North East Lincolnshire

Travel Plans Guidance

NORTH EAST LINCOLNSHIRE COUNCIL
www.nelincs.gov.uk

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Section 1: Introduction

Travel plans have an important role to play in reducing traffic congestion, improving the environment and providing economic, efficiency and social benefits to employers and the workforce. They also play a fundamental part in North East Lincolnshire Council's strategy for improving the area and making it a better place to live and work.

This guidance aims to provide developers with a clear understanding and detailed advice on how to produce appropriate and effective Travel Plans.

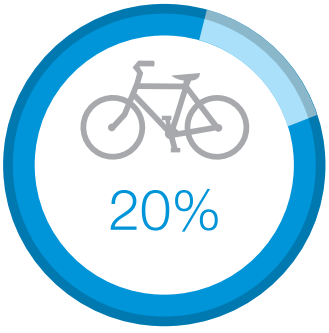
1.1 What is a Travel Plan?

The Department for Transport (DfT) defines a Travel Plan as 'a package of measures tailored to the needs of individual sites and aimed at promoting greener, cleaner travel choices and reducing reliance on the car (www.dft.gov.uk).

Travel Plans can be used by businesses and organisations to address transport and travel issues faced by people travelling to and from a site. Through a mixture of information, advice, IT, communications, technology, incentives and demand management, Travel Plans can encourage and make it easier for people to reach sites while reducing the need to use private cars.

A Travel Plan is a live document that should be reviewed over time in response to changing circumstances. Travel Plans should include objectives, initiatives and targets that can be implemented to reduce the impact of travel and transport on the local environment. The benefits of implementing a Travel Plan also include reduced congestion, increased road safety as well as economic, social and health benefits.

A Travel Plan does not aim to be anti-car but to assist in the creation of sustainable development.



Car usage levels

Did you Know?

"If every single-occupant car commuter used an alternative to driving alone on just one day a week, car usage levels would immediately be reduced by 20%"

1.2 Why develop a Travel Plan?

A Travel Plan is a transport policy document that states how an organisation will encourage the use of more sustainable travel – the use of walking, cycling, public transport and car sharing - over the use of the single-occupant car.

A Travel Plan may be required as a condition or obligation of approval for planning consent for a new development or relevant change to a business premises. Travel Plans can also act as a device to address a congestion issue surrounding a new development – the more successful Travel Plans can demonstrate reductions of around 8%.

Travel Plans may be created voluntarily; as a tool to address the issues below:

- Organisation: Increased productivity generated by a healthier, more motivated workforce, potential cost savings, reduced congestion and reduced demand for car parking.
- Staff: Better health through the adoption of more active modes of travel to work, possible cost and time savings and reduced stress.
- Local Community: Reduced congestion, journey times, and parking overspill along with improved public transport services
- The environment: Improved air quality, less noise, dirt and visual intrusion.

1.3 What is covered by a Travel Plan?

A Travel Plan can address different types of travel associated with your development's activities, including but not limited to:

- Access to the workplace
- Access to businesses
- Access to and from residential premises
- Business travel
- Travel by visitors
- Travel for deliveries and contractors
- Fleet vehicle usage
- Regular trips to school

Any number of the above types of journeys may be addressed in your Travel Plan. Developers will need to identify which of these are to be prioritised as part of your Travel Plan to ensure resources are utilised in the most efficient manner.

1.4 Policy Context

Travel Plans are an integral part of the Government's policy for the creation of sustainable communities at the national, regional and local level. They are key elements of both national transport, planning and housing policies as well as regional and local policies.

National Policy

The National Planning Policy Framework (NPPF) details the important role that transport policies have in facilitating sustainable developments but also in contributing to wider sustainability and health objectives.
The NPPF states in Paragraph 17 that planning principles should "actively manage patterns of growth to make the fullest possible use of public transport, walking and cycling, and focus significant development in locations which are or can be made sustainable".
Paragraph 29 continues, "The transport system needs to be balanced in favour of sustainable transport modes, giving people a real choice about how they travel."

NPPF states that a key tool to facilitate the above is a Travel Plan and that "all developments which generate significant amounts of movement should be required to provide a Travel Plan".

The Highways Agency in the draft circular, "The Strategic Road Network and the Delivery of Sustainable Development" state that "demand management" techniques should be implemented so that "The traffic impact of significant development should be managed by seeking to minimise trip generation. The preparation and implementation of a robust Travel Plan that promotes use of sustainable transport modes such as walking, cycling and public transport is an effective means of achieving this."

Local Policy

The use of a Travel Plan is a key element of supporting the 'Local Transport Challenges' explained in the Local Transport Plan 3 (2011). Specifically, Travel Plans should work to contribute to resolving the Challenges detailed below:

Challenge B: Improving journey times and reliability by reducing congestion.

Challenge C: Support regeneration by connecting people to education, training and jobs.

Challenge D: Enabling disadvantaged areas to connect with services.

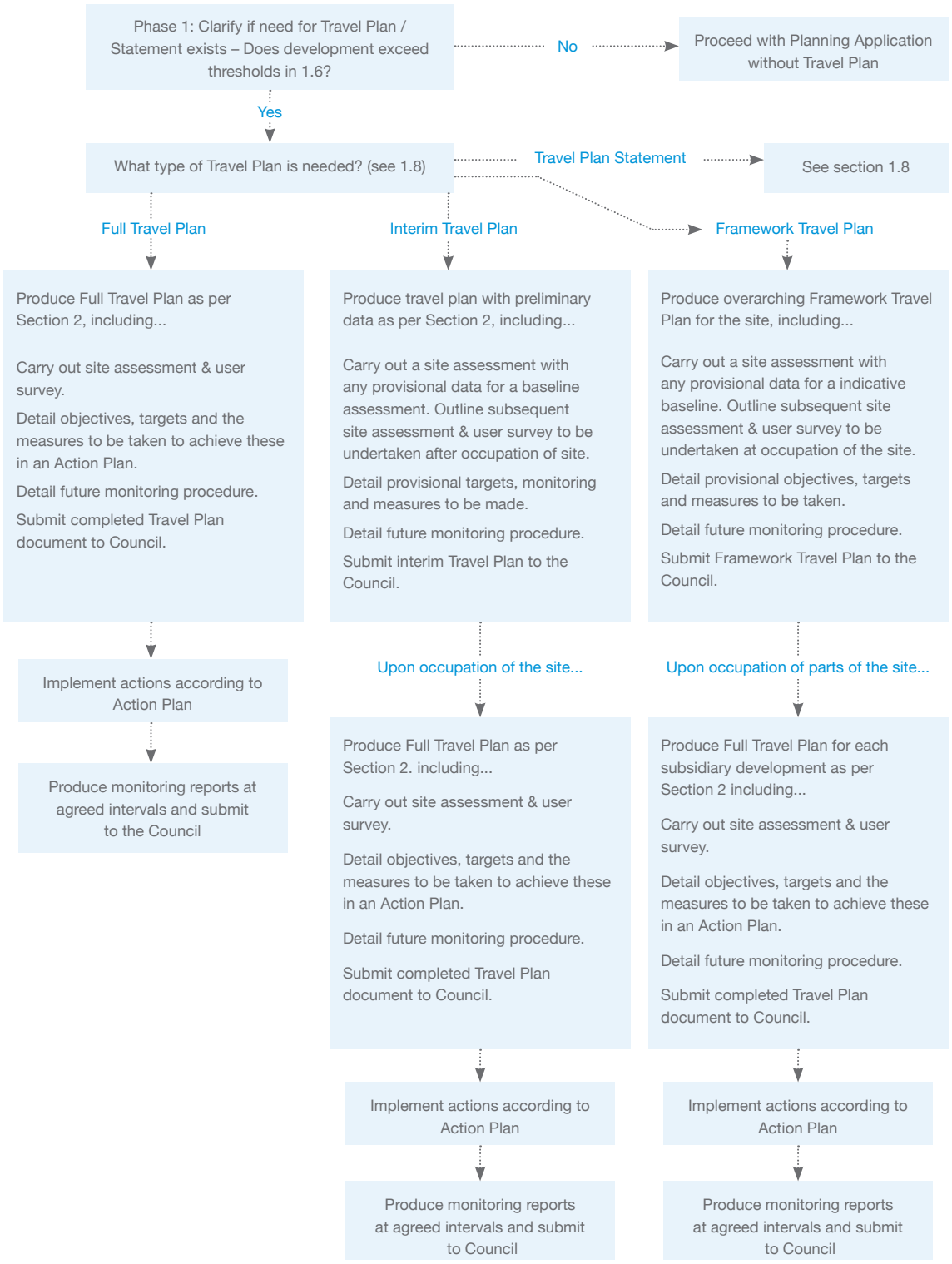
Challenge E: Improving the health of individuals by encouraging / enabling more active travel. Challenge F: Improving the journey experience on the local transport network.

