Advantage West Midlands

i 54 | **Strategic Employment Site**

January 2007

Travel Plan Framework

ADVANTAGE WEST MIDLANDS

**i54 STRATEGIC EMPLOYMENT AREA
WOLVERHAMPTON**

TRAVEL PLAN FRAMEWORK

January 2007 *(Updated by LB March 2011)*

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Prepared for:

Advantage West Midlands
3 Priestley Wharf
Holt Street
Aston Science Park
Birmingham
B7 4BN

Prepared by:

Pell Frischmann Consultants
9-10 Frederick Road
Edgbaston
Birmingham
B15 1JD

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1 INTRODUCTION

1.1 Pell Frischmann Consultants has been commissioned by Advantage West Midlands (AWM) to provide transportation advice on planning applications relating to land adjacent to Wobaston Road and junction 2 of the M54, Wolverhampton.

1.2 This Travel Plan Framework (TPF) report was submitted and approved as part of the outline planning application for comprehensive development of the site which includes improvements to junction 2 of the M54 motorway to provide a new access to the site. The i54 site will cover a large number of individual sites which will be completed as part of the larger development over a long period. Each site could potentially be under a separate ownership or tenancy agreement, with differing operational requirements and patterns of employment. It is the intention that individual Travel Plans (TP) will be developed by each occupier that will need to be approved by the appropriate Highway Authority and the Local Planning Authority. It is a condition of the outline planning permission that a TPF is produced for approval of the local planning authorities.

1.3 Subsequently this overarching TPF has been produced, this indicates the requirements needed for the preparation of the TPF that will provide the strategy for the implementation of the subsequent individual TPs that each occupier of the site will need to produce. The TPF also includes possible measures that could be included within the individual TPs.

1.4 The TPF will encompass all future individual occupiers of sites within the i54 development; to ensure that the measures proposed will be used for maximum benefit. This will include encouragement for modal shift, reducing the reliance on the private motorcar, resulting in an overall reduction in traffic generated by this development.

1.5 The individual TP are dynamic documents tailored to the needs of the individual users of the site and will be reviewed annually based on the results of the staff surveys.

2   SITE LOCATION AND DEVELOPMENT PROPOSALS

2.1   The majority of the i54 site is located to the south of the M54 Motorway, adjacent to junction 2. The i54 site is bounded by the Staffordshire and Worcestershire Canal to the east and Wobaston Road forms the southern boundary. The site is shown in the local context in Figure 2.1.
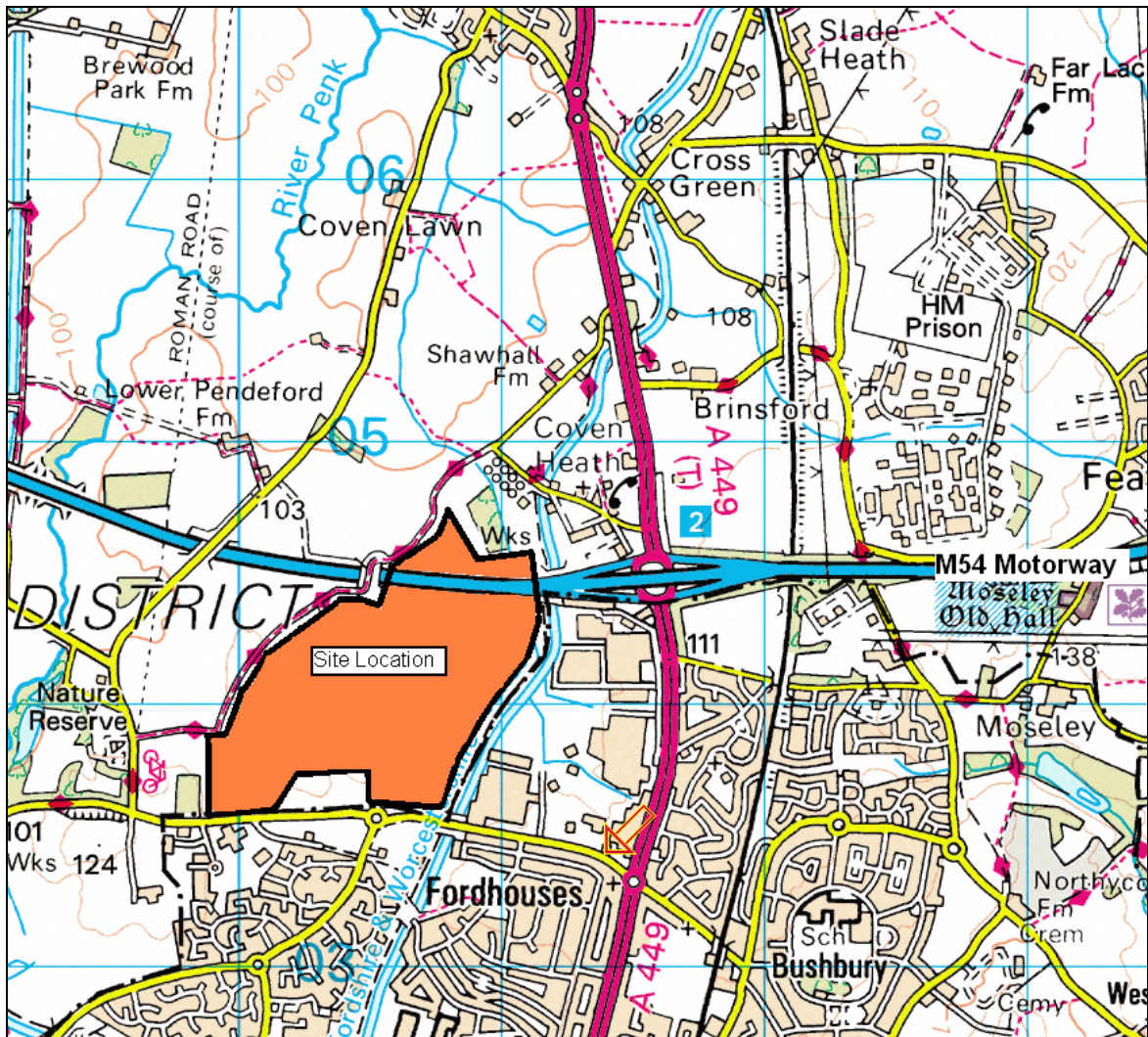

