MetroLink

Transport Infrastructure Ireland

Outline Mobility Management Plan

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MetroLink

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Author:	Brian Walsh
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Jacobs Engineering Ireland Limited

Merrion House
Merrion Road
Dublin 4, D04 R2C5
Ireland
T +353 1 269 5666
F +353 1 269 5497
www.jacobs.com

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Contents

1 Introduction

1.1 Context

Jacobs Engineering Ireland Ltd. (**Jacobs**) have been commissioned by Transport Infrastructure Ireland (**TII**) to deliver an Outline Mobility Management Plan (**Outline MMP**) as part of MetroLink (**the proposed Project**). The purpose of this Outline MMP is to provide guidance on the development of Mobility Management Plans (**MMPs**) and to give future Mobility Managers (**MMs**) a framework to develop site specific MMPs. The Outline MMP will also identify interventions that will be required during the construction phase of the proposed Project, outlining access arrangements to construction sites by sustainable travel modes. The Construction Phase will include all site preparation, enabling works, demolition, material delivery and storage, waste storage and removal, construction activities, line wide installation and commissioning, post-project restoration and any associated engineering works.

The Outline MMP identifies the minimum requirements with regards to mobility management that need to be implemented throughout the construction phase. The Outline MMP has considered the existing transport network in close proximity to the project, identifying opportunities and challenges in relation to public transport (**PT**) and active travel.

The objectives of the Outline MMP are aligned with the policy and guidelines reviewed in Section 3. The objectives of the Outline MMP are based on enabling and promoting the use of sustainable transport through the development of MMPs. The Outline MMP provides guidance to MMs on the potential for sustainable transport across the proposed Project and how to develop a site specific MMP. This Outline MMP provides a framework to:

- Describe the programme for mobility management during construction phase;
- Implement those monitoring and mitigation measures identified in the Environmental Impact Assessment Report (**EIAR,** and Appendix A5.1 Outline Construction Environmental Management Plan (**CEMP**));
- Outline the principles and minimum standards required of the contractor(s) during the development of the detailed MMP (and associated site-specific MMPs) throughout construction;
- Provide examples on interventions which are suitable as part of MMPs;
- Encourage the use of sustainable transport modes for access to/from construction sites and stations, identifying potential measures to enable sustainable transport for sites which are not easily accessible.
- Identify the relevant roles and responsibilities for developing, implementing, maintaining and monitoring mobility management; and
- Outline the procedures for the communication of and reporting on mobility and worker travel aspects of the proposed development throughout the Construction Phase.

This report is a necessary component of the proposed Project as outlined in the proposed Project EIAR Appendix 5.1 Outline CEMP.

1.2 Purpose

The purpose of this Outline MMP is to is to provide guidance for site specific MMPs as part of the requirements set out within EIAR Volume 5 Appendix 5.1 which states in Section 5.15 that:

"A Construction Mobility Plan will be prepared for the proposed Project by the contractor(s) to outline access arrangements to construction sites by sustainable travel modes. Each site will need a specific plan for project personnel mobility. The following measures will need to be considered within the final Construction Mobility Plan:

- *The provision of showers/changing rooms for construction staff;*
- *The provision of cycle parking for staff;*
- *Ensuring safe and segregated pedestrian access to site; and*
- *Provision of site-specific transportation (minibuses) where frequent movements are going to be occurring e.g., between different work sites."*

The Outline MMP will be used to support the development of site-specific MMPs. Each site specific MMP will consider the high-level interventions outlined within this Outline MMP to determine how sustainable transport can be enabled at each site and how private vehicle journeys can be minimised. The site-specific MMPs will then feed into the development of the overall Construction Mobility Plan, as noted above.

Due to the volume of workers expected on various sites across the construction stage (maximum of 1,500 workers on a single site at maximum employment), it is necessary that the transportation of workers to site is undertaken in an efficient and sustainable manner to alleviate pressure on the local network and minimise disruption for local residents. The Outline MMP identifies opportunities to promote sustainable transport during the construction stage of the proposed Project. Opportunities identified are expected to be considered as part of site specific MMPs.

The Outline MMP will also ensure that future MMs are sufficiently informed as to the role they play in managing access to the site during the construction stage and their responsibility to encourage sustainable transport use.

To conclude, the purpose of this Outline MMP is to:

- Provide guidance to MMs on the structure of an MMP.
- Outline the importance of sustainable transport for workers travelling to site during construction stage.
- Provide potential interventions to promote sustainable transport during construction stages of the proposed Project.

1.3 Structure of the Outline MMP

This Outline MMP has been structured as follows:

- Section 1 introduces the proposed Project and outlines the purpose of the Outline MMP;
- Section 2 describes in detail the proposed Project;
- Section 3 details the policy and guidance which informs the development of MMPs;
- Section 4 outlines the benefits of mobility management;

- Section 5 provides a framework for developing and implementing the site-specific MMPs, to be aggregated into the final Construction Mobility Plan, including the role of Mobility Managers, a review of baseline travel trends and existing transport provisions at sites; how to implement an action plan; and guidance on monitoring.

- Appendix A presents an outline structure of a site-specific MMP.

1.4 Procurement and Detailed MMP

TII, on behalf of the NTA, are currently planning to procure the detailed design and construction of the proposed Project using Design and Build contracts that will be divided up by geographical section and by type of works. This will include:

- Multiple Enabling Works Contractor(s) to carry out the enabling works to facilitate the main construction works;

- Three main construction contracts by geographical area as part of the main civil structural works for the stations, shafts, portals, tunnels and cutting and associated works; and,

- A further package or packages for architectural, mechanical, electrical and other services fit-outs, line-wide systems, rolling stock, commissioning and hand-over.

One contractor(s) will be nominated as the main contractor(s) in each geographical location in order to ensure a coordinated approach to safety and environmental management, including mobility management. Under this form of contract, the successful contractor(s) will ultimately be responsible for the final detailed design of the proposed Project, within the requirements and conditions as outlined in the EIAR and the Railway Order (**RO**).

The contractor(s) will be required to comply with all of the performance requirements set out in the tender documentation, including the Railway Order Approval and conditions may be granted by An Bord Pleanála.

The contractor(s) will therefore use this Outline MMP as a guideline to prepare a more detailed MMP for each specific package of works as required. The detailed MMP(s) will be specific, targeted, and ‘stand-alone’ plan(s) developed to support the detailed design and construction methodologies established during the next phase of the proposed Project.

The detailed MMP will be developed by the contractor(s) to ensure that it:

- Is in accordance with the measures specified in the EIAR and this Outline MMP;

- Is in accordance with any conditions that may be prescribed as part of the RO approval for the proposed Project;

- Identifies opportunities for further encouraging sustainable travel, where practicable; and,

- Implements best practice, having regard to relative policies and guidelines, TII and regulatory publications.

The detailed MMP(s) will be considered ‘live’ documents that will be reviewed and revised regularly as the construction progresses. The process for update and review of the MMP(s) must be documented in the detailed

MMP(s) to ensure that revisions can be easily understood, applied and updated by TII the contractor(s) throughout the proposed Project.

2 Project Description

2.1 Project Overview

A full description of the proposed Project is provided in Chapter 4 (Description of the MetroLink Project) and a full description of the Construction Phase of the project is presented in Chapter 5 (MetroLink Construction Phase) of the Environmental Impact Assessment Report (EIAR). The location of the proposed site offices and construction compounds are illustrated in Figure 5.1 of Chapter 5 (MetroLink Construction Phase) of the EIAR. Table 2.1 provides an overview of the principal infrastructural elements of the proposed Project and their geographical extent and location.

Table 2.1: Outline Description of the Key Project Elements

Project Elements	Outline Description
Permanent Project Elements	
Tunnels	It is proposed to construct two geographically separate, single-bore tunnels, using a Tunnel Boring Machine (TBM). Each section of tunnel will have an 8.5m inside diameter and will contain both northbound and southbound rail lines within the same tunnel. These tunnels will be located as follows: The Airport Tunnel: running south from Dublin Airport North Portal (DANP) under Dublin Airport and surfacing south of the airport at Dublin Airport South Portal (DASP) and will be approximately 2.3km in length; and The City Tunnel: running for 9.4 km from Northwood Portal and terminating underground south of Charlemont Station.
Cut Sections	The northern section of the alignment is characterised by a shallow excavated alignment whereby the alignment runs below the existing ground level. Part of the cut sections are open at the top, with fences along the alignment for safety and security. While other sections are “cut and cover”, whereby the alignment is covered.
Tunnel Portals	The openings at the end of the tunnel are referred to as portals. They are concrete and steel structures designed to provide the commencement or termination of a tunnelled section of route and provide a transition to adjacent lengths of the route which may be in retained structures or at the surface. There are three proposed portals, which are: DANP; DASP; and Northwood Portal. There will be no portal at the southern end of the proposed Project, as the southern termination and turnback will be underground.
Stations	There are three types of stations: surface stations, retained cut stations and underground stations: Estuary Station will be built at surface level, known as a ‘surface station’; Seatown, Swords Central, Fosterstown Stations and the proposed Dardistown Station will be in retained cutting, known as ‘retained cut stations’; and Dublin Airport Station and all 10 stations along the City Tunnel will be ‘underground stations’.

Project Elements	Outline Description
Permanent Project Elements	
Intervention Shaft	An intervention shaft will be required at Albert College Park to provide adequate emergency egress from the City Tunnel and to support tunnel ventilation. Following the European Standard for safety in railway tunnels TSI 1303/2014: Technical Specification for Interoperability relating to 'safety in railway tunnels' of the rail system of the European Union, it has been recommended that the maximum spacing between emergency exits is 1,000m. As the distance between Collins Avenue and Griffith Park is 1,494m, this intervention shaft is proposed to safely support evacuation/emergency service access in the event of an incident. This shaft will also function to provide ventilation to the tunnel. The shaft will require two 23m long connection tunnels extending from the shaft, connecting to the main tunnel. At other locations, emergency access will be incorporated into the stations and portals or intervention tunnels will be utilised at locations where there is no available space for a shaft to be constructed and located where required (see below).
Intervention Tunnels	In addition to the two main 'running' tunnels, there are three shorter, smaller diameter tunnels. These are the evacuation and ventilation tunnels (known as Intervention Tunnels): Airport Intervention Tunnels: parallel to the Airport Tunnel, there will also be two smaller diameter tunnels; on the west side, an evacuation tunnel running northwards from DASP for about 315m, and on the east side, a ventilation tunnel connected to the main tunnel and extending about 600m from DASP underneath Dublin Airport Lands. In the event of an incident in the main tunnel, the evacuation tunnel will enable passengers to walk out to a safe location outside the Dublin Airport Lands. Charlemont Intervention Tunnel: The City Tunnel will extend 360m south of Charlemont Station. A parallel evacuation and ventilation tunnel is required from the end of the City Tunnel back to Charlemont Station to support emergency evacuation of maintenance staff and ventilation for this section of tunnel.
Park and Ride Facility	The proposed Park and Ride Facility next to Estuary Station will include provision for up to 3,000 parking spaces.
Broadmeadow and Ward River Viaduct	A 260m long viaduct is proposed between Estuary and Seatown Stations, to cross the Broadmeadow and Ward Rivers and their floodplains.
Proposed Grid Connections	Grid connections will be provided via cable routes with the addition of new 110kV substations at DANP and Dardistown. (Approval for the proposed grid connections to be applied for separately but are assessed in the EIAR).
Dardistown Depot	A maintenance depot will be located at Dardistown. It will include: Vehicle stabling; Maintenance workshops and pits; Automatic vehicle wash facilities; A test track; Sanding system for rolling stock; The Operations Control Centre for the proposed Project; A substation; A mast; and Other staff facilities and a carpark.
Operations Control Centre	The main Operations Control Centre (OCC) will be located at Dardistown Depot and a back-up OCC will be provided at Estuary.

