

Jaguar Land Rover Halewood Operations Travel Plan

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Quality information

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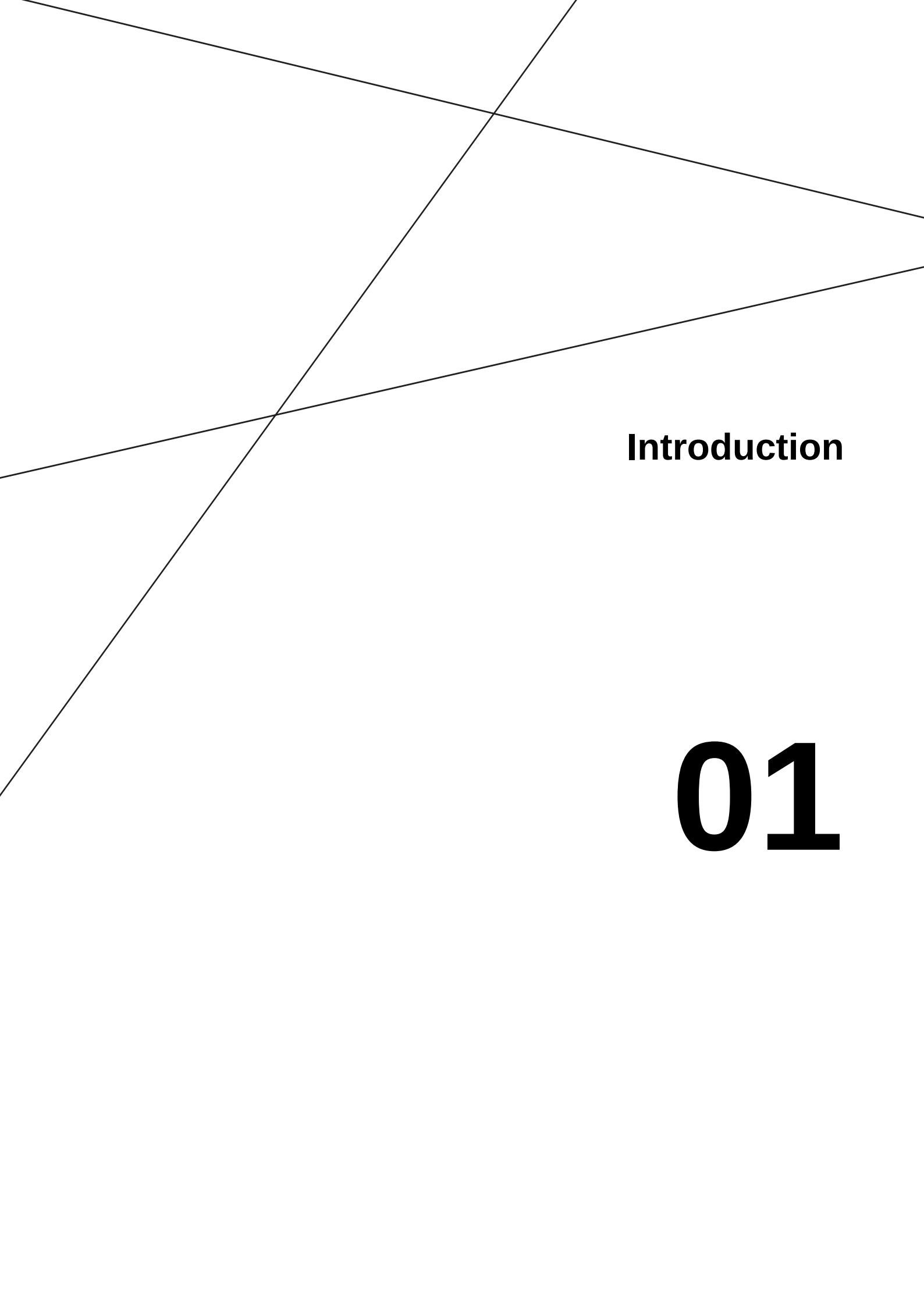
Revision history

Revision	Revision date	Details	Name	Position
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Introduction

01

1 - Introduction

Background

AECOM have been commissioned by Jaguar Land Rover to produce a Travel Plan (TP) for the Halewood site, referred to in the rest of this document as Jaguar Land Rover Halewood. The TP has been produced in support of previous planning permissions granted which will enable the redevelopment of the Halewood plant to include improved logistics, and parking facilities.

Jaguar Land Rover Halewood covers 300 acres and is located in the predominantly industrial area of Speke, which includes; Liverpool John Lennon International Airport; Estuary Commerce Park and highway connections to the Liverpool and Birkenhead Docks, and the Mersey Gateway Bridge due to open in autumn 2017.

It was first launched in 1963 as a Ford plant and began manufacturing cars in 2001 and the Land Rover Freelander model in 2007, prior to Tata Motors purchasing Jaguar Land Rover in 2008. Today Jaguar Land Rover Halewood is home to the production and manufacturing of the Range Rover Evoque and Land Rover Discovery Sport, producing a car every 80 seconds. Halewood forms a crucial part of Jaguar Land Rover's operations in the UK, directly employing around 4,500 people and providing skilled jobs and apprenticeships.

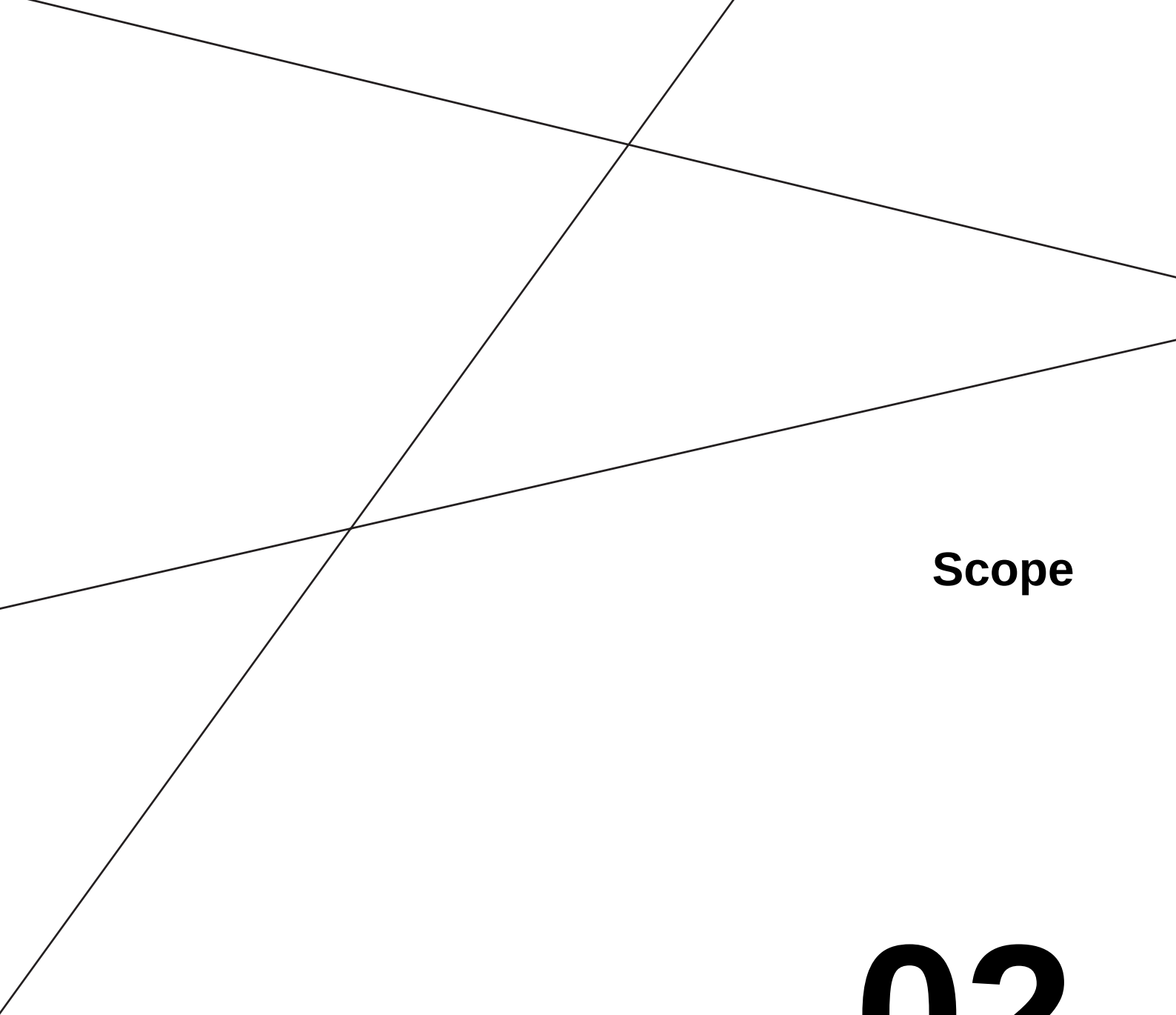
Jaguar Land Rover is investing heavily at Halewood in response to increased customer demand for Jaguar vehicles both from the UK and abroad. Jaguar Land Rover reaffirmed its long term commitment to Halewood through a £200 million investment to support the introduction of the Discovery Sport whilst in 2016 Jaguar Land Rover commenced a new programme of development for a new Body in White facility and Logistics Centre. These developments will support the company's continued growth, maintaining and enhancing Jaguar Land Rover's position within the UK's advanced manufacturing economy.

Purpose of a Travel Plan

A Travel Plan is a package of measures which can be used to encourage the use of sustainable modes of travel by employees and visitors. Sustainable modes of travel include car sharing, public transport, cycling and walking.

A Travel Plan is designed to enable and empower people to more efficiently plan their journeys and therefore maximise the capacity of existing facilities. Travel Plans are evolutionary documents that are regularly updated. In this way, plans can be reviewed and tailored to take account of ongoing changes in travel patterns. It is therefore intended that the plan is reviewed and updated on a regular basis in consultation with officers from Knowsley Council. Following on from this section the remainder of the report is structured as follows:

- Chapter 2: sets out the **scope of the Travel Plan**;
- Chapter 3: sets out the **aims and objectives of the Travel Plan**
- Chapter 4: considers the national, regional and local **policy of relevance**;
- Chapter 5: outlines the site location and existing uses, the site's employment characteristics, transport infrastructure and public transport services **comprising of a site audit**;
- Chapter 6: discusses **stakeholder consultation** that has been undertaken to inform the Travel Plan development.
- Chapter 7: sets out the methodology behind the **site wide travel survey and results**.
- Chapter 8: outlines measures within an **Action Plan** for the Travel Plan to deliver.
- Chapter 9: sets out **KPIs and targets** for the Travel Plan.
- Chapter 10: provides **monitoring** actions and timescales.

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Scope

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2 - Scope

Planning Context

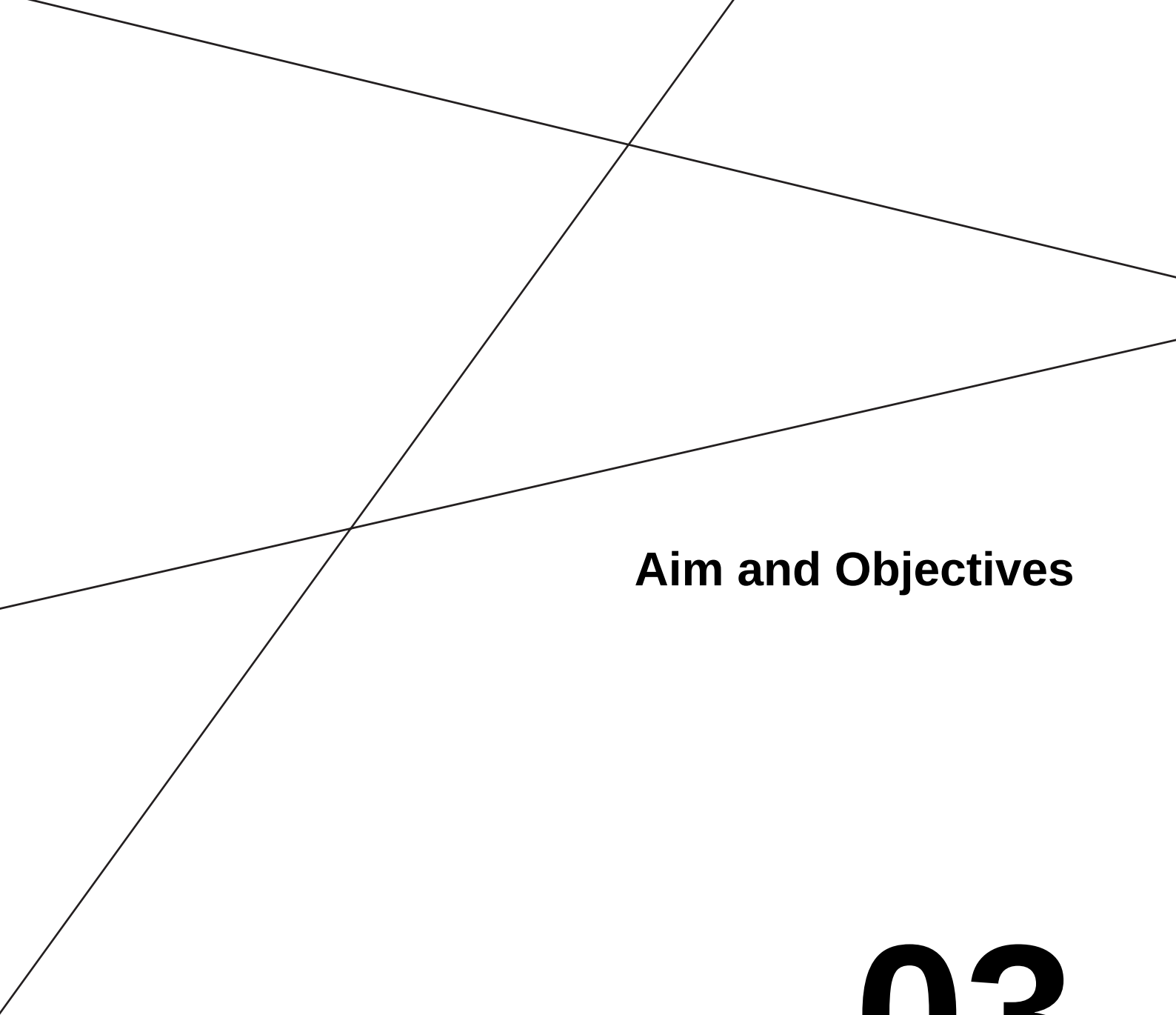
Jaguar Land Rover have submitted a series of planning applications to Knowsley Council which propose to reorganise car parking to enable a new Body in White facility and Logistics Centre to be delivered. Whilst the proposals are not anticipated to increase the workforce, they will result in the construction of new buildings and a significant reorganisation and reallocation of parking including the provision of temporary car parking during the works.

A site wide Travel Plan is a requirement of a planning condition in relation to MP&L North. Condition 4 of Planning Permission 16/00222/FUL for the erection of a 22,210m² extension to the existing MP&L building states that:

“4. The development shall not be brought into use until a strategy for the introduction of a site wide Travel Plan, to be development in line with the Framework Travel Plan, has first been submitted to and agreed in writing by the Local planning Authority. For the avoidance of doubt the strategy shall specify a timetable for implementation of a full travel plan within 2 years of the opening of the facility hereby consented.”

This condition was discharged by Knowsley Council in writing in July 2016.

The Travel Plan will initially be implemented for a period of five years. A comprehensive Travel Survey has been undertaken with the results providing the baseline situation against which Travel Plan targets have been set and will be monitored. The Travel Survey of employee travel habits will be repeated each year with the results reported and a list of proposed actions to be undertaken in the subsequent year.

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Aim and Objectives

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3 - Aims and Objectives

Aim

The aim of this Travel Plan is to encourage the use of sustainable modes of transport (including walking, cycling public transport and car sharing) by employees and visitors to Jaguar Land Rover Halewood.

Objectives

The objectives of the Travel Plan are:

- *To reduce levels of single occupancy car trips, and thereby reduce the impacts of traffic on the local area;*
- *To increase levels of healthy and sustainable travel (walking, cycling, public transport or car sharing) by staff (and insofar as possible by visitors and customers);*
- *To raise awareness of travel choices and benefits, particularly to new members of staff;*
- *To reduce negative perceptions of alternative travel choices to driving alone;*
- *Subject to physical, planning or financial limitations, to improve facilities and services to enable sustainable access (walking, cycling, public transport or car sharing) to the plant;*
- *Within the constraints of operating a manufacturing business, consider further encouragement for reducing the need to travel;*
- *Collect survey data that can demonstrate a reduction in single occupancy car trips and how this has benefited the local highway and environment (i.e. reduction in carbon emissions); and*
- *Promote Jaguar Land Rover's achievements in reducing single occupancy car trips and the resultant positive impacts.*

Promotion of Sustainable Travel

Jaguar Land Rover is committed to improving sustainability; Jaguar Land Rover's Global Sustainability Strategy has various goals for the company to meet by 2020, a principle one of which is sustainable business operations. An important contribution to achieving this goal is encouraging the use of alternative modes of travel to single occupancy car trips for all people who work and visit their operations. To this end Jaguar Land Rover are implementing various initiatives to increase sustainable travel choices for all employees across all of their sites.

In January 2011 Jaguar Land Rover employed a dedicated Travel Plan Coordinator (TPC), with the remit of encouraging travel by alternative means of transport and reducing demand for car parking spaces at their Whitley and Gaydon sites. Since then TPCs have also been recruited at the Castle Bromwich and Solihull sites to implement their Site Wide Travel Plans. The appointment of TPCs across these sites demonstrates the Jaguar Land Rover's commitment to sustainable transport initiatives.

In developing the Travel Plan Jaguar Land Rover Halewood will work closely with other sites within the United Kingdom to ensure consistency of approach, share ideas and lessons learnt, and identify synergies. This collaboration will continue through the lifetime of this Travel Plan and will include other sites, with a view to fully ensuring the Travel Plan's produced at all sites share lessons learnt, are consistent in approach, and all support and enhance Jaguar Land Rover's Global Sustainability Strategy.

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Policy Context

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4 - Policy Context

Background

Travel Planning is an important tool by which the demand for travel can be managed and the use of sustainable modes of transport encouraged. This is reflected by its inclusion within Transport Policy. The following section sets out the local, regional and national policy which supports or demands the production of Travel Plans.

National Policy

The Government's 2011 White Paper 'Cutting Carbon, Creating Growth: Making Sustainable Local Transport Happen' sets out long term national strategies and ideas for transport. The end vision is 'for a transport system that is an engine for economic growth, but one that is also greener and safer and improves quality of life in our communities.'

The White Paper acknowledges the role that Travel Planning can play in achieving these objectives referring to its use at the work place, schools and stations to influence travel behaviour, help reduce car use and promote alternative sustainable transport modes.

The National Planning Policy Framework (NPPF) was published by the Department for Communities and Local Government (DCLG) in March 2012. The NPPF sets out the Government's economic, environmental and social planning policies for England. The DCLG is ultimately responsible for planning at a national level, however, the NPPF draws upon the Localism Bill in order to promote 'Sustainable Development' through a planning framework that devolves greater control and responsibility to councils and neighbourhoods to control development in their areas.

Paragraph 36 of the NPPF underlines the importance of Travel Planning in order to promote the use of sustainable transport modes for new development and states that: 'all developments which generate significant amounts of movements should be required to provide a Travel Plan'.

Regional Policy

Halewood is within the geographical boundaries of the Liverpool City Region Combined Authority which was formally established in April 2014 to provide strategic decision making for economic development, transport, strategic housing and employment and skills functions. The Liverpool City Region Local Enterprise Partnership (LEP) Board is responsible for discharging Strategic Economic Development functions whilst the Merseytravel Committee has responsibility for Strategic Transport.

The Liverpool City Region Combined Authority 'A Transport Plan for Growth' sets out a single strategic investment framework and delivery plan for the region to support the Merseyside and Halton Local Transport Plans. The plan defines three priorities related to economic growth, delivering a low carbon sustainable transport network and providing access to education and employment opportunities and recognises the role that travel planning can play.

The 'Sustainable Transport Enhancement Package' (STEP) identifies an integrated programme of transport schemes required to support growth in the City Region to 2021. Around £41.4m has been allocated to STEP to improve transport links, address key pinch points, remove transport barriers and broaden travel choices. STEP recognises the need for collaborative working with businesses to deliver schemes which have the greatest impact on sustainable travel choices and the importance of travel plan monitoring and evaluation. The development of a Travel Plan ensures that Jaguar Land Rover is contributing towards the objectives of STEP.

Local Policy

At a local level, Knowsley Council promotes sustainable transport through the planning process as set out in its Local Plan Core Strategy (January 2016). Strategic Objective 6 proposes "to ensure new development in Knowsley encourages a reduction in the overall need to travel and priorities sustainable transport". It is this approved policy which forms the

requirement for Jaguar Land Rover Halewood to produce a Travel Plan.

Policy CS2 defines five development principles which new development in Knowsley is required to support, including:

- Principle 1: Promote sustainable economic development and tackle the causes of deprivation and disadvantage.
- Principle 2: Reduce carbon emissions and adapt to the effects of climate change.
- Principle 3: Reduce the need to travel and increase accessibility.
- Principle 4: Recognise environmental limits, protect and enhance environmental assets, enhance local character and promote quality of place.
- Principle 5: Make the most efficient use of available resources and infrastructure by prioritising locations which are consistent with the spatial strategy.

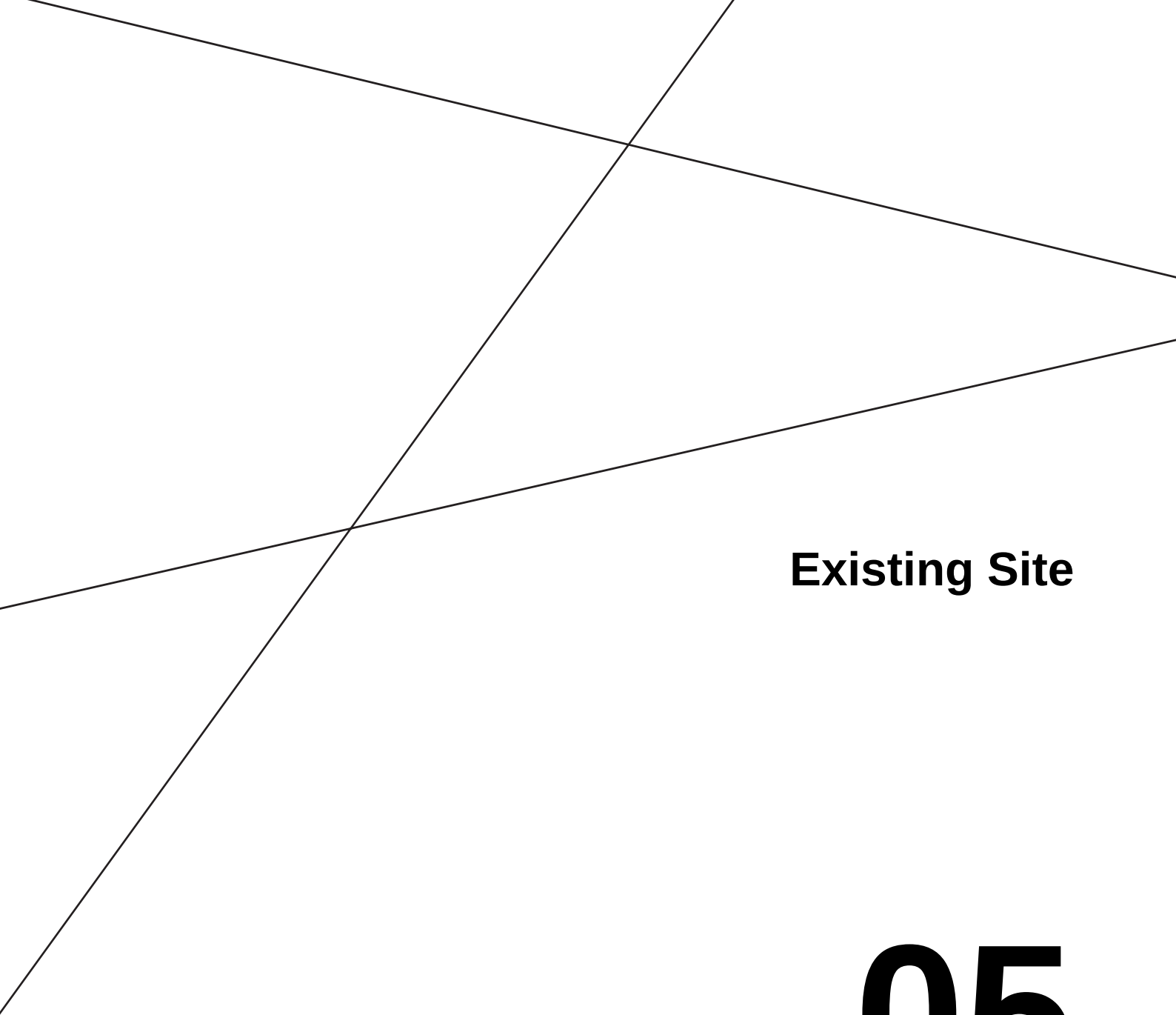
The development principles seek to deliver sustainable communities in line with national policy and are to be implemented through various planning assessment tools including transport assessments and travel plans.

The 'Ensuring a Choice of Travel Supplementary Planning Document (SPD)' sets out how development can satisfy the requirements of accessibility policies contained within Knowsley Council's Development Plan. It is intended to assist developers in ensuring their proposals are accessible, promote sustainable travel patterns and minimise congestion and pollution. The document contains a chapter dedicated to Travel Plans which prescribes that Full Travel Plans should include:

- A modal share target;
- Controls on parking;
- Nomination of a Travel Plan Coordinator;
- Provision of improved public transport such as diverting existing bus services or securing new services;
- Provision of cycle and pedestrian services and facilities both inside and outside the site;
- Promotion of public transport, walking and cycling;

- Mechanisms for monitoring and reviewing the Travel Plan; and
- May also cover car sharing schemes, alternative working practices / hours and 'greener' vehicle fleets.

The proposals at Jaguar Land Rover Halewood exceed the thresholds defined within the SPD for when a Travel Plan is required. It is noted that where a Travel Plan forms an integral part of a planning application and is relied upon in determining that application, the Council will seek to secure the full implementation of the measures set out in the Travel Plan via conditions attached to the planning permission or a legal agreement.

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Existing Site

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5 - Existing Site

Introduction

This section is informed by a site audit carried out in January 2017 along with desk-based research and information collated by AECOM with Jaguar Land Rover Halewood.

