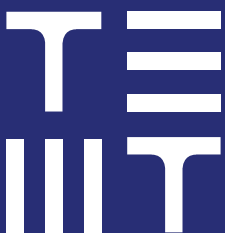


Residential Development  
at Leopardstown  
Road Outline Mobility  
Management Plan

10.02.2025

**24093-X-XXX-RP-TNT-CE-0003**



**TENT ENGINEERING**

**Site Address:**

Residential Development at  
Leopardstown Road,  
Sandyford,  
Dublin 18

**Client Name:**

Dún Laoghaire–Rathdown County  
Council



TENT ENGINEERING

## Revision and Review

This report has been prepared for the sole benefit, use and information of the client. The liability of Tent Engineering with respect to the information contained in this report will not extend to any third party.

### PURPOSE

- P1 Information
- P2 Coordination
- P3 Planning
- P4 Building Control
- P5 Pre-tender
- P6 Tender
- P7 Construction

### ACCEPTANCE (BY OTHERS)

- S Issued
- A Accepted
- B Accepted subject to comments
- C Rejected
- D Acceptance not required

Accepted by \_\_\_\_\_

### Office address:

Tent Engineering Ltd.  
32 Francis Street, Dublin  
Co. Dublin, D08NN96

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### AUTHOR(S)

#### Name

**Conor Edwards**  
Civil Engineer



### REVIEWER(S)

#### Name and qualifications

**Diarmuid Healy**  
Co-founder, Director  
Engineer



BEng (Hons) MIEI CEng FStructE

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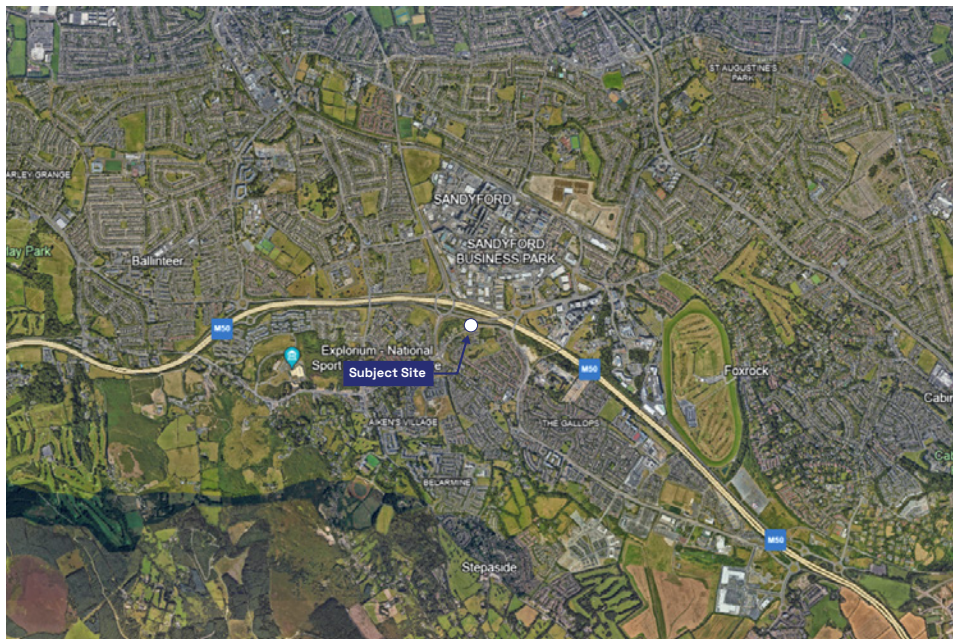
# 1 Existing Situation

## 1.1 Background

Tent Engineering has been appointed by Dún Laoghaire–Rathdown County Council to provide traffic and transport advice in relation to the proposed residential development of land along Leopardstown Road, Sandyford, Dublin 18 to provide a new residential development.

This Outline Mobility Management Plan (MMP) provides an assessment of the existing mobility issues accessing the site. It outlines the process of developing the Mobility Management Plan Strategy, and finally it examines the scope available for sustainable modes of transport to and from the site.

Fig 1.1 - Site Location in Relation to the Regional Road



## 1.2 Site Context

The development site is located on the Leopardstown Road in the Sandyford area of Dublin. The site is currently occupied by a 2 storey private house that was sought for demolition. The surrounding area primarily comprises of business parks, retail establishments, and residential settlements, with most of the residences being single-family homes. It is located approximately 8km to the south of Dublin City Centre. It is bounded to the North by the M50 motorway, to the west by a residential dwelling and to the south and east by Leopardstown Road.

Fig 1.2 - Site Location in Relation to the Local Road Network



## 1.3 Summary of Developments Proposal

Refer to the transport statement report for full details of the site proposals. This document is intended to accompany it to provide details of the mobility management plans for the site.

## 1.4 What is a Mobility Management Plan?

A Mobility Management Plan (MMP) is defined by the National Transport Authority (NTA) as:

“A management tool that brings together transport and other staff and site management issues in a coordinated manner. A successful plan can help competitiveness by reducing transport costs for both the employer and staff and provide a more conducive working environment”.

