

Shop Direct Skyways

TRAVEL PLAN

Report

30/11/2015



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1 INTRODUCTION

BACKGROUND

JMP Consultants Ltd (JMP) has been commissioned by Shop Direct to prepare a Travel Plan for the Speke-based site (Skyways), located in the south of Liverpool.

Shop Direct is the UK's fourth largest online retailer, with more than £1.7bn in annual sales. Their digital department store brands are Very.co.uk, Littlewoods.com and VeryExclusive.co.uk. The websites receive an average of 1 million visitors every day, and in July 2015, Very.co.uk was named Best Online Retailer at Verdict's Customer Satisfaction Awards.

Shop Direct has seven UK sites, consisting of office, call centre and warehousing accommodation. It is one of the North West's largest business, employing around 5000 employees, of which around 3,800 are employed in Merseyside. The Speke office provides the headquarters for Shop Direct and is largest of the sites, employing over 1,500 permanent staff, as well as in the region of 600 other staff and contractors. As such, the Skyways office attracts specialist skills from across the country and provides employment for many people who live in Merseyside.

The Travel Plan is required as part of Shop Direct's commitment to environmental sustainability in addition to managing the impact that staff car use has on the local area. The Travel Plan will aim to encourage the use of sustainable modes of travel and will be implemented in line with an effective car park management strategy.

This report also supports the application being made by Shop Direct to Liverpool City Council for the use of Plot D1 as a car park for up to 220 vehicles. The proposal is for a temporary period of three years made due to the continued need for additional parking at the Skyways site. In particular, there is a need for parking at the Skyways site generated by the business's operations at their Product Centre at Southern Gateway (former Glaxo site). In addition to this, there are proposals for the 'Town Hall' development, which will be a multi-purpose conference centre located on site in Skyways 2, and will provide new showers and changing facilities for site users.

A site layout plan is included overleaf in **Figure 1.1**.

Figure 1.1 Site Location



2 TRAVEL PLAN APPROACH AND BENEFITS

TRAVEL PLAN APPROACH

The Department for Communities and Local Government [DCLG] published a suite of Planning Practice Guidance [PPG] on 6th March 2014. The guidance supports national planning policies which set out that planning should actively manage patterns of growth in order to make the fullest possible use of public transport, walking and cycling, and focus significant development in locations which are or can be made sustainable. The guidance document on Travel Plans, transport assessments and statements in decision-taking states;

“Travel Plans are long-term management strategies for integrating proposals for sustainable travel into the planning process. They are based on evidence of the anticipated transport impacts of development and set measures to promote and encourage sustainable travel (such as promoting walking and cycling)”.

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 tele-commuting. Travel Plans are applicable to both proposed and existing developments and aim to reduce the demand for travel by less sustainable modes.

Travel Plans can positively 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.

As outlined on the following pages, effective Travel Plans provide a range of benefits for all site users. Developing and implementing a Travel Plan should be a dynamic process, subject to a continuous cycle of action-monitoring-review. To help give it direction and focus, it is important to set out Travel Plan objectives for the site.

BENEFITS OF INTRODUCING TRAVEL PLAN MEASURES

Shop Direct

*Decreased pressure on the car parks;
Improved corporate social responsibility;
Assistance in carbon reduction targets;
Improved site health and safety;
Improved relationship with local community through reduced congestion and parking problems; and
Leading by example in terms of implementing Travel Plans and associated measures.*

Staff

*Good accessibility to work locations by all modes of transport;
Improved employee health and wellbeing;
Greater choice of travel options for new and existing employees; and
Cost savings.*

Visitors

*Improved accessibility to the building by all modes of transport;
Reduction in traffic congestion by vehicles entering the site; and
Improved information on how to visit the Shop Direct sites.*

3 POLICY BACKGROUND

The purpose of this chapter is to provide an overview of the policy context in which this Travel Plan has been developed. It is essential that the Travel Plan is developed in line with both national and local policies, to ensure the plan complies with and fulfils policy requirements.

NATIONAL CONTEXT

The National Planning Policy Framework (2012) [NPPF] sets out the Government's planning policies for England and how these are expected to be applied. The purpose of the planning system is to contribute to the achievement of sustainable development, and the NPPF indicates that there are three dimensions to sustainable development: economic, social and environmental. Economic growth can secure higher social and environmental standards, and well-designed buildings and places can improve the lives of people and communities.

In addition the NPPF states that pursuing sustainable development involves seeking positive improvements in the quality of the built, natural and historic environment, as well as in people's quality of life, including (but not limited to) making it easier for jobs to be created in cities, towns and villages.

At the heart of the National Planning Policy Framework is a presumption in favour of sustainable development, which should be seen as a golden thread running through both plan-making and decision-taking.

Insofar as transport is concerned, the NPPF says the following:

- Transport policies have an important role to play in facilitating sustainable development but also in contributing to wider sustainability and health objectives. Encouragement should be given to solutions which support reductions in greenhouse gas emissions and reduce congestion.
- Development should only be prevented or refused on transport grounds where the residual cumulative impacts of development are severe.
- If setting local parking standards for residential and non-residential development, local planning authorities should take into account the accessibility of the development; the type, mix and use of development; the availability of and opportunities for public transport; local car ownership levels; and an overall need to reduce the use of high-emission vehicles.

LOCAL CONTEXT

Merseyside Local Transport Plan 2011 - 2015

The third Local Transport Plan for Merseyside (LTP) provides the statutory framework for the policies and plans that will guide the future provision of transport in Merseyside. The LTP became active from 1st April 2011 and sets out the implementation plans in the short term to 2015 and looks to the longer term strategy for 2024. The vision for transport on Merseyside is:

“A city region committed to a low carbon future, which has a transport network and mobility culture that positively contributes to a thriving economy and the health and wellbeing of its citizens and where sustainable travel is the option of choice.”

In order to support the city region and achieve the vision the LTP has six key goals:

- Help create the right conditions for sustainable economic growth by supporting the priorities of the Liverpool City Region, Local Enterprise Partnerships and Local Strategic Partnerships.
- Provide and promote a clean, low emission transport system which is resilient to changes to climate and oil availability.
- Ensure the transport system promotes and enables improved health, wellbeing and road safety.
- Ensure equality of travel opportunity for all, through a system that allows people to connect easily with employment, education, healthcare, other essential services and opportunities.
- Ensure the transport network supports the economic success of the city region by the efficient movement of people and goods.
- Maintain our assets to a high standard.

Liverpool City Council Supplementary Planning Document: Ensuring a Choice of Travel

The SPD sets criteria for when Transport Assessments/Statements and Travel Plans will be required for new development, LCC's 'minimum accessibility requirements', required parking standards and servicing arrangements. The main objectives of the document are to:

- Ensure a reasonable choice of access by all modes of transport to new development;
- Reduce the environmental impact of travel choices, by reducing pollution, and improving the local environment;
- Improving road safety;
- Promote healthier lifestyles by providing opportunities for people to walk or cycle for work or leisure purposes;
- Reduce the level of traffic growth and congestion on the strategic and local road network; and
- Encourage opportunities to improve the quality of development proposals by better use of space through the provision of less car parking spaces where appropriate.

Merseyside TravelWise

Merseyside TravelWise is a partnership between the five local authorities of Merseyside and Merseytravel. The partners identify that the way we get around has a big impact on our quality of life and that growing dependence on car travel is having a detrimental effect on our environment, health and economy. Their programme includes raising awareness of the effects of increased car use and the benefits of walking, cycling, car sharing or increased public transport use. They also work with businesses and organisations to develop Travel Plans in order to reduce their impact on traffic generation and make it easier for employees to reach their place of work.

The Merseyside TravelWise team have a website, which provides a wealth of information on effective Travel Planning (including workplace, residential and school Travel Plans).

National and Local Policy Conclusions

There are numerous relevant national policy documents and guidance relating to Travel Plans and sustainable transport. This highlights the importance and benefits of Travel Plans. These wider policies should provide additional support to Travel Plans in terms of promoting alternative modes of transport to the car.

4 SITE AUDIT

A site audit was undertaken at Skyways to assess the layout and accessibility of the site and surrounding area, examining both the availability and quality of sustainable transport modes as alternatives to the private car. This section contains a summary of the site audit which was undertaken on Thursday 22nd October 2015. The weather conditions were windy and overcast with sunny spells.

SITE LOCATION & SURROUNDINGS

Shop Direct Skyway's site is based in Speke; an area located approximately 7.7 miles south east of the Liverpool City Centre. The site is within the Estuary Business Park, and is accessed off Speke Road (A561). The site is bounded by the Crowne Plaza Hotel to the west, the dual-carriageway A561 Speke Road to the north, and other Estuary Business Park premises to the east and south. The location of the Speke site is identified in **Figure 1.1**.

The Skyways site is 0.9 miles from the Shop Direct Product Centre, which is located in the Southern Gateway Industrial Estate off Speke Boulevard.

The new Mersey Shopping Park is located to the north of the site, within the Estuary Business Park. The suburbs of Speke and Garston are located to the east and west of the Business Park site, and these areas include a number of sizable employment premises. Liverpool John Lennon Airport is located one mile to the south east of the site.

PEDESTRIAN AND CYCLE ACCESS

Pedestrian Access

The site is easily accessible by pedestrians, with well-lit and paved paths from Speke Road, Crowne Plaza and the Estuary Boulevard. Although Speke Road is a busy dual-carriageway limited to 40mph, the footpaths are wide and of good quality, and it is easy to access the site through two gates on the northern boundary fence. **Figure 4.1** and **Figure 4.2** show the quality of footpaths on Speke Road and within the site, respectively.

The signalised junction on Speke Road to the north west of the site provides good crossing facilities for pedestrians and cyclists, with dropped kerbs and tactile paving present. The crossing allows easy access to bus stops and the New Mersey Shopping Park.

Cycle Access

The site is very accessible by bicycle with off-road cycle routes running adjacent to Speke Road (A561); as shown in **Figure 4.1**. These cycle paths join the Trans Pennine Trail National Cycle Route 62 to the east, which runs from coast to coast across Northern England. To the west, a combination of on-road and off-road cycle routes also connect to the Trans Pennine Trail National Route 56, connecting Liverpool, Chester and Wallasey. There are numerous local roads linking the site with the residential areas of Speke, Garston and Halewood which are either on-road cycle routes or recommended as safe for cyclists by TravelWise Merseyside.

Cyclists can access the Skyways site by using the same entrance as pedestrians on the northern boundary to the site, if they dismount and push their bikes through; also via Estuary Boulevard and Crowne Plaza car park. Despite the high frequency of HGV's on the Estuary Boulevard, wide cycle paths and adequate crossing facilities make accessing the site via Estuary Boulevard fairly easy.

Cycle Parking

A number of cycle parking areas are located within the Skyways site, providing parking for 70 bikes. All cycle parking areas meet good practice standards and are secure. They consist of a mixture of sheltered and unsheltered facilities. The cycle parking areas were relatively well used during the audit; 18 bikes were parked in the morning and 14 bikes were parking in the afternoon. **Figure 4.3** illustrates the cycle parking facilities on-site. In addition, Shop Direct offer pool bikes to staff for business travel throughout their working day, shown in **Figure 4.4**. Shop Direct operate 12 pool bikes, which are regularly used by staff.

Three city bike stations are located on Speke Road and Estuary Boulevard providing 30 bicycles for hire.

Lockers and showering facilities are available to staff with two male, two female and two unisex/disabled showers available.

Figure 4.5 overleaf highlights the residential areas located within 2km and 5km of the Skyways site; these distances are considered as reasonable walking and cycling distances, respectively. It is clear that an extensive area of residential development is within walking or cycling distance from the site.

Figure 4.1 Walking and cycling path on Speke Road



Figure 4.2 Pedestrian path on site



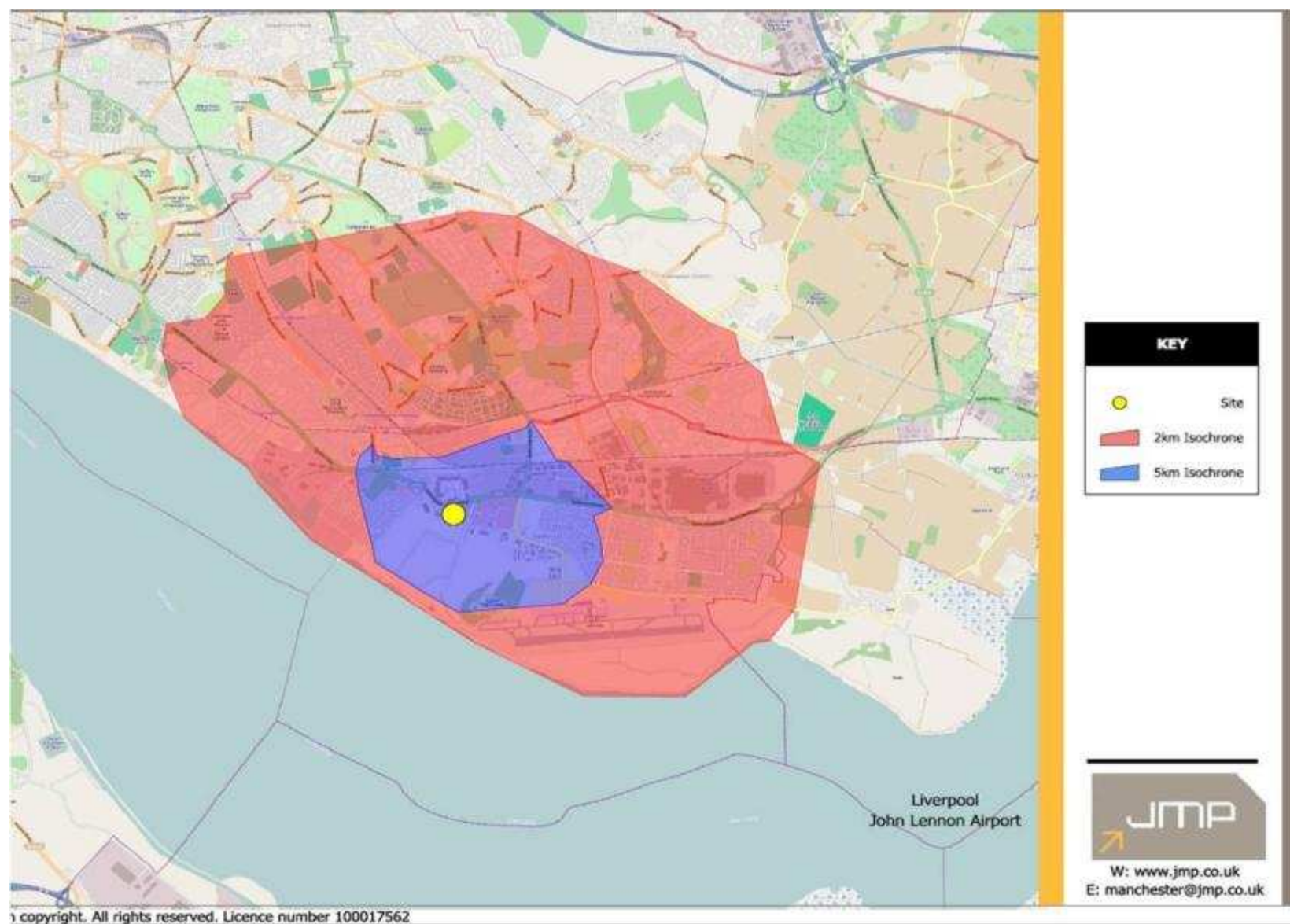
Figure 4.3 Cycle parking facilities on site



Figure 4.4 Pool bikes



Figure 4.5 Walking and Cycling Isochrones



PUBLIC TRANSPORT ACCESS

Even though the out-of-town location means that there is a lower level of public transport available in the area, Shop Direct is easily accessible by a number of bus routes, which run frequent services to Liverpool City Centre, the south and to Hale and Runcorn. Bus routes also connect with rail services at Liverpool South Parkway.