Project Elements	Outline Description
Permanent Project Elements	
M50 Viaduct	A 100m long viaduct to carry the proposed Project across the M50 between the Dardistown Depot and Northwood Station.
Temporary Project Elements	
Construction Compounds	There will be 34 Construction Compounds including 20 main Construction Compounds, 14 Satellite Construction Compounds required during the Construction Phase of the proposed Project. The main Construction Compounds will be located at each of the proposed station locations, the portal locations and the Dardistown Depot Location (also covering the Dardistown Station) with satellite compounds located at other locations along the alignment. Outside of the Construction Compounds there will be works areas and sites associated with the construction of all elements of the proposed Project, including an easement strip along the surface sections.
Logistics Sites	The main logistics sites will be located at Estuary, near Pinnock Hill east of the R132 Swords Bypass and north of Saint Margaret's Road at the Northwood Compound. (These areas are included within the 14 Satellite Construction Compounds).
Tunnel Boring Machine Launch Site	There will be two main tunnel boring machine (TBM) launch sites. One will be located at DASP which will serve the TBM boring the Airport Tunnel and the second will be located at the Northwood Construction Compound which will serve the TBM boring the City Tunnel.

2.2 Construction Phasing

The construction works will involve the activities laid out in Diagram 2.1:

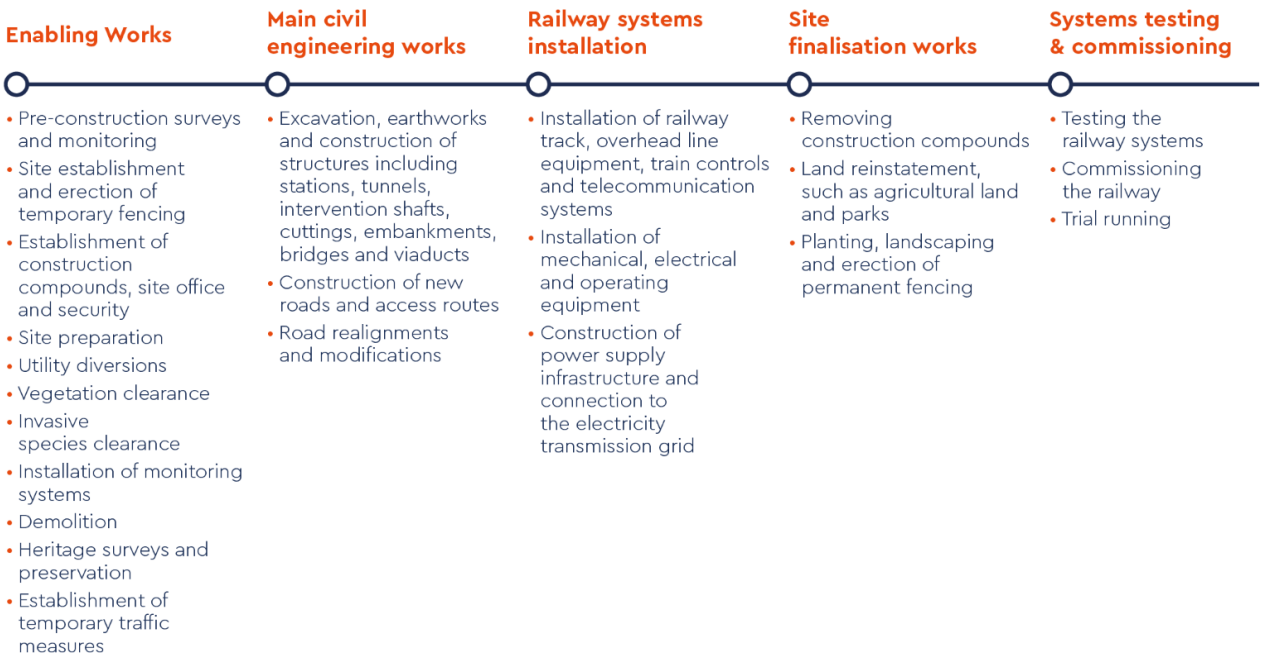

Diagram 2.1: Proposed Construction Phase Activities

A detailed programme and schedule of works will be developed prior to the commencement of work on-site by the appointed contractor(s) and will be dependent on the finalised detailed design in addition to the finalised works methodology to be developed by the appointed contractor(s).

2.2.1 Construction Programme

An indicative programme showing the duration and phasing for construction of the proposed stations is shown in Table 2.2. Please refer to Appendix A5.2 of the EIAR for a more detailed construction programme, including all of the main project elements. The indicative construction programme has been developed based on experience on similar major infrastructure projects such as High Speed 1 in the United Kingdom (UK), Crossrail (UK) and Madrid Metro in Spain. The achievement of the programme is based on some core assumptions which are as follows:

- Work will start simultaneously at several locations;
- The overall proposed Project construction duration (including testing and commissioning) will be over nine years with each station taking between three to six years to construct;
- The tunnelling will take approximately 30 months for the Airport Tunnel and 45 months for the City Tunnel;
- The construction of the Depot at Dardistown will take approximately five years and the Park and Ride Facility will be approximately three years;
- Rolling stock will be supplied during the Construction Phase; and
- A period of approximately one year for testing and commissioning the system is also required.

Table 2.2: Indicative Construction Programme

Description AZ1 Compounds / Logistics / Other Strucutres	Estimated Construction Programme (Months)	Y1				Y2				Y3				Y4				Y5				Y6				Y7				Y8				Y9				Y10			
		Quarter				Quarter				Quarter				Quarter				Quarter				Quarter				Quarter				Quarter				Quarter				Quarter			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Start to Estuary Station																																									
Estuary Station Main Compound	33																																								
Estuary Railhead	60																																								
Broadmeadow and Ward Rivers Viaduct	21																																								
Pedestrian Underpass	6																																								
Estuary Station to the R132 Under-crossing																																									
Seatown West Satellite Site	33																																								
Estuary Court Satellite Site	36																																								
Woodie's Satellite Site	54																																								
Mantua Satellite Site (bridge demo)	54																																								
Fingallian's Satellite Site (bridge demo)	24																																								
Surface Station	48																																								
Cut and Cover	69																																								
Retaining Cut	51																																								
U Section	15																																								
Retaining Wall	6																																								
Seatown Station to Swords Central Station																																									
Seatown Station Compound	66																																								
North Dublin Corporate Business Park Compound Satellite Site	69																																								
Pavilion's Shopping Centre	69																																								
Surface Station	69																																								
Cut and Cover	63																																								
Retaining Cut	60																																								
Swords Central Station to Fostertown Station																																									
Swords Central Station Compound	60																																								
Pinnock Hill Roundabout Satellite Site	51																																								
Surface Station	63																																								
Cut and Cover	42																																								
Retaining Cut	30																																								
Fostertown to Airport North Portal																																									
Fostertown Station Compound	63																																								
Nevinstown Lane Satellite Site	51																																								
Boland Satellite Site	66																																								
Surface Station	66																																								
Cut and Cover	42																																								
Retaining Cut	51																																								
U Section	30																																								

Description AZ2 Compounds / Logistics / Other Strucutres	Estimated Construction Programme (Months)	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
		Quarter	Quarter	Quarter	Quarter	Quarter	Quarter	Quarter	Quarter	Quarter	Quarter
		1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Airport – Tunnels and Structures											
Dublin Airport Station Compound	99										
Dublin Airport North Portal Compound	60										
Dublin Airport South Portal Compound	90										
Deep Station	57										
Portal North	60										
Portal South	81										
U Section	15										

Description AZ3 Compounds / Logistics / Other Strucutres	Estimated Construction Programme (Months)	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9	Y10
		Quarter	Quarter	Quarter	Quarter	Quarter	Quarter	Quarter	Quarter	Quarter	Quarter
		1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
Airport South to Dardistown											
Cut and Cover	63										
U Section	72										
Dardistown Station, Depot and Access Works	21										
Stations Retaining Cuts	72										
Dardistown Station Compound	57										
Dardistown Depot	57										
Cut and Cover	60										
Dardistown Railhead	39										
M50 Viaduct and Approaches	54										
Central Section Surface Works at M50 Crossing	54										
M50 Viaduct	15										
St. Anne's South of M50 Crossin	69										
Northwood Station Compound	66										
Retained Cut	33										
Cut and Cover	30										

Description AZ4 Compounds / Logistics / Other Strucutres	Estimated Construction Programme (Months)
Northwood Portal	90
Northwood Station Compound/Deep Station	84
Ballymun Station Compound/Deep Station	99
Collins Avenue Station Compound/Deep Station	99
Albert College Park Shaft Compound/Deep Station	63
Griffith Park Station Compound/Deep Station	105
Glasnevin Station Compound/Deep Station	102
Mater Station Compound/Deep Station	105
O'Connell Street Station Compound/Deep Station	99
Tara Station Compound/Deep Station	105
St Stephens Green Station Compound/Deep Station	105
Charlemont Station Compound/Deep Station	102

2.2.2 Site Locations/Layout

During the Construction Phase of the proposed Project, there are 34 Construction Compounds including 20 main Construction Compounds and 14 Satellite Construction Compounds. The main Construction Compounds will be located at each of the proposed station locations, the portal locations and the Dardistown Depot Location (also covering the Dardistown Station) with satellite compounds located at other locations along the alignment. Once the construction phase ends, and operational phase commences, site locations will reduce to the 16 proposed stations, Dardistown Depot, Estuary Park and Ride (P&R), and intervention shafts.

As outlined in EIAR Volume 2, Chapter 5; The main construction compounds will act as strategic hubs for core project management activities (i.e., engineering, planning and construction delivery) and for office-based construction personnel. They will include:

- Offices and welfare facilities;
- Workshops and stores;
- Storage and laydown areas for materials and equipment (e.g., aggregates, structural steel, steel reinforcement); and
- Limited parking for construction vehicles.

Satellite construction compounds will generally be smaller and provide:

- Local office and welfare facilities;
- Local storage for plant and materials; and
- Limited parking for construction vehicles.

Locations of all construction compounds along the Proposed Project Route are outlined in EIAR Volume 4 Chapter 5 Figure 5.1.

3 Policy and Guidelines

The contract(s) awarded for the proposed Project will include a requirement for the contractor(s) to comply with relevant documentation, including the EIAR, planning (and other statutory consent) conditions received, this Outline MMP and subsequent detailed MMP(s).