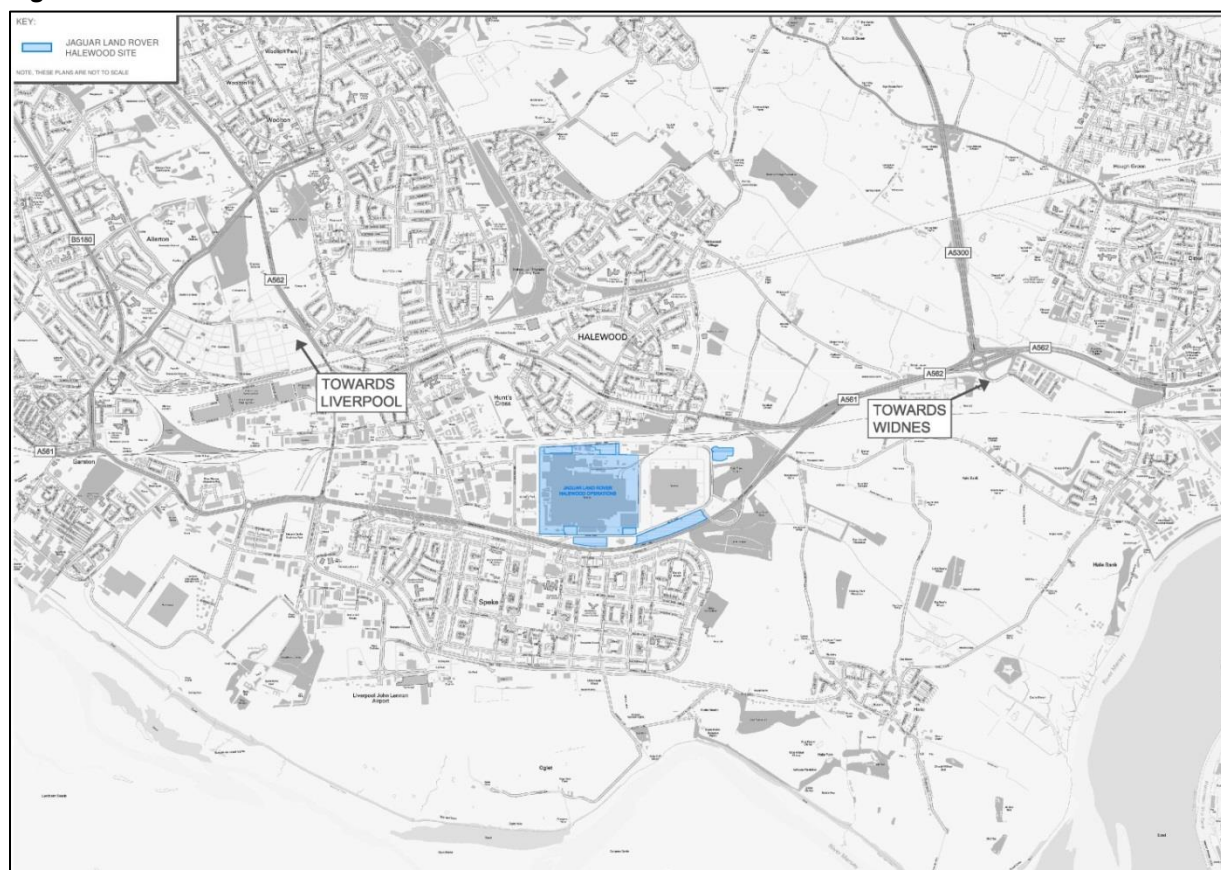
Site Location

Jaguar Land Rover Halewood covers 300 acres and is located in a predominantly industrial area. It is sandwiched between the Liverpool branch of the West Coast Main Line which runs along the length of the northern perimeter, and the A561 Speke Boulevard.

At its southernmost end, Jaguar Land Rover Halewood is bordered by Higher Road which passes beneath the A561 Speke Boulevard. At the western end it is bounded by four large industrial buildings occupied by an automotive components supplier, a pharmaceutical company and a distribution company amongst others.

Figure 5.1 shows the location of Jaguar Land Rover Halewood in the context of the surrounding area and the local and strategic highway network.

Figure 5.1: Location Context Plan



Employment Characteristics

Jaguar Land Rover Halewood currently employs approximately 4,500 employees including manufacturing shift workers and non-manufacturing

staff. In addition there are visitors and contractors who visit the site daily.

Manufacturing staff work across three shift patterns to enable Jaguar Land Rover Halewood to be operational for 24 hours per day on seven days of the week. The morning shift is between 6am and 2pm,

the afternoon shift is between 2pm and 10pm and the evening shift is between 10pm and 6am. In addition the non-manufacturing staff work traditional office hours typically between 8am and 6pm with a lesser presence at the weekend.

As part of previous work, postcode data has been reviewed for everyone employed at Jaguar Land Rover Halewood which illustrates people's journey origin at the moment in time. The size of the Halewood operation does result changes to the employment profile over time though the broad trends of urban clustering can be expected to remain fairly consistent over time. This data is presented spatially in **Figure 5.3** overleaf.

The postcode data includes employees directly employed by Jaguar Land Rover as well as contractors who are not typically based at the site. To determine the typical workday population of the plant, all postcodes which fall outside of a 50 mile (80 kilometres) commuting radius of the plant have been discounted from the analysis.

Figure 5.3 identifies clusters of employees across the districts of Liverpool including, for example, Speke, Huyton, Prescot and Bootle. To the south of the River Mersey there are fewer concentrations of employees and a broader spread of people in the urban areas of Birkenhead, Wallasey and Ellesmere Port. When the new Mersey Gateway Bridge opens in Autumn 2017 to relieve congestion on the Runcorn Bridge, the new tolls on both bridges will be significant to employees in Ellesmere Port and Runcorn among other Cheshire residents. Approximately 5,700 employees live within 80 kilometres (50 miles) of Jaguar Land Rover Halewood at the time of writing. Of these, approximately 380 employees (7%) live within 2 kilometres of the site which is considered an acceptable walking distance. Approximately 720 employees (13%) live within 2-5 kilometres which is considered an acceptable cycling distance. These figures suggest that there is scope for up to a fifth of the workforce to travel to the site by sustainable modes.

Jaguar Land Rover Halewood falls within super output area Knowsley 020. Data recorded by the 2011 Census on usual method of travel to work for the daytime (working) population indicates that the majority of workers travel to work by car with 73% driving and 10% travelling as a passenger. Of the remaining, 7.0% travel by public transport or taxi, 4.4% travel by bicycle or motorcycle and 5.4% walk as shown in **Figure 5.2**.

Figure 5.2: Method of Travel to Work (Workplace Population) for Super Output Area Knowsley 020

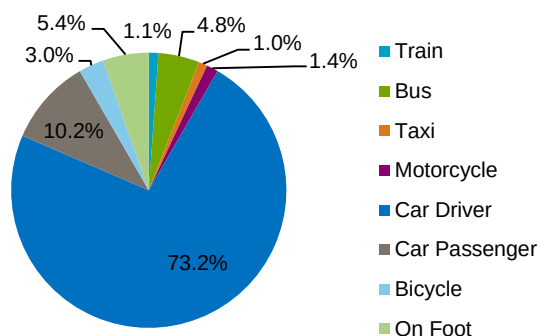
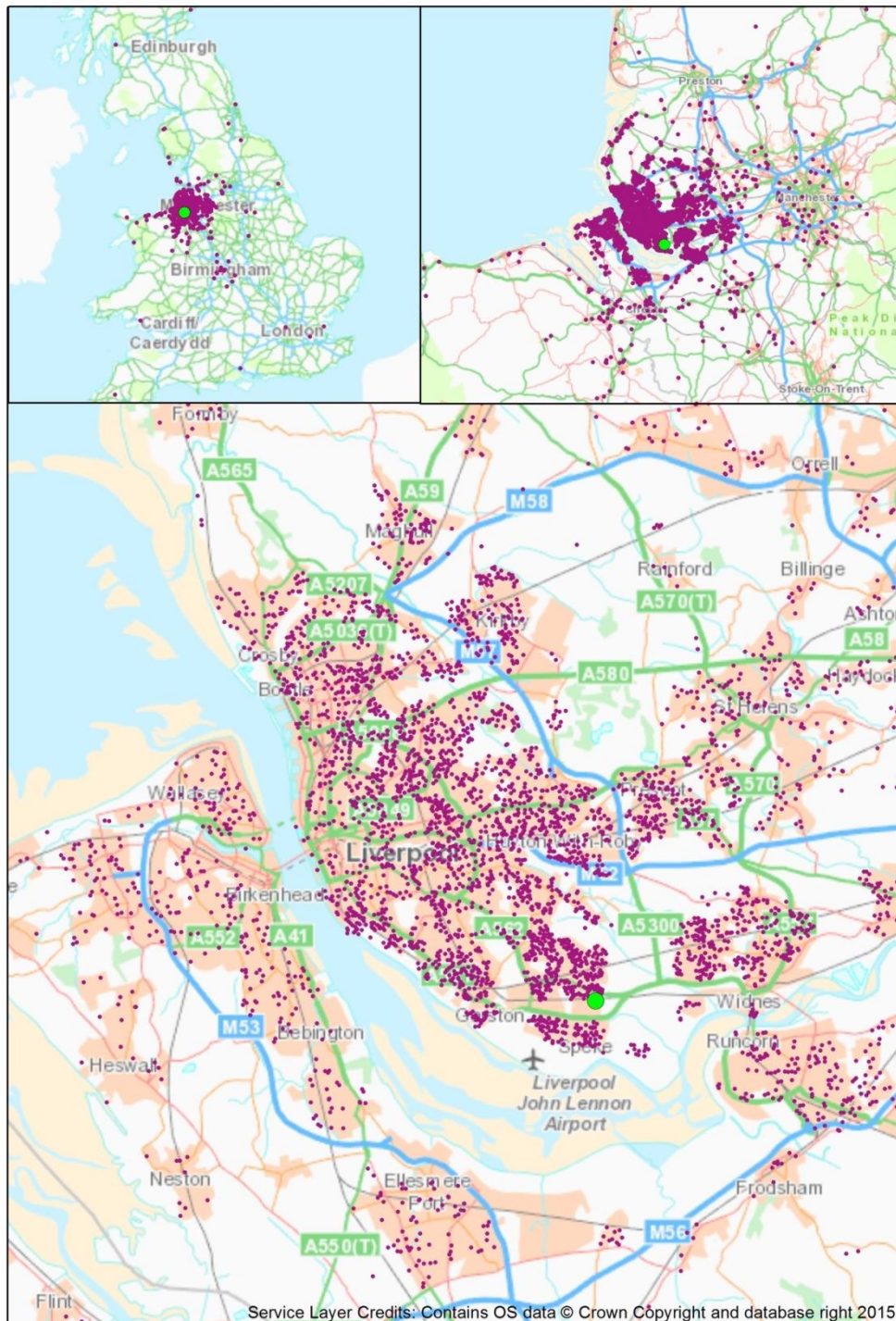


Figure 5.3: Spatial Distribution of Staff Postcodes

Vehicular Access

The site highway network which runs around the perimeter of Jaguar Land Rover Halewood provides direct access onto the A561 Speke Boulevard and the A562 Higher Road via Old Hutte Lane which are strategic routes managed by Knowsley Council.

The A561 and A562 provide access to Liverpool City Centre and the wider Liverpool conurbation.

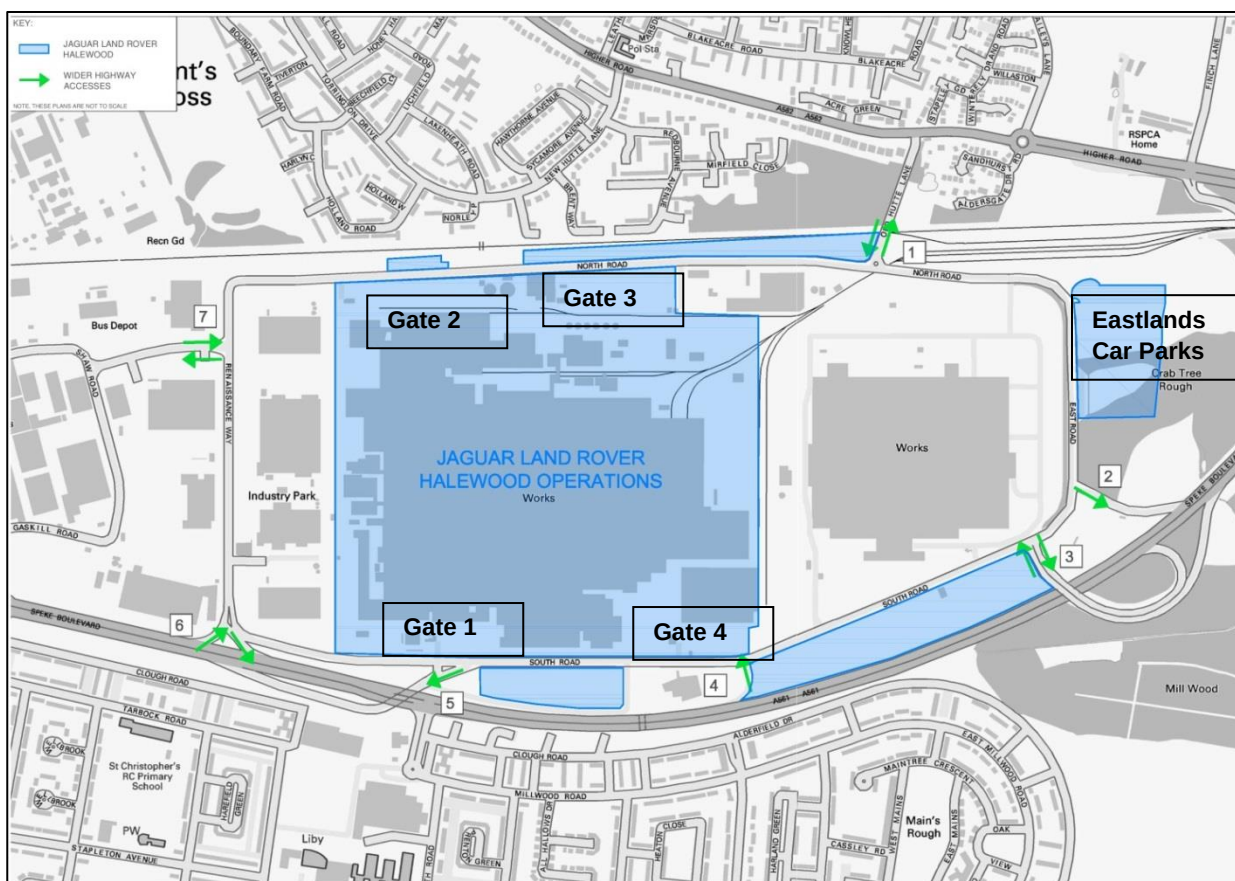
They also provide onward connections to the M57 to north and east Liverpool, the M62 to Manchester; Huddersfield, Bradford and Leeds, and the M56 to Stockport and south of Manchester in the east and Ellesmere Port, Birkenhead and Chester in the west.

To the north of Jaguar Land Rover Halewood on the opposite side of the railway is a largely residential area which is accessible by Old Hutte Lane. To the south of Jaguar Land Rover Halewood on the southern side of the A561 Speke Boulevard is a large residential area and retail park directly accessible from the A561. Further west two signalised

crossroads connect to Western Avenue and Speke Hall Avenue which provide access to Liverpool John Lennon Airport, a business park and various commercial uses associated with the airport including hotels, airport parking and logistics businesses. The majority of other roads within the vicinity of Jaguar Land Rover Halewood are local minor roads.

A plan of the existing access arrangements is shown in **Figure 5.4** below.

Figure 5.4: Existing Access Arrangements



Jaguar Land Rover Halewood is accessed from seven accesses, five of which provide access / egress from the A561 Speke Boulevard, one of which connects to the A562 Higher Road via Old Hutte Lane and one connects the northwest corner of Jaguar Land Rover Halewood at a junction with NCN62 and North Road.

These accesses connect to a two-way site highway network which runs around the perimeter of Jaguar Land Rover Halewood. The majority of the site highway network is privately owned by Jaguar Land Rover and has gates on North Road, Old Hutte Lane, the slip roads between East Road and the A561 Speke Boulevard, and South Road which are closed once per year at Christmas to retain its status. At all other times the site highway network is accessible to the public without restriction. The western section of this road, Renaissance Way is a public highway.

Access 1: Old Hutte Lane / North Road is a single carriageway access from the A562 Higher Road via Old Hutte Lane which bridges the West Coast Main Line railway. Old Hutte Lane is subject to a 20mph speed limit and has double yellow lines on both sides along its length and a narrow footway along its western side. Old Hutte Lane is public highway until south of the railway line close to where it forms a priority T-junction with North Road which is part of the site highway network which runs around the perimeter of Jaguar Land Rover Halewood.

Access 2: East Road / A561 Speke Boulevard comprises a one way exit only link from East Road which forms the on-slip to the A561 Boulevard eastbound.

Access 3: East Road / A561 Speke Boulevard comprises a priority T-junction which provides access to and from the A561 Speke Boulevard westbound via slip roads which bridge the A561.

Access 4: South Road / A561 Speke Boulevard comprises an off-slip from the A561 Speke Road eastbound which provides inbound access only. The slip road meets South Road at a priority T-junction which provides access to the site highway network clockwise and anticlockwise.

Access 5: South Road / A561 Speke Boulevard comprises a roundabout on South Road which

provides on-slip access to the A561 Speke Boulevard westbound only.

Access 6: Renaissance Way / A561 Speke Boulevard comprises a priority junction which connects on- and off-slip roads from the A561 Speke Boulevard eastbound with South Road and Renaissance Way.

Access 7: NCN62 / North Road priority junction provides an additional access to Jaguar Land Rover Halewood from Woodend Avenue via Shaw Road. Though traffic is able to access Jaguar Land Rover Halewood via this route, it is not a very quick or direct route and would only to be used by traffic travelling from the north via Woodend Avenue.

Vehicular access to the site is provided by four gates as follows:

- Gate 1 – is the primary site access for visitors to the site and employees at the south west of Halewood Operations on the South Road perimeter road. It is located adjacent to the A561 Speke Boulevard duel-carriageway with access from the Renaissance Way junction to the west and dedicated rapid entry/exit slip roads to the east. Eastbound access is from the A561/ South Road junction whilst westbound access is from the A561 rapid exit slip road. Departure from Jaguar Land Rover Halewood eastbound is possible from both the east and west of the Jaguar Land Rover Halewood site. Departure westbound is possible with two dedicated slip roads onto the A561.
- Gate 2 – is located to the north west of Halewood Operations on the North Road perimeter road. It is the site of a new dedicated Logistics Centre for the site. The perimeter road connects with the single carriageway A562 North Road via Old Hutte Lane for connections to the Speke Boulevard duel carriageway eastbound. Westbound connections from Gate 2 and adjacent car parks are comparatively less fluid requiring connection with the A561 Speke Boulevard via either; the South Road slip road; Shaw Road within the Boulevard Industrial Park; or, via Old Hutte Lane and the A562 North Road;
- Gate 3 – is located to the north east of Halewood Operations on the North Road perimeter road. It is the location of new staff car parks on brownfield land and a relocated HGV trailer park. The perimeter road connects with the single carriageway A562

North Road via Old Hutte Lane for connections to the Speke Boulevard duel carriageway eastbound. Westbound and eastbound connections from Gate 3 are via the East Road rapid entry slip roads onto the A561 whilst eastbound access can be from the A561 Speke Boulevard/South Road junction.

- Gate 4 – is at the south east of Halewood Operations on the South Road perimeter road and is adjacent to the main vehicle access for GETRAG. It is located adjacent to the A561 Speke Boulevard duel-carriageway. Eastbound access is from the A561 Speke Boulevard/South Road junction whilst westbound access is from the dedicated A561 rapid exit slip road. Westbound and eastbound connections from Gate 4 are via both East Road rapid entry slip roads onto the A561.
- Eastlands Temporary Satellite Car Park – is located at the east of Halewood Operations on the East Road. Shuttle buses transit employees, contractors and other visitors to each of the four gates. Access to the Eastlands Car Parks is the same as access to Gates 3 and 4.

Transport Links – Local Road Network

Jaguar Land Rover Halewood is located adjacent to a number of strategic highways, providing access to Liverpool city centre, Liverpool John Lennon Airport, Port of Liverpool¹ and onward connections to the wider North West region including Warrington, Manchester and Manchester Airport. National destinations are possible via Knowsley Expressway/M57, the M62 Junction 6, and M6 at Junctions 21A with the M62. Speke Boulevard A561 connects south-eastbound with the A533 Runcorn Bridge to offer connections to the M6 and Manchester Airport via the M56 in Cheshire at M56 Junction 12.

From Autumn 2017 the new Mersey Gateway 6-lane toll bridge will open and transform road connections from south Liverpool to the M56 Junction 12 and onward to the M6 at Junction 20 'Lymm Interchange', with the potential to alleviate daily congestion on the

¹ PeelPorts.com – 'Liverpool 2' has recently opened; a £400 million investment to create 'post-Panamax' deep-water container terminal at the Port of Liverpool to handle the world's largest container vessels.

M6/M62 at Junction 21A². The Mersey Gateway will provide an alternative to joining the M62 eastbound at Junction 6 with the Knowsley Expressway, which lacks spurs from the Knowsley Expressway, requiring all traffic to transit the junction via the roundabout. Significant congestion occurs regularly during peak times.

Knowsley Expressway/M57 provides connections north to Port of Liverpool via the Speke Boulevard junction with the A5300 Knowsley Expressway. The M57 connects with the M58 at the 'Switch Island' junction in north Liverpool for regional and national connections north via the M6 Junction 26. The M57 similarly connect with the A5758 at 'Switch Island' for port-bound traffic.

The strategic roads, managed by Liverpool City Council and Knowsley Council in the vicinity of the site include the A561 Speke Boulevard, the A562 Higher Road, A5300 Speke Boulevard and A562 east to Runcorn Bridge. All of these routes form part of the Liverpool City Region Strategic Highway Network and currently provide passage for a high volume of traffic at all times of the day.

The A561 Speke Boulevard runs west of the Renaissance Way for connections to Garston Port rail-freight interchange; Liverpool city centre and both Mersey Tunnels for onward connection to Birkenhead Port with international ferry options to Dublin, Belfast and Castletown.

The North Road of the perimeter road connects with the A562 Higher Road. The A562 provides eastbound connectivity to the Speke Road via a rapid entry slip for connections north to the M62 or south to the Runcorn Bridge. The A562 connects westbound with Hunts Cross Station and onward to Liverpool City Centre via the A562 Hillfoot Road south Liverpool ring-road.

Car Parking Provision

The provision of car parking across the Halewood site is substantially changing with the expansion of the facility, which requires development on former car parks and construction of new car parks.

A number of planning applications were submitted in 2016 to reconfigure the car parking across the site, along with the plans for a new Body in White facility (BiW) and Logistics Centre (MP&L). The new Body in White facility is being constructed on what was the

largest car park at the south site, formerly known as Car Park 1 – illustrated in yellow in **Figure 5.5** below.

The car park changes include the development of;

- Five new car parks to the north of North Road – car parks A to E;
- Temporary car parks at Eastlands referred to as Eastlands North and Eastlands South;
- A new car park 3A on the site of the relocated HGV trailer park; and
- A new south east car park;
- Operating two of the new car parks as Liftshare only car parks that require users to be registered and have at least two in a car; and
- A potential new car park on land at GETRAG, the adjacent transmission supplier.
- **Figure 5.5** and **5.6** illustrate the geography of the car park changes whilst **Figure 5.7** illustrates the vehicle access points.

Figure 5.5: Former Geographical Spread of Car Parks

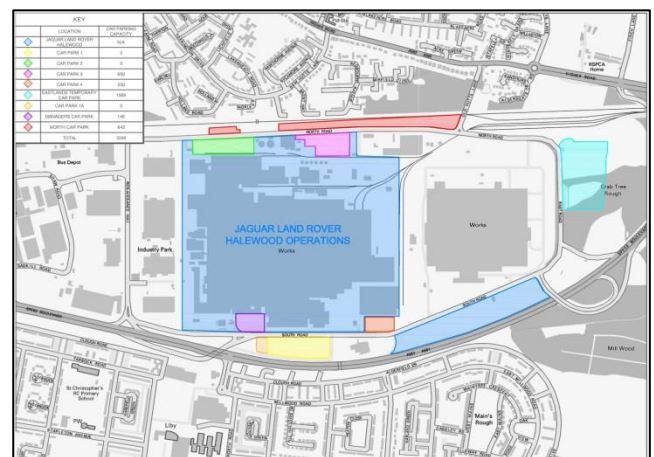
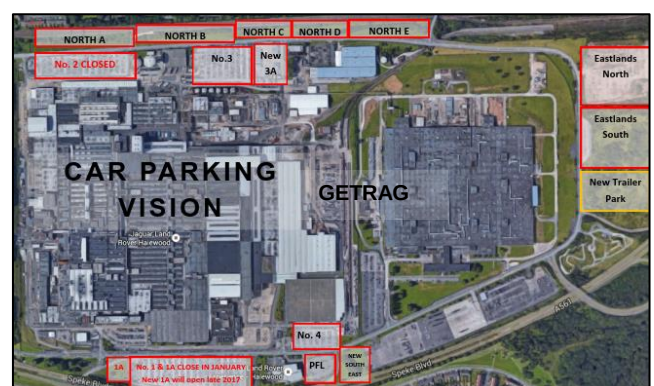
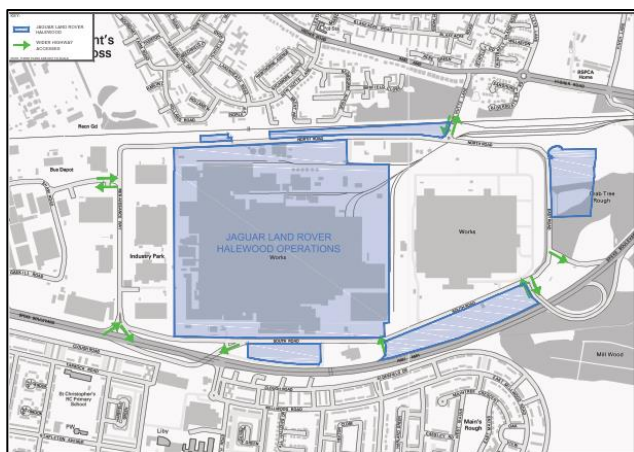


Figure 5.6: Geographical Spread of Car Parks from January 2017



² MerseyGateway.co.uk - The route of the Mersey Gateway will run from Junction 12 of the M56 in the south to the A562 Speke Road in Widnes in the north.

Figure 5.7: Vehicle Access Points

The car park changes have transitioned the site from a former total of 3,248 car parking spaces to 4,086 spaces, the breakdown of which is tabulated in Table 2.1 below.

Table 5.1 illustrates the breakdown of car park changes and the stage of development at each by colour indication;

- Gray colour indicates car park closed/factory expansion in progress;
- white indicates an existing car park with no change;
- green indicates formal planning approved and complete; and
- yellow indicates pre-planning discussion stage.

Table 5.1: Jaguar Land Rover Halewood Parking Supply (inc. ongoing planning applications as of March 2017)

Car Park Name	Total Supply
No. 1 Car Park	0
No. 2 Car Park	0
No. 3 Car Park	650
No. 4 Car Park	220
Eastlands Temporary Car Park	1,589
No. 1A	0
Managers Car Park	146
North Car Parks	643
SE Car Park	145
Getrag	443
Southern Extension	250
Total	4,086

Until recently the car parking provision within the site has been sufficient to accommodate employee, visitor and contractor parking at the site. However, development of the Body in White and MP&L facilities means there will be a shortage of permanent car parking spaces going forward.

Almost half of the new provision is temporary parking at Eastlands car park which provides 1,589 car parking spaces for employees, visitors and contractors. The Managers Car Park has 146 spaces exclusively for use by the management staff.

The remaining 1,513 permanent car parking spaces are provided across Car Park No. 3, Car Park No. 4 and North Car Park for exclusive use by employees.

Access to all of the car parks is controlled with a swipe card system and gated entry with the exception of the Eastlands North Visitor Car Park. Access to certain car parks is limited to people on specific shift patterns, for example 3-shift as opposed to those who work days only.

Disabled parking is allocated on an individual basis when the need for a disabled space is identified in order to ensure the space is located close to the building the person works in. This is arranged in collaboration with Occupation Health.

Jaguar Land Rover is seeking to identify potential new car parking locations within the site. Once alternative car parks have been identified, a Car Parking Management Plan will be prepared to set out the long term strategy for car parking at Halewood. The Travel Plan will be comprehensively updated to incorporate the Car Parking Management Plan when the findings and recommendations are available.

