



## Transport Research Study – Stage 2 Findings Report

*Transport Access & its Relationship to Employment in  
the Leicestershire & Warwickshire Area*

**Prepared for:**  
Leicester and Leicestershire Enterprise Partnership



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Warwickshire Area

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## EXECUTIVE SUMMARY

This report presents the findings of the Transport Research Study Stage 2 research conducted by Transport and Travel Research Ltd for Leicester and Leicestershire Enterprise Partnership (LLEP).

- 1) The research investigated the transport barriers at four identified employment sites to provide an understanding to the extent to which transport is the cause for unfilled employment vacancies.
- 2) Four employment locations, identified (within Stage 1 of the Transport Research Study) as hard to reach employment sites with unfilled employment vacancies were selected for the purposes of the Stage 2 Transport Research study. Similarities across the four sites included; each was located outside of a main town or city, near to a main road network and consisted of multiple organisations. The four employment sites were;
  - Magna Park – Lutterworth, southern Leicestershire
  - East Midlands Business Park - Castle Donington, North West Leicestershire
  - Birch Coppice Business Park – Dordon Tamworth, Warwickshire
  - Bruntingthorpe Business Park - Lutterworth, southern Leicestershire
- 3) Engagement with businesses, recruitment representatives, wider stakeholders and a best practice review were all carried out to assist the study objectives.
- 4) Companies located at the employment sites were there due to the need for large amounts of space for activities such as warehousing, consolidation and other logistics functions. Firms are also attracted to these sites due to strong links with the national trunk road network, particularly the business park proximity to nearby motorways.

The location of business parks makes them very attractive to businesses due to their strong links with the national trunk road network, particularly the proximity to nearby motorways.

They are readily accessible for prospective employees with access to a car. However their location makes them less convenient, based on the availability of existing public transport networks, for those who need to rely on public transport to get to and from a place of work.

### Employment Availability and Recruitment

- 5) The study has identified that shift patterns at the identified business parks do not conform to the standard 9am to 5pm day. Employees across the business parks are more likely to work shifts of varying patterns across a 24 hour period, seven days a week.
- 6) Evidence in relation to high-tech companies located at the Business Parks, has suggested employment skills are the primary factor when recruiting new staff. Access to the site is barely considered, this is suggested to be an issue to be addressed by the potential employee rather than the employer.
- 7) For the duration of the study it was noticed that employment opportunities (in general) are mostly available in the logistics and warehousing sectors. These employment sectors regularly offer a significant number of entry level positions, some of which, in more recent years have been filled by economic migrants.

8) A common characteristic of companies in the logistics and warehousing sectors is the outsourcing of recruitment and other human resource management functions to recruitment agencies. Employer reliance on agencies provided a challenge within the study to ensure the gathering of applicable information and evidence to identify whether transport access does produce a challenge for jobseekers.

Business consultation suggested employers had little knowledge or interest in the issues jobseekers might have in accessing the site. For the majority of businesses the connection between transport and employment was never considered.

9) For businesses that carried out their own recruitment or used the Job Centre it was apparent job advertisements regularly specify the need to have access to own transport to work at the site. For independent recruitment it was often standard practice to only consider the issue of travel access to work with candidates at the interview stage.

Whilst many businesses did not think there was a connection between transport and employment, job advertisements suggested potential employees would need access to a car.

### Transport Access and Availability

10) Throughout the study evidence has suggested numerous inadequacies in relation to local bus services, these included:

- Service times do not match shift patterns, particularly for employees working shifts that incorporate an early morning start or finish,
- Limited services are in operation on Saturdays, and (very often) not at all on Sundays.

A consistent view throughout the study points to the lack of available and adequate public transport being a major barrier for people accessing employment opportunities, the main shortcoming being the lack of services outside of the 9-5 working hours.

11) In spite of local public transport provision providing a barrier for some people accessing employment opportunities, subsequent findings suggest the presence or absence of a bus service is by no means the only issue. The distance people are willing to travel, the cost of a journey and general perceptions of warehouse work are also concerns. In some instances, the provision of better traveller information would help to overcome additional barriers, however in other cases more deep-seated issues may need to be addressed, such as psychological and perception-related barriers to travelling to work in some locations.

### Training Provision

12) Consultation with representatives from East Midlands Airport's Academy and PDM Training and Consultancy Ltd suggests there is evidence that training initiatives have a wider role to play in providing on-going support for people in their search for employment.

By providing potential employees with skills and training it could help to improve their employability and make them more attractive to employers across the Business Park.

13) Training can also indirectly help to support the availability of local services and schemes. In the case of East Midlands Airport Academy an element of funding received from the training has been made available to support the expansion of a local public transport service (Skylink) to facilitate access to the airport at times that coincide with local employers' shift patterns. The successful service now operates throughout the night, seven days a week, along select routes.

The possession of necessary skills is a very important attribute for jobseekers, alongside being able to physically get to and from work.

## Findings and Next Steps

14) The current position suggests the issue of transport and employment is being addressed at varying points along the employment chain with limited input from the final employers. Transport has been identified within the Transport Research Study Stage 2 research to be a cause for unfilled vacancies however, at present; this is not perceived by all employers across all four employment sites. Off-site support and local schemes are assisting jobseekers into employment at the identified sites and the study has acknowledged extra help is needed.

15) A first step to addressing this is for business park employers to take some responsibility and by working with business park site facility company management, the local authorities or the local LEP, local providers and support networks a process can be established to start to address the localised transport issues. Birch Coppice Business Park is recognised to be one of the first of the four employment sites to recently implement a partnership approach.

16) In turn, this will help to improve the recruitment and employment process and ensure recruitment agencies, Job Centres and training academies are utilised appropriately.

17) Defining and addressing the issue will result in the implementation of correct mechanisms of support for jobseekers seeking employment, allowing job opportunities to be accessed as required.

## Study Recommendations

18) A number of recommendations have been made within the Transport Research Study Stage 2 research to help address the issues identified. All assume the future involvement of the LLEP and / or local authorities or other partners.

- **Business Park Alliance** - Setting up of an Alliance between individual businesses, the business park management, transport providers, recruitment providers, employment academies, LLEP and the local authorities. Employers located at large employment sites / Business Parks have similar needs and requirements and by operating together they can work towards achieving shared objectives.
- **Site base travel plan / travel statement** – To coordinate site based travel issues a site based report following travel plan guidance will help to focus issues to be addressed based on localised concerns.
- **Recruitment consultation** - Feedback from recruitment agencies and Job Centres (serving the employment site in question) should be included as part of the employment site travel and recruitment considerations.
- **List of Measures** – The development of a list of measures to address transport and employment issues should be undertaken. These can subsequently be presented to businesses to (1) gauge their response and (2) identify how multiple firms can join forces to push for improved transport access and widespread recruitment availability.
- **Local transport provider involvement** – Engagement with local transport providers will help to encourage discussion for travel behaviours change and potential implementation of new site based incentives.
- **Funding** - Investigate funding opportunities to assist with the working of the Alliance.
- **Reconnect employers to recruitment** - The outsourcing of recruitment can produce a disconnection between employee and employer. By reconnecting employers to their recruitment will help to focus business needs and issues to be addressed.

- **Travel Support** – The development of suitable marketing materials to aid travel planning will be beneficial for current and potential employees. Distribution to recruitment representatives will support the employment process and provide generic localised travel information to jobseekers.
- **Employment site training academy collaboration** - To help jobseekers develop specific skills needed to work on-site. Instigate site based employee training followed by sector based skill development to meet the needs of specific organisations.

# 1 INTRODUCTION

19) Leicester and Leicestershire Enterprise Partnership (LLEP) commissioned a Transport Research Study to investigate issues relating to unfilled employment vacancies, identified by the Employment and Skills Strategy Board, in locations throughout the LLEP area with pockets of high unemployment.

20) The overall study is divided into three stages; this report presents the findings from Stage 2.

<b>Stage 1</b>	Mapping of current patterns of unemployment and vacancies in the project area, in addition the identification of a shortlist of hard to reach key employment sites
<b>Stage 2</b>	In-depth research into four employment sites identified from Stage 1.  Exploration of the transport barriers at each site and provision of an understanding of the extent to which transport is the problem as opposed to other issues.  An important element of Stage 2 was to consider site specific solutions to the identified transport issues.
<b>Stage 3</b>	Summary of the overall study findings and recommendations.

## Stage 1 Findings

21) Stage 1 research identified a number of hard to reach key employment areas across Leicestershire and Warwickshire, four of these areas were selected for the purposes of the Stage 2 research;

- Magna Park – Lutterworth, southern Leicestershire
- East Midlands Business Park - Castle Donington, North West Leicestershire
- Birch Coppice Business Park – Dordon Tamworth, Warwickshire
- Bruntingthorpe Business Park - Lutterworth, southern Leicestershire

## Stage 2

22) The purpose of the Stage 2 research was to investigate issues relating to accessing the workplace at the four sites (identified in Stage 1) giving particular emphasis on the extent to which accessing transport is a problem. The work also included the development of potential solutions based on the research findings. The project objectives for Stage 2 were:

- Develop a key understanding of the four employment sites including site size / sector organisation / type of vacancies / reasons as to why vacancies are hard to fill / employment catchment area
- Identification of local transport issues that affect businesses, employers and potential employers in relation to the four employment sites
- Detail whether geography impacts jobseekers ability to access work and training and or employers ability to attract employees from across the project region
- List of schemes / actions currently in operation / used by employers to address any transport issues
- Recommendations that will improve transport access for jobseekers to employment at additional study sites
- Site specific solutions and practicalities of implementation

23) The Stage 2 research has been carried out by Transport and Travel Research Ltd.

24) To meet the project objectives for the Stage 2 research the work has been divided into specific tasks. The following sections of the report relate to each of these elements:

- Section 2 – Employment Area Location, Identification and Transport Network Review
- Section 3 – Lessons Learnt Review
- Section 4 – Business and Local Engagement
- Section 5 – Job Centre and Job Seeker Engagement
- Section 6 – Conclusions and Recommendations



## 2 EMPLOYMENT AREA LOCATION, IDENTIFICATION AND TRANSPORT NETWORK REVIEW

### 2.1 Overview

25) To gain a general understanding of the four specific employment areas and the businesses / employers located within them, desk based, online, email and telephone correspondence activity was carried out. This included:

Online review of;

- business park and park management activities
- employers / businesses located at the employment sites
- local area based transport provisions
- surrounding network structure

Telephone / email correspondence with;

- local council representatives to identify any local issues
- every business located at each of the four employment sites to obtain business related information and thoughts on the study.

26) Information gathered during this phase assisted the population of a database of businesses by employment site (Section 2.3). The database helped to build up a visual picture of businesses at each employment site which was subsequently used for the purposes of business and employment engagement consultations (Section 4).

27) Local initiatives, such as SmartGo were also reviewed and considered for the purposes of this study. In most instances this work was carried out, initially, by online information gathering and then supported by direct correspondence with initiative representatives (telephone and face to face meetings).

28) Work within this section of the report has been divided up as follows:

- |   |             |
|---|-------------|
| • A summary for each employment site                          | Section 2.2 |
| • Issues that may inhibit the uptake of local employment      | Section 2.3 |
| • Employment site database                                    | Section 2.4 |
| • Feedback on local initiatives reviewed as part of the study | Section 2.5 |

### 2.2 Employment Site Overview

29) The following information provides a summary of employment sites involved in the Transport Research Study, identification of current transport provision to and from the area and a review of issues which may prevent the uptake of employment within each of the identified areas.

## 2.2.1 Business Park 1 – Magna Park



Image taken from [Google Maps](#)

30) Magna Park is a 500 acres (2.0km<sup>2</sup>) road warehousing and logistics centre (distribution centre), located near Lutterworth, Leicestershire. 35 companies are based at the Magna Park Business Park. It is described as one of the largest distribution centres in Europe.

31) The business park is located in an area of land bounded by the M1, M6 and M69 motorways, known as the UK's 'Golden Triangle' for its logistically favourable location.

32) The closest cities to the park are Rugby (6 miles), Leicester (13 miles) Coventry (19 miles) and Birmingham (39 miles). London is located 89 miles from the site, with coastal ports 150 miles.

33) The site benefits from 24 hour operational access with private estate and on-site management undertaken by [Gazeley UK Ltd.](#)

### Local Transport Provisions

34) Arriva operates two regular bus services (58A, 58B) to the site Monday to Saturday with no service on Sundays. The buses form part of a wider network incorporating stops from Hinckley, Burbage, Lutterworth, Husbands Bosworth, and Market Harborough to Magna Park. The current cost of a day return ticket is £4.20, however this cost can be reduced further if a season ticket is purchased (a weekly ticket costs £16, a monthly £49.50 and an annual ticket £610).

35) The closest railway station is Rugby on the London Euston, Birmingham New Street and Crewe train lines, located 6 miles south of Magna Park Business Park.

36) No formal car share scheme has been identified at the site, however Leicestershire County Council manage a wider scheme available to all residents. Leicestershire County Council also offer a number of other schemes<sup>1</sup> to assist with transport to Magna Park and aid employers in assisting their employees to opt for more sustainable modes of transport. Further information on schemes to support transport to Magna Park can be identified in Section 2.4.

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<sup>1</sup> According to the Local Sustainable Transport Fund 15/16 application which was approved on 11 July 2014,

## 2.2.2 Business Park 2 – East Midlands Business Park



Image taken from [Google Maps](#)

37) 88 companies, 6,730 people make up East Midlands Business Park and nearby East Midlands Airport. The businesses on site include aviation and logistics organisations such as Air Logistics Ltd, Cargo Link Express and DHL, service industries such as Holiday Inn Express and Regus and further organisations such as the Post Office and transport advisors.

38) East Midlands Airport, located at Castle Donington, North West Leicestershire is the 11th busiest passenger airport and second busiest airport for freight traffic in the UK.

39) East Midlands Business Park is located 8 miles from Derby, with Leicester and Nottingham within a 20 mile radius. The site has excellent connections to the motorway network as it is very close to the M1 and M42, bringing the site within easy reach of major population centres of the Midlands and is also accessible from London.

### Local Transport Provisions

40) [Kinchbus and Trent Barton](#) both offer regular bus services to the airport complex. Kinchbus run services from Leicester to Derby via Loughborough and Trent Barton operate a route from Nottingham to Loughborough via Beeston and Long Eaton. Both services operate every 30 minutes 24 hours a day seven days a week. The cost of the services vary depending on the [location of pick up](#), however Nottingham to East Midlands Airport costs £8 return, or 10 journeys can be bought in advance for £20. Leicester to the airport has a return cost of £12 and a 10 trip ticket costs £25. Further information on routes and pricing can be obtained from [the Leicestershire Bus and Map Guide](#).

41) The closest railway station is East Midlands Parkway, located 4 miles north east of the airport. A bookable taxi service is available between the airport and station at a cost of £3 return per person, the journey takes 10 minutes.

42) East Midlands Airport has an official [car share scheme](#) that is promoted on their website as being cost effective, reduces congestion and is sociable.

43) The airport additionally works with [Sustrans](#) and the local authorities to ensure cycle routes to and from the airport are both safe and pleasant. In 2006, a new cycle link was opened to enable safer access to the airport, particularly for cyclists travelling from the south of the site. The crossing is located at Bleak House on the Diseworth Lane A453 junction. Pressure sensitive detectors on the cycle link trigger Cycle Activated Traffic Signs (CATS) on the approaches to the crossing and this displays a 'Slow Down' message with flashing amber lights to drivers on the A453. Covered cycle parking is additionally provided for staff and customers at the Terminal Building.

44) Leicestershire County Council offer a number of schemes to promote Smarter travel that could be utilised by businesses in this area, including child and adult cycle safety courses and a county wide car share scheme, further information is provided on these schemes in Section 2.4.

### 2.2.3 Business Park 3 – Birch Coppice Business Park



Image taken from [Google Maps](#)

45) Birch Coppice Business Park is situated on a 400 acre site half a mile from Junction 10 of the M42 at Dordon, North Warwickshire. It is located 15 miles north east of Birmingham, has excellent links to the East Midlands and to both north and south of the UK via the nearby M6 and M1 motorways.

46) 17 companies are based at Birch Coppice Business Park. The businesses in operation on site include online grocer Ocado, automotive parts logistics firms Eurocarparts, CEVA and Draxlmaier, parcel delivery firm UPS as well as head office operations for bathroom fittings firm Bristan and specialist manufacturing firm Instarmac.

47) The site hosts the Birmingham Intermodal Freight Terminal onsite providing direct links onto the UK's rail infrastructure. The site is also within a 26 mile radius of three international airports Birmingham, East Midlands and Coventry.

#### Local Transport Provisions

48) The [bus service 766](#) provided by [Stagecoach Midlands](#) was established in January 2013 to serve Birch Coppice Business Park and the local area. It runs from Atherstone to Tamworth, via local villages and is part funded with Section 106 funds from the Birch Coppice development. It was set up specifically to aid local people accessing the Birch Coppice Business Park from remote areas, however due to varying shift patterns it has been difficult to meet expectations of all local people. The first service Monday to Friday, from Atherstone is at 05.15 which arrives at Birch Coppice at 05.40 and last the service from Atherstone is at 17.35 arriving at Birch Coppice at 18.32. 5 services along this route are accessible on Saturday. Similar times and services are available in the alternative direction from Tamworth to Birch Coppice; these services take 17 minutes and start at 04.30 from Tamworth with the last service at 18.45. Seven services along this route are accessible on a Saturday.

49) Additional Stagecoach services (118, 119, 785 and 786) appear on the 766 timetable as a potential solution on Sundays when the 766 doesn't run. A service review has indicated they do not go directly to the site and for this reason will require the user to walk from the last stop to Birch Coppice (up to 30 minute walk). These buses form a wide network incorporating collections from Atherstone, Baddesley, Grendon, Dordon, Tamworth, Carlyon Industrial Estate, Birchley Heath, Kingsbury, Wood End and Hurley. Day tickets currently vary between £3.00 and £4.20; weekly and monthly tickets are also available.

50) The closest railway station is Wilnecote (Staffs) on the Birmingham New Street and Nottingham train lines, located 3.3 miles east of Birch Coppice Business Park. Tamworth Station is on the same line, located 5.5 miles from Birch Coppice and providing direct access from Nuneaton. Other, less served, stations in proximity to Birch Coppice include Polesworth Station (3 miles) and Atherstone Station (4.1 miles). Assuming train services match working hours, some of these services could work as a combined rail and cycle trip to work if cycle ways are appropriately provided.

51) The ['Warwickshire' branded Liftshare website](#) which allows employees from different employers to come together to share car journeys is in operation, informally, amongst employees at Birch Coppice.

52) The [Birch Coppice Marketing website](#) has a '[Plan Your Journey](#)' section which actively encourages visitors to consider sustainable forms of travel when making a journey to the site. A range of website links for walkers, cyclists, motorcyclists and car sharers are provided to help promote travel by alternative modes.

53) Tamworth Council promotes cycling and walking, with a range of maps available for [download on their website](#). In addition, the council works closely with Sustrans –whose website offers a facility to map out cycle routes. Both North Warwickshire County Council and Leicestershire County Council offer cycling courses for children and adults and cycling maps are available showcasing the local area.

54) A Transport Assessment (2011, revised in 2013) for the adjacent Hall End Business Park declared that the footways surrounding the Birch Coppice signal junction and footbridge were sufficient to accommodate the walking trips associated with the two adjacent business parks. A proposed signal-controlled crossing at the site access was expected to aid pedestrian's desire lines particularly when crossing the A5 to allow employees living within Dordon to utilise the 'Stumps' footpath to travel to and from the site. Further recommendations within the Transport Assessment included widening specific roads allowing for the implementation of cycle paths to encourage cycling.

55) Historically a private bespoke bus service run by [Buster Werkenbak](#) provided transport for residents living in rural areas, such as local villages in North Warwickshire to access employment in the area such as Birch Coppice Business Park. In 2013 this was replaced by the 766 service.

56) Most recently Stagecoach and Liftshare have been working with the local council, local employers, alongside Job Centre Plus to identify opportunities for extended commercial services. With effect from October 2014, a seven day service will run between Nuneaton and Tamworth via Atherstone and Birch Coppice to serve the shifts of the major employers. Further information on this can be seen in Section 4.1.3.

57) A Birch Coppice branded travel webpage '[Plan your Journey](#)' has been set up to support multi modal travel to the site and it is anticipated further collaboration will lead to the production of a site wide green travel planning initiative led by the developer and their facilities managers

## 2.2.4 Business Park 4 – Bruntingthorpe Business Park



Image taken from [Google Maps](#)

58) Bruntingthorpe Business Park is located in southern Leicestershire and is situated on a 2.9 hectare site with 8 small units comprising 30% classified as class B2 (general industrial) and 70% B8 (storage or distribution). 52 small to small-medium sized companies are based at Bruntingthorpe Business Park.

59) The business park is located within a rural location with limited highway access (via local roads and restricted HGV routes). The M1 can be accessed 6 miles south west from the site, with the M6 accessible 10 miles to the south and the M69 located 16 miles North West. Lutterworth (6 miles) and Rugby (6 miles) are positioned south west of Bruntingthorpe; Leicester is 10 miles away in a northern direction.

