been set in consultation with KCC and the Highway Agency. They will be set for a minimum of 5 years. The continuation of formal target setting will dependant upon the Travel Plans success. It is expected that the site will continue to monitor the vehicle movements in and out of KIG themselves once the formal monitoring period has finished.

## **7.4 Summary**

7.4.1 This section provides clear evidence of target setting for KIG. These targets will be revisited upon completion of the first survey to ensure they are wholly relevant to the travel movements being undertaken.

- 7.4.2 The targets seek to be realistic and achievable yet ambitious enough to achieve a change in employee travel modes away from the private car. The vehicular caps seek to ensure that the HGV movements to and from KIG cause minimal impact to the surrounding area.

## 8 CAR PARKING STRATEGY

### 8.1 Introduction

8.1.1 This section will set out the proposed level of parking provision that will be provided throughout the site. Careful management of parking is an important measure in encouraging site users to travel using modes other than the private car. A restrictive approach to parking provision will in turn make driving to work becoming a less favourable option of travel. The aim of this is to encourage the use of other sustainable modes to replace original car trips.

### 8.2 Kent Parking Standards

8.2.1 Kent County Council provides parking standards within their document Supplementary Planning Guidance 4 (SPG4). The guidance provides a maximum not a minimum to ensure that restrictive parking provision is provided thus aiding the wider area aims of the local authority to discourage large scale car use over time. Inline with restricting car parking, the provision of spaces for modes such as motorcycle and pedal cycle will be provided for to encourage their usage.

8.2.2 The parking standards applicable to KIG are set out below in Table 8.1.

	Goods	Cars	Cycle	Motorcycle
B8 Storage and Distribution	1 space per 300 m <sup>2</sup>	1 space per 110 m <sup>2</sup>	1 space per 200 m <sup>2</sup>	1 space + 1 per 20 car parking spaces
B1 Business	Max 6 spaces	1 space per 30 m <sup>2</sup>	1 space per 200 m <sup>2</sup>	1 space + 1 per 20 car parking spaces
B2 General Industrial	1 space per 200 m <sup>2</sup>	1 space per 50 m <sup>2</sup>	1 space per 200 m <sup>2</sup>	1 space + 1 per 20 car parking spaces

**Table 8.1:- Parking Standards with SPG4 Kent County Council.**

8.2.3 Applying these standards to the proposed floor areas would provide the following car parking spaces set out below in Table 8.2. The number of spaces actually proposed for KIG has also been detailed within this table.

KIG Site Summary - ALL ELEMENTS			
Building	Land Use	KCC Provision	Proposed provision
Warehousing Element	B8	2629	2097
SBU	B2	55	40
3 storey Offices	B1	287	220
<b>Total All Elements</b>		<b>2971</b>	<b>2357</b>

**Table 8.2:- Parking provision within SPG4 and that actually proposed**

8.2.4 The above table highlights that KIG will provide 80% of the parking set out within SPG4. This will provide a restricted approach that will seek to encourage an overall decrease in car trips to and from the site.

8.2.5 The figure set out above is therefore considered entirely appropriate. The restrictive approach is then complemented by the other measures set out within the body of this document that seek to bring about the overall change in travel behaviour and ensure that in terms of travel the site operates in a sustainable manner.

### 8.3 Management of Parking

8.3.1 The parking provision will be carefully managed to ensure that it is used efficiently. The parking management will take a two pronged approach addressing the needs of the day time and shift workers separately. The following sections will set out how it is proposed this will occur.

### 8.4 Shift Workers

8.4.1 The shift workers will have less sustainable travel modes available to them due to the hours that they will work and hence it is assumed that levels of car drivers will be higher for these workers.

8.4.2 The shift workers will have their own allocation of spaces and these will be located favourably closest to the building they are working within.

8.4.3 Upon commencing their employment at KIG they will be provided with a car sticker identifying them as a shift worker. This will entitle them to their 'shift worker' space. Spaces will be clearly marked using red paint for the delineation of the spaces.

8.4.4 Within this area of parking two further subsections will be identified. Car sharing, discussed later within this document, will be strongly encouraged especially within the shift worker population as they have more limited alternative travel opportunities compared to the day time workers.

8.4.5 To link into the targets set out within section 7 which will seek to encourage a percentage of car sharers once the initial site survey is undertaken. A provision of the percentage of required car sharers will be segregated from the total 'shift worker' spaces for those arriving with one or more people in a car. These will be clearly signed as 'shift worker car share spaces', for example +1.

### 8.5 Day Time Workers

8.5.1 The day time workers will have a number of sustainable travel options available to them. The bus and trains will run on a more frequent basis and the day light hours will be more favourable to walkers and cyclists. As a result it is proposed that this provision of car parking spaces will be provided further from the buildings and in less favourable proximity to the buildings, thus discouraging site users to drive to work.

8.5.2 These spaces will be delineated with green paint and clearly separated from the 'shift worker' spaces. Day time workers will not require any type of car sticker as all those without stickers will be presumed to be day time workers.

8.5.3 Again, within this, a further subsection will be provided that allocates specific spaces to car sharers. These spaces will be the most favourable location with the 'Day Time Worker' section and will be clearly marked.

## 8.6 Disabled Site Users

- 8.6.1 Disabled spaces will be provided within each parking section and the standards set out with SPG4 will determine the provision. SPG4 sets out that 6 spaces plus 2% of the overall capacity must be provided for a site the size of KIG. These spaces will be clearly marked in blue.
- 8.6.2 These will be allocated closest to the buildings for which they are designated regardless of day time or shift workers. Disabled workers will be required to display the relevant disabled badge (typical blue badge).

## 8.7 Enforcement

- 8.7.1 Checks will be undertaken throughout the day times to ensure that vehicles are parked within their correct location.
- 8.7.2 A penalty to any vehicles parked inappropriately will be imposed. This is likely to be in the form of a financial fine and details of offending parkers will be provided to their relevant employer.

## 8.8 Cycle Parking

- 8.8.1 Cycle parking will again be provided inline with the guidance set out within SPG4. Encouraging the uptake of cycling will be discussed within the body of this document. Providing sufficient parking will complement the measures proposed and further encourage it.
- 8.8.2 The cycle parking will be located in locations favourable to the cyclist in an area that is well lit, sheltered and secure. Table 8.3 sets out the proposed provision.

KIG Site Summary - ALL ELEMENTS		
Building	Land Use	KCC Provision
Warehousing Element	B8	1446
SBU	B2	14
3 storey Offices	B1	43
Total	All Elements	1503

**Table 8.3 Cycle Parking Provision**

## 8.9 Power Two Wheeler (PTW) Parking

- 8.9.1 The use of PTWs is widely encouraged within many travel plans. Although they still produce emissions they are less than that of a car and this encouraged. They also can aid in reducing congestion as take up less road space than a car.
- 8.9.2 Parking will be provided throughout the site inline with KCC guidance document SPG4. The provision is set out below in table x.4.

