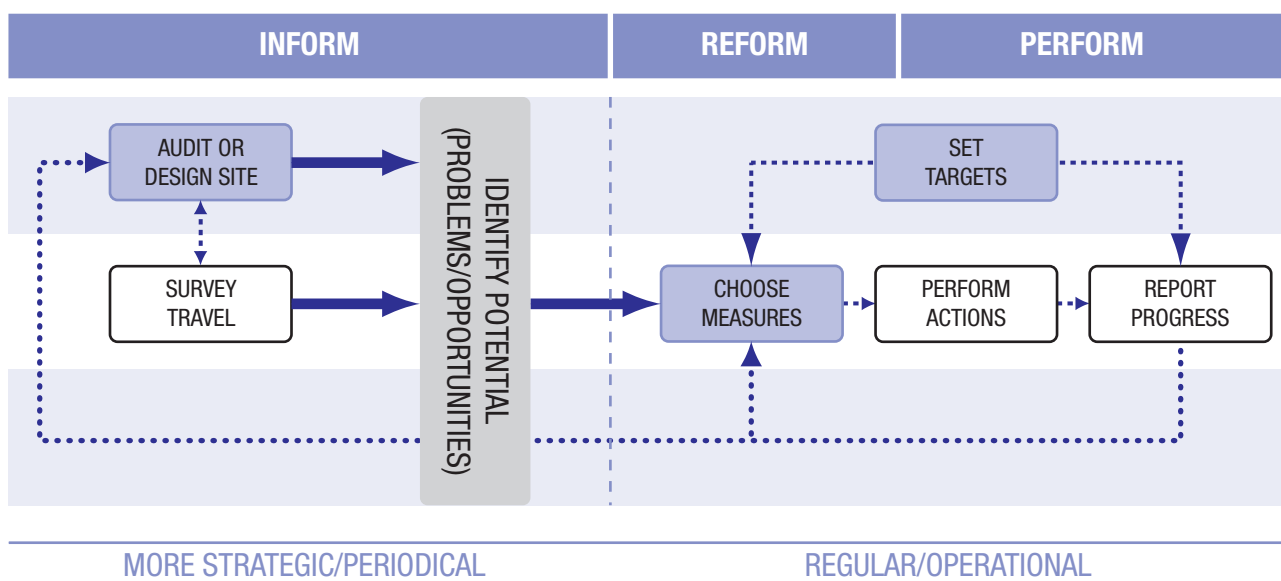# USING TARGETS

Somerset County Council will need to ascertain whether the proposed/required package of measures is likely to achieve the specified outcomes or targets when reviewing and approving a travel plan.

TRAVEL PLAN CHANGE MANAGEMENT PROCESS:

The diagram below shows how the use of targets and monitoring fits into the travel plan management framework:

INFORM	REFORM	PERFORM

AUDIT OR DESIGN SITE

SURVEY TRAVEL

IDENTIFY POTENTIAL (PROBLEMS/OPPORTUNITIES)

SET TARGETS

CHOOSE MEASURES

PERFORM ACTIONS

REPORT PROGRESS

MORE STRATEGIC/PERIODICAL   REGULAR/OPERATIONAL

☐ Possible starting points

"This [travel plan] is a long-term management strategy for the community that seeks to deliver sustainable transport objectives through positive action. It will be articulated in a planning document and its contents will be implemented and subsequently regularly reviewed and revised."

(Design to Delivery, 2008)

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TYPES OF TARGET

Two types of 'target' should be used as part of your travel plan:

'ACTION TARGETS': Specific actions to be completed – quantified in terms of numbers/amounts to be implemented and qualified in terms of their description/type. An example is the implementation of 12 Sheffield cycle stands by the end of November 2010.

ACTION PLANS

It is the implementation of the strategies contained within travel plans that contribute towards delivering outcomes, not simply the act of having a travel plan per se.