The Local Transport Plan 3 (2011) states that a travel plan is a key policy tool in demand management of transport, ensuring that the actions are taken to encourage the adoption of 'smarter choices' towards using sustainable modes of transport.

The policy goes further to explain, "In particular, we must ensure that good non-car access is provided between business sites and areas where people live. This principle applies equally to education and training facilities." The Travel Plan is fundamental in fulfilling this policy.

1.5 Travel Plans – A process diagram

A process diagram is provided below to assist developers in understanding the process of requiring a Travel Plan.



1.6 When is a travel plan required?

As defined in the National Planning Policy Framework, a Travel Plan is required for any developments that "generate significant amounts of movement". The thresholds for this are defined in Figure 1; as detailed in the Good Practice Guidelines on Travel Plans (DfT 2009).

For smaller developments, a briefer Travel Plan statement may suffice.

Figure 1. Thresholds for the Requirement of a Travel Plan

Commercial Development change				
Land Use	Description of Development	Size	Travel Plan Statement	Full Travel Plan
A1 Food Retail	Food Convenience stores, Supermarkets and Superstores.	Gross Floor Area	> 250 < 800 sq. m	> 800 sq. m
A1 Non-Food Retail	Retail Sale of non-food goods, but includes sandwich bars / fast food / cafes where consumption is off premises	Gross Floor Area	> 800 sq. m < 1500 sq. m	> 1500 sq. m
A2 Financial and professional services	Financial services – banks, building societies and bureaux de change. Estate agencies and employment agencies	Gross Floor Area	> 1000 sq. m < 2500 sq. m	> 2500 sq. m
A3 Restaurants and Cafes	Restaurants and cafes where food consumption is on premises	Gross Floor Area	> 300 sq. m < 2500 sq. m	> 2500 sq. m
A4 Drinking Establishments	Public house, wine bar or nightclub	Gross Floor Area	> 300 sq. m < 600 sq. m	> 600 sq. m
A5 Hot Food Takeaway	Use of the sale of hot food for consumption on premises	Gross Floor Area	> 250<500sq. m	> 500 sq. m
B1 Business	Light industry, Research and Development, laboratories, studios and offices other than A2	Gross Floor Area	> 1500 sq. m < 2500 sq. m	> 2500 sq. m
B2 General Industrial	General Industry excepting anything included in B1	Gross Floor Area	> 2500 sq. m	> 4000 sq. m
B3 Storage or Distribution	Storage or Distribution Centre	Gross Floor Area	> 3000 sq. m	> 5000 sq. m

Residential Development				
Land Use	Description of Development	Size	Travel Plan Statement	Full Travel Plan
C1 Hotels	Hotels and boarding houses where no element of care is needed	Bedrooms	> 75 bed rooms	> 100 bed rooms
C2 Residential institutions: Hospital, nursing and other care homes	Premises used to provide care to people in need	Beds	> 250 residents	> 400 residents
C2 Residential institutions: residential education	Boarding Schools, training centres	Students	> 50 students	> 150 students
C2 Residential institutions: Institutional hostels	Homeless shelters, accommodation for people with learning difficulties and people on probation	Residents	> 250 residents	> 400 residents
C3 Dwelling houses	Dwellings for individuals, families but where no more than 6 people are to a house	Dwellings	> 50 dwellings	> 80 dwellings
D1 Non-residential units	Medical and health services, nurseries, museums, public libraries, art galleries, exhibition halls, non-residential education and training centres, places of worship and church halls	Gross Floor Area	> 500 sq. m	> 1000 sq. m
D2 Assembly and Leisure	Cinemas, dance and concert halls, sports halls, swimming baths, skating rinks, gymnasiums, bingo halls, casinos and other outdoor sports and leisure uses	Gross Floor Area	> 500 sq. m	> 1500 sq. m

1.7 Main Elements of a Travel Plan

Travel Plans work to reduce the use of the single occupancy car but with an emphasis on giving a measured reduction. A Travel Plan facilitates this by setting targets that are worked towards by putting the relevant measures in place.

As such, Travel Plans should follow the principles below and contain the elements listed.

1. Site Assessment
2. Roles and responsibilities
3. Objectives and Targets
4. Measures
5. Monitoring and Review

These elements are summarised below. For more detail, please consult the full Travel Plan Guidance.

1. Site Assessment and User Survey

Site Assessments aim to detail the current situation and accessibility of a site. This will involve explanation of the site in terms of its connectivity to the wider area; recognising the typical access arrangements that may be used by those coming to the site.

Baseline data on current and expected movements and the respective modes of transport should be established. For new sites, census data may be obtained to offer an indicative understanding of possible travel methods.

For existing sites undergoing expansion and requiring a Travel Plan, data could be collected by surveying the travel habits of existing staff.

By carrying out the above, you will be able to inform yourself on the appropriate strategy and measures to encourage in your Travel Plan in addition to being able devise appropriate targets in reduction of single-occupancy car use for your site.

Developments where new staff/users with unknown travel behaviour are to be employed on a site should have the initial survey at the outset of the development stage complemented with a User Travel Survey when occupation of the site is complete. This will allow a developer to confirm the measures they wish to take are appropriate and provide a comparison point to assess future performance of the Travel Plan.

2. Roles and Responsibilities

A ‘Travel Plan Coordinator’ should be established who is tasked to drive the Travel Plan forward – carrying out the surveys and implementing the measures in the Travel Plan to suitably work towards achieving the objectives and targets set.

It is appropriate to involve all relevant parties in delivering your Travel Plan and you should arrange for consultation meetings to ensure that the Travel Plan is inclusive of all and attempts to address concerns raised by any interested parties.

3. Objectives

Objectives should be identified that give direction to the Travel Plan that work to achieve sustainable transport outcomes.

4. Targets

Targets should be formulated where a numerical measure can be used to assess whether objectives are being achieved.

5. Measures to take

The proposed measures to be taken in order to encourage change to more sustainable methods of travel should be explained, clearly stating the actions and time scales for implementation.

6. Monitoring and Review

The Travel Plan should be monitored to assess its effectiveness in progressing change towards the objectives stated. This can be undertaken through Travel Surveys assessing the relative effectiveness of methods used and opinions surrounding those available, traffic spot counts and assessing the take-up of measures to establish the successes and failures and the need for any remedial strategy.

Monitoring is expected to be implemented on an annual basis for a period of no less than five years. However, best practice shows that Travel Plans should be revised and actively implemented until the outcomes it has sought to achieve become stable.

Monitoring reports should be produced detailing an analysis of the modal split, current strategy and any remedial action to be taken. These reports should be communicated to the Council annually after the implementation of the first Full Travel Plan unless any other interval is agreed.

1.8 What type of Travel Plan is required?

There are four types of Travel Plan that may be produced for a development, each specific to the type of site being developed and the level of information known at the outset.

These are:.

1. Full Travel Plan
2. Interim Travel Plan
3. Framework Travel plan
4. Travel Plan Statement

The flowchart below lists the criteria that you should use to understand what type of Travel Plan you should create.

Figure 1. Flowchart to establish type of Travel Plan Required

Full Travel Plan

Full Travel Plans are appropriate for most developments where the proposed use and accessibility requirements are known from the outset.

In addition to the above, when data can be obtained to understand a baseline for how travel will be made to and from a site, a Full Travel Plan should be created. This data may be found through surveying existing use to obtain an indicative understanding (if a Travel Plan is required for an extension to an existing site), through the use of representative area census data (using Travel to Work datasets) or through the use of transport models such as TRICs.

Where this data is available, a Full Travel Plan encompassing objectives, targets and measures can be created.

Interim Travel Plan

An interim Travel Plan is suitable for those developments where the end-user of a site may not be fully known, such as planning applications submitted that are of a speculative / outline nature.

This form of Travel Plan may be used where there is no provisional baseline data for the expected travel to and from the site to support the creation of targets. An interim Travel Plan is created omitting this, with a commitment to creating these when an understanding of possible travel patterns becomes more clear.

Interim Travel Plans are expected to detail measures that could possibly implemented and clarify a timetable for submission of the revised Travel Plan including targets relevant for the site when more information becomes available.

Framework Travel Plan

A framework Travel Plan is an over-arching Travel Plan that attempts to cover a site which may be made up of multiple occupants who may be unknown at submission of the planning application.

The Framework Travel Plan should detail the wider objectives, targets, measures and other requirements that subsidiary Travel Plans for each respective site should observe to. As each constituent of a site opens and if they are of size to require a Travel Plan, these should be created in line with the site-wide, Framework Travel Plan.

Travel Plan Statement

Where developments may fall below the threshold for a full Travel Plan but exceed that for a Travel Plan Statement, the above should be provided.

