



Ref: 1297/3/A TP

May 2013

**PROPOSED FOODSTORE,  
STOCKTON STREET,  
LITTLEBOROUGH**

# travel plan

Client: Property Alliance Group Ltd

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associates



## **TRAVEL PLAN**

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**Report Reference: 1297/3/A/TP**

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## TRAVEL PLAN

# PROPOSED FOODSTORE STOCKTON STREET, LITTLEBOROUGH

## CONTENTS

<b>Chapter</b>	<b>Page</b>
1. INTRODUCTION	1
2. POLICY CONTEXT	5
3. EXISTING CONDITIONS: KEY INFORMATION FROM TA	9
4. OBJECTIVES & OUTCOMES	12
5. TARGETS & INDICATORS	14
6. MANAGEMENT STRATEGY	21
7. MEASURES TO ENCOURAGE SUSTAINABLE TRAVEL	25
8. MARKETING STRATEGY	31
9. MONITORING & REVIEW	33
10. ACTION PLAN & BUDGET	36
11. CONCLUSIONS	38

**Figures** (1-3)

**Tables** (1-3)

## 1

## introduction

- 1.1 Property Alliance Group Ltd has submitted a planning for a proposed foodstore on land at Stockton Street, Littleborough, Rochdale (henceforth referred to as the Site). The location of the Site is indicated on Figure 1. This Travel Plan (TP) supports the planning application.
- 1.2 **OVERVIEW**
- 1.2.1 There are existing buildings on the Site. The proposed development includes demolition of these.
- 1.2.2 The proposed development comprises a foodstore of circa 2500sm external GFA. This is to replace entirely the current permitted use of the existing buildings on the Site.
- 1.2.3 The access strategy for the development is founded on the fundamental principle of encouraging travel by employees and customers to be made by sustainable travel mode choices. The TP provides the context and means of achieving the development access strategy. The TP proposals ensure that, from the outset, sustainable travel choices are available for employees and customers.
- 1.2.4 The TP target (Chapter 5) is defined in relation to employees. However, the TP measures are also beneficial to customers, and sustainable transport options are to be promoted to customers. Similarly, operational efficiencies that reduce travel requirements are to be sought, eg stock management/delivery systems.
- 1.2.5 The development vehicular access arrangements are via the existing Featherstall Road/Site priority (give-way) control junction, with some minor improvement of the junction. The proposed Featherstall Road/Site arrangement is shown on Drg No 1297/01/B (Transport Assessment report re 1297/2/A).

1.3

**TRAVEL PLAN OBJECTIVES**

1.3.1

The TP provides the context and means of achieving the development access strategy and objectives, and its formulation is ongoing and dynamic, in accordance with best practice.

1.3.2

The key objectives of the TP are to:

- Contribute to traffic reduction and other sustainable transport objectives set out in national and local policies,
- Improve accessibility of the Site by sustainable modes of transport and address traffic and parking issues,
- Widen choice of travel mode for all those travelling to/from the Site.

1.3.3

It is imperative that the TP measures are effective and efficient.

1.3.4

The DfT 'Good Practice Guidelines: Delivering Travel Plans through the Planning Process' (April 2009) provides the most up-to-date national guidance, setting out "*good practice actions that can be taken to produce high quality, robust travel plans*". (para 1.2).

1.3.5

The DfT 2009 guidance clearly and unequivocally establishes that travel plans are "*an integral element in the planning process. They are not a soft option or a 'green wash' to deal with the transport implications of development.*" (para 1.7).

1.4

**SCOPE OF TRAVEL PLAN**

1.4.1

The DfT 2009 guidance sets out that there are two broad types of TP:

- 'Destination': designed to increase sustainable travel to a particular location, and
- 'Origin': Travel Plans where journeys are made to varied locations.

The proposed development comprises retail use and is thus a 'destination' TP.

- 1.4.2 The outcomes approach is adopted for the TP, in accordance with the DfT 2009 guidance. This explains that:

*"In the outcomes approach, the focus is on securing the performance of the travel plan through ensuring that modal split targets are met or identifying other specified outcomes related to travel mode share and vehicle trip levels. To work, the approach needs the applicant/developer to commit to achieving specific targets/outcomes and agree to a review and monitoring process" (para 2.17),*

*"The advantage of this approach is that it is objective led. The outcomes sought should relate to the local situation and local policy requirements. The approach provides scope for adjusting the means of achieving the outcomes over time in relation to experience at the site." (para 2.18)*

- 1.4.3 The underlying purpose of a TP is to reduce car travel and encourage alternative modal choices that are more sustainable, such as walk, cycle and public transport, as well as car share.

## 1.5 **COMPREHENSIVE STRATEGY**

- 1.5.1 It is essential to recognise that in order to achieve the optimal benefits from a TP, there is more required than ensuring provision of facilities for sustainable modes of travel. What is required, to meet the TP outcomes objectives (refer Chapter 4), is a shift in behavioural attitudes, leading consequently to a change in behaviour when choosing the mode for making journeys.

- 1.5.2 Achieving changes to behavioural attitudes to travel, and the achievement of the associated TP targets, requires a considered approach comprising many strands. For example, for some people the highlighting of health benefits and/or environmental benefits may 'do the trick', but for others this will not be as successful, for a variety of reasons.

- 1.5.3 The role of the Travel Plan Co-ordinator (TPC, refer Chapters 5 & 8) in addressing this is critical to the degree of success of the TP. The TPC must explore and identify these 'other reasons', and recognise that there is a need for a range of strategies to be

employed to achieve the TP target result of people actually choosing to not make a journey driving alone, but rather to plan their travel needs in a more sustainable way.

- 1.5.4 It is imperative to understand and accept that behavioural change is for many people only achieved via a series of 'small steps' (nudge strategy). In other words, there is a substantial body of people that will not take an 'overnight' decision to stop making journeys by driving alone (eg to work), but who can be gradually and positively influenced to change their attitudes and choices (to and for travel). The 'small steps' approach forms a key part of the TP comprehensive strategy, and is discussed further in Chapter 5. This is wholly consistent with the strategies being pursued nationally for travel behavioural change; an example being the January 2010 national advertising campaign to persuade people to plan journeys so as to reduce their weekly travel total by 5 miles.
- 1.5.5 The success of the TP is dependent upon the TP strategy proposals of the TPC. There is not a 'one size fits all formula' for a successful TP. Within the context of the overall principles that apply for any TP, the operation of a specific TP must be responsive to the specifics of individual sites. This approach is adopted for the development TP.
- 1.5.6 Whilst the TP target-setting concentrates on employee travel to work, the aims of the TP also encompass exerting positive influence on the travel choices of customers and suppliers/deliveries. The role of the TPC for this includes the identification of suitable strategies, and the practical tasks associated with this.

