



```
const function(a, b, c) {  
  var r, i, e, n;  
  n = a.length;  
  r = Math.min(n, b);  
  if (!c) {  
    for (i = 0; i < r; i++)  
      for (e = 0; e < c; e++)  
        if (r = t.apply(a[i], a), r == 1) break  
    } else {  
      for (i = 0; i < r; i++)  
        if (r = t.apply(a[i], a), r == 1) break  
    } else if (a) {  
      for (i = 0; i < r; i++)  
        if (r = t.call(a[i], i, a[i]), r == 1) break  
    } else {  
      for (i = 0; i < r; i++)  
        if (r = t.call(a[i], i, a[i]), r == 1) break;  
      return e  
    }  
  };  
  trim: b && !b.call("u00ffu00a0") ? function(e) {  
    return null == e ? "" : b.call(e)  
  } : function(e) {  
    return null == e ? "" : (e + "").replace(C, "")  
  };  
  toArray: function(e, t) {  
    var n = t || [];  
    return null != e && (N(Object(e)) ? u.merge(n, "string" == typeof e ?  
    e : t) : t)  
  };  
  indexOf: function(e, t, n) {  
    var r, i;  
    if (!n) return n.call(e, t, 0);  
    for (i = t.length, n = n > 0 ? Math.max(0, r = n) : 0; i > n; i++)  
      if (t[i] == e) return i  
  }  
};
```

East Havering Data Centre Campus Local Development Order



TRAVEL PLAN

February 2026

Intended for

Local Planning Authority of the London Borough of Havering

Document type

Travel Plan

Date

February 2026

East Havering Data Centre Campus

Travel Plan

East Havering Data Centre Campus Travel Plan

Project name **East Havering Data Centre Campus**
Project no. **1620016267**
Recipient **Local Planning Authority of the London Borough of Havering**
Document type **Report**
Version **FINAL**
Date **20/02/2026**
Prepared by **Jamie Ward, Ed Bunting, Khushboo Raniga**
Checked by **Ben Richards**
Approved by **Ben Richards**

Ramboll
240 Blackfriars Road
London
SE1 8NW
United Kingdom
T +44 20 7631 5291
<https://uk.ramboll.com>

This report is produced by Ramboll at the request of the client for the purposes detailed herein. This report and accompanying documents are intended solely for the use and benefit of the client for this purpose only and may not be used by or disclosed to, in whole or in part, any other person without the express written consent of Ramboll. Ramboll neither owes nor accepts any duty to any third party and shall not be liable for any loss, damage or expense of whatsoever nature which is caused by their reliance on the information contained in this report.

Ramboll UK Limited
Registered in England & Wales
Company No: 03659970
Registered office:
240 Blackfriars Road
London
SE1 8NW

Contents

1.	Introduction and Context	2
1.1	Report Purpose	2
1.2	Report Structure	3
2.	Development Description	4
2.1	Description of Development	4
2.2	Walking/Cycling Access	6
2.2.1	Cycle Parking	8
2.3	Public Transport Access	8
2.3.1	Shuttle bus service to/from Upminster station	9
2.4	Vehicle Access	10
2.5	Vehicle Parking	12
2.5.1	Delivery & Servicing Access	13
3.	Travel Surveys	15
3.1	Baseline Mode Split Estimates	15
3.3	Baseline Delivery/Servicing Trip Estimates	18
3.4	Baseline Surveys	18
3.4.1	Baseline Travel Survey	18
3.4.2	Baseline Traffic Survey	19
4.	Policy Context	20
4.1.1	National Planning Policy Framework (NPPF) (December 2024)	20
4.1.2	London Plan 2021	20
4.1.3	Mayor’s Transport Strategy 2018	21
4.1.4	TfL Freight and Servicing Action Plan (March 2019)	22
4.1.5	Havering Local Plan 2016-2031 (Adopted November 2021)	22
5.	Aim and Objectives	24
5.1	Aim	24
5.2	Objectives	24
6.	Targets	25
6.1	Travel Plan Targets	25
7.	Measures	27
7.1	Staff and Visitor Measures	27
7.1.1	‘Hard’ Measures	27
7.1.2	Soft Measures	28
7.2	Delivery & Servicing Measures	31
8.	Management	33
8.1	Travel Plan Governance	33
8.1.1	Travel Plan Steering Group	33
8.1.2	Travel Plan Coordinator	34
8.1.3	Occupier Representatives	35
9.	Monitoring	36
9.1	Traffic Monitoring	36
9.2	Travel Plan Monitoring	36
9.3	Delivery & Servicing Monitoring	38
10.	Review	38
10.1	Travel Plan Review	38

1. Introduction and Context

The East Havering Data Centre Campus Travel Plan forms part of the East Havering Data Centre Campus Local Development Order (LDO) and must be read in conjunction with it.

The Local Development Order ('LDO') permits the development of up to a maximum of 400,000 m² of gross external area including: data centre uses, indoor horticulture, campus management facilities, campus security facilities and district heating centre, a visitors centre, plus installation of electrical infrastructure and associated plant equipment to serve the development, the creation of an ecology park and highway works in Fen Lane and Ockendon Road ('the development'), on land at North Ockendon, Havering, London ('the site').

The Travel Plan sets out specific objectives, targets and measures in relation to sustainable travel for staff, visitors, and delivery/servicing vehicles, reflecting the approach set out within Transport for London's (TfL) 'What a Travel Plan Should Contain' guidance¹ ('the Travel Plan guidance') and 'Delivery and Servicing Plan Guidance: Planning for Safe, Clean, and Efficient freight in London' (December 2020)² ('the DSP guidance').

This Travel Plan forms part of the East Havering Data Centre Campus Local Development Order (LDO) and the obligations are legally binding under the Section 106 Agreement. The development must accord with this Travel Plan in order to benefit from the permitted development rights conferred by the LDO.

1.1 Report Purpose

The purpose of the Travel Plan is to encourage behaviour change which will lead to the use of more sustainable modes of travel to reduce overall travel to and from the site and mitigate the impacts of operational trips generated by the site. A Construction Phase Travel Plan is separately secured via legal agreement.

An effective Travel Plan has social benefits, as well as positive impacts for the site occupants, including:

- Reduced congestion;
- Reduced transport emissions (improving local air quality);
- Improved accessibility by sustainable modes of transport (including public transport and car sharing); and
- Promotion of active travel (encouraging physical activity and healthy lifestyles).

The Travel Plan applies across the full development site (all uses) and is applicable to all staff, visitors, delivery and servicing trips to and from the development including both Light Goods Vehicles (LGVs) and Heavy Goods Vehicles (HGVs). It identifies the aims, objectives and targets of the Travel Plan and a package of measures and an outline Action Plan to achieve these. It further sets out the key responsibilities and requirements for implementing, managing and monitoring the delivery of the Travel Plan to ensure that the targets set are being met.

¹ <https://content.tfl.gov.uk/what-a-travel-plan-should-contain.pdf>

² <https://content.tfl.gov.uk/delivery-and-servicing-plan-guidance.pdf>

The Travel Plan will be reviewed annually. Where targets are not being achieved a Travel Plan Steering Group (see Section 8) will agree corrective actions / mitigation measures. Any corrective actions/mitigation measures recommended by the Travel Plan Steering Group will be reported to the Local Planning Authority. The Planning Authority will advise on any actions expected of the Steering Group over the next monitoring period.

1.2 Report Structure

The remainder of this Travel Plan is structured as follows:

- **Section 2** – Development Description
- **Section 3** – Travel Surveys
- **Section 4** – Policy Context
- **Section 5** – Objectives
- **Section 6** – Targets
- **Section 7** – Measures
- **Section 8** – Management
- **Section 9** – Monitoring
- **Section 10** – Review

2. Development Description

This initial section describes the access (by road, public transport and active travel) to the development site. It includes detail of the access improvements that are to be delivered through the requirements of the LDO.

2.1 Description of Development

The development includes data centre uses, indoor horticulture, campus management facilities, campus security facilities and district heating centre, a visitors centre, plus installation of electrical infrastructure and associated plant equipment to serve the development, the creation of an ecology park and highway works in Fen Lane and Ockendon Road.

