

Workplace Travel Plan-Locomotive Workshop

South Eveleigh
Final



Prepared by: GTA Consultants (NSW) Pty Ltd for Mirvac
on 7/02/20
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1. INTRODUCTION

1.1. Introduction

1.1.1. Background

Mirvac's vision for the Australian Technology Park (ATP) is to create a vibrant new precinct that combines world class work, retail and community spaces. Mirvac will conserve, interpret and celebrate the precinct's rich and significant heritage assets and stories.

The redevelopment of the ATP precinct commenced in January 2016 and includes the delivery of redevelopment of the existing Locomotive Workshop for commercial, retail, and community purposes, as well as landscaping and public domain improvements to ensure that ATP connects to the wider precinct and local community.

The Locomotive Workshop is a large heritage listed masonry and steel building which was a former railway building. The building has undergone adaptive re-use in recent years for commercial purposes.

Mirvac's wider vision is to realise the true potential of ATP by celebrating its significant heritage value to create a place that people love.

Ensuring that employees and visitors to the site have sustainable and convenient transport arrangements to the site is critical in ensuring that the precinct achieves its broader access objectives. One of the ways that a precinct can achieve transport sustainability is by developing a Work Travel Plan (WTP).

A Work Travel Plan is a way in which the developments will be able to manage the transport needs of employees and visitors. The aim of the WTP is to reduce the environmental, traffic and economic impact of travel to/from and in association with the operation of the Locomotive Workshop site. More specifically, and of utmost consideration, the plan encourages the reduced use of motor vehicles as well as using alternatives to the single occupant motor cars.

This plan develops a range of strategies aimed at encouraging walking, cycling, public transport and car-pooling for travel to and from work and a shift away from the reliance on single occupant vehicle travel. This will aid in mitigating the effect of the development on the local road network, particularly during peak travel times.

1.1.2. Planning Consent

The Independent Planning Commission (IPC) granted development approval for SSD8517 and SSD 8449 at the ATP site on 22 February 2019. Condition E11 (SSD8517) and E10 (SSD 8449) specified the following:

The Applicant shall prepare a Workplace Travel Plan, in consultation with TfNSW, for the proposed development which must be approved by the Planning Secretary prior to issue of the first Occupation Certificate for Locomotive Workshop. The Plan shall be included in the staff induction information for incoming employees and shall aim to achieve the following:

- Facilitate the sustainable and safe travel of staff;
- Encourage high modal share for public transport, cycling and walking to work with flexible working arrangements;

INTRODUCTION

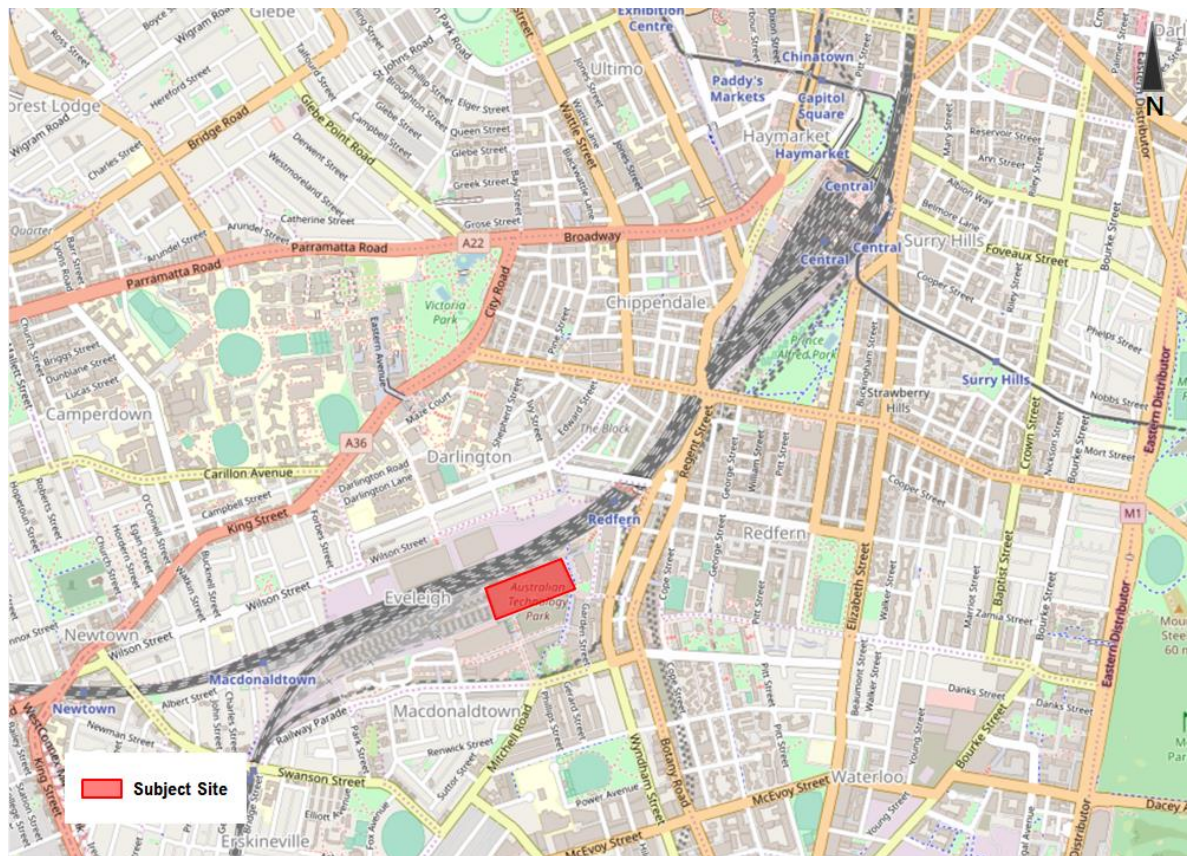
- Provide appropriate facilities at the site to enable staff and visitors to commute by sustainable transport modes;
- Reduce the need to travel for work related activities;
- Avoid parking on local streets in residential areas;
- Establish a means of monitoring the mode share of employees and visitors;
- Raise awareness of sustainable transport amongst staff; and
- Reduce the number of car journeys associated with business travel by staff and visitors.

1.1.3. Site Location

The Locomotive Workshop site is located approximately 5km south of the Sydney CBD, 8km north of Sydney Airport and within 300m of Redfern train station. The building comprises a two storey sandstone and brick structure consisting of 16 equally sized bays with an overall area of some 2500 sqm, is located within the City of Sydney local government area (LGA).

Figure 1.1 provides a graphic representation of the site location and broader context, with Figure 1.2 providing an aerial image of the ATP site and Figure 1.3 providing site context in relation to the other site developments.

Figure 1.1: Site Location

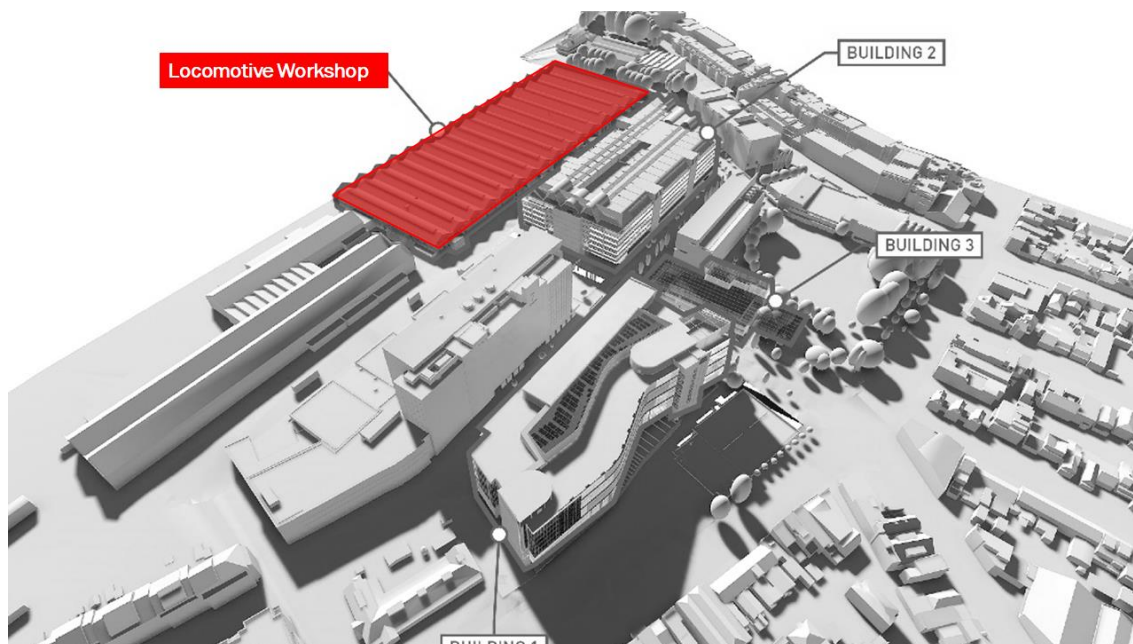


Basemap source: OpenStreetMaps

Figure 1.2: Existing Site Layout



Figure 1.3: Locational context of the Locomotive Workshop



2. WORK TRAVEL PLAN

2.1. Introduction

Transport is a necessary part of life which has effects that can be managed. The transport sector is one of the fastest growing emissions sectors in Australia and therefore a travel plan provides an opportunity for reducing greenhouse gases, and for managing traffic congestion (which has adverse economic, health and social outcomes). As well as delivering better environmental outcomes, providing a range of travel choices with a focus on walking, cycling and public transport will have major public health benefits and will ensure strong and prosperous communities.

Additionally, having an efficient and enjoyable commute can have positive benefits for the health and wellbeing of employees which can lead to a happier and healthier workforce. Strategies in work travel plans can help to achieve these outcomes by providing flexibility to employees about how and when they travel, for example by enabling staff to retime their journeys outside of the peak, when commutes are faster and more amenable.

The limited parking ratios permissible in the planning controls for Locomotive Workshop and the physical infrastructure being provided as part of the development forms a major part of the initiatives to encourage reduction of vehicle transport use. However, the WTP will ensure that the services and policies to the site are tailored to the users and co-ordinated to achieve a sustainable and desirable outcome.

2.2. What is Work Travel Plan?

A WTP is a package of measures aimed at promoting and encouraging sustainable travel and reducing reliance on the private car. The WTP for the Locomotive Workshop will aim to mitigate (as far as possible) private car commuting. The purpose of a WTP is not to be 'anti-car', but to make apparent, encourage and support people's aspirations for carrying out their daily business in a more sustainable way. WTPs can provide both:

- measures which encourage reduced car use (disincentives or 'sticks')
- measures which encourage or support sustainable travel (such as active transport, public transport and multi-occupant vehicle use)
- reduce the need to travel or make travelling more efficient (incentives or 'carrots').

Active transport relates to physical activity undertaken as a means of transport. It includes travel by foot, bicycle and other non-motorised vehicles. Use of public transport is also included in the definition as it often involves some walking or cycling to/ from pick-up and drop-off points.

The WTP would promote the use of transport, other than the private car, for choice of travel to and from the Locomotive Workshop, which is more sustainable and environmentally friendly. Where private car is used, multi-occupancy trips (such as carpooling) should be encouraged. Ultimately however, end users will determine their most suitable means of transport. As such, a strong communications strategy is required to promote active and public transport thereby reducing incentive to the use private car.

This WTP clearly also benefits from the high level of public transport accessibility available from the site.

2.3. Walk Score and Train Score

A walk score and transit score provide an assessment of how accessible a development is to public transport, parks, restaurants, entertainment centres and schools, that is, in terms of walking distance. A higher walk score and transit score correlates to a reduced need for a car.