In essence, an MMP is intended to encourage people to choose alternative transport modes (such as public transport, walking, cycling and car share schemes) over single occupancy car use and, where possible, reduce the need to travel at all. Such a plan should include a range of measures designed to achieve this goal.

## 1.5 Document Purpose

An Outline MMP is the first stage of the mobility management process and is often prepared during the planning stage prior to the construction of the development. It includes a list of potential measures that could be implemented to affect modal choice, and a management strategy for producing a full Mobility Management Plan in the future.

The NTA strongly endorses the need for MMPs in order to reduce the impact of transport on the local environment, to improve accessibility and to encourage ‘active travel’ which improves peoples’ health. According to the Dublin Transportation Office (DTO)’s (succeeded by the NTA in 2009) advice note titled ‘Mobility Management Plans’, an MMP should achieve the following targets:

- A reduction in car journeys to and from the work site

- An increase in the number of people who share their journeys by car
- A reduction in the need to travel, especially during the rush-hour periods
- Enabling staff to use alternative modes of transport

This document has been written in accordance with the above statement, and the following core guidance documents:

- National Planning Framework, Government of Ireland, 2018
- Smarter Travel -A Sustainable Transport Future: A New Transport Policy for Ireland 2009 - 2020, Department of Transport, Tourism and Sport, 2009
- Transport Strategy for the Greater Dublin Area (2016 - 2035), NTA, 2016
- Dun-Laoghaire Rathdown County Council’s Development Plan 2022 - 2028.

## 1.6 Document Structure

Following this introductory section, **Section 2** of the report sets out keys aims and objectives for the mobility management process.

The accessibility of the site by sustainable modes of travel is assessed in **Section 2**. This includes the local road network and facilities for pedestrians, cyclists and public transport users. **Section 2** also considers the proposed servicing

**Section 3** provides an insight on baseline mode share based on the most recent Census data arrangements.

**Section 4** outlines various measures that will be considered to encourage maximum uptake in sustainable modes of travel, whereas **Section 5** outlines the Mobility Management Plan target strategy.

**Section 6** concludes the report by providing details on the monitoring and review process, and the responsibility and management of the document.

**Section 7** presents the proposed action plan for the implementation of the MMP.

## 2 Mobility Management Plan Benefits

### 2.1 Introduction

The benefits from an MMP can be loosely categorised under three main headings:

- Environmental Benefits
- Health Benefits; and,
- Financial Benefits

This section explores just some of the improvements which can be made during a successful mobility management process.

### 2.2 Environmental Benefits

Climate change is a global issue that affects all nations. According to the Environmental Protection Agency (EPA), Ireland's greenhouse gas (GHG) emissions have increased by 10.1% from 1990 to 2019. In 2019, the energy industries, transport and agriculture sectors accounted for 71.4% of total GHG emissions, with the transport sector accountable for 20.3% of total GHG emissions.

On a national scale, the government of Ireland has pledged to play its part in achieving its long-term goal of transitioning to a low-carbon, climate-resilient and environmentally sustainable economy by 2050, by setting the following targets by 2030:

- Cutting greenhouse gas emissions by at least 30%
- Reaching a target of at least 32.5% energy efficiency, and
- Delivering 70% renewable electricity

Encouraging people to make smarter choices in the way they travel can drastically reduce the impact that a particular development or organisation makes on the environment.

### 2.3 Health Benefits

A reduction in polluting vehicles on the roads surrounding the site will mean better air quality throughout the area. There are also well documented health benefits associated with active travel, and activity levels across Ireland could still be improved.

*"54% of men and 38% of women aged 15 to 75+ are achieving the minimum level of activity recommended by the National Guidelines by being moderately active for at least 150 minutes a week. Almost two-thirds (61%) of those aged between 15 and 24 achieve this minimum level of activity. However this declines steadily across the life course to 18% of those aged 75 or older While the proportion that has a normal weight declines with age. The proportion that is overweight or obese rises with age. Among those aged between 15 and 24, 65% have a normal weight and 28% are overweight or obese. However, among those aged 65 and older, 26% have a normal weight and 74% are overweight or obese."*

Regular moderate physical activity (including walking and cycling), can help prevent and reduce the risk of cardiovascular disease, cancer, obesity, diabetes, stroke, mental health problems, high blood pressure, and musculoskeletal problems.

### 2.4 Financial Benefits

Although secondary to health and environmental benefits, there are also financial benefits to be gained from increasing active travel rates:

Estimates of the direct (health care) and indirect costs of physical inactivity (loss of economic output due to illness, disease-related work disabilities or premature death) are alarming.

*Physical inactivity has been estimated to cost each of the WHO Region's countries about €150-300 per citizen per year In a worst-case scenario this could imply a cost in Ireland of approximately €1.5 b1//1on per year .*

Individuals can also benefit financially from travelling to and from a site with an MMP in place due to the improved range of transport options available, some of which may be more cost-effective than car travel.

In some circumstances, MMP measures can remove an individual's need for a car (or their household's need for a second car), removing the capital and on-going cost of car ownership.

An effective MMP can help encourage staff and visitors to lessen their environmental impact by reducing emissions from transport, lead a healthier and more active lifestyle, and reduce financial wastage.

