Dice

Welcome Break Hinckley

Staff Travel Plan

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Staff Travel Plan

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1. Background and Context

1.1. Introduction

1.1.1. Dice Consulting Engineers Ltd (Dice) has been appointed by Welcome Break Group Limited to prepare a Final Staff Travel Plan (TP) in relation to the Motorway Service Area (MSA) development at Junction 1 of the M69, near Hinckley. The Travel Plan has been prepared to support the discharge of the relevant planning conditions associated with the approved development and establishes the measures to be implemented to encourage sustainable travel amongst employees working at the site.

1.1.2. The development benefits from planning permission granted by Rugby Borough Council (reference R23/1047) and Hinckley and Bosworth Borough Council (reference 23/01023/HYB), reflecting the location of the site across the administrative boundary of the two authorities. Both permissions include conditions requiring the submission and approval of a Final Staff Travel Plan prior to occupation of the development.

1.1.3. The approved development comprises a new MSA incorporating a petrol filling station, dedicated HGV refuelling facilities, a main services building accommodating food and retail outlets, a drive through unit, electric vehicle charging facilities, customer parking, HGV and coach parking, and associated landscaping and infrastructure.

1.2. Planning Background and Travel Plan Requirements

1.2.1. Planning permission for the development was granted by Rugby Borough Council under reference R23/1047 and Hinckley and Bosworth Borough Council under reference 23/01023/HYB.

1.2.2. Condition 18 of planning permission R23/1047 requires the submission and approval of a Final Staff Travel Plan prior to occupation of the development, in consultation with National Highways and Warwickshire County Highway Authority.

1.2.3. Similarly, Condition 19 of planning permission 23/01023/HYB requires the submission and approval of a Final Staff Travel Plan prior to occupation, in consultation with National Highways.

1.2.4. A Travel Plan was previously prepared by Dynamic Transport Planning Ltd in August 2023 (reference 3711622-TP-RevA) in support of the original planning applications. This

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established the initial objectives, proposed measures and monitoring arrangements for encouraging sustainable travel to the development.

1.2.5. This Final Staff Travel Plan builds upon the principles established within the original document and provides further details regarding the implementation, management and monitoring of measures aimed at encouraging sustainable staff commuting.

1.2.6. The Travel Plan will be implemented by Welcome Break through a nominated Travel Plan Coordinator, with support from the management teams responsible for the individual outlets. The proposed measures, implementation responsibilities and monitoring arrangements are set out within the following sections.

1.3. Site Location

1.3.1. The application site is located immediately to the west of Junction 1 of the M69 motorway, approximately 3km south of Hinckley town centre and 7km east of Nuneaton town centre.

1.3.2. The site comprises land situated between the A5 Watling Street to the north and the M69 motorway to the south. Wolvey Road is located to the west of the site, with the wider surrounding area characterised by a combination of agricultural land, highway infrastructure and scattered residential and commercial development.

1.3.3. The site occupies a strategic position on the highway network, providing convenient access to the A5 corridor and M69 motorway. The location is particularly suited to its intended function as a motorway service area, providing facilities for motorists, commercial vehicle drivers and other users of the strategic road network.

1.3.4. Vehicular access to the development will be provided from the A5 via a new signal controlled junction, together with associated improvements to the surrounding highway network, including the A5 and Wolvey Road junction.

1.3.5. Whilst the development is primarily intended to accommodate passing motorway and trunk road traffic, the employment opportunities generated by the MSA are expected to attract staff from surrounding settlements, including Hinckley, Burbage, Nuneaton and other nearby communities.

1.3.6. The location of the site adjacent to the strategic highway network presents some challenges in terms of accessibility by sustainable modes of transport. Nevertheless, opportunities exist

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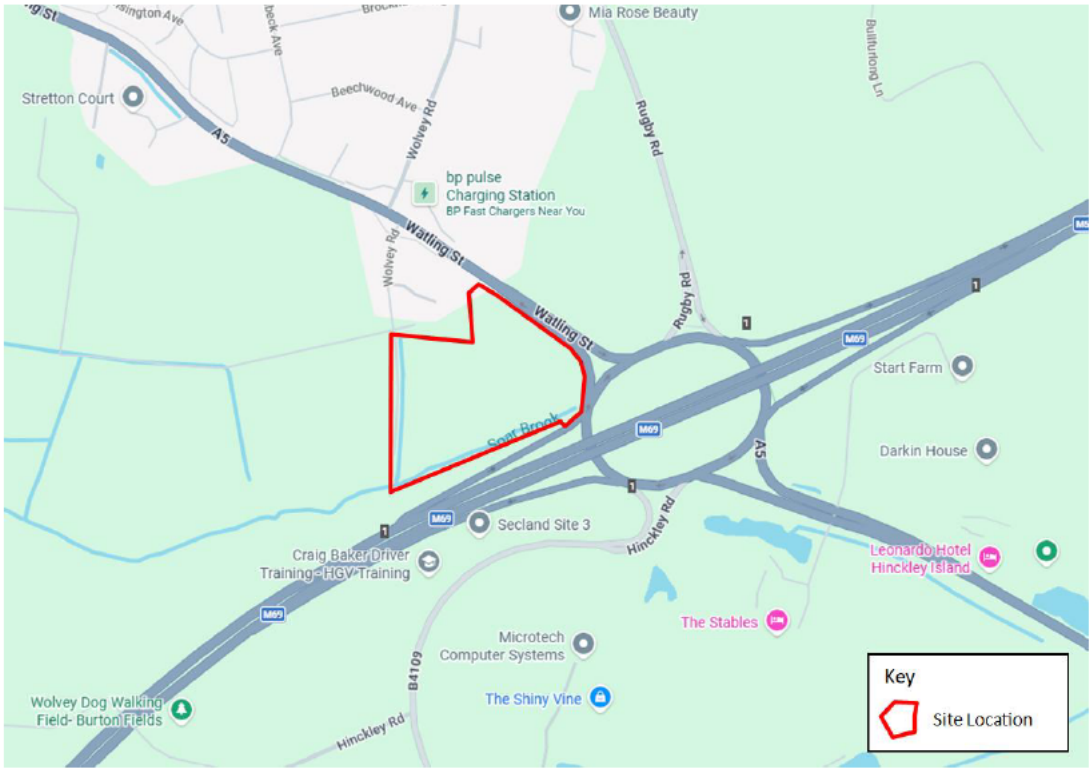
for walking, cycling, public transport and shared vehicle journeys, particularly for employees residing within nearby settlements and working during conventional daytime hours.

1.3.7. The suitability of these alternatives will depend on individual circumstances and the availability of safe and convenient connections to the site. These matters are considered in further detail within Section 3 of this Travel Plan.

1.3.8. The location of the development is illustrated in Figure 1.1.

Figure 1.1: Site Location Plan



1.4. Proposed Development

1.4.1. The approved development comprises the construction of a new Motorway Service Area, providing a range of facilities intended to serve users of the M69 motorway and A5 corridor.

1.4.2. The development will incorporate a main services building accommodating a range of food and retail operators, together with associated fuel facilities, electric vehicle charging infrastructure, customer parking, dedicated HGV parking and associated external amenity areas.