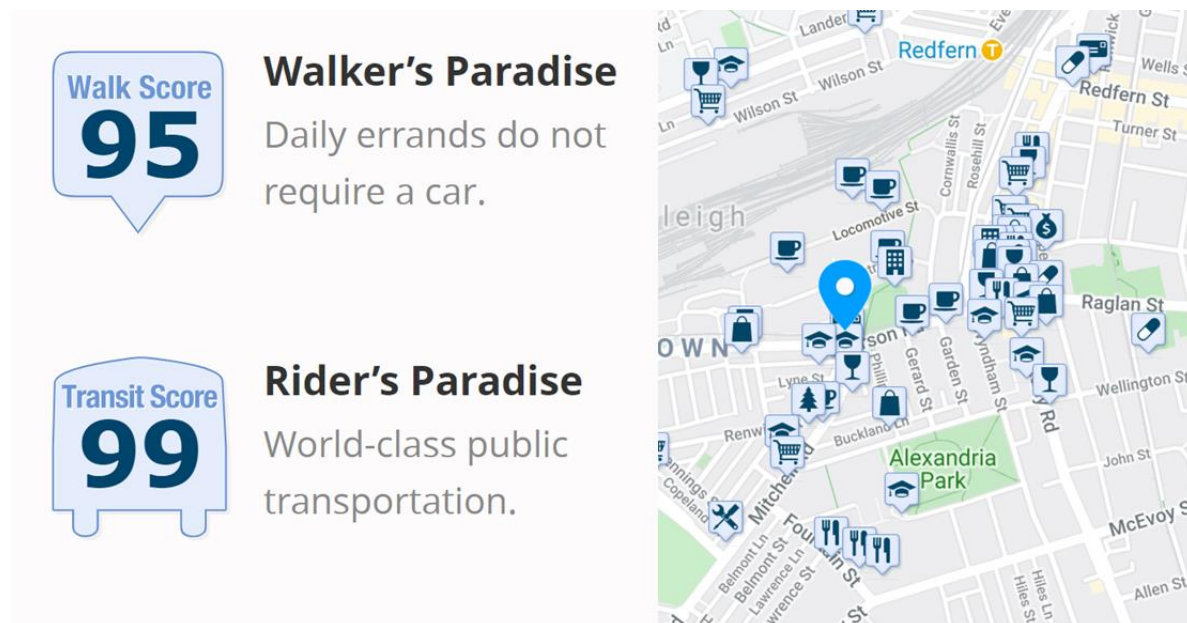
The walk score and transit score are provided by walkscore.com (<https://www.walkscore.com/>). Whilst there is no official recognition of the walk score and transit score by any transportation authority, the score gives insight into how accessible an area is for people travelling without a car. The score lies on a scale between 0 and 100. The site gives descriptions on what each score means as outlined in Table 2.1.

Table 2.1: Walk Score and Transit Score

Score	Walk Score Meaning	Transit Score Meaning
90 – 100	Walker's Paradise Daily errands do not require a car	Rider's Paradise World-class public transportation
70 – 89	Very Walkable Most errands can be accomplished on foot	Excellent Transit Transit is convenient for most trips
50 – 69	Somewhat Walkable Some errands can be accomplished on foot	Good Transit Many nearby public transportation options
25 – 49	Car-Dependent Most errands require a car	Some Transit A few nearby public transportation options
0 – 24	Car-Dependent Almost all errands require a car	Minimal Transit It is possible to get on a bus

South Eveleigh is designated a walk score of 95 and a transit score of 99. This is reflective of a highly amenable and accessible area by walking and public transport.

Figure 2.1: Walk and Transit Score



Source: <https://www.walkscore.com/score/eveleigh>, accessed 5 December 2019

2.4. Existing Transport Provision

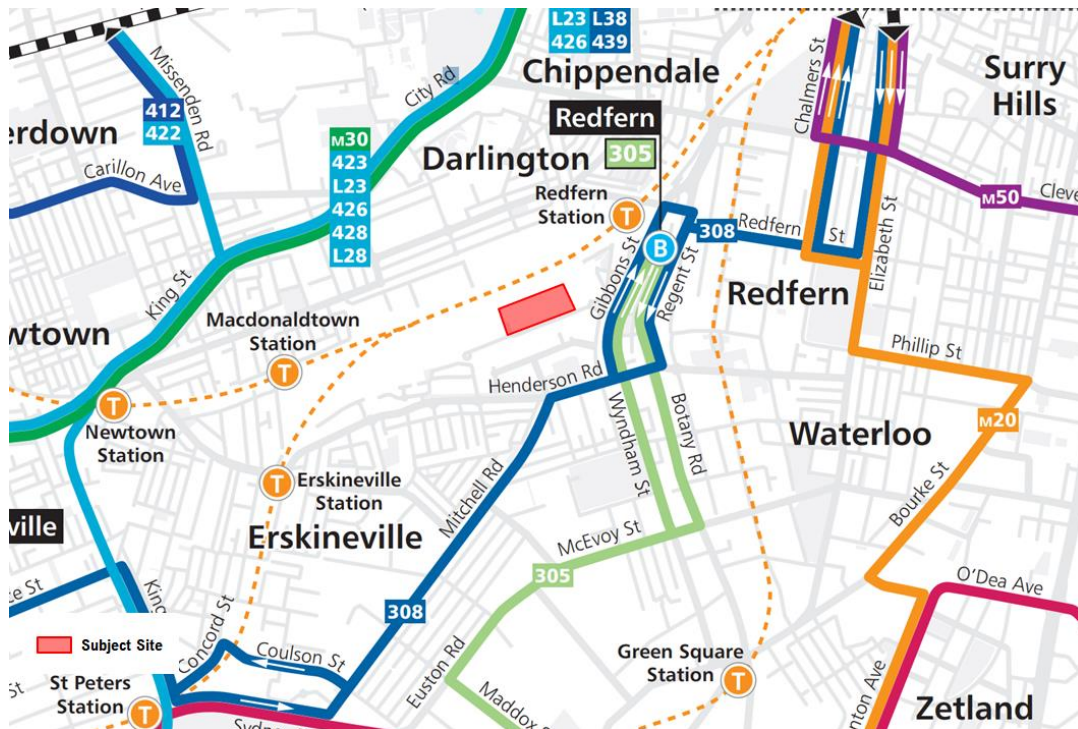
There are a wide range of public and active transport options that are available for future employees and visitors of the Locomotive Workshop.

- Bus services.
- Rail services.
- Cycling and walking infrastructure.

Whilst not currently existing infrastructure, the Locomotive Workshop will also be a beneficiary of future transport infrastructure development. This includes major infrastructure such as Sydney Metro with the Waterloo Metro Station to be located approximately 400 metres south-east of the site.

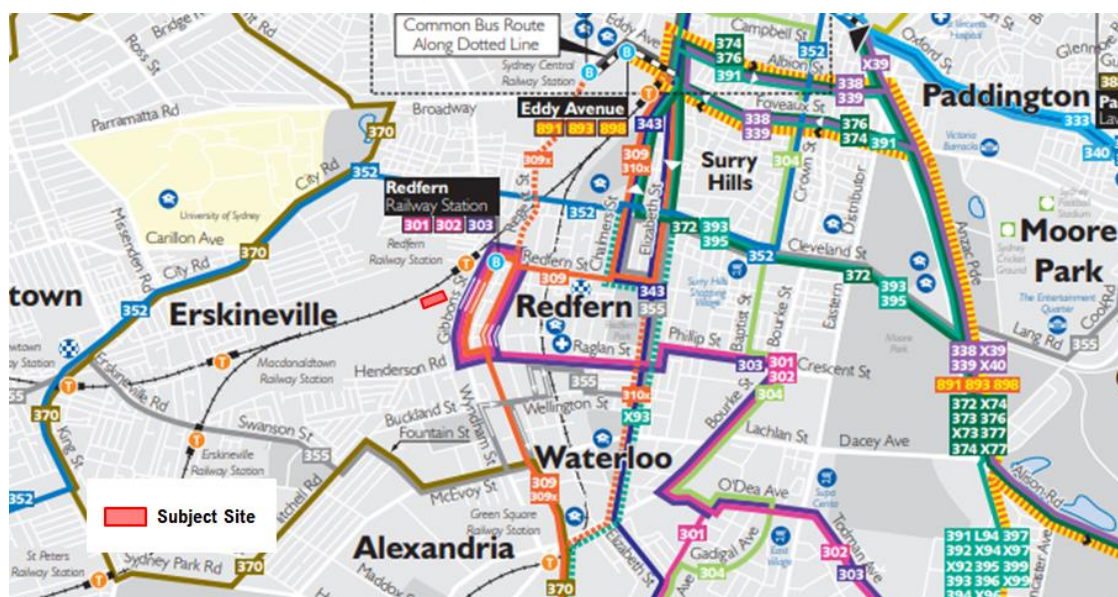
The existing rail and bus services are shown in Figure 2.2 (Inner West bus services) and Figure 2.3 (Eastern Suburbs bus services). Existing and proposed bicycle links are shown in Figure 2.9.

Figure 2.2: Existing Rail and Bus Services



Source: Transport for NSW, accessed 19 December 2019

Figure 2.3: Existing Rail and Bus Services



Base Map Source: Transport for NSW, accessed 19 December 2019

2.4.1. Bus

The site and its surroundings are serviced by a number of bus routes operating within the vicinity of the site. These routes include:

- 301 – Eastgardens to Redfern via Mascot
- 302 – Eastgardens to Redfern via Kingsford
- 303 – Sans Souci to Redfern via Mascot
- 305 – Mascot to Railway Square Redfern
- 308 – Marrickville Metro to Sydney CBD
- 309/309x – Port Botany to Sydney CBD
- 310 – Eastgardens to Sydney CBD
- 355 – Bondi Junction to Marrickville Metro.

Frequency of bus services near the Locomotive Workshop are summarised in Table 2.2.

Table 2.2: Availability of bus services in vicinity of the subject site

Route	Description	Location of Stop	Frequency	
			Peak	Off-Peak
301	Eastgardens to Redfern via Mascot	Wyndham Street at Boundary Street	30 mins	30 mins
302	Eastgardens to Redfern via Kingsford		Single service	60 mins
303	Sans Souci to Redfern via Mascot		30 mins	60 mins
305	Mascot Stamford Hotel to Redfern		35 mins	30 mins
308	Marrickville Metro to Central Eddy Ave via Redfern (Loop Service)		15 mins	30 mins
309	Banksmeadow to Central Railway Square		10 mins	10 mins
355	Marrickville Metro to Bondi Junction via Moore Park & Erskineville	Alexandria Park, Wyndham Street	30 mins	30 mins

Source: Transport for NSW, accessed 22 December 2019

2.4.2. Pedestrian Infrastructure

The existing pedestrian infrastructure surrounding the Locomotive Workshop is extensive and footpaths are provided on all streets and roads surrounding the site, with the exception of lower order laneways. The footpaths provide access to/from the Locomotive Workshop with surrounding key land uses. The main access from Redfern Station to the site is provided from Cornwallis Street showing in Figure 2.4, which is well accessible for pedestrians with stairs and lift for disabled.

Redfern Station currently provides access almost onto Cornwallis Street (and subsequently the ATP) via platform 10 which contains entry and exit Opal Card readers. This would be the most likely entry/ exit point for rail commuters accessing the ATP via Redfern Station. The Platform 10 entrance can be seen in Figure 2.5.

