



# Travel Plan Guidance

To Accompany the Travel Plan Framework



*Moving forward  
together*



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Southend Travel Choices

**ATKINS**

**Southend on Sea Borough Council**

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# Executive Summary

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This document provides guidance to accompany the Southend Borough Council Travel Plan Framework.

The document is intended to guide organisations developing their own Travel Plan. The Framework sets out the headings and structure required in a Travel Plan whilst this document provides the supporting guidance.

## What is a Travel Plan?

A Travel Plan is a package of measures tailored to a particular site and aimed at bringing transport and other related issues together in a co-ordinated strategy with an emphasis on reducing reliance on the private car and increasing travel choice for all. It is a dynamic process that will develop over time and changing circumstances.

## Why Prepare a Travel Plan?

We can all see the effects of the way we travel on our environment, our health and our quality of life. Increases in road traffic have produced unsustainable levels of congestion and pollution.

The effects can be felt at a local level through poor air quality, noise, and busier roads and at a global level through climate change. Journeys by road are becoming slower and more unreliable causing problems for business and stress to drivers.

This is why we need to reassess the way we travel and look at ways of reducing the impact of our travel. This means reducing car-use (particularly driving alone) and seeking more sustainable alternatives such as walking, cycling, rail or bus. To address these issues organisations, businesses, residential areas and schools are all encouraged to prepare Travel Plans.

Travel Plans may be prepared voluntarily, because a certain travel issue has arisen that needs to be addressed or as part of a section 106 agreement with Southend Borough Council (SBC). Section 106 of the Town and County Planning Act 1990 allows a Local Planning Authority to enter into a legally binding agreement or planning obligation, with a developer over a development.

Section 106 agreements are drawn up when it is considered that a development will have negative impacts that cannot be dealt with through conditions in the planning permission. In this case when it is thought that the journeys created by a new development will have a negative impact on the local area a Travel Plan may be incorporated into the section 106 agreement.

It should be noted at this stage in the production of a Travel Plan that developers/businesses/organisations may be required to make a financial or physical contribution to the Travel to set it up and allow it to operate successfully. Contributions are required to be made to support:

- Set up of the Travel Plan;
- Review of the Travel Plan;
- Monitoring of the Travel Plan; and
- Implementation of the physical measures of the Travel Plan.

The range of physical measures that will need support will be identified through the process of preparing a Travel Plan. This may range from highways improvements to the provision of travel information.

### What are the Benefits of a Travel Plan?

A Travel Plan can also bring a number of benefits to everyone involved including:

Social Inclusion – Improves travel choices and site accessibility, making the location more attractive to potential employees, visitors, potential employers, and tenants. This is particularly so in areas of low car ownership;

- Environment – Strengthening environmental performance. Particularly in relation to Eco-Audit and Management Schemes (EMAS);
- Air Pollution – Reducing the amount of motorised traffic helps towards reducing greenhouse gas emissions;
- Health – Helping people to be healthier, fitter and more productive by encouraging exercise;
- Image – Providing external marketing opportunities to illustrate the extent of environmental responsibilities;
- Efficiency – Making work sites less congested and more accessible for deliveries and visitors and improving relations with neighbours, helping people arrive on time and with less stress by improving travel arrangements; and
- Future growth – SBC are more likely to look favourably at proposals for site expansion if an effective Travel Plan is in place.

Further information regarding Travel Plans can be found at the websites listed below:

- [www.travelwise.org.uk](http://www.travelwise.org.uk) (TravelWise Organisation);
- [www.dft.gov.uk](http://www.dft.gov.uk) (Department of Transport);
- [www.southend.gov.uk](http://www.southend.gov.uk) (Southend Borough Council); and
- [www.act-uk.com](http://www.act-uk.com) (Association of Commuter Transport).

### This Document

This document is intended to provide guidance when developing a Travel Plan using the SBC Travel Plan Framework. This document is set out in the same format and under the same headings as the Framework.

## Initial Preparation

Before beginning to prepare a Travel Plan two important pieces of research must take place. If you are creating a Workplace or School Travel Plan a survey needs to be carried out of those who will be targeted by the Travel Plan to assess their travel needs and patterns. An example of a Travel Survey is presented in Appendix A. This should be adapted to meet the needs of your organisation or school and should only be treated as a guide.

Adapt the survey as you require and then distribute amongst those who will be targeted by the Travel Plan. It may be necessary to offer an incentive to those who take part, for example all those who return their questionnaires could be entered into a prize draw to win vouchers. Collect all the surveys that have been completed as the results will be analysed in the Travel Plan.

Travel surveys can only be distributed if a site is already occupied and therefore may be not achievable before planning permission is achieved. To avoid this problem one of two approaches can be taken;

- i. Undertake a survey at a similar organisation to your own. One that has the same type of activity taking place and other similar characteristics. The results this produced could then be used as an assumption as similar to your own site; or
- ii. Visit the government's national statistics website ([www.statistics.gov.uk](http://www.statistics.gov.uk)) as this site has relevant links to other sites as well as holding useful information about travel patterns. Use information from there that would be most appropriate for your own site and provides relevant travel information.

For non occupied sites if relevant information is used, rather than a travel survey of the people who would move into the site, it is advised that within a few months of occupation of the new site a comprehensive travel survey is undertaken and the Travel Plan updated accordingly.

At this stage it is also important to complete some research into the accessibility of your site. You should gather information on the following topics:

- Site location;
- Daily site operation;
- Accessibility to the site on foot;
- Access to the on site buildings;
- Accessibility to the site by cycle;
- Access by bus;
- Access by rail;
- Access by car and car parking facilities;
- Travel information already on site.

The information gathered will be used to evaluate current levels of accessibility to your site. A glossary of terms can be found in Appendix C of this document.

## Structure of the Guidance Document

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The remainder of this guidance document follows the same structure as the Travel Plan Framework as described below;

- Introduction - Sets out what should be included in the Introduction of a Travel Plan;
- Site Accessibility – Describes the current accessibility levels of your Travel Plan site;
- Existing Travel Situation – Analyses the results from the travel survey prepared or statistics from the National Workplace Survey in the case of Residential Travel Plans;
- Objectives and Targets – Explains the objectives and targets of your Travel Plan established from the previous two chapters;
- Travel Plan Strategy - A section explaining the management, marketing and communication of the Travel Plan;
- Travel Plan Measures – Describes the Travel Plan measures set out to achieve the Travel Plan targets;
- Monitoring and Review – Explains how it is intended the Travel Plans successes and failures will be assessed; and
- Action Plan – Indicates the timescale set out to implement the Travel Plan.

## Travel Plan Components Flow Diagram

The below elements should all be included within a Travel Plan.