This section reviews relevant policy and guidance documents, which identify mode share targets within the relevant local authorities and the Greater Dublin Area that the MM must be cognisant of. This section also identifies any relevant guidance for the preparation of an MMP.

3.1 Policy Documents

Policy documents outlined by the National Transport Authority (NTA), DCC and FCC have been reviewed in order to understand how the promotion of sustainable transport through an Outline MMP aligns with key policy documents. MetroLink is going to be a significant public transport project therefore TII promote sustainable transport from the initial stages of construction i.e., the OMMP, through to the delivery and operation of the Project.

3.1.1 Transport Strategy for the Greater Dublin Area, 2022-2042

The Greater Dublin Area Transport Strategy (the Transport Strategy) 2022-2042 (National Transport Authority, 2022) provides a framework for the planning and delivery of transport infrastructure and services in the Greater Dublin Area (GDA) over the next two decades to 2042.

The Transport Strategy outlines that the population in the GDA region will continue to grow in the coming years, noting that the demand for transport will grow in line with this. The strategy has identified MetroLink, from North of Swords to Charlemont via Dublin Airport, as a key scheme to offer a high-capacity and sustainable solution to congestion experienced in this corridor and hence, reduce air pollution emissions.

The Transport Strategy states:

> *'The proposal to serve the northern suburbs of Dublin City, Swords, and Dublin Airport by a direct rail line from the City Centre has been a long-standing objective of transport planning in Dublin. This is based on the forecast travel demand along this corridor…. The current MetroLink project has been identified as the most advantageous way to serve the critical levels of transport demand on this corridor.'*

Further noted in the Transport Strategy is the need to create a more integrated transport network across the region. It is outlined that the proposed scheme is a core element in the strategy to create a high-frequency and high-capacity service that integrates multiple transport modes such as the DART network, BusConnects, Commuter Rail, Luas and cycling networks. It is anticipated that the increased integration between modes due to MetroLink would be a key enabler in modal shift as more people have options to utilise the public transport and active travel networks.

The Transport Strategy states that:

> *'MetroLink will integrate with local, regional and national bus and rail services at several points along its route, including key interchanges at Dublin Airport, Glasnevin, Tara Street and Charlemont.'*

Whilst the Transport Strategy predominantly focuses on the operational phase of MetroLink, it is integral that the impacts from construction phase do not detract from the long-term operational benefits. Transport Modelling undertaken for the Transport Strategy, see Figure 3.1, outlines likely modal shares should all measures be

adopted and implemented. Sustainable mobility is an integral aspect of the Strategy and hence active travel, and public transport modal shares are anticipated to increase whilst the dominance of the private vehicle will reduce.

The Outline MMP is aligned to the Transport Strategy as the document is a framework for future MMPs as part of MetroLink. The development of MMPs will encourage more sustainable transport to/from MetroLink and therefore, further reduce the need for the private vehicle.

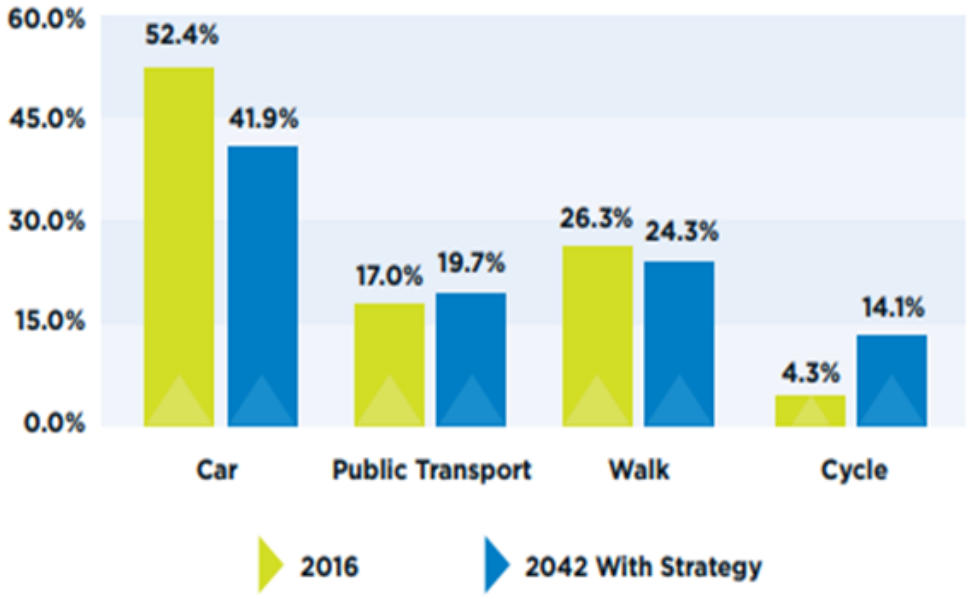

Figure 3.1: 24Hr Mode Share for Metropolitan Dublin 2016 and 2042

3.1.2 Dublin City Development Plan 2022 – 2028

The Dublin City Development Plan 2022 – 2028 (the Development Plan) (Dublin City Council, 2022) governs spatial policy in the city; its main strategic approach is to develop a city that is low carbon, sustainable and climate resilient. The Development Plan's vision is for a city where people will choose to live; work; experience city living; invest; and socialize – the plan to create a socially inclusive city of urban neighbourhood's hinges on the principle of 15-minute cities whereby people's daily requirements will be accessible within a 15-minute walk, cycle or public transport journey.

Effective transport planning is an integral part of the Development Plan, with specific reference made to the importance of Mobility Management for developments that encourage sustainable travel. Some of the key policies of Sustainable Movement and Mobility Management presented by the Development Plan that are aligned with the Metrolink scheme consist of:

- SMT1 – Modal Shift and Compact Growth
- SMT2 – Decarbonising Transport
- SMT 6 – Mobility Management and Travel Planning
- SMT20 – Key Sustainable Transport Projects

These high-level policies aim to reduce the dominance of travel modes such as the private vehicle and shift trips that are generated to more environmentally sustainable modes, such as Metrolink. DCC mode share targets to be achieved by 2028 for Dublin City Centre are outlined in Table 3.1:

Table 3.1: DCC Current and Target Mode Shares within Dublin Canal Cordon 2022/2028

Current Mode Share (2019)	Target Mode Share 2028
Walking 11%	Walking 13%
Cycling 6%	Cycling/Micro Mobility 13%
Public Transport (bus, rail, Luas) 54%	Public Transport (bus, rail, Luas) 57%
Private Vehicles (car, taxi, goods, motorcycles) 29%	Private Vehicles (car, taxi, goods, motorcycles) 17%

The Outline MMP will support the target mode shares outlined above through the development of site specific MMPs, which will promote sustainable transport including public transport, cycling and walking for workers travelling to/from MetroLink during the construction phases.

3.1.3 Fingal Development Plan 2023 - 2029

The Fingal Development Plan 2023 - 2029 (the Plan) (Fingal County Council, 2023) sets out several key policies and objectives to guide the development and growth of Fingal throughout the timespan of the plan. It provides an integrated, coherent spatial framework within the context of national policies to ensure the council area is developed in an inclusive way which improves the quality of life for its citizens, whilst also being a more attractive place to visit and work. To achieve this, there is particular emphasis placed upon public transport development in the area, provision of high-quality services that enable a shift from car-based travel.

Demand Management is outlined as integral to the Plan to control and structure how the county grows in the coming years, organising ongoing and future developments and ensuring growth is accompanied by suitable levels of appropriate modal shares. Mobility Management Plans are stated to be a key tool to achieve more sustainable modal shares. Policy CMP5 notes that FCC will:

> *'Promote best practice mobility management and travel planning through the requirement for proactive mobility strategies for developments focused on prioritising sustainable modes of travel including walking, cycling and public transport.'*

Co-ordination between relevant stakeholders and FCC is stated to be the preferred method to track the progress of implementation of Mobility Management and Travel Planning for all schemes that promote sustainable travel.

A key objective within the Plan is a modal shift within the county. As shown in Figure 3.2, Fingal is car dominant with nearly 60% of trips to work taken by car in 2016. Policy CMP1 states that FCC will:

'Support the decarbonisation of motorised transport and facilitate modal shift to walking, cycling and public transport and taking account of National and Regional policy and guidance, while supporting an efficient and effective transport system.'

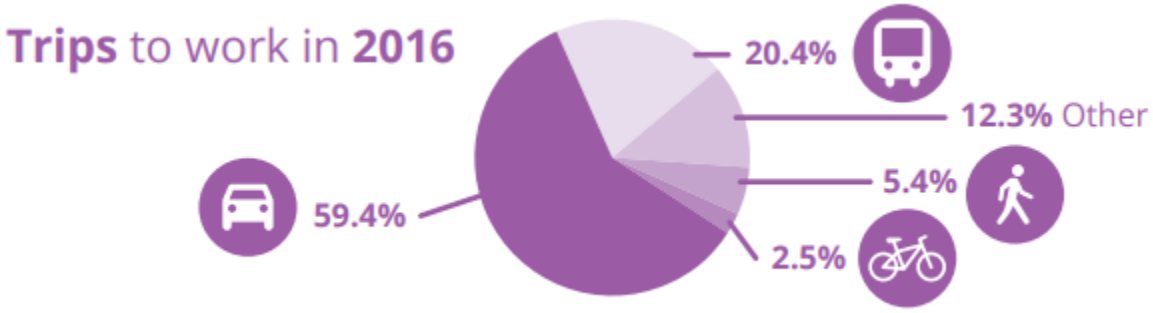

Figure 3.2: Baseline Mode Share in Fingal 2016

The Outline MMP and future site specific MMPs within the FCC area closely align with the Fingal Development Plan through their purpose of encouraging sustainable travel for site workers. This will help to enable a modal shift in the Fingal area in line with Plan objectives.

3.2 Guidelines

3.2.1 Workplace Travel Plan – A Guide for SMEs

The 'Workplace Travel Plan – A Guide for SMEs' document (the Guide) (National Transport Authority, 2023) outlines the fundamental process required to create and enact a Workplace Travel Plan (WTP) for Small to Medium Sized Enterprises (SMEs), including topics such as Essential Resources, Implementation Roles and Process, Enactment and Monitoring.

In the Guide, a WTP is defined as:

'A package of measures aimed at supporting sustainable travel for work related journeys. It comprises actions to promote walking, cycling, public transport, carpooling, the use of technology such as online meetings instead of travel, and flexible working practices.'

It is stated that a key aim of adopting a Workplace Travel Plan is sustainable travel and that through implementation, more active mobility can be achieved, progressing Ireland further toward meeting its climate commitments.

3.2.1.1 Implementation:

Elaboration is provided in the Guide as to the three key steps that are necessary to undertake an appropriate WTP and these are:

- Review Travel Patterns and Policies
- Identify & Implement Actions
- Monitoring Results of Actions Taken

3.2.1.2 Travel Patterns and Policies:

In order to affect change and encourage modal shift to more sustainable mobility, it is necessary to understand how travel and work patterns are linked. Consideration must be afforded to areas such as core work hours, shift patterns, travel allowances, parking policies and initiatives, and how these factors influence workers or attract them to different forms of transport.

