Transport for London

Guidance for workplace travel planning for development

MAYOR OF LONDON

Transport for London

Contents

Status and application

The 'Guidance for workplace travel planning for development' aids the preparation of travel plans associated with new developments in London and supports the achievement of transport objectives in the 'London Plan' and the 'Mayor's Transport Strategy'. The Department for Transport (DfT)/Department for Communities and Local Government publication entitled 'Guidance on Transport Assessments' (March 2007) encourages planning applicants in the Capital and borough officers to refer to London-specific guidance on development-related travel plans when preparing and securing travel plans.

Adherence to this guidance will be a material planning consideration as it is Transport for London's (TfL's) recommended standard referred to in the draft alteration to the 'London Plan'. So TfL recommends that all borough planning authorities follow this guidance. It is acknowledged that individual boroughs may already have their own local policy for securing travel plans and so they will need to determine how to use this guidance within their own circumstances.

The guidance offers the most appropriate advice in preparing and implementing development-related travel plans in the planning process in London covering workplace and leisure. Separate guidance is being issued for residential travel plans.

The guidance is applicable to all areas of London and various locations with differing levels of accessibility.

The guidance does not apply outside London. Separate advice exists for England in the form of the DfT/Office of the Deputy Prime Minister (ODPM) publication 'Using the planning process to secure travel plans: Best Practice guidance for local authorities, developers and occupiers'. This publication is currently being updated.

Application of this guidance across London will deliver consistently high-quality travel plans. The clear identification of a recognisable standard and format for travel plans will benefit organisations and streamline the planning and implementation process for developers and planning authorities.

Summary

What is this guidance for?

This document has been developed to assist the preparation of travel plans associated with the development control process in London. It has been issued to accompany and complement the policies in the 'London Plan' to ensure that all future workplace developments are sustainable and accessible.

The guidance moves away from previous outcome-focused guidance to that which looks to establish a common methodology to achieve improved consistency and certainty to all parties involved in the travel plan process.

This guidance aims to assist the planning process by providing clarity and a standardised approach. More specifically, the guidance:

- Identifies when and where a travel plan is required

- Distinguishes the difference between transport assessments (TAs), travel plans and their inter-relationships with the development site

- Explains the travel plan process – from preparing the planning application to implementation

- Provides a London-wide standardised, independent monitoring methodology, and provides draft standard legal approaches to assist legal negotiations

Why the guidance is needed

Travel plans can assist in achieving the objectives of the 'London Plan' in developing London's economy sustainably, benefiting the community and negating impacts on the transport system and the environment, making London a place where we can all live, work and do business long into the future.

Travel plans can assist new workplaces in reducing the impact they have on the transport system. By managing the daily work-related trips, placing emphasis on more sustainable methods, smarter working and improved information, the number of trips can be reduced and more efficiently scheduled.

Vehicle journeys will be the primary concern. However, emphasis should be placed on reducing congestion on the public transport network, particularly in areas suffering from peak congestion.

Who is the guidance for?

The guidance should be used by developers and their agents in creating a workplace travel plan for a new development that will be considered by the local planning authority and the Mayor of London. The guidance should

also be used by planning officers at local and regional levels to assess the quality and effectiveness of workplace travel plans submitted with a planning application.

When should a workplace travel plan be submitted?

This guidance contains details on the scale of development and when a travel plan will be required. As there will be differences between individual use classes and the trip generation that each use class generates, the thresholds will vary. Some developments will have a mix of uses. The thresholds for when a travel plan is required will be at the discretion of the local planning authority and the Mayor of London. These thresholds can be found in Section 2, Table 2.1.

The Travel Plan Protocol

TfL has established a Travel Plan Protocol for London, based on three key elements:

1. The guidance for workplace travel planning for development

2. The TRAVL trip forecasting database that stores monitoring information

3. The iTRACE project and data management tool for travel plan sites across London

Adoption of the Travel Plan Protocol will allow the delivery of high-quality travel plans in London that are straightforward to prepare, implement, monitor and evaluate. Indeed, the data gathered via monitoring will allow the future development of detailed aspects of the travel plan process, such as target-setting.

The new TfL assessment tool ATTrBuTE complements this guidance, allowing any travel plan to be assessed against the processes set out. It will aid the author and borough officer to determine whether they have considered all aspects of the plan and its future delivery and enforcement. It is intended that ATTrBuTE is used for all travel plan submissions in London, replacing use of the travel plan evaluation tool. ATTrBuTE offers a robust and straightforward approach to assessment that is directly linked to London travel plan guidance.

Full details of these protocols and tools are contained in the guidance and appendices.

This guidance does not seek to repeat existing best practice, but to reflect this and make reference where appropriate. It provides advice for preparing development-related travel plans in London offering a standardised approach, yet allowing flexibility for the tailoring of content on a site/organisation-specific basis.

1. Introduction

Section 1   Provides an introduction to travel plans and the development framework for London

Section 2   Outlines when a travel plan is required in London

Section 3   Provides advice on preparing a travel plan

Section 4   Offers guidance on the legal mechanisms for securing travel plans

Section 5   Implementation

1.1 Background

1.1.1   This guidance has been derived from good practice experience to aid the preparation of workplace travel plans associated with the London development control process. It is issued by TfL to accompany and complement the policies in the 'London Plan'[1].

1.1.2   Further specific information on residential travel planning may also be found in separate guidance published by TfL. Details can be found in Appendix 1.

1.1.3   Travel plans have become an essential tool for the delivery of national, regional and local transport policy, and are increasingly important within the planning process where they can be critical to the acceptability of a development proposal. They can assist in increasing accessibility while reducing congestion and local air pollution. A well developed travel plan can reduce adverse traffic impacts of a development and the Government recognises their importance in achieving improvements in transport conditions at the local level.

1.1.4   A travel plan can bring a number of benefits to organisations and their staff. Organisations can benefit from reduced parking demand, better access and less congestion at their sites as well as cost savings and a healthier workforce. Travel plans enhance the environmental credentials of organisations and assist in tackling climate change. They can assist in improving an organisation's standing in the local community. Staff can enjoy improved health, reduced travel time and cost savings as well as greater travel choice and improved accessibility.

1.1.5   'Planning Policy Guidance Note 13 (PPG 13) on Transport' issued by the Government in 2001 established the policy background for this subject area, stating that travel plans should be submitted with all planning applications for developments likely to have significant transport implications. This was followed in 2002 by the joint DfT and ODPM best practice guidance document 'Using the Planning Process to Secure Travel Plans'. This guidance is currently being updated.

[1] The 'London Plan – Mayor of London' February 2008

1.1.6   The objective of the 'Guidance for workplace travel planning for development' is to establish a process to achieve consistency in the way high-quality travel plans, associated with development proposals, are prepared, secured and implemented across Greater London. The DfT is producing guidance to cover the whole of the UK and will complement this document. In addition, both the DfT and TfL, along with other agencies and organisations, are working towards producing a National Standard for travel plans.

1.2 What is a travel plan?

1.2.1   A travel plan is a long-term management strategy for an organisation or site that seeks to deliver sustainable transport objectives through action and is articulated in a document that is regularly reviewed. A travel plan involves identifying an appropriate package of measures aimed at promoting sustainable travel, with an emphasis on reducing reliance on single occupancy car journeys. Other benefits could include:

- Improving site access and travel choice

- Meeting an organisation's environmental standards

- Increasing business efficiency and equality

- Reducing congestion and demand for parking spaces

- Ensuring adequate provision for people with disabilities

- Providing choice and quality access to key services (such as hospitals, education and shops)

- Delivering local environmental improvements from reduced congestion, pollution and noise

- Providing opportunities for active, healthy travel

1.2.2   A travel plan typically focuses on journeys to a site made by staff and visitors of all types, but often also includes business travel, fleet activities and the delivery of goods, supplies and services.

1.2.3   A travel plan should establish a structured strategy with clear objectives and targets, supported by suitable policies and quality measures for implementation. It is a continuous process for improvement, requiring monitoring, review and revision to ensure it remains relevant to the organisation and those using the site. These aspirations and actions should be documented in a travel plan. The structure and content of such a document will depend on a range of factors, including the location of the site to which it relates, the nature of the development and the occupier and end users. Further guidance on the nature and content of the travel plan is provided in Section 3.

1.2.4　A significant body of research now exists for travel planning in the UK; the evidence suggesting an average travel plan can achieve a reduction in car driver trips of between 15 and 20 per cent. The research, most recently reported by the DfT publication 'Smarter Choices – Changing the way we travel' (2004), increasingly provides a greater understanding of the combinations of measures that are successful in achieving reductions in car trips and encouraging sustainable travel.

1.2.5　By influencing travel behaviour and contributing to a reduction in trips made by car, travel plans can help to reduce emissions and noise to the benefit of Londoners and people who work in or visit London.

1.2.6　Further evidence suggests that people who are physically active in their daily lives are more productive and take less sick leave. The Department for Health publication 'Choosing Health: Making healthy choices easier' (2004) recognised the health benefits of walking or cycling. Active travel as part of a travel plan enables people to enjoy these health benefits as part of their daily routine.

1.2.7　What is clear is that a travel plan is part of a process capable of achieving a great deal. It is the intention of this guidance to assist in the implementation of good quality, effective travel plans for developments in London.

1.3　Policy context for travel plans

1.3.1　The Government has established the need to reduce car dependency and increase travel choices through key guidance in the Transport White Paper, Road Traffic Reduction Act 1997 and the PPG 13 (Transport). Of these, PPG 13 provides the strongest imperative for travel plans and how they will be secured through conditions and planning obligations. It recommends travel plans for places of work, education, shopping, leisure and health facilities. The most relevant extracts are given in Box 1.1, with further detail is provided in Appendix 2.

Box 1.1: Extracts from Planning Policy Guidance 13 Paragraph 89:

'The Government considers that travel plans should be submitted alongside planning applications which are likely to have significant transport implications…However, unacceptable development should never be permitted because of the existence of a travel plan.'

Paragraph 91.　'…Conditions attached to a planning permission will be enforceable against any developer who implements that permission and any subsequent occupiers of the property. Planning obligations will be enforceable against the person who entered into the obligation and any person deriving title from that person.'

1.3.2   Both the 'London Plan'[2] and the 'Mayor's Transport Strategy'[3] develop the national policy approach in putting emphasis on achieving a sustainable city.

1.3.3   Policy 3C.1 Integrating transport and development states that:

'The Mayor will work with TfL, the government, boroughs and other partners to ensure the integration of transport and development by:

• encouraging patterns and forms of development that reduce the need to travel, especially by car

• seeking to improve public transport, walking and cycling capacity and accessibility where it is needed, for areas of greatest demand and areas designated for development and regeneration, including the Thames Gateway, Central Activities Zone, Opportunity Areas, Areas for Intensification and town centres and other parts of suburban London in which improved access is needed

• in general, supporting high trip generating development only at locations with both high levels of public transport accessibility and capacity, sufficient to meet the transport requirements of the development. Parking provision should reflect levels of public transport accessibility (see Annex 4 on Parking Standards)

• encouraging integration of the major transport infrastructure plans with improvements to the public realm, particularly in key areas around major rail and Underground stations and interchanges, using land assembly powers where necessary.'

1.3.4   Policy 3C.17 of the 'London Plan' sets targets for limiting traffic growth, including a projected reduction in traffic of 15 per cent in central London over 10 years from 2001. For Inner London and Outer London town centres the requirement is for zero growth and in the rest of Outer London there should be a reduction in the rate of traffic growth from 7.5 to 5 per cent.

1.3.5   Policy 3C.2 of the London Plan states that:

'Developments with significant transport implications should include a Transport Assessment and Travel Plan as part of planning applications. Developers and planning authorities should refer to TfL's guidance on Transport Assessments. All developments that exceed thresholds defined in TfL guidance on Workplace Travel Plans and Residential Travel Plans should have a Travel Plan.'

[2] The 'London Plan – Mayor of London' February 2008.
[3] The 'Mayor's Transport Strategy', 2004.

2. Travel plans in London

2.1 Introduction

2.1.1   The policy framework outlined in Section 1.3 provides London planning authorities with the scope for securing travel plans as part of the development control process. Individual boroughs may already have their own local policy for securing travel plans and so they will need to determine how to use this guidance within their own circumstances.

2.1.2   This guidance has been developed to provide a standardised approach for all stakeholders involved with travel plans and development control within Greater London. The approach is applicable across London for sites in different locations and with differing levels of accessibility. TfL recommends adherence to this approach to ensure consistency and an appropriate standard which will bring benefits to all parties in the planning process.

2.2 Transport assessments and travel plans

2.2.1   Within the planning process, a clear relationship has developed between the travel plan and the transport assessment. It is increasingly common to prepare a TA and travel plan for submission with a planning application for new development. This section considers the complementary roles of each document.

2.2.2   The TA provides detailed information on a range of transport conditions relating to a proposed development and its immediate vicinity. The TA considers travel-related issues such as safety, trip generation, access junction design and new infrastructure required (eg new bus services or cycle lanes) before, during and following construction of the proposed development. Adverse traffic and accessibility issues can be addressed and, if appropriate, suitable measures identified. The TA should demonstrate how the development proposals are likely to contribute to the transportation environment in the vicinity of the development. TfL guidance on transport assessments is available to assist those submitting planning applications for major developments; further information is provided in Appendix 1, together with how to obtain a copy.

2.2.3   The travel plan is a tool to address the mitigation measures of the TA, and maximise the opportunities for achieving sustainable transport behaviour. It provides a means of managing travel behaviour of the users and occupiers of a development, focusing on an action plan for the delivery of long-term sustainable transport objectives.

2.2.4   A travel plan should not be seen by some applicants and developers as an additional cost to the proposed development. It should be noted that the travel plan may attract direct and indirect savings such as removing the need for extensive highway infrastructure improvements or reducing land taken by large car parking areas. Furthermore, improved access and reduced congestion can have positive benefits for both the long and short-term attractiveness of a development.

2.2.5   Given the clear inter-relationship between the TA and travel plan and the potential they can achieve, it is imperative that they should be written in parallel and to the highest standard.

2.3 Understanding how travel plans relate to your development

When is a travel plan required?

2.3.1   There are two types of travel plan requirement that may be applicable to developments. These are:

- Standard travel plan

- Enterprise Scale travel plan

2.3.2   The requirement for the travel plan submission, promotional activities, supporting infrastructural measures and monitoring will vary between developments falling under each of these categories.

2.3.3   For smaller developments there may be no specific travel plan requirement although appropriately scaled supporting infrastructural measures, to enable and encourage sustainable travel, may still be applicable.

2.3.4   Indicative thresholds to assist in the consistent determination of when each requirement can be suitably applied to a development are given in Table 2.1. An overview of the requirements under each category is given below.

Standard travel plans

2.3.5   Standard travel plans are required for planning applications that reach or exceed the relevant indicative thresholds set out in Table 2.1, these are identified from PPG 13 (Transport) (DfT, ODPM, 2001). Details of what is required in the preparation of a travel plan are given in Sections 2.7 and 3.

2.3.6　There may be occasions when borough officers request a travel plan for developments below the relevant threshold, should they for example consider that the proposed development (whether due to its size, nature, the proposed occupier, mix of proposed uses or for some other reason) has the potential for significant traffic impact which requires mitigation or accessibility issues to be addressed. This may be the case for mixed-use developments where each individual land use may not reach these thresholds, but in combination may have a greater impact. Similarly, a phased development which is destined to be at or above these thresholds will also require a travel plan, which must form part of the planning application.

2.3.7　For developments proposing extensions to existing sites that are either at or above the relevant threshold, or if the development will cause the combined existing and proposed land uses to go beyond the threshold, a travel plan will be required. In such cases, the travel plan should relate to the whole site.

2.3.8　Boroughs should also give consideration to establishing Transport Management Associations (TMAs) in areas where a collaborative approach to travel planning may be beneficial. This may be within a Development Zone, Business Improvement District or another geographically identified area. Further details are available in Appendix 3.

2.3.9　A series of summary sheets have been prepared to offer guidance on travel planning for a range of land uses. These are included in Appendix 4. The summary sheets provide guidance on the relevant travel plan elements as they relate to a particular land use and should be read with Section 3 which provides more detail on developing the travel plan.

Enterprise scale travel plans

2.3.10　Development proposals that fall below the full travel plan threshold identified in Table 2.1, but are anticipated to employ 20 or more staff, will be required to produce a simpler travel plan in support of the policies detailed in the 'London Plan' and the 'Mayor's Transport Strategy'. This travel plan will be submitted and approved by the local planning authority as part of the planning process. It is anticipated that a condition will normally always be imposed on the planning permission that secures this (see Appendix 9) and this will ensure that the travel plan adheres to all guidance concerning measures, monitoring and targets, albeit to a smaller scale to those having a standard travel plan.

2.3.11　In addition, the travel plan will need to operate for a period of at least five years from the first occupation of the development. For multi-phased development where a significant proportion of the development will not be occupied until a later date, a longer period

may be appropriate. One means by which the travel plan requirements can be met for enterprise scale developments is by the developer (for himself and subsequent occupiers) to join the Enterprise scheme. This will provide significant support at all stages of the travel plan process, from formulation through to implementation and monitoring.

Enterprise scheme

2.3.12   For sites that do not warrant a full travel plan, but with more than 20 staff/occupiers, the Enterprise package will be available to provide organisations with appropriately scaled support, advice and resources to help develop and implement a travel plan. In the case of development related travel plans, it is expected that an annual fee will be paid by organisations signing up to Enterprise. For the full details on the thresholds where Enterprise may be applied see table 2.1.

2.3.13   Enterprise is aimed at encouraging active involvement of workplaces in promoting travel choices. The scheme enables economies of scale in information provision and dissemination, through the provision of collective resources and by enabling the organisation to draw on support from the other parties involved in Enterprise, including borough travel awareness officers. The scheme will help organisations to be aware of and make use of available financial or non-financial travel plan support and will also provide for packages of measures to assist travel by particular sustainable modes. Further information is included in Appendix 5.

2.3.14   Developments that could be covered by the Enterprise package should indicate in their travel plan their commitment to the scheme. By stating their intention to subscribe to Enterprise, the developer will agree to the scheme's fees, timescales and programme methods. Developments which will contain more than 250 employees will not be eligible to join Enterprise. The developer should contact the Enterprise scheme facilitators for more details.

2.3.15   Should a development subscribe to the Enterprise scheme, the landowner should ensure that each company who occupies the development also joins the Enterprise scheme. This obligation must be included in the travel plan submitted and approved pursuant to the planning permission.

When no travel plan is required

2.3.16   Where a development falls below the thresholds for either a standard travel plan or enterprise scale travel plan, there will be no specific requirement for commitment to encouraging sustainable travel or providing sustainable travel information. Nevertheless, the borough is likely to require the development to be accompanied by suitable small-scale physical measures to support and facilitate sustainable

Table 2:1 Travel plan thresholds

	No requirement*	Enterprise scale travel plan**	Standard travel plan***
Shopping centre	<20 staff <2500m²	>=20 staff <2500m²	>=2500m²
A1 Food/non food retail	<20 staff <1000m²	>=20 staff <1000m²	>=1000m²
Garden centres	<20 staff <2500m²	>=20 staff <2500m²	>= 2500m²
A3/A4/A5 Food and drink	<20 staff <750m²	>=20 staff <750m²	>= 750m²
B1 including offices	<20 staff <2500m²	>=20 staff <2500m²	>= 2500m²
B2 Industrial	<20 staff <2500m²	>=20 staff <2500m²	>= 2500m²
B8 Warehousing and distribution	<20 staff <=2500m²	>=20 staff <2500m²	>= 2500m²
C1 Hotels	<20 staff <50 beds	>=20 staff <50 beds	>= 50 beds
D1 Hospitals/ medical centres	<20sStaff <50 staff	>=20 staff <50 staff	>=50 staff
D1 Schools	All developments to have a school travel plan	All developments to have a school travel plan	All developments to have a school travel plan
D1 Higher and further education	<20 staff <2500m²	>=20 staff <2500m²	>=2500m²
D1 Museum	<20 staff <100,000 visitors annually	>=20 staff <100,000 visitors annually	>=100,000 visitors annually
D1 Places of public worship	<20 staff <200 members/ regular attendees	>=20 staff <200 members/ regular attendees	>=200 members/ regular attendees
D2 Assembly and leisure (other than stadia)	<20 staff <1000m²	>=20 staff <1000m²	>=1000m²
D2 Stadia	<20 staff <1500 seats	>=20 staff <1500 seats	>=1500 seats

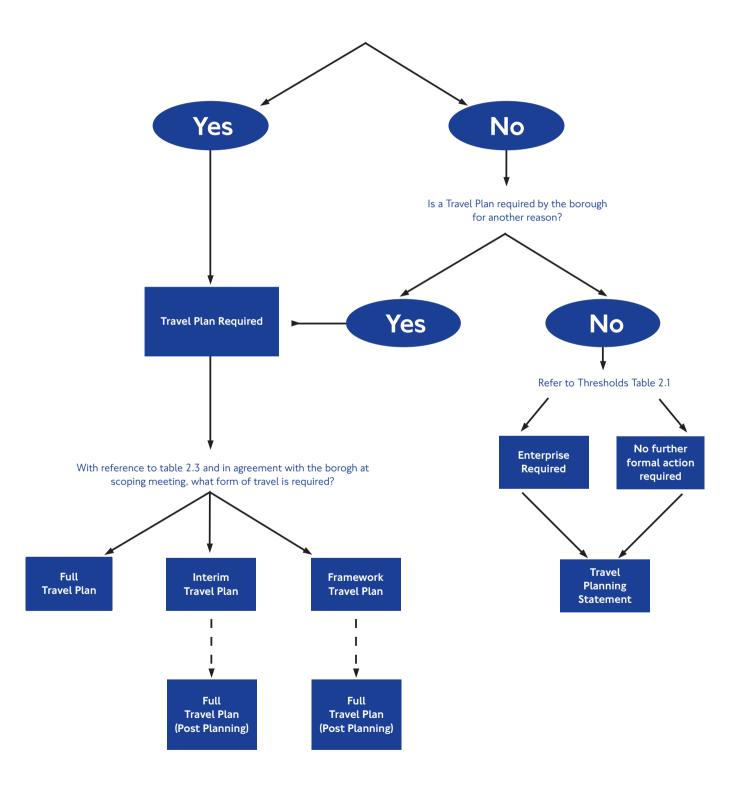Note: < = less than, > = more than.

* Where no active encouragement of sustainable travel or promotion of travel options is required, the proposal should still be supported by suitable physical measures to support and facilitate sustainable travel (eg cycle parking, showers), as appropriate to the site and as judged by the borough officer. For mixed-use developments, the combined staff or floor space total or the inclusion of residential development may trigger a requirement for a travel plan, as discussed in the supporting paragraphs to this table.

** Development proposals which fall within the enterprise scale travel plan category will not be required to produce a travel plan of the same complexity as those exceeding the Standard travel plan threshold. Nevertheless, the organisation will be required to produce a travel plan and will be encouraged to produce and implement travel plan packages, with support from Enterprise. This travel plan would not be subject to independent monitoring in the same manner as a standard travel plan.

*** Development proposals exceeding the standard travel plan threshold will be expected to produce and implement a robust and rigorous travel plan, regardless of the precise form of submission (see below). In contrast to the enterprise scale travel plan, the travel plan would be subject to independent third party monitoring.

Figure 2:1 Determining the level and form of travel planning submission required in support of planning applications

Does development, or any individual element of the development exceed the travel plan thresholds in Table 2.1?

Yes

No

Is a Travel Plan required by the borough for another reason?

Travel Plan Required

Yes

No

Refer to Thresholds Table 2.1

With reference to table 2.3 and in agreement with the borogh at scoping meeting, what form of travel is required?

Enterprise Required

No further formal action required

Full Travel Plan

Interim Travel Plan

Framework Travel Plan

Travel Planning Statement

Full Travel Plan (Post Planning)

Full Travel Plan (Post Planning)

travel (eg cycle parking), where appropriate to the development. Boroughs may provide guidelines of typical requirements, through their Local Development Plan or Local Development Framework (LDF) or Supplementary Planning Documents.