Bus Access

There are two bus stops directly outside of the site on Speke Road and a further bus stop is located on Estuary Boulevard. The bus stop located to the north west of the site has recently been extended by funding from Merseytravel, following ongoing requests Shop Direct; this is shown in **Figure 4.8**. Services from these stops are detailed in **Table 4.1** below.

All of the bus stops in the vicinity of the site are sheltered, provide seating and are relatively in good condition. However, one bus stop located near the New Mersey Retail Park on the northern side of Speke Road had smashed windows on the day of the audit, as **Figure 4.6** shows. During the site audit a high frequency of buses was observed travelling along Speke Road.

Table 4.1 Bus services

Service	Route	Frequency (minutes)			
		Monday - Friday		Saturday	
		Day	Eve	Day	Eve
80, 80A	City Centre – Allerton – LSP – Estuary BP - Speke (80) – Liverpool Airport (80A)	20 (80) 20 (80A)	- 30 (80A)	30 (80) 30 (80A)	- 30 (80A)
81	Bootle – Broad Green – Childwall – Woolton – Estuary BP - Speke	20	40	30	40
82, 82A, 82D	City Centre – Aigburth – Garston – LSP – Speke – Liverpool Airport (82A) – Runcorn (82A)	5 30 (82A)	7/8 30 (82A)	5 30 (82A)	7/8 30 (82A)
86, 86A	City Centre – LSP – Estuary BP (86A) – Liverpool Airport (86A)	7/8	15	7/8	15
89A	St Helens – Prescot – Huyton – Halewood – Speke – Liverpool Airport	20	30	20	30
166, 266, 188, 288	Belle Vale – Halewood – Woolton – LSP – Garston – Belle Vale (188, 288 operate in opposite direction)	30	60	30	30
500	City Centre – Aigburth – Estuary BP – Liverpool Airport	30	-	30	-
883	Liverpool Airport – Estuary BP – Halewood Shopping Centre – Huyton	60	60	-	-
X1	City Centre – Aigburth – Speke Boulevard – Runcorn – Halton	30	30	30	30

LSP = Liverpool South Parkway, BP = Business Park

Rail Access

Liverpool South Parkway railway station is located approximately 1.2km to the north west of the site. Liverpool South Parkway station is on both the Northern line and the City Line and provides a link to the various stations such as Manchester, Warrington, Liverpool and Crewe. The railway station is located outside of a reasonable walking distance, however, there are frequent bus links connecting Liverpool South Parkway to the Shop Direct site.

A Plusbus ticket scheme is currently in operation which would benefit staff travelling from Liverpool South Parkway station to Skyways. The Plusbus is a discount price 'bus pass' that is purchased with a train ticket. It provides the holder with unlimited bus travel around town, at the start, the finish, or both ends of their train journey.

A city bike station is also available at Liverpool South Parkway station. Staff at Shop Direct could therefore use the bikes to cycle to the city bike stations located outside of the Shop Direct site. Directions to Liverpool South Parkway via cycle routes are clearly signposted in the vicinity of the Shop Direct site (see **Figure 4.9**).

Figure 4.6 Poor quality bus shelter on Speke Road



Figure 4.7 Bus stop on Estuary Boulevard



Figure 4.8 Extended bus shelter on Speke Road



Figure 4.9 Signage to Liverpool South Parkway



Accession Mapping Analysis

Access to the Skyways site by public transport has been mapped to identify the accessible catchment areas located within defined time limits during the morning and evening peak period. These have been identified using Accession accessibility mapping as shown overleaf in **Figure 4.10** and **Figure 4.11**. The mapping indicates that access to the Skyways site by public transport is good for areas such as Halewood, Childwall and Allerton. Areas further afield such as Warrington, Runcorn and Birkenhead are able to access the site within 45 minutes by public transport.

Figure 4.10 Public Transport Accessibility to the HQ Building During the Morning Peak 07:00-09:00

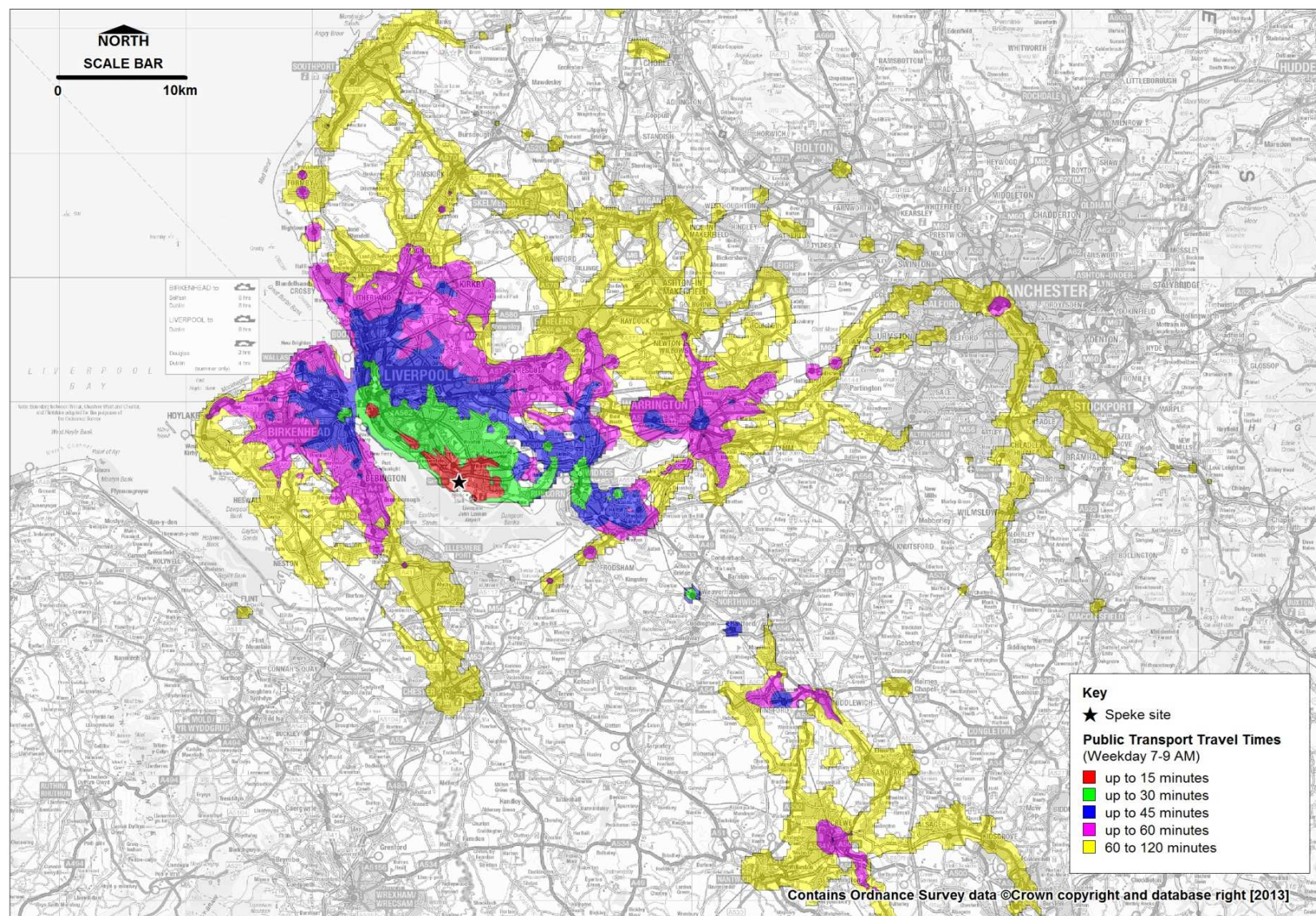
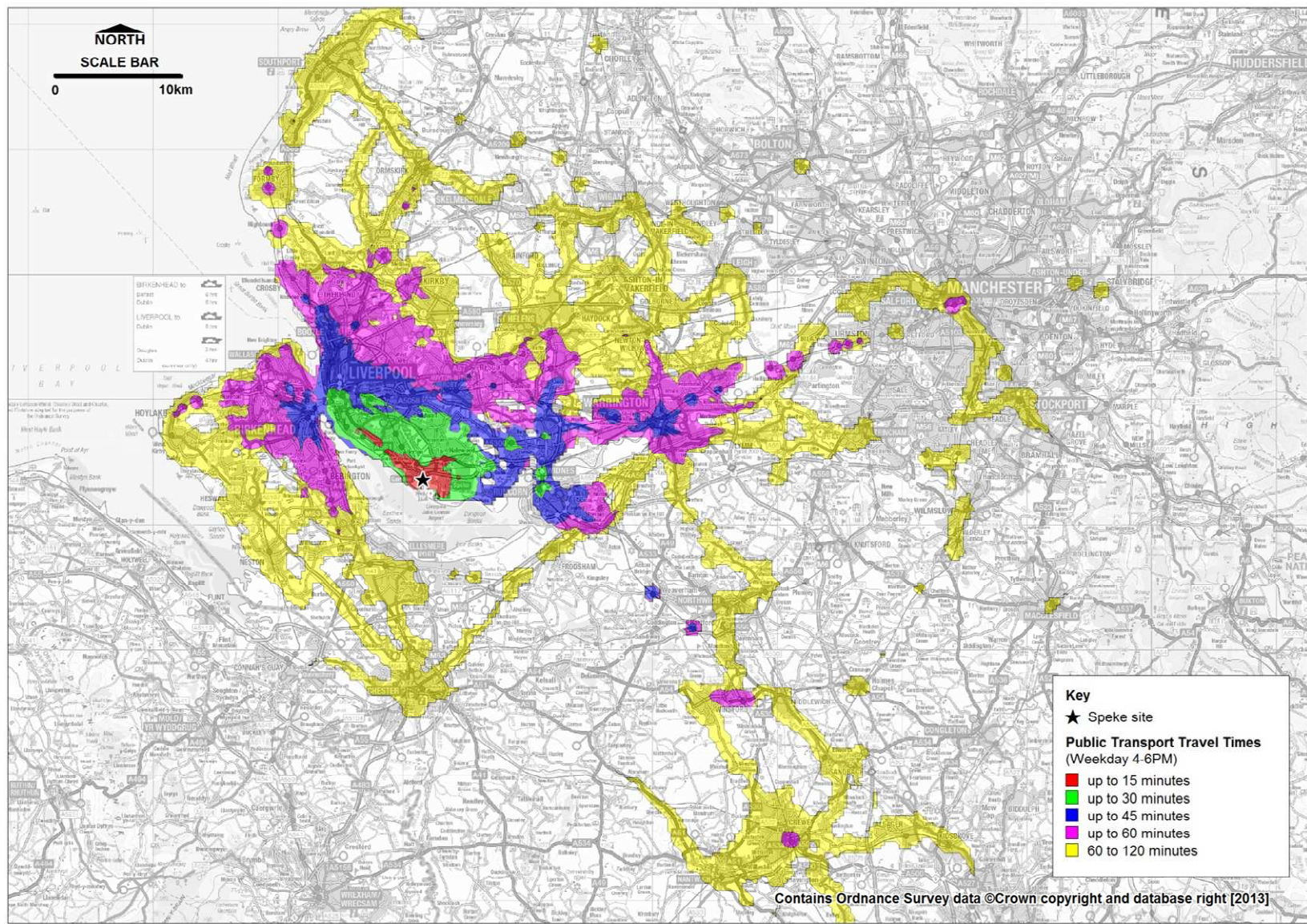


Figure 4.11 Public Transport Accessibility to the HQ Building During the Evening Peak 16:00-18:00



VEHICULAR ACCESS

Vehicular access to Shop Direct is via Estuary Boulevard from Speke Road (A561). The vehicle entrance is controlled by a barrier and rising bollards, and also a Shop Direct funded security guard at peak times to ensure only those permitted to park are admitted (see **Figure 4.12**). Signage to each car park is clear throughout the site, as **Figure 4.13** indicates.

There is no public car parking provision in the locality, on street parking is not permitted within the Business Park and there are no public car parks within easy reach of Skyways. Hence the majority of parking demand for the business needs to be met on site. The car parking on site currently provides 737 parking bays, which includes 25 disabled bays, 36 visitor bays, 10 motorcycle bays (see **Figure 4.14**) and 100 car share bays.

Shop Direct have developed 'Vehicle Access & Parking Policy' guidelines to determine the staff entitled to park on site, and those to receive either a permanent, temporary or car share permits. Existing staff depending on issues such as their contract of employment and date of joining the company have individual parking entitlements. Through the control of parking permits and other Travel Planning measures, Shop Direct has reduced its need for temporary parking on site by 130 spaces in the last 10 years, from 350 spaces in 2006 to 220 spaces now in 2015. **Figure 4.16** shows the geographical allocation of car park permits.