Figure 2.1. i54 development site location.

2.2   i54 can be accessed from Wobaston Road for cyclists, pedestrians and public transport. The Master Plan for this development identifies other possible connections for pedestrians and cyclists that includes connections into the canal towpath on the eastern boundary of the site, along the southern slip road of the new access from the M54 Junction 2 and connections into Wobaston Road.

2.3   This TPF has been based on the presumption that AWM will obtain an outline planning permission for the site that includes a Major Investment Site (MIS), Regional Investment Site and ancillary developments, in total up to 235,000 of employment floorspace potentially employing some 6,000 persons.

3 ROLES AND RESPONSIBILITIES

3.1 General Introduction

3.1.1 With respect to the success of this TPF and the individual TPs to achieve their respective objectives it is important to involve all the future organisations on the i54 site. This starts with the Steering Group, including the senior management for each individual occupier, down towards the focus groups that will engage the individual employees. In principle, the core elements of this TPF are

- The Steering Group

- Appointment of the Travel Plan Coordinator

- Provision of new public transport services (secured through S106 agreement)

- Indicative modal split targets and the provision of annual monitoring and reporting on the individual TP

- A range of measures that will assist in achieving the modal split targets

3.2 The Steering Group

3.2.1 The Steering Group will need to be established prior to commencement of works on the i54 site. To ensure that the Steering Group is effective the numbers of the group should be controlled. The Steering Group would normally include

- Wolverhampton City Council as the lead authority
- Staffordshire County Council
- The Travel Plan Coordinator
- The Highways Agency
- Representatives from the i54 development

3.2.2 Wolverhampton City Council have agreed to act as lead authority and will chair the Steering Group. It is likely that representatives from the individual occupiers and public transport operators would be invited to attend meetings where appropriate.

