



Wokingham Borough Council

# WorkPlace Travel Plan Guidance

2011



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# **Workplace Travel Plan Guidance**

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# 1 Background

## 1.1 Purpose of this guidance

1.1.1 Wokingham Borough Council has prepared 'Workplace Travel Plan Guidance for Wokingham' as a guide for organisations based in Wokingham that are preparing travel plans. The guidance has been prepared in accordance with the objectives of national and local transport and planning policy and includes best practice examples of travel plan measures and initiatives for introduction in workplaces.

1.1.2 This guidance document should be considered both by organisations that are preparing voluntary travel plans for their workplace, as well as those organisations that are preparing a travel plan for submission as part of a planning application. The guidance relates to all organisations submitting a planning application including developers of the Strategic Development Locations and Wokingham Borough Council as both landowner & education authority.

1.1.3 Information on how travel plans should be prepared as part of the planning application process is detailed in this guidance. Following this introductory chapter, the guidance is presented in two parts:

- **Developing a Workplace Travel Plan - Moving in the Right Direction**

This section details a stage-by-stage process and some key considerations for developing a workplace travel plan for your organisation.

## ■ **Workplace Travel Plans and the Planning Process**

This section provides further information specifically for organisations and developers who are submitting a workplace travel plan as part of a planning application.

- 1.1.4 Workplace Travel Plan Guidance for Wokingham builds upon existing national guidance for workplace travel planning, with the aim of achieving a high level of quality and consistency in the composition of workplace travel plans within Wokingham.

## **1.2 What is a Workplace Travel Plan?**

- 1.2.1 A workplace travel plan is a management tool aimed at promoting sustainable travel within an organisation, with an emphasis on reducing unnecessary business journeys and a reliance on single-occupancy car travel. Travel plans are implemented with a long term view, and will develop and evolve in accordance with both changes in your organisation and the wider environment in which they operate.
- 1.2.2 Workplace travel plans involve identifying and delivering a range of measures and initiatives for an organisation that can address current travel and transport issues affecting the workplace, promote sustainable travel, and encourage staff and visitors to consider the full range of travel choices available to them for their everyday journeys.
- 1.2.3 A travel plan must be tailored to the individual circumstances of your organisation and should take into account factors such as the size and location of your workplace; the number of staff employed and their current commuting and business travel patterns; the number of visitors to your organisation and the number of deliveries or contractors servicing the building.

- 1.2.4 Reducing the impact of workplace travel and encouraging more sustainable commuting patterns will not only provide a range of benefits for your organisation, but will result in a greener, cleaner and more sustainable Wokingham Borough.

### **1.3 Why develop a Workplace Travel Plan?**

- 1.3.1 A workplace travel plan has the potential to help your organisation achieve a wide range of benefits. Travel plans can help to:

- Manage your staff and visitor demand for on-site car parking
- Reduce local traffic congestion in and around the entrance to your workplace location
- Improve access to your workplace location by a wide range of transport options
- Increase your business efficiency by reducing the need to undertake some business-related journeys
- Make a positive contribution to the health of your staff
- Provide cost savings and reduced travel to work time for your staff
- Ensure adequate provision for staff and visitors with disabilities
- Improve the environmental image of your organisation and its standing in the local community

- 1.3.2 Aside from these benefits, you may also be required to produce a travel plan to accompany a planning application for your workplace. If you do need to submit a workplace travel plan as part of a planning application, please ensure you read Part B of this guidance document in full.

## **1.4 Problems with Current Travel Patterns**

- 1.4.1 The problems created by increasing car dependence and traffic congestion are becoming increasingly apparent. The environmental consequences, such as increasing carbon dioxide emissions and poor air quality are widely reported; however there are also major health and safety concerns, as well as detrimental impacts on community vitality and economic prosperity.

- 1.4.2 For those living and working in Wokingham Borough, it will be apparent to many that traffic congestion, especially around peak travel times, can result in delays to many journeys, in addition to the problems noted above. While car traffic commuting to work is not the only cause of congestion, it is the single largest contributor and needs to be addressed in order to alleviate the problems associated with it.

- 1.4.3 The following national and local statistics help to illustrate the current travel trends that are leading to a build up of problems associated with car dependence:

## National Trends

- The Confederation of British Industry has estimated that road congestion costs the UK up to £20 billion per year.
- Outside of London, approximately 70% of all journeys to work are undertaken by car.

## Wokingham Borough Travel Trends

- 65.2% of people in Wokingham Borough travel to work by car, in comparison to 60.5% in Berkshire.
- 84.5% of people travelling into Wokingham Borough for work do so by car, while other modes account for less than 5% each.

## **2 Developing a Workplace Travel Plan - Moving in the Right Direction**

2.0.1 Developing travel plans can help make a real impact in reducing car dependence amongst staff and visitors for journeys to workplaces throughout Wokingham. The more organisations in Wokingham that develop and implement workplace travel plans, the greater the cumulative benefits will be in reducing the impact of car-based journeys to work on our roads.

2.0.2 The following sections provide information on the steps that your organisation should consider in the preparation of a workplace travel plan. Having considered these steps, an example document structure to help write a workplace travel plan document is provided in Appendix A.

### **2.1 Secure Senior Management Support**

2.1.1 To be successful there needs to be support from all levels of the organisation; from senior management through to junior staff. However, securing senior management support is critical to ensuring the success of your travel plan and it is important that this support is secured at the outset. This is largely because senior management can:

- Lead by example
- Allow budget allocations for travel plan measures and initiatives to be delivered
- Secure the release of staff time for work related to the travel plan

- Allow for appropriate changes in company policy and conditions of work.