Figure 2.4: Footpath along rail line to access the site



Source: Google Earth

Figure 2.5: Cornwallis Street/ Platform 10 Entrance



Source: Google Maps

Of note are Gibbons Street/ Wyndham Street, Regent Street/ Botany Road and Henderson Road which provide access to major transport facilities such as Redfern Station, Erskineville Station and Macdonaldtown Station as well as the future Waterloo Metro Station. These streets have footpaths on both sides with minimum widths of 1.5 to 2.0 metres. The higher order streets provide pedestrian crossings signalised intersections, either on all legs or select legs, and at roundabouts by way of pedestrian islands with kerb ramps for wheelchair and pram accessibility. Mature trees are also present along the footpaths providing shade and protection. Examples of pedestrian infrastructure are shown in Figure 2.4 to Figure 2.8.

Figure 2.6: Footpaths along Gibbons Street



Source: Google Earth

Figure 2.7: Signalised Pedestrian Crossing along Henderson Road



Source: Google Earth

Figure 2.8: Refuge Island and Pedestrian Infrastructure at Roundabout (along Henderson Road)



Source: Google Earth

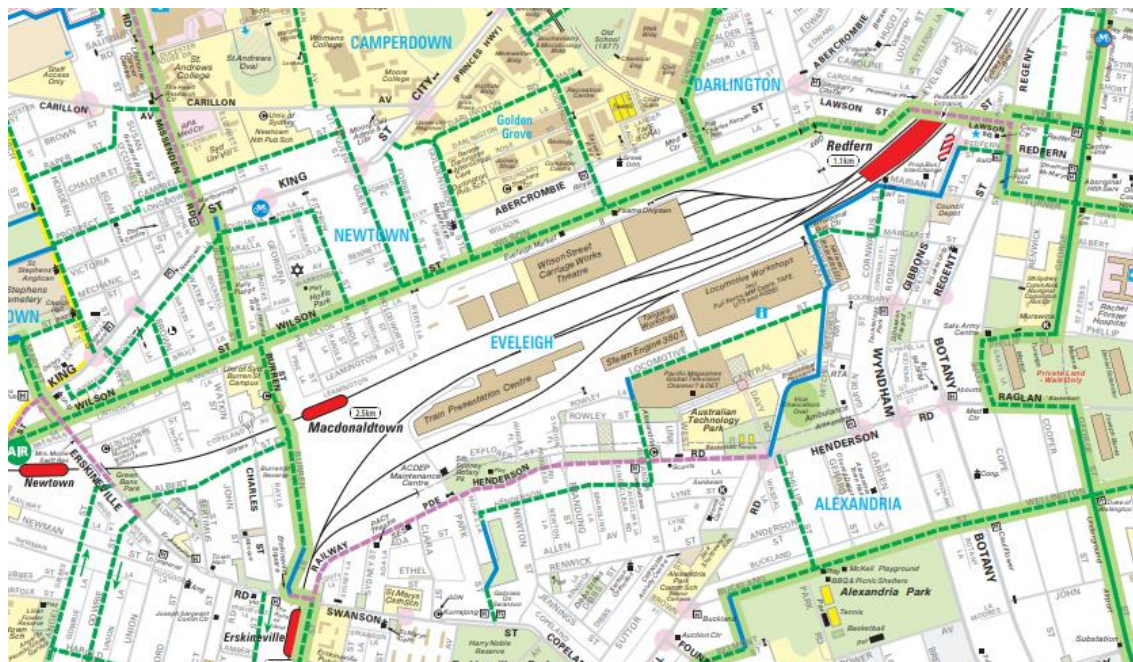
Lower order streets surrounding the site generally comprise of footpaths on both sides including Cornwallis Street which provides direct access into the ATP from Redfern Station, Platform 10. Pedestrian permeability is high along the southern boundary of the ATP due to the linear park located along the norther edge of Henderson Road. Additionally, parks surrounding the ATP also provide footpaths which provide access for persons with a disability as well as reducing effective distances between the ATP and points of interest.

As traffic access is heavily restricted to vehicles specifically accessing the uses within the site, most internal roads (with the exception of Davy Road and Central Avenue) function as shared zones. This is reinforced by a lack of kerb and gutter on many internal roads.

2.4.3. Cycle Infrastructure

The Locomotive Workshop is serviced by cycling infrastructure ranging from the George Street cycleway to shared paths and mixed traffic treatments. A number of regional routes are located north of the rail lines within Darlington and Newtown which consist of mixed traffic treatments along lower order roads which provide access into the Inner West area. The George Street cycleway provides a link to traditional places of interest surrounding Central Station as well as south to new residential such as Green Square/ Waterloo/ Zetland. The surrounding cycling network is shown in Figure 2.9. The site will also be aided by future cycleway development including the Wilson Street cycleway and Burren Street cycleway.

Figure 2.9: Availability of Cycleway Routes in Vicinity of the Locomotive Workshop Site



Source: <http://www.sydneycycleways.net/map/>, accessed 5 December 2019

It is noted that the site is currently lacking dedicated cycle links from the south and the east with a key barrier including the gap along Henderson Road between Mitchell Road and Cope Street.

2.4.4. Existing Rail

The site is surrounded and accessible by three train stations: Redfern Station, Erskineville Station and Macdonaldtown Station.

Redfern Station

Redfern Station is located approximately 300m north-east of the site and is within a 4-minute walk. The station is a major hub in the Sydney Train network, with frequent services on four rail lines, namely T1 North Shore, Northern & Western Line, T2 Airport, Inner West & South Line, T3 Bankstown Line, T4 Eastern Suburbs & Illawarra Line and T8 Macarthur Line. The services are shown in Table 2.3.

Table 2.3: Rail Service Provision for Redfern Station

Lines	Frequency Peak Period	Frequency Off Peak
T1 North Shore, Northern & Western Line	2-3 minutes	3-4 minutes
T2 Inner West and Leppington Line	2-3 minutes	5-15 minutes
T3 Bankstown Line	8 minutes	8-10 minutes
T4 Eastern Suburbs & Illawarra Line	4 minutes	10 minutes
T8 Macarthur Line	12 – 15 Minutes	N/A

Data Source: www.transportnsw.info (accessed 5 December 2019)

Erskineville Station

Erskineville Station is located approximately 900 metres south-west of the Locomotive Workshop site and is within a 12-minute walk. The station is serviced frequently by the T3 Bankstown Line (via Lidcombe) and supplemented by the T2 City Circle via Central Line (which begins and ends at Lidcombe) at night. The services and frequency for Erskineville Station are shown in Table 2.4.

Table 2.4: Rail Service Provision Erskineville Station

Lines	Frequency Peak Period	Frequency Off Peak
T2 Inner West and Leppington	N/A	30 minutes
T3 Bankstown Line	10-12 minutes	15 minutes

Data Source: www.transportnsw.info (accessed 5 December 2019)

Macdonaldtown Station

Macdonaldtown Station is located approximately 700 metres directly west of the site, however an extensive detour for pedestrians is required due to the railway line and maintenance yards, resulting in a walk time of approximately 15 minutes. Macdonaldtown Station is serviced mainly by the T2 Inner West and Parramatta Line with the T3 Bankstown Line to Liverpool. Services for Macdonaldtown Station are shown in Table 2.5.

Table 2.5: Rail Service Provision for Macdonaldtown Station

Lines	Frequency Peak Period	Frequency Off Peak
T2 Inner West and Leppington	15 minutes	15 minutes
T3 Bankstown (to Liverpool)	1 per day (AM peak only)	N/A

Data Source: www.transportnsw.info (accessed 5 December 2019)

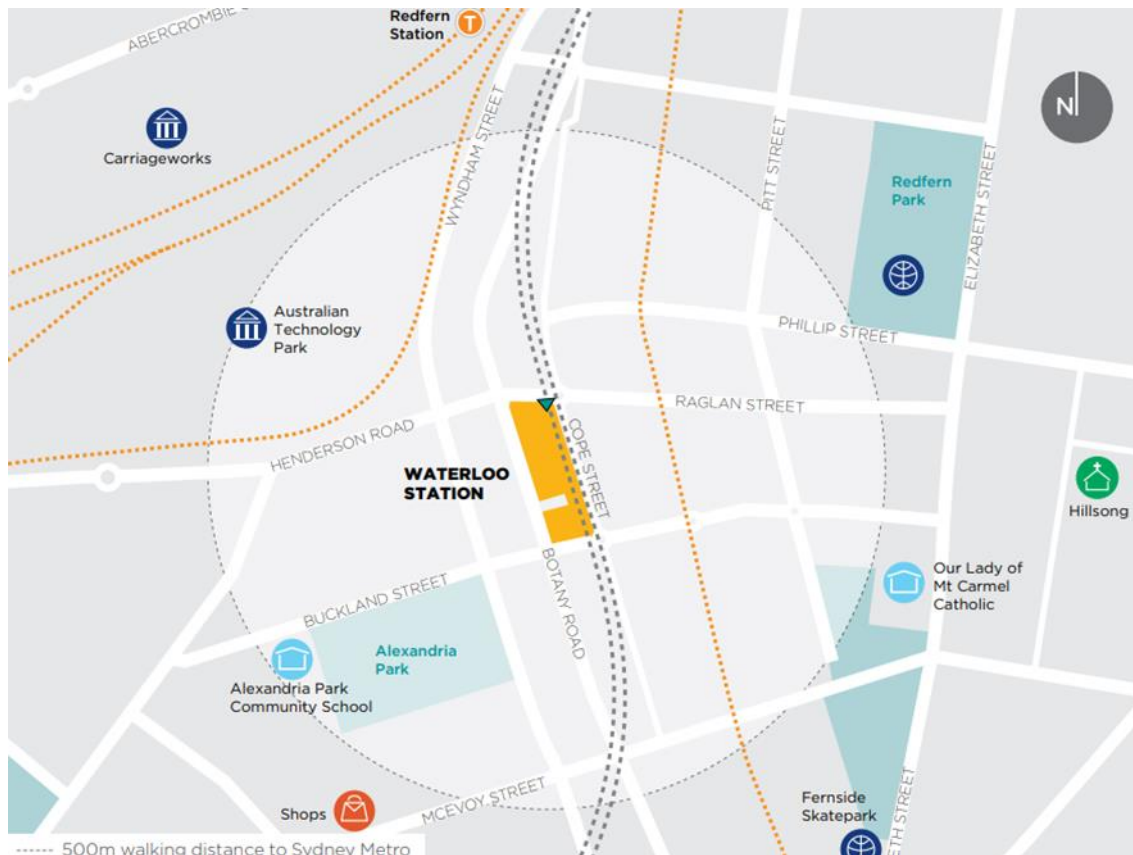
2.4.5. Future

A future metro station will be provided at Waterloo approximately 400 metres south-east of the Locomotive Workshop as part of Sydney Metro linking the North-West Growth Area, Lower North Shore, Sydney CBD and Bankstown. Sydney Metro includes the construction of 66km of new tracks, 31 new metro stations and will have a capacity of 40,000 passengers per hour. The entire project is scheduled to be constructed and operational by the end of 2024.

The first stage of the project which includes the Epping to Chatswood Rail Link, opened to service on 26 May 2019, with Metro North West Line services running on the link between Tallawong and Chatswood.

The proposed station at Waterloo is located between Botany Road and Cope Street, Raglan Street and Wellington Street, approximately 400 metres from the site. The new metro link will further connect the site to the greater metropolitan Sydney area including providing access for residents in Sydney's growing north-west area into Sydney CBD. The location of the Waterloo Metro Station can be seen in Figure 2.10.

