

EML Facility Expansion

Framework Travel Plan

Eisai Manufacturing Ltd

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1. Introduction

1.1 Background

AECOM have been commissioned by Eisai Manufacturing Ltd to prepare a Framework Travel Plan (FTP) to support the application to expand the EML facility based in Hatfield Business Park, Hertfordshire. Planning permission is sought for 4,012 sqm GEA of warehouse space (Use Class E) including associated office space, plant and access.

The development includes:

- Proposed extension/relocation to existing canopy
- Additional goods in area with plant above (390 sqm)
- Warehouse supporting area with plant above (296 sqm)
- High bay warehouse (1,142 sqm)
- Warehouse extension (447 sqm)
- Changing & packaging lines with offices & plant floor above (1,737 sqm)

The aim of this document is to put forward a strategy comprising a set of mechanisms, targets and initiatives and seeks to promote more sustainable ways of transport to the site which are safe, reliable and environmentally-friendly.

This Framework Travel Plan has been produced in accordance with Hertfordshire County Council and Welwyn Hatfield District Council requirements for Travel Planning.

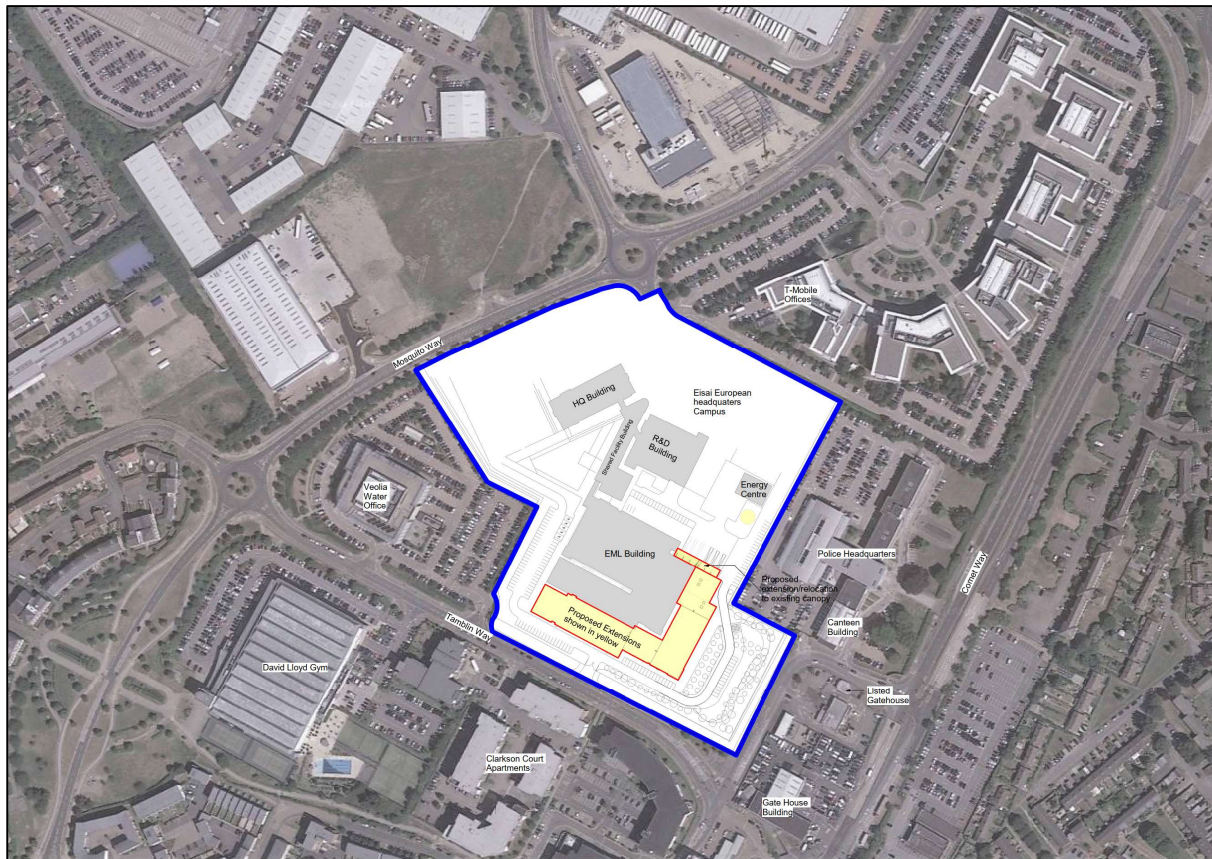
1.2 Site Location & Context

The site is located on the southern side of Mosquito Way within the Hatfield Business Park (HBP). The location of the site is outlined in Figure 1 for reference. The expansion proposals are also shown in Figure 2.

Figure 1. Site Location



Figure 2. Site Expansion Proposals



The HBP comprises one of the largest and most diverse employment areas in the south of England. Existing occupiers of the HBP include Ocado, Eisai, EE, Affinity Water, Royal Mail, DHL, Booker and Computacenter, as well as over 2,500 homes, a district centre, the Area Command Headquarters of Hertfordshire Constabulary and the University of Hertfordshire De Havilland Campus, with combined employment levels estimated at over 10,000 people.

The site is located within just over a mile of the main East coast railway line from Kings Cross through Hatfield station to the North of England and Scotland. St Albans mainline station is also located five miles to the West of the site and is well served by bus services between the city and business park periphery.

The Eisai site and Business Park is well served by bus routes, with a bus stop adjoining the western boundary on Mosquito Way. Many of the local routes are provided by UNO, the second largest bus operator in Hertfordshire, owned and operated by the University of Hertfordshire. UNO's depot is within the business park and most bus routes start from this location, meaning that almost all buses are therefore able to serve the site.

The site is in close proximity to the A1(M) motorway, linking London to the North and Scotland. The A414 is close to the south of the site, which links to the M1 and is only six miles north of the M25 linking to all the other radial routes around the country.

The site is conveniently located near to Heathrow (45 minutes), Luton (30 minutes) and Stansted airports (45 minutes) by road, all of which can also be reached using public transport networks. Eurostar European international services start from St Pancras Station adjoining Kings Cross Station making the site accessible from wider Europe.