## 2.5 Mutual Benefits

As demonstrated, there are multiple reasons as to why MMPs are important to modern society. The measures in this MMP will have a positive effect on the future staff and visitor. They must be communicated correctly.

"The motivations for an employer / developer to implement mobility management may include.

- The need to improve accessibility to the worksite for employees and customers, which may help in retaining staff and enhancing company image
- The desire to promote a more flexible working environment, and
- The desire to reduce costs associated with off site parking business mileage and other cost overheads.

## 2.6 Mobility Management Plan Aims & Objectives

Considering the above benefits, this MMP aims to:

- Reduce the need to travel;
- Discourage the use of unsustainable modes of transport and enable users of the site to make travel choices that benefit themselves and their community;
- Maximise social inclusion by making the site accessible to all members of the community; and
- Raise awareness of alternative modes of transport and thus encourage a modal shift towards more sustainable travel modes.

The aims of this MMP will be supported with the following objectives:

- Objective 1 - To increase the level of active travel (walking and cycling) to and from the site;
- Objective 2 - To increase the level of public transport use to and from the site;
- Objective 3 - To increase the level of car sharing to and from the site; and, in turn
- Objective 4 - To reduce single occupancy car travel to and from the site.



# 3 Existing Situation

## 3.1 Local Road Network

The proposed development is surrounded by a well-established road network.

### Leopardstown Road (R113)

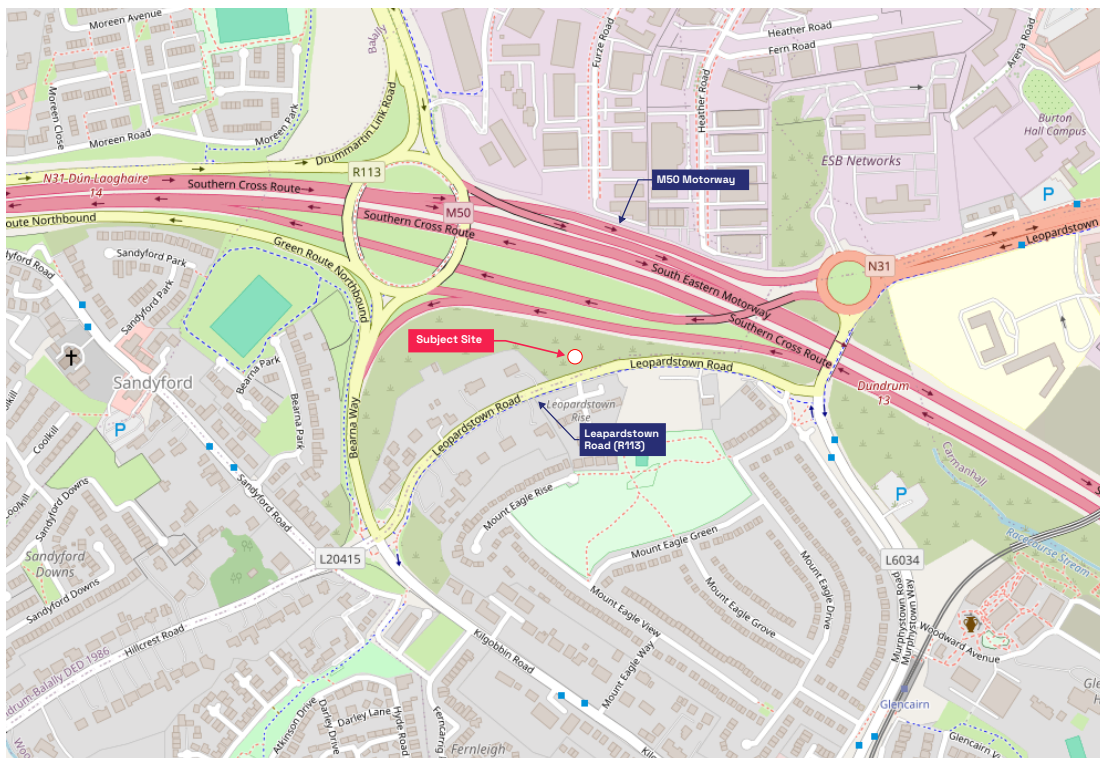
Leopardstown Road is a regional road subject to a 50km/h speed limit.

Footpaths are provided either side of the road measuring 1.5m in width and are well lit and maintained. Dedicated 'C1' cycle lanes, which are separate from Leopardstown Road are provided on the south side of the road. Amenities such as traffic lights, pedestrian crossings and bus stops are provided. These features enhance safety and accessibility for different modes of transportation.

### M50 Motorway

The M50 Motorway is situated 100m to the north of the site. The M50 motorway encircles Dublin and services as an arterial route for both local and national traffic. Spanning approximately 45 kilometres, it connects all major routes leading into Dublin, including the M1, M2, M3, M4, M7, M11, and M9. The motorway features a combination of dual carriageways and three-lane segments and it operates with a speed limit of 100km/h.

Fig 3.1 - Local Road Network



## 3.2 Accessibility

A key element of national, regional, and local policy is to ensure that new developments are located in areas where alternative modes of travel are available. It is important to ensure that developments are not isolated but are located close to complementary land uses. This supports the aims of integrating planning and transport, providing more sustainable transport choices, and reducing overall travel and car use.