Figure 2.10: Waterloo Metro Station Location



Source: Sydney Metro - [https://www.sydneymetro.info/sites/default/files/document-library/Waterloo Integrated Station development community brochure.pdf](https://www.sydneymetro.info/sites/default/files/document-library/Waterloo%20Integrated%20Station%20development%20community%20brochure.pdf) (accessed 5 December 2019)

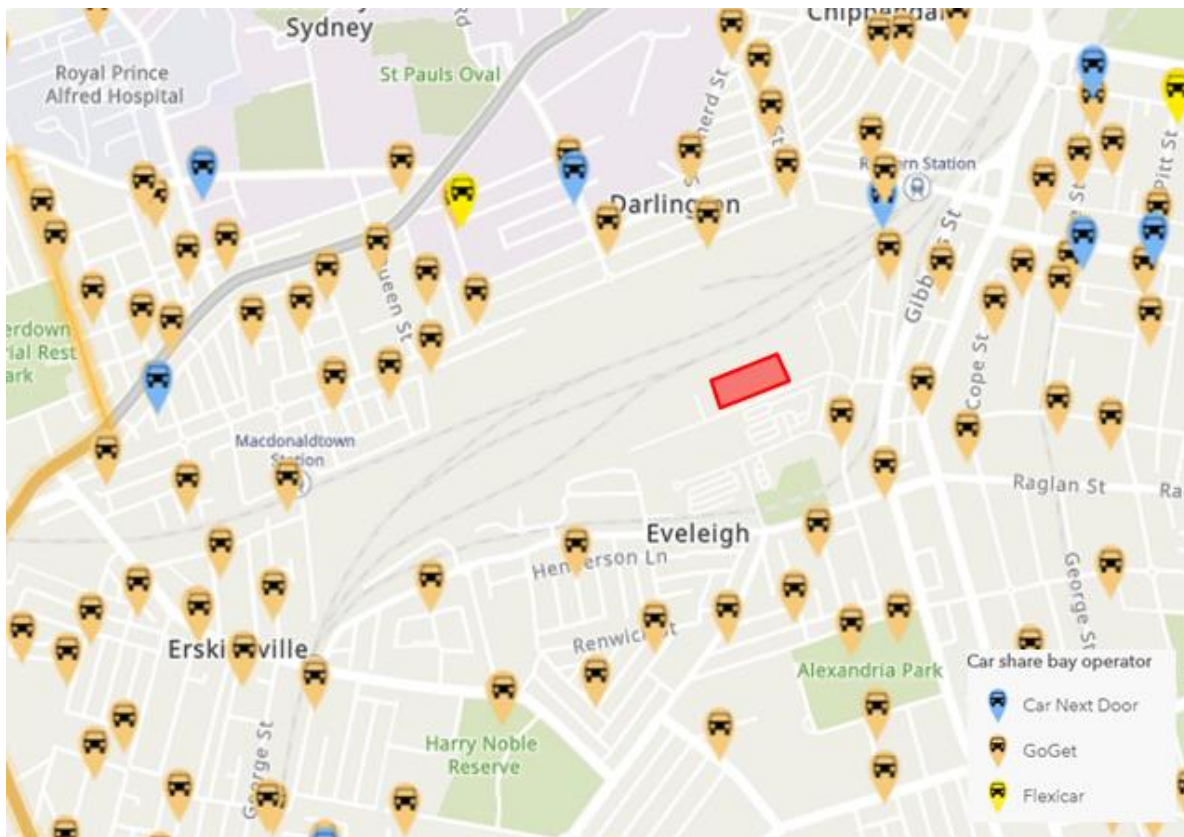
2.4.6. Car share

Car share is a concept by which members join a car ownership club, choose a rate plan and pay an annual fee. The fees cover fuel, insurance, maintenance, and cleaning. The vehicles are mostly sedans, but also include SUVs and station wagons. Each vehicle has a home location, referred to as a "pod", either in a parking lot or on a street, typically in a highly-populated urban neighbourhood. Members reserve a car by web or telephone and use a key card to access the vehicle.

Traditionally, car share is more suited to 'origin' points (for example a residential development). However, there are still benefits to car share being in a commercial location in that the various tenancies can have a 'shared fleet' of vehicles.

GoGet, a car share company, has a substantial number of vehicles positioned in proximity to the site. GoGet currently operates several GoGet pods around the site with Figure 2.11 showing the location of these vehicles. The City of Sydney provides guidance on appropriate car share allowances for new developments.

Figure 2.11: Location of Share Car Pods in the Vicinity of the Subject Site



Source: <http://www.cityofsydney.nsw.gov.au/live/residents/car-sharing>, accessed 5 December 2019

2.4.7. Parking Restrictions

On-street car parking is typically provided on both sides of each of the roads in the vicinity of the site. The surrounding on-street car parking is subject to a variety of restrictions, including 1P, 2P permit excepted and unrestricted spaces.

The time restricted spaces are typically provided on the low-density residential frontages are intended to protect residential amenity.

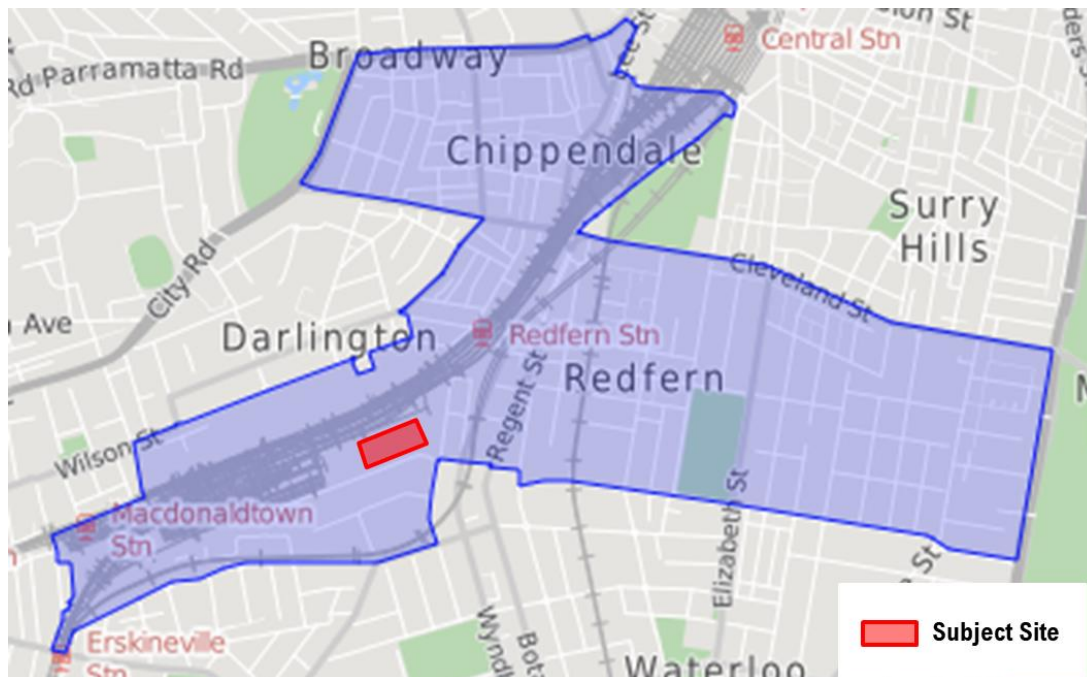
Observations indicate that car parking occupancies are high for the unrestricted spaces, particularly during the day. Occupancies for the time restricted spaces (1P and 2P) are typically lower than the unrestricted spaces.

Parking within the site is typically restricted to on-street loading and 1P or 2P restricted parking.

2.4.8. Existing Transport Use

The 2016 Place of Work Census data provides a robust and most up to date picture of existing travel patterns to and from the development. A Statistical Area 2 (SA2) level of has been used to understand travel patterns to and from Locomotive Workshop as well as the surrounding suburbs of Redfern and Chippendale. The subject SA2 is shown in Figure 2.12.

Figure 2.12: Locomotive Workshop site and Surrounding SA2



Background Image Source: Australia Bureau of Statistics

The Method of Travel to Work data was analysed to understand how workers and employees within the SA2 travelled to and from the SA2 for employment. There were 7,717 workers/ employees within the SA2. The results of this analysis are summarised in Table 2.6.

Table 2.6: 2016 Travel Modes for Working Population in Redfern-Chippendale SA2

Travel Mode	Mode Share
Car (as driver or passenger)	34%
Taxi/Truck	2%
Motorcycle/Scooter	2%
Train	41%
Bus	6%
Ferry/Tram	0%
Bicycle	3%
Walked	9%
Other or Method not stated	3%
Total	100%

Data Source: Australian Bureau of Statistics 2016 Census Community Profiles

The analysis of the SA2 census data for workers and employees within the area reveals the following:

- The majority of workers in the area use the train to arrive at work (41 per cent).
- The second preference for workers in the area is to drive to work, either as a passenger or as a driver (34 per cent).

- Bus travel to the area for workers is less than those walking to work at six per cent and nine per cent, respectively.

As a note, the data also indicates a low proportion of vehicle passenger (one per cent) to vehicle driver (33 per cent) for all method of travel to work in the SA2. This indicates that worker and employee vehicles arriving into the SA2 will consist of mostly single occupant vehicles.

2.4.9. Local Environment

A key retail spine exists along the Wyndham Street which runs in a north-south alignment to the east of the subject site. Figure 2.13 illustrates some surrounding areas of interest in terms of green space, shopping and special land uses. There are a range of shopping areas and green spaces which would support active workspaces (for example, coffee and lunch breaks, as well as lunch time leisure/ fitness activities) which are identified below.

Figure 2.13: Surrounding Facilities



In addition to this, Commonwealth Bank Australia (CBA) which is a principal tenants of the Australia Technology Park, in partnership with Timeout¹ have produced a guide for South Eveleigh and surrounds for its staff. This guide has been provided to all CBA staff to familiarise staff with the local environment, which was a successful strategy in terms of travel demand management. The brochure can be distributed to the Locomotive Workshop tenants via coordination of Mirvac with CBA.

¹ a publisher of guidebooks covering events, entertain, food, drink and culture

3. FUTURE DEVELOPMENT AND TRAVEL DEMAND

3.1. Locomotive Workshop

Mirvac is reviving and converting the historic Locomotive Workshop at the Australian Technology Park into a mixed-use retail, commercial, educational and recreational precinct. Table 3.1 and Figure 3.1 shows the details of tenants, number of staff for each part of the site as well as their location. The Locomotive Workshop will accommodate approximately 110 retail staff and 2,000 to 2,5

00 commercial staff.