# 2

## policy context

2.1 The policy context for requiring a TP for a development is established across the board, at national and local levels.

### 2.2 NATIONAL POLICY

2.2.1 The Government's sustainable development strategy aims to reduce the need to travel, influence the rate of traffic growth and reduce the environmental impacts of travel overall.

2.2.2 The DfT 2009 guidance sets out that:

*"National policy is explicitly supportive of travel planning, providing a clear policy framework through a wide range of policy documents of relevance to travel planning." (para 3.3)*

2.2.3 The National Planning Policy Framework (NPPF, March 2012) explicitly refers to travel planning and the need for TPs, in the context of the need to "protect and exploit opportunities for the use of sustainable transport modes for the movement of goods or people" (para 35). This continues to state that:

*"Therefore, developments should be located and designed where practical to*

- accommodate the efficient delivery of goods and supplies;*
- give priority to pedestrian and cycle movements, and have access to high quality public transport facilities;*
- create safe and secure layouts which minimise conflicts between traffic and cyclists or pedestrians, avoiding street clutter and where appropriate establishing home zones;*
- incorporate facilities for charging plug-in and other low emission vehicles; and*

- consider the needs of people with disabilities by all modes of transport." (para 35), and

"A key tool to facilitate this will be a Travel Plan. All developments which generate significant amounts of movement should be required to provide a Travel Plan." (para 36)

#### 2.2.4 The DfT 'Guidance on Transport Assessment' (March 2007) states:

"Smarter Choices are techniques for influencing people's travel behaviour towards more sustainable options, such as encouraging school, workplace and individualised travel planning. They also include measures such as individualised marketing, personalised journey plans, public transport information and marketing initiatives, car sharing schemes and car clubs, plus measures that reduce the need to travel, such as video conferencing and teleworking." (para 4.79)

"A travel plan (TP) is a package of site-specific initiatives aimed at improving the availability and choice of travel modes to and from a development. It may also promote practices or policies that reduce the need for travel. TPs are becoming an increasingly important tool in the delivery of sustainable outcomes. They provide, together with transport assessments, the mechanism for assessing and managing access to sites. In addition, they can help improve accessibility, both to and from the site, and to local amenities and services." (para 4.80)

#### 2.2.5 More recently, the DfT 'Good Practice Guidelines: Delivering Travel Plans through the Planning Process' (April 2009) provides the most up-to-date national guidance, setting out "good practice actions that can be taken to produce high quality, robust travel plans". (para 1.2).

### 2.4 LOCAL POLICY

Similarly, local policy supports travel planning:

- Local planning policy is established through the Local Development Framework (LDF). The LDF should seek to identify locations for development that reduce the need to travel and that are accessible by a range of means of transport,

- Local Transport Plans (LTP) are not part of the development plan, but must be prepared by most transport authorities. An LTP needs to include measures to address congestion and accessibility and generally consider ways of managing demand. This typically leads to inclusion of policies to promote implementation of travel plans. The current LTP applicable in Rochdale is the Greater Manchester's third Local Transport Plan 2011/12 – 2015/16.

## 2.5 ROCHDALE UDP (SAVED POLICIES)

2.5.1 The Rochdale UDP was adopted in June 2006. Following the Secretary of State's direction under Schedule 8 of the Planning and Compulsory Purchase Act 2004, a number of policies were saved. Those policies have been saved indefinitely until they are replaced by Development Plan Documents and Area Action Plans such as the Core Strategy DPD.

2.5.2 Saved UDP transport policies comprise the accessibility policies G/A/1-24.

2.5.3 Policy G/A/1 states that:

*"The Council will seek to facilitate accessibility for all by integrating land-use development and transport, reducing the need to travel, and promoting choice in the availability of transport, including walking, cycling and public transport. New development and new transport infrastructure shall be located, designed and integrated with its surroundings in such ways as to:*

- A. *Reduce the growth in length and number of motorised journeys;*
- B. *Facilitate access by walking, cycling and public transport – including for people with restricted mobility – in order to widen travel choice for all and reduce reliance on the private car,*
- C. *Provide for access for goods vehicles and cars, taxis, private hire vehicles, motorcycles, mopeds and motor scooters, such as to meet the operational needs of the development and ensure access for people with restricted mobility, but minimise the adverse impacts of motorised transport on the wider community and environment;...".*

2.5.4 Policy G/A/2 sets out that:

*"Development proposals will be permitted where the design and layout of all schemes, or proposals for highway works, reflect the following broad hierarchy of accessibility:*

- i Pedestrians and disabled people;*
- ii Cyclists;*
- iii Public transport;*
- iv Taxis, private hire vehicles and commercial traffic for local access;*
- v General traffic (off-peak);*
- vi General traffic (peak)."*

2.5.5 The Council's policy on car parking is set out in Policy G/A/10, and the Council's parking standards are set out in UDP Appendix C. Policy G/A/10 confirms that additional car parking spaces above the Appendix C maximum standards will not be permitted unless specific criteria apply. Furthermore, *"For disabled car parking, cycle parking and motorcycle parking, new development will be expected to meet the minimum standards set out in Appendix C".*

2.5.6 Policy G/A/12 explicitly sets out that:

*"A travel plan (which includes provision for implementation and monitoring) will be required to accompany planning applications for any development likely to have significant transport implications....".*

# 3

## existing conditions: key information from TA

### 3.1 SITE LOCATION

The location of the application Site is indicated on Figure 1 in the context of the local highway network.