## Local Transport Provisions

60) Due to the remote location of the Bruntingthorpe Business Park, public transport is not a viable mode of transport to access the site. The bus service linking the site to the surrounding towns is extremely limited and there is no accessible service running between the closest railway station and business park. Bus services at this location are described as sporadic and extremely inflexible and unlikely to fit into the average start and finish times of a workplace.

61) The nearest train stations to Bruntingthorpe Business Park are South Wigston, Narborough, Market Harborough, Leicester and Rugby; all are noted to be in excess of 6 miles away.

62) Murphy's Taxi's run two bus services (661) a day from Lutterworth to Upper Bruntingthorpe at 12.10 and 15.10, a short walk is then required to reach the business park.

63) Four bus services (58B and 661) run from Market Harborough train station, between 10.38 and 13.40, two services require a change of bus in Lutterworth, the journeys all take around two hours.

64) Within the Leicestershire County Council [Local Transport Plan 3](#) there is a chapter relating to [encouraging active and sustainable travel](#). This describes a number of county wide schemes; however none are specific to the area of Bruntingthorpe. More details on the county wide schemes provided by Leicestershire County Council are available in Section 2.4. The council additionally offers assistance to small firms in producing travel plans to address transport and local environmental concerns.

65) Harborough District Council undertook an [Existing Employment Areas Review](#) in 2012. The findings identified the Bruntingthorpe Business Park as situated in a remote and rural location with poor highway access (via local roads and restricted HGV route). In addition, they identified poor access to facilities, accessibility by sustainable modes and poor access to public transport. It was concluded that the site had limited employment provision due to its rural locality.

## 2.3 Issues that may inhibit the uptake of local employment

66) Whilst users of all four business parks benefit from their landscaped and well managed road system with adequate street lighting, all business parks are fairly remote with limited or no residential properties within the local area. This is an issue which could affect preference to work at the business parks.

67) Whilst Lutterworth is located 1 mile east from **Magna Park**, the next largest urban centre is Rugby (6 miles south). Previous research undertaken by Leicestershire County Council suggests the remote location of Magna Park [deters high numbers of potential employees](#) from applying for work at the Business Park.

68) A number of small towns / villages surround the **East Midlands Business Park** complex, including East Midlands Airport however the design of the complex makes it difficult to access from the north. Castle Donington is located 0.5 miles north of the site, however due to the location of the runway the nearest access point is 3 miles from the town. Derby, Loughborough and Nottingham are the closest cities, located over 8 miles, 10 miles and 15 miles respectively. A combination of remote location and restricted access may deter potential employees from applying to work at this site.

69) Wilnecote, Polesworth and Tamworth, located at least 3 miles from the site, are the closest towns to **Birch Coppice Business Park**. This distance suggests cost to use public transport; a car or have access to a bike is required to travel to work from these locations. The village of

Dordon is within walking distance, and Tamworth and Polesworth are both considered within cycling distance.

70) A key barrier which could affect employee preference to work at the Bruntingthorpe Business Park is its remote and rural setting. The site is almost only accessible by car. The site is not located close to any nearby towns resulting in limited numbers of local employees within the vicinity.

71) The majority of units at the business parks have their own individual security barriers restricting access to public vehicles however site based security is not in operation. Limited security, once outside of an individual business' cordon may increase the feeling of insecurity or vulnerability amongst some employees if walking, cycling or waiting for a bus after dark. Awareness of any localised crime may also exacerbate this issue.

## 2.4 Employment Site Database

72) As part of the project, an employment site database has been compiled, consisting of a concise list of businesses identified to operate from the one of the four employment sites. It consists of four worksheets (one for each employment site) and contains where possible, the following information for each employment site:

- Business name;
- Type of business;
- Business contact details (address / telephone number / email contacts); and
- Contact name of Human Resources (HR) manager (or equivalent).

73) To populate the database an online review of businesses operating from each site was carried out, information gathered was then compared with telephone directories and localised data provided (where available) by relevant councils. The employment site database was also updated further in line with the 'Business and Employed' Consultations (Section 4).

74) For more information on the employment site database, please contact:

Alex Lea  
Research and Insight Manager  
Leicestershire County Council  
Glenfield  
Leicestershire  
LE3 3NR  
T 0116 305 6803  
E [alex.lea@leics.gov.uk](mailto:alex.lea@leics.gov.uk)

## 2.5 Local Initiatives

75) Transport schemes already in operation in Leicestershire and Warwickshire that have been identified as part of the study are as follows:

76) [A package of travel to work measures](#) has been developed by Leicestershire County Council, in partnership with local employers to support employees from the Hinckley area to Magna Park. Evidence from Job Centre Plus suggests transport is a significant barrier to people seeking employment at Magna Park as the site is constrained by poor public transport accessibility. The scheme aims to include improving connections to the public transport network and enhancements to it.

77) [Access to Work scheme](#) - This scheme entitles residents of Charnwood Borough and North West Leicestershire District, to receive subsidised bus fares for attending an interview, training, or in the first few weeks of employment.

78) [Active Hinckley](#) is a scheme to deliver a range of active travel interventions in the workplace. Leicestershire County Council and Hinckley and Bosworth Borough Council have joined together through Active Hinckley to promote walking, cycling through engagement with small, medium and large businesses in the local area.

79) [Carshare Warwickshire](#) – Part of the Liftshare car sharing nationwide website, this microsite is specifically for Warwickshire residents to meet potential partners to share journeys with.

80) [East Midlands Airport \(EMA\) Lift Share Scheme](#) – The Airport's Green Transportation team run an East Midlands lift share scheme for those commuting to East Midlands Airport. The scheme is promoted as social, environmental and provides financial savings. The free online journey matching service is open to all businesses and their employees based onsite. The scheme puts users in touch with other airport employees that live nearby, it is entirely free to register and join.

81) The website also offers a cost calculator and a quick search facility to enable prospective users the option of identifying how many people are seeking / offering a car sharing lift in the local area. The scheme is part of the wider lift share scheme and is promoted on the East Midlands Airport website as being a cost effective method of reducing congestion and helping car drivers do their bit for the environment.

82) [Fit 4 Business](#) is a Leicester City Council programme to encourage residents to travel by low carbon and active transport. This scheme runs until 2015 and is funding through the Department for Transport's (DfT) Local Sustainable Transport Fund.

83) [Get Cycling in 2014](#) – Free adult cycling courses are available across Leicestershire with the aim to improving confidence and encouraging adults to take more journeys by bike.

84) [LeicesterShare](#) - Leicestershire County Council run a free to use car sharing scheme encouraging residents from around the county to register and identify other users within their area to car share. The scheme promotes the benefits as reducing congestion, carbon emissions and to be a more social way to travel.

85) [Stoke-on-Trent Home to Work Scheme](#) – The Stoke-on-Trent Home to Work Scheme aims to help people to overcome transport problems they are experiencing when trying to get to paid work in the North Staffordshire area. The scheme is funded by the European Regional Development Fund and Stoke-on-Trent City Council. The project also works with employers in the North Staffordshire area to identify problems relating to employees accessing their site and to encourage sustainable travel amongst their staff. The purpose of this scheme is to address the issue raised by employers that transport can act as a barrier for both attracting and retaining employees. For those with a job it can help with support on how best to get to work using the walking / cycling / bus routes or help with arranging a car share. For the unemployed with a job offer, or for employees who have recently started a job, the scheme promises to assess on individual needs and circumstances and this will determine the level of support available. This could include, a free bus pass, flexi-taxi service or bicycle loan.

86) [Smarter Travel for Business](#) campaign was developed in 2002 by Leicestershire County Council covering Loughborough and Coalville. The campaign has three themes;

- getting to work and training,
- providing information and encouraging behaviour change, and
- developing Smarter Travel infrastructure.



87) The aim is that by easing congestion and changing the way people travel, Smarter Travel for Business will improve the local environment, reduce carbon emissions and bring benefits to businesses and individuals. The Smarter Travel for Business campaign aims to deliver the following benefits by 2016:

- 3.5% modal shift towards public transport
- 7.6% modal shift to active travel
- 2.5% reduction in vehicle kilometres
- Reductions in carbon emissions, accidents and congestion

88) SmartGo (Leicester) – This is a membership scheme for employers providing low-cost travel options, workplace transport expertise and opportunities to collaborate for more efficient transport solutions.

89) Sustainable Travel Challenge is a scheme supported by Leicestershire County Council to encourage sustainable travel with rewards collected online and through a smart phone application. This encompasses a yearlong challenge and each participant who records a sustainable trip is rewarded with a virtual currency similar to a club card point or air mile which can be exchanged for desirable rewards, discount codes or offers from local Leicestershire retailers. The Council has run similar challenges since 2010 with over 200 businesses (1,500 employees) participating in similar schemes.

90) Wheels2Work scheme offered by Leicestershire County Council enables scooters to be loaned out for up to 6 months at low prices to people travelling to employment or education who are not already benefiting from other transport bursaries. Free CBT motorcycle training is also provided in addition to free protective clothing, vehicle insurance and servicing. The cost of the monthly hire is £30 per month.

91) WorkLink Bus Services - Rutland County Council has four bus services that link Oakham, Uppingham, Stamford, Melton Mowbray and Corby with local employers. Services have been designed with employers in mind and aim to give potential employees access to shift pattern jobs which do not suit the main commuter hours or available services. Employers covered by the route include Lands' End and RPC Containers in Oakham, as well as Line Cross and CS Ellis in South Luffenham.

92) Work Programme Scheme (operated by EOS) – A one stop shuttle bus is provided for staff who work shifts at the Ocado site in Erdington as no alternative public transport exists. The first two weeks is provided for free for new employees and thereafter the cost is £3.50 £4.00 each way. The service is provided by EOS on behalf of the Department for Work and Pensions in Birmingham, Solihull and the Black Country.

### 3 LESSONS LEARNT REVIEW

93) The purpose of the Transport Research Study lessons learnt review was to consider how other employment sites, similar to those identified in Section 2.2, address comparable transport driven recruitment issues. It is recognised that whilst different sites have varying reasons for addressing the same issue the outcome for each remains very similar: introducing a mix of independent and locally shared solutions or improved transport offerings to help potential new staff get to the site with ease.

94) The lessons learnt review considered;

- How site specific travel plans / business parks tailor measures to suit their site, employee and employer and ensure staff retention and aid recruitment
- Successful examples of car sharing schemes, cycle loan schemes, bike to work offerings, discounted season tickets, car parking provisions and/or walking buddies
- Alternative solutions to address issues such as revised bus services, new bus stops, mini bus / train shuttle services

#### 3.1 Lessons learnt from similar business parks

95) The review of similar business parks / large employment sites within the UK helps to show how businesses can work together to arrive at joint solutions to shared travel issues. Businesses located in close proximity have similar concerns, such as ensuring their employees can get to work on time, they are productive when at work, in addition to preventing localised congestion and providing ease of access for visitors and contractors.

96) A number of employment sites were selected for the purposes of the lessons learnt review due to their similar concerns to the identified four employment sites within LLEP region, these sites were then reviewed in the form of case studies. The sites selected ranged from business parks, individual companies with relocation, employment or transport issues and larger companies who employ extensive numbers of employees. A list of selected employment sites reviewed as case studies for the study can be seen below:

- BAA Heathrow
- North Colchester Business Park Area Travel Plan (NCBP ATP)
- Bluewater (UK)
- O2
- Quorum Business Park
- National Air Traffic Service
- Vodafone
- BSkyB
- E.ON UK
- Bentley
- Orange
- Temple Point
- Pfizer
- Marks and Spencer Financial Services
- SmartGo Milton Keynes, and the neighbourhood of Tilbrook, Milton Keynes
- Next

97) The case studies (Annex C) also highlight a range of travel measures which have been proven to work and could be transferred to the four identified employment sites within Leicestershire and Warwickshire.

98) The case studies reflect the corporate motivations to introducing sustainable travel measures, these are;

- reducing pressure on car parking;
- need to reduce varying business costs, including recruitment, accommodation and parking savings;
- attracting new businesses to the site;
- improving accessibility to the site;
- minimising environment impact, including reducing CO<sub>2</sub> emissions from transport and reducing local traffic congestion; and
- encouraging healthier lifestyles among staff and reduced levels of absenteeism.

### 3.1.1 Case Study Findings

99) Businesses were aware of a wider context, i.e. wanting to make a better local environment for visitors and the local community as well as employees, and forging partnerships with local authorities and bus operators. At multi-organisation sites the benefits of employers working together were also recognised. There was evidence of a culture and branding being created to foster collective engagement, co-operation and commitment to increasing sustainable travel; for example using an area wide travel plan at Quorum Business Park which is fully integrated into the park's wider sustainability strategy; operating a travel plan club which companies at North Colchester Business Park can join, supported by a travel plan steering group and dedicated website.

100) The case studies illustrate that sites can work to improving transport access via sustainable modes and in parallel reduce reliance on single occupancy car use. Figure 1 provides a summary of the measures adopted by each case study site to reach their objectives. In most instances multiple measures were implemented at each site. The lessons learnt review suggests that multi-organisation sites tend to implement more measures than single employer sites.

101) Some implemented measures were targeted at specific modes of travel, while others were management / financial-related, and some concerned provision of information and advice. It was evident that whilst the measures covered different sustainable modes, there was a focus on public transport, especially the bus, and car sharing. The most common measures to be introduced to assist site accessibility were a shuttle bus service, a car sharing scheme and the provision of financial incentives to travel sustainably. In a select number of case studies complementary measures were also utilised; for example four quality bus partnerships were set up at Heathrow, covering improvements to infrastructure and existing services, introduction of a new service and the provision of improved service information. The case study findings combined with the authors' past experience in sustainable travel suggests that implementation of just one type of measure (e.g. information/advice provision) is unlikely to encourage traveller behaviour change; rather, greater success can be achieved by a combination of different measures, including:

- Service and infrastructure improvements;
- Introduction of new services;
- Financial support including discounted tickets, bikes and equipment;
- Widespread promotion of sustainable transport availability including site access details by different modes (routes, times and cost); and
- Other management measures, information and guidance.

102) The case studies have identified business collaboration can help to implement shared solutions, such as introducing or improving existing transport offerings to support potential new and existing staff get to the site without any travel difficulties. The review suggests there is greater weight for introducing schemes if in cooperation with other organisations and measures can be implemented through economies of scale at multi-organisation sites, although investment needs to be made in mechanisms for joint working. Offering a mix of measures could also ensure a higher number of employees can be targeted at the same time. An example of this are the Heathrow and Bluewater case studies that introduced different measures for different travellers, including a range of public transport measures, (from improvements to existing schemes through to new shuttle services, bus stop improvements and discount bus tickets) to the operation of a car sharing scheme and greater travel information provisions.

103) In many instances the businesses identified through the lessons learnt review have implemented a travel plan to detail the issues, identify how to address the concerns and produce a programme of activity to address the site issues and concerns.

**Figure 1 Range of measures implemented by case studies to address travel and access issues**

	Case study / Type of site												
	Heathrow	N. Colchester	Quorum	Bluewater	Pfizer	O2	NATS	Vodafone	BSkyB	EON	Bentley	Orange	M&S
<b>KEY:</b> BP – Business Park R/LC – Retail / Leisure Centre MES - Multi-Employer Site SES - Single Employer Site	MES	BP	BP	R/LC	SES x 2	SES	SES	SES	SES	SES	SES	SES	SES
<b>Active travel Measures</b>													
Improvements to pedestrian/cycling infrastructure			x	x					x		x		
Discounted bike / safety equipment purchase (salary sacrifice/loans)							x				x		
Pool bikes							x						
Cycling equipment servicing									x				
Cyclists user group									x				
Cycle training									x				
Cycle challenge		x											
Podiatrists									x				
<b>Public transport Measures</b>													
Existing bus service improvements	x			x			x						
Introduction of new shuttle bus service	x		x	x	x	x	x	x		x			
28Bus infrastructure improvements	x	x		x									
Public transport interchange improvements	x												
Discounted public transport travel card	x			x									
Partnerships with local authorities and bus operators										x			
<b>Motorcycling Measures</b>													
Motorcyclists users group									x				
Motorcycle training									x				

	Case study / Type of site													
	Heathrow	N. Colchester	Quorum	Bluewater	Pfizer	O2	NATS	Vodafone	BSkyB	EON	Bentley	Orange	M&S	
<b>KEY:</b> BP – Business Park R/LC – Retail / Leisure Centre MES - Multi-Employer Site SES - Single Employer Site	MES	BP	BP	R/LC	SES x 2	SES	SES	SES	SES	SES	SES	SES	SES	
<b>Car use Measures</b>														
Car parking management/restrictions			X	X	X		X					X		
Car share scheme	X		X				X			X	X	X	X	
Guaranteed tax ride home if car sharing cancelled												X		
Eco-driving lessons for car sharers														
Low emissions lease cars (salary sacrifice)							X							
<b>Management / Financial Measures</b>														
Local staff recruitment				X										
Travel plan steering group		X												
Commitment of senior staff									X					
Travel plan budget									X					
Financial incentives to travel sustainably incl. interest free loans			X		X			X		X	X	X	X	
New ways of working	X					X							X	
<b>Information and advice Measures</b>														
Personal travel plan advice		X	X											
Website		X							X					
Newsletter		X									X			
Information boards/maps		X												
Posters and leaflets											X			
Improved cycling information			X											
Walking advice									X					
Improved bus information	X													
Promotions for car sharers										X				

### 3.1.2 Identified Measures

104) Measures can be introduced both individually and in combination to help improve access to the local area. Measures need to be tailored for the site, with specific consideration to the needs of the staff and visitors accessing the site and the local environment (e.g. shift patterns etc.). The benefits seen after implementation can extend to the local community, employee / customer / visitor experience, through reducing car parking issues, improving congestion and reducing travel delays. This leads to a reduction in stress, and aids staff recruitment and retention.

105) The following list of identified measures are taken from the case studies. Whilst some measures will not be suitable or applicable for all sites, the list can be used as the starting point for developing plans to enhance travel accessibility within a specific area:

## Public Transport

- Improvements to existing bus services in terms of reliability and frequency with consideration given to the working patterns of employees
- Provision of new bus services, normally a shuttle between a local train/bus/tram station and workplaces. Some shuttle services are free to employees
- Interchange improvements between different public transport modes, i.e. shelter upgrading, security and lighting
- The offer of a discounted travel card for staff use on public transport, or providing free travel by public transport for staff for a month
- Working in partnership with local authorities and operators to implement a package of improvements related to bus services, infrastructure and information.

## Cycling and Walking

- Improvements to cycling routes and access to the site
- Improvements to secure cycle parking on-site
- Provision of lockers and showers/shower rooms
- Leasing bicycles and equipment to staff through a salary sacrifice scheme, or providing loans to buy bicycles/equipment
- Operating a cycling centre to service cycling equipment
- Operating a cyclists user group
- Providing cycle training for staff not confident in cycling
- Providing access to podiatrist sessions

## Motorcycling

- The offer of free advanced rider training for motorcyclists.
- Greater promotion of relevant schemes, i.e. Wheels2Work.

## Lift Sharing

- Operating a lift share scheme with a registered members' database and dedicated website. Some schemes have a computer based matching function, or are linked to the local authority/other nearby workplace lift sharing schemes
- Car clubs onsite could give additional provisions to those who could cycle and / or travel by bus. This could also help to reduce the need for company pool cars.
- Guaranteeing an emergency taxi ride home for car sharers when their arrangement fails unexpectedly.

## Other Car Use

- Leasing low emission lease cars to staff via a salary sacrifice scheme. This takes advantage of government tax rules, allowing employers to introduce the scheme at no net cost.

## Management and Communication

- Local staff recruitment, defined in terms of how far employees live from work
- Use of an area wide travel plan and travel plan membership club, either at corporate or individual level
- Operating a steering group for an area wide travel plan, to which organisations on-site can provide representatives
- Recruit a part time site transport co-ordinator to manage and help drive the steering group
- Support and commitment from senior staff
- Allocating and operating a specific budget for travel measures
- Providing financial incentives to travellers who access the site by a sustainable mode. Introduce mechanisms for administering incentive schemes such as website, smart card, rewards kiosk, and making payments through payroll
- New ways of working: flexible hours and teleworking (depending on nature of the work)

### Information and Advice

- Providing a dedicated webpage for travel to work considerations
- Issuing regular newsletters, and regularly updated posters and leaflets
- Providing information boards and maps on-site
- Providing personal travel plan advice to (potential) employees about travel options, tailored to their circumstances. This can be linked to recruitment drives
- Developing a new employee travel leaflet outlining current transport options to site, to be distributed to recruitment representatives to support access to employment.
- Providing cycling information, e.g. help with finding routes and recording journeys
- Providing walking information, e.g. via advisors and dedicated walking website
- Providing car sharing information and promotions.

## 3.2 UK wide initiatives

106) A number of UK wide initiatives exist to support accessing transport across a range of modes. A non-exhaustive list that could be used to assist employees accessing the workplace is identified below; some include area specific information relevant to the employment sites being investigated within the Transport Research Study.