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1.4.3. Based on information provided by Welcome Break in September 2026, the main food and retail operators are anticipated to include Pret, KFC, Burger King, Starbucks and other associated retail and service facilities.

1.4.4. The indicative trading hours currently anticipated for the respective operators are summarised in Table 1.1. These remain subject to confirmation by Welcome Break and may be amended as operational arrangements are finalised.

Table 1.1: Indicative Trading Hours

Operator	Anticipated trading hours
Pret	06:00 to 22:00
KFC	11:00 to 22:00
Burger King	08:00 to 00:00
Hybrid	06:00 to 22:00
WTS	24 hours
Starbucks	24 hours

1.4.5. Welcome Break has advised that, for outlets which do not operate on a 24 hour basis, employees would typically arrive approximately one to two hours before the commencement of trading to undertake opening preparations.

1.4.6. Consequently, staff movements associated with the development will occur throughout the day and night, with some employees required to travel to or from the site during the early morning, late evening and overnight periods.

1.4.7. These operating arrangements are particularly relevant to the implementation of the Travel Plan, as the availability of public transport services and the suitability of walking and cycling may vary considerably depending on the time of travel.

1.4.8. The Travel Plan will therefore focus on encouraging sustainable commuting opportunities where these are realistic and compatible with individual working arrangements, rather than applying a uniform approach across all employees and operators.

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1.4.9. The final staffing levels and shift arrangements will be confirmed by Welcome Break as the development progresses towards occupation. Once operational, this information will assist the Travel Plan Coordinator in identifying opportunities for sustainable travel, particularly voluntary car sharing between employees residing within similar geographical areas and working compatible shifts. The initial staff travel survey will provide a further opportunity to establish actual commuting patterns and identify any barriers to the use of alternative modes of transport.

1.5. Report Structure

1.5.1. The remainder of this Travel Plan is structured as follows:

- Section 2: Travel Plan Aims and Objectives sets out Welcome Break's commitment to sustainable travel, together with the overarching vision and objectives of the Travel Plan.
- Section 3: Site Accessibility considers the accessibility of the development by walking, cycling and public transport, identifying opportunities and constraints associated with staff commuting.
- Section 4: Travel Plan Measures outlines the proposed initiatives and measures intended to encourage sustainable travel amongst employees working at the development.
- Section 5: Implementation, Management, Monitoring and Review establishes the arrangements for implementing the Travel Plan, including responsibilities, targets, staff travel surveys and ongoing monitoring.

1.5.2. The report is supported by an Action Plan setting out the proposed measures, responsibilities and implementation timescales, together with a proposed staff travel questionnaire to assist with establishing baseline travel patterns following occupation.

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2. Travel Plan Aims and Objectives

2.1. Developer's Commitment to Travel Planning

2.1.1. Welcome Break recognises the importance of promoting sustainable travel and encouraging employees to consider alternatives to single occupancy private car journeys wherever practical. The implementation of a Travel Plan provides an opportunity to influence staff travel behaviour, reduce unnecessary vehicle movements and support wider objectives relating to sustainable transport and environmental responsibility.

2.1.2. The Travel Plan forms part of Welcome Break's commitment to managing the transport implications of the development and builds upon the principles established within the original Travel Plan prepared by Dynamic Transport Planning Ltd in August 2023.

2.1.3. The principal focus of this Travel Plan is on journeys undertaken by employees travelling to and from the MSA. Whilst the development will generate a significant number of customer vehicle movements, these will predominantly comprise passing traffic using the strategic road network and are therefore less readily influenced through conventional workplace travel planning measures.

2.1.4. Welcome Break acknowledges that the location and operational requirements of the development will influence the range of travel choices available to employees. In particular, the operation of certain facilities on a 24 hour basis, together with early morning and late evening shift patterns, will mean that public transport and active travel may not represent realistic alternatives for all members of staff.

2.1.5. Notwithstanding these constraints, opportunities exist to encourage more sustainable commuting behaviour through improved travel information, promotion of walking and cycling, public transport awareness and voluntary car sharing between employees with compatible working arrangements.

2.1.6. Welcome Break will therefore seek to promote sustainable travel choices through a coordinated programme of measures, recognising that the effectiveness of individual initiatives will vary depending on employees' home locations, shift patterns and personal circumstances.

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2.1.7. Responsibility for overseeing the implementation of the Travel Plan will be assigned to a nominated Travel Plan Coordinator (TPC), who will act as the principal point of contact for staff and relevant stakeholders in relation to sustainable travel initiatives.

2.1.8. The TPC will be responsible for promoting the measures identified within this document, coordinating staff travel surveys, monitoring progress against the Travel Plan objectives and identifying opportunities for improvement throughout the monitoring period.

2.1.9. Welcome Break has advised that car sharing arrangements would ordinarily be organised voluntarily between individual employees, rather than through a formal company managed scheme. No existing arrangements for subsidised public transport tickets or staff bus passes have been identified. Accordingly, the Travel Plan focuses on practical measures that can be implemented through existing management arrangements, including the provision of travel information, promotion of sustainable transport options and encouragement of voluntary car sharing. Additional initiatives may be considered during the monitoring period where there is sufficient demand and they are operationally and financially viable.

2.1.10. The Travel Plan will remain a live document throughout the monitoring period, allowing the proposed measures to be reviewed and refined in response to actual staff travel patterns, feedback and changes in local transport provision.

2.2. Travel Plan Vision

2.2.1. The overarching vision of this Travel Plan is to encourage and facilitate sustainable travel choices for employees working at the Welcome Break M69 Junction 1 Motorway Service Area, reducing reliance on single occupancy private car journeys wherever practical.

2.2.2. The Travel Plan seeks to establish a working environment in which employees are aware of the travel options available to them and are encouraged to consider walking, cycling, public transport and shared vehicle journeys where these provide safe, convenient and realistic alternatives.

2.2.3. In achieving this vision, the Travel Plan recognises the importance of maintaining reliable access to the development for employees working a variety of shift patterns, including those travelling during periods when public transport services may be limited or unavailable.

2.2.4. The emphasis will therefore be on encouraging positive changes in travel behaviour through information, awareness and practical support, rather than imposing restrictions on employees' individual commuting arrangements.

2.2.5. Through the implementation of the proposed measures and ongoing monitoring of staff travel behaviour, Welcome Break will seek to establish a sustainable approach to staff commuting that remains appropriate to the operational requirements of the MSA.

2.3. Travel Plan Aims and Objectives

2.3.1. The principal aim of the Travel Plan is to minimise the proportion of employees travelling to and from the development as single occupancy car drivers, whilst encouraging the use of more sustainable and efficient modes of transport wherever reasonably achievable.

2.3.2. To support this overarching aim, the following objectives have been established:

- Encourage employees to consider walking and cycling for suitable journeys, particularly where safe and convenient routes are available from nearby residential areas.
- Promote awareness of available public transport services, including relevant bus routes, timetables and journey planning information.
- Encourage voluntary car sharing between employees living in similar locations or working compatible shift patterns.
- Ensure that employees are provided with clear and accessible information regarding the sustainable travel options available to them.
- Support the efficient use of existing transport infrastructure and reduce unnecessary single occupancy vehicle movements associated with staff commuting.
- Establish an understanding of staff travel behaviour through the completion of baseline and subsequent monitoring surveys.
- Identify opportunities to improve sustainable travel provision and encourage positive changes in commuting behaviour throughout the monitoring period.
- Ensure that the Travel Plan remains responsive to changes in staffing arrangements, working patterns and local transport services.