Car Share

100 car share spaces are available to members of staff registered with the Skyways Travel & Share scheme, and this allocation has been increased from 65 since the 2012 Travel Plan.

A car share permit can be issued between two permit holders who are entitled to park on site. When they are not car sharing, the person who is not entitled to park on site must park elsewhere.

Figure 4.15 shows how the car share parking bays are clearly signed in the car park. During the site audit, there were 25 spaces in the Car Share section of the car park in the morning and 15 spaces in the afternoon. Currently, 395 employees at Skyways are registered onto the Scheme.

Figure 4.12 Barrier controlled entrance



Figure 4.13 Signage on site



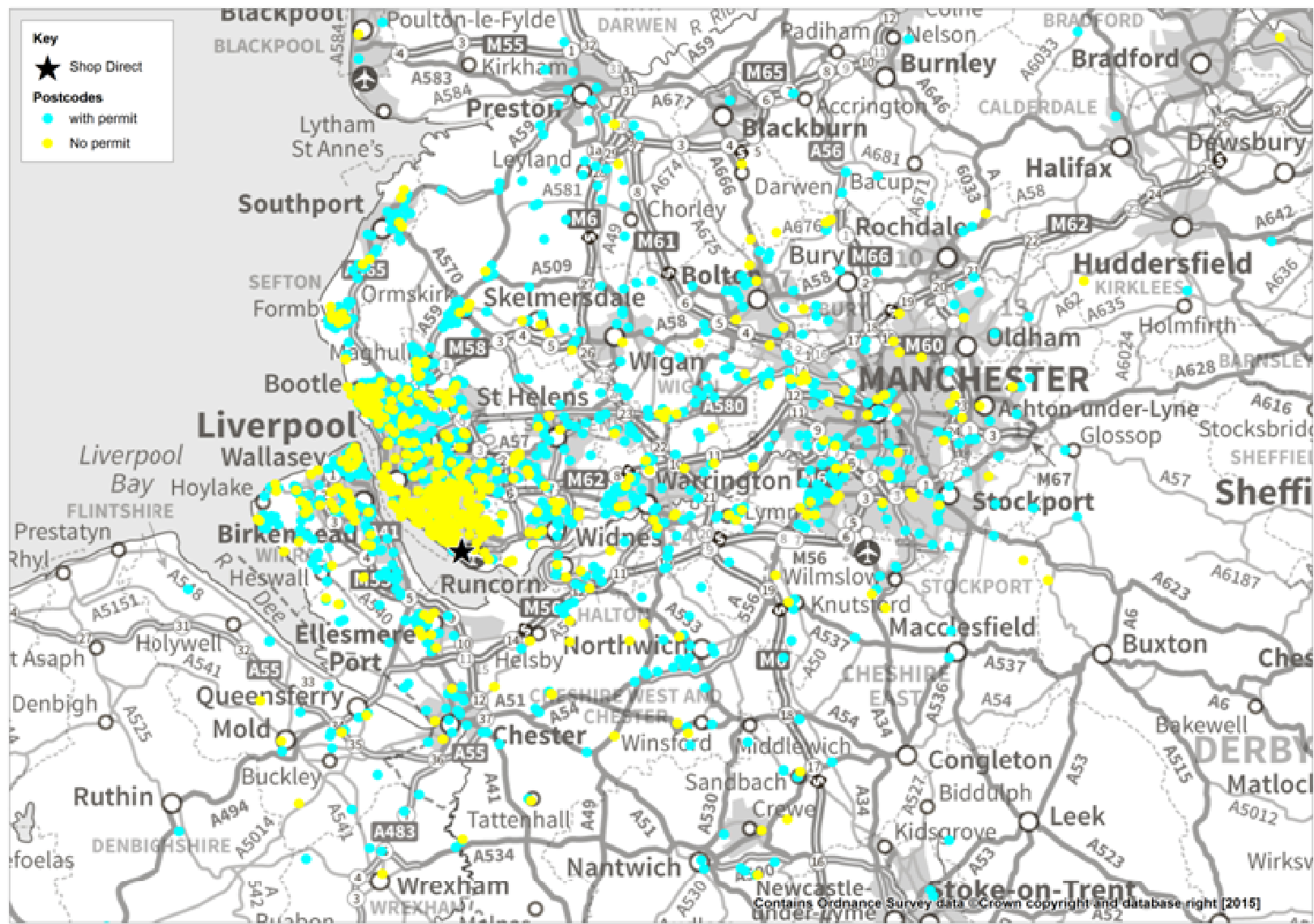
Figure 4.14 Motorcycle parking



Figure 4.15 Car Share parking bays



Figure 4.16 Allocation of permits



5 EXISTING TRAVEL PLAN MEASURES

Shop Direct has been extremely proactive in implementing its Travel Plan, which includes an extensive range of measures to reduce car travel. There has been ongoing implementation of successful Travel Plan Measures supporting staff to travel sustainably in line with car park management measures. This section indicates the progress towards achieving the Travel Plan measures prepared in the 2012 Travel Plan.

Table 5.1 2012 Travel Plan Measures

Action	Status	Comment
Car		
Continued enforcement of parking permits to ensure staff are parked in the correct bays. Action taken against those who abuse the system.	Ongoing	The vehicle entrance is controlled by a barrier and rising bollards, and also a Shop Direct funded security guard at peak times to ensure only those permitted to park are admitted.
Review car park management strategy with view to reducing incrementally number of permits issued (in line with staff turn over, change in circumstance etc) to address targets and reduce need for temporary car park.	Ongoing	All permits reissued (included postcode exclusion zone) in 2012 as part of new car park management strategy. Shop Direct has reduced its need for temporary parking on site by 130 spaces in the last 10 years, from 350 spaces in 2006 to 220 spaces now in 2015
Review demand for car share bays	Ongoing	Shop Direct have spent £3,500 on the Travel & Share website set up with an ongoing annual maintenance charge of £2,400. The car share scheme reviews the demand for car parking, currently 395 members are registered. The numbers of car share bays have been increased to 100 from 65.
Investigate opportunities to standardise working hours to encourage car sharing	Ongoing consideration as appropriate.	Individual basis – role specific.
Public Transport		
Provision of free monthly Trio / Solo passes to all new staff	Ongoing	To date, twenty new staff have applied for this offer (total cost £1,567.20), and ten of these have redeemed their vouchers (cost £820.80). This offer is included in recruitment packs.
Promote interest free loans for public transport tickets	Ongoing	50 annual season ticket loans distributed between Nov 2014 and Nov 2015 and will continue to be promoted.
Provision of larger bus stop along Speke Road	Completed	Improved bus shelter extension through Merseytravel Grant funding, instigated by request from Shop Direct. Necessary as the previous smaller shelter may have acted as a barrier to bus use.
Trial Real Time Information in line with Local Sustainable Transport Fund projects through contact with Merseytravel	Not undertaken	Initial discussions were taken place with Merseytravel to trial new real time information system in 2013, though no real time information trialled through the Local Sustainable Transport Fund.
Consider opportunities to provide better interchange between Liverpool South Parkway and Skyways	Ongoing	At a travel event in June 2015, Merseyrail and Arriva attended to discuss Bike&Go and bus routes connecting the site to surrounding areas and

Action	Status	Comment
		especially Liverpool South Parkway
Walking		
Audit of routes within and surrounding site. Work with Merseytravel to overcome any barriers or issues identified	Ongoing	A representative of LCC visited the site during the summer of 2012. Facilities Management report any concerns directly to LCC as well as to the Estuary Business Park management.
Provision of personal alarms and pedometers to staff on request	Ongoing	Ongoing promotion of the health benefits of active travel through regular campaigns and events. Pedometers issued to staff in June 2015 to encourage walking for health.
Introduce regular lunch time led walks	Ongoing	Regular lunch time led walks have been co-ordinated at Shop Direct.
Cycling		
Discuss opportunities to provide discounts at local cycle stores	Ongoing	Shop Direct have teamed up with Bike2work to provide discounts on bikes and equipment.
Free training and maintenance checks	Ongoing	Shop Direct have recently had Dr Bike sessions led by BikeRight and bike security markings carried out by British Transport Police.
Promote Cycle to Work scheme	Ongoing	This has been and continues to be promoted in partnership with Bike2work.
Provision of reflective clothing, cycle locks and other equipment to cyclists	Ongoing	This has been provided at Travel events from JMP and other partners.
Review usage of pool bikes for business travel	Ongoing	Continual monitoring of pool bikes usage - in 2015 the bikes have been used 350 times so far.
Review usage of cycle facilities including parking, shower, locker and changing facilities	Ongoing	Recent site audit undertaken by JMP concluded that cycling facilities were to a good standard.
Car Sharing		
Continued promotion of car share database	Ongoing	Promotion and marketing campaigns relating to the benefits of car sharing are ongoing. Promotion was undertaken at the travel event in June 2015 and through information leaflets such as the How to Get to Guide (HTGTG see <i>below</i>).
Business Travel		
Promotion of pool cycles	Ongoing	Promotion of pool bikes for business travel is encouraged by Shop Direct.
Encourage video conferencing	Ongoing	11 video conferencing facilities used to reduce travel between sites and metrics added on car mileage so have reduced business travel mileage by a couple of thousand miles.
Plan meetings in sustainable locations	Ongoing	This continues to be promoted at Shop Direct.
Information		

Action	Status	Comment
Provision of Personalised Journey Planning service	Ongoing	How to Get to Guide (HTGTG) produced, which is included in recruitment packs and promoted to existing staff.
Provision of walking, cycling and public transport information to all staff	Ongoing	Information available on Digital Digest and the intranet to market Travel Plan regularly (includes Bicycle User Group and other travel information).
Organise and run Travel Plan events	Ongoing	Regular lunch time led walks and cycle security/maintenance sessions have been co-ordinated at Shop Direct.
Host regular travel road show events in conjunction with local bus operators to promote local services and fare options and gain feedback on Travel Plan measures.	Ongoing	Sustainable Travel Promotion Roadshows occur regularly on-site with a mode focus as appropriate. The latest travel event was undertaken in June 2015 and supported by Bike2Work, Arriva, British Transport Police and Merseyrail.

6 STAFF TRAVEL SURVEY

A staff travel survey for Shop Direct employees was undertaken in October 2015, in order to provide an updated understanding of staff travel patterns and attitudes towards travelling to the Shop Direct site. The survey process is fundamental to inform the development of the Travel Plan and to understand travel attitudes against previous years.

The survey was created on survey monkey and an electronic link to the questionnaire was emailed to staff based at Skyways. A prize was offered to staff to incentivise survey completion. A copy of the staff travel survey can be found in **Appendix A**.

SURVEY RESULTS

General Travel Characteristics

A total of 784 staff members responded to the survey. This is an 86% increase in responses from the 2013 survey (420 responses) and a 155% (307 responses) increase in responses from the 2011 travel survey. As such, it can be considered that the responses to the 2015 staff travel survey are the most representative of staff travel patterns at Shop Direct. It is likely that the innovative travel planning ethos of Shop Direct and wide range of Travel Plan measures introduced in recent years have assisted in the major increase in survey responses in 2015.

The results indicate that 45.4% of respondents are male. 64.9% are between 25 and 45 years old, 29.6% over 45. 2.1% stated that they have a disability.

Of the respondents, 72.6% (n=569) said they are based at Skyways House with 27.4% (n=215) based at Skyways 2. 89.9% (n=705) of the respondents are permanent members of staff, whilst 7.0% (n=55) are contractors, which is an increase by 3.4% from 2013. 98.2% (n=770) indicated that they work full time hours.

71.8% (n=563) of staff arrive at Shop Direct between 07:30-08:30 and 55.3% (n=434) leave work between 16:30-17:30.

Only 1.9% of respondents (n=15) stated that they live within two miles of their work place, which has reduced by 1.7% since 2013, and 13% (n=102) live within a reasonable cycling distance of 5km. The number of people living over 40 miles away from the workplace has increased by 1.1% from the survey in 2013, which was stated by 9.3% (n=73) of respondents. The wide catchment area of staff is largely due to the nature of the business i.e. the specialist skills required.

In line with the above, only 6.1% (n=48) stated that they live within 15 minutes of the workplace and it takes over 30 minutes for 76.8% (n=602) respondents to travel to work. As the Shop Direct site is an out-of-town location there is a lower level of public transport available in the area; this will attribute to the reasoning for long journey times.

Modal Split

Figure 6.1 illustrates that around two thirds of respondents (68.8%/n=539) currently travel to work as a lone car drivers. Currently, 13.9% (n=109) of respondents car share with other colleagues and 2.4% (n=19) car share with someone going to another direction. As seen in **Table 6.1**, the percentage of respondents travelling alone by car has increased by 6.1% since 2013 and 2.9% since 2011. This may be attributed to the increase in respondents living further away from the site. Walking and cycling to work has increased since 2013 with 0.9% (n=7) walking and 1.1% (n=9) cycling to work. Currently, 3.4% (n=27) use the train and 5.7% (n=45) of respondents use the bus.