KIG - Motorcycle Parking		
Building	Land Use	KCC Provision
Warehousing Element	B8	138
SBU	B2	4
3 storey Offices	B1	22
Total All Elements		165

**Table 8.4:- Motorcycle Parking Provision**

## 8.10 Possible Remedial Measures Associated with Parking

8.10.1 The use of remedial measures will be discussed later within this document in section 12 Possible remedial measures associated with parking could be undertaken and could be one or a variety of the following;

- (i) Reallocation of day time worker spaces to shift worker spaces;
- (ii) Funding of any legal or signing work involved in addressing any parking overspill onto local residential roads;
- (iii) Reallocation of car parking spaces for car share only spaces;
- (iv) Possible removal of car parking spaces for alternative uses;

## 8.11 Summary

8.11.1 In summary, this section sets out how KIG will manage its parking provision. By using clearly allocated spaces it seeks to offer favourable conditions to the proportion of workers to have less sustainable travel opportunities available to them.

8.11.2 Providing those staff (day time workers) that have a number of sustainable travel options available to them, with the least favourable condition for parking it is envisaged that this will further encourage the uptake of sustainable travel in favour of SOV.

## 9 EMPLOYEE TRAVEL MANAGEMENT PLAN

### 9.1 Introduction

- 9.1.1 This section will set out the measures, both “*hard and infrastructural*” and “*soft or behaviour changing*” that will be implemented to encourage the uptake of sustainable travel in favour of the private car.
- 9.1.2 To increase the efficiency of the measures, site wide and specific measures to the working patterns have been set out.

### 9.2 Measures

- 9.2.1 The following measures have been devised to support the objectives set out within this Travel Plan.

#### **“Hard Measures”**

- 9.2.2 A number of measures have been included within the design of KIG that will facilitate travel by sustainable modes such as walking and cycling. Cycle and footways will be provided along all internal roads providing a safe area away for the carriageway and goods vehicles for people to travel by these modes.
- 9.2.3 Cycle parking will be provided at various locations throughout the development in convenient locations close to building entrances. The cycle parking will be secure, lit, sheltered and in highly frequented areas.
- 9.2.4 Shower and changing facilities will be provided that will offer secure lockers for a change of clothes and storing of cycle equipment. This will enable cyclists to refresh themselves prior to working and safely store their belongings in a secure location.
- 9.2.5 The site will fund a number of offsite improvements to the surrounding foot and cycleways to provide better access to and from the site via these modes, thus encouraging their uptake. Improvements will be undertaken on the A20 where the current pedestrian provisions will be improved and a cycleway will be provided. The improvements proposed have been set out in drawing DWXXXX. These pedestrian and cycle links have been discussed in detail in paragraph 2.6.7.

#### **Proposed Bus Shuttle Services**

- 9.2.6 A number of shuttle services will be provide that will accommodate both the shift workers and day time workers. These services will be reviewed on an annual basis and revaluated in terms of their demand and route choices.

#### *Shift Worker Buses*

- 9.2.7 Shift worker buses will be provided to ensure a viable alternative mode of transport to that of the private car is available for the shift workers. The shift worker buses will run on a loop between Maidstone and town centre and KIG stopping off at suitable locations on the way to/from the site to pick those living locally.

- 9.2.8 The service will run between 5am and 11pm to cover all three shifts being undertaken at KIG. The exact routes of the buses will depend on the residential location of the employees. Therefore, this will be determined at a later stage in consultation with those using the service.
- 9.2.9 Should there be demand for a shuttle service to Ashford train station then this will be trialled to see if it is viable. This would enable workers to catch the train to Ashford and use the shuttle service for their onward journey to KIG, using the shuttle to their return to Ashford station at the end of their shift. Ashford train station provides access to a higher number of services operating earlier and later than those at Bearsted and would increase the access to the site from a wider number of destinations.

#### *Day Time Worker Buses*

- 9.2.10 Further bus provisions will be made available to the day time workers. The site will fund an internal shuttle service that will circulate within the site, stopping along the A20 to provide access to the bus stops as well as providing a link to Bearsted and Maidstone Station. The service will run for the benefit of the 9 - 5 workers as their hours coincide with the train services running through Bearsted train station. The shuttle service will be timetabled according to the train services in order to provide a good link from KIG to onward rail travel.
- 9.2.11 The provision of both the day time and shift worker buses will provide excellent coverage not just over the course of a day but also of the local area. These services will be monitored to ensure that they accommodate the actual demand and that the routes are the most suited to the employees using the services. Should there be demand for other services, or stops along the route then amendments can take place.
- 9.2.12 In addition to this, the site will also be designed to discourage off site travel once the employee has reached the site. A canteen will be provided on site and can be used by all site users. Convenience and ATM facilities will be available further negating the need for offsite travel. The internal shuttle will enable employees, once on site to be able to use the service to reach the canteen should it be located far from the unit within which they work, thus negating the need for car use within the site.
- 9.2.13 In addition to this pleasant areas throughout the site will be provided as areas for working breaks to take place. A number of retention ponds will be provided offering green landscaped areas that will be accessible to site users. It is proposed that these areas could also provide a pleasant place to spend lunch times during the summer/warm periods. Picnic tables and benches will be provided to encourage their usage and enjoyment.

#### **“Soft Measures”**

- 9.2.14 Measures have been proposed to increase the awareness of other travel modes. These will involve much of the methods proposed within the marketing Sub Section 6.6 which aims to maximise the site users knowledge on alternative modes to the private car.

### 9.3 Increase the Uptake of Cycling

- 9.3.1 Working inline with the hard measures already discussed a number of measures will be put in place to further encourage cycling as a mode of travel. A site wide accessibility map detailing the cycle routes within the site and those surrounding the site will be provided.
- 9.3.2 The Travel Plan Coordinator will establish communications with local cycle stores and discuss the feasibility of obtaining discounts for site users on cycles and cycle accessories. Further financial assistance will be made available by the provision of an interest free loan or salary sacrifice scheme to enable the purchase of cycles.
- 9.3.3 In addition to this free cycle helmets and water bottles will be provided to cyclists who have cycled into work. The feasibility of offering other such promotional items such as high visibility clothing or cycle pumps will be considered by the Travel Plan Coordinators.
- 9.3.4 Cycle repair facilities such as a puncture repair kit and pumps will be provided throughout the site and available to all cyclists. Safety and maintenance advice leaflets will be available throughout the site and on notice boards.
- 9.3.5 Cycle training will also be actively encouraged throughout the site and details of qualified training instructors will be listed. Travel Plan Coordinators will encourage cyclists to register their interest in taking part on a cycle training course. The Travel Plan Coordinators will then organise for this to take place. Depending on the number of people interested in taking part the cost will vary. KIG will investigate the feasibility of subsidising the cost if required.
- 9.3.6 Details of local cycle groups will be provided. The provision of information will be placed on notice boards, within newsletters, via email updates and within the Travel Packs issued to all new starters at the site.
- 9.3.7 Measures such as a cyclist's breakfast will be provided where all those cycling to the site will be able to claim a free breakfast once a month. This will provide the opportunity for like minded cyclists to meet each other and form friendships/potential cycle partners. Measures such as this will be highly visible within the canteen and an area advertising the free cyclist's breakfast will be made to further promote the perk to non cyclists encouraging them to consider it.