# 1. Introduction

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- 1.1 The introduction chapter needs to clearly shape a number of different statements about the Travel Plan, clearly putting it into context. It is recommended that the Travel Plan begins by stating the full name of the organisation and the location of the site involved. It should also be clearly stated why the Travel Plan is being implemented. This may be for a number of reasons such as:
- Part of a s106 agreement;
  - Due to a problem with on site parking;
  - To encourage sustainable transport; or
  - To help reduce congestion in the local area.

## Background

- 1.2 A brief background to the site should include any relevant history that is important to the Travel Plan and describe the conditions that led to a Travel Plan being developed (For example an extension to an existing building, relocation of facilities).

## Aim of the Travel Plan

- 1.3 The aims of the Travel Plan should centre on reducing the number of single occupancy vehicle trips to and from site every day. Many organisations have problems with a lack of car park capacity so this would be included in their aims. Other organisations may simply state securing planning permission for their new site/extension is the aim of their Travel Plan. Examples of Travel Plan aims are:
- To identify an effective strategy for managing travel behaviour of staff/visitors/students;
  - To manage parking demand on site; or
  - To secure planning permission.

## Potential Effectiveness of the Travel Plan

- 1.4 Within the Introduction it is important to highlight any limitations or strengths that your Travel Plan will have. This will include anything that could affect the targets and measures. Possible limitations include a sizeable distance between the site and public transport links, or the unusual operating hours of the site. Strengths of the Travel Plan could include joint measures with a neighbouring organisation or improved public transport links being proposed.

## Benefits of the Travel Plan

- 1.5 It is important to stress the benefits of a Travel Plan, not just for a company or a developer but on the environment and to the individual's targeted. A number of headings are suggested below under which the benefits of a Travel Plan can be described.

### For the Business

- Improved site access for customers and visitors;
- Reduced costs and demand on car parking;
- A business edge over competitors;
- Improved range of benefits to staff;
- Potentially healthier and happier workforce;
- Improved environmental credentials of the company.

### For Employees

- Greater choice about how to travel to work;
- Financial savings and benefits;
- Helping to sustain a healthy lifestyle.

### Benefits for the community

- Reduced on-street parking conflicts;
- Less traffic congestion and delays;
- Improved public transport, walking and cycling facilities;
- Better relations with the business community.

## Relevant National and Local Policy

1.6 Relevant National and Local Policy should be included. The table below indicates two policy areas that should be covered, but other policies that you feel are of relevance could also be added.

### Local and National Travel Plan Policy (Example Table)

Policy Document	Policy Details
Communities & Local Government & Department for Transport Guidance on Transport Assessment March 2007	Page 19 – Figure 4.2 In this Figure 4.2 puts the Travel Plan at the heart of Transport Assessments. Page 27 – Promoting Smarter Choices via Travel Plans 4.79 In addition starting this section states how Travel Plans are becoming an increasingly important tool in delivering sustainable outcomes.
Planning Policy Guidance Note 13 (PPG13) <a href="http://www.planningportal.gov.uk/england/professionals/en/1020432885932.html">http://www.planningportal.gov.uk/england/professionals/en/1020432885932.html</a>	Stressed role of Travel Plans in sustainable transport objectives, specifically in; Reductions in car usage; Increases in public transport use, walking and cycling; Reduced traffic impact; Promotes the widespread development of Travel Plans by all development types (including

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	<p>educational establishments)</p> <p>Highlights that Travel Plans should have measurable outputs and have suitable arrangements for monitoring the results to test the success of objectives.</p>
<p>Southend Borough Council</p> <p>Local Transport Plan 2006 – 2011</p> <p><a href="http://www.southend.gov.uk/localtransportplan">www.southend.gov.uk/localtransportplan</a></p>	<p>TC5: Maintain the average number of bus trips undertaken by Southend’s residents</p> <p>TC6: Ensure that by 2010/11 the number of rail passenger journeys exceeds the levels observed in 2003/04.</p> <p>TC8: Maintain current mode share for travel to school, i.e. 57% of primary school pupils and 68% of secondary school pupils travelling by non-car modes.</p> <p>TC13: Increase the proportion of schools in Southend with effective School Travel Plans.</p> <p>TC14: Increase the number of employees covered by an effective Workplace Travel Plan.</p>
<p>Southend Borough Council</p> <p>Smarter Choices</p> <p><a href="http://www.southend.gov.uk/localtransportplan">www.southend.gov.uk/localtransportplan</a></p> <p>Southend Smarter Choices Strategy.pdf</p>	<p>Action SC1: Southend-on-Sea Borough Council will increase the number of Travel Plans in the Borough through:</p> <ul style="list-style-type: none"> <li>- Intensive marketing</li> <li>- Producing more marketing material for this purpose</li> <li>- In-person, targeted meetings</li> <li>- Setting up a ‘Travel Plan’ fund that TravelWise members can bid for funding for small measures i.e. cycle parking, marketing leaflets etc.</li> </ul> <p>Action SC2: Southend-on-Sea Borough Council will increase the number and effectiveness of Travel Plans secured through the development control process by:</p> <ul style="list-style-type: none"> <li>- Specifying thresholds, standards, Travel Plan guidance and developer contributions for Travel Plans through a new planning Guidance</li> </ul>

	<p>“Sustainable Transport SPD2” developed as part of the LDF, which will also contribute to and support policies detailed in the Planning Obligations DPD for Southend.</p> <p>- Linking Travel Plan development with the LDF core strategy and focussing on the key areas identified for job growth such as the town centre and central areas, Shoeburyness, the seafront and Priority Urban Areas (Priority Urban Areas also include the town’s existing industrial estates/employment areas).</p> <p>5.12 Action SC3: Southend-on-Sea Borough Council will monitor and review actual travel plans to assess effectiveness of them.</p>
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### Structure of this Report

- 1.7 It is important to include the structure of the report in the introduction. This ensures that all aspects of a Travel Plan have been included and can be easily identified by the reader.

## 2. Accessibility

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### Introduction

- 2.1 Part of assessing which measures should be put in place includes determining the current levels of accessibility to the site. There is little point in trying to improve bus links to your site if the site is served by a number of routes on a regular basis. Likewise if your site is not served by any form of public transport this would be an important improvement to target in the Travel Plan. By investigating the accessibility of the site, the key measures that require implementation become much clearer.

### Site Audit Methodology

- 2.2 It should be noted how the information for this section of the Travel Plan was gathered. This may be from site observations, meetings with site managers or internet research.

### Site Description

- 2.3 The area in which your site is located should be described. It is important to include information about neighbouring towns/villages and any specific areas of interest in the surrounding area. Include information on the area that bounds your site including details of roads in the immediate vicinity.
- 2.4 Including a site location plan is an essential tool in producing a Travel Plan. Your site location map should be inserted after the site description.