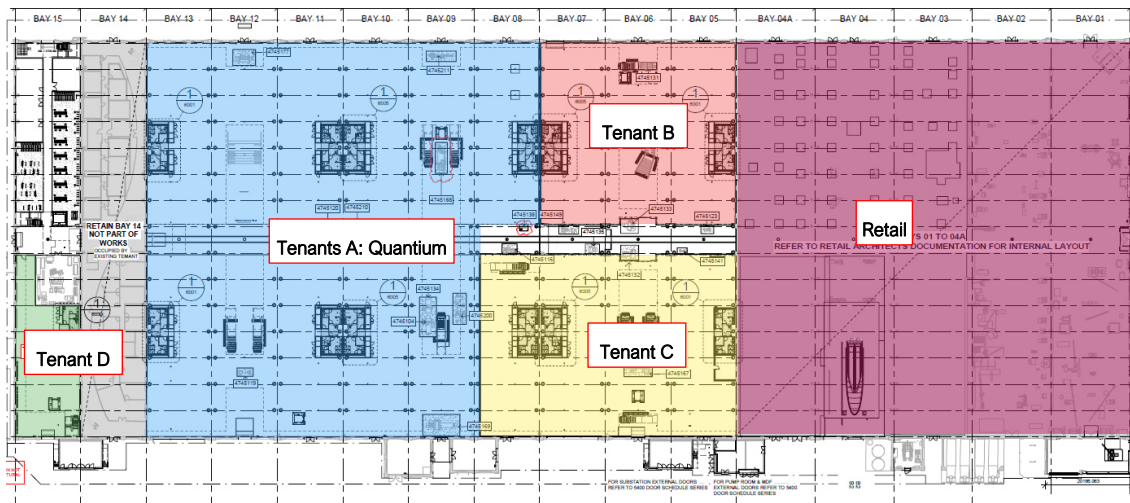
Table 3.1: Locomotive Workshop Tenants Details

Land use	Tenants	Maximum staff based on area (approximately)
Retail	<ul style="list-style-type: none"> • Blacksmith • Supermarket – IGA • Gym – Bodyfit • University – Top Education • Roastery – The Grounds • Distillery – Not yet signed 	110
Commercial	Tenant A: Quantum (anchor tenant)	900
	Tenant B: Coworking space for start-up companies taking 3,099sqm at a density of 1 person per 6sqm.	517*
	Tenant C: Taking 4095sqm at a density of 1 person per 8sqm.	512*
	Tenant D: Taking 1241sqm at a density of 1 person per 10sqm.	124*
Total		2,163

*Numbers are calculated based on density and area size

Source: Mirvac

Figure 3.1: Layout of Proposed Locomotive Workshop



Source: Mirvac

Table 3.2 shows number of car park spaces, bicycle racks and end of trip facilities are provided for the Locomotive Workshop.

Table 3.2: Car Parking and End of Trip Facilities Provision

Commercial Car parking	52
Bicycle Storage	215
Lockers	196
Showers	18

Source: Mirvac

3.1.1. Existing Travel behaviour for Quantum

Quantum is a data science and analytics company currently located in the Sydney CBD. As shown in Table 3.1, Quantum will be the key tenant of the site, expected to have up to 900 staff. This includes 522 staff relocating from its current CBD location and around 400 being gradually hired as the company grows. Knowing existing travel behaviour of Quantum's staff can help to understand the travel behaviour of more than half of the new tenants in the commercial part of the Locomotive Workshop.

As part of Quantum's auditing process, the postcode of the 522 staff to be relocated from the Sydney CBD office have been collected to form an understanding of existing origins and destinations. To simplify and better understand where employees will be travelling from, the postcodes were grouped as follows:

- North Shore and Northern Beaches (including Inner Sydney City, North Shore, Northern Beaches)
- Eastern Suburbs including City of Sydney
- Parramatta and Western Sydney
- Inner West and Canada Bay
- South (including Shire and Wollongong)
- South-west Sydney

The analysis of the postcode survey is summarised in Table 3.3.

Table 3.3: Origin Locations of Quantum Employees

Staff Region	Employees	Proportion
North of site (including Inner Sydney City, North Shore, Northern Beaches)	145	27%
Eastern Suburbs including City of Sydney	127	25%
Parramatta and Western Sydney	76	15%
Inner West and Canada Bay	85	16%
South (including Shire and Wollongong)	53	10%
South-west Sydney	36	7%
Total	522	100%

Source: Quantum

In the absence of travel mode choice information for Quantum, journey to work data for the destination zone which includes Quantum are extracted from Australian Bureau of Statistics recorded in 2016. Figure 3.2 and Table 3.4 show the destination zone (DZ) and percentage of mode choices used by employees for each DZ respectively. The table also shows number of trips that have been made by Quantum's staff by each mode.

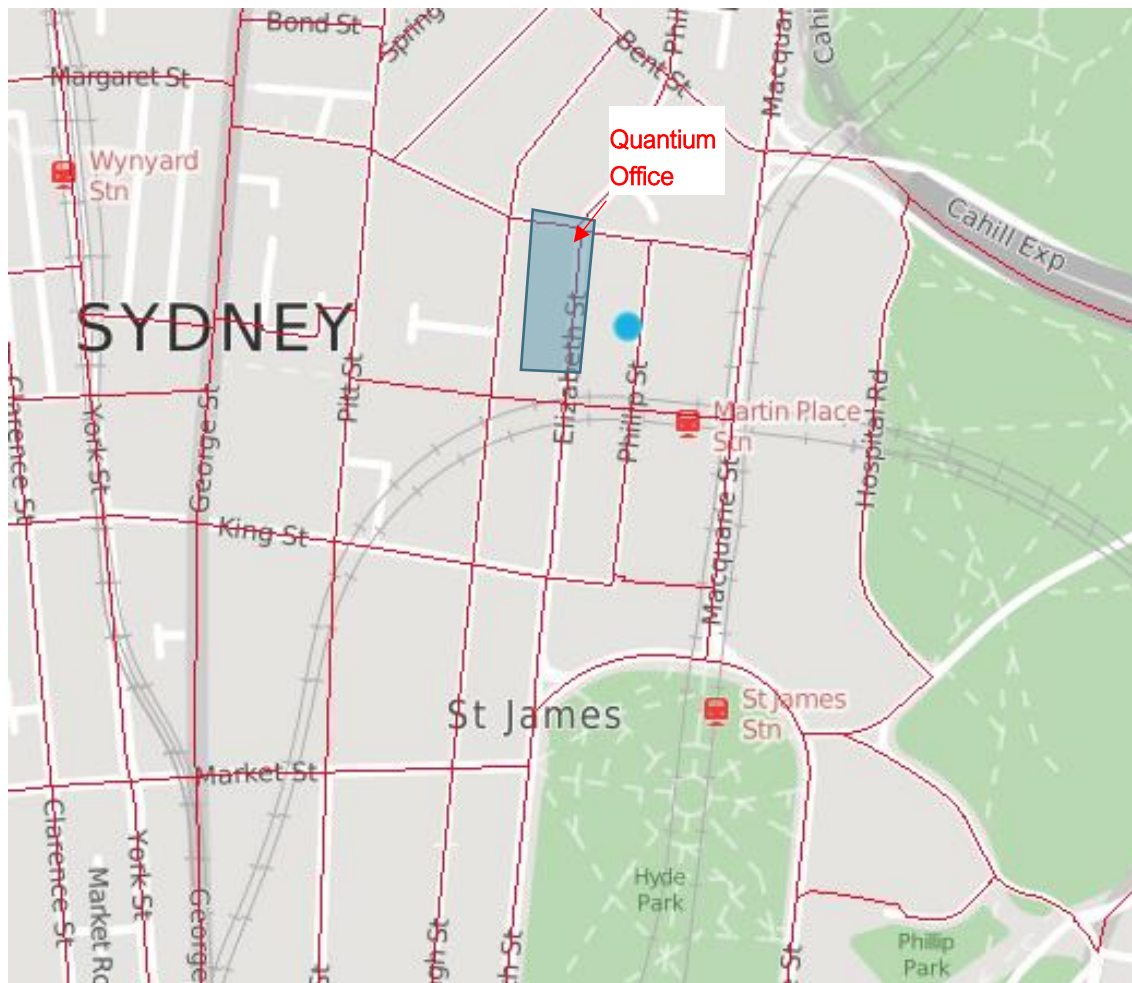
As the current Quantum office is located in the Sydney CBD, parking provided by the company is limited and it is understood that travel behaviour would be similar to their surrounds (i.e. higher proportion of public transport travel).

It can be seen that approximately 75 percent of trips in the central Sydney DZ are undertaken by public transport including train, bus and ferry or tram. Only 13 per cent of employees use their car for travelling to/from the DZ and 8 percent who walked or cycling to commute.

Quantum's current building at Sydney CBD provides a total of 142 bicycle spaces, 132 lockers and 13 showers. However, there is no information available about number of staff using bicycle to commute.

FUTURE DEVELOPMENT AND TRAVEL DEMAND

Figure 3.2: Destination Zone Contains Quantum Sydney CBD Office



Data Source: Census of Population and Housing, 2016, TableBuilder

Table 3.4: Method of Travel to Work for Destination Zone 113371057 and Quantum's Staff

Travel Mode	Mode share	Trips
Train	50%	261
Bus	23%	120
Ferry/Teram	3%	16
Taxi	1%	5
Car, as driver or passenger	13%	68
Motorbike/scooter	1%	5
Bicycle	2%	11
Walked only	6%	31
Worked at home	1%	5

Data Source: Census of Population and Housing, 2016, TableBuilder

3.1.2. Future Travel Condition for Locomotive Workshop Tenants

As discussed in Section 3.1, the Locomotive Workshop will be a mixed-use building including mainly retail and commercial space.

The retail part is expected to have 110 staff mainly working in gym, bakery and café etc. From a commuting perspective, the retailers usually start ahead of peak times not impacting on the transport network during peak times.

In addition, these 110 staff included the university staff, who are expected to be flexible in terms of operational time and lessons can be scheduled outside peak hours.

The commercial part of the Locomotive Workshop is expected to service approximately 2,000 to 2,500 staff including some larger companies like Quantum with number of staff ranging from 100 to 1,000 and a range of small companies including coworking space and start-ups with ten or less employees.

In this WTP, the main focus is on commuting of commercial staff as their travel is likely to occur during peak hours and consequently might put pressure on public transport services around the site, particularly Redfern Train Station.

It is understood that most of the potential tenants for the commercial part are not regular '9-to-5' employers, and the opportunity of flexible working hours and online mobile jobs are more likely and common for them. For instance, Quantum provides the policy of flexible working hours for its staff. Based on this approach, a considerable number of the staff can start and finish their jobs out of the peak hours.

Based on experience, coordinating and facilitating sustainable travel behaviour actions for larger companies is more achievable than for small sized companies. In addition, big companies like Quantum have a bigger impact on the overall travel behaviour as obviously they have more staff.

Therefore, this WTP will analyse expected travel behaviour for Quantum to have better understanding about the future travel demand on peak hours and provide actions to manage it successfully.

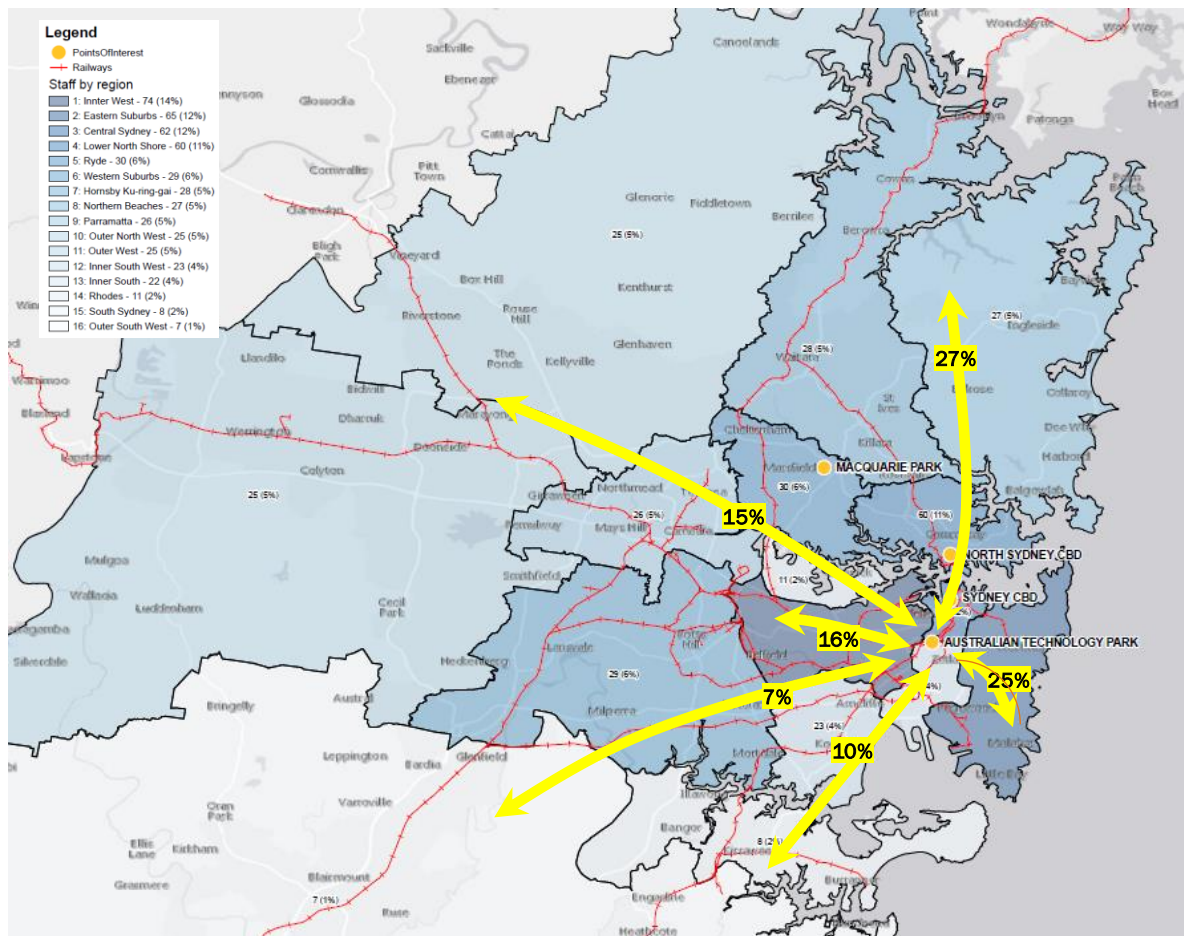
For the small size companies, this WTP will provide travel management recommendations and initiatives to increase sustainable travel behaviours.

