

Peel Holdings

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**Dock 9**

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Travel Plan Framework

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Travel Plan Framework

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# 1 Introduction

## 1.1 Context

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This document has been produced as a Travel Plan Framework for the Quay's Point Masterplan area. It sets down the principles underlying the Travel Plan process and identifies potential measures that could form part of the detailed Travel Plans at a later stage.

At this Outline Planning Stage it is neither practical nor feasible to produce a detailed Travel Plan document as the end-users of the various developments within the Masterplan area are not yet defined. It is envisaged that as the development progresses through the planning system, detailed Travel Plans would be produced for individual developments within the Masterplan area at the detailed planning stage. These detailed travel plan documents would therefore replace the generic Travel Plan Framework document over time.

The Travel Plan(s) developed for the site would help people to assess and simplify their travel patterns and behaviour and provide a package of measures to reduce inappropriate travel to Quay's Point where possible, particularly travel by car. The Travel Plan(s) would aim to reduce the over-reliance on the car and encourage people to better plan their travel needs using the most appropriate mode.

## 1.2 The Proposed Development

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The Masterplan for the area consists of a range of land uses, predominantly residential, hotel, office and studio space. The exact phasing of the development is not yet known as it will be determined by market conditions. However, it has been assumed that construction will begin in 2008 and will be completed in 2023. Each development within the Masterplan area would submit a final travel plan, conditioned as part of their application, to Salford City Council within six months of occupation, as per the SCC guidelines for Travel Plans. Similarly the final travel plan would be implemented within nine months of occupation.

The Masterplan for the area shows a greatly enhanced pedestrian and cycle infrastructure and would be accompanied by enhanced public transport provision. Pedestrian movement within, from and to the development sites will be facilitated via a number of new pedestrian routes. These routes would link to a number of external connections to the external local highway network and surrounding area, namely Broadway and The Quays. Thus, the site will be both internally and externally permeable for pedestrians. Public transport improvements include an increase in the frequency of Metrolink services to the area through the introduction of a spur into the development. Other public transport improvements include improved bus stop facilities as part of the development and the possible introduction of new bus routes and services.

In general, the development will enable direct cycle access to and from the site. Similarly, these routes will offer connection to external cycle routes within and linking to the existing and proposed Cycle Route Network in Salford. An appropriate amount of cycle parking will be provided at suitable locations distributed within the development site to serve discreet development plots and the separate land uses, in agreement with SCC. This cycle parking may be contained within the buildings to enhance security. With cycle travel to work in mind, where appropriate, the development proposals should include secure parking and showering facilities for cyclists. The residential units could include facilities that would be conducive to cycle usage.

### 1.3 Aims and Approach

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The Travel Plan(s) should encourage the use of more environmentally friendly modes of transport, such as sharing cars, public transport, walking and cycling. By doing so, the Travel Plan(s) would reduce the environmental impacts of transport and increase travel choices to those people who do not have access to a car.

Examples of the measures that may be implemented through the Travel Plan(s) are:

- Preventing journeys in the first place;
- Making public transport information widely available;
- Providing cycling facilities;
- Negotiating improved public transport services;
- Setting up car-sharing schemes;
- Offering flexible working practices; and
- Restricting and/or charging for car parking.

The development proposed for the Quay's Point area of Salford Quays includes a number of residential properties and would provide employment for a large number of people. Therefore, residents, employees and visitors to the development will have the potential to generate a significant number of journeys on a daily basis. However, the differing characteristics of residential and employment based trips would require separate consideration in the Travel Plan(s) with residential Travel Plans being origin-based and employment Travel Plans being destination-based.

The focus of travel plans to date has been the destination to which people are travelling to as opposed to where they are travelling from. Destination Travel Plans are designed to reduce car use to a specific location, (workplace, school or visitor attraction), with journey purpose as the focal point. In contrast Residential Travel Plans concentrate on journeys made from a single origin (the home) to multiple and changing destinations. The key difference between the two forms of Travel Plans is that the pattern of journeys originating at home is more varied, with residents having multiple destinations and different needs and travel choices over time. Whereas destination-based plans normally only deal with a single journey purpose, i.e. access to work.

