



Members Spa
Chownesmead, Chownes Mead Lane,
Cuckfield

Travel Plan Statement

For

RCM Partnership LLP

Document Control Sheet

Members Spa

Chownesmead, Chownes Mead Lane, Cuckfield

RCM Partnership LLP

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1.0 Introduction

- 1.1 This Travel Plan Statement has been prepared to accompany a planning application by RCM Partnership LLP (the Applicant) to develop complementary facilities, for use also by members, associated with the approved hotel at Chownesmead, Chownes Mead Lane, Cuckfield, West Sussex (the site).
- 1.2 Planning permission was granted by Mid Sussex District Council (MSDC) for conversion of Chownesmead, a residential dwelling, to a small hotel in 2018 (LPA Reference: DM/18/2193), as well as associated listed building consent (LPA Reference: DM/18/2201). Following the discharge of the relevant pre-commencement conditions, a lift shaft was installed within the main building, and a Certificate of Lawfulness (DM/21/2630) was subsequently granted in August 2021. This confirms the previous permissions have been lawfully implemented.
- 1.3 Since this time, the Applicant has sought additional pre-application advice from MSDC as Local Planning Authority on proposals to develop the property into a country house hotel with enhanced complementary facilities. These additional facilities include a new building housing a pool, gym, yoga studio, spa and treatment rooms. It is intended the facilities would also be available on a membership basis and as such the proposals also include a members lounge. Access to the new building would be from a new secondary access off Chownes Mead Lane. These proposals were also subject to pre-application liaison with West Sussex County Council (WSCC) as local Highway Authority in late 2021, which identified that a Travel Plan Statement would be submitted as part of a future application.
- 1.4 Following this introductory section, the Travel Plan Statement is structured as follows:
 - ▶ Section 2 sets out the background to the planning application to which this Travel Plan Statement relates;
 - ▶ Section 3 outlines the background policies, aim and objectives of this Travel Plan Statement;
 - ▶ Section 4 provides an overview of the existing travel opportunities to the site; and
 - ▶ Section 5 describes the Travel Plan Statement measures alongside an Action Plan.

2.0 Background

Site and Surrounding Area

- 2.1 The site is located approximately 1.8 kilometre to the south-east of Cuckfield and 1.6 kilometres to the west of Haywards Heath. The application site falls within the administrative boundaries of MSDC (Local Planning Authority) and WSCC (Local Highways Authority). The surrounding uses are residential in nature and Chownes Mead Lane is rural in character. The site is located outside the built-up area of Cuckfield and Chownes Mead Lane operates as a shared surface/no through road. The plan below identifies the location of the site in relation to Cuckfield, Haywards Heath and the surrounding local area.