The output of this review feeds into the second action which is to perform an Employee Travel Survey (ETS) to investigate existing travel patterns and behaviour. The Guide details the surveying process, indicating when and how to conduct the survey. Outputs of the ETS will include results such as:

- Baseline modal split;
- Distances travelled;
- Willingness to use other modes; and
- Factors that influence worker mode choice.

Following the ETS process, the final task is site audit. The audit investigates the characteristics of the site or sites in question, analysing the location, accessibility, cycle parking and cycle facilities and car parking. Performance of a site audit is likely to require individuals familiar with the location.

3.2.1.3 Action Plan:

The subsequent step detailed in the Guide is to create an Action Plan which utilises the data gathered from the previous steps. An MM, typically responsible for this analysis, will draw up a suggested Action Plan for approval. The Action Plan will be bound by ‘SMART’ targets (Specific, Measurable, Attainable, Realistic and Time Bound targets). The Guide provides a number of reference documents in the Appendices that inform appropriate actions to be included in the Action Plan.

3.2.1.4 Monitoring

Monitoring is the final requirement to a Workplace Travel Plan. It is important to monitor the Action Plan in order to establish ‘next steps’ and to review progress made. Monitoring is a fundamental step as it allows TII and the contractor(s) to:

- Review particular initiatives;
- Increase or reduce resource allocations;
- Forecast future activity; and
- Report on successes.

3.2.1.5 Workplace Travel Plan Timeframe

The structure of the WTP outlined by the Guide is outlined in Figure 3.3.

Year 1	• Sponsor or Steering Group agrees to promote more sustainable travel as part of a Workplace Travel Plan • Coordinator(s) appointed to implement plan. • Coordinator conducts an Employee Travel Survey, Site Audit and Organisational Policy Review. • Coordinator outlines an Action Plan to Sponsor, or Steering Group based on Employee Travel Survey, Site Audit and Organisational Policy Review. • Sponsor or Steering Group agrees on Action Plan or timelines or Personnel responsible or resources available.
Ongoing	• Coordinator, HR, Facilities, Communications, Corporate Social Responsibility, Green Team, or other personnel implement actions.
Every 3 months or as required	• Coordinator reviews progress of Action Plan with Sponsor or Steering Group. • Coordinator updates Action Plan and continues implementation.
After each event annually or as required	• Maintenance - Coordinator monitors progress (snapshot travel survey & other indicators) & updates actions.
Ongoing	• Coordinator & Communications or Corporate Social Responsibility (CSR) publicise activities and seek accreditation or honors for work undertaken.

Figure 3.3: WTP Timeframe (NTA)

3.2.2 Dublin Travel Office Advice Note – Mobility Management Plans

MMPs are an important tool to promote the use of sustainable transport and to reduce the use of private vehicles to the workplace. Guidance for the preparation of MMPs is outlined in the document, '*Dublin Travel Office Advice Note - Mobility Management Plans'*, (Dublin Transport Office (subsumed into the National Transport Authority), 2002).

This guidance document defines MMPs as a management tool that '*brings together a package of measures tailored to the needs of an individual work site or a collection of work sites. This package generally includes measures to promote and improve the attractiveness of using public transport, cycling, walking, car-sharing, flexible working or a combination of these as alternatives to drive-alone journeys to work*'.

The guidance states that an MMP ought to:

- Estimate the numbers of individuals expected to travel to the development;
- Show the provision of public transport (existing and proposed) to the development;

- Show the provision of walking and cycling routes within the site, linking the site to public transport services, and local areas;
- Provide initiatives that will encourage the use of sustainable modes to/from the site;
- Outline the Modal Split of travellers before, during and after development; and
- Outline how MMP measures will be implemented and managed.

4 Benefits of Mobility Management Plans

To support the development of MMPs it is important to first outline the need for MMPs, particularly highlighting the role in minimising disruption during the construction stage of the proposed Project. MMs will need to consider how the benefits outlined below can be achieved as part of site specific MMPs.

MMPs are a popular method to reduce single occupant car use. Reductions in single occupancy car use is often dependent on the extent of the MMPs and site-specific issues, including location and availability of alternative modes. While MMPs often include 'hard' measures (for example, infrastructure such as cycle parking, showers and associated facilities), they are primarily focused on 'softer' measures which can have a significant impact but are generally low cost and quicker to implement (for example, promotion, marketing, events). Such measures promote a culture of sustainability and provide workers with a wealth of material on how to implement more sustainable travel patterns.

4.1 Alleviate Pressure on Local Network

To ensure that local disruption during the construction phase of the project is minimised, additional traffic must be avoided where possible. Encouraging construction workers to utilise public transport, cycling and/or walking routes has the greatest potential to reduce traffic demand along the proposed Project. If workers were to travel to/from the sites via private vehicles, there may be negative impacts on traffic flows, delays, and increased demand for parking in the local area. Therefore, during the development of MMPs, interventions must be identified that utilise existing public transport services as well as existing cycling and walking infrastructure to negate the need for access via private vehicles.

4.2 Increased Transport Options for Workers

It is important to provide construction workers of the proposed Project with a variety of transport options to attend the sites. It is also likely that some workers will not have access to a car, therefore, require alternative modes of travel to access employment. Micro mobility is a new transport offering which (pending legislation) must be considered as part of MMPs. Micro mobility provides greater opportunities for workers to attend site, particularly covering a great distance than a conventional bicycle.

During the development of MMPs, it will be important to consider the location of the workforce, shift patterns and the existing transport network/services to understand the transport options available to the workforce. If limited options are available, particularly during off-peak periods, the MMP must consider interventions that will increase options for workers.

4.3 Reduce Parking Requirements for Workers

To minimise disruption during the construction stage of the project, measures must be implemented to ensure local residential areas do not experience increased parking demand from workers of the proposed Project. Promoting and enabling sustainable transport will ensure that less people travel to site by car, therefore, less demand for parking in close proximity to the proposed Project. In addition, there will be limited/no parking on-site for construction workers therefore, it is imperative that public transport and active travel are the most popular forms of travel to site. MMs will need to engage with workers to promote alternative modes of transport which do not require parking.

4.4 Reduced Travel Costs for Workers

One method the contractor(s) can use to achieve a modal shift away from private vehicles towards sustainable mobility is to assist workers with travel costs, rewarding journeys that are made using sustainable modes. Moreover, an additional method would be to promote active travel amongst workers. Active travel is a cost-effective method of commuting to work, usually significantly cheaper than travelling by the car, and therefore increasing the potential for active travel will benefit workers economically.

4.5 Supporting Employers

The above benefits have highlighted the opportunities that can arise from MMPs for workers and the overall project. The below are examples of opportunities that can benefit employers when delivering an MMP:

- Reduced costs associated with providing car parking for workers;
- Reduced staff downtime spent travelling on business;
- Enhanced worker wellbeing and teambuilding opportunities;
- Reduced carbon emissions associated with travel;
- Reduced absenteeism; and
- Enhanced corporate image regarding sustainability.

5 MMP Framework

To Support MM's, the framework and expectations of MMPs are outlined within this section, with a sample MMP structure provided in Appendix A.1.

5.1 Mobility Managers

5.1.1 Responsibilities

Each construction site is required to have an assigned MM who will be a representative of the relevant contractor(s) in charge of the site (or multiple sites over an assigned geographic area). The overall responsibility of the MM during the construction phase of the Project is outlined below:

- **Coordination of travel to site –** The MM will be required to coordinate travel of workers and visitors to the site during the construction site. The MM will engage with construction workers on their working and travel patterns.

- **Promotion of sustainable transport and reducing the demand of the private vehicle –** A key aim of the MM will be to work with workers to promote the sustainable opportunities available. Promoting the benefits of public transport and active travel will be key to the success of the MMP.

- **Identifying and implementing measures to promote sustainable transport –** The MM in collaboration with the contractor(s) and TII representatives will be required to identify interventions that enable workers to travel by alternative modes to the car. Working with workers, the interventions will need to be rolled out quickly to ensure minimum disruption during the construction phase of the project.

- **Developing a monitoring framework to measure the success of such measures and to implement changes –** A key role of the MM is to monitor the MMP. The MM will be required to develop a monitoring framework which will be reviewed over a set period. The monitoring process will have to consider how successful interventions have been and whether interventions should be removed/enhanced.

The MM is required to undertake activities on a regular basis to ensure the MMP is delivered successfully including the roll out and monitoring of interventions. The activities that will be undertaken include:

- Setting up a steering group and coordinating their activities;

- Coordinating the construction workforce travel survey and analysis;

- Developing the Action Plan to promote walking, cycling, public transport and other interventions to promote sustainable modes of travel;

- Working with workers to make the case for this important work and secure buy in;

- Designing promotional material for the MMP;

- Liaising with internal departments and stakeholders – for example construction site manager, finance and communications;

- Organising and coordinating events in the travel Action Plan and attending staff inductions;

- Acting as a point of contact for external stakeholders including local authority officers and resident groups;
- Development of relevant policies in conjunction with internal departments;
- Monitoring relevant indicators such as modal share, cycle parking uptake etc. and updating the Action Plan as required;
- Conducting staff focus groups on particular issues as they arise; and,
- On-going promotion of the MMP; and Publicising successes and reporting to stakeholders.

5.1.2 Supporting Roles

To deliver a successful MMP, it is important that the MM has sufficient support to develop and implement the MMP. Implementing a steering group who meet regularly to monitor the progress of the MMP is essential. The steering group will meet regularly and provide a strategic oversight to the MMP. The steering group must be representative of the organisation and include workers from different departments to ensure all voices are heard. The group could also include contractor senior leads and TII representatives. Tasks that will be undertaken by the MMP Steering Group include:

- **Providing the MM with clear position on contentious issues** - This could include topics such as on-site parking which is to be restricted during the construction phase of the project for workers.
- **Supporting the MM in their role** – it is anticipated that TII will identify people who have expertise which can be utilised by the MM. For example, a communications colleague with experience of producing high quality communications material for workers.
- **Reviewing the worker travel survey results –** The steering group will support the MM by reviewing the travel survey in the early stages of the MMP. Once reviewed the group will support the development of a travel Action Plan for the organization.
- **Reviewing the progress of the Action Plan** – The steering group is expected to meet regularly (monthly/quarterly) to review the MMP in meeting its objectives, in conjunction with the MM.
- **Reporting on successes to contractor leads** – The steering group has a critical role in ensuring the key messages including success stories are disseminated to both the contractor(s) and TII. Key areas such as worker wellbeing, or concerns around commuting, can also be escalated to the contractor(s) to ensure adequate actions are undertaken to support the MMP.

5.1.3 Working with TII

It is important for MMs and the contractor(s) to work closely with TII to understand the objectives of the MMP from TII's perspective. As set out in the proposed Project EIAR (Appendix A5.1 Outline Construction Environmental Management Plan), parking provision will be limited across the proposed Project to support the sustainability ambitions of the proposed Project from TII. It will, however, be imperative that workers can access work sites during off-peak and peak periods. Discussions will need to take place with contractor leads and TII to agree on the key messages around the following:

- The provision of parking – reasons why it has been restricted.