### 9.4 Increase the Uptake of Walking

- 9.4.1 Measures to encourage walking will include raising the awareness of the health benefits of walking to and from the site everyday. Examples of calories burnt in an average journey to the site will be used as examples and displayed on notice boards and within newsletters/email updates and Travel Packs.

### 9.5 Increasing the Uptake of Public Transport

- 9.5.1 Provision of route spider maps and time tables of rail and bus services will be located throughout the site on notice boards and within Travel Packs. Travel Plan Coordinators will ensure that up to date information is presented.

9.5.2 The site wide accessibility map will provide the location the stops of the internal shuttle service providing a link to Bearsted Train Station. The stops of the external bus services will also be detailed on the map.

9.5.3 KIG will also offer an interest free loan or salary sacrifice package that will enable employees to purchase seasons tickets either the buses or the trains.

## **9.6 Increase the Uptake of Car Sharing**

9.6.1 A car share database will be provided at KIG. In order to provide bespoke measures to suit the differing working hours it is proposed that either two car share databases or one which is able to divide into sub sections are available on site.

9.6.2 A car share database will be set up for those working the daily 9 – 5 working pattern and another car share database will be set up for those working on a shift pattern. Therefore those with similar working patterns can be paired with appropriate car share partners.

9.6.3 The car share database will be promoted regularly and where possible inline with nationwide events such as “Car Share Week”. Prize draws will be carried out at frequent intervals for those registered to a car share database. Prizes such as supermarket vouchers would be viable options.

9.6.4 Details of the car share databases will be set out within the Travel Packs and on promotional posters throughout KIG.

## **9.7 Summary**

9.7.1 A summary of the site wide been set out in Table 9.1 below.

Site Wide Measures			
Objective	Measure	Responsibility of	To be Implemented by
Increase awareness	Travel Packs Hard/Electronic	Travel Plan Coordinator (TPC)	Opening
	Information points and notice boards	TPC	Prior to Opening
	Travel Information of site intra/internet	TPC	Prior to Opening
	Contacts for TPC/Champion	TPC	Opening/Ongoing
	Newsletters Hard/Electronic	TPC	Opening/Ongoing
	Promotional events	TPC	Opening/Ongoing
	Focus groups/lunches	TPC	Opening/Ongoing
Increase the uptake of Cycling	Provision of secure, lit and sheltered cycle parking	Developer	Prior to Opening
	Provision of shower and locker facilities	TPC	Opening
	Provision of cycle routes within the site	Developer	Prior to Opening
	Provision of new cycle routes on the external highway network surrounding the site.	Developer	Prior to Opening
	Promotion of any established discounts with local Cycle Stores	TPC	Opening
	Map detailing cycle routes within vicinity of the site	TPC	Opening
	Example cycle times to the surrounding train stations	TPC	Opening
	Details of cycle parking facilities at local train stations	TPC	Opening
	Provision of financial assistance with the purchasing of cycle, cycle equipment and walking equipment.	TPC	Opening/Ongoing
	Provision of cycle pumps/puncture repair kits from TPCs/Champions	TPC	Opening
	Provision of information and promotion of "Cycle to Work Week"	TPC	Opening
	Provision of financial assistance with cycle proficiency training.	TPC	Opening
	Development of a Bike User Group (BUG)	TPC	Opening/Ongoing
Provision of free cycle helmets and water bottles for cyclists	TPC	Opening	
Increase the uptake of Walking	Improved local footways and pedestrian links	Developer	Prior to Opening
	Provision of shower and locker facilities	Developer	Prior to Opening
	Map detailing local routes to and from the local residential area	TPC	Opening
	Well lit and wide footways	TPC	Opening
Increase the uptake of Public Transport	Provision of local bus and train timetables within the Travel Pack/Notice boards.	TPC	Opening
	Provision of spider diagrams highlighting the route options	TPC	Opening
	Details of the locations of nearest bus stops and trains stations	TPC	Opening
	Provision of interest free loan for the purchase of a season ticket.	TPC	Opening
	Improvement to Bus stops?	Developer	Prior to Opening
	Provision of suitable walking and cycling routes to these.	TPC	Opening
	Provision of a internal bus service	TPC	Opening
Increase the uptake of Car Sharing	Provision of Car Share only parking spaces	Developer	Prior to Opening
	Promotion of the benefits of Car Sharing	TPC	Opening/Ongoing
	Prize draws for those arriving at the site in a shared vehicle	TPC	Opening
Reducing the need to Travel Off Site	Provision of information on teleconferencing where possible.	TPC	Opening
	Provision of canteen areas negating the need to travel offsite for lunch	Developer	Prior to Opening
	Attractive outdoor eating areas making use of surrounding the landscaped ponds	Developer	Prior to Opening
	Encouragement of local catering companies to deliver lunches upon order	TPC	Opening
	Internal Pool Cycles for use around the site	Developer	Prior to Opening
	Use of an internal trip register so that external trips can be coordinated where possible	TPC	Opening
	Provision of ATMs	TPC	Opening

Table 9.1:- Site Wide Measures

- 9.7.2 Further to this the measures specific to those working on a 9 – 5 basis have been set out below in Table 8.2.

Nine - fivers (Small Business Units and Office Aspect)			
Objective	Measure	Responsibility of	To be Implemented by
Increase the Uptake of Car Sharing	Formation of a Car Share database for day time workers. This is to be available to other local companies in the vicinity of KIG	TPC	Prior to Opening
	Promotion of Kent car share www.kentcarshare.com	TPC	Prior to Opening
	Priority parking for car sharers.	TPC	Prior to Opening
Increasing the uptake of Public Transport	Ability to work flexi time to suit public transport timetables where possible.	TPC	Prior to Opening
	Ensure surrounding bus stops are well lit	TPC	Prior to Opening
	Provision of a shuttle bus service around the site and to Bearsted Train Station	TPC	Upon Occupation

**Table 9.2:- Measures Specific to 9 – 5 Workforce**

- 9.7.3 The measures specific to the shift workers have been detailed below in Table 8.3.

Shift Workers (Warehouse Aspect)			
Objective	Measure	Responsibility of	To be Implemented by
Reduce the need to Travel	Local area only Workers Bus	TPC	Upon Occupation
	Provision of on site catering facilities	TPC	Upon Occupation
Increase the Uptake of Car Sharing	Car Share Database of all shift workers	TPC	Upon Occupation

**Table 9.3:- Measures Specific to Shift Workers**

- 9.7.4 The above measures ensure that the appropriate employees are targeted with the most effective measures possible, ensuring a reduction in car usage across the site, and beyond, over time.
- 9.7.5 The Travel Plan is an evolutionary document that will change and develop over time to ensure that it continues to meet with the demands of the site users. As mentioned the Travel Pack will include a form or website location that will enable site users to provide feedback on the measures in place. The organisation of focus groups will also provide a place for site users to voice any concerns or suggestions on the Travel Plan.
- 9.7.6 The monitoring and review procedure will again provide a further method to check the significance of the measures implemented on site. This will ensure that over time the measures implemented are current and continue to meet the needs of the site users on going and into the future.
- 9.7.7 In conclusion this section highlights the wide provision of measures both *hard or infrastructural* and *soft or behaviour changing* that are to be implemented on site.
- 9.7.8 The re evaluation of measures on an annual basis and the number of feedback opportunities available to site users will ensure that the measures remain targeted and relevant.