2.3.3. The Travel Plan will seek to achieve these objectives through a combination of measures implemented by Welcome Break and initiatives promoted by the Travel Plan Coordinator. These measures are outlined in Section 4 of this report.

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2.3.4. The effectiveness of the Travel Plan will be assessed through regular monitoring of staff travel behaviour, with particular consideration given to the proportion of employees travelling as single occupancy car drivers and the uptake of alternative modes of transport.

2.3.5. An initial staff travel survey will be undertaken following occupation to establish baseline travel patterns. The findings will inform the development of appropriate mode share targets and allow progress to be measured throughout the monitoring period.

2.3.6. The original Travel Plan established an indicative target to reduce the proportion of employees travelling by car or van as drivers by five percentage points over a five year period. This Final Staff Travel Plan retains the objective of reducing reliance on private car travel, with particular emphasis on single occupancy vehicle journeys. An initial five percentage point reduction in car driver mode share is proposed, with the baseline and subsequent targets to be reviewed following completion of the initial staff travel survey and agreed with the relevant authorities.

2.3.7. In addition to the overall mode share target, a series of action based targets will be established to ensure that the proposed measures are implemented within appropriate timescales. These will include the appointment of a Travel Plan Coordinator, provision of staff travel information, promotion of sustainable travel initiatives and completion of regular monitoring surveys.

2.3.8. The detailed targets, implementation responsibilities and monitoring arrangements are presented in Section 5 of this report.

2.3.9. It is considered that the objectives outlined above provide a proportionate and achievable approach to promoting sustainable staff travel, having regard to the nature, location and operational requirements of the proposed development.

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3. Site Accessibility

3.1. Introduction

3.1.1. This section considers the accessibility of the proposed Welcome Break Motorway Service Area (MSA) at M69 Junction 1 by sustainable modes of transport, with particular consideration given to walking, cycling and public transport.

3.1.2. The assessment draws upon the accessibility information presented within the original Travel Plan prepared by Dynamic Transport Planning Ltd in August 2023, which considered the opportunities for sustainable travel associated with the proposed development.

3.1.3. The site is located adjacent to the A5 Watling Street and M69 motorway, approximately 3km south of Hinckley town centre. Whilst the development is primarily intended to serve passing traffic using the strategic highway network, it will also provide employment opportunities for residents of Hinckley, Burbage, Nuneaton and surrounding settlements.

3.1.4. Given the nature of the development, the availability and suitability of sustainable transport options will vary depending on individual employees' home locations, working hours and personal circumstances. In particular, the operation of certain facilities on a 24 hour basis presents additional challenges for employees travelling during periods when public transport services may be limited.

3.1.5. The following assessment therefore considers the opportunities available for sustainable staff commuting, whilst recognising the practical limitations associated with the location and operational characteristics of the development.

3.2. Pedestrian Access

3.2.1. Walking represents an important sustainable mode of transport for shorter journeys and can provide health and environmental benefits. The suitability of walking as a means of commuting to the development will depend primarily on the distance between employees' homes and the site, together with the availability of safe and convenient pedestrian routes.

3.2.2. The development is situated within a predominantly rural and strategic highway setting, with the A5 forming the principal highway corridor to the north and Wolvey Road providing connections towards nearby residential areas and settlements.

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3.2.3. The original Travel Plan identifies pedestrian infrastructure within the surrounding highway network, including facilities associated with the A5 and Wolvey Road corridors. The suitability of these routes for staff commuting will depend upon the continuity of pedestrian provision, the availability of appropriate crossing facilities and the connections between the surrounding highway network and the internal pedestrian routes within the development.

3.2.4. The approved site layout, prepared by ADS Design (drawing reference 1415-26r), identifies dedicated pedestrian routes throughout the development, connecting the main services building, parking areas and other operational facilities. The routes incorporate dropped kerbs and tactile paving at appropriate locations to facilitate safe and convenient pedestrian movement.

3.2.5. Pedestrian access to the development is provided via the A5 access junction, with the site layout identifying connections between the external access arrangements and the internal pedestrian network. These facilities provide opportunities for employees to access the development on foot, particularly those residing within Burbage and the surrounding area.

3.2.6. The suitability of pedestrian routes will also be influenced by the timing of staff journeys. Employees working early morning, late evening or overnight shifts may be required to travel during periods of darkness, making the availability of suitable lighting, crossing facilities and continuous pedestrian infrastructure particularly important.

3.2.7. As part of the implementation of this Travel Plan, the Travel Plan Coordinator (TPC) will ensure that employees are provided with information regarding the available pedestrian connections to the site, including suitable routes and crossing facilities.

3.2.8. Whilst walking is unlikely to represent the principal commuting mode for the majority of employees, it remains a viable option for those living within a reasonable distance of the development and will be promoted where appropriate.

3.3. Cycle Access

3.3.1. Cycling provides an opportunity for employees travelling from a wider catchment area than would typically be considered suitable for walking. It can offer a practical alternative to private car use, particularly for employees residing within nearby settlements.

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3.3.2. The original Travel Plan identifies cycling infrastructure within the surrounding highway network, including shared pedestrian and cycle facilities along sections of the A5 corridor and connections associated with the Stretton Baskerville Interchange.

3.3.3. These facilities provide opportunities for cyclists to access the development from surrounding areas, although some journeys will require cyclists to negotiate sections of the wider highway network where dedicated cycling infrastructure may be limited.

3.3.4. Hinckley and Burbage are located within a distance that may be suitable for cycling for some employees, depending on individual fitness, confidence and the availability of appropriate routes. Cycling may also be feasible from other nearby settlements, although longer journeys and the characteristics of the surrounding highway network may reduce its attractiveness.

3.3.5. The development's location adjacent to the A5 and M69 means that the suitability of cycling will be influenced by the characteristics of the surrounding highway network, particularly the availability of dedicated facilities and appropriate crossing arrangements. The approved access infrastructure will provide connections between the development and the surrounding network, although the attractiveness of cycling will vary depending on employees' journey origins, confidence and working hours.

3.3.6. The suitability of cycling will also vary according to staff working patterns, with employees travelling during early morning or late evening periods potentially facing additional challenges associated with darkness and prevailing weather conditions.

3.3.7. The Travel Plan will encourage cycling where suitable through the provision of route information, promotion of available cycle parking facilities and awareness of the potential financial and health benefits associated with cycling to work.

3.3.8. The TPC will also promote any applicable Cycle to Work arrangements available through Welcome Break, subject to confirmation of the schemes offered to employees.

3.3.9. Overall, cycling is considered to offer a potential sustainable commuting option for employees living within Hinckley, Burbage and surrounding settlements, particularly where suitable routes and compatible working arrangements are available.