2.3.17   Figure 2.1 illustrates the process of identifying when the different types of travel plan are required and the potential forms of travel plan submission that would be appropriate in each instance.

2.4 Travel plan preparation process

2.4.1   This section details the process of preparing and implementing the travel plan through the planning application process.

2.4.2   Table 2.2 identifies the tasks involved for the applicant in the travel planning process before and after the determination of the planning application.

Stage A. Scoping

2.4.3   Anticipating the need for a travel plan and early preparation in advance of submitting a planning application for a development can assist the smooth processing of that application and avoid wasted time and effort. The thresholds identified in Table 2.1 give an indication of the need for a standard travel plan or commitment to developing an enterprise scale travel plan.

2.4.4   The thresholds are intended as guidelines and are therefore flexible. Travel plan requirements may differ slightly depending on the scale, land use and end user of the development. Early consultation with boroughs (and where applicable, TfL) is recommended to discuss the specific access and transport requirements. See Appendix 6 for details of referred planning applications. A useful checklist for discussions is given in Table 1 of 'Using the planning process to secure travel plans – best practice guide' published by the DfT (this document is under revision at the time of printing, due for publication in 2008 – please see Appendix 1 for further details).

2.4.5   The applicant should prepare a document that sets out the travel plan strategy and the agreed scope of the travel plan submission.

Table 2:2 Travel plan development process

Travel plan status	Stage of development	Activity
Planning	A. Scoping	Establish need for either a standard travel plan or commitment to producing an enterprise scale travel plan and define relationship to TA, if appropriate. Agree scope of one or both documents with borough officers, as applicable (and TfL if a referred planning application – see Appendix 6 for further information).
Planning	B. Pre-application	Build travel plan of appropriate form (more information about appropriate forms of travel plan are given below) and test using ATTrBuTE. Alternatively, produce travel plan statement setting out commitment to producing an enterprise scale travel plan. Submit draft travel plan (with baseline data if appropriate) to borough officers (and TfL if required) for evaluation and agree detail of travel plan (eg negotiate site-specific targets and package of measures). Alternatively, submit travel plan statement and agree any amendments to it where necessary.
Planning	C. Submission	Submit final version of the travel plan or travel plan statement for consideration alongside planning application to borough (and TfL if a referred application). The terms of any legal agreement including conditions or planning obligations must be resolved with borough officers. Appendices 9 and 10 provide further advice.
	Determination of Planning Permission	
Implementation	D. Post-permission and pre-opening	Update and expand travel plan or produce an enterprise scale travel plan, as appropriate, in accordance with conditions and/or planning obligation. Implement appropriate measures prior to occupation.
Implementation	E. Post-opening	Roll-out implementation of travel plan(s). Receive assistance through Enterprise, where applicable.
Implementation	E. Post-opening	Review and monitor success of travel plan, in accordance with travel plan strategy, standard monitoring protocols and conditions/planning obligation. Liaise with borough officers (and TfL if appropriate).
Implementation	E. Post-opening	Ongoing review and improvement of travel plan.

Stage B. Pre-application

2.4.6   The form and content the travel plan will take at this stage depends on the development and the likely user. Guidelines for standard travel plans are provided in Table 2.3 and the text below.

2.4.7   There are three forms of standard travel plan that can be submitted for developments: full travel plan, interim travel plan or framework travel plan. One of these forms of travel plan, depending on applicability, is submitted at this stage in draft form, so the detail may be agreed and finalised with the relevant borough officer prior to submission.

2.4.8   A fourth type of submission, a travel plan statement, can be used to support an application for a development which will not warrant a Standard, but where the organisation/developer must commit to developing a simpler enterprise scale travel plan. The document should formalise commitment to developing a travel plan suitable for the development (preferably through joining the Enterprise scheme and making use of the tools available through it) and may identify proposals to support or facilitate sustainable travel (eg physical measures).

2.4.9   In all cases, full travel plans are the preferred form for planning submission. For mixed-use developments or for multiple organisation sites where end users are known, framework or interim travel plans are not appropriate and full travel plans should be submitted.

2.4.10 At this stage, the author should test the draft travel plan with ATTrBuTE, the TfL travel plan assessment tool (see Section 4). Travel plan statements do not need to be assessed using the tool.

2.4.11 Further detail on the forms of travel plan applicable are as follows:

Full travel plan –

- Where specific land use classes or occupiers are identified

- For proposals where there will be one or a few (less than five) known building/site occupier(s)

- Where the specific land use classes have been identified for the development

- A full travel plan(s) should be prepared prior to planning submission, which must be implemented on first occupation of the development

- In some circumstances, key measures will need to be put into place prior to occupation. This may include infrastructure or site marketing and sales elements. An early start to travel planning enables future occupiers to adapt their travel behaviour to match the travel opportunities and constraints of a development site

- For very large and multi-phase developments, boroughs may agree a phased implementation of the travel plan

- For sites with a greater number or mix of elements, a travel plan framework might be preferable at this stage, particularly when occupiers are unknown

Interim travel plan –

- An exception to a Full travel plan submission where there are less than five unknown land use classes or occupiers of a speculative development

- For developments where there will be one or a few (less than five) building/site occupier(s) but their identities and characteristics are not yet known and/or other information needed to prepare a full travel plan(s) is not available at the time of submission, interim travel plan(s) would be appropriate

- Where the development is speculative and/or only general land use classes are identified

- In such cases, the interim travel plan(s) should provide a strategy by which sustainable access and travel (and the Full travel plan(s)) will be established at the site, along with a timeline for achievement

- Many elements of the travel plan(s) will be fixed, although there may be some aspects, such as the exact mix of measures and the specific timing of delivery that may not be known

- The Interim travel plan must be submitted with the planning application

- The Interim travel plan(s) will need to be secured by a suitable planning obligation or planning condition (See Section 4)

- The Interim travel plan(s) will then be developed into Full travel plan(s) at Stage D/E, once the occupying organisation(s) and other important information are known.

Framework travel plan

- An exception to a Full travel plan where the development will contain multiple (greater than five) unknown land use classes or occupiers

- A framework travel plan is applicable to mixed-use developments or sites where there are multiple organisations. For proposals seeking outline planning permission and for which detailed scheme elements are not clearly established, a framework travel plan is also acceptable

- The framework travel plan should outline a commitment to travel plan development on the site and a strategy for this. The travel plan framework (site-wide) approach can offer economies of scale and a coordinated approach for a mixed-use/multiple occupier site

- The framework should also set out measures which are to be delivered site-wide (eg infrastructure, site-wide marketing/promotion, etc) and who will be responsible for funding/delivering these. It should also clearly set out future actions for travel plan development and refinement, along with final or preliminary targets, each with appropriate timescales

- As each occupier is confirmed they will need to submit a Full travel plan for their business that is in accordance with the framework travel plan. An exception to this is where the occupier will fall into the no requirement or Enterprise thresholds where a travel plan statement will be required.

- The framework travel plan must be submitted with the planning application

- As with the previous forms, the framework travel plan will need to be suitably secured (see Section 4)

2.4.12 A fourth form of travel plan submission may be appropriate for developments which are not required to develop a standard travel plan. Developments required to produce an enterprise scale travel plan should as a minimum submit a travel plan statement.

Travel plan statement

- An exception to a full travel plan where an Enterprise Scale travel plan will be enacted or the occupier is covered by a framework travel and has no requirement or is enacting an enterprise scale travel plan

- A travel plan statement should set out a clear commitment to actively encouraging and promoting sustainable travel and to provide suitable supporting physical measures, appropriate to the site and development proposal

- A travel plan statement would be a simpler submission document than any of the three travel plans set out above. Although there is no specific format for a travel plan statement, it should set out basic objectives and targets to be achieved from the travel plan activities

- The most common circumstance when a travel plan statement would be appropriate is for proposals which do not exceed the travel plan threshold, but fall within the enterprise scale travel plan category according to Table 2.1

- Where a travel plan statement is being submitted due to the occupier enacting an enterprise scale travel plan, this must be prepared and submitted with the planning application

- Travel plan statements might also be used post-planning, in the delivery of a travel plan framework strategy, where they might be used to formalise the commitment of individual developers/occupiers. In this case, they should be identified within the travel plan strategy

Table 2:3 Form of travel plan submission required at travel plan development stages

Nature of development proposal	Form of travel plan		
	Full travel plan	Interim travel plan	Framework travel plan
Single-use development: Occupier known	Completed at Stage C wherever possible. (If interim travel plan is prepared at Stage C, full travel plan is finalised at Stage D/E)	Completed at Stage C where full travel plan not possible	Not applicable
Single-use development: Occupier unknown	Completed at Stage D/E	Completed at Stage C	Not applicable
Extension to existing development	Completed at Stage C wherever possible. (If interim is prepared at Stage C, full travel plan is finalised at Stage D/E)	Completed at Stage C where full travel plan not possible	Not applicable
Speculative mixed-use or multiple organisation development	Full travel plans for specific elements/ occupiers may be completed by Stage E, depending on the composition of the site and strategy previously set out within the Framework travel plan.	Not applicable	Generally completed at Stage C
Mixed-use or multiple organisation development: Known end users	Full travel plans for some/all end uses to be completed at Stage C wherever possible. (If interim travel plan is prepared at Stage C, full travel plan is finalised at Stage D/E)	Completed at Stage C where full travel plans not possible	Generally completed at Stage C

Note: Development proposals which must commit to an enterprise scale travel plan should submit a travel plan statement at Stage C as a minimum. Travel plan statements might also be used at Stage D/E where this has been specified as part of the strategy set out within the travel plan framework at Stage C.

Selecting an appropriate form of travel plan submission

2.4.13   As noted previously, the form and content the travel plan or other supporting submission will take at the application stage depends on the development and the likely user.

2.4.14   For sites with a single (or few large) occupiers, a full travel plan(s) will be the preferable form of submission at Stage C, wherever possible. Where a full travel plan cannot be finalised at Stage C, an interim travel plan might be accepted, provided that a strategy is clearly set out within it as to how and when it will be worked up and finalised into a full travel plan.

2.4.15   Where proposals are more complex or are speculative in nature, a framework (site-wide or umbrella) travel plan can be more appropriate because the introduction of site-wide measures and the undertaking of site-wide monitoring can offer economies of scale. In some cases, the layout and operation of the site will dictate that the only effective way of monitoring the travel plan will be through a site-wide approach. Alternatively, individual elements of a site might fall beneath the standard travel plan threshold, yet in combination the whole development proposal might exceed it. In such circumstances, a travel plan framework may be most appropriate.

2.4.16 It is noted that there may be a requirement for subsidiary plans, to support a framework (site-wide/umbrella) travel plan. The strategy within that framework travel plan might indicate that it will be supplemented by subsidiary plans or documents of commitment. For example:

- Individual interim/full travel plans for elements/units which individually exceed the standard travel plan threshold (submitted at Stage C or later, as agreed at scoping)

- Travel plan statements for land uses which do not individually exceed the standard travel plan threshold

2.4.17 The main circumstance where a travel plan statement will be the most appropriate form of planning submission at Stage C is where it has been deemed that the development will not be required to produce a standard travel plan, but should commit to developing a simpler enterprise scale travel plan.

Stage C. Submission

2.4.18 The travel plan (and where appropriate, the transport assessment) should be submitted alongside the planning application. Greater detail about submissions is included in Section 4.

Determination

2.4.19 Additional information or clarification may be sought by the borough before the planning application is assessed and determined. Any legally enforceable mechanisms (such as planning conditions or a planning obligation) to secure the provision and effective implementation of the travel plan must be put in place by the time that permission is granted. Often, the elected members of the local planning authority may resolve to grant permission subject to the details being finalised by officers. In other cases, the local planning authority will require all details to be determined when elected members determine the application. In some circumstances the application will be referred to the Mayor of London and TfL. The role of the Mayor of London in referred planning applications is included in Appendix 6.

Stage D. Post- permission and pre-opening

2.4.20 Ideally, the travel plan will be finalised as part of the planning submission. However, this may not be possible if the end user is not known, because travel plans should take into account the operations of an organisation as well as transport opportunities to/from a site. Indeed, some data or background information (albeit of a minor nature) may not be known at the time of determination. In this case, baseline surveys would occur at Stage E (see below).

2.4.21 Implementation of the travel plan will need to start prior to the completion or opening of the development. This is to ensure that the strategy and measures are in place to positively influence and affect employees' travel choices before their travel behaviour becomes fixed. This is especially important in developments with multiple occupiers, such as mixed-use developments, where the overarching travel plan strategy within the travel plan framework sets the scope for subsidiary plans.

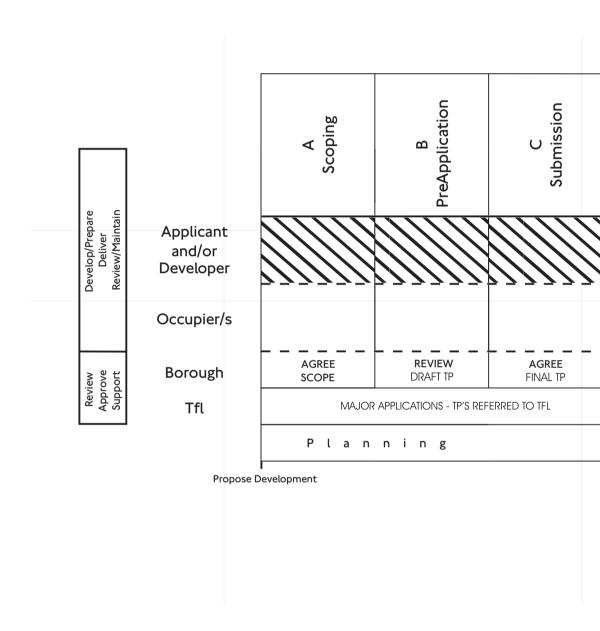2.4.22 The implementation structure and strategy should commence during this stage.
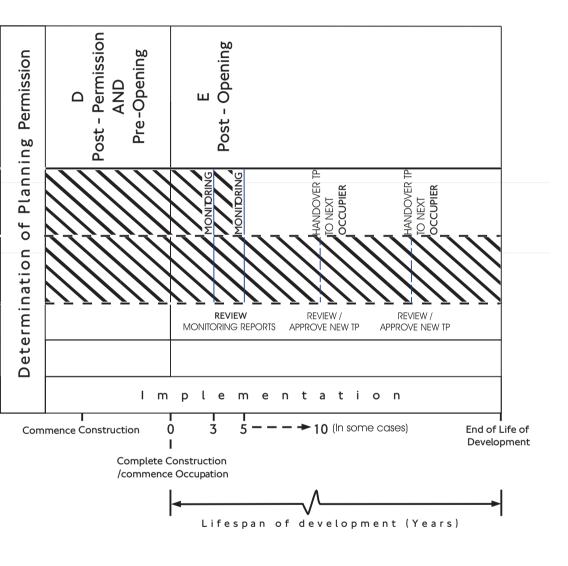
Stage E. Post-opening

2.4.23 In the case of interim travel plans, it will be at this stage that the applicant undertakes additional travel surveys to determine the exact baseline position and perhaps to set appropriate modal shift targets. Baseline monitoring should occur in year one.

2.4.24 Many elements of the travel plan will be implemented once the development has opened and is occupied. The success in achieving identified targets is measured through appropriate surveys. If these signal the need for corrective action then further actions or measures should be identified to improve the delivery of the travel plan. The nature and scope of such measures will have often been specified in the planning submission and secured through legal mechanisms. Greater detail is provided in Section 5.

Overview of process

2.4.25 A summary of the development travel plan process is illustrated in Figure 2.2 with respect to responsibilities and timescales. The preparation and delivery of the travel plan is the remit of the applicant, developer and occupier and it should be noted that in certain cases all of these roles may be taken by one organisation. Often the applicant and developer will be undertaken by one organisation with the development handed on to an occupier or occupiers as appropriate.

Figure 2.2 Development related travel plan process, responsibilities and timescales

Determination of Planning Permission

D Post – Permission AND Pre-Opening

E Post – Opening

MONITORING

MONITORING

HANDOVER TP TO NEXT OCCUPIER

HANDOVER TP TO NEXT OCCUPIER

REVIEW MONITORING REPORTS

REVIEW / APPROVE NEW TP

REVIEW / APPROVE NEW TP

I m p l e m e n t a t i o n

Commence Construction

0   3   5 ---- ➤ 10 (In some cases)   End of Life of Development

Complete Construction /commence Occupation

L i f e s p a n   o f   d e v e l o p m e n t   (Y e a r s)

3. The travel plan

Section 1   Provides an introduction to travel plans and the development framework for London

Section 2   Outlines when a travel plan is required in London

Section 3   Provides advice on preparing a travel plan

Section 4   Offers guidance on the legal mechanisms for securing travel plans

Section 5   Implementation

3.1 Introduction

3.1.1   This section outlines advice on the content of the travel plan to accompany planning applications. It may also offer some useful guidance for those producing a simpler enterprise scale travel plan. It does not seek to be exhaustive as the detail of what will be included will reflect the particular circumstances of the development proposal and site. A wide range of detailed guidance already exists which may be consulted (included in Appendix 1) and it is strongly recommended that these are referred to in the development of the detail for the travel plan.

3.1.2   The advice contained in this section is applicable to all three forms of standard travel plan identified in Section 2. It does not cover travel plan statements.

3.1.3   The travel plan should define plans for travel to and from the site. It will reflect the local transport network, the operational requirements of the site, and potential travel patterns of occupiers, including the delivery of goods, supplies and services. Best practice travel plans introduce a package of measures to reduce the need to travel and improve the attractiveness of sustainable travel modes through an array of incentives.

3.2 Travel plan documentation – structure and content

3.2.1   It is important that the travel plan sets out clearly and concisely the actions and measures that will be undertaken. In practice many applicants employ a consultant to draft the travel plan and where this is the case, it is strongly recommended that this is done by an experienced consultant with the full input and approval of the end users where possible.

3.2.2   Most travel plans will be secured by a legal agreement. It is therefore essential that its wording is clear. (More detailed information can be found in Section 4).

3.3 Documentation – progressing the travel plan

3.3.1 As detailed in Section 2 (Table 2.3), the travel plan may take one of three forms, depending on the nature and stage of the development proposals. To assist in achieving some consistency it is recommended that all reports adopt the following structure (see Table 3.1). More detailed information about particular travel plan measures and activities is provided in the Appendices.

Table 3.1 Suggested structure for travel plan

Section	Content	Comments
Executive summary Introduction	Summary of key points of the travel plan	Should be succinct and include objectives, targets and a summary of the measures to be introduced to encourage travel by different modes.
	Background	The introduction should briefly provide an overview of the site being developed, introduce the organisation(s), and provide an overview of how they will operate if known. It should explain reasons for travel plan development and the scope of the travel plan in both the long-term and short-term. The health, economic, environmental and social benefits should be described. This chapter should act as an educational and motivational facet of the travel plan that will assist stakeholders and those tasked with implementation.
	Policy	This section should briefly establish the relevant national and local policy and consider the conformity of the proposals and outline the relationship of the travel plan with the development and relevant policies. Any sector-specific drivers for travel plans, such as for the education or health sectors should also be included. Policy considerations are provided in Appendix 2.
Accessibility and existing travel situation	Site assessment	This section sets out the existing travel situation associated with the proposed development, for example: • Site location, boundaries and access points for all modes of transport • Walking – location, nature and quality of on and off-site facilities. Consider also time penalties, the capacity of available facilities and entry/exit points • Cycling location, nature and quality of on and off-site facilities. Consider also time penalties, the capacity of available facilities and entry/exit points • Public transport – location, nature and quality of facilities, routes, hours of operation, frequency, available capacity, accessibility and other facets • Anticipated car use – car sharing, pool cars, fleet • Anticipated goods and servicing movements • Accessibility for disabled travellers • Any other relevant existing site-specific travel initiatives This work is often an essential task of the TA. It should be included in the travel plan to provide sufficient context, however for brevity details should be summarised. A suggested site audit questionnaire can be downloaded from the iTRACE website (see Appendix 11).

Section	Content	Comments
	Travel survey	Explain the main purpose of the travel survey. Consider who uses the site, such as staff, visitors, students, patients, etc. It may not be necessary to survey all groups, but it will be necessary to identify capacity requirements during peak times. Where possible, the key findings of travel surveys should be included in the text (especially existing mode shares) and how these will inform strategy, targets and measures. Attach the questionnaire and the full travel survey results to the travel plan. Greater detail is given in Section 5.
Objectives and targets	Objectives	To include the main sustainable travel objectives of the travel plan.
	Targets	To support the objectives, targets have to be SMART (specific, measurable, achievable, realistic and time-bound). Targets should have a five-year timeframe, with interim targets at year three of implementation.
Travel plan strategy	Management	The travel plan strategy should identify: • Who will act as Travel Plan Coordinator • How the travel plan will be managed, for example via a steering group • Specify who will be ultimately responsible for the travel plan at each stage of its development • The development timetable • Appropriate individuals and organisations with whom the Applicant will work to deliver the travel plan
	Marketing	The strategy should include activities for marketing and awareness-raising for the travel plan and dissemination of travel information. Promotion and provision of information measures might include, for example: • Website/intranet • Travel information leaflet • Individualised marketing • Events, eg launch events or roadshow
A package of measures	For employees	Identify a package of measures to encourage greater sustainable travel and reduce car-based travel. The package of measures summarised should include physical design provisions, infrastructural improvements, access arrangements and facilities, where these will support the aims of the travel plan and are put forward through the TA/masterplan. Where applicable, reference should be made to the ways in which such measures have been or will be informed by the travel plan and any associated surveys. Examples of potential measures are included in Appendix 3.
	• Walking	Primary mode for consideration. Need to consider the availability of safe and accessible routes, convenient access points and the provision of appropriate changing facilities. In designing pedestrian infrastructure measures, account should be taken of the future propensity for walking, taking account of findings of the site assessment (eg walking catchment, topography) and travel survey.

• Cycling		Will need to consider catchment population and accessibility of the site to the local cycle networks. Requirement and (qualitative and quantitative planning) for cycle measures will need to be informed by a range of matters covered by the site assessment (and where available staff and other user surveys). Propensity for cycling in the short/medium/longer term should be taken into account, as well as relevant design guidance and standards. The package should cover appropriately secure bike parking facilities, showering and changing facilities.
• Public transport		Appropriate public transport measures need to be included. These could relate to initiatives for bus, light rail, heavy rail, Underground. Initiatives related to public transport services or infrastructure should be discussed in advance with relevant parts of TfL.
Managing private car use: • Car park management/sharing • Car sharing • Car clubs		Annex 4 of the 'London Plan' details an approach for determining appropriate parking standards. Summarise how parking will be managed and restrained – this can assist in encouraging travel by alternatives. If appropriate, reference can be made to the TA. It is a requirement of the Disability Discrimination Act that the development must provide at least one disabled parking bay. Consider how the enforcement of disabled bays will be managed. If a bay cannot be provided on site, ie a car-free development, an on-street parking bay should be sited as close as possible to the site. Car sharing can contribute to the reduction in car use. Further information can be found in Appendix 3. Car clubs also offer significant opportunities for reducing car use. Further information can be found in Appendix 3.
• Working practices		Consider implementing work practices to enable flexibility, including home working, teleworking etc. Further details can be found in Appendix 3.
• Promotion		Promotional measures and mechanisms for delivery.
• Business travel		Consider how employees travel for business purposes.
• Organisational culture and operation		Consider how organisational culture, management, operation, policies, courier and general service delivery could affect travel behaviour/ the travel plan.
• Delivery and servicing plans (DSP) • Construction logistics plan • Freight operators recognition scheme (FORS)		All travel plans should include the provision to manage freight activities associated with the site, including the construction phase.
Monitoring and review	Monitoring strategy	Identify the programme for monitoring the travel plan. This should explain what and how frequently surveys will be undertaken, by whom, and how they will be reported. The strategy should demonstrate compliance with the London protocol and incorporate the requirements for Full travel plans to be subject to independent monitoring (Section 5).
Action plan	A programme for implementation of measures	This section should summarise the programme of target dates, roles and responsibility for all measures. It should remain concise and focus upon the implementation programme and delivery of the travel plan.

