

REPORT

Proposed 65-Bed Care Home at Coldharbour Road, Gravesend, Kent

Travel Plan

Client: Frontier Estates Ltd

Reference: PC3574-RHD-ZZ-XX-RP-Z-0002

Status: S3/P01

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1 Introduction

1.1 Overview

This Travel Plan (TP) has been prepared by Royal HaskoningDHV (RHDHV), on behalf of Frontier Estates Ltd (the 'client'), in association with a proposed 65-bed care home (Use Class C2) development, at Coldharbour Road, Gravesend, Kent DA11 8NT (the 'Site').

This TP will focus on the movement of staff to and from the proposed Care Home development.

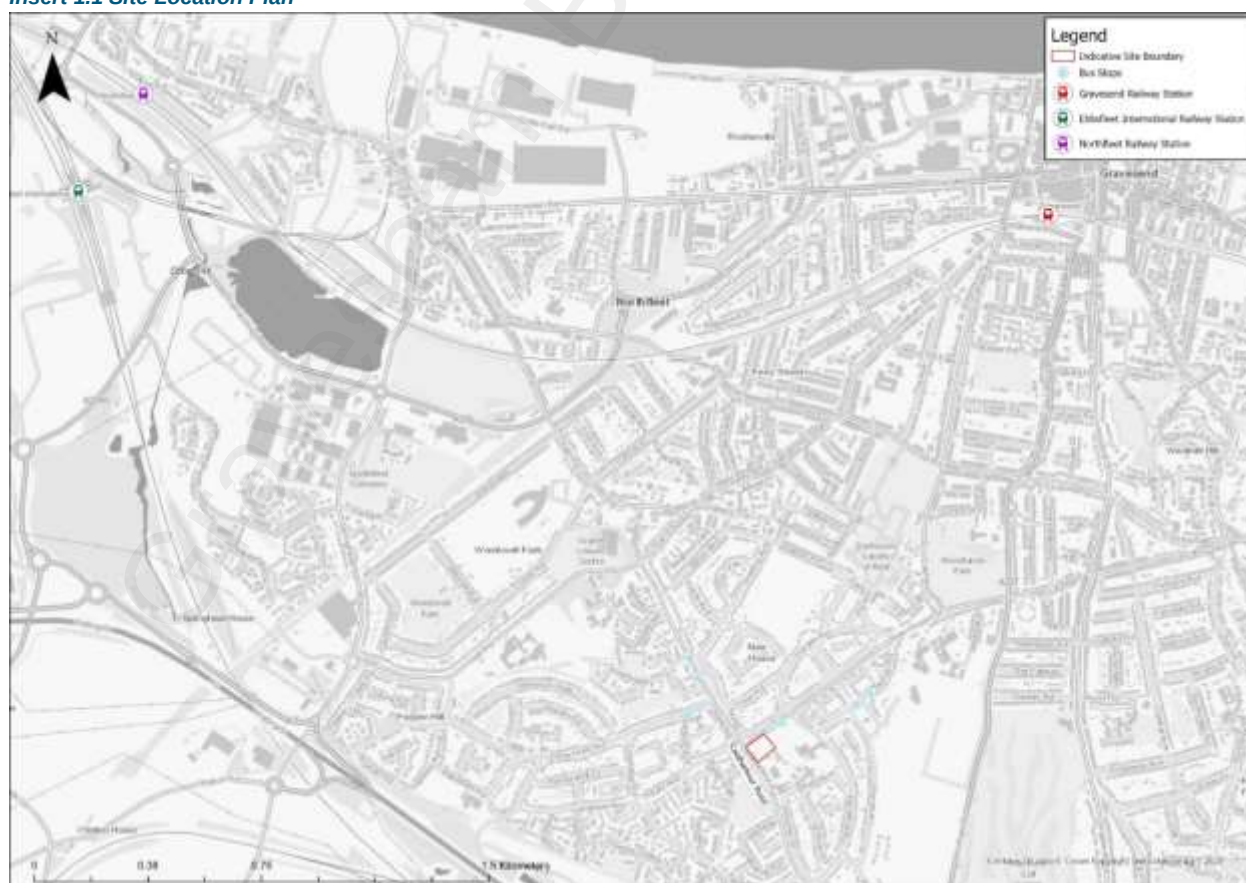
The application Site was occupied by the former Battle of Britain public house until 2016 but is now vacant. The Site is located approximately 2.3 kilometres (km) to the south-west of Gravesend town centre.

Gravesend railway station is located approximately 2.3km to the north-east of the Site. Ebbsfleet International station is located approximately 3.4km to the northwest and Northfleet station is located approximately 3.3km to the north-west of the Site.

The area surrounding the Site is predominately residential in nature. The Site is bound by Coldharbour Road to the west, New House Lane to the north, residential dwellings to the south, and Shears Green Infant School to the east.

A Site location plan is presented within **Insert 1.1**.

Insert 1.1 Site Location Plan



The local planning authority is Gravesham Borough Council (GBC) and the local highway authority is Kent County Council (KCC).

This TP will consider the proposed development in the context of national, regional and local transport and land use planning policy and guidance.

1.2 Development Summary

The development proposal seeks to provide a 65-bedroom care home (Use Class C2) over 3-storeys, with associated access, parking and landscaping.

It is proposed that the Care Home would be supported by 27 car parking spaces, including two spaces designated for blue badge holders. An ambulance bay would be provided on-site, in the vicinity of the Site's main entrance.

Four covered Sheffield stands (eight cycle parking spaces) would be provided within the curtilage of the Site. This level of provision would accord with KCC standards.

1.3 Basis of Report

A TP is a package of measures designed to promote travel to and from the Site by sustainable modes of transport, thereby reducing reliance on private car usage. TPs are site-specific and tailored to the individual requirements of the type of development and intended users of the Site.

A successfully implemented TP can offer substantial gains towards the sustainable transport objectives of central and local government, helping to provide:

- Reductions in car usage, particularly influencing levels of single-occupancy car travel; and
- Improved road safety and personal security, particularly for pedestrians and cyclists.

This TP has been prepared in accordance with the principles of the National Planning Policy Framework¹ (NPPF) and Planning Practice Guidance² (PPG), as well as guidance contained within KCC's '*Transport Assessments and Travel Plans*' document (2008).

The overall objective of this TP is to reduce the number of vehicle occupant trips to/ from the proposed development and to achieve more sustainable travel patterns, including the use of active modes of travel to/ from the application Site.

1.4 Structure of Report

Following this introduction, the TP is structured as follows:

- **Section 2** examines the relevant national and local transport policy;
- **Section 3** describes the existing situation of the site and its surroundings including the accessibility of the development by sustainable transport modes;

¹ Ministry of Housing, Communities and Local Government (2019) '*National Planning Policy Framework: February 2019*'

² Ministry of Housing, Communities and Local Government (2014 and subsequent updates) '*Planning Practice Guidance*'
<https://www.gov.uk/government/collections/planning-practice-guidance>

- **Section 4** sets out the development proposals and baseline travel patterns;
- **Section 5** sets out the general aims and objectives of the TP;
- **Section 6** details how the TP would be managed;
- **Section 7** describes the proposed measures that would be implemented to achieve the set targets;
- **Section 8** details how the TP would be implemented, including how the TP will be communicated and promoted;
- **Section 9** sets out the formal monitoring and review procedures; and
- **Section 10** provides a summary to this TP.