3.3.10. The development incorporates dedicated cycle parking facilities to encourage employees to travel by bicycle. The approved site layout (ADS Design drawing reference 1415-26r) identifies six bicycle lockers adjacent to the HGV fuel sales building. Further details of the proposed secure cycle parking arrangements are illustrated on Whittam Cox Architects

drawing 240630-WCA-00-00-DR-A-90104-P01, which has been submitted in support of the discharge of Condition 23 of planning permission 23/01023/HYB.

3.3.11. The provision of secure cycle parking will support employees wishing to cycle to work. The Travel Plan Coordinator will promote the location and availability of the facilities through staff inductions and ongoing internal communications.

3.4. Public Transport

3.4.1. Public transport can provide an alternative to private car travel for employees residing within settlements served by existing bus and rail services. However, the suitability of public transport for staff commuting will depend on the availability of services at the times employees are required to start and finish their shifts.

3.4.2. The nearest identified bus stops are located on Three Pots Road, close to its junction with Wolvey Road, approximately 500m north of the development. The stops provide access to bus services connecting the surrounding settlements and wider area.

3.4.3. The Three Pots Road bus stops are served by services X6 and 8, providing connections towards Leicester, Hinckley, Burbage and Lutterworth. The services offer opportunities for employees to travel to and from the development by public transport, particularly those residing within the surrounding urban areas.

Table 3.1: Local Bus Services

Service	Destinations	Service Provision
X6	Leicester and surrounding settlements	Regular daytime services, with early morning and evening journeys
8	Hinckley, Burbage and Lutterworth	Selected daytime and early evening journeys

3.4.4. The available timetable information indicates that the X6 operates throughout much of the day, with journeys extending into the evening. Service 8 provides additional connections, although its availability is more limited. The suitability of public transport for individual employees will depend upon their home location and working arrangements.

3.4.5. Given the nature of the development, employees will work a range of shifts, including early morning, evening and overnight periods. Whilst public transport offers a realistic alternative for some employees, particularly those working daytime shifts, it is recognised that service

availability may be limited for those commencing or finishing work outside normal operating hours.

3.4.6. The Travel Plan Coordinator will promote the available bus services through staff travel information and induction materials, including details of nearby stops, routes and timetable information. Employees will also be encouraged to use online journey planning tools to identify suitable public transport options.

3.4.7. Hinckley Railway Station is identified within the original Travel Plan as the nearest railway station, situated approximately 2.5km to the north west of the development. The station is located on the Birmingham to Peterborough railway corridor and provides opportunities for longer distance journeys, although employees travelling by rail would require an onward connection to reach the site.

3.4.8. Whilst public transport may provide a realistic commuting option for employees working conventional daytime hours, the anticipated operational arrangements of the development will result in staff movements outside the principal periods of public transport operation.

3.4.9. In particular, Welcome Break has advised that some outlets are expected to operate on a 24 hour basis, whilst employees working within other outlets may be required to arrive approximately one to two hours before the commencement of trading.

3.4.10. Consequently, employees working early morning, late evening or overnight shifts may have limited opportunities to travel by public transport, particularly where services do not operate at the required times.

3.4.11. The Travel Plan will therefore seek to encourage public transport use where services provide a practical alternative, whilst recognising that this will not be suitable for all employees.

3.4.12. The Travel Plan Coordinator will be responsible for ensuring that staff are provided with up to date information regarding available public transport services, including relevant routes, timetables and journey planning resources.

3.4.13. Welcome Break has not identified any existing arrangements for subsidised bus passes or public transport tickets for employees. Accordingly, the Travel Plan does not rely upon financial incentives to encourage public transport use, although opportunities for further initiatives may be considered during the monitoring period.

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3.5. Summary

3.5.1. The approved site layout identifies a total of 272 car parking spaces, including 18 designated staff parking spaces, together with separate provision for motorcycles, HGVs, coaches and caravans. The parking arrangements have been designed to accommodate the operational requirements of the motorway service area.

3.5.2. Whilst car travel will remain necessary for some employees, particularly those working unsociable hours or travelling from locations with limited public transport connections, the Travel Plan will seek to encourage sustainable alternatives where practical, including walking, cycling, public transport and car sharing.

3.5.3. Public transport may provide a viable alternative for some employees, particularly those working daytime shifts where existing bus services operate at suitable times. However, the location of the development and its anticipated operating hours mean that public transport is unlikely to accommodate the commuting requirements of all staff.

3.5.4. Given these characteristics, car sharing is considered to offer a potentially important opportunity for reducing single occupancy vehicle journeys, particularly between employees residing within similar geographical areas and working compatible shifts.

3.5.5. The Travel Plan will therefore adopt a balanced approach to promoting sustainable commuting, with measures focused on improving staff awareness of available travel options, encouraging active travel where suitable and facilitating opportunities for voluntary car sharing.

3.5.6. The effectiveness of these measures will be reviewed following occupation, once actual staff travel patterns and shift arrangements have been established through the baseline travel survey.

3.5.7. The proposed Travel Plan measures are presented in Section 4 of this report.

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4. Travel Plan Measures

4.1. Introduction

4.1.1. This section outlines the measures proposed to encourage sustainable travel amongst employees working at the Welcome Break Motorway Service Area (MSA) at M69 Junction 1. The measures have been developed having regard to the location of the development, the availability of alternative modes of transport and the anticipated operational requirements of the individual outlets.

4.1.2. The principal objective of the measures is to reduce reliance on single occupancy private car journeys wherever practical, whilst ensuring that employees continue to have safe and reliable access to their place of work.

4.1.3. The Travel Plan recognises that the development will operate across a range of hours, including early morning, late evening and overnight periods. Consequently, the suitability of individual travel measures will vary depending on employees' home locations, shift patterns and personal circumstances.

4.1.4. The proposed measures therefore focus on improving awareness of available travel options, encouraging walking and cycling where appropriate, promoting public transport and facilitating voluntary car sharing between employees with compatible commuting arrangements.

4.1.5. The measures will be implemented and promoted by the nominated Travel Plan Coordinator (TPC), with support from Welcome Break and the management teams responsible for the individual outlets.

4.1.6. The Travel Plan will remain a live document, with the effectiveness of the proposed measures reviewed following occupation and throughout the monitoring period. Where appropriate, additional initiatives may be considered in response to staff feedback and the findings of subsequent travel surveys.

4.2. Travel Plan Coordination

4.2.1. Welcome Break will appoint a Travel Plan Coordinator prior to first occupation of the development. The TPC will be responsible for overseeing the implementation, management and monitoring of the Travel Plan throughout the agreed monitoring period and will act as the principal point of contact for matters relating to sustainable staff travel.

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4.2.2. The TPC may be an existing member of Welcome Break's management team or another suitably appointed representative with sufficient authority and resources to coordinate the proposed measures.

4.2.3. The principal responsibilities of the TPC will include:

- Acting as the main point of contact for matters relating to the Travel Plan.
- Promoting sustainable travel options to employees working at the development.
- Preparing and maintaining staff travel information.
- Liaising with individual outlet managers to encourage participation in Travel Plan initiatives.
- Coordinating baseline and subsequent staff travel surveys.
- Monitoring progress against the Travel Plan objectives and targets.
- Identifying opportunities for additional measures or improvements where appropriate.
- Preparing monitoring reports and liaising with the relevant local planning and highway authorities.