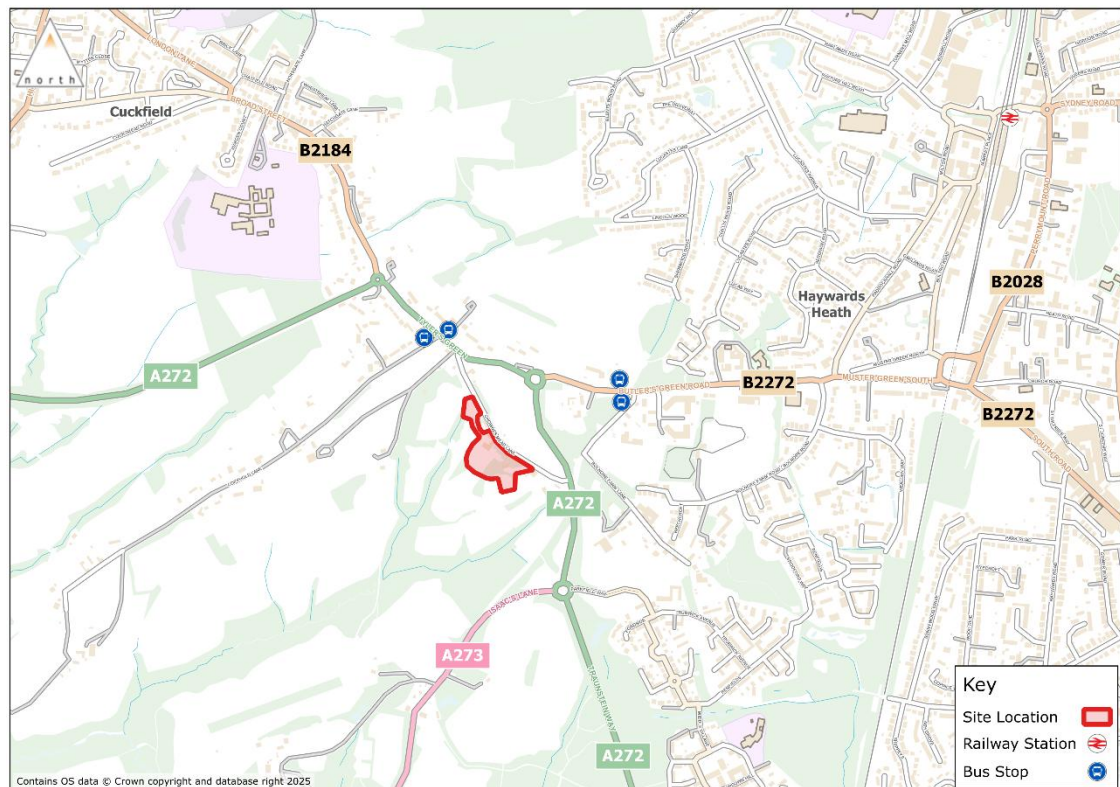


Figure 2.1 – Site Location Plan

- 2.2 The Grade II listed former country house was granted planning permission in 2018 (LPA Reference: DM/18/2193) to convert the property from a private residential dwelling (Land Use Class C3) to a country house hotel with 12 hotel bedrooms and staff accommodation (a staff flat and two three-bedroom cottages). Listed building consent was also granted at this time (LPA Reference: DM/18/2201). The proposals included provision of a yoga studio and pool complex for use by residents of the hotel. Following the discharge of the relevant pre-commencement conditions, a lift shaft was installed within the main building, and a Certificate of Lawfulness (DM/21/2630) was subsequently granted in August 2021. This confirms the previous permissions have been lawfully implemented. As such, this permitted scheme can be completed at any time in the future.
- 2.3 Access to the property is via an existing private drive off Chownes Mead Lane, a no through road subject to a 30 mile per hour (mph) speed limit. Historically this lane connected with the A272 to the north.

Development Proposals

- 2.4 The development proposals, to which this Travel Plan Statement accompanies, comprise of the following:

"Amendments to hotel layout approved under DM/18/2193 and DM/18/2201, new single storey extension to main building and erection of new detached two-storey spa building, provision of relocated secondary access to Chownes Mead Lane, new parking area and landscaping of the site".

- 2.5 As part of the proposed amendments to the hotel layout, this includes creation of an additional guest bedroom, and the previously approved manager's flat (proposed on the second floor of the listed building) no longer forms part of the scheme. As such the overall total quantum of accommodation (in term of total staff/guest rooms) remains in line with the approved development.

- 2.6 The new spa/leisure building is circa 1,405 square metres (gross internal area) and includes six treatment rooms, a manicure/pedicure room, a swimming pool and thermal suite with changing facilities and a bar, linked by a circulation core to a gym, yoga studio and members lounge with servery. It is intended that the facilities within the new building will be open to non-residents of the hotel on a membership basis, as well as guests staying at the hotel. The spa is planned to be operational between 07:00 and 22:00 during the week and at weekends, providing a high-end spa/gym facility with capacity for in the order of 50 members visiting the site per day, supported by around 20 members of staff. It is estimated that members will typically stay at the site for one to three hours and staff will work in shifts, with around 8-10 employees on site at any one time. In terms of membership, the facility is expected to support around 500 members.

- 2.7 A new secondary access to the site will be created to serve the proposed spa facility from Chownes Mead Lane, leading to a parking area for cars and cycles. The arrangements for car and cycle parking are detailed within the Transport Statement accompanying the application. In summary, in view of the proposed spa/leisure facilities being complementary to the approved hotel and also serving members, a coordinated approach to parking has been adopted within the site. A total of 79 car parking bays are proposed to serve the hotel and spa, including six accessible bays. A secure, covered cycle store is also proposed accommodating 20 cycles and provision will be made for charging electric vehicles having regard to relevant building regulations. Arrangements for servicing and deliveries are also set out within the Transport Statement, with provision accommodated on-site.