A Travel Plan statement is a briefer declaration of intent to deliver sustainable transport

outcomes with a reduced need for the comprehensive site analysis, monitoring and review procedures expected in the production of full Travel Plans.

Instead, a Travel Plan Statement will have a measures first based approach whereby the focus is upon introducing measures that aim to encourage the use of more sustainable modes of transport.

Whilst Travel Plan statements carry no explicit requirement to carry out any subsequent monitoring and review after implementation, it is recommended that developers continue to do so to ensure the most relevant sustainable measures are implemented.

An indicative template to assist creation and provide an of a Travel Plan Statement can be found in Appendix B.

Section 2: Creating your Travel Plan

2.0 Site Assessment and User survey

As part of a Full Travel Plan a site assessment and user survey should be included. The site assessment should provide an overview of all the facilities and transport links that serve a site; e.g. pathways, cycle parking, car parking and bus stop infrastructure. The user survey should be undertaken to establish the baseline modal split (the current split of travel methods before intervention) and user opinions on the facilities and the possible improvement that can be made.

The creation of relevant measures to implement and challenging but achievable targets is reliant on a successful site assessment and user survey being undertaken. The site assessment should build understanding of the deficiencies in provision, the opinions surrounding this and how this currently impinges on changing travel behaviour.

The site assessment should attempt to:

a) identify barriers to non-car use

b) Identify realistic alternatives to single car occupancy journeys presently available but not highly utilised (in order to understand a focus for marketing strategies)

c) identify possible areas where improvements could be made to encourage use of more sustainable means (locations / sites for capital infrastructure improvements)

The site assessment should establish the transport links to/from and within your site including maps / plans where appropriate and any other policy that may impact on travel arrangements, including:

1. Pedestrian access / facilities
2. Cycle access / facilities
3. Motorcycle access / facilities
4. Public transport provision / infrastructure
5. Vehicular access
6. Car parking availability / policy
7. Relevant Company Policy

The approach to conducting a site assessment will differ according to the type of site being developed.

For developments and extensions to existing sites:

An audit should be undertaken to establish current site provision and how well this contributes to sustainable transport objectives. The audit will examine facilities and uptake of walking, cycling and car sharing on-site, establishing the current modal split and staff/user opinions on existing facility provision, the opportunity for improvement and the likelihood for their change.

For new developments:

An audit should assess existing transport provision surrounding the site and any subsequent actions needed to be made on the site. A baseline should be established through the use of census data, TRICS or any alternative trip generation databases.

Specific Elements of the Site Assessment

2.0.1 Pedestrian Access / Facilities

Travelling to a site on foot is suited to journeys of under 2 miles;[1] if you expect travel to be made within these distances you should assess your site for safe and direct access by these means.

Site assessments should include:

- Mapping of the routes that pedestrians will take in accessing and within the site
- Examination to assess whether these routes are direct, well maintained and safe. You should be conscious of pedestrian's 'desire lines' – the routes that pedestrians actually take and ensure that paths as best as possible reflect these.
- Crossing points should be examined to ensure adequacy for current / future projected usage

2.0.2 Cycle Access / Facilities

Cycling is an ideal mode of transport for journeys under 7 miles (subject to terrain and health).[2] With 82% of journeys to work undertaken in North East Lincolnshire being under 6.25 miles[3] and 61% of journeys being made by car[4], there is great scope for changing transport habits and the potential for cycling should be explored at sites.

Site assessments should:

- Detail the current facilities for parking of cycles; their utilisation and adequacy for purpose
- Detail changing / showering / locker facilities which may increase the attractiveness of cycling
- Map the cycle routes and measures to promote safe riding; off road routes, adequate lighting, advance stop lines at junctions etc.
- Review the current attractiveness of cycling - are there inherent factors limiting take-up – long or steep hills, busy roads and complicated junctions?
- Does organisation policy play a part in current usage– could a relaxed dress code or a looser policy on arrival times be introduced?

2.0.3 Motorcycle & Moped Access and Facilities

Motorcycles and mopeds can offer a much more fuel and possibly more time efficient method for access to destinations. Motorcycles can also be seen to have a smaller footprint on the road and in the car park as well as contributing less damage to surfaces. As such, it is considered to be a more sustainable mode of transport and its use is encouraged.

The issues to be assessed are similar to that of cycling and as such analysis of parking facilities and its utilisation and any changing or locker facilities should be outlined.

[1] *Department for Transport. "A Travel Plan Resource Pack for Employers", GD0041, (2001), p.80*

[2] *Ibid, p.81*

[3] *Office for National Statistics. Census Data: Distance Travelled to Work, Dataset: UV80. 2001*

[4] *Office for National Statistics. Census Data: Method of Travel to Work, Dataset: QS701EW. 2011*

2.0.4 Public Transport

With 30.8% of households not owning a car[5], it is important that the ease of access to a site through public transport is assessed. As per DfT Inclusive Mobility and CIHT 'Acceptable Walking Distance' recommendations, bus routes within 400m of the site should be analysed.

Site assessments can include:

- Mapping of the routes, frequency, hours of operation and the adequacy in serving the site
- Description of the rail / bus stop waiting facilities
- Typical fares

The assessment will seek to evaluate current public transport provision and the viability of encouraging and incentivising further change. If public transport can be competitive on a convenience and cost basis, it should form part of the strategy for sustainable changes in the Travel Plan.

2.0.5 Car Parking

Car parking is one of the most important elements in managing modal splits and thus a carefully thought out parking policy can produce substantial modal shifts. Experience shows that without a tight or pro-active car park management policy, it will be difficult to encourage significant change from single-occupancy car use to other methods.

Site assessments should detail:

- Current car parking spaces provided
- Car park utilisation – any concerns with lack of capacity on on-street parking in the vicinity
- Car park policy: permits and costs

2.0.6 Company Policy

Company policies that either directly or indirectly influences travel arrangements to and from the workplace should be examined. Such policies could be attitudes to working from home, dress codes, flexible working time arrangements, business travel rates for car use and any other incentives or disincentives with respect to car use.

Site assessments should detail:

- Current incentives and disincentives available to the differing modes of transport
- Mileage rates paid - are they too generous? Is a flat or variable rate paid? Can rates be paid to those walking or cycling?)
- Fleet vehicle fuel efficiency and environmental credentials
- The typical advice given to visitors in how to access the site; is it car-orientated or does it give sufficient explanation of how to access by other means?

[5] *Office for National Statistics. Census Data: Car or Van Availability, Dataset: KS404EW. 2011.*

2.1 Understanding current travel patterns: User Survey

Full Travel Plans should include consultation of the target audience that change is attempting to be encouraged from. The user survey aims to establish how users get to and from a site, the reasons why they use their mode of transport and the propensity for them to change to a more sustainable method.

As such, the user survey is an important tool in creating the most relevant and achievable objectives and targets for the site and thus should be constructed carefully in order to extract responses that allow for the best understanding of the current situation and opportunities for change.

The basic principles in the construction of a survey are detailed below, with an example questionnaire provided in Appendix A.

Basic Principles of Creating a User Survey

1. Tailor your questionnaire to your audience

Surveys need to be relevant; you should ensure that the range of applicable methods of transport to your site are covered when questioning your audience.

2. Allow your survey to ascertain what modal shifts would be appropriate

Designing your surveys to collect post codes, age, health status and trip length will allow you to better decide on the appropriateness of encouraging possibly more vigorous methods such as walking or cycling over greater distances – it may be that encouragement in the use of public transport or car sharing may be more appropriate to focus on.

3. Use ranked responses

Constructing your survey to require respondents to rank preference their answer may allow for better ability to create the most relevant measures.

4. Distribute to an appropriate level of staff

You should aim to distribute your survey to achieve a representative response that is generally reflective of your organisation. DfT guidance state the appropriate thresholds where developments contain less than 300 persons; all should be polled, between 300-1000; 50% should be polled and for over 1000 persons; a 25% sample size should be achieved.

5. Encourage responses through incentives

The purpose and importance of the completion of the survey should be communicated to the target audience. It may be worth incentivising responses, perhaps through the use of prize draws or vouchers for completion.

Thoughtful construction of the survey will also contribute to response rates – try not to overburden the audience with a too extensive survey.

Equally, distribute your survey in the most appropriate method – whether this be online, paper, a desk-to-desk or door-to-door approach.

6. Ensure adherence to the Data Protection Act

You should ensure that any gathering and handling of data is in line with the Data Protection Act. This means that you should not collect more data than necessary for your purposes and if any personal data is collected, you should ensure that data is held securely.

Generally, the need to collect personal, identifiable data is limited but in instances where this may be the case (such as collecting information to feed back to respondents or to give prizes), the above may be applicable.