An overview of the development (including accesses) is provided in

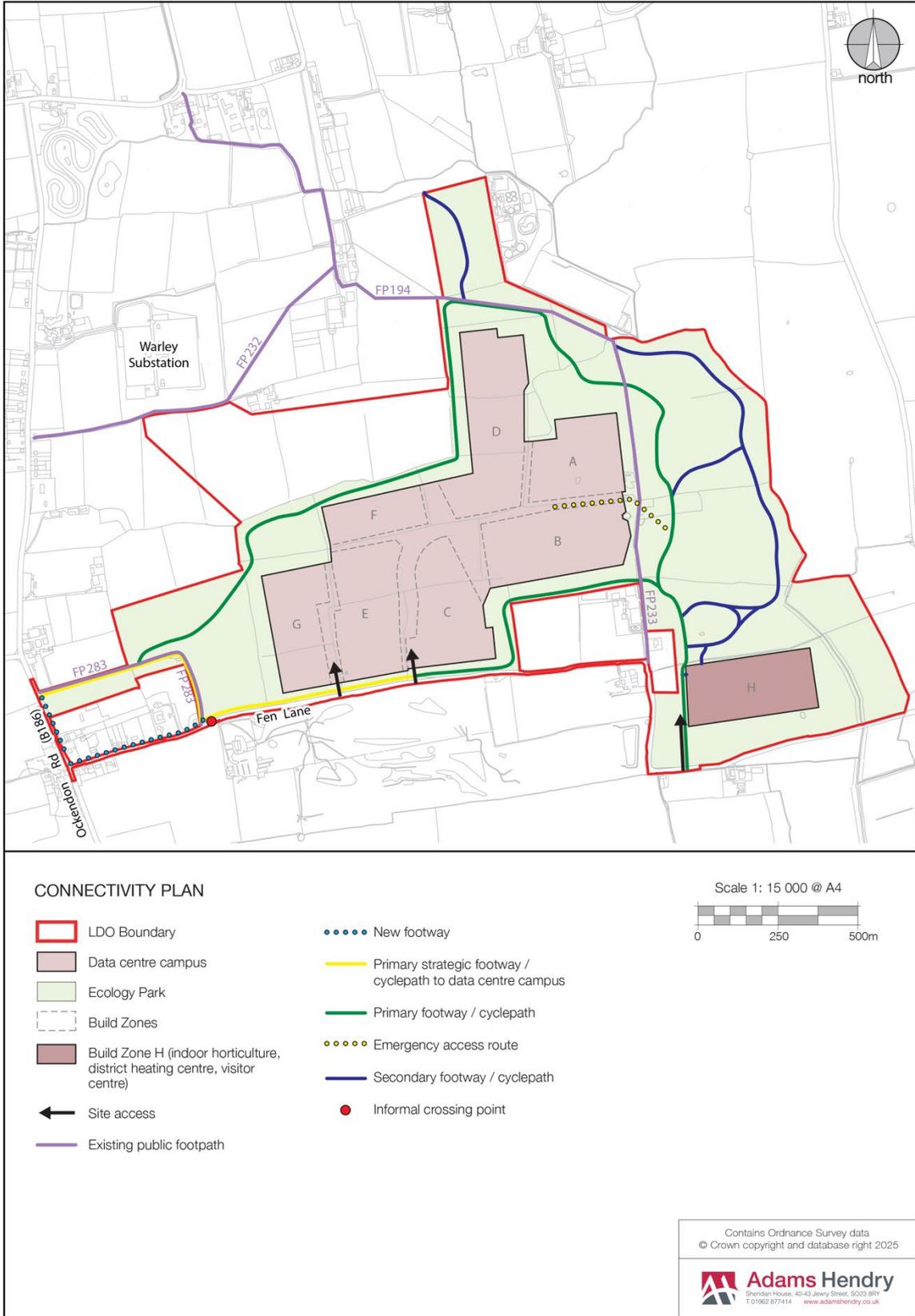


Figure 2-1. Table 2-1 (below) provides a breakdown of the maximum gross external area (GEA) permissible for each use under the LDO.

Table 2-1 Schedule of Accommodation

Ref	Use	Maximum Gross External Area (m ²)
1	Total LDO Floor Space (All Uses)	400,000
2	Data Centres	340,000
3	Indoor Horticulture	50,000
4	Campus management	2,700
5	Campus security facilities	3,400
6	District heating	3,300
7	Visitors Centre	600

2.2 Walking/Cycling Access

Four accesses are to be provided for pedestrians and cyclists (including public transport users) as follows:

- Dedicated pedestrian/cycle access from Ockendon Road through the ecology park to the Data Centre Campus. An informal crossing comprising a kerbed central island reservation with associated dropped kerbs and tactile paving on each side of the Ockendon Road provides a safe crossing point to the ecology park from the north bound bus stop. There is a continuous footpath connection to the southbound bus stop on Ockendon Road.
- Dedicated pedestrian/cycle access to the data centre campus and ecology park via a new 1.5m wide footway on the northern side of Fen Lane from Ockendon Road to the east of the Ladyville Lodge Care Home, alongside an informal crossing from Top Meadow golf course and hotel;
- Dedicated pedestrian/cycle access to the ecology park from the access road to Bury Farm sewage treatment works to the north of the site; and
- Shared pedestrian/cycle and vehicle access off Fen Lane via the eastern access road.

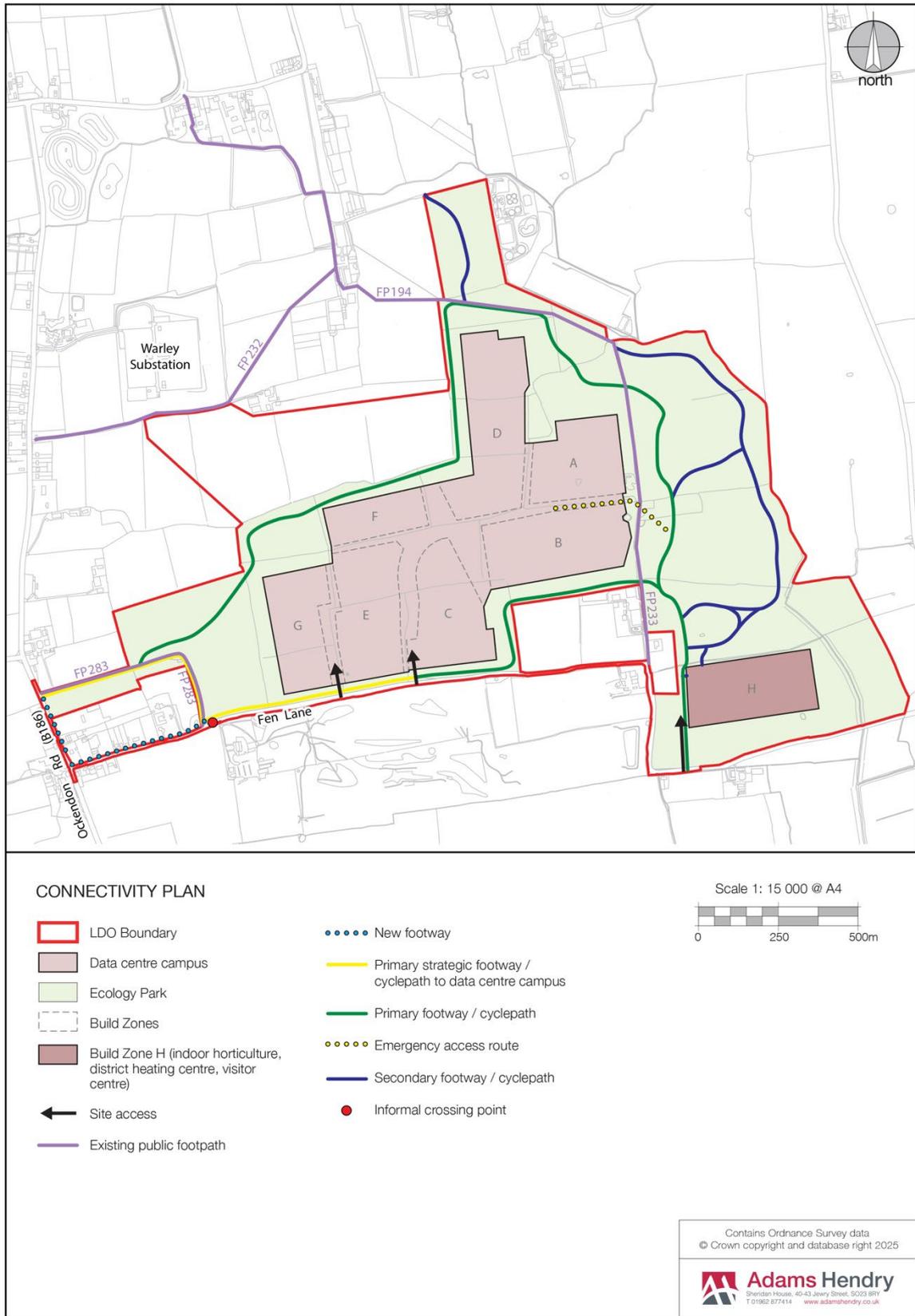


Figure 2-1 Development layout and access

2.2.1 Cycle Parking

Cycle parking requirements throughout the site are set out in Table 2-2 below. Cycle parking shall accord with the Department of Transport's (DfT's) Local Transport Note (LTN) 1/20 Cycle Infrastructure Design July 2020 (or as subsequently updated).

Table 2-2 Quantum of cycle parking through the LDO

Use	Type	Proposed Spaces
Data Centres including campus management and security facilities	Long-stay cycle parking (staff)	Minimum 1 space per 10 staff (based on the anticipated maximum number of staff per shift)
	Short-stay cycle parking (visitors)	Minimum 1 space per 20 staff (based on the anticipated maximum number of staff per shift)
Indoor Horticulture	Long-stay cycle parking (management staff)	At least 6 spaces
Visitors centre / Ecology Park	Long-stay cycle parking	Minimum 1 space per 10 staff (based on the anticipated maximum number of staff per shift)
	Short-stay cycle parking	Minimum 20 spaces

2.3 Public Transport Access

The development has access to local bus, national rail, London Underground (LU) and London Overground (LO) services.

The closest bus stops to the development site are on B186 Ockendon Road in North Ockendon. At time of writing, these stops are served by bus routes 269 between Brentwood and Grays; and 370 between Romford and Lakeside (Grays).

The closest railway stations to the development site are Ockendon (located in South Ockendon, c.15-minute cycle from the development site) and West Horndon (c.20-minute cycle from the development site), both of which (at time of writing) are served by c2c services on different branches of the line between London Fenchurch Street, Basildon, Stanford-le-Hope, Southend Central, and Shoeburyness. The journey time from Ockendon/West Horndon to London Fenchurch Street is approximately 30-minutes.

The closest LU station to the development site is Upminster, which is served by the District Line with trains linking to Barking, Ealing Broadway and Richmond. At the time of writing, a typical service of c.6 trains per hour (tph) in either direction is in operation. Upminster is also served by Overground (Liberty line) services to Romford (currently c.2 tph), providing connectivity to the Elizabeth Line; and by c2c rail services on the line between London Fenchurch Street and both Southend and Shoeburyness. This means users of the development can connect to LU, LO and Elizabeth Line services from Ockendon and West Horndon via Upminster.

The closest direct connection to the Elizabeth Line is at Brentwood, served by westbound trains towards Paddington and Heathrow (currently c.8 tph) and eastbound trains towards Shenfield (c.8 tph).

Users of the development can also access existing services to/from Ockendon and West Horndon by cycling (within c.20 minutes); or to/from Ockendon, Upminster, Romford, or Brentwood via bus routes 370 and 269 (at time of writing). It is noted that data centre shift changeovers are scheduled such that all staff are able to use rail services from Ockendon and Upminster, including those working the night shift (beginning at 23:00).

To support use of the local bus services, accessible last-mile transport (DDA compliant) will be available to staff from the first day of data centre/horticultural facility operation at shift change-over times, between the bus stop on the B186 Ockendon Road, the main entrance to the data centre campus and the horticulture facility. All data centre staff must be provided with the means to pre-book the service. The transport will offer capacity for a minimum of six bus users per changeover. The route, mode and location of pick-up / drop-off facilities for this transport must be agreed by the London Borough of Havering (LBH) Highways team ahead of site occupation as secured in the legal agreement.