Car Park Management

Due to the nature of Jaguar Land Rover Halewood and its location in relation to the surrounding land uses, there is limited opportunity for employees to park outside of Jaguar Land Rover's land. Similarly, the site access control systems mean there is no ability for non-employees to park at the site.

Some on-street parking occurs on the South Road and North Road graded approaches to Gate 1 and Gate 2 from Renaissance Way, which are highway sections outside of Jaguar Land Rover's direct control. There are a minority of highway sections west of Gate 1 and Gate 2 that do not have restrictions, or the enforcement markings have weathered to the point of not being visible. Jaguar Land Rover Halewood does have a track record of working closely with the local highways authority and

should continue to do so to address new issues as they arise with the site development changes.

The company operates regular patrols of its car parks but this is for a safety and security function rather than monitoring car parking. Patrols are also undertaken of the site highway network and parking offences are reported. Vehicles that are parked outside of designated car parks are served a parking notice stating that the vehicle is parked in violation of company policy. This parking notice forms part of the Disciplinary Process operated by Jaguar Land Rover.

Much of the perimeter road encompassing North Road and South Road is a 20mph zone. The Business Protection conduct regular speed checks and enforce the limit. This is important for safety and protection of products.

Electric Vehicle Charging

Nationally, the uptake of plug-in pure electric and plug-in hybrid electric vehicles is growing rapidly with a growing range of products available from manufactures to meet differing household and business needs. 'Alternatively fueled vehicles' include both plug-in and hybrid types and are eligible for the UK Governments Plug-In Car Grant, one of the key drivers for electric vehicle uptake³.

Measured in terms of eligible new vehicle registrations, the number of vehicles registration with the Plug-In Car Grant has grown to 83,052 since 2011 and continues to grow at rate of around 30% per year.

Jaguar Land Rover Halewood provide electric vehicle charging for two vehicles at any time at dedicated charging bays. These are located at Gate 4. JLR is actively developing strategy to increase the amount of EV parking at all of its sites to support new JLR models and staff vehicles.

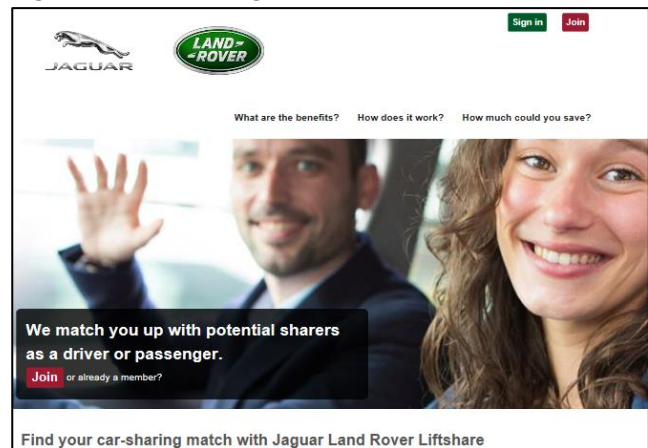
The overarching business strategy is to continue to reduce carbon emissions in both the manufacturing processes and the vehicle products themselves. In 2016 the Jaguar 'I-PACE Concept' was unveiled which will be a step-change in delivering alternatively fueled Jaguar Land Rover vehicles⁴.

Car Sharing with Liftshare

Jaguar Land Rover Halewood Operations has joined five other Jaguar Land Rover sites in partnering with Liftshare to operate a car share scheme. The Halewood Liftshare site was initiated in summer 2016

and sits within the website www.jaguarlandrover.liftshare.com where users select their particular factory location.

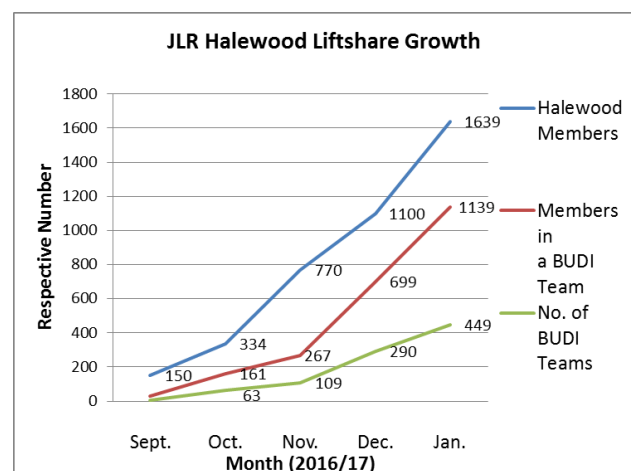
Figure 5.8: www.Jaguarlandrover.liftshare.com



The Liftshare scheme is beneficial for Jaguar Land Rover in terms of environmental sustainability and access by employees and trainees with transport barriers, and a company mark of intent to be progressive for the sustainable benefit of the local community.

The Halewood Liftshare membership has been supported throughout the business and with the assistance of resources from the Liftshare head office in Norwich. The membership has grown to over 1,600 people in four months with over 440 confirmed car share groups termed 'BUDI Teams'. **Figure 5.9** illustrates the growth.

Figure 5.9: Halewood Liftshare Participation



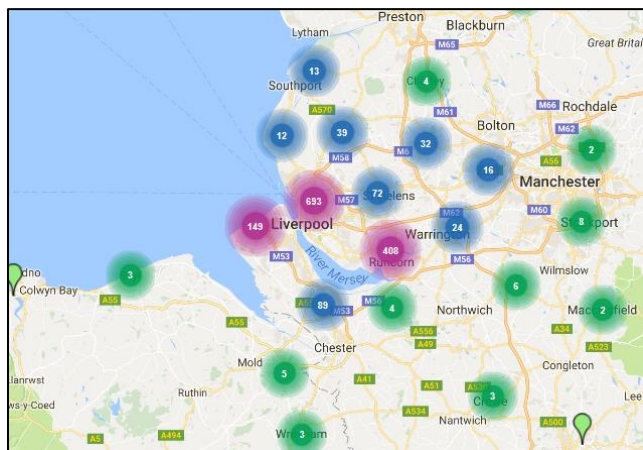
Prior to the launch of the Halewood Liftshare scheme some staff members were car sharing or seeking lifts with paper notices pinned to notice boards. Many have been surprised to identify on their individual Liftshare profile people who they did not know that live close to home and who they could potentially share with. **Figure 5.10** illustrates clusters of where

³ www.smmmt.co.uk

⁴ <http://www.jaguar.co.uk/jaguar-range/i-pace-concept-car/>

people are originating from and their evident potential to car share.

Figure 5.10: Halewood Liftshare Cluster Map of Start Locations of Staff Who Car Share



Source: Liftshare

Motorcycle Parking

Motorcycle parking is provided in four locations at the site, adjacent to Gate 1, within Car Park 3, at Gate 3 for the Trailer Park and Gate 4. The areas are currently marked out informally with all parking areas accommodating approximately 45 motorcycles with a broadly even split in motorcycle capacity at locations in the north and south of the site. **Figure 5.13** illustrates the location of motorcycle parking across the site.

The motorcycle parking at Gate 1 benefits in part from a shelter structure with other provided space being open to the weather. The parking spaces provided in all other locations have a canopy but with sides exposed to the elements.

Figure 5.11: Gate 1 Motorcycle Parking



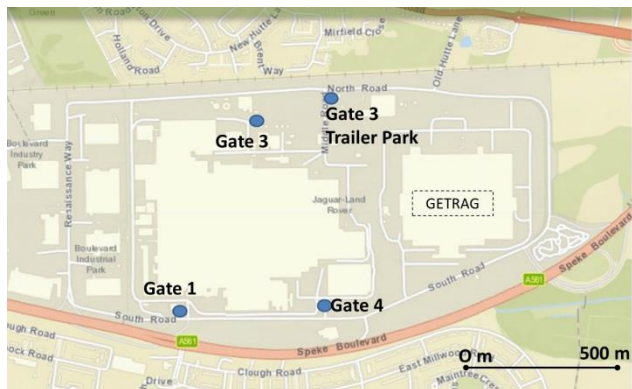
Figure 5.12: Gate 4 Motorcycle Parking



Audits of the motorcycle parking areas are undertaken at various points during the day by security staff. During June 2016 an average of 33 motorcycles were recorded across all motorcycle parking facilities. This equates to approximately 69% utilisation of motorcycle parking capacity.

During January 2017 the facilities were observed to contain 25 motorcycles which similarly equates to approximately 52% utilisation of motorcycle parking capacity.

Figure 5.13: Motorcycle Parking Locations



The standard of motorcycle parking varies at each location from secure shelters that have access controls and protect the motorbikes from the weather, to exposed parking areas with limited lighting and CCTV provision.

Bicycle Parking

Jaguar Land Rover Halewood provides a total of 185 bicycle parking spaces across five locations at the site. The bicycle parking spaces provided at Gate 1 are located inside and adjacent to the gate in a shelter. Additional space for bicycles is provided in the motorcycle parking area at Gate 1. The cycle parking is secure though could benefit from improved lighting. **Figure 5.14** illustrates the Cycle Parking Locations.

Figure 5.14: Cycle Parking Locations**Figure 5.15: Gate 1 Cycle Parking****Figure 5.16: Gate 3 Trailer Park Cycle Parking**

Cycle parking at gate 3 is adjacent to the gate and within the car park space. The bicycles are covered though could be vulnerable to component theft because there is limited segregation from the many people walking to and from the gate. The location is convenient for people wanting to be as close to the gate as possible.

The gate 3 Trailer Park cycle parking features a canopy and a lack of lighting. It is an inadequate facility with basic Sheffield stands that are poorly arranged and have not been properly bolted to the floor. Some employees with branded bicycles are choosing to lock their bike to the more substantial canopy pillars. The shelter facility combines cycle and motorbike provision together and could be configured much more efficiently.

At gate 4, 40 cycle spaces are provided in vertical cycle racks that are in a secure space that requires card access. The facility could be better used if it was improved. The cycle racks are very rusted and in need of maintenance. The facility has many cycle parking locks which could indicate it is a well-used facility at times.

Table 5.2 shows a comparison between cycle and motorcycle parking occupancy at each gate location in June and January. It shows a large difference in cycle parking usage between June and January which the motorbike parking has been consistently used at full capacity in both June and January.

Table 5.2: Halewood Cycle and Motorcycle Parking Usage

Car Park	Cycle Parking Provision (Spaces)	Cycle Parking occupancy June 2016	Cycle Parking occupancy January 2017	% used June 2016	% used January 2017
Gate 1	34	6	23	18	68
Gate 1 motorbike/cycle parking	26	--	10	--	37
Car Park 2	(68)*	27	14	40	21
Trailer Parking - Gate 3	10	4	10	40	100
Car Park 3	8	12	10	150	125
Car Park 4	40	8	2	20	5
Total	187	57	69	30	37

	Motorcycle Parking Provision (Spaces)	Motorcycle occupancy June 2016	Motorcycle occupancy January 2017	% used June 2016	% used January 2017
Gate 1 motorbike/cycle parking	8	13	13	163	163
Car Park 2	10	8	NA	80	NA*
Trailer Park - Gate 3	12	1	4	8	33
Car Park 3	8	7	3	88	38
Car Park 4	10	4	5	40	50
Total	48	33	25	69	52

* Car Park 2 has closed at the time of the audit. The cycle parking has a temporary location.

As part of the expansion of the Jaguar Land Rover Halewood operations, new cycle parking facilities with additional capacity is planned at all locations with cycle parking currently. A new shower/changing block is also planned (see Changing Amenities). **Table 5.3** below shows the planned capacity at each location currently.

Table 5.3: Planned Cycle and Motorcycle Capacity

Car Park/Gate	Planned Cycle Parking	Planned Motorcycle Parking
Car Park 1	80	20
Car Park 2	80	10
Trailer Parking - Gate 3	32	20
Car Park 3	24	10
Car Park 4	32	10
Total	248	70

Changing Amenities

There are currently three shower facilities that are considered suitable for cyclists to use for changing. Overall the site has 71 showers however the majority have limited access. The three facilities considered suitable and accessible to all cyclists are illustrated in **Figure 5.19**.

A new bespoke shower changing facility is planned to be built adjacent to Gate 1 and the Occupational Health Building for opening in summer 2017 (**Figure 5.23 below**). The new facility will be a step-change in changing facilities for cyclist and those who choose to walk a longer distance than most for work. Promotion of the new facilities and regular communication regarding access should be carefully considered with regard to national events such as 'Bike Week' and 'Cycle to Work Day'⁵.

One newly refurbished facility (Y2) with a drying room is in the north of Assembly and Body-in-White (ABinW) above Café Evoque, and two older shower

facilities in the south of the ABinW building (S28 and U28). Each shower facility is a shower cubicle to provide some privacy and space for changing. The facility above Café Evoque (Y2) is the best example offering well lit, cubicle showers and a large space for changing. The facilities are in a separate shower room, not shared with toilet facilities

Figure 5.17: Changing Amenities for All Cyclists

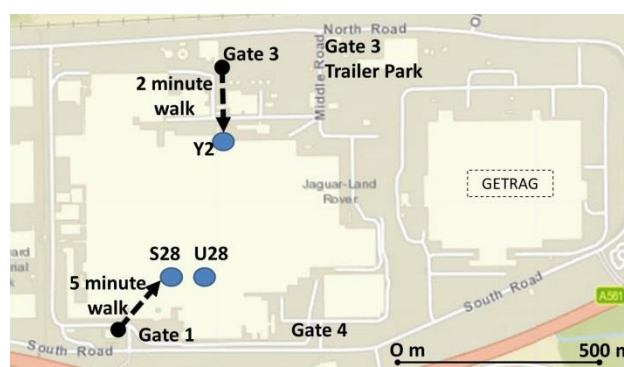


Figure 5.18: One of four showers in Y2 above Café Evoque



⁵ www.cycletoworkday.org

Figure 5.19: Drying Facility in Y2 above Café Evoque



Figure 5.20: Lockers in Facility U28



The drying room provided in facility Y2 above Café Evoque is an example of best practice on the site. There is an opportunity to enhance and modernize the other showers and drying facilities onsite in line with this standard. Drying cabinets could be a deliverable solution where space is a premium but where people still need to dry their cycling kit. Consideration should be given to locating changing facilities within close proximity to cycle parking and for a common standard across the site. There should also be the ability to access facilities of this kind for all employees onsite.

Facility U28 contains showers that have been retrofitted into the same room as toilets and urinals. The showers cubicles offer some privacy but the changing space within is small and not segregated from the water drainage. The 3 cubicles do not have separate water drainage. All facilities have locker facilities for work related clothing and equipment. Only facility Y2 contains both lockers for personal equipment and a drying room. In summer 2017 a new Gate 1 shower block will be available alongside the additional Gate 1 cycle parking capacity. Male and female shower and changing buildings will be delivered which will greatly improve the convenience for cyclists who use Gate 1 to access the Admin Block and south of the plant. It is expected the new facility will greatly increase the uptake of the existing Cycle to Work Scheme and cycling broadly.

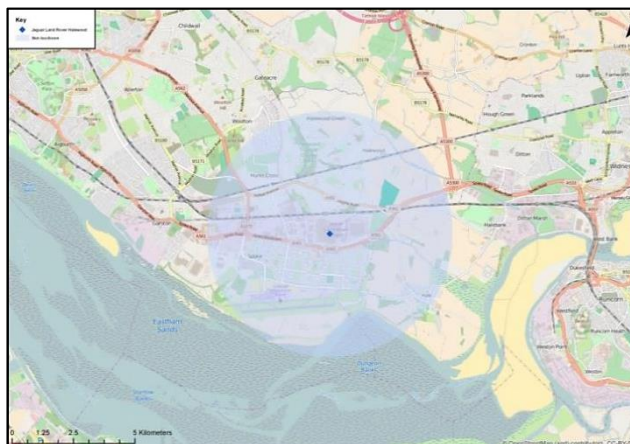
Figure 5.21: Location of New Gate 1 Shower Block for summer 2017



Cycle Routes

The Jaguar Land Rover Halewood site has limited provision of indicated cycle routes, cycle signage and wayfinding to key destinations such as access gates on site, and railway stations off site.

Figure 5.22: 5km Cycling Isochrone



An indicative five kilometre cycle isochrone is shown in **Figure 5.22**, measured from the centre of the site, indicating the area that is considered to be within reasonable cycling distance of the plant. This includes the residential areas of Halewood to the north, Speke to the south, and Hunts Cross to the west of Jaguar Land Rover Halewood.

The perimeter road around Halewood Operations site has recently installed cycle lane markings and indicative signage for the on-road cycle way. This was made possible with grant funding from Merseytravel in 2016 that was specifically for improving facilities for sustainable travel. **Figure 5.24** illustrates the on-road cycle way.

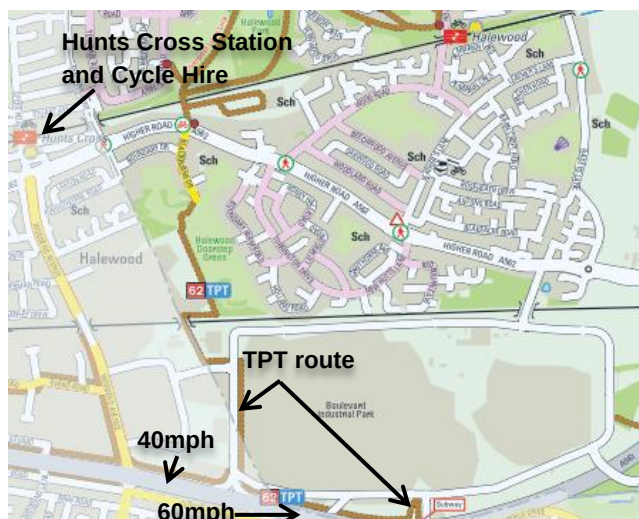
Figure 5.24: Perimeter Road Cycle Way and Enforced 20mph Speed Limit



The perimeter road facility is clear and the enforced 20mph speed limited assists to improve safety for cyclists. However, a key gap in provision is the lack of signage leading cyclists to key destinations on site and off site, something which could be particularly important for visitors and trainees, and to serve as 'soft marketing' for green/healthy travel. Key destinations include the gates and cycle parking on site, and Hunts Cross Station off-site.

A dedicated off-road cycle route runs along the eastern side of Renaissance Way. The route forms part of National Cycle Route 62 (NCN62), the Trans-Pennine Trail (TPT) which is a 210 mile route between Fleetwood in Lancashire and Selby in North Yorkshire. The route is almost entirely traffic-free through Liverpool with the longest on-road section between Speke and Hale Bank. **Figure 5.25** illustrates the TPT route in the area.

Figure 5.25: Boulevard Industrial Park and the Trans-Pennine Trail (TPT) route



Source: Merseytravel

From the northern end of Renaissance Way, NCN62 passes for a short distance along the northern perimeter of the road between Renaissance Way and Shaw Drive before continuing northwards between

two industrial units and passing over a bridge across the Liverpool to Runcorn Line.

The route transits through Halewood Doorstep Green Park which connects to an extensive residential area. The route then continues northwards along Blackburne Drive and ultimately joining the disused Liverpool Loop Line.

At the southern end of Renaissance Way, NCN62 runs parallel with the A561 Speke Boulevard before meeting a dedicated off-road cycle path from the southern part of the Jaguar Land Rover Halewood internal site highway.

NCN62 is clearly marked and signposted on the western perimeter road where it runs off-road on shared-use pavements. A wide segregated cycle route also runs along Speke Boulevard to the west for connections to south Liverpool.

Within 5km, NCN62 particularly connects Boulevard Industrial Park particularly with Higher Road and Hunts Cross Station to the north and residential areas to the south. However, the routes vary in quality and safety.

The NCN62 connection along Speke Boulevard eastbound and via an underpass to residential areas to the south has a badly maintained TPT path adjacent to the dual carriageway. The speed of vehicles in this section is up to 60mph (**Figure 5.26**) and the proximity of the shared used pavement results in stones, vehicle parts and other objects covering the path. This section is a 'hostile' cycling environment with a 'fear of harm' factor. It none the less provides a segregated connection south with potential for improvement. **Figure 5.27** below illustrates the said TPT section on Speke Boulevard to the south.

Figure 5.26: TPT route on Speke Boulevard Eastbound (60mph section)



The shared use path on the A561 Speke Boulevard westbound from Renaissance Way is adjacent to a 40mph section, which is sustained into Liverpool. The lower traffic speed, vegetation barrier treatment

and wide shared use cycle path provide an amenable cycling/walking environment. **Figure 5.27** illustrates the TPT route on Speke Boulevard west of the perimeter road.

Figure 5.27: TPT route on Speke Boulevard Westbound (40mph section)



The TPT provides a connection to Hunts Cross Station where cycle parking and cycle hire by two operators is available (see Cycle Hire below). The TPT route to Hunts Cross Station is approximately 1.8 miles from Gate 1 or approximately 8-12 minutes cycle duration depending of ability.

The Jaguar Land Rover to Hunts Cross cycle connection is a signposted TPT route, though lacks any signage indicating connection to Hunts Cross Station. Furthermore, the route varies significantly with path sections that offer good all-around visibility and lighting, to sections that have limited visibility, no passive surveillance from nearby buildings, nor lighting. In this latter regard, the path section between the industrial park over the adjacent railway line is, as a result, intimidating. However, while visiting the path 3 cyclists used it. The path is hard surface and did not present any significant drainage issues. **Figures 5.28 to 5.31** illustrate the varying standard of path lighting and visibility.

Figure 5.28: TPT route section on the western perimeter road



Figure 5.29: TPT route signage at Shaw Road on Boulevard Industrial Park



Figure 5.30: TPT route section from Shaw Road over the Liverpool to Runcorn Rail Line



Figure 5.31: TPT route through Halewood Doorstep Green Park.



The gaps identified present an opportunity for collaboration with local Transport providers to improve awareness and usage of NCN62.

Cycle Hire

Within the 5km isochrone in **Figure 5.32** above, cycle hire facilities are available which could be utilised together with the identified cycle routes.

Two cycle hire operators are within the area;

- Merseyrail Bike & Go; and
- Hourbike (CityBike Liverpool).

Bike & Go operates from railway stations nationwide and from Merseyrail stations including Hunts Cross (**Figure 5.33**). Users subscribe and receive a

membership card which then allows for cycle hire from the station concerned. For 2016/17 annual membership is £10 with bike hire costing £3.80 per day. Bicycles can be kept for up to 72 hours before they should be returned to the station from where the bicycle was hired from.

The Bike & Go system requires the ticket office at a station to be open in order to take out a Bike & Go cycle. The system also lacks flexibility in where a bicycle can be returned to. Despite this, corporate membership packages are available and could be particularly relevant to Jaguar Land Rover with regard to apprentice and trainee access.

Figure 5.33: Bike & Go Facility, Merseyrail - Hunts Cross Station.



Source: Google

Hourbike operates CityBike Liverpool which is a cycle hire service with hire facilities across Liverpool including a facility 180 metres from Hunts Cross Station (**Figure 5.34**). The service combines a smartphone application and more flexible hire and drop-off options with users able to hire a bicycle using just their mobile device and return the bicycle to any CityBike Liverpool dock.

The price list for the service allows for daily, weekly, monthly or annual membership with the rental rate of £1 per hour up to a maximum charge of £10 per 24 hour period. The annual membership of £60 provides users with a free first 30 minutes per cycle hire event.

The CityBike Liverpool service is more flexible but for those commuting to Jaguar Land Rover Halewood, the pricing could mean a significantly higher cost per day. However, CityBike Liverpool is expanding across Liverpool City Region and corporate packages are available which include a 50% reduction in cycle hire costs per corporate user.

Figure 5.34: CityBike Liverpool Facility, Hillfoot Avenue, Hunts Cross Station



Source: Google and the CityBike Liverpool application.

Walking Routes

As part of the site Health & Safety arrangements, staff and visitors are required to use the marked footways and not walk on the internal roads. This rule is strictly enforced and compliance is very high.

Pedestrian Facilities within the Secure Perimeter

Jaguar Land Rover Halewood has an extensive network of footpaths which provide access between buildings and to the car parks surrounding the plant. The routes guide users from the car parks on the North Road and South Road car parks to the main access gates, and to their location of work within the plant. The paths are clearly marked and regularly reviewed with input from operational partners.

People are not encouraged to walk from the temporary car parks at Eastlands due to a combination of distance to access gates, provision of shuttle buses and the absence of footpaths from the Eastlands area.

A pedestrian footway runs along the eastern side of Renaissance Way between the access road from Shaw Drive and the A561 Speke Boulevard. However, there is no pedestrian access into the plant from this route.

Pedestrians and cyclists can enter the plant through designated turnstiles located beside Gates 1, 2, 3 and 4. There are connections to external walking routes from the main gates to residential areas immediately south and north west of the plant.

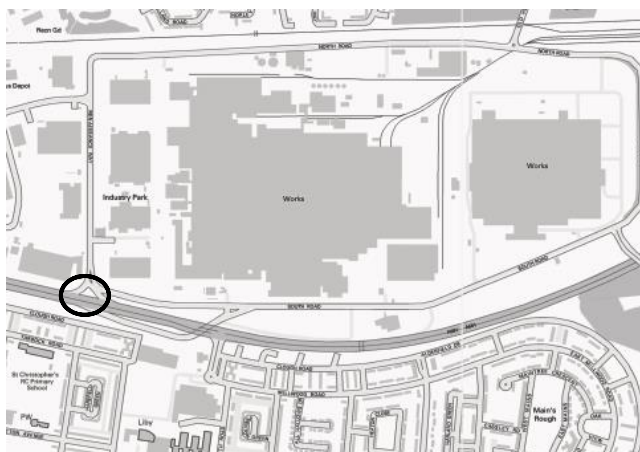
Pedestrian Facilities beyond the Secure Perimeter

Beyond the perimeter road, in particular North Road, South Road and Renaissance Way, there are connections to residential areas and amenities by footpath. To the north, a narrow pedestrian footpath runs along the western side of Old Hutte Lane which provides access over the Liverpool to Runcorn Line from North Road to connect with routes along the A562 Higher Road. A signposted pedestrian and cyclist route (NCN62) provides access to a bridge over the Liverpool to Runcorn Line. It is understood the route (**Figure 5.35**) from Shaw Road is regularly maintained with the cutting back of vegetation.

To the north of the railway, paths join Halewood Doorstep Green Park and the Norley Place cul-de-sac off Torrington Drive. Links to onward pedestrian footways serve the wider residential area of Halewood. A footway also runs from the South Road on the south side of the A561 westbound on-slip beneath the A561 Speke Boulevard. The popular walking route connects with steps up an embankment to Speke Retail Park which includes a supermarket that is popular among staff in the Admin Block.

The route also connects with the residential area south of Speke Boulevard where many employees walk and cycle from. During the audit people were observed informally crossing Speke Boulevard directly south of the Renaissance Way junction with Speke Boulevard (**Figure 5.35**). At this point no crossing exists on the dual carriageway and is a dangerous point for people to cross. Immediately south of the said junction is a residential area. The footpath from South Road beneath Speke Boulevard is approximately 400m from the Renaissance Way junction with Speke Boulevard and evidently does not fit with some people's desire line.