The accessibility of the proposed development is considered in this context for the following modes of travel:

- Pedestrian Accessibility
- Accessibility by Cycle; and
- Accessibility by Public Transport

This section also provides an overview on the local road network surrounding the site.

### 3.2.1 Pedestrian Infrastructure and Accessibility

Pedestrian infrastructure in the vicinity of the site is optimal, with 1.5m wide well-lit footpaths provided along both sides of Leopardstown Road.

There are signal controlled crossing facilities with dropped kerbs, tactile paving and central refuge islands located approximately 300m south-east of the site, where Leopardstown Road converges with Bearna Way.

Numerous shops and Montessori schools are all accessible within a 10-minute walk from the site.

Within 15-20 minute walking, the entirety of Sandyford Business Park is accessible which includes financial services, shops, retail stores, personal services etc.

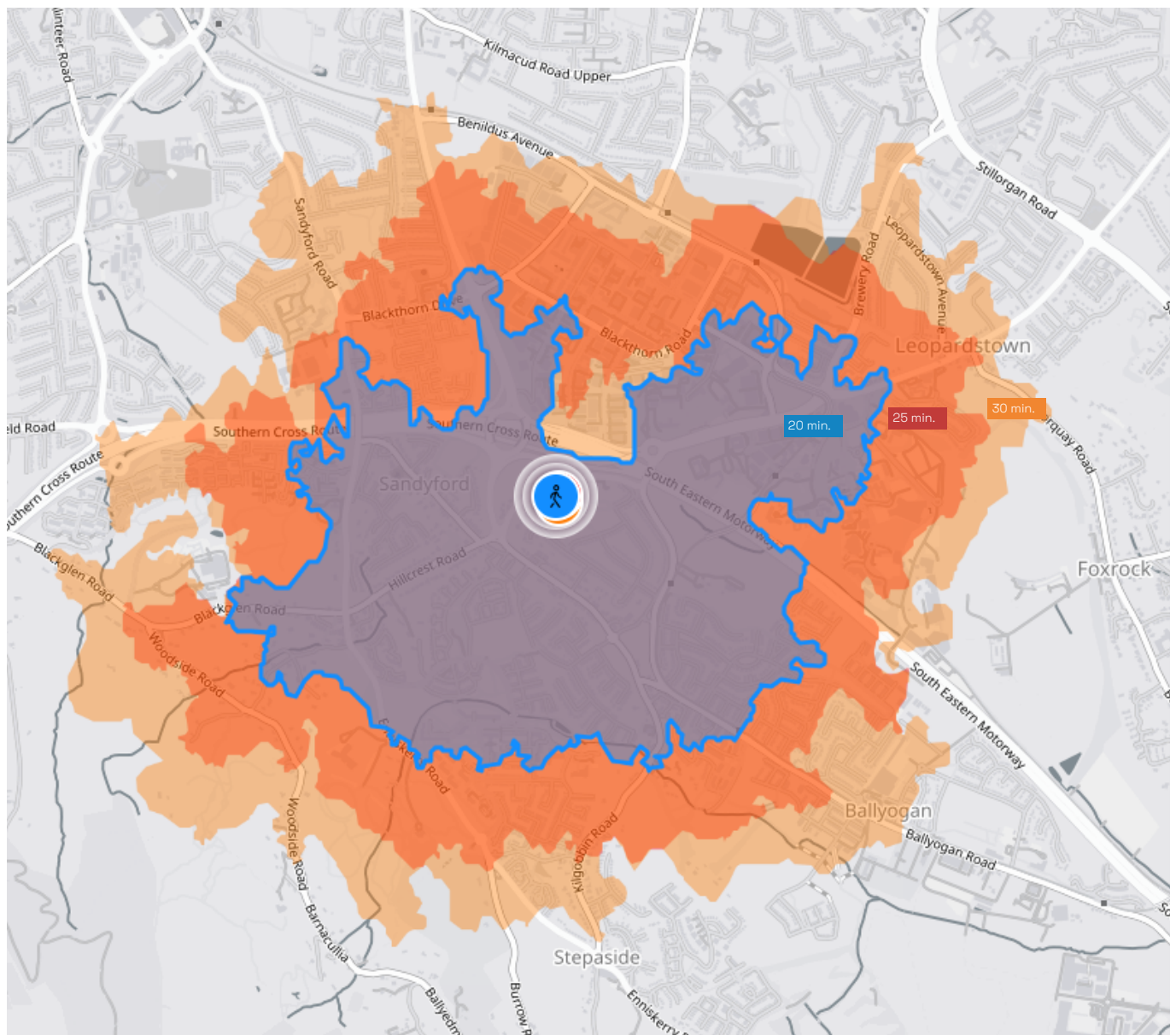
The nearest Luas station to the site is Sandyford Luas Station, approximately 25 minutes to the north.

Stepaside, Leopardstown, and Ballyogan are all within a 30-minute walk from the site.

Figures 4.3 and 4.4 below illustrate the walking catchment area in 5-minute intervals.

It can be concluded that the site is highly accessible on foot.

