



ACCU STADIUM HOTEL

Stadium Way, Huddersfield, HD1 6PG

TRAVEL PLAN

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Control Sheet

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1 INTRODUCTION

1.1 Background

- 1.1.1 This Workplace Travel Plan has been prepared by Calibro Consultants Ltd on behalf of Town Sports & Entertainment Group Limited (herein referred to as "The Applicant") to provide an appraisal of the traffic and transport implications of a new hotel development at Huddersfield Accu Stadium, Stadium Way, Huddersfield, HD1 6PG.
- 1.1.2 Traditionally, a Travel Plan is a long-term management tool that articulates a coordinated strategy that aims to deliver explicit outcomes of sustainable travel patterns. In this way, the purpose of the plan will be to set out a long-term strategy for reducing single occupancy car travel and the plan objective will be to reduce private car use in favour of more sustainable modes of travel, in line with current Government policy.
- 1.1.3 This report has been prepared to provide the Local Planning and Highway Authorities with an evidence base which sets out the sustainability credentials of the site and the commitment of the developer to ensure single person car movements are minimised wherever possible. This document has also been prepared with due regard to current best practice and with consideration to the National Planning Policy Framework (NPPF).

1.2 Summary of Relevant Information

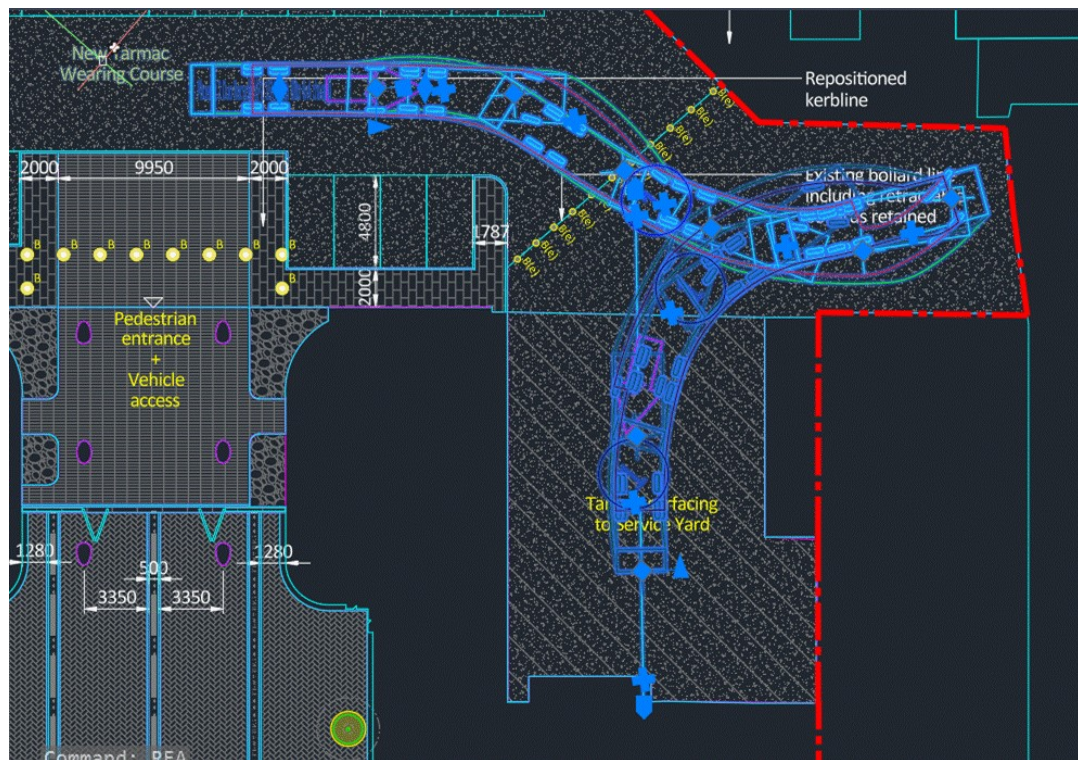
- 1.2.1 By way of summary, this plan has been prepared subject to the following principal parameters: -

Development Name:	Accu Stadium Hotel
Status of Travel Plan:	Workplace
Development Address:	Huddersfield Accu Stadium, Stadium Way, Huddersfield, HD1 6PG
Author of Framework Travel Plan:	Calibro Consultants Limited
Future Travel Plan Coordinator:	TBC
Delivery Mechanism:	TBC
Funding Mechanism	TBC
Formal Commitment Period:	TBC
Mode Share Target Review:	TBC