2.1.2 It will help in gaining senior management support if a business case for the travel plan is prepared. Senior management are likely to view the plan more favourably when they can see the potential financial, environmental, efficiency and social benefits for the organisation. A workplace travel plan can also be a great way for an organisation to demonstrate commitment to 'Corporate Responsibility' (CR).

## **2.2 Identify Roles and Responsibilities**

2.2.1 It is important to appoint a 'Travel Plan Co-ordinator' for your workplace, whose responsibilities will include:

- Being the main contact for the travel plan at your organisation
- Presenting a business case for the travel plan to senior management
- Offering advice and information on travel and transport-related subjects to staff and visitors
- The day to day management of the travel plan; including delivery of measures and initiatives
- Facilitating any travel plan working/steering groups
- Undertaking travel plan monitoring and reporting
- Liaison with external parties; e.g. Wokingham Borough Council on progress towards targets.

- 2.2.2 In small/medium-sized organisations, an existing member of staff can take on this responsibility. However, in large organisations a specialist Travel Plan Co-ordinator or Sustainable Travel Manager may need to be appointed. Depending on the size of your organisation, the Travel Plan Co-ordinator may be either a part-time or full-time position.
- 2.2.3 Establishing a travel plan steering group will also help to provide support and direction for the Travel Plan Co-ordinator, and assist in the delivery of travel plan measures.

## **2.3 Undertake a Workplace Site Assessment**

- 2.3.1 A site assessment is necessary in order to fully understand what facilities are currently available at your workplace to support sustainable travel options, and to identify any issues or barriers that might prevent or discourage use of these.

### **Company information and policy**

- 2.3.2 You should include some general background information about your organisation to both add context to the site assessment information, and also to identify certain issues and opportunities. Example information to state includes:
- How many staff are based at your workplace
  - The number of part-time and full-time staff
  - The hours of operation for your workplace
  - How fleet vehicles are procured and managed
- 2.3.3 You will also need to identify any company policy which may influence staff travel patterns. For example, what is the company car policy (if any) and what mileage rates are offered as reimbursement for business travel? Are there any particular incentives for staff not to travel to work or undertake business journeys by car?

2.3.4 You should also state whether or not your organisation permits flexible working practices for some staff.

### **Public transport provision**

2.3.5 Current and reliable information about public transport can make a significant difference to the way people travel. Accordingly, you will need to establish which services operate near to your workplace, where the stops/stations are located, what facilities are provided and what could be done to make travel by public transport more appealing.

### **Pedestrian access**

2.3.6 You will need to identify whether footways and footpaths serving your workplace provide clearly signed, well lit and well maintained routes for pedestrians. You should also identify if there are crossing facilities on any main roads nearby to help accommodate safe passage for pedestrians.

### **Cycle infrastructure and facilities**

2.3.7 Well connected cycle routes serving your workplace are important. However, is there also secure, covered and convenient cycle parking available for your staff and visitors? If you do not accommodate the needs of cyclists when they arrive at your workplace, you will not increase the numbers cycling to work. The provision of locker, shower and changing rooms at your workplace will also help to encourage more cycling.

### **Vehicular access**

2.3.8 Are there any congestion problems currently affecting your workplace? What time of the day do these occur? You will need to consider how vehicles, including deliveries, gain access to your workplace site and also whether or not any pedestrian/cyclist/vehicle conflicts are apparent or have been reported.

### **Access for those with disabilities**

2.3.9 Is there a good level of access for staff and visitors who may have mobility-impairments? For example, it is important that there is a sufficient amount of disabled parking located near to level, well lit, ingress and egress points of buildings.

### **Car parking availability and policy**

2.3.10 You will need to identify the number of spaces in your car park, who uses them and their level of usage. Importantly you should record a breakdown of the type of parking; for example:

- General car parking spaces
- Disabled spaces
- Motorcycle spaces
- Cycle spaces
- High-occupancy vehicle' spaces

2.3.11 Furthermore, it is important to consider where else staff and visitors may be parking. Are there any on-street parking restrictions in the vicinity of your workplace?

2.3.12 What is your company's policy on car parking? Is staff and visitor parking segregated? Are staff and visitors restricted as to when they are allowed to park on site? Are there any charges for parking, or are parking permits issued?

## **2.4 Undertake a Staff Travel Survey**

2.4.1 You will need to fully understand how your staff travel in order to develop an effective workplace travel plan; therefore a 'staff travel survey' should be carried out. This will identify how staff travel to and from work and on business journeys, what would encourage car drivers to consider alternative transport options, and how you could improve facilities for people not using a car.

2.4.2 Questionnaire surveys should be short and succinct, with simple, predominantly closed answer questions. As a guide surveys should not take longer than 10 minutes to complete and questions should broadly cover the following:

- Demographic information
- Home postcode data - to understand distances travelled to work
- Work details - e.g. full-time/part-time, standard hours or shifts
- Current means of travelling to work, journey details and times
- The reasons for their current travel habits
- Their openness to considering alternative modes of travel
- Factors which could influence their willingness to try sustainable transport options.

2.4.3 The Travel Plan Co-ordinator may be able to distribute staff travel surveys by hand, by internal mail or via e-mail.

2.4.4 In addition to undertaking the staff travel survey, it can also be useful to hold focus groups. These will help to gather further information about staff travel, identify any issues that employees are encountering and their perceptions of sustainable travel options. It will also raise awareness of the travel plan amongst staff at your workplace.

(See Appendix B for an example Staff Travel Survey)

## 2.5 Identify Objectives and Targets

2.5.1 It is important to set objectives, targets and indicators in order to identify progress with your travel plan. These will be what you aim to achieve, and how you will measure progress towards achieving them.