2 Policy Background

2.1 Overview

This section provides a summary of relevant national, regional and local policy and guidance in the context of the proposed development and demonstrates how the proposed development aligns with these policies and guidance. These policies and guidance have been used to inform the content of this TP.

2.2 National Policy

National Planning Policy Framework (July 2021)

The Ministry of Housing, Communities and Local Government's National Planning Policy Framework (NPPF) last revised in July 2021, sets out the Government's planning policies for England and how these are expected to contribute to the achievement of sustainable development. The NPPF contains the Government's strategies for economic, environmental and social planning policies in England and is designed to be a single, focussed document setting out national planning priorities. As such, the NPPF is the primary source of national planning guidance in England.

Chapter 9 of the NPPF, 'Promoting Sustainable Transport' states that:

"Transport issues should be considered from the earliest stages of plan-making and development proposals, so that:

- a) the potential impacts of development on transport networks can be addressed;*
- b) opportunities from existing or proposed transport infrastructure, and changing transport technology and usage, are realised – for example in relation to the scale, location or density of development that can be accommodated;*
- c) opportunities to promote walking, cycling and public transport use are identified and pursued;*
- d) the environmental impacts of traffic and transport infrastructure can be identified, assessed and taken into account – including appropriate opportunities for avoiding and mitigating any adverse effects, and for net environmental gains; and*
- e) patterns of movement, streets, parking and other transport considerations are integral to the design of schemes and contribute to making high quality places."*

With regard to transport considerations for new developments, the NPPF states that *"all developments that will generate significant amounts of movement should be required to provide a travel plan, and the application should be supported by a transport statement or transport assessment so that the likely impacts of the proposal can be assessed"*. This should also take into account that:

- a) "Appropriate opportunities to promote sustainable transport modes can be – or have been – taken up, given the type of development and its location;*
- b) safe and suitable access to the site can be achieved for all users;*
- c) the design of streets, parking areas, other transport elements and the content of*

- associated standards reflects current national guidance, including the National Design Guide and the National Model Design Code 46; and*
- d) *Any significant impacts from the development on the transport network (in terms of capacity and congestion), or on highway safety, can be cost effectively mitigated to an acceptable degree.”*

Paragraph 113 of the NPPF identifies that a TP should be provided by all developments that generate significant amounts of movement.

This TP has been prepared to support the sustainable development objectives as set out in the NPPF. The measures and promotional strategy set out in this TP aim to encourage and promote sustainable travel to/ from the development. Where travel is required, the TP aims to reduce car borne trips.

Planning Practice Guidance (PPG)

PPG provides online guidance from central government that identifies the importance of preparing Transport Statements, Transport Assessments and Travel Plans in support of new development. The PPG states that these transport documents can contribute to:

- *‘encouraging sustainable travel;*
- *lessening traffic generation and its detrimental impacts;*
- *reducing carbon emissions and climate impacts;*
- *creating accessible, connected, inclusive communities;*
- *improving health outcomes and quality of life;*
- *improving road safety; and*
- *reducing the need for new development to increase existing road capacity or provide new roads.’*

Regarding TPs, the PPG states that the *‘primary purpose of a Travel Plan is to identify opportunities for the effective promotion and delivery of sustainable transport initiatives e.g. walking, cycling, public transport and telecommuting, in connection with both proposed and existing developments and through this to thereby reduce the demand for travel by less sustainable modes.’*

This TP has been prepared in line with the guiding principles of the PPG and addresses the potential for a mode shift from single-occupancy car use to more sustainable modes of travel such as walking, cycling, public transport use and car-sharing. Several measures have been set out that aim to promote sustainable travel to/ from the application Site and provide future users of the Site with a choice of sustainable travel options.

2.3 Regional Policy

Kent County Council Local Transport Plan

The Kent County Council Local Transport Plan 4 (LTP4) sets out the strategy and policy framework for transport in the area up to 2031. The transport ambition for Kent as stated in the LTP is *‘to deliver safe and effective transport, ensuring that all Kent’s communities and businesses benefit, the environment is enhanced and economic growth is supported.’*

To realise the region's transport ambition by 2031, five overarching policies have been identified in the LTP to deliver specific outcomes as follows:

- ***'Economic growth and minimised congestion:*** *Deliver resilient transport infrastructure and schemes that reduce congestion and improve journey time reliability to enable economic growth and appropriate development, meeting demand from a growing population;*
- ***'Affordable and accessible door-to-door journeys:*** *Promote affordable, accessible and connected transport to enable access for all to jobs, education, health and other services;*
- ***'Safer travel:*** *Provide a safer road, footway and cycleway network to reduce the likelihood of casualties, and encourage other transport providers to improve safety on their networks;*
- ***'Enhanced environment:*** *Deliver schemes to reduce the environmental footprint of transport, and enhance the historic and natural environment; and*
- ***'Better health and wellbeing:*** *Provide and promote active travel choices for all members of the community to encourage good health and wellbeing, and implement measures to improve local air quality.'*

The LTP4 concludes that the highway authority will liaise closely with local district council partners to ensure that the transport priorities use the latest forecasts for housing and population growth.

2.4 Local Policy

Gravesham Local Plan Core Strategy (2014)

The Gravesham Local Plan Core Strategy, adopted in 2014, is the main document in the Gravesham Local Plan. The role of the document includes setting out the long-term vision for the future of the borough and guide *'the amount, type, location and detailed design of future development and provide a consistent basis against which we can decide planning applications.'*

Chapter five of the Local Plan document outlines a number of key relevant thematic policies, which relate to borough-wide visions and spatial objectives.

Within Chapter 5.5 of the Local Plan, Policy CS11: Transport states that:

- *'New developments should mitigate their impact on the highway and public transport networks as required. As appropriate, transport assessments and travel plans should be provided and implemented to ensure the delivery of travel choice and sustainable opportunities for travel. Transport assessment work is required to be undertaken in accordance with national and local policy guidance, and to identify detailed highway and public transport network requirements and management arising from the development.'*
- *Sufficient parking in new development will be provided in accordance with adopted parking standards which will reflect the availability of alternative means of transport and accessibility to services and facilities.'*

It is stated within Section 5.5 of the Local Plan that the key benefits of implementing TPs include reducing *'reliance on the private car by promoting the opportunities for travelling to and from sites by public transport,*

walking or cycling and by offering new opportunities to reduce car use, for example through the establishment of car sharing services or car clubs.'

Within Policy CS11, it is also noted that improvements to walking and cycling infrastructure is a key priority:

'The Council will seek improvements to walking and cycling facilities and networks in the Borough including provision in new development as appropriate. These should provide improved access to Gravesend Town Centre and Ebbsfleet and to other services and facilities in the Borough. In particular, the Council will seek the provision of pedestrian and cycle links between Northfleet and Ebbsfleet stations and along the River Thames, as part of the proposed Thames Estuary Path.'

Furthermore, Policy CS19: Development and Design Principles also states that *'car parking will be well related to the development it serves'* and *'New development will be designed in an inclusive way to be accessible to all members of the community'*

3 Site Baseline Condition

3.1 Overview

The Site is located to the south of Gravesend town centre, within a predominately residential area. The Site is bound by Coldharbour Road to the west, New House Lane to the north, residential dwellings to the south, and Shears Green Infant School to the east.

The application Site was previously occupied by the former Battle of Britain public house until 2016 but is now vacant. The proposed Site is located approximately 2.3km to the south-west of Gravesend town centre.

The Site is currently served by a vehicular access from Coldharbour Road, located approximately 20m to the south of Coldharbour Road's junction with New House Lane. A pedestrian access is located along New House Lane approximately 40m to the east of the junction with Coldharbour Road.