It is therefore important to put together a travel plan action plan to establish when these actions will be implemented.

This involves setting out a "time-frame for action at different stages of the travel plan process." (Using the Planning Process to Secure Travel Plans, p45)

TARGETS

Action plans (and aim targets) are an important way to monitor progress of the travel plan in fulfilling the intentions. It is important for actions to be:

- **QUANTIFIABLE**: The units the action or outcome will be measured in (i.e. the indicators to be used)
- **RELATED TO A TIMESCALE OR TRAJECTORY FOR DELIVERY**: The speed the action or outcome will be delivered at
- **REGULARLY MONITORED**: How data will be collected at intervals to ensure that progress towards implementing the action or outcome is on track
- **VERIFIABLE**: How the achievement of actions or outcomes will be checked or independently audited
- **REALISTIC** and appropriate

"It is important that as many measures as possible are in place prior to occupation to avoid car-based travel patterns becoming established. […] … research has shown that travel plans are most effective when measures are in place before employees move to the site, so that sustainable travel choices are easier to make from the outset…"

(Using the Planning Process to Secure Travel Plans, p43-58)

For each action in the travel plan, there needs to be information on the following:

WHO & WHAT: Responsibilities for implementing each element of the travel plan (developer/occupier/local authority/public transport operators)

WHEN: Timetable for implementation/activation of elements in the action plan and monitoring outcomes (i.e. target dates). For new sites, this may be relative to construction, occupation or with stages in the planning process

FUNDING: Who is funding the cost for implementation and providing ongoing incentives

MEANS OF VERIFICATION: e.g. through inspection or survey

REMEDIAL ACTIONS AND TRIGGER POINTS: Sensitivity of the travel plan aim targets in the event of the measures not proceeding or not being effective, and timeframes for deciding when to implement predetermined and appropriate remedial measures
(Source: Using the Planning Process to Secure Travel Plans, p46)

The action plan should also cover timeframes for the completion of subsidiary or daughter travel plans, if the initial travel plan was initially submitted or approved with only partial information being available.

'AIM TARGETS': Specific **outcomes** to be achieved (and measured) as a result of such actions being completed, measures in terms of modal split (proportion/% of journeys undertaken by single occupancy cars). An example is the achievement of only 20% staff arriving to work in single occupancy cars by the end of March 2012. These should be included alongside action targets in an action plan (above).

Targets and timescales for implementing actions should normally be set out for at least a five-year period following the occupation of a site or implementation of a travel plan. The travel plan should aim for targets to be at least "thereafter maintained" or improved upon once reached. Measures in the travel plan will need to continue to be promoted even after any monitoring period defined by the planning system, so that people do not fall back into their old ways and the rewards continue to be generated.

CHOOSING THE RIGHT TYPE OF TARGET:

Of the two types of targets, aim targets are most important, as they demonstrate outcomes being delivered by the travel plan (its performance) – rather than just inputs (i.e. the amount of time or money being spent implementing measures).

GETTING RESULTS:

The travel plan needs to demonstrate how the planned actions in the travel plan are expected to contribute towards achieving outcomes-based targets. Targets should be used to design and drive forward measures in the travel plan, including the physical design of the site.

+ MORE ABOUT Further advice about the **rewards** of a travel plan is given under the Rewards of Implementing a Travel Plan in this guidance.

SETTING OUTCOMES TARGETS FOR NEW DEVELOPMENTS

In new developments where new travel patterns are being created, the travel plan should look to achieve healthy targets for modal split from the outset – rather than cutting car use incrementally only after occupants have moved in. It is important that unsustainable travel habits are not allowed to develop in the first place.

Because the focus of outcome indicators is on performance, more flexibility in the choice of measures in the travel plan is allowed – as long as outcomes are likely to be met. Such frameworks are well-suited to situations where there is a low confidence in measures being effective, due to a lack of information about the detail of a site and its future occupiers (Source: Using the Planning Process to Secure Travel Plans, p50).