1.3 Framework Travel Plan Aims & Objectives

The overall objective of the Framework Travel Plan is to **reduce the number of car borne trips to / from the site**, particularly during the highway network peak periods and those which involve single occupancy of the vehicle.

Complementary objectives that will assist in achieving the aim of the Framework Travel Plan are:

- **Reducing the need to travel to and from the site;**
- **Address the access needs of users by supporting walking, cycling and the use of public transport; and**
- **Ensure that employees and visitors have sufficient information to have an informed choice about their travel options.**

1.4 Document Structure

Following this introductory chapter, this report includes the following sections:

- **Section 2** profiles the national and local policy contexts in which this document is framed;
- **Section 3** outlines the existing operation of the site and proposals for expansion;
- **Section 4** profiles the existing means of sustainable travel to / from the site
- **Section 5** presents details on existing site mode share;
- **Section 6** sets out the proposed Framework Travel Plan objectives;
- **Section 7** sets out the proposed Framework Travel Plan targets;
- **Section 8** outlines the Framework Travel Plan measures and implementation schedule;
- **Section 9** outlines the process for monitoring and reviewing the Framework Travel Plan; and

2. Policy Context

2.1 Introduction

This section outlines the national and local policy frameworks in which this document has been conceived.

2.2 National Policy

National transport and planning policy seek to support the promotion of accessibility by all travel modes, particularly those sustainable modes.

The National Planning Policy Framework (NPPF) was originally adopted in 2012 which superseded the Planning Policy Guidance Notes. The NPPF was subsequently updated in 2019 and considers three dimensions to sustainable development:

- Economic – contributing to building a strong, responsive and competitive economy, by ensuring that sufficient land of the right type is available in the right places and at the right time to support growth and innovation;
- Social – supporting strong, vibrant and healthy communities by providing the supply of housing required to meet the needs of present and future generations; and
- Environmental – contributing to protecting and enhancing our natural, built and historic environment.

Chapter 9 'Promoting Sustainable Transport', states that all developments that generate significant amounts of movement should provide a Travel Plan.

Within this context, applications for development should:

- Give priority first to pedestrian and cycle movements, both within the scheme and with neighbouring areas; and second – so far as possible – to facilitating access to high quality public transport, with layouts that maximise the catchment area for bus or other public transport services, and appropriate facilities that encourage public transport use;
- Address the needs of people with disabilities and reduced mobility in relation to all modes of transport; and
- Create places that are safe, secure and attractive – which minimise the scope for conflicts between pedestrians, cyclists and vehicles, avoid unnecessary street clutter, and respond to local character and design standards.

Local planning authorities must make a judgement as to whether a proposed development would generate significant amounts of movement on a case by case basis (i.e. significance may be a lower threshold where road capacity is already stretched or a higher threshold for a development which proposes no car parking in an area of high public transport accessibility).

In determining whether a Travel Plan will be needed for a proposed development, the local planning authorities should take into account the following considerations:

- The Travel Plan policies (if any) of the Local Plan;
- The scale of the proposed development and its potential for additional trip generation (smaller applications with limited impacts may not need a Travel Plan);
- Existing intensity of transport use and the availability of public transport;
- Proximity to nearby environmental designations or sensitive areas;
- Impacts on other priorities / strategies (such as promoting walking and cycling);
- The cumulative impacts of multiple developments within a particular area;
- Whether there are particular types of impacts around which to focus the Travel Plan (e.g. minimising traffic generated at peak times); and

- Relevant national policies, including the decision to abolish maximum parking standards for both residential and non-residential development.

Travel Plans should identify the specific required outcomes, targets and measures, and set out clear future monitoring and management arrangements all of which should be proportionate. They should also consider what additional measures may be required to offset unacceptable impacts if the targets should not be met.

Travel Plans should also set explicit outcomes rather than just identify processes to be followed (such as encouraging active travel or supporting the use of low emission vehicles). They should address all journeys resulting from a proposed development by anyone who may need to visit or stay, and they should seek to fit in with wider strategies for transport in the area.

They should evaluate and consider:

- Benchmark travel data including trip generation databases;
- Information concerning the nature of the proposed development and the forecast level of trips by all modes of transport likely to be associated with the development;
- Relevant information about existing travel habits in the surrounding area;
- Proposals to reduce the need for travel to and from the site via all modes of transport; and
- Provision of improved public transport services.

The Framework Travel Plan will concur with the NPPF guidance detailed above.

2.3 National Guidance

The preparation and adoption of a Travel Plan is an important element of managing the demand for travel to all modern developments.

The document, entitled 'Good Practice Guidelines: Delivering Travel Plans through the Planning Process' was initially conceived by the Department for Transport (DfT) in 2009 and sets out an overview of the process and delivery of Travel Plans and states that "A Travel Plan is a long-term management strategy for an occupier or site that seeks to deliver sustainable transport objectives through positive action and is articulated in a document that is regularly reviewed."

2.4 Local Policy

The site falls under the wider jurisdiction of Hertfordshire County Council, however more locally under that of Welwyn Hatfield District Council.

2.4.1 Hertfordshire County Council Travel Plan Guidance (2020)

This guidance is intended to support people who are involved in planning for new developments and is aimed at developers, transport consultants and planners. It outlines that Travel Plans are an important tool in Hertfordshire County Council's strategy to achieve the goals and objectives set out in the Local Transport Plan and that Travel Plans are required by planning authorities for a wide range of development proposals, including commercial, educational institutional and residential developments.

The document explains Hertfordshire County Council's requirements for Travel Plans, ensuring developments across the county support sustainable transport and minimise their negative impacts.

This Framework Travel Plan has been developed closely with this guidance document.

2.4.2 Hertfordshire's Local Transport Plan (2018-2031)

Hertfordshire's Local Transport Plan for 2018-2031 sets out how transport can help deliver a positive future vision for Hertfordshire by having a major input into wider policies such as economic growth, meeting housing needs, improving public health and reducing environmental damage whilst also providing for safe and efficient travel. The plan also considers how future planning decisions and emerging technology might affect the way that transport needs to be provided in the longer term.