Further detail regarding the baseline conditions in the vicinity of the Site are presented within the associated Transport Statement (TS).

3.2 Accessibility by Non-Car Modes of Travel

The following sections consider the current opportunities to access the Site by sustainable means of travel. Travel opportunities on foot, by cycle, bus and train are considered in the context of the Site.

3.3 Accessibility by Walking

A walking distance of 2km is the maximum desirable commuting distance, as stated by the Chartered Institute of Highways and Transportation (CIHT).

The Department for Transport 'Walking and Cycling Statistics, England 2019' publication indicates that the average walk distance within England for all journey purposes is 1.31 km. Given this is an average, for some, it will be acceptable to walk more than 1.31km.

A summary of the local facilities within a walking distance of the Site is provided in **Table 3.1**.

Table 3.1: Summary of Local Amenities and Facilities (continued overleaf)

Amenity	Name	Distance
Ambulance Station	Thameside Ambulance Station	220m
GP Surgery	The Shrubbery Surgery	1000m
Pharmacy	Penders Chemist	950m
Place of Worship	Saint Clement's Catholic Church	160m
Place of Worship	St Marys Church of England	1100m
Post Office	Painters Ash Post Office	900m
School	Shears Green Infant School	280m
School	Shears Green Junior School	500m
Supermarket	Morrisons	900m
Supermarket	Lidl	850m

A walk catchment plan is presented within **Appendix A** which indicates areas that can be accessed within a 1km and 2km walking distance of the Site.

In the vicinity of the Site, there are pedestrian footways provided on both sides of the carriageway on Coldharbour Road. There is an informal crossing located at the junction of Coldharbour Road and New House Lane, with a pedestrian refuge and dropped kerbs.

There is a footway located along the northern side of New House Lane. An informal crossing provided with dropped kerbs and tactile paving is present approximately 70m to the northeast of the Site.

There is a pelican crossing located along the Site's Coldharbour Road Site frontage, approximately 20m to the north of the junction with St Clements Close.

3.4 Accessibility by Cycle

The National Travel Survey (NTS) 2019 identifies that the average length for cycle journeys in England is 3.375 miles (5.4km). It should be noted that 5.4km represents the average distance for cycle journeys and as such some people will be prepared to cycle further distances. All of the facilities identified in **Table 3.1** are within an acceptable cycle distance of the Site.

A cycle catchment plan is included in **Appendix B**, which indicates the areas that can be accessed within a 3km and 5km cycle distance of the Site. The plan also identifies the proximity of the Site to local cycle routes.

National Cycle Route (NCR) 177 is accessible from Hog Lane, approximately 900m to the west of the Site. The route connects with Northfleet to the northwest and Strood to the southeast.

NCR 1 is also accessible from Thames Way, approximately 1.4km to the north of the Site. This is a long-distance cycle route which connects with Dover to the southeast and Colchester to the northeast. This route also provides a connection towards Central London, via the Isle of Dogs and Mile End.

3.5 Accessibility by Bus

The Chartered Institute of Highways and Transportation (CIHT) document "Planning for Walking" (March 2015) indicates that for bus stops in residential areas, a distance of 400m has traditionally been regarded as the desirable maximum walking distance.

The nearest bus stops to the Site are located on New House Lane, located approximately 35m (eastbound services) and 80m (westbound services) to the northeast. Additional bus stops are located on Coldharbour Road and Dene Holm Road, approximately 280m south and 270m northwest of the Site, respectively.

Table 3.2 provides a summary of the frequency of locally accessible bus services. A plan indicating regular bus service routes (routes 305, 481 and 483) in the vicinity of the Site is presented in **Appendix C**.

Table 3.2: Summary of Local Amenities and Facilities

Location	Bus number	Route	First bus	Last bus	Weekday Peak Frequency	Saturday frequency	Sunday frequency
New House Lane	305	Vigo – Meopham – Gravesend – Northfleet	07:30	N/A	One per day	N/A	N/A
		Northfleet – Gravesend – Meopham - Vigo	14:00	N/A	One per day	N/A	N/A
	481	Riverview Park – Denton – Gravesend – Perry Street – Northfleet – Ebbsfleet International – Swanscombe – Bluewater Bus Station	05:52	22:07	1-2ph	1-2ph	1ph
		Bluewater Bus Station – Swanscombe – Ebbsfleet International – Northfleet – Perry Street – Gravesend – Milton – Riverview Park	07:05	22:00	1-2ph	1-2ph	1ph
Coldharbour Road	483	Gravesend – Kings Farm – Gravesend Barrack Row – Perry Street - Northfleet – Ebbsfleet International – Bluewater Bus Station	06:18	22:20	2ph	2ph	1-2ph
		Bluewater Bus Station – Ebbsfleet International – Northfleet – Perry Street – Gravesend Barrack Row – Kings Farm - Gravesend	06:56	22:20	2ph	2ph	1-2ph
	735	Gravesend – Milton – Denton – Riverview Park – Kings Farm – Singlewell – Bexley- Canary Wharf – Aldgate Station – Fenchurch Street – Cannon Street Station – Blackfriars Station - Temple	05:55	07:10	3 per day	N/A	N/A
		Embankment – Temple – Cannon Street – Tower Hill – Canary Wharf – Bexley – Northfleet – Perry Street – Singlewell – Gravesend – Riverview Park – Chalk – Shorne – Higham – Denton – Milton - Gravesend	16:55	18:15	2 per day	N/A	N/A
	736	Lower Higham – Higham – Chalk – Denton – Gravesend – Northfleet – Bexley – Canary Wharf – Aldgate Station – Fenchurch Street – Cannon Street Station – Blackfriars Station - Temple	06:10	06:38	2 per day	N/A	N/A
		Embankment – Temple – Cannon Street Station – Tower Hill – Canary Wharf – Bexley – Northfleet – Gravesend – Kings Farm – Denton – Chalk – Higham – Lower Higham	16:48	17:23	2 per day	N/A	N/A

Source: bustimes.org, accessed 25/04/22

3.6 Accessibility by Rail

The nearest station is at Gravesend, located approximately 2.3km to the north of the Site. Gravesend station is served by Thameslink and Southeastern railway lines and can be accessed within a 27-minute walk and 7-minute cycle from the Site.

The Thameslink service provides direct connections to Rainham (Kent) and St Alban's City, while the Southeastern railway connection provides direct connections to St Pancras International, London Charing Cross, Ramsgate and Faversham. Southeastern operates the High Speed 1 (HS1) service, which provides direct connections to St Pancras International within an approximate 23-minute journey time.

Gravesend station is accessible from the Site by bus routes 481 and 483 (a one-minute walk to the Packham Road bus stop on New House Lane, which is served by the 481 or a two-minute walk to the Ladyfields bus stop on Coldharbour Road). It takes approximately 11 minutes to travel to Gravesend station on bus service 483 from Coldharbour Road and 15 minutes from New House Lane on bus service 481.

Ebbsfleet International station is located approximately 3.4km to the north-west of the Site. Ebbsfleet International station is currently served by Southeastern, providing direct connections to destinations including St Pancras International, Ashford International, Dover Priory, Faversham, Margate, Sandwich and Ramsgate. Southeastern operates the HS1 service, which provides direct connections to St Pancras International within an approximate 19-minute journey time.