Figure 6.1 Modal Split Results

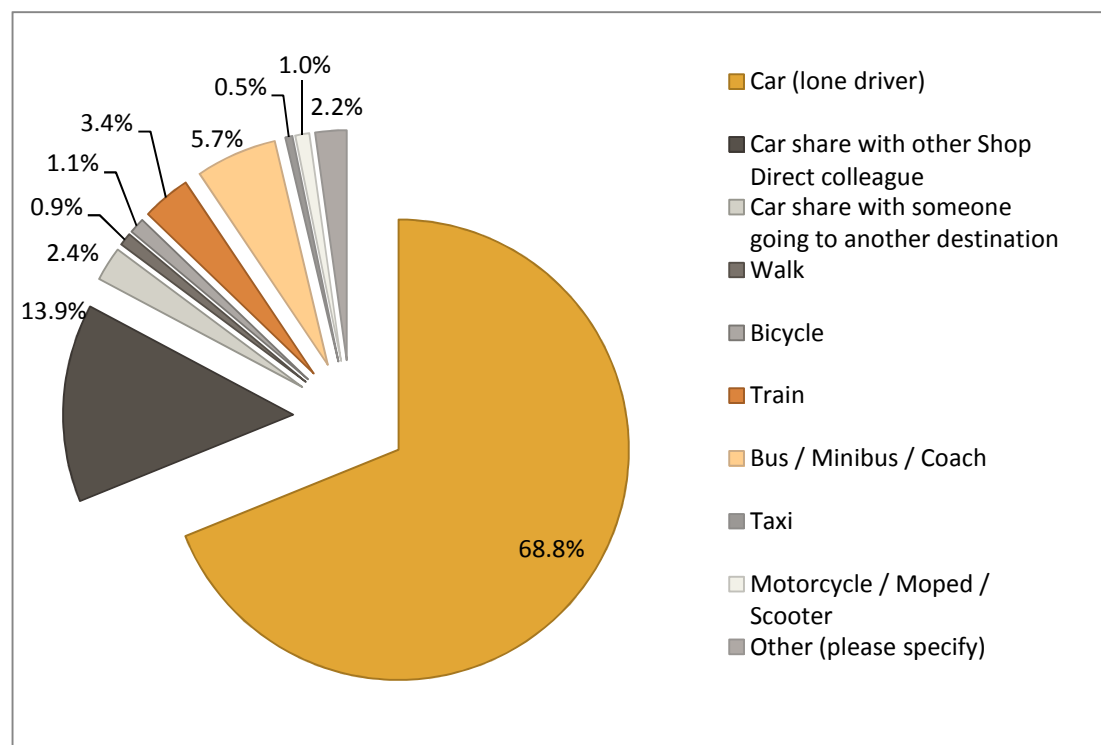


Table 6.1 Modal Split Results

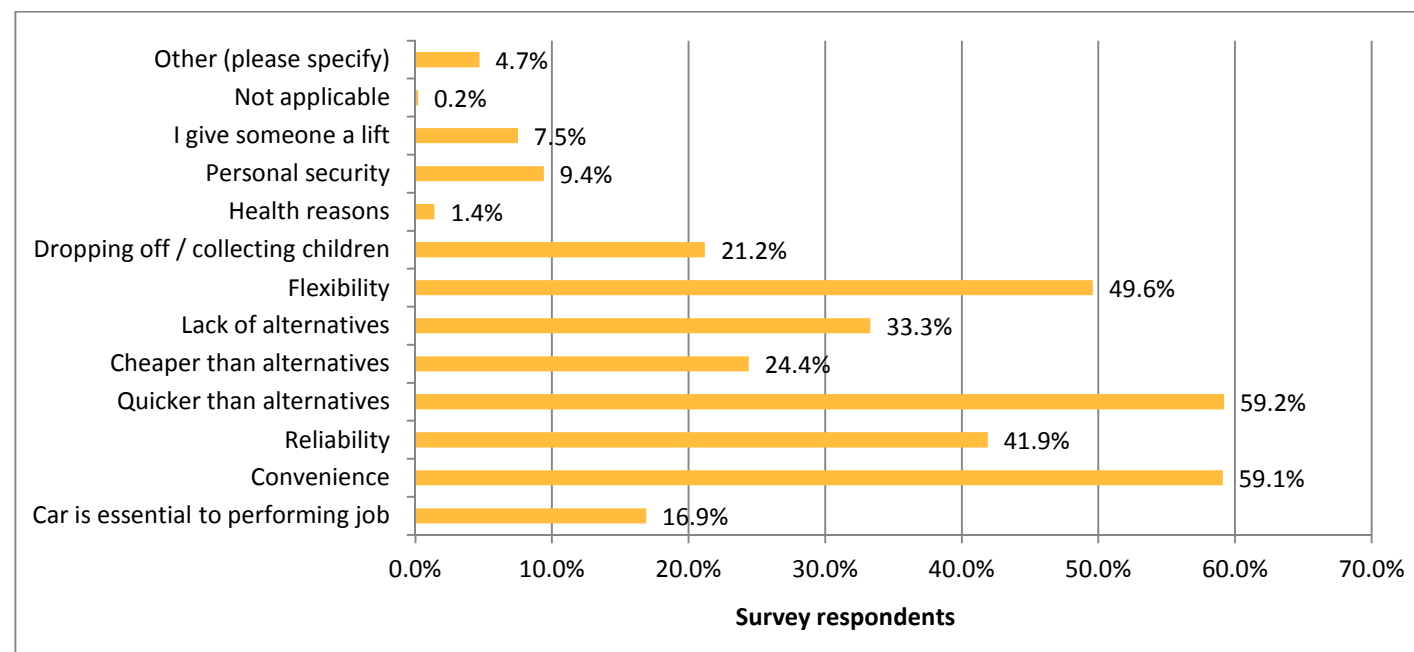
	2011 (%)	2013 (%)	2015 (%)
Car (lone driver)	65.9%	62.7%	68.8%
Car share with other Shop Direct colleague	19.0%	15.4%	13.9%
Car share with someone going to another destination	2.6%	4.1%	2.4%
Walk	0.7%	0.7%	0.9%
Bicycle	0.3%	0.7%	1.1%
Train	3.9%	4.6%	3.4%
Bus / Minibus / Coach	6.2%	10.1%	5.7%
Taxi	0.3%	0%	0.5%
Motorcycle / Moped / Scooter	1.0%	1.4%	1.0%
Other (please specify)	-	0.2%	2.2%

The survey results indicate that 15.9% (n=123) occasionally car share with another Shop Direct employee and 15.4% (n=119) occasionally travel alone by car. Encouragingly, 14.6% (n=113) said they occasionally use travel by train, 10.9% (n=84) travel by bus and 5.7% (n=44) cycle to work.

Travel By Car

85.1% (n=667) of respondents normally travel to work by car, with 68.8% of these travelling as single occupants. The main reasons cited by car drivers for using a car to travel to work is the fact that the car is quicker than alternatives (59.2%), convenience (59.1%) and flexibility (49.6%). Other popular reasons for using the car are shown in **Figure 6.2**. 27.6% (n=213) said that electric car charging points on site would be a benefit to them and would encourage them to travel by electric vehicle.

Figure 6.2 Reasons for travelling by car



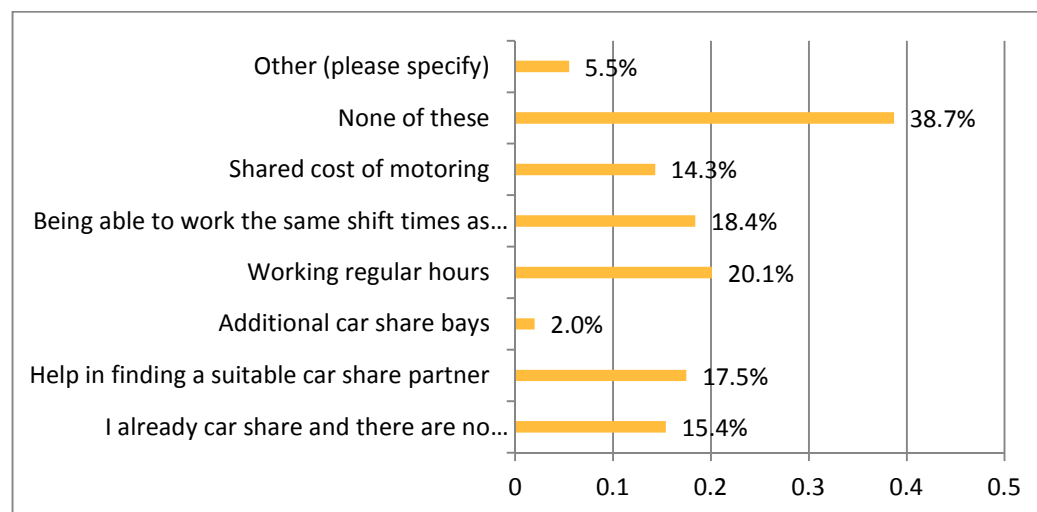
Of those that travel to work by car, the majority park on-site, with the remaining parking in the Speke Retail Park (although this is no longer an option due to restrictions) or on the street in nearby residential areas.

Car Share

A total of 127 (16.5%) survey respondents currently car share. Encouragingly, 26.2% (n=202) indicated that they would be prepared to car share, though 55.7% (n=443) said they would not. 22.5% (n=174) said that they are registered onto the Travel & Share scheme, and 21.8% (n=168) said they were not aware of the Travel & Share scheme.

The most popular measures that would encourage staff to car share are working regular hours (20.1%), being able to work the same shifts as people who live close to them (18.4%), and help finding a partner (17.5%), as indicated in **Figure 6.3** overleaf. 38.7% (n=287) indicated that nothing would encourage them to car share.

Figure 6.3 Actions to encourage car sharing



Travel by Walking

The measures that would most encourage staff to walk to work is somewhere to store belongings (3.1%), improved road crossing facilities (2.7%), walking buddy scheme (2.0%) and a means of measuring the benefit (1.8%). Though, the majority of respondents indicated that nothing would encourage them to walk to work (85%).

Travel by Cycling

Improved secure cycle parking facilities would encourage 9.6% (n=71) to cycle to work. Improved cycle paths to the site would encourage 8.0%, and somewhere to store belongings such as the laptop would encourage 7.0%.

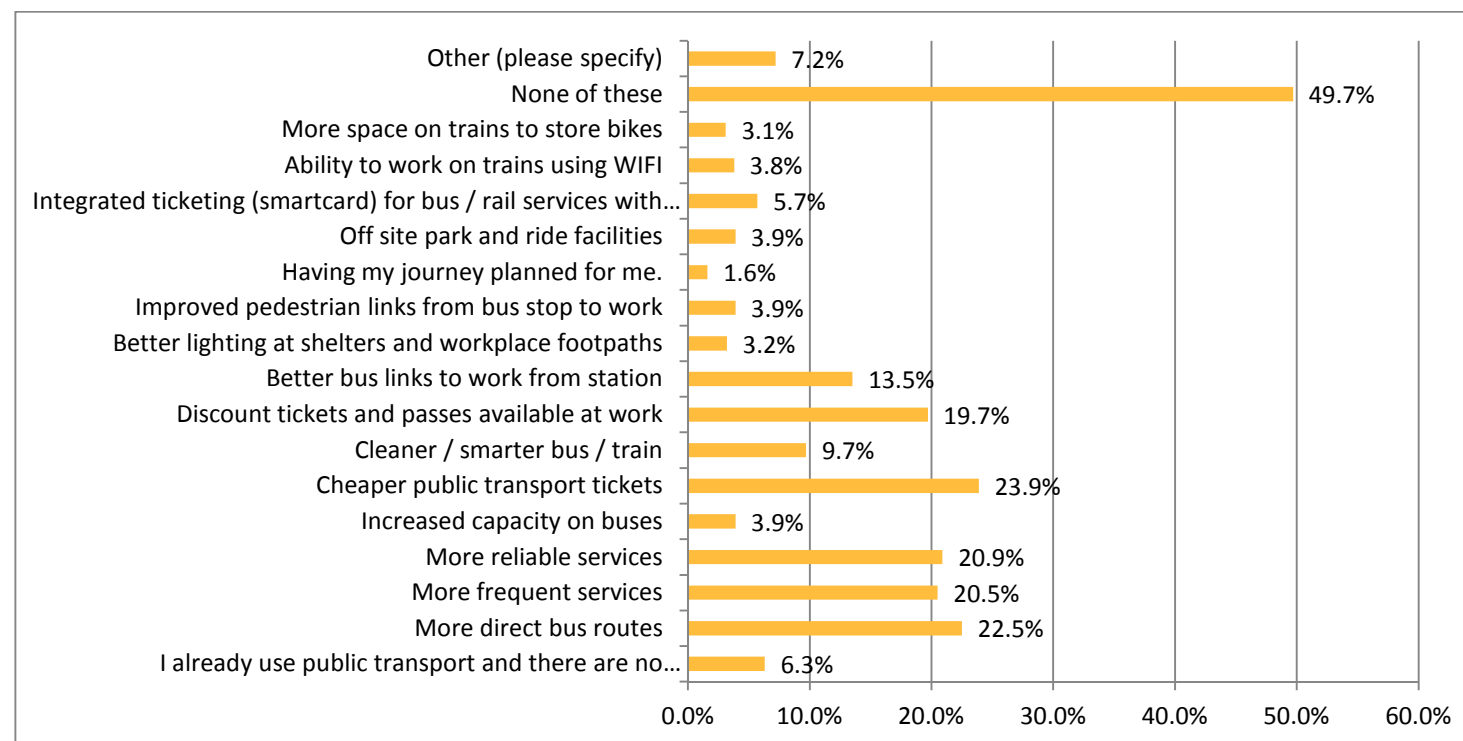
11.3% (n=84) indicated other actions would encourage them to cycle, such as; indoor cycle parking facilities, more showers and changing facilities and improved cycle route connections from public transport stops and stations.

Travel by Public Transport

As shown in **Figure 6.4** overleaf, the most popular measures that would encourage the use of public transport are cheaper transport tickets (22.5%), more direct routes (22.5%), more reliable services (20.9%) and more frequent services (20.5%).

49.7% (n=368) said that nothing would encourage them to use public transport.

Figure 6.4 Actions to encourage public transport use



Travel Plan Measures

Figure 6.5 indicates the number of respondents that have benefitted from certain Travel Plan measures and **Figure 6.6** shows the measures that respondents would like to see in the future.

The results indicate that 33.1% of staff at Shop Direct have benefitted from Travel Plan measures. 15.9% (n=118) have benefitted from the car share database, 6.5% (n=48) have from showers, lockers and changing facilities, 5.4% (n=40) have benefitted from season ticket loans and 5.3% (n=39) have benefitted from the cycle to work scheme.

Figure 6.6 shows that respondents would like to continue to see the existing measures available, in addition to measures such as pedometers (5.8%), lunch time walking groups (5.4%), travel events and information (5.3%) and cycle maintenance/security (5.0%).