As well as providing for safe and efficient travel, transport has a major input into wider policies such as economic growth, meeting housing needs, improving public health and reducing environmental damage. The plan covers the period up to 2031, which is the timescale for most of the housing proposals being set out in the ten district Local Plans. However, it also considers how future planning decisions and emerging technology might affect the way that transport needs to be provided in the longer term.

The plan accelerates the transition from a previous transport strategy that was largely car-based to a more balanced approach which caters for all forms of transport and seeks to encourage a switch from the private car to sustainable transport (e.g. walking, cycling and passenger transport) wherever possible. The Local Transport Plan sets out the objectives, policies, and key schemes that will achieve this switch. The packages of smaller schemes and activities that are essential to successful outcomes will be considered through a series of "Supporting documents" covering particular topic areas and include Growth and Transport Plans for specific geographic areas.

Hertfordshire has high levels of car ownership, good north-south links but relatively poor east-west connections, high levels of cross-boundary commuting and complicated movement patterns due to the high number of medium-sized towns. Addressing the challenge of increased future travel demand requires significantly stronger support for walking, cycling, passenger transport, and traffic demand management measures where appropriate. However, such solutions must be delivered against a background of public spending pressures. The Local Transport Plan therefore seeks to maximise the opportunities for alternative sources of funding.

Specific, notable proposals as part of the plan include:

- Sustainable Travel Towns will comprise comprehensive packages of improvements for walking, cycling and passenger transport, combined with activity to encourage more sustainable travel behaviour;
- An east west bus rapid transit scheme between Hemel Hempstead and Welwyn Garden City, with potential future extensions of this to Hertford and Harlow.
- A programme of A414 highway improvements including a Hertford Bypass.
- Section 6, 'Policies and Activities', of the plan outlines the key factors that will be of high importance in influencing and managing travel behaviour over future years. This includes, however is not limited to:
 - Influencing strategic land use planning (such as encouraging highly accessible developments and mixed land use);
 - Demand management; and
 - Implementing Travel Plans to stimulate behaviour change.

Nationally there is evidence that a combination of hard (infrastructure such as improved footways, cycleways and crossing facilities) and soft interventions (travel planning, promotions and marketing) are more effective in achieving changes in travel behaviour than if a hard or soft intervention was delivered in isolation.

Travel planning activity is a proven technique which can support people to reconsider their travel behaviour particularly at these life stages. They can also assist with better understanding travel needs and barriers and facilitate the identification of any improvements in provision.

Travel plans can be cost effective for businesses and improve access by solving car parking issues. Effectively managing a business's journeys will reduce costs associated with business travel such as staff expenses, car park charges and fleet management costs, saving the organisation money and time. Travel plans can help to improve staff retention and recruitment by offering better access to workplaces, enabling Hertfordshire to attract employees and aid the local economy.

Policy 3, 'Travel Plans and Behaviour Change', of the plan outlines that the county council will encourage the widespread adoption of travel plans through:

- Working in partnership with large employers, businesses and other organisations to develop travel plans and implement Smarter Choices measures;

- Seeking the development, implementation and monitoring of travel plans as part of the planning process for new developments; and
- Supporting school travel plans, and working closely with parents, pupils, teachers and local residents to deliver a network of more sustainable transport links to school.
- The application of personalised travel planning techniques, marketing and other behavioural change initiatives will be considered when delivering physical transport improvements to maximise the potential to achieve modal shift.
- The county council has adopted travel plan guidance with clear criteria for businesses and developers to meet.

The expansion will aim to promote economic growth, access to services and healthier travel, in support of Hertfordshire's strategy.

2.4.3 Welwyn Hatfield District Plan

The initial Welwyn Hatfield District Plan was conceived in 2005 and ran through until 2011. However, a number of the policies contained within this plan have been 'saved' until it is replaced by a Local Development Framework. All of the policies that pertain to transport and movement have incidentally been retained and so are still of high relevance within the future strategy for the district.

Section 6, 'Movement', of the accompanying Written Statement to the plan outlines that the relationship between land use and transport is a key element in any strategy for sustainable development and quality of life. The movement of people and goods between different land use activities generates the demand for transport facilities and services. An efficient transport network is essential to economic prosperity, but the way in which movement is accommodated can have an impact on the quality of the environment.

The overarching strategy and objectives of the initial plan were as follows:

- To reduce the overall need to travel by integrating land uses with transport;
- To support the development of integrated transport policy;
- To reduce dependency on the car and encourage modes of travel which have less adverse environmental impact;
- To give priority to walking and cycling;
- To encourage effective traffic management and the improvement of road safety for all sectors of the community;
- To encourage greater use of passenger transport and improvements to services and facilities; and
- To facilitate the accessibility needs of all in a safe and sustainable manner.

Policy M3 concerns the conception of Green Travel Plans in new developments:

'All new development at or above the thresholds set out in Hertfordshire Technical Chief Officers Association (HTCOA) guidance on 'Developing a Green Travel Plan', should be supported by a Green Travel Plan. The implementation of measures included in a Green Travel Plan will be secured through planning conditions, or a Section 106 Agreement. The Council will also work with existing businesses to encourage the adoption and implementation of Green Travel Plans in line with the guidance.'

The County Council and the Hertfordshire Business Travelwise Initiative promote the use of Green Travel Plans (also called Green Transport or Green Commuter Plans). A Green Travel Plan (GTP) is a set of measures aimed at staff, customers and clients, that reduce the need to travel and encourage the use of sustainable transport, including alternatives to or more efficient use of the car, in journeys to and from a business site. Detailed guidance on the preparation of GTPs has been published by the HTCOA setting out the thresholds of development for which GTPs are required.

The Council will encourage all existing businesses to introduce GTPs, particularly those employing large numbers of people. However, it is an easier task at the planning stage, before employees or

customers have become set in their travel patterns. It is also easier for the infrastructure necessary to accommodate alternatives to the private car to be incorporated into the design of a site from the outset rather than be fitted in afterwards. The Council will therefore require all new development above the thresholds set out in the HTCOA's guidance to be supported by a GTP.