4.2.4. The TPC will ensure that information regarding sustainable travel options is made available to employees as part of their induction process and through appropriate internal communication channels.

4.2.5. Given the presence of multiple food and retail operators within the development, the TPC will work with the respective management teams to ensure that Travel Plan information is communicated consistently across the site.

4.2.6. The name, position and contact details of the nominated Travel Plan Coordinator will be confirmed by Welcome Break prior to occupation and provided to the relevant planning and highway authorities. Should responsibility for the Travel Plan change during the monitoring period, updated contact details will be provided accordingly to ensure continuity in the management and implementation of the proposed measures.

4.3. Active Travel Measures

4.3.1. Walking and cycling provide opportunities to reduce reliance on private car travel whilst offering wider health and environmental benefits. The Travel Plan will seek to encourage these modes where suitable, particularly for employees residing within nearby settlements.

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4.3.2. As identified within Section 3, the development benefits from pedestrian and cycle connections associated with the surrounding highway network, including facilities along the A5 corridor and connections towards Hinckley and Burbage.

4.3.3. The TPC will promote walking and cycling through the provision of information regarding available routes, journey planning resources and facilities provided within the development.

4.3.4. Employees will be encouraged to consider walking or cycling for suitable journeys, taking account of the distance travelled, the availability of appropriate infrastructure and their individual working arrangements.

4.3.5. Particular consideration will be given to employees travelling during periods of darkness, recognising the importance of safe and convenient routes for those working early morning, late evening or overnight shifts.

4.3.6. The following measures will be promoted as part of the Travel Plan:

- Promote the pedestrian routes and connections available to and within the development.
- Provide information on local walking and cycling routes through staff induction and internal communications.
- Promote the availability and location of the dedicated secure cycle parking facilities.
- Encourage employees to consider walking or cycling for shorter journeys, where practical.
- Promote any available Cycle to Work scheme, subject to Welcome Break's existing employment arrangements.

4.3.7. The TPC will also encourage employees to raise any concerns regarding pedestrian and cycle access arrangements, allowing potential barriers to sustainable travel to be identified and considered during the monitoring period.

4.3.8. Whilst walking and cycling will not be suitable for all employees, particularly those travelling longer distances or working unsociable hours, these measures will help ensure that staff are aware of the opportunities available to them.

4.4. Cycle to Work Schemes

4.4.1. Cycle to Work schemes can provide an opportunity for employees to obtain bicycles and associated equipment through salary sacrifice arrangements, potentially reducing the financial cost of cycling to work.

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4.4.2. The availability of any existing Cycle to Work scheme operated by Welcome Break will be confirmed prior to occupation. Where such arrangements are available, the TPC will ensure that eligible employees are provided with appropriate information regarding participation.

4.4.3. Where no formal scheme is available, the potential introduction of a Cycle to Work initiative may be considered during the monitoring period, having regard to staff demand and the operational and financial implications for Welcome Break.

4.4.4. The promotion of cycling will also be supported through the provision of information regarding local cycle routes, cycle parking facilities and relevant journey planning resources.

4.4.5. The effectiveness of these measures will be considered through the staff travel surveys, including feedback from employees regarding any barriers to cycling and opportunities for further improvements.

4.5. Public Transport Measures

4.5.1. Public transport has the potential to provide a sustainable alternative to private car travel for employees residing within settlements served by existing bus and rail services.

4.5.2. As identified within Section 3, the Three Pots Road bus stops provide access to services X6 and 8, offering connections to surrounding settlements including Hinckley, Burbage, Leicester and Lutterworth. Additional onward rail connections are available from Hinckley Railway Station.

4.5.3. The availability and suitability of these services will be dependent on the times at which employees are required to travel. In particular, the anticipated operation of certain outlets on a 24 hour basis means that public transport may not provide a realistic option for all staff.

4.5.4. The Travel Plan will therefore seek to encourage public transport use where suitable services are available and compatible with employees' working arrangements.

4.5.5. The Travel Plan Coordinator will promote public transport opportunities available from the Three Pots Road bus stops, including services X6 and 8. Staff travel information will include details of local bus routes, timetable information and journey planning resources, with particular emphasis on identifying services compatible with employee shift patterns.

4.5.6. Welcome Break has advised that no existing arrangements for subsidised bus passes or public transport tickets have been identified. Consequently, the Travel Plan does not rely upon the provision of financial incentives to encourage public transport use.

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4.5.7. Should opportunities for additional public transport initiatives arise during the monitoring period, these may be considered by Welcome Break, having regard to staff demand, operational requirements and the availability of suitable services.

4.6. Reducing the Need to Travel

4.6.1. Measures aimed at reducing the need to travel can contribute towards minimising unnecessary vehicle movements associated with a development. However, the opportunities for such measures are more limited within a motorway service area, where the majority of employees are required to attend the site to undertake their duties.

4.6.2. The nature of the proposed food, retail and service operations means that home working and remote working arrangements are unlikely to represent practical alternatives for most employees.

4.6.3. Nevertheless, opportunities may exist to improve the efficiency of staff commuting through the coordination of working arrangements, particularly where employees live within similar geographical areas or work compatible shifts.

4.6.4. Where operationally practical, outlet managers may consider opportunities to coordinate staff shift patterns in a manner that supports shared travel arrangements, subject to staffing requirements and individual employee circumstances.

4.6.5. The Travel Plan will also encourage employees to consider combining their journeys to and from work with other necessary activities, where appropriate, to reduce the need for additional vehicle trips.

4.6.6. Whilst the potential for reducing the overall need to travel is limited by the operational requirements of the development, these measures may provide opportunities to improve the efficiency of staff commuting.

4.7. Car Sharing

4.7.1. Car sharing is considered to offer an important opportunity for reducing single occupancy vehicle journeys associated with the development, particularly given the location of the site and the anticipated variation in staff working hours.

4.7.2. Car sharing allows employees travelling from similar locations to share a vehicle for all or part of their journey, potentially reducing travel costs, parking demand and the number of individual vehicle movements.

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4.7.3. The presence of multiple food and retail operators within the MSA may provide opportunities for employees working across different outlets to share journeys, particularly where shift start and finish times are compatible.

4.7.4. Welcome Break has advised that car sharing arrangements would ordinarily be organised between individual employees, rather than through a formal company managed scheme.

4.7.5. Accordingly, the Travel Plan will seek to encourage voluntary car sharing through improved awareness and communication, without requiring employees to participate or introducing formal arrangements that may not be appropriate to the operation of the development.

4.7.6. The following measures will be promoted:

- Encouraging employees to consider car sharing with colleagues who live within similar geographical areas.
- Promoting the financial and environmental benefits associated with shared journeys.
- Encouraging staff to discuss potential car sharing arrangements with colleagues working compatible shifts.
- Providing information regarding external car sharing platforms and journey matching resources, where appropriate.
- Encouraging employees to identify opportunities for shared travel through staff communications and Travel Plan awareness initiatives.