### Journey Planning

- [Environmental Transport Association \(ETA\)](#) - provides green advice on buying cars, journey planning and car preparation, and driving.
- [Transport Direct](#) - UK travel information and journey planner (soon to be discontinued - Google Maps and smart phone transport applications contain similar data and functionality).
- [Transport Direct Journey Emissions Calculator](#) – CO<sub>2</sub> emission calculator. A journey distance can be entered to determine emissions for travel by a mix of transport modes including, public transport, road and air.
- [Traveline](#) - UK travel information and journey planner to assist travellers to travel locally, plan long distance journeys including those entirely by bus.

### Lift Sharing

- [Liftshare](#) – assists with lift shares, people to share taxis, and walking/cycling buddies. Free to join and use. Area specific schemes can be set up; schemes in operation related to this study include [East Midlands Airport](#) and [LeicesterShare](#).

### Cycle and Walking

- [BusinessCycle](#) - national network run by Business in the Community, in partnership with TfL, British Cycling, the Cycle to Work Alliance and the DfT. Employers can sign up to this network for free. It aims to get more people cycling to, from and in work. BusinessCycle provides helpful information on all areas of cycling, including evidencing the health / social / environmental benefits, promoting cycle safety, providing information on how to access cycle training, implementing secure cycle parking, and highlighting the importance of good locking practice and bike registration. Organisations that sign up will have access to offers, such as discounts on cycle parking, British Cycling membership and cycle security kits.
- [CTC – National Cycling Charity](#) - Advice on many aspects of cycling, including what bike to buy, types of routes and cycling tips. News about training courses and other events. Area based information, [CTC Page specifically for Leicester](#) which includes local projects and events.
- [CycleStreets](#) - An online cycle journey planner that allows a journey to be plotted between two points, a choice of three routes is provided – fastest, quietest, and balanced. For

each route comprehensive details are shown: map, turn by turn directions, types of roads/paths encountered, journey time, distance, calories and CO<sub>2</sub> emissions saved. This website can be used to plan a cycle journey from any point to any of the four employment sites within this study.

- [Living Streets](#) - National walking campaign website. Includes information and advice on routes, health benefits of walking and information for councils to promote walking.
- [Sustrans](#) - Sustrans 'Get cycling' webpage. Interactive mapping facility helps you find your nearest route on the National Cycle Network, offering both walking and cycle routes. Free information pack and maps available, along with other advice on cycling.
- [Walkit](#) - allows potential walkers to plan a particular journey on foot. The route is quantified in terms of distance, steps, calories burned and the CO<sub>2</sub> emissions that can be saved by using this sustainable form of travel. This site also displays weather updates, as well as a page explaining the benefits of walking to work.

### Bus and Train

- [National rail](#) – online journey planner by rail. Contains fare information, personalised timetable facility, live travel information, details of future engineering works, information about facilities at all rail stations and links to all train operator websites.
- [PLUSBUS](#) – Travel scheme that gives passengers unlimited bus and tram travel (on participating operators services) via a reduced bus pass / travel card. The card is purchased alongside a national rail ticket and gives reduced travel around the whole urban area of the rail-served town or city. PLUSBUS can be used to start your journey (to get to a rail station) and/or to end your journey (from station to your destination).

### Membership Organisations

- [ACT TravelWise](#) is a membership organisation that promotes the benefits of Smarter Choices. Membership is by paid subscription. Its website provides information about regional TravelWise groups in the UK and forthcoming events. There is also a members' area with access to resources such as case studies and publications. It is worth noting that several employers from the case studies are members of ACT TravelWise.
- [Ways2work](#) is a membership network for businesses and other workplaces concerned with sustainable travel and reducing the need to travel. Membership is free. The website also contains news items, and details of events and networking opportunities and has a wide range of resources in a searchable bank, covering the following subject areas: workplace travel plans, business travel, specific travel modes, and flexible working.



## 4 BUSINESS AND LOCAL ENGAGEMENT

107) To investigate issues relating to the workplace it was proposed businesses, based at each of the four employment sites, would be contacted directly and asked to provide their thoughts and opinions to better understand reasons for unfilled employment vacancies and to identify whether accessing local transport was considered a concern.

108) Broader engagement was subsequently carried out to support the business consultation work including consultation with local employment related initiatives, and attendance and presentation at a number of localised business park and educational events.

109) Information detailing the methodology implemented for the business and local engagement can be viewed in Annex C.

### 4.1 Business Park Consultation and Widespread Engagement

#### 4.3.1 Business Park 1 – Magna Park

##### Direct Employer Contact

110) 35 companies are based at the Magna Park Business Park. The businesses in operation on site include haulage and storage, warehouses and distribution of retail products, food and furniture. A full list of companies based at Magna Park Business Park can be seen in Annex A (see Section 2.4).

111) On request of Gazeley UK Ltd, property management at Magna Park, companies based at Magna Park were not consulted for the purposes of the direct employer contact (Section 4.1). Therefore no evidence surrounding employer's experiences of transportation to and from the site has been identified.

##### Wider Involvement

#### Magna Park Property Management Meeting

112) A meeting was held with Gazeley UK Ltd and a representative from Peter Brett Associates to discuss the study, any issues relating to transport in the area and identify whether this contributes to onsite employment barriers.

113) An information gathering exercise was carried out in 2013 by Gazeley UK Ltd and it was felt some of the information would be relevant to the study. Gazeley UK Ltd agreed to share the data (within the Magna Park Occupiers Survey) for the purposes of the Transport Research Study.

114) An additional outcome of the property meeting was the suggestion to produce an employee travel habits survey to upload on the Magna Park Business Park website for employee completion. The website was noted to be in development phase at the meeting but it was anticipated to be completed shortly. Despite maintaining continual contact with Gazeley the Magna Park onsite website did not become live during the duration of this study resulting in it not being possible to upload, review or analyse results from a proposed employee travel habits survey.

#### Magna Park 2013 Occupiers Survey

115) A generalised feedback from the Occupiers Survey was provided for review towards the end of the transport research study. The survey carried out in summer 2013 identified a total of 31

businesses in situ at Magna Park at the time of the survey. A total of 16 out of 25 businesses took part in the survey. The main purpose of the survey was to identify:

- the types of operations
- the quality of employer
- nature and quality of jobs
- the share of jobs that are local
- travel patterns for work.

116) The businesses based on site are a mix of logistics, retail, manufacture and parts supply for maintenance operations. The companies are mainly 'blue chip' with a strong 'social responsibility' ethos. The occupation structure mirrors the industry with 45% of workers comprising professional and managerial, IT, engineering, sales and administration roles. The remaining 55% of workers mainly consists of drivers and warehouse operators.

### Occupier Survey

The following results taken from the survey should not be treated as statistically robust however do provide an indicative overview for Magna Park;

- 9,300 people are employed at the site, accounting for 26.3% of all jobs in Harborough (based on estimations on reported employment numbers and ONS data).
- Of those who are employed at the Business Park 58% have a LE postcode, 38% have a CV postcode and the remaining 4% have postcodes outside of these areas.
- The floor space accounts for around 1 job per 84 square meters.
- The retail logistic operations have significant seasonal spikes in employment numbers (especially during the Christmas period).
- Most organisations operate an 8 hour shift pattern. 95% of jobs are full time of which 90% employed are male.
- Organisations reported high satisfaction levels with the location and quality of the local labour force.
- A small minority of companies taking part in the survey reported they have experienced problems accessing suitable labour and it was noted that the skills requirements are continually rising in the sector. Recruitment agencies are used to source labour, internal recruitment and other on the job training levels are high, however there is little take-up of formal apprenticeships.
- Some organisations share facilities or have procurement arrangements amongst themselves within the Business Park and sub-region. This includes local supply chain support, on-park and local business-to-business trading, IT efficiencies, park-wide travel planning, recruitment, skills training and on-site renewable energy generation.
- No firms reported operating car sharing schemes or subsidising bus or other public transport services.

### Recruitment Agency Consultation

117) Many businesses at Magna Park use recruitment agencies to fill current employment vacancies. To ensure their views are included in the study three separate recruitment agency interviews were conducted, these were also supported with an interview with a recruitment agency not serving a business park for comparison purposes (Annex G). Feedback from the recruitment agencies can be seen below;

### **Pertemps**

An interview was carried out with a Senior Consultant at Pertemps in Leicester. Their responsibility covers Leicester and surrounding areas, but they have a specific responsibility for Magna Park.

Pertemps is one of a number of employment agencies to which companies on Magna Park outsource the task of recruitment. Once the employment agency has a contract with a client, that company might wish for any number of vacancies to be filled, (from 1 to 400). Typically, Pertemps has about 120 jobseekers registered that are available for work in Magna Park, at any given time. Most people registered are blue collar workers, but there are also smaller numbers of registered professional staff.

The task that Pertemps carry out is to fill job vacancies with people who both have the necessary skills and are able to get to and from the place of employment on Magna Park. It is the latter, according to the respondent, that is the greatest challenge. Pertemps' register of people available for work includes details of their transport resources, and shows that about 80% of them would be able to access employment using their own transport. Others, however, might have been unemployed, and / or on a low income, for some time, meaning that they might not have a car for financial reasons and accepting an employment opportunity would mean travel by public transport... Sometimes, Pertemps is able to provide transport, (in the form of a minibus, shuttle bus or even a coach), to get people to a place of work, but this is not viable if group numbers are less than about 100.

The public transport requirement, in the context of Magna Park, is for services to enable people to access shifts that are typically 6am to 2pm, 2pm to 10pm and 10pm to 6am. An additional consideration, however, is that Magna Park is a large area, meaning that the location of drop-off points within the park is important. A potential employee might have a 20-minute walk to their place of work from the bus stop, which for some would make using the bus unviable, due to disability or working a specific shift.

The respondent expressed reservations about car sharing. It was felt there would be a high risk should the driver not being able to attend work on a given shift, resulting in up to four people (car sharers) also unable to get to work on that particular occasion.

### **Magna Staff**

A subsequent interview was carried out with the Manager at Magna Staff's office in Lutterworth.

Their view was that people really struggle to get to work on Magna Park and said that it is really necessary to either live in Lutterworth, or have personal transport, in order to work there. It was also stated that it is more difficult to get to work in Magna Park from Hinckley, as the bus takes an hour from Hinckley, and some people are reluctant to undertake a day's work and then spend an hour on the bus, travelling home. To meet the needs of recruiting from Hinckley to Magna Park is to provide better, and more direct, bus services. The priority requirement would also be for a service that can get people to Magna Park in time to begin a 6am shift, although it was additionally recognised that firms in this location have a wide variation in terms of shift patterns. The respondent expressed the opinion that local bus services are dreadful.

It is very common in Magna Park for firms advertising vacancies to state that candidates should have access to their own transport, (which confirms the finding from face to face interviews, that companies screen out candidates with inadequate transport resources, at the interview stage, or even earlier). Magna Staff also asks jobseekers about their transport resources when seeking for employees.

The respondent did highlight some employment agencies are known to lay on minibuses to get employees to work in Magna Park, (although Magna Staff does not do this). Industria Personnel Services is an example of an agency that provides transport in this way and in some cases; the agency will own its own vehicle.

#### **Flex Recruitment Agency**

An interview was carried out with a Recruiter at Flex Recruitment, based in Hinckley. The staff member expressed the view that transport is a massive limitation on quite a few people in the area, and that not having access to personal transport was very common for people in Leicester.

### **4.3.2 Business Park 2 –East Midlands Business Park**

#### **Direct Employer Contact**

**118)** There are 88 companies based at East Midlands Airport and its Business Park, employing 6,730 people. The Airport is a relatively small employer, with a core staff of some 250, although recent changes to the car parking function has helped to double the workforce, to approximately 500 employees.

**119)** The businesses on site include aviation and logistics organisations such as Air Logistics Ltd, Cargo Link Express and DHL, service industries such as Holiday Inn Express and Regus and further organisations such as the Post Office and transport advisors. A full list of individual companies based at East Midlands Business Park (which excludes multiple companies based within East Midlands Airport) was recorded in the employment site database (see Section 2.4, above).

**120)** 35 companies across East Midlands Business Park (excluding the airport) were contacted and asked for their willingness to participate in the study. The database developed for the study was updated as appropriate during this correspondence activity. Whilst many of the companies contacted did not think the study was relevant to their individual situation three business representatives were willing to participate in an onsite interview to discuss localised employment and transport availability in greater detail. Of those that did not think the study was relevant most indicated this was due to not observing any issue with local transport provisions or not encountering any difficulties with the recruitment of new staff.

**121)** Interviews were held at Laser Optical Engineering, Heavyweight Air Express and Thistle Hotels; providing an interesting cross-section of different sized companies based at East Midlands Business Park all with different needs in terms of transport requirements. Feedback from the three interviews can be seen below:

#### **Thistle Hotels**

Currently employs 97 people with a range of skills. The majority of staff tended to work a shift pattern that is fairly typical of the hotel trade (7am to 3pm, 3pm to 11pm and 11pm to 7am).

The respondent representing Thistle Hotels stated that there was not an issue with either staff retention or staff recruitment on site, with the hotel's turnover of staff being at a level of some 16%, which was described as being about normal for hotels outside of London. Any problems encountered with recruitment were skills-related, particularly in the context of recruiting senior chefs, and not due to transport issues.

The representative suggested approximately half of the staff travel to and from the hotel by public transport. The local SkyLink service which operates a 24 hour service helps to meet demand providing travel at the beginning and end of each shift. The respondent confirmed that SkyLink was well used by the hotel's employees. Of the remaining staff, 25% travel by

car and 25% walk or cycle.

Whilst car sharing among the staff was encouraged by the hotel, it was quite common, albeit informal. The hotel supported sustainable travel by making bus timetables available.

### **Heavyweight Air Express**

Employs 35 staff and 5 Directors at their administrative headquarters based at East Midlands Business Park, the company has a further 15 employees based at its cargo depot nearby.

There was notable contrast at Heavyweight Air Express between the 'white collar' staff working at the headquarters, who generally worked a 'standard' 9am to 5.30pm day, and the 'blue collar' employees at the cargo depot, who worked a night shift, (since air freight is primarily a night-time activity). Employees at both sites reported no issues with transport availability for getting to and from the place of work. It was identified that the company had a procedure for discussing transport resources with candidates at the interview stage.

The company has a very low turnover of staff, and so neither retention, nor recruitment, of staff was considered a problem. The respondent representing Heavyweight Air Express stated that all employees at the cargo depot drove to and from work, with some car sharing that had developed informally.

In addition to the main interview held at Heavyweight Air Express, it was informative to hear from an employee who used SkyLink, from Derby, to travel to and from work on a daily basis. The view of SkyLink was that despite it being poor in terms of punctuality and reliability it does provide a vital link for many people employed on the site, who would have no alternative means of getting to work.

### **Laser Optical Engineering**

This is one of the many small companies based at East Midlands Business Park. Laser Optical Engineering employed 7 people on site all of which recorded no problems with transport. Being typical of employees in a high-tech industry, in that they are highly qualified and highly specialised, many can afford to travel by car. As a small company, hours of work were fairly flexible, however staff tended to work between the hours of 8am and 6pm.

On a temporary basis the company also employed a cleaner who was noted to provide a service for several companies at East Midlands Business Park. The cleaner was noted to be one of a number of cleaners and other auxiliary staff providing such services on a flexible, subcontracted basis, often for a few hours in a given location, and at times that do not fit in with conventional shift patterns.

Travel was certainly an issue for the subcontracted cleaner who tended to provide a service between the hours of 2.30pm and 4pm. Through discussion it was evident the cleaner was often reliant on getting ad hoc lifts to and from the site, and was glad to have a level of flexibility in employment start and finish times.

122) A response that was common in all three company interviews was that the lack of available public transport was not a major concern. It was also noted that the ability for a prospective employee to get to work was thoroughly addressed at the interview stage. This was a general challenge for this part of the research, as companies could largely only provide information on their current employees' experiences with travelling to and from the airport, and these employees, almost by definition, had no transport issues.

## **Wider Involvement**

### **East Midlands Airport (EMA) Training Academy**

123) [East Midlands Airport Academy](#) works with Job Centre Plus to support people into employment by providing them with pre-employment training which in turns helps to provide businesses at East Midlands Airport Business Park with a consistent supply of suitably skilled local labour.

124) East Midlands Airport (EMA) runs what is referred to by the wider stakeholders as the Airport Academy, which has been running since 2006. Information on this scheme was gathered through a telephone interview with a senior member of staff at EMA, who also provided additional information in the form of East Midlands Airport Travel to Work report 2012 (Annex D) and East Midlands Airport employee travel to work survey 2013 (Annex E).

125) The Academy works with Job Centre Plus to support people into employment by providing them with pre-employment training. Such training might begin with ensuring that employment candidates have basic literacy and numeracy skills, but might also include relevant attributes such as customer service. This is part of a clear, long-term strategy that EMA has had since 2001, for supporting jobseekers in securing employment on the site. This is so that businesses on the Park have a consistent supply of suitably skilled local labour. In essence, EMA is acting as a benevolent landlord to the commercial tenants on site, as well as ensuring access to a labour force itself. This is quite important for the many smaller companies on site, who wouldn't necessarily know the mechanism for accessing jobseekers through Job Centre Plus.

### EMA - Local Transport Service Support

126) As well as providing targeted training through the Academy, EMA also supports transport services that can enable suitably qualified job candidates to travel to and from work. EMA's approach to funding transport services has been as a pump priming exercise – and the Airport has provided over £2,000,000 of funding for schemes over the past ten years. A service is supported, and promoted to both employees in a given location, and the general public, and then funds are diverted to another new venture, once the service either fails or becomes commercially viable. For example, the SkyLink services to Derby and Nottingham have become broadly commercial. The strategy is for the funds to be used in conjunction with matched funding from the Department for Transport and other sources. The process is also supported by a six-monthly Transport Forum, which is attended by a number of stakeholders, including those responsible for travel plans and the promotion of sustainable travel in the region.

#### SkyLink

A good example of the Airport's support for local transport services is the extension of routes and hours of operation of the SkyLink bus service (Annex F). This transformed the County Council-subsidised Airlink (No.155) service from being a 7am to 7pm service, to being one that operated from 4am to midnight. Prior to SkyLink, EMA supported a local social enterprise in setting up a demand responsive service, (similar to a dial-a-ride), for people travelling to work at the airport. This was unsuccessful, as it was only DHL who really engaged with this to any extent, and usage was lower than what was required, so EMA's funding went into SkyLink instead.

The main function of SkyLink, which operates 24 hours a day and seven days a week, is to link the Airport with Derby, Leicester and Nottingham, but it also links towns and villages such as Loughborough, Long Eaton, Castle Donington, Kegworth and Diseworth. This high-frequency service has benefited from £4.8m of investment, £2.9m of which has been contributed by the Airport. Other funding sources have included the Department for Transport Kickstart Programme and match funding from Nottingham, Derby and Leicester City Councils. Usage of the service has grown steadily, from some 200,000 passengers in 2004, to over 1.7 million passengers in 2013. Although the Skylink routes initially provided transport for people from one end to the other of a route, and were able to do so as a result of funding, the network is now mostly commercially viable, and is routed through some densely populated

areas, thus supporting more localised journeys.

An annual survey of bus users has shown that 84% of people using the Skylink service to travel to and from the airport for work had no access to a car which emphasises the importance of this service to the people that use it.

127) Top of the list of priorities for future bus services are Coalville and Ilkeston, which both have higher than average indices of social deprivation and unemployment. Coalville currently has a day-time bus service only; the aspiration, should the Airport grow sufficiently in the future, is for the hours of operation for the Coalville service to be extended so that it has a 3am or 4am start, and a midnight finish, ([East Midlands Airport Economic and Surface Access Plan, 2014](#)). This would restore a service which existed a short while ago, when EMA provided funding to allow the County Council-subsidised Airlink 155 service to be run from 4am to midnight, (whereas it would otherwise have operated from 7am to 7pm). This additional funding was in place for a three-year period, after which budget cuts forced the withdrawal of this funding.

128) An illustration of the importance of the availability of transport for enabling people to access employment opportunities is provided by experiences in Coalville. Financial support provided by EMA used to be used to extend existing County Council-run bus services so that they ran between Coalville and the airport, and at times that suited the shift patterns of employers on the site. Specifically, EMA funding ensured that a branch of the SkyLink bus service linked Coalville with the airport during off-peak hours. Regular, around-the-clock bus services are necessary for employers on the EMA site because the wide variety of jobs provided, (e.g. in catering, security, retailing, manufacturing, etc.), has led to a variety of shifts being worked in this location. Employment on the site often does not conform to the standard shift pattern of 6am to 2pm, 2pm to 10pm and 10pm to 6am, which is common elsewhere; instead, employment might start or finish at any time between 4am and midnight. Because Coalville has a significantly smaller population than, say, Derby and Nottingham, and so lacks the critical mass for a bus service to be viable, funding for the SkyLink extension to Coalville has since been withdrawn, and diverted to support links to more populated urban areas. The result is that, whilst the Coalville Job Centre Plus office continues to refer jobseekers to the Airport Academy, the current lack of transport provision makes it difficult for Coalville jobseekers to secure employment at EMA.