2.2 Means of Access

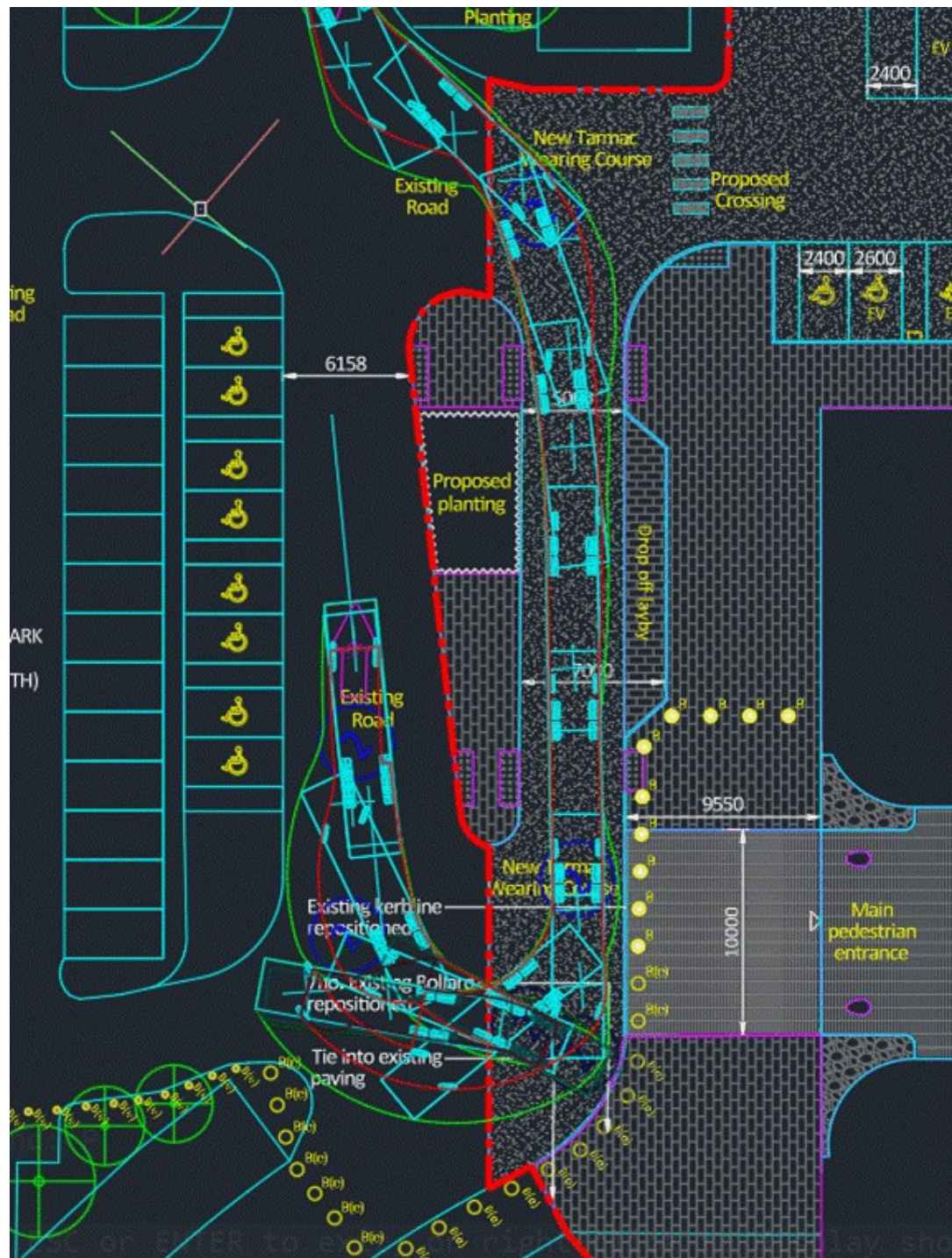
- 2.2.1 Vehicular access to the stadium complex is currently served via two principal points of access: the primary junction with Stadium Way to the west and a secondary connection to Gasworks Street to the north. Both are existing accesses that have been in established use in connection with the stadium for many years.
- 2.2.2 The proposed hotel development does not require the creation of any new vehicular access points. Hotel guests arriving by car will utilise the same access infrastructure currently serving the stadium. Servicing and delivery vehicles associated with the hotel will be managed through the existing internal road network.
- 2.2.3 An 11.2m refuse collection vehicle has been used as the design vehicle for servicing movements, which is also representative of the 10-metre rigid vehicles that would access the site for linen collection and food and beverage deliveries. These vehicles would pass through a line of demountable bollards and their movements would be managed to avoid a four-hour window covering the periods immediately before, during, and after sporting fixtures at the stadium. An extract of this vehicle tracking is included in [Figure 2-2](#) below.

Figure 2-2 Refuse Vehicle Tracking



- 2.2.4 Additionally, a 12-metre coach has also been assessed to demonstrate that the occasional drop-off of hotel guests can be accommodated within the proposed layout, which is included in [Figure 2-3](#) below.

Figure 2-3 Coach Vehicle Tracking



2.3 Car & Cycle Parking

- 2.3.1 The car parking strategy for the hotel is a key consideration within this Transport Statement and is addressed in detail within [Section 5](#). In summary, it is proposed that hotel guests will make use of a managed allocation from within the stadium's existing surface car parking stock, which currently provides in excess of 1,000 spaces across multiple car parks on the Stadium Way frontage.