Future Trips of Quantum staff after relocation

Quantum is expected to relocate its staff to Locomotive Workshop by March 2020. As mentioned before, the number of staff working currently in the Quantum Sydney CBD office is 522 which is expected to grow to approximately 900 in Locomotive Workshop over time.

It is assumed that current employees will not change their residential locations with the origin postcodes across Quantum remaining largely the same and the remain future employees will follow the same trend of distribution in the Greater Sydney as summarised in Table 3.3. The likely proportion then of Quantum employees commuting to ATP is shown in Figure 3.3.

Figure 3.3: Employee Origins



Base map: Quantum

After relocation, it is anticipated that the Quantum staff's travel behaviour would follow the mode choice of the Redfern-Chippendale SA2 as discussed in Section 2.4.8. As such, the number of trips that might be taken by relocated staff (current 522 employees) with each mode to/ from Redfern-Chippendale SA2 are presented in Table 3.5. For comparison, the mode share choices and number of trips undertaken by Quantum's staff in the current Sydney office DZ is also included in Table 3.5.

Table 3.5: Expected future trips of the Quantum's 522 staff (vs. current trips)

Travel Mode	To/ from Redfern-Chippendale SA2		To/ from inner Sydney DZ	
	Mode Share	Trips	Mode Share	Trips
Train	41%	214	50%	261
Bus	6%	31	23%	120
Ferry/ Tram	0%	0	3%	16
Taxi/ Truck	2%	10	1%	5
Car (as driver or passenger)	34%	177	13%	68

FUTURE DEVELOPMENT AND TRAVEL DEMAND

Travel Mode	To/ from Redfern-Chippendale SA2		To/ from inner Sydney DZ	
	Mode Share	Trips	Mode Share	Trips
Motorcycle/ Scooter	2%	10	1%	5
Bicycle	3%	16	2%	10
Walked	9%	47	6%	31
Worked at home	0%	0	1%	5
Other	3%	16	0%	0

The comparison of the mode shares and trips before and after relocation indicates that:

- Significant increase in private car trips (+110) is expected. This can be correlated to more and cheaper parking spaces available in the Redfern area compared to Sydney CBD.
- Considerable decrease in bus usage (-89) is anticipated as a result of less frequent bus service provision nearby the site in comparison to Sydney CBD.
- Slight decrease in trips making by train (-47) can be predicted as Redfern Station provides frequent services.

As mentioned in Section 3.1, the number of Quantum's staff will increase to 900 in the future. The expected number of trips made by the future staff are calculated in Table 3.6 based on Redfern's mode share.

Table 3.6: Expected future trips of the Quantum's 900 staff

Travel Mode	Mode Share (Redfern-Chippendale SA2)	Trips
Train	41%	369
Bus	6%	54
Ferry/ Tram	0%	0
Taxi/ Truck	2%	18
Car (as driver or passenger)	34%	306
Motorcycle/ Scooter	2%	18
Bicycle	3%	27
Walked	9%	81
Worked at home	0%	0
Other	3%	27

Table 3.6 indicates that based on Redfern mode share, 306 staff would use **private cars** for their commutes.

It is understood that parking provision for the Quantum employees, which is located at the basement of the existing Channel 7 building, will be limited to 10 car spaces. This means parking provision of 2% (for 522 staff) to 1% (for 900 staff). The remaining car using staff would not be able to use onsite parking.

As a result, this WTP has assumed that the extra car-oriented trips will have to be distributed in the other travel modes – mainly train.

FUTURE DEVELOPMENT AND TRAVEL DEMAND

Analysis of current residential postcode of employees indicates that approximately 46 employees reside within the 1.5 kilometres of the Locomotive Workshop. This represent a 10 to 12-minute walk, which is generally in line with the walking catchments convenient to commute. These employees form a pool of potential walk-only commuters. Assuming half of these employees **walk to work**, walking mode share will be 2.5%. However, as the current walking mode share in Redfern area is 9%, it can be safely assumed that the adjusted mode share for walking would be 9%.

Approximately 401 employees live in postcodes between 1.5 kilometres and 10 kilometres to the Locomotive Workshop. This represents a potential pool of employees that are within **cycling** distance to the Locomotive Workshop. Assuming a 10% of those 233 employees would use bicycle for their commutes, bicycle mode share would be 4.4%.

It is understood that Mirvac will provide approximately 215 bicycle storage, 196 lockers with 18 showers for the Locomotive Workshop. This is expected to encourage active travel to and from the site as adequate end of trip facilities tend to be key concerns for active travel commuters. As such, the adjusted bicycle mode share can be assumed 6%.

According to current residential postcode of employees, 6% of the staff are using **bus** to commute due to lack of accessibility to train lines, which is aligned with current bus mode in Redfern. The adjusted bus mode share for the site is not likely to increase as the site is well located adjacent to the Redfern Train Station.

The combined mode share for **Taxi and Motorcycle** usage is 4% in the Redfern area, which can be applicable to the Quantum staff mode choice.

As stated in **Error! Reference source not found.**, **Work from home** mode choice in current Quantum office DZ is 1%. It can be predicted that there would be an increase in work from home mode share due to company office relocation and Quantum would be willing to accept up to an assumed 4% staff work from home.

The remaining of the travel demand would have to be supported by the **train** network. This includes an adjusted 70% share in Quantum daily travels.

Based on the above assumptions and considerations, the following future mode share for Quantum employees have been summarised in the Table 3.7.

Table 3.7: Adjusted Travel Mode Share for Quantum office in Locomotive Workshop

Travel Mode	Mode Share
Car (as driver or passenger)	1%
Taxi/Truck	2%
Motorcycle/ Scooter	2%
Train	70%
Bus	6%
Bicycle	6%
Walked	9%
Work from home	4%
Total	100%

Future Trips of the Commercial Part in the Locomotive Workshop

In the previous section the expected mode shares and trips for the Quantum staff (900) was discussed. The remaining staff located in the Locomotive Workshop might have slightly different characteristics, however, for the purpose of this WTP we extended the Quantum mode shares to all commercial staff (approximately 2,100) and calculated the potential work trips by mode.

Without any mitigation measures and incentives, the expected impact of this future mode share for all commercial staff can be calculated as follow:

- An additional 1,470 patrons on the train network with the most obvious impact on Redfern Station, given its close proximity to the Locomotive Workshop.
- An additional 126 patrons on the bus network.
- A potential of 52 additional private car on the road network.
- An additional 126 cyclists.
- An additional 189 pedestrians on the footpaths surrounding the ATP.

Considering the above, the highest impact would be on the rail network, and especially on Redfern Station which accommodates 15,116 patrons in the AM peak hour (8am to 9am) in August 2017². Since the occupation of Building 1 with approximately of 4,500 in June 2019 by CBA staff into the ATP, more patrons on the Redfern Station accommodates.

Access into the ATP for pedestrians, including public transport users, are envisaged to occur from all directions. From the south, the frontage along Henderson Road is considered widely permeable as a result of the linear park and not expected to be greatly affected. Redfern Station currently provides access almost into Cornwallis Street (and subsequently the ATP) via platform 10 which contains entry and exit Opal Card readers. This would be the most likely entry/exit point for rail commuters accessing the ATP via Redfern station with delays expected as a result of the narrow width and small number of four Opal Card readers.

Majority of additional staff will enter/ exit the precinct via the Cornwallis/ Marion Street entrance serving Redfern Station and buses on Gibbons Street. Further bus traffic and pedestrian/ cycle traffic will enter/ exit from Henderson Road.

Additional upgrade works were also completed for Gibbons Street to provide better pedestrian amenity³. This includes the provision of new disability compliant footpath from Redfern Station to the ATP with a width between 1.8 metres and 3.3 metres wide. Indicative cross-sections of this new disability compliant path are shown in Figure 3.4 .

² Town Hall station overcrowding to force staff to slow access at peak (2018) Sydney Morning Herald
<https://www.smh.com.au/national/nsw/town-hall-station-overcrowding-to-force-staff-to-slow-access-at-peak-20180921-p5056j.html>

³ WTP for Building 1 and 2, GTA Consultants ,2019

New wayfinding has been installed across the development to assist staff and visitors with navigation around and through the site and to key landmarks such as Redfern Station.

Overall, without any mitigation measures, the transport impacts of tenants for commercial part of Locomotive Workshop into South Eveleigh are expected to be considerable given the size of the workforce. The greatest of these impacts are expected to occur on the public transport network, with Redfern Station identified to experience a significant increase of rail commuters.

The following overall measures have been identified to achieve the best outcome in mitigating and lessening the impact on the public transport network:

- Travel demand management including encouraging work from home.
- Infrastructure upgrades at Redfern Station.
- Encouragement of employees residing within relevant parts of Sydney to utilise Macdonaldtown Station and Erskineville Station as alternative to Redfern Station.
- Increased bus frequency to cater for more passengers.
- Encouraging those living within the walking, and more specifically the cycling catchment, to utilise active transport by promoting generally shorter commute times and health benefits.

A list of actions, along with the implementation of these actions are provided in greater detail in subsequent sections of the WTP.

4. OBJECTIVE AND TARGETS

4.1. Overview

Based on the transport network reviewed in Section 2 above, this section identifies potential scenarios to change travel patterns to the Locomotive Workshop site. This section identifies three approaches towards implementing the WTP and provides reasonable estimates of the outcomes of each approach.

The methodology of each scenario builds on the walking and public transport networks already available around the site, as well as the limited on-site car parking provision, identifying transport modes which may be best suited to meet the travel demand for the site. This guides the program selection in Section 4.3, to respond to available transport infrastructure and current travel patterns in the local area.

4.2. DA Conditions (E10 and E11)

The preparation of a WTP was part of the DDA conditions for Locomotive Workshop redevelopment within the Australian Technology Park.