- 2.8 The table below summarises the estimated daily vehicle movements associated with spa members and staff, assuming all travel is by single occupancy car:

Spa User	Arrivals	Departures	Total
Members	55	55	110
Staff	20	20	40
Total	75	75	150

Table 2.1 – Estimated Daily Vehicle Movements (Extracted from Table 5.1 of the Transport Statement)

- 2.9 This Travel Plan Statement has been prepared in support of the application proposals further to advice received at pre-application stage from WSCC as Highway Authority. The Travel Plan Statement provides an opportunity to reduce the number of vehicle movements linked with the site through encouraging more sustainable travel among staff and members and minimise impact on the environment.

3.0 Policy, Aims, Vision & Objectives

Policy

3.1 A Travel Plan Statement is a management tool providing a coordinated strategy to bring together daily travel issues and achieve a more sustainable travel choice. A successfully implemented Travel Plan Statement can deliver more active and/or sustainable travel with a reduction in the number of trips being made by single occupancy car where possible.

3.2 The National Planning Policy Framework recognises that a key tool for facilitating the promotion of active and/or sustainable travel choices is a Travel Plan, stating at paragraph 118 that:

"All developments that will generate significant amounts of movement should be required to provide a Travel Plan."

3.3 The importance of Travel Plans is also recognised in local policy contained within the 2018 Mid Sussex District Plan, which states:

"... in accordance with the National Planning Policy Framework and the West Sussex County Council Development Travel Plans Policy, developers will be required to produce a Travel Plan Statement or full Travel Plan in order to reduce the level of vehicle trips associated with the site".

Aim

3.4 Cars constitute the largest share of traffic in Great Britain by vehicle type; and trips made by car with just the driver on-board are the least efficient of all car trips.

3.5 The primary aim of this Travel Plan Statement is to reduce reliance on single occupancy car trips among staff and members where possible. This aim is to be achieved by provision of suitable on-site infrastructure – parking for bicycles and blue badge holders in accordance with relevant parking standards/guidelines – information provision, and by promoting active and/or sustainable modes of transport.

3.6 Where the number of single-occupancy car trips is reduced, alongside increasing trips made by sustainable and/or active modes of transport, the following gains can be achieved:

- ▶ emission of fewer vehicular pollutants that contribute to poor local air quality and increased global climate instability;
- ▶ reduced congestion on the highway network due to usage by fewer vehicles;
- ▶ safer, more pleasant environments for pedestrians and cyclists;
- ▶ increased uptake of active travel, resulting from better conditions for these modes, thereby leading to increased health, wellbeing and productivity, along with reduced burden on health services to treat the negative health impacts of a sedentary lifestyle; and
- ▶ increased levels of (i) shared trips: driver plus passenger(s) in car and via public transport e.g. bus and rail where services are available, and (ii) greater proportion of linked trips: combining functional and leisure activities with other reasons to travel, such as commuting.

Transport Vision and Objectives

- 3.7 The proposed spa and fitness facilities support healthy and active lifestyles. In line with this, the vision for the proposals seeks to promote sustainable, inclusive and well-designed development. Central to this vision is the creation of an accessible facility that enables and encourages active travel, reduces car dependency and supports use of 'cleaner' fuel (e.g. electric and hybrid) vehicles.
- 3.8 Pursuant to this vision, the Transport Statement accompanying the planning application adopts a vision-led approach, including an access strategy to enable active travel (walking, cycling and wheeling) and access by public transport, as well as measures to support such travel. This Travel Plan Statement includes the following objectives to support this vision:
- ▶ Promote the health benefits of active travel i.e. walking, running and cycling, in order to increase the use of these active and sustainable modes.
 - ▶ Promote more efficient and 'cleaner' forms of car travel i.e. 'cleaner' fuel vehicles (electric and hybrid vehicles) and sharing resources through, for instance, carpools, car clubs, lift-sharing and provision of a minibus to transport staff to and from the site from local towns such as Burgess Hill and Haywards Heath.
 - ▶ Raise staff and members' awareness of opportunities to adopt active and/or sustainable travel i.e. through provision of information.
- 3.9 The transport vision for the development therefore aims to ensure:
- ▶ Staff and members have the opportunity to walk or cycle to the spa, by connecting into provision for pedestrians and cyclists, via the existing shared surface lane;
 - ▶ A site layout that prioritises walking and cycling through provision of internal access routes designed to encourage low vehicle speeds and prioritise pedestrians and cyclists using these shared spaces; and
 - ▶ Appropriate infrastructure is provided within the development to support more active and sustainable travel choices, such as provision of secure cycle parking, charging facilities for electric vehicles, showers/changing and locker facilities.
- 3.10 The objectives set out below relate to the aim of this Travel Plan Statement:
- ▶ Increase the occupancy rate of cars travelling to/from the site; and
 - ▶ Support and promote the use of active and/or sustainable travel modes by staff and members through raising awareness of the benefits of, and providing information on the opportunities for, such travel.