Fig 3.2 - Walking Catchment



### 3.2.2 Cycling Infrastructure and Accessibility

The site is currently accessible from dedicated 'C1' cycle lanes, which are separate from Leopardstown Road and are located to the south of the site. Figure 3.3 shows the site location in the context of the existing cycle network.

The site is situated adjacent to a local cycleway which links to the national cycleway surrounding Dublin City Centre.

Figure 3.4 illustrates the proposed cycle network and infrastructure improvements in the vicinity of the site extracted from the National Transport Authority's 'Greater Dublin Area Cycle Network Plan'.

The proposed cycle network near to the development is shown below, with the Carrickmines Greenway and a primary radial

cycle lane route running along Bearna Way connecting the site to the City Centre as shown in Figure 3.4. The implementation of the above cycle infrastructure schemes by the local authority will be subject to further design, public consultation, approval, and importantly availability of funding and resources.

Within 5 minutes of cycling, Sandyford Business Park can be accessed.

Within 10 minutes of cycling Sandyford Luas Station can be reached.

In 15 minutes of cycling Dundrum Town Shopping Centre is easily accessible.

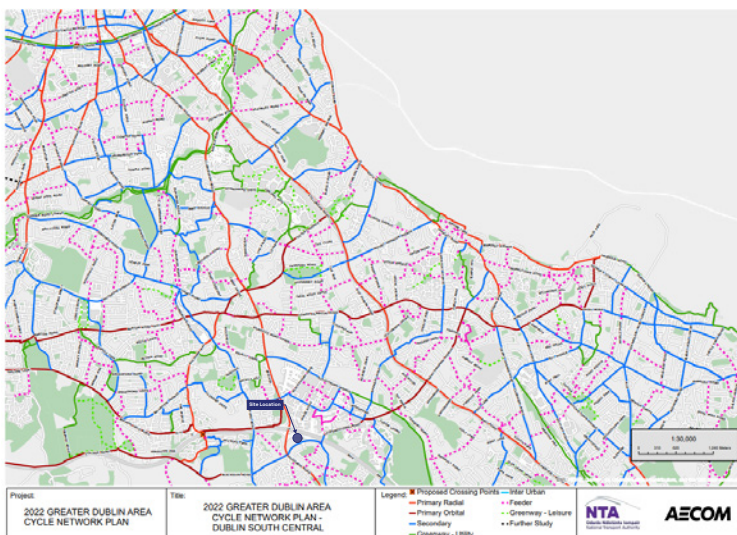
After 20 minutes of cycling University College Dublin (UCD) and Dun Laoghaire is easily accessible.

In a 25/30 minute cycle, the majority of Dublin City centre area and south Dublin can be reached.

Fig 3.3 - Existing Cycle Network



Fig 3.4 - Proposed Cycle Network



### 3.2.3 Public Transport Infrastructure and Accessibility

#### Bus Services

Figure 3.5 details the proposed Bus Connects network in the vicinity of the site as part of the New Dublin Area Bus Network scheme.

The New Dublin Area Bus Network scheme aims to overhaul the existing bus system in Dublin by:

- Redesigning the bus network to provide a more efficient network, connecting more places and carrying more passengers;
- Introducing Bus Rapid Transit on a number of routes;
- Improving bus priority infrastructure including provision of 230km of bus lanes;
- Improving payment systems; and
- Improving livery and bus stops.

- The nearest bus stops to the site are located on Murphystown Way within 350m of the site. The southbound bus stop 7418 is located 350m to the east, whilst the northbound bus stop, 7416 is also located 350m to the east opposite bus stop 2818. Table 3.1 details the services that call at stops in the vicinity of the site and their associated frequencies.

It is noted that the provision of bus services will change over time in response to current circumstances. The bus times are accurate at the time of writing, whereas up-to-date bus times can be found on Dublin Bus' and Go Ahead Ireland's websites.

Figure 3.5 - Proposed Bus Connects Routes



Table 3.1 - Bus Service Frequency (min)

Route No.	Route	Weekdays		Weekend	
		AM Peak	Interpeak	Saturday	Sunday
11	Wadelai Park - Sandyford Business District	10 - 15	15 - 20	15 - 20	20-30
44	DCU - Enniskerry	10 - 15	15 - 20	15 - 20	20-30
47	Poolbeg - Belarmine	15 - 20	20 - 30	20 - 30	30
114	Blackrock - Ticknock	15 - 20	20 - 30	20 - 30	30
700	Airport to Dublin City Centre & Leopardstown	15 - 20	20 - 30	20 - 30	30
S8	Kingswood Avenue - Dun Laoghaire Stn	15 - 20	20 - 30	20 - 30	30