### 3.2 ACCESSIBILITY BY WALK

- 3.2.1 It is established and acknowledged that walking is the most important mode of travel at the local level, and offers the greatest potential to replace short car trips, particularly under 2km.
- 3.2.2 A 400m distance corresponds to a walk time of 5 minutes based upon typical normal walking speed. It is widely recognised that commuting distances of up to about 2000m (which typically corresponds to about a 25 minute walk) can be acceptable. Walking can help to counteract problems of overweight and obesity as well as coronary heart disease, stroke, diabetes and cancer, in addition to improving mental wellbeing (DfT 'Walking and cycling: an action plan', 2004).
- 3.2.3 Figure 2 presents the 400m, 800m and 2000m walk isochrones, (ie reflecting 5, 10 and 25 minute walk journeys), and taking account of the pedestrian infrastructure. It is widely recognised that commuting distances of up to about 2000m (which typically corresponds to about a 25 minute walk) can be acceptable. Review of Figure 2 shows that there is a substantial residential area, comprising most of Littleborough, within 2000m (a 25 minute walk) of the Site. This provides good opportunity for employees and customers to walk to the Site
- 3.2.4 Existing pedestrian footway provision in the vicinity of the Site helps to promote and encourage walking to the proposed development.
- 3.2.5 The proposed pedestrian access strategy for the Site is described in Chapter 7, together with the additional pedestrian improvements included as part of the proposed development.

### 3.3 ACCESSIBILITY BY CYCLE

3.3.1 National guidance sets out that:

*"Cycling also has potential to substitute for short car trips, particularly those under 5km and to form part of a longer journey by public transport" (para 78).*

3.3.2 The CIHT guidance 'Cycle Friendly Infrastructure' (2004) states that:

*"Most journeys are short. Three quarters of journeys by all modes are less than five miles (8km) and half under two miles (3.2km) (DOT 1993, table 2a). These are distances that can be cycled comfortably by a reasonably fit person." (para 2.3)*

3.3.3 Cycling can help to counteract problems of overweight and obesity as well as coronary heart disease, stroke, diabetes and cancer, in addition to improving mental wellbeing ( DfT 'Walking and cycling: an action plan', 2004).

3.3.4 Figure 3 indicates the 2km and 5km cycle isochrones for the Site, reflecting typically 10 minute and 25 minute journeys. This shows that all of Littleborough is within a short cycle ride of the Site. Complementarily, Figure 3 shows that there are further established residential areas within a practical cycle journey of the Site. This provides good opportunity for employees and customers to choose to cycle to the proposed development.

3.3.5 Littleborough rail station is within a short cycle ride of the Site, and cycle parking is available at Littleborough rail station. This provides opportunity for a cycle journey to form part of a longer public transport journey, which may be helpful for employees.

3.3.6 Development proposals for cycle facilities are outlined in Section 7.2, Chapter 7.

### 3.4 ACCESSIBILITY BY BUS

3.4.1 There are bus stops on both sides of Featherstall Road at/near the junction with Stockton Street, ie very close to the proposed foodstore. There are additional bus services that call at stops within a 10 minute walk of the Site.

3.4.2 Table 1 summarises the scheduled bus services calling at the Featherstall Road bus stops, and the frequency of service. Typically during the day on a weekday and Saturday there are 16 buses per hour, taking account of buses travelling in both directions along the road. Table 1 also includes a summary of these additional bus services. Typically during the day on a weekday and Saturday, there are a further 4 buses per hour, taking account of buses travelling in both directions.

3.4.3 The existing bus services summarised in Table 1 provide opportunity for travel to the Site by a direct bus journey (ie with no change of bus required) from a range of destinations including Rochdale, Burnley, Castleton, Halifax and Hebden Bridge, Todmorden.

### 3.5 **ACCESSIBILITY BY RAIL**

3.5.1 Littleborough rail station is located within 800m (10 minute walk) of the proposed foodstore. Cycle parking is available at the station.

3.5.2 Littleborough station is on the Caldervale line. Rail services calling at Littleborough station operate between Manchester – Hebden Bridge – Leeds. In a typical daytime situation, Monday to Saturday, there are 2 trains per hour in each direction.

3.5.3 Typical rail journey times from Littleborough station are:

- Manchester Victoria :            22 – 30 minutes,
- Rochdale                                6        minutes,
- Smithy Bridge                        3        minutes,
- Todmorden                            8        minutes,
- Hebden Bridge                      16      minutes.

3.5.4 This provides opportunity for rail journeys to work at the proposed foodstore to be undertaken from a range of home locations.

# 4

## objectives & outcomes

4.1 The underlying objectives of the TP are to:

- Contribute to traffic reduction and other sustainable transport objectives set out in national, regional and local policies,
- Promote accessibility to the development by sustainable modes of transport.

4.2 A key objective is that the TP measures are effective and efficient.

4.3 Specific outcomes sought from the development TP are to:

- Achieve the minimum number of car traffic movements to/from the development,
- Address the access needs of Site users, by supporting walking, cycling and public transport and other sustainable transport options,
- Reduce the need for travel to/from the Site.

These outcomes are consistent with the underlying objectives of the TP (refer para 4.1).

4.4 The DfT 2009 guidance explicitly states that the outcomes approach specifies outcomes linked to specific targets and that:

- "*This approach is distinct from that which focuses wholly on the establishment of a list of measures, eg the provision of a shuttle bus or cycle shelter.*" (para 5.5),
- "*This approach means it is less critical to know in advance whether or not a specific package of measures will achieve a specified target or other outcomes*" (para 2.20).

- 4.5 As explained in para 1.4.1, this TP is a 'destination' TP.
- 4.6 It is important that, as far as possible, measures are in place that provides good active encouragement for sustainable transport choices, from the commencement of the proposed development becoming operational. Thus, emphasis is placed on achieving, from the outset, a development 'culture' oriented to offering sustainable transport choices that are attractive to employees and customers.
- 4.7 The TP seeks to influence the choices made by people travelling to/from the Site, to favour selection of sustainable travel modes for journeys. Emphasis is to be placed on promoting all sustainable modes of travel.

# 5

## targets & indicators

5.1 The term 'targets' is used in relation to a TP to cover any measurable aim that will be monitored and is agreed with local authority to be an important indicator to the TP's effectiveness.

5.2 The TP is a tool identified by the local authority to be employed to assist in supporting and promoting identified policies to reduce car travel. Similarly, at national level the TP is an identified instrument for pursuing sustainable transport policies. A general target for what such sustainable transport policies must achieve is represented by the SMART criteria (as defined for example by the DfT, 2004). The SMART criteria adopted for this TP, consistent with the criteria identified by the DfT, are as follows:

<b>Specific</b>	there must be no ambiguity in the output,
<b>Measurable</b>	the policy target(s) can be set against directly observable output(s),
<b>Achievable</b>	the policy must be feasible (rocket science should be avoided...),
<b>Realistic</b>	target should be within reasonable bounds and not too optimistic,
<b>Time bound</b>	the output of the policy should be observable over a pre-determined time frame.