4.0 Existing Travel Opportunities

Overview

- 4.1 The site is located within 2 kilometres of a range of amenities in Haywards Heath and is accessible by more sustainable form of travel, such as walking, cycling and public transport. The following paragraphs provide further information on access to the site on-foot, by cycle and public transport as well as further information on local services and facilities. It also gives information on the nearby highway network.

Walking & Cycling

- 4.2 There are no footways along Chownes Mead Lane, which operates as a shared surface. It is acknowledged within Manual for Streets (MfS, March 2007) that shared surfaces work well in the following situations:
- ▶ In short lengths, or where they form cul-de-sacs;
 - ▶ Where the volume of motor traffic is below 100 vehicles per hour (peak); and,
 - ▶ Where parking is controlled or takes place in designated areas.
- 4.3 Chownes Mead Lane is a no through road and currently serves a number of dwellings, with parking generally taking place off-street. The survey data presented within the Transport Statement indicates that observed vehicle speeds are typically below the posted speeds limit and closer to 20 mph, with average daily flows of circa 40 to 50 vehicles.
- 4.4 The lane connects to a shared pedestrian/cycleway located circa 30 metres south of the Chownes Mead Lane/Isaac's junction and links to Bolnore Farm Lane to the north-east. Bolnore Farm Lane provides access to Haywards Heath town centre to the north-east via Butler's Green Road and Musters Green Road. In addition, Chownes Mead Lane connects to a shared pedestrian/cycleway along Tylers Green Lane to the north. There are bus stops located on Tylers Green Lane and this road also provides access to Cuckfield village centre to the north-west via Broad Street.
- 4.5 Chownes Mead Lane leads to Isaac's Lane to the south. There are no footways located along Isaac's Lane, however, Public Footpath 26aCU is located circa 30 metres south of the Chownes Mead Lane/Isaac's Lane junction. This footpath leads to Ashenground and Bolnore Woods and terminates at Keymer Road, thus providing access to the surrounding residential areas. Public Footpath 26aCU also connects to Public Footpath 27CU, which leads to footways on Bolnore Road. Bolnore Road connects to Butler's Green Road to the north, which provides access the bus stops located on this road and to Haywards Heath town centre to the east via Muster Green Road. A plan illustrating the Public Rights of Way local to the site is shown in the below figure.

