

## What is a travel plan?

A travel plan is a package of site-specific measures implemented to promote and maximise the use of more sustainable modes of travel. Typically, travel plans support walking, cycling, public transport and car sharing, which are encouraged via a range of actions, promotional campaigns and incentives.

Travel plans are concerned with more than just the installation of facilities such as bike racks and end-of-trip facilities. A travel plan should be considered as a site management tool which incentivises people to make more sustainable transport choices.

Developments can enjoy many benefits as a result of an effective travel plan – parking needs and costs are reduced, staff and residents are healthier and therefore take fewer sick days, and strain on local transport networks is reduced.

Developing a travel plan is not a one-off task. It involves ongoing implementation, monitoring and review – a travel plan should be a 'living document'. Nominating an individual or a team to oversee the implementation of a travel plan is a crucial component of success, as is gaining support from senior management, strata management or other relevant governing body.

Travel plans can be developed and implemented for a range of development types, including workplaces, residential developments, destinations (such as tourist attractions), schools and educational campuses.

The City of Sydney's Development Control Plan (DCP) contains guidelines around when applicants are generally required to prepare and submit a travel plan as part of the development application (DA) process. However, conditions of consent can require that a travel plan be provided for any new development that Council believes has the potential to generate significant traffic and transport impacts.

This guide outlines what is required in order to prepare, submit and implement a travel plan. The guide covers:

- The benefits of travel planning;
- The elements required to satisfy Council's travel planning requirements; and
- The processes that will need to be undertaken to prepare, submit, implement and review a travel plan.

It is likely that developments required to develop a travel plan as part of the DA process will also need to undertake a Transport Impact Assessment (TIA) and develop a Transport Access Guide (TAG), however these are not addressed in these guidelines.

Council encourages existing developments to prepare and implement travel plans to better manage travel demands. These are not subject to the same approval process as a travel plan required under a development consent condition. Please contact Council's Transport Planning team if any additional guidance or assistance is required.

## Why does Council require travel plans?

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The City of Sydney's vision is to create a city that is green, global and connected. Supporting and implementing a sustainable transport network is a key component of achieving this vision.

Local and state governments take responsibility for the provision and maintenance of transport services and networks. They also provide guidance for site-level infrastructure through DCP's and other planning controls – for example, the City of Sydney requires that end-of-trip facilities be provided within new developments.

However, every new development is also responsible for maximising its contribution to creating a more liveable and sustainable environment. This is achieved by implementing site-specific policies and facilities that are aligned with objectives that encourage uptake of sustainable transport modes.

The City of Sydney recognises the potential of travel planning to provide the framework for achieving these objectives. In the UK, where travel planning is more common, travel plans have enabled workplaces to reduce the number of people driving to work by an average of 15%.<sup>1</sup> Outcomes such as these have the potential to eliminate thousands of vehicle kilometres generated by a site each year, reducing pressures on the road network and fostering healthier, happier and more productive people.

### Benefits of travel planning

In addition to providing city-wide benefits, such as the reduction of congestion and pollution, travel planning can deliver a range of benefits to employers, employees, visitors or residents of a development. Travel plans can:

- Reduce the need to provide parking (reducing costs associated with providing parking and helping to create more affordable housing outcomes)<sup>2</sup>;
- Contribute to corporate social responsibility relating to the triple bottom line, and improve corporate image as an innovative and environmentally-aware organisation<sup>3</sup>;
- Help to attract and retain staff (reducing costs associated with staff turnover);
- Contribute to a healthier, happier and more active workplace (reducing costs associated with sick days and an unhealthy, unproductive workforce)<sup>1</sup>;
- Create opportunities for healthier lifestyles and more vibrant, cohesive and accessible communities;<sup>4</sup>
- Provide staff and residents with potential travel cost savings;
- Help to appeal to a new generation of professionals who prioritise location and lifestyle over car ownership;
- Increase the potential market for your development by improving accessibility.

Travel planning is a cost effective means of achieving this range of benefits for a development.

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<sup>1</sup> UK Department for Transport (2007a), [Essential Guide to Travel Planning](#)

<sup>2</sup> Genter, Schmitt and Donovan (n.d.), [The Missing Link: Parking as the Integration of Transportation and Land Use](#)

<sup>3</sup> Roby (2009), *The Development of Workplace Travel Plans*. Proceedings of the Universities' Transport Study Group 2009, London.

<sup>4</sup> UK Department for Transport (2007b), [Making Residential Travel Plans Work](#)

## What does Council expect?

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In order to develop and implement an effective travel plan, a number of key steps are required. These steps ensure that a travel plan is robust, realistic and achievable.

The essential elements of a travel plan include:

- **Site audit and data collection**, which is crucial for understanding the starting point;
- **Objectives and targets** that define the direction and purpose of the travel plan. Targets should be specific, measurable, achievable and time-bound;
- **Actions** that will help achieve the objectives. Actions should provide incentives for using sustainable transport modes;
- A strategy for **promoting and marketing** the actions;
- **Commitment of resources**, including financial support and human resources to allow for implementation, monitoring, review and continual improvement of the travel plan;
- **A monitoring and review process** that sets out a systematic approach to measuring the impact of the travel plan;
- **Governance support**, including appointment of a Travel Plan Coordinator or Committee.