The TP provides a mechanism for implementing the above SMART transport policies.

5.3 The DfT 2009 guidance provides assistance for the setting of TP targets and indicators. Key principles highlighted in the guidance are that:

- Outcome targets are best expressed in terms of maximum end (ie when development fully occupied) levels of car use, eg maximum 'allowable' modal share of car use, or number of vehicle trips generated by the development. This is distinct from a target in terms of a reduction in car use from a hypothetical baseline, which is not favoured in the guidance as a basis of target-setting,

- The target maximum car use (above) should be significantly lower than would be expected from the development without a TP, ie it will "represent a reduction in car use against what would be expected to be achieved by 'business as usual'",
- Targets should be ambitious and "*correspond to the minimum number of journeys to and from the site by car that can be achieved in the context of the operation of the specific activity at the site. Benchmarking is important in informing this estimate, but it has to be recognised that each site is unique.*"
- It is important to distinguish between outcome targets and indicators,
- Parking provision should be consistent with chosen targets in the context of local parking standards, ie parking provision should be limited to cater for planned levels of car use if targets are met.

5.4 The DfT 2009 guidance clearly sets out that:

*"It is important to distinguish between outcomes targets and indicators. For example, the level of bus use is a useful indicator for understanding how the site is being accessed and how effectively the bus service is meeting travel demands. It may not be particularly helpful to set a target for bus use, since there is no reason to promote bus use at the expense of other sustainable modes. ..... Some targets will also be non-quantifiable, eg setting up a car club by a particular time, but will still relate to the overall outcome target of reducing car trips."* (para 5.10)

## 5.5 **BENCHMARKING: CENSUS DATA**

- 5.5.1 At present, prior to occupancy, there is no recorded information about modal choices for the employees of the development. However, there is recorded/published information that provides a context for considering the setting of targets within the TP. The primary source of available information is the 2001 Census data.
- 5.5.2 The Census provides travel to work data for people travelling to work from a range of origins to a given end destination. This data is available for destinations at the level of wards.

## 5.6 CENSUS DATA

- 5.6.1 The 2001 Census data is interrogated to inform the setting of the TP target.
- 5.6.2 Table 2 summarises the 2001 Census recorded journey to work modal split for destinations in:
- Wardle & West Littleborough ward: the Site is located in this ward,
  - Rochdale: provides the overall Borough context in which the Site is located.
- For this exercise the 'work at home' employees are excluded, as they are not making a journey to work.
- 5.6.3 Review of Table 2 identifies the following key information:
- Car driver: 67.6% of journeys to work in Wardle & West Littleborough ward, and slightly less for Rochdale as a whole (64.0%),
  - Car passenger: 7.5% of Journeys to work in Wardle & West Littleborough ward, and higher for Rochdale (9.3%),
  - 'Car driver + car passenger': 75.1% of Journeys to work in Wardle & West Littleborough ward, being slightly higher than for Rochdale as a whole (73.3%),
  - Cycle: Uniformly very low, being 0.9% for Wardle & West Littleborough ward, and 1.5% for Rochdale as a whole,
  - Walk: Uniformly high, being 14.4% for Wardle & West Littleborough ward, which is slightly higher than for Rochdale as a whole (12.9%),

- Bus: modest level for this mode for journeys to work in Wardle & West Littleborough ward (6.0%), and higher for Rochdale as a whole (8.5%),
- Train: Uniformly negligible, being 0.5% for Wardle & West Littleborough ward, and the same (0.5%) for Rochdale as a whole.

5.6.4 The Census modal split interrogations and analysis for journey to work highlights the key finding that for employees based in Wardle & West Littleborough ward the travel to work characteristics are broadly similar to those for Rochdale as a whole:

- Wardle & West Littleborough ward (in which the Site is located): has 2001 travel to work characteristics that are broadly typical of Rochdale as a whole. Wardle & West Littleborough has slightly higher driving to work (67.6%) than for Rochdale as a whole (64.0%),
- There is a slightly higher walking to work in Wardle & West Littleborough ward (14.4%) than in Rochdale as a whole (12.9%),
- But this is counterbalanced by lower levels of bus travel to work in Wardle & West Littleborough by bus (6.0%) than in Rochdale as a whole (8.5%),
- It is also notable that cycle, train and taxi are uniformly very minor (negligible) modes of travel to work in Wardle & West Littleborough ward and Rochdale borough as a whole.

5.6.5 As well as providing information to inform the setting of the TP target, the above provides a valuable starting point for identifying the TP strategy for encouraging employees to adopt more sustainable travel choices.

## 5.7 **TP TARGET: APPROACH**

5.7.1 Benchmarking information has been investigated and analysed, to assist in informing the setting of targets and indicators for the TP. The Census data provides information

about journeys to work, and is thus confirmed as a suitable data source to inform the TP target setting.

5.7.2 The options recommended in the DfT 2009 guidance (Table 5.1 thereof) for setting the workplace TP target include:

- 'Percentage of employees driving to work will not exceed X',
- 'Number of weekday vehicle trips generated by the site when fully occupied will not exceed X'.

5.7.3 The methodology adopted for target setting for the TP is the former, ie to set a **numerical percentage car driver target**. This should be set so as to comply with the DfT advice that targets should be less than "business as usual" (refer para 5.3 above), thereby representing a reduction in the number of employees driving to work than would otherwise be the case in the absence of a TP.

5.7.4 Advantages of the selected TP target setting methodology include:

- Simple easy to understand target, which assists in 'getting the message across' to the employees and management of the occupying companies,
- Self-evidently, all journeys to work by modes other than car driver are by sustainable travel choices, and each of these options is as valuable as any other in terms of achieving the TP car driver reduction target. Therefore, there is **no need** to set specific individual modal split targets for the sustainable modes, rather there is in effect a 'group' sustainable travel modes target (which is the balance of trips not made by all other modes except car driver). This is explicitly set out in the DfT guidance (refer para 5.8.3 below). It should also be noted that some car driver mode trips are also part of a sustainable travel journey, if they carry a passenger.

5.7.5 The Census data records the difference between the car driver modal share of journeys to work in the borough of Rochdale as a whole and in the Wardle & West Littleborough ward.