## 2 Policy Context

The principal aim of the Travel Plan(s) is to help reduce car usage to and from Quay's Point (particularly single occupancy journeys), and increase the use of public transport, walking and cycling. Particular attention would be paid to people who travel alone and for shorter distances. Encouraging alternative, more sustainable and healthier methods of travel other than the car would also help to reduce on site car parking problems.

### 2.1 National Policy

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Planning Policy Guidance Note 13: Transport (PPG 13) aims to integrate planning and transport at the national, regional, strategic and local level. Its objectives are:

- The promotion of more sustainable transport choices; and
- A reduction in the need to travel, especially by car.

It seeks to help raise awareness of the impacts of travel decisions and promote the widespread use of Travel Plans amongst businesses and schools. It states that Travel Plans will vary in content and objectives, but will be a key component in the delivery of the sustainable transport objectives highlighted above.

### 2.2 Regional Policy

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The North West Interim Draft Regional Spatial Strategy will ultimately replace the Regional Planning Guidance for the North West. It provides the broad development strategy for the region over the next 15 – 20 years. It incorporates the Regional Transport Strategy (RTS); the foundation for the development of Greater Manchester's Local Transport Plan (LTP).

The RTS includes eight transport policies, embracing public transport, road network management, airports, ports, freight transport, walking and cycling, plus transport investment and management. Policy RT8: Regional Priorities for Transport Investment and Management, includes measures to encourage changes in travel behaviour, one such measure being company Travel Plans.

### 2.3 Local Policy

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The provisional second Greater Manchester LTP, 2006 – 2011 has eight core objectives; the promotion of regional activity, road safety, emission reduction, development of complementary land use and transport policies, accessibility improvement, traffic management, link improvement and to make best use of existing transport infrastructure. It includes a five year implementation plan incorporating numerous measures for the fulfilment of these objectives, one component being Travel Plans. It states;

*"Travel Planning is an essential part of the solution to the congestion problems noted in all [Greater Manchester's] segments and corridors. [Travel Plans also have] a significant role in addressing countryside issues of encouraging, cycling, walking and improving air quality."*

Based upon the guidance within PPG 13, Policy A1 of Salford's Unitary Development Plan (UDP), Transport Assessments and Travel Plans, stipulates when a Travel Plan will be required to accompany planning applications and what they should seek to address. It states that planning applications for developments likely to give rise to significant transport implications will not be permitted unless they are accompanied by a transport assessment and, where appropriate, a travel plan.

*"A Travel Plan will also be required where the operation of the development could help to reduce reliance on the private car, including for all of the following types of development:*

- *Food and non food (A1) retail developments in excess of 1,000 square metres gross floorspace;*
- *Assembly and leisure (D2) developments in excess of 1,000 square metres gross floorspace;*
- *Business and office (B1) developments in excess of 2,500 square metres gross floorspace;*
- *Higher and further education developments in excess of 2,500 square metres gross floorspace;*
- *Stadia incorporating more than 1,500 seats;*
- *Smaller development proposals comprising jobs, shopping, leisure and services which would generate significant amounts of travel in or near to air quality management areas;*
- *New or expanded school facilities (school travel plans); and*
- *Other developments where a travel plan would help to address a particular traffic problem associated with a planning application, which might otherwise have to be refused on local traffic grounds.*

*All Travel Plans will need to be developed in conjunction with the City Council and the Greater Manchester Passenger Transport Executive, and include targets and mechanisms to ensure that they are monitored.”*

As part of this policy, the Travel Plan(s) would aim to:

- Influence the travel behaviour of residents and employees at Quay's Point;
- Generate fewer single-occupancy car trips to the site than would otherwise be the case by encouraging a modal shift towards public transport travel;
- Encourage a range of safe and viable transport alternatives;
- Reduce the need for additional journeys by providing and promoting shared trips to the site through the provision of retail and leisure uses;
- Reduce overall vehicle mileage;
- Reduce traffic congestion both local to the site and on the wider highway network;
- Reduce parking demand;
- Help improve the health of residents and employees;
- Accommodate those journeys that can only be made by car; and
- Increase the attractiveness of walk, cycle and public transport modes.