The expansion supports a number of strategies within the district plan.

2.4.4 Welwyn and Hatfield 2030+ Transport Strategy

This document's goal is to unlock the potential of the town by the improvement of movement between business and social hubs and within the town itself. The aims for this transport strategy are to:

- Improve the experience of walking and cycling, providing safe, attractive and convenient routes for residents and visitors.
- Connect diverse areas of the town with an ambitious, affordable and innovative public transport strategy.
- Break down the east-west town division to improve connections across Hatfield.
- Create a well-connected green infrastructure strategy to encourage the use of green spaces and support healthy and active lifestyles.”

Two of the principal challenges highlighted in this transport strategy are:

- Tackling the increasing pressure on the road network by emphasising walking and cycling around Hatfield and promote the use of public transport; and
- Enabling sustainable methods of commuting patterns.

The expansion supports a number of strategies within the transport strategy.

3. Proposed Site Expansion

3.1 Introduction

This section profiles the site in its current form and provides details of the proposed expansion plans.

3.2 Existing Operation

On June 26, 2009 the European Knowledge Centre in Hatfield officially opened as Eisai's European strategic base and unveiled a 14.5 acre site incorporating a manufacturing plant, research laboratory, office building and shared facilities. The site offers a modern and flexible working environment which provides specialist facilities and encourages employees to meet, talk and work collaboratively. All the facilities have also been designed with disabled employees and visitors in mind to allow for an inclusive working environment.

3.3 Proposed Expansion

The proposed expansion of the development site includes the following:

- Proposed extension/relocation to existing canopy
- Additional goods in area with plant above (390 sqm)
- Warehouse supporting area with plant above (296 sqm)
- High bay warehouse (1,142 sqm)
- Warehouse extension (447 sqm)
- Changing & packaging lines with offices & plant floor above (1,737 sqm)

Details of the above are also shown in Figure 3.

Figure 3. Proposed Expansion Locations



3.4 Car Parking Provision

There are currently 518 car parking spaces (originally the consent for the application granted 618 parking spaces, leaving 100 spaces for future requirements) for the existing 650 staff and visitors. Due to hybrid working, the current number of staff on site on any given day is estimated at 400.

A site-specific Travel Plan was developed in 2008 for the site, providing a long term management strategy aiming to create a meaningful shift towards sustainable means of transportation including walking, cycling and public transport.

Based on the proposed designs, a total of 46 spaces (27 phase 2 building and 19 phase 3 building) will be lost, however 30 new spaces will be added back in, equating to a net loss of 16 spaces.

It is not envisaged that any further parking provision would be required as part of the proposed extensions due to the impacts of hybrid working arrangements and the lower numbers of people travelling to the site, as noted above.

There are currently 18 blue badge parking spaces on site, this number is not expected to be increased. There are also 24 EV parking spaces provided on site, this number is not expected to be increased.

3.5 Cycling Facilities

In terms of cycling spaces, there are currently parking facilities for up to 74 cycles on site.

For cycle parking, the Welwyn Hatfield Supplementary Planning Guidance Document - Parking Standards (2004) indicates a requirement for mixed use business parks to have 1 long term cycle space per 10 staff.

Based on the additional 40 new staff, this would equate to a need for 4 additional long term spaces.

However, the current number of 74 spaces provided is above the 1 space per 10 staff ratio when adding together existing staff (650) and additional staff (40) – which equates to an overall requirement for 69 spaces.

This demonstrates that the site already complies with policy and therefore there is no policy requirement for additional cycle spaces.

Additionally, there are currently shower / changing / drying / locker facilities available for staff to use.

4. Sustainable Travel Audit

4.1 Introduction

This section provides an audit of sustainable travel accessibility, including the quality of provision.

4.2 Pedestrians

The 'Planning for Walking' guidance produced by the Chartered Institute of Highways and Transportation (CIHT) has been considered as part of this report which provides information on the characteristics of pedestrian journeys, the benefits of walking and the legal framework that applies to pedestrians. Further guidance set out within the CIHT guidance 'Providing for Journeys on Foot' has also been considered, in particular the section relating to desirable / acceptable / maximum walking distances.

Reference to the guidance has been considered as part of this report and Table 1 below outlines the walking distances for different types of journeys.