129) Loughborough is also well served by SkyLink. However, recent pedestrianisation of the town centre has created a more difficult operating environment for buses, thus making bus services less attractive, this has resulted in this part of the SkyLink service losing patronage.

130) The improved SkyLink bus service has helped East Midlands Airport meet targets stipulated in the East Midlands Surface Action Plan 2006, including;

- To reduce employee single-occupancy car journeys to the airport to 70% by 2016.
- To increase passenger access by public transport to 10% by 2016.

131) In absolute terms the number of people travelling to and from work at the airport by bus has increased, in absolute terms, from 174 in 1999, to 633 in 2012. This increase has been encouraged by the Airport's partnership working with Local Authorities, transport providers and funding agencies, and by the operation of its Transport Forum to bring such stakeholders together.

### EMA - Initiatives to Facilitate Jobseekers' Access to Employment

132) EMA also promotes walking and cycling as alternative means of travelling to work, but there is a feeling that buses provide the main solution to the need for transport of a large number of people. Car sharing is additionally encouraged, and there is a formal scheme in place to facilitate this, but experience has shown that the bulk of car sharing activity has come about through informal contacts, (i.e. not using the scheme that has been set up for this purpose). A positive example is in

the Airport's fire service. This is because there are a number of people who know one another, and who are on the same shift. It has been much more difficult to persuade people to share a car with people from a different company as people tend not to want to share with a stranger. It is also easier for a company to encourage its own employees to car share, as it has a means to contact them all, (by email, etc.), and also knows where its employees live.

### Future developments and considerations

133) The planned Roxhill East Midlands Gateway Strategic Rail Freight Interchange has the potential to create jobs in the area. This development will consist of 6,000,000 sqft of distribution and storage buildings, located near to Junction 24 of the M1, just to the north of East Midlands Airport. Its location adjacent to the motorway will make it very accessible for car drivers, but it will not be as easy to access for people without a car. An application is currently before the planning inspectorate for their determination. If approved, the interchange is expected to have 6,000 employees working there, once it becomes fully operational.

134) Through collaborative planning, the additional demand resulting from these new developments could be used to improve in local bus services, which would be likely to include East Midlands Airport in their route.

### SmartGo'

135) A face to face interview was held, in Leicester with Go Travel Solutions consultancy, a social enterprise which developed and administers Smartgo.

#### Smartgo

Smartgo is the brand name for local business travel networks which aims to provide a package of travel benefits and services to assist companies in facilitating both commuting and business travel for their staff.

From October 2014, the Business Travel Networks (Annex G) in Loughborough and Coalville will adopt the brand names of Smartgo Loughborough and Smartgo North West Leicestershire. (This whole initiative has originated from the Choose How You Move Smarter Travel for Business Project, which was funded by the Department for Transport, and led by Leicestershire County Council).

Smartgo is a membership scheme for employers, and is currently available in Leicester, Milton Keynes and Stevenage. Employers benefit from the scheme through payment of an annual membership, which costs from £25 to £475 (+ VAT) per year, depending on staff numbers. The incentive for staff of member organisations is the availability of various sustainable travel discounts, and free access to travel tools. In this way, Smartgo helps to make travel to work cheaper, easier and more sustainable.

136) An example of how Smartgo can facilitate improvements in the provision of transport facilities for employees on an industrial estate that is not particularly well served with public transport services is in Tilbrook, in Milton Keynes. There are approximately 1,600 people employed in Tilbrook, by 22 employers. Tilbrook is an industrial estate located on the southern periphery of Milton Keynes. What initiated in Tilbrook there were concerns over the lack of public transport services to and from the estate, which included links to retail and food outlets in Milton Keynes during the day, and the provision of parking spaces on the estate. Red Bull Racing, which is based in Tilbrook, already had an obligation to create a Travel Plan to support a planning application for some development work, and so Milton Keynes Council suggested that they speak with Go Travel Solutions, with a view to working with Smartgo Milton Keynes, which was in the process of being launched in the immediate term.



137) This partnership led to Red Bull Racing initiating a neighbourhood-wide travel survey, which included all of the employers on the estate. The result of this process has been the creation of the Tilbrook Travel Hub, whose achievements have included the implementation of a shuttle bus service running between Tilbrook and Kingston, a major retail centre in Milton Keynes, the development of a bike buddy scheme, and active encouragement for car sharing among employees, to reduce lone driver commuting.

138) Go Travel Solutions is currently working on the establishment of a new Smartgo scheme, which will cover both Loughborough and Coalville. These towns are included within Leicestershire County Council's LSTF funding zone, which is in place until March 2015. The objectives of the scheme, which is for employers in both Loughborough and Coalville, (August 2014) has the brand name of Business Travel Networks (see Business Travel Network Programme below), and works towards providing lower-cost travel options for employees, to broker more efficient transport solutions among member companies and enhance the mobility of staff in these towns, whilst reducing the environmental impacts of travel.

139) A possibility, according to Go Travel Solutions, is that a Smartgo Magna Park might be developed, at some time in the future, using LSTF funding, although Hinckley appears to be next in line for LSTF funds.

140) One implication of the East Midlands Airport (Castle Donington) industrial area falling within the North West Leicestershire LSTF area is that companies there are eligible for funding for schemes related to sustainable travel, (e.g. up to £5,000 to fund the creation of, say, a car share scheme).

### 4.1.3 Business Park 3 – Birch Coppice Business Park

#### Direct Employer Contact

141) 17 companies are based at Birch Coppice Business Park. The businesses in operation on site include distribution organisations such as Mobis Parts Europe, Ocado Ltd to parts and product suppliers, such as Instarmac PLC, PHS Direct and Keltruck and Draxlmaier Automotive UK Ltd. A full list of companies based at Birch Coppice Business Park can be seen in Annex A (see section 2.4).

142) All operational businesses at Birch Coppice Business Park were contacted and asked for their willingness to participate in the study. The majority of organisations declined to take part in an interview; in a number of incidences this was due to a lack of suitable staff to be interviewed, recruitment being coordinated from alternative locations, a general unwillingness to discuss transport issues or finally the perception that the study was not relevant to their organisation. Consequently, no face-to-face or telephone interviews were conducted with organisations at the Birch Coppice Business Park.

#### Wider Involvement

##### PDM Training and Consultancy Ltd

143) [PDM Training and Consultancy Ltd](#) provides training (via a work academy) for unemployed people age 19+ who are in receipt of benefits. The training includes:

- Classroom based training and induction onsite to prepare for work in ECP's national distribution centre
- Activity training and simulation in a warehouse training environment
- Work Trial, buddied up with ECP staff in the warehouse to experience different job roles
- Interview for a permanent job with ECO for all jobseekers who complete the course

144) A telephone interview was conducted with a Manager at PDM Training and Consultancy Ltd. They have a particular interest in Birch Coppice Business Park, providing training on behalf of Euro Car Parts (ECP), a major employer on this site.

145) PDM Training and Consultancy Ltd role is similar to that of the Airport Academy run by East Midlands Airport, in that the objective is to provide jobseekers with the skills necessary to make them employable by firms such as ECP.

146) Sourcing labour, for Birch Coppice, has been focused on the small local towns of Atherstone and Dordon, (which have a population of some 3,000, and 8,000, respectively – there are currently approximately 4,500 people working in Birch Coppice, and this figure is expected to rise by another 1,000 within a year). This local labour market has become exhausted, so firms are beginning to expand their recruitment area to include Lichfield, Nuneaton and Coventry. Problems identified with this are based on whether jobseekers have transport availability to be able to access employment opportunities from these locations.

147) Issues with transport to and from work are partly caused by the nature of the employment in Birch Coppice. About 85% of employment at Birch Coppice is related to warehousing activities, which take place 24 hours a day, seven days a week. From 2013 the Local Authority commissioned a new bus service to serve Birch Coppice using S106 funds, this was only suitable for people who work a fairly standard 9am-5pm shift pattern, and the service does not operate on Sundays. To meet the needs of people working in Birch Coppice, buses would need to operate twenty-four seven, and serve Lichfield, Nuneaton and Coventry.

148) There is a fairly high turnover of staff in Birch Coppice. Jobs are often not very well paid resulting in employees changing job in the hope for more lucrative work elsewhere; this contributes to maintaining the high demand for labour. In North Warwickshire, there is currently the unusual phenomenon of there being more jobs than people. Low wage levels also make it more difficult for employees on the site to afford their own transport, which prolongs their reliance on public transport for getting to work.

149) One issue raised in relation to ECP was the current public perception of warehouse-related work. It was suggested this type of work is perceived as being low quality and a job that people with no or limited qualifications are able to do. This was offered as a partial explanation for this particular logistics and supply chain company experiencing difficulties in recruiting and retaining staff. This was not representative across the Birch Coppice Business Park as some of the smaller companies report a high level of staff retention.

150) In terms of potential solutions, car sharing was identified as being fairly common at Birch Coppice Business Park; however the provision of bus services was considered priority. Providing a service to match peak start and finish times in Birch Coppice was considered vital. It was also suggested that employers might be encouraged to alter their shift patterns slightly, in order to facilitate the coordination of such public transport services to ensure employees arrive on time. Another idea was a shuttle minibus service to link the main local town centres. It was felt this should operate for a limited time each day. PDM had already discussed this idea with local taxi firms.

151) The issue relating to some employment agencies on Magna Park running minibuses on behalf of their clients to ensure people are able to get to work was discussed. This was not felt to be something that was in operation at Birch Coppice.

152) The idea of an academy, on the lines of the one that serves companies located on East Midlands Airport Business Park, was considered a good idea for Birch Coppice Business Park, particularly from the point of view of providing a hub which would encourage dialogue between employers on site.

## Local Council Engagement

153) Consultations were carried out with representatives from Warwickshire County Council to discuss access to work and employment issues in the vicinity of Birch Coppice Business Park.. Findings from this work are presented below:

### Recruitment

It is likely that filling vacancies on Birch Coppice will become more difficult in the near future, given the planned expansion of the number of jobs on the site. Birch Coppice continues to expand with additional 500-800 employees to be recruited by Ocado in 2014 and further new investment at the site from Bunzl and Draxlmaier. Birch Coppice also has three new units being marketed at 150,000, 170,000 and 700,000sq.ft.

It was suggested that if vacancies are not filled and retention of staff continues to be an issue, then a possible solution is to advertise roles further afield and encourage economic migration to fill the vacancies. Another potential solution might be to advertise vacancies more widely, in the hope that people with their own transport will be prepared to travel. This solution will, of course, not benefit local jobseekers.

Other potential consequences are that problems with filling vacancies might cause wage levels to increase, as firms compete for staff, thus making locally-based firms less competitive. Another possibility is that firms will simply relocate to an area where the supply of labour is more plentiful and reliable.

### Employment Density Statistics

Employment density figures express the ratio of jobs available in a given area, to people of working age. North Warwickshire has the highest employment density ratio in the Midlands, standing at 1.07 jobs per working age person. This supports PDM's view that there are more jobs than people in the vicinity of Birch Coppice. This high ratio is, however, in contrast to the figures for Nuneaton and Bedworth, which is 0.57, and for Hinckley and Bosworth, which is 0.63. The latter two ratios indicate that there is unemployment in these two areas, and so there is an obvious incentive for jobseekers in these towns to be assisted in accessing employment opportunities in North Warwickshire, particularly Birch Coppice.

Some of the unemployed people in Nuneaton could be supported into employment at Birch Coppice if transport barriers could be overcome.

### Transport Access

A major barrier to achieving a match between jobseekers and available job opportunities is the availability of public transport services at the times that employers require people to start and finish work. Many companies based at Birch Coppice operate shifts and so employees need to be flexible in their working patterns over 7 days incorporating early starts and late finishes. This level of flexibility cannot be expected to be provided by fixed-route bus services. Employees using the main bus service serving Atherstone-Birch Coppice-Tamworth (766) are additionally limited during the weekend as the service follows a reduced hour timetable on Saturday and does not run on Sundays.

### **'New Greener Journeys' Research**

One interviewee mentioned the New Greener Journeys research, conducted by the University of Leeds. This research stresses the importance of buses on economic growth and reveals within the New Greener Journeys – Survey of bus use amongst the unemployed report, that young people are more reliant than any other demographic group on bus services. Findings from the later report suggest that for the vast majority of unemployed 18 to 24 year olds, the bus is the only form of transport available and they depend on it.

The study showed that 82% of unemployed people in that age bracket have no access to a car, and that 24% of unemployed 18 to 24 year-olds is prevented, in some way, from securing a job because of the lack of suitable bus services in their area. According to the research, 34% of unemployed people in this age group believed that they would be more likely to get a job if there were more suitable bus services.

### **Accuracy of Transport Planning Tools information**

It is recognised there are some issues associated with the effectiveness of public transport journey planning websites that provide optimal travel route suggestions, i.e. Google Maps and Traveline. A review was carried out by Warwickshire County Council of access to employment sites including Birch Coppice from Nuneaton using public transport websites. In reference to this study, journeys from Nuneaton to Hams Hall, Ansty, Magna Park and Birch Coppice have been reviewed.

Public transport websites do not always identify the optimal bus / rail journeys and in some instances do not offer all journey combinations, particularly rail or bus and cycle options. Whilst it is recognised there are restrictions on taking bicycles on trains, especially during peak times, there are no restrictions on folding bicycles. In addition the option of cycling to the station or cycle parking availability at a station is not always clear on journey planning websites. Finally, journey combinations of mixed modes (such as of bus / walk / rail) are not always offered on public transport journey websites. For example, it was suggested that the travel websites fail to identify routes which combine train, bus and cycling instead recommending three-bus solutions that are far less viable.

### **Gaps, Perceptions and Misconceptions**

There was a question as to whether unemployed individuals and their advisors (Job Centre representatives / recruitment agencies) are fully aware of all non-car routes to employment sites and where to access public transport or multi modal journey planners to support the planning of a journey. It was also unclear whether the Warwickshire County Council's own branded website 'Choose How You Move' is promoted at Job Centres, recruitment agencies, onsite or at company based recruitment fairs.

From research carried out by Warwickshire County Council it was evident that greater promotion and acknowledgment of tools to support journey planning is needed to support employee recruitment. Findings suggested that employment advisors often used their own knowledge as to whether transport modes were available, whilst this is extremely helpful for the potential employee by expanding on this knowledge it would help to ensure all travel information is available to make an informed choice on how to access the employment opportunity. It would also help to overcome any misconceptions and information gaps such as:

- Walking from Atherstone Station to Holly Lane Industrial Estate is 'too far' when in fact it is 0.5 miles or 10 minutes on foot
- Trains operate from 6.20am from Nuneaton and the last train leaves Atherstone at 21.59 (London Midland service between Crewe and

Northampton).

- Some people assume they simply cannot travel from one location to another or it is something that they would not want to do.

### Potential Solutions

A number of potential solutions to address the local issue relating to transport and employment were identified, these included:

- Enhancing an existing Stagecoach service from Leamington to include Gaydon – This is an example of what can be achieved by local authorities, employers and local bus companies working together to identify opportunities. A large employer was running its own shuttle bus with 40-50 staff from Leamington to Gaydon to meet the needs of its employees. By identifying where these additional services are in operation this could help existing bus providers identify whether they could extend or alter existing public services to serve a wider geographical area and meet the needs of the employees at the site.
- A5 Shuttle Bus – A service using A5 between Magna Park and Tamworth via Birch Coppice could be beneficial if it has limited stops and fits in with the already existing 766 service. If successful this A5 shuttle bus could be extended at a later date to include Ansty, where there are also a high number of employment opportunities.
- Return to Work Minibus – this could offer support for potential employees returning to work after a period of leave or a duration of unemployment. Support could be offered for a set period of time and / or for a particular group of people (e.g., under 25 or long term unemployed).

On a wider scale companies could be encouraged to incentivise their employees, for example unpopular or difficult shifts could have a wage increase attached to them. This would assist recruitment and could be promoted by Job Centres or recruitment agencies as necessary. Alternatively businesses could join together and all input into a 'shared fund pot' to support additional or extended transport provisions or offer reduced cost bus travel to new recruits. It was suggested that after a period of support, services may become commercially viable and not require additional financial support. There may also be the opportunity for funding to be obtained by some companies from social impact bonds however this would need reviewing in much greater detail.

Companies could also be encouraged to become more socially responsible employers. Reference was made to firms that may be seeking to be seen as more socially responsible and who might be willing to take part in schemes to help new or existing employees with travel to work. One such employer had recently moved to Ryton. They only recruit directly and offer onsite training to potential new employees. Combining this with addressing transport issues may help to create a full programme that supports both employee travel and recruitment. Schemes suggested within the study for consideration to assist transport improvements in the local area have been included in Section 2.5.

### Raising Aspirations, Educational Attainment, Skills and Employment Event

154) On 26<sup>th</sup> June 2014 the Research and Insight Manager for Leicestershire County Council attended an event on Raising Aspirations, Educational Attainment, Skills and Employment for the purposes of the Transport Research Study. The event was held at North Warwickshire and Hinckley College.

155) Points relating to the objectives of the Transport Research Study are summarised below:

### Employment and Transport

A high number of jobs are available within the North Warwickshire area; however commuting patterns indicate these are not being filled by people within the borough. Employment growth has been identified as strong within the area; however population growth was low, which might exacerbate the situation. Research carried out by Cambridge Econometrics suggested that employment growth was strongest in the warehousing, postal, food and beverage and construction employment fields.

Transport was noted as a priority area for the LEADER funding programme (an approach to rural development encouraging local people to get involved) covering a cross-border area including North Warwickshire, Hinckley and Bosworth. TalentMatch have been providing a 'Wheels to Work' scheme since July which has the potential to supply up to ten mopeds to long-term unemployed young jobseekers in Coventry, Nuneaton, Bedworth and North Warwickshire Boroughs to access their place of work.

During the event Euro Car Parts Ltd conducted a presentation which inferred that most businesses at the Birch Coppice Business Park had employment vacancies which they struggled to fill. Following research undertaken in conjunction with PDM Training and Consultancy it has been highlighted that transport was a concern which was exacerbated by varying shift patterns. All (employers) have different shift patterns. It was also noted that a significant number of staff are hired through agencies and this therefore creates a disconnection between the employer and employees in terms of understanding common characteristics and requirements of jobseekers.

### Skills and Transport

Whilst transportation is a significant barrier there are further barriers to employment at the Business Park which include lack of skills and education as well as potential employees with criminal records. Concerns surrounding schools inadequately preparing pupils for jobs and jobseekers having certain attitudes towards transportation to remote places of work were discussed in greater detail. It was suggested Job Centres and schools could work together to help re-educate potential employees in changing their attitudes towards employment.

Transportation routes were discussed and it was noted that transport to Coleshill has poor connections other than to Birmingham and no train service to Nuneaton. It was also noted that the 766 bus service is subsidised to serve Birch Coppice Business Park. In general connectivity with smaller villages across the borough was seen as poor.

It was suggested park management could be guided by activities carried out at Magna Park, i.e. synchronising shift patterns and engaging with employees on transportation and access issues via their site management company.

## Birch Coppice Breakfast Event

156) North Warwickshire Borough and Warwickshire County Councils together with IM Properties and facilities management GVA organised a Business Breakfast event in July 2014, to investigate Birch Coppice access issues and to review site based employment skills and employability. A case study outlining the event can be seen in Annex F.

157) Representatives from all 18 firms on site were asked to attend; confirmation of attendance was received from 10 companies which account for 3,600 of the 4,600 employed at Birch Coppice. The event provided a direct opportunity to talk to employers and identify issues they might be encountering relating to accessing the site or employment recruitment or retention.

158) To promote the Transport Research Study and initiate onsite company engagement a presentation was given along with the distribution of an employer site based questionnaire to obtain company related details relating to access and employment.

159) IM Properties are developers, with facilities management carried out by GVA. At present, whilst correspondence occurs across the site, limited employment or transport considerations are reviewed and / or coordinated between tenants.

160) Some representatives attending the event stated they did not foresee any issues relating to transport and employment or recruitment, whilst others who have been recruiting recently or were due to commence recruitment in the near future identified a level of concern. Responses, particularly those associated with recruitment, suggested existing employees have already found a solution to meet their needs (i.e. transport to get them to work on time) compared to potential employees that may have to seek for a solution when considering whether to take a position of employment. Addressing these individuals at the right point in the recruitment process was vital to ensure employees have all the information they need to make an informed decision, including details on the travel options available to them (car sharing, bus services, supported travel options).

161) Offering initial benefits to using a bus service or providing seasonal discounts was discussed as methods of enticing both new and current employees to consider travel by bus. It was recognised that a successful change in travel method may help to bring about behaviour change. The representative from Stagecoach suggested that by working together with business parks it would be possible to identify main shift patterns and based on demand services could be adapted to suit employer need. It was clear there was scope to change bus services and Stagecoach indicated new services should be given a minimum of two years to become established and to prove their economic value.

162) The role of recruitment was raised in relation to companies who use recruitment agencies to fill their vacancies. It was evident there was a disconnection between agencies and these employers with some companies not being made aware of the issues or difficulties agencies face when asked to recruit a specific number of employees. This was supported by the Job Centre representative who confirmed they filter out any potential employee who is unable to state how they would get to a place of work. Whilst some Job Centres have started to provide jobseekers with access to schemes such as My Travel Plan from Liftshare, these have to be investigated independently by the jobseekers which can have its own issues.