The Applicant shall prepare a Workplace Travel Plan, in consultation with TfNSW, for the proposed development which must be approved by the Planning Secretary prior to issue of the first Occupation Certificate for Locomotive Workshop. The Plan shall be included in the staff induction information for incoming employees and shall aim to achieve the following:

The table below shows the specific conditions for the WTP and how they are addressed as part of Section 4.4 in this WTP.

Table 4.1: DA Conditions addressed in WTP

DA Condition for WTP	Addressed in WTP – Section 4.4
Facilitate the sustainable and safe travel of staff	A2/ B/ C2/ E
Encourage high modal share for public transport, cycling and walking to work with flexible working arrangements;	C/ A8
Provide appropriate facilities at the site to enable staff and visitors to commute by sustainable transport modes;	B1/ B2/ B3/ B6
Reduce the need to travel for work related activities;	F5/ F6
Avoid parking on local streets in residential areas;	D1/ D2
Establish a means of monitoring the mode share of employees and visitors;	A2
Raise awareness of sustainable transport amongst staff; and	C2/ E1
Reduce the number of car journeys associated with business travel by staff and visitors.	F2

4.3. Scenario Analysis

Whilst, a typical WTP would include scenario analysis consisting of “No Action”, “Passive Approach” and “Active Approach” to determine the scenario best suited to mitigating the impact of a development, the size and scale of the Locomotive Workshop means that neither the “No Action” or “Passive Action” scenarios would be suitable. As such, only the “Active Approach” would produce an acceptable outcome and is therefore the only scenario considered for this Locomotive Workshop.

Active Approach

The Locomotive Workshop may proactively pursue initiatives to incentivise employees who walk, cycle and use public transport and dis-incentivise private vehicle journeys.

The primary travel mode of employees travelling to work would be either via the rail network at Redfern Station or the Wyndham Street/ Botany Road Bus Corridor. The future site’s objectives would lie in ensuring a greater percentage of employees choosing to catch public transport or walk/ cycle to work.

Based on the investigation have been undertaken in Section 3.1.2 and with consideration of the WTP for other building in the ATP.

it is considered that the site adopt the following estimates for mode choice targets:

- 65% to 75% arriving by train (including Metro post-2023)
- 5% - 10% of employees arriving by bus
- 5% -10% of employees arriving by cycling
- 10% -15% of employees arriving by walking
- <5% arriving by private vehicle
- 1% - 3% work from home.

Whilst these travel mode splits are optimistic compared to the existing travel patterns observed at SA2 JTW data 2016 they are broadly comparable to what has already been observed in the Sydney CBD in the 2011 and 2016 Census, and both areas have similar access to high quality public transport services, and both are readily accessible from the City of Sydney’s cycling network.

Post-2023, Sydney Metro CBD operations will also commence, and the site will be accessible from the new Waterloo Metro Station. Whilst there will be high quality services, the above outlined mode shares would likely remain applicable.

A regular travel survey would provide a base case for these assumptions and allow the site to refine these assumptions and inform programs as part of this Work Travel Plan.

As the Locomotive Workshop will be occupied with different tenants, a Travel Plan Coordinator (TPC) will be appointed by Mirvac to establish a Workplace Travel Committee to implement the WTP actions. The committee will be coordinated by Mirvac comprising representatives from larger companies in the Locomotive Workshop.

4.3.1. Best Practice: Commonwealth Bank

Mirvac was developing the ATP with CBA to be the principal tenant, occupying Building 1 and 2 in vicinity of the Locomotive Workshop. CBA will accommodate 10,000 staff, so CBA was well aware of the challenges in transport associated with the change in relocating staff from Greater Sydney into the ATP. As such, CBA has

developed and rolled out the “Unlimited” program to familiarise staff with the ATP and travel to and from the site including communicating that parking will be significantly reduced.

Since the occupation of Building 1 with approximately 4,500 in June 2018 by CBA staff, there is no firm travel data available to prove the success of the CBA measurements to manage and facilitate staff travel to the ATP. However, CBA provides the following information on the success of their ‘Unlimited’ program:

Commonwealth Bank Australia (CBA) used a number of innovative ways to support employees in embracing their new workplace location and consequent changes to travel behaviours. Examples include:

- Encouraging adoption of public transport and an active commute. CBA used multiple channels and interactions to support individuals in planning ahead and exploring the many modes of public transport available, as well as how to commute actively. This has resulted in CBA using less than 100 car parking spaces in Axle, compared to more than 1000 on our previous workplace.
- Positioning South Eveleigh as an innovative, mobile-first precinct. CBA ran an internal campaign with the tagline ‘There’s an app for that’. CBA’s people were encouraged to use mobile phone apps such as TripView, NextThere and Opal Travel to plan their trip. More than 90 per cent of CBA’s people at South Eveleigh are mobile-enabled, with most using their mobile phone to plan their journey to and from work, as well as access buildings.
- Encouraging a more active commute. CBA’s South Eveleigh workplaces provide premium end-of-trip facilities (offering lockers, towels, showers and bike maintenance tools) to make it even easier for its people to run, cycle or walk to and from work. One in eight current South Eveleigh residents choose an active commute and/or utilise EOT facilities.
- Enabling flexible working. CBA equips its people with the tools and technology they need to work effectively from any location. Six in 10 of our South Eveleigh residents now work from home more than one day a week.
- Re-thinking start and finish times. CBA supports its people to adjust their work hours to accommodate off-peak travel. Around 80 per cent of South Eveleigh residents have been able to change their start and finish times to meet their needs.
 - Ongoing conversations continue to reinforce South Eveleigh as an innovation precinct where public transport and an active commute is encouraged; where flexible working is the ‘norm’; and where the complexities of a work/life balance can be achieved.

CBA also worked closely with Transport Coordination, Sydney Trains and Mirvac so that all parties understood the distinct transport characteristics of the precinct and to ensure that strategies helped meet business requirements. This resulted in:

- Comprehensive travel plan identifying sustainable transport strategies and best travel choices for CBA employees.
- Change management program informed by detailed transport considerations.
- Customer management strategy at Redfern Station, specifically designed for South Eveleigh customers.
- Open line of communication between TfNSW, NSW Trains, CBA and Mirvac.
- Joined up approach to managing trips, expectations, problem solving, sharing information and advice, and adopting sustainable travel behaviours.
- Effective customer management and engagement program at Redfern Station, including temporary wayfinding and minor works program.
- Highly effective relocation to South Eveleigh with better than expected impact on transport network.

The result of the actions undertaken by CBA might help Mirvac to advise the future larger size companies to be prepared for the relocation to the Locomotive Workshop. In addition, close collaboration between Mirvac and CBA in terms of the improving sustainable travel behaviour might lead to have unified updated Transport Access Guide in long future for the whole ATP.

Commonwealth Bank Unlimited Program

CBA have implemented of the “Unlimited” program to familiarise staff with ATP environment. The Unlimited Program is the change management program which CBA has implemented to prepare all aspects of the Bank and its staff for the move to South Eveleigh.

Planning the Unlimited Program commenced 24 months prior to the move to South Eveleigh with an examination of the most efficient way to relocate CBA's staff to South Eveleigh. During the planning phase the CBA 'Move' team looked at:

- physical relocation of staff
- the adoption of new working methodologies which staff would utilise within the buildings at South Eveleigh.

This planning resulted in the development of engagement and training programs and resources which were implemented over the subsequent leadup to CBA's move into Building 1.

Town Hall Meetings

Commencing 18 months prior to the relocation of staff to South Eveleigh, the Town Hall program was implemented to give all staff included in the move to South Eveleigh a face to face information session. Business units were presented all aspects of South Eveleigh including the style of working to be implemented (Activity Based Working) and location of the Buildings in South Eveleigh (along with key transport access routes). The Town Hall process reached an excess of 80% of Staff moving to South Eveleigh.

Pop Up Road Show

Commencing 12 months prior to the relocation of staff to South Eveleigh, the pop-up road show travelled to each of the CBA offices included in the relocation to South Eveleigh. The pop-up road show featured 5 Key "Walls" which were displayed in the foyers of each office. A prominent information piece in the road show was a Transport Wall which gave staff the opportunity for a one on one conversation about how they would travel to South Eveleigh.

Leadership training

As a part of the Unlimited Program, training has been given to managers of all levels (executive general managers through to team leaders) which focussed on equipping managers with the skills required to deal with the shift in working style to activity-based working at South Eveleigh. A key element of this training focussed on how to lead teams without line of site (which also encourages flexible working arrangements).

Activity Based Working (ABW) training modules

Further to Leadership training, training modules have been conducted by staff moving to South Eveleigh which gave staff the resources to shift to Activity based Working.

Parking

Paramount to all education pieces' which have been communicated to staff relocating to South Eveleigh is that only 700 Parking spaces are available for CBA staff to use. This is a crucial detail as a large portion of staff relocating to South Eveleigh have previously had access to a parking space. CBA has developed a Parking Guideline which focusses on the allocation of the 700 parking spaces to staff who require them based on individual needs.

Travel Information

A CBA microsite was specifically set up for the Unlimited Program. The site provides staff with tailored travel information and choices from their home to the South Eveleigh site.

Consultation with Stakeholders

In the leadup to the relocation to South Eveleigh, CBA has closely engaged with key stakeholders to prepare for the physical logistics on each move in day. This includes implementation of special event measures to ensure CBA staff arriving to Redfern station site are efficiently directed to South Eveleigh.

4.3.2. Travel Demand Management

Mirvac recognise that the number of employees expected to work in the Locomotive Workshop will have a considerable impact on the broader transport network, and in particular Redfern Station. To lessen this impact Mirvac requires to provide a travel demand management system which are discussed as below.

Changing travel behaviours, including reducing peak period trips are a key strategy within this WTP and takes into account work that most of nature of business in commercial part have the opportunity of flexible work hours as well as travel to work out of the peak hours. As an example, encouraging all staff to work from home where possible as part of Activity Based Working (ABW) equates to a 20 per cent reduction in trips.

It is recommended Mirvac organise a workshop or meeting to utilise CBA lesson learnt relocation strategy, specifically in terms of transport demand management strategies and incentives.

Flexible Working Arrangements

Employments can implement arrangements or flexible working hours allowing workers start and finish outside of peak periods. Using this strategy, a proportion of workers can be expected to either start earlier and finish earlier than peak commuting times or start later and finish later.

In addition, employments can develop a program to encourage workers, including senior management staff, to work from home one or two days per week. This is being combined as part of the ABW which includes equipping all personal with the required technologies such as video conferencing.

Employments are also able to develop a program that provides staff with the opportunity to work when and where they choose, including the provision of technology and technical support.

Car Park Allocation

A car park allocation is being developed with a third-party provider and Mirvac to manage parking effectively. This includes the prioritisation of multi-occupant vehicles, people with disabilities, parents with young children over single-occupant vehicles. The use of car park allocation to incentivise and increase vehicle occupancy

will assist in meeting the travel demand challenges. Once the third-party operator of car park management has been appointed, specific programs to allocate parking will be developed and implemented by committee.

The limited number of available car spaces will be communicated by tenants to their staff as part of the committee from the very start of the initiative. This included the unavailability of suitable long term on-street parking in the streets surrounding the site. In addition, high mode share targets for PT were set and programs/ initiatives implemented to discourage the use of car traffic and eliminate additional pressure on free on-street parking around the site.

Health and Wellbeing Initiatives

CBA currently runs a series of health and wellbeing initiatives as part of the human resources system to encourage more exercise and healthy eating. One of these initiatives includes the 10,000 Steps Challenge which encourages workers to walk 10,000 steps per day (approximately eight kilometres). This could be used to incentivise commuters to either, walk to work directly, or to use stations and transport hubs located further from the ATP thereby reducing strain on Redfern Station (such as Erskineville Station and Macdonaldtown Station).