The Ebbsfleet International station can be accessed within an 11-minute cycle of the Site or 15-minute journey by bus. Bus routes 481 and 483 serve Ebbsfleet International station (a one-minute walk to the Packham Road bus stop on New House Lane, which is served by the 481 or a two-minute walk to the Ladyfields bus stop on Coldharbour Road).

Table 3.3 provides a summary of the direct rail services available from Gravesend station and Ebbsfleet International station.

Table 3.3: Summary of Rail Services

Station	Operator	Destination	First Train	Last Train	Frequency			
					AM Peak	PM Peak	Sat	Sun
Gravesend	Thameslink	Rainham (Kent)	05:13	23:48	3ph	3ph	3ph	3ph
		St Albans City	04:59	20:29	1ph	1ph	2ph	0ph
	Southeastern	St Pancras International	04:59	22:42	4ph	3ph	3ph	2ph
		London Charing Cross	04:30	22:18	2ph	3ph	2ph	2ph
		Ramsgate	07:48	22:48	1ph	1ph	1ph	1ph
		Faversham	07:48	22:48	1ph	1ph	1ph	1ph
Ebbsfleet International	Southeastern	St Pancras International	06:02	23:35	3ph	3ph	3ph	3ph

Station	Operator	Destination	First Train	Last Train	Frequency			
					AM Peak	PM Peak	Sat	Sun
		Ashford International	06:55	23:55	2ph	2ph	2ph	2ph
		Dover Priory	06:55	23:55	1ph	2ph	1ph	1ph
		Faversham	06:43	22:43	2ph	2ph	1ph	1ph
		Margate	07:30	23:30	2ph	1ph	2ph	1ph
		Sandwich	08:52	18:25	1ph	1ph	0ph	0ph
		Ramsgate	07:30	23:30	3ph	1ph	2ph	1ph

3.7 Summary

The local pedestrian and cycle networks provide connections to local amenities and residential streets, providing good opportunities for staff and visitors to travel to and from the Site on foot or by cycle.

The nearest bus stops to the Site are located on New House Lane, approximately 80m to the north-east of the Site. Additional bus stops are located on Coldharbour Road and Dene Holm Road, approximately 280m south and 270m northwest of the Site, respectively.

The nearest railway station is Gravesend station, which is located approximately 2.3km to the north of the Site. The railway station can be accessed within a 27-minute walk, a 7-minute cycle or a 15-minute bus journey. The station is served by the Thameslink and Southeastern services.

Ebbsfleet International station is located approximately 3.4km from the Site and can be accessed within an 11-minute cycle or 15-minute bus journey. This station is currently served by the Southeastern services.

4 Proposed Development

4.1 Overview

The development proposal seeks to provide a 65-bedroom care home (Use Class C2) over 3-storeys, with associated access, parking and landscaping.

It is proposed that the Site would be supported by a total 27 car parking spaces, including two spaces designated for blue badge holders. An ambulance bay would be provided on-site, in the vicinity of the Site's main entrance.

Eight covered cycle parking spaces would be provided in the form of four Sheffield stands within the curtilage of the Site. This level of provision would accord with KCC standards.

Further details regarding the development proposals are presented with the associated TS.

4.2 Baseline Travel Patterns

This section of the TP provides the estimated travel patterns for the proposed development over a 14-hour day (07:00-21:00). The methodology adopted in the assessment of future travel demand can be found in the associated TS.

The daily (07:00-21:00) forecast travel demand for the care home development is summarised in **Table 4.1** below.

Table 4.1: (C2 Care Home) Multi-Modal Trip Generation – Daily Trips (07:00-21:00)

Mode of Travel	Total Trips (07:00-21:00)			Mode Share
	Arrivals	Depart's	Total	
Vehicles	49	51	100	-
Vehicle Occupants	62	63	125	65%
Public Transport Users	24	25	49	25%
Pedestrians	2	2	4	2%
Cyclists	8	7	15	8%
Total	96	97	193	100%

4.3 Development of a Definitive Base Position

A critical part of any TP is to establish a measured base position against which the impact of the TP can be judged.

Post-Site occupation, understanding travel patterns and mode share should be one of the first tasks conducted as part of the TP's implementation. The main criteria for the development of this baseline position are:

- TP surveys should be conducted as soon as possible once an agreed level of Site occupancy is reached; and
- The surveys should conform to the guidance set out in this TP.

It is important that the Site's occupancy levels, at the time of the survey, are sufficiently high to accurately reflect the overall travel patterns at the Site at full occupancy. In this case, it is anticipated that the inaugural TP survey would be undertaken within 3-months of full Site occupation.

The primary aim of any TP survey would be to gather a sufficient level of information to inform the determination of modal shift targets, and to tailor the TP's 'measures' effectively.

To achieve an accurate statistical appraisal of travel trends an adequate number of respondents will be required from any TP survey undertaken. A target staff response rate of 50% will be sought.

Data collected from the Year 1 TP survey will be used to define targets against which the success of the TP can be judged. However, for this submission **Section 5** of the TP will provide a preliminary TP target based on the data provided in **Table 4.1**.

5 Objectives and Targets

5.1 Travel Plan Objectives

The objectives of this TP are summarised below and seek to reduce staff reliance on travel by private car and to promote more sustainable modes of travel. These objectives aim to provide better access to key destinations and services, reduce congestion and deliver health benefits for employees by encouraging walking, cycling and the use of public transport.

Where a TP is supported by a long-term commitment and mechanisms for implementation, the potential local benefits can include:

- Reducing single occupancy car trips generated by the development to minimise traffic impact on the local network;
- Reducing the need for car use with benefits in terms of reduced congestion, air pollution and accidents;
- Improving Site accessibility and travel choice to local facilities;
- Improving access by the wider community to the development by sustainable modes of transport; and
- Increasing staff awareness of economic, environmental and social implications of travel choices.

The objectives for this TP are as follows:

Travel Plan Objectives

- **Engage with employees of the Care Home to raise awareness of sustainable travel choices and encourage more sustainable travel behaviour;**
- **Reduce the proportion of private vehicle occupant trips to and from the development, thereby reducing congestion not only in the vicinity of the development but also near key employment and educational areas within the wider area;**
- **Increase the proportion of journeys by active travel modes and public transport; and**
- **Reduce the environmental effects of car-borne travel.**

5.2 Targets

An objective of this TP is to reduce the number of vehicle occupant trips associated with the proposed development. To achieve this objective, it will be necessary to refer to the baseline mode shares outlined within **Table 4.1** to determine the likely modal shift which could be achieved through the delivery of this TP.

Following best practice, the TP targets would adopt an 'outcomes approach', focussing on mode shift. Realistic and achievable targets should be selected for the Care Home. The targets should be set to reflect the reductions in car use that are expected as a result of the TP measures.

To measure the effectiveness of the TP SMART targets are proposed. SMART targets are:

- Specific;
- Measurable;
- Achievable;
- Realistic; and
- Timed.

One of the key measures of the success of this TP will be the reduction in vehicle occupant journeys to and from the Care Home. **Table 4.1** of this TP refers to a vehicle occupant mode share of 65%.

The TP targets set out below seek to reduce the level of vehicle occupant trips and increase the proportion of movements by sustainable modes of travel.

Preliminary Travel Plan Targets

- Within 5 years of Site occupation, no more than 50% of staff trips to the care home to be undertaken by vehicle occupants;
- Within 5 years of Site occupation, no fewer than 50% of staff trips to the care home are to be undertaken on foot, by cycle or by public transport.

The targets set above would mean that vehicle occupant trips reduce by 15% over 5 years, with these trips transferring to a sustainable mode of travel.