- Why TII wants people to travel sustainably.
- What incentives will be applied to encourage people to travel sustainably.
- The benefits of workers travelling by alternative modes to the private vehicle.
- How can workers raise concerns regarding their commute.

5.2 Baseline Travel Trends

As outlined by the Transport Strategy in Section 3.1.1, private cars are the dominant transport mode in Metropolitan Dublin with 52% of the 24-hour mode share. In the Fingal area there is a 59% modal share of private cars for trips to work, see Figure 3.2. While the NTA, DCC and DCC see a modal shift away from private vehicle usage as key objectives, the volume of workers that are expected to work on the proposed Project could cause increased congestion if modal shares do not rebalance towards sustainable modes such as public transport or active travel.

The proposed Project has been split into four distinct geographic assessment zones:

- AZ1: Northern Section - Estuary Station to Dublin Airport North Portal;
- AZ2: Airport Section - Dublin Airport North Portal to Dublin Airport South Portal;
- AZ3: Dardistown to Northwood - Dublin Airport South Portal to Northwood Portal; and
- AZ4: Northwood to Charlemont – Northwood Portal to tunnel termination south of Charlemont.

Mode shares for each of these study areas are presented below in Figure 5.1 to Figure 5.4. The modal share figures demonstrate the over reliance of the car across the proposed Project study area. If the movement of construction workers is consistent with the modal share figures presented in Figure 5.1 to Figure 5.4, a significant proportion of workers will travel by car. As noted previously, there will be limited/no parking available on site therefore, there is potential for significant parking issues in residential areas and associated traffic disruptions. It is therefore important that the Outline MMP and site-specific MMPs identify existing modal shares within the workforce and promote the use of alternative modes of travel to the car.

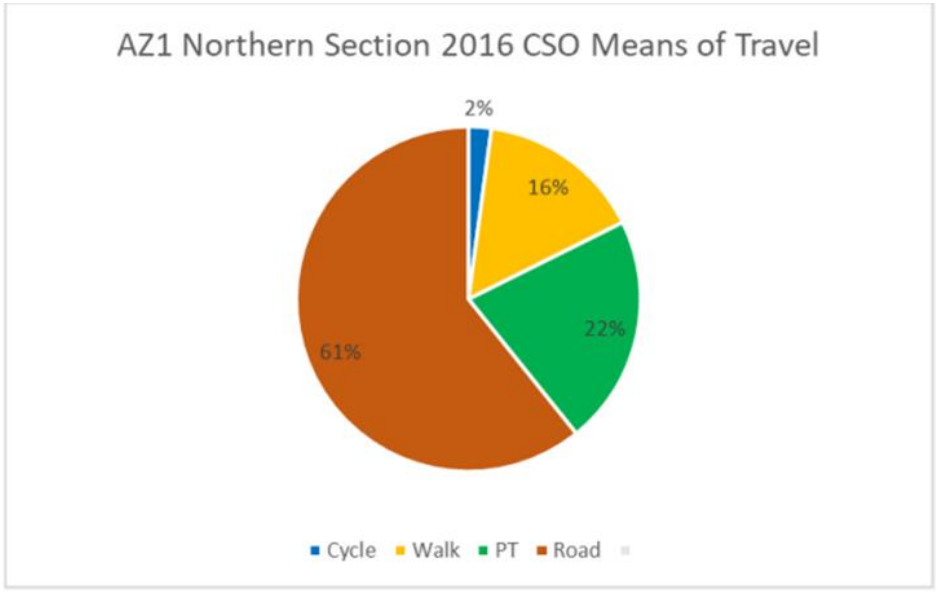

Figure 5.1: Mode Share within AZ1 Northern Section

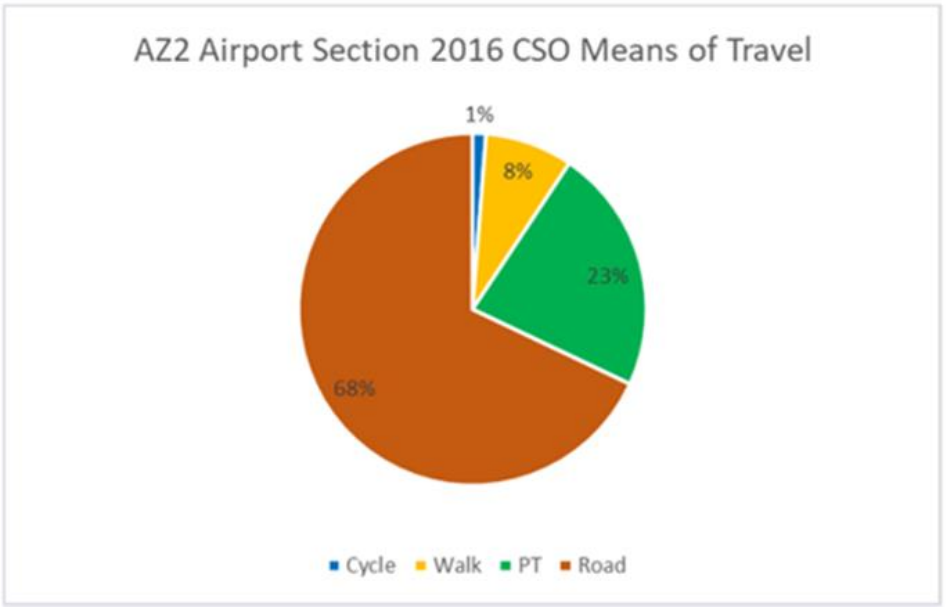

Figure 5.2: Mode Share within AZ2 Airport Section

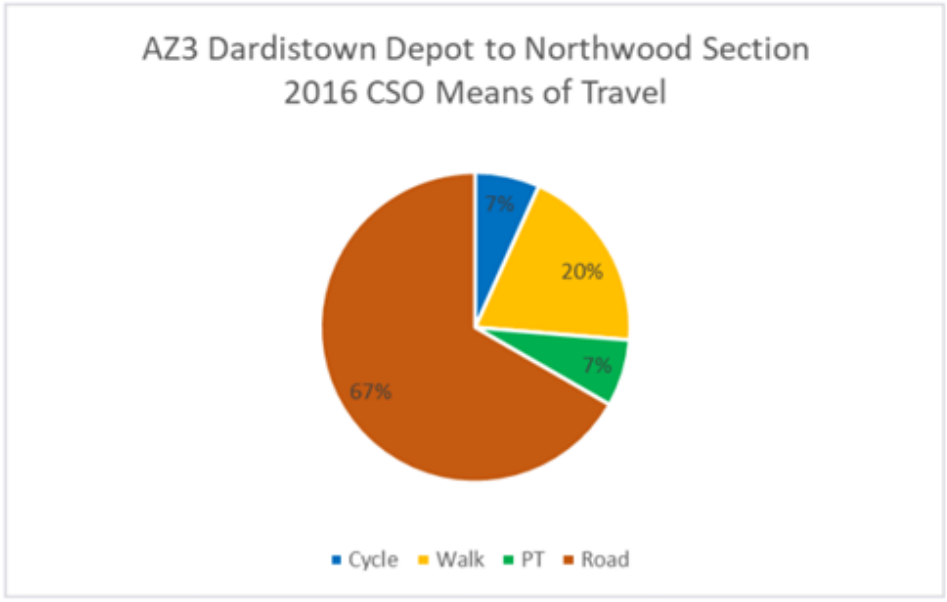

Figure 5.3: Mode Share within AZ3 Dardistown Depot to Northwood Section

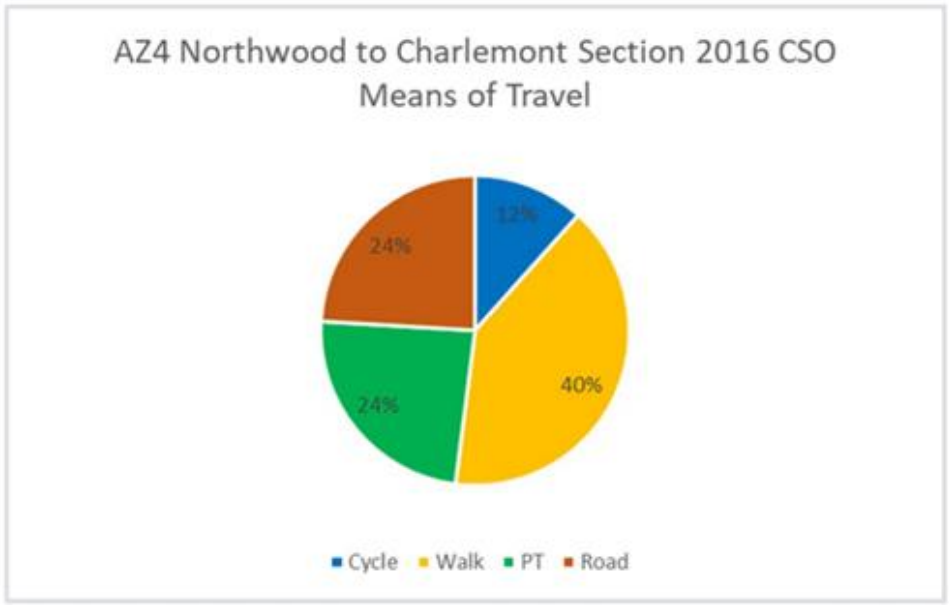

Figure 5.4: Mode Share within AZ4 Northwood to Charlemont Section

As outlined by the various policy documents in Section 3.1, and the mode shares for the four study areas in Figure 5.1 to Figure 5.4, there is an over reliance on the private car for trips in Dublin. If this trend does not shift towards sustainable transport, congestion and emissions due to worker travel in relation to the proposed Project will work against the goals of the proposed Project to provide an efficient and sustainable transport system for Dublin. As evident in the figures, it is likely a significant proportion of workers will intend to travel by car. However, as there will be limited/no parking available on site therefore, there is potential for excess parking demand in residential areas and associated traffic disruptions. It is therefore imperative that the Outline MMP and site-specific MMPs promptly identify modal shares within the workforce through an employee travel survey and promote the use of alternative modes of travel to the car. Guidance on this is detailed in section 5.3 of this document.

5.2.1 Site-Specific Review

Locations of all construction compounds along the proposed Project alignment are outlined in EIAR Volume 4 Chapter 5 Figure 5.1. This is supported by Table 5.1 below which outlines the maximum number of staff expected to be employed at each site, as well as opportunities and challenges associated with each site regarding the potential for sustainable transport[1]. This section will provide a high-level overview of which sites provide the greatest challenge to the use of sustainable mobility and access of workers.

Detailed outlines of the public transport provision for each site are outlined in EIAR Chapter 9 (Traffic and Transport) Figure 9.5, and in EIAR Appendix A9.2 Overall Traffic and Transportation Assessment (including station-specific transport assessment reports).