### Site Operation

- 2.5 Information regarding the daily site operation is important to in developing Travel Plan measures. Information should be including regarding when the site is open, when people arrive at the site, when they leave and how many days a week people are on site. All this information will help to build a profile of your site. If the majority of people come to the site on weekdays around 0900 hours then this is a particular time that Travel Plan measures should be targeted at. If the site is closed all weekend then there is no need to include measures at this time.

### Access by Walking

- 2.6 Access to the site on foot is a vital way of encouraging people to stop travelling to the site by car. In this section it is recommended that the following information is included:
- Information regarding on site footways and signage;
  - Information regarding off site footpaths/footways and signage;

- Facilities for those who walk to site such as showers and lockable changing rooms;
- Safety issues regarding walking to site;
- Locations where footways are not available; and
- Details of local walking groups.

2.7 Accessibility to a particular site should be measured. DfT Guidance entitled 'Guidance on Transport Assessment' recommends the use of 'Accession' software. This software was developed by the DfT to measure how accessible certain locations are for access to public transportation, education, health facilities & employment. An accessibility index is being developed to assist in the assessment of the quality of access to a particular location.



2.8 If possible you may wish to include a photograph of footways to illustrate where improvements can be made, (For example where the footpath surface is poorly maintained, narrow, unlit or vandalised) or highlight a suitable and safe footway. Picture shows 'On Site Footpaths'.

### Access to Buildings

2.9 Entrances to buildings should be included to demonstrate that all onsite buildings can be reached safely by all types of pedestrian including the mobility impaired. This partly relates to the information regarding onsite footpaths.

2.10 It is recommended that any systems that are used to enter the building such as a key pad or swipe card entry are mentioned.

### Cycle Access

2.11 Access to the site for cyclists must encourage people to cycle to the site. Cycling is an important Travel Plan measure as it has environmental and health benefits and requires little infrastructure or area for parking. In this section it is recommended that the following information is included:

- Onsite cycle paths/cycle ways and signage;
- Offsite cycle paths/cycle ways and signage;
- Suitability of the local road network;
- Local cycle networks;
- Current cycle parking on site;
- Facilities for cyclists to use such as showers, lockers and changing rooms.

## Access by Bus

- 2.12 Information regarding the accessibility of a site by bus is essential. Only bus routes which stop within a reasonable walking distance of the site (400m) should be included. Key factors which can determine whether people will use the bus include the cost of the bus journey, provision of convenient bus stop locations, facilities provided (for example timetable or route map) bus shelters and provision of a suitable bus route.
- 2.13 Tables with information regarding the main bus routes such as the one below could be included for all major bus routes that serve the site. This information can be obtained from the local bus operator or their website.

### Bus Route Information (Example Table)

Bus Route	Southend – Stansted via Chelmsford
Operator	First Group Plc
First Bus	02:00 hours
Last Bus	24:00 hours
Peak Frequency	3 buses per hour
Off Peak Frequency	2 buses per hour

## Access by Rail

- 2.14 For access to the site by rail follow the same guidance as for access by bus but include information regarding the facilities at local rail stations. This information will be available on your local rail operator's website.

### Rail Service Information (Example Table)

Route	London Liverpool Street – Southend Victoria
Operator	National Express East Anglia
First Train	04:44 hours
Last Train	23:06 hours
Peak Frequency	1 train every 10/15 minutes
Off Peak Frequency	1 train every 20 minutes

- 2.15 If any bus services links the site and local rail stations this should be noted.

## Access by Car

- 2.16 Access by car should describe the local highway network and how major routes connect with the site. This information is required to assess which areas of congestion may be relieved once the Travel Plan has been implemented.

## Car Parking Facilities

- 2.17 This information is vital and will help assess if a car park management system or access control measures are required. Information should relate to how many car parking spaces are available, how many disabled spaces there are, if spaces are dedicated to certain groups and whether access controls are in place.
- 2.18 It would be sensible to conduct a survey over a period of a week to assess car park usage. If the car park is over capacity reducing the demand for it will be an important Travel Plan target.

## Disabled Access

- 2.19 Include information regarding any special features on site that are available for physically impaired people for example disabled parking bays, their locations and whether ramps are available. This is a common area that needs improvement and could be targeted in the Travel Plan.

## Travel Information

- 2.20 Having travel information is a very important measure within all Travel Plans. Current travel information (poster displays and timetables) should be noted and included in the accessibility section of the Travel Plan.

### 3. Existing Travel Situation

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- 3.1 Another method by which Travel Plan targets and measures are put in place is to examine the existing travel patterns at the site. This is done in one of two ways:
- i. For Workplace/School Travel Plans the results of a travel survey distributed amongst those targeted by the Travel Plan, the results of a travel survey at a similar site or government statistics will be analysed.
  - ii. For Residential Travel Plans by examining the results for your local area of the National Workplace Survey. This can be found online at [www.statistics.gov.uk](http://www.statistics.gov.uk). From this you will be able to find general trends for your area that will help establish which Travel Plan measures are appropriate to put in place.
- 3.2 If you have conducted a travel survey, explain who it was distributed to and how you decided on which questions should be included. Also include the date on which the data was collected so it can be used in the future as a baseline travel survey (the travel situation before any Travel Plan measures were put in place).
- 3.3 It is essential at the beginning of this chapter to detail where the results you will analyse came from. For example if you utilised the National Workplace Survey explain how you found the statistics, when the survey was carried out and how likely you feel the results of the survey are to match the movements of people targeted in your Travel Plan.
- 3.4 List the main questions that were covered in your travel survey or research from the National Workplace Survey. It is recommended that the key areas to include are:
- Existing travel patterns;
  - Existing distance travelled;
  - Existing journey times;
  - Reasons for car travel; and
  - What measures would encourage travel by public transport, cycle, on foot or participate in a car share scheme.

#### Travel Survey Results

- 3.5 The travel survey results should be explained and analysed under appropriate headings. If possible illustrate some of the answers graphically in the form of a pie or bar chart.
- 3.6 A list of suggested headings under which to analyse your results are given in the Travel Plan Framework. Not all will be suitable for every Travel Plan:

## 4. Objectives and Targets

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- 4.1 Objectives and targets of the Travel Plan will be unique to each site.
- 4.2 **Objectives** are the high level aims of the Travel Plan. These give the plan its direction and provide its focus.
- 4.3 **Targets** are the measurable goals which are set in order to assess whether or not the objectives of the plan have been achieved.

### Travel Plan Objectives

- 4.4 Clearly set out Travel Plan objectives are required to meet the aims set out in the introduction of the Travel Plan. The objectives will depend on your motives for introducing a Travel Plan and on the circumstances of your site (as assessed in accessibility and existing travel situation sections). Your objectives should relate to the groups that will be targeted by the Travel Plan.
- 4.5 You should list the objectives in the form of bullet points within your Travel Plan. A number of example objectives are given below:
- To effectively manage the use of the car for commuter trips, thereby reducing parking demand;
  - To reduce the affects on the environment caused by daily commuting;
  - To increase the health of staff by encouraging methods of transport such as walking and cycling;
  - To help reduce congestion;
  - To maximise opportunities for staff and visitors to travel by means other than the private car; and
  - To encourage new staff to commute to work by modes of travel other than the single occupant car.
- 4.6 It is recommended that approximately 4 or 5 targets are set although this will vary between sites.