## 10 FREIGHT MANAGEMENT PLAN

### 10.1 Introduction

10.1.1 The Freight Management Plan (FMP) will be implemented throughout the site and will also be a responsibility of the Travel Plan Manager.

10.1.2 The measures imposed seek to reduce any negative impacts created as a result of the HGV movements to and from KIG.

### 10.2 Measures

10.2.1 Modern logistics practice seeks to operate interchange facilities such as KIG as efficiently as possible. As transporting goods is their business it seeks to minimise its operating costs by ensuring driver time and fuel are efficiently utilised. This coupled with a shortage of HGV drivers means that current logistic practices are already carried out implementing a number of measures to increase efficiency. The UK Distribution Industry is recognised in the Governments Sustainable Distribution strategy as being amongst the most efficient.

#### ***Goods Vehicle Booking System***

10.2.2 A number of interchange facilities such as KIG operate a vehicle booking system as part of their normal supply chain process. This ensures that inbound and outbound movements are coordinated and that vehicle waiting times to offload goods are minimised. This will also ensure that vehicles are not left stacking waiting for long periods of time before they can offload their goods.

10.2.3 A vehicle booking system is proposed at KIG to ensure that all movements are accounted and planned for to ensure they can be comfortably accommodated at the area they are destined for within KIG. This will take the vehicular caps into consideration to ensure that they are not breached.

#### ***Goods Vehicle Routing***

10.2.4 A vehicle routing strategy will be put in place for KIG. The location of the site so close to Junction 8 of the M20 enables HGVs to leave the strategic network and then almost immediately enter the site negating the need to travel along any local roads and therefore impacting upon them. The route that the HGVs will take from the M20 to KIG has been shown on Plan DWXX. This route will remain in place during the event of Operation Stack.

10.2.5 This highlights the excellent position of the site in terms of enabling freight to leave the motorway network. Freight is able to leave the M20 at junction 8 and head north on the A20 where it will enter the site. Despite the obvious route being the proposed route a routing strategy will ensure that this is route is adhered to and thus minimise the likelihood of vehicles travelling on local roads surrounding KIG.

- 10.2.6 Clear signage will be set out along the M20, the M20 offslips and the junction with the A20 to ensure clear directions to the site are provided. Signage will be provided inline with the guidance provided by the DfT within their document Local Authority Freight Management Guide.
- 10.2.7 Communicating the proposed vehicular route will be done so via clear signage as mentioned above and through the use of information maps. These will be provided in the Freight Drivers Information Pack as well as on the internet of the proposed development. The Travel Plan Manager would assess the feasibility of ensuring that these maps were available at the ports, on the ferries or from the surrounding service stations.
- 10.2.8 Should a FQP be established then it would be effective to merge the proposed route map with other wider freight vehicle strategies. The Travel Plan Manager will investigate the feasibility of carrying this out.

#### ***Emergency/Incident Goods Vehicle Stacking***

- 10.2.9 In addition to this, space within site can be utilised in the event of an incident on the surrounding network. As such, if an incident was reported on the M20 and vehicles were unable to access to motorway due to stationary traffic then HGV's would be able to utilise space in the lorry parking area and not have to wait on the external network creating congestion. Further details of this have been set out in the previous paragraph 2.6.3.

#### ***Goods Vehicle Parking and Site Layout***

- 10.2.10 The site layout has been designed to ensure that vehicles are not stacking back onto the external network at any point. Further to this a lorry park area is provided to enable lorries to park and rest so that they do not exceed the driving time within the vehicle.
- 10.2.11 With the European Union Drivers Hours direction 3820/85 requiring drivers to take specific breaks and rest periods it is important that lorry drivers have areas that they are able to park up at. Providing these facilities will ensure that vehicles will be parked off of the surrounding network minimising their impact on the surrounding area and ensuring the security of their cargo.

#### ***Encouraging the use Fuel Efficient Goods Vehicles***

- 10.2.12 Owing to increasingly stringent European legislation, individual lorries' pollution levels are decreasing. However, in 2005 the Department for Environment, Food and Rural Affairs reported that CO<sub>2</sub> emissions from road hauliers increased by more than a third between 1990 and 2002. Road freight now accounts for 8% of UK CO<sub>2</sub> emissions. Whilst the main objective of the whole development is to remove freight from road onto rail the freight must still be transferred to (or from) KIG by road. As a result the Travel Plan Manager will provide information of fuel efficient vehicles and where possible encourage haulier companies to consider more fuel efficient vehicles.

**10.3 Summary**

10.3.1 A summary of the following measures have been proposed to ensure that the HGVs travelling to and from KIG are carefully managed. Best practice measures as well as those suited to the nature of KIG have been used to create the following set of measures. These can be seen below on Table 10.1.

Freight Management Measures			
Objective	Measure	Responsibility of	To be Implemented by
Ensure sequencing of Inbound/Outbound movements	Operations of a Vehicular Booking System to ensure the Vehicle caps are not exceeded.	Travel Plan Manager	Prior to Opening
	Restrictions of HGVs on certain roads?	Travel Plan Manager	Prior to Opening
Minimize Impacts of Surrounding Roads	Route strategy to be provided to all drivers providing details of the route to be taken from the M20 to KIG. Signage to the site will be provided.	Travel Plan Manager	Prior to Opening
	Freight Driver Information Packs to be made available to drivers detailing information such as the vehicle route strategy and where refreshments can be obtained negating the need to travel into the local area.	Travel Plan Manager	Prior to Opening
	Provision of telephone helpline to assist drivers in reaching the site	Travel Plan Manager	Prior to Opening
	Alternative use of lorry park as a stacking area should there be a major incident on the M20	Travel Plan Manager	Prior to Opening
	Sufficient area within the curtilage of the site to ensure vehicles are not stacking onto the external network when accessing the site.	Travel Plan Manager	Prior to Opening
	Improve Vehicle Standards (reduce noise and air quality impacts)	Travel Plan Manager	Prior to Opening
Encourage wider efficiency of Freight Travel	Join FQP	Travel Plan Manager	Prior to Opening
	Encourage neighboring to cooperate with each other with potential to align traffic management procedures	Travel Plan Manager	Ongoing

**Table 10.1:- Proposed Freight Management Measures**

10.3.2 The above measures will be implemented upon the opening of KIG. The measures will form part of the wider site wide package of sustainable travel measures and like these will be monitored and reviewed on an annual basis.

10.3.3 Monitoring and reviewing these measures will ensure that they remain relevant and effective therefore maximising the effectiveness of the FMP.

## 11 CONSTRUCTION WORKER TRAVEL MANAGEMENT PLAN

### 11.1 Introduction

11.1.1 This section will set out the measures that will be in place throughout the site during the construction stages of the development.