- 2.3.2 Car parking requirements for the proposed development have been derived in accordance with the maximum parking standards set out within the Kirklees Unitary Development Plan (UDP). The proposed development comprises a 141-bedroom hotel and a restaurant of approximately 215 sqm. The car parking requirement has been calculated based on the above standards and is set out in [Table 2-1](#) below.

Table 2-1 UDP Kirklees UDP Maximum Car Parking Standards and Requirements

Land Use	Maximum Car Parking Standard	Car Parking Requirement
Hotel Guest - 141 Rooms	1 per room	141
Hotel Staff - 40 FTE Staff	1 per 3 FTE Staff	13
Restaurant Guest -215 sqm	1 per 4sqm	54
Restaurant Staff - 10 FTE Staff	1 per 3 FTE Staff	3
Total	-	211

- 2.3.1 The assessment demonstrates that, based on Kirklees UDP maximum standards, the proposed development *could* warrant a maximum car parking requirement of 211 spaces (based upon a stand-alone hotel, and a stand-alone restaurant). It is proposed that 100 car parking spaces will be ringfenced for exclusive use by hotel and restaurant guests and staff, the remaining parking demand is proposed to be absorbed by the stadium's surface parking stock.
- 2.3.2 The layout of the car parking area has been designed to provide a clear unobstructed route between these bays and the hotel entrance. The hotel itself is served by level access at its principal entrance, ensuring a step-free arrival experience from vehicle to building for guests with mobility impairments or those travelling with pushchairs and luggage.
- 2.3.3 Of the 100 ringfenced hotel guest spaces, 6 are designated as accessible parking bays, representing 6% of the dedicated guest provision. The accessible bays are located immediately to the north and east of the proposed hotel, minimising walking distances between the bays and the building entrance. these measures reflect the inclusive design principles embedded in the proposal.
- 2.3.4 Of the 100 ringfenced hotel guest spaces, 6 will be provided with active electric vehicle charging points, representing 10% of the dedicated guest parking provision.
- 2.3.5 Similarly, the cycle parking standards are set out in [Table 2-2](#) below.

Table 2-2 UDP Kirklees UDP Maximum Cycle Parking Standards and Requirements

Land Use	Maximum Car Parking Standard	Car Parking Requirement
Hotel- 141 Rooms	1 per 15 rooms	9

Restaurant – 215sqm	1 per 40sqm	5
Total	-	15

- 2.3.6 It is proposed that 14 cycle parking spaces will be provided. These spaces will be located internally to the site and will be accessible by speaking to a member of staff at reception

3 POLICY & BEST PRACTICE

3.1 Introduction

- 3.1.1 This section of the Travel Plan sets out the relevant travel planning policies and best practice guidance that have informed the design of the Plan and its initiatives. The Travel Plan has been prepared in the context of the proposed 141-bedroom hotel development within the Huddersfield Accu Stadium, Stadium Way, Huddersfield HD1 6PG, and is intended to be read alongside the Transport Statement that accompanies the planning application.

3.2 Best Practice Guidance

- 3.2.1 This Travel Plan has been prepared with reference to current best practice guidance, including the Department for Transport (DfT) documents entitled 'The Essential Guide to Travel Planning' (2008) and 'Transport for New Developments: Transport Assessments and Travel Plans' (March 2014). Reference has also been made to West Yorkshire Combined Authority (WYCA) and Kirklees Council guidance on Travel Plans and Travel Plan Statements, which reflect local expectations in respect of content, monitoring and reporting.

- 3.2.2 The guidance documents provide a comprehensive framework for effective travel planning. The key principles that have shaped the design of this Plan can be summarised as follows:

- Secure commitment and buy-in from management at the outset, ensuring that the Travel Plan is embedded in the operational culture of the hotel from day one;
- Engage meaningfully with employees and, where relevant, hotel guests, to understand travel patterns and promote genuine modal shift;
- Allocate sufficient resource — both financial and in terms of staff time — to ensure the Plan is actively managed rather than prepared and shelved;
- Develop local partnerships and alliances with Kirklees Council, West Yorkshire Combined Authority, and neighbouring businesses and venues — including the stadium itself — to share knowledge, pool resources and maximise impact;
- Undertake a thorough audit of the site and its surrounding travel environment to ensure initiatives are grounded in the specific context of the application site;
- Understand how employees and guests currently travel and why, through targeted travel surveys, so that interventions address real barriers rather than assumed ones; and
- Monitor travel behaviour on a regular and structured basis, using the results to review, refine and strengthen the Plan over time.

- 3.2.3 The application site is particularly well placed to deliver against these principles. As demonstrated within the accompanying Transport Statement, the hotel benefits

from a walk 1.5km walk to Huddersfield Railway Station, frequent bus services on Leeds Road within 200 metres of the site, and an extensive and improving cycling network. The Travel Plan will build directly on these credentials to set meaningful and achievable targets for non-car travel.

Travel Plan Report (for use of the Travel Plan Coordinator and Local Authority) – intended to set out matters relating to the administration of the Plan, including future review and monitoring regimes. Essentially, this would comprise an updated version of the Travel Plan.