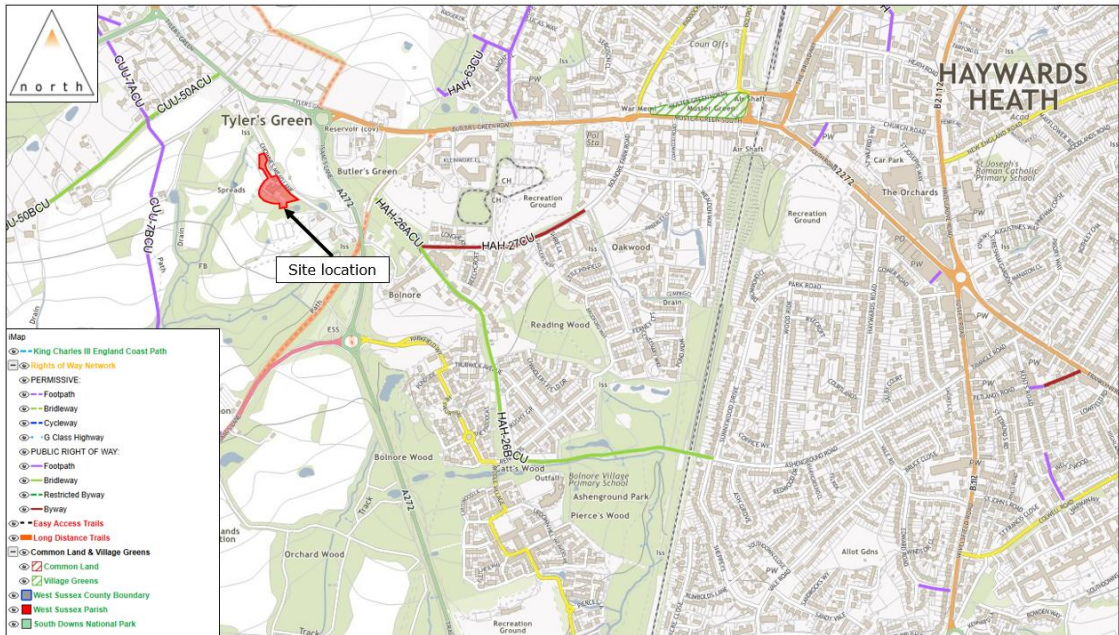


Figure 4.1 – Public Rights of Way Within the Vicinity of the Site

Accessibility by Bus

4.6 The closest bus stops to the site are located on Tyler’s Green (A272) approximately 375 metres north-west of the existing site access. The bus stops (known as ‘Cophyold Lane’ bus stops) comprise simple ‘flag and pole’ bus stops. Additional bus stops (known as ‘Isaac’s Lane’ bus stops) are located on Butler’s Green Road (B2272) approximately 600 metres north-east of the proposed secondary site access, which also comprise simple ‘flag and pole’ bus stops. A summary of bus services available from the aforementioned bus stops, based on a review of information available online (WSCC website and bustimes.org) is provided in the table below.

Service	Destinations	Approximate Service Frequency	
		Monday - Saturday	Sunday
31/31B	Lindfield – Haywards Heath – Uckfield	Every hour	No service
33/33A	Hurstpierpoint – Burgess Hill – Haywards Heath – Crawley	Every 1-2 hours	No service
39	Haywards Heath – Bolnere Village – Haywards Heath	Hourly	No service
62	Walstead – Haywards Heath – Bolnere – Cuckfield – Whitemans – Balcombe – Crawley	Twice daily	No service
89	Horsham – Haywards Heath	2 services per day	No service
166	Lewes – Offham – Plumpton – Haywards Heath	Every 2-3 hours	No service
271	Brighton – Burgess Hill – Haywards Heath – Crawley	Every 1-2 hours	Every 2-3 hours
STP1	Haywards Heath – Lindfield - Burgess Hill	Twice daily (school service)	No service
STP2	Haywards Heath – Cuckfield – St Paul’s Catholic College	Twice daily (school service)	No service

Table 4.1 – Summary of Local Bus Services

Accessibility by Rail

- 4.7 The closest railway station is located in Haywards Heath situated approximately 2 kilometres north-east of the site, equivalent to a 25-minute walk or a seven-minute cycle. It is noted that the aforementioned 31, 33, 39, 62, 89, 166 and 271 bus services all provide direct access towards bus stops within the immediate vicinity of Haywards Heath railway station. The station is managed by Southern Railways and benefits from 1,069 car parking spaces, 10 of which are accessible, and 312 sheltered cycle parking spaces monitored by CCTV surveillance. A summary of the local rail services is provided in the table below.