11.1.2 Due to the length of time of the construction period, ensuring vehicular movements are carefully managed and minimised will decrease any associated impacts on the surrounding road network.

11.1.3 The project manager will be responsible for appointing a Construction Travel Plan Coordinator for the construction period.

11.1.4 This chapter can be disregarded once all the construction phases of KIG have been completed. Due to this, the issues of vehicular caps, measures and monitoring requirements will all be set out within this chapter.

### 11.2 Vehicular Caps

11.2.1 To be determined.

### 11.3 Measures

11.3.1 Keeping costs down during the construction stages is paramount to any project and parts of these costs are associated with the logistical element of moving materials and workers to, from and within the site. The following set of measures has been devised to ensure that travel is used efficiently on site as minimal impacts arise.

#### ***Operation Hours***

11.3.2 The start and finish times of the workers will be outside the network peak hours of 08.00-09.00 to 17.00-18.00. The actual hours of operation will be decided upon by the construction company so long as they do not start or finish in these peak hours.

#### ***Construction Worker Travel Packs***

11.3.3 Due to the length of time the construction workers are likely to be working on the site the distribution of an information pack detailing travel modes to and from the site will be provided.

11.3.4 The packs will contain;

- (i) A site location map with highlighted access points for workers/deliveries;
- (ii) Public transport timetables and route maps in vicinity to the site;
- (iii) Details of the proposed shuttle services;
- (iv) Details of worker accommodation;
- (v) Details of car share databases such as [www.kentcarshare.com](http://www.kentcarshare.com).

### ***Deliveries Route Strategy***

- 11.3.5 The deliveries of construction materials will be done so following the same route proposed for the operational HGVs. This has been discussed previously within Section 10, paragraphs 10.2.4-8 and can be seen on Plan DWXX.
- 11.3.6 Deliveries will also be carefully managed to ensure that materials are delivered on site in a just in time fashion. This will negate the need for storage areas and the re moving of materials once they have been delivered.
- 11.3.7 Clear signage will also be provided from junction 8 of the M20 to the site access. Internal signage will be used to ensure vehicles can drop materials at the exact location they are required to eliminate the need for further movements within the KIG.

### **11.4 Employee Shuttle Service**

- 11.4.1 Shuttle services will be provided for the construction workers. The shuttle service will provide links from the site to Bearsted train station as well as undertaking a loop within the site providing access to all areas. The shuttle service will be timetabled to fit in with the train services and in turn shift patterns will be determined according to these times.
- 11.4.2 Shift times will be staggered to enable those further away to finish before those closer to the access and as a result enable one service to pick up all the workers in one loop before leaving the site to go to Bearsted train station.
- 11.4.3 Another shuttle service will provide access to the local residential areas and the worker accommodation/hostels that will be provided. This will run in a loop like the station shuttle and although timings are less restricted will run inline with the station shuttle as the shift times will be determined by this.

### ***Construction Worker Accommodation/Hostels***

- 11.4.4 Accommodation/hostels maybe made available for the construction workers at a subsidized rate to enable them to locate close to the site and take advantage of the shuttle services.
- 11.4.5 Location to be determined....

### ***Restricted and Priority Car parking***

- 11.4.6 Parking on site will be restricted to discourage workers from bringing cars onto the site. Further to this, a proportion of these spaces will be allocated for those arriving to work shared cars or vans.

### ***Tool Storage Facilities***

- 11.4.7 Construction workers often require the use of many tools which are heavy and not easily transported. As a result they often have little choice but to drive with their equipment to and from their place of work. KIG proposes to provide a secure storage facility of site so that construction workers can store their equipment safely on site over night.

11.4.8 In doing this, it will enable the construction workers to leave their equipment on site and travel to and from work using a sustainable mode or share with another worker.

## 11.5 Summary of Measures

11.5.1 In summary the above section confirms KIG's commitment to sustainability at all time scales of its lifetime. The below Table 11.1 sets out the proposed measures, who is responsible for them at the time at which they must be implemented.

	Travel Plan Measure Action Target	Responsibility	Target Date
Increase sustainable travel awareness and provide details of measures	Construction worker travel pack	Construction Project Manager	Upon obtaining a construction start date
Minimize impact on surrounding roads	Deliveries route strategy		
Discourage car travel to and from KIG	Restricted and priority car parking		On month prior to construction commencement
	Tool storage facilities		Upon commencement of construction

**Table 11.1:- Construction Worker Travel Plan Measures**

11.5.2 PHASING OF DEVELOPMENT NEEDS TO BE DETERMINED AS THIS WILL AFFECT THE TIMESCALES AND MONITORING!

## 11.6 Monitoring

11.6.1 Automated traffic counters will be put in place at the access points of the site to enable monitoring of the operational movements. This is discussed with the next section in paragraphs 12.3.1/2. This monitoring method will also be undertaken during the construction phases to ensure the vehicular caps are not exceeded.

11.6.2 The automatic traffic counters will collect classified data which means it will be able to distinguish between heavy and light vehicles. This will then be able to provide information both the heavy and light vehicle caps.

11.6.3 The site Construction Travel Plan Coordinator will be required to monitor this data on a monthly period. A meeting will be held with site management every month to discuss the Construction Travel Management Plan and its ability to not exceed the vehicular caps. KCC will be invited to attend all meetings.

11.6.4 Formal annual reports on the vehicular movements to, from and within the site will be submitted to KCC.



## 11.7 Summary

- 11.7.1 This section provides clear evidence of management of the construction movements taking place to, from and within KIG. Communications between KIGs site management and KCC will be maintained throughout the construction phases.
- 11.7.2 This will be closely monitored to ensure its success with monthly meetings and formal annual reporting.

## 12 MONITORING AND REVIEW

### 12.1 Introduction

12.1.1 The monitoring of the Travel Plan will follow the below methodology. It will take a two pronged approach in order to address both the employee and freight travel movements.

12.1.2 The major objective of the Travel Plan will be to effect a reduction in the use of private cars for employee commuting. It will then seek to ensure that the freight movements are operating within the vehicle cap targets set out with section xx of this document.

### 12.2 Employee Monitoring

12.2.1 The monitoring of the employee travel will also be undertaken following a two pronged approach and will commence from the outset. The first will be the vehicular cap monitoring and surveying according to iTrace. The second will involve third party monitoring of the site in accordance with the TRICS Standard Assessment Methodology.

#### *Vehicle Cap Monitoring*

12.2.2 An Automatic Traffic Counter will be in place at the access to the site. Will this will provide continuous 24 hour data for the KIG. The vehicle caps will apply from the first day of KIG opening and these will therefore be monitored from the outset and remain monitored in perpetuity.

12.2.3 Vehicle numbers will report on a month basis to discuss the hourly and daily maximum vehicular caps. This will be done in liaison with KCC and breaches of any caps will then be identified.

12.2.4 KCC recommend that the monitoring of the Travel Plan will be undertaken using the iTrace system. iTrace is a piece of software that has been development to aid the management of Travel Plans. It has been developed by iBase and WESTTRANS after receiving funding by TfL.