### 3 Identification of benefits

The Travel Plan(s) have the potential to bring a range of benefits to individuals, companies and society. A selection of these benefits is outlined below.

#### 3.1 Benefits to the Individual

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- Health improvements from cycling, walking and cleaner air;
- Running cost savings including discounts on travel passes, interest free loans, costs of car parking;
- Increased frequency of public transport services;
- Less congestion;
- Convenience from improved transport choices;
- Time savings, as reduction in time spent travelling enables more time for doing other things; and
- Improved quality of life: Time savings, reduced stress and improved health all lead to lifestyle improvements.

#### 3.2 Benefits to businesses

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- Healthier workforce and reduced absenteeism, resulting in a more productive workforce;
- Reduced space required for car parking, enabling land identified for parking to be put to other uses;
- Cost savings from reduction in car parking spaces provided and more efficient travelling;
- Opportunity for staff networking, as car sharing and joint working in the course of travel plan development enables staff to socialise as well as discuss work-related issues;
- Improved image: environmentally and socially aware for employees and the community;
- Improved site access; and
- Reduced site congestion.

#### 3.3 Benefits to the Community

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- Local air quality improvements with less vehicles and lower pollution levels;
- Improved public transport services from negotiations with Public Transport providers;
- Reduced traffic levels with fewer vehicles;
- Improved pedestrian/cyclist environment as a result of measures to improve access for those that walk and cycle; and
- Reduced overspill parking into residential streets.

#### 3.4 Benefits to the Environment

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- Climate change; and
- Local air quality.

## 4 Making the Travel Plan(s) A Success

To be successful the Travel Plan(s) should involve as many people as possible – including all residents and employees from senior management through to operational staff. To encourage staff/residents to change their travel behaviour it is important that they feel a sense of ‘ownership’ of the Travel Plan(s), rather than it being something that has been imposed upon them. For this reason, everyone should be involved in the process from the early stages of Travel Plan development.

Department for Transport guidance recommends that the following are needed to develop and implement a travel plan:

- A Travel Plan Co-ordinator
- A Steering Group (or Transport Sub-Group): This group will oversee the development of the Travel Plan and provide guidance and high-level support.
- Working groups: These groups provide the means for enabling resident and employee participation and regular liaison. A general ‘consultation group’ could be set up; in addition to ‘mode groups’, which can take forward the more detailed aspects of the travel plan.

In addition to the above it might be necessary to have:

- The support of senior management in terms of genuine, committed and practical support;
- Secured time to undertake various elements of the travel plan, such as consultations, travel surveys and the implementation of identified measures
- The involvement of others, for example, resident groups, external organisations such as local authorities, public transport operators and visitors.

The Travel Plan(s) would be implemented under the management and facilitation of a Travel Plan Co-ordinator, working in conjunction and collaboration with the local planning authority (Salford City Council), the local community and other interested parties (such as GMPTE, bus operators and Metrolink) for the continuing progression of the Travel Plan(s). In large organisations, a dedicated Travel Plan Co-ordinator should be appointed for that company. It may also be beneficial to appoint an overall Travel Plan Co-ordinator for the Masterplan area. For the residents, a resident’s group Travel Plan Co-ordinator should be appointed. The role of a Travel Plan Co-ordinator can be an onerous task for one person. Therefore it would help to set up a steering group for the area to provide direction for the Co-ordinator and take measures forward at a practical level. The steering group should include representatives from both residents and employees. The Co-ordinator will still act as the focus for the initiatives.

### 4.1 Description of Travel Plan Co-ordinator role

The Travel Plan Co-ordinator role is the key to the success of the travel plan and whilst the precise nature of the position will vary, the Co-ordinator should become the main driving force behind the plan.

