



Stephen Reid Consulting
Traffic and Transportation

Commercial Warehousing Development

*Kingswood Avenue/Kingswood Road,
Citywest, Dublin 24
Outline Workplace Travel Plan*

Client: Rockface Developments Limited

JUNE 2022

**Warehousing Development, Kingswood Avenue/Kingswood Road, Citywest
Outline Workplace Travel Plan
for Rockface Developments Limited**



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Contents

1	Introduction	3
1.1	Background	3
1.2	Function of a Workplace Travel Plan in Achieving Modal Shift	4
1.3	Key Steps for Implementing a Workplace Travel Plan for Positive Modal Shift	6
1.4	Co-Ordination of a Workplace Travel Plan for Delivery of Positive Modal Shift	6
1.5	Key Responsibilities of a Travel Plan Co-Ordinator.....	6
2	Step 1: Existing Conditions Assessment.....	7
2.1	Introduction	7
2.2	Organisational Policy Review	7
2.2.1	Organisational Policy and Existing Travel Plan Initiatives	8
2.3	The Employee Travel Survey.....	8
2.4	Site Audit.....	9
2.4.1	Introduction	9
2.4.2	Location Assessment – Kingswood, Citywest	9
3	Step 2 – Identify & Implement Actions	13
3.1	Introduction	13
3.2	Building on Existing Measures	14
3.2.1	Introduction	14
3.2.2	Key Implementation Roles for Plan Co-Ordinator	14
3.2.3	Measures for Cycling.....	16
3.2.4	Measures for Walking.....	16
3.2.5	Measures for Car Drivers	17
3.2.6	Measures for Public Transport.....	17
3.2.7	Measures for Smarter Working	18
4	Step 3 - Monitoring the Plan.....	19
4.1	Introduction	19
4.2	How to Monitor the Travel Plan	19
4.2.1	Quantitative Indicators:	19
4.2.2	Qualitative Indicators:.....	20
4.2.3	Timeframe for Monitoring:.....	20
4.2.4	Ensure Results are Communicated to Staff and Management:.....	20

1 INTRODUCTION

1.1 BACKGROUND

This Outline Workplace Travel Plan (WTP) has been prepared by Stephen Reid Consulting Traffic and Transportation on behalf of Rockface Developments Limited for inclusion with a planning application submitted to South Dublin County Council (SDCC) for a proposed warehousing development of 11,691 sq.m GFA on lands at Kingswood Avenue/Kingswood Road, Citywest, Dublin 24.



Figure 1.1: Site Location, Kingswood, Citywest, Dublin 24
(source: <https://trafficdata.tii.ie/publicmultinodemap.asp>)

To complete this report, reference is made to the following documents:

- The South Dublin Development Plan 2016-2022 and Draft Development Plan ;
- NTA Guidance Document: Workplace Travel Plans: A Guide for Implementers;
- NTA Guidance Document: Achieving Effective Workplace Travel Plans: Guidance for Local Authorities;
- NTA Transport Strategy for the Greater Dublin Area 2016-2035
- NTA Bus Connects project proposals.



1.2 FUNCTION OF A WORKPLACE TRAVEL PLAN IN ACHIEVING MODAL SHIFT

Section 11.4.6 of the South Dublin County Development Plan 2016-2022 provides the following definition:

A Workplace Travel Plan or Mobility Management Plan outlines a series of measures to encourage sustainable travel modes and reduce car borne traffic within a development. Initiatives might include proposals to encourage cycling and walking, car sharing (including car clubs), car pooling, flexible working hours, cycling and public transport use. The National Transport Authority (NTA) guidelines on Achieving Effective Workplace Travel Plans note that:

“International experience has shown that a methodical and planned approach to targeting commuting and visitor patterns at an organisational level, can pay major dividends in terms of promoting sustainable travel.”

Workplace Travel Plans are required for larger sized developments as defined in Table 11.25. All Workplace Travel Plans are required to be prepared in accordance with the Achieving Effective Workplace Travel Plans - Guidance for Local Authorities published by the NTA.

Table 11.25 of the CDP is set out below:

Table 11.25: Thresholds for the submission of Workplace Plan
(extracted from the Achieving Effective Workplace Travel Plans: Guidance for Local Authorities).

Land Use	Workplace Travel Plan Statement	Indicative Number of Jobs	Standardised Workplace Travel Plan	Indicative Number of Jobs
Offices/Financial	>500sqm	25-100	>2,000sqm	>100
Retail/Shops	>600sqm	25-100	>2,500sqm	>100
Industrial	>2,500sqm	25-100	>6,000sqm	>100
Leisure		25-100		>100 or >100,000 visitors per annum
Hospitals/Medical Centres		25-100		>100 or >100,000 visitors per annum
Warehousing	>2,500sqm	25-100	>10,000sqm	>100

Based on the above thresholds, the proposed development is in the ‘Standardised Workplace Travel Plan’ category.

The NTA Document ‘Workplace Travel Plans: A Guide for Implementers’ set out the key aspects of a Travel Plan and the benefits for both Employees and Employers, as set out below.

1.1 What is a Workplace Travel Plan?

A Workplace Travel Plan is a package of measures aimed at supporting sustainable travel for work-related journeys. It comprises actions to promote walking, cycling, public transport, carsharing, the use of technology instead of travel, and flexible working practices.