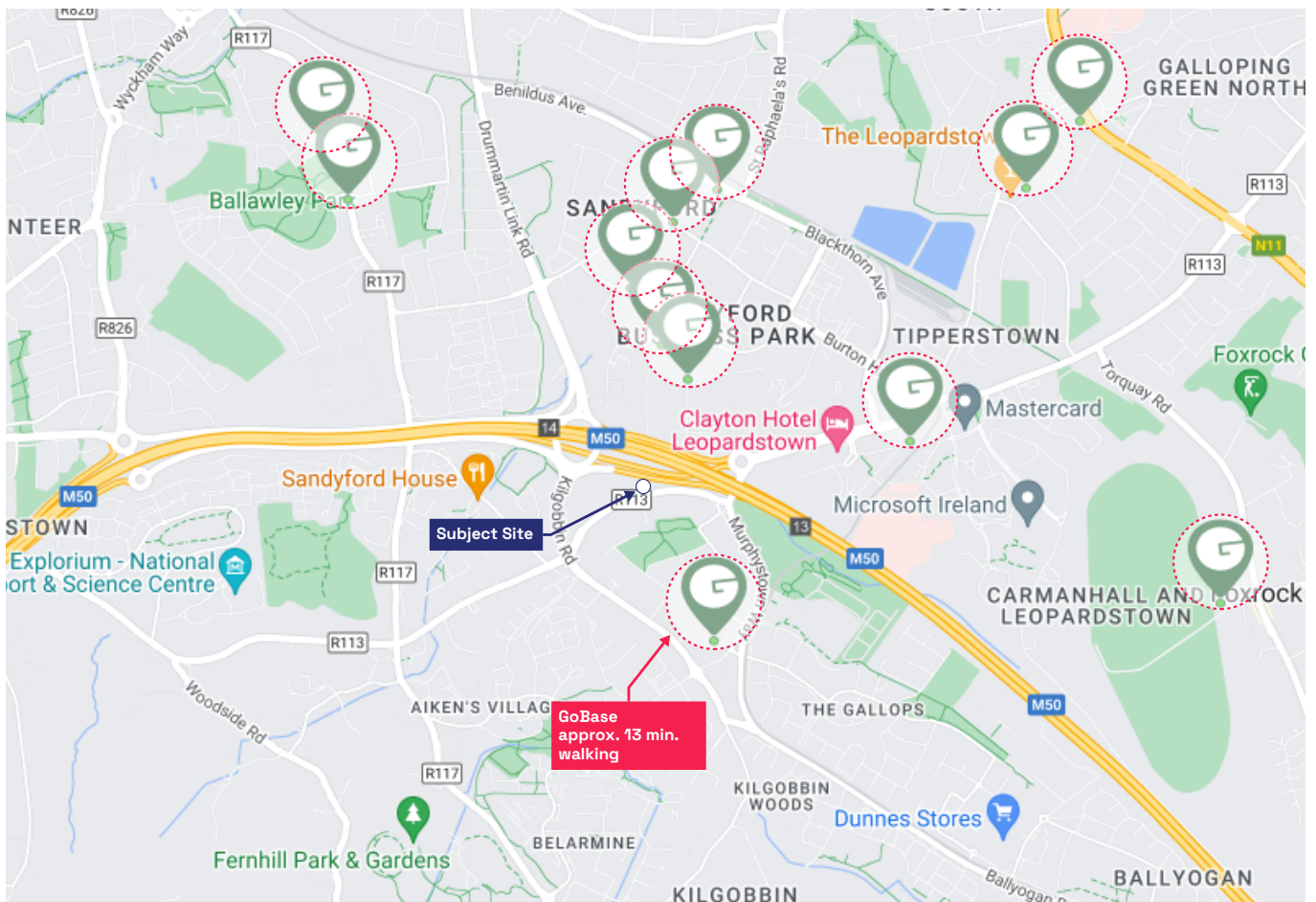
### 3.2.4 Car Sharing

It is acknowledged that many residents that do not own a car may require the use of a car on certain occasions. GoCar (among other car sharing operators) offers a cost-effective, hassle-free, and greener alternative to car ownership and traditional vehicle hire in Dublin. The car sharing service allows users to view the availability of cars at designated parking bays throughout the country via a mobile application, where they can unlock and start driving their selected car on the spot.

The nearest bay is located in at Glencairn Park & Ride, c. 950m (13 min. walk) to the south of the site. Cars can be reserved by the hour, day or even longer. The price of the journey depends upon the vehicle type, the duration of the reservation and the miles driven, but starts at around €10 an hour with 50 free kilometres included.

Figure 3.6 shows additional locations in the vicinity of the site that GoCar currently operate in. It is considered that car sharing could therefore be a highly attractive facility for residents who require occasional private car use, therefore, minimising the traffic impact.

Figure 3.6 - Local GoCar Bays



# 4 Mobility Management Measures

## 4.1 Introduction

Considering the level of accessibility, it is considered the vast majority of users will travel to/from the site via sustainable modes of travel.

One of the primary reasons for undertaking a modal split survey is to ensure the Mobility Management Plan is implemented as effectively as possible. For example, if the vast majority of residents and visitors already travel by public transport, it might be more worthwhile to promote measures encouraging walking and/or cycling. Notwithstanding, this section of the MMP sets out the measures that could be implemented in a full Mobility Management Plan for the proposals.

The measures are designed to encourage sustainable modes of travel. They are in line with the aims and benefits set out in Section 2 of this document and Over, at Work, Usually Resident and Present in the State 2011 to 2016', and filtered by means of travel for all aggregate town areas to establish a baseline for staff at the new development.