### Travel Plan Targets

- 4.7 This section should list the generic and site specific targets set out in the Travel Plan. The success of the Travel Plan is measured by assessing whether it meets its objectives through a series of targets.
- 4.8 A target should be allocated to each objective which should be based on the information gathered in the preceding chapters of the Travel Plan. It may be appropriate to agree all targets with SBC, particularly if your Travel Plan is part of a s106 agreement.

- 4.9 Travel Plan targets should be SMART (Specific, Measurable, Achievable, Realistic and Time Related):
- **Specific** – They say exactly what they mean and clarify what is to be achieved;
  - **Measurable** – It is possible to prove that they have been achieved through a form of data collection;
  - **Achievable** – They are not impossible or difficult to meet and can be met within the timescales set;
  - **Realistic** – They are actions that be taken within the duration of the target; and
  - **Time Related** – They have clear deadlines by which they are expected to have been achieved.

4.10 It is recommended that targets are set in a table similar to the one below. To ensure that every objective has its own target, a table such as the following should be prepared:

**Travel Plan Targets/ Objectives (Example Table)**

Objective	Target
To effectively manage use of the car for commuter trips where reasonable alternatives exist, thereby reducing parking demand	Reduction in single occupancy trips to the site hence reducing car parking demand
To maximise opportunities for staff and visitors to travel by means other than the private car	Increase the number of staff and visitors who travel to the site by means other than car
To encourage new staff to commute to work by modes other than the single occupant car	Increase the number of staff using public transport, cycling and walking
To minimise the number of single occupancy car journeys made on business related travel	Reduction in single occupancy car use for business travel
Improve access to the site for staff and visitors	Improve accessibility to the site by public transport, cycling and walking
To make best use of current sustainable travel advice	Join Southend Business Travelwise

**Travel Plan Indicators**

- 4.11 Travel Plan indicators are the measurable targets that you hope to achieve through its implementation. The indicators need to be based on the existing travel patterns established through the travel survey or from the National Workplace Survey and on the location of your site. The indicators are often expressed as a percentage. For example, to ensure that 20 percent of staff travel to the site daily by bus.
- 4.12 Set realistic indicators, if 5 percent of your staff/students/residents currently travel by public transport and your site is not well served by public transport it is unrealistic to set a target of a 20 percent increase. Aim to maintain this level and possible increase it by up to 8 percent.
- 4.13 One of the most important targets you will set is regarding single occupancy vehicle travel. This should aim to be reduced whatever your sites situation.

4.14 Set an indicator for every target so that all modes of transport appropriate to your Travel Plan are covered. Below is an example table showing some Travel Plan indicators. You may wish to include a similar table in your Travel Plan. The indicators set may be discussed and agreed with SBC before they are included in the Travel Plan if your Travel Plan is part of the planning process.

**Travel Plan Indicators (Example Table)**

Target	Indicator
Increase the number of staff using public transport, cycling and walking. Improve accessibility to the site by public transport, cycling and walking	To ensure that 8 percent of staff continue to cycle or walk to and from work every day over the short term (within 6 months)
Increase the number of staff using public transport, cycling and walking. Improve accessibility to the site by public transport, cycling and walking	To increase the proportion of staff commuting by public transport by 2 percent over the medium term (2-3 years) and 5 percent over the long term (5 years)
Reduction in single occupancy car use over the short, medium and long term	To reduce the number of staff driving to work alone by 8 percent over the medium-long term (2-3years) and 10 percent over the long term (5 years)

## 5. Travel Plan Strategy

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- 5.1 It is essential that an ongoing commitment is demonstrated to the Travel Plan through a financial commitment and the support of senior management.

### Management

- 5.2 A successful Travel Plan needs commitment from everybody, including senior management. It is important that a senior member of staff or the developers demonstrate their full support for the Travel Plan from the beginning.
- 5.3 It may be necessary in the case of Work Place Travel Plans to develop a business case to indicate the financial, social and political benefits of a Travel Plan to senior management.
- 5.4 The requirement for a financial commitment should also be highlighted at the outset. Costs will vary greatly depending on the measures that are implemented and on the size of the organisation, but the main costs involved are likely to be:
- Appointment of a Travel Plan Co-ordinator;
  - Travel surveys and accessibility research;
  - Staff time for meetings;
  - Publicity and marketing;
  - Monitoring; and
  - The Travel Plan measures.
- 5.5 At the start of the travel plan process the level of financial support involved should be clearly established. This will determine what Travel Plan measures can be put in place.

### Travel Plan Coordinator

- 5.6 The Travel Plan Co-ordinator (TPC) is the key to a successful Travel Plan, regardless of whether the appointment to the role is a new member, current member of staff or working full or part time.
- 5.7 The TPC needs to be enthusiastic, have good negotiating skills and an ability to communicate with people at all levels. They must believe in the cause but cannot be expected to do everything alone. The responsibilities of the TPC include:
- Getting commitment and support from senior managers, other employees, or students;
  - Getting financial backing for the Travel Plan;
  - Promoting the objectives and benefits of the Travel Plan;
  - Providing people with personalised Travel Plans;
  - Setting up steering groups for each relevant form of transport mode;
  - Acting as a point of contact for information and for exchanging ideas and best practice; and

- Liaising with others, including SBC and transport operators, to ensure wider choice of travel.
- 5.8 The TPC role will vary greatly between Travel Plans but he/she must be the driving force behind the plan.
- 5.9 At an early stage in the development of a Travel Plan it is recommended that the TPC begins to build partnerships with other organisations that will bring an overall benefit to the Travel Plan. Working with your neighbour organisations to pool resources and develop Travel Plan measures is highly recommended and could be extremely cost effective. Links with the local community and public transport operators are also important and they should be consulted as early as possible to help develop your Travel Plan measures.

## Marketing

- 5.10 It can be difficult to market a Travel Plan for example some of those affected may see it as merely a way of preventing them using their car. It is important to try and win their hearts and minds first of all. Publicise the Travel Plan as early as possible and get people who will be targeted by the Travel Plan involved. Explain that a Travel Plan is not anti car but a way of providing them with more choice.
- 5.11 You must publicise the existing problems and proposed measures widely, along with any successes!
- 5.12 A marketing campaign could include;
- A Travel Plan launch event;
  - Information and briefing notes for senior managers;
  - Articles and photographs in staff bulletins and newsletters;
  - Personal briefings for staff and transport user group representatives;
  - Poster campaigns; and
  - Information on Intranet/Internet sites.
- 5.13 Those involved in the Travel Plan should be consulted regularly, they are the ones who will be affected by the Travel Plan and will be able to inform the TPC what measures are working well and areas for improvement.