5.7.6 The approach/philosophy adopted for the TP target setting is to:

- Set the TP target in terms of 'percentage of employees driving to work will not exceed X' (2009 DfT Guidance, Table 5.1), taking account of the benchmarking information and the SMART criteria (refer para 5.2),
- Explicitly set out that, as part of the Monitoring & Review regime (refer Chapter 9), the TP target for percentage of employee trips will be reviewed in the light of development-specific modal split data becoming available, to ensure that the target is appropriately challenging.

## 5.8 **TP TARGET**

5.8.1 The workplace TP target is set as **percentage of employees driving to work will not exceed 62.5%**, to be achieved over a five year period from first occupation. This represents a **7.5% reduction** (ie  $(67.6-62.5)/67.6 \times 100\%$ ) from the 2001 Census recorded car driver mode share for journeys to work in Wardle & West Littleborough. This is also **1.5%** less than the Rochdale borough car driver mode share. This represents a target that complies with **all** of the SMART criteria (para 5.2 above), being specific, measurable, achievable, realistic and time bound.

5.8.2 The above clearly complies with the DfT advice that targets should be set so as to be less than "business as usual" (refer para 5.3 above), being a significant reduction.

5.8.3 There is **no need, or requirement**, to set associated TP targets for other mode choices. This is because the limiting of car driver mode in itself requires alternative more sustainable modes to be selected. For example, as set out in the DfT 2009 guidance:

*" It may not be particularly helpful to set a target for bus use, since there is no reason to promote bus use at the expense of other sustainable modes. ..... Some targets will also be non-quantifiable, eg setting up a car club by a particular time, but will still relate to the overall outcome target of reducing car trips." (DfT, para 5.10)*

5.8.4 The TP promotion of sustainable travel choices, and facilitating sustainable transport measures provided with the development, provides a basis for it being concluded that the TP target complies with the SMART criterion of being 'realistic' (refer para 5.2).

**5.9        TIMESCALE**

- 5.9.1 A specified timescale is required to provide the context for aiming to achieve the TP target. This is in accordance with the SMART criterion of 'time bound' (refer para 5.2 above).
- 5.9.2 It is proposed that the TP sets a timescale of 5 years from first occupation, for achievement of the TP target. This can be kept under review with the Council on an ongoing basis as part of the TP monitoring and review regime (refer Chapter 9).

**5.10      INDICATORS**

TP indicators will also be recorded through the monitoring process (refer para 9.12). These may include, for example:

- Pedestrian movements to/from the development,
- Cycle movements to/from the development,
- Bus travel.

# 6

## management strategy

### 6.1 PRE-OCCUPATION

The DfT 2009 guidance highlights that:

*"As far as possible, all sustainable transport measures should be in place prior to occupation or as soon as possible thereafter. This is to ensure that occupiers establish sustainable patterns of travel behaviour from the beginning, as research shows that retrofitting is not as effective." (para 8.10)*

### 6.2 TRAVEL PLAN COORDINATOR (TPC)

- 6.2.1 A TP must have an appointed Travel Plan Coordinator (TPC). It is the responsibility of the occupier to ensure that the TPC is appointed and remains in post.
- 6.2.2 It is a good practice requirement that the TPC is appointed and in-post prior to first occupation. This is necessary so that there is someone responsible for undertaking tasks prior to first occupation, to ensure that sustainable travel choices and information are available and people made aware of this.
- 6.2.3 The TPC will be appointed by the occupier three months in advance of first occupation to produce induction packs and work with employees prior to their commencing work at the Site.
- 6.2.4 It is further required that the TPC details are provided in writing to the local authority 3 months prior to first occupation. The details to be provided include:
- Name,
  - Telephone contact number,
  - Email contact details,
  - Date of taking up post.

- 6.2.5 There are a range of tasks that the TPC should undertake prior to first occupation, and this is why the TPC must be in post some months beforehand. Prior to first occupation the TPC will work in partnership with the local authority and others to undertake the following:
- Manage the implementation of measures set out in the TP,
  - Collect data and other information relevant to the implementation and future monitoring of the TP,
  - Prepare and produce TP information material to provide to employees, and to be available for customers and suppliers,
  - Set up appropriate management arrangements, eg contact arrangements with local authority.
- 6.2.6 A key objective of the early stages of the TPC being in post is to provide the optimal platform to work with employees before their travel habits to the Site are set.
- 6.2.7 In general terms, the duties of the TPC include:
- Identifying transport initiatives, including information and marketing, (refer Chapter 8),
  - Considering and identifying strategies to encourage sustainable transport options of employees and customers,
  - Exploring opportunities for strategies to optimise the transport sustainability of deliveries, and liaising with management in this regard,
  - Arranging questionnaire Travel Surveys of employees and statistical analysis of findings,
  - Arranging other travel/monitoring surveys,
  - Monitoring and review of TP,
  - Preparation of annual report,
  - Liaison with local authority and other key stakeholders.
- 6.2.8 More specifically, the TPC responsibilities include inter alia:
- Day to day operation of the TP,
  - Maintaining all public transport and database records up-to-date,
  - Liaison with local public transport operators,

- Distribution of Employee Induction Travel Pack to all new employees, and to maintain monitored records of this,
- Promotion of walking and cycling,
- Promotion of bus travel,
- Promotion of employee car sharing & ongoing promotion of a suitable car share scheme eg Liftshare (refer Section 7.4),
- Liaison with employees, including for example promotional activities,
- Monitoring car and cycle usage,
- Liaison with the local authority,
- TP promotional activities,
- Organising and analysing employee questionnaire Travel Surveys,
- Organising and analysing other travel surveys,
- Undertaking annual Monitoring and Review of the TP and preparing the annual Monitoring & Review report for submission to the Council, including review of the TP targets.

6.2.9 As part of the ongoing management of the TP, the TPC will maintain a dialogue with the Council, and monitor emerging best practice information, to provide the most efficient platform for maximising the effectiveness of the TP.

6.2.10 For the avoidance of doubt, whilst the TP target-setting concentrates on employee travel to work, the aims of the TP also encompass exerting positive influence on the travel choices of customers and suppliers/deliveries. The role of the TPC for this includes the identification of suitable strategies, and the practical tasks associated with this.

#### **6.4 FINANCIAL ARRANGEMENTS**

6.4.1 As set out in para 6.2.1 above, it is the responsibility of the occupier to ensure that the TPC is appointed and remains in post.