2.1.1 Understanding current travel patterns: Traffic Surveys

An alternative method to establishing modal splits is the use of traffic surveys - a count of all the movements taken to enter your site. This involves having persons located at all access points for the various modes of transport to your site in order to adequately capture these movements. You may need to be careful to ensure that pedestrians walking to your site are being asked for their primary mode of transport – they may be just walking for the last portion of their journey (such as from a bus stop or having parked offsite).

2.1.2 Analysing the Questionnaire

Analysing the survey responses is an important element in being able to formulate targets appropriate for your organisation - the degree of the possible modal shift can be deduced from the survey responses.

Specifically, some data points for analysis and targeting of possible modal shift are detailed below:

1. Common origin (or destination for residential plans) postcode plots and flows.
2. Trips made by SOC (single-occupancy car) in distances within the thresholds appropriate for walking or cycling (800-2000m for walking, up to 7.5 miles for cycle; both subject to age, health status and safe access through these means);
3. Expressed willingness to change their method of transport - targets should relate back to the potential for change that employees have shown.
4. The grievances raised of current facilities and scope for modal shifts if remedial action is taken

The above elements can be factored into the decisions surrounding the measures to be taken and the numerical targets made. More detail on using data gathered in the user survey in order to create targets can be found below in Section 2.6.

The responses obtained in a questionnaire can be analysed through the use of computer software packages such as the spread sheet software, Excel to produce calculations and graphical representation of the data obtained for presentation in your Travel Plan.

Specific Assistance

North East Lincolnshire Council can offer assistance with analysing the results of your travel survey. Postcode plots (plotting the origins of users in relation to the development) can be undertaken identifying the range of measures that may be appropriate for the distribution of origins or destinations observed.

2.2 Setting Objectives and Targets

Setting objectives and targets is an integral part of creating a Full Travel Plan. The creation of objectives provides the direction and focus for the creation of your targets and then, the appropriate measures to be taken in order to achieve these. Targets are the measurable, quantifiable goals that are set in order to assess whether objectives have been met.

Figure 3 below exhibits the relationship between Objectives and Targets with given timescales.

Figure 3. Relationship between Objectives and Targets

Objective	Target	Level of Improvement		
		Year 1	Year 2	Year 3
To reduce the dependency on Single Occupancy Car use / increase modal split towards sustainable methods	a. Reduce Single Occupancy Car journeys at peak times	75%	75%	66%
	b. Increase car sharing	6%	9%	9.5%
	c. Increase cycling to work	5%	7.5%	10%

Identifying Objectives

Objectives should be directed in addressing the particular circumstances of your site, where a specific problem is sought to be addressed. For instance, if a known issue surrounding a short-fall in the supply of parking spaces exists, you may create an objective to reduce this need for parking.

Objectives should be created in line with the overall purpose of a Travel Plan – with the need to encourage modal shifts from the single occupancy car towards more sustainable means.

Examples of objectives

- Achieve the minimum number of additional single occupancy car traffic movements to and from the development
- To reduce local road congestion
- Promote healthy lifestyles and sustainable, vibrant communities
- Reducing noise pollution and improving local air quality
- Improving staff morale and productivity
- Cutting carbon emissions and contribution to climate change
- Encourage good urban design principles that open up the permeability of the site to the more sustainable means of walking, cycling and public transport
- Reducing pressure on the highway network at peak times
- Enabling children to travel more independently

Identifying Targets and Indicators

Targets should be created in order to understand if the over-arching objectives are being met. As such, targets should be created that relate back to your objectives – for instance, if your objective is to 'help reduce local road congestion', your targets may include 'to reduce the number of single occupant car journeys by 10% by 2016'.

Various targets could be set to focus on differing areas of operations – in a workplace travel plan, targets could focus on staff commuter journeys, fleet fuel usage and streamlining operations to require fewer deliveries. Similarly, a school Travel Plan could incorporate differing targets across staff and pupils, ensuring that the most appropriate changes for the respective group are attempted.

The data sources that may be analysed in order to develop targets include:

- Trip generation databases such as TRICS
- Census data on journeys to work and car ownership levels
- Trip data available from similar types of development in the same area
- Analysing the potential of journeys by methods in consideration of the alternatives available / opening times / shift patterns / parking restrictions etc.

A target for the change in modal split should always be present in a Travel Plan; this generally should be a change exceeding 7.5% with an expected achievement of within three years. Travel Plans should make a commitment to at least maintaining these levels or working to further reduction in the future.

For sites where there may be no baseline data available or that the final use of the site is unknown, interim targets composed of preliminary figures may be used. These figures can be drafted from census data or modelled behaviour from similar developments (use of TRICs or other trip generation databases). Upon understanding of a site's end use or the occupation of the site, the baseline should be established and the setting of final targets and the appropriate measures should be undertaken, with the Travel Plan revised as appropriate.

Example targets are given below.

Examples of targets

- Reducing commuting by single-occupancy car by 7.5% by March 2016
- Staff travelling to work by sustainable means at least once per fortnight
- Reduce annual business mileage by 5%
- Increase cycling to work by 2.5% by March 2016
- Increase use of public transport by 5% by June 2016
- Reduce transport fuel bill by 8% by October 2015
- Achieve 500 car shared trips by December 2015
- Reducing commuting by single-occupancy car by 7.5% by March 2016
- Reduce annual business mileage by 5%
- Increase cycling to work by 2.5% by March 2016

Tips for creating appropriate targets

Targets ideally should be formulated from the results of a Staff Travel Survey. For new developments that do not have access to this data, interim targets can be created until this data is available.

1. Make targets relevant to user-willingness to change.

If the current modal split is constructed of 70% single-occupant car use, and 20% of these users have expressed a willingness to adopt other sustainable means, then an appropriate modal split target for the reduction in single-occupancy car use would be 14%. (20% of 70% = 14% = 0.2 x 0.7 = 0.14)

Whilst marketing can work to change current opinions , a target significantly greater than this may represent a more aspirational target than achievable – care needs to be taken in not undermining the credibility of the Travel Plan by creating unrealistic targets.

2. Make targets relevant to the distances travelled

Analysis of the staff travel questionnaire may expose journeys made by single car occupancy that are within the acceptable distances for walking (within 2 miles) or cycling (within 8-12 miles). An approach could be taken for conversion of an proportion of these journeys over to the appropriate sustainable methods. Possible shift hours should be taken into account and the capability of those to change methods of transport i.e. age or health status should be incorporated into any assessment.

3. Identify common flows

Targets could be formulated by assessing any common flows that are made. If many persons are found to live by a common route taken by car owners, car sharing may be an ideal measure to encourage; with an assigned target. Equally, if many persons are found to live within 400m of a public transport route, it may be worth encouraging the uptake of this mode of travel, with a respective target for implementation.

4. Adhere to the principles of good targets

Targets should adhere to principles of SMART; that is targets are Specific, Measurable, Attainable, Relevant and Time-bound. In detail:

Specific: targets should be clearly defined – they are not broad, over-arching objectives, they refer to a specific, individual aspect that can be reduced or increased.

Measureable: targets should be numerical, aiming to alter something by a given percentage, value etc.

Attainable: targets should be attainable; an unrealistic target may reduce the credibility of the Travel Plan and its ability to succeed.

Relevant: clearly, targets need to be aligned with a positive agenda to promote sustainable means of transport.

Time-bound: targets need to have explicit timescales for achievement.

2.3 Measures to take

Measures are the initiatives and changes you will make in order for the Travel Plan to produce the change in travel patterns. Measures can be a mix of incentives for encouraging sustainable travel and disincentives to discourage the lone car driver.

The measures you implement should be tailored to your specific site and therefore focus should be given to implementing the most relevant measures – it is a waste of resources and discredits the Travel Plan to encourage modes of transport that are neither applicable or show any positive prospect of being used.

Research has demonstrated that the most successful Travel Plans (those that achieve modal shifts of above 8% away from single-occupancy car use) contain measures of significant new or enhanced public transport, financial incentives for using sustainable modes of travel and restrictions and other disincentives on car parking.

The measured effectiveness (in terms of car reduction) of different types of Travel Plans is given below;

Information only Travel Plan	ZERO EFFECT
Car-sharing centric plans	5%
Financial incentives to encourage alternative modes	8-10%
Financial disincentives to car use	15%s

Source: DETR, The potential for further changes to the personal taxation regime to encourage modal shift

A compendium of measures that you may wish to implement are provided below.