2.3.1 Shuttle bus service to/from Upminster station

To support accessibility to National Rail and LU services, a complimentary shuttle bus will be provided during shift changeover times, for use by data centre staff from the first day of data centre operation,. This is secured within the Section 106 agreement. The continued operation of the shuttle bus will be the responsibility of the developer via the Estate Management Team. The service is to be provided in perpetuity.

The shuttle bus service is to be run by 2no. electric 15-seater minibuses (plus driver). Dedicated parking and charging facilities are provided on-site for these vehicles. The shuttle bus services must be scheduled to align with shift changeover times and as close to rail service timetabling as possible. Service timing should be kept under review accordingly.

At a minimum, shuttle bus services must be run to/from Upminster station, given that this provides most flexibility of all local stations in terms of access to c2c rail services between London Fenchurch Street, Southend Central, and Shoeburyness; District line LU services; and Overground services to Romford. While Ockendon station is closer to the development site, it is served by National Rail services between London Fenchurch Street and Southend Central only, operating at a lower service frequency. Trains from Upminster towards Southend also call at Ockendon. Upminster can also be used for onward connections to Romford via the London Overground, where users could join the Elizabeth Line.

The peak hour journey time between the site and Upminster station is approximately 18 minutes per direction, meaning each minibus can make 1 round trip journey per hour during shift changeover periods, providing capacity for up to 30 staff per shift.

Demand for, and utilisation of, the proposed shuttle bus service will be monitored through this Travel Plan. Any amendments to the service (for instance to increase capacity, expand to other stations, or expand eligibility for use) will be reviewed and agreed by the Travel Plan Steering Group (see section 8.1) and will require the prior approval of the Local Planning Authority (see Section 8.1). Any subsequent service adjustments will be implemented by the Estate Management Team.

The indoor horticulture facility is staffed by produce workers and management staff. All produce workers must be transported to/from the site via assigned coaches which are to be provided by the occupier. The management staff can travel to/from the site by private means.

2.4 Vehicle Access

Vehicular access to the development (see

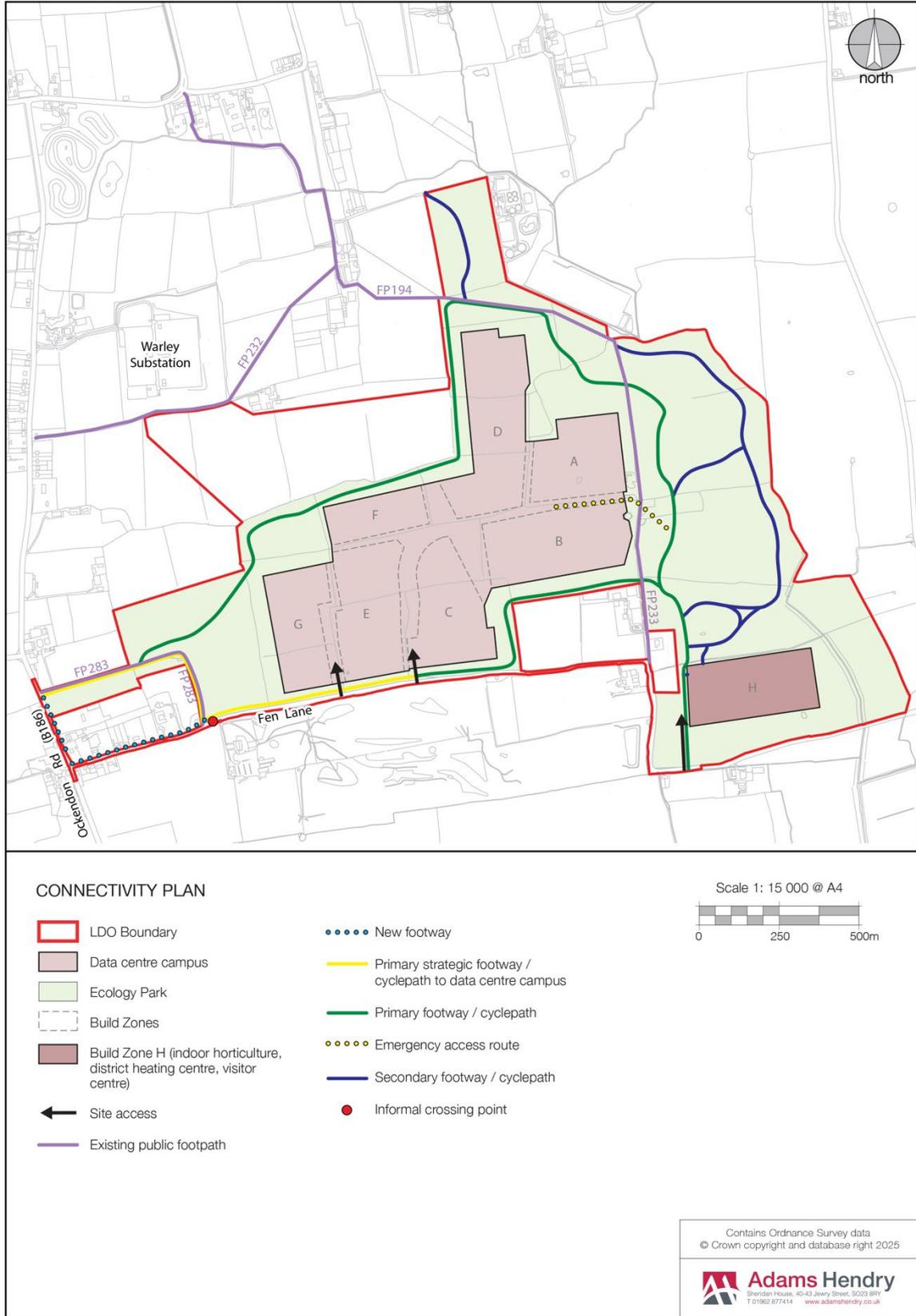


Figure 2-1) is provided as follows:

- Main site access taken from Fen Lane connecting to the internal primary infrastructure corridor to serve build zones A-F including data centres, campus management and security facilities and electrical infrastructure uses;
- Western access taken from Fen Lane to serve build zone G; and,
- Eastern access taken from Fen Lane to serve build zone H (including the indoor horticulture facility and visitors centre).

Vehicular access to the data centre campus via the main site access and western access is security controlled. Public vehicular access is available via the eastern access to the indoor horticultural uses and visitors centre and associated ecology park.

Emergency access is also available to the data centre campus via the eastern access road continuing north through the ecology park to a connection point on the eastern boundary of the data centre campus.

Automatic Number Plate Recognition (ANPR) cameras are to be installed at each entry to monitor vehicle arrivals and departures.

2.5 Vehicle Parking

All staff will be required to obtain a parking permit to use staff parking which will be restricted to a specified build zone (or zones where appropriate). Visitors passing through the main security gate and controlled access to Build Zone G will require a temporary permit. Further detail on the parking permits and parking management is provided in 7.1.2.1.

Vehicle parking standards are set out below (in Table 2-3). Parking is to be managed across the site by the Estate Management Team. Parking utilisation will be monitored and reviewed by the Travel Plan Steering Group.

Table 2-3 Vehicle parking requirements

Use	Type	LDO standard
Data centres	On-plot: staff and visitors car parking	Up to 249,999sqm (GIA): maximum of 1 space per 1750sqm (GIA) Between 250,000sqm and 299,999sqm (GIA): maximum of 1 space per 2,200sqm (GIA) Between 300,000sqm and 329,800sqm (GIA): maximum of 1 space per 2,600sqm (GIA)
	On-plot: operational parking (appropriate mix of LGV, HGV)	Maximum of 1 operational space per 25000sqm (GEA) on data centre plots, subject to provision of at least 2 operational LGV spaces and 1 operational HGV space per plot
	Estate-wide: Operational parking (outside secure line)	14 estate-wide operational spaces to be provided adjacent to campus management security facility at the primary site access off Fen Lane (10 car + 2 minibus + 2 taxi). Car parking limited to 15 minute wait time
	Estate-wide: Operational parking (inside secure line)	Up to 10 estate-wide operational spaces (mix of car and LGV) and up to 4 motorcycle spaces
Indoor Horticulture	Car parking (management staff)	At least 4 spaces and up to 6 spaces
	Operational parking (coach, LGV, HGV)	At least 1 operational LGV space and 1 operational HGV space per plot, plus at least 2 spaces for coaches

Use	Type	LDO standard
District heating / electrical infrastructure (e.g. sub stations)	Operational parking (LGV)	At least 1 operational LGV space per plot
Visitors centre / Ecology Park	Car parking (staff and visitors)	Maximum of 50 parking spaces. Visitor parking is to be restricted to short stay parking (for a maximum of 2 hours)
	Operational parking (LGV, coach)	At least 1 operational LGV space and up to 5 operational LGV spaces, plus at least 2 spaces for coaches
	Overflow provision (temporary use only)	Area of hardstanding suitable to accommodate up to 25 vehicles

Minimum standards for disabled, enlarged, active electric vehicle (EV) and passive EV charging spaces for all uses are set out Table 2-4.