## 4.2 Mobility Management Coordinator (MMC)

A Mobility Management Coordinator (MMC) will be appointed for the site, and their contact details will be circulated to DLR County Council (DLRCC) and made available to staff and visitors at the site. Should the MMC change, DLRCC will be notified and the details of the incumbent MMC provided.

The duty of the MMC will be to take responsibility for ensuring that the various elements of the Plan are monitored and operate effectively to offer a genuine choice of travel modes. They will be the first point of contact in relation to travel issues. Additional responsibilities of the MMC are further detailed in Section 6 of this report.

## 4.3 Hard Measures

The development will be provided with 164 cycle parking spaces.

The development is located in a highly accessible area close to public transport hubs, Dublin's cycle network and existing car club bays.

## 4.4 Soft Measures

Welcome packs can be critical in influencing travel patterns from the outset. All new residents will be provided with a pack of information, either physically or digitally, comprising:

- Introduction to the MMP concept detailing objectives and aspirations including details of the MMC;
- Maps showing local walking / cycling routes and places of interest;
- Promote the Get Ireland Active website: [getirelandactive.ie](http://getirelandactive.ie);
- Details of public transport (bus and rail) services, including timetables and routes.

As well as providing such travel information throughout the Welcome Packs, relevant information as set out above will be provided on notice boards in communal areas and the development website.

### Measures to Encourage Walking

Walking is the most sustainable and accessible mode of travel. Any individual in relatively fair health can incorporate walking into part of their journey. It has been demonstrated within Section 3 of this MMP that there is a good level of pedestrian infrastructure in the surrounding area, with access to local services on foot. The following measures will be provided in order to encourage residents to walk:

- Promote / raise awareness of the health benefits of walking;
- Adequate lighting, landscaping and shelter to create pleasant pedestrian waiting areas;
- Marketing campaigns in line with "National Walking Day" and via schemes incorporating free issue pedometers and alarms;

- Promote the 2KM / 5KM from home tool to check walkable distances from the site: [2kmfromhome.com](http://2kmfromhome.com); and
- Promote the availability of walking information, including walking groups and useful tips and guidance, on the Get Ireland Walking website [getirelandwalking.ie](http://getirelandwalking.ie).

Cost awareness can be a contributing factor in the decision to travel by car or by public transport. Staff and visitors will be made aware of the savings that can be made by purchasing season and other ticket prices.

### **Measures to Encourage Cycling**

It has been demonstrated throughout Section 3 of this MMP that the site is conducive to cycling. To encourage more staff and visitors to cycle, the following measures will be provided:

- Information on the local cycle network routes made available through the previously discussed welcome packs;
- Promoting the Cycle to Work scheme;
- Shower and changing room facilities to be provided
- Promote the availability of cycling information, including route maps and useful tips and guidance, on the Cycling Ireland website [cyclingireland.ie](http://cyclingireland.ie);
- Initiating an informal “cycle buddy scheme”;
- Promotion of events such as “National Bike Week”
- Promotion of local cycle stores; and
- Setting up of a development-wide Bicycle User Group (BUG)

### **Measures to Encourage Public Transport**

It has been demonstrated throughout Section 3 of this MMP that the site is highly accessible by public transport, and that there are further opportunities for wider public transport travel throughout the Greater Dublin Area. The following measures will be provided in order to encourage more staff and visitors to travel by public transport:

- Distribute details of the Transport for Ireland Journey Planning tool (online and in the form of a mobile application: [transportforireland.ie/journey-planner-app](http://transportforireland.ie/journey-planner-app));
- Provide up to date bus details including timetables information in the welcome packs;
- Advertise any promotions/discounts offered by public transport operators;
- Provide wayfinding towards key transport nodes; and,
- Providing special offers for interest-free season ticket loans.



# 5 Targets

## 5.1 Introduction

Target setting is an important part of any Mobility Management Plan, providing a focus for the overall process and a measure against which the mobility management measures can be judged. This section sets out the target strategy and provides an overview of the data that should be collected as part of future travel surveys to inform the Mobility Management Plan once developed.

## 5.2 Data Collection and Analysis

In order to understand travel habits, a representative sample survey will be undertaken at three months following first operation. Staff and residents will be encouraged to participate, and the surveys would extract the following key information

- Place(s) of residence/study;
- Usual mode of travel and reason for modal choice;
- Attractiveness of various sustainable modes;
- Any barriers to sustainable modes; and
- Initiatives that would encourage staff and visitors to travel more sustainably.

Surveys could be distributed in two ways; electronically, and as paper copies.

Firstly, questions could be transferred to SurveyMonkey, which is an online survey service widely used by both private and public sector organisations for data collection. Staff would be sent this link in the early stages of operation and can simply click on it and get directed to an internet-based survey. Additionally, visitors can also be sent this link when they log into the site Wi-Fi service. All results can be recorded on a computer database for analysis.

Paper surveys could also be made available to visitors across the site. Surveys could be printed and distributed at the reception areas. All the results could be manually transferred to the computer database for analysis alongside the electronic surveys.