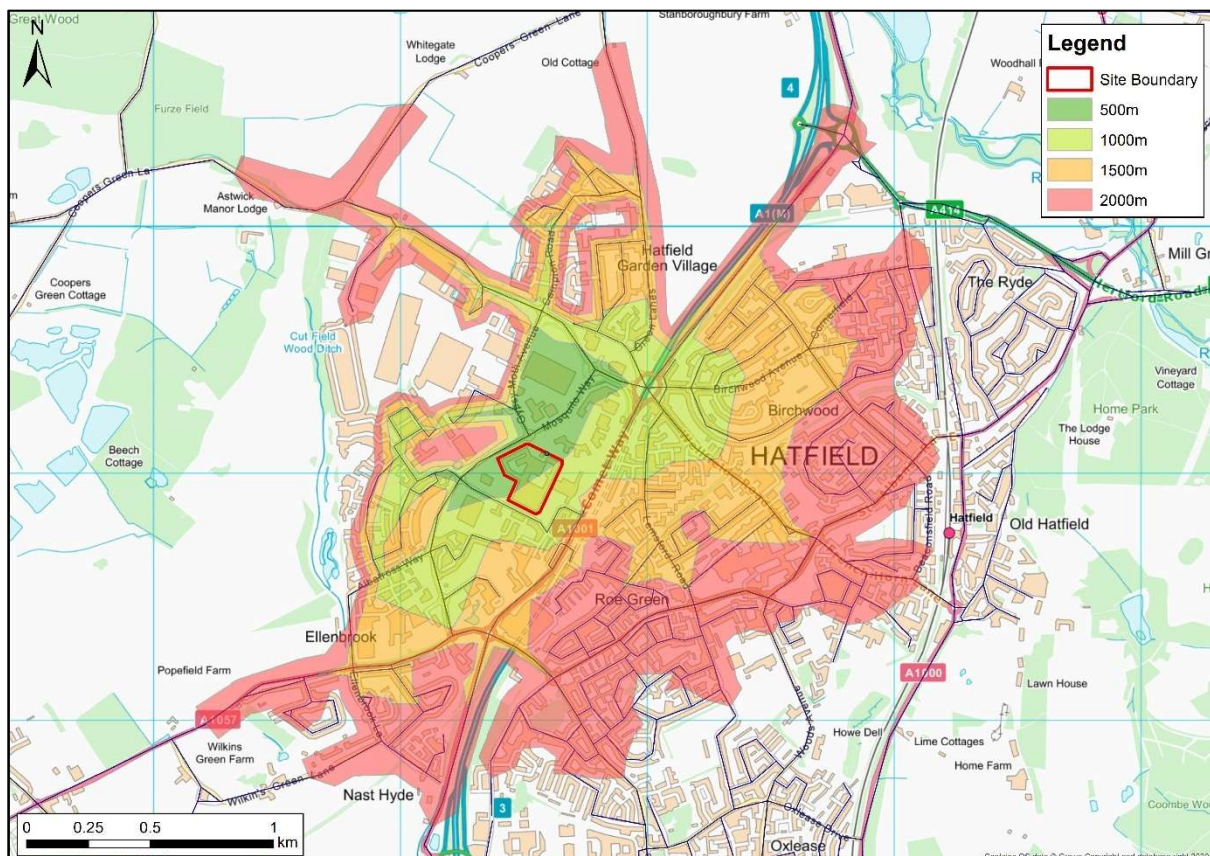
Table 1. Suggested Acceptable Walking Distances

	Town Centres (m)	Commuting (m)	Elsewhere (m)
Desirable	200	500	400
Acceptable	400	1km	800
Preferred Maximum	800	2km	1.2km

Source: CIHT Providing Journeys on Foot – Table 3.2

The indicative 2km walking catchment from the site has been generated through GIS software and is outlined in the figure below.

Figure 4. Indicative 2km Walking Catchment



Within a 2km distance, the majority of Hatfield (including the town centre) be accessed from the site. Hatfield Railway Station is situated to the east of the site and is on the very periphery of the 2km catchment.

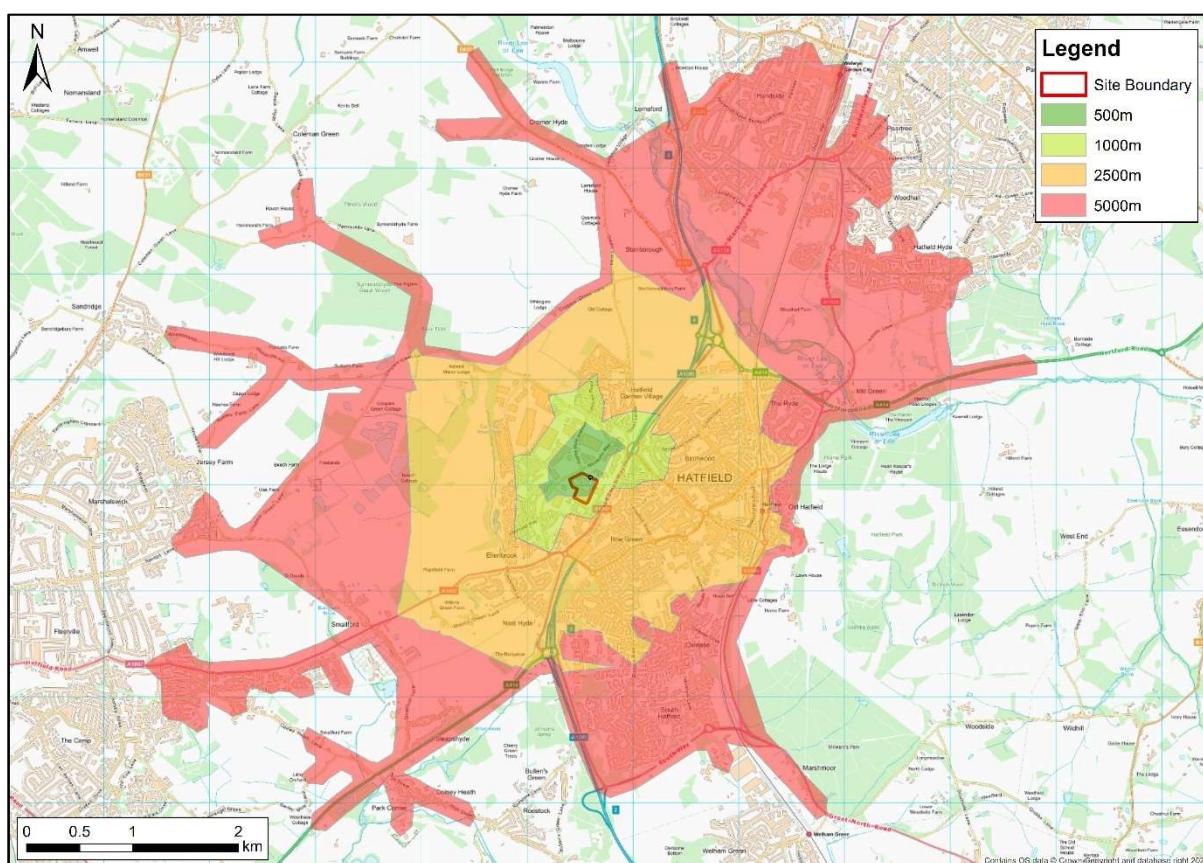
The site is located in a position so as to facilitate connectivity with the bordering industrial / urban area and the extents of Hatfield town centre. The provision of pedestrian-oriented infrastructure within the immediate vicinity of the site, both from its access and along Mosquito Way is excellent. Dedicated pedestrian footways flank both sides of the carriageway and are set-back by means of a grass verge. Tactile paving at crossing points is provided to aid those with disabilities and street lighting is consistently provided around the site and at its peripheries; a key element in increasing propensity to adopt this method of travel across all hours of the day.