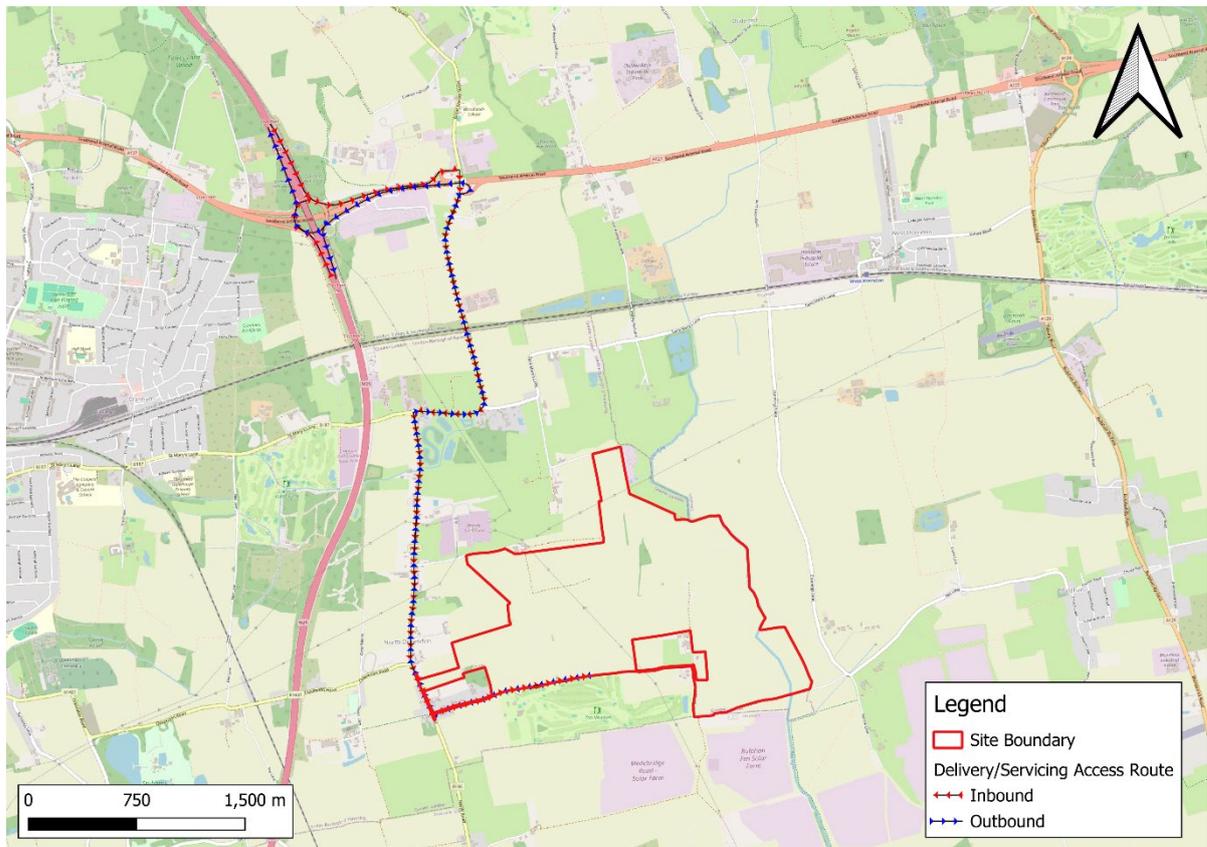
Table 2-4 Minimum standards for disabled, enlarged, active electric vehicle (EV) and passive EV charging spaces

Type of space	LDO standard (minimum)
Disabled	Minimum 5% of total staff/visitor parking provision for data centres, including campus management and security, and indoor horticulture Minimum 6% of total staff/visitor parking provision for the visitor centre / ecology park
Enlarged	Minimum 5% of total staff/visitor parking provision for data centres, including campus management and security, and indoor horticulture Minimum 4% of total staff/visitor parking provision for the visitor centre / ecology park
Active EV	Minimum 10% of total staff/visitor parking provision for data centres and indoor horticulture (slow-charging, minimum 3kw) Minimum 10% of total staff/visitor parking provision for visitors centre / ecology park (rapid-charging) All operational spaces for taxis and vehicles based on-site (e.g. minibuses) At least 1 active EV charging space for each operational parking area across the site
Passive EV	Minimum 20% of remaining staff/visitor provision (without active EV charging)
Car sharing	Minimum 5% of spaces to dedicated as priority for car sharing, in convenient locations close to main building entrances

2.5.1 Delivery & Servicing Access

All delivery/servicing trips (both LGVs and HGVs) must access the site to/from the north via Ockendon Road and Fen Lane, using the route shown in Figure 2-2.

Figure 2-2 Delivery and Servicing Access Route



Delivery and servicing trips to the development are to be scheduled outside of peak network hours wherever possible, with the focus of trips between 10:00-16:00, to avoid further congestion on the local highway network and ensure more reliable delivery times.

3. Travel Surveys

3.1 Baseline Mode Split Estimates

Table 3-1 presents an estimated baseline mode split, in advance of completion of site-specific Travel Surveys. These figures are based on the assumptions around mode share that have been used to prepare the Transport Assessment for the LDO

Table 3-1 Modal split assumptions by use and user group (main mode of travel)

Use	User Group	Assumption	Walk	Cycle	Bus	Train	LU	Car (Driver)	Car (Passenger)	Taxi	Motorcycle	LGV	HGV	Coach	Total
1. Data Centres	Office/admin staff	Travel by private means, with shuttle bus access	0.0%	0.9%	3.3%	6.0%	3.2%	79.5%	5.2%	1.3%	0.6%	-	-	-	100%
	Engineering staff	Travel by private means, with shuttle bus access	0.0%	0.9%	3.3%	6.0%	3.2%	79.5%	5.2%	1.3%	0.6%	-	-	-	100%
	Security staff	Travel by private means, with shuttle bus access	0.0%	0.9%	3.3%	6.0%	3.2%	79.5%	5.2%	1.3%	0.6%	-	-	-	100%
	Visitors	Travel by private means, without shuttle bus access	0.0%	1.0%	3.6%	0.0%	0.0%	87.6%	5.7%	1.4%	0.7%	-	-	-	100%
	Delivery / servicing	Assume 50% LGV and 50% HGV	-	-	-	-	-	-	-	-	-	50%	50%	-	100%
2. Indoor Horticulture	Produce workers	All housed in shared accommodation and travel to site by coach	-	-	-	-	-	-	-	-	-	-	-	100%	100%
	Management staff	Travel by private means, without shuttle bus access	0.0%	1.0%	3.6%	0.0%	0.0%	87.6%	5.7%	1.4%	0.7%	-	-	-	100%
	Delivery / servicing	Assume 50% LGV and 50% HGV	-	-	-	-	-	-	-	-	-	50%	50%	-	100%
3. Campus management, security facilities and district heating centre	Campus management staff	Assume travel by LGV owing to nature of role	-	-	-	-	-	-	-	-	-	100%	-	-	100%
	Security staff	n/a – already accounted for under Data Centre use	-	-	-	-	-	-	-	-	-	-	-	-	-

Use	User Group	Assumption	Walk	Cycle	Bus	Train	LU	Car (Driver)	Car (Passenger)	Taxi	Motorcycle	LGV	HGV	Coach	Total
	Maintenance / engineering staff	Assume maintenance / engineering staff travel by LGV owing to nature of role	-	-	-	-	-	-	-	-	-	100%	-	-	100%
	Deliveries	Assume all deliveries by HGV				-	-	-	-	-	-	-	100%	-	100%
4. Visitor Centre / Ecology Park	Staff	Travel by private means, without shuttle bus access	0.0%	1.0%	3.6%	0.0%	0.0%	87.6%	5.7%	1.4%	0.7%	-	-	-	100%
	Private visitors (i.e. general public)	Travel by private means, without shuttle bus access, and assume vehicle occupancy of 1.5	2.0%	1.0%	3.6%	0.0%	0.0%	60.9%	30.4%	1.4%	0.7%	-	-	-	100%
	Educational visitors (e.g. school trips)	Travel by coach to/from educational facility				-	-	-	-	-	-	-	-	100%	100%
	Deliveries, servicing and maintenance	Assume 100% LGV	-	-	-	-	-	-	-	-	-	100%	-	-	100%
5. Electric Infrastructure/District Heating	Maintenance / engineering staff	Assume maintenance / engineering staff travel by LGV				-	-	-	-	-	-	100%	-	-	100%

3.3 Baseline Delivery/Serviceing Trip Estimates

Table 3-2 shows the estimated worst-case delivery/serviceing daily trip generation by land use assuming full build-out of the development, in advance of completion of site-specific Travel Surveys. Please refer to the Transport Assessment for the LDO for more detail on the derivation of this estimated trip generation.

Table 3-2 Estimated Peak Day Delivery/Serviceing (LGV and HGV) Trip Generation (worst case)

Land Use	Assumption (Peak Day)	Estimated Daily Delivery/Serviceing Trip Generation (Peak Day)		
		Arrivals	Departures	Two-Way
Data Centres	1 vehicle per ha, arrive/depart off-peak	34	34	68
Indoor Horticulture	Assume 0.5 vehicles per ha, arrive/depart off-peak	3	3	6
District Heating / Electrical Infrastructure	Assume 1 delivery (arriving by HGV) per week, arrive/depart off-peak	1	1	2
Visitor Centre / Ecology Park	1 delivery and 1 waste collection, arrive/depart off-peak	2	2	4
TOTAL Delivery / Serviceing (LGV and HGV) Trip Generation (Peak Day)		40	40	80

3.4 Baseline Surveys

3.4.1 Baseline Travel Survey

Baseline travel surveys for each data centre build zone (once these become occupied), the visitor centre and the indoor horticulture facility will be required to provide an accurate baseline of travel behaviour which is consistent with the classifications and reporting methods set out in the Travel Plan.

Travel Surveys must be compliant with the TRICS Standard Assessment Methodology (SAM), cover both staff and visitors, and include the following data at a minimum:

- Mode of travel – i.e. the ways in which people travel to and from the site (e.g. car driver, car passenger, bus, cycle), including capturing multimodal journeys, use of the dedicated shuttle bus for data centre staff and use of last-mile accessible transport to connect buses serving Ockendon Road and the main site entrance;
- Attitudes to travel (e.g. reasons/motivators for travel choices, perceived barriers, willingness to consider sustainable modes);
- Trip origin (i.e. home location) and distance travelled;

- Typical time of arrival and departure; and
- Feedback on travel measures provided on the site (e.g. staff shuttle bus, vehicle and cycle parking provision, walking/cycling routes, and other incentives).

Surveys should also be used to determine how many drivers are travelling in single occupancy vehicles.

Initial baseline travel surveys must be completed within three months from the first occupation, covering all occupiers. The target for completion should be at least 75% of staff.

Travel Surveys must be repeated annually for a minimum period of 5 years following full build-out of the LDO development to monitor progress towards the delivery of Travel Plan targets and support the development of any mitigating activities required. The Travel Plan Coordinator will collate all monitoring and provide a consolidated Annual Monitoring Report covering all survey results. This is to be reviewed and approved by the Travel Plan Steering Group ahead of submission to the Local Planning Authority.