The role of the Travel Plan Co-ordinator is to: -

- Manage the Travel Plan(s);
- Undertake and implement the travel surveys;
- Promote and encourage the use of travel modes other than the car and car-sharing, where appropriate;
- Provide a point of contact and travel information;

- Ensure that all relevant information is provided to all new residents and members of staff and that up to date information is clearly displayed on the travel plan notice board(s);
- Ensure that relevant information is made available via the travel notice board(s);
- Arrange for monitoring, including travel surveys, to be undertaken when necessary;
- Provide a point of contact with transport operators and officers of the Council; and
- Work with other local businesses and stakeholders to pursue joint plans and initiatives where relevant.

## **4.2 Management Support**

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The backing of senior management of both residential developments and employers is critical to ensuring the success of the Travel Plan(s) and it is important that this support is secured at the outset of the Plan's development. Senior management support is important in order to:

- Lead by example;
- Allow budget allocations for travel plan activities;
- Secure the release of staff time for work concerned with the travel plan; and
- Give the go-ahead to any measures that may call for changes in company policy and conditions of work.

## 5 Travel Surveys/Site Audit

The development's Travel Plan will encompass two main phases: the first being an examination of the current transport conditions within the vicinity of the development via a site audit. The second phase encapsulates an analysis of this data and requires the formulation of a package of measures aimed at increasing travel awareness and effectively managing car use.

Although there is some development currently on the site and in the surrounding area, the level of development compared to the proposed Masterplan development schedule is relatively minor. It is therefore likely that if data on travel patterns does exist then it will not be relevant to the future travel patterns in the area. Therefore, a site-specific travel survey would be required once the development becomes established in order to provide the information needed for establishing the base line at the site, and hence providing a basis for developing site specific targets reflecting the access options, monitoring these and generally updating the Travel Plan(s). It will also raise awareness of the Travel Plan(s) and introduce the idea to residents and employees.

The travel survey should cover residents, employees, and visitors as well. Results to the following questions are needed:

- How people get to and from work?
- Where do they come from/go to?
- What are the characteristics of people are using different modes?
- What other transport options are available to them?
- How long do residents/employees take to get to work?
- Do they require a car once they are at work?
- Who would be willing to change their travel behaviour?
- What would make people use different modes?
- How popular are different options?

The findings of the travel survey would be used to define measures and targets for the site. It is important that measures are in place as early as possible as the greatest opportunity to alter travel behaviour exists before established travel behaviour is formed.

## 6 Targets

Travel Plan targets (e.g. milestones, mode choice) should be identified and agreed between the developer(s) and Salford City Council following the completion and analysis of a more specific travel survey. To aid and encourage opportunities for modal shift and to enhance travel choices, a number of measures would be developed, implemented and supported by the development. The Travel Plan measures should be identified and developed following the completion of, and in response to, the analysis of the travel surveys. It is important to implement measures that are a response to the site specific and organisational characteristics of the developments. Targets might include some of the following:

- To increase the number of people who cycle or to walk;
- To increase the number of people who commute by public transport;
- Target set to increase proportion of walking, cycling and public transport usage;
- To reduce solo-occupation vehicles; and
- The installation of a certain number of cycle stands by a target date.

The targets should be challenging but achievable. It is important for the success of the Travel Plan(s) that it is continuously reviewed to ensure that people are actually using the provided facilities, to change measures if necessary and to re-assess the targets.

## 7 Measures

The Travel Plan(s) would comprise of many different elements. The key is to redress the balance between measures that have tended to promote lone driving (free parking spaces, for example) and those measures that deter people from using other means (such as lack of information about public transport). The following measures are only examples and would have to be discussed and specified with potential developers, SCC, GMPTE, bus operators and Metrolink.