12.2.5 iTrace has recently expanded from use within just London to wider areas around the UK. The system enables a standard methodology to be undertaken when carrying out the baseline and monitoring surveys as required by the Travel Plans. The database offers the following;

- (i) Sophisticated mapping and database technology;
- (ii) Fast and simple access to information including adding and editing details;
- (iii) Geo-location of organisation maps;
- (iv) Easy attachment of documents and related data to the site;
- (v) Predefined reports;

- (vi) Analysis of individual Travel plans against targets, planning conditions and obligations;
- (vii) Workplace access to site audits and staff survey tools;
- (viii) Online site audits;
- (ix) Online or paper based staff questionnaires;
- (x) A standard methodology;
- (xi) Draft travel plan reports automatically.

12.2.6 It is proposed that KIG will undertake its informal monitoring of employee travel according to iTrace. The survey methodology proposed by iTrace involves undertaking a site audit which will be undertaken within a month of KIG opening. The site audit collects data about the sites characteristics, current transport provisions and Travel Plan measures. It is proposed that the Travel Plan Manager will undertake this upon opening of KIG. A copy of the site audit has been included with Appendix XX.

12.2.7 A travel survey must then be undertaken. The survey takes the form of a questionnaire that will be distributed throughout the site. The targets set out paragraph 7.2.7 will be measures using data collected from asking the relevant questions to the employees. These additional questions will therefore be added onto the iTrace standard questionnaire. It is proposed that the Travel Plan Manager will coordinate the survey period. The Travel Plan Manager will provide the Travel Plan Coordinators with the iTrace standard assessment questionnaires which in turn will be passed onto the Champions for distribution within their aspect. A copy of the questionnaire has been provided at Appendix XX.

12.2.8 The Champions will then be required to provide a summary sheet of questionnaire results which will be handed to the relevant Travel Plan Coordinator. Details of how they propose to distribute the questionnaire and collate the data will be a requirement within their pro forma Travel Plan. In terms of summary it is envisaged that the Champion adds up all the responses to each questionnaire and provides an overall sheet with the total numbers of the Travel Plan Coordinator. The Travel Plan Coordinator will then collate these into a summary to provide to the Travel Plan manager who will prepare the monitoring report.

12.2.9 It is envisaged that this is carried out annually and will provide vital evidence to the Travel Plan Manager on the success of the Travel Plan.

### ***Formal Monitoring***

12.2.10 A multi modal trip survey will be performed in accordance with the Standard Assessment Methodology (SAM) of TRICS. TRICS is a database which provides trip information about a variety of sites throughout the United Kingdom. Recently, the TRICS database has included information regarding Travel Plans implemented within the sites on their database. These surveys will be undertaken by a third party company who are recognised by TRICS as suitable for the data collection.

- 12.2.11 Inline with this, there are two parts to a TRICS compatible survey:
- (i) A survey (person count) on a randomly chosen day, recording all trips and journey purpose, by all modes, to and from the site.
  - (ii) It is envisaged that the survey will be undertaken over a 12 hour day. Although this excludes certain shift worker movements the importance lies on the day time workers who trips will be undertaken during the wider network peak hours.
  - (iii) An interview with the Travel Plan Coordinator to establish the measures of the Travel Plan.
- 12.2.12 The site management will fund the cost of gathering formal monitoring data. Further information on the survey methodology can be found at;
- [www.trics.org](http://www.trics.org)
- 12.2.13 Information gathered through the monitoring process will be included within a Monitoring Report, prepared by the Travel Plan Coordinator for submission to the Highway Authority annually.
- 12.2.14 The Travel Plan Coordinator will compile a Monitoring Report every 12 months. This will outline the results of a Travel Plan surveys, both in terms of the Travel Survey and TRICS data collection survey. The monitoring report is designed to establish the level of success of the Travel Plan in achieving a change in travel patterns to the development site.
- 12.2.15 Monitoring of the site will commence from day one and reports should be submitted every year and continue in perpetuity.
- 12.2.16 The monitoring report must include the following pieces of information;
- (i) Organisation name and site address
  - (ii) Recap of the sites Travel Plans objectives and agreed targets
  - (iii) Monitoring methodology (how and when the data was gathered etc)
  - (iv) Summary of results, presented in relation to agreed targets
  - (v) Progress against agreed measures
  - (vi) Corrective measures to get the Travel Plan back on track should the targets not be met
  - (vii) Proposals to develop the Travel Plan in the future.
- 12.2.17 Of course the above is subject to planning permission being obtained, the construction details and the scheme being let.

12.2.18 Clearly this process will be on going for the life of the Travel Plan. Once the necessary targets have been set and a follow up survey undertaken of staff travel patterns, these will be discussed with the Council.

12.2.19 Should the Travel Plan meet its set targets it is envisaged that it will still continue but on a voluntary basis and this ensuring longevity of its sustainable aspirations.

### 12.3 Freight Management - Monitoring

12.3.1 The vehicle monitoring will be undertaken to enforce the vehicle cap targets set out in Section 7. This will involve the installation of a vehicle counter at the entrance to KIG and will continue in perpetuity.

12.3.2 Data will be collected constantly and monthly reports will be compiled by the Travel Plan Manager. Formal submissions to KCC of data will be done so annually, although 6 monthly meetings will be held internally with the board of management that both KCC and the Highway Agency will be able to attend. This will ensure that communications and partnerships are maintained throughout the life of the Travel Plan.

12.3.3 After the first two years of surveying and upon success of meeting with the vehicle cap targets KIG will submit formal reports to KCC every year.

12.3.4 If the average number of goods vehicle movements exceeds the relevant vehicle cap then this will automatically trigger a set of remedial actions that must be put in place.

12.3.5 In addition to this, the site will be subject to random surveys using either Automatic Number Plate Recognition (ANPR) equipment or similar to ensure that freight vehicles destined for KIG are travelling along the strategic route.

### 12.4 Remedial Measures

12.4.1 The site will incur a penalty in the form of financial payment to KCC in the event of the average vehicle cap targets being exceeded..

12.4.2 Remedial measures associated with car parking have been set out within section 8, these include the following;

- (i) Reallocation of day time worker spaces to shift worker spaces;
- (ii) Funding of any legal or signing work involved in addressing any parking overspill onto local residential roads;
- (iii) Re-allocation of car parking spaces for car share only spaces;
- (iv) Possible removal of car parking spaces for alternative uses;

12.4.3 Further to this, remedial measures will be put in place in the event that the employee targets are not met. These will be;

- (i) Notification of failure to meet its targets;

- (ii) Additional shuttle service provision provision;
- (iii) Meeting with Travel Plan Management Structure, KIG Board of Management, KCC and Kent Highways Authority to discuss way forward;
- (iv) Increase in the running of travel awareness campaigns;
- (v) Redistribution of parking spaces, increasing car share spaces in favour of other spaces;
- (vi) Possible parking restrictions.

## 12.5 Summary

12.5.1 This section sets out how the success of the Travel Plan measures will be determined throughout the life of the Travel Plan. Due to the number of individuals within the Travel plan Management Structure it is important that there are sufficient resources to undertake monitoring surveys voluntarily through out the year to ensure that the travel plan is continuing to meet the needs of the site users and that it is on track to meet its formal targets set out in Section 7.