Destination	Route	Approximate Service Frequency		
		Monday-Friday	Saturday	Sunday
Bedford	Haywards Heath – Balcombe – Three Bridges – Gatwick Airport – East Croydon – London Bridge – London Blackfriars – City Thameslink – Farringdon – London St. Pancras – St. Albans City – Harpenden – Luton – Flitwick – Bedford	1 service every half hour	1 service every half hour	No direct services
Brighton	Haywards Heath – Burgess Hill – Hassocks – Brighton	1 service every 10-15 minutes	1 service every 10-15 minutes	1 service every 10-15 minutes
Cambridge	Haywards Heath – Balcombe – Three Bridges – Gatwick Airport – East Croydon – London Bridge – London Blackfriars – City Thameslink – Farringdon – London St. Pancras – Finsbury Park – Stevenage – Hitchin – Letchworth Garden City – Baldock – Ashwell & Morden – Royston – Cambridge	1 service every half hour	1 service every half hour	No direct services
Eastbourne	Haywards Heath – Wivelsfield – Cooksbridge – Lewes – Polegate – Hampden Park – Eastbourne	1 service every half hour	1 service every half hour	1 service every hour
Littlehampton	Haywards Heath – Burgess Hill – Hassocks – Preston Park – Hove – Portslade – Shoreham – Lancing – Worthing – West Worthing – Durrington – Goring – Angmering – Littlehampton	1 service every half hour	1 service every half hour	No direct services
London Victoria	Haywards Heath – Three Bridges – Gatwick Airport – Redhill – East Croydon – Clapham Junction – London Victoria	1 service every 10-15 minutes	1 service every hour	1 service every hour
Ore	Haywards Heath – Wivelsfield – Plumpton – Cooksbridge – Lewes – Polegate – Eastbourne – Hampden Park – Pevensey & Westham – Normans Bay – Cooden Beach – Collington – Bexhill – St. Leonards Warrior Square – Hastings – Ore	1 service every hour	1 service every hour	1 service every hour

Table 4.2 – Summary of Local Rail Services

Census Data

- 4.8 In order to assess the relative attractiveness of sustainable transport that the site has access to, the 2011 census data associated with the workday population has been interrogated. Details of the data extracted from the 2011 census is summarised in the table below.

Mode	Output Layer E02006614	Haywards Heath
Rail	4%	19%
Bus	4%	1%
Car/van driver	58%	48%
Car/van passenger	5%	4%
Motorcycle	1%	1%
Pedal cycle	1%	1%
On foot	12%	14%
Work mainly at or from home	15%	10%
Total	100%	100%

Table 4.3 – Method of Travel to Work (2011 Census)

- 4.9 The data in the table above indicates that the predominant mode of transport for people travelling to work in the area is the car/van, although circa 40% of trips are made by more sustainable means (public transport, walking, cycling and car sharing).

Access to Local Amenities

- 4.10 There are a number of local services and facilities available in Haywards Heath and Cuckfield. Haywards Heath town centre is located circa 2 kilometres north-east of the site and Cuckfield village centre is located circa 3 kilometres north-west of the site. Haywards Heath town centre contains food and non-food retail outlets including large supermarkets, banks, restaurants, pharmacies, a leisure centre, a post office, a large recreational playing field and a doctor's surgery. As identified earlier in this section, Haywards Heath is accessible by regular bus services. Cuckfield village centre contains a number of food and non-food retail outlets, restaurants, a pharmacy, a dental practice and a village hall.

Highway Network

- 4.11 Chownes Mead Lane meets the A272 approximately 300 metres to the south-east of the site in the form of a simple priority junction. The junction is on the outside of a bend and the adjoining verge to the north and south of the junction provide reasonable visibility in both directions.
- 4.12 The A272 is subject to a speed limit of 40 mph in this location and leads north-west towards Cuckfield and meets the B2272 at a roundabout junction, which leads east into Haywards Heath. The A272 leads south-west around Haywards Heath towards Scaynes Hill. The A272 provides the core route between the A23 to the west and A22 and A26 to the east. The site in relation to this wider highway network is identified on the plan below.