Figure 6.5 Travel Plan measures that have benefitted respondents

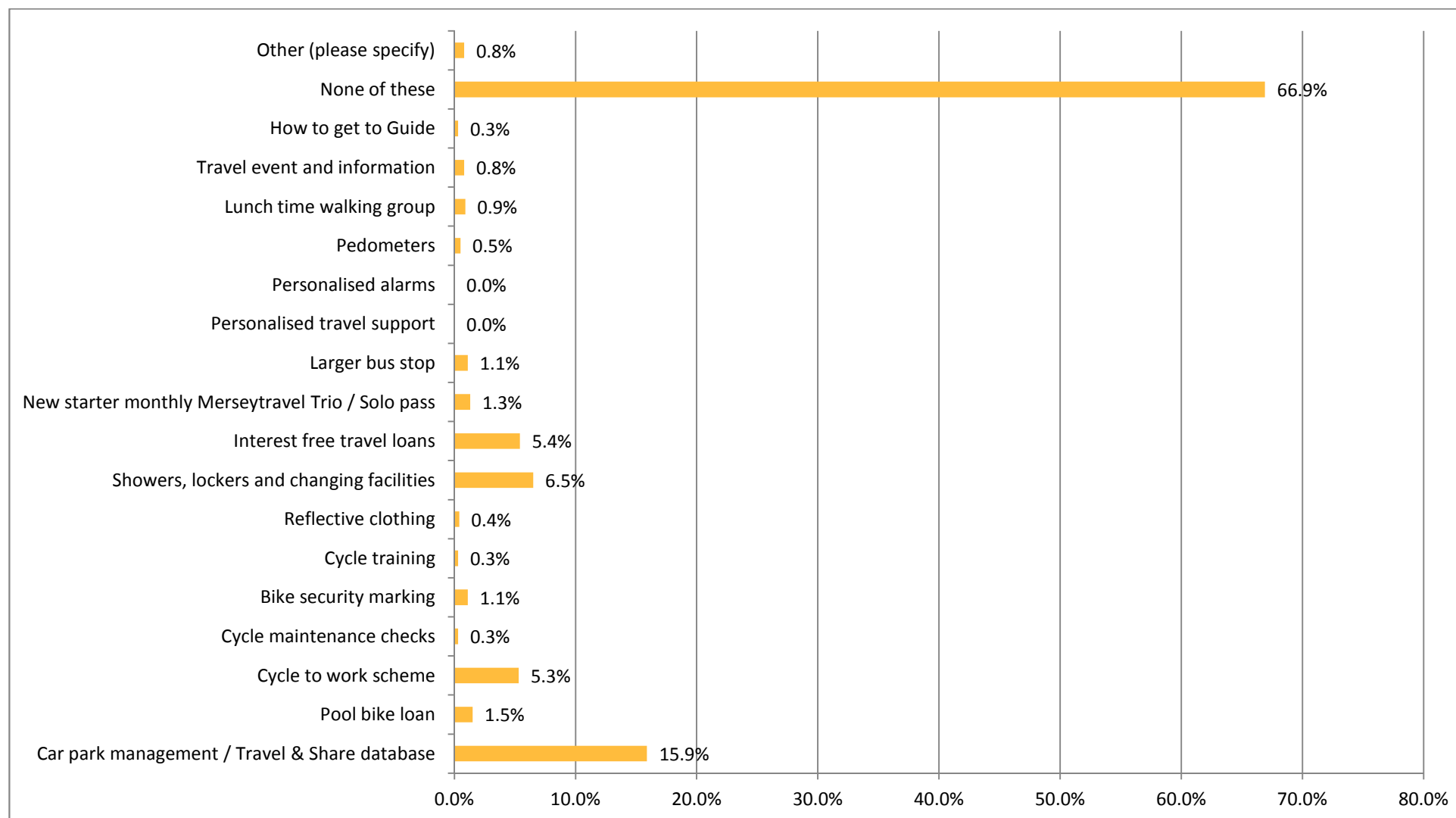
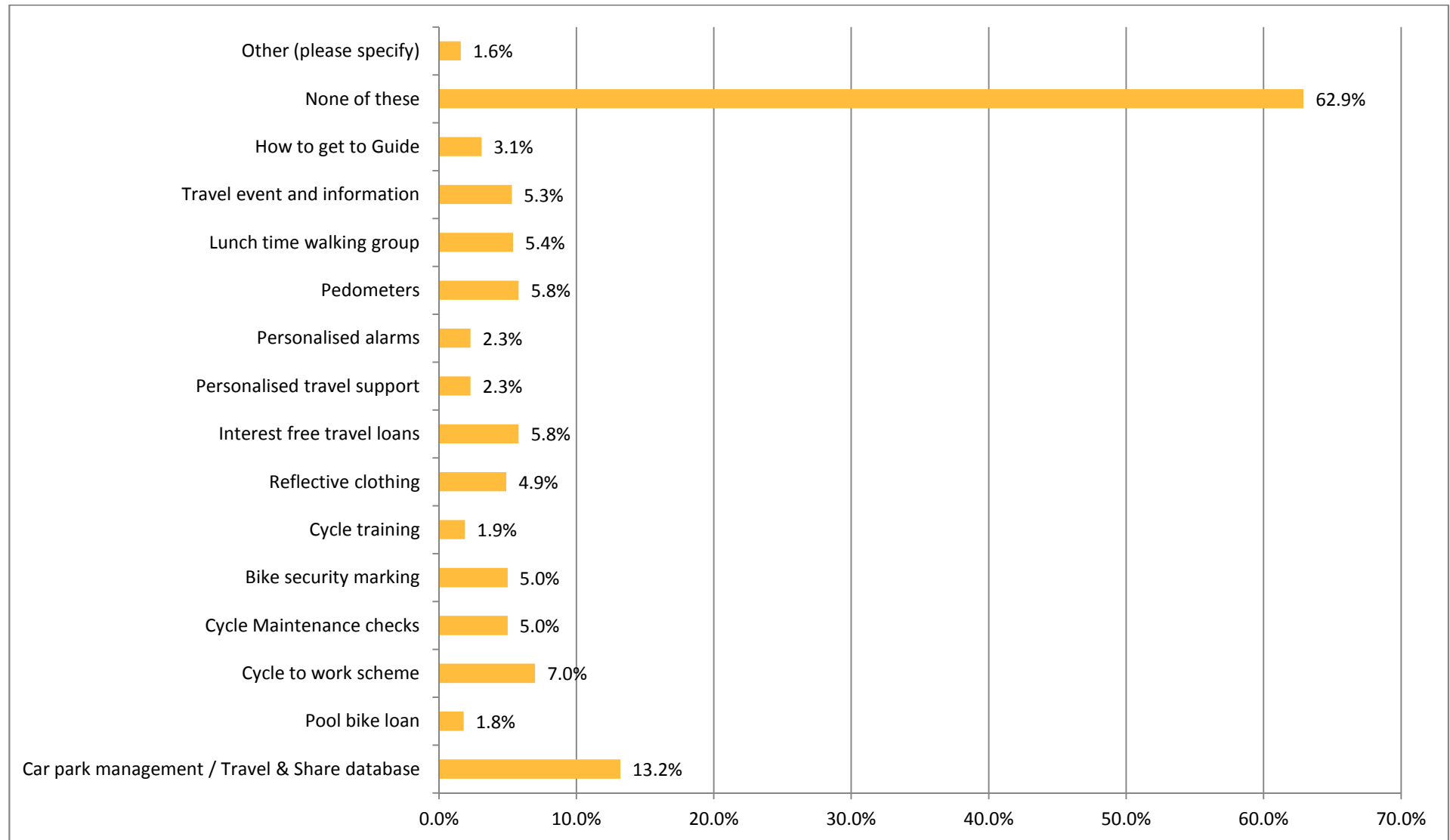


Figure 6.6 Travel Plan measures that respondents would most like to see



Staff Postcodes

Figure 6.7 and **Figure 6.8** show the distribution of the home locations of staff that work at Skyways. Note, the staff postcodes were provided by Shop Direct and have not been collected via the staff travel survey.

17 members of staff live within two miles of the Speke offices and a further 129 live between two to five miles away; this suggests 9.2% of staff at Shop Direct live within reasonable walking and cycling distance. Considering only 2% of respondents to the survey said they either walk or cycle indicates that there is some potential to increase the number of people walking and cycling to work. The postcode data shows that 89.8% of staff reside over 5km from the workplace.

It is clear that a large proportion of people who live outside of the local area reside in areas such as Manchester, Southport, Preston, Wrexham and the Wirral among others. Although these locations are connected to good public transport networks, it is difficult to reduce the number of car trips for these destinations, regardless of the efforts of Travel Planning, given the distances involved and the out-of-town location of the business. Therefore the impact of reducing parking on site at this time would be to force staff to find alternative parking in the area, exacerbating the existing off site car park problems for neighbouring residents and businesses.

Figure 6.7 Staff Postcodes (Speke)

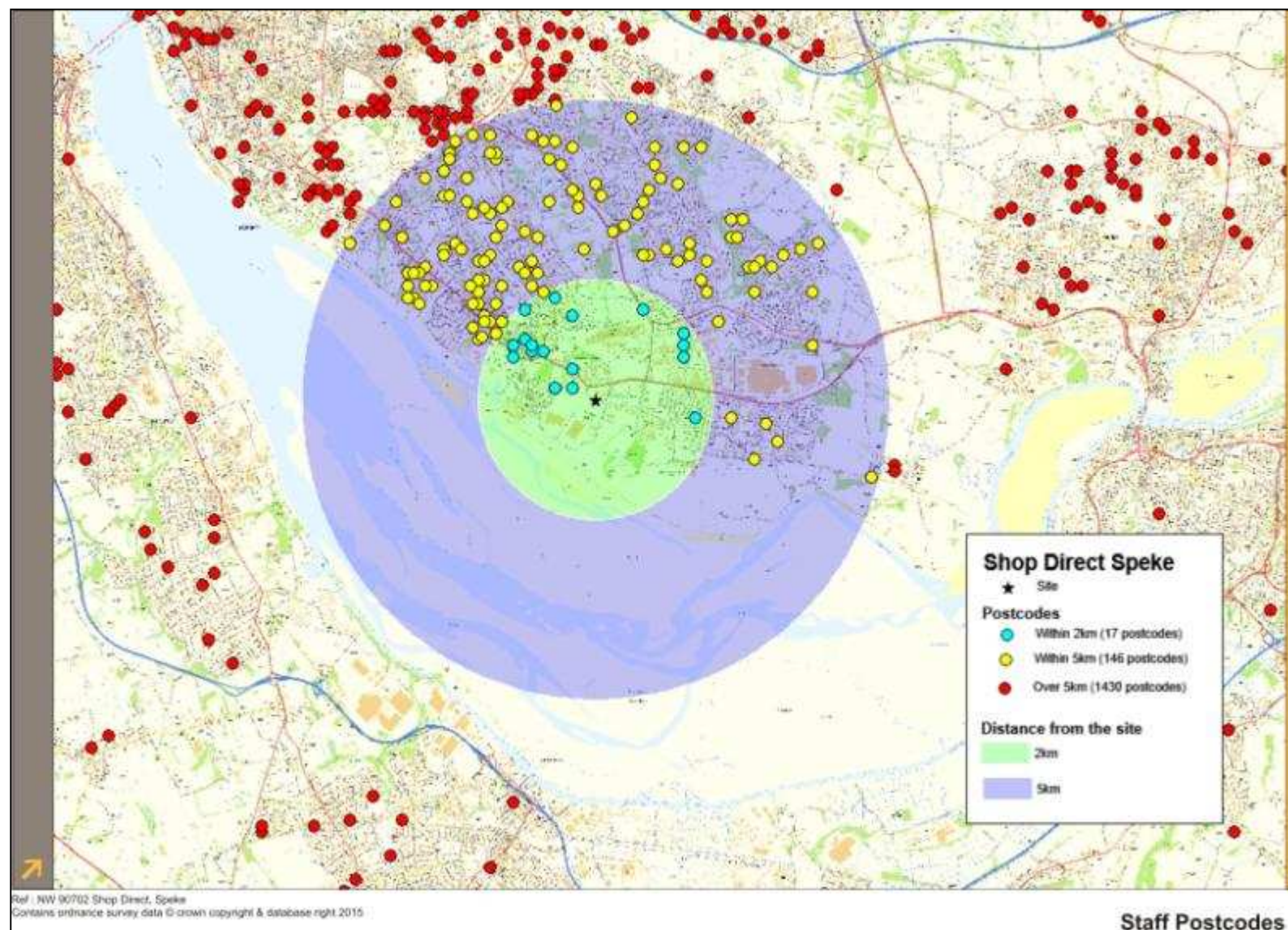
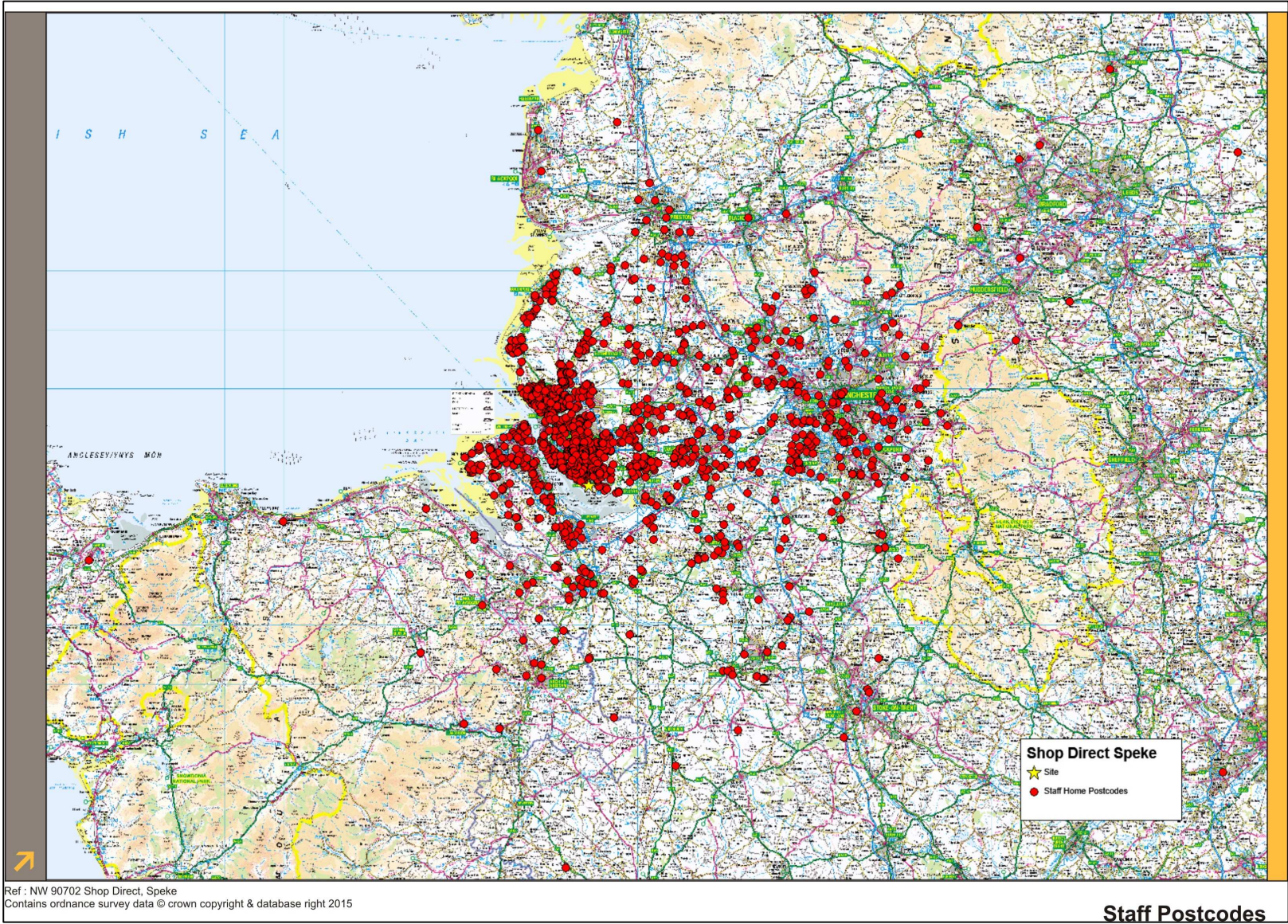