### 13 SUMMARY AND CONCLUSION

- 13.1.1 This Travel Plan has been prepared in support of the planning application for Kent International Gateway, an Inter-Modal Freight Transfer Site to be located to the east of Bearsted, Kent. The site shall be referred to as Kent International Gateway (KIG) here on after. This Travel Plan is to be read in conjunction with the Transport Assessment submitted with the planning application.
- 13.1.2 At present, the site comprises mainly low-grade agricultural land, sporadic residential development, a small vehicle repair garage and farm buildings. It is located within the Maidstone Borough Council (MBC) administrative area, for which, Kent County Council (KCC) is the acting Highway and Transport authority with the HA being the Motorway executive agency.
- 13.1.3 The proposals seek to provide an inter-modal rail transfer facility, warehousing with associated administration and some smaller commercial units of B1/B2/B8 nature on a site totalling XXsqm.
- 13.1.4 The overall aim of the development is to provide a site that enables freight currently being carried by HGV to be transferred onto the rail network and thus reduce millions of goods vehicle kilometres across the UK per year benefiting the wider strategic network. It seeks to greatly reduce pressure on already congested areas such as the Dartford Crossing and the M25 London Orbital capturing goods traffic from both Folkestone and Dover shipping ports.
- 13.1.5 The Travel Plan will seek to provide clear initiatives to encourage all employees to access KIG via non car modes; this is a requirement of KCC. In line with this it seeks to implement measures to ensure minimal impacts are associated with the goods vehicles accessing and egressing the site.
- 13.1.6 This document acts as a site wide Travel Plan and incorporates all aspects of the site uses to ensure its implementation is consistent and efficient.
- 13.1.7 The key initiatives proposed to be introduced by the Travel Plan comprise;
- (i) Promotion of walking;
  - (ii) Promotion of Cycling;
  - (iii) Promotion of Public Transport;
  - (iv) Increases sustainable awareness;
  - (v) Provision of onsite facilities;
  - (vi) Routing of HGV Traffic;
  - (vii) Careful scheduling of in/out bound HGVs
  - (viii) Established communication between Travel Plan Coordinator, Kent County Council, Maidstone Borough Council and the Highway Agency;

(ix) Monitoring and Review according to relevant aspects requirements.

- 13.1.8 This document provides clear evidence of management of the vehicle movements associated with the construction phases. This period will be subject to close monitoring and submission of reports to KCC.
- 13.1.9 Clearly KIG is committed to ensuring the success of this plan's aims of encouraging the use of non car modes of travel to the site for all employees.
- 13.1.10 It can therefore be concluded that the framework established by this Travel Plan is sufficiently robust to deliver more sustainable travel choices in relation to the site. At the same time, it maintains a degree of flexibility to enable the Travel Plan to respond to changing circumstances and continue to deliver more sustainable transport choices into the future.

=0=0=0=

**APPENDIX 2**

**HA response to the Travel Plan, dated 24 August 2009**



## KENT INTERNATIONAL GATEWAY - TRAVEL MANAGEMENT PLAN REVIEW

24 AUGUST 2009

1.1.1 PB has been commissioned by the Highways Agency to review Royal Haskoning's proposed Travel Plan for Kent International Gateway (KIG). Our comments on the first version were issued on the 23 July 2009. These were then discussed in a meeting with Royal Haskoning and KCC on the 6 August and a revised version of the travel plan was then received on the 19 August 2009.

1.1.2 We are aware that some of the tables and text still require completing, but we are pleased to see that the majority of our comments have been addressed. The table below, sets out each of the issues we raised and if / how they have been addressed.

1.1.3 At our meeting on the 20 August, we discussed that this document be revised so that it can be appended to a statement of common ground, being produced for the 1 September. Because the Travel Plan will not now be finalised by 1 September this revised version should clearly highlight the areas which are still to be agreed, such as the financial penalties.

### 1.2 Targets / Caps

1.2.1 Section 7 of the document introduces car targets and HGV targets.

1.2.2 On the basis of the agreed trip generation for the KIG scenario, we are anticipating the following caps will be included within this section of the travel plan:

- The car peak is a maximum of 273 cars inbound in the AM peak (between 0800-0900 hours) and 278 cars outbound in the PM peak (between 1700-1800 hours).
- The HGV peak hour cap is a total of 78 HGVs in one direction in each peak hour (between 0800-0900 and 1700-1800 hours respectively).
- The HGV daily maximum is a total of 3910 HGVs (3402 plus 15%) in a 24 hour period commencing at midnight.
- The construction worker cap is a total of 220 car trips in one direction in each peak hour (between 0800-0900 and 1700-1800 hours respectively).

1.2.3 Section 7.2.9 has now removed the proposed car driver target for the site as a whole. The transport assessment has assumed 79% car drivers, which may be the most appropriate for Year 1. However, we would expect that this will be reduced over time to a more sustainable proportion, such as the 61% mentioned in the previous version of the travel plan.

### 1.3 Parking

1.3.1 The travel plan now includes a detailed parking strategy for the site.

1.3.2 Table 8.2 lists the proposed level of parking across the whole site. These are already lower than that required by KCC's standard SPG4. However, when crossed checked with the agreed trip generation for the site under the KIG scenario, the following spaces are required:



- Warehousing element – 1813 spaces
- Industrial Units -16 spaces
- Offices – 185 spaces

1.3.3 However, on the basis that the vehicular caps are adopted within the travel plan, we are content with the level of parking as proposed in Table 8.2. If the site is not meeting the target / caps within the travel plan, then we would expect one of the remedial measures would be to remove some of the parking, as set out in paragraph 12.4.2(iv).

1.3.4 We were expecting that all workers will go through a sifting process before obtaining a car parking permit so that only those who need to drive obtain a permit and that the segregation between day and night worker parking would be more of a physical barrier, not just different colour paint.

## 1.4 Remedial Measures

1.4.1 It was discussed in our meeting on the 20 August that the remedial measures for the travel plan could incorporate contributions towards further transport interventions which may include additional capacity improvements as a last resort, such as:

- Junction 8 signalisation (if we are content that this is not required as part of the planning application)
- Improvements to the M20 Junction 8 eastbound diverge
- Improvements to the M20 / A20 link road junction
- Further improvements to the network as required when assessments of the impact in 2026 with the full LDF become available.

1.4.2 The financial contributions collected when KIG exceeds the caps and targets set by the travel plan, could be held by Kent County Council to be used for additional transport interventions as and when they are required.