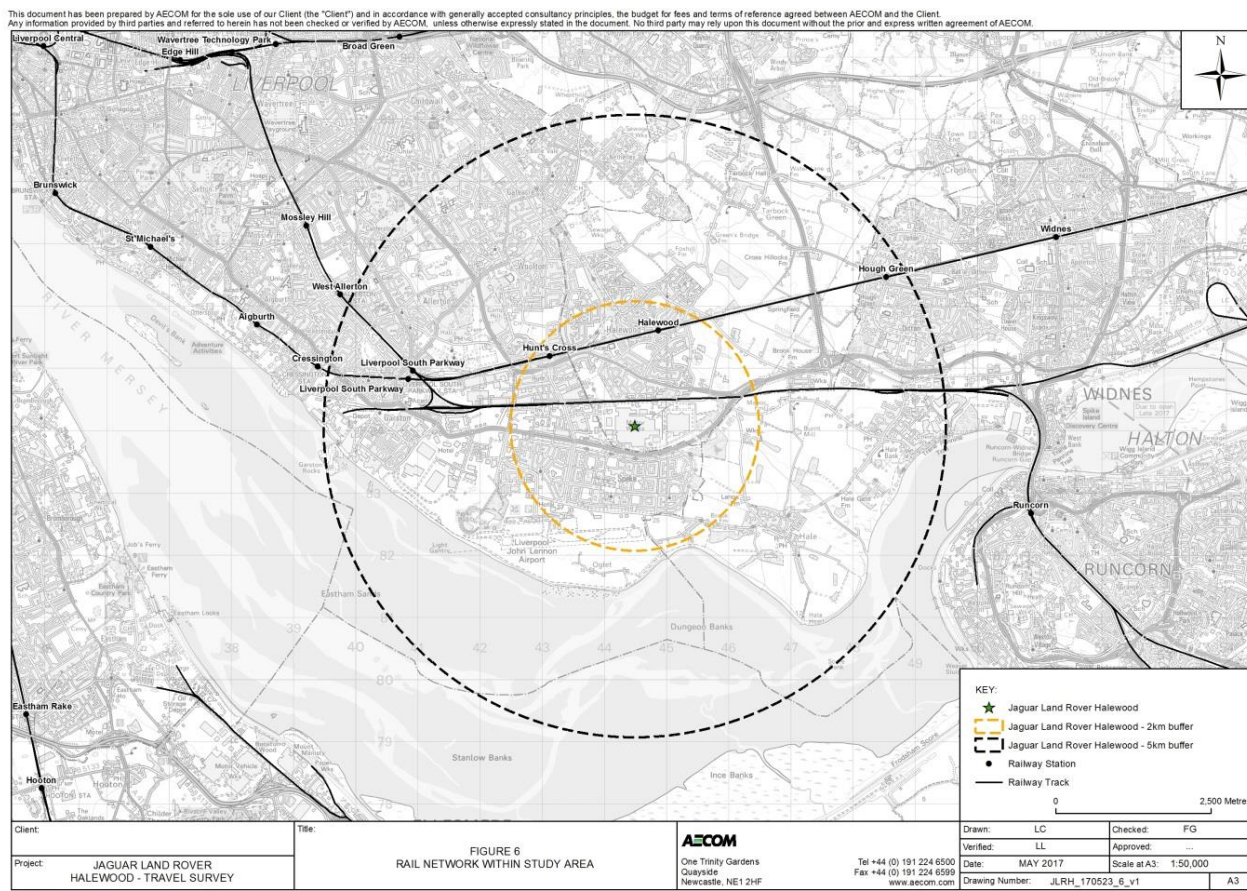
Figure 5.35: Location of informal Speke Boulevard Crossing from Renaissance Way



Rail Services

The nearest rail station to Jaguar Land Rover Halewood is Hunts Cross which lies to the northwest of the plant. This station is served by rail services to Southport which operates at a 15 minute frequency alongside hourly services to Liverpool Lime Street and Manchester Oxford Road. Figure 5.36 illustrates the rail network within close proximity to the Halewood site.

Figure 5.36: Local Rail Network



The shortest walking route between the station and the main plant entrance is around 2.8 kilometres or approximately 30 minutes walking time. Many of the local bus services which operate along Woodend Avenue serve stops within 150m of Hunts Cross Rail Station. However, the bus would provide for less than half of the journey between the plant and the station.

Table 5.4 summarises the first and last services operating to / from Hunts Cross Rail Station. All of the services commence after the early morning shift (6am-2pm) has commenced but the train services could feasibly be used by staff working on the other shifts (2pm-10pm and 10pm-6am).

Table 5.4: Rail Services from Hunts Cross Rail Station

	First Service		Last Service	
	Arr	Dep	Arr	Dep
Southport	06:47	06:06	00:02	23:21
Manchester Oxford Road	06:57	06:08	00:21	23:56
Liverpool Lime Street	06:08	06:24	23:56	23:09

In the near future the likely reopening of the Halton Curve rail line in Runcorn⁶ could potentially improve rail services between Hunts Cross Station and stations south of the River Mersey including, for example, Frodsham and Ellesmere Port. This would

⁶ Halton Curve Full Business Case, 2016,
<https://www.merseytravel.gov.uk/about-us/local-transport-delivery/Pages/Halton-Curve.aspx>

provide a potentially lower cost public transport means of travel to Halewood from the south of the Mersey when bridge tolls are introduced.

Bus Services

There are limited opportunities for travel by bus from Jaguar Land Rover Halewood (**Table 5.5**). There is one bus stop located within the site on South Road opposite the main plant entrance. This stop is served by bus route 883 which operates weekdays between Speke, Woodlands and Huyton Quarry from 04:14 until 23:18.

The nearest external bus stops are located on the A562 Higher Road which is accessible via Old Hutte Lane, and Woodend Avenue which is accessible via NCN62 and Shaw Road. **Table 5.5** summarises the bus routes which serve these stops.

The closest bus stops are between 500m and 1,000m from the nearest Jaguar Land Rover gate. Four frequent and high density services operate from the Speke Morrisons supermarket immediately south of Speke Boulevard, which is 5 minutes' walk from Gate 1 and the training facilities at that location. The route 80, 81, 81A and 82 services in this respect operate into Liverpool city centre and Bootle Bus Station in North Liverpool.

There is evidently a need to collaborate with local bus operators to understand how the site can be better served by bus. Engagement can identify the specific evidence that maybe required by operators and that Jaguar Land Rover can demonstrate through travel planning. Travel plan survey evidence can demonstrate mutually beneficial staff travel needs for bus operations going forward.

Real-time bus service technology on smartphones (**Figure 5.37**), mixed mode travel information apps and mounting bus service information TV screens near clocking stations are all avenues that could be pursued to reduce the perceived public transport barriers to Halewood Operations. Furthermore, engagement with Merseytravel and operators themselves could enable Jaguar Land Rover to make best use of ticket discounts, particularly for apprentices and new starters who do not drive.

Figure 5.37: Example of Real-Time Bus Information on Smartphone Provided by Arriva.

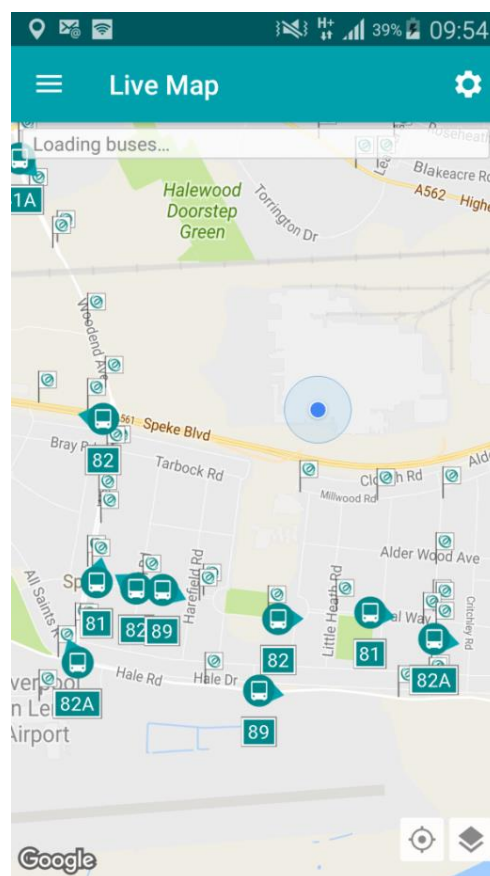
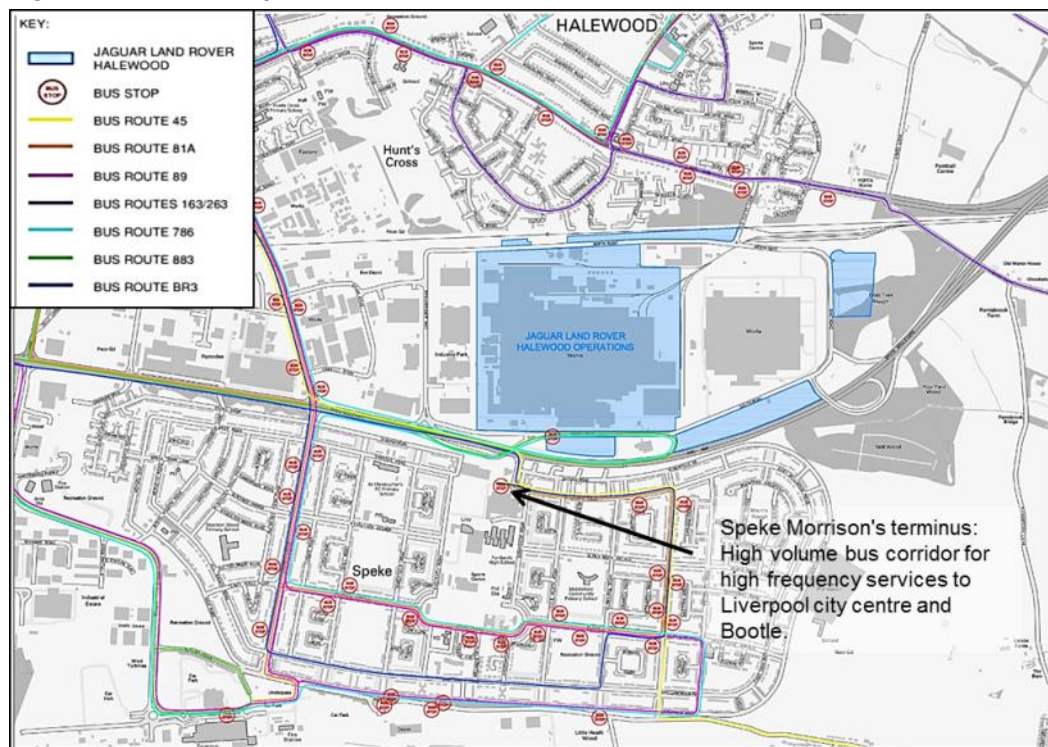


Table 5.5: Bus Service Information

Bus Stop	Bus Service No. / Route	Operator	Weekday (Mon – Fri)			Weekend (Sat & Sun)		
			Start	End	Frequency	Start	End	Frequency
Jaguar Land Rover Factory, South Road	786: Garston – Speke – Halewood (inbound)	Halton Transport	08:25		1 service per direction on school days only	No Service		
	786: Halewood – Speke – Garston (outbound)			15:20				

Bus Stop	Bus Service No. / Route	Operator	Weekday (Mon – Fri)			Weekend (Sat & Sun)		
			Start	End	Frequency	Start	End	Frequency
	883: Speke – Woodlands – Huyton Quarry (inbound)	Huyton Travel	04:43	23:06	Hourly	No Service		
	883: Huyton Quarry – Woodlands – Speke (outbound)		05:18	23:18	Hourly			
A562 Higher Road, opp Old Hutte Lane (eastbound)	263: Belle Vue – Halewood – Belle Vue	Huyton Travel	11:02	17:59	Hourly	11:02	17:59	Hourly (Sat only)
	BR3: Halewood – Speke – Princes Park (outbound)	Peoples Bus		16:30	1 service on school days only	No Service		
A562 Higher Road, adj Old Hutte Lane (westbound)	163: Halewood	Huyton Travel	09:37	16:37	Hourly	09:37	16:37	Hourly (Sat only)
	BR3: Princes Park – Speke – Halewood (inbound)	Peoples Bus	07:39		1 service on school days only	No Service		
Woodend Avenue, opp Shaw Drive (northbound)	45: Garston – Speke – Widnes (outbound)	Halton Transport	08:08		1 service per day	No Service		
	81A: Bootle – Speke – Liverpool John Lennon Airport (outbound)	Arriva	07:34	20:19	20 minutes	07:48	17:30	30 minutes (Sat only)
	89: St Helens – Liverpool John Lennon Airport via Prescot, Huyton, Belle Vale and Hunts Cross	Arriva	06:18	23:15	20 minutes	06:43 (Sat) 10:15 (Sun)	23:15 (Sat & Sun)	20 minutes (Sat) 30 minutes (Sun)
Woodend Avenue, adj Shaw Drive (southbound)	45: Widnes – Speke – Garston (inbound)	Halton Transport		17:23	1 service per day	No Service		
	81A: Liverpool John Lennon Airport – Speke – Bootle (inbound)	Arriva	05:56	18:42	20 minutes	06:09	18:06	30 minutes (Sat only)
Penketh Drive (Morrison's Supermarket) Penketh Drive (Morrison's Supermarket)	80: Penketh Drive – Aigburth – Liverpool One (outbound)	Arriva	05:46	18:10	20 minutes	06:29	18:29	No Sun. service
	81: Penketh Drive – Hunts Cross – Bootle New Strand (outbound)	Arriva	05:30	22:59	20 minutes	05:40	22:59	30 minutes (Sat). Hourly (Sun).
	82: Speke Penketh Drive – Aigburth Vale – Liverpool One (outbound)	Arriva	04:45	23:02	10-20 minutes (peak/intr-peak)	04:45	23:02	10-20 minutes
	80: Liverpool One – Aigburth – Penketh Drive (inbound)	Arriva	07:08	19:15	20 minutes	07:10	19:10	No Sun. service
	81: Bootle New Strand – Hunts Cross – Penketh Drive (inbound)	Arriva	06:35	23:00	20 minutes	06:45	23:00	30 minutes (Sat). Hourly (Sun).
	82: Liverpool One – Aigburth Drive – Speke Penketh Drive (inbound)	Arriva	05:00	23:53	10-20 minutes (peak/intr-peak)	05:00	23:53	10-20 minutes

The location of bus stops and services in the vicinity of the Jaguar Land Rover Halewood site are shown in **Figure 5.38**.

Figure 5.38: Bus Stop Locations and Routes

Site Shuttle Service

A free shuttle bus service currently operates between Eastlands Car Park and the main gate entrances to the plant. The shuttle service is funded by Jaguar Land Rover and is free to use by employees, visitors and contractors using the temporary car parks.

The service has been extended and increased in frequency to serve the extended Eastlands Car Park which now accommodates parking demand displaced by the closure of former Car Parks 1 and 2. It runs on a continuous route in both directions around the plant.

The bus service is available;

- From 5:00am each Monday until 23:59 each Friday;
- Between 5:00am until 8:00pm each day;
- On average every 6-7 minutes;
- Available by request between 8:00pm until 5:00am.

There are also additional buses at shift handover times: 6:00am, 6:30am, 2:30pm, 4:00pm, 6:00pm, and 10:30pm.

Existing Travel and Environmental Policies

Jaguar Land Rover is committed to social and environmental responsibility, with goals to reduce its CO₂ emissions, develop sustainable products, and inspire employees with sustainability. The company has a Sustainability Steering Group which meets quarterly to ensure the company's sustainability strategy is implemented and updated.

Jaguar Land Rover publishes an Annual Corporate Sustainability Report which relates to the key pillars of the corporate Environmental Innovation Strategy to 2020. The report puts into context the company's efforts to future-proof the business and embed environmental innovation where possible.

The sustainability strategy has delivered 'manufacturing facility CO₂ emission reductions of 30% since 2007' and 'European fleet average tailpipe CO₂ emission reductions of 25%'⁷. Continuing to be more carbon and cost efficient includes the 'people vision' which aims to ensure that employees, apprentices and other trainees are supported with the training and amenities they need for efficient development.

For sustainable travel, Jaguar Land Rover provides;

- a car sharing database for specific sites (www.jaguarlandrover.liftshare.com) for staff;

⁷ Jaguar Land Rover 2016, Strategic Approach; Building a Sustainable Future.

- Cycle to Work scheme available at Halewood in partnership with local retailers;
- A dedicated Jaguar Land Rover travel to work information website with travel mode information for each Jaguar Land Rover site, as well as locker booking and inter-site bus booking where relevant ([www.travel2workJaguar Land Rover.com](http://www.travel2workJaguarLandRover.com));
- A Health Hub at Halewood where personal health and wellbeing information is provided, including exercise;
- Pocket-size 'New Starter Information Packs' containing essential site travel, emergency contact; road safety and PPE information, among other.

Jaguar Land Rover also allows flexible working for office-based staff such as working from home, part time working, and job sharing.

There are a wide range of communication channels at Jaguar Land Rover Halewood, including a staff intranet, newsletters, notice boards, a company magazine, webcasts, and the Team Talk Online portal that staff can access at home to stay up to date with internal company news.

Jaguar Land Rover Halewood already undertake various sustainable practices in terms of both manufacturing business practices and employee behaviour.

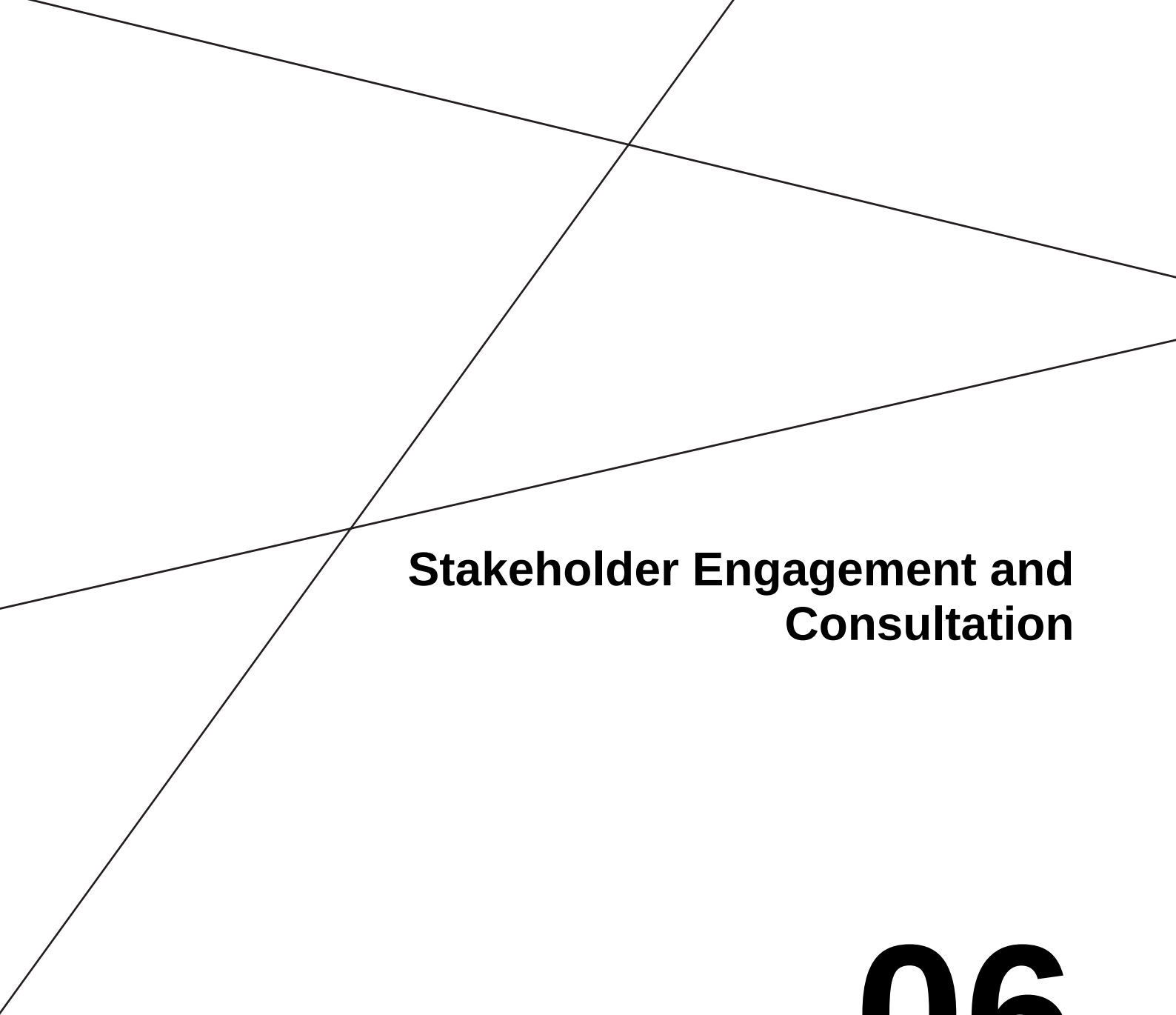
Sustainable travel events are held at Jaguar Land Rover Halewood to promote the Liftshare scheme in operation and to provide information to employee on all methods of sustainable travel available. Charity cycle rides such as staff participation in the Liverpool to Chester Bike Ride are encouraged and supported.

The Jaguar Land Rover Employee Learning Scheme provides funded training opportunities for employees on a range of community based courses or activities from weaving to cycle maintenance training. Depending on the cost of the activity the funding for each person can contribute to an initial taster session or a short course. A key gap identified is the lack of cycle training in Merseyside or other similar sustainable travel training such as efficient driver training.

Jaguar Land Rover Halewood work closely with Knowlsey Council and are engaged with Merseytravel to develop a relationship for improvements in the local area.

Summary

Jaguar Land Rover Halewood has travel options available by a variety of modes. Good local footpaths provide routes for pedestrians, the local cycle network includes an off road shared use path, and numerous bus routes operate close to the locality. There are also extensive on-site provisions and initiatives to encourage sustainable transport, including cycle parking, a Cycle to Work scheme, a car sharing database, and smarter working practices.

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Stakeholder Engagement and Consultation

06

6 - Stakeholder Engagement and Consultation

Key Internal Stakeholder Feedback

Consultation with key internal stakeholders has been undertaken to understand the provision and perception of sustainable accessibility. Feedback has been sought from individuals who attend the weekly car park committee as this group represents team leaders from all departments within Jaguar Land Rover Halewood including Human Resources, Estates, Safety, Communications and Security as well as Union Representatives.

Individuals were invited to provide qualitative feedback based on three semi structured questions which are set out in the following sections.

1. On Site Facilities to support Sustainable Travel

Feedback was sought on, "The provision of and quality of site facilities and infrastructure to support sustainable journeys e.g. showers, changing rooms, lockers, cycle parking facilities, car share spaces, electric vehicle charging points etc."

The key themes reported back were as follows:

- **Awareness that work is in progress** to improve site facilities, namely cycle infrastructure and shower and changing facilities, however, it is still largely felt that progress has been slow and there is a perception that these improvements are not high on the overall agenda.
- **A lack of consistent provision across the site** e.g. the provision of facilities such as showers, changing areas and lockers is mixed depending on where you are based on site.
- There is also **inconsistency in the standard of facilities** for example the level of cycle parking security and standard of shower/changing facilities.
- Evidence that **some site facilities are not being fully utilised** by staff due to the perception that they are outdated and could be cleaner.
- There is **uncertainty over who can use certain facilities** e.g. electric charging points, therefore communication on these facilities could be clearer.

In general it was felt that current facilities are insufficient and likely to be limiting higher uptake of sustainable travel, it is evidenced through the site audit that cycle use is markedly seasonal. In order to promote sustainable travel options and to future proof the site as part of the Travel Plan upgrades to site facilities and clearer communication is recommended.

"The site infrastructure for me isn't sufficient to support sustainable travel for either a high number of employees, or year round for one person (e.g. during bad weather periods)."

2. Staff Travel Policy and Benefits

Feedback was sought on, "The staff travel benefits package and offers e.g. Liftshare scheme, Bike 2 Work scheme, Season Ticket discounts/loans, Bike User Group, etc."

The key themes reported back were as follows:

- It is felt that **more could be done to support business journeys**, for example those travelling between Halewood and sites in Birmingham.
- **There are mixed messages in relation to the site car share policy**, e.g. it is felt that there is no incentive for office staff (typically those working 9am-5pm) to car share.
- **It is appreciated that Liftshare is gaining momentum**, however, it is suggested that uptake may be slow due to the perception that there is no benefit to the individual, i.e. that the initiative benefits the business by saving car parking spaces but at no benefit to staff. The mind-set that staff should have the right to access free parking spaces close to their work needs to be tackled to encourage further Liftshare uptake. By challenging this mindset the benefits of lift sharing in being able to access free onsite parking close to their working environment can be realised.
- **The Bike to Work scheme is a great initiative** and there are cycle routes available, however, the site facilities are not good enough to support cycling to work.
- **A lack of awareness of any other discounts/offers** aside from Cycle 2 Work and Liftshare and the perception that there should be more employee benefits relating to travel.

The feedback suggests that staff like common policies and that some work could be done to communicate offers more widely and the benefits of car sharing to the individual, i.e. petrol and car wear and tear cost savings alongside the social benefits of sharing the commute. It is also apparent that an attitudinal shift is required so that staff recognise the benefits of sustainable travel.

"Liftshare is in its infancy - the free availability of car parking spaces has resulted in a very high proportion of single user vehicles. The mindset of the workforce is that the free car park close to the point of work is not considered as a perk but that it is a given the company should provide."

3. Sustainable Travel Access

Feedback was sought on "The sustainable transport offer in accessing the site e.g. local bus service routes, frequencies and stops, rail connections and cycle/walking routes."

The key themes reported back were as follows:

- The perception that employees live such a distance from the site that **sustainable travel is not possible**.
- **Bus stops and train stations are too far away** from the site to utilise as part of a journey.
- There is a perception that the rail services operating from the stations within close proximity to the site **do not serve the destinations where staff live**.
- **The public transport operating times do not fit with the site shift times**.
- **Public transport is viewed as more expensive than driving**.
- The view that **the public transport experience is poor compared to driving** e.g. lack of Wi-Fi on board, longer journey duration than that of driving and poor facilities at stations.
- It is felt that if an employee owns or has access to a private vehicle they will use this **as there is no perceived benefit from using an alternative to access the site**.
- There is **awareness of a network of cycle routes within proximity to the site**; however, site facilities prevent staff from commuting by bike.

"There is a fantastic cycle route on my commute, two lane paths on either side of the dual carriageway, separate from both road and pedestrian pavement. It's relatively flat and wouldn't take too much longer than by car, but it's the facilities at work which stop me from wanting to cycle."

Based on this feedback it is recommended that the Action Plan contains measures to raise the awareness of benefits of sustainable travel with the aim of dispelling some of the myths associated with public transport facilities and costs for example, and to re-position sustainable travel as beneficial and realistic options. The travel plan will require an engagement and behavioural change campaign which will seek to communicate this, whilst including enabling local transport options such as details of specific routes and times that public transport is available.

Stakeholder Engagement Plan

A Stakeholder Engagement Plan has been produced which identifies key stakeholders and provides comments on the role they could play in assisting with the delivery and implementation of the Travel Plan. A Stakeholder Engagement Database has also been prepared which contains contact details for key stakeholders and is intended to be a 'live' document which Jaguar Land Rover can continuously update in line with the evolution of the Travel Plan.



Stakeholder Engagement Plan

Table 6.1 sets out details of various stakeholders and the interest and support they could provide in assisting with the delivery and implementation of the Travel Plan.