4. Securing the plan

4.1 Standard of travel plan submission

4.1.1   Experience across London has shown that the standard of travel plan submissions can vary considerably. Inevitably, poorly conceived or incomplete documents can delay any subsequent planning determination. Applicants should therefore ensure that their travel plan submission follows this guidance and has been developed in consultation with the relevant stakeholders, including borough and TfL officers.

4.1.2   Where a development-related travel plan is to be submitted, applicants are encouraged to build and assess their own travel plan using TfL's travel plan assessment tool, ATTrBuTE (details given in Appendix 8). A pass score obtained using this tool may be required for the travel plan to be considered in detail by the borough officer. Nevertheless, it should be noted that attaining a pass does not indicate that the travel plan will be automatically accepted. Instead, the borough officer will enter into negotiations about details, such as the site-specific targets and package of measures.

4.1.3   Should minor amendments be required post-submission, the applicant will be advised by the local planning authority to make amendments and re-submit. Poorly prepared travel plans, including those that do not achieve the ATTrBuTE pass score, will be rejected and the applicant required to revise and re-submit the document to a more appropriate standard. The applicant will be advised of the shortcomings and the scores obtained from ATTrBuTE. A fee of £1,000 may be charged for the second submission and any subsequent submissions to reflect borough officer time required to re-evaluate the plan. It is at the discretion of the borough to charge a higher or lower re-submission fee dependent on the scale and complexity of the site.

4.2 Legal considerations

4.2.1   To provide consistency in the delivery of travel plan objectives, it is essential that there is an effective legal mechanism to underpin the travel plan. The way in which the travel plan is secured can vary depending on the location, type and scale of development and the planning or transportation context. Many of these factors should have been addressed at the scoping and pre-application stage (see Section 2.4) and will have provided the form of travel plan submission.

4.2.2   The local planning authority should assess the appropriateness of any development against policy and guidance and then negotiate the appropriate legal mechanism to be put in place.

4.2.3   In smaller or more straightforward circumstances, involving limited but clearly identified transport impacts (of the sort anticipated for developments which must produce an enterprise scale travel plan), it may be appropriate simply to impose a condition of the sort set out in Appendix 9. Guidance on the use of conditions is given in Circular 11/95 'Use of Conditions in Planning Permission'. The circular sets out the six tests for conditions – they must be necessary, relevant to planning, relevant to the development to be permitted, enforceable, precise and reasonable in all other respects.

4.2.4   However, in more complex situations, perhaps where the end user of the development is unknown or targets for the reduction in travel-related impacts need to be addressed through a comprehensive long-term travel plan, then it is to be anticipated that a planning obligation in accordance with section 106 of the Town and Country Planning Act 1990 (as amended) would be the appropriate mechanism. A template for a draft planning obligation is contained in Appendix 10.

4.2.5   In addition, the Audit Commission has produced some guidance for local authorities on the use of planning guidance. Links to the guidance can be found in Appendix 2.

4.3 Effective implementation

4.3.1   Any planning obligation must include mechanisms and remedial actions to secure measures and outcomes. They are assessed by the borough, which may contemplate a range of approaches. Box 4.1 identifies a non-exhaustive list that may be considered for inclusion in the planning obligation.

> **Box 4.1: Possible planning obligation mechanisms**
>
> - Implementation of works expected to remedy the failure to achieve agreed outcomes. These works may have been previously specified in the travel plan or may be the subject of submission and approval (in writing) by the applicant
>
> - A specified change or series of changes in the way the site is used or operated in order to achieve a previously agreed outcome. These changes might either be permanent or only subsist until a specified outcome of the travel plan (as originally drafted) is achieved
>
> - Specified payments to the borough to meet the cost of taking action to achieve the agreed outcome(s) set out in the travel plan (secured by a 'bond'). In circumstances where long-term outcomes are sought to be achieved then such bonds will need to exist for a suitably long period of time (of perhaps 10 years and more)
>
> - Payments to the borough to implement certain measures that have been identified previously either within the travel plan (or within the LDF, Unitary Development Plan (UDP) or Local Implementation Plans (LIPs). Such works will need to be carried out within a specified period or the payments will revert to the payor

4.3.2 It should be emphasised that any payments by way of impact charges are not a penalty and simply represent a suitable means of addressing any shortcomings in delivery. Impact charges must meet certain tests and be reasonable in all respects, with reference to the ODPM Circular 05/2005 'Planning Obligations' (see Appendix 2).

4.3.2 In circumstances when successful implementation of a travel plan is hindered, for example when an organisation has not met its targets, boroughs should attempt to work with all the organisations involved to successfully implement the travel plan and find a resolution to any problems. The requirement for travel plans to be assessed according to an independent methodology should reduce the incidence of such disputes.

4.3.4 Implications on travel plans of the recent proposal to introduce a revised financial mechanism under planning obligations are outlined in Box 4.2.

Box 4.2: Planning gain supplement

It is noted that, following the Barker Review the Chancellor of the Exchequer initiated in December 2005, a process for consultation on a proposal to introduce a Planning Gain Supplement (PGS). The period for consultation ended on 27 February 2006 and the Government is currently deciding whether to take PGS forward. It is possible that PGS, if introduced, could affect certain aspects relating to infrastructure provision arising from development. However, present indications do not suggest that Government policy on the necessity for travel plans (and the appropriate consideration of measures to secure reductions in the travel-related impacts of development) will change. Consequently, it is anticipated that this guidance will endure in the long-term though the consequences, if any, of changes in national policy will clearly be kept under review.

5. Implementation

Section 1   Provides an introduction to travel plans and the development framework for London

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Section 5   Implementation

5.1 Introduction

5.1.1   The travel plan should not be viewed as a 'hoop' that an applicant must go through on the way to achieving planning permission. Instead, it is an ongoing process which can enhance a development and its place within the local area, through improving its accessibility, assisting in congestion reduction, offering greater social inclusion, building community and making the site more attractive to users. There is also evidence of environmental and health benefits from changes to travel behaviour brought by travel plans.

5.1.2   This section considers the implementation process of the travel plan.

5.2 Commitment

5.2.1   Successful implementation of the travel plan is part related to the commitment by the applicant to the process. Commitment is shown in the following ways:

- Delivering a travel plan in accordance with this guidance

- Leading by example

- Providing a funding stream

5.2.2   Travel plans can bring financial as well as other benefits to a developer of a site, particularly in terms of reduced infrastructure costs (arising, for example, from reducing parking provision and fewer highway improvements). Occupying organisations may benefit from reduced employee travel costs and more effective employees. Nonetheless, there will be a financial cost associated with implementation of the travel plan that will be borne by the occupying organisation and/or developer, depending on the strategy set out within the travel plan submitted to the local authority.

5.2.3 It is important that a funding stream for the implementation of the travel plan is secured in the early stages of the development process. It is recommended that an estimated budget is developed for implementation

The implementer

5.2.4 It will be necessary for the site owner or occupier to appoint an individual to be responsible for implementing, monitoring, promoting and reporting of the travel plan. The role is frequently referred to as Travel Plan Coordinator or Sustainable Travel Manager and this person will be the main contact for the travel plan. This role should have knowledge and experience of Smarter Travel initiatives. In some cases, a consultancy may be commissioned to undertake this role, particularly during the construction stage of a mixed-use development. In these cases, it is important to remember that there will still need to be a nominated individual that is recognised by all parties involved in the process.

5.2.5 In all cases, the contact details of this person should be known to the borough through which planning was granted (TfL in referred applications). This requirement also applies to sites where there will be more than one unit and/or multiple site occupiers. Greater detail of the duties and responsibilities of this role is provided in Appendix 3.

5.2.6 The amount of time that this individual will spend on the travel plan will depend on the size of the organisation as well as the responsibilities assigned and the level of assistance received from other individuals. For example, it may be possible for the individual to undertake the role on a part-time basis alongside other duties. However, in circumstances where the development is fairly large and/or employs a significant number of employees, it may be necessary for the individual to be employed on a full-time basis.

Management group – responsibilities for delivery

5.2.7 Travel plans are 'active' initiatives, providing a practical management tool requiring resources for continual improvement. Where the owner or occupier of the development changes, the requirement for a travel plan to be implemented and maintained is passed to successors in title.

5.3 Partnerships – joining up for success

5.3.1   Travel plans need partnerships for success. The organisation and/or developer will need to work with a number of partners during the implementation process. It is expected that all partners will make an active contribution to the process.

5.3.2   The Travel Plan Coordinator or Sustainable Travel Plan Manager will be a central figure in establishing partnerships and maintaining links and lines of communication. Examples of common partnerships are outlined as follows:

- Applicant and London borough (and TfL where appropriate) – it is imperative that the applicant works with the relevant borough in delivering the travel plan. For its part, the borough (and TfL) will provide support in the form of advice, available resources and support funding (where appropriate and at its discretion)

- Applicant and TfL – this is essential for discussion about appropriate public transport improvements

- Occupying organisation and staff – the relationship of the travel plan management team to staff in the organisation is very important. Involvement of staff in the process from an early stage is beneficial

- Applicant/developer and occupying organisation – on larger developments where there is an overall applicant/developer and a number of occupiers, good relationships should be established. Applicants must make occupiers aware of their responsibilities to the travel plan at the outset

5.3.3   Organisations may also find some form of network beneficial in providing information and support. Membership organisations, such as the Association for Commuter Transport (ACT), are one such route (see Appendix 1). Alternatively, transport management associations provide a more formal approach which benefits development of area-wide travel planning (see Appendix 3).

5.4 Monitoring and reporting

5.4.1   Ongoing monitoring and reporting is necessary for ensuring the continuous effectiveness of the travel plan. Critically, should the effectiveness of the travel plan be in doubt and agreed objectives and targets not met, then action should be taken to understand why.

5.4.2   This section provides a standardised approach to monitoring and reporting for Greater London to improve the impact of travel plans in London. Table 5.1 summarises the surveys approach for applications.

Table 5.1: Requirement for surveys

	Pre-application		Post-occupation surveys	Interpretation of results/reporting
	Baseline travel survey	Estimate trip generation		
New development site		x	x	x
Expansion	x	x	x	x
Redevelopment of existing site	x		x	x

In most cases, the post-occupation survey must be undertaken and the results reported within three months of first occupation of the site, unless a different arrangement has been agreed with the borough (eg for a development with a phased or extended period of initial occupation).

5.4.3 The travel plan document should include a programme for monitoring and reporting. It is recommended that this provides a five-year cycle. Boroughs may request a longer period of monitoring (eg 10 years), should they consider the site to present significant traffic impacts.

5.4.4 As identified in Table 5.1, estimated trip generation data and/or baseline travel surveys (either prior to the development or in year one) should be used to provide a baseline position. Follow-up travel surveys should then be undertaken at years three and five and the results reported to the borough. Year one will need to be determined on a case-by-case basis. In many instances, the survey should occur within three months of occupation of the development, where the opening is clearly defined. In cases where the site is being developed in stages, the year one survey should occur at a time when a significant proportion of the site is occupied and the trigger point should be agreed with the local authority and specified in the travel plan. Year three and year five surveys would occur around the relevant anniversary of the year one survey.

5.4.5 In addition to the formal monitoring in years one, three and five, organisations will be strongly encouraged to undertake more limited snapshot surveys in between these milestone years (see a 'Travel Plan Resource Pack for Employers'), as well as to collect supporting items of monitoring data (eg relating to the uptake of specific initiatives).

5.4.6 After the initial five-year cycle, monitoring should ideally continue on a voluntary basis every two years thereafter. At the completion of each five-year cycle, a review of the travel plan and targets should take place, before new objectives, targets and appropriate measures are set and a new five-year cycle begins.

Survey methodology

5.4.7 A survey methodology is already established within London for transport planning land use assessments (Transport Assessments – the principles of which are discussed in Section 2). Monitoring of

standard travel plans will be subject to independent third party monitoring according to this methodology.

5.4.8　Monitoring will include a minimum dataset of these core elements:

- Site management questionnaire
- Multi-modal count of all trips to and from site
- Parking counts (all vehicles including bicycles and lorries)
- Visitor questionnaire
- Employee questionnaire

5.4.9　Site managers may wish to include additional questions in the survey to understand attitudinal and behavioural aspects of travel to assist in the ongoing review and management of their travel plan.

5.4.10　A summary of the standard methodology is provided in Appendix 11, along with contact details of where more detailed information can be found.

5.4.11　Monitoring requirements for enterprise scale travel plans will be less onerous, in that independent third party monitoring will not be required. Instead, organisations will be expected to monitor outcomes using self-administered staff travel surveys in years one, three and five. A package of standard automated tools will be made available to those who sign up to the Enterprise scheme through iTRACE to facilitate this.

Monitoring surveys

5.4.12　The exact arrangements as to who will commission or undertake each monitoring survey and when this will occur should be determined at the submission stage and prior to the granting of planning permission as discussed below.

5.4.13　Monitoring surveys for travel plans secured through a planning obligation should be undertaken using the standardised survey methodology and undertaken by an Independent Field Company (IFC). All legal agreements for travel plans should include an allowance for monitoring survey fees and for monitoring administration fees, which should account for the duration of the agreed monitoring period. Further detail is provided in Section 5.5.

5.4.14　Adherence to the survey methodology will ensure that all sites report common data sets, enabling comparability across London. The key requirement is that data would be expected to be collected in a manner which enables all travel plans to be monitored and assessed consistently by the organisation, the borough officer and TfL, using iTRACE.

5.4.15　A summary of monitoring requirements is presented in Box 5.1. A typical standard monitoring process is also shown diagrammatically in Figure 5.1.

Box 5.1: Summary of monitoring requirements

Standard travel plans:

Independent monitoring of the travel plan should occur in years one, three and five and be undertaken by a TRAVL-approved IFC using the standard methodology (TRAVL, with results fed into iTRACE). There are two options as to how the borough may choose to manage this requirement[4]:

1. An agreed monitoring fee is determined for the site and is secured upfront through the planning obligation and paid to the borough prior to occupation of the development. The secured fee is then used by the borough to commission each survey from the IFC when the inspections are due. Guidance on typical fees for different circumstances can be found in Appendix 11.

2. The organisation/developer commissions the surveys from the IFC directly, at the agreed intervals, when the inspection is due. The IFC then informs the borough that the survey has been commissioned. When the survey has been completed, the results are uploaded in the agreed format to iTRACE. Should the organisation/developer fail to commission the surveys by the inspection due date the council will commission the surveys and recover the costs incurred from the organisation/developer.
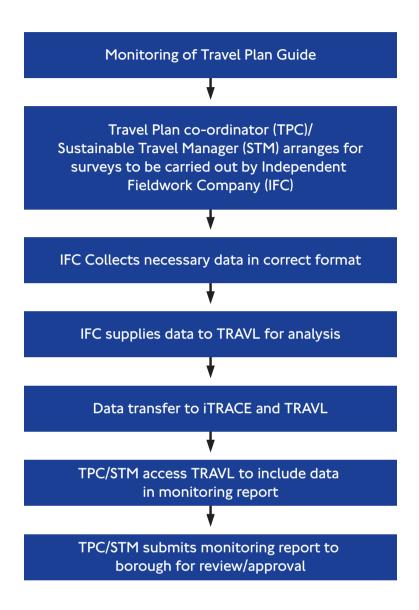
It is noted that in addition to the above, the organisation will be strongly encouraged to collect other items of supporting data (eg through annual snapshot surveys or by collating data on indicators to measure the success/uptake of particular initiatives). These activities can help to contextualise the findings from the milestone outcome monitoring and assist in analysis of reasons for success/failure, as well as plan refinement.

Enterprise:

Monitoring requirements for enterprise scale travel plans will be less rigorous. There will be no requirement in these cases for independent monitoring counts to assess the impacts of the development/ success of the travel plan. Instead, the organisation/developer will be expected to undertake iTRACE compliant surveys themselves in years one, three and five. If they are signed up to the Enterprise scheme they may do so quickly and easily using the available standard survey and support package available through iTRACE. As above, organisations/developers will be encouraged to collect simple items of supporting data for key indicators (eg numbers of cycles parked, members of a car share scheme, etc) and to report these to the borough.

[4] In either case, the arrangements should be set out in the legal agreement.

Figure 5.1: Standard Monitoring Process

Monitoring of Travel Plan Guide

↓

Travel Plan co-ordinator (TPC)/
Sustainable Travel Manager (STM) arranges for
surveys to be carried out by Independent
Fieldwork Company (IFC)

↓

IFC Collects necessary data in correct format

↓

IFC supplies data to TRAVL for analysis

↓

Data transfer to iTRACE and TRAVL

↓

TPC/STM access TRAVL to include data
in monitoring report

↓

TPC/STM submits monitoring report to
borough for review/approval

Reporting

5.4.13   The results of travel surveys must be reported to the borough who granted consent (and to TfL for referred applications). Table 5.2 provides a summary of the circumstances that may subsequently arise:

Table 5.2: Post-reporting options

1.   The owner of the travel plan meets their requirement to commission a survey from a TRAVL-approved IFC at the agreed intervals and by any pre-defined inspection date, or to undertake a survey in house (for enterprise scale travel plans), without any prompting from borough officers. The survey data, having been collected in the standard iTRACE-compatible format, is entered into the iTRACE application and results are generated that may or may not warrant further action to achieve agreed targets and objectives.

2.   The owner of the travel plan has not provided the necessary survey by the pre-defined 'inspection due' date. The borough uses iTRACE to validate inspection due date and generates correspondence material to inform the travel plan owner of their responsibility to provide a survey in the approved format by the pre-defined date. The travel plan owner must then respond either by commissioning an IFC to undertake the survey or by undertaking it in house (Enterprise Scale travel plans) and providing the results. Should the survey not be completed, or the results warrant further action, the borough can make a decision as to whether enforcement action is required in order for the travel plan to meet its agreed targets and objectives.

3.   If the responsibility for undertaking a survey for a travel plan site falls to the borough, iTRACE will be used to generate a report detailing when inspections are due. TRAVL or alternative approved survey provider (IFC) will be appointed by the borough to undertake the survey and to provide the collected data in an iTRACE approved format. Analysis of the results will be carried out by the borough and a decision made as to whether further action is required in order for the travel plan to meet its agreed targets and objectives.

NB In such a case, the borough is responsible for meeting the costs of the survey from the money taken for monitoring surveys and monitoring administration as part of the original planning obligation.

5.5 Travel plan monitoring fees

5.5.1 Travel plans involve the boroughs (and TfL in the case of referred applications) in a future ongoing resource commitment following granting of a planning permission – this will normally be for the first five years following occupation of the development. There are two types of monitoring fee which may be applicable, depending on the site, borough and monitoring arrangements in place:

- Monitoring survey fees (for undertaking the actual surveys)
- Monitoring administration fees (to cover borough workload in analysing monitoring outputs and reviewing the travel plan in light of these)

Monitoring survey fees

5.5.2 All legal agreements for travel plans secured through planning obligation should also include an allowance for monitoring surveys. The scale of fee should be determined and agreed prior to determination of permission; this will reflect the size, nature and complexity of monitoring the site.

5.5.3 A summary of when monitoring survey fees are required is set out in Table 5.3. No fee is incurred in some cases as these are generally small-scale developments that may undertake and report travel surveys themselves. Further details regarding monitoring fees can also be found in Appendix 11.

Table 5.3: Travel plan monitoring – likely fees to be charged for undertaking surveys

Type of travel plan		Arrangement in travel plan/legal agreement	
		Organisation/developer to commission survey	Borough to commission survey
Enterprise scale travel plan		N/a – no fee	
Standard travel plan	Framework travel plan	No fee *	£fee on a biennial basis, subject to review period
	Interim travel plan	No fee *	£fee on a biennial basis, subject to review period
	Full travel plan	No fee *	£fee on a biennial basis, subject to review period

*Unless the requirement to monitor is not met. If so, the borough may commission a survey and pass the cost of the completed survey to the developer/organisation (as specified in the legal agreement).

Monitoring administration fees

5.5.4   In addition to survey fees, the borough may secure an additional fee
through the planning obligation to cover its responsibility to review
monitoring outputs. This is in line with current practice and typically
the fee would be approximately £2,500 to £3,000, although it could
vary depending on the nature and complexity of the development and
subsequent monitoring requirements.

Appendices

1. Sources of further information

2. Policy context

3. Managing the travel plan

4. Land use summary sheets

5. Enterprise

6. TfL as consultee (referred planning applications)

7. Worked examples

8. ATTrBuTE

9. Suggested Draft condition

10. Draft planning obligation

11. Standardising travel plan monitoring – background and survey methodology

12. Glossary of terms

Appendix 1: Sources of further information

London borough Travel Plan Coordinators

For free travel plan consultancy service and information about incentives and support, organisations can contact their local Travel Plan Coordinators at London boroughs. Please contact the TfL Senior Workplace Travel Adviser for their contact details.

Email: worktp@tfl.gov.uk

TfL Smarter Travel Unit

For specific advice about any element of this guidance document, please contact the TfL Smarter Travel Unit.

Email: smartertravelunitteam@tfl.gov.uk

TfL Freight Unit

For advice on Delivery and Servicing Plans, Construction Logistics Plans and Freight Operator Recognition Scheme (FORS), please contact the TfL Freight Unit.

Email: freight@tfl.gov.uk

Transport assessments

For detailed information on transport assessments for major developments and referred applications, TfL's 'Transport Assessment Best Practice Guidance' document provides useful high-level guidance, including processes, technical details and contacts. The guidance is available online at tfl.gov.uk/transportassessment

TRAVL – Standard survey methodology

Contacts and the complete and current survey methodology are available online at www.travl.org.uk

The 'London Plan' – Mayor of London' February 2008

Audit Commission guidance on planning obligations

The following guidance documents relating to planning obligations are available to download from the Audit Commission website (www.audit-commission.gov.uk) or to purchase by contacting its order line on 0800 50 20 30.

- 'Corporate Awareness Checklist', 2006. Intended to increase awareness and prompt thinking about how to better integrate section 106 agreements into processes for delivering corporate objectives

- 'Securing Community Benefits through the Planning Process', 2006. This report summarises the findings of Audit Commission research looking at use of planning obligations to deliver sustainable development.

- 'Value for Money Self-assessment Guide', 2006. This guide provides assistance to assess how cost-effectively planning obligations are used.

Contacts

Greater London Authority	www.london.gov.uk/mayor/transport/websites.jsp
Association of London Government	www.londoncouncils.gov.uk
Department for Transport	www.dft.gov.uk
Department for Communities and Local Government	www.communities.gov.uk
Transport for London	tfl.gov.uk
Government Statistics	www.statistics.gov.uk
London Travelwise	www.londontravelwise.org.uk
Audit Commission	www.audit-commission.gov.uk

Organisation	Service offered	Contact details
Travel plans		
National network		
Association for Commuter Transport (ACT TravelWise)	ACT TravelWise provides support to organisations implementing a travel plan. Members include local authorities, Government organisations, transport operators, consultants, commercial businesses, universities and colleges, NHS, Non Government Organisations, partnerships, charities and campaigns.	1 Vernon Mews, Vernon Street, W14 0RL Tel: 020 7348 1977 Email: mail@act-uk.com Website: www.act-uk.com
Walking		
London Streets (TfL)	Source of information for walking in the Capital, including walking routes, air quality information, leaflets and general advice. TfL also offers advice on requirements for walking infrastructure and on undertaking audits to determine the level of infrastructure required for a specific development (eg technical guidance on footway dimensions and other safety and design aspects, such as the correct installation of pedestrian crossings etc).	Walking Promotions and Liaison Officer, London Streets, 42 - 50 Victoria Street, London, SW1H 0TL. E-Mail: londonstreets@tfl.gov.uk Website: tfl.gov.uk/modalpages/2694.aspx
Living Streets	The champions of streets and public spaces for people on foot. Practical projects to create safe, vibrant and healthy streets for all.	Living Streets 31-33 Bondway, London, SW8 1SJ Tel: 020 7820 1010 E-mail: info@livingstreets.org.uk Website: www.livingstreets.org.uk The Ramblers' Association 2nd Floor Camelford House, 87-90 Albert Embankment, London SE1 7TW, UK

The Ramblers' Association	The Ramblers' Association is Britain's largest walking charity and has been working for more than 70 years to promote walking and to improve conditions for everyone who walks in England, Scotland and Wales.	The Ramblers' Association 2nd Floor Camelford House, 87-90 Albert Embankment, London SE1 7TW, UK Tel: 020 7339 8500 Email: ramblers@ramblers.org.uk. Website: www.ramblers.org.uk
Walk London	Walk London is a borough partnership led by the City of London and project managed on their behalf by The Access Company, to help the Mayor of London achieve his vision for London to be one of the most walkable cities in the world by 2015. In particular, Walk London is working to complete and promote six major walking routes.	Walk London, c/o City of London Town Clerks Department, Guildhall PO BOX 270, EC2P 2EJ. Tel: 07801 334 915 or 07801 334 915 Email: info@walklondon.org.uk Website: www.walklondon.org.uk

Cycling

Advice and support

Cycling Centre of Excellence (TfL)	Can provide organisations with information, material, advice, support and contact addresses on all aspects of cycling: • Cycle parking standards: tfl.gov.uk/assets/downloads/ Proposed-TfL-Guidelines.pdf • Links to obtaining guides to cycling across London: tfl.gov.uk/tfl/roadusers/ cycling/cycleroutes • TfL's Journey Planner includes cycles • Pool bike guidance document.	London Streets, 42 - 50 Victoria Street, London, SW1H 0TL. E-Mail: londonstreets@tfl.gov.uk Tel: 020 7941 2398 Email:enquire@tfl.gov.uk Website: tfl.gov.uk/modalpages/2663.aspx
The London Cycling Campaign (LCC)	By joining the Corporate Affiliation Scheme, employees are entitled to reduced LCC membership including third party insurance and free advice and information. LCC also offers cycle audits and more comprehensive cycle promotion schemes.	London Cycling Campaign, Unit 228, 30 Great Guildford Street, London, SE1 0HS. Tel: 020 7928 6112 Email: corpaff@lcc.org.uk Website: www.lcc.org.uk

Cycle training

A list of contacts for finding out about cycle training within specific boroughs can be found on TfL's website.	Provides confidence-building training courses for new and returning cyclists. Sessions may include one-to-one, to or from the workplace or on-site services. Maintenance courses are also available from some providers.	tfl.gov.uk/roadusers/cycling/4690.aspx

Cycle hire and discounts

Evans Cycles	Offers a free and fully managed Privilege Card Scheme to employers that demonstrate a commitment to encouraging cycle use amongsstaff. The scheme offers a 10 per cent discount on all non-sale items (in store, via mail order and via website), promotional support, servicing and supply of pool bikes at preferential rates.	Ben Hart, Marketing Coordinator, Evans Cycles, Camino Park, James Watt Way, Crawley, West Sussex, RH10 9TZ Tel: 01293 574 923 Email: benhart@evanscycles.com Website: www.evanscycles.com
The London Bicycle Tour Company	Offers a pool bike scheme. The cycle pool is fully managed, including bicycles, insurance and maintenance. All bikes are fully equipped with rack, mudguards, diode lights, bell and helmet. The cost is less than £1 per day per bike.	Robert Graham, London Bicycle Tour Company, 1a Gabriel's Wharf, 56 Upper Ground, London, SE1 9PP Tel: 020 7928 6838 Email: rob@londonbicycle.com
DialABike	Offers a rental scheme for Brompton foldable bikes (which can be folded and carried on public transport), for employers wishing to try out cycling in London. The rental charge is £10 per day and £50 per week. DialABike also offer the option to buy the Brompton after one week, with a discount of £50 rental charge.	Robert Jaffe, DialABike, 51 Marsham Street, London, SW1P 3DP Tel: 020 7233 4224 Email:dialabike@hotmail.com

Pool bike insurance

Butterworth Insurance Services (Godalming Ltd)	Researching policies to cover pool bike theft/loss (see Section 5 – Cycling)	Ian Crawford Butterworth Insurance Services (Godalming Ltd) 180/182 Garston Old Road, Liverpool, L19 1QL Tel: 08708 730 067 Email: info@butterworthinsurance.co.uk

Cycling services

Zero – cycle couriers	Cycle couriers offering a delivery service for letters and parcels up to 100kg. They can be quicker in central London than conventional couriers and a 10 per cent discount is offered for the first 30 days after opening an account.	Tel: 020 7486 0379 Email: zero@workbike.org Website: http://zerocouriers.com/workbike/ Tel: 020 7386 8280 Email: info@darwinsdeli.com
Darwin's Deli	A cycle delivery service delivering quality sandwiches, salads and snacks to employers across London. There are 12 stores across central London.	Website: www.darwinsdeli.com
Re-rolling	A mobile puncture repair service which offers rapid-response for central London, especially within the congestion charge zone.	Daniel Eadon, Re-rolling, 49 Florin court, 6-9 Charterhouse Square, London, EC1M 6EU Tel: 020 7490 0346 Email: re-rolling@breathe.com

Car sharing

Liftshare.com	Operates a national car sharing website, with London-specific sites. Develops tailored web sites for car sharing for employers and other regions.	Liftshare.com ltd Butterfly Hall, Attleborough, Norfolk, NR17 1AB Tel: 08700 780 225 E-mail: info@liftshare.com Website: www.londonliftshare.com

Car clubs

Carplus	Carplus is a national charity promoting responsible car use. Provides a wide range of information. Has particularly good car club resources, including contacts for most car club suppliers and guides to establishing a car club.	Suite C17, Joseph's Well, Hanover Walk, Leeds, LS3 1AB Tel: 01132 349 299 · E-Mail: info@carplus.org.uk Website: www.carplus.org.uk

Working practices

Work Wise UK	Work Wise UK encourages the widespread adoption of smarter working practices, such as flexible working, remote working and working from home and promoting a work/life balance. It is supported by the Department of Trade and Industry, British Chambers of Commerce, British Telecom and the Trade Union Congress.	Work Wise UK Winkworth House, 83 St. Judes Road Englefield Green, Surrey, TW20 0DF Tel: 01784 473 005 E-Mail: enquiries@workwiseuk.org Website: www.workwiseuk.org

Freight fleet

TfL	TfL's Freight Unit operate schemes to assist with freight activities: 'Delivery and Service Plans' 'Construction Logistic Plans' 'Freight Operator Recognition Scheme' (FORS)	Email contact: freight@tfl.gov.uk
TransportEnergy	Provide a range of resources, best practice guidance and grant schemes for fleet and freight.	Energy Saving Trust 21 Dartmouth Street London SW1H 9BP Tel: 08456 021 425 Website: www.est.org.uk/fleet

Further useful contact details can be found in Section 9 of 'A Travel Plan Resource Pack for Employers'.

Appendix 2: Policy context

All of the listed policy documents are available to download from the originators' websites. Details can be found in Appendix 1.

National policy

'Planning Policy Guidance 13 (Transport)', 2001

Relevant paragraphs are listed below:

Paragraph 87: 'The Government wants to help raise awareness of the impacts of travel decisions and promote the widespread use of travel plans amongst businesses, schools, hospitals and other organisations.'

Paragraph 88: 'There is no standard format or content for travel plans, and they may have a variety of names (such as green transport plans, company travel plans and school travel plans). However, their relevance to planning lies in the delivery of sustainable transport objectives, including:

1. Reductions in car usage (particularly single occupancy journeys) and increased use of public transport, walking and cycling

2. Reduced traffic speeds and improved road safety and personal security particularly for pedestrians and cyclists

3. More environmentally friendly delivery and freight movements, including home delivery services

Paragraph 89: 'The Government considers that travel plans should be submitted alongside planning applications which are likely to have significant transport implications, including those for:

1. All major developments comprising jobs, shopping, leisure and services

2. Smaller developments comprising jobs, shopping, leisure and services which would generate significant amounts of travel in, or near to, air quality management areas, and in other locations where there are local initiatives or targets set out in the development plan or local transport plan for the reduction of road traffic, or the promotion of public transport, walking and cycling. This particularly applies to offices, industry, health and education uses

3. New and expanded school facilities which should be accompanied by a school travel plan which promotes safe cycle and walking routes, restricts parking and car access at and around schools, and includes on-site changing and cycle storage facilities

4. Where a travel plan would help address a particular local traffic problem associated with a planning application, which might otherwise have to be refused on local traffic grounds

However, unacceptable development should never be permitted because of the existence of a travel plan.'

Paragraph 91: 'The weight to be given to a travel plan in a planning decision will be influenced by the extent to which it materially affects the acceptability of the development proposed and the degree to which it can be lawfully secured. Under certain circumstances some or all of a travel plan may be made binding either through conditions attached to a planning permission or through a related planning obligation. Conditions attached to a planning permission will be enforceable against any developer who implements that permission and any subsequent occupiers of the property. Planning obligations will be enforceable against the person who entered into the obligation and any person deriving title from that person.'

Office of The Deputy Prime Minister (ODPM) Circular 05/2005

The purpose of this circular is to provide guidance to local authorities on the use of planning obligations under section 106 of the Town and Country Planning Act 1990. It replaces the Department of the Environment Circular 1/97.

Circular 05/2005 seeks to provide greater clarity of the basis on which planning obligations should be assessed for their acceptability in policy terms. It also gives further guidance on the process of securing obligations.

The ODPM has subsequently become the Department for Communities and Local Government.

Regional policy

The 'London Plan'

This document sets the strategic framework for spatial planning in London. Policy objectives for improving accessibility within London are contained within Objective 5: To improve London's Accessibility (See Chapter 3, Part C).

The key policy directions for achieving this objective are:

- Provide the spatial framework for the development of London's transport system and ensure that development supports the 'Mayor's Transport Strategy'.

- Improve and expand London's public transport through increased and phased investment in services and infrastructure and secure the early completion of Crossrail

- Strengthen measures to reduce CO2 emissions and the negative impacts of transport on air quality

- Facilitate delivery of major transport improvements needed for the 2012 Olympic and Paralympic Games

- Reduce the need to travel especially by car, and the growth of journey lengths

- Improve international, national and regional transport access to London, including a sustainable and balanced London area airport system

- Integrate development with public transport to ensure that there is a proper fit between development and the capacity of the public transport network to service it over the period on the plan, taking appropriate opportunities to intensify the use of land where current or future transport capacity allows and to connect Londoners to employment opportunities (see also Chapter 2)

- Further develop transport improvement plans for all areas of London

- Continue to tackle congestion through levels of restraint of car use appropriate to different parts of London and the provision of alternatives, including the improvement of access on foot and cycling and better and safer facilities for pedestrians and cyclists

- Improve the sustainable movement of freight within and around London, making more use of water and rail

- Increase safety and security on the transport system

Transport policies within the 'London Plan' which seek to support objective 5 include: 3C.1, 3C.2, 3C.3, 3C.14, 3C.17, 3C.18, 3C.19, 3C.20, 3C.21 and C3.24.

In particular, policy 3C.2 'Matching development to transport capacity' states:

'Developments with significant transport implications should include a Transport Assessment and Travel Plan as part of planning applications.'

Key planning policies in the 'London Plan' applicable to travel plans and transport assessments include: 2A.5, 2A.6, 3D.1, 3D.2, 3D.4, 3D.5, 3D.7, 4A.6, 4B.1, 4B.3, 5.2, 5.3, 5.4 and 5.7.

The 'Mayor's Transport Strategy'

The strategy complements the 'London Plan' by providing a targeted approach to transport improvements for London.

Policy 3.7: 'In exercising his functions in relation to planning applications, draft Unitary Development Plans and other land use matters the Mayor will give due weight to the matters listed below. The London boroughs should also give due weight to these matters in exercising their functions in relation to planning applications and development plans, where appropriate:
- That development should be planned and located with the aim of providing a range of attractive and convenient travel choices, and encouraging alternatives to car use, in accordance with Planning Policy Guidance Note 13 (PPG13)6; in particular, new high density trip generating

development should be located in areas that are, or will be made, accessible by public transport, taking account of public transport capacity

- The management of parking; in the interim, until the London Plan (Spatial Development Strategy) is finalised, the London boroughs should have regard to the standards for employment generating uses (A2/B1) as set out in London Planning Guidance (RPG3)16, and modified by Regional Planning Guidance for the South East (RPG9)2. The London boroughs should also have regard to the parking standards for residential dwellings set out in the Government's Planning Policy Guidance Note 3: Housing (PPG3)17, the former London Planning Advisory Committee's policies for sustainable residential quality12, and the possibility of applying stricter standards

- The need to support and enhance the role of London's town centres by providing sustainable access through land-use planning, development and transport policies, in accordance with Planning Policy Guidance Note 6 (PPG6)18

- The provision of developer contributions for transport measures where appropriate and reasonably related to the development proposal

- The provision of transport assessments for major new trip generating development proposals – these should include information about how travel behaviour will be influenced by the proposed development, and how public transport, walking and cycling will be encouraged. Workplace travel plans should be produced where appropriate

Local borough policies

In addition to the aforementioned polices, each London borough must produce a LIP which sets out the borough's strategic vision for transport, reflecting the 'Mayor's Transport Strategy's requirements for local transport improvements. The LIP should also be consistent with policies set out in the UDP or its successor, the Local Development Framework.

To establish the planning requirement for travel plans, boroughs should have policies indicating when they are required within their LDF or UDP. Although this requirement may not be established in UDPs which have been adopted for some time, it should come forward in the new round of spatial planning policy for the borough, in order to deliver conformity to the 'London Plan', the Spatial Planning Strategy for London.

In addition, local boroughs also produce Supplementary Planning Guidance (SPG), now being replaced by Supplementary Planning Documents (SPDs) under the planning regime established by the Planning and Compulsory Purchase Act, 2004. Such documents may be produced in relation to specific transport themes and issues, which could include travel planning. Such documents may be available to download from individual borough websites, although it is recommended that borough planning or travel plan officers are contacted to establish their latest planning policy relating to travel plans and to establish whether there are any relevant SPGs or SPDs. For example, some boroughs have an SPG/SPD dealing with the topic of planning obligations, which may cover likely requirements for a travel plan and/or specific measures within it.

Further relevant documents

* 'Transport 2025: Transport Vision for a Growing World City', November, 2006

* 'Transport for London: Creating a chain reaction, London Cycling Action Plan', 2004

* 'Transport for London Making London a walkable city: The walking plan for London', February 2004

Appendix 3: Managing the travel plan

A wealth of detailed, good-quality material exists which will assist the reader in implementing and managing their travel plan. This appendix does not seek to reproduce such guidance, but provide a summary of the key elements. Where indicated, further sources of information can be found in Appendix 1.

Travel Plan Coordinator

All travel plans are dependent on a nominated individual being given time and resources for success to occur. The appointment of a Travel Plan Coordinator is key to the success of a travel plan and should ultimately become the main driving force behind the plan. Depending on the scale and operation of a site, the role may be full or part-time.

Qualities of a Travel Plan Coordinator

A Travel Plan Coordinator should demonstrate the following qualities:

- Drive and enthusiasm

- Good negotiating skills

- Outgoing, friendly and an approachable personality, with an ability to communicate effectively with people at all levels

- Able to communicate and defend an argument

- An ability to lead by example

- A person who will be respected

- An ability to give presentations and manage events/workshops

- Computer-literate

- Practical and realistic with a balanced perspective

- Organised and capable of multi-tasking

- Knowledge of transport issues although a transport professional is not a necessity

- Knowledge of environmental and business issues and committed to sustainable travel issues. A realist, not a green activist

The amount of time that this individual will spend on the travel plan will depend on the size of the organisation as well as the responsibilities assigned and the level of assistance received from other individuals. For example, it may be possible for the individual to undertake the role on a part-time basis alongside other duties. However, in circumstances where the development is fairly large and/or employing a significant number of employees it may be necessary for the individual to be employed on a full-time basis.

Responsibilities of a Travel Plan Coordinator

The Travel Plan Coordinator will ultimately be responsible for overseeing and implementing the various measures outlined in the travel plan. In addition, they may be responsible for the following:

- Obtaining and maintaining commitment and support from staff

- Implementing an effective marketing campaign of the plan and its specific measures

- Liaising with parties within the organisation (eg different departments) and outside (eg stakeholders, boroughs, TfL, public transport operators)

- Giving advice and information on transport-related subjects to staff and visitors

- Setting up and facilitating the steering group and specific working groups

- Coordinating the necessary data collection exercises and monitoring programme for the plan

- Presenting a business case to secure a budget for developing the travel plan and ensuring its efficient use

Sustainable Travel Manager

The Sustainable Travel Manager is responsible for managing and coordinating travel plans of large developments where there are multiple occupiers (separate organisations sharing a site) and an overarching travel plan strategy. Critical to the role is ensuring continuity, drive and being the primary contact for matters relating to travel to, from and at the site.

It is the role of the Sustainable Travel Manager to be aware of all of the various initiatives and strands of work underway, in order to ensure that they are complementary and can be coordinated to maximum effect. In the case of mixed-use or multiple organisation developments where the individual elements exceed the travel plan thresholds, it is likely that each occupier will have a Travel Plan Coordinator role who will work with a Sustainable Travel Manager responsible for the entire site.

The key responsibilities of the Sustainable Travel Manager include:

- Implementation and management

- Awareness-building and engagement with stakeholders

- Identifying resistance to change

- Strategic marketing and communication

- Implementing and managing measures

- Measuring success and monitoring change

- Reporting progress to all travel plan stakeholders, including residents, employees and the planning and highway authorities

Steering group/reference group

It is important that a steering group or reference group be established. The principle role of a steering group is to assist in the development, management and implementation of the travel plan. This is different to a reference group, which provides more of a supporting role with advice and practical assistance in the day-to day-running of the travel plan.

In both cases, it is important that the group represents a range of stakeholders as the travel plan will have wide-reaching effects and strategies may span across many areas of interest. The group offers an opportunity for the sharing of knowledge, experiences, valuable information and contacts.

Targets

Targets will form an essential ingredient in the travel plan submitted for planning permission. The detail of targets will be dependent on the nature of the development proposal. The objectives are more straightforward and are easily tailored to any development.

Targets must establish clear commitments. Targets that have caveats or are dependent on other parties that do not provide written commitments may not be able to be counted towards the assessment of the travel plan. All targets have to be SMART (Specific, Measurable, Achievable, Realistic and Time-bound) and come in two forms:

1) 'Action type' targets are non-quantifiable actions that need to be achieved. An example would be 'Set up steering group: target date May 2007'

2) 'Aim-type' targets are quantifiable and relate to the degree of modal shift the plan is seeking to achieve or to other outcomes. A typical example may be an interim target of 'To achieve a target proportion of single occupancy car driver commuting of 40 per cent by September 2010' and a final target of 'To achieve a target proportion of single occupancy car driver commuting of 25 per cent by September 2012'

'Aim-type' target-setting is an important element of any development-related travel plan. The target needs to be reached and in many cases a failure to achieve such a target may result in the application of impact charges or a delay to the next phase of development until remedial action is undertaken. Wherever possible, the targets should be set against an understanding of the propensity for modal shift which can be obtained from travel survey responses, census data, the plotting of staff and other postcode data etc, in order to understand the scope for change at the particular site, in the context of accessibility constraints, staff attitudes and current behaviour. Where a target percentage is determined prior to the planning application but travel surveys have not yet been possible, it may be necessary to set the target based on census and other information.

When determining and agreeing suitable targets, consideration should always be given to how the travel plan can contribute to the targets set out within relevant regional and local policy. The policy context for travel plans is summarised within Section 1 of this guidance and some relevant references are listed in Appendix 1.

Travel plans are organic documents and the targets in them can be subject to review at a later stage, in light of robust and pertinent information, or data that support a case for doing so. This can only be done through mutual agreement of the organisation implementing the plan and the appropriate local authorities and might be particularly pertinent where targets have been established prior to baseline survey data being available. Nevertheless, all targets must be definite statements of intent and can not include caveats, 'such as hope to' or 'will endeavour'. These types of statements are without real meaning and do not qualify as commitments as part of the submitted travel plan. Occasionally it may be necessary to 'explore' the viability of a measure where it is not possible to fully commit to a measure when the travel plan is submitted.

Therefore, it is recommended that targets have a five-year timescale from implementation, with interim targets at year three. Where occupation will be phased or occur over some time, it is important to establish the starting point for this five-year period (eg in terms of percentage occupation). In tandem with voluntary annual monitoring, this provides control and flexibility in achieving the travel plan objectives.

Developing a travel plan strategy

Table Appendix 3.1 identifies a typical best practice strategy for introducing a travel plan in an organisation.

The strategy will need to be tailored to the type of development and circumstances prior to planning submission. For example, for development-related travel plans, site assessment and travel surveys are likely to occur before a Travel Plan Coordinator is appointed, even if an organisational policy review must sometimes be delayed until the occupying organisation is known. The strategy should therefore be informed by the particular site and circumstances.

Consultation is an essential part of the process. A plan that is imposed is unlikely to be supported by those who it impacts whether they are staff, residents or occupiers. Indeed, it is essential that, where appropriate, consultation is undertaken during the planning process to formulate the plan.

Table Appendix 3.1 Example of strategy approach

Action	Description	Comments
1	Agreement to implement travel plan	Obtain support of senior management in organisation/developer
2	Put implementation structure in place	Set up steering group and appoint Travel Plan Coordinator
3	Consult and educate staff	Involving staff as early as possible is helpful in the process
4	Understand travel issues	Carry out site assessment, travel surveys, accessibility assessment and review organisational travel policy
5	Identify partners	Key partners may include the borough, TfL, etc.
6	Devise travel plan	Draft appropriate travel plan document (see Section 3).
7	Consult staff/ obtain approval	The plan needs to be supported and approved at board level/by the applicant.
8	Deliver travel plan measures	Delivery of the measures, to a well structured programme is crucial to the success of the travel plan.
9	Monitor and review	Surveys for monitoring and reporting must use the standard methodology compliant with iTRACE and TRAVL.

Travel plans gain vast benefit from a marketing strategy to promote the purpose and content among those who are affected by it. Marketing and education strategies would be a viewed as an essential part of any submitted plan. Newsletters, posters, exhibitions and events all offer opportunities to promote the initiative.

A marketing strategy needs to include a plan with milestones, and interest needs to be gained and maintained.

Travel plan measures

The following sections provide observations regarding the more common travel plan measures. For further information, see 'A Travel Plan Resources Pack for Employers', details given in Appendix 1.

Measures will be a combination of 'carrots' and 'sticks'; measures to assist sustainable travel and to restrict and reduce the attractiveness of car-based travel. It should be noted that implementation of certain measures alone may not therefore be sufficient to guarantee their success and serious consideration should be given to planning the roll-out, marketing and the process of encouraging users to change behaviour.

In selecting a suite of measures, consideration should be given as to the likelihood of modal switch between sustainable modes, eg from bus to car sharing. This potential 'side effect' of transference between sustainable modes should be considered and managed if necessary.

Additionally, the travel plan should include infrastructure measures identified in the transport assessment, such as a new Toucan crossing to assist cyclists and pedestrians. This can then be linked to travel plan measures such as promotion, travel information leaflets or on-site facilities such as lockers.

Walking

Walking measures can include new crossing facilities and routes, pools of umbrellas, making personal alarms and maps available. Awareness-raising of the health benefits of walking is also advantageous. Additional walking resources are provided in Appendix 1.

Cycling

The provision of cycle parking, changing facilities and showers is relatively straightforward if based on correct assumptions and designed into a development. Other improvements include new cycle routes, pool bikes (for use by staff undertaking work journeys), establishment of a bicycle users group and publicity and promotion. Financial incentives, such as cycle to work schemes, bike loans, cycle store discounts and specific mileage allowances are also often included. Additional cycling resources are provided in Appendix 1.

Table Appendix 3.2 Cycle parking standards

Land use category	Location		Cycle parking standards *minimum two spaces
A1	Shops	Food retail	Out-of-town 1/350m²* Town centre/ local shopping centre 1/125m²*
		Non-food retail	Out-of-town 1/500m²* Town centre/ local shopping centre 1/300m²*
		Garden centre	1/300m²*
A2	Financial and professional services	Offices, business and professional	1/125m²*
A3	Food and drink	Pubs, wine bars	1/100m²*
		Fast food takeaway	1/50m²*
		Restaurants, cafes	1/20 staff for staff + 1/20 seats for visitors
B1a B1b B1c	Business	Business offices	1/250m²*
		Light industry	1/250m²*
		R&D	1/250m²*
B2–B7	General industrial		1/500m²*
B8	Storage and distribution	Warehouses	1/500m²*
C1 C2	Hotels Residential institutions	Hotels	1/10 staff
		Sui generis hostels	1/4 beds
		Hospitals	1/5 staff + 1/10 staff for visitors
		Student accommodation	1/2 students
		Children's homes, nursing homes, elderly people's homes	1/3 staff
C3	Dwelling house	Flats	1/unit
		Dwelling houses	1/1 or 2 bed dwelling, 2/3+ bed dwelling
		Sheltered accommodation	1/450m²
D1	Non-residential institutions	Primary schools	1/10 staff or students
		Secondary schools	1/10 staff or students
		Universities, colleges	1/8 staff or students
		Libraries	1/10 staff + 1/10 staff for visitors
		Doctor, dentist, health centres, Clinics	1/50 staff + 1/5 staff for visitors

Table Appendix 3.2 Cycle parking standards (cont)

Land use category	Location		Cycle parking standards *minimum two spaces
D2	Assembly and leisure	Theatres, cinema	1/20 staff for staff + 1/50 seats for visitors
		Leisure, sports centres, swimming pools	1/10 staff + 1/20 peak period visitors
Transport	Train stations	A Central London termini	1/600 entrants
		B Zone 1 interchanges	1/1000 entrants
		C Strategic interchanges	1/600 entrants
		D District interchanges	1/200 entrants
		E Local interchanges	Upon own merit
		F Zone 1 non-interchanges	1/200 entrants
		G Tube termini/last 3 stations	1/150 entrants
		H Other	Upon own merit
Transport	Bus stations		1/50 peak period passengers

Source: From 'Cycle Parking Standards, TfL Proposed Guidelines', TfL Cycling Centre of Excellence, see Appendix 1 for contact details. The above standards are also incorporated in TfL's 'Workplace Cycle Parking Guide' (2006). A revision to the cycle parking guidelines was underway at the time of writing this document and changes are proposed for at least five of the sub categories. It is important that applicants and boroughs consult TfL's website tfl.gov.uk for the most up-to-date standards.

Critical in enabling more people to cycle (to and from work) is to provide sufficient spaces in a convenient and secure area for cycle parking and overnight storage. There are a range of storage systems available. Double-decked systems require a floor to ceiling height of at least 2.7m and often require extra space for loading. In London, capacity standards for developments have been determined. The latest published standards are provided in Table Appendix 3.2.

At the time of writing, TfL was in the process of updating its cycle parking standards. The TfL website should be consulted for the most up-to-date version of the standards. The review reflects the finding that the adopted standards are inconsistent between businesses. They therefore require revision in order to meet existing demand and T2025 cycling targets. Furthermore, it has been established that demand may increase or vary by as much as 200 per cent after a positive cycling culture has been established within a company.

TfL has previously published 'London Cycling Design Standards' (2005). Revised standards are forthcoming. A 'Workplace Cycle Parking Guide' is also available from TfL.

Further information on cycling resources and publications is available in Appendix 1.

Public transport

Public transport provision and appropriate transport infrastructure requirements to serve new development will normally be addressed through the transport assessment as submitted with the application for planning permission. TfL operates and manages London Buses, Tube, river and certain overground rail services, therefore discussions about the implications of the development on these networks should be held with TfL as part of the planning application, especially for developments that exceed the threshold for referral to the Mayor. This should occur at the pre-application stage (see Appendix 1 for contact details). The borough Travel Plan Coordinator should be involved or kept appraised of the outcome of any discussions.

The travel plan strategy should acknowledge any new provision and account for its implementation within the programme. The travel plan will deliver many of the promotional and motivational aspects in support of the service, for example providing improved travel information, discounted ticketing and vouchers, season ticket loans and a 'guaranteed ride home' for staff in an emergency situation.

Any travel plan measure regarding public transport should be transparent and clear about the source of funding. Where this is not the applicant, the applicant must supply a letter of commitment from the funding party.

Managing private car travel

Parking: Determining the appropriate level of parking provision at developments is one of the most important factors in minimising private car travel and this is one area where the transport assessment and the travel plan are inextricably linked. Parking standards provide maximums and it will be normal for the proposed provision to be lower than this threshold.

Plans should also be made for the inclusion of on-site disabled parking bays. 'London Plan' policy 3C.22 recognises that developments should always include provision for car parking/car-based access for disabled people. Developments should have at least one accessible on or off-street car parking bay designated for use by disabled people, even if no general parking is provided. Boroughs are encouraged by the 'London Plan' to take a flexible approach, and applicants are encouraged to enter early consultation with borough planning officers to define the required standards for the development at the initial scoping stage of work.

Development of the travel plan and its targets, in conjunction with the transport assessment and local and regional policies, will allow determination of the appropriate level of parking provision, almost always below the applicable maximum standards. It is important that a development should not lead to overspill car parking taking place without mitigation measures on street, such as parking control measures, hence this issue needs to be kept in mind when setting the appropriate parking level. In this scenario, the aim of the travel plan should be to employ a parking restraint approach to maximise more sustainable travel option, and car parking should be set at levels below both the 'London Plan' and local parking policies.

Management of the car park is also important and could comprise access control arrangements, security and charging policy. Car parking charges are an excellent 'stick' in a travel plan and the income could be 'ring fenced' to fund other travel plan measures. Some organisations have restricted access by not allowing those within easy walking distance or on a frequent bus route to have parking permits; such a strategy ensures that those who have to use their car are given priority.

Car sharing: Car sharing refers to a situation where two or more people travel by car together, for all or part of the car trip. In general terms, it may be described as:

• Formal – An organised scheme where drivers and passengers are introduced, who may not otherwise have come together to share car journeys

• Informal – Generally where family, friends and colleagues agree among themselves, on an ad hoc or regular basis, to share car journeys

A car sharing scheme can be tailored to suit the requirements and travel patterns of the organisation. If car parking is available, car share spaces should be provided at prominent locations. A computer-based database as a means of matching potential sharers is useful and there are a number of suppliers who provide software applications (see Appendix 7 for contact details). Essential elements of any scheme are the guaranteed ride home facility, a dedicated resource for administrating the scheme, car park signing and dedicated car sharing spaces. It is advised that the TfL 'Car Share Guide' (2007) is consulted.

Car club: Car club is the common term for arrangements which give access to a pool of cars or other light vehicles to members for flexible periods of time (as required by the user) and at rates lower than conventional car hire. Members pay a charge each time they use a vehicle; the charge is typically based on the length of the booking and mileage travelled. Depending on the operator/membership option chosen, they may also pay a monthly or annual membership fee.

The development of a car club as a component of the travel plan is based on the relationship between car ownership and car usage. The availability of a car club car enables companies to provide staff with a car only when it is necessary, thereby reducing business trips and the need to provide company or pool cars and mileage allowances paid to staff using their private vehicle. Furthermore, the inclusion of a car club in a travel plan for some sites may allow the parking allocation to be reduced further.

There are further benefits when combining residents' and business use of a car club, as business use of the vehicles tends to occur during the daytime when demand from residents is fairly low. This relationship provides greater security for the scheme, ensuring day-round use of the vehicles.

Many London boroughs are developing clubs which organisations may be able to join (see contacts for London borough Travel Plan Coordinators in Appendix 1). The size and suitability of implementing a new car club will depend on the nature and size of development (such as a large mixed-use development or a site where neighbouring sites may also benefit) and operators can assist in providing an appraisal of whether a club may be viable for new sites. Further sources of information and contacts can be found in Appendix 1.

Reducing the need to travel by car

Home working, teleconferencing and teleworking reduces the need for a journey to be made at all. Adoption of a compressed working week also allows this to happen. Improved working practices such as flexitime can provide people with flexibility and control of their working arrangements in order to adopt alternative modes of travel. Contact information for further information is available in Appendix 1 under 'Working Practices'.

Promotion and provision of information

The use of website, bespoke or otherwise, and other web resources such as an intranet or extranet can be an effective means for an organisation to supply up-to-date information (eg TfL's Journey Planner). Travel information leaflets, including details for cycling, public transport and car sharing, have also been found to be successful. Individualised marketing is likely to be required as part of any mixed-use application that includes residential use; a standard approach to individualised marketing campaigns has been developed for London that should be provided via the TfL Travel Options Team (see Contacts, Appendix 1), funded as a contribution through the 106 agreement.

Delivery and servicing, freight movements and construction travel

Freight is defined by TfL as the physical movement of goods, waste and utilities/servicing vehicles. All travel plans should include a provision for the development of Delivery and Servicing Plans, which incorporate a legal loading plan and where necessary a Construction Logistics Plan to manage movements associated with a development's construction phase. The loading plan shows where and when legal deliveries, collections and service visits can be made at times appropriate to business need, maximising use of off-street provision. Information regarding courier deliveries and collections should also be considered, along with low carbon vehicles for deliveries.

At the time of writing, the TfL Freight Unit was compiling guidance to support the implementation of Delivery and Servicing Plans, Construction Logistic Plans and FORS. For further assistance or information, please email freight@tfl.gov.uk

Moving forward

The most important aspect of the travel plan process is implementation and this is when the work on delivery really begins; the travel plan process does not end with planning approval. Applicants need to plan for the implementation stage and the delivery process should be described in this section. The section can also act as a summary and conclusions, as it draws together the previous chapters, and allows the author and auditor to ensure all matters are addressed and relate in the appropriate way.

The 'moving forward' chapter should focus on how the travel plan is to be secured, implemented and monitored. This should include a programme of tasks and set out the roles and responsibilities of applicant, occupier and borough officers.

Transport management associations

Transport management associations (TMAs) are comprised of groups of organisations working together to manage their travel and access issues. They may sometimes also be known as area-wide travel plans or local travel plan groups, depending on the nature and focus of the group. The range of

organisations involved can be varied, including workplaces, boroughs, chambers of commerce and community groups; in fact, any organisation with an interest in the travel impacts of an area.

Individual organisations owning a travel plan can find that through involvement with a TMA, they are able to achieve more due to pooled resources delivering higher investment in travel plan measures, dedicated staff and greater political influence. Rather than focusing on site-specific application, such groups allow for a more flexible and therefore effective area-wide application with greater potential for benefits to businesses, residents and commuters. Different forms of partnership are given below:

Development Zone – within a defined area with multiple organisations and typically with a site owner/landowner/site management organisation. Each occupier is required as part of their tenancy/occupation agreement to commit to the overarching travel plan commitment for the site(s) through the development of their own travel plan. This application is most commonly brought through new mixed-use development, and common in regeneration and redevelopment schemes. Resources are provided by the site owner/landlord, usually with some financial commitment from tenants/occupiers. The borough may be able to provide some support from borough officers.

Business Improvement District – a partnership between borough and business, formed to deliver improvements to a specific area. This is best established with a formal structure controlled by member organisations. Transport is not the sole issue the partnership will deal with, but members should develop individual travel plans.

Area Based Group – best comprised of organisations within a neighbourhood with common transport interests. Informal arrangement, membership-controlled. Members undertake individual travel plans but cooperate on specific travel plan measures, initiatives and share information. Resources funded by members, borough may be able to supply support and/or assist coordination of the group.

Transport management association – private, non-profit organisations formed to deliver specific improvements in a defined area. Membership controlled, formal arrangement with members paying fees which can be used to provide services. Borough may provide support but also act as regulator where travel plans are development control derived.

For more information and assistance, contact the TfL Smarter Travel Unit, details in Appendix 1.

Appendix 4: Land use summary sheets

Please note: the following summary sheets have been produced to assist understanding of travel plan considerations by land use. They are not intended to be prescriptive or exhaustive, but to serve as a starting point for travel plan research.

Land use	Assembly and leisure uses excluding stadia
Definition	Leisure and assembly uses of 1,000m^2 or greater, such as cinemas, theatres, museums and other tourist attractions.
Trip patterns	Varies by type and scale of land use and demographic of users/visitors. Transport impacts and issues will vary widely by site location and attraction. Leisure trips are increasing significantly in the United Kingdom.
Strategy and structure	Travel plan measures to focus primarily on staff and regular visitors, although marketing and incentives also useful for less frequent visitors. Travel plan to be run by a part or full-time Travel Plan Coordinator (depending on scale of attraction/use), supported by a steering group.
Objectives	To improve modal choice and accessibility for all to employment and leisure facilities. This can help to open uses to new target demographics. To relieve parking pressures and neighbour relations. To reduce transport and traffic impacts, including congestion and its negative external impacts.
Targets	Existing monitoring data is scarce, given the varied nature of such land uses. Targets should be established for both staff travel and visitors. In many cases the impact of visitor travel will be of primary importance.
Appropriate measures	Travel management: New/improved bus/rail services (including arrival modes as an integral part of the 'visitor experience'), marketing/dissemination of sustainable travel information, newsletters, website, poster campaigns, personalised journey planning, ticketing initiatives, season ticket loans, discounts and incentives for arrival by sustainable modes. Car sharing scheme, parking management, travel policy/benefits review.

Monitoring	Infrastructure: Staff showers, lockers and changing facilities, secure/undercover cycle parking, car sharer spaces, pedestrian crossings, new footpaths, cycle paths, bus stop facilities. **Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.**
Information sources/ best practice	'Making Travel Plans Work, Lessons from UK Case Studies', DfT, 2002. 'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005. 'Easy Arrivals: A visitor travel plan for Harewood House', Transport 2000. 'Gateways to the Downs: An action plan for sustainable travel and tourism in the East Sussex Downs', Transport 2000. 'Tourism without Traffic', Transport 2000.
Land use	**Business parks**
Definition	A concentrated development of primarily B1 office uses with a combined ground floor area of 2,500m^2 or larger. Often situated adjacent to key transport interchanges and large arterial routes such as ring roads, key radial and primary roads. Parks are often located in a landscaped setting, tend to be of a large scale and poorly connected to existing neighbouring areas (eg with their surroundings dominated by road infrastructure). This group is distinct from industrial uses.
Trip patterns	Peak times correspond to core working start and end times (07:00 – 10:00 and 16:00 – 19:00), with the middle of these periods usually being busiest. Location choice, accessibility to road infrastructure, wide staff catchments and associated difficulties in public transport provision often lead to high levels of car-dependency.

Strategy and structure	Travel plans should be pursued by individual occupiers for their staff and management practices. A transport management association (TMA) is an invaluable aid to a business park travel plan and can offer useful benefits of scale. Ideally, the TMA should be operated by any site/property management firm, employing a full-time Sustainable Travel Manager and supported by TfL and/or the borough. Opportunities for joint initiatives and funding of measures should be pursued.
Objectives	To improve modal choice and accessibility to employment. To encourage and support healthy and active travel. To reduce the significant transport impacts of these land uses, including congestion, its negative externalities (replace word) and commercial implications to occupiers. To reduce parking pressures and avoid overspill.
Targets	Monitoring data for business parks is relatively scarce. At Stockley Park a reduction in cars arriving per 100 staff of only five per cent was achieved, whereas an 11 per cent modal shift has been recorded at Birchwood Park, Warrington. Reductions somewhere in the region of five to 20 per cent can be expected.
Appropriate measures	**Travel management:** New and improved bus services, public transport subsidies (larger employers), car sharing scheme for employees, parking management, business fleet and travel policy review (eg teleconferencing, teleworking and benefits packages), travel information. **Infrastructure:** Staff showers, lockers and changing facilities, secure/undercover cycle parking, pedestrian crossings, new footpaths, cycle paths, bus stop facilities. **Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.**
Monitoring	Monitoring as per guidance.
Information sources/ best practice	'Making Travel Plans Work, Lessons from UK Case Studies', DfT, 2002, particularly case study on Stockley Business Park. 'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005. 'A Guide on how to set up and run Travel Plan Networks', Energy Saving Trust, 2006. 'Birchwood Park Case Study Leaflet', Energy Saving Trust, 2006. 'A guide on Travel Plans for Developers', Energy Saving Trust, 2005.

Land use	Clubs, community centres and places of worship
Definition	Clubs, community centres and places of worship with 200 or more regular attendees.
Trip patterns	Peak times will vary by events/meetings/service schedules, but are typically 'off-peak'. Transport impacts will vary by use (eg equipment required, demographic of members/users) and by walk-in, cycling and public transport catchments.
Strategy and structure	The travel plan should focus on both staff and members/worshippers/users. Many such uses are run by volunteers and therefore whether the travel plan is run by a part-time Travel Plan Coordinator, a member of the management committee or facilities organisation team, will need to be judged on the basis of individual circumstances (to be agreed between LA and body responsible for promoting the development).
Objectives	To increase modal choice and improve accessibility to clubs, community and religious uses. Where necessary, to reduce parking pressures and improve neighbour relations. To reduce congestion and its negative externalities.
Targets	Existing monitoring data is scarce, given the varied nature of such land uses. Targets should be established for both staff travel and visitors. In many cases, the impact of visitor travel will be of primary importance.
Appropriate measures	**Travel Management:** Provision of sustainable travel information, an informal car sharing scheme (or affiliation to a borough-wide or national branded scheme), parking management, club minibuses, etc. **Infrastructure:** Changing facilities and/or lockers and/or showers. Secure undercover cycle parking. In some instances, a contribution towards engineering measures (eg crossings, public transport facilities, cycle ways) might be appropriate, although this will largely depend on viability and is a matter to be judged on a case-by-case basis. **Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.**

Monitoring	Monitoring as per guidance.
Information sources/ best practice	'Making Travel Plans Work, Lessons from UK Case Studies', DfT, 2002.
	'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005.

Land use	**Stadia**
Definition	Assembly areas with 1,500 seats or more. Events might include sports, music or other performances, exhibitions, variety shows, etc.
Trip patterns	Trip patterns will generally correspond to the events timetable for the stadium. Generated trips can have a significant impact on road and other transport networks, since visitor numbers can be high and trips tend to be narrowly peaked (especially for departures). Busy periods often occur on Saturday afternoons and evenings.
Strategy and structure	Travel plan should be implemented by a Travel Plan Coordinator (usually full-time), supported by senior management. The travel plan should focus on both staff and visitors/spectators/concert-goers. An event management and safety strategy should be devised for spectators.
Objectives	To increase modal choice (via realistic travel options) and improve accessibility to employment and leisure opportunities. To reduce congestion and associated negative externalities and impacts. To relieve on-street parking pressures and to improve community relations.
Targets	Existing monitoring data is extremely scarce. Research by Arsenal Football Club (FC) has shown that 70 per cent of supporters travel to Highbury by non-car means.
Appropriate measures	**Travel Management:** New and improved bus services (including Park and Ride), dedicated shuttle services from bus/coach/rail stations (to correspond with event times). Careful transport planning is required to ensure that adequate capacity is available on public transport services. Car sharing scheme for employees and visitors, parking management and appropriate charges (eg via ticketing initiatives or separate parking charges), travel information dissemination, for example via posters, websites, mail-outs with tickets, telephone information line, etc. Local recruitment policies. Provision of travel options information and promotional materials to all new employees prior at the time of induction/prior to their first shift.

Appropriate measures (cont)	**Infrastructure:** Staff showers, lockers and changing facilities, secure/undercover cycle parking, car sharer spaces, pedestrian crossings, new footpaths, cycle paths, bus stop facilities.
	Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.
Monitoring	Monitoring as per guidance.
Information sources/ best practice	'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005.
	'The role of human resources staff and trade union representatives in supporting travel plans', Energy Saving Trust, 2004.
	'A guide on Travel Plans for Developers', Energy Saving Trust, 2005.
	'Making Travel Plans Work, Lessons from UK Case Studies', DfT, 2002.
	'Glastonbury Case Study', Energy Saving Trust, 2005.
	'Ricoh Arena (Coventry FC) Travel Plan' (www.ricoharena.com/travelplan.asp). Aiming for 75 per cent arrivals to major events by non-car means.
	'Emirates Stadium (Arsenal FC) Travel Plan' (www.arsenal.com/emiratesstadium/)

Land use	**Schools**
Definition	Educational establishments teaching pupils up to and including the age of 16 years
	(up to 19 where schools cater for pupils with Special Educational Needs). All schools are expected to develop and implement a school travel plan (STP) regardless of size, age range, status or location. This includes nursery schools and Children's Centres, private and independent schools, Local Education Authority Community, Special, Voluntary-ided, Trust or Foundation Schools, academies, City Technology Colleges, and Pupil Referral Units.
Trip patterns	Peak travel times are at the beginning and end of the school day and therefore are dependent on school opening hours. Where nursery provision exists, additional peaks will occur as morning sessions end and afternoon sessions begin. 'Out of hours' use of the school site and buildings for extra-curricular activity or community use, as a result of 'Extended schools' activities, will create additional peaks particularly in evenings and at weekends.

Strategy and structure	STPs should be developed by the school with the support of the School Travel Adviser (see below). The STP must meet the minimum standards as set out by the Department for Children, Schools and Families/DfT 'Travelling to School Project' which can be found on www.teachernet.gov.uk
Objectives	Reduce levels of local congestion and the number of cars being used for school journeys. Encourage healthy lifestyles through active travel. Improve the local environment. Improve knowledge and understanding of sustainable travel and road safety skills as a means to support increasing levels of pupil independence and ongoing use of sustainable modes of travel.
Targets	All STPs must include SMART targets. Targets could relate to numbers receiving cycle training, number of relevant lessons delivered etc. Targets should relate directly to the issues that have been raised through consultation.
Appropriate measures	The measures should directly relate to the issues and concerns that have been raised through surveys and consultation.

Travel Management: Sustainable transport, road/personal safety education and awareness linked to the curriculum, cycle training, walking buses (primary age only) or cycle trains, walking and cycling campaigns (eg Walk on Wednesday (WoW) or Bike week), park and walk schemes, car sharing, use of public transport for school trips and visits, promotion of STP via the prospectus and school website, liaison with neighbouring schools. Measures should be aimed at whole school (not just pupils and parents). Policies to support various measures.

Infrastructure: Highway engineering measures including signing, lighting, speed and wider traffic management, public transport accessibility and crossing facilities. In-school facilities, including showers, lockers and cycle parking. School site measures such as new entranceways and pathways, CCTV and waiting areas.

Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.

Expanding/relocating schools
All STPs must contain results of a baseline 'hands up' survey of how all pupils usually travel to school and how they would prefer to travel. Staff should also be surveyed. |

Monitoring	Consultation must be carried out with the wider school community (pupils, parents, staff and governors) to establish the issues that face the school in terms of transport and to ensure that the proposed actions have the support needed for implementation.
	New schools Baseline 'hands up' surveys and consultation must be carried out as above within the first school term of occupation.
	Ongoing monitoring and review A progress report must be completed on an annual basis and must include a repeat 'hands up' survey. The full STP should be completely reviewed and resubmitted every three years.
Information sources/ best practice	**School Travel Advisers (STA)** Every borough has a dedicated STA who will be able to offer advice support and practical assistance to schools to develop, implement and monitor their school travel plans. The STA can also provide examples of best practice travel plans at local regional and national level.
	Guidance materials Guidance on the criteria of approval for school travel plans can be found in the document 'What a School Travel Plan should contain' (TfL, March 2006) and on the Teachernet website www.teachernet.gov.uk
Land use	**Warehousing and distribution**
Definition	Non-retailing warehousing including distribution depots of 2,500m² ground floor area or more. May be freestanding or as part of an estate of similar uses.
Trip patterns	The type, number and size of vehicles travelling to and from each unit will depend largely on the occupier, goods stored and distribution chain arrangements. The busiest hours are typically between 08:00 – 09:00 and 17:00 – 18:00. However, many units are operational outside of these hours and may employ staff working on a shift system. This has a number of implications in terms of public transport operational hours and the attractiveness of sustainable travel options. Nevertheless, typical locations in proximity to the strategic road network and often without a significant residential walk-in catchment can also raise issues regardless of operational hours.

Strategy and structure	Nature of travel plan will depend primarily on number of employees. Where necessary, it can usually be operated by a part-time Travel Plan Coordinator, with senior management support. A freight management strategy as part of the travel plan or through a fleet travel plan is likely to be required. This will have additional benefits of offering cost and energy efficiency savings to the operator. TfL can advise on fleet travel plans.
Objectives	To increase modal choice and thereby increase accessibility to the employment opportunity for all, including those without access to a car. To improve resource efficiency. To reduce local congestion and associated externalities. In instances where uses are in proximity to residential areas, to improve neighbourhood relations.
Targets	Existing monitoring data is scarce. However, a target to reduce the number of cars arriving per 100 staff that falls somewhere in the range of five to 20 per cent would be appropriate. This target will be reviewed once further monitoring data is available.
Appropriate measures	**Travel Management:** Car sharing scheme for employees, freight management strategies, marketing initiatives.
	Infrastructure: Staff showers, lockers and changing facilities, secure/undercover cycle parking, pedestrian crossings, new footpaths, cycle paths.
	Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.
Monitoring	Monitoring as per guidance. Monitoring of any accompanying fleet management strategy or fleet travel plan may also be beneficial. TfL can advise on fleet travel plans.
Information sources/ best practice	'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005.
	'A guide on Travel Plans for Developers', Energy Saving Trust, 2005.
	'Best Practice Guidance and Case Studies on Freight Management', including 'Fuel Management for Transport Operators: Thorntons Plc' can be obtained from freightbestpractice.org.uk

Land use	Food superstore
Definition	Free-standing foodstore of 1,000m^2 ground floor area or greater, often combined with small shop units and/or petrol filling station.
Trip patterns	Food superstores are often at their busiest between 17:00 and 19:00 weekdays and on a Saturday and Sunday. Peak periods at weekends are often around midday. Weekday afternoon/evening trips are often chained with a school/work journey. Levels of car arrival can vary considerably depending on location (eg walk-in and public transport catchment).
Strategy and structure	Travel plan usually focused primarily on staff travel. However, it also needs to include measures to encourage greater shopper travel by sustainable means and/or the use of shopping alternatives (eg online shopping with home delivery). A part-time Travel Plan Coordinator will normally be appropriate.
Objectives	Key objectives should be to improve modal choice and accessibility to shopping and employment. Up to 95 per cent of traffic to new superstores is already on the road. Nevertheless, trips to the supermarket might increase vehicle miles and localise congestion. The travel plans should seek to minimise these impacts. Superstore travel plans may also have a wider benefit in supporting those for other land uses.
Targets	Scarcity of monitoring data makes it difficult to predict outcomes. It is reasonable to expect a reduction in cars arriving per 100 staff of around five to 20 per cent. Staff targets to be revised and suggested for shoppers once monitoring data is available.
Appropriate measures	**Travel Management:** New and improved bus services, posters, information boards, car sharing (for staff), online shopping and free delivery (preferable), other forms of travel information, personalised journey planning. **Infrastructure:** Staff showers, lockers and changing facilities, secure/undercover cycle parking, car sharing spaces for staff, pedestrian crossings, new footpaths, cycle paths, public transport facilities. **Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.**

Monitoring	Monitoring as per guidance.
Information sources/ best practice	'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005.
	'A guide on Travel Plans for Developers', Energy Saving Trust, 2005.

Land use	**Shopping centre**
Definition	Multiple retailing units with a combined ground floor area of 2,500m^2 or larger, usually sharing parking facilities and comprising of a traditional range of shops. Can be located at city centre, town centre, regional centre or district centre.
Trip patterns	The peak periods for shopping centres are Saturdays and Sundays with peak demand often occurring between midday and later afternoon. Demand is higher around Christmas and at holiday periods. Demand can vary considerably between centres. Mode share can vary by public transport provision and walk-in catchment.
Strategy and structure	The shopping centre travel plan should be operated by the management company for the centre. Ideally, a full-time Travel Plan Coordinator should manage the plan, particularly in the early years.
Objectives	To increase modal choice and facilitate accessibility to employment and retail services for all, including those without access to a private vehicle. To reduce local congestion particularly at peak times and to minimise associated negative externalities. To reduce parking demand.
Targets	It is difficult to predict likely modal shift because existing monitoring data is scare. A reduction in the number of cars per 100 staff of somewhere in the region of 10 to 30 per cent can be expected. The number of car arrivals per 100 staff to Bluewater Shopping Centre has fallen by more than 50 per cent – from 69 to 31, as a result of travel plan implementation. Staff travel targets will be revised and shopper targets suggested once further monitoring data is available through iTRACE.

Appropriate measures	**Travel Management:** New and improved bus services, car sharing scheme for employees of units, public transport provision, parking management, travel information.
	Infrastructure: Staff showers, lockers and changing facilities, secure/undercover cycle parking, pedestrian crossings, new footpaths, cycle paths, public transport facilities.
	Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.
Monitoring	Monitoring as per guidance.
Information sources/ best practice	'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005.
	'The role of human resources staff and trade union representatives in supporting travel plans', Energy Saving Trust, 2004.
	'Making Travel Plans Work, Lessons from UK Case Studies', DfT, 2002 – includes case study of Bluewater Shopping Centre, Kent.
	The Trafford Centre, Manchester's Travel Plan can be found at www.traffordcentre.co.uk. Follow the 'Plan your Journey' and then 'Trafford Travel Plan' links.

Land use	**Retail parks**
Definition	A mixed site of larger retail units, with a combined size of 1,000m^2 ground floor area or more, often (but not always) sharing a car park(s). Units traditionally include DIY stores, furniture retailers and other units selling bulky purchases (eg electronic and white goods retailers, catalogue stores). However, may also include large high street stores, car showrooms and leisure uses.
Trip patterns	Trip patterns to the various types of unit vary (eg leisure demand may be greatest outside 'high street' store opening hours) and therefore trip patterns are highly dependent on the composition of units. Peak hours typically occur on Saturdays and Sundays around the middle of the day.

Strategy and structure	A travel plan network should be established for the site to encourage joint initiatives and funding for infrastructure measures. Where a site management company exists, this should operate the travel plan. Ideally, a full time Travel Plan Coordinator should be employed. Each individual employer should also devise its own plan to disseminate information, deliver internal facilities, review travel policy, benefits, etc.
	The travel plan is likely to focus primarily on staff, although opportunities for more sustainable shopper travel, including home deliveries should also be pursued. The relatively freely available parking often associated with this land use can be an encouragement for car users.
Objectives	To improve modal choice and accessibility to work and retail. To reduce parking pressures including un-controlled staff parking. To reduce congestion and associated negative externalities.
Targets	At present monitoring data is scarce, although a reduction in car arrivals per 100 staff of around five to 20 per cent can be expected. This target will be reviewed and one suggested for shoppers once more data is available through iTRACE.
Appropriate measures	**Travel Management**: New and improved bus services, interest free ticket loans, posters, information boards, travel options clearly set out on retailer website, car sharing (for staff), online shopping and free/discounted delivery (preferable), other forms of travel information, personalised journey planning.
	Infrastructure: Staff showers, lockers and changing facilities, secure/undercover cycle parking, pedestrian crossings, new footpaths, cycle paths, public transport facilities.
	Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.
Monitoring	Monitoring as per guidance.

Information sources/ best practice	'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005.
	'A guide on how to set up and run Travel Plan Networks', Energy Saving Trust, 2006.
	'A guide on Travel Plans for Developers', Energy Saving Trust, 2005.
	'Birchwood Park Case Study Leaflet', Energy Saving Trust.
	'B&Q Travel Plans' – Developed for all new stores as part of the organisations Social Responsibility Review.

Land use	A3/A4/A5 Food and drink
Definition	Restaurants, public houses and other food and drink establishments equal to or exceeding 750m².
Trip patterns	Peak times are generally at evenings, weekends and lunchtimes (especially where food is served). Modal share depends primarily on the location of the establishment, proximity to public transport and in some cases also walk-in catchment. The ease, availability and cost of on-site or nearby parking may also have a bearing in some cases and trips may be opportunistic (eg pass-by). Personal security fears may be an issue for staff travelling home late after work.
Strategy and structure	Trips by an individual to a single establishment can be infrequent (or one-off), reducing the scope for measures aimed at customers. In any case, modal share for customers is likely to be primarily determined by wider travel behaviour choices (eg residential location, travel to work mode choice, car ownership, etc). A travel plan should therefore focus primarily on staff travel, although information on non-car alternatives might also be disseminated to visitors/potential visitors (eg via the establishment's website, or at the time of accepting bookings). A travel plan to be overseen by an existing member of staff and supported by senior management of the organisation.
Objectives	To raise awareness of travel options. To improve accessibility to employment opportunities. To improve the efficiency of delivery services, where practicable.

Targets	Monitoring data is scare. A target to reduce the number of car arrivals per 100 staff by around five to 15 per cent would be appropriate.
Appropriate measures	**Travel Management:** Staff information boards, informal car sharing scheme or affiliation to a national or locally branded scheme (for staff), review of delivery arrangements, dissemination of travel options information to potential visitors (eg via the establishment's website), personalised journey planning (staff).
	Infrastructure: Staff showers and/or lockers and/or changing facilities, secure/undercover cycle parking, car sharing spaces for staff.
	Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.
Monitoring	Monitoring as per guidance.
Information sources/ best practice	'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005. 'A guide on Travel Plans for Developers', Energy Saving Trust, 2005.
Land use	**Residential**
Definition	Residential development is covered by separate guidance produced by TfL.
Trip patterns	Weekday peak periods associated with commuting to work (07:00 to 10:00 and 16:00 to 19:00), school journeys (08:00 to 09:00 and 15:00 to 16:00) and leisure/shopping trips particularly at weekends, but also evenings.
Strategy and structure	Requires Travel Plan Coordinator from construction to start the implementation process, through to habitation. Continuation measures need to be considered at the outset. Reduced car parking provision, potential role of car club, personalised journey planning may be important aspects of the travel plan. Engaging the community is an important aspect of any plan.
Objectives	Achieve behavioural change at occupation. Delivery of sustainable communities objectives.
Targets	Should expect to achieve a 10 to 20 per cent reduction in single occupancy car journeys from baseline predictions.

Appropriate measures	**Travel Management:** New and improved bus services, provision for broadband connectivity, launch event, welcome home (information) packs, public transport and cycling vouchers, free cycles, car sharing scheme, newsletters, website, poster campaigns, cycle shop discounts, car clubs, personalised journey planning particularly individualised travel marketing.
	Infrastructure: Pedestrian crossings, bus stop facilities, bus priority measures, home zones, traffic calming measures, new footpaths, new cycle paths.
	Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.
Monitoring	Not covered by this guidance. See separate guidance issued by TfL in relation to residential travel plans.
Information sources/ Best practice	'Residential Travel Planning in London: Good Practice Guidelines', TfL, 2006, or subsequently adopted final document.
	'Making Residential Travel Plans Work: Guidelines for New Development', Dft, 2005.
	'A guide on Travel Plans for Developers', Energy Saving Trust, 2005.

Land use	**Office employment**
Definition	B1 employment including offices with a GFA of 2,500m^2 or greater. For units located at a business park location, a separate sheet has been produced and should also be referred to.
Trip patterns	Peak times commonly correspond to core working start and end times (07:00 – 10:00 and 16.00 – 19.00), with the middle of these periods usually being busiest. Location relative to public transport, walk-in and cycling catchment and parking availability have a significant impact on travel behaviour and mode share.
Strategy and structure	Travel plan to be implemented by a Travel Plan Coordinator (full or part-time), supported by senior management via a steering group. Travel plan will be primarily focused on staff, although some provisions are likely to be made for visitors (eg dissemination of travel information in advance of meetings). Modal user groups might also be beneficial. Should address business and other travel in addition to commuting.

Objectives	To minimise arrivals by single occupancy vehicle, to support and encourage healthy and active lifestyles, to reduce local and regional congestion and its associated externalities, to support access to work by all.
Targets	Monitoring as per guidance. Should expect to achieve at least a 10 to 20 per cent reduction in single occupancy car journeys from baseline predictions.
Appropriate measures	**Travel Management:** New and improved bus services, public transport subsidies (larger employers), car sharing scheme for employees, parking management, business fleet and travel policy review (eg teleconferencing, teleworking and benefits packages), travel information, car club/pool cars, pool cycles. **Infrastructure:** Staff showers, lockers and changing facilities, secure/undercover cycle parking, car sharer spaces for employees, pedestrian crossings, new footpaths, cycle paths, public transport facilities. **Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.**
Monitoring	As per guidance.
Information sources/ best practice	'Making Travel Plans Work, Lessons from UK Case Studies', DfT, 2002. 'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005. 'The role of human resources staff and trade union representatives in supporting travel plans', Energy Saving Trust, 2004. 'A guide on Travel Plans for Developers', Energy Saving Trust, 2005.

Land use	**Garden centres**
Definition	Stand-alone garden centres of 2,500m^2 ground floor area or larger. See relevant sheet on retail parks for centres that are situated in such locations.
Trip patterns	The busiest visiting times at garden centres are often 15:00 to 16:00, both on weekdays and at weekends, weekends being busiest period. As many purchases are bulky and/or fragile, car-based visitor arrivals dominate. In the past, sites have often been remote from public transport services and facilities, as well as staff populations, leading to high levels of car commuting.

Strategy and structure	Travel plan usually focused primarily on staff travel. However, it may also include measures aimed at shopper trips (eg online shopping and delivery options). A part-time Travel Plan Coordinator will normally be appropriate.
Objectives	To improve modal choice and accessibility and reduce the need to arrive by car in order to reach work or to transport purchases. To reduce local traffic impacts of the centre, including congestion and its externalities. To encourage healthy and active lifestyles. To encourage 'linked' car trips.
Targets	Monitoring data is currently scarce. However, a reduction in the number of car arrivals per 100 staff in the region of five to 20 per cent seems reasonable. For visitors, a shift of at least five to 10 per cent should be aimed for, with more demanding targets for the most accessible sites. Targets will be reviewed and revised once additional monitoring data is available.
Appropriate measures	**Travel Management:** New and improved bus services, interest-free ticket loans, posters, information boards, car sharing (for staff), online shopping and free/discounted delivery (preferable), other forms of travel information, personalised journey planning. **Infrastructure:** Staff showers, lockers and changing facilities, secure/undercover cycle parking, pedestrian crossings, new footpaths, cycle paths, public transport facilities. **Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.**
Monitoring	Monitoring as per guidance.
Information sources/ Best practice	'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005. 'A guide on Travel Plans for Developers', Energy Saving Trust, 2005.

Land use	**Higher and further education establishments**
Definition	Universities, sixth form colleges and vocational colleges which provide full and/or part-time post-16 education, greater than or equal to 2,500m^2 in size.

Trip patterns	Weekdays normally busier than weekends. Notably less trips during vacation periods. Peaks depend on timetables and opening hours of supporting facilities. Student and staff catchment can be large, although modal share can vary by proportion of full and part-time students, proximity to student accommodation/popular student residential areas and to public transport provisions. Socio-demographic composition of student population may also be important, along with the establishment's travel and parking policies.
Strategy and structure	For higher education establishments a Travel Plan Coordinator (preferably full-time) should usually manage plan implementation. A part-time Coordinator may be sufficient for a further education college. Student Council/Union should play a central role in development and implementation of the travel plan, supported by senior management representatives via a reference or steering group. Travel plan should focus on both staff and student travel. It should also address visitor travel, particularly where a site is frequently used for community uses.
Objectives	To improve modal choice and accessibility to further education and employment. To promote and support active and healthy travel. To reduce parking pressures. To minimise congestion and associated impacts. To encourage the establishment and/or continuation of sustainable travel.
Targets	Should expect to achieve a 10 to 20 per cent reduction in single occupancy car journeys from baseline predictions. Bristol University managed to reduce the level for staff from 44 to 32 per cent in the early years of its plan and Reading University's target is a 20 per cent reduction over eight years. Tailored targets for specific modes also beneficial.
Appropriate measures	**Travel Management:** New and improved bus services, car park management, car sharing scheme, travel information including that related to concessionary fares available, modal user groups, delivery of services (eg courses, reference materials, results) via electronic means as a way to reduce the need to travel, timetabling, safer routes to colleges, deliveries and fleet management.
	Infrastructure: Staff showers, lockers and changing facilities, pupil locker provision, secure/undercover cycle parking, car sharer spaces, pedestrian crossings, new footpaths, cycle paths, public transport facilities.
	Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.

Monitoring	Monitoring as per guidance, to include both staff and pupil/student travel. Monitoring should also entail car parking surveys, collation of public transport patronage data (where available from operators), uptake of any concessionary fares, staff season ticket loans or similar initiatives.
Information sources/ best practice	'Making Travel Plans Work, Lessons from UK Case Studies', DfT, 2002. 'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005. 'A guide on Travel Plans for Developers', Energy Saving Trust, 2005. 'Travel Planning for Sustainability: Guidance for Higher Education Institutions', HEPS (in full), 2003.
Land use	**Hospitals and medical centres**
Definition	Hospitals and medical centres with 50 or more staff
Trip patterns	Trip patterns vary by site type and services offered on it, staff numbers, visitor numbers, patients (by type), number of beds and scale of other activity (eg research linked to a university). In addition, modal share varies by the availability and cost of car parking, the availability of public transport and walk-in catchment. Typical modal share information for different sizes and locations of hospitals can be found in TRICS Research 'Brief No 3: Hospital Travel' (2003). It reports two central London hospitals with a walking/public transport mode share of more than 60 per cent. Particular issues arise from 24-hour operation (eg some staff working shifts). Large hospitals can generate high trip rates throughout the working day.
Strategy and structure	Full or part-time Travel Plan Coordinator (depending on scale of operations), supported by a steering group (via an existing working group or a newly established steering group) with senior management support and decision-making powers. In some cases, a smaller senior management 'lead group' can be used. Travel plan should cover needs of staff, patients, visitors and contractors. Medical centre travel plans are likely to have similarities with those for offices, in terms of staff travel (see relevant page). PCTs (in full) may need to develop trust-wide travel plans, which encompass more than one site.
Objectives	To improve modal choice and accessibility to employment and healthcare. To support active and healthy lifestyles. To ensure operational efficiency in the way NHS services are delivered. To reduce parking pressures, access issues, congestion and resulting negative externalities, such as air quality.

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Targets	Should expect to achieve a five to 30 per cent reduction in the number of cars per 100 staff compared to baseline levels.
Appropriate measures	**Travel Management:** New/improved bus services, parking management, car sharing scheme (perhaps via London Liftshare), fleet and travel policy review (including consideration of alternative fuel sources), dissemination and display of tailored and easy to understand travel information, promotion of TfL's Journey Planner, car clubs/pool vehicles, pool cycles, cycle training, membership a network/partnership (eg London NHS Travel Plan Forum), review of service delivery/ operations (relevant to medical centres in particular), etc.
	Infrastructure: Staff showers, lockers and changing facilities, secure/undercover staff and visitor cycle parking facilities, pedestrian crossings, new footpaths, cycle paths, bus stop facilities.
	Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.
Monitoring	As per guidance. Of significance will be car parking availability and management, use of focus groups, collation of public transport patronage data (where available from operators) and inclusion of visitor/ patient travel surveys.
Information sources/ best practice	'London NHS Travel Plan Good Practice Guide', Dft, 2004. 'The Healthy Transport Toolkit', Transport 2000, 1998. 'Making Travel Plans Work, Lessons from UK Case Studies', DfT, 2002. 'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005. The Role of Human Resources Staff and Trade Union Representatives in Supporting Travel Plans', Energy Saving Trust, 2004. 'Oxford Radcliffe Hospitals NHS Trust Case Study', Energy Saving Trust, 2005.

Land use	Hotels
Definition	Hotels with 50 or more bedrooms.
Trip patterns	Trip patterns are variable by hotel location and functions. However, the am peak (07:00 – 10:00) and pm peak (16:00 – 18:00) tend to be the core for guests on weekdays. Daytime and evening trips may also be significant where the hotel also has conferencing and/or dining facilities. Trips at weekends are spread throughout the day, although peaks can occur after published checking-out times.
Strategy and structure	Travel plan to be overseen by a Travel Plan Coordinator and supported by senior management of the organisation. The Travel Plan Coordinator role may be part-time (depending on the size of the hotel). The travel plan should focus on both staff and guests, although different approaches will be required for each group.
Objectives	To improve modal choice and accessibility to employment and leisure opportunities. To facilitate access to tailored travel information. To encourage healthy and active travel. To reduce local congestion and associated externalities.
Targets	At present, monitoring data is scarce. A reduction in cars arriving per 100 staff of around five to 20 per cent can be expected. Targets for guests will be suggested once monitoring data is available, with those for staff revised.
Appropriate measures	**Travel Management:** New and improved bus services, with links to public transport interchanges such as railway stations (particularly for larger establishments), dissemination of travel information to guests/delegates prior to their trip (eg website, leaflets distributed with booking confirmation or enquiry responses, etc), posters, information boards, affiliation to a national or locally branded car sharing scheme (for staff) or establishment of a relatively informal scheme, room rate initiatives, car park management, review of delivery arrangements. **Infrastructure:** Staff showers, lockers and changing facilities, secure/undercover cycle parking, car sharing spaces for staff, pedestrian crossings, new footpaths, cycle paths, bus stop facilities, car park management infrastructure. **Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.**

Monitoring	Monitoring as per guidance. Visitor travel surveys and other supporting surveys (eg parking surveys) are also of importance to this land use.
Information sources/ best practice	'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005. 'Making Travel Plans Work, Lessons from UK Case Studies', DfT, 2002. 'A guide on Travel Plans for Developers', Energy Saving Trust, 2005. 'The role of human resources staff and trade union representatives in supporting travel plans', Energy Saving Trust, 2004.

Land use	Industrial uses
Definition	Industrial units, either individually located or in estates, with an individual or combined floor area of 2,500m^2 or greater. This group is distinct from business parks where offices predominate.
Trip patterns	Trip rate is highest during weekdays. Trips vary by size of operation and number of employees. 60 per cent of peak hour trips may be concentrated within a single 30-minute period in the peak hour. Mode share depends upon on-site parking provision, public transport provisions and walk-in catchment.
Strategy and structure	Nature of staff travel plan will depend primarily on number of employees. Where necessary, it can usually be operated by a part-time Travel Plan Coordinator (although for particularly large regional employers, a full-time Travel Plan Coordinator might be required). A freight management strategy might be appropriate, often offering cost and energy efficiency savings to the operator. For units which are located within an estate, a travel plan network or arrangement (as discussed in guidance) should be pursued, with support of the borough council and/or TfL. By this means, opportunities for joint initiatives/funding which offer economies of scale can be pursued. TfL can also advise on freight travel plans.
Objectives	To reduce car dependency, operational costs and local and wider environmental externalities. To encourage healthy and active travel choices. To support access to employment for all. To improve safety, where there are conflicts between pedestrians/cyclists and HGVs/LGVs. To improve resource efficiency.

Targets	Existing monitoring data is scarce. However, a target to reduce the number of cars arriving per 100 staff that falls somewhere in the range of five to 20 per cent would be appropriate. This target will be reviewed once further monitoring data is available.
Appropriate measures	**Travel Management:** Car sharing scheme for employees, freight and fleet management strategies.
	Infrastructure: Staff showers, lockers and changing facilities, secure/undercover cycle parking, pedestrian crossings, new footpaths, cycle paths.
	Measures listed are not exhaustive and are for guidance only. Additional measures may be more appropriate or required.
Monitoring	Monitoring as per guidance. Bespoke monitoring of the success and impact of any fleet management strategy might also be appropriate. TfL can advise on freight travel plans.
Information sources/ best practice	'A Travel Plan Resource Park for Employers', Energy Saving Trust, 2005.
	'A guide on Travel Plans for Developers', Energy Saving Trust, 2005.
	'Best Practice Guidance and Case Studies on Freight Management', including 'Fuel Management for Transport Operators: Thorntons Plc' can be obtained from freightbestpractice.org.uk

Appendix 5: Enterprise

Sites signing up to the Enterprise support package will be asked to develop and implement a workplace travel plan for their site and to undertake travel awareness activities.

Enterprise will involve committing to an annual membership fee and in return receiving direct assistance and incentives to be used by the site for implementing a travel plan. This assistance will come from a number of sources, namely TfL, the sub-regional Travel Plan Coordinators, The London Travel Awareness Team and the Creative Environmental Networks (CEN). This approach should enable sustainable travel choice to be built into all London workplace development without tasking developers with the task of a full travel plan for small sites.

Content of the Enterprise assistance and incentives will vary depending on the finding from initial staff/occupiers travel surveys and site audits, but will typically cover the following main modes:

- Walking

- Cycling

- Public transport

- Car sharing

- Smarter working (flexible, remote and teleworking)

Within each modal package, a range of relevant marketing materials, merchandise and support measures will be made available to the site to support the promotion of their travel plan. This will be supported by the provision of on-site infrastructure, such as cycle stands and directional signage for cycle parking and car sharing parking spaces, where this is relevant to the site. The content of the modal packages will evolve and develop over time.

Typically, one modal package will be made available to a site per year, with other packages becoming available on the successful delivery and implementation of the previous modal package(s).

By way of an example only, the car sharing package would include:

- Marketing materials – car share promotional posters and information
- Merchandise – branded car share tax disc holders, key-rings, car stickers, torches and CD carrying cases
- Measures – administrative support to implement a car share system at the site
- Signage – directional and arrival signs to designated car share only spaces

Fees

Membership fees will be at a set rate per annum and reflect the services available via Enterprise, the site needs and the necessary commitment to implementing the travel plan.

For developments wishing to meet their enterprise scale travel plan requirements via the Enterprise scheme, five years membership of Enterprise should be provided for under the planning agreement.

Membership after five years will be on a voluntary basis, subject to annual membership rates.

Committing to Enterprise should also include setting targets for outputs (measures to be implemented) and outcomes (modal shift to be achieved).

Joining Enterprise in no way absolves the owner of the travel plan from responsibility but is simply designed to make it easier for smaller developments to implement measures that will promote sustainable transport to their site. This is why enterprise scale travel plans will normally always be secured through a planning condition, in addition to and irrespective of any obligation entered into.

For more details on Enterprise contact:

Telephone: 0870 094 9011

Fax: 020 8683 6601

Email: enterprise@anewwaytowork.org

Web: www.anewwaytowork.org

Appendix 6: TfL as consultee (referred planning applications)

The Town & Country Planning Order 2000 established responsibilities for the Mayor of London in determining planning applications for developments of strategic importance in the Capital. This provides the Mayor with powers of influence over land-use planning in London and the transport implications associated with applications.

Any decision undertaken under this Order must be based on 'London Plan' policy. TfL, as statutory consultee, provides the Mayor with advice on transport matters. The following is intended as an overview of the referral process. Further information and guidance on transport assessments can be found in the publication 'Transport assessment best practice guidance document' (May 2006) which is available at tfl.gov.uk/transportassessment

Strategic developments

London boroughs must refer to the Mayor any planning applications determined as strategic by the criteria that are set out in the Town & Country Planning Order 2000:

- Category 1: Large Scale Development
- Category 2: Major Infrastructure
- Category 3: Development which may affect Strategic Policies
- Category 4: Development on which the Major must be consulted by virtue of a direction of the Secretary of State

All of the above will attract the need to undertake a transport assessment, specific advice for which is available from the TfL Land Use Planning Team. In all cases, a travel plan will also be required for referred applications.

Road network impacts

The Traffic Management Act 2004 places additional responsibility on TfL for the TfL Road Network (TLRN) and the Strategic Road Network (SRN). Applications that are deemed to have an impact on either the TLRN or SRN need to be referred to TfL London Streets Road Network Assurance to assess the impact of the proposals on the main road networks.

Appendix 7: Worked examples

Example 1: A university proposes to develop a further 4,000m² of buildings on its main campus site.

The threshold of 2,500m² is exceeded in Table 2.1 and hence a travel plan is required as part of the planning application.

The applicant and developer roles are taken up by the Estates Department. A scoping meeting is held between the applicant and the borough to agree key aspects of the travel plan. The form of the travel plan (reference Table 2.3) is agreed to be a full travel plan as this is a single-use development where the occupier is known and it has been established that there is sufficient time to undertake staff and student travel surveys prior to submission of the planning application to allow the setting of meaningful targets (had there been insufficient time to undertake surveys an interim travel plan would have been prepared with the final travel plan being completed at Stage E (post-opening).

A site assessment is carried out along with the travel surveys. The travel plan strategy is identified by the applicant and funding for implementation included in development budget. This is followed by formulation of the draft travel plan. The applicant uses the TfL assessment tool to quickly ensure the plan is correctly structured and no elements have been missed. A pass mark is achieved with the tool and the draft travel plan is submitted to the borough pre-application (stage B). The borough officer quickly uses the assessment tool to check that the submission is satisfactory. The submission passes so the officer and applicant are able to swiftly negotiate and agree the detail of the plan, eg appropriate target proportion (percentage) of single-occupancy car commuting and specific measures. The target should be informed by the survey findings, including current behaviour, travel options available, reported propensity for modal shift and accessibility analyses. Predicted trip generation and/or census data, or travel behaviour at nearby developments might also be referred to, although these may carry less weight than at sites where no baseline survey has yet been possible. The targets should also be informed by relevant LIP, 'London Plan' or other local targets.

The planning application is submitted with the full travel plan.

Permission is granted with the full travel plan secured with a section 106 agreement.

Construction of the new development commences. Implementation of the travel plan commences with establishment of a steering group and appointment of a Travel Plan Coordinator. Measures appropriate to pre-occupation are implemented, eg cycle parking and changing facilities.

The development is completed and opens with travel plan launch and implementation of remaining measures. During the first year of opening,

independent monitoring is undertaken according to the standard methodology. This is repeated again in years three and five. After each independent survey, a report is submitted to the borough. The report is reviewed and any matters affecting implementation progress/success are raised and agreed.

In years two and four, informal monitoring (eg snapshot surveys) are undertaken by the Travel Plan Coordinator on at least an annual basis.

After the formal monitoring in year five, the submitted monitoring report is reviewed by the borough and it is agreed that the travel plan has been implemented and that the university has met its targets and legal obligations.

The successful travel plan is maintained on a voluntary basis for the remainder of its lifespan or until a further development on the site is proposed (where a new travel plan might be required, depending on the scale of that development).

Example 2: A developer proposes to build a 10,000m² B1 office building. The building will have one major occupier.

The threshold of 2,500m² is exceeded in Table 2.1 and so a travel plan is required as part of the planning application.

The applicant and developer roles are taken up by separate organisations.

A scoping meeting is held between the applicant and the borough to agree key aspects of the travel plan. The form of the travel plan (reference Table 2.3) is agreed to be an Interim travel plan as this is a single-use development where the occupier is unknown.

A site assessment is carried out (travel surveys are not possible). The travel plan strategy is identified by the applicant and budget for implementation identified. This is followed by formulation of the interim travel plan. The applicant uses the TfL assessment tool to quickly ensure the plan is correctly structured and no elements have been missed. A pass mark is achieved with the tool and the interim travel plan is submitted to the borough pre-application (stage B). The borough officer quickly uses the assessment tool to check that the submission is satisfactory. The submission passes so the officer and applicant are able to swiftly negotiate and agree the detail of the plan.

The planning application is submitted with the interim travel plan.

Permission is granted with the interim travel plan secured with a section 106 agreement.

The applicant sells the site with its outline permission to a separate developer. In the deal, the developer inherits the requirements for the travel plan and subsequently makes funding stream available.

Construction of the new development is completed and sold to a major occupier who inherits the travel plan. At each of these stages, a commitment in writing to the interim travel plan should be made by each of these people, although the S106 Planning Obligation would have made it clear that the obligations pass to successors in title in this manner. In Stage E, the occupier submits the full travel plan to the borough for approval (this may then be checked using the assessment tool should it significantly deviate from the Interim travel plan). The full travel plan is agreed.

Implementation of the travel plan commences with establishment of a steering group, appointment of a Travel Plan Coordinator and implementation of measures, according to the agreed action (implementation) plan within the travel plan.

During the first year of opening, formal, independent third party monitoring is carried out, according to the standard methodology. This is either commissioned by the borough or the Travel Plan Coordinator, depending on the arrangements set out within the S106 agreement.

Three years after opening, formal monitoring of the travel plan is repeated, following the standard methodology, and a report is submitted to the borough. The report is reviewed and any matters affecting implementation progress/success are raised and where necessary amendments to the travel plan and/or action plan are agreed. The submitted monitoring report is reviewed by the borough and it is found that the travel plan has been implemented as set out in the travel plan document and the interim targets have been met.

Five years after opening, the final round of formal, independent third party monitoring is undertaken. The submitted monitoring report is reviewed by the borough and it is found that the travel plan has been implemented as set out but the final targets have not been met. The remedial measures agreed within the S106 agreement may now be required. In addition, a fourth round of independent monitoring is required two years later, as provision has been made for this within the planning agreement. The fourth round of monitoring shows that the targets have now been met.

Informal monitoring by the Travel Plan Coordinator is carried out on an annual basis between the formal surveys.

The successful travel plan is now maintained on a voluntary basis until a new occupier inherits the travel plan requirements.

Example 3: A developer proposes to build a B1/B2/B8 employment park of 50,000m², comprising a number of buildings and constructed in phases.

The individual thresholds for B1, B2 or B8 of 2,500m² is exceeded in Table 2.1 and so a travel plan is required as part of the planning application.

The applicant role is taken up the main developer of the site, however the developer may sell on development plots to other developers once permission is achieved.

A scoping meeting is held between the applicant and the borough to agree key aspects of the travel plan. The form of the travel plan (reference Table 2.3) is agreed to be a framework travel plan as this is a speculative mixed-use development where the occupiers are unknown at the planning stage.

A site assessment is carried out, but travel surveys are not possible. The travel plan strategy is identified by the applicant and funding for implementation included in the development budget. This is followed by formulation of the draft framework travel plan. The applicant uses the TfL assessment tool to quickly ensure the plan is correctly structured and no elements have been missed. A pass mark is achieved with the tool and the draft framework travel plan is submitted to the borough pre-application (stage B). The borough officer quickly uses the assessment tool to check that the submission is satisfactory. The submission passes so the officer and applicant are able to swiftly negotiate and agree the detail of the plan, eg appropriate targets and specific measures.

The planning application is submitted with the completed framework travel plan.

Permission is granted with the framework travel plan secured with a section 106 agreement.

Construction of the new development begins. Implementation of the travel plan commences with establishment of a steering group and appointment of a Sustainable Travel Manager funded by the main developer. Measures appropriate to pre-occupation are implemented, eg extended bus service into the employment park.

The main developer appoints a management company for the park which receives funding from occupiers to fund the travel plan.

Phase one of development is constructed and occupier A takes the first building, which exceeds the threshold independently (as noted above). Under the framework travel plan, individual occupiers are required to prepare a Full travel plan that relates to their organisation and reflects the framework travel plan. Occupier A submits a travel plan for approval from the borough (this submission does not need to go through assessment tool procedure, occupiers will have assistance from Sustainable Travel Manager on content). Borough officer approves Occupier A plan.

Occupier B takes second Phase one building and process is followed as above.

The process is repeated for further development phases.

The monitoring process begins at previously agreed partial completion point of 75 per cent. This therefore becomes year zero and formal monitoring of travel plans is commissioned by the developer for the whole site, in years one, three and five, as set out within the planning agreement. The standard methodology is followed and a report is submitted to the borough after each round of monitoring. The report is reviewed and any matters affecting implementation progress/success are raised and agreed.

In both years three and five, the submitted monitoring report is reviewed by the borough and it is agreed that the travel plans have been implemented as set out in the Framework travel plan document and the targets and legal obligations have been met. There is therefore no need to pursue any of the agreed remedial measures set out in the section 106 obligation.

Individual travel plans are maintained on a voluntary basis for the remainder of occupation until a new occupier takes over (where a new travel plan would be required). The long-term funding of the Sustainable Travel Manager and travel plan is maintained through occupiers paying an ongoing charge to the site's management company.

Example 4: A developer proposes a mixed-use development, comprising an 80-bed hotel to be run by the Knight-Adams Hotel chain and a 1,500 m² drive-thru restaurant to be run by the Tasty's fast-food chain.

The thresholds of each land use is exceeded with respect to Table 2.1 and so a travel plan is required as part of the planning application.

The developer in question takes on the role of applicant, selling on each development to the respective occupiers. A scoping meeting is held between the applicant and the borough to agree key aspects of the travel plan. The form of the travel plan (reference Table 2.3) is agreed to be an interim travel plan as this is a mixed-use development where the occupiers are known, but travel surveys cannot be undertaken prior to submission of the planning application. (Note that two Interim travel plans could be agreed in some cases, so as to be fully organisation-specific and to cover aspects of expected operations and so forth. Nevertheless, in this instance, to ensure an integrated strategy, a single Interim travel plan to cover both uses has been agreed).

A site assessment is carried out. The travel plan strategy is identified by the applicant and funding for implementation included in the development budget. This is followed by formulation of the draft interim travel plan. The applicant uses the TfL assessment tool to quickly ensure the plan is correctly structured and no elements have been missed. A pass mark is achieved with the tool and the draft travel plan is submitted to the borough pre-application (stage B). The borough officer quickly uses the assessment tool to check that the submission is satisfactory. The submission passes so the officer and applicant are able to swiftly negotiate and agree the detail of the plan, eg targets and specific measures.

The planning application is submitted with the interim travel plan.

Permission is granted with the interim travel plan secured with a section 106 A agreement.

Construction of the two developments is completed and occupied and in year one, independent third party monitoring is carried out. Full travel plan is finalised with input from developer and occupiers and submitted to the borough officer for approval, along with a report analysing monitoring results (eg interpreting the findings and highlighting how these have informed the final travel plan). Once approved, the travel plan is implemented at both developments.

Three years after opening, formal monitoring of the travel plan is carried out by an IFC jointly commissioned by the occupiers, as set out within the planning agreement. The standard methodology is followed and a report is submitted to the borough. The report is reviewed and any matters affecting implementation progress/success are raised and agreed.

Five years after opening, the third round of formal monitoring is undertaken. The submitted monitoring report is reviewed by the borough and it is agreed that the travel plan has been implemented and met its targets and legal obligations. There is therefore no need to pursue any of the agreed remedial measures set out in the section 106 obligation.

The successful travel plan is maintained on a voluntary basis for the remainder of its lifespan or until a further development on the site is proposed (where a new travel plan would be required).

Example 5: A developer proposes a new medical centre on a site, employing 200 staff together with 60 residential flats.

The threshold for the medical centre is exceeded in Table 2.1 and so a travel plan is required as part of the planning application for the medical centre. The residential component falls below the relevant threshold.

The applicant and developer roles are taken up by a health agency, however the residential units are to be sold to a separate residential developer. A smaller health centre is already on the site and the new medical centre is a new facility but employing the health staff plus others.

A scoping meeting is held between the applicant and the borough to agree key aspects of the travel plan. The form of the travel plan (reference Table 2.3) is agreed to be a Full travel plan as this is interpreted to be a mixed-use development where the occupiers are known. (The residents of the flats are strictly unknown at this stage, however the travel planning strategy can be finalised at the planning stage. The applicant would also refer to the specific residential travel plan guide for this particular case). It has also been established that there is sufficient time to undertake staff and patient travel surveys prior to submission of the planning application to allow the setting of meaningful targets.

A site assessment is carried out along with the travel surveys. The travel plan strategy is identified by the applicant and funding for implementation included in the development budget. This is followed by formulation of the draft travel plan. The applicant uses the TfL assessment tool to quickly ensure the plan is correctly structured and no elements have been missed. A pass mark is achieved with the tool and the draft travel plan is submitted to the borough pre-application (stage B). The borough officer quickly uses the assessment tool to check that the submission is satisfactory. The submission passes so the officer and applicant are able to swiftly negotiate and agree the detail of the plan, eg appropriate targets and specific measures.

The planning application is submitted with the full travel plan.

Permission is granted with the full travel plan secured with a section 106 agreement.

Construction of the new medical centre development begins. Implementation of the travel plan commences with the establishment of a steering group and the appointment of a Travel Plan Coordinator. Measures appropriate to pre-occupation are implemented, eg cycle parking and changing facilities. This development is completed and opens with travel plan launch and implementation of remaining measures and informal monitoring by the Travel Plan Coordinator on an annual basis.

The residential element is sold on to a residential developer who builds the flats and takes on ongoing responsibility for this element. Any requirements for the residential travel plan should be determined from the TfL guidance on travel plans for this land use.

During the first year of opening, formal independent monitoring is undertaken. The standard methodology is followed and a report is submitted to the borough. The report is reviewed and any matters affecting implementation progress/success are raised and agreed.

Three years after opening, formal monitoring of the travel plan is carried out by the developer. The standard methodology is followed and a report is submitted to the borough. The report is reviewed and any matters affecting implementation progress/success are raised and agreed. It is established that the interim targets have been met and there is no need to pursue any of the agreed remedial measures set out in the section 106 obligation.

Five years after opening, the second round of formal monitoring is undertaken. The submitted monitoring report is reviewed by the borough and it is agreed that the travel plan has been implemented as set out in the travel plan document and met its targets and legal obligations. There is therefore no need to pursue any of the agreed remedial measures set out in the section 106 obligation.

Annual monitoring is undertaken annually by the medical centre during years where no formal monitoring occurs.

The successful travel plan is maintained on a voluntary basis for the remainder of its lifespan or until a further development on the site is proposed (where a new travel plan would be required).

Example 6: A small community centre of 800m² is proposed by a developer. The centre will be run by 10 staff.

The threshold of 1,000m² is not exceeded with reference to Table 2.1 and so no travel plan is required as part of the planning application. With reference to Table 2.1, there will be less than 20 staff and therefore the community centre will not be required to commit to participation in Enterprise.

The applicant is not required to take any further action although the borough is likely to require the development to be accompanied by suitable small-scale physical measures to support and facilitate sustainable travel (eg cycle parking), where appropriate to the development.

The assessment tool is not required.

Example 7: A developer submits a planning application for a new museum which is envisaged to attract 250,000 visitors annually.

The threshold of 100,000 visitors is exceeded in Table 2.1 and hence a travel plan is required as part of the planning application.

The applicant is informed by the borough officer that a travel plan is required and the applicant is referred to the TfL guidance.

The applicant decides to prepare a travel plan without reference to the TfL guidance and submits the drafted plan.

The borough officer quickly uses the assessment tool to check that the submission is satisfactory. The submission fails so the officer writes to the applicant and asks for a re-submission to be accompanied by a fee of £1,000. This letter also highlights that should the plan fail again, a further fee of £1,000 will be charged.

The applicant follows the advice given and submits a travel plan in accordance with the guidance.

Failure of the applicant to follow the guidance has cost the applicant £1,000 as well as a one-month time delay in the application being heard at committee.

The process has saved the officer valuable time in reviewing an unsatisfactory travel plan and lengthy negotiations in correcting the plan to an appropriate standard.

Appendix 8: ATTrBuTE

ATTrBuTE is a travel plan building and evaluation tool produced by TfL in order to assist borough officers and planning applicants. The acronym stands for the fact that ATTrBuTE is a tool for travel plan building, testing and evaluation. It can be used as follows:

- **Building**. There is a checklist that can be printed out and used by the author to assist him/her in 'building' the travel plan

- **Testing**. The formal checklist tool can be used by the author prior to submission of the plan, in order to test whether they have worked up their submission satisfactorily. Testing with the tool can identify weak areas of the plan, which would benefit from additional work before the plan is submitted

- **Evaluation**. When the travel plan is submitted, the borough officer (and TfL for referred applications) can evaluate the submitted report using the tool in order to determine whether it has been worked up sufficiently so as to make it worthwhile him/her entering negotiations on details of the plan (eg targets and specific package of measures)

The tool is process-focused and has been developed from a checklist previously used by Surrey County Council to assess submissions. The tool will determine whether:

- All (or most) elements of background information necessary to enable the borough officer to assess the plan have been incorporated

- Sufficient thought has been given to future travel plan development and implementation

- A clear strategy has been put forward, with responsibilities clearly assigned

- It is transparent what the travel plan is seeking to achieve

- Sufficient commitment has been demonstrated

- It is clear how and when the plan will be monitored and that this will be in accordance with the London protocol

- It is clear what remedial actions (if any) will apply, should outcomes not be achieved. The need or appropriateness of such remedial measures will be directly related to the usual tests of reasonableness for planning obligations.

The tool will not predict the outcomes of the plan, or indicate whether a suitable and acceptable package of measures has been proposed to achieve the travel plan objectives. Instead, the tool will assist the borough officer to quickly determine whether he/she is likely to have all (or at least most) of the contextual information which he/she will require in order to make reasoned judgements about what he/she would expect in terms of outcomes (targets) and a specific package of measures, albeit that he/she may have advised of

likely requirements at a previous scoping stage. The knowledge and experience of the borough officer will still be required to enter negotiations on these aspects of the travel plan.

The benefit of the tool in streamlining the planning process will be that it will reduce the need for the borough officer to make extensive recommendations and prescriptions about other elements of the travel plan, since the submission report should have been built using ATTrBuTE and he/she can quickly determine whether the author has put sufficient effort and thought into developing the plan pre-submission.

The assessment tool can be downloaded from the TfL website.

Appendix 9: Suggested draft condition

Set out below is a suggested form of planning condition to provide some assistance in drafting suitable arrangements for securing an effective travel plan.

Prior to the commencement of the development hereby permitted, a travel plan shall be submitted to and approved in writing by the local planning authority. The travel plan, as submitted, shall follow the current 'Travel Plan Development Control Guidance' issued by TfL and will include:

(1) Targets for sustainable travel arrangements [insert desired for target(s). If none are specified then it may be hard to require and obtain an effective travel plan

(2) Effective measures for the ongoing monitoring of the travel plan

(3) A commitment to delivering the travel plan objectives for a period of at least five years from first occupation of the development[5]

(4) Effective mechanisms to achieve the objectives of the travel plan by both present and future occupiers of the development

The development shall be implemented only in accordance with the approved travel plan.

(This or any condition should relate back to the borough's adopted LDF/UDP/LDD policy on travel plan/sustainable development and must also have an appropriate reason for the condition to be imposed in the first place, which again will relate back to the council's LDF/UDP/LDD.)

[5] For phased developments where a significant proportion of the development is not occupied until a later date, this five-year period may need to be increased

Appendix 10: Draft planning obligation

Set out below is a specimen form of draft planning obligation to provide some assistance in drafting suitable arrangements for securing an effective travel plan. The footnotes are for explanation purposes.

THIS AGREEMENT/DEED is made the   day of   20

BETWEEN

(1) [Name and address of the local planning authority] ('the Council')

(2) [Name and registered office address of the developer, if a company] ('the Developer')

(3) [Name and registered address] ('the Mortgagee')

Recitals

1. The Council is the local planning authority for the purposes of the Town and Country Planning Act 1990 (hereinafter called 'the Act') for the area within which the land described in the First Schedule hereto (hereinafter called 'the Land') is situate and which Land is for the purposes of identification only delineated on the plan attached hereto (hereinafter called 'the Plan') and thereon edged in red.

2. The Developer is the [freehold/leasehold] owner of the Land.[6]

3. By way of a legal charge dated the [ ] day of [ ] 20 [ ] in favour of the Mortgagee the Land is charged by way of legal mortgage to secure the repayment of certain monies with interest thereon.

4. The Developer has, by written application dated the [ ] applied to the Council for permission to develop the Land in the manner and for the purposes set out in the Second Schedule hereto and in accordance with the plans, specifications and particulars deposited with the Council under planning reference [ ] (hereinafter called 'the Development').

5. The Council is desirous of granting planning permission for the development subject to the conditions contained in the Third Schedule hereto ('the Planning Permission') and subject to the Developer entering into this Agreement[Deed].

Operative porvisions

1. This Agreement [Deed] is made pursuant to section 106 of the Act [section 111 of the Local Government Act 1972] [and Local Act provisions] and in consideration of the covenants hereinafter contained.

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[6] If the Developer holds a lease then the freehold owner must also be joined as a party. Similarly, if the freehold is subject to a lease, the leaseholder must sign.

2. The obligation[s] assumed by the Developer in this Agreement [Deed] is [are] deemed to be [a] planning obligation[s] for the purposes of section 106 of the Town and Country Planning Act 1990.