3.2.3 The Terms of Reference of the Steering Group are;

- To determine constitution and voting regime

- To appoint a Travel Plan Coordinator

- To promote investment in infrastructure, passenger transport services and other measures that will encourage the employees of occupiers of the i54 site, and visitors to the i54 site to use non-car modes of transport to and from the site and achieve the agreed targets

- To monitor the build up of demand for trip making at the site and the share of transport by individual modes as development proceeds

- To make plans for the provision of passenger transport and non-car transport facilities as necessary to support the achievement of the agreed targets including specifying passenger transport services which may be required during the phased development of the i54 site

- To determine the timing of investment in shared transport facilities at the site (or faculties off site required primarily to support the services required by the sire)

- Ensure that value for money is obtained

- Negotiate and let contracts for the operation of public transport services as the site develops

- Consider the outcomes of the annual monitoring/performance reports (that will include remedies as appropriate where the TP is failing to meet the indicative targets) that have been submitted for approval to the lead authority in behalf of the Steering Group

- Set out accountabilities i.e. if annual reviews reveal that he individual TP are not meeting agreed targets then although the Steering group is represented by local authorities it will not be the authorities that are held responsible for remedies etc.

3.3 Lead Authority

3.3.1 Wolverhampton City Council (WCC) have agreed to act as the lead authority. The responsibility of the lead authority would be to work in partnership with the highway authority and the Highways Agency and will include:

- Review and agree the content of individual travel plans in the context of the Travel Plan Framework

- Inform the local planning authority as to the acceptability of the individual travel plans;

- Audit the monitoring report and agree remedies in the event that the Travel Plan is failing to meet indicative targets and liaise with the Steering Group accordingly;

- Collate and feedback comments from other authorities;

- Advise on regulating and refining the travel plans;

- Refer enforcement action to the local planning authorities;

- Public transport collection and expenditure

- Consultation with the highway authority and the Highways Agency.

3.4 Travel Plan Coordinator

3.4.1 The i54 site will ultimately be occupied by a number of companies. The Steering Group will make recommendations to the Highway Authorities and the Local Planning Authorities on the individual TP's, and will provide comments on the documentation and monitoring the non-car modal share achieved against the agreed target for approval by appropriate Local Planning Authority. In order to achieve this, the Travel Plan Coordinator will be appointed by the Steering Group. Funds will be deliverable to WCC for administration by the Steering Group (£300,000 secured through a S106 agreement) which will be used, in part, to fund the Travel Co-ordinator Role.

3.4.2   Research has shown that TP need to be managed by a travel plan coordinator, who has a clear brief and with dedicated resources to manage the TP to ensure that's its objectives are met.

3.4.3   The responsibilities of the Travel Plan Coordinator include the following:

- providing advice to occupiers, and prospective occupiers, when drafting the Individual TP to ensure the objectives set by the TPF are met, and thus encourage the use of sustainable modes;
- marketing and promotion of events across the site to promote and encourage awareness of the TP initiatives;
- seeking regular feedback from site occupiers, the Steering Group and local authorities regarding performance of the TP;
- liaising with the Steering Group and local authorities in order to retain an awareness of local transport policies;
- ensuring that the authorities and service providers remain aware of the needs of the individual occupiers staff and consider if any refinement to the TP is required.
- Ensuring that the monitoring of the individual TPs takes place, including an assessment of individual occupiers where targets are being missed and why;
- Reviewing progress against targets;
- Marketing, publicity and awareness of the TPF;
- Maintaining senior management support
- Promotion and running of events;
- Central point of contact for travel related enquiries and complaints;
- Co-ordination of a central car share scheme open to all employees on the site;
- Developing further initiatives / reviewing existing initiatives;
- Providing staff postcode and other information as required by the Steering Group for research and monitoring purposes;
- Ensuring that the annual travel surveys are undertaken and report the results to the Steering Group

3.4.4   The Travel Plan Coordinator will take up the key role in ensuring the delivery of the individual TPs. The Travel Plan Coordinator should be the main driving force behind the production of the individual TP.

3.4.5   The Travel Plan Coordinator will assist in identifying a Travel Plan Representative within each of the individual organisations that are occupying buildings at the i54 Strategic Employment Area. These representatives will be responsible for marketing the TP within their own organisation, provide feedback to the Travel Plan Coordinator, ensure that any data collection is carried out and to provide support to the staff of the organisation as required.

3.4.6   The time that the TP representative will need to commit to the scheme will depend on the organisation and the measures that are implemented. Initially there will be greater pressure due to the requirements to set up the plan. Once this has been completed, the time pressure will decrease.

3.4.7   The TP representative role should hold a specific place within the company's organisation structure. The role is specific and needs to be supported by the senior management and therefore should report back to the highest levels of management within the company.

3.5   Senior Management Support

3.5.1   The success of individual TPs requires the support of the senior management from the individual occupiers, including full participation with the measures contained within their TP. The support of senior management is important in their organisation because they can

- Lead by example
- Secure necessary budgets
- Secure staff time for participation
- Take the necessary high-level decisions that will be required.

3.5.2   As the i54 site may be occupied by several individual organisations it is important that lines of communication are created between each of them, this is achieved through the Steering Group.

3.6   Focus Groups

3.6.1   Focus Groups are a vital part of the travel plan procedure. It ensures that members of staff of all the individual organisations can be involved in the process and can give their views and offer suggestions. There are two basic types of focus groups

- Consultation groups
- Mode groups

3.6.2   It is recommended that appropriate focus groups are set up as soon as the role of Travel Plan representative has been established within the individual occupier. The number and type of groups that are required is dependent upon the size and nature of the organisations. It is recommended that when these groups meet, it be within the normal working hours.

3.6.3   Consultation groups are set up specifically to gain the views of employees, this could be for specific or general reasons. They should be chaired by the Travel Plan representative and run as and when needed.

3.6.4   Mode groups are set up specifically to address specific modes of travel, as such the type of groups that need to be set up will depend on the measures implemented as part of the green travel plan. The type of groups that could be set up include:

- Bicycle user group
- Walking user group
- Car share focus group
- Public transport user group.

3.7   Outside Organisations

3.7.1   There may be times throughout the life of the TP, including its initial setting up, when advice or assistance is required from other organisations, this could include public transport operators, cycling organisations or representatives from the Local Authorities who have specific roles, for example the Officer responsible for Cycling. Regular dialogue could be timetabled to ensure that staff have access to any available discounts.

3.8 Local Planning Authorities

3.8.1 The Local Planning Authorities will approve the individual TPs pursuant to the outline planning permission. They will consult the Steering Group and take into account their views prior to issuing their decision. The Local Planning Authority will also be responsible for enforcing the provisions of the TPs, taking into account the views of the Steering Group.

3.9 Individual Occupier

3.10 To establish a TP, the individual occupier will need to undertake certain actions to support the objectives of the TPF and to reduce single occupancy vehicles trips, these will include:

- Nominate management responsibility to oversee the development of the TP prior to site occupation

- meet the Travel Plan Coordinator to promote and support the TP prior to site occupation

- appoint a travel plan representative

- Submit the TP to the Local Planning Authority for formal approval prior to occupation and include within the TP objectives, targets and indicators, and details of the on-going maintenance, monitoring and review of the TP.

- develop publicity for alternative modes of transport to single occupancy car use to and from the site for staff and visitors and make this information freely available

- the Travel Plan representative to review the user's company policies to ensure they are supportive of the aims of the Plan

- Steering Group will consider providing financial incentives to encourage the use of non-car modes of travel such as interest-free loans for purchase of cycles, cycle equipment and public transport season tickets

- a survey will be undertaken to establish the baseline modal split of journeys on and off the application site

- undertake annual monitoring of the travel characteristics of employees and visitors

- submit an annual report to the Travel Plan Coordinator outlining the results of the annual monitoring. The first report will be undertaken within 12 months of initial occupation and thereafter on an annual basis.

- Travel Plan representative to publicise and promote the TP to the company's staff

- the Travel Plan representative, subject to demand, will support the establishment of any focus groups including a general consultation group and, mode-specific focus groups

4   TRAVEL PLAN FRAMEWORK OBJECTIVES

4.1   Framework Objectives

4.1.1   The Travel Plan Framework is the overarching document that will guide the production of the individual TPs to achieve the overall objectives, as listed below;

- reduction in the car based trips generated by this development
- reduction of sole occupancy trips
- reduction in congestion and pollution through reduced car use;
- improve the modal split of trips made by walking
- improve the modal split of trips made by cycling
- improve the modal split of trips made by public transport

4.2   Framework Measures

4.2.1   The individual TP targets will need to be set by the future occupier to meet the overarching objectives set by the TPF. Measures that are to be included within the TPF are indicated below;

- Appointment of Travel Plan Coordinator by the Steering Group prior to first occupation of i54
- Establish a Steering Group prior to occupation of each development site
- The Steering Group will support the establishment of the focus Groups
- Group liaison with the Local Planning Authority will be through the Steering Group
- The Travel Plan Representative will undertake a staff travel survey within the first three months of occupation and analyse, interpret and disseminate the results
- The Steering Group to identify a package of transport measures in support of achieving the objectives of the TP which include both 'carrots' and 'sticks' when the travel survey results have been obtained
- The Steering Group, through the Travel Plan Coordinator, will market the objectives of the TPF and promote the measures contained within it regularly and systematically monitor the plan
- Ensure that each individual TP develops a Marketing Plan

4.2.2   The remaining measures that are to be included within the individual TP cannot be defined as yet as these will be based on the results of the Staff Travel Survey for each occupier and these will be guided by the TPF Objectives. These measures will be reviewed by the Steering Group and recommended to the appropriate Local Planning Authorities.

4.3   Modal Split

4.3.1   The individual travel plans, to be developed by the occupiers of the i54 site, will establish mode share targets. These targets should be based on challenging, but achievable non-car and single occupancy car mode share targets. The targets should be based upon current practice in the hinterland around, and the location of, the site. The target will take account of the local geography and existing transport provision.

4.3.2   It is the role of the Travel Plan Framework to establish the context of the identification of mode share targets. Accordingly the 2001 census has been interrogated to identify the mode of travel to work from residents in Wolverhampton. This data is presented in Table 4.1.

Table 4.1. 2001 Census Modal Share

Mode of Travel	Wolverhampton
Work at Home	7.5%
Train	1.7%
Underground, metro, light rail or tram	1.1%
Bus	12.8%
Motorbike	0.9%
Car/van driver	55.0%
Passenger	7.4%
Taxi	0.6%
Bicycle	2.7%
Walk	10.1%
Other	0.3%
Total Car Trips	63.9%
Total Non CarTrips	36.1%

4.3.3   The above data is on a very broad basis and the authority and includes a significant amount of urban area, such that walking and cycling are realistic options. Accordingly, the development of the mode share targets should take these objectives into consideration.

4.3.4   Staffordshire County Council has published guidance in "Transport Assessment and Travel Plans". This document provides specific guidance for development where the end users are unknown, such as the i54 site.

4.3.5   It states that for new developments with an unknown end user, targets will need to reflect the contextual aspects of the development and:

- The level of parking to be provided
- Typical travel generation for that land use
- The location of the development
- Public transport availability to the development

4.3.6   The guidance also states that if the targets for a travel plan prove to be inappropriate, there will be scope to set new targets following the first annual monitoring report.

4.3.7   This document also states that

> "All travel plans should seek to reduce the number of people travelling to the site by single occupancy car by 10% over a three year period."

4.3.8   Specific benchmarks/targets will be set for each occupier and included in the individual TP once the travel survey has been complete such that the success of the individual TP can be tracked. Based on the census information an indicative target for the i54 site will be a 60% modal share for single occupancy vehicles trips and 40% for the use of other modes. The indicative mode shift targets should be assessed against the targets established in the approved Local Transport Plan for either the West Midlands or Staffordshire, or any other relevant approved Transport Strategy for this area.

4.3.9   These mode share targets should be seen as an indicative bench mark for the development of mode share targets to be included in the individual TPs. The mode share targets should be tailored to each occupier and should be reviewed after the first monitoring exercise. The targets will be reviewed annually, as part of the monitoring process by the Steering Group.

4.3.10 The targets set within the individual TPs will need to be **SMART, S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**ime Bound and will need agreeing with the Local Planning Authority and the Highway Authority. These targets will be set against modal split bench marks, which will be monitored every year and if they are not achieved then further measures, as detailed in Chapters 6 and 7 may need to be pursued.

5   FUTURE TRAVEL PATTERNS

5.1   At present, there is no information on the individual end users of the i54 development. It is the intention to carry out a Staff Travel Survey of every unit once it is occupied to assist with the identification of the modal split to be included within the individual TP. Once the modal split has been determined, these will be used as the basis of determination of the specific targets that will be included within the individual TP, as indicated in paragraph 4.3. This will be followed with a Staff Travel Survey to be carried out on an annual basis.

5.2   The results of the initial Staff Travel Survey will be reviewed such that the targets and modal data will be reviewed and updated to inform the overall objectives of the individual TP.

5.3   It is essential to carry out a survey to establish travel patterns to identify how staff travel to work, where staff are traveling from, who would be willing to change their travel behavior and what measures would be most popular amongst staff.

5.4   The travel survey will help to raise awareness of the TP, gain ideas and suggestions from employees and the key item is that it will highlight those members of staff that are willing to change their travel patterns.

5.5   At the reserved matters planning application stage for each development, it will be difficult to indicate the range and scope of the employee questionnaire, but it is important to ensure that there is a requirement for all future occupiers to carry out this type of survey.

5.6   The questionnaire will be distributed to everyone within the organisations on site and will be written such that employees can complete it by themselves with no need for interviews.

5.7   The approved TP will set out the form and content of The Staff Travel Survey. The purpose of the Staff Travel Survey is to establish not only the existing travel patterns, but which staff would be willing to change those patterns and what modes they would consider, therefore the questionnaire should address the following issues;

- How do people get to work
- Where do people start their journeys
- Why they chose the mode they use
- What would make them want to change their mode

5.8   The results of the Staff Travel Survey could be combined with, if appropriate, the following information

- Car park management – a review of usage
- The number and use of pool cars, lease cars and car loans
- Number and use of rail cards
- Mileage/expenses claimed for car travel, bus, rails and cycle
- The number of staff classed as essential and casual car users
- Cycle and walking routes to the employment base
- Bus routes ad services to the employment base
- Current facilities for walkers, cyclists and public transport users
- Number of staff contracts that dicate a car is required for work purposes.

5.9   Once the all results have been received, they have to be interpreted and fed into monitoring and review of the TP with the aim of reducing the single occupancy vehicle trip. The results should also be disseminated into the organisation

6   TRAVEL PLAN SOFT MEASURES

6.1   General Information

6.1.1   The i54 site could consist of several individual occupiers with their own work culture, travel characteristics and requirements. The key to a successful TP is identifying the correct measures that will suit the employees of the individual occupiers. It is unlikely that all employees will be attracted to a single measure, hence a combination of measures is the most appropriate approach to take.

6.1.2   The key objective of the TPF is to reduce the number of cars accessing the development, taking account of the range of uses and travel requirements of the individual developments. Therefore, the approach adopted has been to develop a TPF, which has a number of core elements, such that individual occupiers can select appropriate additional measures to produce their own individual TPs. These will be consistent with their own company cultures, their operating requirements, and the needs of their employees, such that the objectives of the TPF are met.

6.1.3   When identifying measures it is important to consider the "carrots" first before the "sticks". Also it is important to consider the long term effects, but think about quick fix solutions that can give an early "win".

6.1.4   Once the initial Staff Travel Survey has been carried out and the travel patterns have been identified, then the most appropriate soft measures will be included within the TP. Although there will be a need to ensure that from the outset there are appropriate alternatives to the single occupancy car use.

6.1.5   In the sections below there are details of the mode specific measures that will be included within the individual TP. It is envisaged that a combination of these measures will be included, but the final package of measures for each TP can only be defined once the occupiers within the i54 site are known and these will be reviewed by the Steering Group. The list provided is not exhaustive and additional measures may be considered if appropriate to the individual occupier.

6.2   Public Transport

6.2.1   As part of the Section 106 Agreement, there is provision to support the improvement of public transport services to ensure that the i54 site is appropriately served from its first occupation. Advantage West Midlands contribute **£1,800,000, payable to Wolverhampton City Council, to support public transport**. These funds are to be used to provide the optimum bus routes that will achieve the maximum modal shift. The level of service to be provided is to be linked to the site occupation levels and will be agreed in conjunction with the Steering Group, Local Planning Authorities and the Highway Authorities.

6.2.2   The section 106 agreement includes a financial contribution towards the cost of supporting the public transport enhancements and as the patronage levels on the improved services increase, the excess funds are to be used to further support any TP measures. It is the intention that these funds will be available from the onset of occupation and will be managed by the Steering Group that will include representation from the relevant Highway Authorities.

6.2.3   There are several additional measures that could be introduced that will support the modal shift towards public transport, these include

- Provide maps and timetable information for public transport
- Discounted bus tickets
- Alter timings to coincide with work patterns
- Provide work buses
- "Bus Buddy" scheme
- Establish Public Transport User Group

6.3   Walking and Cycling

6.3.1   There are several measures that could be introduced that would support the modal shift towards walking and cycling, these include

- Show safe walking/cycling routes to work, walking distances and time for journey
- Provision of walking clothes, with company logo
- Personal alarms
- Establish Bicycle User Groups

- Pool bikes

- Interest free cycle loans

- Repair/maintenance service

- Adult Cycle training

6.4   Other Measures

6.4.1   There are several measures that could be introduced that would support the modal shift away from the single occupancy trip to work, including

- Site wide car share club to cover all employees on the i54 site
- Priority parking for car sharers
- Priority parking for those who travel greater distances and modal choice is restricted
- Car parking management
- Produce personalised journey planners
- Taxi share
- Company taxi account with low rates
- Reduce company cars

6.4.2   Through the WCC Workplace Travel Plan Coordinator, occupiers on site can join the Wolverhampton Company TravelWise., which aims to assist companies and organisations to improve the travel choices of their staff and in particular provide alternatives to single occupancy car trips to work.

6.4.3   TravelWise is free to join and enables benefits to employees on site. TravelWise provides professional advice and support for the following items, including

- Assistance with employee travel survey analysis and post code mapping,

- All public transport information and time tables,

- Information on 'telecommuting', alternative fuelled vehicles and other related initiatives, and

- Potential to influence improvements of public transport services to workplaces.

- Reduced priced travel passes (up to 50% discount for one year to staff who permanently give up their dedicated car parking space),

- Discounts on bicycles, motor scooters and bicycle stands,

- Potential access to loans for bicycles and motor scooters, and

- Access to adult cycle training.

6.4.4   It has been agreed with the Local Planning Authorities that the provision for car parking would be assessed at the time each reserved matters planning application is submitted for individual sites, and this assessment will take into account the land use and nature of the business proposed. It may be that future developments should be provided with less car parking as a measure to increase modal shift if the annual targets are not achieved.

6.4.5   Any, or all, of these measures may suit the individual organisation. The package of measures that are to be included within the individual TP would be agreed once the results of the travel survey of employees on an individual site are known. The package of measures included within the TP will be reviewed annually, based on the results of the annual monitoring process. **Funding of £300,000 have been allocated for measures** and held by Wolverhampton City Council.

7   TRAVEL PLAN HARD MEASURES

7.1   The provision of "soft" measures only is not sufficient to provide a viable alternative to the single occupancy motor vehicle trip. There must be traffic management measures to encourage travel by more sustainable modes of travel.

7.2   The "hard" measures that will be included as part of the development of the site will include:

- A safe well lit footway link between the canal towpath and the i54 site for both cyclists and pedestrians *(Completed)*

- Footway connection between Ball Lane and the canal tow path for both cyclists and pedestrians *(Completed)*

- Enhancements to the canal towpath, aided by a £400,000 contribution from Advantage West Midlands *(Completed)*

- A new fooway/cycle path between the site and Junction 2 of the M54 , along the edge of the southern slip road *(Completed)*

- Provision of safe pedestrian/cycle crossing points both within the development and across roads in proximity to the site such as Wobaston Road

- Provision of well constructed well maintained and well lit cycle/pedestrian routes through the development

- All units to include changing/showering facilities

- Safe covered cycle parking at convenient locations

- clear sign postings

- motorcycle parking facilities

- Well lit Bus shelters along bus route within the site

- Safe, sufficiently wide bus route through the site with identifiable bus stops

8   ENFORCEMENT

8.1   The individual TPs will be approved for the individual plots by the relevant Local Planning Authorities with advice from the relevant Highway Authorities and will subsequently be enforced by them. The individual TPs will include full details of appropriate sanctions or remedies to address possible non-achievement of agreed outcomes.

8.2   If the targets of the individual TPs are not achieved, then additional measures may be required, subject to the recommendation of the Steering Group and the approval of the Local Planning Authorities. Some of the additional measures that would be considered are outlined below, starting with the least severe to the most severe;

- Travel Plan Coordinator and the Steering Group to review travel survey data in some detail with the organisation in question and develop a menu of further suitable measures for that organisations TP, from which the organisation must choose two or three for its revised plan. Organisations that do not meet its target would be required to submit an updated TP containing further measures.