## Communication

- 5.14 Communication of the Travel Plan can take place in two forms: direct marketing and transport information.

## Direct Marketing

- 5.15 The marketing strategy for the Travel Plan should aim to develop a brand that is easily recognisable to all. This could be communicated during the launch of the Travel Plan through leaflets or existing form of staff communication. This should detail what a Travel Plan is and what it means.
- 5.16 Southend Borough Councils current sustainable travel 'brand' is called 'Southend Business Travelwise'. This is in the process of being updated and will be called 'MoveEasy'. A networking group has been set up with a number of key employers in the town including Southend University Hospital, Tesco, RBS, First Group, KeyMed, Southend Airport and the Council. The key objective for the group are as follows:
1. To encourage best practice for travel planning
  2. To jointly market travel plan measures to encourage a change in the travel behaviour of staff, visitors and customers;
  3. To aid all businesses to meet their travel planning targets as stated in their travel plans;
  4. To make the Network accessible to all businesses with the same aim;
  5. To work together as a business community raising awareness of travel plan issues;
  6. Local Businesses and Residents groups are encouraged to join the MoveEasy Network to support the aim of sustainable travel and to take advantage of all the benefits.

## Transport Information

- 5.17 Up to date transport information could be provided on a regular basis in locations easily accessible to those targeted by the Travel Plan. A travel information board could be located on site displaying:
- Current bus timetables;
  - Current rail timetables;
  - Details of shuttle bus services; and
  - Details of the car share scheme.
- 5.18 It is recommended this information becomes available on an intranet site accessible to all.
- 5.19 New staff should be made aware of relevant travel information and the Travel Plan aims and objectives at the earliest possible opportunity. Producing a starter pack as part of the induction process is a sensible option.

## 6. Travel Plan Measures

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- 6.1 This section outlines the Travel Plan measures that may be implemented as part of your Travel Plan. You should use the results of the travel surveys and accessibility study to examine which measures are most appropriate for your site. The measures selected for your site need to be tailored to meet the targets and indicators already set out. Other factors that should be considered when selecting measures include site operation and location. Make sure that there is enough funding to put in place the required measures which may require prioritising the measures.
- 6.2 Measures should be **Site Specific** and will be determined by the opportunities and constraints of the site. Not all measures will be suitable for each organisation.
- 6.3 A package of ‘carrot and stick’ measures is generally the most effective way of changing travel behaviour. It is favourable to introduce the ‘carrot’ measures (those that encourage people to change their travel behaviour) first.
- 6.4 Below is a list of example measures that you may wish to include into your Travel Plan.

### Car Park Management Plan

- 6.5 The level of parking available on-site can be one of the most important ways of discouraging people from driving to a site.
- 6.6 The primary method of car park management is to implement a need based allocation system of the car parking spaces; an example of this is indicated in Appendix B. This is deemed most appropriate for businesses and schools and would not be appropriate for Residential Travel Plans.
- 6.7 For Residential Travel Plans the level of on site parking would be agreed at an early stage of the development of the site between the developer and SBC. This level of parking should be promoted strongly to those who intend to move into the site. It is recommended the developers consider introducing car clubs at residential developments.
- 6.8 On-site car clubs are when a developer purchases a number of new cars which are parked onsite and can be used by any resident as required. The car must be booked in advanced and a small fee paid for its use. This is a much cheaper way to use a car than full ownership as the resident need not pay for insurance and maintenance just an annual fee plus a small charge each time the car is used. Examples of car clubs can be found by following the below links;
- [www.carplus.org.uk/](http://www.carplus.org.uk/) (Car Plus Organisation);
  - [www.streetcar.co.uk/](http://www.streetcar.co.uk/) (Street Car); and
  - [www.citycarclub.co.uk/](http://www.citycarclub.co.uk/) (City Car Clubs).

6.9 Another option is to charge for car parking spaces on site, which may work as a disincentive to drive to the site.

### Car Park Access Control

6.10 This measure will only be appropriate for those sites that do not already have a car park access system in place, particularly if a car park management plan is being put in place. This will help stop illegal parking and ensure that those who require a space have one. This may be undertaken for example, using windscreen stickers for those who have a parking space or a barrier on the entrance to the car park which requires a swipe card to pass through.

6.11 Which measures are selected is very dependent on the level of funding available for your travel plan.

6.12 Clamping or fines could also be used to enforce measures but is not recommended in most circumstances.

### Car Sharing Strategy

6.13 Car sharing can be an effective method of reducing peak hour congestion and decreasing the demand for parking on-site. It also has benefits for the individual in terms of cost of travel. The table below indicates the details of several potential measures:

#### Car Sharing Strategy (Example Table)

Measure	Details
Car share database to help match car sharing partners	Dedicated car share database, which is managed and administered by the TPC
Publicity of car sharing scheme	Information displayed prominently in staff areas or staff memo
Priority parking spaces for car sharers as part of Car Park Management Plan	Dedicated car share spaces marked and signed in locations close to building entrances
Incentives for car sharing	Provision of a taxi transport home if share arrangement fails

#### Car Share Database

6.14 It is normal for an organisation to set up a car sharing database to help match potential car sharers. These can be developed in house and should be maintained on a daily basis by the TPC. Databases can also be purchased from:

- Liftshare.com;
- Transport Research Laboratory (TRL);
- Car Share Online; and
- Jambusters.com

- 6.15 SBC have set up a regional car share scheme ([www.thamesgatewaycarshare.com](http://www.thamesgatewaycarshare.com)) that incorporates the South East Essex area of the Thames Gateway initiative. This scheme would provide a company or a development with its own private group for a small annual fee. Staff or residents could then decide on an individual basis whether they share with only fellow employees of the company / other residents within the development, or with any individual in the entire regional public group, therefore improving the chance of finding a match. This is the only scheme that offers this service. This scheme is hosted by SBC and would therefore be provided at a discounted rate.

### **Publicity**

- 6.16 It is essential that the car share scheme is widely and frequently promoted in order to sustain sufficient levels of car sharing.

### **Priority Parking**

- 6.17 To encourage car sharing those who participate can be provided with dedicated 'car sharer' priority parking spaces located close to the pedestrian access points and/or in locations in which parking is perceived to be most secure.
- 6.18 Priority parking spaces must have formal membership criteria and rigorous enforcement.

### **Guaranteed Ride Home**

- 6.19 One of the main worries of car sharers is that they may be left without a lift home (for example if their car sharer is taken ill or has to leave early or late). It has been shown that offering a guaranteed ride home, in which the organisation agrees to meet the cost of a taxi fare, can help alleviate these fears. This is a tax free benefit that the employer can offer as part of a car share scheme. The guaranteed ride home scheme could be offered to staff and then monitored to gauge effectiveness.