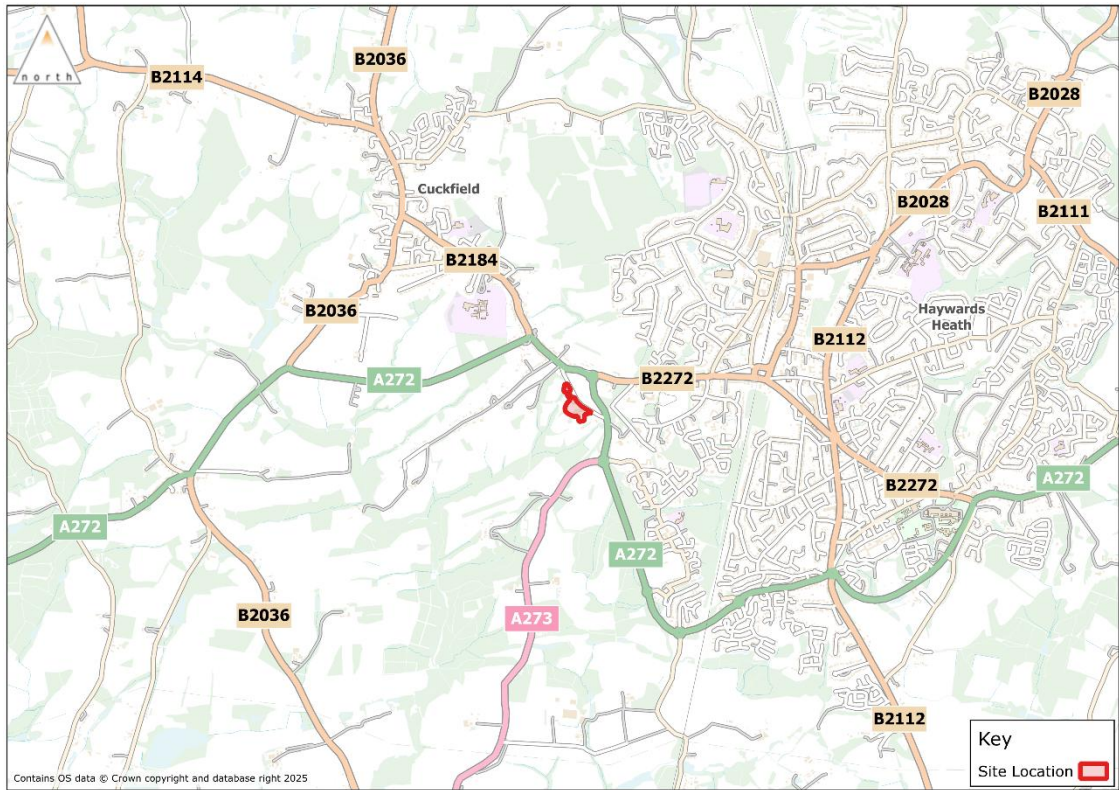


Figure 4.2 – Site in Relation to Wider Highway Network

5.0 Measures & Action Plan

- 5.1 The measures proposed here have been selected on the basis that they will deliver the objectives set out within this document and therefore achieve the aim of the Travel Plan Statement (TPS). The following is not an exhaustive list and other measures may be identified that complement or substitute these proposed measures.

Travel Coordinator

- 5.2 A Travel Coordinator will be appointed who will have responsibility for:
- ▶ implementation of the TPS, including securing any necessary funding;
 - ▶ obtaining and maintaining commitment and support from staff and members;
 - ▶ designing and implementing effective marketing and awareness raising campaigns to promote active and/or sustainable travel;
 - ▶ acting as a point of contact for all staff and members requiring travel information; and
 - ▶ liaising with stakeholders as appropriate (e.g. local authorities, transport operators, cycle retailers, etc).
- 5.3 It is likely that a designated member of staff will be appointed as Travel Coordinator.

Provision of Travel Information

- 5.4 The provision of relevant travel information can be important for encouraging people to change their travel habits towards greater use of active and/or sustainable modes. It is anticipated that travel information will be provided in a communal area and/or travel information pack, which staff/members will be notified of at the time of appointment or induction.
- 5.5 Information could include:
- ▶ contact details for the Travel Coordinator and an outline of their role;
 - ▶ the health, financial and environmental benefits of using active and/or sustainable modes of transport;
 - ▶ details of all modes of transport available for journeys to and from the site;
 - ▶ on-site infrastructure available in support of active and/or sustainable travel;
 - ▶ key amenities within walking/cycling distance of the site;
 - ▶ lift sharing schemes (see below);
 - ▶ cycle maintenance and skills training opportunities, along with details of cycle hire schemes;
 - ▶ safety tips for cyclists and walkers;
 - ▶ Personalised Travel Planning – consideration of travel options available to each individual; and
 - ▶ any financial support provided by the company, e.g. being part of the Government's Cycle to Work scheme, if applicable.
- 5.6 If appropriate, a notice board will be provided on site in a suitable communal area where it can be seen by staff and members, which will be used by the Travel Coordinator as a means of ongoing communication with staff and members, i.e. by displaying up to date travel information.