2.3.1 Measures to encourage walking

Walking	Elaboration
1 Introduce financial incentives to those walking to work	a. Provide a weekly allowance to employees; Firms can provide a £2 daily payment / vouchers / credit in works' restaurant services/ other facilities to those employees arriving on site through cycling / other sustainable means of transport. Could be funded through money saved on reduced car parking expenditure. b. Provide allowance for limited period; if an on-going payment is not feasible, firms could provide such payments during a promotional period – the positive reception and initial take-up may lead to users committing to permanent change
c. Provide walkers with niceties	a. Umbrellas, pedometers, personal safety alarms

Walking	Elaboration
d. Ensure suitable infrastructure, facilities and working practices are in place	a. Undertake a walking audit; a 'walking audit' involves walking the routes to access and around your site to highlight any weaknesses in it being conducive to walking – crossing points may be unsafe, greenery may require attention etc. b. Ensure quality paths/route; paths should reflect 'desire lines', be direct, safe, adequately lit and well maintained. Paths should have sufficient segregation from traffic with relevance to passing vehicle speeds
e. Increase the desirability by marketing the benefits	a. Promotional periods; stalls, road shows, active engagement with staff in a 'fun' and captivating manner b. Leaflets; on the health and cost benefits c. Postcode plots; use data on where staff travel from / common destinations to market the relevant options to those who can specifically benefit from them

2.3.2 Measures to encourage cycling

Cycling	Elaboration
1. Provide payments to those cycling to site	a. Provide a weekly allowance to employees; Firms can provide a £2 daily payment / vouchers / credit in works' restaurant services/ other facilities to those employees arriving on site through cycling / other sustainable means of transport. Can be funded through money saved on reduced car parking expenditure, fuel/depreciation saved on company vehicles. b. Provide allowance for limited period; if an on-going payment is not feasible, firms could provide such payments during a promotional period – the positive reception and initial take-up may lead to users committing to permanent change
2. Provide the facilities / infrastructure for cyclists	a. Provide the on-site facilities; hanging or drying rooms, showers, lockers b. Ensure site provides adequate infrastructure for cycling through a cycle audit ensure that cycle parking is available that is secure, safe and convenient . Audit the access that cyclists have to the parking facilities – are paths free from obstruction, routes direct etc. ?
3. 'Dr Bike'	a. Provide an on-site cycle repair service; Firms could contract a bicycle repair specialist to come to a site for a day to provide a cost-free (within reason) repair service to get people back on the road b. Provide maintenance advice sessions; take-up of cycling may be restricted by riders feeling intimidated by maintenance needs of cycles
4. Provide interest-free loans for cycle purchase	a. Provide interest-free loans for cycle purchase; such schemes can be tax free and provide the incentive to employees to cycle
5. Suitably explain the cycle to work scheme to users	a. Cycle to work scheme can be used to provide cycles/accessories more affordably; firms can explore the possibility of administering the cycle to work scheme through their workplace
6. Provide information on routes	a. NELC cycle maps can be provided to users; b. Provide a user group as an outlet for discussion on issues; a bicycle user group provides a central point for persons to raise issues to with regards to uptake
7. Market the use of the bike	a. Identify those users who are within acceptable cycling distances and market directly b. Market cost and time savings c. Promote the health benefits c. Provide cycle training to users

2.3.3 Measures to encourage the use of Public Transport

Public Transport	Elaboration
1. Increase desirability through financial incentives	a. Interest-free loans for tickets: Firms could provide interest-free loans to pay for season tickets. Such loans are tax-free under current arrangements. b. Provide discounts / subsidise travel by public transport; could be funding through redistributing funds from parking charges c. Negotiated discounts for services: Firms can engage with local transport operators to gain bulk discounts / discounts on specific journeys. The public transport alternative should work to be cheaper than using the car. eg. Stepping Hill Hospital negotiated a 5% reduction on bus passes from Stagecoach d. Provide works bus service: Effective measure if workforce are clustered appropriately.
2. Increase desirability through infrastructure / service improvements	a. Postcode plots; to identify where workforce/users are located and whether they are inadequately served by public transport – engaging in negotiations if this is the case b. Audit local waiting facilities; Seating, lighting, shelter, accessibility fit for purpose? c. Real-time information displays; could real-time information systems be integrated into a local bus stop?
3. Improve uptake from focussed marketing	a. User survey; use to identify those who have some propensity to entertaining the use of the bus and focus marketing efforts on these
4. Disincentivising use of the car	a. Charging for parking; charge for those parking their cars on-site b. Removing car parking spaces; where space is rented, cost- savings can be made by removing / selling space

2.3.4 Measures to encourage the use of car sharing

Car sharing	Elaboration
1. Implement car sharing database	a. Online system through travelLincs.com; or alternatively a paper system could be implemented with the use of a log book where journeys are offered and requested
2. Market the benefits of car sharing	a. Cost benefits; highlight the money that can be saved through car sharing with one other person, 2 people etc. b. Social benefits; employees come to work more motivated/happy/meet others etc. c. Car sharing week; actively engage with staff/users with stalls, emails, leaflets, 'desk-annoying', notices on cars (fake parking fine with details) d. Reduces local congestion contributing to lower emissions, quicker and more reliable journeys e. Car sharing coffee clubs; staff/users can meet in order to find suitable matches for sharing f. Mileage rates / per car share day payment could be paid to those engaging in car sharing, permanently or for a limited 'promotional period'; (may nurture the behavioural change to promote permanent change) e.g. EoN HQ, 50p / day to car sharers for redemption in Staff restaurant, as Tesco Clubcard vouchers, leisure vouchers g. Provide an emergency ride home; a standby car / taxi account could be present to allow redundancy in case of a car share falls through g. Initial incentives; prizes could be offered to those engaging in car sharing, either on a long-term basis or for a short- term promotional period. Other promotional gubbins such as stress balls, key rings, pens, [quality] rulers, notepads etc. [stationery]
3. Put the physical infrastructure in	a. Car sharing 'privilege spaces'; the most convenient spaces located closest to the site entrance can be allocated to those engaging in car sharing (whilst accommodating for the infirm) b. Car parking charging could be implemented – with no fees charged for those that car share
4. Making the organisational changes	a. Flexible working time arrangements to allow employees to more easily and successfully negotiate shares

2.3.5 Reducing the need to travel

Public Transport	Elaboration
1. Altering working practices	a. Working from home; Is there scope for some employees practices to carry out their duties at home? If so, a day a week spent working from home could reduce trips by 20%, once every two weeks – 10% b. Flexible working times; If working arrangements can be flexible, this can encourage employees to reduce peak- time journeys – reducing congestion in the borough. Alternatively, this may work to encourage employees to use other methods other than the car where employees are not fully confident in their arrival times / ill-matching public transport timetables and work starting times c. Compressed working week; days travelled to work could be reduced if employees are required to be at work for fewer days in a week, possibly facilitated through having longer days d. Audio and video conferencing; travel between meetings may be able to be reduced through the conducting meetings over the internet using video cameras / telephones *eg. Royal Bank of Scotland estimate it saves more than £70,000 a month on corporate travel through the use of video conferencing*
2. Reduce off-site travel within working day	a. Provide on-site facilities; Providing catering, leisure and crèche facilities or perhaps something as simple as a vending machine on-site may reduce the volume of journeys taken throughout the day
b. Personal travel planning	a. Provide users with a list of travel options; Online services such as myptp.co can provide comprehensive detail on the options for travel between two specific points
c. Audit business travel	a. Review reimbursement rates; adoption of flat rates for mileage as opposed to variable rates to account for vehicles with larger engine capacity

2.4 Action Plan

An Action Plan explains the measures and marketing actions that are to be implemented as part of the Travel Plan. The Action Plan should clearly state each action to take, the schedule for implementation and the persons responsible for this. For clarity, it is recommended that the information is laid out in a table in a similar form to the example Action Plan provided in Appendix C.

Section 3: Creating your Travel Plan

3.1 Marketing your Travel Plan

Marketing the Travel Plan is critical to raise awareness of any measures and initiatives implemented and encourage the modal shifts targeted. Staff should respond positively to any initiatives that result in personal benefit such as health benefits or time and cost savings and you should actively market these to staff.

Often the best methods of marketing are those which are highly visible and draw the attention of staff / users.

The table below offers a selection of marketing approaches you may wish to take.