4.7.7. The TPC will work with individual outlet managers to raise awareness of car sharing opportunities, recognising that participation will remain voluntary and subject to the agreement of the employees concerned.

4.7.8. Particular consideration will be given to the compatibility of shift patterns, as employees working different hours may have limited opportunities to share journeys on a regular basis.

4.7.9. The Travel Plan does not rely upon dedicated car sharing parking spaces or financial incentives, as these arrangements have not been confirmed by Welcome Break. However, the potential introduction of additional measures to support car sharing may be considered during the monitoring period where staff demand is demonstrated and implementation is considered operationally practical.

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4.7.10. The uptake of car sharing will be monitored through the staff travel surveys, allowing the effectiveness of the promotional measures to be assessed and any opportunities for further encouragement to be identified.

4.7.11. Given the operational characteristics of the development, car sharing is considered to represent one of the more realistic opportunities for reducing single occupancy car journeys, particularly for employees who are unable to travel by walking, cycling or public transport.

4.8. Staff Travel Information and Awareness

4.8.1. Providing employees with clear and accessible information regarding available travel options is an important element of encouraging sustainable commuting behaviour.

4.8.2. The TPC will prepare appropriate staff travel information prior to first occupation of the development. This information will be made available to employees from the commencement of occupation and maintained throughout the monitoring period to reflect changes in available transport services and sustainable travel opportunities.

4.8.3. The information will include details of available walking and cycling routes, public transport services, journey planning resources, cycle parking facilities and opportunities for voluntary car sharing.

4.8.4. Sustainable travel information will be incorporated into the induction process for new employees, ensuring that staff are made aware of the travel options available to them from the commencement of their employment. The information will be provided across all outlets within the development, with support from the respective management teams.

4.8.5. Existing employees will also be provided with access to the information through appropriate internal communication channels, which may include staff noticeboards, electronic communications or other established workplace arrangements.

4.8.6. The TPC will ensure that the information remains relevant and is updated where changes occur to local public transport services, access arrangements or available travel initiatives.

4.8.7. Periodic awareness initiatives may also be undertaken to encourage employees to reconsider their commuting arrangements and highlight the benefits associated with alternative modes of transport.

4.8.8. The effectiveness of the information and awareness measures will be considered through staff feedback and the findings of the Travel Plan monitoring surveys.

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4.9. Summary

4.9.1. The measures outlined within this section provide a proportionate approach to encouraging sustainable staff commuting at the proposed MSA, having regard to the location of the development and its anticipated operational characteristics.

4.9.2. The measures focus on improving staff awareness of available travel options, promoting walking and cycling where suitable, encouraging public transport use and supporting voluntary car sharing arrangements.

4.9.3. Particular emphasis is placed on measures that can be implemented through existing management arrangements and which do not rely upon significant additional infrastructure or financial commitments.

4.9.4. The implementation of the measures will be overseen by the nominated TPC, with their effectiveness assessed through regular monitoring of staff travel behaviour.

4.9.5. The arrangements for implementing, managing, monitoring and reviewing the Travel Plan are presented in Section 5 of this report.

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5. Implementation, Management, Monitoring and Review

5.1. Introduction

5.1.1. This section sets out the arrangements for implementing, managing, monitoring and reviewing the Travel Plan for the Welcome Break Motorway Service Area (MSA) at M69 Junction 1.

5.1.2. The successful implementation of the Travel Plan will require ongoing coordination between Welcome Break, the individual outlet operators and the nominated Travel Plan Coordinator (TPC), together with appropriate engagement with employees working at the development.

5.1.3. The Travel Plan will be implemented from the commencement of occupation, with the proposed measures promoted to employees through staff induction procedures and ongoing internal communications.

5.1.4. Monitoring will be undertaken to establish actual staff travel patterns, assess the effectiveness of the proposed measures and identify opportunities for encouraging further sustainable travel behaviour.

5.1.5. The monitoring arrangements will recognise the operational characteristics of the development, including the presence of multiple operators, varying shift patterns and the requirement for certain facilities to operate on a 24 hour basis.

5.1.6. The Travel Plan will be monitored over a five year period following occupation of the development, consistent with the arrangements established within the original Travel Plan prepared by Dynamic Transport Planning Ltd in August 2023. An initial staff travel survey will be undertaken within six months of first occupation, followed by annual monitoring to assess progress against the Travel Plan objectives and agreed targets.

5.2. Travel Plan Management

5.2.1. Welcome Break will retain overall responsibility for the implementation of the Travel Plan and will appoint a suitably qualified or experienced individual to undertake the role of Travel Plan Coordinator prior to occupation of the development.

5.2.2. The TPC will be responsible for coordinating the measures identified within Section 4 and ensuring that the Travel Plan remains an active part of the management arrangements for the MSA.

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5.2.3. The principal responsibilities of the TPC will include:

- Coordinating the implementation of the Travel Plan measures.
- Acting as the principal point of contact for employees and relevant authorities.
- Ensuring that sustainable travel information is made available to staff.
- Liaising with individual outlet managers to encourage participation in Travel Plan initiatives.
- Coordinating baseline and subsequent staff travel surveys.
- Reviewing staff travel patterns and progress against the Travel Plan targets.
- Preparing monitoring reports and identifying opportunities for improvement.
- Maintaining and updating the Travel Plan where appropriate.

5.2.4. The TPC will work with the management teams responsible for the individual outlets to ensure that Travel Plan information is communicated to employees across the development.

5.2.5. Given that the MSA will accommodate several operators with differing trading hours and staffing requirements, individual outlet managers will be encouraged to support the TPC by distributing information, promoting staff participation in surveys and identifying opportunities for sustainable commuting.

5.2.6. The name and contact details of the nominated TPC will be confirmed prior to occupation and provided to the relevant authorities. Should the TPC change during the monitoring period, updated contact details will be provided as appropriate.

5.2.7. Welcome Break will be responsible for providing the necessary management support to implement the measures identified within this Travel Plan. Any additional initiatives requiring financial expenditure or changes to operational arrangements will be subject to consideration and approval by Welcome Break.

5.3. Travel Plan Targets

5.3.1. Travel Plan targets provide a means of assessing progress towards the objectives established within Section 2 and identifying whether the proposed measures are achieving the intended changes in staff travel behaviour.

5.3.2. The targets are divided into two categories:

- Action targets, which relate to the implementation of specific measures and management arrangements.

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- Aim targets, which relate to changes in staff travel behaviour and the proportion of journeys undertaken by different modes of transport.

5.3.3. The original Travel Plan established provisional mode share targets based on Census journey to work information. However, these figures do not necessarily reflect the actual travel characteristics of employees who will work at the completed development.

5.3.4. Furthermore, the operational arrangements of the MSA, including varying shift patterns and overnight working, are likely to influence the availability and suitability of alternative modes of transport.

5.3.5. It is therefore proposed that an initial staff travel survey is undertaken following occupation to establish a representative baseline of actual commuting patterns. The findings will inform the refinement of the Travel Plan targets, in consultation with the relevant authorities.

Action Targets

5.3.6. The action targets are intended to ensure that the principal Travel Plan measures are implemented within appropriate timescales and that responsibility for their delivery is clearly established.