Following the minimum period, the Travel Plan Steering Group (in consultation with the Local Planning Authority) will determine if further annual monitoring is to be required. Key to this decision will be whether the Travel Plan targets are being met.

Further detail is provided regarding Travel Plan management in Section 8, monitoring in Section 9 and review in Section 10.

3.4.2 Baseline Traffic Survey

Baseline traffic surveys must be undertaken by the developer within 3 months of the first site occupation. As a minimum, this shall include:

- Classified vehicle entries and exits at the main site entrance and eastern and western entrances on Fen Lane;
- Pedestrian and cyclist counts at each access;
- Automatic Traffic Counts (ATC) at the entrances to car parking areas within each build zone to establish car park accumulation; and
- An ATC on Fen Lane (to the west of the main vehicle entrance) and an ATC on Ockendon Road (to the north of the junction with Fen Lane) to capture vehicle volumes and speeds.

Details of vehicle entries and exits are to be provided from the ANPR cameras installed at each entrance. The ATCs must include details of vehicle numbers and vehicle classification, capturing vehicles over a 24-hour period (spec. They must be undertaken during a neutral traffic period (avoiding school holidays, bank holidays, local events or roadworks).

Baseline surveys must also include delivery and servicing movements to/from the development. Continuous ongoing monitoring of delivery/servicing movements must be undertaken by recording the arrival and departure of all delivery/servicing vehicles associated with each occupier in a central database, overseen by the Estate Management Team. Such records must be provided to LBH on request.

All traffic surveys, including ATC locations, shall be agreed with the LBH Highways team prior to being undertaken.

4. Policy Context

This section summarises relevant national, regional and local policies which inform the Travel Plan, at the time of writing. This section is to be updated as the policy context evolves.

4.1.1 National Planning Policy Framework (NPPF) (December 2024)

The National Planning Policy Framework (NPPF)³ sets out the Government’s planning policies for England and how these are expected to be applied. The NPPF constitutes guidance for local planning authorities and decision-makers both in drawing up plans and as a material consideration in determining applications. Chapter 9 of NPPF relates to promoting sustainable transport.

Paragraph 117 states “*applications for development should:*

- a) *give priority first to pedestrian and cycle movements, both within the scheme and with neighbouring areas; and second – so far as possible – to facilitating access to high quality public transport, with layouts that maximise the catchment area for bus or other public transport services, and appropriate facilities that encourage public transport use;*
- b) *address the needs of people with disabilities and reduced mobility in relation to all modes of transport;*
- c) *create places that are safe, secure and attractive – which minimise the scope for conflicts between pedestrians, cyclists and vehicles, avoid unnecessary street clutter, and respond to local character and design standards;*
- d) *allow for the efficient delivery of goods, and access by service and emergency vehicles; and*
- e) *be designed to enable charging of plug-in and other ultra-low emission vehicles in safe, accessible and convenient locations.”*

Paragraph 118 details that “*All developments that will generate significant amounts of movement should be required to provide a travel plan, and the application should be supported by a vision-led transport statement or transport assessment so that the likely impacts of the proposal can be assessed and monitored.*”

4.1.2 London Plan 2021

The London Plan⁴ is the Spatial Development Strategy for Greater London, and forms part of the statutory development plan for London.

Policy T1 states “*Development Plans should support, and development proposals should facilitate the delivery of the Mayor’s strategic target of 80 per cent of all trips in London to be made by foot, cycle or public transport by 2041*”. Moreover, policy T2 states “*Development Plans should:*

- 1) *promote and demonstrate the application of the Mayor’s Healthy Streets Approach to: improve health and reduce health inequalities; reduce car dominance, ownership and use, road danger, severance, vehicle emissions and noise; increase walking, cycling and public transport use; improve street safety, comfort, convenience and amenity; and support these outcomes through sensitively designed freight facilities; and,*

³ Available at: <https://www.gov.uk/government/publications/national-planning-policy-framework--2>

⁴ Available at: <https://www.london.gov.uk/programmes-strategies/planning/london-plan/london-plan-2021>

- 2) *identify opportunities to improve the balance of space given to people to dwell, walk, cycle, and travel on public transport and in essential vehicles, so space is used more efficiently, and streets are greener and more pleasant."*

Of specific relevance to Travel Planning is Policy T4 – Assessing and Mitigating Transport Impacts, which states that *"Travel plans, parking design and management plans, construction logistics plans and delivery and servicing plans would be required having regard to Transport for London guidance."*

Policy T5 states *"Development Plans and development proposals should help remove barriers to cycling and create a healthy environment in which people choose to cycle."*

Policy T7 relates to delivery, servicing, and construction, which with respect to delivery and servicing states:

- *"Development proposals should facilitate safe, clean, and efficient deliveries and servicing. Provision of adequate space for servicing, storage and deliveries should be made off-street, with on-street loading bays only used where this is not possible."*
- *"Delivery and Servicing Plans will be required and should be developed in accordance with Transport for London guidance and in a way which reflects the scale and complexities of developments."*
- *"Developments should be designed and managed so that deliveries can be received outside of peak hours and in the evening or night-time. Appropriate facilities are required to minimise additional freight trips arising from missed deliveries and thus facilitate efficient online retailing."*

Policy T7 also refers to the use of consolidation centres to manage freight for large developments.

4.1.3 Mayor's Transport Strategy 2018

The Mayor's Transport Strategy⁵ states: *"The Mayor, through TfL and the boroughs, and working with stakeholders, will reduce Londoners' dependency on cars in favour of active, efficient and sustainable modes of travel, with the central aim for 80 per cent of all trips in London to be made on foot, by cycle or using public transport by 2041"*. Moreover, the Mayor aims to reduce the number of lorries and vans entering Central London in the morning peak by 10% by 2026. To support achieving this aim, the Mayor has introduced road user charging policies which impact the consented development site including the Congestion Charge and Ultra Low Emission Zone.

Two key initiatives introduced by the Mayor to achieve the Mayor's Transport Strategy include the Healthy Streets approach and Vision Zero.

The Healthy Streets Approach puts people and their health at the centre of decisions about how we design, manage and use public spaces. It aims to make our streets healthy, safe and welcoming for everyone. The Approach is based on ten indicators of a Healthy Street which focus on the experience of people using streets. As noted in London Plan Policy T2, all developments should promote and demonstrate the application of the Mayor's Healthy Streets Approach.

The aim of Vision Zero is to eliminate all deaths and serious injuries on London's transport system. The actions in the plan aim to reduce road danger for everyone and create streets safe for walking and cycling. The Vision Zero ambition is set out in Policy 3 of the Mayor's Transport Strategy:

⁵ Available at: <https://www.london.gov.uk/programmes-strategies/transport/our-vision-transport/mayors-transport-strategy-2018>

"The Mayor, through TfL and the boroughs, and working with stakeholders, will adopt Vision Zero for road danger in London. The Mayor's aim is for no one to be killed in or by a London bus by 2030, and for all deaths and serious injuries from road collisions to be eliminated from London's streets by 2041."

4.1.4 TfL Freight and Servicing Action Plan (March 2019)

The TfL Freight and Servicing Action Plan (FSAP)⁶, *"provides clarity on future policies and sets out the actions we can take now, and in the future, to support safe, clean and efficient freight operations"*. This action plan is one of many subsidiary documents to the Mayor's Transport Strategy.

The FSAP states, *"safety is our main priority and underpins all our plans for the freight and servicing industry"* focused on safe vehicles, speeds, streets, and behaviours.

Moreover, *"the Mayor aims to reduce emissions from freight by encouraging a switch to ultra-low emission vehicles (which include battery electric, plug-in hybrid and range-extended electric vehicles), providing incentives to freight services to assist in making the switch, adopting smarter delivery practices and reducing freight movements through better use of consolidated trips"*.

Finally, the FSAP seeks to achieve efficient movement across the network while maintain goods access to local areas.

4.1.5 Havering Local Plan 2016-2031 (Adopted November 2021)

The Havering Local Plan was adopted in November 2021 and sets out the council's strategy for *future growth and sustainable development* up to 2031. The plan lists the following transport related objectives:

- *"Improve accessibility, connectivity, and ease of movement to, from and within Havering;*
- *Support sustainable transport options and make havering a better place to cycle and walk around;*
- *Increase the quantity, quality, and accessibility of Havering's public open spaces and maintain and enhance biodiversity and geodiversity."*

Policy 12 – Healthy Communities:

The Council will support development in Havering that provides opportunities for healthy lifestyles, contribute to the creation of healthier communities, and help reduce health inequalities.

The local plan will promote health and wellbeing by:

- Supporting measures to promote walking and cycling.

Policy 23 – Transport Connections:

The Council will support and encourage developments in Havering in the locations that are most accessible by a range of transport options. The Council supports development which ensures safe and efficient use of the highway and demonstrates that adverse impacts on the transport network are avoided or, where necessary, mitigated.

⁶ Available at: <https://content.tfl.gov.uk/freight-servicing-action-plan.pdf>

- *Providing residents with options to travel sustainably and enable walking and cycling;*
- *Working with partners to provide sustainable access to key employment areas across the borough;*
- *Requiring new developments to optimise sustainable access and other future transport connections, wherever applicable;*
- *Promoting the benefits of active travel to schools, local businesses and developers and supporting development, delivery, and monitoring of school, residential, and workplace travel plan;*
- *Ensuring good sustainable access between new developments and public transport interchanges in the borough to promote active travel; and*
- *Supporting new developments that include shared use routes for people walking and cycling which lead to public open spaces and parks to promote active recreational activities.*

Policy 26 – Urban Design

The Council will promote high quality design that contributes to the creation of successful places in Havering by supporting the following development proposals that:

- *Provide active streets, good sight lines, and natural surveillance;*
- *Fully integrate with neighbouring developments, existing path and circulation networks, and patterns of activity particularly to accommodate active travel; and*
- *Provide a high standard of inclusive access for all members of the public.*

5. Aim and Objectives

5.1 Aim

In line with the policy context set out in section 4, the aim of this Travel Plan is:

- To promote, facilitate and increase **sustainable travel choices to, from and within the development** by staff and visitors, thereby seeking to minimise single occupancy car use and transport emissions; and
- To ensure **safe, clean and efficient delivery and servicing arrangements** for the development.