### 7.1 Measures to promote walking

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The development should provide a range of measures designed to encourage walking to and from the site. This might include a number of the following facilities: -

- Working with the Salford City Council to ensure that routes from Metrolink and bus stops are pedestrian friendly. This would involve the assessment of lighting, crossing facilities, traffic levels and footway conditions. Salford City Council, police community safety officers and residents/employees would all be able to contribute ideas and expertise for improvements in this area;
- Making sure that walkways within the site are direct, well lit, well signed and do not force pedestrians to cross busy or congested areas of the site;
- Information on the on- and off-highway pedestrian network routes to residents, employees and visitors, and include this information on maps to be produced and made available through the travel plan notice board(s) and information packs for new residents;
- Reduce pedestrian/vehicular conflicts and improve pedestrian safety by providing pedestrian crossings along the main pedestrian routes on-site;
- Maintain any pedestrian walkways to ensure that pedestrian routes are free from overgrown vegetation, accessible and safe;
- Providing facilities so that staff need not feel untidy when they arrive at work. This might include places to change shoes, coat and umbrella stands, and places to dry hair or hang spare clothes;
- Establish contingency plans to provide transport home for employees walking to work in the event of an emergency;
- Monitor use of pedestrian routes and consider comments to identify future improvements; and
- Promote a 'walking buddy' scheme for employees, similar to car sharing.

### 7.2 Measures to promote and facilitate cycling

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The development should provide a range of measures designed to encourage cycling to and from the site. This might include some of the following facilities: -

- The provision of interest-free loans for the purchase of bicycles;
- Alternatively, bicycles could be leased;
- Discounts or subsidies for protective bicycle clothing/equipment;
- Changing and washing facilities;
- Secure lockers;
- Secure, covered cycle parking facilities in well-lit areas in a supervised location;

- Information on the local cycle network routes to residents, employees and visitors, and include this information on maps to be produced and made available through the travel plan notice board(s) and information packs for new residents;
- Establish and maintain cycle links and facilities within the development;
- Establish contingency plans to provide transport home for staff cyclists in the event of an emergency; and
- Promote a bicycle users group (BUG).

### **7.3 Measures to promote and facilitate public transport use**

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The development should provide a range of measures designed to encourage the use of public transport to access the site. The site benefits from good public transport accessibility that would be further enhanced with the proposed Metrolink service enhancement and spur into the Media City site. The measures might include a number of the following facilities: -

- Publicising existing local transport services and providing up-to-date timetables;
- Consider the provision of interest free loans for public transport season tickets;
- Negotiate with public transport operators with the aim of securing discounts;
- Signing within the site to direct people to Metrolink and bus stops;
- Working with public transport operators to improve services to the site;
- Support for an enhanced evening public transport services;
- Negotiating public transport through-ticketing arrangements between major sites where this might involve changing services;
- Provide up to date public transport information including timetables and Metrolink/bus/train company contact information on travel plan notice board(s); and
- Establish contingency plans to provide transport home for employees travelling by public transport in the event of an emergency.

### **7.4 Car-Sharing**

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Car-sharing is a good means of reducing single-occupancy car use. The practicalities of car-sharing within the development may be limited due to the varying origins/destinations of employees/residents and the number of people who may not be willing to accept lifts from strangers.

However, the development could promote a car-sharing scheme to encourage those driving to work to offer lifts to colleagues. The use of a central database system may not be the most effective means of implementing a car-sharing scheme. Therefore, a basic scheme using the Travel Plan notice board(s) may be more appropriate in the first instance.

Car-sharing leaflets could be made available on the travel plan notice board(s) detailing the car-sharing proposals, and how people can get involved and participate in the scheme.

Other measures to reduce the number of car trips might include: -

- Setting up a car-sharing register;
- Providing guidance on finding suitable car-share partners; and
- Establishing contingency plans to provide transport home for car-share passengers in the event of an emergency.

## 7.5 Car Park Management

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Parking problems are often the catalyst in the setting up of a Travel Plan. A car park management plan could therefore form an important part of the Travel Plan(s). This should be based on information collected on the number of spaces available, who uses them and when, and the cost of providing and maintaining the spaces. Parking provision within the development would be in line with Salford City Council's Parking Standards.