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> "Agreement of modal split or modal shift targets are often one of the most difficult areas of the travel plan negotiation in the planning process…"
>
> *(Using the Planning Process to Secure Travel Plans, p48)*

By working backwards from 100% car driver trips and making reductions or adjustments, the following sources of information can be used to set or adjust targets:

STARTING POINTS:

A. Transport Assessments, which may provide a worst case estimation of trip rates and modal split (using calculations and case studies relating to other sites) – these are usually for sites without travel plans so targets should be set at more ambitious levels that the baselines from such databases

B. Survey of existing occupants or local community

C. Census data for local area for either daytime (for workplaces) or residents (for residential travel plans) travel to work

> ➕ MORE ABOUT Links to **Census data** (including indicator UV37 for daytime population travel to work) from the Office for National Statistics are available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

D. Travel plan outcomes from similar local organisations (where available)

E. Relative amounts of different parking being provided/proposed for all modes on-site*

REDUCTIONS FROM BASELINE:

F. Number of staff who live within walking distance to work (up to two miles)

G. Number of staff that live within cycling distance to work (usually up to five miles – though may be longer)

H. Number of staff within employer's workforce or employment catchment area that live near appropriate bus or train routes (i.e. 45 minutes travel time with a service every 30 minutes with up to 800m walking each end, or 1km for trains)

I. Where business activity is located close to major bus/rail stations/stops

J. Number of staff that live in a car sharing dense area or route, or who are actively participating in the www. carsharesomerset.com journey matching service

K. Where the travel plan is near to existing businesses with travel plans or part of a site wide travel planning approach

L. Where travel in the course of work is not a major aspect of business operations

OTHER MITIGATING FACTORS:

M. Housing market and need – where people live in relation to where they work (e.g. from Census data)

N. Areas of high air or noise pollution or congestion where travel plans will need to achieve a high level of use of sustainable modes

O. LTP targets for modal shift

> ➕ MORE ABOUT Further information about Somerset's **Local Transport** Plan for 2006-2011 is available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

P. Countywide parking standards (all wheeled modes)*

> * Levels of parking availability can be used to determine what the maximum allowance for any mode might be if all parking is accommodated on-site. For example, if among 50 staff, 15 cycle parking spaces are being proposed, it might be reasonable to assume the maximum proportion of people cycling to be around 30% (100% divided by 50 staff, times 15 cycle spaces).

> "…the emphasis on the target requires that its calculation must be based on sound data and reasonable assumptions […] the setting of modal split or modal shift targets must be transparent, realistic and justified."
>
> *(Using the Planning Process to Secure Travel Plans, p50 and p48)*

? USING OTHER TARGETS

For inaccessible sites, it may be more appropriate to focus on monitoring awareness of the travel alternatives, occasional use of other transport modes, or minimising distances travelled by car. In some circumstances, a sole focus on modal shift from journeys by car may not be an appropriate indicator of progress. You could also consider setting internal targets for different groups of people – directors, staff, departments, visitors, different transport users (e.g. cyclists, bus users) – or categories of travel, e.g. commuting, business trips, long-distance trips etc.

BUSINESS TRAVEL

Business travel should form a particular area of focus in the travel plan. Corporate policies may be able to alter work travel patterns more readily than they can commuting habits. Cost savings from business travel also occur above the organisation's bottom line – costs for day-to-day commuting largely fall to the individual (except where free car parking is provided by the employer, or incentives are provided as part of the travel plan).

+ MORE ABOUT Further advice and tips about **managing business** travel are provided under Smarter Working in the Encourage section of the Menu of Measures, available as part of the Manual for Travel Plans, and Sections 5.9-5.10 of the Travel Plan Resources Pack for Employers, available via the Resource Centre for travel plans on www.movingsomersetforward.co.uk.

The use of the car has become de rigueur for many business journeys.