When developing a travel plan, it is important to remember:

- A travel plan is not simply a list of existing sustainable transport infrastructure and facilities. A travel plan should include descriptions of existing transport conditions to set the scene, and should also identify how people traveling to/from the site will be encouraged to use those facilities.
- A travel plan is not a Transport and Access Guide (TAG). Developing a TAG might be an action that can be included in the plan, but is not the same as creating a travel plan.
- A travel plan should not simply be a list of actions. A travel plan should include the results of the site audit, objectives and targets, identify human and financial resources that will be used to support the plan and describe monitoring and review processes.

Council recognises that when a travel plan is required as part of the development application process, the end user may not necessarily be known to the developer. This may affect the information available to assist in informing baseline data, and in turn developing objectives and targets. In such circumstances, the monitoring and review strategy becomes increasingly important. While the travel plan submitted for approval may describe the initial situation, ongoing review will ensure that the travel plan incorporates baseline data and establishes actions and strategies that are relevant to the context.

# What is the process?

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## 1. Determine who will develop the travel plan

The first step is to determine if the resources to prepare a travel plan are available internally. If the required skills are not available in-house, it may be appropriate to engage a consultant to assist. Many transport planning and traffic engineering consultancies offer travel planning services.

## 2. Conduct a site audit and gather data

The second step involves conducting an audit of the site and the transport networks that service it, in order to understand the current situation, potential problems and likely solutions. At a minimum, Council requires that mode-split data for trains, buses, bicycles, walking, car share, motorcycle, car (passenger) and car (driver) are provided. Depending on the location of the development, data for ferries and light rail may also be relevant and should be provided.

The site audit will need to consider:

- Number of people travelling to and from the site each day and the mode they use (though this may be an estimate if the site is a new development)
- Destinations that people are travelling to/from (note that this may not be known until the development is occupied)
- Parking availability and costs
- Public transport services, the frequency of these and destinations to which they run
- Public transport costs
- Safety and accessibility of public transport stops and stations
- Availability of information about public transport
- Connectivity for cyclists and pedestrians, and safety of walking and cycling routes
- End of trip facilities for cyclists and pedestrians
- Location of nearby car share pods
- Opportunities for improving access to and uptake of sustainable transport options

Workplaces should also look to review any relevant company policies to understand what incentives they create. This may include:

- What is the policy/framework regarding the use of onsite parking spaces? What costs are attached to these parking spaces?
- What is the policy/framework relating to fleet vehicles? Do they create incentives that encourage staff to drive to work?
- What is the policy/framework relating to taxis? Do perceived travel time savings result in taxi use being preferred over public transport?
- Are mileage allowances relatively low or high? Are these creating incentives for use of a particular mode?
- Do any incentives exist to encourage sustainable transport modes?

For residential developments, there may be building regulations which impact on mode choice. For example, rules not allowing bicycles in lifts or storage of bicycles in common areas. Certain actions may also unintentionally affect travel behaviour – such as poorly located or inadequately secured bicycle parking. A site audit should consider what kinds

of travel behaviours might be discouraged or encouraged due to existing actions and policies.

### 3. Develop objectives and targets

Objectives and targets are essential components of a travel plan as they help define goals.

When developing objectives, site context is important. For example, if a building is located close to a cycle path, increasing the number of cycle trips may be identified as a key objective.

Targets must be specific, reasonable and achievable, and should be associated with a measurable improvement in mode share. They need to be realistic but ambitious, and must be time-bound so that progress can be assessed against targets.

Objectives and targets should also consider any overarching State Government or Council policies or plans. For example, if a planning document identifies a mode share target for the area this should be addressed within the travel plan.

### 4. Outline actions and a promotion and marketing strategy

Actions are the core of a travel plan. Actions outline what strategies will be employed to create incentives to use sustainable transport modes – they are the ‘how’ of a travel plan.

Travel plans need to have a variety of actions that guide strategies relating to promotion, facilities and policies to create incentives for sustainable travel behaviour. If actions are to be staged, a staging strategy should be outlined in the plan.

Travel planning actions should align closely with the objectives and targets of the travel plan – it is important to choose actions that will result in progress towards targets.

Strategic promotion of travel plans and associated initiatives tends to result in higher uptake of sustainable travel modes. Travel plans should be made available to all stakeholders, and actions need to be promoted to ensure that all staff, visitors and/or residents are aware of the initiatives. Promotion will improve uptake by providing stakeholders with information about upcoming events, changes to facilities and new policies.

### 5. Identify resources and governance

A travel plan is not a one-off document – it is a process of ongoing implementation, review and improvement.

Executive level support and commitment is essential. Workplace travel plans should identify the executive level position that will hold overall responsibility for the plan, whilst residential travel plans need to recognise the role and responsibilities of the body corporate and/or owners association.

It will be necessary to appoint a coordinator to oversee the process over time. This might be a single person who can act as a Travel Plan Coordinator, or a committee of people who can work together to implement the travel plan. If the appropriate person is not yet known, consider attaching the role to a particular position in the organisation or building.