Written Media
a. Brand your travel plan; Branding your campaigns will maximise the recognisability and awareness of your travel plan b. Distribute materials widely; produce and distribute information related to your travel plan through as many channels as appropriate to reach your staff – you may wish to provide information on events / initiatives through leaflets in payslips, newsletters c. Appeal to your audience; be conscious that your audience may be more receptive to certain measures over others. It may be that health and financial benefits may appeal but the environmental cause generally does not – you should be aware of this and ensure you don't damage the prospects of your plan
Promotional Events / Schemes
a. Include incentives with your promotions; Using special offers or prizes to attract interest in your campaigns is often an excellent method to acquiring change For example, if you are undertaking a campaign month to encourage cycling, you may wish to offer a wealth of prizes for those taking part, from bikes to accessories and discount vouchers for participation. b. Maintain visibility of your travel plan; Maintain the presence and awareness of the Travel Plan in your workplace with the use of quality branded goods like pens, key rings, notepads etc. c. Link your travel plan initiatives to national events; Ride off the success of national events such as the Olympics, National Walking/Cycling Weeks, Bike2Work day or Car Free Day by running your own events in the same periods
Other methods
a. Be inclusive of all; you should ensure that the steering of the Travel Plan and its initiatives involves persons across the hierarchy; from management to workers. Giving workers some form of 'ownership' over the Travel Plan by actively engaging them by arrange steering group or staff 'focus sessions' will contribute to a more successful Travel Plan b. Focus your efforts on the most prospective opportunities; if your survey respondents are identifiable, focus your efforts on those who have expressed a medium-strong interest to change their travel arrangements. Plying these persons with incentives such as personal travel plans or free bus tickets / discount cards may prove to be fruitful. A similar approach could be taken with those applying for parking permits or seeking reimbursement for travel that could be made more sustainably. c. Tailor your marketing to be appropriate to each individual; rather than taking a 'catch-all' approach, tailor the alternative forms of transport you market to be specific to those who can actually benefit. Post-code plotting will reveal who live close to public transport routes and those who could benefit from walking or cycling

3.2 Monitoring and Review

After a Travel Plan has been implemented, it should be monitored to ensure that the measures and marketing being implemented are having a positive impact on sustaining a course towards producing the modal splits desired.

Travel Plans need to demonstrate the following aspects of monitoring:

1. Establishment of the modal split (through snapshot surveys - see section 3.3 below - or traffic counts).
2. Establishment of current opinions to travel facilities and the room for improvement (through surveys)
3. A review of the action plan, establishing successes, failures and installing any remedial measures as appropriate.
4. You will need to undertake repeat surveys in order to monitor your Travel Plan to ensure that targets and objectives are being achieved and to identify any revisions that may be required to the plan.

Monitoring should be undertaken at 6 months from occupation and biennially thereafter with the monitoring report published for Council consultation.

Appendix E provides an example of how the monitoring of outputs can be presented in table form for a simple method to account for progress.

3.3 Snapshot Surveys

A key tool in acquiring the data for monitoring is the snapshot survey.

The snapshot survey attempts to obtain similar data to the travel survey undertaken with the Site Assessment as detailed in Section 2.4. The snapshot survey should attempt to provide the data for points 1 and 2 above; the establishment of the modal split and opinions on current facilities with the possible room for improvement.

Good principles to follow in creating your snap shot survey include:

- ✓ Do ensure comparability between survey results by undertaking the survey at similar periods – weather conditions should be alike and you should be conscious of bank holidays and school holidays skewing results.
- ✓ Do attempt to capture the modes of travel for each possible work day throughout the week – some persons may use different methods throughout a week.
- ✓ Do construct your questionnaire so you accurately capture all the data related to whether or how somebody travels – if somebody commutes by car do they ever car-share as well? Does anybody reduce the need to travel by working at home?
- ✓ Do incentivise responses – consider the use of prize draws or vouchers in exchange for completing the survey.
- ✓ An example travel survey is provided in Appendix A.

Section 4: Assistance, Approval and Securing the Travel Plan

4.1 How the Council can assist the development of your Travel Plan

The Council can provide assistance to applicants with developing and implementing Travel Plans. Specifically, the Council can offer:

- Further advice in reference to this guidance document
- Pre-application meetings where clarification is required
- Advice on appropriate modal split targets
- Advice on relevant measures to take in respect of the local area and services available

4.2 The Role of the Developer

It is expected that developers aid the Travel Plan process by:

- Embracing the importance of Travel Plans as a necessary element of the planning process
- Appointing a Travel Plan Coordinator with the relevant background and desire to implement, monitor and review the Travel Plan
- Committing to fulfilling measures and actively working towards targets outlined in the plan
- Working in partnership with the Council and other local groups to achieve mutual benefits for all stakeholders of the Travel Plan
- Commit to reviewing your Travel Plan regularly and developing revised Travel Plans when required.

4.3 Approval of the Travel Plan

The Council will evaluate submitted Travel Plans to ensure that they cover all the key components detailed in the above sections and confirming that the Travel Plan addresses any site specific issues and tips the balance in favour of sustainable travel.

A checklist is provided in Appendix D to provide reference for assessing your Travel Plan to ensure it meets the expectations of the Council. Evaluation of incoming Travel Plans will be audited as per this checklist, so it is advisable that Travel Plans are composed in line with this.

4.4 Securing the Travel Plan

The Council may seek to secure the delivery of the measures within Travel Plans through the use of planning conditions or Section 106 agreements under the Town and Country Planning Act 1990. Securing Travel Plans through these methods works to ensure that developments comply with national and local planning policies and deliver the measures as stated.

Where the scale of developments and generation of additional trip is significant, the council reserves the right to obligate developers in delivering agreed measures in a Travel Plan through securing the funds for delivery through Section 106 agreements. This will involve the use of securing a bond or cash deposit from a developer to provide funds sufficient for the local authority to deliver measures should a developer renege on their commitment. Upon delivery of the measures secured, the bond or cash deposit is subsequently returned to the developer.

Appendices

Appendix A: Example Staff Survey

Question 1: What is your home postcode?

_____

Questions 2: Gender? (optional)	Tick (✓)
Male	
Female	

Questions 3: What is your age? (optional)	Tick (✓)
Under 25	
25-34	
35-44	
45-55	
55 and over	

Questions 4: What time do you usually arrive on site?	Tick (✓)
Before 08:15	
08:15-08:44	
08:45-09:14	
09:15-09:45	
09:46 onwards	

Questions 5: What time do you usually leave work?	Tick (✓)
Before 16:00	
16:00-16:30	
16:31-17:00	
17:01-17:30	
17:31-18:00	
18:01-18:30	
18:31-19:00	
19:01 onwards	

Questions 6: How long does it usually take to travel to work?	Tick (✓)
Less than 10 minutes	
11-20 minutes	
21-30 minutes	
31-40 minutes	
41-50 minutes	
Greater than 60 minutes	

Questions 7: If known, how far do you travel to work?	Tick (✓)
Less than a mile	
1 mile - 2 miles	
2 miles - 3 miles	
3 miles - 4 miles	
4 miles - 6 miles	
6 miles - 10 miles	
10 miles - 20 miles	
20 miles and over	

Questions 8: What time do you usually arrive on site?	Tick (✓)
Before 08:15	
08:15-08:44	
08:45-09:14	
09:15-09:45	
09:46 onwards	

Questions 9: What is your main mode of transport?	Tick (✓)
Car (as driver)	
Car (as passenger)	
Walk	
Cycle	
Bus	
Train	
Motorcycle / Scooter	
Car Share	
Other (specify):	

If alternate methods of transport are also occasionally used, please state below methods and how often these are used:

Questions 10: If you drive to work, what is your main reasons for doing so?	Tick (✓)
Time Savings	
Cost Savings	
Personal Safety	
Personal Responsibilities	
Large distance from home to work	
Need car for business use	
No reasonable alternative	
Other (specify):	

Questions 11: If you live within 2 miles, what would persuade you to walk?	Tick (✓)
Better routes / crossings to access site	
Provision of personal security alarms	
A walking 'buddy' to walk with	
Nothing would change my current means	
Other (specify):	

Questions 12: If you live within 6 miles, what would persuade you to cycle/more?	Tick (✓)
Safer access to site	
Provision of route information	
More secure / improved cycle parking	
Subsidised / provisions of interest-free loan for purchase of cycle / accessories	
Provision of showers / changing rooms / lockers	
Provision of cycle training	
A free Bicycle mechanic to fix / explain how to resolve any problems	
Nothing would change my current means	
Other (specify):	

Questions 13: If these measures were implemented, how often would you then cycle?	Tick (✓)
Daily	
1-2 days per week	
3-4 times per week	
Less frequently than the above	
No change to current use would be seen	
Don't know	

Questions 14: What measures would encourage you to use car sharing more?	Tick (✓)
Implementation of a car sharing database	
Most convenient spaces given to car sharers	
Guaranteed ride-home (taxi) service to be provided	
Other (specify):	
I already car share	
Nothing would because: Invasion of Personal Freedom	
Nothing would because: Don't go straight to work	
Nothing would because: Work hours prevent car sharing	
Nothing would because: Insurance / Personal Safety concerns	
Nothing would because: I can't / don't drive	
Nothing would because: It is too hard to make it work	

Regular car users please go to question 18.

Questions 15: If you currently walk to work, how far do you walk? (if known)	Tick (✓)
Below 0.5 miles	
Between 0.5 miles and 1 mile	
Between 1 mile and 1.5 miles	
Between 1.5 miles and 2 miles	
Between 2 miles and 2.5 miles	
Over 2.5 miles	

Questions 16: Please provide details where do you think current facilities / access can be improved

Regular car users please go to question 18.