Table 5.1: Site Locations Opportunities and Challenges

Location	Max. Staff	Opportunity	Challenges
Estuary P&R	130	Site is adjacent to M1 Junction 4, as well numerous bus services from Dublin City and North Dublin/Meath such as the 101 and 33.	Located adjacent to a dual carriageway without appropriate walking/cycling facilities for workers to access the site. Proximity to M1 will not encourage sustainable transport use unless P&R or sustainable alternative provided.
Estuary Station Construction and Logistics Site	670	Site is adjacent to M1 Junction 4, as well numerous bus services from Dublin City and North Dublin/Meath such as the 101 and 33.	Located adjacent to a dual carriageway without appropriate walking/cycling facilities for workers to access the site. Proximity to M1 will not encourage sustainable transport use unless P&R or sustainable alternative provided.
Seatown Station	105	Site is close to M1 Junction 4, as well numerous bus services from Dublin City and North Dublin/Meath such as the 41D, 43, 101 and 33. Located on existing industrial park lands which have footpaths and permeability measures in place to the east of the site.	Located adjacent to a dual carriageway with limited walking/cycling facilities from western side of site. Proximity to M1 will not encourage sustainable transport use unless P&R or sustainable alternative provided.
Swords Central Station	170	Several buses serve to the site with the 41, 41B, 41D, 102, 500,	Located adjacent to a dual carriageway with limited connectivity to its western side.

[1] References to bus routes in Table 5.1 aligns to bus routes currently in place in December 2023, however with the ongoing BusConnects network redesign routes are subject to change throughout the lifetime of the proposed Project.

Location	Max. Staff	Opportunity	Challenges
		101 and 33 all serving stops close to the site. The R132 connectivity project has been granted permission to construct cycle tracks adjacent to the site which will provide enhanced connectivity for workers from the Swords area.	May be enhanced through the R132 connectivity project. Adjacent to Pavillions SC and residential estates which may encourage private vehicle parking.
Fosterstown Station	250	Site is served by 41, 33, Swords Express, 101 (and their variants) buses, all directly serving the site. Located partially within Airside Retail Park which provides pedestrian and cyclist access from the east. Residential areas to the west are connected by footpaths and cycle tracks.	Adjacent to Airside Retail Park and residential estates which may encourage private vehicle parking in these areas.
Dublin Airport North Portal	72	Located close to a cluster of other larger sites – opportunity to use feeder buses from one of the larger or better-connected sites.	The nearest bus stops are a 500m+ walk away and would require walk on a high-speed rural road with no walking or cycling facilities.
Dublin Airport Station	240	Public transport connectivity through local and regional buses serving most of Dublin and the country. Notably, there are several 24-hour or extended hour buses such as the 41, Aircoach, or 101. Accessible by footpaths and cycle tracks serving Dublin Airport.	Surrounded by potential private car parking opportunities including airport car parks.
Dublin Airport South Portal	450	Close to M50 Junction 4 providing access opportunity for feeder buses from PT stations. Close to a large cluster of sites which provide the opportunity for linked access or feeder buses from sites more accessible by PT.	Sparse PT serving area, with the 27B passing the site, but no stop being in place nearby. No footpaths or cycle facilities serving site. Close to M50 Junction 4 which may encourage private car access without appropriate alternatives.

Location	Max. Staff	Opportunity	Challenges
Dardistown Depot	1500	Site is served by two frequent buses, 4 and 13, providing access to Dublin City and inner-north suburbs. Close to M50 Junction 4 providing good access opportunity for feeder buses from PT stations. Close to a large cluster of sites which provide the opportunity for linked access or feeder buses from sites more accessible by PT.	Limited footpaths on R108 and a high-speed environment. Close to M50 Junction 4 which may encourage private car access without appropriate alternatives. Site with the maximum number of workers –huge demand for transport.
Dardistown Station	170	Site is served by two frequent buses, 4 and 13 providing access to Dublin City and suburbs. Close to M50 Junction 4 providing access opportunity for feeder buses from PT stations. Close to a large cluster of sites which provide the opportunity for linked access or feeder buses from sites more accessible by PT.	Limited footpaths and crossing points on R108 which has a traffic dominated environment. Close to M50 Junction 4 which may encourage private car access without appropriate alternatives.
Northwood Station and Portal	720	Bus connections with the 4, 13, 42d, and 155 connecting the site to Dublin City and the north inner suburbs. Cycle tracks are in place on nearby roads, giving accessibility to the west in particular.	Located adjacent to a dual carriageway with traffic dominated environment. Adjacent to IKEA/Decathlon containing large car parks which may encourage private vehicle parking.
Ballymun Station	350	Bus connections to the city from the 4, 13, 155, 42d and 220, as well as orbitally with the N6 bus – which connects to DART and Commuter rail services at Howth Junction. Mandatory Cycle lanes and footpaths on the R108.	Located in built up area with a lot of opportunities for private vehicle parking in residential/commercial areas.
Collins Avenue Station	425	Bus connections to the city from the 4, 9, 13, 155 and 70d, as well as orbitally with the N4 bus –	Located in built up area with a lot of opportunities for private vehicle parking in residential areas.

Location	Max. Staff	Opportunity	Challenges
		which connects to DART and services at Clontarf Road. Mandatory Cycle lanes and footpaths on the R108 and Collins Avenue.	Considerable seasonal transport demand to the adjacent DCU campus may create congestion on PT services to the area.
Albert College Park Intervention Shaft	135	Bus connections to the city from the 4, 9, 13, 155 and 70d, as well as orbitally with the N4 bus – which connects to DART and services at Clontarf Road. Mandatory Cycle lanes and footpaths on the R108 and Collins Avenue.	Located in built up area with a lot of opportunities for private vehicle parking in residential areas. Considerable seasonal transport demand to the adjacent DCU campus may create congestion on PT services to the area.
Griffith Park Station	420	Bus connections to the city from the 4, 9, 11 and 155 buses.	Located in built up area with a lot of opportunities for private vehicle parking in residential areas. Several nearby schools and GAA club will create a major travel demand at peak hours.
Glasnevin Station	470	Bus service from city centre and northern inner suburbs from 4, 9, 40 & 83 (and their variants), 140 and 155. The Luas green line is also a ~10-minute walk away. Royal Canal Greenway adjacent providing orbital active travel connections.	Located in built up area with a lot of opportunities for private vehicle parking in residential/commercial areas. Closure of railway line during much of the construction will reduce accessibility and add pressure to other PT modes.
Mater Station	315	Bus services from the 38 (and its variants), 46A, 120 and 122. It is also served by several DublinBikes stands and Mandatory Cycle Lanes on Berkely Road and North Circular Road.	Located in built up area with a lot of opportunities for private vehicle parking in residential/commercial areas. Area is prone to traffic congestion at peak hours.
O'Connell Street Station	215	There are numerous Dublin Bus routes stopping on O'Connell Street. There is also a Luas Stop directly adjacent to the site. Dublin Connolly and Tara Street rail stations are also within a 15-minute walk.	Located in extremely dense urban build-up, there will be conflict for space and PT capacity as this is one of the busiest and most congested areas in the city.

Location	Max. Staff	Opportunity	Challenges
		There are multiple DublinBikes Stations nearby along with mandatory cycle lanes on O'Connell, Frederick and Parnell Street.	Risk of private vehicle parking in residential/commercial areas nearby.
Tara Station	370	PT connections through Tara Street train station, Trinity Luas and numerous bus services nearby such as the C-Spine, 65 and 47. There are multiple DublinBikes Stations nearby.	Located in dense urban build-up, there will be conflict for space and PT capacity. Risk of private vehicle parking in residential/commercial areas. Lack of segregated cycling infrastructure in the area may put off workers cycling to site.
St Stephens Green Station	305	PT connections from Luas Green Line and numerous bus services such as the 46a, 145 and 155 amongst others. There are multiple DublinBikes Stations nearby, as well as mandatory cycle lanes around Stephens Green, Hume Street and Leeson Street.	Located in dense urban build-up, there will be conflict for space and PT capacity. Risk of private vehicle parking in residential/commercial areas.
Charlemont Station	440	PT connections from the Luas Green Line. There are mandatory cycle lanes along the R111 and off-road cycle track to the north of the Grand Canal. This is supported by several DublinBikes stands which will increase connectivity to the north.	Located in dense urban build-up, there will be major conflict for space and PT capacity – particularly the Luas Green Line which is already congested at peak times. Risk of private vehicle parking in residential/commercial areas.

5.2.2 Site Specific Objectives

As outlined in Section 3.1, both FCC and DCC have set objectives to reduce the mode share of private vehicles as a means to decarbonise their transport systems and contribute towards an increasingly carbon neutral society. The proposed Project as a whole is expected to be a major catalyst for a modal shift to sustainable modes in the study area, it is also imperative that those working on constructing the proposed Project are encouraged to also utilise sustainable modes.

Sites can be broken into several categories based on the research undertaken to develop Table 5.1. These categories can then be assigned to specific sites to support the MM in identifying suitable interventions to achieve site specific targets including modal share.

- **Urban Accessible:** City Centre sites with very good to excellent sustainable transport provision;
- **Semi-Urban Accessible:** Sites in the inner suburbs (within M50) which are accessible by sustainable modes;
- **Suburban Accessible:** Sites in the outer suburbs (outside M50) which are easily accessed by sustainable modes; and
- **Suburban Inaccessible:** Sites in the outer suburbs (outside M50), or in semi-rural areas, which are not easily accessible by PT.

Targets for each site type can be outlined and will feed into the following action plan to be put in place by each sites MM, see Table 5.2:

Table 5.2: Site Types

Site Type	Example Site	Target
Urban Accessible	O'Connell Street	All staff must be encouraged to arrive using sustainable modes with a strong focus on discouraging local parking in residential areas. Promoting integrated transport including cycling and walking from major railway stations will be a key intervention. MMs need to set significant cycling, walking and public transport targets with a low modal share for private vehicle journeys.
Semi-Urban Accessible	Collins Avenue Station	All staff will be encouraged to arrive using sustainable modes. A review of suburban rail stations/bus services must be undertaken to understand the potential for public transport. Existing and potential Park and Ride sites will be identified. It will be necessary to encourage walking and cycling for workers who live within a short distance of the site. Private vehicle journeys must be discouraged to alleviate pressure on local networks.
Suburban Accessible	Fosterstown Station	As above. Dependent on the location of workers, setting cycling and walking targets for local workers will support the delivery of a successful MMP.
Suburban Inaccessible	Estuary Station	It will be essential to encourage usage of public transport where possible. MMs should consider the use of feeder buses to the nearest public transport hub(s) to encourage sustainable transport. Promoting cycling and walking will be encouraged through identification of safe walking and cycling routes.

5.3 Implementing the MMP

Implementing an MMP for each construction site as part of the proposed Project will follow a similar process from site to site. Each site will have different interventions however, the objective of each MMP is to promote more sustainable travel by workers. At a high level, the key steps to implement a MMP are as follows:

- Review travel plans and patterns.
- Review organisation policies.
- Identify interventions and create action plan.
- Monitor action plan.