3. The Developer, for himself and successors in title, covenants with the Council with the intent of binding the land so that such covenant(s) shall be enforceable against successors in title and any person claiming through or under him and to observe the restrictions and perform the obligations contained in the Fourth Schedule hereto.

4. The Mortgagee consents to the Developer entering into this Agreement [Deed] and agrees that the Land shall be bound by the aforesaid covenants and that the security of its legal charge shall take effect subject thereto.

5. The terms, conditions, covenants and obligations on the part of the Developer hereto shall be conditional upon and shall not take effect until the complete fulfillment of the following conditions:

   (a) the Council having granted the Planning Permission; and

   (b) a material operation as defined in section 56(4) of the Act shall have been carried out in respect of the Development.

6. In the event of:

   (a) the expiration of the Planning Permission; or

   (b) the revocation of the Planning Permission by the Council,

the obligations of the Developer under this Agreement [Deed] shall thereupon cease absolutely and the Council shall thereupon procure that any entry referring to this Agreement [Deed] in the Register of Local Land Charges shall be removed forthwith.

IN WITNESS whereof the Council and the Developer and the Mortgagee have executed this Agreement [Deed] as a deed the day and year first before written.

The first schedule
(brief description of the Land)

The freehold land shown and edged red on the plan attached hereto being land

as the same is [registered at HM Land Registry with title absolute under title

number] [contained in a conveyance dated the [] day of [] and made between

and

The second schedule

(description of the Development to be undertaken)

[as contained on the planning application]

The third schedule

(The draft planning permission)

[to be provided by the local planning authority]

The fourth schedule

The following are suggested draft clauses to deal with a variety of potential aspects of a proposed planning obligation for a travel plan. Given the variety of potential site (and project) specific circumstances it is impossible for this to be prescriptive.
(The restrictions upon or obligations of the developer)

Prior to the commencement of the Development on the Site the Developer shall become a member of the 'Enterprise' Scheme as instituted and organised by Transport for London (or such other replacement scheme as is organised by Transport for London) and shall thereafter remain a member thereof for a period of not less than five years from the first occupation of the Development [7]

Travel plan

1. The Developer shall prepare in draft a travel plan for the approval of the Council.

2. The Developer shall not commence the Development until it has received the prior written approval of the Council to the terms of the travel plan.

3. The travel plan shall accord with the terms of the current Travel Plan Development Control Guidance issued by Transport for London which shall include as a minimum:-

    (1) The following targets for sustainable travel arrangements [insert where these are considered appropriate]

    (2) Effective measures for the ongoing monitoring of the travel plan

    (3) Effective means to delivering the travel plan objectives

    (4) Effective mechanisms to achieve the objectives of the travel plan by present and future occupiers of the Development.

4. The Development shall be implemented only in accordance with the terms of the approved travel plan.

5. The travel plan shall achieve the following targets:-

(1) On the first anniversary of the commencement of the development/completion of the development [8][insert]

6. In the event that any of the targets are not achieved by the occupiers of the Development then the following provisions shall apply:-

(1) The Developer[9] shall:-
(a) Make a contribution of £[x] to the Council in respect of the approved Transport Measures[10].

(2) The following works ("the Works") shall be carried out by the Developer and shall be completed within [insert time period]

(3) In the event that the Developer fails to make payment of the Approved Transport Measures or fails to carry out the Works in accordance with the approved timetable then[11] prior to development commencing the Developer shall provide to the Council a bond to secure the performance of its obligations under the Planning Obligation.

Performance Bond

7. Prior to the commencement of the Development the Developer shall submit to the Council a performance bond executed as a deed and underwritten by a reputable assurance company to guarantee the performance of its obligations hereunder ('the Performance Bond')

[7] It is anticipated that for a simple form of development this may be all that is required to be included in any planning obligation and that none of the specimen numbered paragraphs 1-20 would be required. However, in addition, a condition based on that shown in Appendix 9 would also need to be imposed on the planning permission. For phased developments where a significant proportion of the development is not occupied until a later date this five-year period may need to be increased.

[8] If the completion of the Development is to be used as the trigger date then a suitable clause will need to be included stating that no occupation will take place until the Development or the relevant phase thereof has been completed and written notice given to the Council prior to any occupation occurring.

[9] By reference to a suitable successor in title clause, this should relate to subsequent owners and occupiers of the Development.

[10] The Approved Transport Measures should be an identified and a detailed list of measures which the Council wishes to carry out in the locality and which have a reasonable prospect of providing a realistic option for occupiers (and their employees and visitors) to utilise so as to lessen traffic demand arising from the Development. The Secretary of State's policy requires that such items must fulfil the five tests (be relevant to planning, necessary to make the proposed development acceptable in planning terms, directly related to the proposed development, fairly and reasonably related in scale and kind to the proposed development and reasonable in all other respects). As a result, care will need to be taken to ensure that any such measures satisfy these tests. However, Councils will equally recognise that the reasonableness of the requirements (both in scale and kind) may well be proportionate both to the harm caused by failing to achieve targets and the significance of the objective. Hence, in circumstances where permission might otherwise not have been granted for a proposed development (unless it met the relevant targets) then the Approved Transport Measures may well be stringent and significant and still be reasonable.

[11] It is to be anticipated that a spectrum of consequences may flow. At one end of the spectrum the Developer may be required to pay interest upon the sums due until such time as the full sums are paid. As one progresses along the spectrum it is possible that further contribution payments may be required. Further, if progress is inadequate and the consequences for the local transport environment quite severe, then the obligation could require the cessation of use of the premises until such time as the relevant default was remedied. This is clearly a very severe sanction and is likely only to be contemplated for inclusion in a section 106 obligation in exceptional circumstances. Part of the problem of effective enforcement might satisfactorily be resolved by the provision of a suitable bond. See the next sub-clause.

Monitoring Reports and remedial measures

8. The Developer undertakes that it will submit an [Annual] Monitoring Report to the Council which shall demonstrate how the travel plan has been operated during the previous [12][12] month period.

9. In the event that the [Annual] Monitoring Report shows that the travel plan has failed to meet the Travel Plan Objectives/Targets in any respect, then the Developer shall within [insert time period] indicate the measures that it will take in order to secure that the travel plan objectives are met

10. The Developer shall thereafter carry out the new measures so as to ensure that the Travel Plan Objectives/Targets are met

12. The Annual Monitoring Report and such other monitoring reports as are required shall be based upon the surveys conducted by the Independent Field Company and which company shall produce its report in an iTRACE approved format (meaning the iTRACE data recording format issued from time to time by Transport for London) or such other format as the Council shall specify

Independent Field Company

13. The Developer shall appoint a reputable Independent Field Company to undertake its travel plan monitoring and whose identity shall have been previously approved by the Council (such approval not to be unreasonably withheld or delayed)

14. The Independent Field Company shall

    (1) be a person or company with not less than 5 years experience of carrying out Travel Plan monitoring and

    (2) be expected to owe identical duties of responsibility both to the Developer and to the Council[13]

15. In the event that the Developer fails to carry out any Monitoring Survey then the Developer shall in addition pay to the Council the sum of [£   ][14] in respect of the Council's costs in carrying such survey

16. Such survey shall be undertaken not less than every two years from the date of the commencement of the travel plan

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[12]The need for an annual monitoring report or for such a report at a different frequency may vary from site to site.

[13] The identity of the Independent Field Company carrying out the monitoring surveys and the terms of appointment should be agreed in advance. There should be equal duties of responsibility owed both to the Developer (who may be the employer) and the Council. In the event that either party is dissatisfied with the Independent Field Company then each should notify the other. In the event of dispute as to the dismissal of the Independent Field Company then such dispute should be capable of being referred either to arbitration or expert determination (as considered appropriate). There would then need to be mechanisms for the appointment of a new consultant with similar provisions relating to default being referred to expert determination.

[14] This sum shall be the council's scale fee for the Framework travel plan, Interim travel plan or Full travel plan as appropriate. These fee scales should either be set at a level which can subsist for the entire period of the obligation.

Guidance for Workplace Travel Planning

Appointment of Travel Plan Coordinator

17. Prior to the commencement of the Development the Developer shall appoint a Travel Plan Coordinator in order to seek to achieve the Travel Plan objective/targets and the Travel Plan Coordinator shall [insert nature of functions of the Travel Plan Coordinator].

In circumstances where outline planning permission is granted and the planning obligation is entered into at that time

18. Prior to the submission of an application for approval of reserved matters the developer shall submit and receive the written approval of the council for the following matters [where appropriate]:

    (1) Detailed targets for private travel reduction for each of the next [ten or such other appropriate time period] years which shall show the following: [insert for each year the relevant annual target to be achieved]

    (2) The identified measures for achieving the travel plan objectives in each year including (but not so as to exclude any items not so listed) the appointment of a Travel Plan Coordinator to facilitate pedestrian and cycle travel to the to the development

    (3) Identified measures to support use of public transport to the development

    (4) Identified measures to facilitate car sharing for employees of and visitors to the development

    (5) Identified measures for private bus, mini bus or coach travel for employees from and visitors to the development

    (6) Identified measures to facilitate home working by employees of the development

    (7) Identified measures for monitoring of the performance of the travel plan against the approved targets

    (8) The review of the mechanisms for the delivery of a travel plan targets

19. The developer shall on the date hereof pay to the council the sum of [£   insert figure][15] in respect of its costs of reviewing and monitoring the travel plan

20. Following commencement of the development and at all times thereafter, the developer shall ensure that the travel plan is complied with and that each of the travel plan targets/objectives are met and continue to be met

THE COMMON SEAL

was hereunto affixed in the presence of:

Mayor

Chief Executive/secretary/solicitor

EXECUTED AS A DEED BY

Director

Director

[15]This is a matter for each borough to determine but it is anticipated that the fee would be in the order of £2,500 to £3,000, although it could vary up or down depending upon the nature and complexity of the development and subsequent monitoring requirements. See paragraph 5.5.4 of the guidance.

Appendix 11: Standardising travel plan monitoring – background and survey methodology

Background

Standardised monitoring methodology

For London, complementary tools exist which assist in monitoring travel plans; iTRACE, (a travel plan project management tool) and TRAVL, a multi-modal trip generation database specifically for London. These provide a predictive tool able to indicate the likely outcome of a travel plan.

iTRACE – project and client management tool

iTRACE is a travel plan project management IT application specifically developed by the West London Transport Strategy Partnership and iBase Systems Ltd with funding from TfL. It is a London-wide database designed to monitor and report on the performance of travel plans in London. iTRACE consists of two main components:

1. iTRACE administration module – allows the user to administer and report on the performance of individual travel plans against pre-determined indicators

2. iTRACE Geographical Information Systems (GIS) data entry tool – enables travel plan data to be mapped against specific site locations

All 33 London boroughs hold their own iTRACE database to manage travel plans within their borough. These borough iTRACE databases synchronise with a central server database. This provides:

- Data Backup – Synchronising to a central server provides each borough with a back-up copy of all the data entered into their local database

- Data Management – Enables London-wide travel plan data reporting

TRAVL – multi-modal transport assessment tool

TRAVL (Trip Rate Assessment Valid for London) is a multi-modal travel database for London, that provides a standardised methodology to predict modal split of a new development. It uses site description details (including land use, size, public transport accessibility and other factors likely to affect trip behaviour) and travel plan survey data to generate:

- Trip rates for various journey purposes

- Modal split by journey purpose

- Distribution of trips by time (of day)

TRAVL requires a standardised methodology for all travel plan surveys and a record of both final mode and main mode trip information. Measures proposed or implemented as part of the travel plan can be added to the database over time as part of the site description and the model re-run to predict the impact of the measures of travel behaviour

The integrity of iTRACE is dependant on the collection of data using this standard methodology. Data collected in a format that is compatible with iTRACE is essential in order to ensure consistency from one travel plan to another, from one borough to another and from one site to another.

TRAVL survey methodology and organisation of surveys

The contact details and references to survey forms are held on the TRAVL website (www.TRAVL.org.uk). The website should be checked to ensure no modifications have been made since this guidance was published.

TRAVL and iTRACE

The TRAVL survey methodology has combined with iTRACE, the Local Authority Travel Plan Management Tool to gather workplace travel plan data.

A local authority will have requested that a workplace undertakes surveys using the TRAVL survey methodology because it meets the planning criteria as defined in the 'Workplace Travel Plan Guidance' document.

Smaller companies may be requested to undertake iTRACExtra surveys only.

TRAVL survey types

For workplaces (which includes, among others, offices, industrial premises and retailers), the following surveys are always undertaken:

- Site audit/site management survey questionnaire

- Employee questionnaire and travel diary – usually self completion

- Visitor questionnaire – usually by personal interview

- Multi-modal count – observations at all site entry and exit points

- Vehicle Parking counts (by vehicle type) – spread throughout the day (if applicable)

- Deliveries/freight observations and questionnaire

Questionnaires establish for employees and visitors, the main and final modes by purpose of the journey and postcode information for the trip ends (origin and destinations other than the workplace). A multi-modal count gives a total number of arrivals and departures to a site by final mode but does not give main mode details of a journey or show if the trip is by an employee or visitor. The count and questionnaire information is combined for one day to produce a more complete picture of travel to a site. Parking and freight data show a representation of this activity at a site.

The TRAVL website (www.TRAVL.org.uk) contains a set of survey forms which may be copied/modified for use by others. There are also TRAVL classifications for travel modes and freight vehicles.

Site audit/site management survey

The site audit/site management survey is completed by the site manager or delegated person on the internet-based iTRACExtra Site Audit form or on an equivalent paper version which is later added to iTRACExtra via an internet link.

The site audit requests factual information relating to the site relating to travel such as site size, number of employees, parking facilities etc. There is a section for travel plans.

Employee questionnaire/diary

Employees are asked to complete a questionnaire giving details of their workplace-related journeys. This includes their journey to and from work and travel during the working day. They are asked all of their modes of travel and the postcode for their non-workplace trip end. Main mode and final mode is ascertained from the data given. All staff should be asked to complete the questionnaire (including temporary or contract staff present at the time of the survey).

In addition, iTRACExtra also asks a series of travel plan-related questions in order for a site travel plan to be completed. TRAVL does not require these responses.

The workplace being surveyed takes responsibility for publicising and administering the questionnaire.

The iTRACExtra questionnaire is designed to be completed online, but may be printed out if employees do not have access to computers. If this is the case, then printing, distributing, collecting and inputting the responses into the iTRACExtra system is also the responsibility of the workplace. They may choose to include this with the other surveys undertaken within the appointment of an approved survey company.

Visitor interview survey

Visitors are asked about their journey to and from the site being surveyed on the survey day. Again, main and final mode details and postcodes are requested. The survey is executed by face-to-face interviewers located in the workplace's reception or other appropriate area.

Multi-modal count survey

The multi-modal count is a count of all vehicles and people entering and leaving the site over one day. Counting staff are located at all vehicular and person entrance and exit locations during the operational hours of the site; plus half an hour before the start time and for half an hour after the

workplace has closed for the day. These additional half hours are appropriate where the workplace may have staff that service the building before the main operational hours (as in the case of retail land-uses for example).

Parking survey

A parking beat survey of all vehicles (to include cars, vans, lorries, motorcycles, bicycles, etc), is made at the start and the end of the survey and at intervals throughout the day. This can then be checked against the multi-modal count.

Note, the number of parking spaces by type will have been recorded on the site audit form, a check should be made to ensure that the audit form is up-to-date.

Deliveries/freight survey

A delivery and servicing plan should be part of a workplace travel plan. To facilitate the development and management of this, deliveries and servicing activity should be known. For further advice and guidance in this area, please contact the Freight Unit at TfL (tfl.gov.uk).

The freight survey includes:
- Classified freight vehicle counts every quarter of an hour during the survey day
- Vehicle details or vehicles entering and leaving
- Observation of type of goods
- Driver interview to find out about drivers whole trip
- Courier activity

Procedure for setting up a TRAVL survey

In the first instance, the Travel Plan Coordinator/Planning Case Officer at the local authority (LA) will request that a workplace has its own travel plan as part of a section 106 agreement and ties in with the iTRACE travel plan management tool.

At this time, the Travel Plan Coordinator/Planning Case Officer at the LA needs to issue the standard TRAVL survey methodology requirement if the workplace meets the threshold criteria (in the guidance) when a full TRAVL survey is required.

The surveys are required to be as per the standard TRAVL survey methodology and undertaken by an approved Independent Fieldwork Company (IFC).

The list of approved IFCs is held by TRAVL and can be found on the TRAVL website. Alternatively, the LA may recommend an IFC from their own approved survey suppliers list. If this occurs, the IFC must register with TRAVL and be fully briefed.

If a Travel Plan Officer at an LA is approached by a workplace wishing to develop its own travel plan but is not associated with gaining planning permission and an S106 agreement, the LA officer should advise that the standard TRAVL survey methodology should be used but that the workplace is not obliged to do so. However, if in future, the workplace applies for planning permission for any reason that would be subject to a travel plan, and the travel plan does not use the standard TRAVL survey methodology, then the full survey methodology will be required. It is advised that there are discussions between the workplace and the local authority Travel Plan Coordinator to establish the requirements prior to the survey.

The workplace then arranges for the surveys undertaken by contacting an IFC.

The IFC will be responsible for supplying data to TRAVL in the required format, using the survey forms and data input pro-forma as supplied. The IFC will be required to resolve any queries TRAVL may have when validating the data. The data required will be:

- Site visit and survey notes, at least one photograph showing the character of the site and mapping if possible

- Visitor interview questionnaire – interviews, data input, data cleaned

- Multi-modal counts – counts, input

- Deliveries/freight – counts, other observations and interviews, input

- Parking data (if applicable)

The site audit/management survey response and specific employee questionnaire information will be transferred from iTRACExtra to TRAVL directly in a form that maintains staff confidentiality.

Approved List of IFCs

Only IFCs approved by TRAVL will undertake the TRAVL surveys.

The IFC must be registered with TRAVL and have been briefed on the TRAVL survey methodology, the forms used and how to use the data input suite. This also applies to IFCs who have been recommended by a local Authority or been requested by a workplace to conduct a TRAVL survey. References will be sought.

For a list of approved IFCs, see www.TRAVL.org.uk . If you are an IFC wishing to be on the approved list, see www.TRAVL.org.uk or contact a TRAVL project manager.

It is the responsibility of the IFC to ensure that the data is submitted in the specified form to TRAVL.

Random monitoring of IFC surveys will be undertaken by TRAVL to ensure the quality of the data collection. TRAVL managers will undertake data transfer from iTRACExtra into TRAVL.

Financial process

The workplace requiring the survey will be required to meet the cost of the surveys and to make arrangements for the survey with its selected IFC, unless fees have been secured through a planning agreement and the survey is commissioned directly by the borough, with the monitoring fees secured.

The workplace or borough will agree with the IFC the cost of the survey directly after a site visit by the IFC. To ensure that they are securing appropriate fees through the planning obligation, the borough may request the IFC to undertake the survey prior to finalisation of the agreement, to inform the fee secured.

Typical costs

For a TRAVL survey of an office with any number of staff, using an iTRACExtra online survey, where the survey hours are 07:00 – 19:00, with one pedestrian entrance, one car park entrance/exit and one visitors' reception, a full TRAVL survey costs approximately £2,500.

More complicated sites (more accesses, long operational hours, multiple visitor points, etc) will have a higher cost because of the complexity of surveying the workplace and staffing. In addition to the actual survey and analysis, the IFC will allow for data transfer to TRAVL and to answer their queries.

A more complicated office site, again 07:00 – 19:00, with four entrances and parking areas and couple of visitors' receptions, costs in the region of £4,000 + VAT.

A standalone DIY warehouse on a Saturday costs about £6,000 + VAT.

For a very complex site such as an A&E hospital where there may be multiple site accesses (six, for example) and necessity to survey between 06:00 – 22:00, with a high number of visitors and more complex parking and deliveries, the survey can cost in the region of £10,000 + VAT.

The cost of the surveys will include a standard charge of £500 + VAT made by TRAVL to the IFC for transferring the data onto the iTRACE and TRAVL databases. TRAVL will invoice the IFC.

The costs will be reviewed from time to time and will be kept up-to-date in the latest version of this document, which is available on the TRAVL website.

Appendix 12: Glossary of terms

Applicant – The body bringing a planning application forward. The applicant may be the site owner, the developer, the occupier, end user or any combination of these.

ATTrBuTE (Assessment Tool for Travel Plan Building, Testing and Evaluation) – TfL's travel plan assessment tool that allows authors to check their travel plan against this guidance and test that it is of a suitable quality for submission and allows borough officers (and TfL as appropriate) to evaluate the quality of the submission.

Benefits – The benefits of travel plans are advantages of their introduction to organisations and to staff, visitors and to the local community. Benefits are different to objectives.

Developer – The organisation or individual responsible for delivering the development.

Draft travel plan – A travel plan that is issued for review/comment and is not the final version that is submitted as part of the planning application.

Enterprise – A support package provides organisations with appropriately-scaled support, advice and resources to help develop and implement a travel plan.

iTRACE – A software application providing project and data management for travel plan sites across London.

Local Development Frameworks (LDFs) – Due to replace Unitary Development Frameworks as the spatial planning strategy to set out town planning policies.

Local Implementation Plans (LIPs) – A statutory document to be produced by each of the London boroughs to establish how individual boroughs will implement the Mayor's Transport Strategy in their area. These are a requirement of the Greater London Authority Act 1999.

Mixed-use development – A development comprising a number of different land uses, eg B1: Office, B2: Industrial and B8: Warehousing and distribution.

Multiple organisation site – A development that may be of one land use, eg B1: Office, but is to include a number of different occupying organisations.

Development – Any proposed development involving a planning application. This would usually include new buildings and associated works, and extensions to existing buildings.

Objectives – The objectives of a travel plan are the ambitions or aims it is seeking to achieve which give direction and focus. Objectives are different to the benefits travel plans can bring.

Occupier – An organisation that uses development building(s). The occupier could rent or own the building(s) they use.

Single occupancy vehicle trip – A trip made by a motor vehicle occupied by one employee (for commuting or business purposes, depending on context).

Remedial measure – A specified agreement (such as payment or works) to ensure that any failure to deliver agreed measures and/or outcomes can be remedied.

Standard travel plan – The travel plan document that must be submitted in support of a planning application and is written in one of three forms as follows:

1. Full travel plan – This is the completed travel plan document which has all elements finalised

2. Interim travel plan – This is a partially completed full travel plan

3. Framework travel plan – This is an 'umbrella' travel plan for mixed-use or multiple organisation sites

Targets – The measurable goals set out in a travel plan in order to assess whether the objectives have been achieved. Targets should be SMART (specific, measurable, achievable, realistic and time-bound) and come in two forms:

• Aim-type – Quantifiable targets that measure effectiveness

• Action-type – Non-quantifiable that specify actions to be carried out

Travel plan – A long-term travel management strategy for an organisation or site, that seeks constant improvement through action and is articulated in an appropriate document that is regularly reviewed. A travel plan is built on an appropriate package of measures aimed at promoting sustainable travel, with an emphasis on reducing reliance on single occupancy car journeys.

Travel planning – The field that promotes sustainable travel objectives through strategy and action and encompasses the delivery of travel plans and other related lower-level initiatives, including Enterprise.

TRAVL – A software package allowing access to a range of travel surveys carried out for developments across London.

Transport assessment (TA) – A transport ssessment provides detailed information on a range of transport conditions and related issues associated with a proposed development. The assessment should address the current and future traffic impacts of the proposed development, and relate to the current policy framework (PPG13, June 2006). Additional guidance on

transport assessments is available from TfL guidance document 'Transport Assessment Best Practice , May 2006, (tfl.gov.uk).

Transport management association (TMAs) – Transport management associations are comprised of groups of organisations working together to manage their travel and access issues. They are sometimes known as area-wide travel plans or local travel plan groups.

Unitary Development Plan (UDP) – Prepared by London boroughs to set out town planning (spatial) policies for developing land and infrastructure. To be replaced by Local Development Frameworks (LDFs), see above.

Voluntary travel plan – A travel plan prepared by an organisation for a particular site that is not connected with development proposals and an associated planning application.

Workplace – In this context, relates to a specific development site where persons are employed and where commuting takes place. Workplace encompasses leisure-based sites but excludes schools and predominately residential development sites.

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