5.3.7. The proposed action targets are summarised in Table 5.1.

Table 5.1: Travel Plan Action Targets

Action	Target timescale
Appointment of Travel Plan Coordinator	Prior to first occupation
Confirmation of staff travel information and available transport services	Prior to first occupation
Provision of Travel Plan information to employees	From commencement of occupation
Incorporation of sustainable travel information into staff induction procedures	From commencement of occupation
Promotion of walking, cycling, public transport and voluntary car sharing	Ongoing from occupation
Completion of baseline staff travel survey	Within six months of first occupation
Review and refinement of mode share targets	Following baseline survey
Completion of annual staff travel surveys	Annually throughout the monitoring period

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Preparation of monitoring reports	Following each annual survey
Review of Travel Plan measures	Annually, informed by monitoring results

5.3.8. Responsibility for coordinating the above measures will rest with the TPC, supported by Welcome Break and the management teams responsible for the individual outlets.

5.3.9. Progress against the action targets will be recorded as part of the annual monitoring process.

Aim Targets

5.3.10. The principal aim target of the Travel Plan is to reduce the proportion of employees travelling to and from the development as car or van drivers, with particular emphasis on reducing single occupancy journeys.

5.3.11. The original Travel Plan established provisional mode share targets based on 2011 Census journey to work data, including a five percentage point reduction in the proportion of employees travelling as car or van drivers over a five year period. These targets were intended to be reviewed following completion of the initial staff travel survey, allowing more representative targets to be established based on actual commuting patterns.

5.3.12. This Final Staff Travel Plan retains the objective of reducing reliance on private car travel and proposes an initial target of achieving a five percentage point reduction in car driver mode share over the five year monitoring period.

5.3.13. The initial staff travel survey will establish the actual baseline mode share for employees working at the development. This will provide the basis for reviewing the provisional targets and identifying appropriate short, medium and long term objectives, taking account of the availability of sustainable travel options and the operational requirements of the MSA.

5.3.14. The proposed targets are summarised in Table 5.2 and will be reviewed following completion of the baseline survey, in consultation with the relevant authorities.

5.3.15. Progress against the agreed targets will be assessed through subsequent annual staff travel surveys, with the findings used to determine whether the measures implemented are encouraging changes in commuting behaviour and whether further initiatives may be appropriate.

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Table 5.2: Proposed Travel Plan Aim Targets

Mode of travel	Baseline	Year 5 target
Car or van driver	To be established through baseline survey	Reduction of five percentage points
Car passenger / car sharing	To be established through baseline survey	Increase where practical
Walking	To be established through baseline survey	Increase where practical
Cycling	To be established through baseline survey	Increase where practical
Public transport	To be established through baseline survey	Increase where practical

5.3.16. The baseline survey will also provide an opportunity to identify appropriate secondary targets for individual modes of transport, where sufficient evidence exists to support their introduction.

5.3.17. Any refinements to the targets will be discussed with the relevant planning and highway authorities as part of the monitoring process.

5.3.18. It is recognised that some employees will have limited opportunities to travel by alternative modes due to the location of the development, their home location or the timing of their shifts. Consequently, the Travel Plan targets will be reviewed in the context of these practical constraints.

5.4. Travel Plan Monitoring

5.4.1. Monitoring will be undertaken to establish staff travel patterns, assess progress against the Travel Plan targets and determine the effectiveness of the measures introduced.

5.4.2. The monitoring programme will comprise an initial baseline staff travel survey, followed by annual surveys throughout the proposed five year monitoring period.

5.4.3. The baseline staff travel survey will be undertaken within six months of first occupation, allowing sufficient time for the development to become operational and for employees to establish their normal commuting arrangements. The survey will seek responses from

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employees across all outlets and shift periods to provide a representative understanding of staff travel behaviour.

5.4.4. The survey will seek to establish the principal mode of transport used by employees travelling to and from the development, together with information regarding journey origins, working patterns and the potential barriers to using alternative modes.

5.4.5. The survey will include questions relating to:

- The outlet or area of the development in which the employee works.
- Typical shift start and finish times.
- The employee's usual mode of transport to work.
- Approximate home location or postcode area.
- The frequency of journeys to the development.
- Awareness and use of sustainable travel options.
- Potential barriers to walking, cycling, public transport or car sharing.
- Opportunities for additional measures that may encourage sustainable commuting.
- Whether employees travelling as car drivers normally travel alone or with one or more passengers, including whether those passengers are also employees of the development.

5.4.6. The survey will be made available to employees across the development, including those working early morning, late evening and overnight shifts, to ensure that the findings are representative of the wider workforce.

5.4.7. The TPC will coordinate the distribution and collection of survey responses, with assistance from the management teams responsible for the individual outlets.

5.4.8. Survey responses will be analysed to establish the proportion of employees travelling by each mode of transport. The results will be used to establish the baseline mode share against which subsequent monitoring results can be compared.

5.4.9. Following completion of the baseline survey, further staff travel surveys will be undertaken annually throughout the five year monitoring period. Where practical, surveys will be undertaken at a comparable time of year and will adopt a consistent methodology to allow changes in commuting behaviour to be assessed reliably.

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5.4.10. The findings of each survey will be reviewed by the TPC to identify changes in travel behaviour, progress against the agreed targets and any opportunities for additional sustainable travel initiatives.

5.4.11. Where appropriate, the TPC will also consider changes in staffing levels, shift arrangements and local transport provision that may influence the results.

5.4.12. Survey information will be handled in accordance with relevant data protection requirements, with monitoring results presented in an aggregated format rather than identifying individual employees.

5.5. Monitoring Reports

5.5.1. Following completion of the baseline survey and each subsequent annual survey, the TPC will prepare a monitoring report summarising the findings and progress made towards achieving the Travel Plan objectives.

5.5.2. The monitoring reports will provide a record of the measures implemented during the preceding monitoring period and identify any changes in staff travel behaviour.

5.5.3. Each monitoring report will include, where appropriate:

- A summary of the staff travel survey methodology and response rate.
- Details of the number of employees surveyed and the distribution of responses across the development.
- A breakdown of staff travel mode share.
- A comparison with the baseline and previous monitoring results.
- Progress against the agreed Travel Plan targets.
- A summary of measures implemented during the monitoring period.
- Details of staff feedback and any identified barriers to sustainable travel.
- Recommendations for additional measures or amendments to existing initiatives.

5.5.4. The findings of each staff travel survey will be summarised within a monitoring report, which will be made available to the relevant authorities within three months of completion of the survey. The monitoring reports will provide an opportunity for the authorities to review progress against the agreed targets and comment on any proposed amendments to the Travel Plan measures.

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5.5.5. The TPC will maintain records of the Travel Plan measures implemented, allowing progress against the action targets to be assessed alongside changes in staff travel behaviour.

5.6. Review and Remedial Measures

5.6.1. The Travel Plan will be reviewed annually following completion of the staff travel survey and preparation of the associated monitoring report.

5.6.2. The annual review will consider the effectiveness of the measures introduced, progress against the agreed targets and any changes in circumstances that may influence staff commuting patterns.