5.2 Objectives

The Travel Plan aim is to be achieved through the following objectives:

1. To ensure safe, comfortable and convenient access to the site by non-car modes by removing barriers (both perceived and actual) to walking, cycling and public transport;
2. To reduce single occupancy car travel and promote use of sustainable travel modes, including staff shuttle services and car sharing;
3. To increase understanding among site users of the travel options that are available to them by:
 - a. providing information to allow site users to understand the benefits of and opportunities for sustainable transport;
 - b. actively promoting non-car travel choices and car sharing;
 - c. marketing and raising awareness of the Travel Plan and its purpose.
4. To enable and promote use of low or zero-emission vehicles to access the development (including delivery and servicing vehicles), where use of vehicles is required;
5. To minimise the number of vehicle trips required for delivery to the development as far as possible; and
6. To minimise the number of delivery and servicing vehicle trips taking place in network peak hours to reduce potential impacts on the surrounding road network and improve journey time reliability.

6. Targets

To enable monitoring of progress against the objectives, SMART targets have been defined, which link to the aim and objectives presented in Section 5. SMART targets are Specific, Measurable, Achievable, Realistic and Time-bound. The targets provide a means of measuring how well the aim and objectives are being achieved.

6.1 Travel Plan Targets

For **staff and visitors** to the site (excluding the ecology park), the preliminary targets for this Travel Plan are to:

1. Reduce the proportion of users travelling to the site by single-occupancy private car by 20 percentage points over the lifetime of the LDO (thereby reducing the proportion of car drivers from approximately 80% to approximately 60%); and
2. Deliver year-on-year reductions in carbon emissions from users traveling to the site.

Preliminary targets for staff and visit trip mode share are presented overleaf in Table 6-1. These are preliminary, set in accordance with the aim and objectives of the Travel Plan, and are to be aligned more closely with site-specific users once the baseline Travel Surveys have been undertaken. For the purposes of the preliminary targets, the baseline mode share is assumed to be the same as that presented in Section 3.1.

For **delivery and servicing trips**, the preliminary targets are to:

3. Ensure the overall number of delivery/servicing vehicle movements associated with the development does not exceed 80 two-way vehicle trips a day, on average over the year, for every year of operation;
4. Reduce the average rate of daily delivery/servicing trips (number of daily trips per unit of operational floorspace) associated with each use by 10% over the first 5-years of operation of that use; and
5. Increase the proportion of low- or zero-emission delivery/servicing vehicle trips associated with each use by 10% over the first 5-years of operation of that use.

Specific annual targets (linked to the above) for the first 5 years are to be agreed for each build zone by the Travel Plan Steering Group, in consultation with the Local Planning Authority, following baseline survey completion. The Travel Plan Coordinator (see Section 8.1) will be responsible for monitoring and reporting annually on progress towards these.

Targets are to be monitored for 5 years following full build-out for each build zone. After this period, where overall targets have been met, these will as a minimum need to be maintained for the lifetime of the LDO. Should targets not have been met at this stage, remedial measures (which are to be determined by the Travel Plan Steering Group in consultation with the Local Planning Authority) will be triggered and requirements for annual monitoring extended for up to a further 5 years.

Table 6-1 Preliminary Travel Plan Mode Share Targets

Use	User Group	Baseline				Year 10				Year 17 (end of LDO)			
		Car Driver (single occupant)	Public Transport	Active Travel (Walk/Cycle)	Car Share / Taxi / Motorcycle	Car Driver (single occupant)	Public Transport	Active Travel (Walk/Cycle)	Car Share / Taxi / Motorcycle	Car Driver (single occupant)	Public Transport	Active Travel (Walk/Cycle)	Car Share / Taxi / Motorcycle
Data Centres	Staff	79.5%	12.5%	0.9%	7.1%	68.8%	18.5%	2.5%	10.3%	58.0%	24.5%	4.0%	13.5%
	Visitors	87.7%	3.6%	1.0%	7.7%	76.8%	9.3%	2.5%	11.5%	65.8%	15.0%	4.0%	15.2%
Indoor Horticulture	Management staff*	87.7%	3.6%	1.0%	7.7%	76.8%	9.3%	2.5%	11.5%	65.8%	15.0%	4.0%	15.2%
Visitors Centre / Ecology Park	Staff	87.7%	3.6%	1.0%	7.7%	76.8%	9.3%	2.5%	11.5%	65.8%	15.0%	4.0%	15.2%
	Visitors	60.9%	3.6%	3.0%	32.5%	48.7%	9.3%	6.5%	35.5%	36.5%	15.0%	10.0%	38.5%

*Produce workers to be transported to/from site by coach

7. Measures

This section sets out measures to be implemented to achieve the aim, objectives and targets of this Travel Plan. The Travel Plan Coordinator is responsible for the implementation of the measures. The package of measures can be adjusted as appropriate over time, in response to monitoring data and in agreement with the Local Planning Authority.

7.1 Staff and Visitor Measures

This section outlines measures to be implemented throughout the site in order to help achieve the Travel Plan aim, objectives and targets. The measures have been grouped into two types as follows:

- 'Hard' engineering measures incorporated into the design of the development; and
- 'Soft' measures which would be implemented as part of the management of the development to ensure that sustainable travel is maximised.

7.1.1 'Hard' Measures

The following measures have been incorporated into the design of the development:

- Provision of a primary, strategic footway/cycle path connecting Ockendon Road to the main entrance of the Data Centre Campus;
- Provision of a new footway on the northern side of Fen Lane between Ockendon Road and east of the Ladyville Lodge Care Home, where tie-in to the primary, strategy walk/cycle path is achieved;
- Provision of continuous footway on eastern side of Ockendon Road extending southwards from the entrance to the Ecology Park to the southern boundary of Fenland Nursery to provide a continuous footpath connection to the southbound bus stop on Ockendon Road;
- A new informal crossing on Ockendon Road with associated dropped kerbs and tactile paving providing safe access to the northbound bus stop on Ockendon Road;
- Provision of internal footway/cycle paths (minimum of 3.0m wide) within the data centre campus and to the visitors centre and horticultural uses (via the ecology park) to provide safe and convenient access to building entrances and cycle parking facilities;
- Provision of a shared cycle path / footpath connecting the visitor centre to Fen Lane;
- Safe, secure and convenient staff cycle parking and facilities (such as lockers, showers and changing rooms) provided from the outset;
- Disabled and electric charging car parking spaces; and
- Provision of seating, lighting, things to see/do (e.g. play areas), and attractive landscaping along footpaths/cycleways throughout the proposed ecology park particularly for leisure use.

There is also a potential for the local authorities (LBH, Essex County Council and Thurrock County Council) to improve surrounding rights of way and cycling infrastructure, particularly in line with improvements proposed through the Lower Thames Crossing scheme.

Prior to the first occupation of the development, this is to include contribution to the following off-site improvements:

- B186 Ockendon Road – South of Fen Lane: Active travel improvements in the form of a footway to connect to FP135/FP252.
- B186 Ockendon Road & Clay Tye Road – North of Fen Lane: Active travel improvements to improve the condition of footways on Ockendon Road & Clay Tye Road to the north of the new site entrance/ chicane with potential connection to FP230 and proposed M25 footbridge to the north; and
- Improvements to the pedestrian connection between FP136 and the entrance to the visitor centre (Build Zone H)

7.1.2 Soft Measures

'Soft' enhancement measures to promote and encourage sustainable travel will be implemented and monitored through the Travel Plan, following occupation of each use/plot. Details of site wide 'soft' measures to be provided or considered are listed below. Further measures could also be introduced specific to each occupier, as appropriate.

7.1.2.1 Parking and car Sharing

The following measure are to be provided:

- Manage parking demand through a paid-for parking permit system for staff and visitors
- Provide dedicated parking spaces for those who are car sharing;
- Implement a car sharing database to identify opportunities for staff on similar shift patterns and travelling similar routes to travel together; and

The cost of a parking permit is to be initially set at £5 per vehicle per day (with individual occupiers to determine whether these costs are to be passed on to individual staff members). Parking Permits are to be administered and managed by the Estate Management team (see Section 8). The revenues generated are to be used to cover the cost of permit administration and parking management, with any additional revenues raised to be restricted to the measures outlined within the Travel Plan and other measures which support the delivery of the Travel Plan targets. Permit charges are to be reviewed by the Travel Plan Steering Group (see Section 8), reflecting the outputs of annual monitoring and progress towards the Travel Plan targets.

The Estate Management Team is to develop and implement a Car Parking Capacity Management Plan (CPCMP). This is to:

- Ensure that the car parking spaces within the development are available for intended employees and visitors only;
- Ensure unauthorised individuals do not park within the development site through security arrangements and enforcement monitoring;
- Introduce a monitoring regime which will be overseen by the Estate Management Team (as part of an estate-wide monitoring approach with inputs from individual occupiers);
- Set out processes for reviewing parking tariffs and managing parking demand; and
- Set out enforcement processes and penalties for infringement.

The Estate Management Team will be required to appoint a parking management company / procure a parking management system.

It will be the responsibility of the Estate Management Team and individual occupiers to monitor and manage parking provision and utilisation across the development. Table 7-1 sets out required measures for the CPCMP and who is to be responsible for each. An estate-wide plan will need to be prepared by the Estate Management Team prior to the first use of any car parking on the site.