Lift Sharing

- 5.7 Lift sharing represents a relatively convenient alternative to travelling by single occupancy vehicle and there is some potential to reduce the total private mileage of staff by either, publicising and implementing an in-house scheme, or by utilising existing local and/or national car sharing websites such as the West Sussex Car Sharing scheme or West Sussex Car Share.
- 5.8 To promote and implement (as appropriate) lift sharing, primarily focusing on staff travel, it is anticipated that the following measures will be actioned:
- ▶ The Travel Coordinator will advertise the benefits and considerations associated with lift sharing and make themselves available to staff for presentation and discussion of these issues.
 - ▶ The Travel Coordinator will establish the potential for either a formal or an informal lift sharing scheme for the staff team. This potential will be driven by (i) staff commuting times and routes; (ii) whether or not the commute forms part of a linked trip (e.g. in order to care for dependents such as delivering/collecting children; caring for other dependent relatives; or for leisure purposes such as exercising; or for practical purposes, such as food shopping, etc); and (iii) staff wanting to lift share.
 - ▶ If lift sharing is a practical option and demand warrants it, an internal database will be set up in order that those who are interested in lift sharing can do so, or staff will take an active part in one of the existing online schemes (e.g. West Sussex Car Sharing Scheme or West Sussex Car Share).
 - ▶ Similarly, if lift sharing is practical and demand warrants, on-site parking spaces shall be designated solely for the use of lift sharers as a supporting measure and to incentivise people to travel by this mode.
 - ▶ To advertise lift sharing and motivate staff and members to get involved the national lift share event <https://liftshare.com/uk/liftshare-week> shall be promoted by the Travel Coordinator.
 - ▶ Details supporting the above actions will be provided in a communal area and/or staff handbook/travel information pack.
- 5.9 To further reduce travel by single occupancy vehicle, it is anticipated that the hotel (and spa) will provide a minibus to transport staff to and from the site from local towns such as Burgess Hill and Haywards Heath. The Travel Plan Statement for the approved hotel also outlined that a luxury car would also be provided by the hotel to collect/drop off guests from Gatwick airport and Haywards Heath train station in order to encourage visitors/hotel guests to use the train.

Cycling

- 5.10 A secure, covered cycle store is proposed close to the new spa parking area, convenient to the entrance to the new building. It is intended the store will be available for staff, hotel guests and spa members.
- 5.11 The Travel Coordinator will investigate the practicality of the company taking part in the Government's Cycle to Work scheme through which staff would be able to make a tax-free purchase of a bicycle (and related equipment) that they would use for their commute.

Electric Vehicle Charging

- 5.12 Provision will be made for charging electric vehicles having regard to relevant building regulations, to include two 'active' charging points (one for each the hotel and spa) and cable routes to 20% of remaining car parking bays.

Continued Promotion

5.13 The Travel Coordinator will continue to promote use of active and/or sustainable travel by staff and members through the following avenues:

- ▶ Information on sustainable travel options (outlined above) will be reviewed, updated and redistributed as appropriate;
- ▶ Awareness amongst the staff team will be maintained by the Travel Coordinator of the support they as Travel Coordinator can provide;
- ▶ The possibility of providing online information on travel opportunities to the hotel and spa will be explored.

Action Plan

5.14 To assist with implementation of this Travel Plan Statement an Action Plan is supplied below summarising the measures set out above. The Action Plan also sets out the timetable for implementation and the party responsible for each action.

Action	Timescale	Responsibility
Appoint a Travel Coordinator (TC)	Upon occupation	Occupier
Provide Travel Information and review/update as appropriate	Upon occupation and as necessary	TC
Display travel information on site notice board, if appropriate	Upon occupation and updated as necessary	TC
Provide on-site infrastructure (e.g. cycle parking, electric vehicle charging points)	During construction	Applicant/ Developer
Promote and implement (as appropriate) lift sharing	Upon occupation, as new staff are appointed and as appropriate during occupation	TC
If lift sharing is viable, allocate on-site parking space(s) for lift sharers	During occupation	TC
Advertise 'lift share week' travel event	Annually	TC
Provide & promote minibuss for hotel/spa staff	As necessary/appropriate (depending on demand)	Applicant & TC
Investigate practicality of 'Cycle to Work' scheme	Upon occupation	TC
If adopted, promote 'Cycle to Work' scheme	During occupation	TC
Promote the health, financial and environmental benefits of active and/or sustainable travel	Through provision of travel information	TC
Offer Personalised Travel Planning	Upon occupation and as staff are appointed	TC
Liaise with stakeholders	As necessary/appropriate	TC

Table 5.1 – Action Plan