5.6.3. Where monitoring identifies that progress towards the agreed Travel Plan targets is below expectations, the TPC will review the survey findings to establish the potential reasons and identify any barriers to sustainable travel. Where appropriate, additional measures will be considered in consultation with Welcome Break and the relevant authorities, having regard to their likely effectiveness and the operational requirements of the development.

5.6.4. Such measures may include:

- Further promotion of walking and cycling opportunities.
- Additional communication of public transport information.
- Targeted encouragement of voluntary car sharing.
- Engagement with employees to identify specific barriers to sustainable travel.
- Review of available cycle parking and associated facilities.
- Discussions with individual outlet managers regarding opportunities to support sustainable commuting through staff working arrangements.

5.6.5. The selection of any additional measures will be informed by the findings of the monitoring surveys and the practical opportunities available to employees.

5.6.6. Given the nature of the development, particular consideration will be given to the impact of shift patterns and the availability of public transport services during early morning, late evening and overnight periods.

5.6.7. Any additional measures requiring significant expenditure or changes to operational arrangements will be subject to review and approval by Welcome Break.

5.6.8. Where appropriate, proposed amendments to the Travel Plan will be discussed with the relevant planning and highway authorities.

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5.6.9. This approach will ensure that the Travel Plan remains responsive to actual staff travel patterns and continues to promote sustainable commuting throughout the monitoring period.

5.7. Travel Plan Review Period

5.7.1. The Travel Plan is proposed to operate over a five year monitoring period following occupation of the development, consistent with the approach established within the original Travel Plan.

5.7.2. The initial baseline survey will be undertaken within six months of first occupation, with subsequent surveys and monitoring reports prepared annually.

5.7.3. The monitoring programme will provide an opportunity to assess the effectiveness of the Travel Plan measures over time and identify whether the agreed targets are being achieved.

5.7.4. At the conclusion of the five year monitoring period, the TPC will undertake a final review of the Travel Plan, considering overall progress against the objectives and the effectiveness of the measures implemented.

5.7.5. At the conclusion of the five year monitoring period, the findings of the final Travel Plan review will be provided to the relevant authorities. Any requirement for further monitoring or additional measures will be considered in consultation with the relevant authorities, having regard to the performance of the Travel Plan and the agreed monitoring arrangements.

5.8. Summary

5.8.1. This section has established the arrangements for implementing, managing, monitoring and reviewing the Travel Plan following occupation of the development.

5.8.2. Welcome Break will appoint a Travel Plan Coordinator to oversee the delivery of the proposed measures, with support from the management teams responsible for the individual outlets.

5.8.3. An initial staff travel survey will establish baseline commuting patterns, allowing the proposed mode share targets to be refined and progress to be assessed through subsequent annual monitoring.

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5.8.4. The Travel Plan will be reviewed regularly, with additional measures considered where monitoring identifies opportunities to encourage further sustainable travel behaviour.

5.8.5. It is considered that the proposed arrangements provide a proportionate and practical framework for promoting sustainable staff commuting at the MSA, whilst recognising the particular operational requirements of the development.

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Appendix A – Travel Plan Action Plan

The following Action Plan summarises the measures proposed to encourage sustainable staff travel at the Welcome Break M69 Junction 1 Motorway Service Area, together with the responsibilities and implementation timescales.

Table A.1: Travel Plan Action Plan

Ref.	Proposed Measure	Responsibility	Implementation Timescale	Monitoring / Review
A1	**Travel Plan Management**			
A1.1	Appoint a Travel Plan Coordinator (TPC) and provide contact details to the relevant authorities.	Welcome Break	Prior to first occupation	Confirm appointment and contact details.
A1.2	Coordinate Travel Plan measures across the individual outlets.	TPC / Outlet Managers	From occupation	Ongoing review
A2	**Travel Information and Awareness**			
A2.1	Prepare staff travel information covering sustainable transport options.	TPC	Prior to first occupation	Review annually and update as required.
A2.2	Incorporate travel information into staff inductions and internal communications.	TPC / Outlet Managers	From occupation	Ongoing for new employees.
A3	**Walking and Cycling**			
A3.1	Promote available pedestrian and cycle routes, cycle parking and the benefits of active travel.	TPC	From occupation	Review following staff feedback.
A3.2	Promote any available Cycle to Work scheme, subject to confirmation by Welcome Break.	TPC	Following confirmation	Review annually
A4	**Public Transport**			

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A4.1	Confirm current public transport services and provide staff with timetable and journey planning information.	TPC	Prior to first occupation	Update when services change.
A5	**Car Sharing**			
A5.1	Encourage voluntary car sharing between employees with compatible home locations and shift patterns.	TPC / Outlet Managers	From occupation	Review annually.
A6	**Monitoring and Review**			
A6.1	Undertake a baseline staff travel survey and review mode share targets with the relevant authorities.	TPC	Baseline within six months; targets reviewed thereafter	Baseline survey report and target review.
A6.2	Undertake annual staff travel surveys and prepare monitoring reports.	TPC	Annually for five years	Reports provided to relevant authorities within three months of each survey.
A6.3	Review Travel Plan performance and consider additional measures where targets are not being achieved.	TPC / Welcome Break	Annually	Annual survey results.
A6.4	Undertake a final review of Travel Plan performance against the agreed targets.	TPC	End of five year monitoring period	Submit to relevant authorities as agreed.

The Travel Plan will be implemented through Welcome Break's existing management arrangements. Additional measures requiring expenditure or operational changes will be subject to consideration and approval by Welcome Break.

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Appendix B – Staff Travel Questionnaire

The following questionnaire will be used to establish baseline staff travel patterns and support subsequent annual monitoring of the Travel Plan. Responses will be anonymous and used to assess opportunities for encouraging sustainable travel.

Table B.1: Staff Travel Survey Questionnaire

Ref.	Question	Response Options
1	Which outlet do you work within?	Pret / KFC / Burger King / Starbucks / Hybrid / WTS / Other
2	What is your approximate home postcode?	First part only (e.g. LE10)
3	What are your usual shift start and finish times?	Start: _____ Finish: _____ / Varies
4	How many days per week do you normally work?	1 / 2 / 3 / 4 / 5 / 6 / 7 / Varies
5	How do you usually travel to work?	Car driver / Car passenger / Walk / Cycle / Bus / Train / Motorcycle / Other
6	If travelling by car, how many people normally travel in the vehicle, including yourself?	1 / 2 / 3 / 4 or more / Not applicable
7	If you share a car, are the other occupants also employees at the site?	Yes / No / Sometimes / Not applicable
8	Would you consider using an alternative mode of transport? (Select all that apply)	Walking / Cycling / Public transport / Car sharing / No
9	What prevents you from travelling more sustainably?	Distance / Shift times / Lack of public transport / Journey time / Safety / Cost / Other
10	What improvements would encourage you to travel more sustainably?	Free text

Survey Administration

The questionnaire will be distributed by the Travel Plan Coordinator to employees across all outlets and shift periods. An initial survey will be undertaken within six months of first occupation, followed by annual surveys throughout the five-year monitoring period.

The results will be analysed to establish staff travel mode share, identify barriers to sustainable commuting and monitor progress against the agreed Travel Plan targets.

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