Table 7-1 Car Parking Capacity Management Plan

Measure	Responsible party	Timeframe	Description
Parking enforcement	Estate Management Team	From first occupation	Robust monitoring measures must be used, including CCTV and daily spot-checks by members of the Estate Management Team to enforce parking restrictions on site, including: ensuring use of operational parking spaces for permitted uses only (e.g. shuttle bus, taxis), ensuring operational parking outside the main security gate is for temporary use only, and ensuring parking on internal estates roads by permission only. Penalty Charge Notices (PCNs) are to be issued for non-compliance.
Monitoring of car parking utilisation	Estate Management Team and individual occupiers	From first occupation	Utilisation of staff car parking is to be monitored and recorded on a daily basis from first occupation, using gate entry/exit data and on-site spot checks, to understand actual parking demand. The parking standards already assume an increased use of sustainable modes in future, meaning reduced parking quantum is required for later development plots.
Staggered shift changeover times	Individual occupiers	From first data centre occupation	Slight staggering of shift changeover times between data centre plots should be used to smooth peaks in demand at shift changeovers, as required.
Overflow car parking area (ecology park)	Estate Management Team	From ecology park opening	The overflow parking area for the ecology park (specified using gravel surfacing, 'Grasscrete' permeable paving, or similar) must be closed for everyday use and only opened when required, at the discretion of the ecology park management team, to prevent any inappropriate parking on internal estates roads or the public highway.
Prevention of inappropriate parking on local highways	LBH / Thurrock Highways	From ecology park opening	Incidence of users of the development parking on Fen Lane must be monitored by the Estate Management Team and reported to LBH on a monthly basis. The need for a Traffic Regulation Orders on Fen Lane and Ockendon Road will be considered by LBH Highways to prevent parking on the highway on review of monitoring submissions. Restrictions if required will be enforced during seasonal peaks through spot-checks by LBH enforcement officers.
Monitoring of EV charging	Estate Management Team and individual occupiers	From first occupation	EV charging utilisation is to be monitored and recorded on a daily basis, with charging provision to be expanded when capacity is needed to meet growth in demand. Management of EV charging (including the installation, operation, maintenance and decommissioning and renewal of equipment) is to be the responsibility of the developer where parking is in communal / public areas (including visitors centre / ecology park parking) and individual occupiers (where parking relates to specific occupier use only).

The Car Park Capacity Management Plan is to be agreed with the Local Planning Authority prior to the first occupation of the site.

On the 10th, 20th and 30th anniversary of first occupation of any data centre floorspace, the Estate Management Team is required to submit a CPCMP (or revised CPCMP for 20th and 30th anniversary) to the local planning authority. The CPCMP shall be accompanied with a report monitoring usage of the car parking since first occupation. Subject to the CPCMP

demonstrating that the spaces are not essential for operation purposes, to include within the CPCMP a scheme for the removal of identified non-essential parking spaces.

7.1.2.2 Walking & Cycling

- Provide readily accessible and up-to-date information regarding access by walking and cycling to all site users;
- Provide personalised travel planning services to support individuals in identifying opportunities for sustainable travel to/from the site;
- Promote the health benefits of sustainable travel to staff;
- Monitor utilisation of cycle parking and seek feedback from users to ensure it remains fit-for-purpose, and consider expansion of facilities if required;
- Provision of basic maintenance equipment for cyclists;
- Arrange for a visiting or onsite 'Bike Doctor' to provide free bike repair and maintenance to staff; and
- Set up a local/site Bike User's Group to promote and encourage cycle use.

7.1.2.3 Public Transport

The following measures secured through the legal agreement are to be provided in accordance with the details submitted to the Local Planning Authority to discharge the respective obligations:

- a complimentary shuttle bus service for use by data centre staff from the first day of data centre operation;
- a coach service to transport produce workers associated with the indoor horticulture facility to and from the site and worker accommodation location; and
- accessible transportation (DDA compliant) between the bus stop on Ockendon Road and the data centre campus and the horticultural facility.

The schedule of the shuttle bus service shall align with rail service timetabling and shall be kept under review. Usage is to be reported as part of the Annual Monitoring Report (see Section 8). Any alterations to capacity, service patterns and stations served must be agreed through the Travel Plan Steering Group and with the prior written approval of the LPA.

7.1.2.4 Marketing Strategy

For the Travel Plan to work effectively it is important that all the incentives are well promoted across the site.

Staff and visitors must be made aware of the existence of the Travel Plan measures as soon as feasible, to help them with their travel choices at the earliest opportunity. For staff, this should be prior to starting work.

Measures are to include:

- Provision of travel information to potential jobseekers during the recruitment process, including:
 - Public transport (bus and rail) timetables, fare information and route maps;
 - Local walking and cycling route maps; and
 - Shuttle bus information and timetable, if appropriate.
- Provision of an introductory 'Travel Pack' as part of the onboarding process, including:
 - An introduction to the measures of the Travel Plan and what it means to staff;

- Information on current travel choices to the site and personalised travel planning assistance available;
- Information regarding forthcoming initiatives, events and surveys as required; and
- Contact details for the Travel Plan Coordinator.

The Travel Plan Coordinator is responsible for hosting promotions throughout the year and reporting of the results of annual surveys, which are to be made available, to give all employees a sense of ownership over the Travel Plan aim and objectives, and to maintain momentum on achieving them.

7.2 Delivery & Servicing Measures

Table 7-2 presents measures to be implemented to meet the delivery and servicing objectives laid out in Section 5. These cover the entire site. The measures are organised around the three central principles of safe, clean and efficient delivery/servicing.

Table 7-2 DSP Measures and alignment with objectives

Measure	Responsible	Safe	Clean	Efficient
Implement a delivery booking system to manage the volume, arrival time and type of vehicles for deliveries to the development, ensuring all deliveries are scheduled outside peak periods: seek to concentrate deliveries between 10:00-16:00.	Estate Management Team	X	X	X
When deliveries are booked in, provide drivers with directions for the route they should follow and instruction to proceed to the main entrance/gatehouse. Once security checks are complete (if required), drivers will be directed to the relevant delivery/collection point within the site. Clear directions will avoid drivers becoming lost/distracted while navigating local roads around the site, or within the site. Telematics data/GPS tracking to be used to verify correct routing is followed.	Estate Management Team	X		X
When deliveries are booked in and/or suppliers are contracted, explicitly prohibit any waiting/loading/unloading activity on Fen Lane or any local highways; this rule is to be monitored and enforced by the Estate Management Team.	Estate Management Team	X		
Prioritise suppliers using low or zero-emission vehicles when booking in deliveries and/or contracting suppliers. As a minimum, all couriers will be expected to comply with the ULEZ vehicle emissions standards.	Estate Management Team		X	
Prioritise suppliers with FORS Silver ⁷ accreditation when booking in deliveries and/or contracting suppliers.	Estate Management Team	X		
Ensure all unloading/loading activity on the site takes place in designated loading areas as far as possible.	Estate Management Team	X		
Use temporary warning signage to highlight unloading/loading activity on internal estates roads when necessary.	Estate Management Team	X		

⁷ <https://www.fors-online.org.uk/cms/silver-2/>

Measure	Responsible	Safe	Clean	Efficient
Where possible, promote consolidation of similar deliveries by individual occupiers, and between occupiers, to reduce the overall number of vehicle trips required.	Estate Management Team	X	X	X
Schedule deliveries outside network peak hours to avoid congestion on the local highway network and therefore enable more reliable arrival times.	Estate Management Team			X
Only schedule deliveries when estates management personnel are available on site, to ensure security checks can be carried out and avoid missed deliveries.	Estate Management Team		X	X

The Travel Plan Coordinator, sitting within the Estate Management Team, has overall responsibility for the delivery and monitoring of these measures. However it is recommended that implementation of the Delivery and Servicing Plan measures is delegated to another member of the team who deals specifically with site logistics, while the Travel Plan Coordinator focuses on implementation of sustainable travel measures applicable to staff and visitors.

8. Management

8.1 Travel Plan Governance

The roles and responsibilities of key groups / authorities / individuals in implementing, monitoring and developing the Travel are summarised in Table 8-1.

Table 8-1 Travel Plan Governance Overview

Group / individual	Roles and responsibilities
Travel Plan Steering Group	To oversee, coordinate and monitor the implementation and evolution of the Travel Plan (ensuring LDO conditions are met) and agree on the implementation of the Travel Plan Fund.
Travel Plan Coordinator (TPC)	To be responsible for the delivery of the Travel Plan measures, monitoring of progress against targets, reporting and refinement of the Travel Plan document.
Occupier / developer representatives	To support the TPC in the delivery and promotion of travel plan measures and administration of staff travel surveys.
Local Planning Authority	To oversee and ensure the implementation of the s106 commitments agreed within the LDO and ensure the Travel Plan targets are being met.

The terms of reference and responsibilities of the Travel Plan Steering Group, Travel Plan Coordinator (TPC) and others are provided in more detail below.

8.1.1 Travel Plan Steering Group

A Travel Plan Steering Group will be established ahead of the first occupation of the development. The Group will oversee, coordinate, and monitor the implementation and evolution of the Travel Plan and will decide how best to use funding provided by the 'Travel Plan Levy' (consistent with the obligations in the S106 agreement).

The Travel Plan Steering Group is to be set up and chaired by the Travel Plan Coordinator (TPC) who is to be appointed by the developer and will be part of the Estate Management Team. It is to comprise the following additional key stakeholders:

- Representatives for each the individual occupiers - which may be a single representative for multiple smaller occupiers (e.g. a representative for a single build zone) where this is most appropriate; and
- The lead contractor (for the duration of the construction phase).

The requirement for lead contractor representation reflects the interaction between construction worker trips and the operational trips generated by the site. The contractor will be required to submit a staff travel plan prior to commencement of construction.

The Steering Group will inform and action the continued development and monitoring of the Travel Plan through the regular review process, bringing to light concerns, views and ongoing issues regarding sustainable travel and delivery/servicing activity.

Specifically, the Group is to:

- Oversee the delivery of the Travel Plan and related targets;
- Ensure compliance with the LDO travel plan conditions /obligations;
- Oversee the monitoring of staff and visitor travel patterns and behaviours;
- Review parking permit cost and provision (on an annual basis / as new build zones are occupied);
- Agree mitigation and improvement measures as needed;
- Review and approve the Annual Monitoring Report for the Travel Plan produced by the TPC (see Section 9.2);
- Agree necessary updates to the Travel Plan, informed by the outputs of the Annual Monitoring Report;
- Support the promotion of sustainable travel modes for staff, contractors, and visitors; and
- Liaise with stakeholders, including the local planning and highway authorities.