Figure 6.8 Staff Postcodes (North West)



7 TRAVEL PLAN MEASURES

Shop Direct has been extremely proactive in implementing its Travel Plan and associated measures over the last few years. However, the results of the survey indicate that single occupancy car travel has increased by 6.1% (from 62.7%) since the previous 2013 survey and car sharing has reduced by 3.2% (from 15.4%). This is undoubtedly due to the wide geographic base of staff, the out of town location of the site and the limited proportion of staff living within a reasonable walk and cycle distance. However, it should be emphasised that a direct comparison with previous results is not strictly relevant, as the 2015 survey had nearly double the response rate of the 2013 survey. The 2015 modal split results are therefore more accurate and if a similar response rate had been achieved in 2013, a similar modal split may have been determined. On this basis there may have been minimal change in car use since 2013.

A third (33.1%) of survey respondents indicated that they have benefitted from Travel Plan measures in the past, and therefore the potential exists to further promote Travel Plan measures to these and other staff members in order to encourage a change in travel behaviour to more sustainable modes.

This section outlines a range of Travel Plan measures that have been undertaken to date alongside measures that will be considered for continuation or introduction at the Skyways site in order to further encourage staff to travel to work by sustainable modes and to reduce single occupancy car travel.

CAR PARK MANAGEMENT

The car parking on site currently provides 737 parking bays, which includes 25 disabled bays, 36 visitor bays, 10 motorcycle bays and 100 car share bays. On-site provision is crucial in order to avoid exacerbating local parking issues off-site.

The results of the staff travel survey reveal an increase in staff travelling to work as single occupants, and therefore it is recognised that parking availability on site is important for business needs. The increase in car use may not be fully representative when comparing results to a lesser response rate in 2013, however, in either case, it is evident that the majority of staff park on site and therefore car park availability on site remains important.. The requirement for on-street off-site parking has led to a number of complaints and the involvement of both the City Council and the local MP. This is likely to be further exacerbated by the introduction of parking restrictions at Mersey Retail Park.

An application has been submitted to Liverpool City Council to extend the permission for a temporary car park (known as plot D1) to address issues around on street parking. In line with the objectives of the Travel Plan and the application to the City Council, Shop Direct has committed to readdressing the way in which car parking spaces on site are currently managed and used by staff.

Shop Direct has developed 'Vehicle Access & Parking Policy' guidelines to determine the staff entitled to park on site, and those to receive either a permanent, temporary or car share permit. Existing staff depending on issues such as their contract of employment and date of joining the company have individual parking entitlements. The car park will continue to be managed by Facilities Management using the permit system.

Car Sharing

100 car share spaces are available to members of staff registered with the Skyways Travel & Share scheme; this allocation has been increased from 65 since 2012.

16.5% of respondents to the survey stated that they car share on their journey to work. Based on 1,500 staff, there is the potential that 248 members of staff car share to work. Currently, the 100 car spaces are adequate for the number of people car sharing to work (based on a minimum of 2 people sharing each vehicle). However, as the survey indicated that 26.2% of respondents would be prepared to car share, the potential exists to further promote the number of staff car sharing to work.

A car share database 'Skyways Travel & Share' is already in operation at Shop Direct and currently 395 members of staff have registered onto the site. However, the survey results suggest that promotion of the Travel & Share scheme is required at Shop Direct as a fifth of survey respondents indicated that they are not aware of the Travel & Share website. Therefore, interest in the Shop Direct car share scheme could be further gained through displaying information on notice boards and within the car park areas, and also through provision of leaflets in staff break areas.

Visitor Spaces

Usage of visitor spaces is monitored and managed effectively as part of the Car Park Management Strategy.

Disabled Spaces

The number of disabled spaces currently provided on site is sufficient for demand and will remain at 25 spaces for the foreseeable future.

Electric Vehicle Spaces

Just over a quarter of survey respondents stated that electric car changing points on site would be a benefit to them and/or would encourage them to travel by electric vehicle. The provision of electric car charging points should be considered for introduction by Shop Direct in order to encourage those currently driving by car to take up a more sustainable travel option.

Parking Management

The current parking arrangements at Skyways have evolved over time and need to be regularly reviewed. Various staff groups receive different entitlements to parking and travel allowances depending on their terms and conditions of employment.

Shop Direct has committed to reviewing the existing car park management strategy to enable appropriate car parking management strategies to develop, considering the requirements of all staff and ensuring a fair and equitable system is introduced.

The new parking management system was introduced in 2013 and all staff had to apply/reapply for car parking permits. All permits were assessed and reissued and the allocations included a postcode exclusion zone for nearby residential areas. Through the 'Vehicle Access & Parking Policy' guidelines and other travel planning measures, Shop Direct has reduced its need for temporary parking on site by 130 spaces in the last 10 years, from 350 spaces in 2006 to 220 spaces now in 2015.

The car park management strategy was introduced in March 2013 and is proving to be a valuable way in which to promote the Travel Plan and the available sustainable transport options. Staff that were unsuccessful in their application for a new parking permit have been offered personal assistance on other available journey to work options.

The implementation of the parking management strategy ensures that members of staff living within close proximity of the site are encouraged to use alternative sustainable modes of travel, making spaces available to those currently parking on street and off site who have more limited travel options available to them.

Enforcement

Existing security personnel enforce the car park management strategy and operate the barrier operated car park access.

The barrier is staffed from 07:00 – 09:30 and cars displaying valid car parking permits will be permitted access to the car parks. After 09:30 staff need to swipe their ID badge (which has been enabled for car park access if they are provided with a car parking permit) to gain access to the car park.

Staff who are not entitled to park on site who bring their cars on site will receive up to three warnings from Facilities Management. If staff repeatedly abuse the parking strategy Facilities Management will escalate the issue to HR and senior management. Shop Direct is committed to the ongoing assessment and enforcement of the Car Park Management Strategy.

MEASURES TO PROMOTE PUBLIC TRANSPORT

The results from the staff travel survey indicate that 5.7% of respondents use the bus and 3.4% of respondents use the train to travel to work. Also, the results interestingly show that 10.9% of respondents use the bus occasionally to travel to work and 14.6% occasionally use the train. The occasional use of these modes suggests that there is a potential to encourage staff to use public transport as their regular mode of travel to work. The following Travel Plan measures will aim to encourage and support staff to travel by public transport.

Local Bus and Rail Services

The provision of cheaper public transport tickets was the most popular measure cited by respondents to the staff travel survey to encourage use of public transport. Shop Direct will continue to liaise with service providers and seek the latest ticket offers available for staff.

A large percentage of respondents (approximately 30%) stated that more direct, frequent and reliable services would encourage them to use public transport. Shop Direct will continually review the bus routes and keep staff up to date on timetable changes through leaflets and through the intranet system. There have been complaints recently on Estuary Boulevard about buses not stopping. This will be investigated and discussed with the bus service provider.

Monthly Merseytravel Trio / Solo Pass for New Starters

For the duration of the anticipated three year planning permission for the continued use of Plot D1 as a temporary car park for up to 220 cars, all new starters at Shop Direct Skyways will be offered a free month Merseytravel public transport ticket. In the last year, twenty staff members have applied for this offer and ten members have redeemed their travel voucher. This is managed between JMP Consultants and Merseytravel.

All staff taking advantage of the free pass are offered a personal journey plan to set out details of potential public transport journeys including journey times, duration and interchange. Towards the end of the month of the pass period Shop Direct make contact with the individual staff member to gain feedback on their experience and promote to them the interest free loan facility with which to purchase an annual season ticket. Shop Direct will also provide further support and assistance as required around fare and ticketing options as well as raising awareness of any service improvements or local initiatives to encourage public transport.

Personalised Travel Support

A minority (2.3%) of survey respondents expressed an interest in personalised travel support. However, many staff may not fully understand what is involved. Personalised travel support will be provided to all staff benefitting from the months free public transport taster ticket. In addition regular events will be held at the Skyways site to provide personal journey planning support to all staff at the site to raise awareness of sustainable travel options and encourage uptake. Recent roadshow events held with Arriva provided personalised bus journeys to members of staff alongside free one day taster tickets.

Interest Free Loans

Shop Direct provide an interest free loan facility to staff wishing to travel by public transport. Loans to purchase rail / bus tickets and annual car parking facilities are available to all permanent employees. The system to purchase interest free loans is ongoing.

Connections with South Parkway

13.5% of survey respondents stated that better bus links to Liverpool South Parkway railway station would encourage them to use public transport. The frequent services from Liverpool South Parkway to Shop Direct, and vice versa, need to be promoted at Shop Direct to encourage members of staff to use the train and bus. In addition, ticket options such as 'Plus bus' should be promoted on site.

The railway station is easily accessible from Shop Direct via bicycle and by taking advantage of the 'Bike&Go' and city bike schemes. Shop Direct will continue to liaise with Merseyrail and Liverpool City Council to promote their services and to investigate any opportunities to work in partnership with these and any other local employers.

Bus Stop Promotion

The bus stop to the northwest of the Shop Direct site has recently been extended with grant funding from Merseytravel, following a request by Shop Direct. In order to encourage public transport patronage and to identify the benefits associated with the change, the extension of the bus stop and the key services available are promoted to staff regularly.

MEASURES TO PROMOTE WALKING

It is considered that those living within 2km of the site live within a reasonable walking distance. The survey revealed that only 15 respondents (1.9%) currently live within this distance, which equates to around 29 members of staff on the whole site (if the sample is representative of all staff). Of the respondents, 14 indicated that they currently walk

which shows that those who live close to the site do generally walk. The following measures should continue to support existing staff who walk to work and encourage those who walk to the bus stop / railway station.

Walking Information

Information is made available at the Skyways site to detail safe walking routes and traffic free routes within the vicinity of the site. Walking maps will be available to staff both in hard copy format and on Shop Direct's intranet pages. The How to Get to Guide details walking information and is promoted on site and on the intranet.

Physical Measures

Shop Direct's intranet pages provide discussions for any issues associated with walking, such as the quality of footpaths and lighting. Any issues that are noted will be discussed with the Local Authority.

Walking Buddy Scheme

2% of respondents stated that a walking buddy scheme would encourage them to walk to work. This option is available through the Travel & Share scheme and will be promoted to those individuals walking to work and interested in finding a friend to walk with.

Lunch Time Walking Group

5.4% of respondents said that they would be interested in a lunch time walking group. Lunchtime walking groups have been undertaken in the past and will continue to be organised by Shop Direct.

Walking Incentives

Based on the survey results, the following additional incentives will be considered to encourage staff to walk to work:

- Free personalised alarms which will act to reassure those members of staff concerned about safety.
- Shopping vouchers and high visibility jackets can provide incentives for people to walk to work, particularly in relation to special promotional days such as walk to work day.
- Pedometers will continue to be offered to walkers to encourage them to consider the health impact of their actions, and to monitor how far they are walking.

In addition to the above, a walking audit should be undertaken periodically to examine lighting, security and maintenance issues along routes to key destinations. The audit results should be shared with the Local Authority. Any improvements to the routes undertaken should be promoted to all staff as part of the wider Travel Plan promotion.

MEASURES TO PROMOTE AND FACILITATE CYCLING

Employees living within 5km or travelling to the Speke site via public transport may wish to cycle for all or part of their journey. The survey results indicate that 13% of respondents live within 5km of the site and only 7.5% travel by an active mode (walking and cycling). As such, there is potential to increase the number of people travelling by bicycle to work. A number of Travel Plan measures have been highlighted to support those already cycling to work and to encourage others.

Showers and Changing Facilities

Although Shop Direct offer showers and changing facilities, several respondents indicated that showers and changing rooms would encourage them to cycle. This suggests that existing facilities should be further promoted and new facilities introduced where necessary.

Cycle Storage Facilities

9.6% of respondents stated that improved secure parking at the workplace would encourage them to cycle to work. Currently, Shop Direct provides sheltered cycle parking which is covered by CCTV. Despite this, a few bicycles have been stolen in recent months. Shop Direct will continue to liaise with British Transport Police and other providers to organise bike security workshops and training. In addition to this, Shop Direct will consider to offer the pool bike storage boxes for members of staff to store their bikes in during the winter months.

Bicycle User Group

A bicycle user group is organised via the intranet at Skyways. A large number of employees joined the group through promotion on a dedicated Travel Plan notice board and through the intranet site. The bicycle user group allows cyclists to discuss issues with their cycle routes, security measures and upcoming events, as well as allowing Shop Direct to understand the popularity with possible maintenance and cycle training sessions. The continuation of this group is vital to understand the measures to encourage staff to cycle to work.

Travel Information

8% of survey respondents indicated that improved cycle routes to the site would encourage them to cycle. The travel information notice boards and 'How to get to Guide' include details of safe cycling routes within the vicinity of the site. Any improvements to cycle routes will be promoted to staff as part of the Travel Plan promotion and awareness raising.