Table 6.1: Jaguar Land Rover Travel Plan Stakeholder Engagement Plan

Stakeholder Type	Stakeholder	Travel Plan Interest	Influence over Project/ Content	Resource Commitment/Availability	Travel Plan Support	Communication Methods/Frequency
Critical decision maker	Knowsley Metropolitan Borough Council	Local Authority imposing the Travel Plan condition.	KMBC holds the ultimate decision over Travel Plan acceptability.	KMBC has an Officer in post that has the role of engaging with Travel Plan Coordinators. As such he can be contacted/ consulted as and when required.	KMBC can review the document and provide guidance on implementation.	The Travel Plan Coordinator (TPC) should update KMBC on an annual basis (phone call/f2f meeting preferred) with regard to Travel Survey results and progress in implementing the Travel Plan Measures.
Critical decision maker	Jaguar Land Rover Group Sustainable Travel Management - Property CRE/ Strategy	Understanding and awareness of the Halewood travel plan measures to identify synergies across Jaguar Land Rover. Administer the group travel website www.jlrtravel.com .	Jaguar Land Rover is aiming to have a consistent set of travel plan aims and incentives for sustainable travel across the estate.	Full-time Sustainable Travel Planner – Non Manufacturing committed to sustainable travel, incentives and information provision.	Can provide input to solutions and options to increase sustainable travel that complement group aims. Can update the Halewood pages of the Travel2Work website.	Phone and email should be used when necessary. Scheduled update meetings should also be scheduled concerning the overall measures and implementation.
Critical decision maker	Jaguar Land Rover 'Cycle Champion' (Site Safety).	'Cycle Champion' Louise Whelan is a key contact related to cycling promotions, facilities, engagements, user surveys and safety.	'Cycle Champion' should be a key consultant regarding planned and implemented facilities for cyclists.	The 'Cycle Champion' is available full-time and is available in their capacity to provide input to travel plan measures.	The 'Cycle Champion' can support on cycling activities, interventions and facilities.	The 'Cycle Champion' should be copied into correspondence related to cycling engagement, communications, safety issues and employee feedback/complaints.

Stakeholder Type	Stakeholder	Travel Plan Interest	Influence over Project/ Content	Resource Commitment/Availability	Travel Plan Support	Communication Methods/Frequency
Critical decision maker	Jaguar Land Rover Trade Unions	Invested in any initiatives which will affect employees and employee travel related facilities.	Securing support from the Trade Unions will be important in communicating the Travel Plan measures with staff and as a result in encouraging employee engagement, participation and associated successes.	Trade Union representatives can be contacted via email or f2f through various internal forums.	Can be used as a sounding board for implementing various initiatives. Can act as communication channels for conveying key messages to employees.	It is recommended that the TPC informs the Trade Unions ahead of implementing any initiatives (by email) and provides a quarterly f2f update on progress in implementing the Travel Plan Measures.
Service level stakeholder	Sustrans	Sustrans is a charity which aims to promote sustainable journeys on foot, by bike or on public transport.	Sustrans is supportive of any initiatives which encourage individuals to use greener or more active forms of travel.	Sustrans has a Network Development Manager for Merseyside and the North West, and similarly a Partnerships and Engagement Manager. These contacts are available to provide advice on delivering Travel Plan initiatives and are able to advise of any funding opportunities.	Sustrans can deliver initiatives such as sustainable travel challenges or Dr. Bike sessions in partnership with Jaguar Land Rover.	The contacts are available on email or telephone as and when required to provide advice and support regarding route information and engagement activities.
Service level stakeholder	Arriva Bus	Arriva run a number of bus services in the local area to the site and across Merseyside.	Arriva is supportive of any initiatives which would result in an increase in individuals using local bus services.	Arriva has a Marketing Officer based in Liverpool and an Operations Manager based at the Speke Depot who can be contacted in relation to any measures to promote bus use.	The Marketing team can provide promotional materials to advertise local bus services.	Jaguar Land Rover can liaise with Arriva as and when required via email, phone calls or f2f meetings.

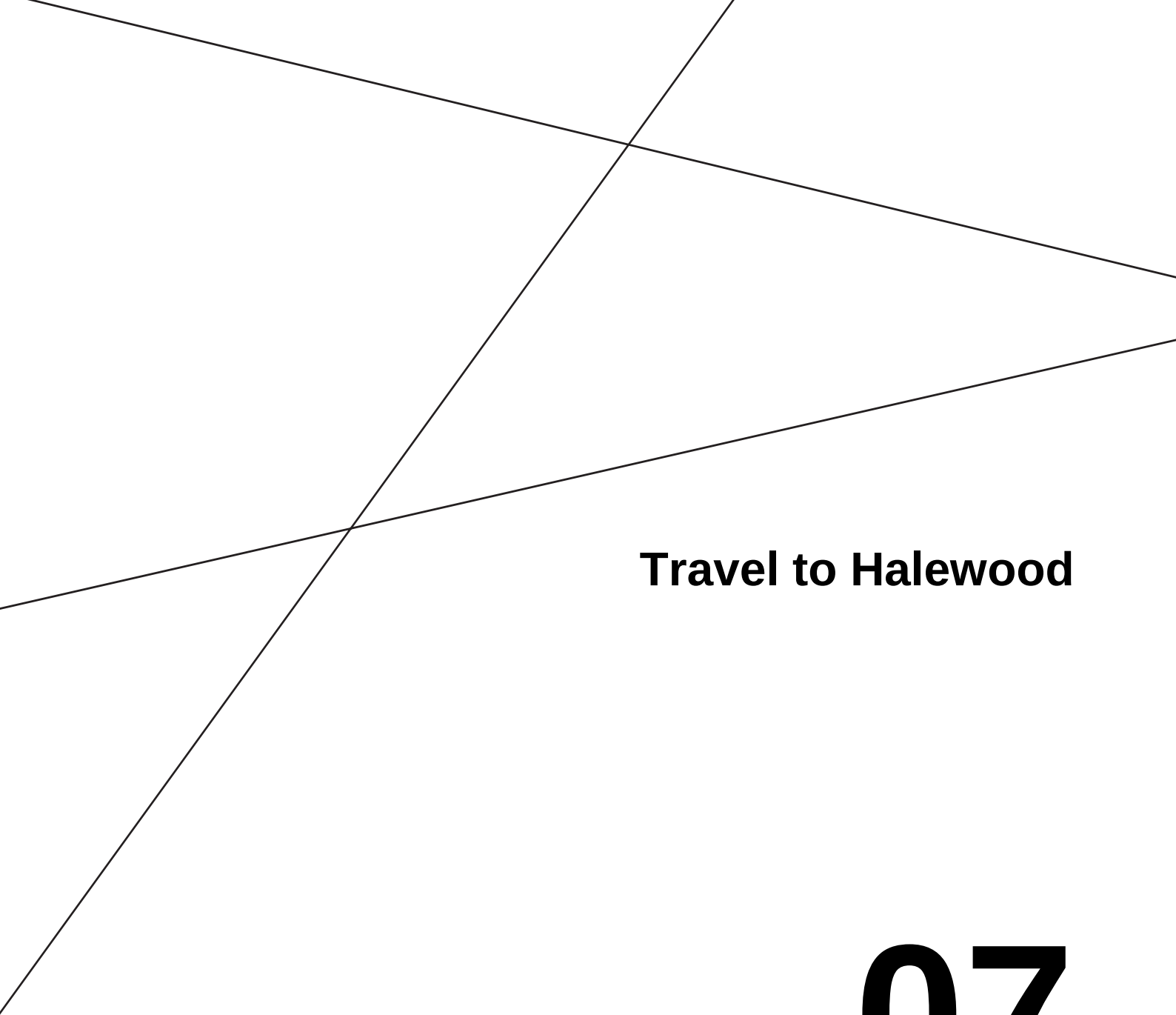
Stakeholder Type	Stakeholder	Travel Plan Interest	Influence over Project/ Content	Resource Commitment/Availability	Travel Plan Support	Communication Methods/Frequency
Service level stakeholder	Merseyrail	Merseyrail are a major regional rail operator and the sole provider of metro rail services to Liverpool's underground station facilities. Their network extends to Hunts Cross Station which is 1.7 miles from Gate 1 and features cycle hire facilities.	Merseyrail has a strong interest in seeing workplace travel plan measures implemented, particularly where rail travel or cycle and rail have been identified.	Merseyrail has a Marketing Executive who can provide information materials and details of any promotional initiatives designed to encourage increased rail travel.	Merseyrail are available to be contacted regarding incentives and information.	Contact can be made by phone/email and should be done in sync with the Merseytravel communication method.
Service level stakeholder	Merseytravel	Merseytravel is the Executive body that provides professional, strategic and operational transport advice to the Liverpool City Region Combined Authority to enable it to make informed decisions. It is also the delivery arm, making transport happen.	Merseytravel like KMBC has a strong interest in seeing the Travel Plan measures implemented and are keen to see the impact through monitoring results.	Merseytravel's Engagement Officer and Forward Planning Officer are available to provide advice and guidance as and when required.	Merseytravel facilitate the Employer Travel Network of which Jaguar Land Rover is a member. The TPC will be invited to business forums twice a year to meet with other peers, share best practice and to learn about travel offers and initiatives available which could benefit Jaguar Land Rover	Merseytravel's Employer Travel Network meets twice a year and is an ideal forum to discuss the Travel Plan. The TPC can also consult Merseytravel when required via email/telephone/f2f meetings to discuss any specific Jaguar Land Rover Travel Planning matters.
Arms-length stakeholder	Liverpool City Region Local Enterprise Partnership	Liverpool City Region represents the Local Enterprise Partnership within which Knowsley Council sits with regard to the Halewood area.	The Liverpool City Region Local Transport Plan has synergies with workplace travel plans, transport policies in local plans and regional ambitions. Sustainable travel is a key theme throughout.	The Local Enterprise Partnership (LEP) and partners have strategic planning resources available for guidance.	The LEP has a Low Carbon Committee and Global Partners Summit that can be an avenue for insight and information regarding practices at LCR's largest workplaces.	The LEP have an events and 'insights' programme for communication and information sharing.

Stakeholder Type	Stakeholder	Travel Plan Interest	Influence over Project/ Content	Resource Commitment/Availability	Travel Plan Support	Communication Methods/Frequency
Service level stakeholder	Merseyside Sports Partnership	Merseyside Sports Partnership aims to increase participation in sport and physical activity across Merseyside. MSP supports an increase in walking and cycling for Jaguar Land Rover employees.	MSP would be supportive of any measures included in the Travel Plan which aim to increase employee physical activity.	MSP has an Adult Physical Activity and Sport Officer who is available to help deliver various initiatives in partnership with Jaguar Land Rover.	MSP is able to deliver various initiatives in partnership with Jaguar Land Rover which would support the aims of the Travel Plan.	The TPC can liaise with MSP as and when in necessary via email, phone calls and f2f meetings.
Service level stakeholder	Jaguar Land Rover Occupational Health	The Occupational Health (OH) agenda aims to support employees' mental and physical wellbeing, therefore is supportive of any initiatives to encourage increased physical activity, e.g. walking and cycling.	OH would be supportive of any measures included in the Travel Plan which aim to increase employee physical activity.	Jaguar Land Rover has an Occupational Health Promotion Nurse who holds regular drop ins onsite and as such is available on a frequent basis for discussing various Travel Plan initiatives.	OH manages the Employee Learning Scheme (ELS) which comprises of various schemes to support employees. There is potential to include Travel Plan initiatives such as Adult Cycle Training within the ELS. There are various Travel Plan measures which could be included as part of the OH annual Programme of activities.	The Health Promotion Nurse is usually onsite once a week situated in the Health Hub, therefore correspondence can be as and when required via email, phone calls or f2f meetings.
Service level stakeholder	Liftshare (car sharing)	Car sharing measures and the Jaguar Land Rover scheme via www.jaguarlandrover.liftshare.com .	Group service provider for the car share website and the sub-sites for each respective plant.	Liftshare are based in Norwich and have a full time Regional Engagement Manager and Liftshare Support Team.	Liftshare are available to provide advice, data and information regarding the car sharing performance. Note; Liftshare cannot disaggregate the membership data according to shift, production area or preferred gate access.	Liftshare can be reached by phone or email and should be contacted when necessary regarding monitoring requirements, individual membership issues or promotional aims. Note the Jaguar Land Rover Group Sustainable Travel Management should also be notified.

Stakeholder Type	Stakeholder	Travel Plan Interest	Influence over Project/ Content	Resource Commitment/Availability	Travel Plan Support	Communication Methods/Frequency
Arm's-length stakeholder	EMR	EMR are occupier of the Halewood Site. As such EMR has an interest in strategies or measures which impact on travel options to the site.	EMR are a key recycling services stakeholder to Jaguar Land Rover. Their facility is an adjacent premises with similar travel to work challenges.	Initial contact has been made but resource commitment is currently unknown until further discussions are held.	EMR are available for comment regarding developments in the Halewood Operations travel plan and would welcome being able to feedback.	It is recommended that Jaguar Land Rover form a Travel Plan steering group with other site occupiers and this meets twice a year to discuss travel to the site.
Arm's-length stakeholder	DHL	DHL are occupier on the Halewood Site. As such DHL has an interest in strategies or measures which impact on travel options to the site.	DHL are a key logistics stakeholder to Jaguar Land Rover with employees on similar shift patterns and with similar travel needs.	A key contact is available that has been established through the stakeholder engagement.	DHL are available for comment regarding developments in the Halewood Operations travel plan and would welcome being able to feedback.	It is recommended that Jaguar Land Rover form a Travel Plan steering group with other site occupiers and this meets twice a year to discuss travel to the site.
Arm's-length stakeholder	VOITH	VOITH are occupier of the Halewood Site. As such VOITH has an interest in strategies or measures which impact on travel options to the site.	VOITH are a key business services stakeholder to Jaguar Land Rover with employees on similar shift patterns and with similar travel needs.	A key contact is available that has been established through the stakeholder engagement.	VOITH are available for comment regarding developments in the Halewood Operations travel plan and would welcome being able to feedback.	It is recommended that Jaguar Land Rover form a Travel Plan steering group with other site occupiers and this meets twice a year to discuss travel to the site.
Arm's-length stakeholder	Linde	Linde are occupier of the Halewood Site. As such Linde has an interest in strategies or measures which impact on travel options to the site. A key concern their limited ability to employ people who use public transport and a lack of electric vehicle charging infrastructure.	Linde are a key business services stakeholder to Jaguar Land Rover.	A key contact is available that has been established through the stakeholder engagement.	Linde are available for comment regarding developments in the Halewood Operations travel plan and would welcome being able to feedback.	It is recommended that Jaguar Land Rover form a Travel Plan steering group with other site occupiers and this meets twice a year to discuss travel to the site.

Stakeholder Type	Stakeholder	Travel Plan Interest	Influence over Project/ Content	Resource Commitment/Availability	Travel Plan Support	Communication Methods/Frequency
Arm's-length stakeholder	Engie	Engie are occupier on the Halewood Site. As such Engie has an interest in strategies or measures which impact on travel options to the site.	Engie are a key stakeholder to Jaguar Land Rover.	Initial contact has been made but resource commitment is currently unknown until further discussions are held.	Engie should be contacted for comments regarding developments in the Halewood Operations travel plan.	It is recommended that Jaguar Land Rover form a Travel Plan steering group with other site occupiers and this meets twice a year to discuss travel to the site.
Arm's-length stakeholder	Getrag	Getrag are occupier of the Halewood Site. As such Getrag has an interest in strategies or measures which impact on travel options to the site.	Getrag is a key stakeholder to Jaguar Land Rover with staff travelling to the Halewood site.	A key contact is available that has been established through the stakeholder engagement.	Getrag are available for comment regarding developments in the Halewood Operations travel plan and would welcome being able to provide further feedback.	It is recommended that Jaguar Land Rover form a Travel Plan steering group with other site occupiers and this meets twice a year to discuss travel to the site.

A Communication Plan has also been developed to communicate the Travel Plan with key stakeholders and this is provided in **Appendix C**.

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Travel to Hollywood

07

7 - Travel to Halewood

Travel Survey

Jaguar Land Rover carried out a travel survey from Monday 23rd January to Sunday 5th February 2017. The survey was available for completion both online and by hard copy. Jaguar Land Rover promoted the survey through the internal People Talk publication, email bulletins and also through Team Leader briefings. Survey promotion sessions were also held in the onsite Health Hub and People Centres. There was a prize draw for an Evoque Experience as an incentive to encourage completion.

Hard copies of the Travel Survey were provided to each work area within the plant and could be returned via internal post boxes. A short URL and QR code was created for the online travel survey and this was promoted through onsite posters and in survey marketing materials.

A total number of **1,127 survey responses** were received representing an approximate **28% response rate** demonstrating a strong snapshot of travel behavior to the site. There were 674 surveys completed manually and 453 submitted online. A copy of the Travel Survey can be found in **Appendix A** alongside various marketing materials and communication channels used to promote the survey.

Travel Survey Results

Respondent 'Type'

A total of 94% of survey respondents stated that they were Jaguar Land Rover employees with the remaining 6% being split between 'contractors' (3%), and individuals stating 'other' (3%). The priority was to predominantly capture Jaguar Land Rover employees through the Travel Survey as it is these individuals which Jaguar Land Rover as a business can have most influence on.

Usual Site

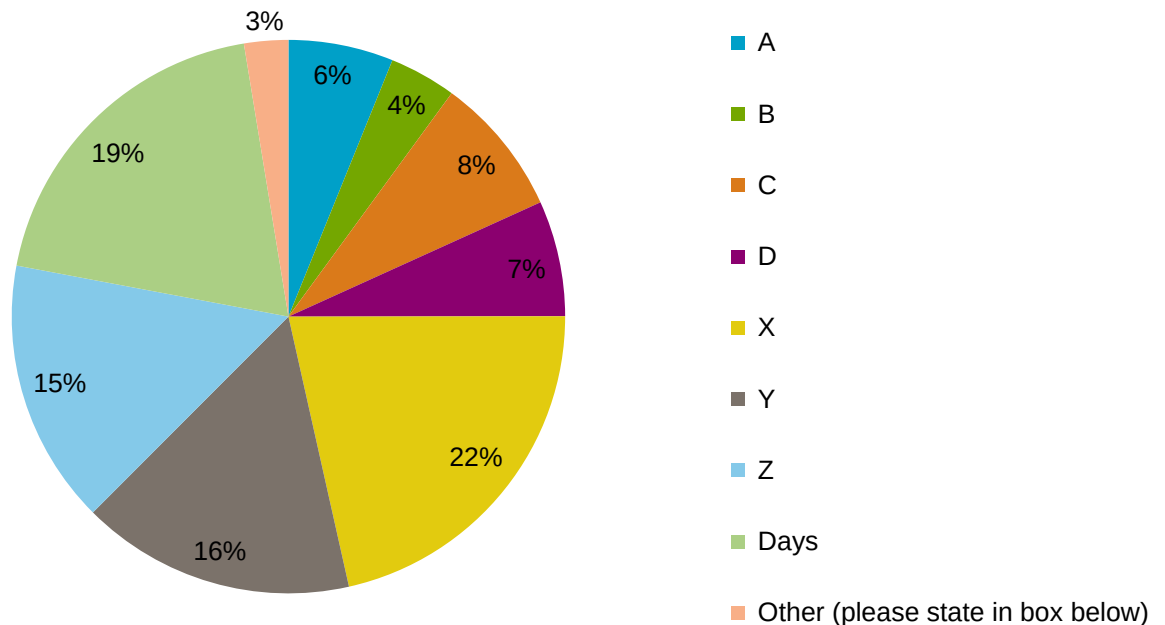
All survey respondents were asked if Halewood was their primary site, i.e. the site that they are usually based. Over 99% of respondents stated that Halewood was their primary site ensuring that the survey responses represent the views of individuals who usually travel to Halewood.

Response Rate by Shift

Jaguar Land Rover shift patterns rotate across several weeks. Each shift pattern e.g. X, Y, Z works the same start/finish times across the cycle of several weeks. The majority of Production Work is undertaken by the X, Y and Z shifts and the Maintenance teams and the Press Shop employees work A, B, C and D shifts. The X, Y and Z shifts are 24hr Mon-Fri, and all 3 shifts will be in work during a 24 hour period. The A, B, C and D shifts are 24/7, however only 2 out of the 4 shifts (A, B, C and D) will be in work during a 24 hour period.

The split of survey responses across the Halewood shifts is shown in **Figure 7.1**. The majority of responses were from people on X, Y, Z and Days shifts. Overall a good range of employees from different shift types was represented by survey responses.

Figure 7.1: Survey Response Shift Pattern split – Base (1,127)



Usual Mode of Travel

A key baseline figure in the Travel Plan is the proportion of people travelling alone by car. **Figure 7.2** shows that a total of 91% of survey respondents travelled to work by car, either as car sharers (32%) or solo car drivers (59%). Public transport comprised 1% of journeys (12 respondents), with the majority of these journeys made by bus (0.7%). Active travel modes represented a relatively low level of the modal share with 3% walking, 4% cycling and 1% travelling by motorcycle.

Figure 7.2: Usual Mode of Travel to Halewood (stated by the mode used for the longest distance) – Base (1,126)

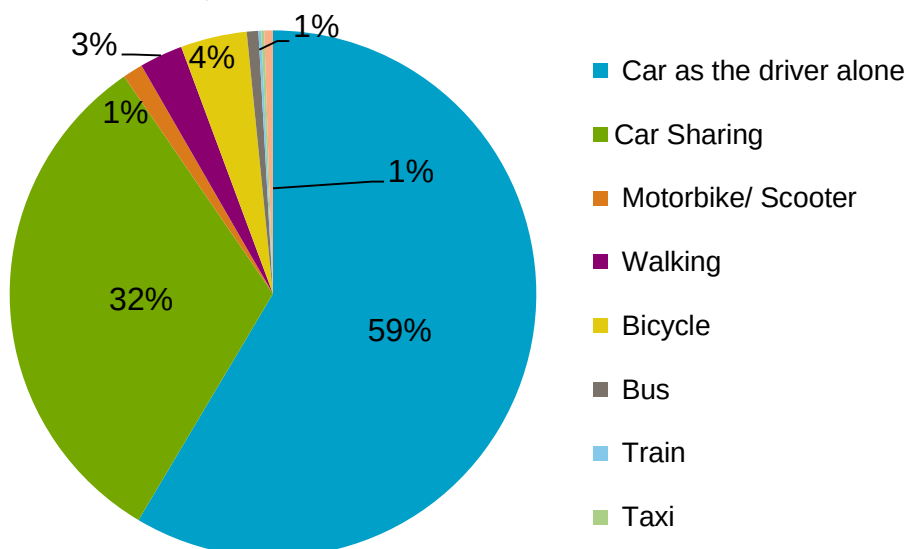


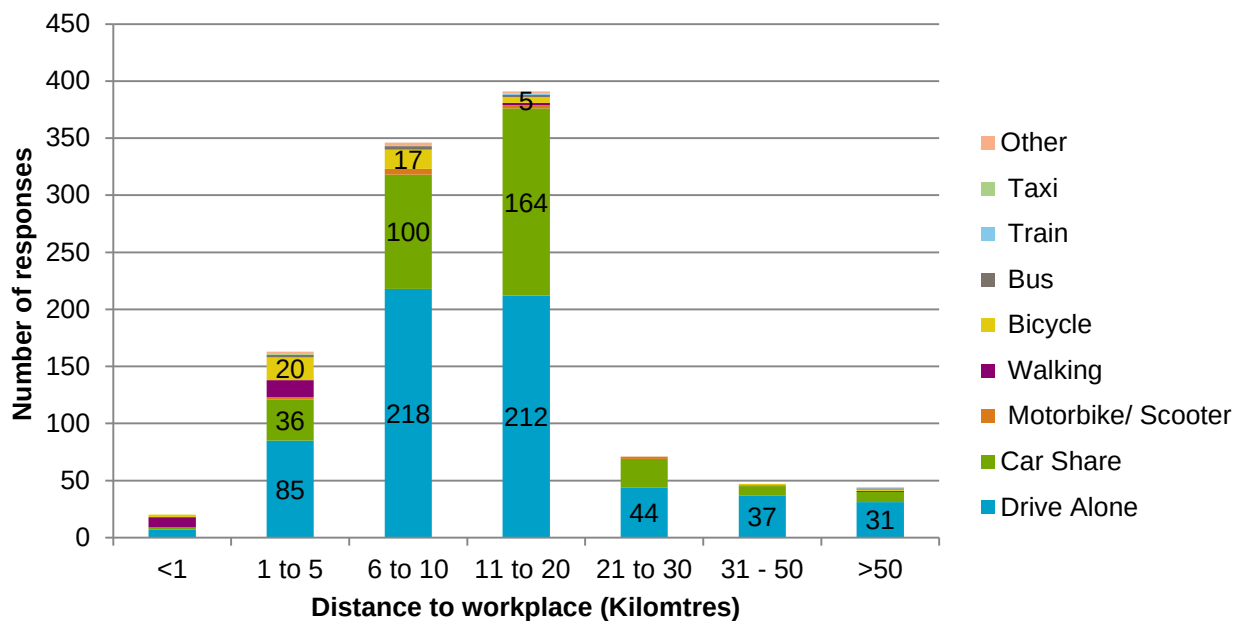
Table 7.1 compares the Jaguar Land Rover Halewood survey data with the Travel to Work Countywide Travel Survey data (2013) for Merseyside (commuter trips), and the Travel to Work 2011 Census data for the Halewood ward (daytime population). The comparison shows that car sharing at Jaguar Land Rover Halewood is three times the local area rate in the Halewood ward and across Merseyside as a whole. In terms of single occupancy car use this is comparable with the Merseyside average and below the figure for the Halewood ward. Public transport use is notably lower at Jaguar Land Rover Halewood compared to both the Merseyside and ward average as demonstrated by bus use being underrepresented in employee travel patterns. Walking/cycling represents a total of 7% of respondent journeys to Jaguar Land Rover Halewood which is comparable with the ward average but below the Countywide figure of 13% of total journeys.

Table 7.1: Usual Mode of Travel to Jaguar Land Rover compared with Halewood Ward and Merseyside.

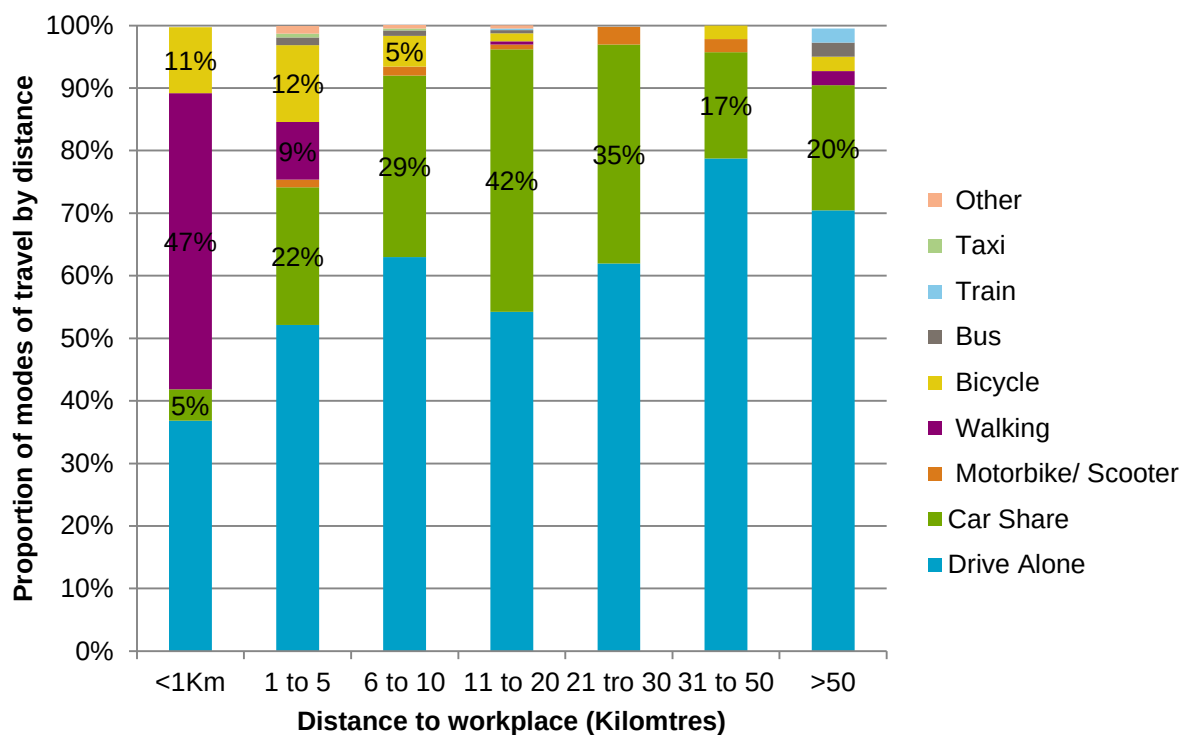
	Usual Mode of Travel			
	Car Alone	Car Share	Public Transport	Walking/ Cycling
Jaguar Land Rover Halewood Travel Survey 2017	59%	32%	1%	7%
Merseyside Local Authorities Travel to Work Census data (2011)	60%	7%⁸	20%	13%
Halewood Ward Travel to Work Census data, Daytime Population (2011)	73%	10%	8%	8%

Figure 7.3 illustrates the usual mode of travel used compared against the travel to work distance which has been determined using stated home postcodes. A total of 14% of survey respondents travel less than 5km to Jaguar Land Rover Halewood several of which already travel sustainably. It can be seen that the majority of survey respondents live between 6km and 20km from the site and for this distance single occupancy car use is the most frequent travel mode used with car sharing the second most used mode. In terms of active modes of travel there are some individuals who walk up to 5km to work and some who cycle up to 20km to the site. It is generally recommended that active modes of travel should be promoted to those who live up to 5km from the site.