All decisions made by the Group are to be made unanimously. These include the use of the Travel Plan Levy, or revenue raised through parking charges, to fund new interventions and on changes to measures, targets, or monitoring. Any proposed variations to the commitments set out within the Section 106 agreement will require formal written approval from the Local Planning Authority prior to being implemented

The Group is to initially meet quarterly from the first year of operation, then at least once every 6 months (as agreed by the Group). As a minimum, meetings must be attended by at least one nominated representative from the developer and each build. Minutes from these meetings are to be provided to the LBH Highways team.

The Group shall apply funds generated through the 'Travel Plan Levy' (and any other revenue raised) as appropriate support the delivery of the Travel Plan targets. This may include (but is not limited to) funding towards:

- Costs towards new or extended measures or initiatives – including infrastructure to support sustainable transport access, contributions to additional services, information on services or promotional activities; and
- The cost of surveys, reports and monitoring over and above that undertaken directly by the Travel Plan Coordinator or occupier representatives.

The Group will also be expected to seek alternative funding sources which may become available from outside agencies and take a pro-active role in attracting additional funding where opportunities exist to complement and enhance existing plans.

8.1.2 Travel Plan Coordinator

To ensure that there is site-wide adoption of the Travel Plan, a Travel Plan Coordinator (TPC) must be appointed prior to first occupation of the development. The TPC will be responsible for the implementation of measures and ongoing monitoring. The name and contact details of the TPC must be sent to LBH within one month of their appointment and following any change to the appointed TPC thereafter.

The TPC is to be responsible for:

- Travel Plan delivery, management, promotion and awareness, including information campaigns;
- Chairing the Travel Plan Steering Group;
- Preparing the Annual Monitoring Report (see Section 9.2);
- Ensuring the implementation of measures, both at a site-wide level and for individual uses/occupiers;
- Confirming that information provided is relevant and current;
- Ensuring new staff members receive an enrolment Travel Pack;
- Consulting with local bus operators and the local authority to provide up to date information on services and facilities to staff;
- Defining and implementing standardised staff/visitor Travel Surveys and delivery/servicing surveys for each occupier;
- Monitoring performance against targets;
- Administration of the Travel Plan including annual updates in response to monitoring data; and
- Answering questions as they arise.

The TPC should also appoint a member of the Estate Management Team to focus on implementation of the Delivery & Servicing measures. The name and contact details of the Delivery and Servicing Plan co-ordinator must be sent to LBH within one month of their appointment and following any change to the appointed co-ordinator thereafter.

In addition, the TPC will be responsible for the implementation of the site-wide car park management plan.

8.1.3 Occupier Representatives

Representatives at the Travel Plan Steering Group will be required on behalf of each of the development occupiers. Where appropriate, a single representative may be appointed for multiple occupiers (for instance a representative for a development build zone). This is to be agreed between individual occupiers and agreed by the Travel Plan Steering Group.

Representatives will be required to:

- Attend the Travel Plan Steering Group to inform, discuss, and action additional measures / necessary remedial measures;
- Work with the TPC to promote the uptake of sustainable transport modes for their staff and visitors and support the implementation of measure; and
- Support the TPC in staff travel and traffic surveys and the production of the Annual Monitoring Report.

9. Monitoring

A programme of monitoring and review will be implemented to generate information by which the success of the Travel Plan can be evaluated. All monitoring and reporting will be coordinated and consolidated by the Travel Plan Coordinator.

9.1 Traffic Monitoring

The Travel Plan Coordinator will be responsible for monitoring the number of vehicles, pedestrians and cyclists entering the proposed development through the main site entrance and the eastern and western access roads, and for undertaking annual traffic surveys.

Annual traffic monitoring is to be consistent with the baseline surveys and is to include:

- Classified vehicle entries and exits at the main site entrance and eastern and western entrances on Fen Lane;
- Pedestrian and cyclist counts at each access;
- Automatic Traffic Counts (ATC) at the entrances to car parking areas within each build zone to establish car park accumulation; and
- An ATC on Fen Lane (to the west of the main vehicle entrance) and an ATC on Ockendon Road (to the north of the junction with Fen Lane) to capture vehicle volumes and speeds.

Traffic Surveys must be repeated annually for a minimum period of 5 years following full build-out, unless a changed schedule is agreed with LBH.

Details of vehicle entries and exits are to be provided from the ANPR cameras installed at each entrance. The ATCs must include details of vehicle numbers and vehicle classification, capturing vehicles over a 24-hour period. They must be undertaken during a neutral traffic period (avoiding school holidays, bank holidays, local events or roadworks).

Results of the counts / surveys are to be provided to the Travel Plan Steering Group by the Travel Plan Coordinator as part of the Annual Monitoring Report. Quarterly updates should also be provided on entries / exits at the main entrance based on ANPR data.

Any results which record daily traffic levels higher than the 1,250 two-way operational vehicle movements (i.e. total number of trips in both directions) per day set out in the 'worst-case' assessment in the Transport Assessment will require immediate remedial action to be agreed with the Local Planning Authority (which is expected to include increases to parking pricing or restrictions on the issue of parking permits to manage parking demand). Construction-related traffic will be subject to a separate contractor travel plan and be covered by separate monitoring requirements.

9.2 Travel Plan Monitoring

Annual Travel Surveys are to be undertaken for each build zone. These must be compliant with the TRICS Standard Assessment Methodology (SAM), consistent with the baseline survey and cover both staff and visitors. As a minimum they must include:

- Mode of travel – i.e. the ways in which people travel to and from the site (e.g. car driver, car passenger, bus, cycle), including capturing multimodal journeys, use of the dedicated shuttle bus for data centre staff and use of last-mile accessible transport between the bus on Ockendon Road and the main site entrance;

- Attitudes to travel (e.g. reasons/motivators for travel choices, perceived barriers, willingness to consider sustainable modes);
- Trip origin (i.e. home location) and distance travelled;
- Typical time of arrival and departure; and
- Feedback on travel measures provided on the site (e.g. staff shuttle bus, vehicle and cycle parking provision, walking/cycling routes, and other incentives).

Surveys should also be used to determine how many drivers are travelling in single occupancy vehicles.

Travel Surveys must be repeated annually for a minimum period of 5 years following full build-out to monitor progress towards the delivery of Travel Plan targets and support the development of any mitigating activities required. The target for completion should be at least 75% of staff.

The Travel Plan Coordinator will collate all monitoring and provide a consolidated Annual Monitoring Report covering all survey results. This to include:

- Detail on the number of trips to the development, the mode share of trips and changes from the previous reporting year;
- Detail on parking utilisation and permit allocation across the development, including any proposed changes to permit pricing;
- An overview of progress against each of the travel plan targets, including detail of any proposed mitigation measures where these are not on-track;
- Detail on Travel Plan implemented over the previous year and their impacts;
- Detail on planned Travel Plan measures, including proposed mitigation measures where targets are not on-track;
- Proposed changes to Travel Plan targets;
- An overview of key risks to the delivery of the Travel Plan targets and mitigation / management actions to be undertaken;
- Detail on how the Travel Plan Levy has been used over the previous year and planned expenditure for the year ahead.

The Annual Monitoring Report is to be produced by the Travel Plan Coordinator and is to be reviewed and approved by the Travel Plan Steering Group. The Annual Monitoring Report is then be submitted to the Local Planning Authority for approval (with comments to be provided within six weeks of receipt). The response from the Planning Authority will include detail of any actions expected of the Steering Group over the next monitoring period.

The results of the Travel Surveys will indicate whether the measures and incentives introduced are achieving the required targets, or if further measures are needed. Where targets are not being achieved, the measures and incentives should be reviewed and adjusted accordingly as well as the potential introduction of new initiatives, managed through the Travel Plan. The key points arising from the survey and review must be communicated to site occupants via information boards in foyers/communal areas, digital communications, and the Travel Plan Steering Group.

Analysis of Travel Survey results will indicate whether the measures and incentives introduced are achieving the required targets are not being met. Where targets are not being achieved the Travel Plan Steering Group will agree corrective actions / mitigation measures (including changes to parking charges). This corrective action may include new research to identify why the targets are not being met and what further action is required to reach the targets. Increasing parking tariffs is expected to be a key measure here to manage vehicle demand, together with other incentives to promote sustainable travel. A unanimous decision will be required by all parties on actions to

be funded through the Travel Plan Levy. Any changes to the Travel Plan will require the prior written approval of the Local Planning Authority.

9.3 Delivery & Servicing Monitoring

Continuous ongoing monitoring of delivery/servicing movements must be undertaken by recording the arrival and departure of all delivery/servicing vehicles associated with each occupier. This data is to be recorded by each occupier in a central database, overseen by the Estate Management Team to allow the actual delivery/servicing trip generation of the site to be monitored over time. The data will be used to monitor progress against the Travel Plan targets. The targets and measures may be adjusted accordingly by the Travel Plan Steering Group, on at least an annual basis.

Details on this monitoring, progress against targets and proposed remedial measures / actions or changes to targets are to be set out in the Annual Monitoring Report described above. Failure to deliver against targets will require remedial action by the Travel Plan Steering Group, with any use of the Levy to remedy this failure requiring the prior approval of the Local Planning Authority. A format for the survey data collection is provided below, based on Appendix C of the TfL Delivery and Servicing Plan guidance⁸.

<i>Date</i>	<i>Arrival Time (hh:mm)</i>	<i>Depart Time (hh:mm)</i>	<i>Site access point</i>	<i>Use / occupier</i>	<i>Delivery point within site</i>	<i>Vehicle type</i>	<i>Fuel type</i>	<i>Type of Goods/Waste</i>

10. Review

10.1 Travel Plan Review

The Travel Plan should be reviewed annually by the Travel Plan Coordinator following approval of the Annual Monitoring Report to ensure targets and measures are up-to-date. Where changes are required an updated Travel Plan must be issued subject to the prior written approval of the LPA.

Using the monitoring data collected on an ongoing basis, the delivery and servicing targets must also be reviewed and updated at least annually. This may include adjusting targets to make them more or less stretching, consistent with the overall objectives.

After the 5 year monitoring period, where overall targets have been met, these will as a minimum need to be maintained for the lifetime of the LDO. Should targets not have been met at this stage, remedial measures will be triggered and requirements for annual monitoring extended for up to a further 5 years

⁸ <https://content.tfl.gov.uk/delivery-and-servicing-plan-guidance.pdf>