## 1.5 Review of 180809 version against previous comments

1.5.1 Our detailed comments on each section are as follows:

1 <sup>st</sup> version para ref	Comment on first version	Revised version
1.1.2	The role of the HA has not been properly defined. It should read: 'The Highways Agency is an executive agency of the Department of Transport ("DfT") and carries out the highway authority functions of the Secretary of State for operating, maintaining and improving the Trunk Road and Motorway network in England.'	This has still not been done and the definition needs to reflect the text from our previous comments.
2.4.2 & 10.2.9	How many HGV's will the truck stop & HGV parking area hold?	Likely to be less than 20 and is only a facility for drivers once they are in the site
2.5.1	This paragraph refers to the site 'probably' operating on a	Has been updated



	24 hour basis. All our assumptions and work being agreed is based on the fact that the site 'will' operate on a 24 hour basis. Therefore we would require this paragraph to be updated accordingly.	
2.6.3	Refers to controlling the exit of trucks at the gatehouse during times of Operation Stack. How much capacity is there on site to hold trucks back during periods of Operation Stack?	Now gives reassurance that the site can park up HGV's during periods when they can't be released.
3.4.6	To be completed	To be completed to say the KIG will join in once KCC have established one
5.2.1	xii) the reference to 'strive' to meet targets / vehicle caps is not robust enough and could imply that meeting the targets is unimportant. We would suggest that this is strengthened and its priority moved up the list of Travel Plan objectives.	Has been updated
6.2.1	We note your intention to secure and implement the Travel Plan via a S106 Agreement. The HA are not party to S106 Agreements, but would wish to remain being consulted on the Travel Plan as it progresses and be involved in commenting on the part of S106 which refers to the Travel Plan.	No further action required
6.3.9	Refers to the meeting of the management steering group at 'frequent' intervals, but the level of frequency should be defined. We would suggest as a minimum monthly and a maximum quarterly. This can then be added to the target date in Table 6.1 for the last row on 'site wide'	Meetings are defined as monthly.
6.4.1	Are KCC signed up to itrace? This paragraph also refers to production of a monitoring report every 2 years. For a site of this size and nature, we would recommend a monitoring report is completed on an annual basis.	KCC are signed up to itrace and monitoring reports will be completed annually
7.2.4	Refers to targets being assessed formally every 24 months. We would expect to see a monitoring report on an annual basis to ensure that the site is meeting the targets	Updated
7.2.5	Paragraph needs completing	Completed
7.2.7	We suggest that a minimum of 50% of employees should complete the surveys	Not been incorporated
7.3.5	This sets out two methodologies for determining whether the HGV caps have been exceeded. The first being based on average flows across a week and the second being based on a maximum flow. We would recommend that the maximum flow approach is used as the cap should be an absolute number, not an average. The numbers used as a cap and the level of contingency (if any) will need to be updated once we have agreed the total HGV's per day.  The approach also refers to financial contributions which will need to be determined. The amount of contribution and what it will deliver needs to be resolved as soon as possible.  The caps for HGV's may need a caveat to handle occasions when Operation Stack is in place.	Average caps have been deleted. See further comments on caps in paragraph 1.2.2 above  Still to be incorporated



		Has been updated
8.2.2	ii) – refers to only 30% of staff travelling to site by other modes, whereas Table 7.1 refers to 60% and therefore clarification is sought	Has been removed
8.2.4	We have suggested that the parking provision is revised based on the different uses of the site, having separate parking areas for the shift workers. It is suggested that Table 8.2 is completed for each use on the site to provide more accurate parking provision across the site as a whole.	See comments in section 1.3 above on parking
9.2.6	Refers to 8-7 workers. This is not consistent with the Transport Assessment which refers to working between the hours of 9 and 5. Will the internal shuttle bus also link to bus stops outside the site to encourage use of bus public transport as well as rail?	Has been updated  Further information on the internal shuttle bus indicates that it will stop
9.2	An additional hard measure should be parking restrictions as discussed in response to 8.2.4 above. Parking should not ideally be provided immediately adjacent to each warehouse / office block to make it less attractive to drive and park on site.	Parking comments addressed in section 1.3 above
9.2.7	What about additional bus services for the peak hour workers?	Further information has now been provided on bus services
10.2.3	It is assumed that the vehicle booking system will also take the HGV cap into account when planning inbound and outbound movements.	Has been updated
10.2.4	This should also make reference to the same routing strategy being in place when Operation Stack is in effect.	Has been updated
10.2.6	Refers to signage off the M20. It is unlikely that the HA will allow specific signing for KIG on the mainline M20. Further information will need to be provided to the HA on the proposed signing strategy on the SRN to ensure that it is agreed.	To be provided
11.2	To be completed	See paragraph 1.2.2 for suggested cap
11.3	An additional measure should be the hours of working for the construction workers	Has been incorporated
11.3.6	Refer to comments on 10.2.6 re signing	To be provided
11.4.6	To be completed	Has been updated
11.6.3	It may be necessary to have more frequent monitoring of the construction site, especially during periods of peak construction.	Has been updated to reflect monthly monitoring
12.2	It is assumed that KIG will be carrying out the monitoring and that this will take place from day 1 of operation of the site	Updated
12.2.9	ii) it may be necessary to have surveys running over 24 hours to pick up the shift worker travel patterns	To be incorporated
12.2.12	Refers to providing a monitoring report every 24 months. See response to para 7.2.4.	Has been updated to annually



12.2.13	Refers to monitoring every other year up to year 9. Monitoring should be annual and should be completed in perpetuity.	Has been updated as required
12.2.15	Refers to 50% of occupation. This does not seem to correspond and we would expect monitoring to start from day 1 of occupation	Has been removed
12.3.3	We would recommend that KCC receive annual monitoring reports	Has been updated
12.4.1	This needs to set out what the financial payment will be specifically going towards	This needs to be done
12.4.2	Additional remedial measures could be: <ul style="list-style-type: none"> <li>➤ Further junction improvements</li> <li>➤ Additional public transport provision</li> </ul>	This needs to be updated. See comments in section 1.4 above
<b>Table</b>		
2.1	This will need to be updated	This now reflects the revised application
2.2	This will need to be updated	This now reflects the revised application
2.3	The table footnote refers to shift patterns subject to review by public transport availability. We would require that these shift patterns remain outside of the peak hours (i.e. no changeovers that will generate traffic between the hours of 8am to 9am and 5pm to 6pm)	This has been updated
2.4	This will need to be updated when we have agreed the numbers	This can now be updated
4.2	It would be useful to have the start and end times of the rail services included, as you have done for Table 4.1	This has been done
4.3	It is not clear whether the services in this table are in addition to those referred to in Table 4.2	These are in addition
6.1	See comment on paragraph 6.3.9 above.  Some of the target dates in this table will need updating to include the initial date and any future review dates.  The table refers to the initial site survey being completed upon 50% occupation. We would require surveys and monitoring to be completed annually from first occupation.  The table refers to repeat surveys being completed in Year 1, 3 and 5. It is assumed that surveys will be completed in perpetuity.	Completed  Table still refers to 50% first occupation. This needs clarifying as per our previous comment  Updated
7.1	The trips element needs completing.  How will these targets be measured? Paragraph 7.3.5 sets out proposals for measuring HGV's trips, but a similar level of detail has not been provided for calculating the car trips.  Are these targets from day one of operation of the site or from 100% occupation of the site?	See comment in paragraph 1.2.3 regarding targets
8.2	Will need to be revised	Now removed
9.2	Will need to be revised	Have been updated
9.3	Will need to be revised	Have been updated