Questions 17: If you currently cycle to work, how far do you cycle? (if known)	Tick (✓)
Below 1 miles	
Between 1 miles and 2 mile	
Between 2 mile and 3 miles	
Between 3 miles and 4.5 miles	
Between 4.5 miles and 8 miles	
Between 8 and 15 miles	
Over 15 miles	

Questions 18: Please provide details where do you think current facilities / access can be improved

Questions 19: What statements reflect your thinking?	Tick (✓)
I wish to use alternatives but I am unsure how / what to do	
I wish to use alternatives but I just don't get round to it	
I always use alternatives to driving alone	
I intend to entirely change from driving alone	
I intend to occasionally use alternatives to the car (at least once a week)	
I intend to continue to driving alone and have no interest in changing	

Questions 20: What measures would encourage you to use public transport more?	Tick (✓)
Lower fares	
Interest-free loans to purchase annual travel cards	
Increased service frequency	
Park and Ride services	
Quicker routes	
Better quality buses	
Better quality waiting facilities	
I already use another method other than the single-occupancy car and have no desire to use public transport	
Nothing would encourage me	

Questions 21: Please provide details of any suggestions or comments you may have with regards to the Travel Plan

Completed questionnaires are eligible for entry into a Prize Draw to win x prize.

Please provide your details below for entry – these will be detached from your questionnaire and thus anonymity of responses is assured.

Prize Draw Entry

Name _____

Contact Number _____

Appendix B: Travel Plan Statement

1. Introduction

This section should provide a brief summary of the development concerned, the general objectives and purpose of the Travel Plan.

2. Site Location and Accessibility

The situation of the site in terms of the wider local area should be explained, detailing the access to local transport infrastructure including the highways, footpaths and public transport. An appraisal of the appropriate transport methods to access the site should be made to allow for the best possible measures to be employed.

3. Objectives

Relevant objectives and a commitment to achieving these should be stated.

4. Measures

The measures to be taken to fulfil the objectives should be given, stating timescales for delivery.

Appendix C: Example Action Plan

Target: Reduce Single- Occupancy Car use at Peak Times by 2.5%					
Action ID	Action	Person of responsibility	Date from	Completion	Cost
RSOC1	Implement car-sharing scheme; 7 'convenience' spaces to be created, database to be implemented, introduction of car-sharing coffee club	Travel Plan Coordinator	06/2013	08/2013	
RSOC2	Increase frequency of bus services at peak times; liaise with operator to explore the introduction of additional services at peak times	Travel Plan Coordinator	06/2013	10/2013	
RSOC3	Introduce reward scheme for those travelling to work through sustainable means: £1.50 reward per day payment	Travel Plan Coordinator	07/2013	07/2013	
RSOC4	Install shower and locker facilities for cyclists	Travel Plan Coordinator	11/2013	01/2013	
RSOC5	Increase cycling uptake for those within a 2 mile radius through providing personal Travel Plans	Travel Plan Coordinator	03/2013	03/2014	
RSOC6	Marketing Action: Email quarterly update on progress to staff	Travel Plan Coordinator	Quarterly	On-going	

Target: Increase use of walking / cycling for journeys < 6 mi by 10%					
IUWC1	Identify and provide personalised Travel Plans to all users conducting average journeys below 6 miles by SOC	Travel Plan Coordinator	Full occupation of site	Within 3 months	
IUWC2	Contact users conducting average journeys below 6 miles by SOC with offer of interest-free flexible loan for cycling	Travel Plan Coordinator	Full occupation of site	Within 3 months	
IUWC3	Promote the health benefits through a marketing drive	Travel Plan Coordinator	Full occupation of site	Within 4 months	
IUWC4	Offer interest-free loans / negotiate discounts for cycle/ accessory purchase	Travel Plan Coordinator	Full occupation of site	On-going	
IUWC5	Implement a system for users to find a walking / cycling buddy	Travel Plan Coordinator	09/2013	01/2014	

General Marketing Actions					
Action	Date from	Completion Date (if applicable)	Person of Responsibility	Initial Cost	Ongoing Costs
Create an Travel Plan pack for staff	Issue of TP	Ongoing	Travel Plan Coordinator		
Arrange a bike to work day	10/06/2013	15/06/2013	John Smith		
Arrange a health awareness seminar	03/07/2013	08/07/2013	Travel Plan Coordinator		
Hold a steering group consultation session	May 2013	Ongoing - Quarterly	Travel Plan Coordinator		
Arrange a focus session with employees	June 2013	Ongoing - Quarterly	Travel Plan Coordinator		
Disseminate Travel Plan Newsletter	1 month after issue of TP	Ongoing - Quarterly	Travel Plan Coordinator		

Appendix D: Travel Plan Evaluation Checklists – Full, Interim and Statement

1. Travel Plan Evaluation Checklist: Full Travel Plans

Key Elements	Content	Conformity(✓)
Introduction	Full address and contact details of person/firm responsible for the preparation of the Travel Plan	
	Statement of commitment to sustainable travel agenda and relation of the Travel Plan to local and national sustainable transport policy – NPPF and North East Lincolnshire Local Transport Plan 3	
	Summary of main objectives	
Site Assessment	Explain situation of the site to be developed in terms of the local context	
	Detail current pedestrian access: are routes direct, well maintained and safe?	
	Detail current cycle access: availability of safe/off-road routes on the site / that supports the site, secure and covered locking facilities, showers, fundamental obstructions to cycling (hills, busy roads, junctions, distance to residences)	
	Detail current bus access: Collect information on bus service provision, location of bus stops, condition of facilities, service loadings and frequency	
	Detail current vehicle access: Including areas of congestion, parking problems with current and future vehicle access to the site What has the Transport Assessment found in terms of additional journeys created?	
	Detail current company policy (if applicable): Explain the company policy that influences travel arrangements; flexibility towards working hours, conditions surrounding mileage reimbursement for commuting/business purposes	
	Detail current company policy (if applicable): Current strategy to encourage travel by sustainable means; incentives to dissuade single-occupancy car use, mileage paid to cyclists, tax-free / interest free loans for cycle equipment, cycle training, car sharing clubs etc.	
User Survey	Survey users to ascertain typical mode of transport used in order to obtain the modal split	
	Survey users (or obtain from central records if possible) to understand trip generation: typical origin (destination in residential developments) location to establish distances and common flows to build understanding of the viability of encouraging the various sustainable modes of transport	
	Survey users to assess the scope for modal shifts with regards to the current attitudes to the differing methods of site access and the propensity to change if certain measures were taken	
Obtain the modal split	Collate user survey data and other relevant sources to state the modal split of travel	
Objectives and Targets	Outline the broad objectives that the Travel Plan should seek to achieve	
	Detail the modal shift target for reduction of single occupancy car use with a maximum timeframe of 3 years after occupation and any other targets	