### Objectives

2.5.2 Defining a set of objectives will give your travel plan direction and focus. The objectives will reflect the particular circumstances and motivations behind the plan itself, which should include addressing issues from the workplace site assessment and the staff travel survey.

2.5.3 Examples of travel plan objectives are:

- To facilitate and encourage the sustainable and safe travel of employees and visitors to the site
- To reduce the level of single-occupancy car trips associated with commuting to work
- To reduce the number of single-occupancy car trips and costs associated with business travel
- To continually develop, evaluate and review the progress of the Workplace Travel Plan.

### Targets

2.5.4 Adopting a range of targets will provide a mechanism for measuring how successful the workplace travel plan has been in meeting its objectives. Targets should always be SMART (Specific, Measurable, Achievable, Realistic, Time-bound).

2.5.5 Your workplace travel plan should ideally include both output and outcome targets.

2.5.6 Output targets related specifically to undertaking certain actions by a particular date. Examples of output targets include:

- 'To provide an additional 30 secure cycle stands at our workplace by September 2011'.
- 'To appoint a Travel Plan Co-ordinator by November 2011'.

2.5.7 Outcome targets are specifically related to the anticipated outcomes of implementing the travel plan measures and initiatives, and must be included in all workplace travel plans. These targets should be derived against a baseline of current travel patterns. Examples of outcome targets include:

- 'To reduce the proportion of staff driving alone to work by 20% by December 2011'
- 'To increase the proportion of staff cycling to work by 5% by August 2011'.

## **2.6 Identify Measures and Initiatives**

2.6.1 The key to developing a successful travel plan is to identify a package of integrated measures to ensure the travel plan objectives are achieved. The results from your staff travel surveys will indicate those areas where support amongst staff is greatest and therefore which measures are more likely to succeed.

- 2.6.2 The measures employed as part of your workplace travel plan should comprise both 'carrots' and 'sticks'. This is a combination of both measures to actively encourage the use of sustainable transport options and smarter working practices, together with measures to actively restrict or reduce the attractiveness of car-based access to your workplace.
- 2.6.3 The absence of either type of measures will greatly reduce the chances of your workplace travel plan being successful in meeting its objectives.

### **Walking**

- 2.6.4 Walking is the easiest and cheapest mode of transport available. Measures you could deliver through your travel plan include:
- Raising awareness of the health and financial benefits of walking through promotions
  - Producing a 'safe routes to work' map for staff
  - Organising a 'walk to work day' to encourage some staff to experience walking to work
  - Provide umbrellas or personal alarms for staff willing to walk to work
  - Introduce increased flexi-time for staff willing to walk to work
  - Introduce occasional incentives, such as a free 'walker's breakfast' for staff who walk to work.

### **Cycling**

2.6.5

Cycling is an easy way to introduce physical activity into everyday life. The running costs are low, you can avoid traffic jams and make your journey times more predictable. The staff travel survey will alert you to any perceived barriers to cycling at your workplace. Example measures include:

- Raising awareness of the health and financial benefits of cycling through promotions
- Providing lockers, changing facilities and showers
- Providing convenient, secure and covered cycle parking
- Providing office pool bikes for business travel
- Offering interest-free cycle loans, and discounts for cycle and safety equipment purchase
- Providing a cycle mileage allowance for business travel
- Establishing a Bicycle User Group to discuss cycling issues in more depth [BUGs].

### **Public transport**

2.6.6

Many car drivers are simply unaware of the bus and train services available to them. Therefore, providing public transport information is an important step towards encouraging bus and rail travel, at least for some journeys. There are several initiatives that could encourage staff and visitors to use public transport for commuting and business travel:

- Providing interest-free loans to staff for the purchase of public transport season tickets
- Offering staff discount travel cards
- Providing free short-term 'taster tickets' for staff to trial local public transport
- Sponsoring new services and/or increasing frequencies of existing services.
- Improving waiting facilities on-site
- Providing better public transport information via leaflets/intranet.
- Providing a staff minibuss or coach.

### **Car sharing**

#### 2.6.7

People driving alone account for more than 80% of commuter journeys by car. For some car drivers, it may be more attractive and convenient to share a car journey with someone else than to switch to a completely different form of transport, such as bus or bicycle. Measures to encourage car-sharing in your workplace travel plan might include:

- An organised workplace event, such as a coffee morning, where staff interested in car sharing can meet up and find potential car-share partners
- A computer-based database, run through an organisation such as Liftshare, to help match potential car-sharers

- The offer of a guaranteed ride home for staff, paid for by the company, should the car share arrangements fail on a particular day
- The provision of designated 'car share only' car parking spaces on site
- Information leaflets for staff emphasising the financial benefits of car-sharing ("half your fuel bills!")
- Pool cars/cycles for use by staff needing to use them in the course of their work

### **Car parking**

#### 2.6.8

Workplace car parking will be one of the most important factors influencing whether or not staff choose to drive to work. Therefore, you will need to demonstrate within your workplace travel plan how you have considered the availability and management of your workplace car parking. Particular measures might include:

- Introducing staff car parking charges for on-site parking spaces
- Introducing a permit system that might, for example, only allow staff to park 4 out of 5 days per week - requiring them to find a more sustainable travel alternative for at least one day
- Providing more priority car parking spaces exclusively for staff willing to car share
- Reducing the overall number of car parking spaces and providing additional cycle parking spaces

- Membership of a 'car club', providing access to a car for employees who may require one, but reducing the need to park vehicles on-site.