⁸ Data is for Car Passengers only.

Figure 7.3: Usual Mode of Travel and Distance to Work

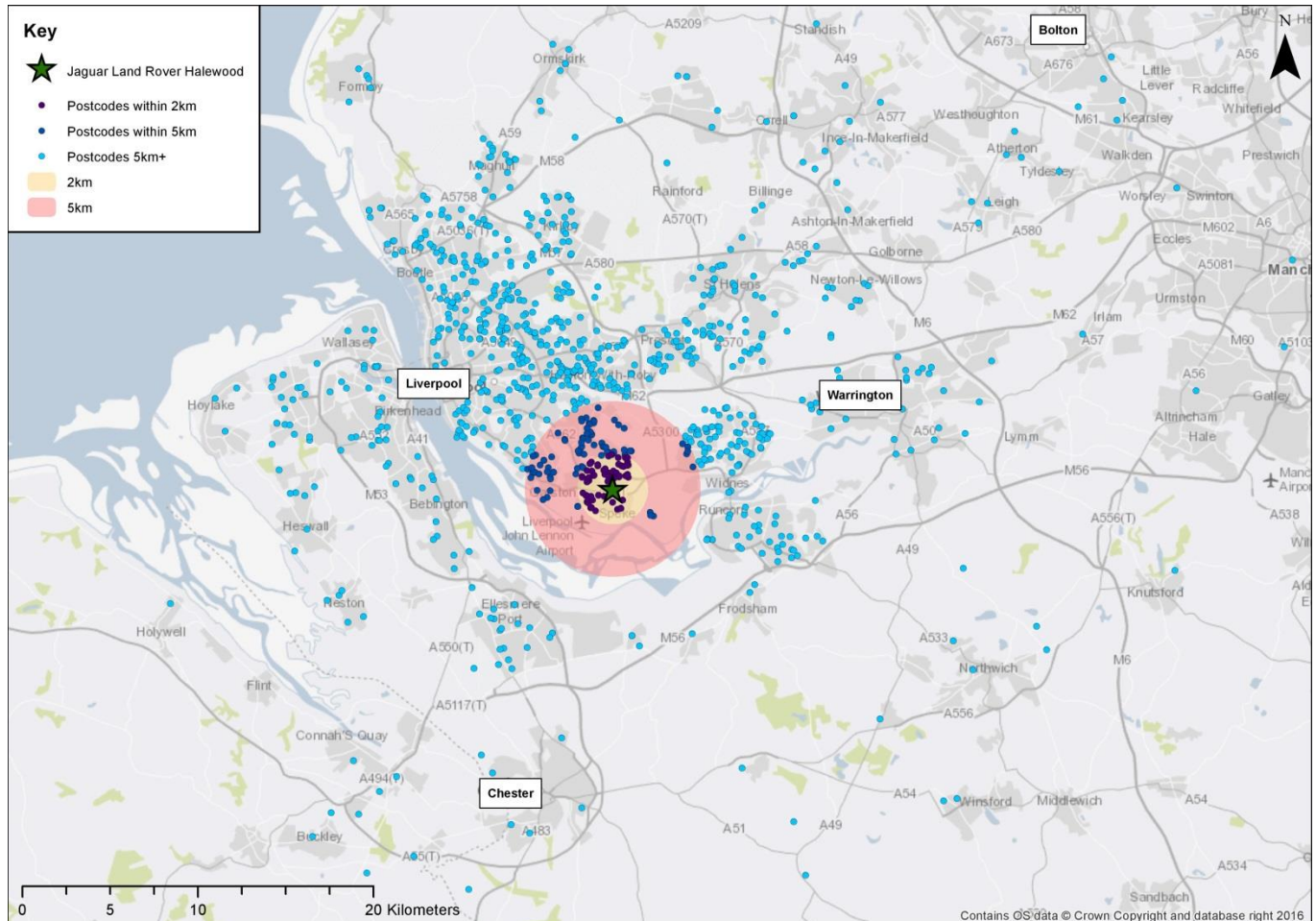
The same set of data has been illustrated in **Figure 7.4** to show the proportions of travel mode selection for each variable of distance to work. It can be seen that with the exception of individuals who live less than 1km from the site, for each distance single occupancy car use is the most used transport mode. It is interesting to note that for travel up to 5km (recommended for active travel where possible), car use accounts for 74% of journeys (52% solo car drivers, 22% car sharing).

Figure 7.4: Mode Split by Distance Travelled to JLR Halewood– Base (1,126)

Postcode Map

Survey respondents were asked to provide their home postcode for mapping purposes. **Figure 7.5** demonstrates that a significant proportion of individuals travel from the Merseyside and Warrington areas with there being a broad spread of postcode origins across Liverpool. Many survey respondents also travel from the Wirral to the Halewood site. There are further clusters of respondent postcodes around the Widnes and St Helens areas. A total of 15% of the total number of respondents live within 5km of the site. Further analysis of postcode data can be found in **Appendix B**.

Figure 7.5: Survey Respondents Home Postcodes



Methods to Encourage Sustainable Travel

The survey asked if people's **usual mode of travel to work was unavailable what mode they could use instead**. The responses for alternative mode have been split according to distance travelled and is illustrated in **Figure 7.6**. **Figure 7.6** shows most people live up to 20 kilometers from the Jaguar Land Rover Halewood plant and encouragingly shows a broad spread of alternative modes that people could use. The data would indicate that people could be encouraged to use more sustainable means of travelling to work and the majority do consider themselves to have an alternative.

Figure 7.6: If Usual Travel Mode Was Unavailable Which Could Be Used⁹ Split with Distance Travelled – Base (1,062)

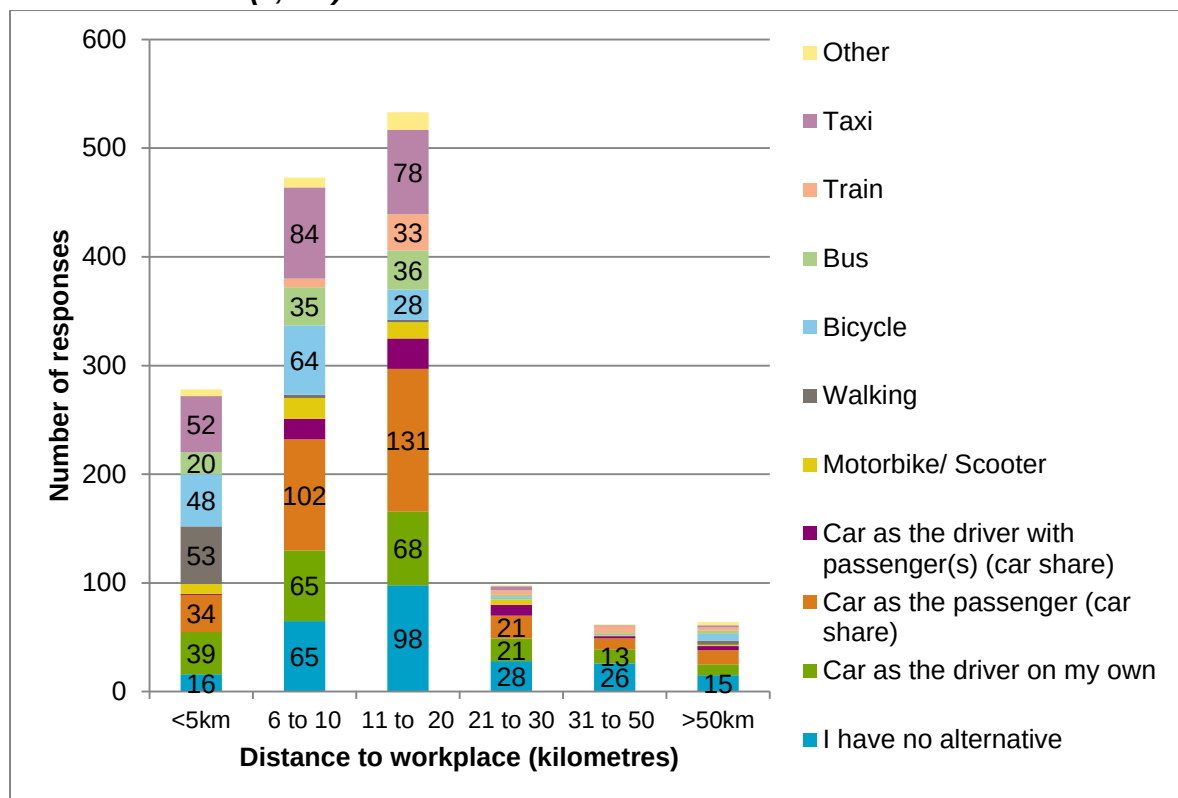
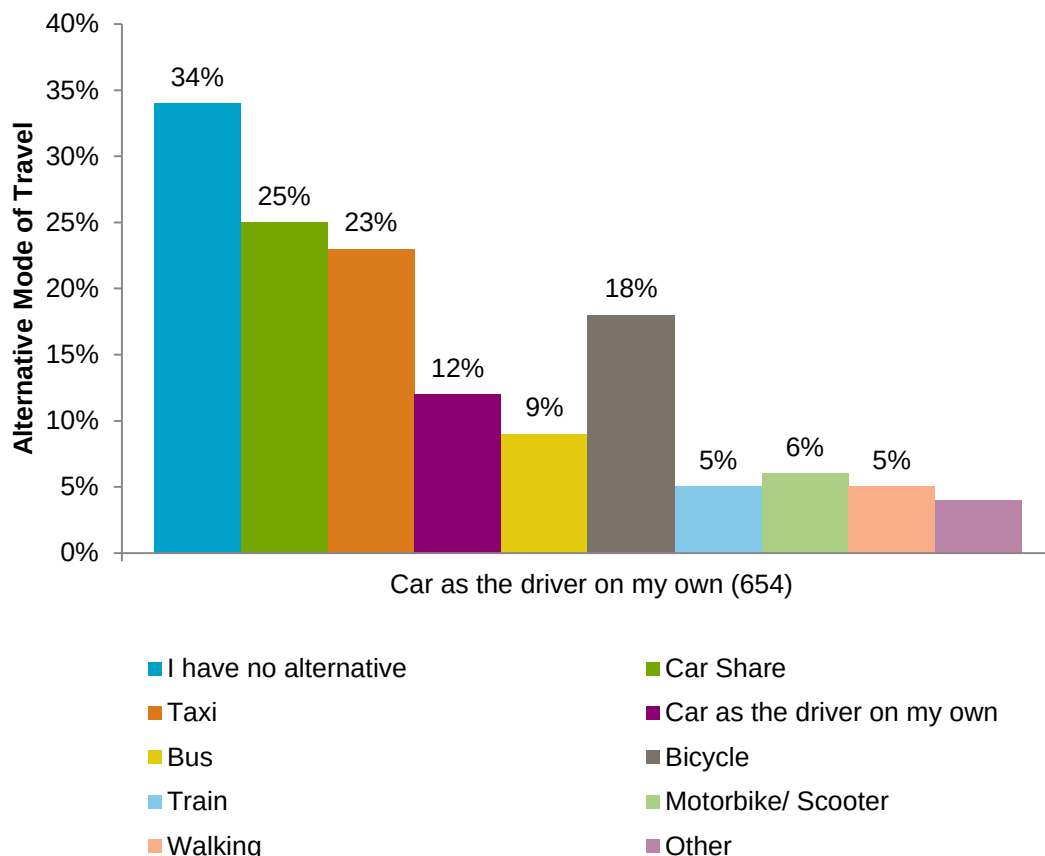


Figure 7.7 illustrates similar responses among those who usually travel to Jaguar Land Rover Halewood by car on their own and is symbolised using the alternative they stated (note that more than one response was permitted). A total of 34% of single occupancy car users stated that they had no alternative (220 respondents), this was followed by 'car sharing'¹⁰ (25%) and 'taxi' 23%. It is interesting to note that 18% of usual solo car drivers stated that they could cycle to work as an alternative but only 14% said they could use public transport¹¹ as an alternative. Jaguar Land Rover view cycling, car sharing and taxi use as something they can control and address, therefore these responses represent a good opportunity to encourage modal shift.

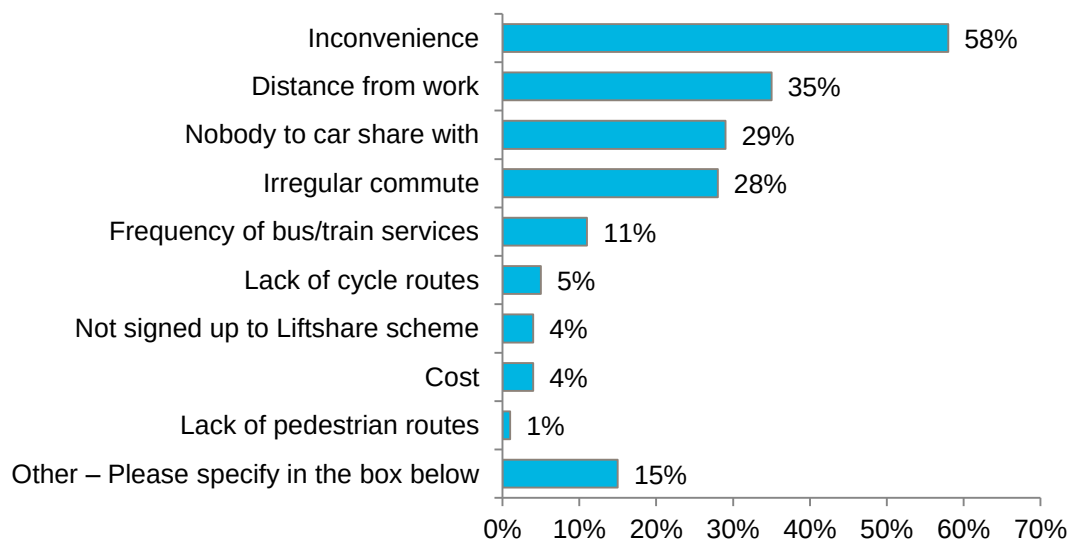
⁹ Respondents were asked to select all that apply.

¹⁰ This figure is 'Car driver with a passenger' and 'Car as a passenger' responses combined.

¹¹ This figure is 'bus' and 'train' responses combined.

Figure 7.7: Alternative Modes for Usual Single Occupancy Car Drivers

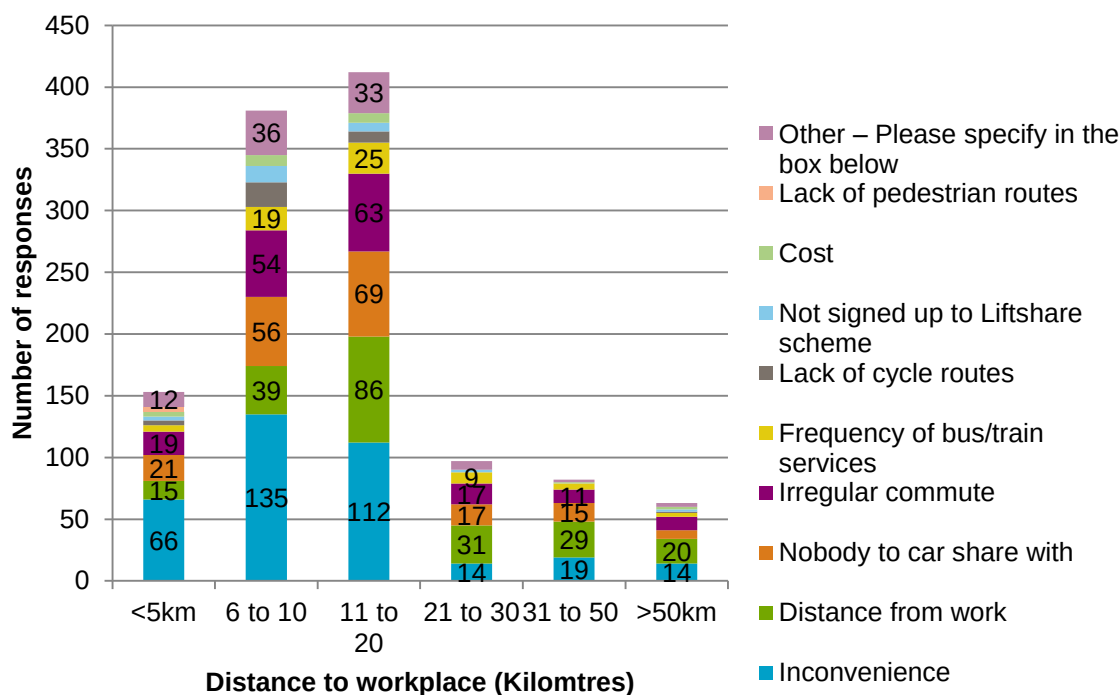
Those who usually **drive to work on their own** were asked **why they would not normally consider travelling by a different mode** of transport. **Figure 7.8** demonstrates that most respondents (58%) stated that it would be inconvenient to travel by an alternative mode. 'Distance to work' was the second highest reason for not travelling more sustainably (35%), closely followed by 'Nobody to car share with' (29%) and 'Irregular commute' 28%. A total of 15% of respondents stated 'other' as their reason for not usually travelling by another mode of travel. In analyzing the open text comments provided by those stating 'other' most responses related to the shift times the individual worked or personal reasons, for example, family/children commitments.

Figure 7.8: Reasons Provided By Usual Car Drivers for Not Opting for Other Modes of Travel¹² – Base (647)

¹² Respondents were asked to select no more than three options.

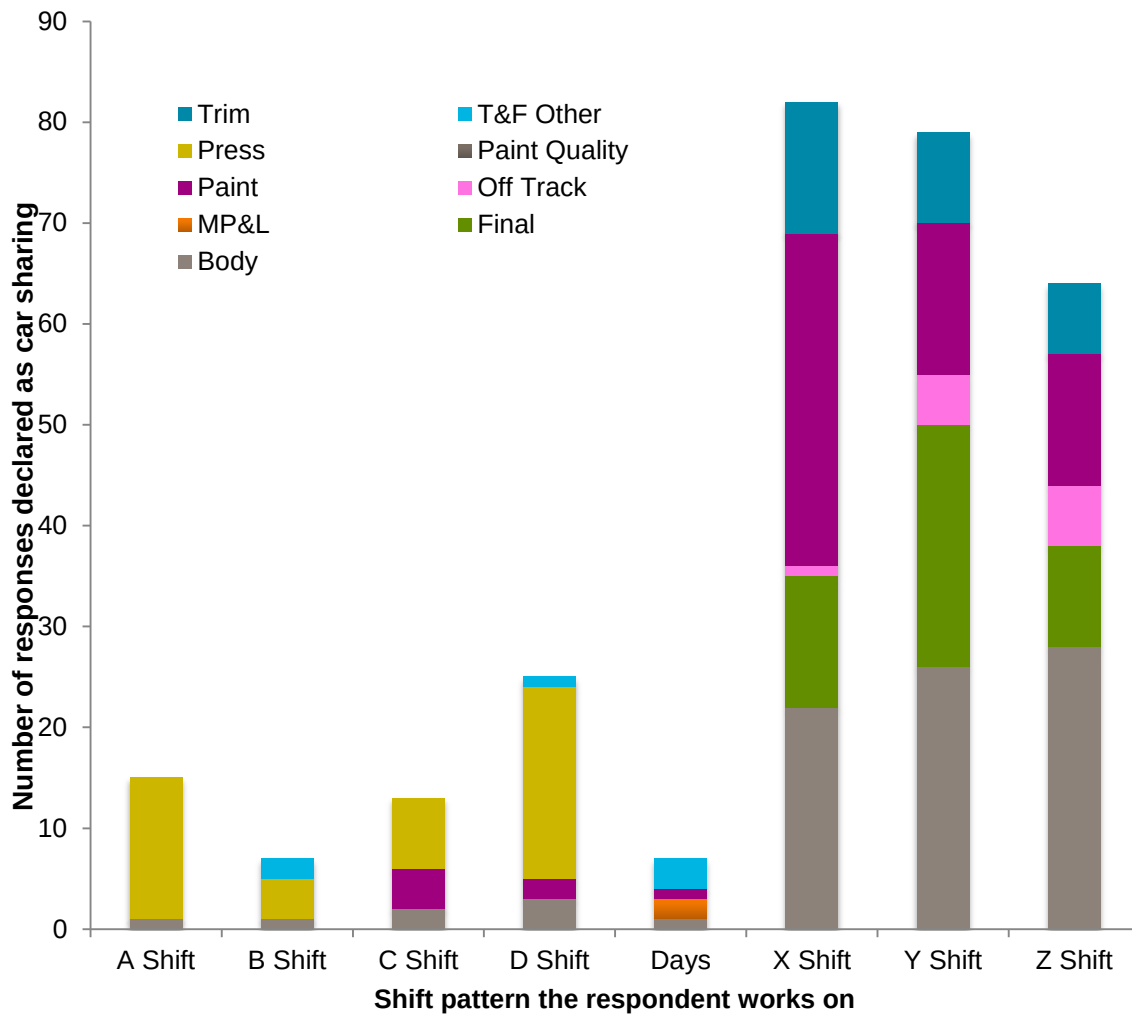
The responses illustrated in **Figure 7.8** were split according to distance travelled to work and are shown in **Figure 7.9**. **Figure 7.9** shows most responses to this question live up to 20 kilometers from the Jaguar Land Rover Halewood plant with 'inconvenience', 'distance to work' and 'nobody to car share with' making up the larger proportions. The respondents stating 'nobody to share with' could represent an opportunity to encourage lift sharing through further promotion of the database and ability to search for a partner.

Figure 7.9: Reasons Provided by Usual Car Drivers for Not Opting for Other Modes of Travel¹³ Split with Distance Travelled – Base (624)



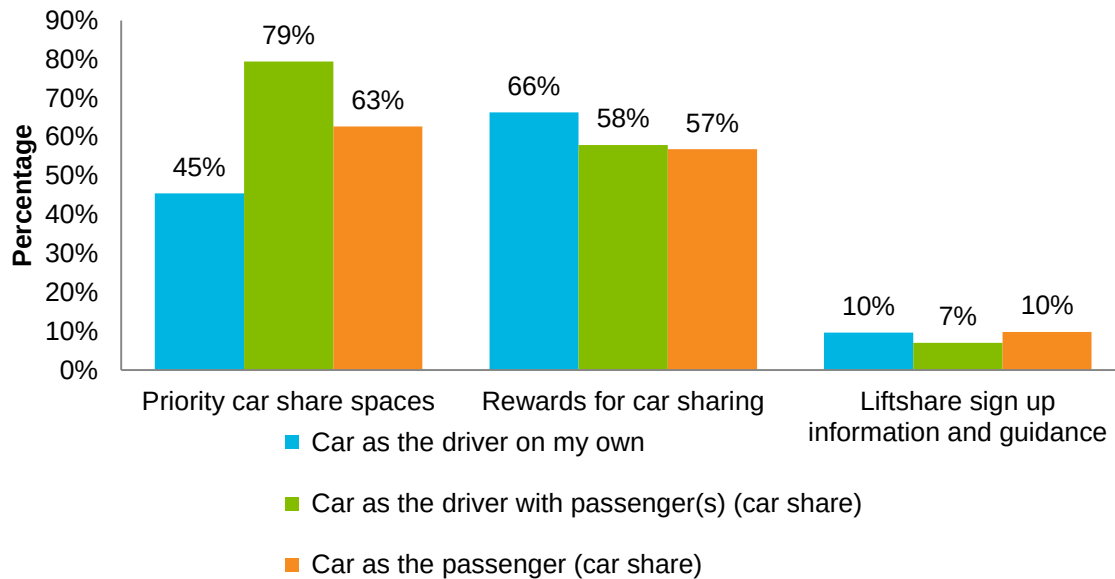
Survey respondents who stated that they usually car share have been analysed based on their work area and shift pattern within the Halewood site. **Figure 7.10** illustrates the range of shifts and work areas and the corresponding numbers of car sharers. It can be seen that most respondents work the X, Y and Z shifts which correlates with the overall number of individuals at the Halewood site. There are relatively comparable levels of car sharing in the Trim, Paint, Final and Body work areas. This information is useful for Jaguar Land Rover in understanding the level of car sharing across different parts of the plant.

¹³ Respondents were asked to select no more than three options.

Figure 7.10: Car Sharing by Shift and Work Area

Those who travel to Halewood by car either on their own or by car sharing were asked **what would encourage them to car share or would support them in continuing to do so**. Figure 7.11 shows that two thirds (66%) of those who do not currently car share were interested in receiving rewards for car sharing followed by priority car share spaces (45%). Whilst those who are already sharing with others stated that they were most interested in priority car share spaces. Very few existing car sharers and non-car sharers felt that more information and guidance would support them.

Figure 7.11: What Would Encourage You to Car Share or Support You in Continuing To Do So¹⁴?