Travel Plan Welcome Pack (for distribution to employees) – comprising a publication designed to engage with the employees and to promote the use of non-car travel options through a range of key initiatives.

Travel Plan Leaflet (for distribution to employees – a pocket-sized document providing a convenient aide-memoir of key travel opportunities. This will be provided within welcome packs and in communal areas of the site.

- 3.2.4 The above documents will be prepared to raise awareness amongst future employees of the physical features, infrastructure, and opportunities to travel by non-car modes.

4 SITE ASSESSMENT

4.1 Introduction

- 4.1.1 This section of the Plan sets out the key parameters of the development, including the availability of sustainable travel options from the site to nearby amenities and the surrounding area. On this basis, the future opportunities and barriers to non-car travel can be considered.

4.2 Site Location

- 4.2.1 The application site is located at the Huddersfield Accu Stadium on Stadium Way, Huddersfield, HD1 6PG - approximately 1.5 kilometres northeast of Huddersfield town centre and railway station. The stadium is home to both Huddersfield Town Association Football Club and the Huddersfield Giants Rugby League Football Club.
- 4.2.2 The site lies within a predominantly mixed-use urban area. To the northwest, the site is bounded by Stadium Way and Gasworks Street. The River Colne corridor runs to the south. Leeds Road (A62), one of the principal radial routes into Huddersfield town centre, lies some 200 metres to the north, providing a direct vehicular connection to the strategic highway network.
- 4.2.3 The stadium's wider setting includes a number of surface car parks serving match-day and non-match-day visitors, as well as established pedestrian and cycle connections to Huddersfield town centre and the surrounding residential areas. The site is shown in its strategic context at [Figure 1-1](#) and its local context at [Figure 1-2](#).

Figure 4-1 Strategic Site Context

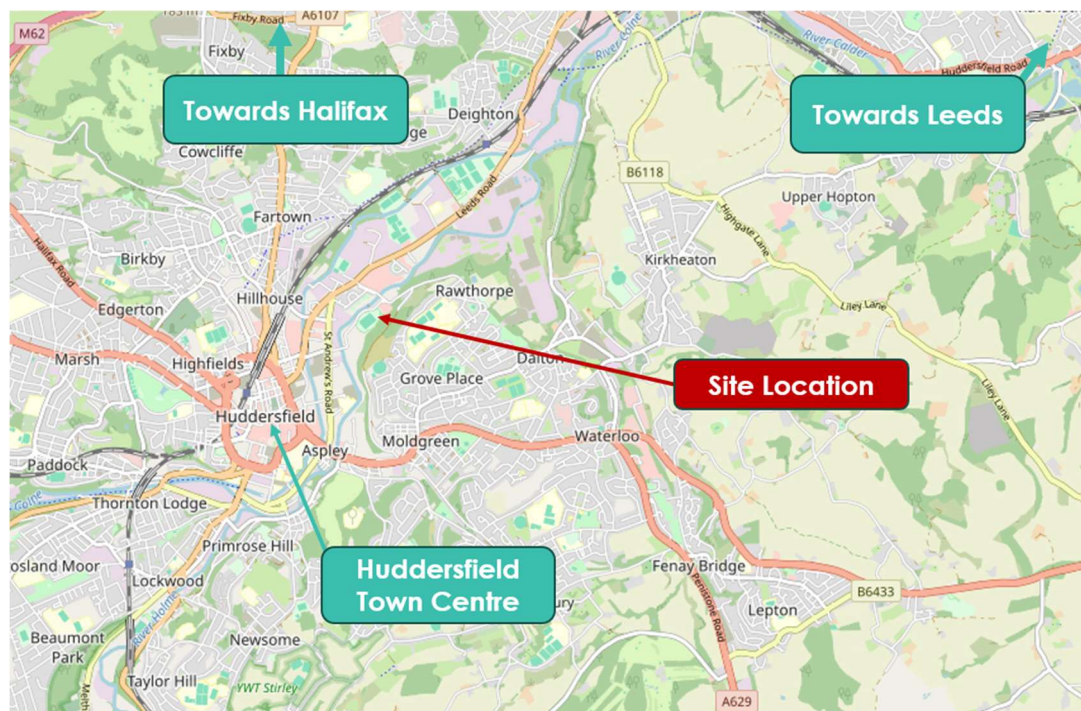
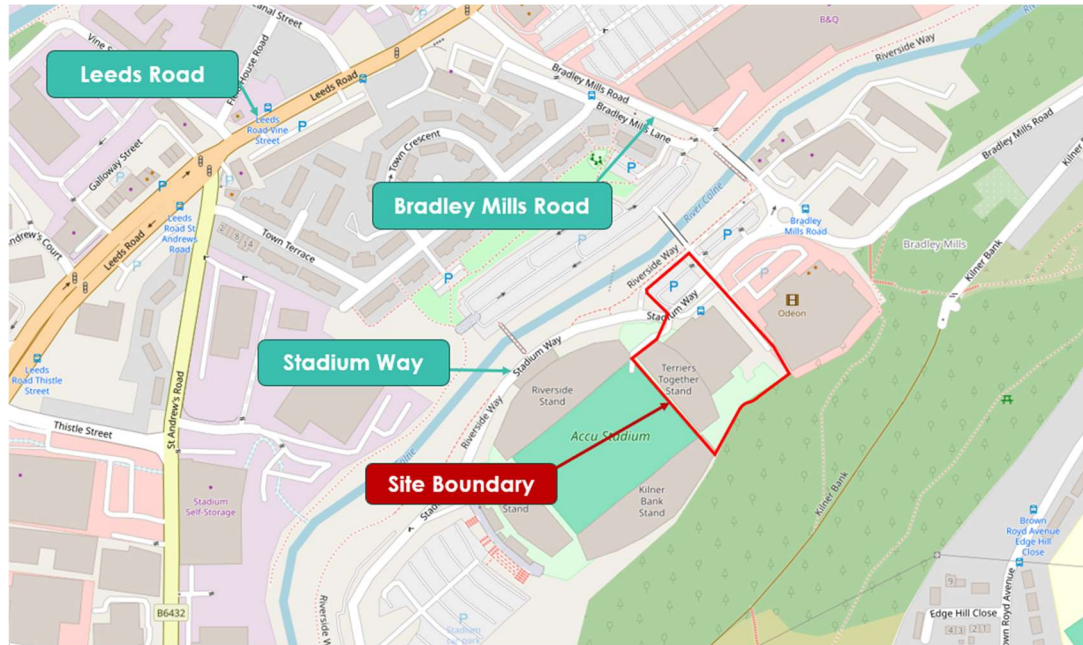