### **Smarter Working Practices - Reducing the need to travel**

2.6.9 Your organisation might consider changing some of the ways in which it works. Not only can this have an impact on reducing the need to travel, both for commuting and business-related journeys, but also allow organisations to identify smarter ways of working. These can lead to more efficient working practices, helping companies to reduce operating costs and become more efficient and competitive.

2.6.10 Examples of smarter working practices include:

- Introducing teleconferencing and videoconferencing facilities - as a means to hold meetings with colleagues and clients without necessarily having to travel to meet them on each occasion.
- Introducing a 'flexi-time system' to allow staff a better chance of finding public transport services that fit in with their daily travel to work requirements.
- Enable some staff to work e.g. a nine-day fortnight, meaning they work the same overall number of contractual hours, but require less overall trips to be made into the workplace
- Membership of a 'car club', providing access to a car for employees who may require one, but reducing the need to own and park vehicles on-site, and maintain and manage a vehicle fleet.

- Permitting some staff to work from home or in a local satellite office for all or part of the week - reducing the overall number of journeys associated with your workplace.

## **2.7 Promotion and Marketing**

2.7.1 Travel plan development and implementation is a dynamic process and it is important that staff do not feel concerned or threatened by change. Also, some staff may be sceptical of the benefits associated with travel plans, and may not see the travel plan as necessary. Therefore, if it is to be successful, the travel plan will need promotion and marketing to highlight the benefits and opportunities it provides.

2.7.2 Marketing is a tool that can be used throughout various stages of plan development. Travel plan development stages where you might consider using marketing techniques include:

- Introducing the travel plan concept to your organisation
- The launch of the travel plan at your workplace
- The staff travel survey
- Changes to your workplace car parking policy
- The introduction of new measures and staff benefits
- Feedback on progress and success (positive reinforcement).

### **Targeted Marketing**

- 2.7.3 Your travel plan may also include targeted marketing techniques. The use of Personal Travel Planning for example, will provide individual members of staff with information (and incentives) related to local sustainable travel options tailored to their individual journey requirements.
- 2.7.4 Aside from targeted marketing, general promotional campaigns within your workplace can help to highlight to staff the potential financial, social and environmental benefits, and journey time savings, associated with a wide range of sustainable travel options.

### **Marketing Tools**

- 2.7.5 There are a number of ways in which to help market your travel plan. Some examples are:
- Flyers and posters around the workplace
  - Newsletters that can be distributed to staff in either paper or electronic form
  - Feedback through staff meetings
  - Marketing material included with staff pay-slips
  - Electronic methods, such as intranet or e-mail to disseminate new initiatives
  - Promotional events such as “walk to work” week, or a car-share networking event.

## 2.8 Monitoring and Review

- 2.8.1 Having introduced these measures and initiatives to try and persuade staff and visitors to reconsider their travel habits, it is essential to monitor the impact of the measures you have introduced. Monitoring should relate directly to achievement of the travel plan targets.
- 2.8.2 When developing your travel plan you need to decide on the following:
- Who is responsible for undertaking the monitoring?
  - How frequently is monitoring of the travel plan required?
  - How will the monitoring be undertaken?
  - How will the results be disseminated to staff and other stakeholders?
  - How will the results help inform a review of the travel plan?
- 2.8.3 A comprehensive approach to monitoring will include undertaking a 'staff travel survey' at set intervals to allow for comparison on the progress of the travel plan against its stated targets and objectives. An example staff travel survey is included in Appendix B.
- 2.8.4 Details of an appropriate approach to undertaking travel plan monitoring are outlined in Part B of this guidance. If you are submitting a travel plan as part of a planning application, it will be necessary to follow the approach outlined.

## 2.9 Successful Implementation

### The Oracle Example

- 2.9.1 After relocating its offices to the Thames Valley Park Business Park in 2000, Oracle was approached by the Council to introduce a travel plan that would address traffic and commuter impact issues. Since that time, a very successful workplace travel plan has been developed.
- 2.9.2 The travel plan programme includes the following activities and services:
- A Commuter Centre being opened in 2001 - the first in the UK
    - ◆ To define, implement and promote the Oracle travel plan
    - ◆ To support commuters using sustainable transport
    - ◆ To manage a “shop front” centre and provide transport information
  - A successful car share scheme (including dedicated car share bays)
  - A courtesy bus service, operating every eight minutes at peak times to Reading Station
  - Free cycles available to staff on loan
  - Shower, locker and changing facilities for staff
  - Walking and cycling buddy groups; including ‘bike doctor’ appointments

- Electric vehicles on site; available for use to other buildings
- A waterless car valet system on site (for car sharers).

2.9.3 Since the inception of its travel plan, Oracle has won the following awards:

- Association of Commuter Transport 'best marketing campaign' 2004
- Association of Commuter Transport 'highly commended for Private Sector' 2003
- Pride of Reading Award for 'Business in Action' 2006

## **3 Workplace Travel Plans and the Planning Process**

- 3.0.1 Having outlined the process for the preparation of a workplace travel plan for your organisation, this section focuses on how Wokingham Borough Council will secure workplace travel plans through the planning process.
- 3.0.2 This section explains the procedure to follow if you are submitting a workplace travel plan as part of a planning application in Wokingham.
- 3.0.3 If your organisation is requested to submit a workplace travel plan to accompany a planning application, you should give close consideration to the content of this section, as adherence with this guidance will largely determine the acceptability of the travel plan being submitted.

### **3.1 When is a Workplace Travel Plan required for a planning application?**

- 3.1.1 The decision on whether a workplace travel plan will be required will largely be determined by whether or not the scale of planned development exceeds the indicative thresholds outlined in the table below. These thresholds have been derived in accordance with national guidance outlined in 'Guidance on Transport Assessment' (CLG/DfT, March 2007) in securing the delivery of sustainable transport objectives through planning.