1.2 Why are Workplace Travel Plans relevant for my Organisation?

Employee travel can often be an invisible cost for an organisation, in terms of both time and money. A Workplace Travel Plan consists of a package of measures which, if implemented, supports more sustainable and cost-effective travel habits among employees, clients and visitors. These plans usually focus on employee commuting, but can extend to business travel, fleet management and freight transport if these are significant activities for an organisation. There are a number of benefits to an organisation implementing a Workplace Travel Plan, as outlined below.

1.3 Making the Business Case for a Workplace Travel Plan

There are significant benefits for an employer effectively promoting more sustainable travel, including:

- Reduced costs associated with providing car parking for employees or visitors;
- Reduced business mileage costs;
- Reduced staff downtime spent travelling on business;
- Reduced pressure on parking spaces so they are available to those with most need;
- Enhanced employee wellbeing and teambuilding opportunities;
- Reduced carbon emissions associated with travel;
- Land formerly under parking released for more productive purposes;
- Safer and more fuel-efficient fleet driving;
- Increased accessibility to the employer's site for employees, visitors and suppliers;
- Enhanced corporate image and 'Green' profile;
- Compliance with planning permission conditions;
- Reduced absenteeism; and
- Reduced employer's PRSI payments (through Cycle to Work/ Tax Saver ticket for public transport schemes).

There are elements of the above which will be more or less relevant, depending on the specific nature and needs of the business and employees, and this is explored in greater detail by review of the Staff Travel Survey.

Workplace Travel Plans make business sense, with some of the biggest employers in Ireland, the UK and internationally undertaking them as a core business management strategy. These organisations are market leaders and regularly receive accreditation and awards recognising their achievements in this area, for example;

ISO14001, Best Workplaces in Ireland, Green Awards, Chambers Ireland Awards

Internationally workplace travel plans have been shown to reduce single-occupant car use by 10-24%, with the reduction depending on the extent of the travel plan and site-specific issues.

This reduction in car use can represent significant cost savings to an organisation, in terms of both money and employee time.

While workplace travel plans can include some 'hard' measures (e.g. infrastructure such as cycle parking, cycle lanes, showers or lockers), they are primarily focused on 'softer' measures (e.g. promotion, marketing, events).

Many of the actions in workplace travel plans are low-cost, but highly visible, and contribute to a culture of sustainability within the organisation.

1.3 KEY STEPS FOR IMPLEMENTING A WORKPLACE TRAVEL PLAN FOR POSITIVE MODAL SHIFT

Depending on the stage in the process that the organisation has reached, there are three key steps:

- Step 1: Review Travel Patterns and Policies;
- Step 2: Identify and Implement Actions;
- Step 3: Monitor your Action Plan.

1.4 CO-ORDINATION OF A WORKPLACE TRAVEL PLAN FOR DELIVERY OF POSITIVE MODAL SHIFT

A key aspect of developing a successful Plan is defining realistic targets and suitable measures.

Targets should not be used in a punitive way but as Key Performance Indicators which allow the organisation to benchmark or gauge the success or otherwise of various measures through the Step 3 Monitoring Process, so that these can be refined or retailored in future as the Plan is updated.

1.5 KEY RESPONSIBILITIES OF A TRAVEL PLAN CO-ORDINATOR

The NTA Guidance document notes the following typical tasks or responsibilities of a Travel Plan Coordinator:

- *Setting up relevant Steering or Implementation Groups & coordinating their activities*
- *Coordinating the employee (and student/ visitor) travel survey and analysis*
- *Developing the travel Action Plan to promote walking, cycling, public transport, car-sharing, technological alternatives to travel, flexible working practices and more sustainable business / fleet travel (where relevant)*
- *Presenting a business case for the travel plan, making the case to undertake this work*
- *Designing communication/ marketing strategies to promote your organisation's Travel Plan*
- *Liaising with internal Departments & stakeholders – e.g. Facilities, HR, Finance, Communications, Green Teams, IT*
- *Attending staff inductions*
- *Organising and coordinating events in the travel Action Plan*
- *Acting as a point of contact for external stakeholders*
- *Development of relevant policies in conjunction with HR/ Facilities/ IT etc. e.g. carsharing policy, business travel mileage allowances, home-working policy, parking permit policy*
- *Monitoring relevant indicators and updating the Action Plan as required*
- *Conducting staff focus groups on particular issues as they arise*
- *On-going promotion of the Travel Plan; and*
- *Publicising success and reporting to stakeholders.*

2 STEP 1: EXISTING CONDITIONS ASSESSMENT

2.1 INTRODUCTION

The NTA Guidance document notes that:

“the objective of the Workplace Travel Plan is to promote more sustainable travel by employees. In order to gauge change in favour of more sustainable travel, it is essential to establish current practices, behaviours and costs, as well as identifying opportunities for change or action.

This can be done by conducting three ‘inquiries’. They are:

- 1. Organisational Policy Review*
- 2. The Employee Travel Survey*
- 3. Site Audit*

The output of all three inquiries will generate action points in your Workplace Travel Plan.”

Each of these elements are addressed in this section.

2.2 ORGANISATIONAL POLICY REVIEW

The NTA Guidance document notes:

“It is important to understand how current policies and practices (both formal and informal) within an organisation impact on travel and work patterns. For example, large amounts of free car parking will encourage employees to drive, even if they are coming from quite close by and business travel policies may incentivise car use, instead of promoting alternatives. An initial organisational review of policies affecting travel will indicate areas that may be addressed as part of the Travel Plan.