Each of these steps has been reviewed in further detail below.

5.3.1 Review Mobility Plans and Patterns

In order to understand the opportunities to enable sustainable travel to site, it is imperative to establish current travel patterns, behaviours and costs, as well as identifying opportunities for change or action.

The key steps to understand travel patterns and opportunities for change will be:

- The Employee Travel Survey (ETS)
- Site Audit

The ETS is an essential tool to establish current travel behaviour of workers and opportunities for change including identifying workers home location. Travel surveys often reveal significant support for car-sharing and an interest in using active modes if facilities are available. Unless a travel survey is undertaken, it is unlikely that the MM or the employer will fully understand what workers would like to see implemented or what issues they face travelling to site therefore, it is important that they are able to express their views.

Information which needs to be gathered as part of the ETS include:

- Baseline modal split between the different modes of travel used by workers to get to work (e.g., percentage walking, cycling, using public transport, car-sharing, or using ‘other’ modes including e-mobility);
- Distance travelled by workers from their homes to site;
- Workers views on restricted parking;
- Whether alternative modes (from their preferred option) of transport are used occasionally;
- Willingness to use other modes including understanding of availability.
- Factors motivating workers to use current modes of travel or to switch modes;
- Interest in actions to promote cycling, walking, car-sharing and public transport; and

- The need for business travel

Key principles of the ETS include:

- Consider how the results of each question will be used; if the results of a question don't serve a purpose consider removing the question;
- Make sure the survey is not too long however, the survey must still be able to gather sufficient information;
- Pilot the survey before disrupting to the wider business;
- Consider the use of technical language, try to be clear and ensure the survey is easy to understand;
- Consider the use of paper/online survey, determine whether a mix of both methods will ensure the survey is completed by as many workers as possible; and
- The confidentiality of colleagues' responses is very important.

Once the survey has been launched, it is advised to keep the survey open for approximately three weeks. A survey duration of three weeks will allow the majority of staff to participate, including those who have returned from holiday. An introductory email to staff with a link to the survey if surveying online is an appropriate way to disseminate to the team.

If, after the survey period, the response rate is too low to provide a representation of the site, re-publicise the survey, a low response rate can give rise to sampling bias. It will also be worthwhile to review who is responding to the survey. It is important to gain as much feedback as possible, including from different teams on site. This will ensure workers are not excluded, e.g., shift workers.

There are a number of different methods to promote the travel survey. Examples include offering an incentive for filling in the survey for example a voucher at a local bicycle shop, placing posters in busy areas for example, canteen and noticeboards. Holding a 'travel survey launch show' on site for workers to fill in the survey is a good way to secure responses and raise awareness for the survey.

A site audit is also required to be undertaken by the MM (and supporting staff if necessary) to examine existing transport provision on site including facilities for workers travelling by active modes. The location, characteristics and facilities of a work site will have a significant influence on how workers travel to, from and at work. As part of the site audit, the following factors will be assessed:

- **Location Assessment –** Assessment to include public transport availability including frequency and proximity of services. Review of local cycling and walking infrastructure. Local transport concerns such as congestion. If the work site is in close proximity to local schools, businesses etc, the MM will be required to work with the local authorities/representatives of local schools, businesses etc. to ensure the safety of those attending the area in close proximity to the work site. This is likely to include producing area wide travel plans with the support of local trip attractors such as schools, this point is expanded in Section 5.4.6.
- **Site Access Arrangements –** How workers will access/leave the site including review of pedestrian and cycle access, removing 'pinch-points' and areas of concern.
- **Car parking –** There will be a limited/no parking on-site, consider the provision of parking for any priority groups.

- **Cycle parking and associated facilities –** Review the level/need for high quality cycle storage, particularly with the popularity of e-bikes which are known to be expensive. A review of changing and shower facilities.

- **Safe storage areas –** Assessment of storage opportunities. The use of E-scooters is likely to become more popular in 2024, opportunities to promote this form of sustainable transport by providing storage facilities onsite**.**

It is required that the MM of each site will undertake a workplace travel survey and site visit.

5.3.2 Review Organisation Policies

A key aspect to implementing a MMP is to understand existing organization policies and practices which can influence the commute to work. A key policy moving forward for the proposed Project will be the restriction/removal of parking. The MM will need to work with TII to understand the objectives behind this policy and ensure it was communicated to workers. It is likely that the MM will need to demonstrate to workers that a high level of car parking on site would attract private vehicle use and limit the potential use of alternative modes, this goes again the objectives of the proposed Project.

An initial organisational review of policies affecting travel is anticipated to highlight areas that may be addressed as part of the MMP. The MM will undertake a review that considers organisational policies and work patterns that influence travel to and from the work site, such as:

- Core working hours;
- Shift patterns;
- Flexible working practices;
- Business travel allowance for car/ cycling/ walking;
- Parking policy – restricted car parking;
- Delivery times policy; and
- Any current transport-related initiatives.

5.3.3 Identify Interventions and Create Action Plan

Once the travel survey has been undertaken with an acceptable response rate and organisational policies have been reviewed, the next step is to identify interventions. After the travel survey results have been analysed, the results will be shared with the contractor(s) and TII, identifying key trends such as mode shares, barriers to public transport and active travel as well as any incentives that would encourage alternative modes to the private vehicle. Working with the steering group to identify interventions is advised, this will allow a wider group to provide views on the adopted action plan.

The action plan created is likely to be a complementary package of actions to encourage people to use more sustainable transport options, while disincentivising less sustainable travel. The disincentivising factor is the restriction/removal of onsite parking. The options to encourage sustainable transport use are likely to vary however, they must be attractive to the workforce to encourage them to leave the car at home and use alternative modes.

Examples of interventions to be included in an action plan are outlined within Section 5.4.

5.3.4 Monitor Action Plan

Monitoring the success or limitations of your MMP is essential. For example, it allows the MM and contractor leads to review the success of particular initiatives and whether or not they are meeting the objectives of the organisation, increase or reduce resource allocations as required, forecast future commuter patterns and identify any concerns regarding 'stick' approaches such as the removal/restriction of onsite parking and importantly, report on successes. Guidance to producing a monitoring plan can be found within Section 5.5.

5.4 Action Plan

Once the MM has completed the ETS, organisational review and site audit, an action plan will be required with the support of the steering group and contractor leads. Actions can vary in scale, resource and complexity for example:

- **Basic** e.g., introducing carsharing, bicycle parking;
- **Organisational** e.g., flexi time, encouraging staff travel during peak periods where possible;
- **Disincentive** e.g., parking charges/removal of parking;
- **Large scale incentive** e.g., shuttle buses to rail stations, vouchers to purchase bicycles and equipment; and
- **Communications/ marketing** e.g., intranet, brochures, wayfinding material, personalised travel planning.

Actions need to be informed by baseline conditions and staff surveys, implemented effectively and monitored for their success. To gain support for the MMP, it is advised to start with interventions that have the most expressed interest. The MM must start implementing visible 'quick wins', for example, improving cycle parking, improving the promotion of sustainable transport, tidying up access points etc. Actions and events should be set throughout the year to introduce/encourage sustainable transport, particularly active modes, in the autumn and winter months.

It is required that the MM will undertake personalised travel planning with workers during the early stages of the construction stage. Personalised travel planning is a targeted marketing technique which involves sharing relevant travel information and advice with staff so they can understand all the options available and select more sustainable modes of travel. This technique can be combined with incentives such as discounted public transport journeys, use of shuttle buses and vouches for cycle equipment.

The following interventions are split by modes.

5.4.1 The Use of Private Vehicles

As outlined in Section 3, the promotion of sustainable mobility is a priority for all MMPs produced as part of the proposed Project. A notable way to achieve this is to disincentivise the usage of private vehicles to work sites and encourage a shift to sustainable modes such as public transport, cycling and walking.

By reducing the car modal share to a minimum through modal shift, it will be possible to facilitate more active and sustainable modes which, in turn, would lead to fewer emissions across the transport network. The proposed Project is a major public transport project for Ireland. It is imperative that during the early stages of the project,

sustainable transport for construction workers is seen as the preferred and most suitable option for commuter travel.

It is necessary to remember that sites for the proposed Project will not contain any independent car parking spaces, and so this section only considers trips that may interchange with sustainable modes at transport hubs. The MM is required to consider the impact of workers parking within residential areas during shift periods. The MM must work with local representatives if concerns are raised by residents within close proximity to the side.

5.4.1.1 Car Sharing

While the Outline MMP has been produced to support MMs with disincentives regarding the use of private vehicles to work sites, car sharing is an opportunity to reduce the modal share of private vehicle use and reduce the demand on the local network. Through car sharing, it would be possible to merge similar trip patterns and thus limit the numbers of individual cars on the road, freeing up capacity for other interventions while also reducing the emissions relating to commuter travel. The MM of each site is required to review the merits of a car sharing scheme with the following measures under review:

- MM to review opportunities for car sharing. Review will include car parking availability offsite including existing or potential 'park and share' locations;
- Set up a company carpooling scheme if deemed suitable;
- Hold coffee mornings for potential car poolers to find out what is involved & see a demo of the app/spreadsheet etc;
- Raffle the use of a parking space on site for one carpooling group every month (dependent on-site parking);
- Offer a Guaranteed Lift Home in emergency situations – where a lift is unavailable for unforeseen reasons. In practice this is rarely used by workers but is a good tool to address fears about getting home in an emergency; and
- Allocate carpooling parking bays in a priority location off site – this would be dependent on the scale of the work site and availability to secure parking off site for workers.

5.4.1.2 Priority Car Parking

To ensure that accessibility is unimpeded for individuals most in need, priority car parking is required for those with limited mobility must be prioritised and put in place where the need arises.

5.4.1.3 Limiting the Impact of car usage

With construction likely to take place during off-peak periods, it is expected that construction workers will still want or need to travel by car. It is important to understand the demand for the private vehicle during the ETS. Once the demand has been identified, interventions will need to be identified to manage any disruption to the local transport network and local community. The following must be considered:

- MM to engage with construction site managers and TII to maximise the use of workers during on-peak periods;

- MM to work with local community groups to understand parking concerns, particularly where on-street parking will cause significant issues to residents;
    - MM must undertake parking surveys to assess any changes in local parking demand throughout construction phases and use results to update MMP Actions based on level of on-street parking taking place.
- MM to work with local authority officers to identify parking availability for workers including potential park and ride and park and share sites and other demand management measures; and
- The MM is required to work with contractor leads and TII to ensure that sufficient sustainable transport options are available to offset the lack of on-site parking to encourage and enable sustainable transport.

5.4.2 Encouraging Public Transport

The provision of frequent and reliable public transportation has the ability to induce modal shift by improving the attractiveness of these sustainable modes. In general, public transportation has the greatest potential to achieve modal shift away from the car. When compared against other modes such as active travel, public transport can accommodate larger numbers of trips and, with quicker journey times and higher frequencies, MMs are required to consider all opportunities to promote public transport to staff. MMPs are expected to demonstrate how and when incentives will be adopted to promote the use of sustainable transport.