Figure 4-2 Local Site Context



4.3 Accessibility via Foot

- 4.3.1 The application site connects directly onto the formal footway network via Stadium Way and Gasworks Street, providing convenient pedestrian access to Huddersfield town centre, the railway station, bus interchange, and a wide range of retail, leisure and employment destinations. The route to the
- 4.3.2 Stadium Way is subject to a 30 mph speed limit and benefits from a continuous footway on both sides of the carriageway. Pedestrian crossings are available at nearby junctions, and the desire line from the stadium to the town centre is well-established given the volumes of pedestrians associated with match-day events.

4.4 Accessibility via Bicycle

- 4.4.1 The industry-standard distance over which cycling is considered feasible for most of the population is 5 kilometres, although it is acknowledged that many regular commuters and leisure cyclists will undertake considerably longer journeys.
- 4.4.2 The local cycling network around the site includes National Cycle Route 66, which runs through Huddersfield town centre, providing connections towards the Calder Valley and beyond. The towpath of the Huddersfield Narrow Canal, which passes close to the site, also provides an attractive traffic-free route. Kirklees Council has invested in cycle infrastructure across the borough in recent years and the broader Active Travel England agenda continues to drive improvement in provision.

4.5 Accessibility via Bus

- 4.5.1 It is accepted that public transport accessibility comprises two principal aspects:

1. Access to public transport which is concerned with how far the development is from the public transport network and the level of service on that network; and

2. Access by public transport which takes account of where the services go and the opportunities to access amenities located within the catchment areas served.

4.5.2 In the case of the first criterion, the nearest bus stop is located some 200-metres. On this basis, the distance to the nearest serviced bus stops is therefore within the maximum desirable distance of 400-metres identified by the Institute of Highways & Transportation (IHT) document entitled Planning for Public Transport in Developments.

4.5.3 The stops on Leeds Road are served by a number of frequent bus services, as detailed in the table below. These provide regular connections into Huddersfield town centre and bus interchange (a journey of approximately 5–10 minutes), as well as onwards to Dewsbury, Leeds, Halifax and surrounding settlements.

Table 4-1 Local Bus Services

Service	Route	Monday -Friday			Saturday	Sunday
		Start	Freq. (mins)	Finish	Freq. (mins)	Freq. (mins)
Bus 3	Huddersfield – Dewsbury – Leeds	05:30	Every 10 min	23:00	Every 30 min	Every 30 min
Bus 9/9A	Huddersfield – Salendine Nook	06:00	Every 12 min	22:30	Every 15 min	Every 30 min
Bus 185	Huddersfield – Halifax	06:00	Every 15 min	22:00	Every 30 min	Hourly
Bus 363/364	Huddersfield – Holmfirth	06:30	Every 30 min	21:30	Every 60 min	Every 90 min

4.5.4 On this basis, journeys by bus represent a viable mode of travel for future employees of the site.

4.6 Accessibility by Rail

4.6.1 Huddersfield Railway Station is located approximately 1.5km from the application site, comfortably within walking distance. The station is served by regular services operated by Northern and Avanti West Coast, providing direct connections to Leeds (journey time approximately 15 minutes), Manchester (approximately 40 minutes), Sheffield, and Liverpool. TransPennine Express services additionally connect to York and Hull.

- 4.6.2 The proximity of the hotel to Huddersfield station represents a significant asset for the development. Hotel guests are likely to use the station, and the walkability of the connection means that rail is a genuinely viable mode for hotel arrivals and departures without dependence on onward transfer. This significantly reduces the propensity for guests to require a car during their stay.