Your review should consider organisational policies and work patterns affecting travel to and from the work site, such as:

- Core working hours, shift patterns, flexible working practices*
- Business travel allowance for car/ cycling/ walking*
- Parking policy (allocated spaces, carsharing spaces, visitor parking, cycle parking etc.)*
- Video-conferencing policy*
- Fleet vehicle policy*
- Delivery times policy*
- Issues identified in the travel survey or site audit indicating underlying policy bias; and*
- Any current transport-related initiatives.*

The organisational policy review will also inform questions/ topics in your Employee Travel Survey, for example; Is home working offered to employees as part of company policy? Would the organisation like to explore interest in this working practice?”



2.2.1 Organisational Policy and Existing Travel Plan Initiatives

This is a speculative development and therefore no information is currently available on the prospective future occupant company of the proposed warehousing building and whether this is a company with existing policies and objectives with regard to sustainability including sustainable travel.

2.3 THE EMPLOYEE TRAVEL SURVEY

The NTA Guidance document notes:

"Your employee travel survey is an essential tool to establish current travel behaviour, and to reveal attitudes and potential for change; for example, travel surveys often reveal significant support for car-sharing, a lack of knowledge on how to operate video-conferencing equipment, and an interest in cycling to work. No one knows what your employees would like to see implemented or what issues they face travelling to your site like they do, so their input is an essential data resource for your Travel Plan Coordinator.

The travel survey is also a useful communication tool to let employees know that your organisation's Travel Plan is underway, and as such it is the starting point of engagement."

This is a speculative development and therefore no information is currently available on the travel patterns of the prospective future occupant company of the proposed warehousing building including staffing numbers, shift times and practices.

For the purpose of this version of the Plan, it is proposed to utilise the TRICS data on staff travel which is based on the proposed GFA and car parking spaces for the development.

2.4 SITE AUDIT

2.4.1 Introduction

The NTA Guidance document notes:

The location, characteristics and facilities of a work site will have a significant influence on how employees travel to, from and at work.

Your Site Audit (see templates in Appendix 6 – Sample Cycle Facilities Audit and Appendix 7 - Sample Site Audit) will help identify how the following factors enable or impede employees using more sustainable modes of transport:

- *Location assessment (public transport accessibility & frequency, local cycling and walking environment, congestion near the site, proximity to services such as banks and shops, parking in the local area);*
- *Site access arrangements (getting into and out of the site);*
- *Car parking (volume and usage, supply in relation to demand, management issues);*
- *Cycle parking and facilities for cyclists (location, quality and volume of cycle parking, lockers and changing areas); and*
- *Other on-site facilities, including those that reduce the need to travel during the day (e.g. creche, banklink, dry cleaners etc.).*

While some of the site audit can be completed as a desk based exercise, you will need to walk the site to complete it fully. If your site is very big or you are not familiar with the entire area, consider inviting someone from Facilities/Site Services to conduct the audit with you. Invite them to suggest potential actions, as they will be very familiar with how your site works.

2.4.2 Location Assessment – Kingswood, Citywest

The site is identified in Figures 1.1 and 2.1 and is formed by currently undeveloped lands accessed from the roads serving the eastern area of Citywest Business Park, to the east of the Citywest Road and south of the Old Naas Road.

The key links which will service the development site are Kingswood Avenue (which runs generally northeast from the Citywest Road at Roundabout 3) and Kingswood Road (which runs generally southeast from Old Naas Road to Citywest Avenue at Roundabout 5B). Kingswood Avenue and Kingswood Road intersect at Roundabout 3A adjacent to the southeast corner of the proposed development site.

Roundabout 3A has an 20m diameter central island and 42m outer diameter, and is a four-arm arrangement, with single-lane entries and exits on each arm. Kingswood Avenue to the east of the roundabout is a cul-de-sac roadway serving various business units.

Kingswood Road extends northwestwards from Roundabout 3A passing the site frontage, intersecting with the Kingswood Business Centre (office-based uses) and Silken Park Avenue (residential uses) at Roundabout 2A, some 160m from Roundabout 3A.

There is a concrete footpath behind a verge along the Kingswood Road frontage of the site, and an unbound path behind landscape/street tree verge along the Kingswood Avenue frontage, with a section of concrete footpath on the south side of Kingswood Avenue from Roundabout 3A to the westbound bus stop. The roadways are 9m wide (between kerbs) opposite the eastern and southern site frontages.



Figure 2.1: Site Location and Surrounding Lands (source: www.google.ie/maps)

Pedestrian and Cyclist Access

There is a concrete footpath provision on the west side of Kingswood Road and an unbound path along the northern side of Kingswood Avenue, with a concrete footpath on the southern side connecting the westbound bus stop to Roundabout 3A and Kingswood Road.

There is street lighting along both road frontages of the site.

There are no dedicated cyclist provisions at the site area, although in the wider area there is cycle path provision on Citywest Avenue, and dedicated provision on the R136 Outer Ring Road

Existing Public Transport Routes and Accessibility

There are bus stops on Kingswood Avenue to the west of Roundabout 3A.

The stops are serviced by two routes operating between the City Centre and Citywest.

**Warehousing Development, Kingswood Avenue/Kingswood Road, Citywest
Outline Workplace Travel Plan
for Rockface Developments Limited**



Stephen Reid Consulting
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The Dublin Bus No.69 operates between Poolbeg Street and Rathcoole via Naas Road and Clondalkin Village. This service has a varying frequency, typically hourly with additional peak period services.

The Go Ahead No.175 operates between Kingswood Avenue and UCD Belfield, via Tallaght, Marlay Park and Dundrum. This service has an approximate hourly frequency across the weekday with additional peak hour services.

The Cheeverstown and Citywest Campus Luas Stops (on the Red Line Saggart Spur) are both a 1.1km walk from the site via Kingswood Road and Citywest Avenue to the south of Roundabout 3A

The current level of service is reasonably good but the accessibility for pedestrians in the area is affected by the lack of formal crossing points and intermittent/indirect footpath provision on Citywest Road.

In recognition that the currently available public transport services will be enhanced by the NTA BusConnects projects, SRC have reviewed the 'Saggart area' Bus Connects route map which includes the Citywest area (extract shown in Fig. 2.3).

• Citywest • Fortunestown • Newcastle • Rathcoole • Saggart

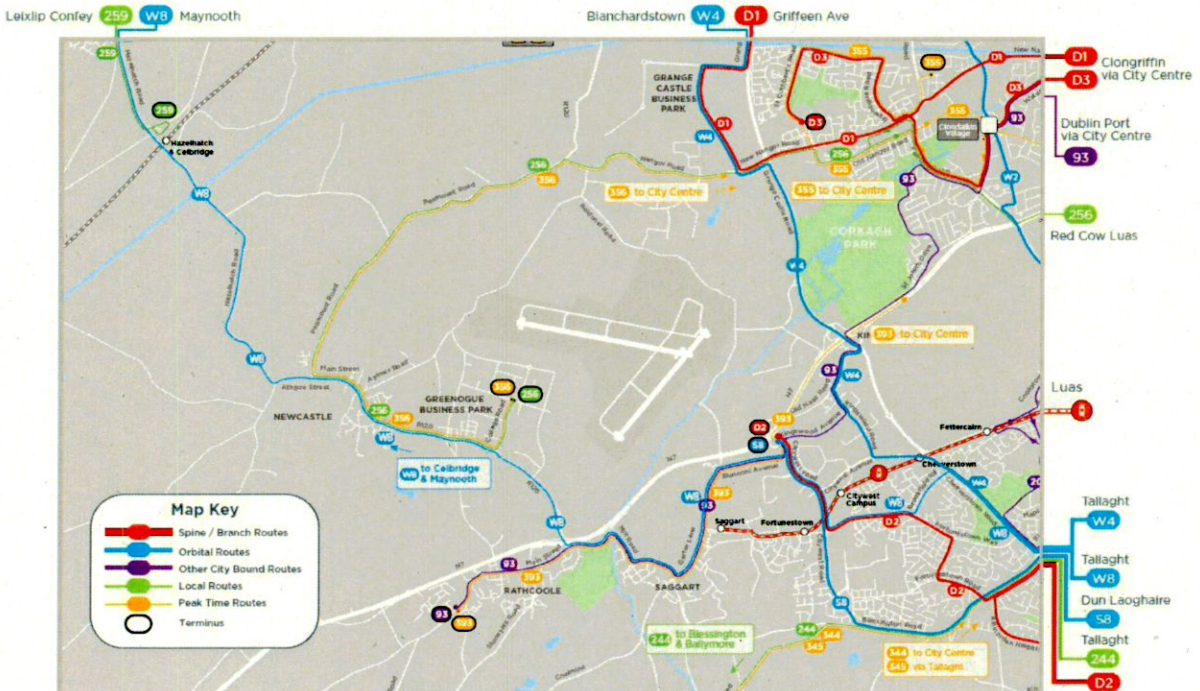


Figure 2.3: Saggart Area BusConnects Map
(source: <https://busconnects.ie/initiatives/new-dublin-area-bus-network/local-area-maps/>)

The proposed level of parking is approximately 55% of the maxima standard from the Development Plan. This is a key element of managing car demand and is a proactive approach with regard to the expected employment population of the warehouse, and provision of disabled accessible spaces (which would be managed and therefore would not be used by staff who do not have a blue badge), resulting in 61 'standard' spaces including visitor spaces.

Typical employment density in a commercial warehouse development can vary from 1 person per 100 sq m GFA to 1 person per 200 sq. m GFA (with lower densities tending to occur in more modern facilities where there is a greater provision of automation in the picking from warehouse racking).

As this is a speculative development with no specific tenant and requirement it is considered that a worst case level of 1 person/100 sq. m, equating to an overall employment population of 117 persons (including delivery drivers) would be a reasonable assumption at this time.

Cycle parking for the development is to be provided in accordance with the Development Plan, which would require a minimum of 59 spaces. The total of 60 covered cycle spaces are located at the east side of the site car park entrance, close to the office/reception entrance, as illustrated on the Kavanagh Burke drawings.

3 STEP 2 – IDENTIFY & IMPLEMENT ACTIONS

3.1 INTRODUCTION

The NTA Guidance document identifies setting targets and actions, so that the organisation can see how a travel plan/MMP is progressing. It is recommended that targets should be 'SMART':

- Specific
- Measurable
- Attainable
- Realistic
- Time-bound

Appendix 5 of the NTA Guidance document provides a sample Action Plan, with list of actionable items, to be assigned against the key person responsible for implementing each of these, along with setting a proposed timeline and target. These can be broken down into 'Soft' measures (promoting behavioural change) and 'Hard' measures (supporting infrastructure). Clearly, the list in the Guidance document is generic and some items will have more or less relevance, depending on the site, nature of the organisation and measures already in place.

Key Actions for the Implementation of this Workplace Travel Plan can be summarised as follows:

- Promoting Cycling
- Promoting Walking

**Warehousing Development, Kingswood Avenue/Kingswood Road, Citywest
Outline Workplace Travel Plan
for Rockface Developments Limited**



- Promoting Carsharing and more efficient use of cars
- Optimise use of car parks
- Promoting Public Transport
- Smarter Working

The NTA guidance document notes *"one essential factor common to all actions is how they are communicated to colleagues."* A plan can be well intentioned but marketing this in an ongoing and effective way to all of the staff in the organisation is key to achieving success and maintaining momentum after the initial interest period.

3.2 BUILDING ON EXISTING MEASURES

3.2.1 Introduction

As noted in Section 3.1, it is important to provide measures which are tailored to the site-specific issues and at the same time are realistic, and that momentum is maintained in the delivery of the Plan and ongoing improvements.

As noted previously, in conjunction with the future operator (the Employer) the Plan Co-Ordinator will have a key role throughout the life cycle of this Plan, and, in development of future versions of the Plan, taking account of changing aspects of travel where these affect staff and visitors.

3.2.2 Key Implementation Roles for Plan Co-Ordinator

The Co-Ordinator will be tasked with rolling out the Plan and will have the following key implementation and liaison roles, with support from Management, Facilities and HR Departments as necessary.

Information

This will include:

- Updating travel information packs for new staff and presenting at Staff Induction meetings
- Managing web-based or fixed notice boards/displays where this could affect staff daily travel requirements (i.e. in case of route changes/public transport industrial action), or when there are operational works within the site/car park and restrictions or diversions to parking or walking routes
- Directing or assisting staff to use the National Journey Planner which is accessible online at <http://www.journeyplanner.transportforireland.ie>, this can provide staff with a clear explanation of the options by different modes, both for commuting travel to/from work and business travel, including costs and journey times, with mode options for walking, cycling and/or public transport.

Health Benefits to Staff

- Providing information on health benefits for cycling and walking (with information on initiatives such as the NTA Step-Challenge (using pedometers or linking step counter data on Smartphones) or the NTA Cycle Challenge
- Establishing the demand for a cycle user group where cyclists can meet and/or liaise through online forums, to discuss issues and gain enhanced proficiency in cycling in the urban network
- Establishing the demand for a regular bicycle maintenance workshop, where practical information and training can be provided to staff to carry out routine maintenance to ensure their bicycle is also in good health.

**Warehousing Development, Kingswood Avenue/Kingswood Road, Citywest
Outline Workplace Travel Plan
for Rockface Developments Limited**



Stephen Reid Consulting
Traffic and Transportation

Financial Benefits to Staff

The Co-Ordinator will also be able to assist staff with signing up to initiatives such as:

- Revenue 'Cycle to Work' discounted bike purchase; and
- Revenue 'TaxSaver' public transport season tickets.

These can also save money for the employer through reduced PRSI/Income Tax liabilities.

Car Sharing/Car Pooling

The Co-Ordinator will review the demand for a car share scheme and can provide advice to staff and feedback to Management. This is primarily focussed on staff travel to/from work (home-based journeys) but will also identify opportunities for staff who are travelling to the same locations (for meetings, site visits, etc.) to car share where practical.

Safety & Security for Walkers

The Co-Ordinator can also assist in identifying 'walking buddies' for those walking to/from the site, particularly for those staff who may be nervous/concerned about walking to/from the site from home or from public transport stops.

Ongoing Liaison

The role of the MMP Co-Ordinator will also involve liaison with:

- SDCC Transportation Department
- The NTA 'Smarter Travel' section
- Public Transport companies (i.e. CIE/Dublin Bus, Go-Ahead, Luas and private bus operators);

The Co-Ordinator will also be a key point of contact for staff who have queries on travel options or concerns (such as safety or security in the area or on specific routes, which can be put forward to the appropriate section in SDCC, the transport operator or An Garda Síochána, as applicable.

This role would also intercede where specific accessibility needs arise, such as in a case where a disabled parking space is required for a member of staff, or if additional cycle parking is required.

Development of Targets

The NTA document 'Achieving Effective Workplace Travel Plans' sets out the following guidance, and clearly identifies that trip targets should be tailored to the specific business operations (particularly relevant in the case of a warehouse development where there will be van and truck operational activity which should be considered separately from staff commuter trips.



Table 3.1 Primary trip targets guidance to be incorporated into Workplace Travel Plans

Primary trip targets	Indicators	Comment
Percentage of 'driver only' trips to work will not exceed X%. (The number of drivers corresponds to the number of vehicle commuter trips and can be expressed as the car/ people ratio i.e. number of car-vehicle trips generated for every 100 employees at the site).	% of employee trips made by walking /cycling/ bus/ train/ 'car as passenger' and the % of employee teleworking.	Monitoring the number of car drivers, rather than the single occupancy vehicles is best, as it corresponds to the number of cars coming to the site. Car sharing will reduce the number of vehicles to/ from the site and will therefore be reflected in this figure.
The number of weekday vehicle trips generated by the site when fully occupied will not exceed X.		
Additional trip targets may be needed for visitor travel, business travel, freight movements and deliveries where these generate significant traffic but are consistent with business operation.	Number of freight trips per day.	Account will need to be taken of the business involved.

(source 'Achieving Effective Workplace Travel Plans: Guidance for Local Authorities', NTA)

3.2.3 Measures for Cycling

Mode Share

On the basis of typical trip rates and an estimated daytime employment population of 117 persons, the expected starting mode share would be in the order of 5-10% on a day to day basis.

With development of measures such as the Bike to Work purchase scheme, a Bicycle User Group/forum and Bicycle Maintenance Advice (i.e. monthly workshop), it is considered that the uptake would increase as staff living within a reasonable distance become more accustomed to the benefits of cycling, and would allow for a target of up to 15-20% daily staff cycling (including e-scooters/e-bikes) within the first 12 months.

Cycle Parking

There are 60 spaces proposed which would be more than adequate to meet the higher target demand mode share of 20%.

Ensuring there is adequate locker and shower space within the proposed facility would also be key to encouraging future uptake of increased cycling to/from work.

3.2.4 Measures for Walking

Mode Share

Having regard to the location of the site within walking distance of Citywest/Saggart/Fortunestown areas which are large population centres, it is expected that there would be a number of staff who could walk regularly to/from work as their primary mode.

There are clear health benefits for walking to/from work where practical, particularly for any office-based workers who may be seated at a desk for long periods of the day.

Clearly issues such as safety and security can impact on walking, particularly in winter months when the journey could be outside of daylight hours.

The coordinator would review initiatives to encourage walking and it could be run through a forum. In an organisation of 50+ staff, it is possible that some staff will not be aware of other staff in the company who live close to them or on their route to/from work and could meet to walk together to/from work.

With a likely starting point of 2-3%, it is hoped to develop (over time) the mode share for walking to 5% within the first 12 months up to a longer-term target of 10% of the daytime staff.

3.2.5 Measures for Car Drivers

Mode Share

Based on the current typical mode shares of approximately 70% by car for developments in this location, it is noted that with a typical daytime population of 117 permanent staff on site, without measures there would be an excess demand for car spaces, excluding visitors from other sites, visiting consultants/suppliers etc.

Managing this to ensure there no more than 50% car driver mode share (i.e. 59 employees, excluding those who drive a van for work and may also use this to commute to/from the site and park in the delivery yard) will be a key aspect of the Plan.

Parking Provision for Staff/Visitors

Subject to agreement with SDCC, the total permanent spaces on site following the proposed development would contain 64 spaces for staff and visitors.

Car-Sharing

Clearly, it will be important to target an uptake in car-sharing by the future staff, both through informal lift sharing, and where possible, increased occupancy per car share vehicle.

Also, it is noted that while staff may not be formally part of a car share scheme, there could be informal agreements where two staff are travelling to a site or meeting in the same location that one car could be used for both with a pick up in the morning before work.

With car sharing and mode shift initiatives to encourage use of cycling, walking and public transport, a target of reducing car driver mode from an expected 70% of staff based within the building (existing for this type of area and development where no measures are in place) to 50% car driver and 10% car passenger would be a reasonable starting point.

3.2.6 Measures for Public Transport

Mode Share

There are currently a significant number of persons in the Citywest/Saggart area between the N7 and N81 corridors who use public transport daily as their primary mode. It is noted that the opportunities for the existing public transport access to the proposed site are reasonably good with bus routes stopping on Citywest Road, on Kingswood Avenue, and Old Naas Road, and Luas Red Line services within walking distance to the south of the site



The Co-Ordinator would also review NTA project proposals for the future Bus Connects routes serving the area (referenced in this report) which would provide better connections between the residential suburbs and centres in southwest Dublin.

An initial target of 20% staff travelling by bus would be reasonable for this type of development.

3.2.7 Measures for Smarter Working

While the development is commercial warehousing and as such most of the staff will be on site operatives or drivers, there are opportunities for increased use of teleconferencing/videoconferencing (for any office-based staff or those who have to travel to other sites by car), and reminders and promotional materials for staff, such as *"Don't make unnecessary journeys"*.

For staff the key benefits are (reduced driver stress/fatigue and reduced depreciation of their own vehicle).

There are also benefits to the wider environment through reduced vehicles on the road, reduced congestion, and reduced emissions.

The increased use of such arrangements during the Covid-19 lockdown periods has demonstrated how effective this can be in replacing face-to-face meetings and business travel.

4 STEP 3 - MONITORING THE PLAN

4.1 INTRODUCTION

As noted in Section 3.1, it is important to provide measures which are tailored to the site-specific issues and at the same time are realistic, and that momentum is maintained in the delivery of the Plan and ongoing improvements. Monitoring the success of a Plan is essential for a number of reasons. For example, it allows Management to:

- Review the success of particular initiatives and whether or not they are meeting the objectives of the organisation
- increase or reduce resource allocations as required
- forecast future activity, and
- report on successes.

4.2 HOW TO MONITOR THE TRAVEL PLAN

4.2.1 Quantitative Indicators:

In summary, the NTA guidance document suggests the following as indicators:

- *Changes in modal split – both 'usual' and 'occasional' modes used*
- *Bikes parked on site*
- *Tax Saver ticket sales*
- *Bikes sold through the Cycle to Work scheme*
- *Demand for lockers/ showers*
- *Number of car parking spaces – leased/ in use/ available*
- *Number of registered carsharers*
- *Number of carsharing parking spaces allocated*
- *Facilities upgraded*
- *Participation levels in events on site*
- *Absenteeism reductions (as fitter employees are more likely to be healthier. Where homeworking is introduced/appropriate, absenteeism may also decrease)*
- *Staff retention figures (particularly where flexible working practices/ home working is introduced)*

4.2.2 Qualitative Indicators:

In summary, the NTA guidance document suggests the following as indicators:

- *Employee comments/ attitudes to sustainable travel –e.g. improvements in fitness, better facilities, willingness to get involved in events*
- *Support from Senior Management*
- *Comments from stakeholders*
- *Awards, Honours or Accreditations for Travel*

Colleagues in HR can assist the Travel Plan Coordinator with some elements of monitoring, e.g. participation in Cycle to Work or Tax Saver ticket schemes, while Facilities can assist with other elements, e.g. facility upgrades, carsharing parking spaces allocated.