4.3 Cycling

In respect of acceptable cycling distances, 'Local Transport Note 2/08: Cycling Infrastructure Design', published by DfT, states that many utility cycle trips are less than 3 miles (approximately 5km), but for commuter journeys a distance of over 5 miles (approximately 8km) is not uncommon.

The indicative 5km cycling catchment from the site has been produced using GIS software and is outlined in the figure below. As above, practical propensity to cycle even greater distances should be considered than those outlined for more experienced cyclists

Figure 5. Indicative 5km Cycling Catchment

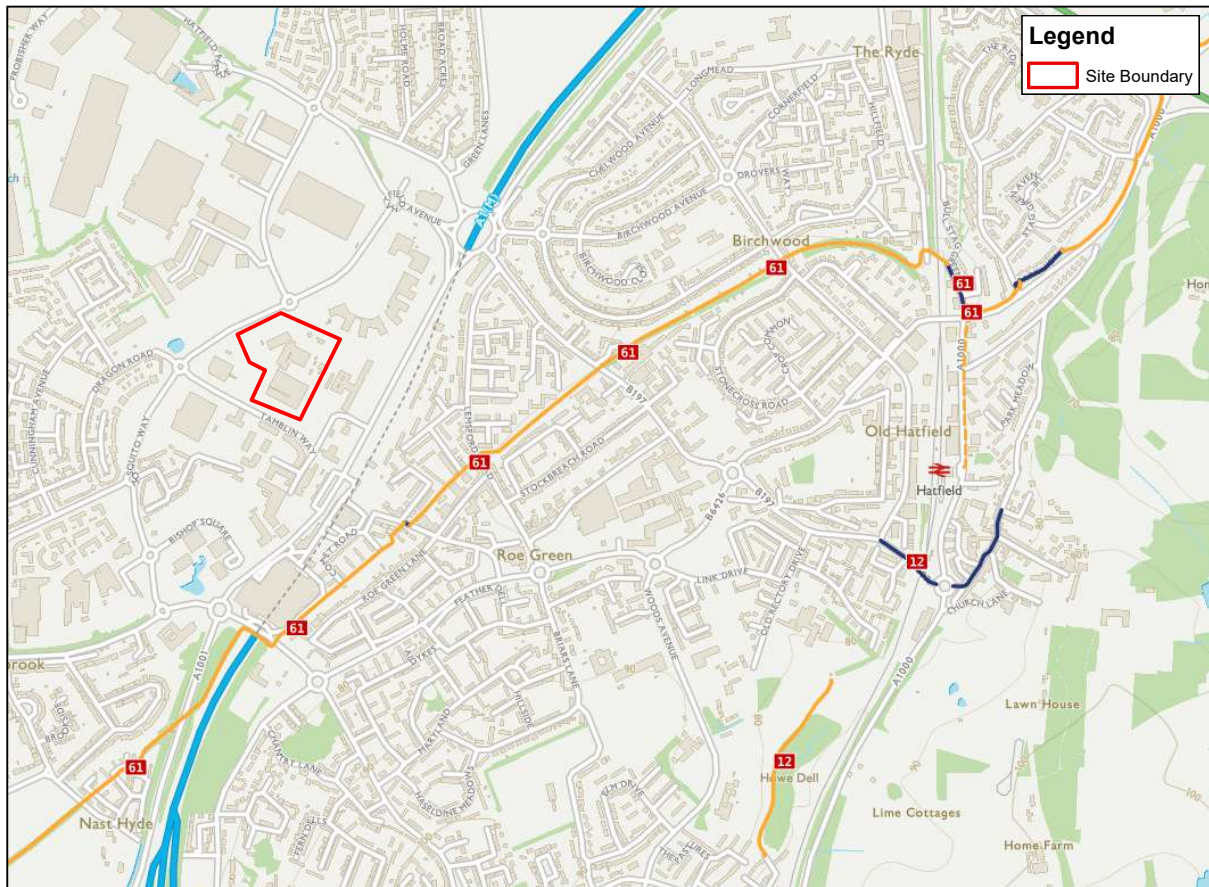


The existing cycle network within the HBP facilitates access by cyclists between the HBP and surrounding areas to cross the A1(M) and travel to and from Hatfield town centre. Within a 5km distance, the site can be accessed from Welwyn Garden City to the north, St. Albans to the west and Welham Green to the south. The majority of Hatfield and Welwyn Garden City can therefore be considered accessible by bicycle within a reasonable cycling distance.

National Cycle Route (NCR) 61 runs through the north of Hatfield providing access to St Albans via a traffic free route and Welwyn Garden City to the north. NCR 61 is accessible from the HBP via a circa

800m ride along Wellfield Road to the east of the HBP, accessed from the underpass passing below the Green Lanes Roundabout. NCR 12 which lies slightly further east also passes through Hatfield and provides access to Welwyn Garden City.

Figure 6. National Cycle Network (Sustrans.org)



4.4 Public Transport

4.4.1 Bus

Two bus stops are located within close proximity of the site, on either side of Mosquito Way directly to the west of the site boundary. The eastbound bus stop located along the northern side of Mosquito Way is marked by a flag-style sign along with timetabling information. The westbound bus stop located along the southern side of Mosquito Way benefits from sheltered seating as well as timetabling information.

The stops are served by various services as profiled in the table below.

Table 2. Local Bus Service Provision

Service	Route	Peak Frequency	
		Weekdays	Saturday
341	Hatfield – Ware/Broxbourne	07:15 (School Days only) 07:25 (Non-School Days) 60 Minutes afterwards	120 Minutes
601	Welwyn Garden City – St Albans/Borehamwood	30 Minutes	6 services between 07:17 and 16:07

Service	Route	Peak Frequency	
		Weekdays	Saturday
610 Dragonfly	Enfield – Hatfield - Luton	60 Minutes	60 Minutes
614 Comet	Hatfield – High Barnet/Queensbury	30 Minutes	60 Minutes
635	Hitchin/Hatfield – Hatfield/Watford	60 Minutes	-
641	Broxbourne – Hatfield, Business Park	120 Minutes	120 Minutes
644 Comet	Hatfield - Queensbury	60 minutes	-

The provision of services can be considered excellent, which is further supported by the proximity of the bus stops to the site itself and further excellent pedestrian-oriented infrastructure that is used for access.