4.7 Section Summary

- 4.7.1 The evidence presented within this section confirms that the application site benefits from an excellent range of non-car travel options that constitute genuine alternatives to the private car. In particular:

- Huddersfield town centre, railway station and bus interchange are all accessible on foot, significantly reducing car dependency for guests.
- A number of frequent bus services on Leeds Road provide regular connections to a wide range of destinations throughout the day and into the evening.
- Direct rail connectivity from Huddersfield station to Leeds, Manchester and other major centres makes rail a practical choice for a significant proportion of hotel users.
- The local cycling network, including the canal towpath, provides attractive active travel options.

- 4.7.2 The proposals therefore accord with the principles of sustainable development as they relate to transport and with the policy objectives of the NPPF.

5 TRAVEL PLAN OBJECTIVES

5.1 Introduction

- 5.1.1 A Travel Plan is a long-term management tool that articulates a coordinate strategy that aims to deliver explicit outcomes of sustainable travel patterns, both in the context of people and freight. The Travel Plan will be prepared as a key mechanism for delivering behavioural change as part of the vision.

5.2 Objectives of the Plan

- 5.2.1 The Travel Plan will be prepared to illustrate the approach that would be adopted during the implementation of a planning permission granted for the proposed development.

- 5.2.2 The purpose of the plan will be to set out a long-term strategy for reducing the employee's dependence on single occupancy car travel and the Plan Objective will be to reduce private car use in favour of more sustainable modes of travel, in line with current Government policy.

- 5.2.3 In this endeavour, the overarching aims of the Plan will be as follows: -

I. Awareness of Travel Choice

- a. Raise awareness of the implications of all forms of travel on the environment, including the safety and health of individual commuters;
- b. Set out the arrangements for publicising and maintaining the Plan, and travel information contained therein; and
- c. Raise awareness of alternative travel options for all employees.

II. Effective use of Resources

- a. Encourage the use of alternative, non-car travel modes to ease congestion on the local highway network;
- b. Provide the facilities and/or management initiatives that would maximise the use of alternative travel options by employees and visitors;
- c. Contribute to improvements in air quality through the reduction of carbon emissions; and
- d. Reduce the number of vehicles requiring a parking space within the site.

6 TRAVEL PLAN TARGETS

6.1 Introduction

- 6.1.1 This section of the Full Travel Plan will identify the modal share targets for the Plan following initial post occupation travel surveys and will set out the rationale for the limits. Modal targets will be designated with the S.M.A.R.T principle in mind – suffice to say that they are Specific, Measurable, Attainable, Realistic, and Time-bound.
- 6.1.2 They relate to the objectives of the Plan and interim targets will be identified following the completion of the first travel survey to ensure that the success of the Plan can be tracked throughout the Plan Period. This will also allow for appropriate interventions to be taken in a timely manner, if necessary.

6.2 Realistic Opportunities for a Modal Switch

- 6.2.1 This section will identify modal split targets for the available travel options in accordance with the Authority's Travel Planning Guidance. Values will be measured against the final trip generation figures identified within the Transport Assessment.
- 6.2.2 Following the results of the first post-occupation travel survey, the Travel Plan Coordinator shall undertake an assessment of the opportunities and constraints associated with employee journeys to identify the potential maximum modal shift away from the car. The targets used within the final Travel Plan will align with the aims of Kirklees Council to ensure that future vehicular travel from the proposed development is kept to a minimum. This shall form the mode shift target and travel initiatives shall be updated to help deliver this objective.

7 TRAVEL PLAN MANAGEMENT

7.1 Travel Coordinator

7.1.1 A Travel Plan Coordinator (TPC) shall be appointed to implement and administer the Plan. The appointed TPC will seek to coordinate all efforts with the appointed TPC(s) for any nearby Travel Plans and in doing so commence a Travel Plan Network. Such cooperation would enable a more holistic approach to travel planning to be taken, which would increase the opportunity to secure the targeted mode shares of the respective developments.

7.1.2 The appointed TPC shall be responsible for: -

1. Administration of the scheme, including associated budgets;
2. Consultation and promotion of the scheme;
3. Implementation of the scheme measures;
4. Ongoing monitoring of the scheme; and
5. Undertaking review of the scheme.

7.2 Consultation & Engagement

7.2.1 The success of the Plan will rely upon the support of the employees, therefore, the TPC will set up a clear channel of communication between all stakeholders.

7.2.2 The TPC will have the responsibility of undertaking all liaisons with outside bodies, including the Local Planning and Highway Authorities, and those Local Authority Officers with responsibility for cycling and public transport. The TPC shall also liaise closely with public transport operators, particularly at the outset of the proposed development.

7.3 Promotion

7.3.1 All staff will be made aware of the Plan within marketing material, to be provided upon employment. Details of the Plan, its objectives to enhance the environment and the role of individuals in contributing the Plan's success will be explained therein.