6.4.2 The TPC should be in post for a period of 5 years from first occupation of the development, and commencing 3 months prior to first occupation. This means that a sufficient revenue budget must be identified to employ the TPC for a period of 5 years from first occupation of the development, commencing from 3 months prior to first occupation. This is to be on a sufficient basis to cover employment costs of the TPC as

well as to introduce and manage the TP initiatives, and thereafter as required to manage the initiatives, finance the measures identified in this and subsequent TP Monitoring and Review reports, and enable the TPC postholder to carry out the duties identified above.

# 7

## measures to encourage sustainable travel

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### 7.1 WALK

- 7.1.1 As established from the Census data, walking to work in employment locations in Wardle & West Littleborough is very popular (14.4%, refer Table 2). This provides an excellent culture in which to encourage employees of the proposed foodstore to walk to work. This will be optimised by employing local people at the store.
- 7.1.2 There is existing pedestrian infrastructure near the Site, and this will be complemented by the proposed introduction of pedestrian improvements indicated on AHA Drg No 1297/01/B, comprising:
- Pedestrian refuge in the Stockton Street arm of the improved Featherstall Road/Stockton Street priority control junction,
  - Pedestrian refuge in the Site arm of the proposed Stockton Street/Site Access priority control junction,
  - New footway/footway improvements,
  - Introduce zebra crossing on Featherstall Road to the east of the Site.
- 7.1.3 Pedestrian access to the development is available via Featherstall Road and Stockton Street.
- 7.1.4 Promotional events and literature will be arranged by the TPC, to encourage walking, and emphasising the health benefits.
- 7.1.5 The TPC will prepare and arrange for distribution of maps showing safe local walking routes.

### 7.2 CYCLE

- 7.2.1 Information about the existing cycle opportunities is provided in Chapter 3.

- 7.2.2 Encouragement of cycling is one of the tasks to be undertaken through the TP. This requires a multi-strand approach, encompassing practical measures such as cycle-friendly infrastructure, cycle parking, availability of a bicycle, behavioural attitudes to cycling, and promotional measures.
- 7.2.3 Cycle access into the Site is available via Featherstall Road and Stockton Street.
- 7.2.3 In order to promote cycling to work, cycle parking stands are to be provided along the front of the foodstore building, as indicated on the architect's layout plan submitted with the application. The number of cycle parking spaces accords with the Council's standards, which for the proposed foodstore is a minimum of 12 spaces. As set out in the Council's adopted parking standards:
- "The cycle standards are generally slightly higher than the level of parking provision suggested in the National Cycling Strategy to reflect the increasing importance of cycle provision".*
- 7.2.4 Awareness of cycling as a travel to work choice is to be promoted to employees by the TPC from the outset, and indeed in advance, of employees starting to work at the Site.
- 7.2.5 The TPC will explore interest in setting up a Bicycle User Group (BUG), and the opportunities to liaise with other such established groups. This can be greatly assisted if even one or two employees, with enthusiasm for cycling, can be identified to 'champion' cycling amongst staff.
- 7.2.6 The TPC will establish a cycling action plan that identifies a range of measures to be explored/pursued with employees and management. As well as the BUG referred to above, this includes, for example but not exclusively:
- Promotion of National Bike Week,
  - Bike buddy scheme, for those not confident about cycling,
  - Introduction of a cycle purchase scheme,
  - Opportunity to attend cycle training courses,
  - Cycling events.

7.2.7 Promotional events and literature will be arranged by the TPC, to encourage cycling, and emphasising the health benefits.

### 7.3 **PUBLIC TRANSPORT**

- 7.3.1 The TP benchmarking information (Chapter 5) identifies that the bus modal share of travelling to work in Wardle & West Littleborough ward is relatively minor (6.0%), being less than half the walk modal share (14.4%). Furthermore, this is broadly typical of the bus modal share for travelling to work in Rochdale as a whole (8.5%).
- 7.3.2 There is negligible train/tram travel to work in Wardle & West Littleborough ward or Rochdale as a whole (refer Table 2). The construction of the Metrolink that is underway would appear unlikely to substantially change the train/tram modal share of travel to work in Wardle & West Littleborough ward.
- 7.3.3 Notwithstanding the above information, an objective of the TP is to promote travel by public transport, and a key role of the TPC is to undertake this.
- 7.3.4 The information and marketing aspects of the opportunity to make journeys by public transport to/from the development are important, and are discussed in Chapter 8. The welcome/induction pack prepared by the TPC, and issued to all new employees, will include information on the bus and rail services that are available. This will include bus stop locations, routes & destinations, and frequency of services, as well as rail station information. This is aimed at providing the optimum encouragement, from the commencement of employment at the Site, for a positive view of travelling to work by public transport, highlighting the options available.
- 7.3.5 The existing bus services (summarised in Table 1, and refer Chapter 3), provide opportunity for travel to the Site by a direct bus journey (ie with no change of bus required) from a large area, that includes for example Rochdale, Burnley, Castleton and Halifax. The existing bus services afford good accessibility by bus for customers and employees of the proposed foodstore.
- 7.3.6 The existing rail information for services calling at Littleborough station is included in Chapter 3.

## 7.4 CAR SHARE

- 7.4.1 Car sharing is proven as an effective means of reducing the number of car trips generated by a site, especially for commuting trips to work, and is thus an established sustainable travel choice. It is concluded that modal shift to passenger, from car driver travelling alone, ie single occupancy vehicle (SOV), is an important component of the TP strategy. This is supported by widespread evidence of successful car share schemes achieving significant modal shift and reducing car traffic.
- 7.4.2 Furthermore, the Census data records that travelling to work in Wardle & West Littleborough ward as a car passenger (7.5%) is more popular than travel by bus (6.0%); refer Table 2. In Rochdale as a whole, travelling to work as a car passenger is even more popular (9.3%). Thus there is a locally established 'culture' that is conducive to promoting car sharing for the employees of the proposed development.
- 7.4.3 Nationally more than 80% of commuter journeys by car have been recorded as being as a single occupancy driver (SOV) - this is the least sustainable form of travel choice. For some SOV drivers it may be more realistic to achieve a modal shift to car share, than to other sustainable mode options such as bus or cycle.
- 7.4.4 The TPC will promote a car share scheme to employees. An example of such a scheme is the well-established Liftshare scheme (operated by the well established UK provider liftshare.com). The car share scheme matches up car drivers and passengers who travel on similar routes at similar times. There is no fee for registering or using the website. There is no cost to the employer. This proposal has the advantage of the 'pool' of potential car shares being able to also include existing employees located at other buildings nearby, and indeed employees at other locations, that may share a route for journey to work with employees of the development.
- 7.4.5 The car share scheme will be promoted by the TPC, through a variety of means (refer Chapter 8), including employee TP induction packs and online resources. The strategy is that, from initial occupation:

- An identified car share scheme (eg as operated by Liftshare) is to be promoted to employees,
- Information about this scheme is to be included in Welcome/Induction packs,
- The benefits of car sharing are to be highlighted in the Welcome/Induction pack. This is to provide information to appeal to the widest range of reasons for deciding to car share, including for example, environmental, cost saving, potential to not need a car.