## **Public Transport Strategy**

- 6.20 Currently around 1 in 10 commuters travel daily by bus and 1 in 20 by rail. There are several initiatives that can help increase these proportions and encourage travel by public transport such as:
- **Information** – Many car drivers are unaware of the bus and rail services available. Local operators may be able to prepare maps or timetables which can be distributed or displayed as posters. Online information is also an important measure as this provides those targeted by the Travel Plan with real time information;
  - **Travel Costs** - Staff discounts for season tickets are effective in promoting more use of public transport. This would need to be agreed at an early stage with public transport providers. Large organisations may be able to offer interest free loans for bus/rail season tickets. This spreads out the cost of a long term season ticket over the year via payroll deductions;

- **Service Characteristics** – Inconvenient timetables and routes are a major factor when deciding to use public transport or not. Through early liaison with public transport providers they may be willing to change some characteristics if they have guaranteed passengers. It may be worthwhile working with neighbouring organisations to help with this.
- **Shuttle Buses** – For larger organisations it may be worthwhile considering a shuttle bus to and from your site from local public transport hubs. This should be run at peak times when most people will be travelling to and from the site. Some organisations may even have a vehicle ready to use but should check insurance policies and with SBC first.
- **Guaranteed Ride Home** – As with car sharing if public transport fails then people are left without a way of getting home. This should be agreed on the same basis as for car sharing; and
- **Infrastructure Changes** – Onsite infrastructure can be changed/amended (such as the provision of a bus stops) to encourage public transport operators to the area.

### Minimise Single Occupancy Business Travel

- 6.21 Staff should also be encouraged to travel via sustainable methods when they are required to travel on business. This could include travelling in groups rather than driving alone.
- 6.22 For staff that travel over long distances for business needs, public transport should be encouraged as the preferred mode of transport. This could be achieved by restructuring the mileage allowance system so that a financial incentive is given to those who travel sustainably.
- 6.23 For large organisations pool cars could be provided on-site for business use only. It is recommended that an environmental friendly car (for example powered dually by electricity and petrol) would be provided although this would involve a large set up cost.
- 6.24 Video conferencing should be considered instead of travelling for business. This facility is often already on site and if so its usage should be promoted by the TPC. Free broadband should be provided to all those involved in the Travel Plan so that they can keep updated with, for example timetable changes.
- 6.25 To reduce the need for other trips during the day on site facilities should be provided. This may include a canteen, shops or childcare facilities. It may be possible to pool a number of neighbouring organisations to provide these facilities thus reducing the need for people to travel away from the site. Again the TPC should investigate this possibility.
- 6.26 Home working and flexi-time can also be considered but of course will not be appropriate in all cases (for example schools and colleges).

## Walking Strategy

- 6.27 The health and cost benefits of walking should be strongly promoted. Strategies that could be put in place include;
- Establishment of a walkers group;
  - Provision of on-site facilities such as showers, lockable changing rooms and lockers for staff equipment;
  - Information provided to those targeted by the Travel Plan on local walking routes;
  - Provision of safety equipment for those who choose to walk to site;
  - Guaranteed ride home scheme in case of emergency;
  - Improved off site footpaths and pedestrian crossing facilities through liaison with SBC including lightning and safety; and
  - Improved of on-site footways.

## Cycling Strategy

- 6.28 The health and cost benefits of cycling should be strongly promoted. Strategies that could be put in place include;
- Establishment of a bicycle users group;
  - Provision of onsite facilities such as showers, lockable changing rooms and lockers for cycle equipment;
  - Information regarding local cycle routes provided to those targeted by the Travel Plan;
  - Department for Transport Cycle to Work scheme – tax incentive to allow staff to purchase cycle equipment as a tax free loan;
  - Interest Free Bike Loan for staff which would be paid back in a similar way to the public transport season ticket loan;
  - Pool bikes for business use;
  - Free cycle training;
  - Improved off-site cycle routes through liaison with SBC including lightning and safety;
  - Improvement of on-site cycle ways; and
  - Improvement/creation of on-site undercover cycle parking;
  - Cycle mileage allowance.

## Moped/Motorcycle Strategy

- 6.29 Strategies to encourage moped and motorcycle use are similar to those that encourage cycling and can therefore be taken from the appropriate strategies to encourage cycling.

## Deliveries/Freight Movements

- 6.30 Designated areas should be set aside for vehicle deliveries so that they do not cause unnecessary congestion on the local road network. To minimise the impact, deliveries

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should also be arranged at times that are not considered to be peak hours in terms of traffic.

## Incentives

- 6.31 A travel award scheme should be set up which rewards those who regularly participate in the measures introduced as part of the Travel Plan.
- 6.32 Below are possible options for a Travel Award Scheme:
- Those who can show that they have car shared, taken public transport, journeyed by motorcycle/moped, cycled or walked earn points on a daily basis. Accumulation of points will equate to a financial reward, a gift, or time off work. This system may prove to be difficult and onerous to monitor;
  - Contribution towards a public transport season ticket or the purchase of a bicycle/equipment, waterproof clothing. With regards to the latter two a monitoring system would be required to ensure that the equipment is used for the journey to/from work and not just for leisure purposes;
  - Prize draws may be held which involve only those who do not hold a 'single car driver permit;' and
  - Those who can demonstrate that they previously drove to work and are willing to give up a parking space could be provided with a contribution towards the cost of his/her newly adopted transport to work. This scheme alone would not be equitable to those who already use a sustainable form of transport.

## TravelWise®

- 6.33 The aim of the TravelWise® is to help employers work with their staff to improve their travel choices and provide alternatives to the car especially for the journeys to work. Affiliation to the scheme is free and the scheme offers numerous benefits to both the employer and employees. It is suggested that companies/organisations creating the Travel Plan join the scheme.
- 6.34 If you are interested in joining Travelwise and participating in schemes such as car sharing, homeworking, public transport, shuttle buses, park and ride, cycling and walking, then please do not hesitate to contact one of the Council's new Travel To Work Advisors, on 01702 606630. Alternatively you can email [traveltowork@southend.gov.uk](mailto:traveltowork@southend.gov.uk) for details.
- 6.35 The benefits companies and their employees receive include:
- Professional advice and support; and
  - Involvement in a new car sharing system (in partnership with SBC).
- 6.36 Both the employer and employee can receive the many benefits offered by the network of support companies including:

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- Reduced priced travel passes;
- Discounted bicycles;
- Discounted motor scooter and access to training; and
- Discounted bike stands.