163) It was clear that greater promotion was needed to detail the travel options in the area and to identify a method of distributing this information with ease. Tenants working in collaboration with property management could help to develop suitable materials which could be utilised by all companies on site. Initially tenants could also be asked to sign up to existing schemes then similar schemes could be promoted across the business park. It was noted that whilst there was a cycling group in operation the A5 itself is not well suited to cycling due to the traffic using this route (large distribution vehicles / logistics / freight) and the lack of full cycle ways along the length of the A5. The A5 strategy is considering cyclists in the redevelopment strategy but until then an alternative 'quiet' route would need to be identified to promote to potential cyclists.

164) Some event attendees suggested schools and colleges could help to prepare young people further for employment beyond qualifications and that job promotion and a clear definition of jobs would help ensure jobseekers do not simply consider all jobs at business parks to be lower paid or 'warehouse jobs'.

165) Reference was also made at the event to raising the aspirations of employment for ex-offenders and also for people with moderate learning / behavioural difficulties. Implementation of an employment academy may help to address both issues. This would give all jobseekers an equal opportunity to be considered for the most suitable job in addition to giving employers the chance to assess a potential employee before offering a permanent position of employment.

## Birch Coppice Employer questionnaire

166) Company representatives who attended the Birch Coppice breakfast event were asked to respond to a questionnaire on views relating to transport and recruitment.

167) Five companies responded with completed questionnaires, from organisations employing various numbers of workers at the Birch Coppice Business Park. These included:

- Ocado (1,400 employees),
- Waste Recycling Centre (7 employees),
- CEVA Logistics (500 employees),
- Bristan Group Limited (330 employees)
- Euro Car Parts (600 employees).

168) Questions were asked from three main subject areas, working structure and recruitment, public transport awareness and support for proposed business park wide transport initiatives.

### Working Structure and Recruitment

Organisations provided details on the types of roles and jobs which their firm offered; skills required and core working hours.

The organisations recruit a wide number of roles due to their sizes, they include operational and dispatch workers, drivers, warehouse operators and office based roles. Skills in demand vary from driving qualifications, to numerical and literacy skills to physical stamina.

Shift patterns across the organisations varied;

- Waste Recycling Centre, Ocado and CEVA Logistics operate 7 days a week
- Bristan Group Limited operate mid-week only
- Euro Car Parts Ltd operates 7 days a week.

Hours of work also varied from 24-hours to 09:00 – 17:00 for office based roles;

- Ocado shifts start from 04:00 with the latest finishing at 06:15
- Waste Recycling Group, CEVA Logistics and Bristan Group Limited start between 06:00 – 08:00 and finish between 18:30 – 22:30.
- Euro Car Parts Ltd had nine varying shift patterns operating 24 hours a day, although it was noted the shift patterns were under review to reduce their number.

Issues associated with recruitment;

- The Waste Recycling Centre attributed the difficulty in recruitment to the distance of Birch Coppice Business Park to Nuneaton. It was stated that whilst numerous job applications are received few applicants arrive for interviews; reasons given include distance and the requirement of owning a car to travel to site.
- Euro Car Parts had similar experiences stating that retaining staff on night shifts from 16:00 – 02:30 was difficult. They attributed the difficulties in both retaining and recruiting staff to the working hours, pay rates and difficulties in transportation, noting there were insufficient buses to the site and these did not match current shift hours.
- Ocado identified that it was difficult to retain Personal Shoppers and Warehouse Operatives and this was particularly apparent for previously unemployed or those experiencing issues with transport to the Business Park.
- CEVA Logistics noted they had difficulties in retaining agency workers.



### Public Transport Awareness

The Ocado representative referenced the 766 bus service which served the Business Park. Whilst it matched some shift patterns, it was limited to serving certain towns and no service was available outside of these hours. It was also stated that Ocado was aware of a substantial number of jobseekers who wanted to work at the Business Park from across Warwickshire however due to a lack of suitable public transport they were excluded from applying. It was noted that Ocado will be recruiting a further 800 people during 2014/2015 and therefore if the current 766 bus service was extended to be 24/7, this would significantly increase the number of applicants who could access the Business Park.

The representative of the Waste Recycling Centre suggested none of their staff used public transport, with the Bristan Group representative also stated no staff use public transport choosing to commute by car, car share or cycling.

The Euro Car Parts representative was only aware of one bus route serving the site; however, similarly to the feedback from Ocado the hours did not extend to early or late enough to encompass their shift patterns.

None of the organisation representatives were aware of any transport related schemes which would assist staff to commute to the Business Park

### Support for Proposed Business Park wide Transportation Initiatives

The representatives were asked whether they would support different proposals aimed towards improving access to the Business Park for potential and current employees.

Suggested initiatives and associated responses can be seen below:

- [Implementation of a shuttle bus](#) - All organisations supported this apart from Ocado who stated unknown. This is likely to be due to their varying shift patterns and possibly their current involvement with the EOS funded shuttle bus which provides access to their Ocado site in Erdington.
- [Shared training area / waiting area for employees coming off shifts](#) - The Waste Recycling Centre and CEVA Logistics representative's stated this would be supported, however Euro Car Parts, Bristan Group and Ocado stated unknown as their response.
- [Cross-site lift sharing website](#). All organisations taking part supported this initiative. In the latest 'Word on Warwickshire' magazine for inward investment and business news from across Warwickshire car sharing has been given a page spread to help promote and encourage sustainable travel and includes details on how to join the Warwickshire Liftshare car sharing scheme.
- [Work based training academy](#) - There was a division of opinion for supporting a Birch Coppice based work academy. The Waste Recycling Centre and CEVA Logistics were favourable of this proposal.

### Birch Coppice Tenants Meetings

169) Birch Coppice Business Park holds regular facility managers meetings with tenants located on site at Birch Coppice. Whilst the study has not participated directly in the Birch Coppice Tenants meetings, feedback from the Breakfast event has been discussed and one of the first positive steps forward is GVA, who provides estate management services for IM properties at Birch Coppice Business Park, have agreed to create a Green Transport Plan for the whole site to help address some of the localised transport concerns. GVA have previous experience of Green Transport Plans

and to support the process have started by speaking to Warwickshire County Council and collecting individual company plans via IM Properties.

170) The hope is to also develop a business park wide travel website supported by the company Liftshare. Whilst there will be a capital cost to set up the site payable to Liftshare, it is anticipated that this will receive ongoing funding from the site service charge, however this is subject to agreement from tenants. Meetings have already been undertaken with Liftshare and Stagecoach (via IM Properties), who are co-operating on access to the site and employee postcode information has been requested from employees to assist Stagecoach in producing a map to review a potential bus service to match demand.

171) The next tenants meeting is planned for late August/ early September 2014 for additional engagement.

### Birch Coppice Tenants Update – October 2014

172) In October Warwickshire County Council provided follow up information to update on the actions from the Birch Coppice Breakfast event and subsequent tenants meeting. Stagecoach working with key employers in and around Birch Coppice, as well as Job Centre Plus has recently announced an enhanced bus service 766/767 between Nuneaton and Tamworth via Atherstone and Birch Coppice. The service now operates 7 days a week with the first services arriving onsite from Nuneaton in time for a 0430 start.

173) Birch Coppice onsite facilities management have also been working with IM properties, Liftshare, North Warwickshire Borough Council and Warwickshire County Council to develop a Birch Coppice branded travel website. Funding for the website has come from IM properties, Liftshare and North Warwickshire Borough Council/Warwickshire County Council. It is anticipated the website will be available towards late 2014 / early 2015 and will include information on how to access the site by bus, on foot, by bike and additional information regarding car sharing and how to make accessing the site easier for employees and visitors alike.

### 4.1.4 Business Park 4 – Bruntingthorpe Business Park

#### 4.1.4.1 Direct Employer Contact

174) 52 companies are based at Bruntingthorpe Business Park. There are a number of small and small-medium sized businesses in operation on site specialising in transportation and engineering such as Midlands Engineering Sales, and E J Ward Motor Engineers, further smaller organisations also exist specialising in joinery, jewellery manufacturing and painting. There is also an airfield based on site.

175) All businesses operational from Bruntingthorpe Business Park were contacted and asked for their willingness to participate in the study. The database developed for the study was updated as appropriate during this correspondence activity. Compared to the other employment sites involved in the Transport Research Study the majority of businesses based at Bruntingthorpe Business Park are companies with smaller numbers of employees and subsequently, due to their size there were limited staff available to participate in an interview. It was also noted through telephone correspondence companies were not aware of encountering any transport or recruitment issues related to the site so did not think the study was relevant to their organisation. For these reasons no face-to-face or telephone interviews were conducted at Bruntingthorpe Business Park.

## 5 JOB CENTRE AND JOB SEEKER ENGAGEMENT

176) The objective of this element of the work has been to consult with jobseekers and job centre representatives to;

- Provide an understanding from those seeking employment as to why vacancies are not currently being filled at positions located at the four employment sites.
- Explore Job Centre representative opinions as to why some employment vacancies are harder to fill than others, in particular those relating to the four identified business parks.

177) Information detailing the methodology implemented for the Job Centre and jobseeker engagement can be viewed in Annex L.

### 5.1 Job Centre Representative Interviews

178) One to one consultations were held with Senior Job Centre Representatives at Market Harborough, Rugby and Nuneaton Job Centres (topic guide can be seen in Annex M).

179) After direct consultation with Job Centre representatives the findings were evaluated with those provided by the Job Centre Manager at Hinckley Job Centre Plus for comparison purposes. Results can be identified below:

#### Job Application Process

180) The Market Harborough Job Centre representative indicated that job applications are largely self-service and many applicants apply online for roles, although some smaller firms contact the Job Centre by telephone to source applicants. The Job Centre provides support to applicants by supporting them in applying for roles most suited to their skills.

181) The mechanisms for job applications at Rugby were consistent with Nuneaton. The Nuneaton representative stated it was the responsibility of the jobseeker to apply for suitable job roles and the role of the Job Centre is to support jobseekers via an advisory role. Applicants largely apply for jobs online, whilst some posts are advertised on a notice board displayed in the Job Centre. The Rugby Job Centre representative indicated that a number of small companies choose to advertise on the jobseeker notice boards located within the Job Centre and that many jobseekers prefer to apply to jobs advertised on the notice board rather than online. Job advertised on the notice boards receives higher response rates. Similarly to Nuneaton, it was stated that jobseekers can refuse a role on the grounds of childcare commitments, health or transportation issues.

182) It is expected that jobseekers should undertake any role rather than claiming jobseekers allowance. If an applicant is successful in obtaining a role under certain circumstances they can reject it, such as working hours, child care commitments or transportation issues. Applicants are additionally expected to travel up to 90 minutes to a place of work.

183) It was recognised at all three Job Centres that jobseekers have a claimant commitment, where they must prove the job hunting activity they have been undertaking each week. If they wish to refuse a job offer they must submit a Refusal of Employment Form which is sent to a decision maker who must decide whether to apply a sanction. A rating system is in place when applying a sanction, relating to two weeks non-payment of benefits, 6 months or up to two years non-payment after the third sanction.

184) Market Harborough currently has around 250 jobseekers. It was unknown exactly how many vacancies are currently available at Magna Park or Bruntingthorpe Business Parks; however it was noted that availability is intermittent and usually a number of vacancies will be sourced at one time

rather than staggered recruitment. Much of the work available at Magna Park was described as shift based warehouse work. This means that transport can be an issue, and so companies, when advertising vacancies, typically specify that candidates will need to have access to their own transport, therefore excluding some job seekers from applying for positions.

185) Employment positions which are offered at Magna Park include warehouse and storage, driving, payroll, HR, management and transportation roles. Similarly to Birch Coppice Business Park, positions are full and part time of varying shift patterns. Magna Park is also noted to have a recruitment agency in situ which provides any shortfall in recruitment.

186) It was understood by Hinckley Job Centre representative that agencies who recruit for several Magna Park employers are known to advertise within the EU to fill vacant positions. A company known to the Hinckley representative, who is shortly to move to an employment location in DIRFT near Daventry, has identified the possibility for 650 new jobs. To address this, a local recruitment agency has confirmed migrant employees from the North of the Country will fill the majority of positions with the remainder being offered to local people. Whilst it is recognised vacancies are filled as required and the employer does not encounter any loss of service, this process does reduce the opportunities for local people.

187) There are around 1,000 jobseekers registered at the Rugby Job Centre; however it was unknown how many of these lived within a suitable distance of Magna Park for employment. It was noted that due to the transport issues, the focus for jobseekers was on areas which had more accessible public transport. Bruntingthorpe Business Park was deemed too far for jobs to be advertised to Rugby jobseekers.

188) The Nuneaton representative identified 400 jobseekers living within a distance deemed a reasonable distance of Birch Coppice Business Park. It was unknown how many vacancies currently exist at the business park, however a variety of positions were understood to be currently available, these included warehousing, storage, driving, payroll, HR, management and transportation roles. The roles consist of both part and full time with varying shift patterns and the business park largely provides employment which is low or unskilled and low paid.

#### *The extent to which transport availability determines the ease of filling job vacancies*

189) Representatives from all three locations indicated that the respective business parks had vacancies which were difficult to fill. In each case, this was attributed to either the inflexibility or absence of public transport serving the business park.

190) The representative of Market Harborough noted that inflexibility of public transport was a significant factor in filling positions at Magna Park and Bruntingthorpe. It was noted that the key barrier for jobseekers in Nuneaton was the high number of available positions requiring shift work, with bus services not matching these hours of work. The experience in Rugby for jobseekers applying for roles at Magna Park or Bruntingthorpe Business Park were further excluded as no public transport services serve either of the parks.

#### **Transport Related Issues**

191) Transport was cited as the major factor in struggling to fill employment vacancies at the Magna Park and Bruntingthorpe Business Parks. It was stated there is a lack of suitable public transport services and where public transport is provided, hours of service are inflexible and prohibitive to roles which require early starts or late finishes such as catering, bar work or 24-hour distribution sites.

192) Subsequently certain roles specify in the advertisements that 'own transport' is a requirement of the role. Similar issues were described by the Nuneaton Job Centre representative, stating that those commuting by public transport were restricted in which vacancies they could apply for as public transport did not provide services suitable for those working shifts. It was additionally stated

that this barrier led to less prospective applicants applying for roles at the Birch Coppice Business Park. The Rugby Job Centre representative confirmed that jobseekers relying on public transport were excluded from applying for roles at Magna Park as no public transport served the site.

193) The Market Harborough representative noted the largest barrier to jobseekers applying for roles at Magna Park was that public transport did not match hours of work. For example a large number of jobs at Magna Park involve shift work with hours of work from 6am to 10pm; however bus services were targeted at those working 9am – 5pm. It was noted due to the rural nature of the area and large number of villages, bus services were not deemed commercially viable, however it was felt that if better bus services, comprising of late and early frequent services were provided then there would be an increase in applications for positions at the business parks.

194) It was noted that a bus journey from Market Harborough to Magna Park is £6 per day with weekly and monthly saver options for frequent commuters. In addition, there is the option of the 'Book a Bus scheme which uses small vehicles that can be pre-booked. The public transport options available to jobseekers living in Rugby and Nuneaton were further reduced as representatives were either not aware of any public transport options or not suitable due to the limited service which buses offer.

195) Bus times and cost issues noted by the three Job Centre representatives were reinforced by the Hinckley Job Centre representative who confirmed bus times do not currently match shift patterns for jobseekers in Hinckley and are often unavailable within rural villages. Cost was also identified as an issue as a number of smaller local bus companies do not offer weekly passes. Paying daily for travel can greatly increase the overall cost.

196) Representatives of Nuneaton and Rugby Job Centre stated that a number of positions at Birch Coppice and Magna Park Business Parks were low skilled manual roles which were subsequently low paid. Therefore, jobseekers would be less likely to have their own transport and would be dependent on public transport, therefore deterring them from applying for positions at these locations.

### Active Modes of Travel

197) Due to the remote locations of the business parks, options for using active modes of travel to commute to the business parks are limited. Employers at Magna Park do not promote active modes of travel with some reluctant to employ staff who will cycle or work to work, preferring to employ those with access to a vehicle. It was noted that Magna Park is considered both walkable and cycleable from Lutterworth, however some roads were unlit and some cycling on dual carriageways was required.

198) The size of the Magna Park Business Park is a further constraint to active travel as the park is so large. For employees to walk from Lutterworth if they are employed at the nearest point the walk takes around 45 minutes. However, for those working at the further point on the park this increases the walk duration to nearly 1.5 hours.

199) Birch Coppice Business Park was considered too far from the closest towns for jobseekers to consider walking or cycling as a viable transportation method.

200) Rugby Job Centre offers the 'Wheels to Work' scheme to assist with transportation to local employees. This scheme has been running for two years, however is oversubscribed resulting in insufficient bikes available to meet the demand. Whilst Magna Park is 8 miles from Rugby, part of the route includes the A5 which is deemed dangerous for cyclists and the distance is too far to feasibly walk.

### Car Sharing

201) Car sharing at Magna Park is promoted indirectly amongst staff on an informal basis. Considering potential new employees this possible method of travel would be unknown prior to accepting a position of employment.

202) The Nuneaton representative was unaware of any schemes to assist employees of Birch Coppice Business Park in assistance with transportation to or from the business park.

203) The Rugby representative was unaware of any formal or informal car share schemes at the business park.

### Potential Solutions

204) Representatives from each of the Job Centres were asked to suggest solutions to the transportation issues which have been identified. The common theme was that additional bus services need to be provided which run 24-hours a day and therefore would allow shift workers the option to commute by public transport rather than restricting employment to just those with access to a vehicle. The option of providing a shuttle bus had previously been explored by the Market Harborough Job Centre, however it was deemed unsuitable so was not in operation.

205) It was suggested by the Hinckley Job Centre representative that if larger companies, such as Stage Coach or Arriva provided transport, rather than smaller companies, this would help to reduce overall trip cost and also offer specific discounts, such as weekly / monthly passes which are not currently offered by existing smaller companies.

## 5.2 Job Seekers Interviews

206) One to one interviews were held with jobseekers at Market Harborough, Rugby and Nuneaton Job Centres (questionnaire can be seen in Annex N), results from the interviews are identified below:

### Market Harborough Jobseekers

#### Overview

207) An onsite survey was undertaken with jobseekers using Market Harborough Job Centre in the morning on 17th June 2014. All jobseekers using the Job Centre on the morning in question were approached and asked to participate in the survey. 17 jobseekers took part in the questionnaire, 6 female and 11 male. Respondents were from a range of ages;

- Under 18 1 (6% of sample)
- 19 – 25 7 (41% of sample)
- 26 – 30 3 (18% of sample)
- 31 – 40 1 (6% of sample)
- 41 – 50 1 (6% of sample)
- 51 – 60 4 (23% of sample)

208) Jobseekers were asked how long they had been seeking for employment;

- 8 respondents (46% of total sample) had been seeking a job for less than 3 months,
- 3 respondents (18% of total sample) between 3 and 6 months,
- 2 respondents (12% of total sample) between 6 months and 1 year and,
- 4 respondents (24% of total sample) had been looking for employment in excess of 1 year.

209) When comparing jobseekers age with the length of time they had been looking for employment individuals aged 19-25, 41-50 and 51-60 had been seeking employment for the longest duration of time (Annex O).

210) There were no apparent differences between jobseekers gender and length of time they had been looking for employment.

### Job Considerations

211) As identified previously Market Harborough Job Centre serves both Bruntingthorpe Business Park and Magna Park. Jobseekers interviewed were asked for their willingness to consider a job at either business park location. Of those interviewed 12 respondents (75% of total sample) would consider a job, if advertised, at Bruntingthorpe Business Park and 13 respondents (81% of total sample) would consider a job, if advertised at Magna Park.

212) Of the four jobseekers who indicated they would not consider a job at Bruntingthorpe Business Park respondents were asked to indicate why a job would not be suitable for them at this location, results were as follows:

- Unable to do physical work
- Difficult to get to site - no car available / do not drive (x3)

213) The same question was asked of jobseekers who would not consider a job at Magna Park, three jobseekers stated they would not consider a job at Magna Park; reasons were as follows:

- Unable to do physical work
- Too far to travel
- Difficult to get to site - no car available / do not drive

214) Of the twelve respondents who stated they would be willing to consider a job at either business park all were then asked to identify how they would travel to and from Bruntingthorpe Business Park or Magna Park for work purposes. Most prospective employers would anticipate either driving themselves to work or using the bus to travel to either business park (Annex O).

215) Jobseekers were asked for their home postcode to enable a review of distance from home location to either Bruntingthorpe Business Park or Magna Park. This information was considered in relation to jobseekers chosen mode of travel and whether they would consider a job at either business park (Annex O).

**Bruntingthorpe Business Park** - Of the 17 jobseekers interviewed the jobseeker located the closest to Bruntingthorpe Business Park lives 4.8 miles away and the jobseeker located furthest away lives 16 miles away from Bruntingthorpe Business Park.