Alternative modes of travel are rarely considered or promoted as part of corporate policies, or set out in a clear hierarchy of travel options. Targets should therefore be set for reducing the proportion of business travel by car (Source: Essential Guide to Travel Planning, p20). This may be best monitored by the proportion of expenditure on each mode, or alternatively the number of journeys from expense claims (where reimbursed) or a travel survey. The way you collect this data will depend on how much of this information you already collect for other monitoring purposes.

> "Business travel should be an integral part of a travel plan. Arrangements for business travel can fundamentally affect how people"
>
> *(Essential Guide to Travel Planning, p49)*

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£ TRAVEL MONEY: REDUCING TRAVEL COSTS

A standard employment travel plan is likely to have running costs of around £47 per year for each employee (Source: Making Travel Plans Work, p2). It is worth remembering that, with a well-designed travel plan, what goes in (as expenditure) will come out in terms of rewards (Source: Essential Guide to Travel Planning, p12). Personal travel planning in new housing developments may cost around £25-50 per unit (Source: Encouraging Sustainable Commuting, p27).

A bus which runs in the mornings, evenings and at lunchtime might cost around £350/day to run (Source: Essential Guide to Travel Planning, p39). Employer-run bus services can work well where a group of employers club together, e.g. in a business park. Employers can offer different levels of subsidy to their own staff, dependent on their own situation and travel plan requirements.

INITIAL EXPENDITURE:

If you consider the relative costs of putting in alternatives, the case for alternative modes of transport will stack up and prove to be better value. A typical Sheffield cycle parking stand can cost around £50, plus £100-150 fitting. The costs of providing motorcycle parking are similar (Source: Guidelines for Motorcycling, p43).

"…travel plans often involve only limited capital expenditure, on items such as new cycle shelters, footpaths, bus stops or car park barriers."

(Essential Guide to Travel Planning, p6)

Parking can be a substantial cost. Construction and groundworks for surface parking are likely to be between £1000-3000 per space; multi-storey and underground parking will rise to £5000-10000+ per space. CCTV can also be costly to install.

"Management of car parking is a vital part of a travel plan. If you provide plentiful free car parking there will be a built-in incentive to drive to work, and indeed each driver will be receiving a subsidy from the company running to hundreds or even thousands of pounds per year."

(Essential Guide to Travel Planning, p56)

REDUCING THE COSTS OF PARKING:

"Often the substantial maintenance costs of car parking are buried in a facilities manager's budget."

(Essential Guide to Travel Planning, p17)

You may be able to cut the following costs by reducing the amount of parking you have on site:

- £400 per parking space annually
- <£2000 per space per year if renting
- Upkeep and general maintenance of street furniture (signs, seating, litter bins), planters, trees and landscaping, drainage, fencing, lighting, CCTV, access barriers, kerbs, surfacing and pavements
- Security and staffing
- Bills including power/energy, insurance costs and business rates

(Source: Essential Guide to Travel Planning, p18)

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CONTINUING EXPENDITURE:

"High achieving travel plans usually have an identifiable travel coordinator, with a hands-on role in pushing forward initiatives and ensuring that they run effectively… travel arrangements will still need to be promoted, managed and reviewed on an ongoing basis."

(Making Travel Plans Work, p39)

Funding requirements for a travel plan often include:

- The coordinator/planner post
- Travel surveys and costs associated with audits, analysis and monitoring
- Personal travel planning services
- Websites
- Publicity, marketing and information (printing, production, distribution etc.)
- Building installation of physical features which form part of the plan
- Consultancy fees
- Staff time for those supporting and feeding into the travel plan

(Source: Travel Plan Resources Pack for Employers, Section 8.4)

"Your travel plan coordinator will require a budget to cover items such as travel surveys, publicity materials and activities, installation of cycling facilities, or subsidised travel passes. … Organisations actively implementing travel plans have been found to spend an average of £50 per employee per year…"

(Essential Guide to Travel Planning, p12)