## 7. Monitoring and Review

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### Monitoring

- 7.1 A Travel Plan should not be seen as short term fix or a finite project. It is a dynamic process that should grow and develop. It is only possible to assess this growth through clearly defined monitoring.
- 7.2 Monitoring assesses how travel patterns have changed and indicates whether targets and objectives are being met. When drawing up an initial Travel Plan you need to decide the following;
- Which aspects need to be checked regularly;
  - Who is responsible for the monitoring;
  - How frequently and when the monitoring will be conducted;
  - How the monitoring will be implemented;
  - How the results will be disseminated to staff; and
  - How results will inform a review of the Travel Plan.
- 7.3 If some initiatives have a limited or no effect, or a particular target is not met, you need to reconsider the problems and proposed measures. A target may have been too ambitious for the original timescale but may be achieved at a later date, or a measure may not have been completely appropriate for the site.
- 7.4 Monitoring will help to prepare refined targets and a more effective Travel Plan.
- 7.5 For guidance on the monitoring and review of Travel Plans please see the following link: [www.trics.org/standardised\\_monitoring.htm](http://www.trics.org/standardised_monitoring.htm)

### Surveys

- 7.6 It is recommended that surveys are carried out to monitor travel patterns in the short, medium and long term.
- Short Term – Six Months after the implementation of the Travel Plan;
  - Medium Term – Two Years after the implementation of the Travel Plan; and
  - Long Term – Five Years after the implementation of the Travel Plan.
- 7.7 These timescales are suggestions only and should be adjusted to meet the needs of your Travel Plan.
- 7.8 The methods used for monitoring must be consistent over time.
- 7.9 Ideally the surveys should ask similar questions to the original baseline travel survey, to enable changes in travel patterns to be established. They should also be compared to the original survey to see what changes have been made to travel habits. The surveys should be conducted on a single day and not during school holidays as this could affect the results.

- 7.10 Results will indicate if the Travel Plan is being effective. If targets are being reached and objectives met then no changes need to be made to the measures, however more stringent targets may be set to help maintain the level of success. However if surveys indicate that the targets are not being reached then improvements and revisions need to be made.

### **Snapshot Surveys**

- 7.11 Once your Travel Plan is underway it is recommended that snapshot surveys are undertaken regularly by the TPC to discover how people travelled to work on a certain day. This can be done via methods such as counting the number of cycle parking spaces in use, the number of lockers in use or number of full car parking spaces. This information can also be used to help monitor and review your Travel Plan and, alongside monitoring data, help identify any problems or areas for improvement.

### **Review**

- 7.12 The monitoring results should be reported and presented to SBC who will review the achievement of targets and objectives. This should be done annually so allow the effectiveness of your Travel Plan to be assessed. A one off fee for the ongoing annual reviews will normally be payable to the Council by means of a Section 106 agreement.
- 7.13 If your targets and indicators are being met you will be encouraged to continue with the good work in your Travel Plan and possibly set yourself higher targets to achieve. If targets are not met then alterations will have to be made to your Travel Plan, either by reducing the indicators or adjusting the Travel Plan measures so that the targets can be reached. The TPC should continually monitor the success of the Travel Plan to help avoid this situation.

## 8. Action Plan

8.1 The timescales over which a Travel Plan will be implemented vary between sites. For a new development it may be desirable to have all the measures functioning as soon as the site is occupied whereas phased implementation process may be appropriate for a site already in existence.

### Programme for Implementation of Travel Plan Measures

8.2 A timetable for the implementation of the Travel Plan measures should be included as part of the Travel Plan.

8.3 Experience indicates that a phased implementation plan offers the optimum method of implementing a Travel Plan and has the best success rate. A suggested way of implementing the Travel Plan in a phased manner is set out below:

- **Phase 1 – Information and Awareness Raising:** Start the process and raising awareness of the Travel Plan (see marketing).
- **Phase 2 – Benefits and Incentives:** The second step in the process should be to implement those measures which can be seen to encourage staff to be part of the Travel Plan. The measures will offer them measures such as a car sharing scheme or walking/cycling incentives. Measures such as improved cycle parking, showering facilities, the so called hard measures, should also be in place at this stage.
- **Phase 3 – Deterrents:** The final stage in implementing a Travel Plan should involve any deterrent measures such as clamping. These should only be considered if the incentive measures are not having the desired impact.

8.4 Below is an example table of how the implementation process can be displayed in a Travel Plan. The example refers to the opening of a new development.

### Timescale for Implementation of Travel Plan Measures (Example Table)

Travel Plan Measure	Timescale for Implementation
Appointment of a Travel Plan Coordinator	Prior to occupation
Car Park Management Plan	Prior to occupation
Car Park Access Control	Prior to occupation
Car Sharing Strategy	Database to be set up prior to opening. Scheme to be implemented when car park management plan is in place
Public Transport Strategy	Within 3 to 6 months of occupation
Minimise Single Business Travel	Within 3 to 6 months of occupation
Walking Strategy	Within 3 to 6 months of occupation
Cycle Strategy	Within 3 to 6 months of occupation
Moped/Motorcycle Strategy	Within 3 to 6 months of occupation
Delivery/Freight Movements	Within 3 to 6 months of occupation
Baseline travel survey	Within 6 months of occupation
Monitoring Survey	On year following implementation and at an agreed slots

	depended on results.
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## Appendix A – Travel Survey

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# Travel Survey

Travel Survey Questionnaire to be completed on behalf of (Organisation Name) to improve the travel situation

The travel survey is aimed at understanding travel patterns to and from work and should only take approximately 5 minutes to complete. Please mark the appropriate square (☑) or write your responses on the appropriate line.

## About You

Please give your home postcode

This will only be used to identify car/public transport routes used to travel to site

### 1) Gender

Male  Female

### 2) Job Title

.....

### 3) Age

Under 25  25 – 34  35 – 44   
45- 54  55 or Over

### 4) Do you have a disability that will affect your travel arrangements?

Yes  No

### 5) Do you normally work? Please tick all that apply

Normal Working Day  Out of Hours (i.e. Nights)  Weekends

If you work unusual hours/shifts please list them.....

Other

### 6) Do you work?

Full Time  Part Time

## Your Travel

### 7) How do you usually travel to work? Please select your main mode of transport.

Car  Passenger  Motorcycle   
Train  Bus  Cycle   
On Foot  Other

### 8) If you drive to work, where do you usually park?

Car Park (Bay)  Car Park (Non Bay)  Other

Road – Please Specify .....