**Table 3.1 - Threshold above which Travel Plans are required**

Land Use	Travel Plan Statement	Travel Plan
A1 Food Retail	>250 <800sqm*	>800sqm
A1 Non Food Retail	>800 <1500sqm	>1500sqm
A2 Financial and Professional Services	>1000 <2500sqm	>2500sqm
A3 Restaurants and Cafes	>300 <2500sqm	>2500sqm
A4 Drinking Establishments	>300 <600sqm	>600sqm
A5 Hot Food Takeaway	>250 <500sqm	>500sqm
B1 Businesses	>1500 <2500sqm	>2500sqm
B2 General Industrial	>2500 <4000sqm	>4000sqm
B8 Storage or Distribution	>3000 <5000sqm	>5000sqm
C1 Hotels	>75 <100 b'rooms	>100 b'rooms
C2 Residential Institutions, Hospitals, Nursing Homes	>30 <50 b'rooms	>50 bedrooms
D1 Schools, Colleges, Universities	Determine through pre-application discussion**	
D1 Training Centres, Places of Worship	>500 <1000sqm	>1000sqm
D2 Assembly and Leisure	>500 <1500sqm	>1500sqm
Others	Determine through pre-application discussion	

\*GFA unless otherwise stated

\*\* School Travel Plan Guidance is available on Wokingham Borough council's website

3.1.2 These thresholds are intended as guidelines for when a workplace travel plan will be required for a planning application for the above land uses. However, particular development applications may necessitate the need for a travel plan even when falling below these thresholds. This may be due to a particular development proposal having the capacity to generate an adverse level of traffic, or it being located in an area with particular environmental sensitivities that would require a comprehensive approach to minimising vehicle traffic.

## **3.2 Step 1 - Pre-application Discussions**

3.2.1 When your organisation is intending to submit a planning application for development it is highly advisable to firstly enter into pre-application discussions with Wokingham Borough Council to determine whether or not a travel plan will be required. This is important for three key reasons:

- To determine whether or not a workplace travel plan will be required
- To determine the scope and scale of the workplace travel plan if required
- To avoid delay in determination of the planning application.

3.2.2 Where a workplace travel plan is a requirement, it will usually be for a full travel plan to be prepared. This will contain a range of measures and initiatives, timescales for delivery, a clear management structure, and importantly, clearly defined targets, timescales for review and agreement on subsequent enforcement procedures. If the development

proposal is of a smaller scale, with comparatively minor traffic and transport impacts, then a travel plan statement may be sufficient.

- 3.2.3 If a development is more speculative in nature, for example where the end users or occupiers of a commercial development are unknown, Wokingham Borough Council may permit a framework travel plan to be submitted in the first instance. In this instance less initial detail is required about the precise timescales and mechanisms for the delivery of measures.
- 3.2.4 Within the framework travel plan, timescales will still need to be included for the preparation and submission of a full workplace travel plan - a trigger point for which can be agreed during pre-application discussions.
- 3.2.5 In all cases, pre-application discussions with Wokingham Borough Council will confirm the appropriate level of travel plan for a given development proposal.

### **3.3 Step 2 - Travel Plan Submission and Determination**

- 3.3.1 In each instance, a draft travel plan should be submitted to Wokingham Borough Council prior to the submission of the planning application, as this will allow more time to agree the plan, resulting in less chance of delay in the granting of planning permission.

### **3.4 Step 3 - Securing the Workplace Travel Plan**

- 3.4.1 Having agreed the scope of the travel plan, your organisation will be in a position to apply the best practice approach to preparing a workplace travel plan, as outlined in Part A.
- 3.4.2 It will be important that delivery of the travel plan can also be secured through the planning process. The mechanism for securing delivery of the travel plan may vary according to the scale and nature of the development. Where a development is relatively small and/or straightforward in nature, the Council may secure delivery of the travel plan by imposing a planning condition which must be discharged in order to receive planning consent.
- 3.4.3 However, with larger developments, or where specific reductions in vehicle trips arising from the development proposal must be met, the Council may secure delivery of the travel plan through the use of a planning obligation, usually referred to as a 'Section 106 Agreement'.
- 3.4.4 Planning obligations might require, for example, a developer to undertake additional works or measures in order to meet vehicle trip reduction targets agreed as part of the travel plan, or specified payments to the Council in order to help achieve these outcomes.
- 3.4.5 Where a lower trip rate has been accepted based on the assumed success of a travel plan, the planning obligation needs to include clauses/penalties to set out the consequences of the travel plan targets not being achieved.
- 3.4.6 Wokingham Borough Council may also wish to secure a bond or cash deposit from the developer as part of the S106 Agreement. The bond or cash deposit will represent a final

surety for delivery of the Travel Plan, and may be called in by the Council if the developer fails to deliver the agreed measures/targets contained within the Travel Plan, or is otherwise returned to the developer after a specified period of time when the Travel Plan targets have been achieved.

- 3.4.7 Discussions between developers and the Council will help to determine the mechanism by which the workplace travel plan will be secured.

### 3.5 Step 4 - Monitoring Requirements

- 3.5.1 It is important that monitoring data gathered through travel plans in Wokingham is collected in such a way as to provide a clear indication of how successful the travel plan has been in minimising single-occupancy car journeys and encouraging sustainable travel patterns. Furthermore, it is important that a standardised approach is followed to allow for comparison between different site locations.