Local Cycle Store Discounts

Shop Direct will continue to investigate discounts which could be negotiated with local cycle retailers for Shop Direct employees. Details of any discounts available will be displayed on the dedicated Travel Plan notice boards and through the company intranet / email systems. As members of the Merseytravel Employers Network Shop Direct staff are entitled to claim discount from cycles at a number of local retailers. Shop Direct also offer 15% off bikes from their very.co.uk brand, The availability of the discounts will continue to be promoted to staff.

Cycle Training, Maintenance and Security Sessions

A local bike retailer visits the site periodically to offer staff free cycle maintenance checks. This ensures that staff are confident that their bicycles are in good working order. In addition to this, free cycle training and security sessions are available. At a recent event, British Transport Police securely marked and added bikes belonging to members of staff to their database.

Discussions are underway with the BikeRight team funded by Merseytravel to investigate opportunities to provide cycle maintenance training to employees.

Cycle to Work Scheme

Shop Direct continue to be committed to the government's cycle to work scheme which has been fully implemented on site and across Shop Direct locations. The scheme enables staff to purchase a new bike and equipment without paying tax and to make repayments through their salary.

Pool Bike Loan

A number of pool bikes are already available for use by staff based at the Skyways site. Usage of the bikes is encouraged for staff travelling between Skyways and the nearest railway station at Liverpool South Parkway and other nearby Shop Direct sites on work related business. The pool bikes are well used at site and were checked out more than 350 times between November 2014 and 2015.

Cycle Route Information

Information on local cycle routes both on-road and off-road are available both on the local Council's internet system as well as on other partner websites. This information includes leisure routes as well as commuter routes and information on how cycling can help improve fitness and reduce the costs of travelling to work.

Cycling Incentives

Safety can be a key concern for people considering cycling to work, with 4.9% of survey respondents stating that they would be interested in reflective clothing. Shop Direct has provided staff with reflective bands and bike lights at a recent travel event and will continue to provide other incentives such as reflective clothing, personalised alarms and reflectors. Staff may feel more secure cycling on the local roads in the knowledge that they are more visible to other road users.

TRAVEL INFORMATION

As the results have indicated, promotion of the Travel Plan measures is required to maximise the benefits and to encourage modal shift to more sustainable modes. Promotional material and information is vital for encouraging sustainable travel and raising awareness of travel options among staff.

General

All Shop Direct employees are regularly provided with details on the Travel Plan either by electronic or paper communication. Staff will be made aware of the Travel Plan update, in order to ensure a sense of involvement in the Plan, following the travel survey completion.

A specific travel information pack is provided to new staff. The information is issued to their home address prior to arriving on site to enable them to have full information to make an informed decision on their preferred travel modes.

Travel Plan Events

One off events are held at the site to raise awareness of travel options. In addition, Shop Direct tie in with local and national events such as Bike Week and encourage participation through provision of small incentives such as pedometers and free cycle maintenance checks. A number of mode-specific communication groups are also ongoing on site.

Website

A dedicated staff travel intranet website has been developed to provide a one stop facility to all Shop Direct employees on both commuting and business travel. The website will link directly to online facilities such as the Travel & Share scheme and journey planners to aid staff awareness on travel options available to them.

BUSINESS TRAVEL

It would be a useful addition to the Travel Plan to consider the amount, and type, of business travel undertaken by Shop Direct employees at Skyways. 16.9% of survey respondents indicated that the car is essential to performing the job, and was the reason they drive to work.

A review into business travel at Shop Direct may identify certain issues whereby the promotion of sustainable travel options and alternatives to travel may lead to significant reductions in both carbon emissions and financial costs to Shop Direct.

The video conferencing facilities and mileage rates implemented already assist in reducing unnecessary business travel. Further understanding of the impact of such measures would be useful to inform future business travel planning measures.

Pool Cycles

The use of pool cycles, where appropriate, enables employees to book a bike and travel to nearby meetings in a sustainable manner. Pool cycles are already available and are well used at the Skyways site.

Video Conferencing

Video conferencing already exists on site and reduces the need to travel for some business trips. The video conferencing facility will be periodically reviewed to understand if systems are reliable and if they continue to reduce business trips.

Accessibility

Wherever possible meetings should be held in accessible locations and staff should be encouraged not to travel in private cars as single occupants unless no other alternative exists.

Shuttle Bus

Shop Direct currently operate a shuttle service between Skyways House and the Product Centre at the Southern Gateway (former Glaxo site). This service has reduced business trips to and from the Product Centre and is well used. Shop Direct will continue to operate this dedicated service.

Business Travel Audit and Implementation

Shop Direct will consider a review of the type and distance of business trips undertaken by its employees and assess whether any more measures can help to make efficiency savings, improve staff productivity and enhance service delivery. In our experience, organisations can save up to 30 per cent of their business travel spend by changing travel policy and contracts.

A business travel audit identifies financial savings through an audit of travel policies, systems and processes. By saving money on business travel employers can also reduce carbon emissions. Following an audit, recommendations can be suggested to deliver a more efficient, effective and sustainable business travel programme.

8 TRAVEL PLAN TARGETS AND OBJECTIVES

Objectives are required in order to give the Travel Plan direction and focus. Targets are measurable goals which are set in order to assess whether the objectives have been achieved. It is also useful to identify a number of indicators which can be monitored to determine whether the targets have been met and thus if objectives have been achieved.

The Travel Plan recognises that there is not one specific mode of transport suitable for all employees and that there needs to be a number of alternatives in place. Therefore, the Travel Plan is intended to promote flexibility and choice, focusing efforts on encouraging a reduction in car use rather than prohibiting it.

The following features of the site location make it suitable for encouraging sustainable travel behaviour:

- A good range of public transport options are available to staff living within reasonable proximity of the site;
- A car share scheme is in place;
- The local area has good walking and cycling links to promote travel by foot and cycle;
- The site is fairly well served by rail provision, being located 1.2km to the east of Liverpool South Parkway Railway station; and
- The car parking provision at the site is within the maximum standards set by Planning Policy Guidance Note 13 which will help encourage sustainable travel and the site benefits from existing car share parking bays.

OBJECTIVES

It is vital that the objective and timetable of the Travel Plan is to maximise the potential of this site by encouraging an increase in travel by sustainable transport modes from the outset. This is to be done by encouraging the use of the walking, cycling and public transport infrastructure already in place.

The main objectives of the Travel Plan are as follows:

- To improve access and provide safe access to the site by a variety of transport modes;
- To seek to reduce the overall level of car use journeys to and from the site;
- To promote and maximise the proportion of staff and visitors travelling to the site by more sustainable modes;
- To provide information regarding the choice of alternative transport modes available;
- To promote healthy lifestyles and a sustainable vibrant community;
- To manage the demand for parking; and
- To minimise traffic generation on the local road network.

TARGETS

Shop Direct has set out both modal share targets and action type targets to prioritise Travel Plan measures, and in order to ensure successful implementation of the Travel Plan.

The targets set out for Skyways are based on the site audit work, the staff travel survey results, the policy review and consultation with Shop Direct themselves.

Staff consultation is essential for understanding the current travel characteristics of staff and the interventions with the most potential to encourage change. The staff travel surveys provide a useful benchmark from which the implementation of the Travel Plan can be monitored.

Table 8.1 below outlines the modal split targets for the Speke site. The modal split targets are intended to be achieved through the implementation of the mode-specific action plan measures set out in **Table 8.2**.

Figure 8.1 Actions to encourage public transport use

Mode	2011 (%)	2013 (%)	2015 (%)	2017 (%)	2019 (%)
Car (lone driver)	65.9%	62.7%	68.8%	64.5%	61.5%
Car share with other Shop Direct colleague	19.0%	15.4%	13.9%	15.5%	16.5%
Car share with someone going to another destination	2.6%	4.1%	2.4%	4%	4%
Walk	0.7%	0.7%	0.9%	1.1%	1.3%
Bicycle	0.3%	0.7%	1.1%	1.5%	1.8%
Train	3.9%	4.6%	3.4%	5%	6%
Bus / Minibus / Coach	6.2%	10.1%	5.7%	6.5%	7%
Taxi	0.3%	0%	0.5%	0.5%	0.5%
Motorcycle / Moped / Scooter	1.0%	1.4%	1.0%	1.4%	1.4%
Other (please specify)	-	0.2%	2.2%	0%	0%

Modal Targets

As there is no single solution to deal with the transport needs and problems at Skyways, a combination of measures is required in order to allow people to ‘pick and mix’ according to what complements their own day to day requirements and lifestyle. It is important that the Travel Plan measures include both “carrots” and “sticks” to encourage changes in travel behaviour. However, the focus should be on the incentives for staff to travel more sustainably, rather than lots of disincentives to travel by car.

Experience has suggested putting the incentives in place first in order to make people more supportive of the Travel Plan and to encourage a change in behaviour, and then to put any disincentives in place later on. As their employer, Shop Direct will be in a strong position to influence staff travel behaviour.

The main emphasis of the Travel Plan will be to encourage staff to reduce single occupancy car use. However, it must be recognised that the car may be the only option for some employees, particularly those living in outer lying areas of Merseyside and beyond. It also must be noted that many staff based at the site have been previously

relocated from the Manchester area. 72.4% of respondents to the staff travel survey live over 10miles from the site and 38.5% live more than 20 miles from the site, this makes walking and cycling an unrealistic options to a large proportion of staff.

The future modal share targets have been set in relation to the long distances that many staff are travelling to work.

Justification of Targets

Shop Direct consider that they have a responsibility to provide a level of parking that is sufficient to meet the needs of the business, while continuing to improve their modal split through the Travel Plan measures.

As part of this responsibility Shop Direct are seeking to address the amount of on street parking (residential and business park) taking place by Shop Direct staff as discussed previously.

The modal share targets have been set in mind of the need to both promote sustainable travel options and provide appropriate parking to support business needs and staff geographic spread. This is reflected in the increase of the car share target and the decrease in the single occupant car target.

The new targets have been set to achieve increases in the use of sustainable and active travel modes by those members of staff living closer to the site with increases in car sharing by those living further away together with an associated reduction in the number of single occupancy vehicles being used by staff to travel to work.

Action Targets

The modal split targets are intended to be achieved through the implementation of the action type targets set out in **Table 8.2**.

Table 8.1 Action Plan

Measure	Timescale	Responsibility
Car Park Management		
Continued enforcement of parking permits to ensure staff are parked in the correct bays. Action taken against those who abuse the system	Ongoing	Facilities Management
Review car park management strategy with view to reducing incrementally number of permits issued (in line with staff turnover, change in circumstance etc) to address targets and reduce need for temporary car park.	Ongoing	Facilities Management / JMP
Review usage and demand for car share bays	Ongoing	Facilities Management / JMP
Consider introducing electric car charging points on site	2017	Facilities Management / JMP
Car Sharing		
Continued promotion of car share database	Ongoing	Facilities Management / JMP
Public Transport		
Provision of free monthly Trio / Solo passes to all new staff	Ongoing	Facilities Management / JMP
Promote interest free loans for public transport tickets	Ongoing	HR / JMP

Measure	Timescale	Responsibility
Consider opportunities to provide better interchange between Liverpool South Parkway and Skyways	2016	JMP
Liaise with service operators for cheaper and discounted public transport tickets	Ongoing	Facilities Management / JMP
Review buses stopping on Estuary Boulevard, with those not stopping reported to service providers	Ongoing	Facilities Management
Promote bus stop extension	2016	Facilities Management / JMP
Walking		
Audit of routes within and surrounding site. Work with Merseytravel to overcome any barriers or issues identified	Ongoing	JMP
Provision of walking incentives such as personal alarms, visibility jackets and pedometers to staff on request	Ongoing	Facilities Management / JMP
Introduce regular lunch time led walks	Ongoing	Facilities Management / JMP
Promote the walking buddy scheme through the Travel & Share scheme	2016	Facilities Management / JMP
Cycling		
Discuss opportunities to provide discounts at local cycle stores	Ongoing	JMP
Free training and maintenance checks held regularly on site	Ongoing	Facilities Management / JMP
Continued promotion of the Cycle to Work scheme	Ongoing	Facilities Management / JMP
Provision of reflective clothing, cycle locks and other equipment to cyclists	Ongoing	Facilities Management / JMP
Review usage of pool bikes for business travel	Ongoing	Facilities Management
Review usage of cycle facilities including parking, shower, locker and changing facilities	Ongoing	Facilities Management
Business Travel		
Promotion of pool cycles	Ongoing	Facilities Management / JMP
Encourage video conferencing	Ongoing	Facilities Management / HR
Plan meetings in sustainable locations	Ongoing	HR
Business travel audit and implementation of recommendations	2016/2017	JMP
Information		
Provision of Personalised Journey Planning service	Ongoing	JMP
Provision of walking, cycling and public transport information to all staff	Ongoing	Facilities Management / JMP
Organise and run Travel Plan events	Ongoing	Facilities Management / JMP
Host regular travel road show events in conjunction with local bus operators to promote local services and fare options and gain feedback on Travel Plan measures.	Ongoing	Facilities Management / JMP

9 IMPLEMENTATION OF THE TRAVEL PLAN

For the Travel Plan at the Skyways site to be effective and address the demand for car parking, a number of key implementation components are necessary.

This section identifies the requirements for ensuring the effective implementation of the Travel Plan, as follows:

- Management of the Travel Plan
- Marketing of the Travel Plan
- Monitoring and reporting of the Travel Plan

MARKETING

Raising awareness, providing appropriate information and promoting alternatives to the single occupancy vehicle can be the most important tool for achieving travel behaviour change.

The following promotion and awareness activities will be undertaken, or continue to be undertaken at the Skyways site:

- Regular articles on staff travel featured in internal staff communications be continued;
- Travel Plan activities, the How to Get to Guide, and travel information will continue to be promoted via email and the internal intranet system.
- A carousel of travel information be maintained in the main reception housing public transport timetable information, local cycle route maps and details of the suggested car share scheme. Any other local information such as 'Plusbus' will also be included.
- A number of Travel Plan notice boards erected across the building to provide staff and visitors with details on any new Travel Plan initiatives taking place and information on the various options available to reach the site.
- The continued distribution of travel information for all new employees working for Shop Direct, prior to their first day on site, to enable them to have full information to make an informed decision on their preferred method of travel to the site.
- Continued one off events to be held at Skyways to raise awareness of travel options to staff. These will tie in with local and national events such as BikeWeek and International Car Free Day and involvement should be maximised through provision of small incentives i.e. bikers breakfasts, free cycle maintenance checks.

