



Jackson's Row Developments Ltd

ST MICHAEL'S, JACKSON'S ROW

Framework Travel Plan





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WSP

8 First Street

Manchester

M15 4RP

Phone: +44 161 200 5000

WSP.com

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APPENDIX A

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APPENDIX B

1 INTRODUCTION

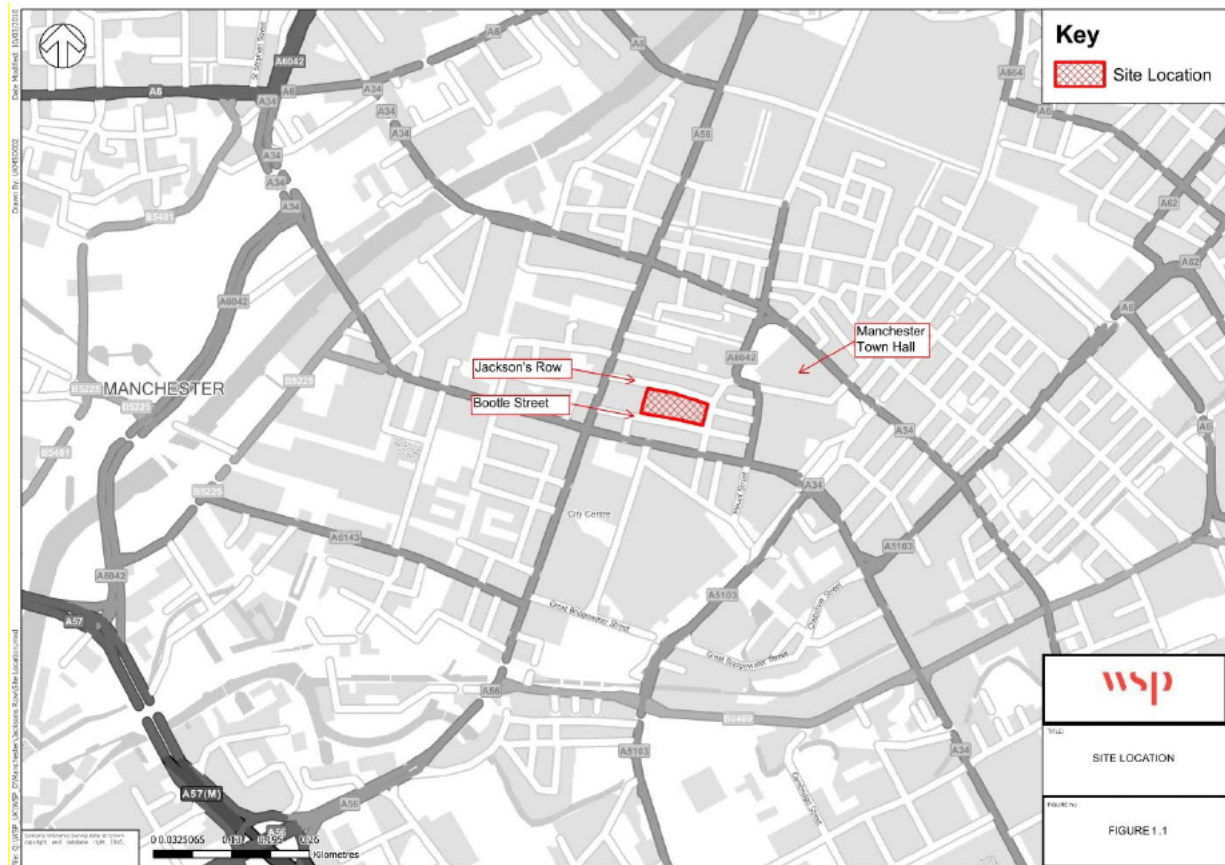
1.1 BACKGROUND

WSP has been appointed by Jackson's Row Developments Limited to provide specialist transport and highways advice in support of a Section 73 planning application for a mixed use development (the Proposed Development) on the St. Michael's site off Bootle Street in the heart of Manchester city centre.

The proposed ground floor plan for the site is attached in **Appendix A**. This Framework Travel Plan (FTP) has been prepared in support of the Section 73 planning application and should be read in conjunction with the corresponding Transport Statement (TS).

The location of the site in relation to surrounding roads and landmarks in Manchester city centre can be seen in **Figure 1.1**.

Figure 1.1 – Proposed Location Plan



The development proposals are set out within the Transport Statement (TS) which accompanies this FTP, and are summarised below:

- office space;
- hotel facilities;
- retail including roof lobby;

- residential apartments; and
- replacement of the existing synagogue with a new synagogue facility.

This FTP has been prepared in line with national, regional and local policy guidance. The information contained within this FTP is intended to form the first stage of the travel planning process for the Proposed Development.

1.2 TYPE OF TRAVEL PLAN

'Good Practice Guidelines: Delivering Travel Plans through the Planning Process' (GPG) by the Department for Transport (DfT) 2009, sets out five types of TP's which include full, interim, framework, statement and area-wide plans.

At this stage in the planning process, a Framework Travel Plan (FTP) is appropriate for the Proposed Development given that it is a "*large mixed-use development with multiple occupants*" and precise information concerning the majority of the site's end users/occupiers is currently unknown.

The Proposed Development has not yet been constructed and therefore the majority of the future users travel characteristics are not known at this stage. This prevents the preparation of a realistic and achievable Full Travel Plan for the Proposed Development at this stage.

1.3 PURPOSES OF A TRAVEL PLAN

A Travel Plan is a strategy for managing multi-modal access to a site or development that focuses on promoting access by sustainable modes of transport. It is an important method of managing travel demand and encouraging the uptake of sustainable modes of transport.

Essentially, a Travel Plan should evolve to match the on-going and changing travel patterns of the intended users of a development. Identification of objectives will be governed by the particular circumstances of the site and the travel behaviour of its users.

Consequently, there is a need to set objectives, targets and indicators. The purpose of this is to enable change to be monitored and where change is not achieved, to amend those elements of the plan which have not been effective.

This FTP sets out measures that will be considered to positively influence resident, employee and visitor travel patterns and to assist in the delivery of sustainable transport solutions. It will have an important role to play in ensuring that opportunities are taken to capitalise on the existing ease of access of the site by sustainable modes of transport.

It highlights a governance structure and a series of measures that are proposed to maximise the use of walking, cycling and public transport opportunities for residents, employees and visitors, thereby minimising the impact that the Proposed Development has on the local highway network.

Certain key initiatives within a Travel Plan can only be identified once a proposed development is open and residents, employees and visitors to the site have been surveyed to establish their travel characteristics and opportunities for change can be identified. This FTP therefore describes the strategy through which initiatives will be identified and adopted in the future in order to encourage modal change as well as detailing how change will be monitored.

A key element of this process involves the appointment of a Travel Plan Co-ordinator (TPC) who will have ownership of the FTP's objectives and who will work with the employees and other

stakeholders to promote the plan. The TPC will oversee the development and implementation of the Full Travel Plans for the individual uses, including the synagogue.

The TPC will have ownership of the Plan's objectives and will work with the developer and other stakeholders to promote the plan. The TPC will also ensure that performance is effectively monitored and, where change is not achieved, to amend those elements of the plan which have not been effective. The Travel Plan process should evolve to match the on-going and changing travel patterns of the intended users of the Proposed Development.

The parameters set out within this document will provide a framework for the development of the Full Travel Plan.

1.4 STRUCTURE OF THIS REPORT

This FTP presents the policy framework for the Travel Plan and outlines the baseline transport and travel conditions on the surrounding highway network. It covers all substantial elements of a Full Travel Plan and includes the following:

- Chapter 2 – Policy Context;
- Chapter 3 – Benefits of a FTP;
- Chapter 4 – Sustainable Accessibility;
- Chapter 5 – Travel Plan Governance, Objectives, Targets and Indicators;
- Chapter 6 – Travel Plan Measures;
- Chapter 7 – Monitoring and Implementation;
- Chapter 8 – Summary and Conclusions

2 POLICY CONTEXT

2.1 INTRODUCTION

There are a number of national, regional and local policy documents that need to be considered in relation to the preparation of the FTP.

As advocated by the GPG, Travel Plans should contain measures that are a combination of 'hard measures' and 'soft measures'. Hard measures include improvements to highway design, infrastructure, and facilities both on and off site, such as the creation of new footways, bus stops, or cycle parking.

Soft measures, taken from 'The Influence of Soft Factor Interventions on Travel Demand' (DfT, 2004) can be defined as residential, workplace, school, and personalised Travel Plans, public transport marketing, and travel awareness campaigns.

This chapter highlights the importance of Travel Plans as a soft measure in the integrated transport and spatial planning policy framework which underpins this FTP for the Proposed Development.

2.2 NATIONAL POLICY AND GUIDANCE

2.2.1.1 National Planning Policy Framework (Department for Communities and Local Government 2021).

The National Planning Policy Framework (NPPF) was initially published in March 2012 with a core focus on streamlining the overall development planning process. The NPPF has recently been updated and published on 20 July 2021. The NPPF outlines that a key tool to promote the use and provision of sustainable transport is through Travel Plans. The sustainable planning objectives concerning Travel Plans in the NPPF follow various DfT White Papers which outline the Government's approach to sustainable transport over a number of years.

2.2.1.2 Creating Growth, Cutting Carbon: Making Sustainable Local Transport Happen (DfT, 2011)

This White Paper outlines the Government's vision for "the national transport system which is an engine for economic growth, is also greener and safer and improves the quality of life in our communities." The White Paper identifies that travel planning is included under the 'smarter choices' label to encourage people to make good choices in relation to using sustainable and active travel modes.

Smarter choices is further identified as a package of measures tailored to each local area comprising both soft measures, such as marketing and information, and hard measures such as improvements to infrastructure and services.

2.2.1.3 Smarter Choices - Changing the Way we Travel (DfT, 2004)

As part of this strategy, the final report of the research project 'The Influence of Soft Factor Interventions on Travel Demand' found that soft intervention measures had a significant impact on travel choices across the country following 24 case study interview locations in England and Scotland.

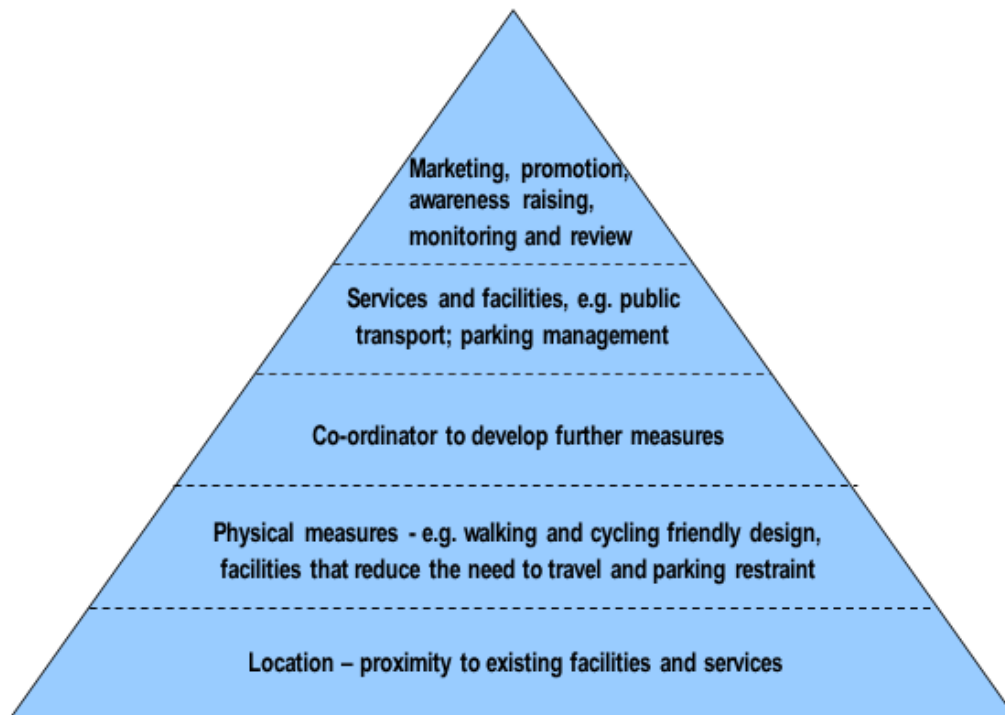
The report found with the low intensity application of soft measures such as Travel Plans, traffic levels had been reduced by 4% with a range around this dependent on local circumstances. For

every £1 spent on soft measures, it was found that this would bring a benefit of £10 in reduced congestion on average across the country.

2.2.1.4 The Travel Plan Pyramid

Good practice guidance on delivering effective Travel Plans has recommended that Travel Plans be viewed as a pyramid of measures and actions. These measures and actions are illustrated in **Figure 2.1**.

Figure 2.1 – Pyramid of Measures and Actions



(Source: Good Practice Guidelines: Delivering Travel Plans through the Planning Process)

The structure of the initiatives are allocated within five tiers, which relate to the Travel Plan pyramid from base to summit, i.e. Tier one provides the base of the pyramid and tier five forms its apex.

2.2.1.5 TIER 1 - Location - proximity to existing facilities and services

The process of producing an effective FTP begins with the location of the development itself.

Developments should not be isolated, but located close to complementary land uses and sustainable transport facilities and services.

This FTP and the accompanying TS for the Proposed Development both describe the location of the site in detail and demonstrate that it enjoys a high level of accessibility to surrounding areas by sustainable modes of transport.

2.2.1.6 TIER 2 - Physical measures - e.g. walking and cycling friendly design, facilities that reduce the need to travel

This stage in the pyramid emphasises the need to support walking, cycle and public transport use and, if possible, incorporate into the design of the development measures that will reduce the need to travel.

It is noted in Chapter 4 that the public realm strategy to improve the pedestrian environment surrounding and within the site as part of the Proposed Development, as described in the accompanying TS, will provide a safe and attractive environment for pedestrians and promote access to the site on foot. Furthermore there are 400 cycle spaces proposed at site and there is storage capacity for each residential apartment to contain a folding bike storage space.

2.2.1.7 TIER 3 - Co-ordinator to develop further measures e.g. traveller database

Chapter 5 of this FTP has described the governance arrangements that are proposed to be put in place to oversee the Travel Planning Process, including the TPC role. The TPC will be responsible for the following:

- Collating and distributing information with respect to sustainable travel initiatives that are being promoted within Manchester and the surrounding area;
- Coordination of Travel Plan delivery;
- Promotion and marketing of the Travel Plan to residents and employees; and
- Implementation of the monitoring strategy for the Travel Plan and review of the Travel Plan in light of findings.

It will be the responsibility of the TPC to produce and maintain a traveller database, collating data on current travel choices.

The traveller database will be updated in line with the monitoring schedule detailed in the next chapter. The traveller database will be used to evaluate why travellers use or do not use a particular mode of transport and establish initiatives that will encourage them to travel by sustainable modes of transport.

2.2.1.8 TIER 4 - Services and facilities - e.g. public transport; parking management

As part of the Proposed Development, various potential measures have been outlined in Chapter 6 within Table 6.1.

These encompass both physical and non-physical measures, such as informational literature and websites, user groups, and promotional activities.

These measures will be brought forward within a combined timetable, which will be identified within the Full Travel Plan.

2.2.1.9 TIER 5 - Marketing and promotion, awareness raising, monitoring and review

It is essential that alternative travel options are effectively marketed and promoted to residents and employees at the Proposed Development.

Poor information can be a major barrier to public transport use. Making people aware of travel alternatives and improving the ease with which they can access information will form a key element of the Travel Plan. The TPC will liaise regularly with relevant Manchester City Council officers in order to ensure that the information being provided to employees and residents remains valid.

It will be the responsibility of the TPC to ensure that residents, employees and visitors are provided with sufficient information to allow them to use the public transport network with relative ease. However, research evaluated by the government guidance on Travel Plans states that:

“simply providing promotional literature is not as effective as engaging with people on an individual basis and encouraging them to actively select the information they need.”

Encouraging individual participation will be a key role of the TPC who can also ensure that residents and employees will be made aware of the transport characteristics of the Proposed Development from the outset.

2.3 LOCAL POLICY

2.3.1.1 Greater Manchester's Fourth Local Transport Plan (LTP4) Delivery Plan 1: 2016/17 - 2021/22, Transport for Greater Manchester (Feb 2017)

The Greater Manchester Local Transport Plan comprises two documents; The Greater Manchester Transport Strategy 2040, which gives a long-term strategic view of how the transport system will need to evolve, and a five-year Delivery Plan, which gives more specific detail of what objectives are planned in the short term.

The aim of both documents is to establish a:

‘fully integrated, high capacity transport system for Greater Manchester, with travelling customers at its heart.’

In order to achieve this, the LTP 4 for Greater Manchester has an ultimate goal that all interventions will come together to offer flexible and customer-focused travel choices.

Furthermore, the LTP4 states that TfGM aims to:

‘deliver a package of measures to support improved access to key employment, education and training locations across the wider city region, focused on improving walking, cycling and public transport connectivity and smarter choices activities.’

In order to support the ongoing travel planning documents and processes set up by both public and private developers and their travel plan coordinators (TPC), TfGM and its partners will look to focus on evolving travel planning tools over the coming years to improve accessibility to ‘real time’ information for all travellers.

A single portal for travel information is planned to provide multi-modal travel information to help travellers to make informed decisions on their journeys, where:

‘future developments could include adding data on roadworks, incidents/events, and a ‘predictive’ function to warn customers of the potential impacts on their journey of, for example, adverse weather. Expansion of CCTV and other sensor coverage will allow better real-time monitoring of our transport networks and feedback issues to customers.’

By allowing travelling customers to make excellent travel choices it is hoped that it will allow them to:

'move seamlessly between services and modes of transport on a single, high quality, easy-to-use network; maximising choice and supporting low-car lifestyles, made possible by integrated land use and transport planning.'

2.3.1.2 Manchester's Local Development Framework Core Strategy, Development Plan Document (Manchester Core Strategy 2012 - 2027), 2012

This Core Strategy outlines the importance of a comprehensive and sustainable transport system as a means of:

- Attracting a growing, stable population;
- Supporting existing and new businesses;
- Ensuring good access to employment;
- Improving residential health; and
- Addressing the issue of climate change to contribute to the sustainable economic growth of the city.

As part of the 'Citywide Challenges' identified within the strategy it is noted that to meet some of the key challenges in Manchester, the level of congestion on the road and improvements to the reliability of public transport must be addressed.

The 'Spatial Principles' of the strategy identified in Policy SP1 state that as part of the key principles in guiding the strategic development of Manchester to 2027 new development will:

"Maximise the potential of the City's transport infrastructure, in particular promoting walking, cycling and use of public transport."

Within Policy T2 of the document the Council states that it will actively manage the pattern of development to ensure new developments include appropriate Travel Plans for all major applications and for any proposals where there are likely to be access or transport issues.

2.3.1.3 Guide to Development in Manchester, Supplementary Planning Document (SPD) and Planning Guidance, 2007

The SPD recognises Travel Plans as a means to reduce the needs of travel by car by encouraging walking, cycling and public transport use. It notes that during the planning stage:

"Consideration should be given to the proximity of the development to existing travel facilities and services, site layout, suitable density, cycling and pedestrian facilities and the potential for parking restraint."

Furthermore, it is noted that public transport should be easy to use and that:

"Workplaces should be located near residential areas to support the Council's sustainability development strategy, in particular reducing the need to travel."

2.4 POLICY OVERVIEW

This section of the FTP has explored the national and local planning and transport policies and guidance which highlight the importance of Travel Plans in achieving sustainable growth. This FTP has been informed by such policies.

Subsequent chapters of this FTP demonstrate where appropriate how the Proposed Development accords with the above policies. Specifically, in Chapter 4 which focuses on site accessibility for pedestrians, cyclists and public transport users and Chapter 6 which focuses on Travel Plan measures for the site which aim to improve pedestrian, cyclist and public transport user accessibility.

In relation to the Pyramid that has been used to structure this FTP, the following sections of this report address the tiers described:

- Tier 1: Chapter 4 – Transport Infrastructure Audit; and
- Tiers 2 to 5: Chapter 6 – Travel Plan Measures.

3 BENEFITS OF A FRAMEWORK TRAVEL PLAN

3.1 INTRODUCTION

A travel plan can maximise the sustainability of a development and as a result provide a range of benefits to the different stakeholders of the development.

The benefits associated with a travel plan for the developer, residents, employees and visitors and the wider environment are listed below:

3.2 BENEFITS FOR THE DEVELOPER

Benefits for the developer include the following:

- Improved and widened travel choices to a site, which can improve the attractiveness of the development to residents;
- Increased marketability of the development;
- Reduced parking demand;
- Enhanced relationship with the local community;
- Enhanced and reinforced community orientated image and public profile of the developer;
- Enhanced positive corporate social responsibility;
- Can take advantage of the existing transport infrastructure within Manchester;
- Supported healthy lifestyles for users of the development; and
- Can be used in support of environmental and management initiatives, and accreditations.

3.3 BENEFITS FOR RESIDENTS, EMPLOYEES AND VISITORS TO THE DEVELOPMENT

Benefits for future residents, employees and visitors include the following:

3.3.1.1 Accessibility

Improved accessibility and greater travel choices to the site can improve the attractiveness of the development to residents, employees and customers by:

- Assisting with removing walking and cycling deterrents, such as poor/limited pedestrian and cycle facilities, where appropriate;
- Promoting non-car modes of transport which will contribute to providing a more sustainable community being developed in the city centre; and
- Providing greater choice of travel options for residents, employees and visitors which will give greater flexibility and improve their mobility.

3.3.1.2 Health Benefits

The promotion of cycling and walking can:

- Help to increase regular moderate physical activity amongst those wishing to access the site; and, consequently, prevent and reduce the risk of cardiovascular disease, cancer, obesity, diabetes, stroke, mental health problems, high blood pressure, and musculoskeletal problems; and
- Reduce the volume of polluting vehicles on the roads surrounding the site which will mean better air quality throughout the area.

3.3.1.3 Safety

Contribute to tackling congestion and reduce traffic levels on local roads in and around the site, which will contribute to improving road safety in the area which all users of the development can benefit from.

3.3.1.4 Financial Benefits

Individuals can also benefit financially from travelling to and from a site with a FTP in place due to the improved range of transport options available, some of which may be more cost-effective than car travel. In some circumstances, FTP measures can remove an individual's need for a car (or their household's need for a second car), thereby removing the capital and on-going cost of car ownership.

3.4 BENEFITS FOR THE ENVIRONMENT

Climate change is a global issue that affects all nations. The UK Government has pledged to play its part in reducing emissions, which are harmful to the earth, by setting carbon reduction targets.

Benefits for the local environment, in and around the development, include:

- Contributing to climate change targets and noise reduction targets by encouraging users of the development to use more sustainable modes of transport;
- Contributing to a reduction in traffic and congestion in the local area; and
- Contributing to improving local air quality by reducing and maintaining a reduction in car trips associated with the development.

Encouraging people to make smarter choices in the way they travel can drastically reduce the impact that a particular development or organisation makes on the environment.

4 SUSTAINABLE ACCESSIBILITY

4.1 INTRODUCTION

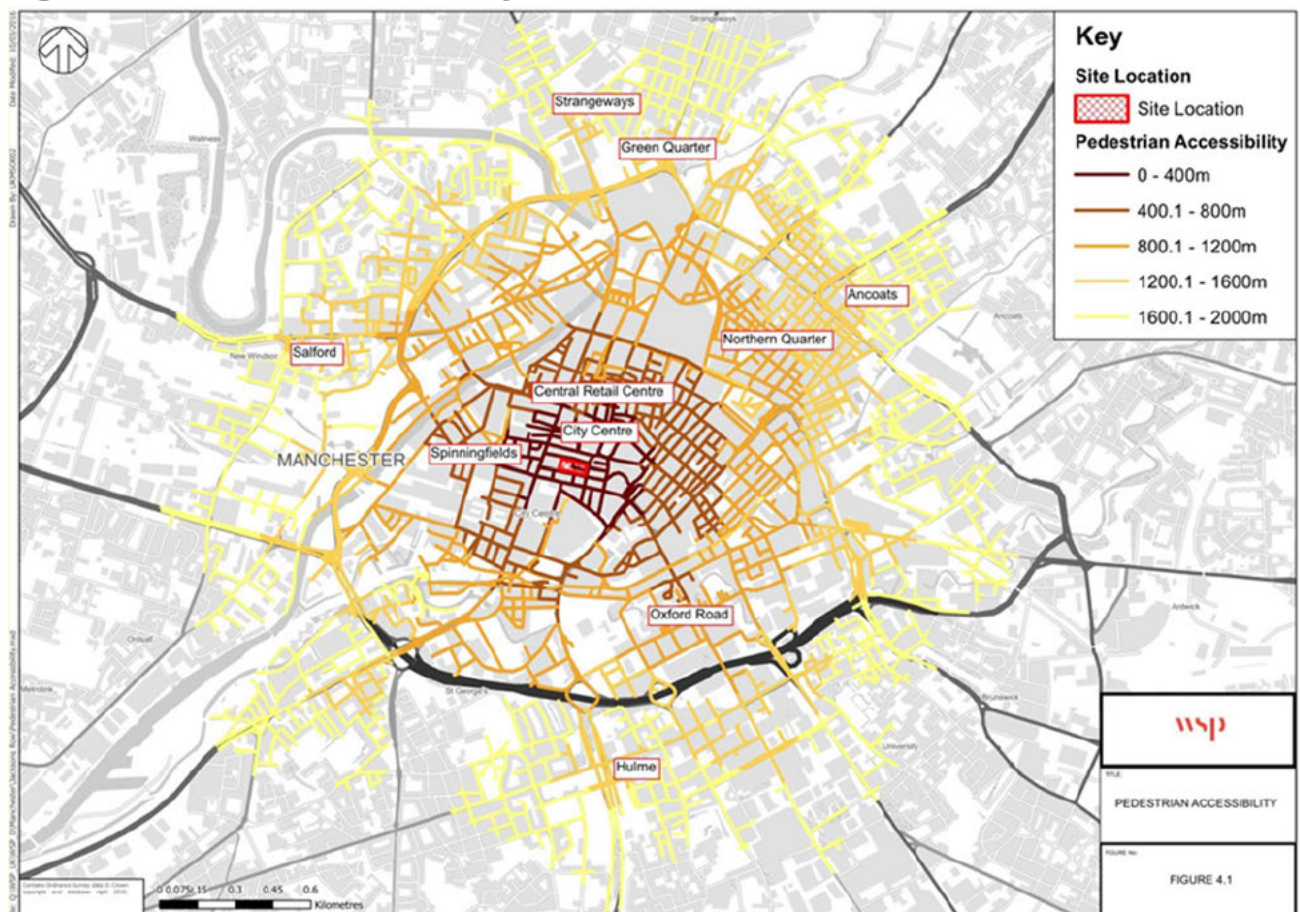
This chapter of the FTP examines the accessibility of the site by sustainable modes of transport and reviews how the location of the Proposed Development will promote sustainable modes of travel and ultimately reduce the attractiveness of, and reliance on, the private car for travel by residents, employees and visitors to the site, both now and in the future.

4.2 PEDESTRIAN ACCESSIBILITY

The Institution for Highways & Transportation (IHT) publication 'Guidelines for Providing for Journeys on Foot' outlines that the preferred maximum walking distance for commuting from an origin point by persons without a mobility impairment is 2000m.

With an average walking speed of 1.4m/s, 2000m constitutes a 24-minute walk. The pedestrian accessibility isochrones shown in Figure 4.1 illustrates key areas surrounding the site which are within a 2000m/ 24-minute walk. The figure can be found in **Appendix B**.

Figure 4.2 – Pedestrian Accessibility Location



The key areas within 2000m of the site as shown in Figure 4.1 are listed below:

- Spinningfields;

- Oxford Road;
- Hulme;
- Salford;
- Northern Quarter;
- Ancoats;
- Green Quarter; and
- Strangeways.

Further GIS analysis has shown that approximately 21,700 households are within these areas (2000m of the site). It is likely that a number of these households may be occupied by future employees of the site, of which many may consider walking as a viable option for travel to work given the proximity of the site to their home.

Analysis of 2011 travel to work Census data has been undertaken for MSOA (Middle Super Output Area) 054 which encompasses the Proposed Development. As can be seen in Table 4.1, 6,173 employees walk to MSOA 054 (their place of employment).

Table 4.1 - Walking to Work

Area	Walk	% OF JTW
MSOA 054	6,173	12%
Manchester (Local Authority)	31,665	10%

6,173 employees walking to work equates to 12% of all journeys to work by different modes of transport to MSOA 054. This equates to a higher percentage than that for the wider Manchester area where 10% of all journeys to employment in Manchester were found to be undertaken by walking.

As such it can be assumed that a higher percentage of people will walk to the Proposed Development for work compared to those travelling to work across Manchester.

Moreover the public realm strategy to improve the pedestrian environment surrounding and within the site as part of the Proposed Development, as described in the accompanying TS, will provide a safe and attractive environment for pedestrians and promote access to the site on foot.

Pedestrian links to employment, retail and leisure areas as well as major public transport hubs are excellent with pedestrian desire lines catered for and numerous crossing facilities. Dropped kerbs and tactile paving are provided at crossing points to aid and facilitate the movement of pedestrians, especially for the less mobile and those with pushchairs.

4.3 CYCLING ACCESSIBILITY

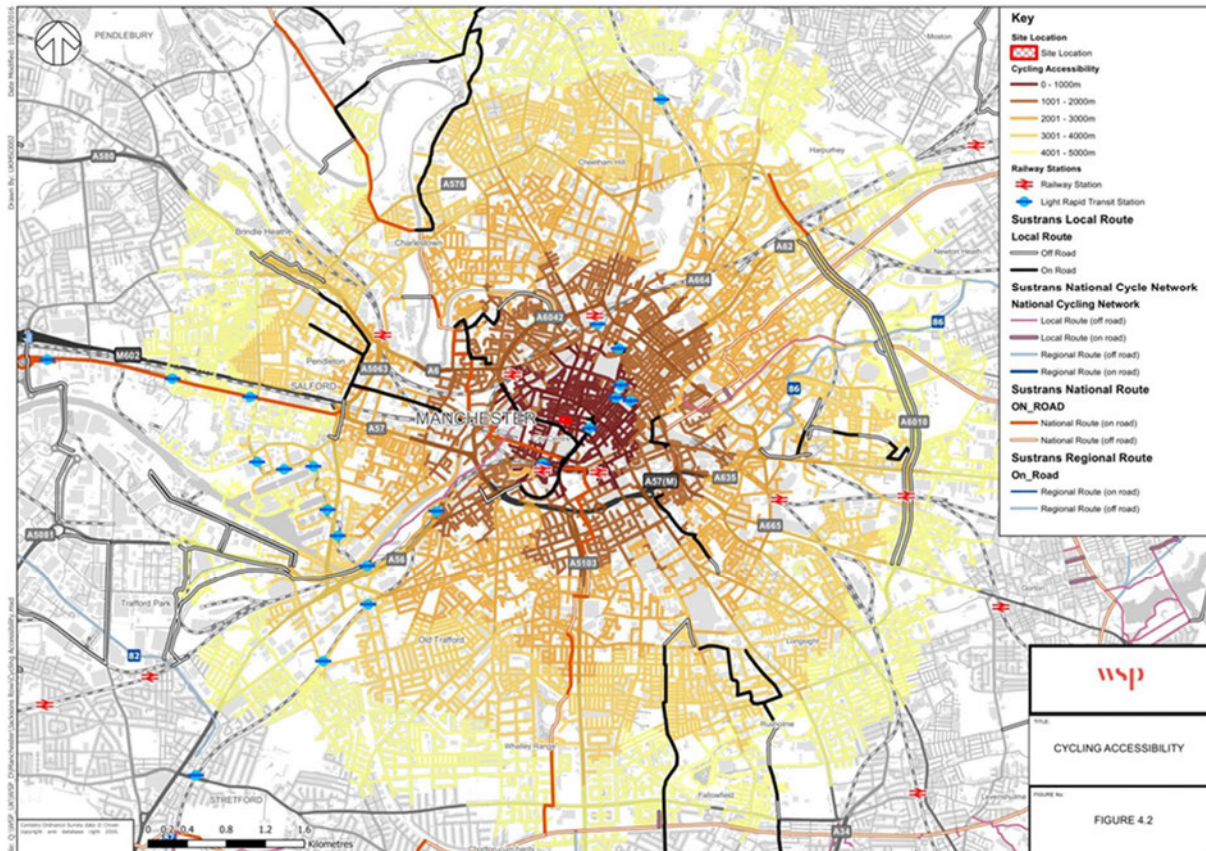
An acceptable cycling distance is considered to be up to 5km, with PPG13 stating that:

“Cycling also has potential to substitute for short car trips, particularly those less than 5km and to form part of a longer journey by public transport.”

Whilst the PPG13 has been superseded by the NPPF, the identified acceptable 5km cycling distance is still considered applicable in the absence of any updated document which provides an alternative figure.

With an average cycling speed of 3.5m/s, 5000m constitutes a 24-minute cycle. The cycle isochrones shown in Figure 4.2 illustrate the area surrounding the site which is within a 5000m/ 24 minute cycle.

Figure 4.3 – Cycling Accessibility



A wide range of areas are accessible within a 5000m cycle of the site as listed below:

- Broughton Park;
- Cheetham Hill;
- Miles Platting;
- Harpurhey;
- Ardwick;
- Longsight;
- Rusholme;
- Fallowfield;
- Moss Side;
- Whalley Range;
- Old Trafford;
- Firwood;

- Salford Quays;
- Gorse Hill;
- Weaste;
- Brindle Heath;
- Irlam o' th' Height; and
- Charlestown.

Further GIS analysis has shown that approximately 130,000 households are within these areas (5000m of the site). It is again likely that a number of these households may be occupied by future employees of the site, of which many may consider cycling as a viable option for travel to work given the proximity of the site to their home.

Analysis of 2011 travel to work Census data has been undertaken for MSOA (Middle Super Output Area) 054 which encompasses the proposed site. As can be seen in Table 4.2 1262 employees cycle to MSOA 054 (their place of employment).

Table 4.2 - Cycling to Work

Area	CYCLE	% OF JTW
MSOA 054	1262	3%
Manchester (Local Authority)	9699	3%

1262 employees cycling to work equates to 3% of all journeys to work by different modes of transport to MSOA 054. The wider Manchester area (which encompasses MSOA 054) has 3% of all journeys to employment in Manchester undertaken by cycling; as such MSOA 054 has an equal percentage of employees cycling to work as the wider Manchester area.

As such it can be assumed that an equal percentage of people will cycle to the Proposed Development for work compared with those travelling to work across Manchester.

Figure 4.2 also demonstrates the proximity of national, regional and local cycle routes to the site. The proximity of these routes greatly increases the cycling accessibility of the site. The site is accessible via a network of advisory cycle routes including recommended on-road routes and favourable routes on quieter roads that are still reasonably direct. The nearest off-road cycle route can be found at Albert Square approximately 250m from the centre of the Proposed Development.

The introduction of the Mobike, the bike-sharing scheme, is also likely to increase cycle use within Greater Manchester. Manchester cycle hubs, where people can park their bike safely and securely, can also be found at City Tower adjacent to Piccadilly Gardens and at Oxford Road Rail Station.

Furthermore there are 400 cycle spaces proposed at site adding to the viability of cycling as a realistic alternative to private car use for users of the site. Residents will additionally have the option of a storage unit within their apartment for a folding bike.

4.4 PUBLIC TRANSPORT ACCESSIBILITY: BUS

Access to frequent public transport services within an acceptable walking distance from the site encourages and promotes public transport use.

The site is well placed to encourage travel by bus. Guidance published by the IHT 'Planning for Public Transport in Developments' (1999) recommends that the maximum walking distance to a bus stop should be 400 metres, equating to an approximate five minute walk.

A number of bus stops are located within 400m of the site on A56 Deansgate, John Dalton Street and A6042 Albert Square as indicated in Figure 4.3. The services which can be accessed from these stops to key destinations can be seen in Tables 4.3, 4.4 and 4.5.

Included within the services identified, it should be noted that the Metroshuttle is a free city centre service which connects Shudehill Interchange with Victoria Station, Deansgate, Castlefield, Deansgate Station and Oxford Road Station. The service runs every ten minutes on Monday - Saturday between 7am and 7pm and between 10am and 6pm on Sundays.

Figure 4.4 – Public Transport Accessibility

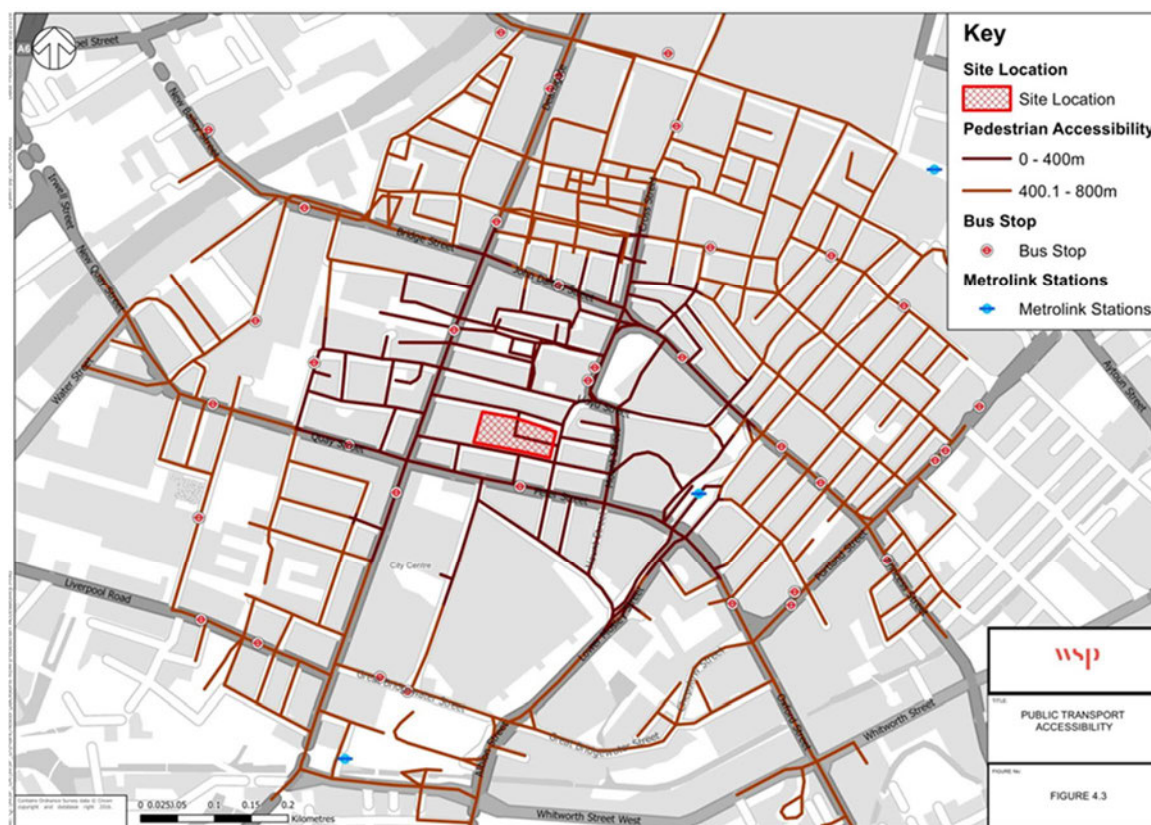


Table 4.3 - Bus Services Accessible on A56 Deansgate

Service	Route	Frequency MON - FRI	Frequency SAT	Frequency SUN
X43	Burnley – Rawtenstall – Prestwich - Manchester	4 per hour	4 per hour	2 per hour
Metroshuttle 1	Piccadilly Station – Central Library – John Rylands Library – Victoria Station – Printworks - Piccadilly Station	6 per hour (7am – 7pm)	6 per hour (8.30am – 6.30pm)	6 per hour (9.30am – 6pm)
Metroshuttle 2	Piccadilly Station – Stephenson Square – Castlefield – Spinningfields – John Rylands Library – Victoria Station – Piccadilly Station	6 per hour (6.30am – 6.30pm)	6 per hour (8.30am – 6.30pm)	6 per hour (9.30am – 6pm)
278	Albert Square – Old Trafford – Sale – Wythenshawe – Didsbury – Levenshulme - Reddish	1 per hour (7am – 6pm)	-	1 every 2 hours (to Timperley)
197	Albert Square – Manchester Royal Infirmary – Levenshulme – Heaton Mersey - Stockport	3 per hour (6.15am – 10.00pm)	3 per hour (7.15am – 10.00pm)	1 per hour (9.00am – 9.45pm)

Table 4.4 - Bus Services Accessible on John Dalton Street

Service	Route	Frequency Mon – Fri	Frequency Sat	Frequency Sun
36	Bolton - Swinton - Irlams o' th' Height - Pendleton - Manchester	6 per hour (5.20am – 11.15pm)	6 per hour (5.20am – 11.15pm)	3 per hour (6.15am – 11.15pm)
37	Bolton – Farnworth – Manchester	6 per hour (5.30am – 11.15pm)	6 per hour (5.40am – 11.15pm)	3 per hour (8.00am – 11.15pm)
38	Greenheys – Walkden - Irlam o' th' Heights - Manchester	6 per hour (5.30am – 11.15pm)	6 per hour (7.00am – 11.15pm)	2 per hour (9.50am – 11.00pm)
X41	Blackburn - Manchester	2 per hour (6.45am – 11.20pm)	2 per hour (8.10am – 11.30pm)	1 per hour (9.45am – 6.45pm)

Service	Route	Frequency Mon – Fri	Frequency Sat	Frequency Sun
34	Lowton – Leigh – Astley – Boothstown – Swinton – Pendleton - Manchester	2 per hour (4.30am – 6.20pm)	2 per hour (6.50am – 6.00pm)	1 per hour (7.40am – 6.15pm)
V1	Manchester Royal Infirmary – Manchester – Tyldesley - Leigh	4 per hour (5.00am – 11.30pm)	4 per hour (6.50am – 11.30pm)	2 per hour (7.50am – 11.30pm)
V2	Manchester Royal Infirmary – Manchester – Tyldesley - Atherton	4 per hour (6.00am – 11.45pm)	4 per hour (7.00am – 11.45pm)	2 per hour (8.55am – 11.45pm)
X43	Burnley – Rawtenstall – Prestwich - Manchester	4 per hour	4 per hour	2 per hour
278	Albert Square – Old Trafford – Sale – Wythenshawe – Didsbury – Levenshulme - Reddish	1 per hour (7am – 6pm)	-	1 every 2 hours (to Timperley)
50	East Didsbury – Manchester – Salford Quays	6 per hour (4.30am – 12am)	4 per hour (6am – 12am)	4 per hour (7.30am – 11.30pm)
197	Albert Square – Manchester Royal Infirmary – Levenshulme – Heaton Mersey - Stockport	3 per hour (6.15am – 10.00pm)	3 per hour (7.15am – 10.00pm)	1 per hour (9.00am – 9.45pm)
3	Piccadilly – Spinningfields Circular	6 per hour (7.20am – 7.20pm)	6 per hour (8.25am – 8.35pm)	6 per hour (9.40am – 6.00pm)

Table 4.5 - Bus Services Accessible on A6042 Albert Square

Service	Route	Frequency Mon – Fri	Frequency Sat	Frequency Sun
197	Albert Square – Manchester Royal Infirmary – Levenshulme – Heaton Mersey - Stockport	3 per hour (6.15am – 10.00pm)	3 per hour (7.15am – 10.00pm)	1 per hour (9.00am – 9.45pm)
50	East Didsbury – Manchester – Salford Quays	6 per hour (4.30am – 12am)	4 per hour (6am – 12am)	4 per hour (7.30am – 11.30pm)

Service	Route	Frequency Mon – Fri	Frequency Sat	Frequency Sun
278	Albert Square – Old Trafford – Sale – Wythenshawe – Didsbury – Levenshulme – Reddish	1 per hour (7am – 6pm)	-	1 every 2 hours (to Timperley)

Table 4.6 - Bus Services Accessible on A34 Quay Street/ Peter Street

Service	Route	Frequency Mon – Fri	Frequency Sat	Frequency Sun
197	Albert Square – Manchester Royal Infirmary – Levenshulme – Heaton Mersey – Stockport	3 per hour (6.15am – 10.00pm)	3 per hour (7.15am – 10.00pm)	1 per hour (9.00am – 9.45pm)
191	Hazel Grove – Stockport – Levenshulme – Longsight – Manchester	4 in total (6.20am – 7.40am)	-	-
Metroshuttle 1	Piccadilly Station – Central Library – John Rylands Library – Victoria Station – Printworks – Piccadilly Station	6 per hour (7am – 7pm)	6 per hour (8.30am – 6.30pm)	6 per hour (9.30am – 6pm)
Metroshuttle 2	Piccadilly Station – Stephenson Square – Castlefield – Spinningfields – John Rylands Library – Victoria Station – Piccadilly Station	6 per hour (6.30am – 6.30pm)	6 per hour (8.30am – 6.30pm)	6 per hour (9.30am – 6pm)

From the above tables it can be seen that a wide range of bus services are available within 400m walking distance of the site.

Piccadilly Gardens bus station is located approximately 920m to the northeast of the Proposed Development and provides access to a large number of bus services operating throughout the day. In a city centre it is reasonable to suggest that people would walk further than 400m to bus services, due to the frequencies and level of destinations available from the bus station.

There are up to 77 bus services with the majority of services operating at frequencies of at least two per hour from Piccadilly Gardens bus station. These services provide sustainable access to a number of destinations across the region including Bolton, Leigh, Flixton, Rochdale, Worsley, Wigan, Sale, Stockport, Oldham, East Didsbury, Middleton, Bury, Chorlton, Ashton-Under-Lyne and Manchester Airport.

Furthermore the Bus Priority works package has improved bus facilities and services in Manchester City Centre having been completed in 2016.

4.5 PUBLIC TRANSPORT ACCESSIBILITY: METROLINK

The site is accessible via the Metrolink network with the nearest stop to the site located at St. Peter's Square, approximately 340m walking distance from the centre of the site.

St. Peter's Square tram stop benefits from a cumulative tram frequency of one tram every four minutes. The services which can be accessed from the St. Peter's Square stop can be seen in Table 4.6.

Table 4.7 - St. Peter's Square Metrolink Services

Service	Weekday	Sat	Sun	Bank Holidays
Altrincham – Bury	Every 12 minutes (07:15 – 19:30)	Every 12 minutes (07:15 – 19:30)	N/A	N/A
Altrincham – Etihad Campus	Every 12 minutes (06:00 – 23:30) until 00:30 fridays	Every 12 minutes (06:00 – 00:30)	Every 12 minutes (07:00 – 22:30)	Every 12 minutes (07:00 – 22:30)
Bury - Piccadilly	Every 12 minutes (06:00 – 23:30) until 00:30 fridays	Every 12 minutes (06:00 – 00:30)	Every 12 minutes (07:00 – 22:30)	Every 12 minutes (07:00 – 22:30)
Media City - Piccadilly	Every 12 minutes (07:15 – 20:00)	Every 12 minutes (09:00 – 18:00)	N/A	N/A
Ashton-under-Lyne to Eccles	Every 12 minutes (06:00 – 23:30) until 00:30 fridays	Every 12 minutes (06:00 – 00:30)	Every 12 minutes (07:00 – 22:30)	Every 12 minutes (07:00 – 22:30)
Deansgate-Castlefield - Manchester Airport	Every 12 minutes (07:15 – 19:30) Every 20 minutes (03:19 – 06:00) until 00:20 fridays	Every 12 minutes (06:00 – 00:20) Every 20 minutes (03:19 – 06:00)	Every 12 minutes (07:00 – 22:30) Every 20 minutes (03:19 – 07:00)	Every 12 minutes (07:00 – 22:30) Every 20 minutes (03:19 – 07:00)
Rochdale Town Centre – East Didsbury	Every 12 minutes (06:00 – 23:30) until 00:30 fridays	Every 12 minutes (06:00 – 00:30)	Every 12 minutes	Every 12 minutes

Service	Weekday	Sat	Sun	Bank Holidays
			(07:00 – 22:30)	(07:00 – 22:30)
Shaw and Crompton – East Didsbury	Every 12 minutes (07:15 – 19:30)	Every 12 minutes (09:30 – 17:30)	N/A	N/A

Due to the existing connectivity from the Metrolink network, including the enhanced access options delivered through the Second City Crossing (2CC) proposals, the site is considered highly accessible by light rail to a large area of Greater Manchester.

4.6 PUBLIC TRANSPORT ACCESSIBILITY: TRAIN

The IHT's 'Planning for Public Transport in Developments' which states that 800m is recognised as an acceptable distance for people to walk to and from a rail station as part of a regular commute.

The centre of the Proposed Development is located within 800m acceptable walking distance of both Deansgate and Oxford Road railway stations.

The main services which operate from these stations can be seen in Table 4.7 and Table 4.8 below.

Table 4.8 - Rail Services Available from Deansgate Railway Station

Destination	Frequency
Manchester Airport	4 per hour
Blackpool North	2 per hour
Southport	2 per hour
Buxton	Three PM services
Barrow-in-Furness	Two AM service, Three PM services
Stoke-on-Trent	One per day

Table 4.9 - Rail Services Available from Manchester Oxford Road Railway Station

Destination	Frequency
Liverpool South Parkway	2 per hour
Manchester Airport	3 per hour
Buxton	Three PM services
Blackpool North	2 per hour
Southport	1 per hour
Llandudno	1 per hour
Hazel Grove	1 per hour
Scarborough	1 per hour
Edinburgh Waverley	1 every two hours
Glasgow Central	1 every two hours
Norwich	1 per hour

Furthermore Salford Central, Victoria and Piccadilly rail stations are accessible from the site, albeit at slightly further walking distances than 800m.

A selection of the services which operate from these respective stations can be seen in the tables below.

Table 4.10 - Train Services Accessible from Salford Central Railway Station

Destination	Frequency
Stalybridge	2 per hour
Bolton	4 per hour
Wigan Wallgate	4 per hour
Blackpool North	1 per hour
Southport	1 per hour

Destination	Frequency
Clitheroe	1 per hour
Stalybridge	2 per hour
Blackburn	2 per hour

Table 4.11 - Rail Services Available from Manchester Victoria Railway Station

Destination	Frequency
Leeds	3 per hour
Wigan Wallgate	4 per hour
Liverpool Lime Street	3 per hour
Huddersfield	1 per hour
Blackburn	2 per hour
Stalybridge	2 per hour
Kirkby	1 per hour
Blackpool North	1 per hour
Southport	1 per hour

Table 4.12 - Rail Services Available from Manchester Piccadilly Railway Station

Destination	Frequency
Stoke-on-Trent	5 per hour
Crewe	4 per hour
London Euston	3 per hour
Nottingham	1 per hour
Middlesbrough	1 per hour
Bournemouth	1 per hour
Cardiff Central	1 per hour
Hull	1 per hour

Destination	Frequency
Holyhead	1 AM and 3 PM services
Barrow-in-Furness	1 AM and 3 PM services
Cleethorpes	1 per hour
Hadfield	2 per hour
Glasgow	1 every 2 hours
Bristol Temple Meads	1 per hour
Sheffield	3 per hour
Milford Haven	1 per hour
Newcastle	4 AM and 4 PM services
Chester	2 per hour
Edinburgh	1 every 2 hours
Scarborough	1 per hour
Exeter	1 every 2 hours
Llandudno	1 AM and 5 PM services
Buxton	1 per hour
Blackpool North	2 per hour
Glossop	2 per hour
Norwich	1 per hour
Alderley Edge	2 per hour
Liverpool South Parkway	2 per hour
Marple	2 per hour
Paignton	1 AM and 1 PM service
Southport	1 per hour
Manchester Airport	9 per hour
York	3 per hour

Destination	Frequency
Hazel Grove	1 per hour
Preston	3 per hour
Birmingham (New Street)	2 per hour
Leeds	4 per hour
Sheffield	3 per hour

From the above tables it can be seen that a wide range of train services to local, regional and national destinations are available within walking distance of the site.

Analysis of 2011 travel to work census data has been undertaken for MSOA (Middle Super Output Area) 054 which encompasses the site. As can be seen in Table 4.8, 23,798 employees use public transport to MSOA 054 (their place of employment).

Table 4.13 - Public Transport to Work

Area	PUBLIC TRANSPORT	% OF JTW
MSOA 054	23,798	36%
Manchester (Local Authority)	87,343	28%

23,798 employees using public transport to work equates to 36% of all journeys to work by different modes of transport to MSOA 054. The wider Manchester area (which encompasses MSOA 054) has 28% of all journeys to employment in Manchester undertaken by public transport; as such MSOA 054 has a higher percentage of employees taking public transport to work compared to the wider Manchester area.

As such it can be assumed that a higher percentage of people will take public transport to the Proposed Development for work compared to those travelling to work across Manchester.

4.7 ENTERPRISE CAR CLUB

Enterprise Car Club operates the Car Club vehicles in Manchester. There are a range of low emission cars and vans available in Manchester City Centre and surrounding areas including Hulme, Chorlton, Didsbury, Wythenshawe and Salford Quays.

The nearest car club parking area to the Proposed Development is located on the corner of Deansgate and Queen Street, approximately 200 metres from the site.

Vehicles are booked on the internet or by phone, weeks, months ahead or as little as a minute before a vehicle is needed. Once a booking is completed, members simply walk to a vehicle, unlock it (using a personal smart card and PIN) and drive away.

The vehicles give residents, workers and businesses a greener, more convenient and cost effective alternative to car ownership - whilst reducing congestion.

More information on the car club can be found at: www.enterprisecarclub.co.uk

4.8 ACCESSIBILITY SUMMARY

Based upon the above assessment of the existing transport facilities available, the site has been found to be highly accessible via sustainable modes of transport.

An excellent range of public transport services (bus, Metrolink and train services) are available within walking distance of the site.

Furthermore, surrounding pedestrian and cycling infrastructure is extensive and covers a wide range of surrounding areas. All of these facilities will encourage the use of non-car modes of travel to the site.

From analysis of 2011 travel to work census data it can be assumed that a higher percentage of people will walk and take public transport to work in MSOA 054 than compared to across Manchester as a whole. An equal percentage of people can be assumed to travel to work by cycling in MSOA 054 as seen across Manchester.

The public realm and cycle parking proposals associated with the site are also envisaged to improve facilities for pedestrians and cyclists in particular.

Accordingly, it is considered that the site represents a highly accessible location suitable for a mixed use presence.

5 TRAVEL PLAN GOVERNANCE, OBJECTIVES TARGETS AND INDICATORS

5.1 GOVERNANCE

A key element of the Travel Plan involves the appointment of a Travel Plan Coordinator (TPC) to oversee the delivery of the objectives set out in this document and to work to make people travelling to the site aware of the overall aims of the plan, including targets for reducing car usage by a given level over a defined period.

It is envisaged that the TPC will either be a member of staff from the local highway authority, a member of staff working within the Proposed Development or alternatively a member of staff from the development management company. This will be confirmed within the Full Travel Plan.

5.2 OBJECTIVES

The objectives, which underpin the purpose for having a Travel Plan and guide the selection of Travel Plan measures, are as follows:

- To minimise the need to travel, where applicable or appropriate;
- To ensure that vehicular movements generated by the site are minimised as far as possible;
- To reduce the number of single occupancy car journeys;
- To promote alternative modes of travel to the private motor car, for all trip purposes, for employee and residents;
- To promote a healthy lifestyle and sustainable, vibrant community;
- To encourage good urban design principles that open up the permeability of the Proposed Development for walking and cycling; and
- To address the need for access to a full range of facilities, including health, leisure, recreation and shopping.

5.3 TARGETS AND INDICATORS

Table 5.1 shows an example of a set of preliminary objectives and targets that could be used to measure progress of travel planning on the site.

Figure 5.1 - Preliminary Travel Plan Objectives

Target	Indicator
There will be a decrease in the percentage of single occupancy vehicle trips generated by the Proposed Development over the course of the early years of operation.	Annual travel surveys
The mode share held by active travel (walking and cycling) will increase.	Annual travel surveys
The mode share from public transport (bus and rail) will increase.	Annual travel surveys
Employees and residents will be provided with safe and convenient travel options which align with their travel and commuting patterns.	Annual travel surveys

Target	Indicator
Each resident and employee to be informed of the Travel Plan and provided with appropriate travel information.	Annual travel surveys

Initial travel plan surveys will be undertaken no later than 3 months after full occupation for each separate use to enable Full Travel Plans to be completed for each separate use within 6 months of full occupation. The results of the travel plan surveys will be used to guide the final targets that will be set.

5.4 TRAVEL PLAN MANAGEMENT

The successful implementation of the Travel Plan is dependent upon input from relevant stakeholders with clearly defined roles and responsibilities. At this stage it is proposed that the stakeholders will include:

- A TPC responsible for managing the implementation of Travel Plan measures;
- Local Authority stakeholder officers – key stakeholders in relation to walking, cycling and public transport, to guide the development of the Travel Plan; and
- Sustainable travel representatives from other key stakeholders (e.g. local cycle groups, public transport operators) – responsible for providing feedback to the TPC on travel issues and Travel Plan measures.

6 TRAVEL PLAN MEASURES

6.1 MOBILITY MANAGEMENT AND CHOICE OF TRAVEL PLAN MEASURES

Although this FTP adopts the approach advocated by established guidance, it is difficult to be prescriptive about specific measures given the Proposed Development is not currently constructed or occupied. The intention is that a bespoke action plan will be formulated within the Full Travel Plan and implemented when the Proposed Development is occupied and the travel needs and patterns of the end users become apparent.

Consequently, this FTP sets out an outline approach that lists a menu of potential measures to be considered and that would be capable of improving travel choice, reducing the need to travel or delivering a reduction in car use.

6.2 POTENTIAL SUSTAINABLE TRANSPORT INITIATIVES

Table 6.1 outlines potential sustainable transport initiatives which could be implemented pre-occupation in order to support the overall Travel Plan objectives. The benefits and feasibility of implementation of specific initiatives from this list will be considered within the Full Travel Plan as and when the Proposed Development uses are occupied.

Table 6.1 - Overview of Potential Pre-occupation Sustainable Transport Initiatives

Category	Potential Measure	Details
Management	Travel Plan Coordinator	Appointment of a Travel Plan Coordinator to manage and administer the travel plan measures.
Travel Information	Travel Information Pack/Leaflet	Appropriate sustainable travel information, such as pedestrian and cycle maps, public transport timetables etc. to be included when residents and employees first locate to the site.
	Travel Information Website	Travel planning website for the site giving sustainable travel information such as walking and cycling routes and details of public transport services.
	Events e.g. launch or road show	Launch event for new residents and employees, plus regular events such as cycle maintenance events, cycle training, cycle/walk to work days.
	Self Assessment Journey Planning/ Personal Travel Planning	Website based, showing illustrations of potential cost/time/environmental impact of use of sustainable modes of transport.
Site Design	Pedestrian connectivity	Ensure that the pedestrian connectivity of the Proposed Development to the surrounding streets, local facilities and services is maximised.

Category	Potential Measure	Details
Pedestrians and Cycles	Provision of walking equipment	Walking maps identifying key city centre facilities and transport interchanges and items such as umbrellas, to be included in employee and residential welcome packs.
	Pedestrian and cycle route specifications	Pedestrian routes to public transport stops and local facilities should be direct, signed, obstruction free and well-lit.
	Pedestrian and Cycle Route Signage	Sign strategic pedestrian and cycle routes linking the Proposed Development with the existing network
	Cycle parking	Cycle parking to be provided within 50m of building entrances. Where appropriate, parking to include lockers and CCTV. Sheffield stands or similar will be used as standard.
	Pool Bikes	Provision of pool bikes for hire to residents and employees on a short or long term basis.
	Cycle discount scheme	Provision of residential and cycle to work schemes, such as tax free bikes through the Government's cycle to work scheme.
	Bicycle User Group	Set up a residents' and employees' user group to share cycling information e.g. good cycle routes in the area.
	User Events	Organise events to promote the use of non-car modes, including participation in national events such as a cycle to work day.
Car sharing/ Car club	Car share database	Set up a local car sharing database, or link to a nationwide scheme.

6.3 DELIVERING THE PLAN

However good the measures in the travel plan are, their success will depend on their effective delivery. Robust arrangements for the implementation and running of the Travel Plan will be included in the Full Travel Plan.

During the life of the Travel Plan, in order to ensure its effectiveness, it is proposed that the following process will be followed:

- Data collection;
- Baseline analysis;
- Outline strategy;
- Consultation;
- Final strategy;

- Implementation; and
- Monitoring.

6.4 SUMMARY

Table 6.1 has summarised the Travel Plan initiatives that have been identified under each tier of the Travel Plan pyramid as having the potential to positively influence travel patterns at the Proposed Development.

The detailed mix of measures will need to be defined as the Full Travel Plan for each individual use at the Proposed Development is produced. The benefits and feasibility of implementation of specific initiatives from this list will be considered within each Full Travel Plan, as and when individual uses, including the synagogue, are occupied.

7 MONITORING AND IMPLEMENTATION

7.1 MONITORING

Travel surveys will be undertaken within three months of full occupation of each individual use within the Proposed Development with monitoring surveys undertaken annually. The annual survey of site users would provide results and information relating to the effectiveness of current Travel Plan measures and inform the need for additional or remedial measures to ensure future Travel Plan success.

Prior to undertaking the survey the Travel Plan Coordinator will seek agreement with Manchester City Council on a standardised travel survey questionnaire for the site.

The survey is likely to request details of the home locations of employees and work locations of residents, as well as means of travel to/from the site, opinions on alternative modes of transport and journey times, travel costs, travel patterns, travel preferences and measures most likely to encourage non-car transport usage and car sharing.

The Travel Plan Coordinator would collate the results of the survey and forward the information to the Council's travel planning team and agree the following Travel Plan items prior to implementation:

- Any revised site specific measures to reduce the numbers of private car trips; and
- Any revisions to the modal split targets as a result of carrying out the baseline survey.

The results of the annual monitoring surveys for each occupier/land use will then be used to assess targets and the success of the Travel Plan. This will enable targets to be monitored and where necessary remedial action to be taken.

7.2 IMPLEMENTATION PLAN

Travel Plan measures will be implemented in the order that will maximise their impact and success i.e. those with greatest capacity to achieve modal shift will be implemented first.

Publicity material for implementation of individual measures could include the following:

- Leaflets on aspects of the travel plan;
- Cycle route and bus timetable information in induction packs; and
- A travel plan email/newsletter/website update – for example a leaflet detailing the launch of a new measure, the advantages of this and who to contact to find out more.

When developing the marketing strategy it is often useful to identify which of the above media would be most effective at different stages of implementation and identify the timescale and who will be responsible for developing each.

7.3 MAINTAINING INTEREST

It can be difficult to maintain interest in the Travel Plan. There are a few key points to note that will assist in ensuring that people are not discouraged. These are:

- Making sure that measures implemented deliver results - this will maintain confidence in the Travel Plan;
- Regular communication to keep the Travel Plan in people's minds;

- Easily contactable assistance should be available to seek to resolve any problems in changing mode;
- Make sure information provided is always up to date; and
- Developing a successful feedback mechanism.

8 SUMMARY AND CONCLUSIONS

8.1 SUMMARY

This FTP has been submitted in support of a Section 73 planning application on behalf of Jackson's Row Developments Limited for a proposed mixed use development.

The Proposed Scheme includes one hotels (including retail/café/restaurant/bar units), residential units and office space. The Proposed Scheme also includes proposals for a new synagogue to replace the existing facility.

In summary, the approximate mix of accommodation is proposed to consist of:

- office space;
- hotel facilities;
- retail including roof lobby;
- residential apartments; and
- replacement of the existing synagogue with a new synagogue facility.

At this stage in the planning process, a Framework Travel Plan is appropriate for the Proposed Development given that it has not yet been constructed or occupied and therefore the majority of the future users' travel characteristics are not known at this stage.

The FTP has been prepared in line with local and national policy guidance and should be read alongside the accompanying Transport Statement (TS), prepared in support of the Proposed Development.

The information contained within this FTP is intended to form the first stage of the travel planning process for the Proposed Development and sets out the overall aims and objectives that more detailed Full Travel Plans for each individual use will be expected to comply with.

Initial travel plan surveys will be undertaken no later than 3 months after full occupation for each separate use to enable Full Travel Plans to be completed for each separate use within 6 months of full occupation.

The accessibility assessment of the site demonstrates that the Proposed Development is highly accessible by sustainable modes of transport. Frequent bus, tram and rail services exist in close proximity to the Proposed Development making travel via public transport a viable and attractive alternative to the private car. The Proposed Development includes measures to support pedestrian activity and cycle use both on and off site which complements the extensive pedestrian and cycling infrastructure which is already in place within the city centre.

8.2 CONCLUSIONS

In summary, this FTP has:

- Demonstrated the level of accessibility by sustainable modes to the site;
- Set out a series of overall objectives guided by policy;
- Identified a series of potential measures which the Full Travel Plans for each land use can adapt to suit specific needs;
- Set a governance framework for the oversight of the Travel Plan process and details of how targets will be transferred to the Full Travel Plans; and

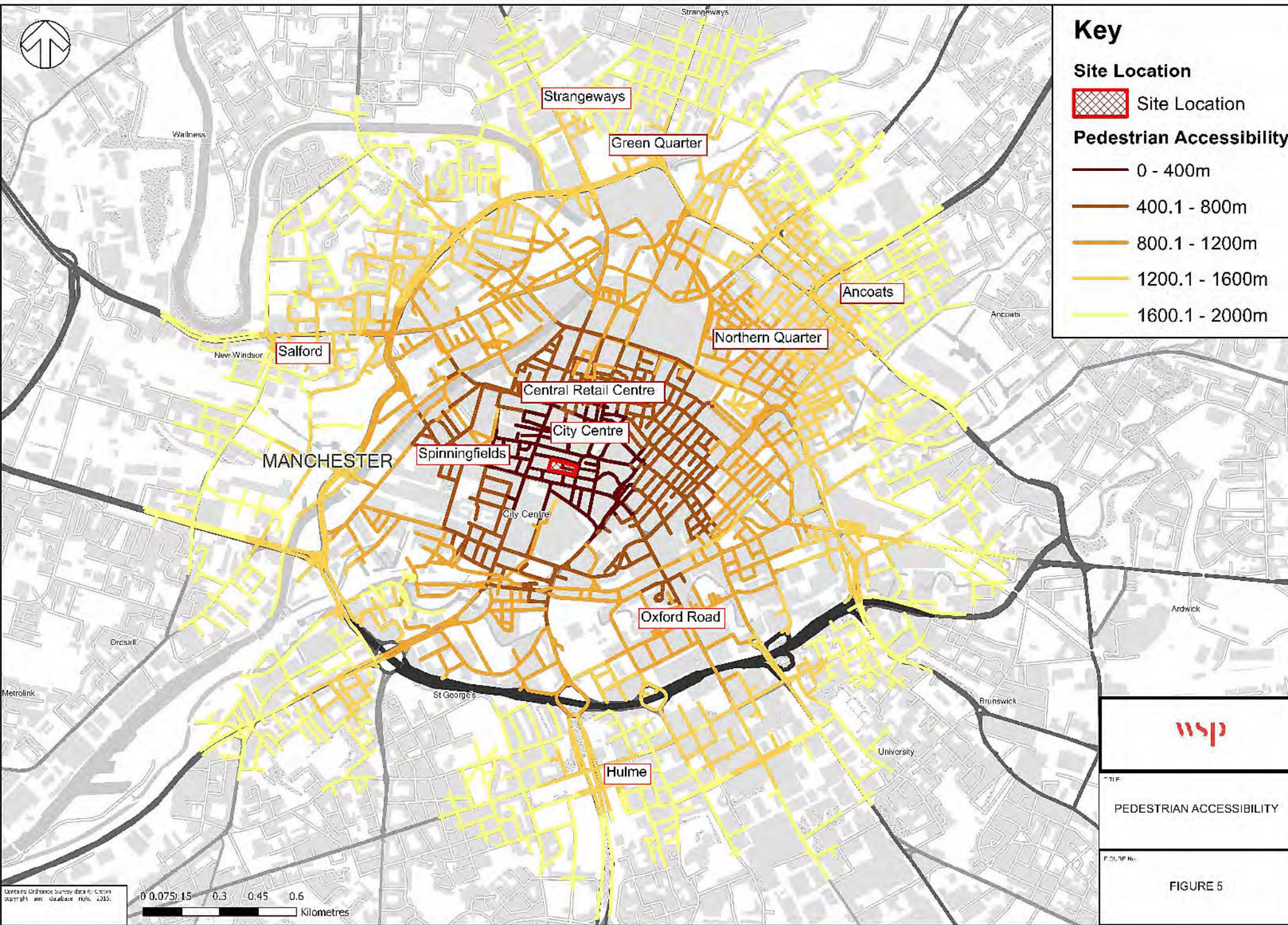
- Prepared a timetable for delivery of the Full Travel Plans and for the completion of surveys to inform eventual targets.

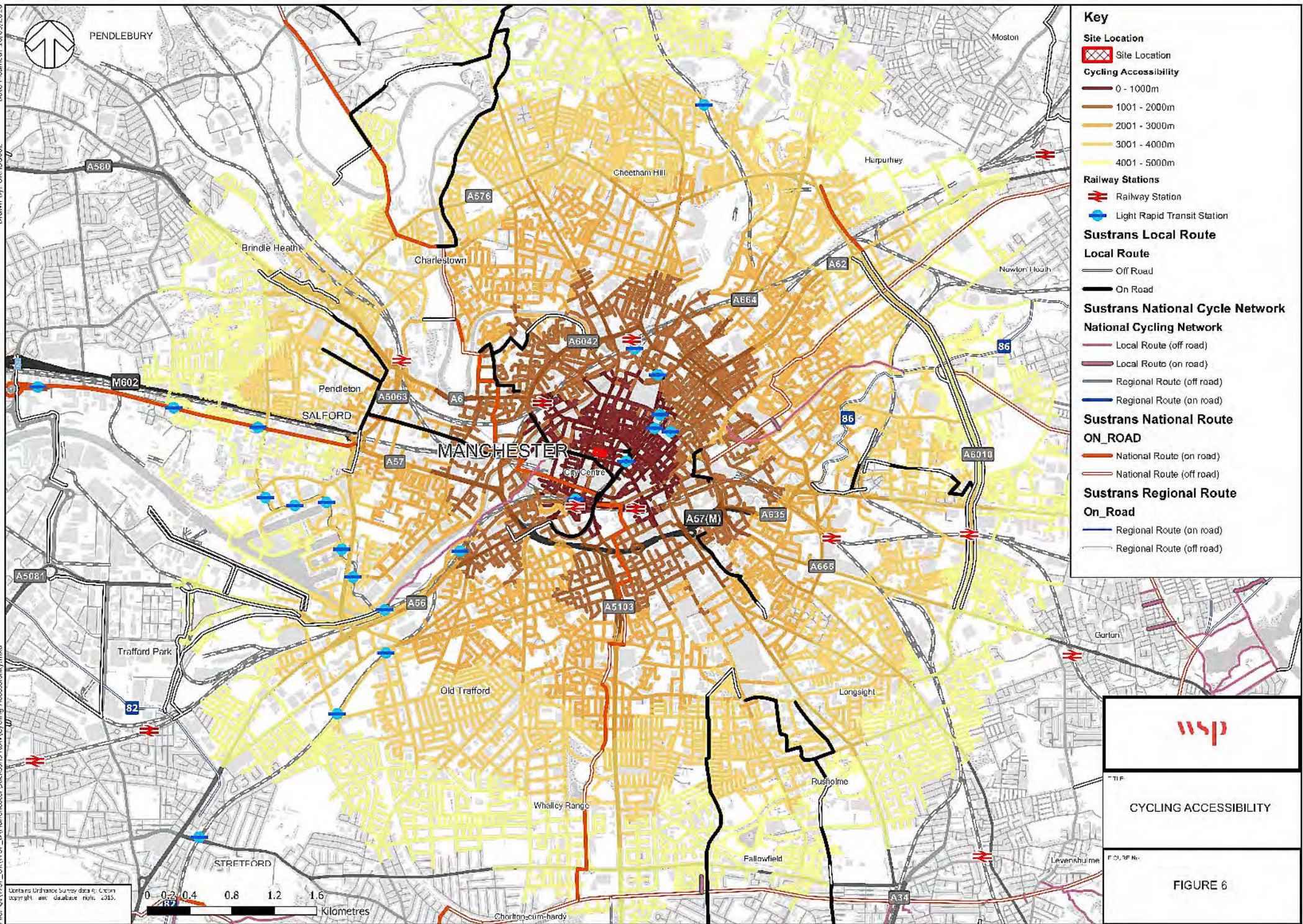


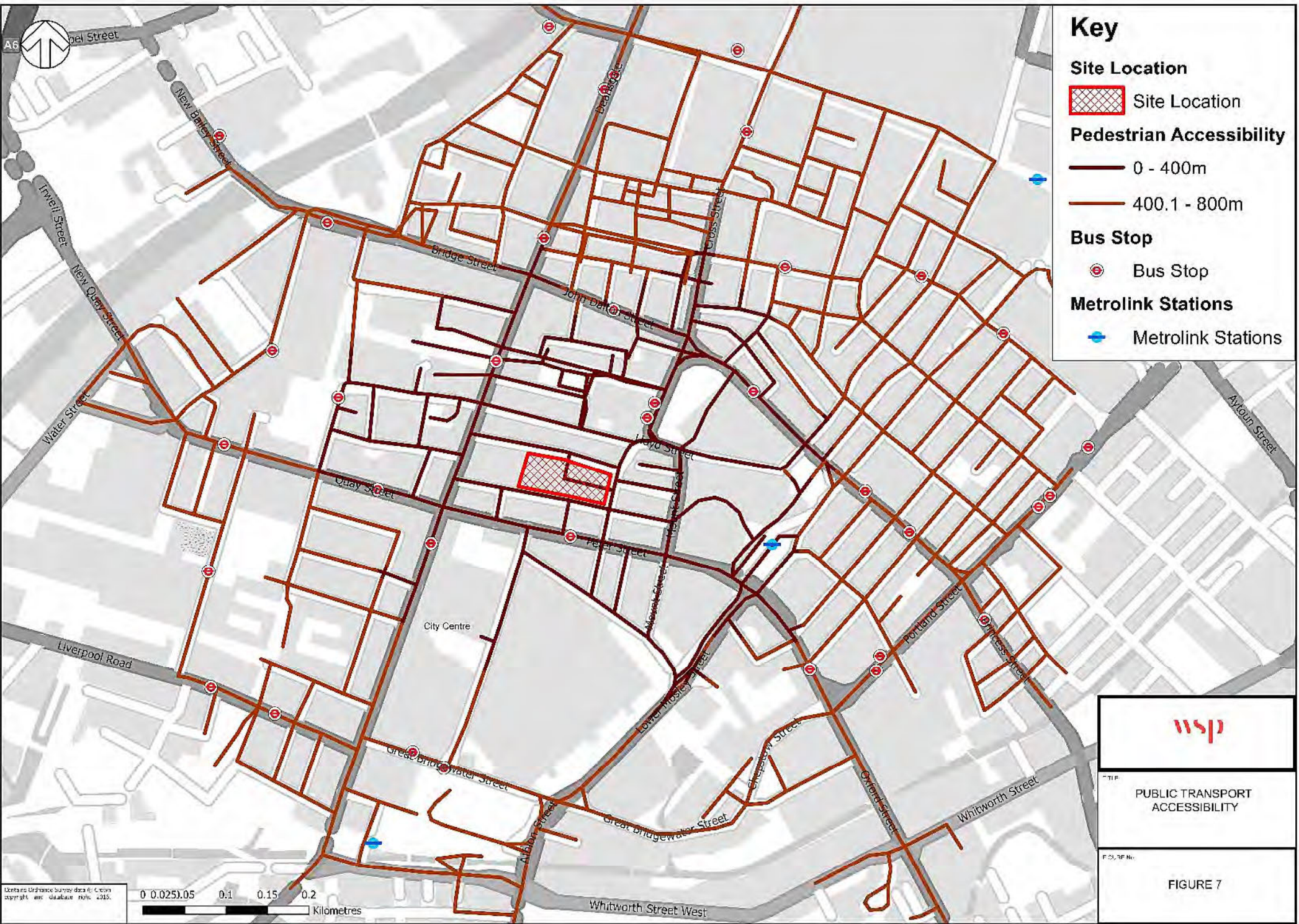
APPENDIX A



APPENDIX B









8 First Street
Manchester
M15 4RP

wsp.com