- 3.5.2 For all Workplace Travel Plans submitted in Wokingham Borough, the following monitoring data is required:

1. **Multi-modal count survey:** This is a count of all vehicles (by type), cyclists and pedestrians entering and leaving the workplace site over the course of a day. Results from counts undertaken should be compatible with the TRICS database.
2. **Staff travel survey:** A staff travel survey should be distributed to all site users at the workplace location. This will ask questions about how they currently travel to the site, how they would prefer to travel to the site, any travel or transport issues they are encountering, and their attitudes toward sustainable travel. An example staff travel survey is provided in Appendix B.

- 3.5.3 Both of these surveys should usually be conducted once every two years at the workplace location, for the first five years following planning consent (i.e. in Years 1, 3 and 5) and the results reported to Wokingham Borough Council in the form of a monitoring report. Surveys should be undertaken at the same time of year to allow for comparison without seasonal influences on travel patterns. The cost of undertaking these surveys must be met by the organisation/developer.
- 3.5.4 The results of these surveys must be reported to Wokingham Borough Council to determine whether or not progress against the travel plan targets is being achieved. If travel plan targets have been met, there will be no further requirement to undertake biennial monitoring beyond Year 5. However, if travel plan targets have not been met, there will be a requirement to continue with an additional annual monitoring report for Year 7, with the results reported to Wokingham Borough Council.

## **3.6 Step 5 - Enforcement**

- 3.6.1 For travel plans forming part of a Planning Obligation, consistent failure to meet your travel plan targets may result in sanctions or planning enforcement measures being invoked by the Council. This should be set out in the planning obligation. This may jeopardise the granting of future planning consent at the workplace location, or require your organisation to pay an agreed financial sum to Wokingham Borough Council to fund further sustainable travel initiatives on your behalf.

3.6.2 However, prior to such action, Wokingham Borough Council will be prepared to offer advice on further travel demand management measures and sustainable transport initiatives to implement at your workplace. This will help to bring the travel plan's progress against targets back on track.

### **3.7 Step 6 - Auditing fees for monitoring**

3.7.1 Wokingham Borough Council will require all organisations and developers submitting workplace travel plans to contribute financially, through the planning obligation, to the Council's costs of reviewing and auditing the biennial monitoring reports. This will also include ongoing discussion with your organisation to determine the extent of progress being made towards reaching the travel plan's targets.

3.7.2 Auditing fees should be paid to Wokingham Borough Council as a single one-off payment to cover the Council's costs for the duration of this process. As an example of the level of fees payable, the following table shows the fees for the financial year 2010/11 for various sizes of development. These fees will be reviewed annually in line with the Council's Corporate Charging Policy and included within our standard Fees and Charges, available on request.

**Table 3.2: Auditing Fees for Travel Plan Monitoring and Review applicable for the financial year 2010/11**

Scale of Development	Auditing Fee Required
< 1500 m2 (GFA)	£2,000
< 5000 m2 (GFA)	£4,000
+ 5000 m2 (GFA)	£6,000

- 3.7.3 This fee will be payable prior to the commencement of building works. Failure to pay this fee may result in a delay to the permitted commencement of building works. Clarification on the level of auditing fee that will be required should be sought during pre-application discussions.

### **3.8 Step 7 - Ongoing support**

- 3.8.1 Wokingham Borough Council will look to offer ongoing support and advice to your organisation to help with the delivery and review of your workplace travel plan. Where progress against travel plan targets is proving difficult, the Council will initially offer advice on additional travel demand management measures and sustainable travel initiatives for your organisation to implement.
- 3.8.2 However, consistent failure to meet your travel plan targets may result in sanctions or planning enforcement measures being invoked by the Council. This may jeopardise the granting of future planning consent at the workplace location, or require your organisation to pay an agreed financial sum to Wokingham Borough Council to fund further sustainable travel initiatives on your behalf.

## 4.0 Sources of Further Information

4.0.1 There are a range of further external sources of information that may help your organisation develop a workplace travel plan. Some key links are provided below:

### Department for Transport

- [www.dft.gov.uk/pgr/sustainable/travelplans/work/](http://www.dft.gov.uk/pgr/sustainable/travelplans/work/)

### Wokingham Borough Council

- Phone: 0118 974 6000
- [www.wokingham.gov.uk](http://www.wokingham.gov.uk)

## **Appendices, Figures & Tables**

## **A Appendix A: Example Workplace Travel Plan Document Structure**

- A.0.1 The following section presents an illustration of the sections, or chapters, that you might include within your workplace travel plan document. This is intended as a guide only and every workplace travel plan does not need to adhere to this specific structure; however the following are all considered important elements of a successful and comprehensive workplace travel plan.
- A.0.2 Organisations and developers should always demonstrate that they have tailored workplace travel plans to the individual circumstances of a particular workplace location.

### **A.1 Executive Statement**

- A.1.1 This is an opportunity to clearly state senior management endorsement of the workplace travel plan. This section should summarise the key aspects of the plan's content and demonstrate clear commitment to meeting the travel plan targets and achieving the plan's objectives.

### **A.2 Background/Introduction**

- A.2.1 Explain the reasoning behind why you are preparing a workplace travel plan. Also provide some information about the workplace itself. What is the name of the organisation, and where is the workplace located?

- A.2.2 Furthermore, explain the scope of this travel plan. Does it cover more than one business occupier on the same site for example? You may also wish to include information about any existing travel plan that might already be in place.

### **A.3 Site Assessment**

- A.3.1 Provide some details about the workplace location including an overview of the travel and transport options serving the site. What public transport services run in close proximity to the site? Where are the nearest bus stops? What facilities are provided at the bus stop, for example a shelter with a seat? Are there any cycle routes serving the site?
- A.3.2 State any problems or shortcomings associated with the site to inform the travel plan (e.g. congestion at the site entrance, too much demand for car parking, or pedestrian/vehicle conflicts). However, focus not only on any apparent barriers or issues surrounding sustainable travel or access to the site, but also try and detail any opportunities.