Travel Plan Steering Group and Travel Plan Coordinator

The implementation of the Travel Plan recommendations requires effective co-ordination and management within Shop Direct. A Travel Plan Steering Group is in place to implement the measures and recommendations set out within this report and build upon the good work achieved at Shop Direct to date.

The established Steering group managing the Skyways Travel Plan is led by Daniel Rogers and Helen Avery, of the Facilities Management team, in conjunction with JMP Consultants, JMP Consultants have provided the role of Travel Plan Coordinator on behalf of Shop Direct, for several years.

A summary report of the Travel Plan has been produced and is available to all staff.

The Travel Plan Steering Group and JMP Consultants as the Travel Plan Coordinator fulfil the following requirements;

- Provide a point of contact for all travel related enquiries.
- Promote and encourage the use of travel modes other than the car.
- Ensure relevant Travel Plan information is provided to all new employees.
- Ensure travel information is distributed and displayed to all staff and visitors at the Skyways site using a range of media.
- Continue to co-ordinate a car sharing scheme, bicycle user group and walking buddy scheme.
- Provide a point of contact for transport operators, internal officers and other related partners.
- Review the Travel Plan and all associated targets and measures in line with the monitoring strategy.

Monitoring Procedures

Monitoring travel behaviour is key to understanding the success of measures introduced to promote the use of alternative travel modes.

It is important to ensure that the momentum of the Travel Plan is sustained beyond the initial introduction period. It is also important to inform subsequent staff intake of the Travel Plan as necessary.

A systematic approach to monitoring the Travel Plan is required. An annual review and report of Travel Plan performance against the identified targets will be undertaken by the Travel Steering Group.

The following annual monitoring procedures will continue to be undertaken at the Skyways site:

- Annual staff travel surveys undertaken during an agreed month of the year. Repeat staff travel surveys are essential to set rolling targets for delivery. To ensure a continued level of participation at subsequent reviews, incentives or a prize draw will be offered to respondents.
- Monitoring the use of any measures introduced to address travel between Shop Direct sites, such as pool cars, pool bicycles and video conference equipment.
- Monitoring the use of car parking, cycle parking and powered two wheeler spaces.

Reporting

In line with the monitoring strategy, an annual Travel Plan summary report will be produced and submitted to the development control team at Liverpool City Council. Staff will be informed of the progress of the Travel Plan through the usual internal communications.

The annual Travel Plan summary report will be produced and will provide evidence of progress on the measures set out within this report and will determine future actions for agreement with Liverpool City Council.

10 CONCLUSIONS

Shop Direct's Skyways site has made considerable progress on developing an effective Travel Plan at the Speke-based site over the past years, with numerous measures introduced to encourage travel by a range of sustainable modes. Many staff have indicated that they have benefited from the wide range of measures implemented at the site. The results of the 2015 staff travel survey have indicated an increase in travel by car to the site – however, as outlined, a direct comparison with previous results is not strictly relevant as the 2015 survey had nearly double the response rate of the 2013 survey. Any increase in car travel that has occurred is most likely attributed to by the business needs and the wider geographic staff base, and it is evident that car park availability on site remains important. Travel Plan measures will continue to be further promoted and continually supported in order to encourage a change in modal shift to more sustainable modes.

Shop Direct is committed to the promotion of sustainable travel to both assist staff in finding the easiest and the most cost effective ways of travelling to work at the same time as considering both the local environment and local community.

Senior management are supportive of and involved in the Travel Plan and are aware that adequate resource is required in order to ensure the success of the Travel Plan. This is evidenced by their ongoing financial commitment for the implementation of a successful Travel Plan.

It is concluded that this Travel Plan provides a firm basis for ensuring that the objectives and targets set out are achieved and the ongoing success of the Plan continues.

Appendix A

TRAVEL SURVEY

Skyways Travel Survey (2015)

1. Introduction

Shop Direct is committed to helping you with your daily commute to work and making it easier for colleagues to car share, walk, cycle and travel by public transport. We want to help reduce the stress caused by your journeys, save you money and help you to get fitter by promoting "active travel".

We have had a company Travel Plan in place for a number of years and are continually working to update the Travel Plan measures we implement. In order to tailor our Travel Plan to your needs, we need to collect up-to-date information on your daily travel patterns and thoughts on alternative modes of transport.

The survey does not take long to complete and all completed surveys will be placed into a prize draw to win a **£100 Very Voucher**.

The higher the response rate to the survey, the more tailored any new travel measures will be so please show your support by completing the survey by **Friday 16th October**.

If you have any questions regarding the survey please do not hesitate to contact **Helen Avery** on **0844 292 2775**.

Thanks in advance for your time and assistance.

Skyways Travel Survey (2015)

2. Travel to Work

*1. Which Shop Direct Office are you based in?

☐ Skyways House

☐ Skyways 2

*2. Are you a permanent colleague, temporary colleague or a contractor?

☐ Permanent colleague

☐ Temporary colleague

☐ Contractor

*3. What are your working hours?

☐ Full time (over 30 hours per week)

☐ Part time

*4. What time do you normally arrive at work?

*5. What time do you normally leave work?

*6. How far do you travel to work? (one way)

☐ Up to 1 mile

☐ 5 to 10 miles

☐ 30 to 40 miles

☐ 1 to 2 miles

☐ 10 to 20 miles

☐ Over 40 miles

☐ 2 to 5 miles

☐ 20 to 30 miles

*7. How long does it usually take to get to work? (one way)

☐ Up to 15 minutes

☐ 30 to 45 minutes

☐ 60 to 90 minutes

☐ 15 to 30 minutes

☐ 45 to 60 minutes

☐ Over 90 minutes

*8. How do you normally travel to work?

(If your journey to work uses more than one form of transport please indicate the main part of your journey)

☐ Car (lone driver)

☐ Train

☐ Car share with other Shop Direct colleague

☐ Bus / Minibus / Coach

☐ Car share with someone going to another destination

☐ Taxi

☐ Motorcycle / Moped / Scooter

☐ Walk

☐ Bicycle

☐ Other (please specify)

3. Travel to Work

Skyways Travel Survey (2015)

*9. If you usually travel to work by car what is your main reason for doing so?
(select all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Car is essential to performing job | <input type="checkbox"/> Flexibility |
| <input type="checkbox"/> Convenience | <input type="checkbox"/> Dropping off / collecting children |
| <input type="checkbox"/> Reliability | <input type="checkbox"/> Health reasons |
| <input type="checkbox"/> Quicker than alternatives | <input type="checkbox"/> Personal security |
| <input type="checkbox"/> Cheaper than alternatives | <input type="checkbox"/> I give someone a lift |
| <input type="checkbox"/> Lack of alternatives | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> Other (please specify) | |

Skyways Travel Survey (2015)

*10. If you travel to work by car, where do you normally park?

- ☐ On-site car park
 ☐ Crowne Plaza car park
 ☐ On-street (in residential areas)
- ☐ Speke Retail Park
 ☐ David Lloyd Gym car park
- ☐ Other (please specify)

*11. Which of the following do you occasionally use instead of your usual form of transport?
(select all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Car (lone driver) | <input type="checkbox"/> Train |
| <input type="checkbox"/> Car share with other Shop Direct colleague | <input type="checkbox"/> Bus / Minibus / Coach |
| <input type="checkbox"/> Car share with someone going to another destination | <input type="checkbox"/> Taxi |
| <input type="checkbox"/> Walk | <input type="checkbox"/> Motorcycle / Moped / Scooter |
| <input type="checkbox"/> Bicycle | <input type="checkbox"/> Not applicable |
| <input type="checkbox"/> Other (please specify) | |

*12. Do you or would you like to travel by electric car?

- ☐ Yes
 ☐ No

*13. Would electric car charging points on site be a benefit for you, or encourage you to travel by electric car?

- ☐ Yes
 ☐ No

*14. The term 'car sharing' refers to two or more people travelling together by car for all or part of a trip. One of the people travelling is usually the owner of the vehicle and the other(s) usually make a contribution towards fuel costs.

Would you be prepared to car share?

- ☐ Already car share
 ☐ Yes
 ☐ No

*15. Are you registered onto the Travel & Share website?

- ☐ Yes
 ☐ No
 ☐ I don't know what the Travel & Share website is

4. Travel Plan Measures

If you already use the transport mode in question, please indicate which improvements you would most like to see (if any).

Skyways Travel Survey (2015)

***16. Which of the following would encourage you to car share?**

(select up to two)

- | | |
|--|---|
| <input type="checkbox"/> I already car share and there are no improvements to make | <input type="checkbox"/> Being able to work the same shift times as people who live close to me |
| <input type="checkbox"/> Help in finding a suitable car share partner | <input type="checkbox"/> Shared cost of motoring |
| <input type="checkbox"/> Additional car share bays | <input type="checkbox"/> None of these |
| <input type="checkbox"/> Working regular hours | |
| <input type="checkbox"/> Other (please specify) | |

***17. Which of the following changes would encourage you to walk to work?**

(select all that apply)

- | | |
|---|---|
| <input type="checkbox"/> I already walk and there are no improvements to make | <input type="checkbox"/> Lunchtime walking group |
| <input type="checkbox"/> Better lit footpaths within the site | <input type="checkbox"/> Walking buddy scheme |
| <input type="checkbox"/> Improved footpaths to the site | <input type="checkbox"/> A means of measuring the benefit of walking (e.g. steps taken / calories burned) |
| <input type="checkbox"/> Improved road crossing facilities | <input type="checkbox"/> Somewhere to store belongings (e.g. Laptop) at work |
| <input type="checkbox"/> Discounts at local walking shops | <input type="checkbox"/> None of these |
| <input type="checkbox"/> Help with route planning | |
| <input type="checkbox"/> Other (please specify) | |

***18. Which of the following changes would encourage you to cycle to work?**

(select all that apply)

- | | |
|--|---|
| <input type="checkbox"/> I already cycle and there are no improvements to make | <input type="checkbox"/> Help with route planning |
| <input type="checkbox"/> Better lit cycle paths within the site | <input type="checkbox"/> A city bike (Boris bike equivalent) station close to workplace |
| <input type="checkbox"/> Improved cycle paths to the site | <input type="checkbox"/> A means of measuring the benefit of cycling (e.g. miles cycled, calories burned) |
| <input type="checkbox"/> Improved secure cycle parking at workplace | <input type="checkbox"/> Somewhere to store belongings (e.g. Laptop) at work |
| <input type="checkbox"/> Cycle training / safety courses | <input type="checkbox"/> None of these |
| <input type="checkbox"/> Discounts at local cycling shops | |
| <input type="checkbox"/> Other (please specify) | |

Skyways Travel Survey (2015)

***19. Which of the following would encourage you to use public transport on your journey to work?**
(select all that apply)

- | | |
|---|---|
| <input type="checkbox"/> I already use public transport and there are no improvements to make | <input type="checkbox"/> Better lighting at shelters and workplace footpaths |
| <input type="checkbox"/> More direct bus routes | <input type="checkbox"/> Improved pedestrian links from bus stop to work |
| <input type="checkbox"/> More frequent services | <input type="checkbox"/> Having my journey planned for me. |
| <input type="checkbox"/> More reliable services | <input type="checkbox"/> Off site park and ride facilities |
| <input type="checkbox"/> Increased capacity on buses | <input type="checkbox"/> Integrated ticketing (smartcard) for bus / rail services with annual travel loan |
| <input type="checkbox"/> Cheaper public transport tickets | <input type="checkbox"/> Ability to work on trains using WIFI |
| <input type="checkbox"/> Cleaner / smarter bus / train | <input type="checkbox"/> More space on trains to store bikes |
| <input type="checkbox"/> Discount tickets and passes available at work | <input type="checkbox"/> None of these |
| <input type="checkbox"/> Better bus links to work from station | |
| <input type="checkbox"/> Other (please specify) | |

***20. Have you benefited from any of the following travel plan measures?**
(please tick all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Car park management / Travel & Share database | <input type="checkbox"/> New starter monthly Merseytravel Trio / Solo pass |
| <input type="checkbox"/> Pool bike loan | <input type="checkbox"/> Larger bus stop |
| <input type="checkbox"/> Cycle to work scheme | <input type="checkbox"/> Personalised travel support |
| <input type="checkbox"/> Cycle maintenance checks | <input type="checkbox"/> Personalised alarms |
| <input type="checkbox"/> Bike security marking | <input type="checkbox"/> Pedometers |
| <input type="checkbox"/> Cycle training | <input type="checkbox"/> Lunch time walking group |
| <input type="checkbox"/> Reflective clothing | <input type="checkbox"/> Travel event and information |
| <input type="checkbox"/> Showers, lockers and changing facilities | <input type="checkbox"/> How to get to Guide |
| <input type="checkbox"/> Interest free travel loans | <input type="checkbox"/> None of these |
| <input type="checkbox"/> Other (please specify) | |

Skyways Travel Survey (2015)

***21. Which of the following travel plan measures would you be interested in?**
(please tick all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Car park management / Travel & Share database | <input type="checkbox"/> Personalised travel support |
| <input type="checkbox"/> Pool bike loan | <input type="checkbox"/> Personalised alarms |
| <input type="checkbox"/> Cycle to work scheme | <input type="checkbox"/> Pedometers |
| <input type="checkbox"/> Cycle Maintenance checks | <input type="checkbox"/> Lunch time walking group |
| <input type="checkbox"/> Bike security marking | <input type="checkbox"/> Travel event and information |
| <input type="checkbox"/> Cycle training | <input type="checkbox"/> How to get to Guide |
| <input type="checkbox"/> Reflective clothing | <input type="checkbox"/> None of these |
| <input type="checkbox"/> Interest free travel loans | |
| <input type="checkbox"/> Other (please specify) | |

Skyways Travel Survey (2015)

22. Do you have any comments to make about your travel to work patterns?

5. Personal Details

23. What is your home postcode?

24. Name of Village / Town / City?

25. What is your gender?

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

26. How old are you?

- ☐ Under 25
- ☐ 25 to 34
- ☐ 35 to 44
- ☐ 45 to 54
- ☐ 55 or over

27. Do you have a disability which affects your travel arrangements?

- ☐ Yes
- ☐ No

6. Prize Draw

The prize winner will receive £100 credit to their VERY account.

28. If you would like to be entered into the prize draw, please complete the following:

Name

Email address:

Telephone number:

