

**Essex County Council
Guidance Notes
For a Workplace Travel Plan Template**

**For a development with a single user
(including new/speculative/extension)**



Definitions

Travel Plan Template shall mean this document containing a mixture of measures to encourage sustainable travel to the site alongside disincentives to driving alone

Travel Plan Co-ordinator shall mean a permanent member of staff appointed by the Developer / Owner with the appropriate skills, budgetary provision and resources to produce and update a **Travel Plan**, manage the continued implementation of the **Travel Plan** including the provision of information to the Council and the County Council

Sustainable Travel Planning Team means the County's Sustainable Travel Planning Team whose role includes but is not limited to providing recommendations and advice concerning all matters associated with the Travel Plan together with monitoring

Staff Travel Survey shall mean a questionnaire approved by the **Sustainable Travel Planning Team** and undertaken to identify the main modes of travel used by employees for journeys to and from work and business trips

Action Plan shall mean the identification of all sustainable travel opportunities and activities that should be taken to help achieve the Plan's Objectives.

Travel Plan shall mean a working plan to include all measures to ensure sustainable means of travel are available to employees of the Development in accordance with the requirements of the National Planning Policy Framework and amended and supplemented from time to time under the provisions of the **S106 Agreement** and the **Annual Travel Plan Reviews**

Section 106 Agreement (S106) is a legal agreement between Local Authorities and developers; linked to planning permissions or obligations

Annual Travel Plan Review shall contain a yearly report including the results and analysis of the **Staff Travel Survey** indicating how the **Travel Plan** has been performing

Please read through this document carefully as the **Travel Plan Template** should be completed in the following three stages...

Stage 1 - Planning

In the initial stages of the development of your **Travel Plan Template** please complete all of the sections written in **red** where the information is known. The unknown information can be completed in **Stage 2** but **must** be done within the allowed timescales. You should endeavour to complete the template and submit to Essex County Council's **Sustainable Travel Planning Team** with as many details as possible prior to the signing of the S106 Agreement.

Stage 2 - Development

Elements such as the appointment of the **Travel Plan Co-ordinator** (and notification to Essex County Council's **Sustainable Travel Planning Team**), initial **Staff Travel Survey** undertaken and results analysed plus completion of the **Action Plan** should all be done at this stage.

Stage 3 - Implementation

The **Travel Plan Template** should now be fully completed and will become the functioning **Travel Plan**. It **must** be submitted to Essex County Council's **Sustainable Travel Planning Team** for final approval (and agreement of future targets) **within one year of occupation**.

Overview

A **Travel Plan** will be required for all developments employing 50 staff members or more, or for smaller sites where existing transport, infrastructure, congestion or pollution problems exist.

For your **Travel Plan** to work it is essential that you take ownership of it. The Plan should reflect the sustainability of the development/business, where the site is located and how much time and resource will be put into it.

These guidelines can be used by employers, developers or consultants. Please read through all the guidelines before commencing with your **Travel Plan**.

For more detailed advice please refer to the Essex County Council document: *'Helping you create a Business Travel Plan'*.

Essex County Council is able to assist you throughout the production and implementation of your **Travel Plan**. If you need any help at all contact us:

Telephone: **0345 743 0430**

Email: **travelplanteam@essex.gov.uk**

Online: **www.essex.gov.uk/travelsmart**

The process

A **Travel Plan** is a dynamic, evolving management tool that will take account of changing circumstances, ensuring targets are maintained. These guidelines will give you advice on how to organise the production of your Plan.

Implementation

This will vary according to the size of the organisation, and the problems being experienced. Aim to launch the Plan with some quick wins and mark their progress with some form of celebration.

Employees

Your **Travel Plan** will be seeking to influence the travel behaviour of your employees, visitors and other site users. It is essential to keep them informed and involved on what is going on at each stage of the process; seek their feedback from your travel surveys and their views in focus groups.

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The following pages are **Guidance Notes** on how to complete each section of your **Travel Plan Template**.

1.0 Travel Plan Aim & Objectives

1.1 Travel Plan Aim

(This section has already been completed for you)

1.2 Travel Plan Objectives

You will need to set objectives that help achieve the overarching aim of your **Travel Plan**.

The evidence accumulated in section 6.1 will inspire the setting of appropriate and achievable objectives. These objectives will give direction and provide the focus for your **Travel Plan**.

- The objectives state what you want to achieve by implementing the travel initiatives
- You should concentrate on the primary reasons that inspired you to write the Plan in the first place
- You may like to prioritise your objectives

2.0 Introduction

2.1 Reason for Travel Plan

Use this section to outline the reasons for the **Travel Plan**, referencing planning conditions and obligations (where appropriate).

Also provide details of any site specific Travel Planning requirements, for example, if the Plan has been requested to mitigate the impact of the development on any pre-existing transport issues, e.g. traffic congestion, or air quality management.

2.2 Background Information

Include background information about the development, its location, developers etc....

Provide details such as:

- Nature of development, i.e. full commercial, mix of commercial/residential, school etc....
- Overall number of commercial/retail units/dwellings etc....
- Timetable of development; including when units are expected to be finished and occupied by
- Key factors about local area and infrastructure

You may also wish to provide the following within the appendix:

- Site map
- Development location plan
- Build-out and phasing plans

Consideration should also be given to the existing transport conditions relevant to the site and its surrounding environment, as well as the proposal of broad measures designed to effectively manage transport associated with the site and reduce the level of single occupancy car use.

Provide a summary detailing the location of the site and key localities within the surrounding area. Include the approximate distance from the site to the local city/town centre and any roads which provide access to and from the site. Consider the inclusion of:

- Existing pedestrian/cycle access points (on and off road)
- Road names and signage
- Designated crossing points
- Distances and duration of journeys to local schools, shops and other amenities

Detail the location of nearby bus stops and railway stations along with the approximate distances from the development site. Provide bus and train service information, including:

- Approximate distance in miles from local bus stops and railway station(s) to the development site.
- The services numbers/names available from each bus stop and railway station.
- Service frequencies (i.e. day, evenings and weekends).
- Timetable information (service times in minutes/hours).
- Destinations that can be reached via local bus and train services, including journey durations.

3.0 Travel Plan Management

3.1 Travel Plan Co-ordinator

The **Travel Plan Co-ordinator** should be a permanent member of staff appointed by the organisation with the appropriate skills, budgetary provision and resources to produce, update and manage the continued implementation of the **Travel Plan**; **including** the provision of information to the District/Borough/City Council and the County Council.

This person should be identified from the outset and will lead on writing and implementing the **Travel Plan**. This person will either have the authority to make decisions themselves or have the direct support of a senior manager who can facilitate decision-making.

The person appointed will need to have:

- Support of Senior Management
- Access to other support networks such as, IT, finance, administration and HR

The appointment of a **Travel Plan Co-ordinator** is crucial as there must be a point of contact to successfully implement the **Travel Plan**. **The contact details for the Travel Plan Co-ordinator must be submitted to Essex County Council's Sustainable Travel Planning Team upon appointment to the role.**

There will be some costs associated with setting up and maintaining the **Travel Plan** therefore it is important to set a budget for the Plan and decide how it is going to be spent. However, you will also need to identify where funding is likely to come from, for instance, you may decide to introduce a charge for car parking. If you do it is very good practice to ring-fence this income to plough back into initiatives that support more sustainable modes of transport.

3.2 Partnerships

Provide details of other roles and responsibilities that may exist alongside those of the **Travel Plan Co-ordinator**. For example:

- Steering Groups
- Representatives from other businesses on site
- Local public transport groups or operators
- Local walking/cycling groups

Duties of such roles may include:

- Working with the **Travel Plan Co-ordinator** to develop new ideas and engage employees

- Act as a communication channel between employees and **Travel Plan Co-ordinator**
- Hold regular meetings with all parties involved to identify areas for improvement

4.0 Travel Plan Targets

To give momentum to achieving your objectives you should set targets. They should be **SMART (Specific, Measurable, Achievable, Realistic and Time-bound)**.

They should also have a deadline which aims to reach fruition in the short and longer terms.

Clear targets should be set to help achieve the Plans objectives. For example:

- Increase journeys to site by walking by *X%* by *(insert date)*
- Increase journeys to site by cycling by *X%* by *(insert date)*
- Reduce car journeys to site by car by *X%* by *(insert date)*
- Reduce car business mileage by *X%* by *(insert date)*
- Increase the number of meetings using video-conferencing by *X%* by *(insert date)*
- Increase bus and rail patronage by *X%* by *(insert date)*
- Increase number of employees working from home by *X%* by *(insert date)*

Targets for modal shift should be between a **5%** and **15%** reduction in single occupancy car use over a five year period. When setting targets please bear in mind factors such as location of the site, access to public transport and access to safe cycling and walking routes.

Targets should be set for each relevant mode of travel (in agreement with **Essex County Council**) which will continue to be monitored over the 5 year monitoring and review programme.

It may be helpful to set out the measures, the deadlines and the targets in one table. An example of how this could be done can be seen below:

Objective	Targets	Timescale			
Reduce drive alone commuting		November 2015 baseline	October 2016 target	October 2017 target	October 2018 target

	Increase journeys to site by walking	28.3%	29%	30%	31%
	Increase journeys to site by cycling	31.7%	33%	34%	35%
	Reduce journeys to site by car	65%	60%	57%	55%

Whilst developing your **Travel Plan** and considering the targets it is worth remembering that...

- A plan containing only marketing and promotion is unlikely to achieve any modal shift
- A plan with the above plus car sharing and cycle measures may achieve a 3-5% reduction in drive alone commuting
- A plan with the above measures plus large (20%+) discounts on public transport plus works buses / additional public transport links should achieve around a 10% reduction
- The combination of all of the above measures plus disincentives to car use can achieve a larger (15-30%) reduction in drive alone commuting

When setting your targets consider what other organisations with a similar profile to yours have achieved, so that you can benchmark your company against others that have faced the same challenges. If your **Travel Plan covers several locations then it may be appropriate to set different targets for each site.**

All targets should be agreed by Essex County Council's **Sustainable Travel Planning Team** prior to implementation.

Essex County Councils' Sustainable Travel Planning Team is working with businesses to develop Travel Plans that deliver measurable progression in achieving modal shift.

Travel Plans will be reviewed, monitored, and where applicable, accredited with a Bronze, Silver, Gold or Platinum standard award. These awards will reflect the business, or organisations efforts in the promotion and development of their **Travel Plan**, ensuring that it remains an "active" document. Travel Plans are accredited to the following levels:

Level	Survey Response Rate	Number of Travel Plan Measures Adopted	Number of Travel Plan Targets Achieved
Bronze	14-50%	10 -15	1
Silver	18-60%	16-29	2
Gold	30-75%	30 -45	3
Platinum	35 – 95%	45 or more	4

The survey response rate is measured against the Survey Response Rate Threshold Graph.

The number of measures adopted is measured against the Travel Plan Matrix which can be supplied by the [Sustainable Travel Planning Team](#). The [Travel Plan](#) targets achieved are evidenced by your staff survey or registration data (i.e. car share database)

For more details on this programme email the travelplanteam@essex.gov.uk.

5.0 Sustainable Travel Opportunities

5.1 Walking and Cycling

Walking is suitable for journeys under 2 miles and can be combined with other methods, such as public transport to cover longer distances, whilst those employees who live within 5 miles of the workplace are potential cycle commuters. If your development is located on quieter roads formal crossings are unlikely to be needed, however their walk ability should be noted in some way.

Cycle routes are likely to only be on parts of routes – both on and off road, with shared and segregated use.

Cycle route maps for Basildon (including Billericay & Wickford), Braintree (including Witham), Brentwood, Chelmsford, Colchester, Harlow and Maldon are available on the Essex County Council website. Further information can be sought from Essex County Council on 0345 743 0430.

In addition to the examples outlined in the template, the following are a selection of measures that promote travel choice and should be included within your [Travel Plan](#):

- Form an employee Bicycle Users Group (BUG) to encourage cycling and organise promotional events.
- Provide free cycle training for employees.
- Promotion of national campaigns, for example Walk to Work and Walk to School Weeks, National Bike Week, and Cycle to Work Day.
- Promote the use of online portals such as the Active Essex Challenge Platform (www.activeessex.org).
- Negotiate discounts for employees on bikes and equipment with local cycle outlets
- Introduce a Cycle to Work tax efficient scheme. For more information on schemes like this visit www.cyclescheme.co.uk
- Provide business cycle mileage for staff cycling on company business

5.2 Public Transport

Public Transport can provide a good alternative to the car for many commuter and business related journeys. In addition to the examples outlined in the template, the following are a selection of measures that should also be considered for inclusion within your **Travel Plan**:

- Provision or diversion of existing services to serve the development site (if viable).
- Consider selling rail / bus passes at the workplace
- Provide interest free annual season ticket loans
- Upgrading existing bus stops with shelters, seating, and real-time information displays (ensuring new bus stops are also supplied with these facilities).

5.3 Car Park Management

This is a key element – get this right and everything else falls into place. It is not advisable to wait to see what effect the promotion of other modes of transport has on the car park and then tackle the problem later, as this rarely works and makes it more difficult to resolve. Instead employees could be consulted on car park management in focus groups, as they will often come up with ideas that are very effective.

What you can do to introduce stricter car park management:

- Reduce the number of car parking spaces – if it is more difficult to park it may deter some people from bringing their car to work

- Introduce a parking permit scheme where car parking spaces are provided for staff on the basis of need, e.g. mobility or business travelling. Consider whether those living nearby should be entitled to a permit
- Give priority parking to car sharers – mark out the best spaces within close proximity of the workplace
- Encourage senior managers to give up their priority spaces
- Restrict the number of days employees can park on site. Restricting staff to parking on site to 4 days a week would reduce the number of trips by 20%
- Introduce workplace car park charging (car park spaces cost your organisation between £500 and £600 each per year – security and maintenance etc), using the revenue to fund other initiatives of the **Travel Plan**. If you are offering free car parking to those who drive then some consideration should be given to offering other incentives to those who use public transport or cycle
- Offer financial incentives for those choosing not to park
- Provide a selection of pool cars or short-term hire vehicles for those travelling on business

Essex County Council strongly recommends that all establishments promote and advertise the car share scheme supported by us (www.essexcarshare.com) and where appropriate set up their own [Private Group](#) or [Branded website](#). Car Sharing should be promoted as an alternative to single occupancy car trips, particularly for journeys which are too far for walking or cycling, and where public transport is not available. Car Sharing is a very effective way of reducing peak hour congestion and easing parking problems in your car park.

In addition to the examples outlined in the template, the following are a selection of measures that should also be considered for inclusion within your **Travel Plan**:

- Provide dedicated car parking spaces for car sharers within close proximity of the workplace
- Consider offering a daily payment to drivers who carry passengers on business trips, for example 5p per mile per passenger

Enforcing a car share scheme does not have to be onerous and can be undertaken by issuing standard permits to each member who participates in the scheme. These permits will need to be displayed on the dash board of their car when they are parking in the designated spaces. Random checks can then be carried out by car park attendants or the **Travel Plan Co-ordinator**. It can also be self-policing as other members of staff will inform them if somebody is not following the rules! For more information on this refer to the ECC document '*Setting up your own car share scheme*'.

To overcome any barriers it is also suggested that your organisation implements an Emergency Ride Home Scheme for car sharers to ensure that any employee with a domestic issue, or who is feeling unwell can have a free ride home. This scheme provides a safety net, as well as a feeling of greater comfort when car sharing for journeys to and from work, particularly if you have carer responsibilities. The facility can be used to transport you home quickly in an emergency situation, when there is no private transport available to you. The scheme could be made available to all sustainable travellers as well. Refer to the *Essex County Council Procedure for Emergency Ride Home* as an example.

Taxis can also fill the gaps between regular local bus services and the rail network. Below are some suggested measures for inclusion in your **Travel Plan**:

- Negotiate with a local taxi company to see if they will offer a business contract, with reduced rates for employee.
- Consider implementing a taxi share scheme for employees

5.4 Working Practices

In this section consideration to alternative working practices should be given and some examples are given below:-

- Video conferencing
- Home working
- Hot desking – this involves employees using spare desks of colleagues from the workplace, removing the need for them to have their own dedicated office space
- Flexible working
- Nine day fortnight – this system allows staff to take one day off a fortnight if they work the required hours in advance
- Provision of on-site facilities – a range of facilities available on site such as childcare, leisure facilities, banks and shops etc to reduce the number of journeys staff would need to make before, after and during the working day

5.5 Marketing, Promotion and Information

Marketing, promotion and information sharing are important and challenging aspects of the **Travel Plan**, particularly if the message has to be passed on to several different sites within the same organisation.

There are many ways of promoting your **Travel Plan** and some of those ideas have been listed below:-

- **Promote your **Travel Plan** on the home page of your intranet**

Make sure that your **Travel Plan** is clearly promoted on your intranet site so that all staff can view the information about the benefits and initiatives easily

- **Organise a launch day**

Set aside a day to promote your **Travel Plan** to your staff. This could include an 'event' or photo-opportunity including a senior member of staff and/or a local celebrity. Throughout the day you should have someone at a stand answering any questions about the **Travel Plan**

- **Bulk email**

This is a useful and inexpensive tool that can be used to distribute publicity information and conduct travel surveys. If your organisation has a policy of not allowing bulk email distribution it is possible to send the email to managers and group leaders asking them to forward onto their staff. Obviously not all employees have their own email addresses so use of other channels will be required to ensure that everyone gets the message

- **Payslips**

This is a commonly used tool for disseminating information to employees and is highly effective in reaching the target audience

- **Desk drop**

Desk drops are relatively easy to organise and are a good way of distributing promotional material

- **Article in In-House magazine**

This can be used to publicise an event or the launch of the **Travel Plan**, highlighting the incentives that are being offered

- **Promotional activities and seasonal events**

Have a stand in a central place – the canteen or reception area – and promote your **Travel Plan** by handing out the different types of promotional material. You can even tie this in with the time of year, for example, you could give out free chocolate eggs around spring time and a pair of gloves in winter. This can provide a relatively cheap way to promote your **Travel Plan** in a fun and light hearted manner!

- **Poster campaign**

Posters promoting your **Travel Plan** could be put up around the building(s), for example, on notice boards, next to coffee machines or outside restroom and break out areas

- **New starter packs**

Include travel information in recruitment letters and then again with induction packs once employees have started the job

- **Promotional items in social media**

Use any of your company's social media channels to promote your **Travel Plan** to staff. For example internal Facebook, Twitter or Yammer channels.

- **Travel Information Board**

Locate a Travel Information Board within a prominent location such as staff break-out room or reception. The information board should be updated on a regular basis with timetable information, travel incentives, events and promotions. A walking/cycling map of the immediate area is also recommended for inclusion along with contact details of the site **Travel Plan Co-ordinator**.

Regular marketing and advertising is the most effective way of ensuring staff awareness of your **Travel Plan**. However, it is not advisable to launch all of your promotional ideas at the same time as a constant drip-feed of information proves to be more successful. Producing the information in this way tends to keep the **Travel Plan** at the forefront of people's minds at all times.

Consideration should be given to creating an identity and logo to which all employees across the entire organisation will recognise. Such branding will have wider benefits when marketing the organisation and recruiting staff.

Include a description of where the latest news items on travel information will be displayed, for example company intranet / internet or other information network. This information should include discounts on fares, improvements to the cycle shelters and the car share scheme.

Ensure all staff in the organisation are made aware of the **Travel Plan** and are involved in the development of it. Each of the schemes offered in the **Travel Plan** should be promoted amongst new staff that join the organisation and sent out prior to any interview and/or offer of recruitment.

5.6 Action Plan

After identifying all sustainable travel opportunities actions should be set to help achieve the **Travel Plan** Objectives and meet the Targets set out in section 4.0. Use the blank table supplied in the template to complete your **Action Plan**, giving careful consideration to:

- When the actions will be completed
- Who will undertake the actions and take responsibility
- How much resource each action will cost (both time and money)
- Where the resources will come from

Some example actions have been supplied below:

Target	Action	Implementation Date	Resources Required	Responsibility	Supported By
Increase journeys to site by walking	Provide an umbrella pool	March 20XX	£XXX	Travel Plan Co-ordinator	Facilities Management
	Publish maps of local walking routes	Feb 20XX	£XXX	Travel Plan Co-ordinator	Marketing and Printing Team
Increase journeys to site by cycling	Renew cycle shelters	March 20XX	£XXX	Travel Plan Co-ordinator	Facilities Management
	Publish maps of local cycle routes	Feb 20XX	£XXX	Travel Plan Co-ordinator	Marketing and Printing Team
Reduce journeys to site by car	Set up a car share scheme	March 20XX	£XXX	Travel Plan Co-ordinator	Facilities Management
	Secure discounts for staff with local bus operator	April 20XX	£XXX	Travel Plan Co-ordinator	Director of Finance

6.0 Travel Plan Monitoring & Review

A £5,000 monitoring fee is payable to Essex County Council, who will monitor and review the **Travel Plan** over a 5 year period from date of occupation, in accordance with the collection of the Travel Plan Monitoring Fee, to ensure the business or organisations **Travel Plan** remains an "active" document with the overarching aim of achieving a reduction in single car occupancy.

This consists of three main activities as set out below:

1. Management and co-ordination of annual travel surveys:
 - Creation of questionnaire on online portal including test phase
 - Provision of weekly status reports during active survey period
 - Assistance with promotion of online survey to employees to maximise response rate
 - Production of final survey report
 - Feedback and overview of analysis
2. Setting modal shift targets annually (in agreement with both parties):
 - Reviewing baseline and annual survey data to identify appropriate targets
 - Revision of modal shift targets if applicable, i.e. if Year 1 targets have been exceeded
3. Provision of advice and support to the **Travel Plan Co-ordinators** on site, including review of Travel Plan measures and incentives, providing recommendations (where applicable) to further improve the **Travel Plan**.

6.1 Staff Travel Survey

The **Staff Travel Survey** is a questionnaire undertaken to identify the main modes of travel used by employees for journeys to and from work and business trips. The **Travel Survey** should be distributed/directed at all employees travelling to and from the site; asking them how they would prefer to travel, any travel or transport issues they have encountered, and their attitudes towards sustainable modes of travel.

The **Travel Plan Co-ordinator** can undertake this or alternatively each individual unit can collect the data themselves and pass on to the **Travel Plan Co-ordinator**. Ultimately the **Travel Plan Co-ordinator** needs to collate the data and present it to the Essex County Council **Sustainable Travel Planning Team** as part of the **Annual Travel Plan Review**.

The initial **Staff Travel Survey** should be undertaken **within three months of occupation**. After carrying out the survey assess the potential for reducing car use, e.g. car share, bus and rail travel, local cycle routes and walking for those who live close by. Following completion of this

survey regular research and monitoring should be carried out to see if targets are being met and to assess any attitudinal changes that may be occurring.

The Essex County Council **Sustainable Travel Planning Team** has an online travel survey which automatically produces data that can be analysed and compared from year to year. The survey will benchmark your organisation's travel behaviour and document the progress of the implemented **Travel Plan**. For more information *call 0345 743 0430 or email the travelplanteam@essex.gov.uk*.

6.2 Reporting

Travel Plan Reports must be submitted to the Essex County Council's **Sustainable Travel Planning Team** for review, and should contain the results and analysis of the **Staff Travel Survey** indicating how the **Travel Plan** has been performing. The data provided will be used to identify the progress of the **Travel Plan** against its targets and objectives.

The **Travel Plan Co-ordinator must** make arrangements for the **Staff Travel Survey to be repeated over 5 consecutive years** to understand the impact on travel behaviour to the site plus ensuring ongoing development and improvement of the **Travel Plan**.

An **Annual Travel Plan Review** must also be undertaken **every year** to assess the progress of the Plan with **evidence of these Reviews sent to the Essex County Council's Sustainable Travel Planning Team within two months of each subsequent survey having been undertaken**.

Identify how you will test the effectiveness of your **Travel Plan** and what the indicators of success will be.

You will need to cover:

- Who will be responsible for collecting the information needed?
- What information is to be collected? This will relate directly to the targets you have set
- It will include quantitative information (e.g. percentage increase in cycling / walking) as well as qualitative information (a change in perceptions about safety / health / built environment)
- Detail the appropriate remedial actions that will be taken if the **Annual Travel Plan Review** report shows that the **Travel Plan** targets have not been achieved, e.g. further funding allocated to provide support to the **Travel Plan Co-ordinator**

If the set targets are not being achieved then revised measures will be agreed by the Essex County Council's **Sustainable Travel Planning Team** and implemented by the **Travel Plan Co-**

ordinator to reduce travel to the site by the private car. Additional measures identified must be agreed by Essex County Council prior to implementation.

7.0 Summary

This section has already been completed for you and the only requirement is to enter the name of your Company/Development Name.