4.4.2 Rail

As outlined in **Section 4.2**, Hatfield Rail Station lies at the periphery of a 2km walk to the east of the site. The station is managed by Great Northern and services are provided from the station towards Welwyn Garden City, Peterborough, Stevenage and Cambridge to the north as well as Finsbury Park, London Kings Cross and Moorgate to the south. The table below provides an overview of the principle services provided at the station.

Table 3. Rail Service Provision

Destination	Journey Time (Minutes)	Average Frequency (Minutes)
Welwyn Garden City	4	30
Stevenage	15	30
London Kings Cross	24	30
Moorgate	40	15
Peterborough	60	30

The provision of rail services should be considered more than sufficient so as to attract travel to the site from employees and visitors who do not reside in Hatfield or within the immediate peripheries of the site. It is noted that the proximity of the station to the site allows for cyclists to easily access the HBP forming part of a multi model journey. This is complemented by secure, monitored cycle storage at the station itself.

4.5 Summary

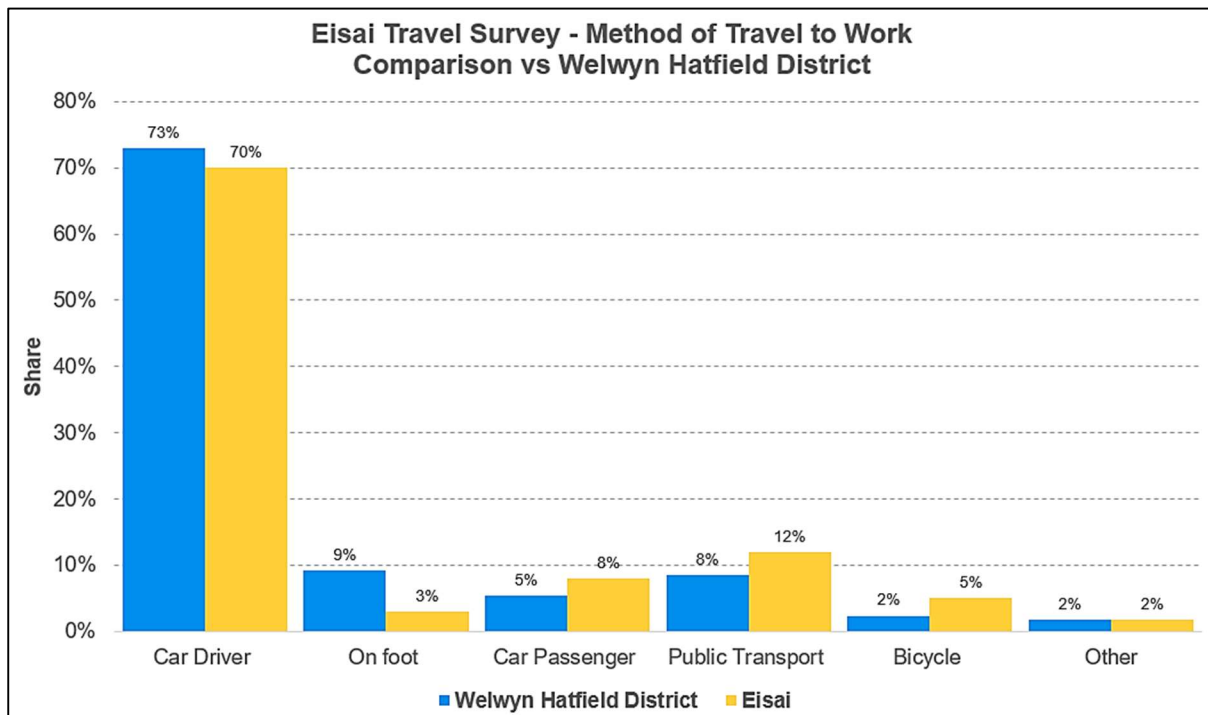
This section has profiled the means by which employees and visitors may be able to access the site other than the private car. The review indicates that the site is situated within a highly accessible location. Frequent bus connections can be made from the bus stops located to the west of the site within HBP to a number of key destinations including Welwyn Garden City, Hitchin and Watford. Pedestrian and cyclist provision surrounding the site is of a high standard; providing accessibility to the surrounding public transport interchanges, local facilities and neighbouring residential areas.

5. Travel Mode Share

Eisai have been proactive in assessing and monitoring employee and visitor travel habits. As part of this active approach, a pre-pandemic travel study was conducted for the site.

Within this, a mode share for travel to / from the site has been established. The results of this survey are outlined in the figure below.

Figure 7. Method of Travel to Work – Eisai Knowledge Centre Travel Study / District Comparison



The travel study reveals that the proportion of employees utilising a private vehicle to travel is slightly lower than the district average, however still occupies the majority share at 70%. The proportion of people travelling on foot is significantly lower than the district average at 3%. Conversely, car sharing appears to be a more popular method of travel than for the district as a whole; occupying 8% of the share. Likewise, travel by public transport and bicycle is raised compared to the district average in 12% and 5%, respectively.

5.1.1 General Transport-Related Impacts of Covid-19

The importance of the Covid-19 pandemic upon travel behaviour is recent and whilst the immediate impacts might be short-lived, the longer-term disruption to travel and the trends identified above are increasingly requiring deeper consideration.

The pandemic has led to long term changes in commuter travel patterns, with many workers now adopting hybrid working arrangements.

Where feasible, businesses have rapidly transformed themselves to operating virtually, for the most part making greater use of videoconferencing technology. According to Office for National Statistics (ONS) only 1.7million people in the UK worked from home before the pandemic whereas during the lockdown this saw an increase to an estimated 20 million people working from their homes.