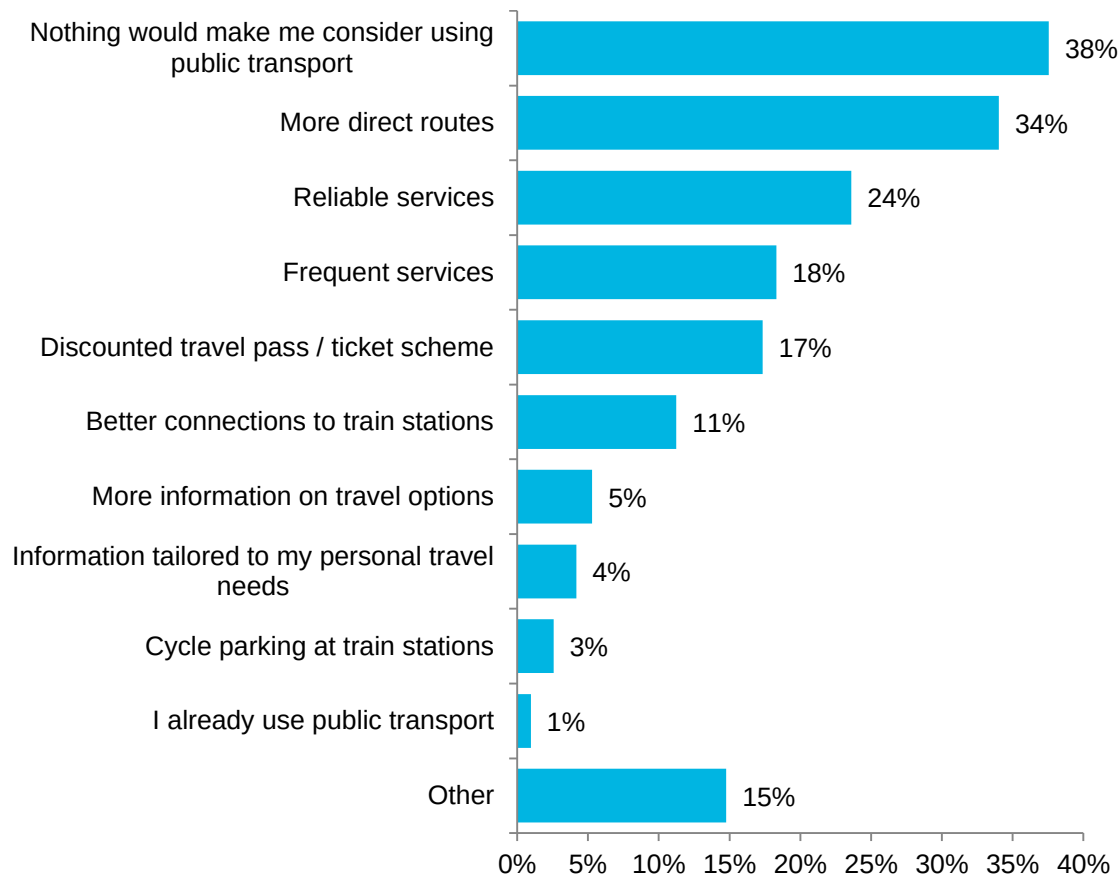


All survey respondents were asked **what would encourage them to use public transport for all or part of their journey to Halewood**. Figure 7.12 illustrates the responses for those who usually travel by car as single occupancy car driver. It can be seen that the majority of respondents felt that nothing would encourage them to use public transport for their journey to Halewood. A total of 34% and 24% of respondents stated that 'more direct routes' and 'reliable services' would encourage them to consider using public transport for their usual journey to the site. It is interesting to note that relatively few respondents felt that they needed more information on travel options (5%), and 'discounted travel pass/ticket scheme' also scored relatively low (17%) on individuals' motivations to consider using public transport.

In relation to the 15% 'other' responses common reasons stated were the distance involved and a lack of public transport options from their home postcode and the availability of direct/frequent services to meet their shift times.

¹⁴ Respondents could select more than one option.

Figure 7.12: What Would Encourage You To Use Public Transport For All or Part of The Journey? – Data for Solo Car Drivers – (Base 623)



An analysis has been undertaken of staff postcodes which are within a 400m catchment area of rail stations with direct services to Hunts Cross station. It can be seen from **Figure 7.13** that there is limited opportunity for JLR employees to travel to the site this way based on the postcodes captured in the Travel Survey, (2% of postcodes provided fall within the catchment areas). It should also be noted that potential to use rail depends on the provision of services at suitable times to align with shift patterns.

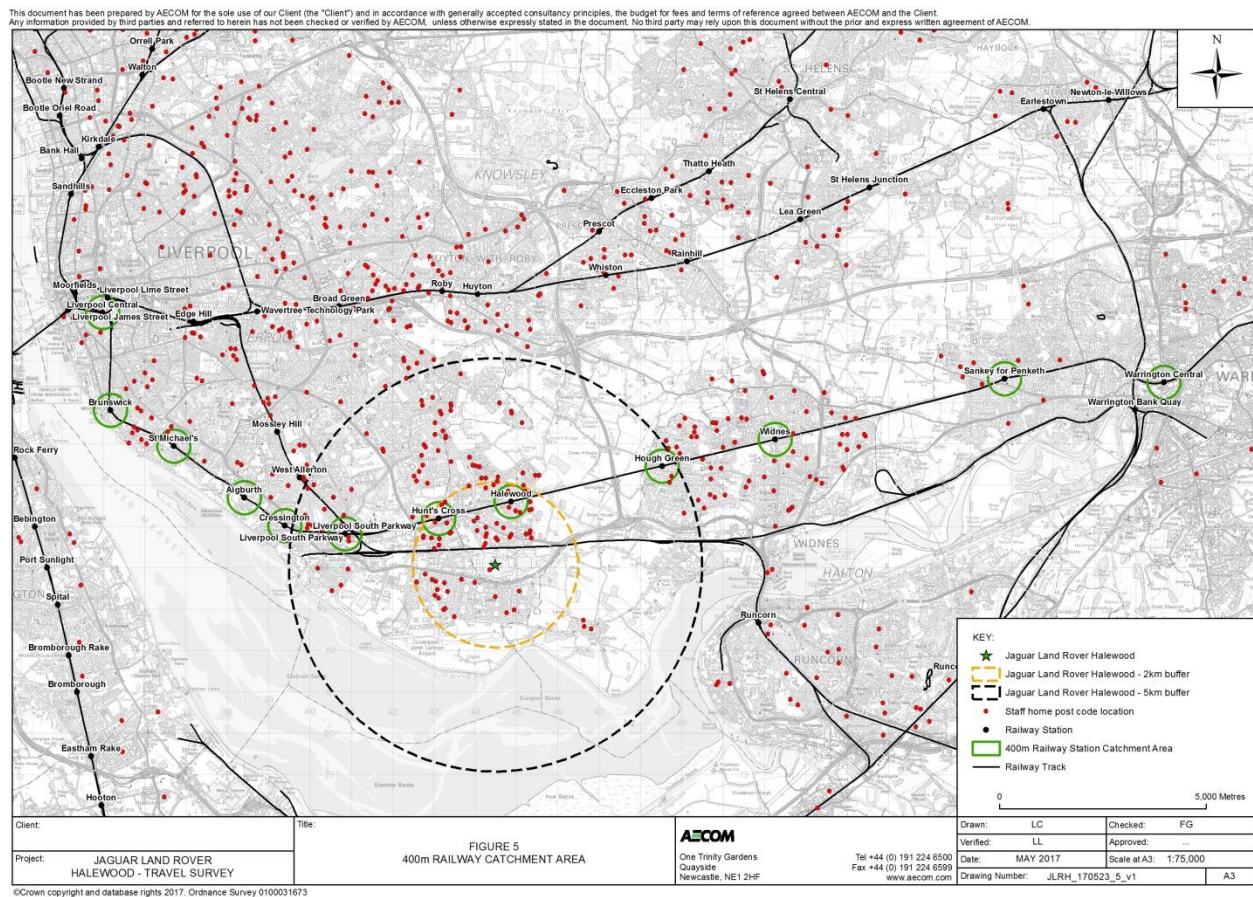
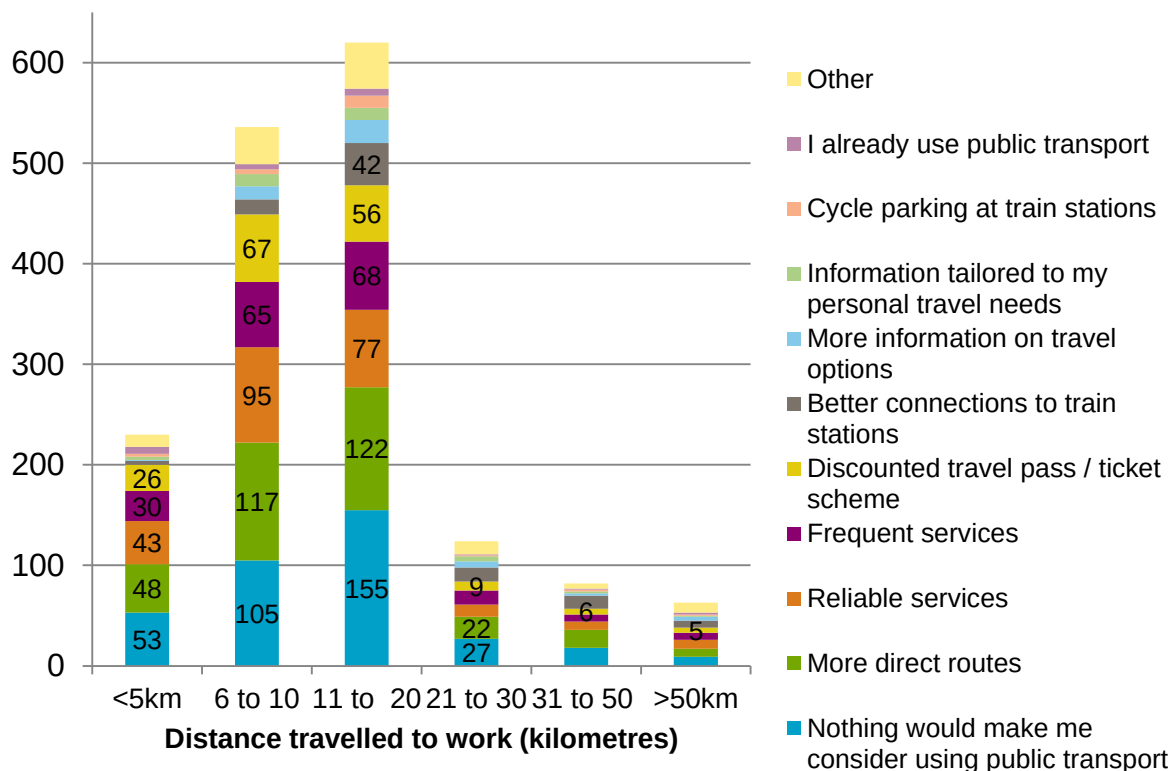
Figure 7.13: Employee Postcodes and Rail Station Catchment Areas

Figure 7.14 then similarly illustrates what would encourage people to use public transport for all or part of their journey with their responses split according to their distance travelled. The data shows most responses to this question live up to 20 kilometers from the Jaguar Land Rover Halewood plant with 'more direct routes', 'reliability' and 'frequent services' making up large proportions of responses. Discounted travel passes accounted for 169 responses (17%) to this question.

Figure 7.14: What Would Encourage You to Use Public Transport for All or Part of The Journey, Split With Distance Travelled – Data for Users of All Modes - (Base 998)



In addition, all travel survey respondents were asked **what would encourage them to cycle for all or part of their journey to Halewood**. **Figure 7.15** shows that 42% of those who usually drive to work alone stated that nothing would make them consider cycling. The second highest scoring response was 'Improved staff changing facilities' (22%), followed by 'safer cycle routes/paths' (21%). In relation to the 19% 'other' responses common reasons stated were; 'need for better lighting and cycle parking security'; 'bike shelters needs extending'; 'better quality storage for bikes'; 'make the Loop Line [off site cycle way] safer' and need for 'improved cycle lanes'.

Figure 7.15: What would encourage you to cycle for all or part of the journey? – Data for solo car drivers – (Base 624)

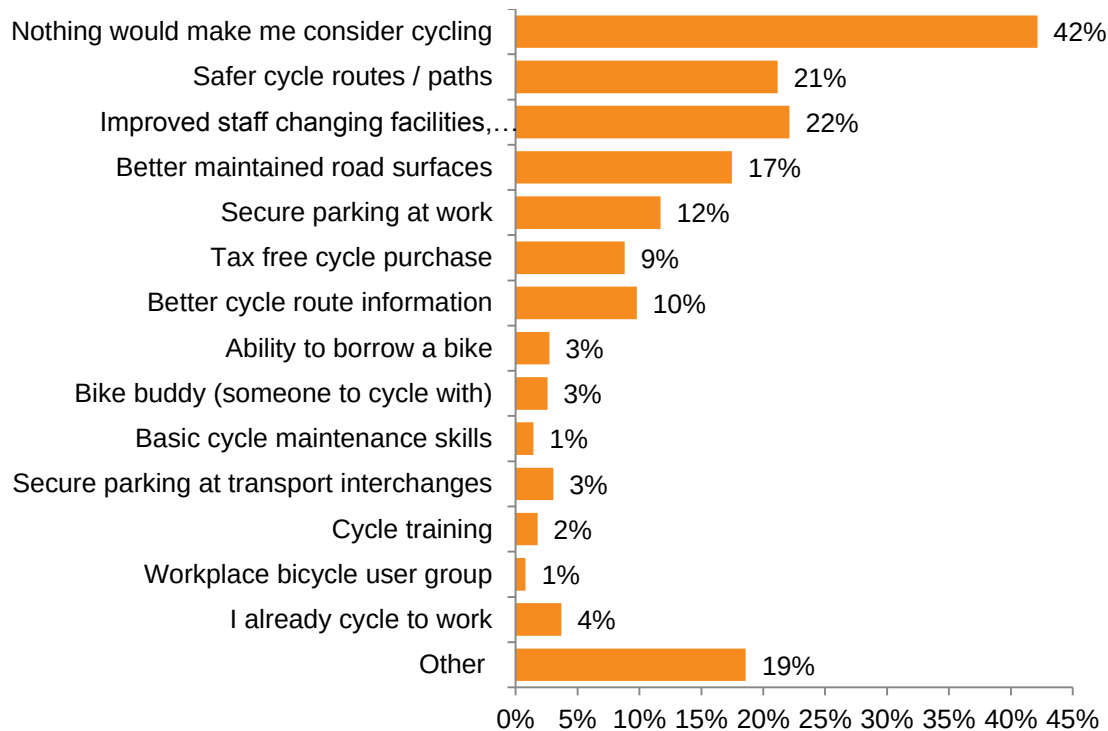
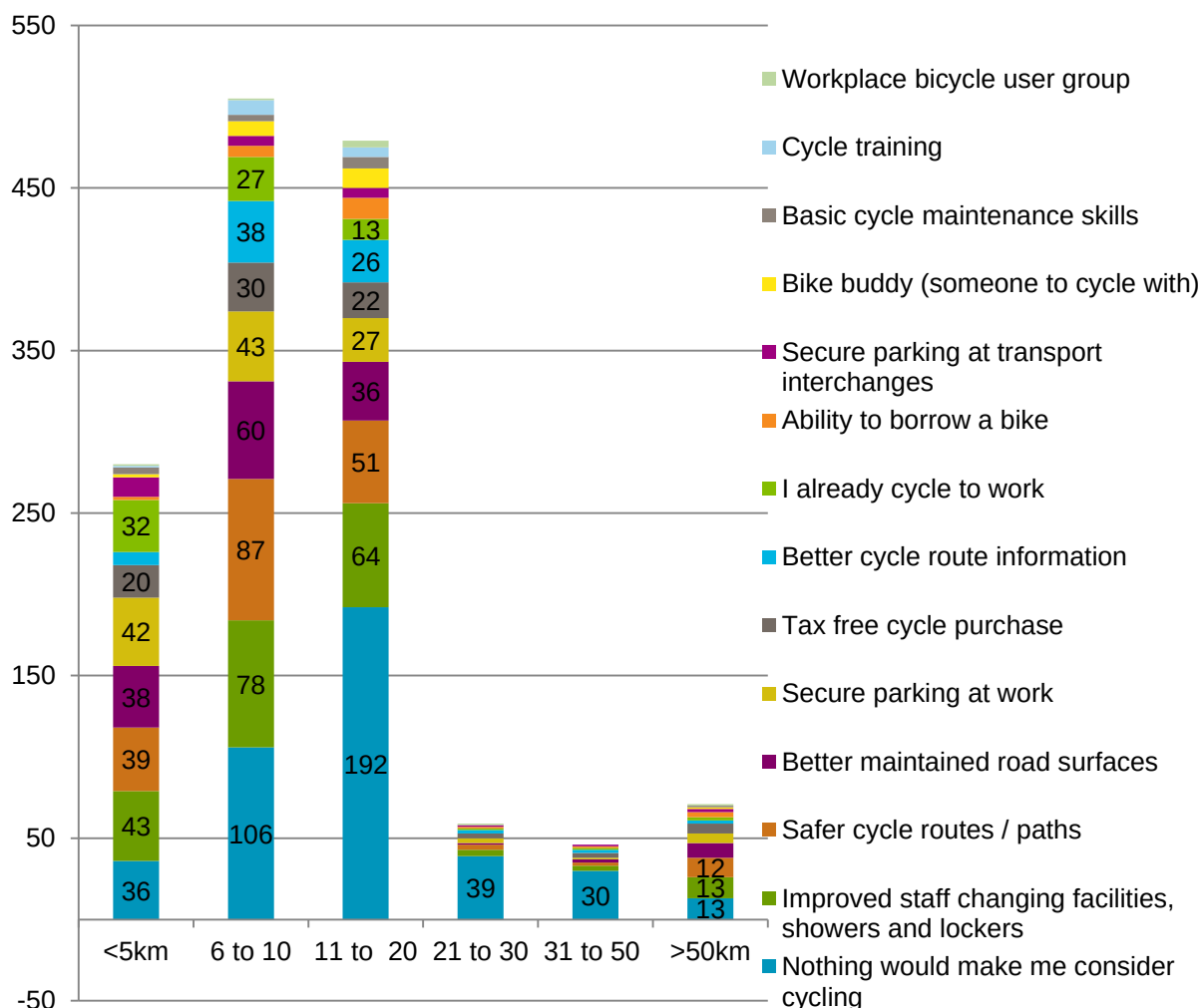


Figure 7.16 illustrates what would encourage people to cycle for all or part of their journey to Halewood and matches responses to their distance travelled. The data shows most responses to this question live up to 20 kilometers from the Jaguar Land Rover Halewood plant with 'better cycle route information' particularly standing out in the chart among those who live between 6 to 20 kilometres from the plant. 'Improved staff changing facilities, showers and lockers', 'safer cycle routes/paths' and 'secure parking at work' also made up a significant proportion of responses in this respect.

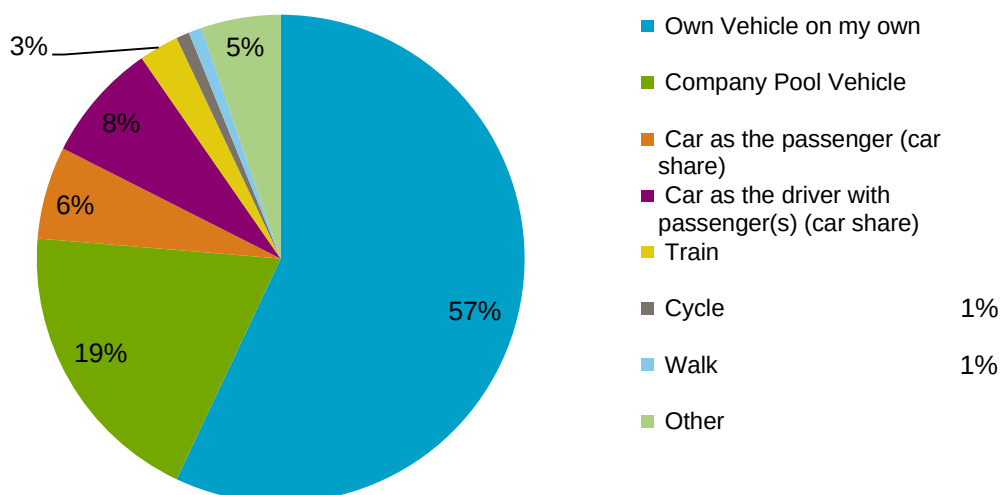
Figure 7.16: What Would Encourage You to Cycle for All or Part of the Journey, Split with Distance Travelled – Data for Users of All Modes – (Base 999)



Business Related Travel

The survey sought to understand the scale of Business Travel at the Halewood site. Over one in ten respondents (11%) stated that they require access to a vehicle as part of their day to day role. **Figure 7.17** illustrates that the majority of these respondents (57%) use their own vehicle for business related journeys. The second highest travel mode used for business journeys was company pool cars (19%). Public transport scored relatively low and the percentages were largely in line with the modal split for usual journeys to the Halewood site. Respondents were also asked to state their usual destinations for business journeys, the locations provided tended to be other Jaguar Land Rover sites, e.g. Solihull, Castle Bromwich, Whitley and Gaydon.

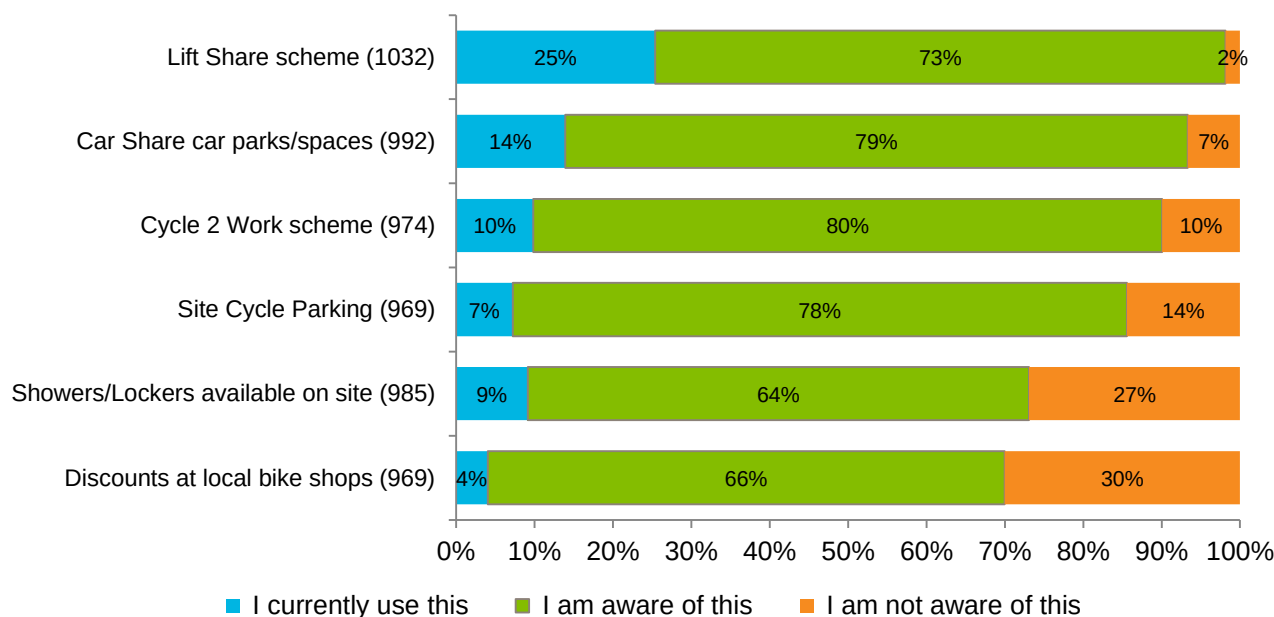
Figure 7.17: What Mode of Transport Do You Usually Use for Your Business Journeys? – (Base 114)



Awareness of Sustainable Travel Initiatives

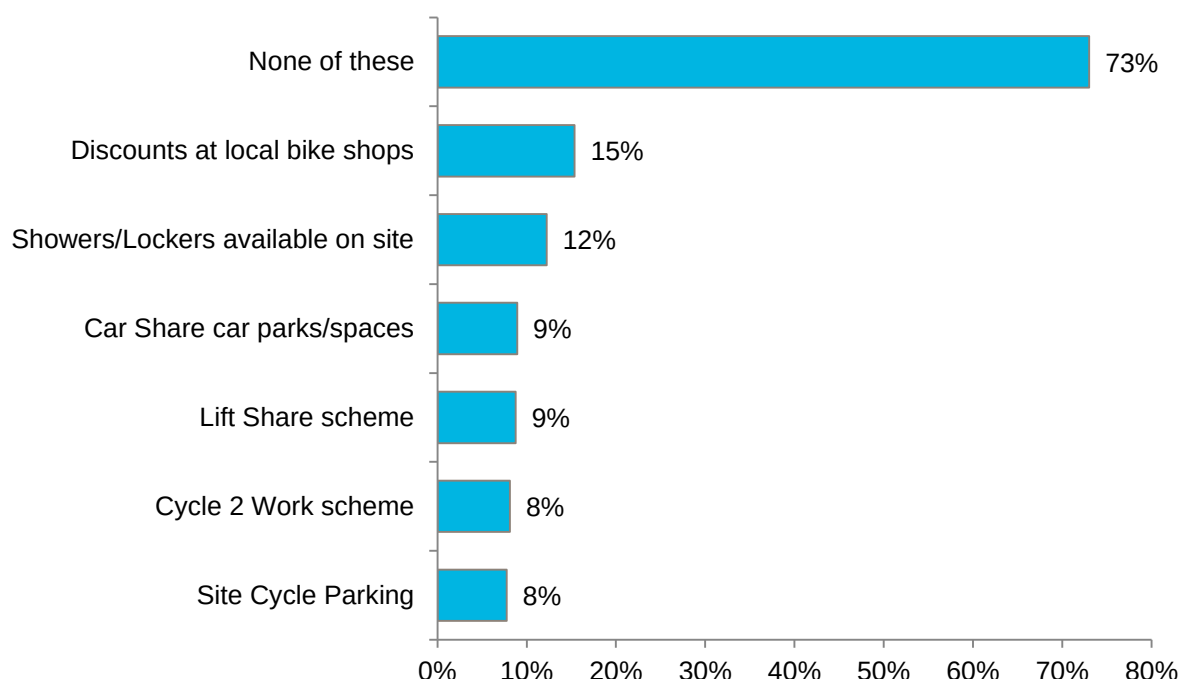
All survey respondents were asked to **rate their awareness of six travel initiatives which are currently in operation at the Jaguar Land Rover Halewood site**. Figure 7.18 demonstrates that the vast majority of respondents were aware of all the initiatives, and this was very high for the Cycle 2 Work scheme (80% aware) and both car share car parks/spaces (79%) and site cycle parking (78%). The initiative that most respondents stated they used was the 'Lift Share Scheme' (25%) which is broadly in line with the overall modal split for journeys to Halewood. It is interesting to note the initiatives that most people were unaware of were 'Discounts at local bike shops' (30%) and 'Showers/Lockers available onsite' (27%) – issues that were captured as part of the internal stakeholder consultation.

Figure 7.18: How Would You Rate Your Awareness of The Following Travel Initiatives Provided at Halewood? (Base for each initiative shown in axis label)



All survey respondents were invited to **indicate which of the six travel initiatives stated in the previous question they would be interested in hearing more about** and to tick all that apply. Figure 7.19 shows 'None of these' was selected by 73% of respondents. In line with the previous question where awareness was particularly low, the initiatives which most individuals would like to hear more about were 'discounts at local bike shops' (15%) and 'showers/lockers available on site' (12%).