6 Travel Plan Management

6.1 Introduction

This section sets out the key roles and responsibilities for the management and implementation of the TP.

6.2 Enforcement

The developer is responsible for establishing a framework for travel planning at the application Site (through this document) and would also be responsible for the relevant planning obligations, which will be set out within the relevant Section 106 agreement, or in planning conditions attached to any planning consent.

The occupier will be responsible for appointing a Travel Plan Coordinator (TPC) to oversee the implementation of the TP. The TPC role will be funded by the occupier for a minimum of five years following the completion of the proposed development.

6.3 Travel Plan Coordinator

A TPC will be appointed by the operator of the Site, most likely being a member of the facilities management staff. The TPC will be trained and will be responsible for the implementation of the TP at the development. Funding of the TPC will be the responsibility of the development occupier.

Following the appointment of the TPC, their contact details will be submitted to KCC.

The overall administration of the TP will be the responsibility of the TPC who will be responsible for the development, implementation, monitoring and enforcement of the TP.

The primary duties of the TPC are:

- Being the first point of contact for all information and issues regarding Travel Planning on the Site;
- Raising awareness of the TP through organised local events and participation in national events relating to sustainable travel;
- To work towards realising the objectives and targets of the TP;
- To update the travel boards and website with the latest information and progress of the TP;
- To ensure the measures in the TP are properly implemented;
- To undertake the required monitoring and review of the TP, including reporting to the local authorities; and
- To collate, organise and distribute the employee travel packs.

6.4 Travel Plan Administration

The TPC will oversee the management of a filing system for all correspondence relating to the TP for the Site and will be a key link between the TPC and various stakeholders.

The time allocated to the role would be sufficient to implement the TP. A greater amount of resource will be required at the outset, with further time required during the annual monitoring review and subsequently on an ad-hoc basis as required.

It is likely that the TPC would be a member of the on-site facilities staff and would therefore be available to carry out duties on a day-to-day basis.

The TPC will ensure that new employees are made aware of the existence of the TP and that their travel details are added to the relevant car share database if appropriate. Employees leaving will have their details removed from the database.

The TPC will be responsible for setting up and maintaining the employee travel dataset, following the initial travel survey.

The TPC will monitor the use and provision of cycle parking.

In the event that the occupier of the development changes, the previous TPC will be required to prepare a report outlining the progress of the TP. This report will provide details on the most recent travel measures that have been implemented, the current TP management arrangement and agreed funding streams.

7 Travel Plan Measures

7.1 Introduction

This section of the TP outlines potential measures which could be implemented to encourage sustainable travel choices at the proposed care home development.

Also outlined within this section of the TP are marketing and promotional strategies to implement and maintain the engagement of employees of the proposed development. These actions would be promoted by the TPC and are set out under the following headings:

- Promotion and Marketing;
- Proposed Hard Measures; and
- Proposed Soft Measures.

7.2 Promotion and Marketing

This section outlines how the TP will be promoted amongst employees of the proposed care home. The TP will be branded across the Site and in turn, will become familiar to all users. Branding the concept of the 'TP' is designed to increase the understanding of the TP and its sustainable aims, providing a distinctive and durable perception that will maximise its presence and ability to self-market within the development.

Employee Travel Pack

An Employee Travel Pack will be provided to all new employees upon commencement of their employment. The occupier will be responsible for funding and for providing the Employee Travel Pack, which will include the following:

- A mission statement detailing the objectives of the TP;
- Contact details of the TP Coordinator and a brief introduction outlining their commitment to promoting sustainable travel. The duties the TPC is responsible for such as personalised Travel Planning services will also be detailed;
- Site location plan highlighting the Site's proximity to local facilities and public transport services;
- Examples of walking or cycling journeys to destinations such as Gravesend station, Gravesend town centre and local amenities;
- Health, environmental and economic benefits of travelling via sustainable modes;
- Public Transport routes and timetable;
- List of local transport operators' websites and smartphone apps;
- Promotional material highlighting the health and financial benefits of walking and cycling i.e. national campaigns such as 'Walk to Work Week' and 'National Bike Week';
- Details of cycle routes within the local area;
- Details of websites and apps such as www.cyclestreets.net/ which provides free online walking and cycling journey planning tools; and
- Information on the development's car-share scheme and details associated with other external car share schemes, such as (<https://liftshare.com/uk>).

Staff Notice Board

A notice board would be provided within the Site in an area that is visible to all employees and visitors. The notice board will provide the following information:

- A mission statement of the TP;
- Contact details of the TP Coordinator and a summary outlining the responsibilities and duties of the TP Coordinator;
- A location plan of the Site with details of local facilities and public transport services;
- Public transport route maps and up-to-date timetables;
- Local cycling routes;
- Promotion of events such as 'bike to work week'; and
- Promotion of car share schemes.

7.3 Proposed Hard Measures

The occupant is committed to implementing the TP in order to promote and encourage sustainable travel choices for journeys to and from the care home development. To achieve these aims and to support the overall objectives, the design of the proposed development has incorporated hard measures which include:

- Provision of a dropped kerb pedestrian crossing on the Site's New House Lane frontage, linking the application Site to existing pedestrian infrastructure facilities.
- Provision of Sheffield Stands on-site to support access by cycle for both staff and visitors.
- The provision of staff shower, changing and storage facilities to cater for the requirements of those that choose to cycle, run/jog or walk to work.

7.4 Proposed Soft Measures

The TPC will be able to select 'soft' TP measures that they consider will have the best opportunity to influence travel patterns. These measures will be promoted by the TPC to influence travel behaviours, in line with the objectives of this document. Measures could include, but are not limited to, those summarised in **Table 7.1**.

Table 7.1: Proposed Travel Plan Soft Measures

Measures	Comments
Provide a staff notice board	To employees/ visitors with useful information regarding travel choice and include information such as details of car share schemes, walk and cycle routes, up-to-date bus and train times.
Provide Travel Packs to employees	To be provided at the launch of the TP and during the induction of new employees. The packs would include information such as details of car share scheme, walk and cycle routes, bus and train times.
Interest free loans for bus and rail tickets*	To remove the cash flow barrier to employees wishing to purchase season tickets for bus / rail which are significantly cheaper than daily tickets.
Promotion of national events	To link up with national events such as Bike Week or Walk to Work Week.
Car share database	To encourage the take up of car sharing by allowing employees to find other employees who may live near them and be interested in car sharing.
Guaranteed lift home for car-sharers	To ensure that employees who did not travel in their own car have the security of knowing they can get home in an emergency
Set up Bicycle User Group	To enable like-minded employees to discuss common issues and encourage more people to cycle to the development.
Cycle / Walking 'buddy' scheme	To increase personal security during unsociable hours.
*subject to the operator's working practice and policy	

8 Travel Plan Implementation

8.1 Action Plan

An Action Plan has been prepared to guide the TPC and the care home operator on the key milestones for the implementation of the TP and the milestones for future maintenance and reporting.

The Action Plan is provided in **Table 8.1** showing the key measures and milestones that the TPC will follow.

Table 8.1: Travel Plan Action Plan and Key Dates

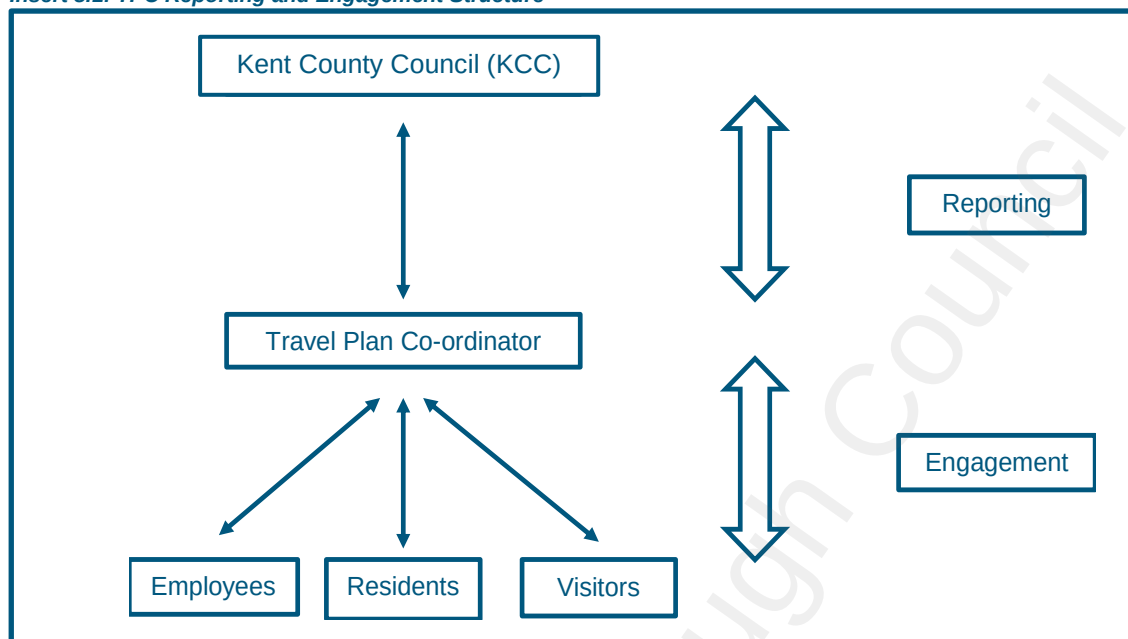
Action	Responsibility	Time Scale
Appoint the TP Co-ordinator	The care home operator	Prior to occupation
Prepare welcome packs for new employees	TPC	Prior to occupation
Implement cycle parking, lockers and showers	The care home operator and TPC	Prior to occupation
Identify an area for a staff notice board	TPC	Prior to occupation
Year 1 of Site occupation - Monitor travel demand and travel mode split	TPC	To be undertaken within 3 months of the occupation of the Site. The content of the monitoring questionnaire (or alternative form of monitoring) is to be agreed with KCC.
Year 1 of Site occupation - Report outcome of TP monitoring to KCC	TPC	Within 2 months of the TP Survey being issued.
TP Review	TPC	On-going.
Annually, monitor travel demand and travel mode split. Once targets are met, monitoring to take place every three years.	TPC	Monitoring should be undertaken at a time of year which is broadly consistent with the timing of the Year 1 travel survey.
Annually, report outcome of TP monitoring to KCC. Once targets are met, reporting to take place every three years.	TPC	Within 3 months of the TP Survey being issued to staff.
Review cycle parking demand and provision	TPC	On-going

8.2 Travel Plan Communication

The TPC will form a key link between the various stakeholders and will lead internal communications with employees on the TP's objectives, benefits and available measures and support available to them.

The TPC will also act as a contact point for external stakeholder engagement and reporting regarding the TP, recording comments and feeding back with any corrective measures that are deemed necessary. **Insert 8.1** details the communication strategy.

Whilst the TP is focused on the travel patterns of staff, the TPC will also act as a point of contact with residents and visitors on issues associated with travel, as required.

Insert 8.1: TPC Reporting and Engagement Structure

8.3 Travel Plan Funding

The developer will be responsible for funding the 'hard measures contained within this TP.

The on-going funding of the TP will be the responsibility of the end occupier, in this case, the operator of the proposed care home. The occupier will be responsible for funding all elements of the TP including the day-to-day management of the TP, funding of any measures required and all formal and informal surveys that are required to be carried out for monitoring purposes.

8.4 Statement of Senior Commitment

Soft measures would include the provision of an employee travel pack, a staff notice board providing details of car share schemes, walk and cycle routes, up-to-date bus and train times, and a guaranteed lift home scheme for car sharers, in the event of an emergency.

9 Monitoring and Review

9.1 Introduction

TPs must be monitored for their effectiveness to be ascertained. This TP will be monitored on an ongoing basis with an annual monitoring report issued to KCC.

The annual monitoring report will include:

- Details of progress made since the submission of the previous report;
- A summary of the travel survey results; and
- An assessment of whether the TP targets will be met.

9.2 Travel Surveys, Targets and Monitoring

Monitoring of the TP will occur in the form of travel surveys, reported to KCC via annual monitoring reports.

The first staff TP survey will be undertaken within 3 months of full Site occupation and would be repeated in years two, three, four and five following Site occupation, unless the TP's targets have been met. Once the TP targets are met, the monitoring survey would be undertaken every three years³. All results of the monitoring process will be reported to the Highway Authority in a monitoring report.

An appropriate method of monitoring the Travel Plan will be agreed with KCC. It is envisaged that monitoring would be undertaken via a questionnaire survey, and an example survey is provided in **Appendix x**.

Once surveys are complete a TP monitoring report would be prepared for issue to KCC, to include details of TP 'measures' introduced in the past year, plus an outline of planned measures and initiatives that would be implemented in the following year.

9.3 Targets Re-Evaluation

The TP targets will be reviewed after each monitoring exercise is undertaken and the TPC would have the ability to revise targets so that they continue to be SMART. Suggested updates to TP targets would be included in any monitoring report issued to KCC.

9.4 Dissemination

Information concerning the TP will be reported to the highway authority (KCC) at agreed time intervals. Feedback will be obtained from employees, mainly through the annual re-issue of the travel surveys. This feedback will be presented to KCC as part of the 'monitoring report'.

9.5 Securing the Travel Plan

It is envisaged that the TP will be secured through the proposed developments section 106 agreement or by condition.

³ Guidance on Transport Assessments and Travel Plans (Section 5.3), KCC, 2008

10 Summary

This Travel Plan (TP) has been prepared by Royal HaskoningDHV (RHDHV), on behalf of Frontier Estates Limited, in association with a proposed 64-bed care home (Use Class C2) development, at Coldharbour Road, Gravesend, Kent DA11 8NT (the 'Site').

This TP has established that the Site is accessible by sustainable modes of travel, however, it is also anticipated that the predominant mode of travel to and from the Site will be by car.

It is estimated that 65% of arrivals will be by vehicle occupants, with 35% of trips to be undertaken on foot, by cycle or by public transport.

The objectives for this TP are as follows:

Travel Plan Objectives

- Engage with employees of the application Site to raise awareness of sustainable travel choices and encourage more sustainable travel behaviour;
- Reduce the proportion of vehicle occupant trips to and from the development, thereby reducing congestion not only in the vicinity of the development but also near key employment and educational areas within the wider area;
- Increase the proportion of journeys by active travel modes and public transport; and
- Reduce the environmental effects of car-borne travel.

The TP targets set out below seek to reduce the level of vehicle occupant trips and increase the proportion of movements by sustainable modes of travel.

Preliminary Travel Plan Targets

- Within 5 years of Site occupation, no more than 50% of trips to the care home to be undertaken by vehicle occupants;
- Within 5 years of Site occupation, no fewer than 50% of trips to the care home are to be undertaken on foot, by cycle or by public transport.

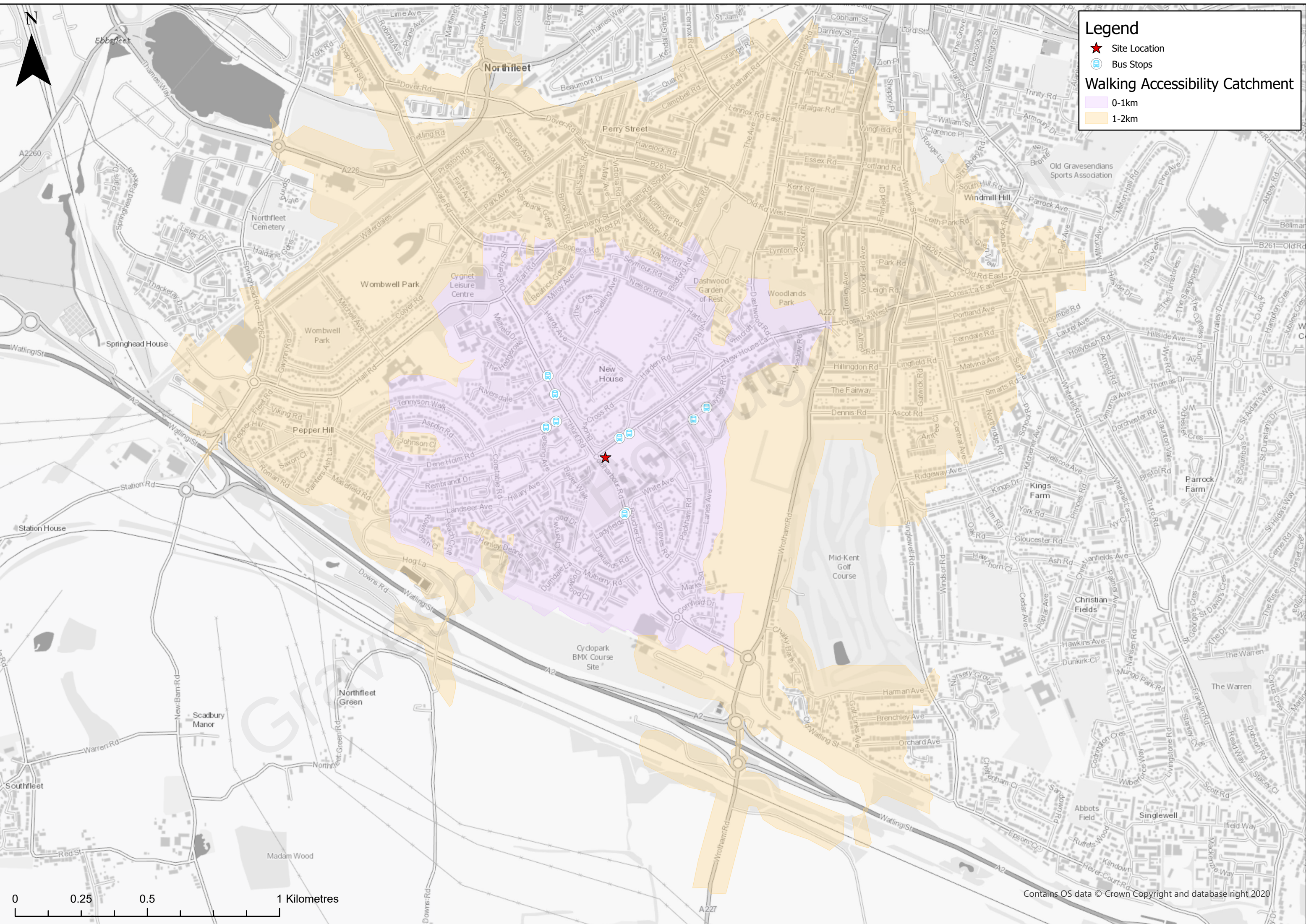
The targets set above would mean that vehicle occupant trips reduce by 15% over 5 years, with these trips transferring to a sustainable mode of travel.

The TP would be managed on a day-to-day basis by a TPC, who is likely to be a member of the care home's staff.

The TP will be monitored annually until the TP's targets are met. Thereafter, surveys would be undertaken once every three years. The results of the monitoring would be provided to KCC for their review.