### **A.4 Staff Travel Patterns**

- A.4.1 If you are preparing a travel plan for an existing workplace, you will have undertaken a staff travel survey. Publish the results of the survey in this section detailing, amongst other factors, how staff are currently travelling to the workplace.
- A.4.2 Also include details of any specific barriers or issues surrounding staff travel that have become apparent through the survey. This information will provide a useful baseline for establishing travel plan targets, as well as informing the travel plan's objectives.

- A.4.3 If you are submitting a travel plan for a new employment site, consideration should be shown for the anticipated distribution of employee journeys where possible.

## **A.5 Vision and Objectives**

- A.5.1 Having detailed issues and opportunities at your workplace, and built up a picture of staff travel, it is now important to provide a clear set of objectives that the travel plan will aim to achieve. These objectives should also be consistent with the wider policy objectives of Wokingham Borough Council's Local Transport Plan.

## **A.6 Travel Plan Targets**

- A.6.1 Targets are necessary in order to provide a clear measure of your travel plan's progress towards meeting its objectives; including a desirable proportion of staff using non-car modes of transport for commuting or business-related journeys.
- A.6.2 Targets should always be SMART; including measurable outcomes with a specific target date.

## **A.7 Travel Plan Measures and Implementation Plan**

- A.7.1 This section should detail the various travel plan measures and initiatives that you will introduce in order to achieve your targets and meet your objectives. The section should include both 'carrots' and 'sticks', so that sustainable transport options are actively promoted and encouraged, and a proportion of single-occupancy car travel to your workplace

is actively discouraged. A travel plan that only includes 'carrots' is unlikely to be effective in meeting your targets and objectives.

- A.7.2 When detailing measures within your travel plan, you must avoid non-committal wording for their implementation. Avoiding using wording such as 'the Travel Plan Co-ordinator will look into the possibility of setting up a Bicycle User Group (BUG)', as this presents far less certainty that a travel plan measure will actually be implemented. Wherever possible, include firm statements about the delivery of measures, together with timescales for their implementation, and who will be responsible for overseeing their delivery.
- A.7.3 When describing measures, it is also important to show which targets they will impact upon, and in turn which objectives they will help to achieve. It is suggested that you include information on travel plan measures in a summary table at the end of the section; providing a single point of reference for measures, responsibility and timescales for delivery.

## **A.8 Management Structure**

- A.8.1 Provide details of your appointed Travel Plan Co-ordinator. This should be a named individual or position in the company wherever possible, and their contact details should be provided. You should also include details of any steering group appointed to oversee the travel plan's delivery, including details on membership of the group and their terms of reference.

## **A.9 Travel Plan Monitoring**

- A.9.1 Outline your approach to travel plan monitoring, including information on what type of monitoring will be undertaken, what information will be collected, how often it will be undertaken, and how it will be reported.
- A.9.2 If you are submitting a travel plan as part of a planning application, you should also clearly state in this section your commitment to the payment of the required auditing fee to Wokingham Borough Council (see section 3.7).

## **A.10 Ongoing Management**

- A.10.1 After the initial start-up period, and the first round of travel plan measures, how will your travel plan be managed over the longer term? An important element of this section will be to provide further clarity and commitment to a longer term funding source for implemented travel plan measures and initiatives.
- A.10.2 Furthermore, this section should include details of any recovery measures that will be undertaken if the travel plan is not meeting its targets. Examples of recovery measures include the further reallocation of car parking spaces to car-sharers, or the introduction of a Personal Travel Planning scheme for all staff; providing them with individually tailored sustainable travel information and incentives to encourage them to consider these transport options for their journey to work.
- A.10.3 As part of a planning obligation, organisations or developers will be required to fund the implementation of these recovery measures.

## **B** Appendix B:

### **B.1** Example Staff Travel Survey

B.1.1 The following provides an example staff travel survey that may be used to inform your workplace travel plan. Not all of the questions may be relevant to your organisation.

---

*(example introduction)*

We would like to understand more about how our staff currently travel to work so that we can better cater for your needs. This is your chance to tell us what you think. Please take a few minutes to complete this questionnaire and submit your response by XXX.

*(example incentive)*

As a token of our appreciation, X randomly selected respondents will win XX.

If you have any queries about this questionnaire, please contact XX

#### **Firstly, please tell us about your working patterns at XX**

<b>Q1. On what basis do you work at XX?</b>	
Full-time	
Part-time	

<b>Q2. Are you on a permanent contract or employed through an agency?</b>	
Permanent contract	
Agency	

**Q3. Within which department do you work?**

XX

XX

XX

**Q4. At which office are you predominately based?**

XX

XX

XX

**Q5. Do you usually work shift patterns or standardised hours?**

Shift patterns

Standardised hours

**Q6. Does your work enable you to:**

Work flexible hours

Work from home

Hot-desk

<b>Q7. What time do you usually arrive at work?</b>	
Before 7am	
7:00am - 7:29am	
7:30am - 7:59am	
8:00am - 8:29am	
8:30am - 8:59am	
9:00am - 9:59am	
10:00am - 10:59am	
11:00am - 11:59am	
12 midday or after	

<b>Q8. What time do you usually leave work?</b>	
Before 2:00pm	
2:00pm - 2:59pm	
3:00pm - 3:59pm	
4:00pm - 4:29pm	
4:30pm - 4:59pm	
5:00pm - 5:29pm	
5:30pm - 5:59pm	
6:00pm - 6:59pm	
7:00pm or after	

<b>Q9. How often do you currently work from home?</b>	
Several times a week	
Once a week	
Once a fortnight	
Once a month	
Less often	
Never	

**Now tell us how you travel to and from work:**

<b>Q10. Do you have access to a car for your journey to and from work?</b>	
Yes - everyday	
Yes - sometimes	
No - never	
No - I cannot drive	

<b>Q11. Do you have access to a bicycle for your journey to and from work?</b>	
Yes - everyday	
Yes - sometimes	
No - I do not have a bike	
No - I live too far away to cycle to work	

**Q12. How do you usually travel to/from work?**

Please select one type of transport you use most often. If you use two types, e.g. walk to the bus stop and then catch the bus, please select the one on which you travel for the greatest distance.