Figure 7.19: Which of These Travel Initiatives Are You Interested In Hearing More About? – (Base 1,119)



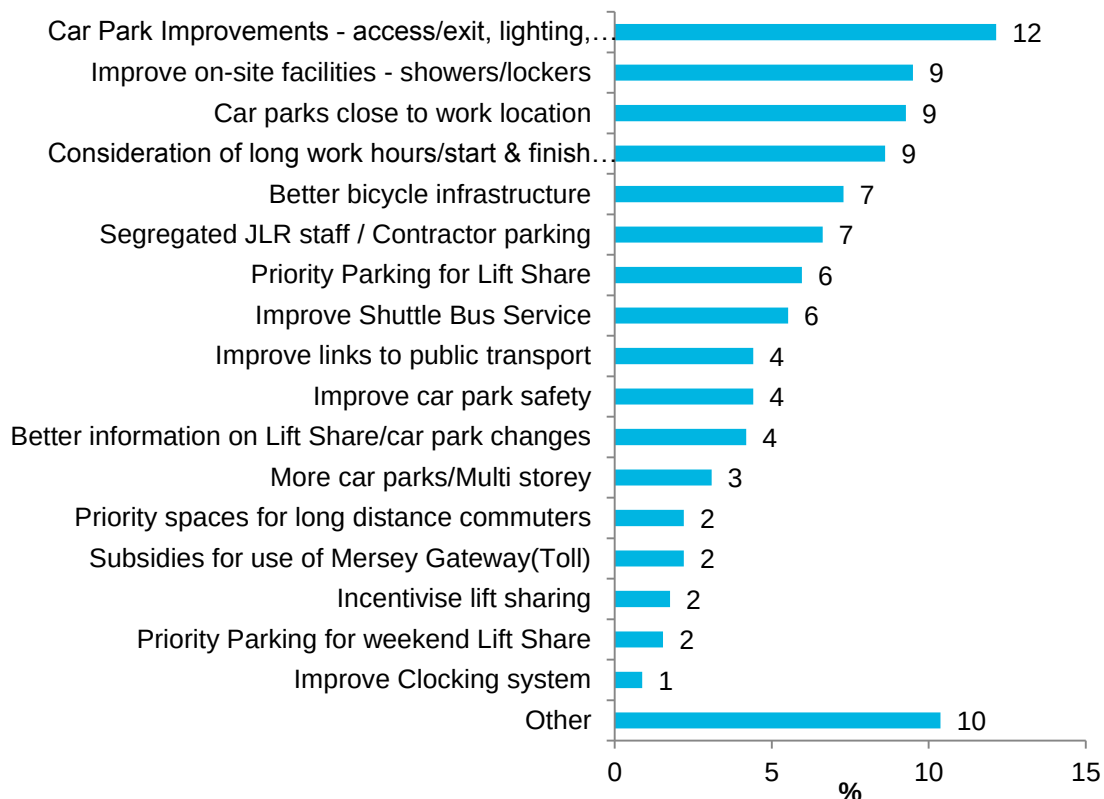
Interest in initiatives according to respondent's usual mode of travel has been disaggregated from the responses. The data shows (**Table 7.2**) that those who usually travel by bicycle are significantly more interested in cycling related initiatives than those who currently travel by car. Those who currently car share with passengers are significantly more likely than those who drive alone to be interested in hearing more about the Liftshare scheme and allocated car parking for car share vehicles. It can also be seen that relatively high proportions of single occupancy car drivers are interested in learning more about showers/lockers available onsite and discounts available at local bike shops demonstrating the potential for increasing cycling.

Table 7.2: Which of these travel initiatives are you interested in hearing more about? – Data is shown by mode where base sizes allow – Base for each mode shown in table

Travel Initiative	Car as the driver on my own	Car as the driver with passenger(s) (car share)	Car as the passenger (car share)	Bicycle
Liftshare scheme	8%	14%	5%	7%
Site Cycle Parking	8%	3%	2%	37%
Showers/Lockers available on site	13%	8%	5%	41%
Cycle 2 Work scheme	8%	6%	4%	20%
Car Share car parks/spaces	7%	17%	9%	4%
Discounts at local bike shops	16%	10%	10%	52%
None of these	73%	74%	83%	37%
Total	(656)	(249)	(105)	(46)

Survey respondents were invited to provide any open ended comments at the end of the Travel Survey. A total of 418 survey respondents chose to provide a comment representing 37% of all survey recipients. **Figure 7.20** illustrates the responses provided by survey participants grouped into key common themes. It can be seen that most comments related to improving the car park conditions followed by comments relating to improving onsite facilities, car parking being closer to working location, and, consideration being given to needing to work long hours and early start and late finishing times. The responses grouped under the 'other' category were very specific to the individual.

Figure 7.20 Do you have any further comments or suggestions about how we can improve your journey to work options?



Summary

The travel survey results suggest that although single occupancy vehicles are the predominant method of travel to Halewood the proportion of car driver journeys is comparable to the local area. In addition there are strong levels of car sharing attributed to the development of the Lift Share scheme and priority car share spaces. In terms of active travel the baseline figures provide a good starting point to increase the proportion of these journeys. Overall, the data provides a useful platform for preparing targeted measures which will seek to build on the levels of car sharing, public transport use and active travel modes to the site.

Three thin, dark grey lines intersect to form a large triangle on the left side of the page. One line is horizontal, another is vertical, and the third is diagonal. The triangle is formed by the intersection of these lines.

Action Plan

08

8 - Action Plan

Based on the findings captured through stakeholder consultation and the site wide Travel Survey an Action Plan to promote sustainable travel to the Halewood site has been prepared and can be seen in **Table 8.1** below. Where it is stated that the action will be undertaken 'within x months of occupation' this relates to the period of time after the occupation of the proposed extension known as MP&L North.

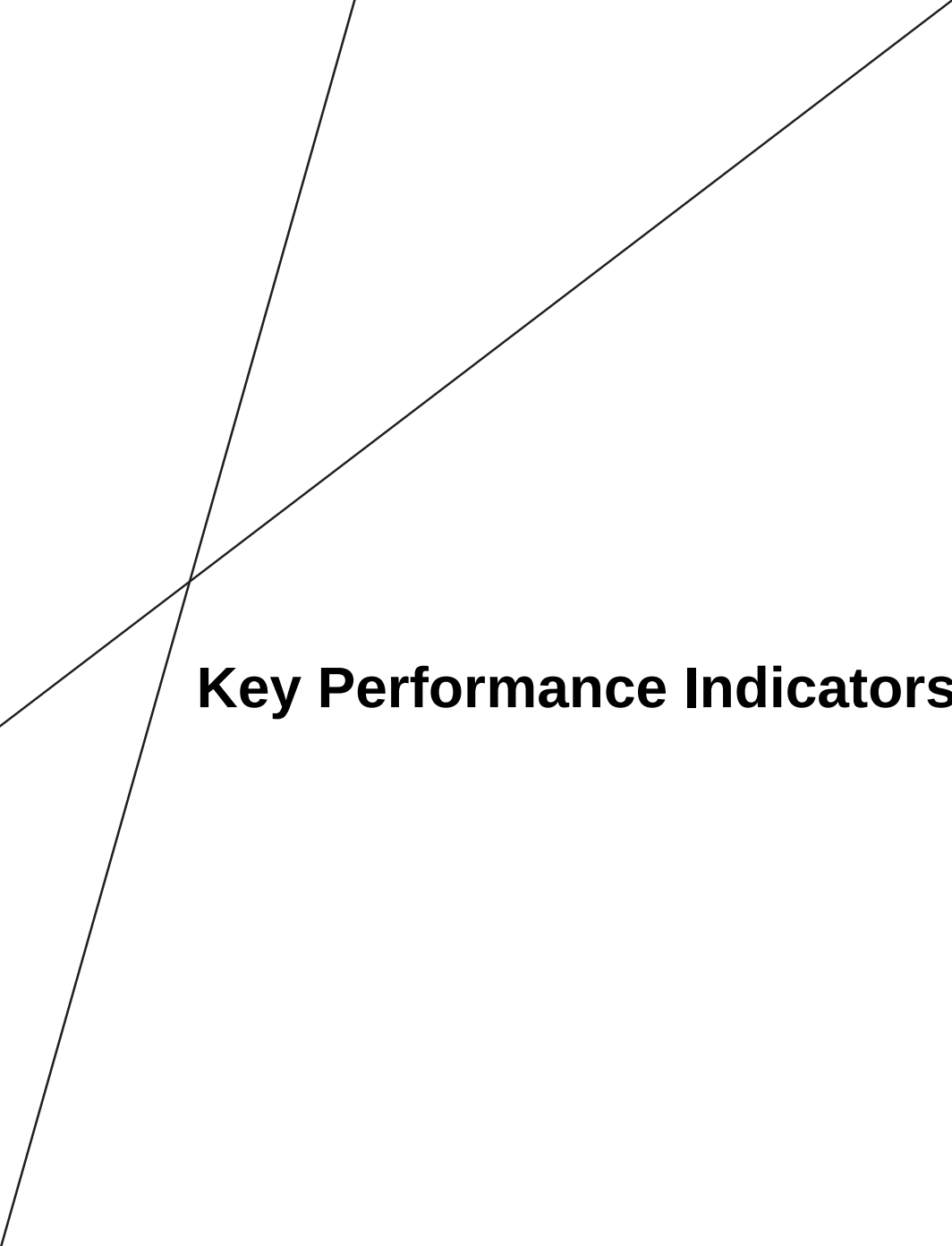
Table 8.1: Jaguar Land Rover Halewood Travel Action Plan

Actions	Justification	Implement By	Responsibility	Monitoring	Communication Methods
General					
Assign a Travel Plan Coordinator	To ensure actions are carried out & provide a contact point for staff	Within 3 months of occupation.	Jaguar Land Rover	TPC assigned	Posters, intranet, email, Travel2Work event
Establish Travel Plan Management Group (TPMG)	TPMG will provide a governance layer to the implemented TP and be responsible for its delivery. TPMG will include the TPC, the Travel Plan Champions and representatives from Human Resources, Site Services and Business Protection.	Within 6 months of occupation.	Jaguar Land Rover	TPC assigned	Face to face, conference call, email, Google Docs.
Identify Travel Champions to attend the TPMG	Travel Champions will be required to encompass sustainable travel modes to complement the existing cycle champion.	Within 6 months of occupation.	Jaguar Land Rover	TPC assigned	Face to face, conference call, email, Google Docs.
Launch Travel Plan with promotional event for staff	Increase awareness of sustainable transport modes & provide bespoke advice	Within 9 months of occupation.	TPC/ Jaguar Land Rover	Event attendance	Posters, intranet, email
Identify travel champions within the organisation, provide them with information about smarter travel	Increase awareness of sustainable transport modes among staff and assist TPC	Within 6 months of occupation.	TPC/ Jaguar Land Rover	Number of champions identified	Face to face, conference call, email, Google Docs.
Provide information across the site with travel information	Increase awareness of sustainable transport modes among staff and visitors	Upon appointment of the TPC then thereafter.	TPC	Information provided	Leaflets/Posters in place
Update Jaguar Land Rover Travel2Work website with travel information for all modes	Increase awareness of sustainable transport modes among staff and visitors	Within 9 months of occupation.	TPC	Hits to travel webpage	Website

Promote sustainable travel options to all new starters	Increase awareness of sustainable transport modes & encourage behavior change at the start of new employment	Upon appointment of the TPC then thereafter.	TPC	Travel Survey	Presentation and Welcome Pack
Participate in events throughout the year to encourage sustainable travel, e.g. Bike Week, Walk to Work Week etc.	Increase awareness of sustainable transport modes and encourage uptake	Upon launch of the Travel Plan then ongoing.	TPC	Event Participation	Posters, intranet, email
Walking					
Actions	Justification	Implement By	Responsibility	Monitoring	Communication Methods
Provide staff with information on local routes and walks and encourage walking through promoting the Walkit app and Walkit.com journey planner to staff.	Increase awareness of walking routes and encourage uptake	Upon appointment of the TPC then thereafter.	TPC	Travel Survey	Travel2Work event, intranet, induction pack
Seek to engage with Merseyside Sports Partnership and the Occupational Health Team to discuss a potential walking challenge.	Increase walking and health in general	Within 6 months of TPC appointment.	TPC	Event Participation	Occupational Health, email, event notice boards, intranet, induction pack.
Work with Occupational Health to incorporate walking messages in their calendar of promotions.	Occupational Health similar aims to encourage healthy lifestyles including active travel. Active travel activities could be incorporated into the Occupational Health calendar of events.	Within 6 months of TPC appointment.	TPC/ Jaguar Land Rover	Travel Survey	Health Hub and People Centre notice boards, Travel2Work website, intranet, welcome pack, and People Talk.
Cycling					
Actions	Justification		Responsibility	Monitoring	Communication Methods
Raise awareness of the Cycle to Work scheme and how to apply	Demand for tax free bike scheme identified in survey	Upon TPC appointment and ongoing thereafter.	TPC	Scheme uptake	Travel2Work event, intranet, website, welcome pack
Ensure staff are aware of cycle parking locations and how to receive access to these	Demand for cycle parking identified in survey and from Cycle Committee meetings	Upon TPC appointment and ongoing thereafter.	TPC	Audit of facility use, travel survey	Travel2Work event, intranet, website, welcome pack, Cycling Committee
Investigate and promote free cycling support available such as cycle training, Dr. Bike, journey planning and cycle maintenance courses	To give people confidence to identify a suitable route to work, cycling on roads, basic maintenance and cycling safely.	Upon TPC appointment and ongoing thereafter.	TPC	Number of participants, travel survey	Travel2Work event, website, intranet
Provide information on cycle routes near Jaguar Land Rover	Demand for information identified in survey found many cycle up to 10km to work and others would be interested in cycling	Upon TPC appointment and ongoing thereafter.	TPC	Travel survey	Travel2Work events, website, welcome pack
Increase the profile of the existing Cycling Community Forum (led by Safety).	Provide on-site support for potential new cyclists & receive feedback about cycling issues affecting Jaguar Land Rover. To give leverage to issues concerning cyclists.	Within 6 months of TPC	TPC	Members, travel survey	Posters, intranet, Travel2Work website, email, Jaguar Land Rover cycling blog

		appointment.			
Collaborate with Sustrans engagement team to investigate the potential to host cycling events and identify off-site cycle route concerns	Routes to the plant are mixed in their quality, segregation from traffic and signage/wayfinding. Events can raise cycling confidence and collaboration can highlight route improvement priorities.	Within 6 months of TPC appointment.	TPC	Travel survey/ Event Participation	Travel2Work website, events, intranet, Cycling Committee.
Seek to engage with Merseyside Sports Partnership and the Occupational Health Team to discuss a potential cycling challenge.	Increase cycling	Within 6 months of TPC appointment.	TPC	Travel Survey	Internal communications.
Work with Occupational Health to incorporate cycling messages in their calendar of promotions	Occupational Health similar aims to encourage healthy lifestyles including active travel. Active travel activities could be incorporated into the Occupational Health calendar of events.	Within 6 months of TPC appointment.	TPC/ Jaguar Land Rover	Travel Survey	Health Hub and People Centre notice boards, Travel2Work website, intranet, welcome pack, and People Talk.
Public Transport					
Actions	Justification	Implement By	Responsibility	Monitoring	Communication Methods
Promote public transport options to staff	Increase awareness of local public transport options	Within 6 months of TPC appointment.	TPC	Travel survey	Travel2Work event, website, emails
Arriva Bus – Employer Travel Club	Joining the Arriva Bus Employer Travel Club can reduce ticket prices for employees related to business travel, new starters, apprentices and those without a car.	Within 9 months of occupation.	TPC	Travel Survey, discounted ticket sales	Health Hub, Travel2Work website, events, intranet, welcome pack and People Talk (targeted groups – apprentices)
Rail – Mersyrail Corporate Travel Club and Bike & Go	Joining the Merseytravel Corporate Travel Club can reduce ticket prices for employees related to business travel, new starters, apprentices and those without a car. The	Within 9 months of occupation.	TPC	Travel Survey, discounted ticket sales	Health Hub, Travel2Work website, events, intranet, welcome pack and People Talk (targeted groups – apprentices)
Car Sharing					
Actions	Justification	Implement By	Responsibility	Monitoring	Communication Methods
Promote Jaguar Land Rover's Liftshare portal	Demand for car share partner matching identified in survey	Upon TPC appointment and ongoing thereafter.	TPC	Membership numbers, travel survey	Travel2Work event, Liftshare events, website, welcome pack, posters, emails, intranet
Review car parking to provide additional car share parking capacity	Increase attractiveness of car share parking by locating the spaces close to the plant with other incentives	Upon TPC appointment and ongoing thereafter.	TPC/ Jaguar Land Rover	Parking surveys	Liftshare events, website, posters, emails, welcome pack, Health Hub, PeopleTalk, improved car share signs for the car parks.
Liftshare – ongoing incentives and promotion events related to the formation of BUDI Teams and merging BUDI Teams to give people more incentives.	Participate in and promote Liftshare week and identify ways to recognise consistent car sharers who have made exceptional efforts to share and accommodate those who do not drive. Ways to add kudos to the Liftshare scheme.	Upon TPC appointment and ongoing thereafter.	TPC/ Jaguar Land Rover	Clock/fin card usage at the Liftshare car parks	Health Hub, People Talk, Intranet, notice boards and People Centres

Car Park Management					
Actions	Justification	Implement By	Responsibility	Monitoring	Communication Methods
Examine options for a car park management strategy/policy	Prioritise the allocation of spaces, reduce leased parking	Within 9 months of occupation.	TPC/ Jaguar Land Rover	Number of vacant parking spaces, travel survey	n/a
Develop an alternatively fueled and electric vehicle (EV) strategy.	To accommodate national growth in the use of EVs and alternatively fueled vehicles, electric vehicle charging facilities should be provided on site and the promotion of EVs should be supported at a company level.	Within 9 months of occupation.	TPC/ Jaguar Land Rover	Travel Survey, car park survey based	People Talk, Intranet, notice boards and People Centres
Increase the incentives to using alternative fueled vehicles including electric vehicles	Government incentives for electric and alternatively fueled vehicles and Merseytravel grants for electric vehicle charging present an opportunity to develop site specific incentives. Corporate aims with electric products would be complemented.	Within 9 months of occupation.	TPC/ Jaguar Land Rover	Travel Survey, car park survey	People Talk, Intranet, notice boards and People Centres
Other modes/measures					
Actions	Justification	Implement By	Responsibility	Monitoring	Communication Methods
Distribute 'eco driving' information	Can help drivers save money and reduce emissions	Within 9 months of occupation.	TPC/ Jaguar Land Rover	Leaflets distributed	Travel2Work event, posters, email, website
Sustainable travel knowledge sharing between each Jaguar Land Rover plant to learn from best practices	Each plant is implementing sustainable travel measures. Where there are synergies best practices should be shared through an appropriate communication channel or committee.	Within 9 months of occupation.	TPC/ Jaguar Land Rover	Measure against group KPIs for sustainable travel	Email, Google Docs, conference calling
Work with public and private partners and suppliers to identify ways to increase the usage of alternatively fueled utility vehicles, minibuses and vans.	Government incentives for electric and alternatively fueled vehicles, and Merseytravel grants for electric vehicle charging present an opportunity to develop site specific incentives for electric vans, trucks and other utility fleets.	Within 9 months of occupation.	TPC/ Jaguar Land Rover	Stakeholder engagement, qualitative feedback and quantified demand estimates.	Direct contacts with names responsible persons in the Stakeholder Engagement Plan.
Monitoring					
Actions	Justification	Implement By	Responsibility	Monitoring	Communication Methods
Undertake follow up survey	Required as part of planning conditions	March 2018	TPC/ Jaguar Land Rover	Response rate, modal share	Posters, intranet, emails



Key Performance Indicators and Targets

09

9 - Key Performance Indicators and Targets

Key Performance Indicators

Table 9.1 outlines the Travel Plan Key Performance Indicators (KPIs) for Jaguar Land Rover Halewood. These KPIs have been derived based on Travel Plans developed for other Jaguar Land Rover sites e.g. Castle Bromwich and knowledge of the sustainable travel facilities and initiatives available at Jaguar Land Rover Halewood.

Table 9.1: Travel Plan KPIs

KPI	Measurement/ Indicator	March 2017 Baseline	Frequency Measured	Success Factor	Reporting	KPI Owner
Mode Shift, (Percentage of individuals who usually travel to Halewood as a single occupant car driver)	Usual travel mode stated to travel to Halewood.	59%	Annually through Travel Survey.	Percentage of Car Drivers travelling alone reduces.	Travel Survey results.	TPC
No. of individuals in a Halewood Liftshare BUDI Team.	Numbers signed up.	527¹⁵	Quarterly or as required.	Numbers in a BUDI Team increases.	Annually or as required.	TPC
No. of individuals signed up to the Halewood Liftshare scheme.	Numbers signed up.	1,829¹⁶	Quarterly or as required.	Numbers signed up increases.	Annually or as required.	TPC
Average No. of bikes and (motorcycles) using onsite parking facilities over a given week.	Average number of bikes/motorcycles through audit.	80 (30)¹⁷	Quarterly or as required.	Average numbers increase.	Annually or as required.	TPC
Jaguar Land Rover staff awareness of travel initiatives at Halewood.	Average Awareness level improves.	73%¹⁸	Annually.	Level of awareness increases.	Travel Survey results.	TPC

¹⁵ As of 21/03/2017

¹⁶ As of 21/03/2017

¹⁷ WkC 06/03/2017

¹⁸ Average level of awareness across 6 initiatives from the 2017 Travel Survey results.

Targets

Targets are measurable goals by which the progress of the Travel Plan will be assessed. Targets are essential for monitoring progress and success of the Travel Plan. Targets should be 'SMART': specific, measurable, achievable, realistic and time-bound. The targets for the site are based on the results of the site audit as detailed in Section 2 and data collected via the staff travel survey as outlined in Section 3. It should be noted that these targets are based on business as usual and assume no plant growth. Targets are shown below in **Table 9.2**.

Table 9.2: Mode Share Targets, 2017 to 2022

Mode	Baseline Mode Split (2017)	Year 1 Mode Split (2018)	Year 2 Mode Split (2019)	Target Year 5 Mode Split (2022)	Difference Baseline to Target
Car Driver (lone driver)	59%	57%	55%	54%	-5%
Car Sharers	32%	33%	34%	35%	+3%
Bus/Rail	1%	1%	2%	2%	+1%
Cycle	4%	4%	5%	5%	+1%
Walk	3%	3%	3%	3%	0%
Motorcycle	1%	1%	1%	1%	0%

Single Occupancy Vehicles

A target reduction of 5% in the proportion of journeys travelling to Jaguar Land Rover Halewood as single occupancy car drivers has been set. This target is based on the existing proportion of journeys (59%) being relatively comparable to the Merseyside average (60%) and below the average for the Halewood ward (73%). Achieving the target will result in single occupancy car use comprising of 54% of all travel to the site after five years. Jaguar Land Rover will achieve this by promoting car sharing, public transport and active travel as alternatives to driving alone.

Car Sharing

Car Sharing accounts for a strong 32% of all journeys based on the 2017 Travel Survey. As the use of this mode is relatively high a target has been set for car sharing to increase to account for 35% of journeys to Halewood by 2022. Jaguar Land Rover will continue to promote the Liftshare Scheme and provide access to priority car parking spaces to those who car share in order to achieve this target.

Public Transport

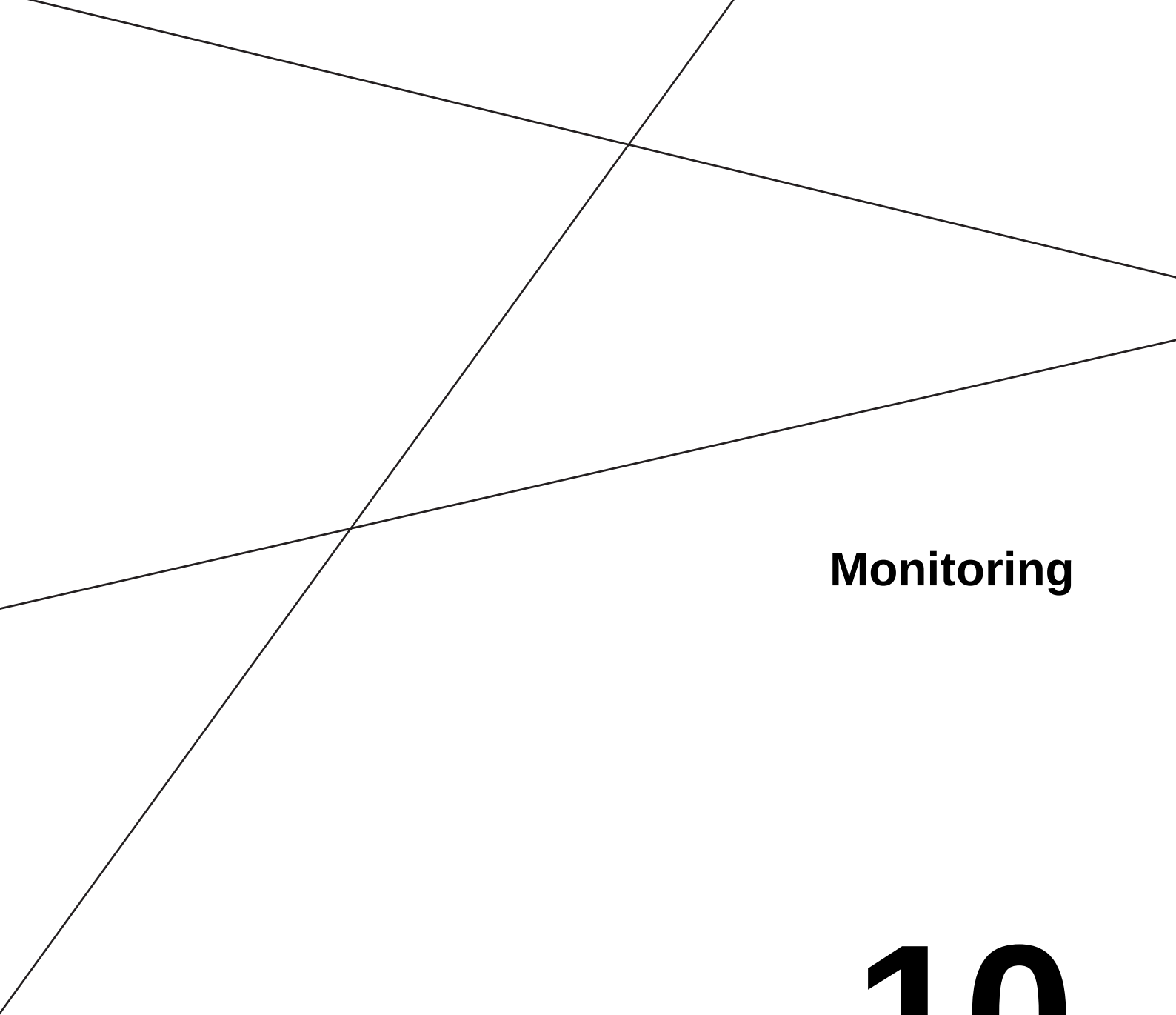
The use of public transport for journeys to Halewood is very low (bus and rail combined accounts for 1% of journeys according to the Travel Survey results). The distance of the site from rail stations and the service timetables are likely to contribute towards the relatively low use of rail. Whilst there are bus services in operation within the vicinity of the site there are limited services which enter the site and the distance between bus stops and the site could be seen as a deterrent to individuals. Based on this the target has been set for a doubling of the public transport mode share to account for 2% of all journeys to the site.

Cycling

The Travel Survey demonstrates that 4% of journeys to Halewood are made by bicycle which is a relatively strong baseline figure. Jaguar Land Rover employees are able to take advantage of the Cycle2Work scheme and there is the availability of off road cycle routes in the local area. A target of cycle journeys amounting to 5% of the modal share has been set up to 2022.

Walking

There is the opportunity to encourage walking to individuals who live within a close proximity to the site e.g. 2km. The Travel Survey results have indicated that approximately 7% of respondent postcodes are within this distance. The target is to maintain the current level of walking journeys to account for 3% of the modal split.

Three thin, dark grey lines intersect to form a large triangle on the left side of the page. One line is horizontal, another is vertical, and the third is diagonal. The word "Monitoring" is positioned to the right of this geometric structure.

Monitoring

10

10 - Monitoring

Annual Monitoring Survey

Jaguar Land Rover will undertake a monitoring survey on an Annual Basis. The following components of travel patterns and trip generation will be collected via this survey:

- The identification of travel characteristics and the reasons for these. This will also identify the level of uptake of car sharing;
- Specific travel needs; and
- Comments on the Travel Plan from staff and visitors.

The Travel Plan Coordinator will be responsible for reviewing the findings from monitoring surveys and reporting to KMBC.

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