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**9) How far do you travel to get to work?**

- Up to 1 mile  1 to 5 miles  5 to 10 miles   
10 to 20 miles  Over 20 miles

**10) How long does the journey usually take (one-way)?**

- 0 to 15 minutes  15 to 30 minutes  30 to 1 hour   
Over 1 hour

**Improving Your Journey**

**11) What discourages you from using sustainable modes of transport?**

- Time Travelling  Cost  Lack of convenience   
Safety  Other Commitments  Lack of routes/options   
Health Reasons  Business use of Car  Other

**12) Which if the following changes would encourage you to cycle to work? (If you already cycle to work which would you most like to see?) Please select no more than two answers.**

- Safer Cycle paths  Improved Cycle Paths  Improved Cycle Parking   
Better Cycle Facilities  Discounted Equipment  Cycle to Work Scheme   
Other (Please Specify) .....   
None

**13) Which of the following changes would most encourage you to use public transport for your journey to work? (If you already commute by public transport, which would you most like to see?) Please select no more than two answers.**

- More Direct Service  More Frequent Service  Safer Service   
Discounted Tickets  More Convenient Stops  More Information  Other  
(Please Specify) .....   
None

**14) If you are currently driving to work, would you consider sharing the drive with colleagues?**

- Yes  No  Don't know

**15) What, if anything, would encourage you to share the drive?**

- I Already Car Share  Reserved Parking  Help with set up   
Nothing

**Business/Commitment Issues**

16) Do you travel on work business during working hours?

Never  One a Week or Less  Several Times a Week  Most Days

17) How do you usually travel on business during working hours?

Car  Passenger  Motorcycle   
Train  Bus  Cycle   
On Foot  Other

18) Do you combining travel to work with another care/ work commitment?

Childcare  Visiting a Relative  Attending Work   
Other (Please Specify) .....   
None

19) How often do you combine work with other care/ work commitments listed - above?

Never  1/2 days a week  3/4 days a week   
Every Day

20) If you have any other comments please add them in the box below.

21) Would you be interested in having the Travel Plan Coordinator provide you with a personal Travel Plan?

Yes  No

Thank you for completing the questionnaire

Please return the complete questionnaire to .....

## Appendix B – Car Park Management Plan

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### Car Park Management Plan

The car park management plan should provide disincentives for lone car travel and ensure that those without alternative travel modes have priority access to parking spaces. The plan should also make provision for car sharers and those with medical or welfare needs. It is critical to manage parking effectively and prevent overspill parking into unmarked bays or onto access roads. The following measures should be considered for inclusion in a car park management plan:

- Better marking of car park spaces;
- Needs-based permit allocation system;
- Enforcement of car park measures such as clamping;
- Provisions for those with welfare needs/disability; and
- Priority spaces for car sharers.

#### Needs-Based Permit Allocation System

A 'needs' based permit system is a means of allocating parking permits according to identified 'need' criteria. This has become increasingly recognised as an effective parking management strategy at employment sites, ranging from hospitals, private and public sector offices and educational establishments. A fixed permit total is identified based on parking capacity. This fixed number of permits is allocated to individual employees using various needs-based criteria. For example, accessibility to non-car travel options, as described below. These criteria can be assigned scores. Each applicant is then assessed a score, based on these criteria. Applicant's scores are ranked and permits allocated at a level which matches the total number of permits. This system provides an equitable approach to permit allocation based on need. The criteria for allocation should be made transparent to all.

The following sections describe the criteria which could be used for allocating permits.

#### Availability of Non-Car Travel Modes - An 'Accessibility Zone'

An 'accessibility zone' can be defined around your site within which there are assessed to be viable alternative forms of transport to single occupancy car journeys. This may be based on the following:

- Home addresses within 1.6 km (1 mile or 40 minutes walk) of the site, a reasonable walking distance;
- Home addresses within approximately 500 metres of a frequent bus route.

The accessibility zone would also usually include proximity to railway stations.

#### Other Needs-Based Allocation Criteria

Other criteria are therefore recommended for inclusion in a needs-based permit allocation system. The exact definition of these (and the weighing attached in the scoring allocation system) would need to be identified.

- Disability/medical condition, requiring confirmation by Occupational Health;

- Those that require their car for business use during the working day;
- Shift workers, with official start/finish times before 0700 hours and after 1900 hours; and
- Childcare/other caring responsibilities, which in relation to working hours prevent the people from using a mode other than car for the journey to work. This is likely to count as a relatively low priority for permit allocations.

The table below shows an example of a weighted points scoring system which could be adapted to be relevant.

### An Example of a Permit Weighting and Scoring System

Factor	Sub factor	Weighting
Mobility Impairment	Recognised disability	+20
Accessibility to workplace	Outside exclusion zone	+10
Car Share	No. of Passengers	+3 per passenger carried
Unsociable Working Hours (for regular timetabled hours e.g. call centre employees)	Start before 0700 hours	+2
	Finish after 1900 hours	+2
Operational need	Operational Workers	+5
	Carry heavy loads	+1
Carer Responsibilities	Need to drop off	+0.3
	Need to collect	+0.3
	Need to do both	+0.6
	Willing to car share	+0.1

### Permits to Park for Visitors

#### Parking Enforcement Systems

Clamping is a flexible method of enforcement as it can be applied to individual cars to assist the parking management plan. It sends out a clear message to users but is likely to be very unpopular.

Clamping could be administered by a sub-contractor and a release fee charged to cover the cost. Appropriate signage warning drivers not to park on the road or outside marked bays would be required.

An alternative method of enforcement is a barrier system.

#### Provision for those with Welfare Needs

Those with welfare needs or disabilities would be given priority for car parking allocation in a suitable location and should be guaranteed a permit if applicable proof of welfare needs or a disability would be required.

#### Priority Spaces for Car Sharers

Those who take part in the car sharing scheme would be guaranteed a parking space in a prime location close to building entrances at levels which match Travel Plan mode share targets for car share.

### **Parking Enforcement Strategy**

Everyone should comprehend that there would be a managed enforcement system in place at the site. This should be well communicated as part of the communications strategy.

It is recommended that the first stage of an enforcement system is by verbal and written warning to offending employees informing them that any further parking offences will result in recovery of their parking permit.

## Appendix C – Glossary of Terms

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Term	Meaning
Social Inclusion	The inclusion of individual/groups within wider society
Accessible	The degree of ease in which a location can be reached by various means of transport
Travel Survey	A survey carried out to identify travel patterns, and why these travel patterns occur
Sustainable	Providing the best outcome that is kind to both humans and the environment in the long and short term
National Workplace Survey	Survey carried out by the government to identify the working habits of the UK plus how people travel to work
Single Occupancy Trips	Travelling by yourself in a private car
Carrot and Stick Measures	Measures that encourage people to change their behaviour. Carrot measures encourage people to change their behaviour whereas stick measures see a more forced approach
Car Clubs	Self-service cars for rent by the hour, day, week or month. The cars are parked dedicated spaces and can be rented by anyone who joins the scheme
Single Occupancy Business Travel	Travelling by yourself in a private car due to a business need
Pool Cars	Cars that are provided by developers/management to be used by all those targeted by the Travel Plan
Car Park Management Plan	A plan that is put in place to control and regulate car parking
Car Park Access Controls	A system that allows people to gain access to a car park, who have the right to be there