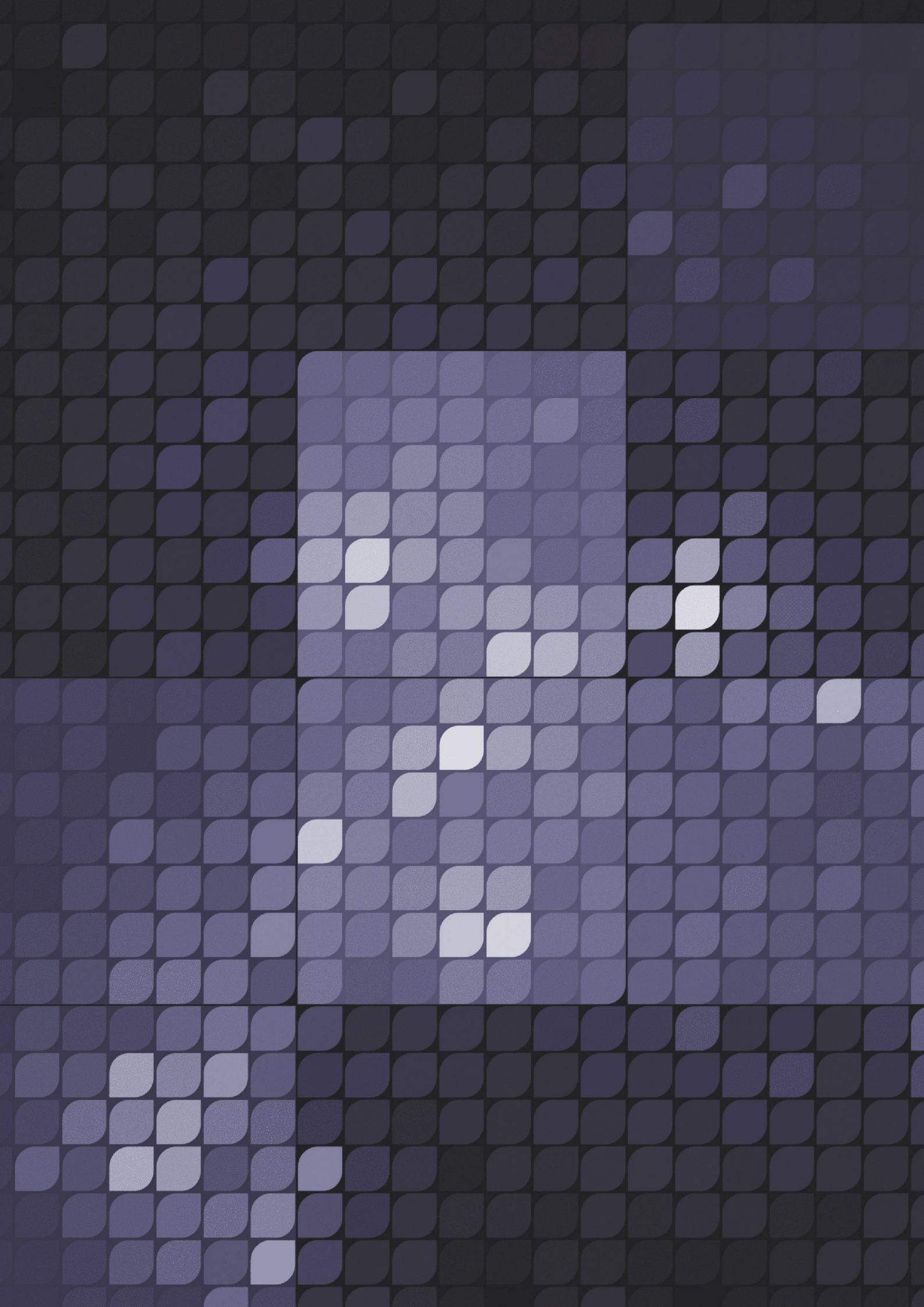
Key Elements	Content	Conformity (✓)
Measures	Detail the measures to encourage walking	
	Detail the measures to encourage cycling	
	Detail the measures to encourage use of public transport	
	Detail the measures to encourage car sharing	
	Detail the measures taken to actively manage the car parking provision to encourage sustainable means	
	Detail any organisational policy to make the use of any of the above more viable (flexible working time arrangements, home working, video/audio conferencing)	
	Are measures to be taken clearly laid out in an Action Plan, detailing the timescales and responsibility?	
Monitoring and Review	Detail how progress is going to be monitored, explaining the methodology and frequency: Employee / User survey expected to poll behaviour at least yearly to establish modal split / opinions on existing and further improvements. Up-take of measures implemented should be analysed to assess strength of strategies used.	
	Clarify how and when monitoring results will be communicated to Travel Plan users	
	Detail arrangements in place to allow for the review of the plan in light of changed circumstances at monitoring periods	
	Clarify how and when results will be communicated to the Council (Monitoring Data and Review expected biennially)	
Allocation of Resources	Establish the arrangements surrounding the appointment and responsibilities of a Travel Plan Coordinator (including whether the TPC will be an outside consultant, or member of the developer / occupier)	
	Detail budgets required for delivery of the Travel Plan	
	Detail income streams for delivery of Travel Plan Co-ordinator, measures and monitoring	
Securing the Travel Plan	Detail any measures secured through Section 106 agreements or planning conditions	

2. Travel Plan Evaluation Checklist: Interim Travel Plans

Key Elements	Content	Conformity(✓)
Introduction	Full address and contact details of person/firm responsible for the preparation of the Travel Plan	
	Statement of commitment to sustainable travel agenda and relation of the Travel Plan to local and national sustainable transport policy	
	Summary of main objectives	
Site Assessment	Explain situation of the site to be developed in the local context	
	Detail current pedestrian access: are routes direct, well maintained and safe?	
	Detail current cycle access: availability of safe/off-road routes on the site / that supports the site, secure and covered locking facilities, showers, fundamental obstructions to cycling (hills, busy roads, junctions, proximity to residences)	
	Detail current bus access: Collect information on bus service provision, location of bus stops, condition of facilities, service loadings and frequency	
	Detail current vehicle access: Including areas of congestion, parking problems with current and future vehicle access to the site What has the Transport Assessment found in terms of additional journeys created?	
	Detail current company policy (if applicable): Explain the company policy that influences travel arrangements; flexibility towards working hours, conditions surrounding mileage reimbursement for commuting/business purposes	
	Detail current company policy (if applicable): Current strategy to encourage travel by sustainable means; incentives to dissuade single-occupancy car use, mileage paid to cyclists, tax-free / interest free loans for cycle equipment, cycle training, car sharing clubs etc.	
Obtain the modal split	Obtain preliminary figures for expected baseline modal split from census data, other similar developments or through the use of behaviour modelling programs. Confirm the plans in place to acquire a baseline modal split when site is occupied	
Outline Objectives and Targets	Outline the broad objectives that the Travel Plan should seek to achieve	
	Devise preliminary targets for the site and the plans to finalise targets when actual baseline assessment is conducted	
Allocation of Resources	Detail provisions made for installation of Travel Plan Coordinator and responsibilities	
	Detail budgets required for delivery of the Travel Plan and its elements	
	Detail income streams for delivery of Travel Plan Co-ordinator, measures and monitoring	
Measures	Detail the preliminary measures to be taken	
Monitoring and Review	Detail how progress is going to be monitored, explaining the methodology and frequency: Employee / User survey expected to poll behaviour at least yearly to establish modal split / opinions on existing and further improvements	
	Clarify how and when monitoring results will be communicated to Travel Plan users	
	Detail arrangements in place to allow for the review of the plan in light of changed circumstances at monitoring periods	
	Clarify how and when results will be communicated to the Council (Monitoring Data and Review expected biennially)	
Securing the Travel Plan	Detail any preliminary options to secure the Travel Plan	

3. Travel Plan Statement Checklist

Key Elements	Content	Conformity(✓)
Introduction	Full address and contact details of person/firm responsible for the preparation of the Travel Plan	
	Statement of commitment to sustainable travel agenda and relation of the Travel Plan to local and national sustainable transport policy – NPPF and North East Lincolnshire Local Transport Plan 3	
	Summary of main objectives	
Site Assessment	Explain situation of the site to be developed in the local context	
	Detail current pedestrian access: are routes direct, well maintained and safe?	
	Detail current cycle access: availability of safe/off-road routes on the site / that supports the site, secure and covered locking facilities, showers, fundamental obstructions to cycling (hills, busy roads, junctions, proximity to residences)	
	Detail current bus access: Collect information on bus service provision, location of bus stops, condition of facilities, service loadings and frequency	
	Detail current vehicle access: Identify areas of congestion, parking problems with current and future vehicle access to the site	
	Detail current company policy (if applicable): Explain the company policy that influences travel arrangements; flexibility towards working hours, conditions surrounding mileage reimbursement for commuting/business purposes	
	Detail current company policy (if applicable): Current strategy to encourage travel by sustainable means; incentives to dissuade single-occupancy car use, mileage paid to cyclists, interest free loans for cycle equipment	
Obtain the modal split	Obtain preliminary figures for expected baseline modal split from census data, other similar developments or through the use of behaviour modelling programs. Confirm the plans in place to acquire a baseline modal split when site is occupied	
Outline Objectives	Outline the broad objectives that the Travel Plan should seek to achieve	
Identify Measures	Identify the range of applicable modes of sustainable transport and the measures that will be taken to encourage these	
Monitoring	Identify any procedures to monitor the delivery of the Travel Plan	

Appendix E: Monitoring Template

Action ID	Action	Deadline	Performance Indicator	Actual achieved	Spend to date	Success?
RSOC1	Implement car-sharing scheme; 7 'convenience' spaces to be created, database to be implemented, introduction of car- sharing coffee club	08/2013	Average utilisation / day	5 used per day (average)		✓
RSOC2	Increase frequency of bus services at peak times; liaise with operator to explore the introduction of additional services at peak times	10/2013	Additional service between 0800 and 0815	Additional Service Provided		✓
RSOC3	Introduce reward scheme for those travelling to work through sustainable means: £1.50 reward per day payment	07/2013	Volume of payments made	£120 paid per day (average): 43% of staff		✓
RSOC4	Install shower and locker facilities for cyclists	01/2013	Average utilisation / day	Showers negligible. Lockers 55% utilisation per day (average)		Moderate
RSOC5	Increase cycling uptake for those within a 2 mile radius through providing personal Travel Plans	03/2014	Proportion of users converted to cycling as detailed in survey / spot counts	2% of users within 2 miles converted		x
RSOC6	Marketing Action: Email quarterly update on progress to staff	Quarterly	Number of hits	70% of workforce		✓