**Magna Park** - Of the 17 jobseekers interviewed the jobseeker located the closest to Magna Park lives 9 miles away. The remaining jobseekers live between 5 miles and up to 20 miles away from one of the two business parks.

## Rugby Jobseekers

### Overview

216) An onsite survey was undertaken with jobseekers using Rugby Job Centre in the morning on 24th June 2014. All jobseekers using the Job Centre on the morning in question were asked to participate in the survey. 32 jobseekers took part in the questionnaire, 11 female and 21 male. Respondents were from a range of ages;

- Under 18 2 (2% of sample)
- 19 – 25 6 (19% of sample)
- 26 – 30 5 (16% of sample)
- 31 – 40 7 (23% of sample)
- 41 – 50 6 (19% of sample)
- 51 – 60 5 (16% of sample)

- Unspecified 1(1% of sample)

217) Jobseekers were asked to state how long they had been seeking employment;

- 14 respondents (44% of total sample) had been seeking a job for less than 3 months,
- 4 respondents (12% of total sample) between 3 and 6 months,
- 5 respondents (16% of total sample) between 6 months and 1 year and
- 9 respondents (28% of total sample) had been looking for employment in excess of 1 year.

218) When comparing jobseekers age and length of time they had been seeking employment, there was a fairly even spread amongst all age groups, however slightly more individuals aged 19-25, 31-40 and 41-50 had been seeking employment for the longest duration of time (Annex O).

219) There was an even spread between male and female jobseekers and length of time they had been job hunting for up to one year. However, of those who had been looking for a job in excess of one year 7 respondents were male compared to just 2 female respondents.

220) As identified previously Rugby Job Centre serves Magna Park Business Park. Jobseekers interviewed were asked for their willingness to consider a job at Magna Park. Of those interviewed 17 respondents (55% of total sample) would consider a job, if advertised, at Magna Park and 14 respondents (45% of total sample) would not consider a job, if advertised at Magna Park.

221) Of the fourteen jobseekers who indicated they would not consider a job at Magna Park respondents were asked to indicate why a job would not be suitable at this location. All fourteen of the respondents stated that it was too difficult to get to the site (no car available / did not drive), other comments included:

- Too far to travel (10 respondents)
- Difficult to get to site – Public transport is restrictive (route / times) (7 respondents)
- Salary concerns (6 respondents)
- Working hours not suited (1 respondent)

222) The seventeen respondents who stated they would be willing to consider a job at Magna Park were asked to state how they would anticipate travelling to and from the site for work purposes, where more than one mode was acknowledged both were recorded and reported. Results show that the majority of jobseekers would anticipate driving or using the bus to travel to Magna Park (Annex O).

223) Jobseekers were asked for their home postcode to enable a review of distance from home location to Magna Park. This information was considered in relation to jobseekers chosen mode of travel and whether they would consider a job at Magna Park. 29 jobseekers out of the total 32 jobseekers interviewed provided postcode data (Annex O).

**Magna Park** - Of the 32 jobseekers interviewed the jobseeker located the closest to Magna Park lives 35.17 miles away and the jobseeker located furthest away lives 45.12 miles away.

## Nuneaton Jobseekers

### Overview

224) An onsite survey was undertaken with jobseekers using Nuneaton Job Centre in the morning on 26<sup>th</sup> June 2014. All jobseekers using the Job Centre on the morning in question were asked to participate in the survey. 40 jobseekers took part in the questionnaire, 20 female and 20 male. Respondents were from a range of ages;

- Under 18 2 (5% of sample)



- 19 – 25 10 (25% of sample)
- 26 – 30 4 (10% of sample)
- 31 – 40 12 (30% of sample)
- 41 – 50 9 (9% of sample)
- 51 – 60 1 (2.5% of sample)
- 60+ 1 (2.5% of sample)
- Unspecified 1 (2.5% of sample)

225) Jobseekers were asked to state how long they had been seeking employment;

- 14 respondents (35% of total sample) had been seeking a job for less than 3 months,
- 6 respondents (15% of total sample) between 3 and 6 months,
- 4 respondents (10% of total sample) between 6 months and 1 year and
- 16 respondents (40% of total sample) had been looking for employment in excess of 1 year.

226) When comparing jobseekers age and length of time they had been seeking employment, there was a fairly even spread amongst all age groups, however slightly more individuals aged 19-25, 31-40 and 41-50 had been seeking employment for the longest duration of time (Annex O).

227) There was an even spreadsheet between male and female jobseekers and length of time they had been job hunting for up to one year. However of those who had been looking for a job in excess of one year 10 respondents are male compared to 6 female respondents.

228) As identified previously Nuneaton Job Centre serves Birch Coppice Business Park. Jobseekers interviewed were asked for their willingness to consider a job at Birch Coppice Business Park. Of those interviewed 17 respondents (42.50% of total sample) would consider a job, if advertised, at Birch Coppice Business Park and 23 respondents (57.50% of total sample) would not consider a job, if advertised.

229) Of the twenty three jobseekers who indicated they would not consider a job at Birch Coppice Business Park respondents were asked to indicate why a job would not be suitable at this location. Fourteen respondents stated that it was too difficult to get to the site (no car available / did not drive), followed by ten respondents who stated it was too far to travel, other comments included:

- Difficult to get to site (public transport is restrictive – routes and times) (5 respondents)
- Concerns about flexibility due to child care commitments (4 respondents)
- Lack of skills required (2 respondents)
- Working hours not suited (1 respondent)
- Salary concerns (1 respondent)

230) Respondents who stated they would be willing to consider a job at Birch Coppice Business Park were asked to state how they would anticipate travelling to and from the site for work purposes, where more than one mode was acknowledged both were recorded and reported. Fifteen respondents stated they would anticipate using the bus to commute to the site, followed by seven respondents who stated they would cycle (Annex O).

231) All jobseekers were asked for their home postcode to enable a review of distance from home location to Birch Coppice Business Park. 38 jobseekers provided postcode data out of the 40 jobseekers consulted. This information was considered in relation to jobseekers chosen mode of travel if they would consider a job at Birch Coppice Business Park (Annex O).

**Birch Coppice Business Park** - Of the 40 jobseekers interviewed the jobseeker located the closest to Birch Coppice Business Park lives 12.29 miles away and the jobseeker located furthest away lives 15.85 miles away.

## 5.3 Seeking Employment Combined Findings

232) The following comprises an overview of the combined findings identified through the interviews with the Job Centre representatives and the responses received from the jobseekers. As identified above interviews and questionnaires were conducted for the areas of Market Harborough, Rugby and Nuneaton and their respective Business Parks (Magna Park, Bruntingthorpe and Birch Coppice Business Parks). Four Job Centre representatives were interviewed and a total of 89 questionnaires were received from jobseekers in June 2014.

233) The Job Centre representatives indicated that their role was to provide support to potential jobseekers. It was noted that the majority of roles are advertised online; however notice boards also display job advertisements which receive a high response rate at specific job centres.

### Job Seeker Overview

234) It was noted that the Market Harborough Job Centre currently has around 250 jobseekers, Rugby Job Centre has around 1,000 jobseekers and Nuneaton Job Centre has around 400 jobseekers. It was unknown how many of the jobseekers lived within a commutable distance from each Business Park (a suitable distance deemed by the Government to travel to work is 90 minutes from an employee's home).

235) Of the jobseekers who were interviewed at Market Harborough 46% had been job hunting for 3 months or less compared with 24% who had been job seeking for longer than a year. Rugby Job Centre had 44% of jobseekers who had been job hunting for 3 months or less compared with 28% who had been seeking employment for longer than a year. Nuneaton's Job Centre had 35% of jobseekers who had been job seeking for 3 months or less compared with 40% who had been job hunting for more than a year. All three Job Centre's had significant figures of jobseekers who had been seeking employment for more than a year, in some cases more than had been searching for less than 3 months.

### Potential Employment Opportunities and Transport Access

236) Jobseekers were asked whether they would consider a role at their nearest Business Park;  
**Market Harborough** - 25% of respondents would not consider a job at the Bruntingthorpe Business Park and 19% would not consider a job at Magna Park. The reasons were either an inability to do physical work, difficulties in accessing the site due to no car or the distance to the Business Park. Further analysis of the jobseeker's responses indicated that the closest respondent lived 6.4 miles from Bruntingthorpe Business Park, with the furthest living 16.7 miles away, compared with the closest respondent living 9 miles from Magna Park and the furthest living 19.8 miles away.

**Rugby** - 45% indicating they would not consider at job at Magna Park, this again attributed to the distance and the difficulty in accessing the site due to no car. Further concerns were the low salary and unsuitable working hours. Further analysis of the jobseeker's responses indicated that the closest respondent lived 36 miles from Magna Park with the furthest respondent living 45 miles away.

**Nuneaton** - 57.5% indicating they would not consider a job at Birch Coppice Business Park. The reasons again had similar themes to the jobseekers at Nuneaton and Market Harborough with respondents indicating their difficulty to access the site (poor public transport connections) preventing them from applying. Further reasons were attributed to concerns for child care, lack of skills, unsuitable working hours and salary concerns. Further analysis of the jobseeker's responses indicated that the closest respondent lived 13 miles from Birch Coppice Business Park with the furthest respondent lived 16 miles away.

237) It was noted that a number of those who would consider commuting to one of the Business Parks would do so by car. Furthermore, following interviews with the Job Centre representatives it

was clear some roles state the requirement of a car to apply. This was particularly apparent in Birch Coppice Business Park where the Nuneaton Job Centre representative felt employers were more likely to choose a jobseeker based on whether they own a car; due to the assumption they would be able to access the site more reliably.

238) During consultation with the Job Centre representatives public transport services to the Business Parks were described as poor and it was evident the Business Parks have few schemes to assist with access to the sites. It was understood due to the remote locations of the business park as well as the varying shift patterns providing suitable public transport can be problematic.

### **Suggestions and Potential Solutions**

239) Job Centre representatives were asked, based on their experiences of recruiting for the Business Parks, to provide suggested solutions for the issues concerning access and transportation. The most common theme was the need to increase bus services and extend their hours to run 24-hours; this would then allow shift workers to rely on this mode. It was noted that the Market Harborough Job Centre had explored the option of providing a shuttle bus; however this had been deemed unsuitable. Magna Park was known to have informal car sharing amongst staff, however it was unknown amongst those seeking or assisting those who were seeking for employment whether Birch Coppice Business Park or Bruntingthorpe had such schemes.

## 6 CONCLUSIONS AND RECOMMENDATIONS

### 6.1 The extent to which transport accessibility is the cause of unfilled vacancies

240) A major objective of the Stage 2 study has been to understand the extent to which the lack of transport is a barrier to jobseekers accessing employment opportunities in selected sites, in comparison with other issues. It is, of course, acknowledged that, as with any social phenomenon, the apparent failure of jobseekers to be matched with vacancies is multi-causal, and so an additional challenge has been to assess the extent to which the availability of public transport services is a factor, compared with additional issues, such as the suitability of jobseekers' skills in relation to those required by employers.

241) The majority of employers at the business parks did not consider there to be any direct issues relating to transport and employment. However, employers located at Birch Coppice Business Park were becoming more aware of the issues due to recent active on-site engagement.

242) Evidence, in relation to high-tech companies located at the Business Parks chosen for the focus of the study, has suggested that 'having appropriate skills' is very much the overlying factor when recruiting new staff. The availability of transport was barely considered or referred to at the interview stage to ensure travel to and from the site would not cause any issues.

Employers were generally unaware, or had little knowledge or interest, in the issues that jobseekers might have in accessing the site.

243) An example to support this was provided by Laser Optical Engineering, a small company based at East Midlands Business Park. The company employs mostly highly specialised staff, with very specific skills. With a very small pool of suitably qualified individuals seeking a small number of positions, the location of the job, and public transport links to it, would have little or no influence on the recruitment process. It was noted that jobs advertised at this business were associated with a salary that would enable the applicant to purchase his or her own transport.

244) Businesses requiring highly specialised skills are only responsible for a very small proportion of employment within business parks or at industrial areas across the business parks studied (Magna Park, Birch Coppice, East Midlands and Bruntingthorpe).

By far the most important employers within the four employment sites, in terms of the number of jobs offered, are those in the logistics and warehousing sectors. These positions of employment are often low skilled and most suited to entry level candidates and/or new arrivals.

245) Companies operating from the identified business parks are located there due to the need for large amounts of space for activities such as storage, consolidation and other logistics functions. Firms are also attracted to these sites because of their excellent links with the national trunk road network, particularly their proximity to motorways.

Whilst the site location makes is accessible for prospective employees with access to a car, it does make it less convenient for those who need to rely on public transport to get to and from a place of work.

246) Employer reliance on employment agencies, at the majority of the four business parks provided a challenge to gathering applicable information and evidence as to whether transport access does produce a challenge for jobseekers. A representative of a major agency serving firms

at Magna Park stated typically, approximately 120 people are registered at any one time and are readily available for employment. It was noted that the agency in question was accustomed to fulfilling requests for any number of staff (1 – 400) from mixed client firms at the same time.

A common characteristic of companies in the warehousing and logistics sector is that they regularly outsource recruitment and other human resource management to employment agencies.

247) Employment agencies were recognised for having a list of people ready to fill any vacant positions who had both the necessary skills, and the means to get to and from the place of employment.

248) This was similar for jobseekers seeking employment via Job Centres. Questions regarding travel were asked prior to other factors when considering a potential position of employment. It was also identified that vacancies advertised at Job Centres regularly specified that candidates will need to have access to their own transport to work at the site. At Market Harborough Job Centre Plus it was confirmed companies advertising jobs sometimes specify candidates need to have their own transport, to make shift work possible. Employers at Magna Park were also noted to be less keen on recruiting employees who would walk or be cycling to work, this was due to the possibility travel might become less viable during the winter months.

249) For businesses who recruited independently it was standard practice to thoroughly discuss the issue of whether candidates had the means to travel to work, at the interview stage.

Transport was recognised by employment agencies to be an issue that could exclude a number of potential employees from applying for positions. Some companies' were recognised to advertise vacancies with the proviso that they are only suitable for candidates who have access to their own means of transport.

Generally speaking, businesses are aware that without personalised transport potential employees would not be able to meet the demands of the job, i.e. getting to site on time.

250) Information obtained from employers was supplemented by discussions with agencies and professionals who have an in-depth knowledge of, and / or direct engagement with, the role that transport plays in providing jobseekers with employment opportunities, and employers with access to a supply of sufficient labour resources.

251) Consultation with a representative from East Midlands Airport's Academy, identified how work based employment has a role in training people to give them the skills necessary to make them attractive to employers at the airport and within the surrounding Business Park. At the same time providing funding for public transport services to facilitate access to the airport at times that coincide with local employers' shift patterns.

252) Funding from East Midlands Airport (totaling ~ £336,000 over a four-year period (2007-8 to 2010-11)) has been used to ensure that the SkyLink bus service was available, between 4am and midnight linking Derby, Nottingham, Leicester and Coalville.

A crucial aspect of the success of the SkyLink service has been the fact that it has run throughout the night, and seven days a week, helping to accommodate people working different shift patterns, particularly those characteristic of the logistics and warehousing industry.

253) Recently, to reduce expenditure, funding for the Coalville leg of SkyLink has been canceled, this has created issues for potential employees from the Coalville area. Patronage figures for the

existing services continue to rise and the SkyLink service continues to be very well used by people for getting to and from work at East Midlands Business Park.

Removal of the Coalville to East Midlands Business Park SkyLink service has created difficulties for residents of Coalville to access employment opportunities.

Coalville Job Centre Plus office continues to refer jobseekers to the Airport Academy however without a public transport serving residents of Coalville; employees who would rely on a public transport service are not able to accept an employment opportunity due to no means of travel.

254) The inadequacy of regular bus services, not running at times required by people working shifts that incorporate an early morning start or finish, or running a limited service on Saturdays, and (very often) not at all on Sundays has been commented on throughout the study.

The success of SkyLink suggests that similar bus services, to other centres of employment, which run at times that correspond to local firms' shift patterns, would also be well used for the purpose of accessing employment, thus assisting employers in the retention and recruitment of staff.

255) A representative of a major employment agency stated that, given his dual remit of providing companies with employees which both have the necessary qualifications, and a means of transport for getting to and from the employment site, it was the latter requirement that was the more challenging.

At present public transport services do not meet the needs of people working the most common shift patterns at Business Parks of 6am to 2pm, 2pm to 10pm and 10pm to 6am.

256) This view was supported during an interview with a second employment agency. It was suggested people struggle to access jobs in Magna Park, unless they live in Lutterworth, (which is virtually adjacent to the Business Park), or they have their own transport.

The study has identified a consistent view, expressed by a variety of local sources interviewed, that the lack of availability of adequate public transport services is a major barrier to people accessing employment opportunities.

257) Hinckley, a town approximately ten miles from Magna Park was identified as having a bus service which takes approximately an hour to travel to Magna Park. From consultation it was evident jobseekers were often reluctant to spend an hour on a bus, twice a day, in addition to a day's work.

Psychological and perception-related barriers to traveling to work are evident amongst residents from some locations.

258) Discussion with a senior representative from Market Harborough Job Centre Plus identified transport as a major concern for local people seeking employment at both Magna Park and Bruntingthorpe Business Park. A main shortcoming was the lack of bus services serving the early morning shift to meet the needs of employees finishing a night shift and ensuring employees starting their shift can get to site as required.

259) The shortcomings with local bus services were also identified by a training company supporting a major company located at Birch Coppice Business Park. The recruitment of staff was considered a major issue and emphasis was placed on the need for bus services to run 24 hours a day to meet the needs of the businesses located at Birch Coppice Business Park.

260) The lack of local public transport provision provides a barrier for some people accessing employment opportunities; however a general conclusion from the research is that the presence or absence of a bus service is by no means the only issue. In some cases, the provision of better transport service information, and pricing schedules will be sufficient to overcome barriers, but, in other situations there are more deep-seated issues that need to be addressed.

Whilst only touched upon within this study, psychological barriers and perceptions of which employment sites might be commutable may affect jobseekers decision making processes. It is suggested there may be a certain amount of inertia involved, with some jobseekers, in considering employment in a location that they have not previously visited.

261) Discussions with individuals representing training organisations (East Midlands Business Park and Birch Coppice Business Park) helps to identify the importance of providing jobseekers with the skills they need to make them useful to employers across Business Parks. The provision of skills alongside being able to physically get to and from work are the main attributes for job seekers when considering employment opportunities at the identified Business Parks.

The possession of skills is a very important attribute for jobseekers to have, alongside being able to physically get to and from work. Training initiatives have a wide role to play in providing on-going support for people in their search for employment particularly including mentoring support, encouragement, education and training.

Finally there is a need for on-going effort to change individual's attitudes as to what is possible, feasible or acceptable, in terms of the type of work undertaken. This includes the location of viable employment opportunities and means of travelling to and from work.

## 6.2 Site specific measures which could improve accessibility and practicalities for implementation

262) To address some of the issues identified with this research a package of complementary measures should be implemented. Measures recommended within this section could operate without travel plans existing at relevant employer sites. However, they are more likely to be successful if embedded within area-wide or workplace travel plans, or other relevant corporate strategies, e.g. relating to wider sustainability or social responsibility.

263) As noted in the lessons learnt review, mode-specific measures adopted at sites in other parts of the country focussed on public transport, especially the bus, and car sharing, rather than active travel modes. This is partly because the sites are most accessible via motorised transport, being located by major road networks. The same applies to the sites studied in Leicestershire, where in most instances; the surrounding environments are less accessible and sometimes unsafe for cyclists and pedestrians.

264) Retrofitting suitable, dedicated cycling and pedestrian routes could be challenging and costly, and perhaps more appropriate as long term measures. (An exception is Magna Park; accessibility by bicycle is relatively good on-site and in the surrounding area.) This is reflected in the jobseeker survey, the most popular modes of commuting to the sites are car and bus, with particular emphasis on using the bus for the currently unemployed or younger working generation.

265) It is recommended mode-specific measures should focus on bus use and car sharing. To address the additional lack of awareness and some misperceptions about local sustainable travel options recommendations below also relate to advice and information provisions.

### 6.2.1 Targeting Existing and Potential New Staff

266) To implement this measure there is the requirement to work with and alongside recruitment agencies and local Job Centres as well as employers to engage and educate them to the availability of existing schemes and service providers in the local area. The Transport Research Study has identified an issue with ensuring sustainable access to sites and a list of possible measures to address this are considered in Section 6.3. Targeting potential and actual new staff could be linked to other measures and / or specific measures could be directed to potential new employees or additionally offered as part of an employment package. Sustainable transport schemes or assistance for recruitment already in existence that provides direct support to (potential) employees could additionally be utilised or extended. These would include Access to Work grants or area based schemes such as Wheels to Work in operation to assist people travelling to employment or education who are not already benefiting from other transport bursaries.

### 6.2.2 Ensuring Local Employers are Engaged

267) Business consultation indicated that a number of local employers did not feel there was an issue relating to transport to the employment sites, recruitment was not usually considered a concern as most companies filled their vacancies as necessary. Whilst this was the findings of this group it is noted that transport remained an issue, employers did not encounter any concerns as the issue had been passed onto the employee, recruitment agencies or other supporting advisors, such as job centres to address as necessary.