- On street parking restrictions in the immediate vicinity of the development site

- Provision or funding for a works bus or shuttle bus to meet the needs of the employees

9   RAISE AWARENESS AND PLAN MARKETING

9.1   To ensure the success of the individual TP, effective marketing is important. This needs to start early in the process and ensure that employees feel as if they are having their say and therefore are assisting in the development of it. Within each TP, a marketing plan will be established and agreed such that all employees are aware of Objectives, Targets ands the measures that are to be utilised.

9.2   This process starts with the initial survey and can be carried on through the focus groups. There is a strategy that can be followed to assist with this, as indicated below;

- **Introduce the idea of the TP to staff -** this can be carried out through consultation groups, producing leaflets/posters to be distributed to staff and placed on company notice boards. As part of any interview process, information will be provided to all new employees so they can consider their travel options.

- **The staff travel pattern survey –** this will allow staff the opportunity to comment on the plan and give any suggestions they have.

- **Disseminating the result –** let the staff know the results of the TP survey

- **Naming the plan –** allowing the staff the opportunity to make their mark on the plan

- **Launch of the TP –** high profile launch, ensure all staff are aware of it

- **Progress –** keep staff informed of the progress of the plan, including any new measures to be included within the plan

- **Monitoring –** the TP will need to be reviewed and monitored annually with the results fed back into the Steering Group. The first review will take place one year after the first TP has been submitted and approved. The results will be feed through to all the organisations on the i54 site through email drops, posters, leaflets and any focus groups that have been set up. Regular monitoring will need to be carried out on a timescale agreed with by the Steering Group.

10   MONITORING PROCESS

10.1   TPs are fluid documents and will need annual monitoring by the Steering Group. This is could be achieved through either a snap shot sample survey in accordance with the approved TP provisions or a repeat of the more detailed survey similar to the original staff survey. A snap survey is a quicker and simpler form than the original travel pattern survey.

10.2   The questions for a snap shot survey are quite simple and could take the form of what mode of travel did staff use today. These results would be fed back in to the annual review of the TP to identify those areas where further action to support modal shift is required.

10.3   This survey could record the number of cycles in the cycle park, the number of members in the car share database, the number of people who have taken out an interest free loan to buy a bike or the number of employees who have a subsidised bus pass.

10.4   This will give an indication of the modal split and highlight what changes, if any, are required to the TP. The Travel Plan Coordinator will need to review the survey results against the objective of the TP and report the findings of the review to the Steering Group and the council for approval.

10.5   The Department of Transport (DfT) publication "Guidance on the Assessment of Travel Plans" suggest that TPs should be evaluated against a number of factors and will be included as part of TP monitoring. These factors include

- Awareness level - the percentage of the intended audience who know about the TP and what aspects are best known

- Usage level – whether people use the TP services and to what extent

- Acceptance level – whether people follow the TP suggestions and if so with which services they are most satisfied with

- Individual behavior level – the effect on individual travel patterns

- System impact level – what is the impact on the overall transport system

10.6 The individual occupier will be responsible for ensuring the annual monitoring takes place and the production of the monitoring report which can be reviewed by the Steering Group. The monitoring report should be structured in the following way:

1. Introduction and Background - detail the site the report relates to i.e. name of employer/s, date site occupied, number of staff employed on site, working hours, number of parking spaces.
2. Results of surveys – detail the results of the surveys that have been undertaken against indicators defined in the TP and should including current travel situation and target levels. Raw data should be provided in an Appendix.
3. Description of work undertaken over the past 12 months with evidence and examples.
4. Problems and issues encountered, including the details of any problems encountered in implementing the TP and issues that have not yet been to resolved or are planned to tackle.
5. Specific measures from TP – detail how the measures in the TP have been implemented in terms of infrastructure, policy and promotion for each specific travel mode and strategy (walking, cycling, public transport, car sharing, general measures, working practices). This should include evidence of how each measure has been implemented.
6. Summary – detail whether the plan is on track to meet targets and if not why not.
7. Plan for next 12 months. This should include specific outcomes or desired results and any additions to the TP that are to be included.

10.7 The Travel Plan Coordinator, together with the Steering Group and the Local Planning Authorities, will examine the rate at which the travel habits are changing and will consider means by which the rate of change can be maintained or increased.

10.8 The timescale for site occupation has not been determined and the future occupiers are unknown. Therefore a definitive Monitoring Strategy that includes timescales can not be developed at this early stage but it is envisaged that the procedure for monitoring of travel patterns will occur annually and be set out in the approved TP for each individual development.