Examples of actions that the MM can do to encourage public transport usage include:

- Introduce a shuttle bus to public transport nodes (depending on site location and ETS results). This will need to be implemented for sites without public or active travel provision and be informed by ETS results on worker locations to help identify suitable shuttle bus routes;
- Work with contractor leads to introduce & promote Tax Saver monthly & annual commuter tickets for public transport;
- The MM will be required to highlight potential savings to workers through use of sustainable modes. The MM must communicate this to workers as soon as possible to reduce the risk of the majority of staff travelling to work by car;
- Publicise Real Time Passenger Information apps and website – see www.transportforireland.ie ;
- Publicise the national door to door multi-modal journey planner on www.transportforireland.ie ;
- Include a one-month trial ticket for public transport and timetable information in worker induction packs;
- Display a local area map with public transport stops or route numbers marked – this material must be published online and on notice boards;
- Promote the Leap card for public transport; and
- Liaise with the National Transport Authority public transport regulation section and public transport operators to discuss improved access to sites during construction period, including relocating bus stops.

5.4.3 Enabling Walking

Active travel modes such as walking have a crucial role in MMPs, reducing the demand on the local network, alleviating pressure on residential parking and providing increased travel options for workers during on and off-peak periods. MMs are expected to promote walking routes and using public transport in combination with walking over the car.

The MM will be required to demonstrate how the MMP will not only encourage but enable workers to access site on foot. While it is not expected that all workers will be able to travel on foot, the ETS will identify those that can and promote walking appropriately. The MM is required to demonstrate how the MMP will adopt interventions that focus on local workers to the site and how active modes of transport will be the most convenient modes of transport.

Interventions that must be considered as part of the MMP include:

- Undertake site audit and identify measures to ensure pedestrians have priority across the site;
- Review pedestrian provision from residential areas to the site, identify suitable walking routes;
- Create annual walking and cycling challenges and provide incentives to winners;
- Offer in-house health checks for people interested in getting more active;
- Vouchers to purchase active/gym clothing;
- Leave umbrellas at reception to borrow on wet days;
- Safe storage and changing facilities for workers travelling on-foot or by bicycle;
- Open up entrances to allow more direct access through the site for pedestrians (permeability); and
- Improve ‘natural surveillance’ on site (for example cutting back bushes, improving lighting).

5.4.4 Enabling Cycling

Similar to walking, cycling as an active travel mode offers immense benefits ranging from mobility benefits to health, social, economic and environmental. Cycling, particularly with the introduction of E-bikes offers opportunities for workers who live within a short to medium distance to travel to site by cycling. It is important that the MM identifies barriers to cycling as well as incentives to encourage people to switch from the private vehicle. The more workers cycling and walking, the demand to park in residential areas will reduce. The MM will be required to identify and adopt measures that alleviate pressures on the local community.

For these reasons the aim of an MMP will be to encourage cycling through the following initiatives:

- Identify the level of cycle provision in close proximity to the site, identifying suitable cycle routes from residential areas;
- Provide safe and secure cycle parking;
- Introduce or promote Cycle to Work scheme;

- Organise support sessions including bike maintenance class or courses and cycle training if deemed necessary;
- Provide cyclists' equipment to borrow (pump, Allen keys, lights, puncture repair kit);
- Provide shower, drying room and storage facilities;
- Participate in National Bike Week events (see bikeweek.ie) and other promotional events such as cycle challenges;
- Consider providing pedal bikes and e-bikes for workers to borrow; and
- Conduct a site audit to gauge ease of access, safety and facilities for cyclists coming on-site.

5.4.5 Integrated Mobility

An integrated multi-modal trip could encompass one from where a construction worker travels from a rural area of low population density to a busy urban centre where a work site is located. An integrated journey is likely to consist of multiple parts whereby a construction worker switches mode from car to public transport at the earliest opportunity and completes the final portion of the trip through walking or cycling. Car dependency is reduced but an acceptable level of personal mobility is retained.

Integrated mobility must be considered a key component of an MMP. Through the ETS, the MM can identify how close workers live to public transport and potential public transport journeys to the site. Through the travel survey analysis, the MM will be able to understand the potential for integrated mobility. The MM is expected to consider:

- The use of cycling and walking from public transport hubs including railway stations;
- The proximity of existing P&R sites to the work sites and transport options feeding the work sites;
- The use of e-scooters in combination with public transport (dependent on legislation); and
- Promoting integrated mobility, disseminating opportunities to the workforce.

5.4.6 Assisting Schools

It is necessary for MMs to work in partnership with local schools who are in close proximity to their work site to identify a travel plan for the safe and efficient transport of students, workers and visitors to each school. This partnership will encourage many of the same objectives as the MMPs for work sites such as sustainability and will be cognizant of the impact of work sites on each school. The MM is expected to consider:

- Undertaking a school survey on travel preferences and routes to school;
- Active travel facilities in and around schools;
- Access routes to schools and identifying suitable walking and cycling routes from residential areas;
- Provide safe and secure cycle parking;
- Promote the Leap card for public transport;

- Work with School Management to identify alternatives to private car usage; and
- Participate in promotional events such as National Bike Week and walk and cycle challenges.

5.5 Monitoring

Monitoring of all work sites is an essential action to review the success or limited impact of the actions put forward by MMs. This monitoring will allow for further actions, changes to existing actions and reporting to take place as appropriate. Monitoring is likely to take place through regular worker travel surveys, engagement with workers, liaison with local stakeholder groups and local authority officers.

The monitoring period will vary based on the duration of works on various sites, however MMs is required to be proactive in reviewing actions put forward to enable sustainable site access so as to improve upon and review the travel trends of workers.

In terms of indicators to support the monitoring of the MMP, they can be split into qualitative and quantitative with examples of both outlined below:

Quantitative

- Changes in modal split – both 'usual' and 'occasional' modes used;
- Bicycles parked on site and % of utilised spaces;
- Tax Saver ticket sales (if applicable);
- Bikes sold through the Cycle to Work scheme;
- Demand for lockers or showers;
- Change in parking demand in local area throughout construction phase;
- Number of registered car poolers if scheme is developed; and
- Events held and participation levels on-site.

Qualitative

- Workers comments on the MMP and interventions adopted;
- Level of engagement from senior contractor leads;
- Support or concerns raised by stakeholder groups in local area; and
- Support or concerns raised by local authority officers.

As the Action Plan is implemented and success factors are identified, it is imperative that success stories are disseminated across the organisation and not just within the specific site. As the MM is required to work with the local community, it is advised that successes are shared with the local and share how the plan is progressing, particularly if worker travel has an impact locally, either through the potential for localised congestion or parking

within residential areas. The MM is required to engage with the steering group which will ideally include a representative from that Marketing or Communications department who can advise on the most effective way to communicate with these groups.

6 References

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Appendices

A.1 MMP Structure

This section provides guidance on how contractors are required to structure a site-specific MMP. The structure set out below is for guidance only as each MMP will be site specific and the structure of the document is dependent on the complexity and requirements of the site. As noted above, the site-specific MMPs will then be aggregated to form the final Construction Mobility Plan.

Section 1 - Introduction to MMP – The introduction section will provide an overview of the site, including the proximity of the site to nearby public transport hubs. The introduction will include the history of the site including whether work has already commenced or likely start date. Anticipated number of total workers attending the site will also be required. The introduction should also include Planning application number, where available / applicable and details of the site including name of company, address of site/s, details of the contractor etc.

Section 2 - The Need for the MMP – The need for MMP will include the requirement set out in the proposed Project EIAR. This section can also include the strategic rationale including the need to promote sustainable transport during the construction stage to align with the overall objectives of the proposed Project. A high-level policy review must also be completed to demonstrate how the MMP and the work site will support local, regional and national policy. This section is required to also consider challenges that are specific to the site, this can include factors such as residential parking and localised congestion. Identifying challenges that are specific to the site will help to identify objectives and targets for the MMP.

Section 3 - MMP Administration – The administration section is important to outline who will be leading the MMP as well as supporting groups. The section will outline how the MMP will be managed including the implementation and monitoring of the action plan. The section must name and provide contact details of the MM with their overall responsibilities which are likely to include engagement with workers, identifying and implementing interventions with follow up monitoring and review. The MM is also likely to lead on liaison with the local authority. This section must also present the names of those involved in the steering group and provide information on meetings. The MM will be responsible for setting up and maintaining the staff travel database that will comprise of the annual (timeframe agreed by MM) results of the worker travel survey.

Section 4 - Existing Travel Patterns – This section is required to present the existing travel patterns of the workforce. It is proposed that the worker travel survey is undertaken shortly after work has commenced on site. Undertaking the survey as soon as possible will reduce the risk of the site becoming car dominant for the commute and alleviate pressure on local residential parking. It is recommended that workers home locations (aligned with confidentiality requirements) are plotted on a radius from the site to determine the potential for active travel journeys and worker's availability to utilise public transport services.

Section 5 - Review of Site Conditions – This section of the MMP must review existing conditions and present the findings of the site audit. The site audit must review access arrangements to the site and consider any interventions required to provide safe and convenient access for workers travelling on foot or by bicycle. The site audit will also need to review provision for workers travelling by active modes including cycle parking, shower, dry room and changing facilities. If inadequate provision exists, the site audit will identify the interventions required to provide a suitable level of provision. The site audit will consider the use of existing parking spaces available as the proposed Project states that no on-site parking will be available.

Section 6 - Objectives/Mode share targets – To support the delivery of a successful MMP, it is important that objectives and targets are set. To monitor the delivery of the MMP, it is important that objectives are set to review the potential of the action plan to achieve the desired outcomes. Objectives are likely to focus on a modal shift

away from the car to sustainable modes. Site specific objectives must be set based on the challenges within the local areas and will be influenced by the findings of the worker travel survey and site audit. Mode share targets can be set over a phased period with incremental reductions in car travel aligned with increases in sustainable modes. Mode share targets can be closely aligned with the action plan. It is recommended that a rationale is provided for the targets with a summary on how the targets will be linked to a phased action plan.

Section 7 - Action Plan - This section of the MMP is the key to successfully delivering effective change. Measures will be broken down into separate transport modes that the contractor(s) may consider encouraging workers to travel by more sustainable forms of transport. The action plan must also include a communications and marketing section to highlight how the MMP will be disseminated and widely promoted across the site. The MM is required to regularly promote the action plan to staff through a variety of methods including online noticeboards and workshops. The action plan will be phased to highlight the timeframe of interventions including an annual events calendar to promote events to the workforce.

Section 8 - Monitoring and Review

This section will present the monitoring framework for the MMP. Monitoring the MMP regularly is important to identify the successes of the action plan as well as interventions that need to be removed or revised to support the delivery of the MMP objectives and targets. The section must include:

- Details of how contractor leads will monitor the progress of your MMP including the annual staff travel survey and action plan review;
- State how often the MMP will be fully reviewed and how often targets will reviewed and potentially revised;
- Engage with Dublin City Council transport team on an annual basis and submit an annual summary report if requested; and
- Detail of first worker travel survey after 1-2 months (of occupation), then annually when the full MMP becomes effective, including agreed targets.