4.2.3 Timeframe for Monitoring:

In summary, the NTA guidance document suggests the following as a good approach to when to undertake monitoring exercises:

Some indicators can be monitored annually, while others should be monitored throughout the year.

Consider recording Modal Split through a large-scale employee travel survey at least every two years, with shorter 'Snapshot' surveys conducted annually. Surveys should be conducted over the same period every year, so conditions and results are comparable.

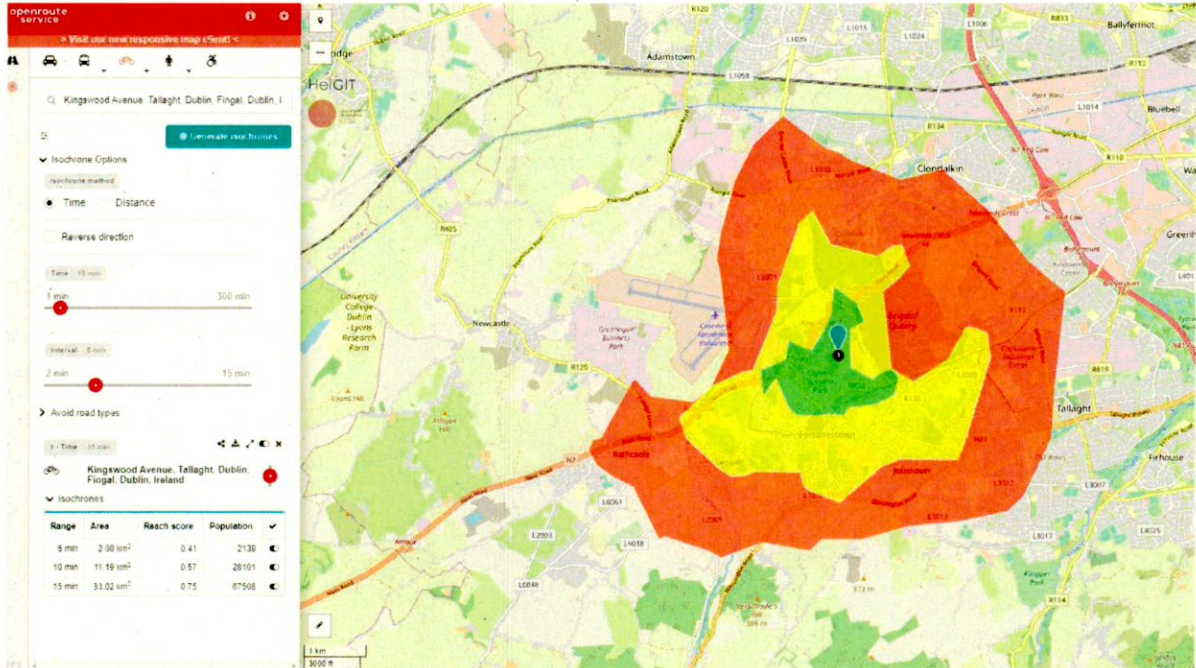
It will be helpful for the Travel Plan Coordinator to monitor other indicators annually or throughout the year to gauge change or the need to review the Action Plan. For example, if the Employee Travel Survey is conducted in September annually, a count of bikes on site during the summer will be helpful to plan for facilities required at times when the weather encourages people to get more active. When weather is inclement, it may be useful to monitor the number of cars travelling on site.

4.2.4 Ensure Results are Communicated to Staff and Management:

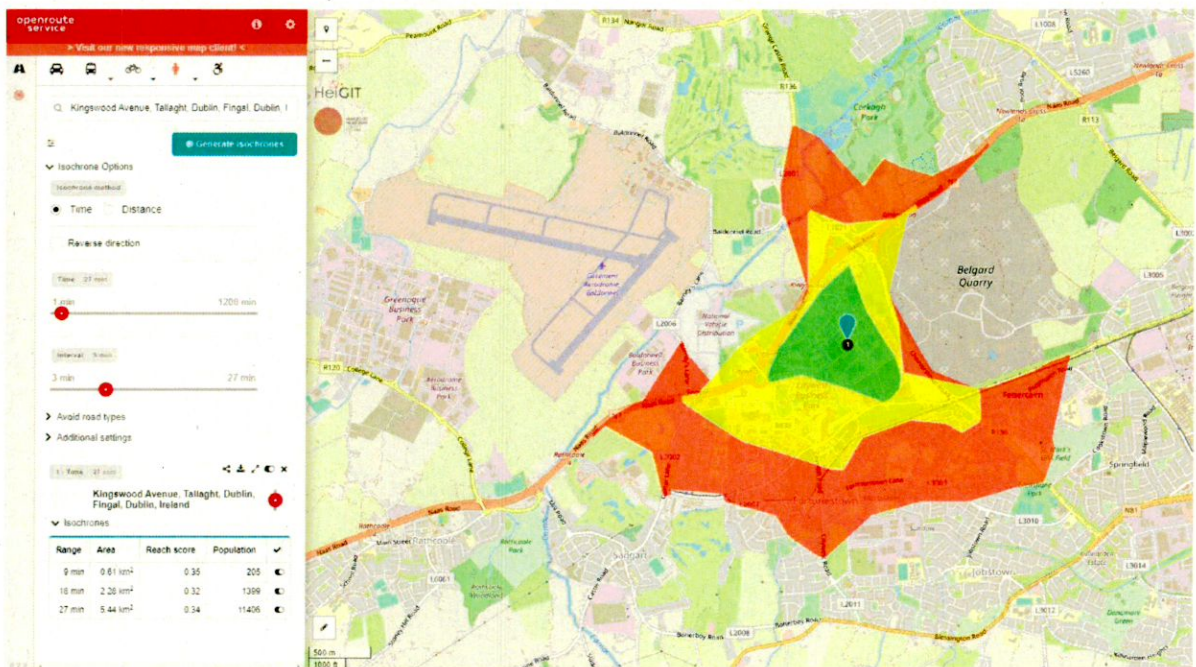
The Co-Ordinator should ensure that the results of any monitoring are acted on and that successes and revised targets are fully communicated both the staff and senior management.