7.5

**CUSTOMERS: HOME DELIVERIES**

Internet ordering and home delivery has become a widely established option for food shopping. The opportunity for this will be explored by the TPC with management, as this reduces the need for customer journeys to the Site.

7.6

**SUPPLIERS: DELIVERIES TO THE SITE**

The TPC will liaise with management, to promote the optimum supplier delivery arrangements that reduce the number of delivery vehicle trips to/from the Site.

7.7

**BEHAVIOURAL STRATEGIES**

- 7.7.1 If the optimal benefits of the TP are to be achieved in respect of the identified TP outcomes objectives and targets, it is essential that the TP is operated in a way that recognises that, for many, substantial behavioural changes in attitudes to travelling choices are required. The role of the TPC is crucial to success in this endeavour.
- 7.7.2 A transformation of some peoples' behaviour may be achieved with simple strategies, such as, for example highlighting health or environmental benefits. However, it is certain that more sophisticated strategies will be needed for others.
- 7.7.3 An example of this is promoting the concept that travel choice for the journey to work can have inbuilt flexibility of mode choice, with not a single mode choice all of the time. The role of the TPC is essential in assisting people to understand this, and to empower them to find the means to achieve it in practice.

- 7.7.4 A 'small steps' (nudge) approach is a key part of the TP strategy for changing employees' attitudes to favour, and make, sustainable travel to work choices. This is especially important for people who have been choosing to travel to work as a car driver on their own for some considerable time (to/from a different location than the new development).
- 7.7.5 Information gathering from employees is important to inform the 'small steps' strategy, and to ensure that employees feel 'engaged with', rather than the objects of a 'big brother/nanny' style approach that endeavours to tell them what they 'should do'. The TPC role in developing and overseeing this is critical.

## 7.8 **SUMMARY**

A comprehensive TP strategy is needed for encouraging and achieving sustainable travel choices for people working at the development. This must recognise that a sustainable journey can be made by a variety of options, and one sustainable mode choice should not be promoted at the 'expense' of another. It is a crucial task of the TPC to ensure this strategy is taken forward. A key aspect of this is identifying strategies and initiatives to address the issue of behavioural change of attitudes that is required; in which the 'small steps' approach has a key role to play.

# 8

## marketing strategy

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- 8.1 The information and marketing aspects of the TP are crucial to its success. It is of little use having TP initiatives if people are not adequately informed of them and persuaded to try them. The marketing strategy for the TP aims to:
- Raise awareness of sustainable travel options,
  - Promote individual measures and initiatives,
  - Disseminate travel information from the outset of first occupation, and indeed in advance of occupation and on an ongoing basis.
- 8.2 The first step is to ensure that good quality information is readily available and well disseminated, and this will be administered by the TPC. Information will be provided by a variety of means including:
- Occasional promotional initiatives,
  - Employee Welcome/Induction 'Travel Pack',
  - Computer,
  - For customers: prominent notice board displays.
- 8.3 It is the responsibility of the TPC to set up and oversee arrangements to ensure that an Employee Induction 'Welcome/Travel Pack' is provided to each employee prior to their starting work at the Site. The TPC must maintain a stock; these can be available in hard copy and/or electronic format.
- 8.4 The objective of the Employee Induction pack is twofold: to inform and to promote. The latter aspects of the Induction pack are aimed at promoting and achieving sustainable travel choices for trips to/from the development. It is anticipated that the TP Induction Pack will include items/information such as, but not exclusively:
- TP objectives,
  - TPC: description of role and contact details,
  - Walk: health benefits of walking, maps showing safe local walking routes,

- Cycle: health benefits of cycling, information about secure cycle parking, web access to Rochdale cycle map, BUG and bike buddy schemes,
  - Public Transport: information about bus and rail services,
  - Car share scheme: information about the financial benefits/incentives, and the environmental benefits. Details of registering,
  - Information sources: eg websites, etc.
- 8.5 Targeted promotional events and literature will be arranged by the TPC, to promote sustainable travel initiatives and options. This will include, inter alia, encouraging walking and cycling, and emphasising the health benefits, taking advantage of the platform of national and local initiatives, such as National Bike Week, as well as arranging development specific events. Similarly events/promotional activities will be aimed at promoting public transport and car sharing.

## 9

## monitoring & review

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- 9.1 Implementation of the TP must be monitored and reviewed if the intended and optimum benefits are to be secured. This is a requirement of the DfT 2009 guidance.
- 9.2 Key points about the TP monitoring and review regime are that this:
- Is essential to ensure that the TP objectives are being met,
  - Assesses the effectiveness of the TP measures and provides opportunity for review,
  - Must be done over time, and hence requires action and resources.
- 9.3 The monitoring and review process needs to be systematic and planned. The role of the TPC in leading this is crucial.
- 9.4 The monitoring and review process provides the mechanism for identifying amendments to the TP that are agreed with the Council. The optimal approach for the effectiveness of the TP, in achieving the agreed TP outcomes, is that the ongoing management process (throughout the year) led by the TPC, includes liaison with the relevant local authority officer.
- 9.5 The key objective of the monitoring of the TP is to measure the effectiveness and to ensure that it remains relevant over time. It is also important that flexibility is retained to amend the TP to respond to changing/emerging circumstances, and that the monitoring and review process provides the mechanism for this.
- 9.6 Monitoring of the TP is to use an employee questionnaire survey. This will record travel mode choices and explore factors that may influence employees to make more sustainable travel choices.
- 9.7 The questionnaire travel surveys will be undertaken:
- First survey within 9 months of first occupation of the development (to allow 'settling-in' of employees and hence representative survey responses),