268) A significant problem is that most existing developments were not obliged by the local authority to have travel plans as part of planning conditions. For all new planning applications relating to new employment sites, or proposed extensions or other changes to existing sites, it is recommended that travel plans should be required as part of the planning conditions. This should include specific obligations to work on improving sustainable access to sites for (potential) employees; financial contributions can be sought from developers to help implement sustainable travel measures<sup>2</sup>.

269) Depending on the powers of LLEP and the local authority, other measures to be considered, include:

- financial incentives for employers that can demonstrate participation in/implementation of measures to improve sustainable access to their sites e.g. from LSTF funding 2015-16, business rate discounts, a local prize scheme to recognise and reward best practice
- production of workplace case studies demonstrating the various benefits to employers of delivering sustainable access/travel measures.

### 6.2.3 Improvements to Existing Bus Services

270) The research findings indicated various issues with existing bus services, i.e.

- Limited services, particularly at weekends or in the early morning / late evening.
- No services in operation - bus routes not serving some locations where potential employees live
- Unreliable services or irregular services
- Journeys taking too long

<sup>2</sup> Using a Section 106 agreement under the Town and Country Planning Act 1990.



271) To help improve this situation the LLEP, local authority and local employers could work together with local bus operators to negotiate improved routes and service frequencies. Stagecoach (local bus provider for Birch Coppice Business Park, Warwickshire area) suggested there is always scope to change, adapt or add new bus services to an already existing service network. This was particularly relevant if a potential new service is being requested at times outside of the core hours, when buses are otherwise stagnant, such as early morning / late at night or if a service needs expanding to include additional towns where potential employees live.

272) To support any bus service change or adaptation this would need to be supported by sufficient evidence of demand to demonstrate economic viability. After confirming 'the need' an area wide employment site review should be carried out (where possible by property / site management) to seek to obtain information on:

- Core shift patterns – this will help to define most appropriate times for a service
- Appropriate pick up / drop off location/s / route for service – a review of stop location/s will ensure employers are treated equally and each considered. Combining with core shift patterns will help to define the length of the service route and whether the full route is required at all times
- Number of employees per company and home location postcodes – this information will help to define most appropriate routes outside of the business park, where pockets of employees live.
- Encouragements for change (bus stop shelter, service going to location 'X', regular timetable, implementing security on route, at stops, discounted tickets, season ticket) – this will help to provide evidence of what will influence behaviour change.

273) In cooperation (LLEP, local authority, local employers, property / site management, local bus operators) could use this information to discuss and define prospective service changes or improvements. On occasions when operators are not convinced about the need or demand for a service change the LLEP and local authority and employers may need to consider subsidising change, for instance extensions to services. Implementation of new or improved security measures may also need to be considered in parallel if evidence suggests this may be a concern for service users (i.e. travellers who use the service early morning / late evening).

274) Stagecoach expressed the view that a new service should be given up to two years to prove economic value. The lessons learnt review has also indicated where there is existing evidence of potential success introducing measures such as cost saving schemes, i.e. discounted travel for an introductory period, or 1 month's free travel when a new employee starts work will greatly help to encourage improved service use and bring about a change of employee travel behaviour.

275) From undertaking the study it is evident that business parks often increase their numbers of employees at specific times of the year, particularly taking on temporary staff around Christmas and New Year. At these times local bus providers may be willing to implement seasonal changes to the services already in operation to meet demand. Stagecoach agreed changes could be made if viable or additional funding was made available to fund the temporary service amendments.

#### 6.2.4 Shuttle Bus Service

276) Another public transport solution could be to establish completely new shuttle bus services. Whilst these could link the major employment sites to nearest rail stations, such as those below, there may also be the option for other viable routes to be considered, for example linking local towns to a multi-organisation employment site.

- Magna Park to Rugby station
- East Midlands Business Park to East Midlands Parkway station (this use to be in operation when Skylink service used the A453)

- Birch Coppice to Wilnecote station
- Bruntingthorpe to Market Harborough station.

277) Consideration should also be given to location and the construction of drop-off and pick-up points outside or within employment sites. For large sites, the ideal situation may be to have more than one stop on-site. Either bus shelters or bus stop markers would need to be installed, along with holders for timetable information. This provision may need to be complemented by new or improved security measures, given the crime and safety concerns reported at some sites.

278) LLEP, local authority and local employers would need to liaise with local bus operators to identify a service provider and a business model for running services. The business case would need to be supported by sufficient evidence of demand to demonstrate economic viability. In some cases it may be relevant for customers and other visitors to use services as well as staff. Some existing shuttle services are free of charge to users or have low cost fares. To run an economically viable service, the LLEP, local authority and employers may need to consider initially subsidising it, and/or passing on an element of cost to passengers through fare prices. To further increase sustainability, supply tenders / contracts could specify that buses used must be low carbon.

### 6.2.5 Discounted Bus Tickets / Passes

279) There are several different models that could be considered:

- Improve usage of travel passes already available from local bus operators, via increased promotional activity
- Employers to offer interest / tax free loans for staff to purchase season passes already available locally. This could be through a salary sacrifice scheme
- The LLEP and local authority and employers work with local bus operators to introduce new discounted tickets or passes, dedicated for use when commuting to and from specific employment sites. This might include:
  - discounts to bus travel over a weekly, monthly or annual period in the form of a travel pass;
  - discounted multi-trip passes that allow travel for a fixed number of journeys over a fixed time.

280) Bus ticket discounts or relevant multi-trip passes would be cheaper than buying the corresponding number of single tickets. The latter option could be particularly relevant for (potential) new part-time employees, for whom purchasing a weekly / monthly / annual travel pass would not be cost effective. It could also offer more flexibility for (potential) new full-time employees in using more than one mode to commute.

### 6.2.6 Car Sharing Schemes

281) Due to the range of employment opportunities at each of the identified key sites, employees travel from varying locations and distances to get to work. Shift patterns, home and workplace location and trip distance will influence the likelihood of the employee using an alternative mode of travel to the private car. In some instances, particularly when public transport is unavailable and the distance is greater than 5-10 miles, existing employees do not feel there is any alternative and potential employees would be less likely to take a position of employment if they did not have access to a car.

282) The sites in this study are currently most accessible by car on the road network. Implementing a car sharing scheme would help to overcome these issues, providing a practical alternative to single occupancy car use. In turn, this would reduce the number of cars on site and associated pressure on parking, individuals' costs for using cars and localised greenhouse gas / pollution levels and congestion. Car sharing schemes could benefit (potential) new employees who do not

drive but who could lift share, as well as (potential) new employees who do drive and existing staff who drive alone to / from work.

283) Setting up an online car sharing database could help to increase the overall number of car sharers. This could operate at the level of a multi-organisation site, a cluster of companies within a larger site or nearby each other, or within a large, single workplace. An additional option would be linking to the local authority car sharing scheme.

### 6.2.7 Improvements to Cycle and Pedestrian Routes

284) In the short term, improvements to cycle and pedestrian routes may only be viable for Magna Park, which already has relevant infrastructure that could be extended. Due to the remote location near major road networks of other multi-organisation sites, retrofitting suitable, dedicated cycling and pedestrian routes would require significant work and resources, so are perhaps more appropriate as longer term measures.

### 6.2.8 Sustainable Travel Steering Group / Champions / Co-ordinator

285) A steering group and / or staff champions can be identified to promote sustainable access and travel, oversee measure implementation and review progress, find joint solutions to problems and share good practice. There are various models that could be applied:

- for multi-organisation sites or business employment sites, a steering group could be established, with individual champions from each organisation as representatives
- for sites comprising a single large company, the steering group concept would still be relevant
- for smaller, standalone workplaces, champions could be appointed
- smaller organisations with similar concerns could cluster to form a network of champions.

286) Consideration must be given to how steering groups and champions would be resourced. It is likely that champions and steering group members would be undertaking these roles in addition to other duties. Therefore these roles should be recognised within their job descriptions and with time allocated. It may be useful for champions to come from organisations' HR departments, given the need to link recruitment with sustainable access to employment. Advantages of the steering group model include being able to share workload and having some continuity if there are changes in personnel. Where the champion arrangement is utilised without a steering group, it may be useful to share the role between two people, for the same reasons. LLEP or the local authority could offer staff time to support networks steering groups covering large sites. Alternatively, or additionally, an overarching, county-wide network could be formed, which steering groups and (smaller networks of) champions could tap into. Subject to budget, possibly this could be part of the LSTF project activities for 2015-16.

287) Budget could be earmarked for sustainable travel measures, either at organisational or area-wide level. If the latter, all organisations on the site could be asked to contribute. An arrangement could be agreed whereby the level of contribution is defined according to organisation size and/or some other criterion.

288) It should also be made clear how steering group activities and progress will report to senior managers within specific workplaces. It may be useful to identify named senior managers who are expected to take specific interest and can act as a link between the group and other senior managers. Steering groups could also have representatives from relevant external organisations such as LLEP, the local authority and public transport operators. Additionally by recruiting a steering group co-ordinator this could help provide group direction and overcome any issues with specific group level administration and management activities.

## 6.2.9 Sustainable Travel Promotion

289) Travellers are creatures of habit and it is well recognised that they stick to ‘what they know’, particularly for journeys they make regularly. The greatest potential for change is when one element of a journey alters, this could be due to:

- Changes at an employer level (i.e. introducing a travel plan) which have, for example, introduced onsite change such as restrictions to a particular mode of travel (limited parking), or introduction of a financial incentive to join a car sharing scheme
- Failure or removal of regular / familiar mode of travel
- Change of working location such as accepting a new job or company repositioning
- Introduction of offerings to use a particular mode (cycle subsidy, discounted / free bus travel)
- Visiting an unknown area.

290) In these instances a traveller will often seek to review and potentially alter their mode of travel or route depending on which method of travel will get them there, on time, with ease and / or at low cost. A simple way to support and encourage behaviour change is to readily promote tools that can help with this process. In addition to advertising local initiatives, such as those identified in Section 2.4, UK wide initiatives are also available that can be accessed by existing and potential new employees (Section 3.2). The promotion of travel tools and initiatives, particularly at recruitment stage can help to encourage travellers to review their current mode of travel and identify the most appropriate method of travel to a site in question.

### Sustainable Travel Website

291) A sustainable travel website/intranet could be made available to employees, with site specific travel information, advice and options. The web link could be provided to proposed new employees during recruitment. This could operate at area-wide level, or within a large company. If the former, all organisations on the site should be asked to link to the website from their own websites. The suggested content should include an introduction to sustainable travel, including reference to any existing travel plan(s), steering group, champion(s), network(s), and sections on specific modes. The focus and content will vary depending upon the site/surrounding area and measures implemented to encourage sustainable travel. The website should additionally promote specific measures and could be utilised to administer some of them, e.g. car sharing database. Existing external resources could also be mentioned; for example: assistance and schemes available through the LSTF project 2015-16; Wheels to Work; Access to Work grants; sustainable journey planners available online and/or via smartphone apps. Benefits of using specific modes should also be included. Smaller individual companies could set up sustainable travel sections within their corporate websites. The content would be an abridged version of a dedicated website.

292) A possible issue that would need to be overcome is that existing staff may not have (regular) internet access at work (particularly those in a warehousing and logistics environment). Whilst a sustainable travel website would be most suited to circumstances where all staff have easy access to a computer this could be overcome by setting up a computer with internet access in a communal location.

### Sustainable Travel Leaflet

293) A sustainable travel leaflet could be provided to employees, with site specific travel information, advice and options. It could also be given to proposed new employees during recruitment. A leaflet of this kind would work at all levels – individual workplaces of different sizes, clusters of organisations near each other, multi-organisation sites. The suggested content would follow the proposed format of the website, but abridged.

294) A possible disadvantage of this approach is the need to update and re-print leaflets which have associated costs to consider. If resources allow both a website and leaflet could be developed, with the availability of each referenced in the other.

### 6.2.10 Work Training / Employment Academies

295) The fact that many companies approached, during this research project, showed little awareness of, or interest in, the problems that some jobseekers have in accessing employment opportunities, has already been mentioned in the context of this presenting a challenge to the data gathering exercise. However, companies' lack of interest in this issue, beyond the immediate requirement to have their vacancies filled with people who do have the required qualifications and means of getting to and from work, can also be seen as being part of the observed problem, in as much as it reduces the probability of employers being willing to engage with other stakeholders in developing solutions. Fortunately, the training companies and employment academies that provided information for the research, to mitigate the shortfall in responses from employers, might also be part of the solution.

296) Useful input to the study was provided by both the East Midlands Airport Academy, and a training and consultancy firm that provided a similar service for a major employer on Birch Coppice. The vision underpinning the EMA Academy's activities has, for some time, been to provide employers on its Business Park with a steady supply of suitably qualified, locally sourced labour. In this context, the EMA has acted as a responsible, and benevolent, landlord, taking a strategic view of labour supply, whilst its tenants might not look beyond filling the next vacancy, as and when the need arises. This strategic approach recognises that there is currently an employers' market, with generally healthy competition for vacancies, from the employers' point of view, when they arise – but also recognises that this situation might not last indefinitely, especially with substantial expansion of warehousing and logistics facilities near Castle Donington planned in the near future. This might shift the onus to employers to be more proactive in nurturing and securing a suitably qualified labour force.

297) Birch Coppice Business Park currently provides a glimpse of the situation that might occur elsewhere, in as much as North Warwickshire, in which the Business Park is located, already has the highest employment density ratio in the Midlands, standing at 1.07 jobs per working age person. This means that there are more jobs than people in the vicinity of Birch Coppice, and this has already been identified as being an issue, locally. In terms of access to an employment market, it is already being recognised that companies here will need to look beyond the small local towns of Atherstone and Dordon, (which have a population of some 3,000, and 8,000, respectively), and look to recruit from larger urban areas, farther afield, such as Lichfield, Nuneaton and Coventry. There are currently approximately 6,000 people working in Birch Coppice, and this figure is expected to rise by another 1,000, within a year.

298) The increased requirement for employers to proactively secure a source of labour suggests that there will be more of a demand for employment academies, perhaps using the East Midlands Airport Academy as a model, and for the services of training companies, in the future. It is important, however, that any initiatives established should have a broad remit. For example, rather than focusing on specifically providing jobseekers with skills, there should be at least an equal emphasis on adopting an encouragement and mentoring role. Since the research has identified a widely-held agreement, among respondents, that the skills issue and the transport issue should be tackled simultaneously, and that each is important, a priority should be given to mentoring jobseekers in how to search for, and use, appropriate transport facilities. This might take the form of providing information on local public transport services, and support in building the confidence to know when and where buses run, and it might focus on suggesting alternative means of accessing employment opportunities, such as car sharing or walking and cycling. What has emerged from the research is the importance of on-going support and encouragement being there for jobseekers, to help them to sustain their efforts to secure, and retain, employment. This can be achieved through

generally raising jobseekers' aspirations and expectations, and increasing their confidence in what might be achieved.

299) An important aspect of such initiatives is that they should be inclusive, in as much as they cater for the needs of all jobseekers, including people who are disabled, people who have a learning disability or mental health problems, and ex-offenders intending to re-enter employment. While this is a positive step in its own right, increased employment opportunities for the groups highlighted above would help to increase perception of social responsibility which may be of benefit to an organisation.

300) It would be just as important for such initiatives to be inclusive of all relevant stakeholders, and involve, for example, local schools and colleges, Job Centre Plus staff (particularly their work coaches), and, if possible, local employers. One objective that might usefully be achieved through such engagement might be the removal of certain stigma, reported during the course of the research, on warehouse-type work and travelling by public transport.

### 6.3 Table of suitable offerings and associated costs

301) The table developed in Figure 2 defines instruction for localised partners (including the local council, sole traders, business parks and the wider audience) for ways to address travel to employment sites via implementation of site specific measures (through identified quick wins to more costly approaches).

302) The purpose of this table is to offer advice and give details or suggestions as to what could be carried out to assist single or multi occupancy sites. It is recognised this table could form the basis for a future Action Plan.

**Figure 2 - Table of suitable offerings and associated costs**

Key to cost: £ - lowest, ££ -medium, £££ highest

Single employer site (SES)		Multi-organisation site (MOS)		Wider Audience (WA)	
Implementation	Cost (£)	Implementation	Cost (£)	Implementation	Cost (£)
<b>Sustainable Travel Steering Group / Champions / Networks</b>					
<p>Large companies could establish a company based steering group</p> <p>Small companies could appoint company based champions, who could either feed into a network of champions. May be useful to share champion role between two staff members.</p> <p>The purpose of the champion or steering group would be to consider any issues of employees and escalate internally to identify ways to address concerns. The position may also include reviewing the objectives of a travel plan (if it exists) and working towards meeting the define objectives.</p>	<p>££ - £££ need staff time defined and allocated. Likely to be more expensive if budget also earmarked for sustainable travel measures.</p>	<p>Representatives from SES could join together to form a larger, area based sustainable travel network. This could be business park wide.</p> <p>The purpose of the network would be to meet and discuss any issues relating to sustainable travel and associated issues and identify an approach to address these concerns, include time and budget support. The meeting may also involve including representatives from the wider audience. Property management could chose to host and head the meetings or this could be carried out on a company by company basis.</p>	<p>££ - £££- as for SES. If there is earmarked sustainable travel budget, all companies on site could pay contributions to this.</p>	<p>Work with LLEP, local authority and LSTF project, which could provide support for MOS steering groups / networks or clusters of SES champions.</p> <p>Local external organisations, e.g. police, bus operators could also act as members of steering groups as and when necessary.</p> <p>In addition representatives from MOS groups or selected champions of SES could feed into county-wide networks set up by LLEP and/or local authority/LSTF project.</p>	<p>££ - staff time from external organisations. Possibly also publicity materials and website, if county-wide network set up.</p>
<b>Transport Measures to be considered via the Sustainable Travel Steering Group / Champions / Networks</b>					
<b>Sustainable Travel Website</b>					
<p>Develop a dedicated section within the SES corporate website/intranet to promote and detail how to get to the site by different modes of travel.</p> <p>At sites where staff do not regularly have access to PCs, a communal PC should be made available to access the relevant web pages. A link could be provided to potential new staff during the recruitment process, this could be included on recruitment information or within a sustainable travel leaflet.</p>	<p>£ - staff time to set up and update web pages</p>	<p>An employment site dedicated website/intranet could be developed covering all businesses on-site. One organisation or the site management may need to take responsibility for hosting the website, all organisations could be asked to link to it from their websites.</p> <p>As for SES employers of companies that do not regularly have access to PCs, a communal PC should be made available to access the web pages.</p>	<p>££ - website domain fee plus staff time to set up and update web pages.</p>	<p>LLEP/local authority could advise on content of websites. These could link to external resources including LSTF project, journey planners, link to real time bus information, local cycling groups.</p>	<p>£ - staff time for advice</p>

Single employer site (SES)		Multi-organisation site (MOS)		Wider Audience (WA)	
Implementation	Cost (£)	Implementation	Cost (£)	Implementation	Cost (£)
<b>Sustainable Travel Leaflet</b>					
Leaflets could be published for individual organisations, or a group of smaller organisations to cover a cluster of companies near to each other. Copies should be distributed internally and where possible given to potential staff during the recruitment process, all confirmed new staff, and, ideally, all existing staff to remind existing travellers of the alternatives.	£ - staff time to produce and update leaflet, print costs	As SES+ however should be expanded to cover all businesses on a define employment site or identified employment location. Where steering groups exist these could help agree arrangements for leaflet development, production, and printing and associated costs. As with SES copies should be given to all potential staff during recruitment process, all confirmed new staff, and, ideally, all existing staff.	£ - staff time to produce and update leaflet, print costs	Leaflet could link to external resources including LSTF project journey planners, link to real time bus information, local cycling groups. One way of reducing costs for SES's or MOS's would be for LLEP / local authority to provide template/s for leaflet development. Information could also be offered via advice on content, SES's/MOS's could then adapt this to their specific requirements or circumstances.	£-- staff time for advice
<b>Car Sharing Schemes</b>					
<p>Informal schemes might work better in small companies – car sharing partners could be matched at team briefings, or provide an incentive by inviting potential sharers to a matching session with free lunch/coffee.</p> <p>In large companies or clusters of workplaces near each other, more formal scheme would work, with online registration/matching system and rewards for car sharing. This would require collection of data from potential car sharing staff. If cluster, one company may need to take responsibility for setting up/hosting online system.</p>	£-££ - formal scheme would be more expensive, especially if incentives provided	Formal scheme could cover all employers on-site. with online registration/matching system and rewards for car sharing. This would require collection of data from potential car sharing staff. One company may need to take responsibility for setting up/hosting online system.	£-££- as for SES	Link corporate schemes to local authority scheme, especially in case of smaller organisations. The local authority and/or LLEP could also assist with promoting benefits of car sharing. Local retailers would need to be involved in provision of certain incentives.	£-££ - limited costs to link to local authority scheme, or for promotion



Single employer site (SES)		Multi-organisation site (MOS)		Wider Audience (WA)	
Implementation	Cost (£)	Implementation	Cost (£)	Implementation	Cost (£)
<b>Improvements to Cycle and Pedestrian Routes</b>					
Ease of implementation is limited for SES as it depends on ease of adapting / extending existing infrastructure. May be more viable if there is evidence improvements would benefit wider population as well as company staff	£££ - depends on ease of adapting/extending existing infrastructure	<p>Ease of implementation depends on ease of adapting/extending existing infrastructure.</p> <p>In short term improvements could be made to the network surrounding Magna Park to link together the existing cycle path.</p> <p>This should only be considered as a longer term implementation activity in relation to other local sites.</p>	£££- depends on ease of adapting/extending existing infrastructure	Work with local authority and LSTF project. Local authority would need to implement infrastructure improvements - feasibility studies and public consultation may be required.	£££ - ease of implementation depends on ease of adapting/extending existing infrastructure
<b>Discounted Bus Tickets/Passes</b>					
<p>Improve usage of travel passes already available from local bus operators, via increased promotional activity.</p> <p>Where possible SES could offer interest / tax free loans for staff to purchase season passes already available locally. This could be through a salary sacrifice scheme.</p> <p>Introduce new discounted tickets or passes, dedicated for specific site – only likely to be viable for large organisations, or clusters of employers located near each other.</p>	£-££ Cheapest option would be promoting usage of existing passes.	<p>As SES+</p> <p>In collaboration with other SES via the steering group or network work towards achieving discounted bus tickets for all employers on site. It is recognised the larger the number of potential travellers the more likely it would be that the bus company would be willing to offer discounted tickets and seasonal passes.</p>	£-££ - as for SES	<p>Work with local bus operators, could be part of quality bus partnership. Operators would need to be involved in introduction of new, dedicated discounted tickets or passes, for use with specific companies/sites.</p> <p>They could also assist with promoting existing travel passes and interest tax/free loan scheme, e.g. at roadshows or by providing promotional material/communications.</p> <p>Local authority and/or LLEP could also assist with promoting interest tax/free loan scheme and advising employers on how it operates.</p>	££ - Costs of promotional/advisory work. Introduction of new, dedicated tickets or passes would have costs for bus operators. However this could become self-funding or generate more income if there is high take up.