However, propensity to work from home varies hugely between sectors, with transport, storage, accommodation and food services among those presenting relatively few opportunities, contrasted with ICT and professional services for example. The sector in which Eisai operates falls into both of these

categories; proportions of work undertaken at the site must be confined to the site itself, however other elements, such as desktop-based work, has the potential to benefit from the longer-term transition to hybrid working and as such reduce the demand for travel to the site.

6. Framework Travel Plan Objectives

6.1 Introduction

The objectives of this document aim to increase awareness of sustainable travel modes available to staff and to reduce the dependence of staff on travelling by car to and from the site, in a bid to achieve the targets outlined in the following section. The subsequent overarching objectives are to:

- Increase staff awareness of the advantages and availability of sustainable modes of transport over the car;
- Introduce a package of physical and management measures that will facilitate staff travel; and
- Limit unnecessary or unsustainable use of the car for journeys to and from the site by staff.

To support the objectives of a Travel Plan, the DfT recommend that targets set should be SMART (specific, measurable, achievable, realistic and time-related), as summarised below:

- **Specific:** Target increase / decrease in mode share shown over a set timescale (in this case, for the designated period from the completion of site expansion);
- **Measurable:** The mode share of staff will be measured and monitored using travel surveys;
- **Achievable and Realistic:** The targets, taking into account preferred travel modes, and general travel plan promotion, need to be achievable and realistic; and
- **Time-bound:** The targets are to be monitored on a regular basis and met within five years of the travel plan's implementation.

For Travel Plans to work effectively there are five key issues to drive the required changes, these are:

1. Achieving a **culture change** in the organisation and amongst people;
2. **Providing real incentives** to encourage changes in travel behaviour and to ensure that these are continued;
3. An **integrated holistic approach** to ensure that all measures work in the same direction and are fully cohesive;
4. Total **management support** for both the measures and to provide leadership example to others and
5. A **clear and continued objective** to achieve for a clear purpose to maintain focus for the future.

In achieving a change of behaviour, the stages can be described in seven steps:

- Awareness of a problem e.g. traffic congestion, pollution, environmental damage, example to the community etc.;
- Accepting responsibility at an individual and corporate level that everybody and every organisation has its part to play;
- A perception that alternatives are possible;
- Evaluation, personally and for an organisation, to find which are the viable alternatives;
- Making a choice, with the intention to modify behaviour;
- Experimental behaviour, trying out new travel choices; and
- Habitual behaviour, long term adoption of sustainable modes.

7. Travel Mode Share Targets

For a Travel Plan to be successful in achieving its objectives, it is necessary for the objectives to have a related target. The overall objective of the Framework Travel Plan is to reduce the number of car borne trips to / from the site and surrounding area particularly during the highway network peak periods and those which involve single occupancy of the vehicle.

Indicative targets aimed at reducing single occupancy car use have been devised based on the existing estimation of travel mode at the site (e.g. 70% of people currently drive to the site in their own car).

Indicative targets for car use reduction are shown in the table below.

Table 4. Indicative Five Year Mode Share Targets

Travel Mode	Opening Year	End of Year 1	End of Year 3	End of Year 5	Total 5 Year Change
Single Occupancy Car	70%	68%	65%	63%	7% decrease

The above targets are indicative and following completion of the staff travel survey, which would be carried out within 3 months of operation, they would be revised as appropriate and then monitored over a 5 year period in line with existing local guidance.

8. Framework Travel Plan Measures

8.1 Indicative Measures

In order to facilitate successful travel mode change as part of the expansion proposals, it is important that a set of measures are developed, aimed specifically at meeting the targets.

This document represents a Framework Travel Plan, which represents possible first steps in developing a full Travel Plan for the site, hence the measures proposed below are indicative and will be expanded / agreed following site occupation.

- Travel Plan coordination
 - A staff member would be responsible for all aspects of travel planning at the site, to ensure that a Travel Plan is prepared, implemented, managed and monitored.
 - This role would fall within the EHS team's remit
- Encouragement of walking / cycling
- Encouragement of public transport use
- Car sharing
- Personalised travel planning
 - Information provision to staff
- Remote working & reducing travel need

9. Monitoring & Review

9.1 Introduction

This section provides a strategy for monitoring and reviewing the progress of the Travel Plan with respect to the objectives, measures and targets therein.

9.2 Monitoring and Review

In order to achieve accurate monitoring of the Travel Plan, it is first necessary to establish the baseline mode split. As indicated, a staff travel questionnaire would be undertaken within a certain time period following occupation (which will be the responsibility of the TPC) and be carried out annually for a further period of up to 5 years. The nature of surveys and the period of monitoring would be discussed with the Local Authority.

Following the initial staff survey, the Travel Plan objectives, targets and measures would be reviewed and updated based upon the most recent travel data, and a final Travel Plan document submitted to the Local Authority for approval, as per agreement which is to be confirmed.

Where progress towards targets is slow, the monitoring process allows this to be easily identified. It may then be possible to determine particularly effective / ineffective initiatives and thus to identify remedial action to get back on track if deemed required by the Local Authority.

The monitoring of the Travel Plan would be the responsibility of the TPC. A range of data would be used for monitoring purposes, including:

- Uptake of initiatives;
- Car park / cycle parking utilisation;
- Monitor take up of car share database and success; and
- Monitor use of car-share spaces.

A monitoring report would likely be submitted to the Local Authority on a timescale to be agreed with them. The report would include the following information:

- Details of the methodology used in undertaking the questionnaires / monitoring activities;
- Details of response rates and a summary of findings;
- A review of the findings of the surveys in the context of the objectives and targets; and
- An action plan, for the forthcoming year.

In the event that the Travel Plan is failing to meet its targets, based on recommendations from the Local Authority, additional measures may need to be identified, which would seek to encourage more timely progress towards the targets.

9.3 Implementation Schedule

The development of a full Travel Plan would require the production of an implementation schedule, which would outline timescales for the delivery of key Travel Plan initiatives.

This would provide a strategy for ensuring the timely implementation of initiatives and ensures all parties are aware of their respective duties.

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