- Subsequently, biannually on the anniversary of the initial survey during the period of 5 years from first occupation.
- 9.8 Details of the questionnaire content will be discussed and agreed with the local authority, but may include, inter alia, the following:
- Employees' work journey distance and/or location,
  - Travel mode choice,
  - Time taken for journey,
  - Number of car owners and cars per household,
  - Any barriers (perceived/real) to particular modes of travel,
  - Factors influencing willingness to consider/change of travel mode choices.
- 9.9 TP indicators will also be recorded through the monitoring process (refer para 5.10). These may include, for example:
- Pedestrian movements to/from the development,
  - Cycle movements to/from the development,
  - Bus travel.
- 9.10 Data collected from all the surveys will comply with the Data Protection Act. Employees will be identified only by numbers in the database, and data will not be used or disclosed except for the purpose it was collected.
- 9.11 The travel surveys will not only provide information about employees' travel choices and habits, but also, and importantly, about attitudes to change in choice of travel mode. This is vital information for optimising the effectiveness of the targeting of the TP marketing strategy. This will also be helpful in exploring, in liaison with the local authority as part of the monitoring and review process, whether/what further measures need to be considered, agreed and implemented, if the TP target is to be met.
- 9.12 The monitoring process is not something that is done at a single point in time annually, albeit there is a requirement for a single formal report (refer para 9.13). TP monitoring is a dynamic process led by the TPC, that must be undertaken on an ongoing manner throughout the year. This is so that the effectiveness of the TP

measures and financial resources can be optimised. The ongoing monitoring process throughout the year includes elements such as the promotional activities and mechanisms - if a particular form of promotion is not yielding benefits, then alternatives should be considered and employed. The key to all this is that the TP measures, be it promotion and/or services/facilities, are not an end in themselves, they are only the means to reach the TP target, and if a measure/activity is not yielding positive results, then the reasons for this should be examined and changes to the strategy and measures implemented to address this, in agreement with the local authority.

9.13 An annual 'Monitoring & Review' report will be prepared by the TPC and submitted to the local authority. This will set out the way in which the TP has been operated throughout the year, providing, *inter alia*:

- A record of key information collected throughout the year, including results of monitoring surveys (refer para 9.6) and analysis (if applicable),
- A schedule of meetings held throughout the year, and other key contact information,
- A record of TP initiatives introduced/operated during the year, and information about initiatives considered but not implemented (if applicable),
- A record of promotional activities,
- Assess efficacy of TP measures that have been pursued throughout the year and, on the basis of this, reach conclusions about measures to be taken forward for the coming year. This may reflect positive results and/or the need to revise the TP measures/strategy in pursuit of the TP target.

# 10

## action plan & budget

- 10.1 It is essential that key tasks in connection with the TP are commenced (and some completed) prior to first occupation. This is so that TP measures are in place prior to the travel habits of the employees being set. It is also important that there is ongoing TP activity that seeks to influence the modal choice of employees to achieve the TP target of: **percentage of employees driving to work will not exceed 62.5%.**

### 10.2 ACTION PLAN

Key elements of the Action Plan for the development's TP are set out below, as well as some examples of specific measures to be pursued. This is **not** an exhaustive list, but is intended to confirm that the intentionis for the TP to deploy a variety of measures and strategies:

#### Prior to occupation

- TPC appointed by the occupier 3 months prior to first occupation. TPC contact information to be provided to local authority 3 months prior to first occupation,
- TPC establishes contact with relevant Council officer,
- Staff welcome/Induction Travel Pack prepared by TPC and stock readied for distribution,
- TPC to liaise with public transport key stakeholders, eg bus and rail/Metrolink operators, local authority,
- Staff welcome/Induction Travel Pack with site-wide information prepared by TPC and stock readied for distribution to each employee prior to commencing work at the Site,
- Car share scheme arrangements, and in particular promotional strategy, to be established by TPC;

#### Upon occupation and subsequently:

- Each new employee to have been provided by the TPC with a Welcome/Induction pack prior to starting work at the Site (hard copy or electronic copy),
- TPC to arrange an online TP resource,

- Promotional activities to employees, by a variety of means (and ongoing),
- TPC to pursue and promote to employees cycle incentives, eg BUG, bike buddy scheme, etc;

**Within 9 months of first occupation:**

- Questionnaire Travel Survey to be undertaken and subsequently analysed by TPC,
- Ongoing monitoring, by a variety of means, of TP indicators,
- Ongoing promotional activities arranged by the TPC;

**Within 1 month of first year's anniversary of first occupation:**

- TPC to prepare and submit Annual Monitoring & Review report to Council.

Thereafter the operation of the TP will continue in a similar manner, guided by the evidence that accrues through operation of the TP and the contributions of the local authority. The timing of subsequent monitoring surveys is as set out in para 9.7. An annual Monitoring & Review report is to be prepared by the TPC and submitted to the local authority.

**10.3 FUNDING/BUDGET**

- 10.3.1 The occupier is responsible for the appointment of the TPC and other monetary aspects of the funding of the TP.
- 10.3.2 A sufficient revenue budget must be identified by the occupier to employ the TPC for a period of 5 years from first occupation of the development, and commencing minimum 3 months prior to first occupation. The budget is to be on a sufficient basis to cover employment costs of the TPC as well as to introduce and manage the TP initiatives, and thereafter as required to manage the initiatives, finance the measures identified in this and subsequent TP Monitoring and Review reports, and enable the TPC postholder to carry out the duties identified herein.

**10.4 SUMMARY**

Table 3 presents a summary of the proposed TP measures with associated timescale, responsibility and funding/budget information.

# 11

## conclusions

- 11.1 A Travel Plan (TP) promotes sustainable travel awareness and encourages sustainable travel choices. This TP is prepared taking account of currently available best practice guidance and experience (DfT 2009).
- 11.2 This TP report is prepared to support the planning application for a proposed foodstore development on land at Stockton Street, Littleborough.
- 11.3 The TP will be managed by the Travel Plan Coordinator (TPC,) to be appointed by the occupier, and to be in post 3 months prior to first occupation of the Site.
- 11.4 The outcomes approach is adopted for the TP.
- 11.5 The TP target is set of: **percentage of employees driving to work will not exceed 62.5%.**
- 11.6 Chapter 10 sets out the Action Plan and Funding/Budget arrangements for the TP. This summarises identified measures that are proposed, and indicates the timing for the measures. This illustrates the holistic approach adopted for the TP, aimed at encouraging from the outset a positive sustainable transport awareness and culture for the development. The TP measures will be reviewed and amended as appropriate as part of the ongoing dynamic monitoring and review process for the TP.

## tables

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## figures

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