Single employer site (SES)		Multi-organisation site (MOS)		Wider Audience (WA)	
Implementation	Cost (£)	Implementation	Cost (£)	Implementation	Cost (£)
<b>Improvements to Existing Bus Services</b>					
<p>Unlikely to be viable for SES's without neighbouring support. Seek to identify whether any nearby sites or sites along a specific route would be interested in partnering for improvements to existing bus services. This would be particularly relevant if a bus service is already in operation however for staff to use the bus a new stop is required or a small diversion on to / near to site is needed.</p>	<p>£ - review and investigation cost only. £££ - for SES nearby bus service improvement / change.</p>	<p>Work together with other SES on the same site, such as a business park to identify whether there is a need for a nearby local bus service change. This may include a new stop, a change to route, expanded timetable etc. In correspondence with local council and local transport providers identify whether this would be a viable option considering requirements of site and funding needs. May be possible to implement for a trial period to review uptake and / or obtain funding for service introduction.</p>	<p>£££ - ££ - however could become self-funding or income generating if passengers charged and promoted well across number of businesses on site or by site management.</p>	<p>MOS +  Work with local bus operators and LSTF project. May need subsidy from LLEP/local authority. Consider establishing quality bus partnerships of local stakeholders to deliver complementary and co-ordinated packages of bus measures.</p>	<p>£££ for quality bus partnerships. Other costs will depend on if subsidy needed, which could range from £-£££.</p>
<b>Shuttle Bus Services</b>					
<p>Unlikely to be viable for SES's without neighbouring support. Could review whether any nearby sites or sites along a specific route would be interested in partnering to provide a shuttle bus service. Particularly relevant if high numbers of staff come from a specific area / town. May also be possible to open service to customers, depending on the nature of the businesses.</p>	<p>£ - review and investigation cost only. £££ - for site based shuttle bus service</p>	<p>Work together with other SES on the same site, such as a business park to identify whether there is a need, the times for such as service and locations to be served by the service. In correspondence with local council and local transport providers identify whether this would be a viable option considering requirements of site and funding needs. May be possible to implement for a trial period to review uptake and / or obtain funding for service introduction.</p>	<p>££ - £££ - however could become self-funding or income generating if passengers charged and promoted well across number of businesses on site or by site management.</p>	<p>MOS +  Work with local bus operators and LSTF project. May need subsidy from LLEP/local authority. Consider establishing quality bus partnerships of local stakeholders to deliver complementary and co-ordinated packages of bus measures.</p>	<p>£££ for quality bus partnerships. Other costs will depend on if subsidy needed, which could range from £-£££.</p>

Single employer site (SES)		Multi-organisation site (MOS)		Wider Audience (WA)	
Implementation	Cost (£)	Implementation	Cost (£)	Implementation	Cost (£)
<b>Local Employers Engagement and Employee Compliance</b>					
<p>Introducing local SES travel planning conditions and penalties would help to drive compliance. This could include using funding contributions from developers / companies to introduce or support and expand existing sustainable travel measures.</p> <p>Utilise case studies produced by LLEP / local authority (see WA) to outline good practice and local incentives.</p>	<p>£-£££ - good practice case studies would be cheapest option, developers' contributions most expensive, employer incentives and penalties mid-range</p>	<p>As for SES+</p> <p>Similar engagement tasks could be carried out at employment sites via a steering group. Case studies could also be discussed and the incentives utilised and promoted via the group.</p>	<p>££-£££ - as for SES</p>	<p>For all new planning applications relating to new employment sites / proposed extensions or other changes to existing sites, the requirement for travel plans should be part of planning conditions, to help drive SES compliance. This could include seeking financial contributions from developers / employers to help implement sustainable travel measures. Financial incentives could also be introduced for employers that can demonstrate sustainable access measures.</p> <p>Proposed measures relating to planning conditions, incentives and penalties will be dependent on powers of LLEP, local authority and local political climate. They would need consideration within LLEP and local authority to determine whether they could be implemented.</p> <p>Agreed measures would need to be communicated to employers by LLEP/local authority. Opportunity to work with LSTF project.</p> <p>Produce workplace case studies demonstrating various benefits to employers of delivering sustainable access measures.</p> <p>Introduce financial penalties for employers that show no evidence of sustainable access measures.</p>	<p>££-£££ costs for producing good practice case studies, plus costs associated with considering proposed measures and communicating/enforcing them locally.</p>

Single employer site (SES)		Multi-organisation site (MOS)		Wider Audience (WA)	
Implementation	Cost (£)	Implementation	Cost (£)	Implementation	Cost (£)
<b>Wider Retention and Recruitment Measures to be considered via the Sustainable Travel Steering Group / Champions / Networks</b>					
<b>Targeting Existing Staff</b>					
<p>On a SES basis regularly remind staff and site users of the travel options available, this should also be update when changes occur. This could include:</p> <ul style="list-style-type: none"> <li>- Updating the 'travel to site' webpage with new information</li> <li>- Update a travel options leaflet (print/ email),</li> <li>- Encourage sustainable travel by a variety of means, for example offer discounted bus tickets, cycle schemes, walk buddies, easy access to car sharing database, car sharers parking near to site entrance, onsite refreshment vouchers for travel by walk / cycle.</li> </ul>	<p>£ - Once set up – only maintenance and updating costs are required.</p>	<p>As SES + Working together with other employers via a MOS could help to save on time and outgoing cost. Information developed could be MOS based to suit all companies on site.</p> <p>Sustainable travel encouragement could be undertaken on a larger scale and could also include MOS events. These could be based around existing sustainable travel events (walk to work week, green transport week, European mobility week) and could involve the wider audience.</p>	<p>£ - as for SES</p>	<p>Liaise with local authority and current LSTF project and funding where possible, e.g. organising wider area events relevant to employees. Promote sustainable travel in local media, e.g. newspapers, radio, local authority social media.</p>	<p>£-££ events would be more expensive than media promotion</p>

Single employer site (SES)		Multi-organisation site (MOS)		Wider Audience (WA)	
Implementation	Cost (£)	Implementation	Cost (£)	Implementation	Cost (£)

Targeting Potential and Actual New Staff					
<p>Provide information on sustainable travel options during recruitment or offer specific measures as part of a wider SES recruitment package, this could include:</p> <ul style="list-style-type: none"> <li>- the development of an online webpage detailing travel options to site that can be accessed independently by new / prospective staff</li> <li>- produce a travel options leaflet (print/ email), include details on cycle paths, walk ways, bus routes, location, distance and times of train services leaving local station, car sharing schemes and additional local travel support as available such as shuttle services, jobseekers discounted bus tickets, cycle loan etc.</li> <li>- Information on (where offered) SES to pay for local bus / train travel for interview or during recruitment phase. Details on how to access this offer.</li> <li>- SES to source discounted bus ticket for first month in new job on existing service.</li> </ul>	<p>£ - ££ depending on if only providing information or if measures are also sourced and offered by SES</p>	<p>Development of a MOS webpage and travel leaflet detailing travel options to the site. This could form part of wider MOS website and be developed in line with the steering group requirements.</p> <p>Potential employees could be directed to the website when considering travel to the site for recruitment purposes. If joint /regular recruitment exercises are undertaken on site by a number of SES's, companies could work towards greater offerings or travel support measures for a larger number of people. Working together can help lead to greater success. I.e. the likelihood of obtaining discounted bus tickets would increase if more than one SES requested them and the cost of producing site based travel leaflets could also be shared across a number of SES's.</p>	<p>£ - ££ depending on if working together to providing information or if measures are also sourced and offered jointly by a group of SES's or site management.</p>	<p>Work together with recruitment agencies, Job Centres, local council, LSTF project, local transport operators etc. to share knowledge and information, this could include;</p> <ul style="list-style-type: none"> <li>- Job Centres distributing sustainable travel leaflets to potential new staff attending recruitment / job interviews or directing potential new employees to the relevant MOS 'travel to site' webpage.</li> <li>- Involve local bus operators to seek for assistance and support, for instance discounted tickets during recruitment.</li> <li>- Work with council to see whether any offerings currently available could be made available to assist potential new staff get to site.</li> </ul>	<p>£-££ low cost to update / reprint / distribute information as required</p>

## 6.4 Recommendations and Next Steps

Whilst it is recognised that the primary purpose of the Transport Research Study has been to seek to understand the extent to which access to transport is the cause of unfilled employment vacancies at specific business park sites, and to develop potential solutions based on the findings of the research, transport has been identified to be part of the wider picture for currently unfilled employment vacancies in the identified areas.

303) Transport is a major factor in filling employment vacancies at employment sites. A lack of suitable public transport services with appropriate hours of service (outside of the normal '9-5') at the identified employment sites and low wages all contribute to jobseekers, without access to a car, being unable to consider positions of employment in these areas. This is also, in part, the cause of high levels of staff turnover at the identified business parks.

304) To address the issue of whether transport restricts potential employees from accepting employment opportunities transport needs to be considered alongside other contributing factors. To address this issue it is important that all parties are involved and consulted for their help, guidance and support.

### Development of an Alliance

305) To ensure jobseekers can be considered for available positions of employment, specifically at the identified employment sites, widespread collaboration and networking is recommended between individual businesses, the business park management, transport providers, recruitment providers, employment academies and the local council.

306) Employers located at a large employment site or Business Park has similar needs and requirements and by working together with other nearby organisations they help each other to achieve global objectives.

307) The setting up of an Alliance between organisations will give a greater steer for success and by identifying individual member benefits at the outset this will help to persuade and encourage widespread involvement. The Alliance should be made up of a mix of representatives and, where possible, a part time site transport co-ordinator to help direct the group and provided administration assistance and support for management level activities. It is essential the local council is involved in the Alliance from the outset as the council representative will have a general overview of activities and schemes in the area and will also have an established network of relevant service providers. The council representative will additionally be able to help steer the Alliance and provide support as required concerning any issues being investigated.

308) Potential Alliance members and associated benefits are as follows;

- **Employer** – Access to a wider pool of potential employees. Employers will be able to select suitable candidates rather than filling positions based on who can get the site as required. Employees receiving training support via an employment academy could be moulded to suit the business, retention levels would improve and recruitment, and associated cost would be reduced.
- **Business Park Management** – Through the development of transport solutions as part of the objectives of the Alliance site would benefit from localised transport access and improvements. In turn the number of new companies wishing to relocate to a specific site may increase, leading to increased rental costs and possible site expansion.

- **Transport Providers** – Provision of additional services and routes would meet the demands of the employee whilst bringing about additional revenue for the transport provider. Services could be developed in line with employer requirements to ensure the greatest number of employees can be targeted, and their travel requirements met. Provision of discounted tickets / seasonal passes will help to ensure constant revenue and continual service for users.
- **Recruitment Providers** – Ability to recruit more easily, due to a reduction in the restrictions on how prospective employees can travel to get to and from the site. Reduced requirement to supplement transport services with private shuttle bus services to meet the needs of the employer.
- **Employment Academies** – Increased working with employers and business parks to develop training packages to meet their needs. This could include initial business park-wide employment training where skills could be transferable between employers on site (commercial awareness, communication, teamwork, problem solving and confidence), as well as employer based training related specifically to their area of business. This working relationship could lead on to additional collaboration with schools and colleges to promote the jobs on offer at the identified employment sites, to offer work experience and apprenticeships.
- **Local Council** – Awareness of activity at the employment site. Assistance to the site via support and guidance or utilising existing funding would help the council to work towards meeting its sustainable transport, educational and employment targets.

309) The Alliance should be held at regular intervals to address on-site issues and concerns. Meeting dates would depend on current activity and member involvement, but it is anticipated that these should be held bi-monthly or quarterly. The objectives of the Alliance could include;

- **Development of a site based travel plan or travel statement** (or update the travel plan if one already exists) would be one of the first tasks to be undertaken by employment site members of the Alliance.

Whilst it is recognised that companies on business parks do not all (if any) have travel plans in place, a business park travel plan or travel statement would help to coordinate general issues in relation to travel to and from the site. It would also help to pinpoint the primary issues that should be addressed, based on localised concerns. Additional improvements that could be made to benefit employers, employees and visitors to the site could also be recorded within the plan. The travel plan could be voluntary and support and assistance could be obtained from the local council.

- **Recruitment consultation** - Whilst it is understood that companies do not currently or directly encounter issues with recruitment and transport to and from the identified sites this is due to actions being put into place by other providers (such as recruitment agencies and Job Centres) to overcome this. Recruitment agencies and Job Centres both indicated they select and then work with the jobseeker to provide support to enable the potential employee to take a position of employment. This includes providing general travel information, a shuttle services to ensure the employee can get to the site as required (recruitment agencies) or selecting only candidates who have their own mode of travel (recruitment agencies and Job Centres) due to limitations on public transport. Employers who conduct their own recruitment also address the issue of travel to the site at both recruitment and interview stage. Advertisements refer to the need for own transport and

during an interview potential employees are questioned as to whether they have transport to meet the need of the role. For these reasons, it is vital that feedback from recruitment agencies and Job Centres is included in the site based travel plan or statement to ensure all current travel issues are considered.

Following this, and dependent on the outcomes of the travel plan / statement, the implementation of schemes and offerings (as identified in Section 6.3) could be reviewed and through the Alliance considered for action.

- **List of Measures** – The development of a list of measures taken from the findings of the Transport Research Study Stage 2 research and associated offerings table should be taken to employers to gauge their response to the suggested solutions. This would not only help to identify which measures are preferred it would also identify how businesses could join forces, to help push for improved transport access and increase availability of personnel. Outside of the Alliance an event could be organised to showcase ideas and test out potential solutions with employers directly. It is expected that the audience for such an event would include representatives from all businesses on site and property site management (where available). As a minimum this should include offerings such as the implementation of a business park wide car sharing scheme, a review of local cycle paths and walkways, considerations for onsite lighting and waiting facilities for security purposes and a campaign for additional or revised bus services.
- **Local transport provider involvement** – Involving local transport providers in the Alliance would allow businesses on an employment site to consider ideas such as new bus services or a revision to a timetable to meet employer demand. Providing direct representation at the Alliance will ensure ideas can be discussed and, where possible, worked into potential solutions. Discussions should include not only service adaptations but also incentives to encourage employees to travel by sustainable modes, such as incentivised tickets, discounted season passes or free travel for interviewees. An expansion in this area could turn to local cycle schemes, bike loan providers, walk buddies, improved cycle storage, changing facilities and bus waiting areas and following this the promotion of on-site sustainable transport events. Funding could be investigated to assist with service operations, adaptations and promotional activities; this could either be via outsourcing or through an employment site specific approach.
- **Funding** - To support the Alliance it is suggested that funding be sought to support the consideration and potential implementation of business park employer agreed sustainable travel offerings. Whilst some of the suggested offerings or related implementation (outlined in Section 6.3) could be carried out at single employment site or multi-organisation site level, seeking for funding to help support the wider implementation would be extremely beneficial. There are numerous funding opportunities available however many of these are not known to employers or business parks. Local Councils should aim to work with business parks, either via an active property management representative or through the Alliance to make these opportunities known. It would also be beneficial for Local Councils to detail how funding can be applied for and what a business would need to do to improve its chances of receiving the funds. This could be a consideration for an agenda item at an Alliance meeting.

Related to the Transport Research Study, as of the 11<sup>th</sup> August 2014, a share of an additional £900,000 has been made available to seven areas to extend their Local Sustainable Transport Fund programmes. It has been stated Leicestershire will receive £160,000 for a range of schemes to provide better information at bus stops, encouraging parents to leave their car at home for the school run and loaning mopeds to jobseekers.



The later, loaning mopeds to jobseekers could be investigated as part of the LSTF extension funding and discussed via an Alliance meeting.

- **Reconnect employers to recruitment** - The Alliance meeting could help to reconnect employers to recruitment. This is particularly relevant for companies who recruit in large numbers and do so via recruitment agencies. Whilst this not only creates a disconnection between the employer and employee, in terms of understanding common characteristics and requirements of jobseekers it can also remove job loyalty and commitment. Companies who recruit in this manner should aim to obtain feedback from recruitment agencies concerning any issues they may have faced relating to the current employment drive. Whilst this may include details on jobseekers not having the skills they were hoping for it would also include information on potential candidates not being able to consider a position of employment due to locality and or lack of transport provision. Findings could then be passed on as appropriate to the local council representative, sustainable transport providers, colleges or work based training academies to review and consider as appropriate.

It is recognised that whilst employers who undertake their own recruitment have a clearer understanding of the requirements of jobseekers, the shift patterns they can work based on personal commitment and the issues they may encounter such as travel to the site at a particular time of the day this is not the favoured approach for the majority of companies across three of the four employment sites. Bruntingthorpe Business Park is slightly different in that it is an employment site made up of companies with smaller numbers of employees and for this reason is more likely to recruit direct rather than outsource to Job Centres and recruitment agencies. Recruiting direct would help to highlight the skill-based training potential employees need to undertake a specific role within a business, where available this information could be passed on to colleges and work based training academies to focus and develop skill bases as required.

- **Travel Support** – Study findings have suggested that Job Centres should be supported to a greater degree with the provision of travel and transport related information to help support employee recruitment. It was recognised that jobs advertised on Job Centre notice boards received a high number of applicants indicating that jobseekers are very likely to read information displayed at a Job Centre. Whilst the purpose of entering a Job Centre is to seek employment, job advertisements could include additional information detailing transport options available to get to the site in question. Through the Alliance, promotional materials, such as a travel leaflet or poster could be developed and printed and distributed to Job Centres to pass on to potential employees. Whilst it is recognised that Job Centre representatives try to support jobseekers in as many ways as possible a localised leaflet or poster would help to ensure all travel options to the site in question can be outlined, including a combination of modes, where applicable.

Promotional materials should include up to date information on bus routes from the local area to the site along with details on how to access or become a member of an existing car share scheme and cycle routes and walkways. Where possible the information should be supported by travel time and cost information and link to additional online journey planners (i.e. Traveline) or transport providers (i.e. local bus company).

A sustainable travel webpage could also be developed detailing the travel options to a specific employment site. The webpage could be placed on a business park webpage but additionally be linked to and from each company in situ, removing the need for companies to develop their own travel to site information. A link to the webpage could also be

promoted on and distributed alongside the 'travel to site' leaflet sent to Job Centres and recruitment agencies to pass on to potential employees.

- **Employment site training academy collaboration** - Within the Alliance consideration should be given, as to whether employment site training academies could be introduced to help jobseekers develop specific skills needed to work on site. Whilst it is recognised that businesses have different requirements, similar sector employers have define skill needs that could be transferred between employers. Initial employee training could be carried out by a training academy supporting the Business Park and then divided into sector based concentrations, to meet job requirements within specific organisations. Implementation of a training academy would help to build a sense of purpose amongst employees and give employees the skills they require on site. Additionally should employees move between companies, across the business park, they will have the same basic training which can be built upon with additional sector based training. A leaflet or similar promotional material could be produced and displayed at Job Centres to detail work based training academies where appropriate. This would not only help target jobseekers with a limited skill base but also give employers on site a group of potential employees seeking work at the business park.

Recruitment considerations, employability and related feedback from recruitment agencies and Job Centres could be considered as another agenda item at an Alliance meeting.



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