Work-related Travel Management

With the advances in technology like video conferencing solutions business meetings do not always have to be held in person. However, providing strategies and actions to manage work-related trips and mitigate potential of private vehicle usage for business related trips are necessary. In this regard, it is recommended that Mirvac:

- Discuss potential for car share implementation with providers such as GoGet, noting there are already pods in the vicinity of the ATP precinct.
- Ask tenants to develop a car pool system that allows employees to car pool with those living in the same areas.
- Suggest major tenants issuing centrally administered and financed Opal cards for business- related travels.

4.4. Target Modes and Actions

The target mode and actions discussed in this section aim to encourage and incentivise public and active transport opportunities to access the ATP site.

The recommended target mode shares for the Locomotive Workshop are shown in Table 4.2:

Table 4.2: Recommended Target Mode Shares for Locomotive Workshop

Travel Mode	Mode Share
Car (as driver or passenger)	2%
Taxi/Truck	2%
Motorcycle/ Scooter	2%
Train	70%
Bus	6%
Bicycle	5%
Walked	8%

OBJECTIVE AND TARGETS

Travel Mode	Mode Share
Work from home	5%

The location of the site, in terms of its proximity to Redfern Station and sub-arterial bus corridors are a key attribute in implementing this WTP. The WTP will then put in place measures to further influence the travel patterns of those people employed within the site with a view to encouraging modal shift away from cars. The measures provided in this WTP and their success can inform the travel plans for subsequent developments within the ATP.

Overall, Mirvac is setting up the framework for the WTP and is working closely with tenants to achieve the overall goal with tenants simultaneously developing their own plan that meets the WTP framework criteria. As part of this framework, a series of WTP objectives and actions have been developed. The list of actions and objectives are summarised in Table 4.3.

As discussed before, the site will accommodate a variety of different tenants especially in terms of size and nature. In this regard, implementation the actions may not be applicable for small size companies which those are discussed in the table below.

Table 4.3: Actions and Objectives for WTP framework

Objective/ Action	Implementation	Big size companies	Small size companies
A: Implementation of the WTP			
1. Appoint a Travel Plan Coordinator (TPC) to ensure the successful implementation and monitoring of the WTP.	It is recommended that Mirvac appoint a TPC who can organise a Travel Plan Committee (long term plan) comprising representatives from the larger companies occupying the Locomotive Workshop. The TPC is responsible to provide the annual review.	✓	✓
2. Undertake annual travel surveys to establish travel patterns in the area and assess success of the WTP.	It is recommended that Mirvac undertake annual staff surveys with collaboration of other employments as part of its monitoring program. It is recommended that Mirvac organise and analyse a survey after stage1 occupancy of the Locomotive Workshop to make sure about the WTP strategies are fits with the operation of the site and update WTP.	✓	✓
B: Increase walking, running and cycling to work			
1. Ensure that sufficient bicycle end of trip facilities for employees exist, including bicycle parking, shower and lockers, as set out in Council's DCP.	Mirvac has increased the number of lockers provided within the end of trip facilities that are beyond the requirements as set out in the DA Consent Conditions.	✓	✓
2. Promote local bicycle facilities, shops and learn-to-ride or bike maintenance courses available through Sydney Cycleways to employees to encourage and facilitate an increase in cycling.	Mirvac to contact Sydney Cycleways with courses provided at the nearby Sydney Park in St Peters.	✓	✓
3. Have 'bicycle friendly shops' around the ATP site. A loyalty card program could be organised between employees who cycle to work and	Mirvac to ask tenants to contact nearby bicycle shops and discuss with future cafes and shops in Locomotive Workshop.	✓	✗

OBJECTIVE AND TARGETS

Objective/ Action	Implementation	Big size companies	Small size companies
surrounding cafes / shops. This could be based on the Rapha store on Crown Street, Surry Hills or Pedal Maffia on Regent Street, Redfern.			
4. Set up a bicycle user group (BUG) within the ATP to encourage rider mentoring of new riders.	It is recommended that Mirvac/ tenants to form an ATP wide BUG and advertise as part of welcome pack to encourage riders to join and mentor fellow riders.	✓	✓
5. Encouragement of cycling training and support.	TPC to promote cycling courses, such as those run by Sydney Cycleways, to support new riders in urban environments.	✓	✓
6. Provision of bicycle maintenance stations as part of end-of-trip facilities.	Mirvac to provide bicycle maintenance stations on-site to allow all bicycle users to make required minor repairs (i.e. basic tools and pump with multi-valve compatibility) It can also be shared in the South Eveleigh to promote and encourage cycling.	✓	✓
7. Establish groups on platforms such as (for example) Strava, FitBit or Qantas Assure to encourage friendly competition about walking and cycling distances. Prizes might be considered for (as an example) most steps or furthest distance cycled.	TPC to investigate and implement program, including tie in with the health and wellbeing initiatives that each company within the site might have developed. CBA has developed a health and wellbeing initiatives which is worth to be share to tenants by arrangements of Mirvac and CBA.	✓	✓
8. Provide flexible working hour arrangements to allow travel using active transport outside peak hours.	Mirvac to discuss with tenants from Locomotive Workshop how to implement flexible working arrangements and activity based workplace (AWB) philosophy.	✓	✓
9. Encourage staff to utilise Erskineville Station as a viable and walkable alternative to Redfern Station with incentive for more steps during the day as part of their health and wellbeing program	TPC to investigate and implement program, including tie in with the health and wellbeing initiatives that tenants of the Locomotive Workshop might have developed. CBA has developed a health and wellbeing initiatives which is worth to be shared with tenants by arrangements of Mirvac and CBA.	✓	✗
10. Encourage staff within walking and cycling catchments to walk and cycle to work.	Tenants for the site to encourage their managers and team leaders to walk and cycle as role models to promote benefits (health, financial and time).	✓	✓
C: Increase public transport use			
1. Provide flexible working hour arrangements to allow travel on public transport outside peak hours.	Tenants to consider developing and implement a program to encourage and support flexible working times and locations.	✓	✗
2. Provide information on public transport connections and fares, including information on off-peak fares vs peak fares to incentivise off-peak travelling.	Tenants to consider improving within internal intranet system and regular email newsletters.	✓	✗
D: Increase car share use			
1. Investigate the opportunity of providing car share spaces in cooperation with a car share provider. The ability to provide a car share opportunity is likely to be	Mirvac to discuss potential for car share implementation with providers such as GoGet, noting there are already pods in the vicinity of the ATP precinct.	✓	✗

OBJECTIVE AND TARGETS

Objective/ Action	Implementation	Big size companies	Small size companies
driven by demonstrating to the third party provider that any car share provision will be commercially viable due to a minimum demand requirement.			
2. Encourage employees who cannot practically use public transport to participate in a car-pooling scheme.	Mirvac to investigate the opportunity for car park allocation for car-pooling.	✓	✓
E: Increase awareness and knowledge of available transport options by employees			
1. Provide a Transport Access Guide (TAG) to every new employee. This document would be based upon facilities currently available in the vicinity of the site and would be updated regularly to reflect changes in public transport service, active travel facilities and other relevant pieces of information. The TAG should include public transport timetables, stop / station locations, walking times/ distances etc.). The TAG can be updated annually to reflect employee travel patterns	<p>Mirvac to provide a TAG for the new Locomotive Workshop to promote this initiative via leaflets for employees (a Transport Access Guide) and can also be communicated using tenants intranet and email system.</p> <p>In the long term, it can be considered to have one TAG for the entire ATP precinct rather than individual TAGs for each building.</p>	✓	✗
2. Promote end of trip facilities to encourage more walking and cycling by staff thereby decreasing public transport and private vehicle travel.	Mirvac to ask tenants to promote end of trip facilities regularly and encourage tours of facilities as part of orientation to encourage staff to walk and cycle, especially those new to the organisation/office.	✓	✗
F: Travel demand management			
1. Help TfNSW, SCO and Sydney Trains manage precinct-generated travel demand.	<p>Mirvac to liaise with Sydney Trains and Sydney Coordination Office prior to the occupation of commercial premises by major tenants (A- D mentioned in Table 3.1) to manage travel demand for the ATP.</p> <p>Subject to the tenants' consent, the details of the correspondence include:</p> <ul style="list-style-type: none"> • timing/staging and headcount of incoming workforces • specific flexible working arrangements (if any) • summary of residential post code data for each major commercial tenant, if and where available • operating hours of each tenancy. 	✓	✗
2. Promote flexible working arrangements to allow work from home and reduce need to travel to work.	<p>Tenants to promote working from home and encourage this as part of ABW.</p> <p>Mirvac to request the university to put policy on start and finish lessons out of the peak hours</p>	✓	✓
3. Encourage meetings to be arranged between 10am to 3pm to avoid travel at peak times and more flexible working.	Tenants to encourage management staff to alter meeting times as part of management training.	✓	✗

OBJECTIVE AND TARGETS

Objective/ Action	Implementation	Big size companies	Small size companies
4. Provide information on different travel costs comparing travel by car versus travel by public transport and walking and cycling.	Tenants to promote travel and time costs to staff as part of regular newsletters and their intranet system.	✓	✗
5. Develop a car pool system to achieve better vehicle occupancy and reduced overall trips on transport network.	Mirvac to ask tenants to develop a car pool system that allows employees to car pool with those living in the same areas.	✓	✗
6. Allocation of car parking spaces to encourage higher vehicle occupancy.	Mirvac to ask tenants develop a car park allocation system that sets a strict priority of persons with disability, parents with prams (at the childcare) and higher-occupancy vehicles (to be tied in with car pool system).	✓	✓
7. Avoid car parking in local streets	As part of their Unlimited Program, CBA have educated their staff on the limited availability of car parking (both on-street and off-street) and provided travel information and travel choice options to encourage the use of active and public transport. In addition, information is provided to show the proximity of public transport stations (bus and train) and bike parking facilities on and around the site. It is recommended that Mirvac provides similar information for the new tenants at the Locomotive Workshop to minimise the use of parking in local streets.	✓	✓

5. MONITORING AND REVIEW

5.1. Overview

For this WTP to be effective, it must be reviewed on a regular basis. It is important to ensure that the WTP is meeting its objectives and having the intended impact on car use and transport choices for employees. The Plan should be reviewed on a yearly basis including all tenants with staff travel surveys and in consultation with Council's Planners or Sustainable Transport Officer. The Plan should be updated and modified to reflect changing circumstances.

It is recommended, a collaboration meeting will be organised by coordination of Mirvac and participation of CBA Travel Coordinator and the Locomotive Workshop WTP Committee to discuss the opportunity of brainstorming and knowledge sharing to improve sustainable and healthy travel behaviour for all commuters to ATP.

5.2. Review In-House Programs

The annual employee travel survey would assist the TPC in the review of the Work Travel Plan. If required, the plan would be updated, in consultation with Council Planners or Sustainable Transport Officer.

Other feedback provided to the travel coordinator should be used to update programs as well. Sample feedback could include email responses to programs, monitoring the bike/ car parking spaces used and transport complaints.

People in any organisation like to be part of a successful plan. Employees should be kept informed of green travel achievements, e.g. send out email bulletins, make announcements during meetings, or have a dedicated column within internal/ external publications. Advertise success to employees as part of a sustainability and green campaign for the estate.

5.3. Gaps

It may occur that transport deficiencies are identified. Some examples may include:

- provision of car-pool priority spaces may be required as demand grows
- bicycle spaces and lockers for employees and visitors as demand grows.

Transport deficiencies would be tracked by the travel coordinator, with these issues potentially needing to be revisited if identified as an issue during monitoring.