The information obtained will be used to undertake a modal split analysis, whereby an answer rate of 50% could be considered a sufficient representation of staff across the site. These can be used to set SMART targets for the site, with an example provided in Table 5.1. Site users would then be surveyed annually from the initial survey.

## 5.3 Smart Targets

Once the travel surveys have been undertaken, it is possible to monitor modal splits so that the mobility management measures can be tailored to increase uptake of certain modes of travel. Modal split targets are set for a reduction in private car use offset by an increase in sustainable modes.

Table 5.1 - Proposed Trip Generation Mode

Mode	Overall Modal Target
By Car (Private)	50%
Pedestrians	5%
Cyclists	15%
Public Transport	30%

All performance indicator and modal split targets will be set through consultation with Dun-Laoghaire Rathdown County Council (DLRCC). The official targets will be SMART (Site-specific-Measurable-Achievable-Realistic-Time bound). The following phrases have been used to give a general indication of time-scales for the 'SMART' targets following the adoption of this Mobility Management Plan.

Table 5.1 illustrates the modal split targets.

As can be seen from the targets, there will be a large emphasis on encouraging residents to use public transport and cycle.

The above targets are indicative at the time of writing, and will be updated in future MMP versions once further travel surveys are undertaken. The updated MMP versions will include a comparative table containing updated modal split data in order to best understand travel habits, and shape effective measures.

The targets are considered to be realistic when taking into account the mobility management measures as detailed throughout Section 4 of this MMP.

## 6 Monitoring and Review

### 6.1 Introduction

This section of the report sets out the proposed management arrangements associated with the MMP. It also sets out the next steps with regards to converting this Outline MMP into a full Mobility Management Plan, which will be carried out for the life of the development.

### 6.2 Responsibility and Management

Overall responsibility for the MMP will lie with the appointed Mobility Management Coordinator (MMC). Following construction and full operation, the Outline MMP will need to be updated to a full Mobility Management Plan. This will involve the distribution of travel surveys. The survey information will enable analysis to be undertaken to establish final targets. It will also provide information on the reasons for modal splits and identify measures that may encourage a modal shift.

Adequate consultation and support from the developer is also required to ensure the smooth implementation of the MMP. A number of measures to be undertaken comprise

A commitment to actively pursue sustainable travel opportunities for the development;

Maintenance of walking facilities, lighting and any CCTV installations;

Support for an MMC in ways including, but not limited to, funding to enable them to fulfil their duties and deliver the MMP as intended; and

A commitment to actively promoting car-sharing and sustainable transport options at the site.

A MMP document should be considered as merely the starting point of the process. The implementation of a MMP is an on-going requirement and will require support and leadership in achieving its objectives.

### 6.3 Mobility Management Coordinator (MMC)

The MMC will take responsibility for ensuring that the various elements of the plan are monitored and operate effectively to offer a genuine choice of travel modes. Typical duties include:

- Leading on the delivery of the MMP;
- Representing the human face of the MMP and explaining its purpose and opportunities on offer
- Implementing and promoting sustainable travel measures to ensure a coordinated approach across the site as a whole;
- Promoting individual measures in the MMP and instigate a marketing campaign upon first operation of the site;
- Liaising with public transport operators and represent the operator at relevant forums;
- Administering the car share scheme;
- Monitoring the MMP and identifying trends in relation to the targets and reporting the findings to relevant parties (i.e. DLR County Council).

### 6.4 Monitoring and Evaluation

The monitoring of travel behaviour is vital to measure progress towards the targets and would be the responsibility of the appointed MMP. Apart from liaising with Dun-Laoghaire Rathdown County Council (DLRCC) on transport related matters, the main monitoring process will involve travel surveys as described in Section 5 above.

The results of each survey would be used to review progress against target modal splits, where the MMC will be required to calculate the percentage share of all travel modes to and from the site. Where targets are not met, remedial actions will be proposed, agreed and then monitored for effect.

Monitoring reports will be provided to officers at DLRCC every year following the receipt of the first surveys.

Monitoring will be carried out for a period of at least five years from the date of the baseline travel surveys or until agreed upon with DLRCC.

# 7 Action Plan

This section details the mechanisms by which the MMP will be secured and provides an Action Plan for the implementation of the identified measures including time frames and responsibilities.

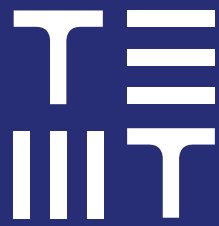
Table 7.1 below sets out the proposed implementation plan for this MMP, explaining:

- How the management structure for the MMP will be established, associated time-frame and responsibility;
- The implementation of stated measures and initiatives;

The monitoring procedures and promotion of the MMP.

Table 7.1 - Action Plan

Action	Target Date	Responsibility
Appoint MMC	Within 3 months of commencement of marketing	Management
Produce Welcome Packs	Occupation of development	MMC
Undertake Initial Travel Surveys	Within 3 months of first appointment (to coincide with MMP launch)	MMC
Decide Modal Split Targets	Within one month of receiving the initial surveys	MMC in conjunction with DCC
Update IMMP to a full MMP	Within two months of agreeing modal splits with DLRC	MCC
Present Annual Monitoring Report	Annually for at least five years following the agreement of targets with DLRC	MCC



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