7.3.2 Promotional material (Travel Plan Welcome Pack & Travel Plan Leaflet) will be issued to each member of staff upon their induction process.

7.3.3 The contact details of the TPC shall be incorporated within the Travel Plan Marketing Material and the Travel Plan document itself.

- 7.3.4 Promotional material and contact details will also be made available within communal areas of the development.

7.4 Updating

- 7.4.1 The Plan will be a strategy that shall evolve in response to changes in travel behaviour occurring over the Plan Period, which is from first occupation to the five years post completion. Whilst the fundamental objectives of the Plan will not change, the Plan may need to amend specific targets or management processes in response to any challenges.
- 7.4.2 The on-going monitoring programme and particularly the review (to be undertaken every second year), will provide updated information that will identify the need for revisions to be made to the strategy. The on-going monitoring programmes shall be undertaken in consultation with the Local Authority and their travel plan advisor to maximise the success of the Plan.

8 TRAVEL PLAN INITIATIVES

8.1 Introduction

- 8.1.1 This section of the Plan outlines the specific physical and management measures that will be undertaken to manage travel behaviour in line with the aspirations of the Plan, as identified earlier.
- 8.1.2 Implementation of the listed measures, which include initiatives designed to increase awareness of the various travel opportunities, as well as the provision of specified infrastructure, will be at the core of the Plan. Measures are grouped under various headings, relevant to each mode of travel.

8.2 Setting the Scene

- 8.2.1 Ahead of the first occupation, the appointed TPC shall undertake a programme of formative work to prime the employees of the hotel for the impending travel opportunities. This shall include education talks and workshops; a public travel event with local stakeholders presents, music and food; and a leaflet drop providing copies of the approved travel plan.

8.3 Travel Plan Brochure & Leaflet

- 8.3.1 Whilst the Travel Plan Report shall set out the detail of travel opportunities, it is considered a particularly dispassionate document, unlikely to garner interest and a much needed 'buy-in' amongst staff. In view of this, sister documents will be prepared with the purpose of presenting the salient elements of the plan to present them in such a way that will draw the interest and encourage participation. These documents will be as follows: -
 - 1. **Travel Plan Welcome Pack** (*for distribution amongst employees*) – a publication designed to engage with staff and to promote the use of non-car travel options through a range of key initiatives.
 - 2. **Travel Plan Leaflet** (*for distribution amongst employees*) – a pocket-sized document, providing a convenient 'aide memoir' of key travel opportunities.
- 8.3.2 These documents will be updated biennially to ensure that they contain the most up-to-date information and reflect any change in strategy that may be identified following analysis of the biennial travel survey, see [Section 10](#).
- 8.3.3 Additional copies will be available upon request to the TPC.

8.4 EV Charging Initiatives

- 8.4.1 The number of EV spaces of private vehicles and HGV will be actively monitored to ensure capacity meets and can exceed demand. EV use will be encourage through marketing materials.

8.5 Cycling Initiatives

- 8.5.1 Under the terms of the Plan, the Travel Plan Coordinator will ensure the following:
- a) **Cycling Safety Workshops:** Organise workshops led by cycling safety instructors covering topics like basic bike maintenance, safe cycling practices, and navigating traffic. These workshops can empower staffs, particularly new cyclists, to feel confident and comfortable on the road.
 - b) **Cycling Route Guides:** Develop and distribute cycling route guides showcasing dedicated cycling paths, bike-friendly roads, and connections to regional cycling networks. These guides could depict estimated cycling times, highlight scenic routes, and offer tips for navigating intersections or busier roads.
 - c) **Cycling Buddy Program:** Establish a cycling buddy program connecting experienced cyclists with any staff members who are new to cycling. Buddies can accompany participants on their first rides, offer guidance on navigating routes, and provide general support. Such a buddy system could utilise the car share database to determine local buddies travelling from the same place of residence.
 - d) **Cycling Advocacy Group:** Consider forming a cycling advocacy group within the community. This group can organize social cycling events, promote cycling safety awareness campaigns, and advocate for further cycling infrastructure development within Huddersfield.
 - e) **Cycling Advocacy Group:** Consider forming a cycling advocacy group within the community. This group can organize social cycling events, promote cycling safety awareness campaigns, and advocate for further cycling infrastructure development within Huddersfield.
 - f) **End-of-trip facilities:** security provision of high-quality lockers, along with shower and changing facilities.

8.6 Green Travel Vouchers

- 8.6.1 The TPC would also be the suitable person to oversee the offering of Green Travel Vouchers to all staffs of the development, used as a tool to encourage more sustainable travel choices by offering a direct financial incentive.
- 8.6.2 The delivery of the green travel vouchers could be included as part of financial contributions secured through a S106. The value of voucher that each tendent is entitled to can either be uniform across the development or can vary according to the number of employees per office.

- 8.6.3 The Green Travel Vouchers could be redeemable against a number of different goods and services, as long as they align with the vouchers' aim of incentivising employees to reduce private car use. In this respect, a voucher for cycling equipment would be a good choice, as would a voucher for travel on public transport. Potentially, both options could be offered, with employees then able to request the voucher of their choice or even split their allowance over the two voucher types, should they so wish.