*Stephen Reid Consulting Traffic and Transportation
[20.06.2022]*

**Warehousing Development, Kingswood Avenue/Kingswood Road, Citywest
Outline Workplace Travel Plan
for Rockface Developments Limited**



**5, 10, and 15 minute cycle isochrones equating to a 5km cycle limit to Kingswood Avenue site
(source: openrouteservice/maps)**

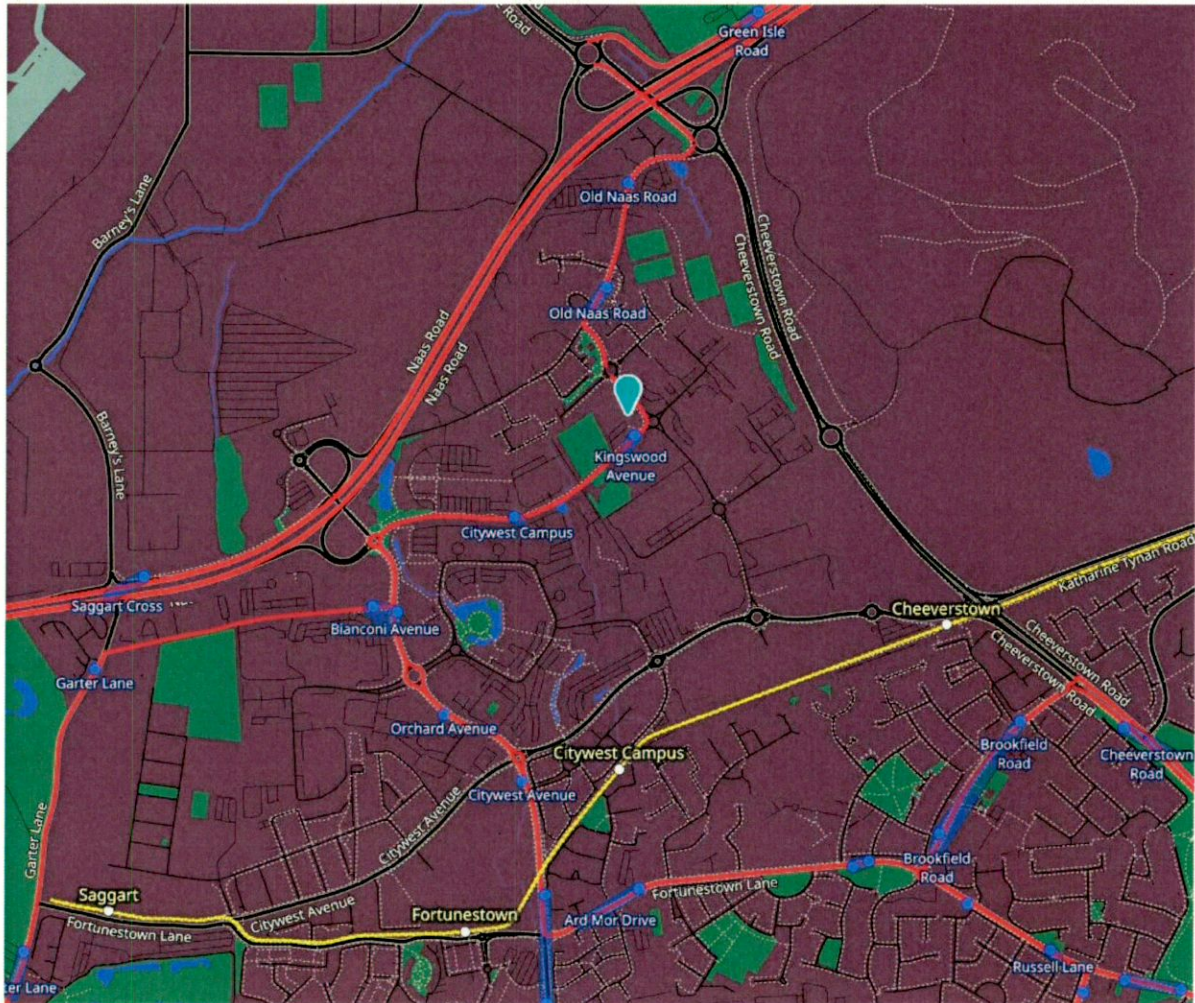


**9, 18, and 27 minute walk isochrones to Kingswood Avenue site equating to a 2.5km walk limit
(source: openrouteservice/maps)**

**Warehousing Development, Kingswood Avenue/Kingswood Road, Citywest
Outline Workplace Travel Plan
for Rockface Developments Limited**



Stephen Reid Consulting
Traffic and Transportation



**Existing Bus stops and Luas stops within walking distance of site
(source: openrouteservice/maps)**