Appendix A – Walk Accessibility Plan

Gravesham Borough Council



Legend

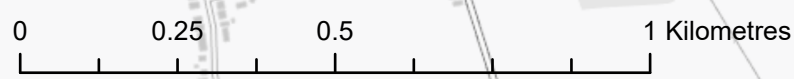
 Site Location

 Bus Stops

Walking Accessibility Catchment

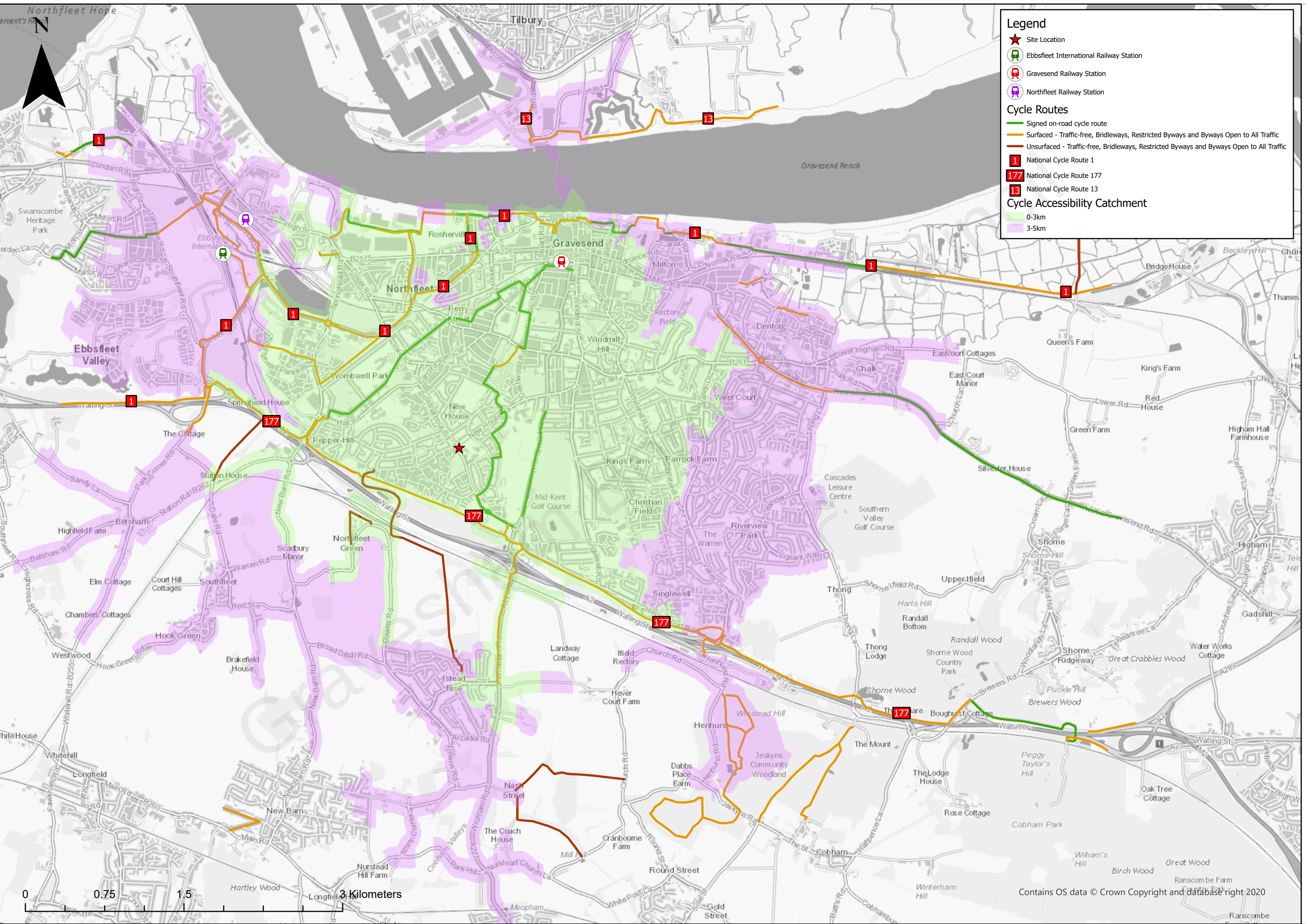
 0-1km

 1-2km



Appendix B – Cycle Accessibility Plan

Gravesham Borough Council



Legend

- ★ Site Location
- 🚆 Ebbsfleet International Railway Station
- 🚆 Gravesend Railway Station
- 🚆 Northfleet Railway Station

Cycle Routes

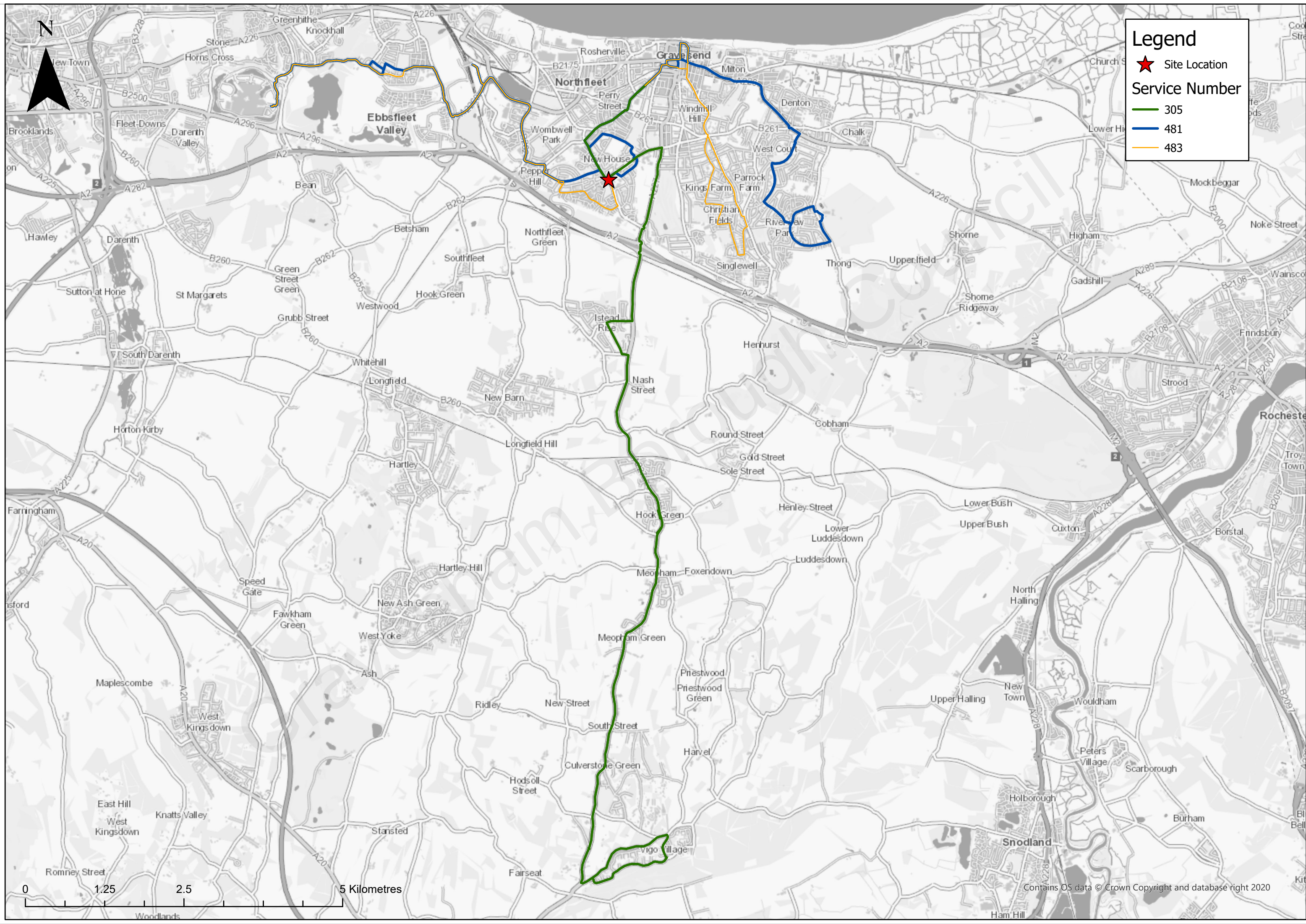
- 🟢 Signed on-road cycle route
- 🟡 Surfaced - Traffic-free, Bridleways, Restricted Byways and Byways Open to All Traffic
- 🟠 Unsurfaced - Traffic-free, Bridleways, Restricted Byways and Byways Open to All Traffic
- 1 National Cycle Route 1
- 177 National Cycle Route 177
- 13 National Cycle Route 13

Cycle Accessibility Catchment

- 0-3km
- 3-5km

Appendix C – Bus Route Plan

Gravesham Borough Council



Legend

- ★ Site Location
- 305
- 481
- 483

Appendix D – Example Questionnaire Survey

Gravesham Borough Council

TRAVEL SURVEY: Employees

1. What is your home postcode? (First 3 letters only)

Postcode

2. What is your main means of transport when travelling to the Care Home and / or Sheltered Accommodation?

(If you use multiple modes of transport, this should be the method of travel which you spend the most time using)

☐	Car (as driver)
☐	Car (as driver, with passenger)
☐	Car (as passenger)
☐	Bus
☐	Tram
☐	Rail
☐	Taxi
☐	Motorcycle
☐	Bicycle
☐	Walk
☐	Other (please specify)

3. If you drive to the Care Home, where do you park?

☐	On site
☐	On the surrounding streets
☐	In a local car park
☐	Other (please state where)

4. Why do you use your selected mode(s) of travel? (Please select the option which best suits your reasons)

☐	Speed (quicker than alternatives)
☐	Cost (cheaper than alternatives)
☐	Security (safer than alternatives)
☐	Special needs
☐	Environmental impact
☐	No viable alternative
☐	Because you don't own a car

5. If you don't currently walk or cycle, would walking/ cycling be a viable mode of travel for you? (If you already walk / cycle go to Question 8)

☐ Yes

☐ No

6. If you answered 'No' to Question 5, why did you answer this way? (If you answered 'Yes' go to Question 7)

☐ I live too far away

☐ Personal safety when walking / cycling

☐ Road safety when walking / cycling

☐ Other (please specify)

7. What measures, if any, would encourage you to walk or cycle to work? (e.g. cycle parking, improved road safety)

8. Finally, do you have any additional comments regarding travel to/ from the Care Home?

Thank you for taking the time to complete this survey.