9 MONITORING & REVIEW

9.1 Introduction

- 9.1.1 The success of the strategy hinges on continuous monitoring and management of the initiatives and its outcomes. Human belief structures, habits, and norms evolve over time due to cultural shifts, economic changes, or technological advancements. Therefore, a flexible strategy adaptable to these changes is crucial.
- 9.1.2 A programme of monitoring and review will be designed to generate the information that will enable the success of the Plan to be evaluated. Monitoring and review will be the responsibility of the appointed TPC. The initial programme for monitoring and review will be as follows.

9.2 Baseline Travel Behaviour

- 9.2.1 This Section of the Plan will be updated with the results of the baseline travel survey that will be undertaken following initial occupation of the development, and the sub-headings are set out in readiness to receive the data. In advance of undertaking this survey, however, the parameters for conducting and evaluating the study are set out.

9.3 Biennial 'Vision Monitoring Reports'

- 9.3.1 In view of the above, the TPC will conduct a thorough biennial data review, presenting the results in a "Vision Monitoring Report" shared with the Local Highway Authority and relevant stakeholders. This report will assess the strategy's success compared to baseline data and forecasted targets. It will also identify potential areas for improvement even if the existing strategy surpasses established objectives. By continuously monitoring data and conducting biennial reviews, the "Vision Monitoring Report" ensures adaptability and allows for continuous improvement of the strategy, fostering a more successful and sustainable development.

9.4 Programme & Monitoring

- 9.4.1 Monitoring will be undertaken informally outside of the stated formal Plan Review process. Its purpose is to enable the TPC the opportunity to track the broad performance of the Plan without the need for time-consuming questionnaires and official reporting. On this basis, the measures outlined below have been designed within the intention that they can be undertaken quickly and effectively.
- 9.4.2 Information acquired through the informal monitoring process would be recorded for input into the review process to be undertaken every second year. It will be made available to the Council's travel plan representative upon request.

- 9.4.3 During the formal review process, the TPC will formally monitor the travel behaviour of staff using an on-line travel questionnaire designed in line with local and national best practice.

9.5 Programme of Review

- 9.5.1 The objective of the review will be to measure the success of the Plan against the specified targets and to identify if further refinement of the initiatives is required.
- 9.5.2 The primary tool through which this will be achieved is through the travel surveys issued by the TPC to on-site workers on a biennial basis, thus ensuring that regular monitoring is taking place. Given the incremental occupation, which is likely to occur on this site, it is suggested that the commute travel survey is conducted within this set time interval, with the baseline survey issued within 3 months of 70% occupation.
- 9.5.3 After each travel survey is undertaken, the TPC will collate the results, analyse them, and produce a Travel Plan Monitoring Report for the inspection by Kirklees Council. The reports will be produced within two months of the completion of the survey and will determine whether the site is on track to meet its targets. It will also reflect on the performance of existing Travel Plan measures and highlight any problems occurring with them.
- 9.5.4 The Travel Plan process is intended to be dynamic and flexible. As such, depending on the results of the survey, the TPC may elect to adapt existing measures or even suggest new ones, to ensure that the Plan's future success is safeguarded. It may also be appropriate to revise the Plan's targets depending on how it evolves over time. All changes made to measures and targets will be agreed with Kirklees County Council's representatives in advance.
- 9.5.5 Where the Travel Plan review identifies that the Plan has failed to meet its stated targets, the appointed TPC shall liaise with the Council's travel plan representative to agree suitable changes to the Plan.

10 ACTION PLAN

10.1 Introduction

- 10.1.1 At this stage in the process, an action plan has not been fully developed, since the range of initiatives and overall strategy is anticipated to change during the course of the planning application process. However, a comprehensive, time focused, action plan will form part of a future revised Travel Plan following engagement with key stakeholders.
- 10.1.2 However, for context, typical short, medium and long-term actions associated with a Travel Plan are outlined below.

10.2 Short-Term Actions

1. Publish Travel Plan Welcome Pack and Travel Plan Leaflets in readiness for first occupation of the development.
2. Design baseline travel survey questionnaire and issue to the Local Planning Authority and their travel plan representative for approval. This process to be completed by Month three following 70% occupation.
3. Roll out travel survey and manage the process in line with that identified within this Plan.

10.3 Medium-Term Actions

1. Analyse the results of the baseline travel survey and identify suitable mode share targets at two-year intervals.
2. Design a range of travel initiatives to help achieve the mode shift required to deliver the stated mode share.
3. Update the travel plan documents to reflect the results of the baseline travel survey.
4. Reproduce and reissue updated documents for distribution to the employees within three months following agreement of any changes.

10.4 Long-Term Actions

1. Update Travel Plan Welcome Packs and Leaflets biennially, in response to travel survey results.
2. Issue updated Plan documents to staff and the Local Authority within three months of completing each travel survey.

APPENDICES

APPENDIX A

Illustrative Masterplan



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