Controlling parking could be achieved by:

- Using the right equipment e.g. barriers to prevent unlimited parking;
- Allocating priority parking to pool cars and car sharers;
- Introducing parking charges based on real costs;
- Offering reduced parking rates or guaranteed spaces for car sharers;
- Giving parking permits only to those who genuinely need their car for work;
- Using shared parking permits where staff only need their car for work on occasional days; and
- Allocating a 'point system' to prioritise parking needs based on the above.

## 8 Marketing

The marketing campaign would differ for the two types of travel plan.

### 8.1 Employee Travel Plans

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It would be beneficial to draw up a marketing plan for promoting the Travel Plan(s) and the initiatives contained within it. Milestones should be identified. The marketing plan should be drawn up at an early stage but would be revised as the Travel Plan(s) develops.

Milestones could include:

- Introducing the idea of the travel plan;
- Undertaking focus groups to inform the Travel Survey questionnaire;
- The Travel Survey and distribution of the results;
- Launch of the Travel Plan(s);
- Progress updates; and
- Introduction of new measures.

It would be a good idea to link the Travel Plan awareness raising initiatives with local or national campaigns. For instance, there is the possibility to host 'Biker's Breakfasts' during National Bike Week. Other special events could be a high profile launch of the Travel Plan(s), a 'travel to work' fair, car-free days, travel seminars and travel exhibitions.

### 8.2 Residential Travel Plans

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The provision of measures highlighted in Section 1.7 will only be effective if they are successfully marketed and promoted to households within the development. The marketing strategy adopted should involve some engagement with residents at an individual level, for example Personalised Travel Planning techniques, where individuals receive customised advice tailored to their journey needs. Additionally, with special training for sales staff, residents can be made aware of the travel arrangements and the access options serving the site from the outset, as part of the sales and marketing process for the new development. Additionally, it is important that potential residents are made aware of the transport characteristics of the development from the outset to ensure that misunderstandings do not arise later. For example informing residents of potential parking restrictions should help guard against it becoming a controversial subject once people move onto the site.

## 9 Monitoring

The aim of the Travel Plan(s) would be to achieve an on-going improvement and evolution process, including periodic monitoring of measures and targets, where necessary. The Travel Plan(s) would be reviewed in consultation with Salford City Council.

Monitoring of the Travel Plan(s) over time would enhance the effectiveness of the Plan(s) – as measured against defined indicators – to be assessed. Defined indicators might include:

- Vehicle trip reduction;
- Single occupancy vehicle trip reduction;
- Increase in modal share or change in modal choice between travel modes;
- Level of car parking on site; and
- Level of car parking (resulting from the development) in surrounding areas.

A monitoring plan should be produced at an early stage in the Travel Plan(s) development to identify how and when monitoring will occur, and who will be responsible for the different elements of the monitoring programme. This will provide an invaluable management tool for the monitoring process and will also ensure that all information required is being collected to assess whether targets are being achieved and objectives met. It might be appropriate to undertake a more detailed survey occasionally. This could help to inform the marketing campaign.

A repeated Travel Survey would be the most efficient way to monitor the travel plan. It is a valuable tool but can be resource intensive. A quicker, less resource intensive option would be to carry out a snapshot survey on a particular day. The snapshot survey does not substitute for the depth and breadth of opinions that come out of a Travel Survey, but it could provide a useful picture of travel patterns.

A snapshot survey could be undertaken once or twice a year. A more detailed travel survey should be undertaken every three years. The Travel Plan(s) should be reviewed at least once a year. It will help to identify progress with meeting targets and objectives. It will also help to identify priority initiatives for the Travel Plan(s) in the next period. For instance, it could be that the use of the cycling facilities is not as high as it could be, so it might be necessary to do a publicity drive for this initiative.

Findings from discussions and reviews with Salford City Council would be communicated via the notice boards and communication sessions. To maintain commitment and enthusiasm it would be necessary to keep people informed of progress with the Travel Plan(s) and involved in its development. It is important to let people know what they have achieved and consult them about the next steps. The continual involvement and support from participants will be the key to the success of the Travel Plan(s).

Results of the monitoring process would help to set new targets for the travel plan, which should be reviewed at least every two years. It would also identify difficulties or barriers, which might occur during the implementation.