Car driver	<input type="checkbox"/>
Car passenger	<input type="checkbox"/>
Bus	<input type="checkbox"/>
Train	<input type="checkbox"/>
Motorcycle/scooter	<input type="checkbox"/>
Walk	<input type="checkbox"/>
Cycle	<input type="checkbox"/>
Taxi	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>

**Q13. If you ever travel to work by a different means of transport, please tick the types you use:**

None	<input type="checkbox"/>
Car driver	<input type="checkbox"/>
Car passenger	<input type="checkbox"/>
Bus	<input type="checkbox"/>
Train	<input type="checkbox"/>
Motorcycle/scooter	<input type="checkbox"/>
Walk	<input type="checkbox"/>
Cycle	<input type="checkbox"/>
Taxi	<input type="checkbox"/>
Other (please specify)	<input type="checkbox"/>

**Q14. How long does your journey to work usually take?**

0 - 15 minutes	<input type="checkbox"/>
16 - 30 minutes	<input type="checkbox"/>
31 - 45 minutes	<input type="checkbox"/>
46 - 60 minutes	<input type="checkbox"/>
Over an hour	<input type="checkbox"/>

**If you ever travel to/from work by car, please answer Q15 - Q18. If you do not, please go to Q19.**

<b>Q15. When you travel to work by car where do you usually park?</b>	
Workplace car park	
On-street near work	
Public car park	
Other (please specify)	

<b>Q16. How much do you pay per day for parking?</b>	
Nothing - free parking	
Less than £1 per day	
£1 - £1.99	
£2 - £2.99	
£3 - £3.99	
£4 - £4.99	
£5 - £5.99	
£6 - £6.99	
£7 - £9.99	
£10 or more	
Other (please specify)	

Q17. Do you need to drop off/pick up a family member on your way to/from work?	
Yes	
No	

Q18. How often do you travel by car for work related business (e.g. to meetings)?	
More than five times per week	
Several times per week	
Once a week	
Once a fortnight	
Once a month	
Less often	
Never	

**Now tell us about how your journey to and from work could be improved.**

We are looking at ways to improve the transport system to make it easier for staff to get here by alternatives to the private car.

Please say whether you would consider travelling by these alternative means of transport if the following measures were provided. If you already use these types of transport, consider whether the measures would improve your existing journey to/from work.

Select one box in each row		Yes - definitely	Yes - probably	Yes - possibly	No	Don't know
<b>Q19.</b>	<b>Walking</b>					
	Better lit footways around workplace					
	Better maintained footpaths around workplace					
	CCTV cameras					
	Lockers available at work					
<b>Q20.</b>	<b>Cycling</b>					
	Dedicated cycle routes & crossings					
	Better signed cycle routes					
	Covered cycle parking at work					
	Secure cycle parking at work					
	Provision of lockers & changing facilities					
	Discounts on cycle purchase/equipment					
	Cycle mileage allowance for business trips					
	Establishment of a cycle user group					

Select one box in each row		Yes - definitely	Yes - probably	Yes - possibly	No	Don't know
<b>Q21.</b>	<b>Bus/Train</b>					
	Better waiting facilities (shelters/seating) at work					
	Better public transport information at work					
	Cheaper/discounted fares					
	More frequent bus services					
	More reliable bus services					
	CCTV at bus stops					
	Interest free loans for purchase of season tickets					
<b>Q22.</b>	<b>Car sharing (a formal system to group people together travelling to/from a similiar place)</b>					
	Priority car parking for car sharers					
	Cheaper car parking for car sharers					
	Help in finding car share partners					
	Cost savings for car sharers (shared fuel costs)					
	Guaranteed free ride home in emergency					

**Q23. Other comments on transport improvements:**

--

**Please tell us a few details about yourself.**

These will help us with our analysis but will not be used to attribute findings to any individual.

**Q24. Your gender:**

Male	
Female	

**Q25. Your age:**

20 or under	
21 - 30	
31 - 40	
41 - 50	
51 - 60	
61 or above	

**Q26. Do you have a disability or mobility problem which requires you to travel to work by car?**

Yes	
No	

**Q27. What is your home postcode?**

--	--	--	--	--	--	--	--

**Q28. If you do not know your postcode, please provide the name of the street in which you live:**

--

**Q29. Please use the space below to record any other comments you have on travel to/from work:**

--

If you wish to be entered into the prize draw, please include your name/staff ID number in the space provided. This will only be used to notify the winner.

--	--	--	--

**Thank you for taking the time to complete this questionnaire.**

Please submit your response by Day/Month/Year





**Traffic and Transport  
Place and Neighbourhood Services  
Wokingham Borough Council  
PO Box 153  
Shute End  
Wokingham  
Berkshire  
RG40 1WL**

**>> [www.wokingham.gov.uk/](http://www.wokingham.gov.uk/)**



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