Attaching the responsibility of implementation to a particular person or position is a necessary element of any travel plan approved by Council.

For workplaces, the staff member who is appointed as a Travel Plan Coordinator should be someone who has a good overview of the activities of the organisation. This doesn't mean they need to be a senior manager – a suitable coordinator might be someone in HR, OH&S, sustainability or facilities management.

For residential developments, the travel plan coordinator might be a member of the Body Corporate, appointed on an annual basis, a staff member from the managing agency, or a motivated resident.

Responsibilities of the Travel Plan Coordinator will include:

- Coordinating implementation efforts;
- Conducting surveys or other data collection processes to measure progress;
- Communicating the travel plan to stakeholders;
- Coordinating events to promote awareness of the plan and associated initiatives; and
- Coordinating marketing and promotional programs.

The Coordinator will also be responsible for monitoring, reviewing and updating the travel plan over time. It is likely that coordinators will require assistance from 'champions' to promote specific actions and encourage the uptake of initiatives.

The Travel Plan will require funding to support implementation. Some actions may already be in place and relevant infrastructure, such as cycle parking and showers, will be provided through the development itself. The Travel Plan should identify existing and additional resources required to successfully implement the plan.

## 6. Submit the travel plan to Council

Once the travel plan has been prepared it should be ready to submit to Council for approval. The City's Transport Planning team is responsible for reviewing travel plans and may provide feedback or advice about how the plan could be improved, prior to being satisfied that it meets the intent of the development consent condition.

## 7. Implement the travel plan

The Travel Plan Coordinator or Committee will be required to oversee the implementation of the actions of the travel plan. These might not all be implemented at the same time, but may be staged throughout time as appropriate. There may be some crucial actions that are implemented immediately, while others might take longer to plan and develop.

Before implementing actions, make sure relevant stakeholders are on board. For example, if the travel plan involves reviewing company policies and proposing changes, relevant members of the senior management team will need to be on board to sanction and approve such changes.

## 8. Monitor and review the plan

Monitoring and reviewing a travel plan is one of the most critical components of the travel planning process. It is crucial to understand whether – and how – the travel plan is

having an impact on mode share. Council requires that on-going monitoring is conducted for a minimum of five years; annual reviews may need to be submitted to Council to enable ongoing monitoring.

A building or organisation should aim to collect new data on an annual (or bi-annual) basis to understand how mode share has changed over time. This will help in understanding whether progress is being made. Surveys can also help to identify which actions are having an impact on people's travel behaviour, and whether some are more effective than others. It might also help to identify ongoing or unresolved issues and barriers that are preventing greater improvement.

Once the data has been updated, the targets and actions of the travel plan will need to be reviewed. The review should consider:

- Are the targets still realistic? Are they still ambitious? Should they be updated?
- Is the building struggling to achieve particular targets? What are the likely reasons for this?
- Are there any gaps with regards to actions?
- What is preventing further improvement on mode share, and how can this be addressed?

The steps outlined above should not be considered as a linear process, but rather an on-going cycle. Travel planning requires regular review and adjustment – a review may reveal the need to reconsider objectives or targets, or to add new actions to create greater incentives for the uptake of sustainable transport choices.

## Travel plan case studies

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No two travel plans should be the same because they need to reflect contextual issues and respond to the particular conditions and characteristics of a specific development and its surroundings.

However, there is much to be learned from travel plans that have been developed for other sites, as there are many common elements and actions that will apply to all travel plans.

These short case studies are intended to provide examples of how travel plans have been developed and implemented in developments to provide guidance on the types of strategies that may be utilised throughout the travel planning process.

### Ultimo Road, Sydney

The developer associated with a 12-storey office-building redevelopment on Ultimo Road near the Sydney City Centre submitted a travel plan to the City of Sydney as a requirement of their development consent.

#### What is the context?

The development is located close to Sydney's Central Station and Railway Square, meaning it is well serviced by a range of public transport routes and modes. The site is also well connected to public transport and other parts of the city by walking and cycling connections. Parking is very constrained for the site, with only 22 parking spaces available for the entire nine-storey development.

#### What did they do?

The developer engaged a consultant to prepare a high-quality travel plan. The travel planning process began with a thorough site audit that provided baseline data from which progress will be measured. The baseline mode-share data was gathered using information from both the existing tenants of the site prior to development and from the future tenants. The travel plan clearly outlines existing facilities and services available at or near the site that will affect accessibility. Reflecting the context of the site and audit findings, an ambitious mode share target was set to limit car trips to only 5% of all trips.

#### What are the ongoing actions?

A Green Transport Committee was established and given responsibility for implementing and monitoring the travel plan. The Committee is comprised of representatives from each of the building tenants, and the plan recognises the need for a manager to champion the travel plan within the development.

The plan identifies the importance of promotional and marketing actions to ensure that all staff are aware of the travel plan and the initiatives that support it. Actions relating to promotion include a travel information board in a public space in the building, an 'e-flyer' to be distributed to all staff and support for events such as Ride to Work Day. The travel plan also notes that new staff will be given information about the travel plan when they undertake their induction. This is intended to establish sustainable travel as a key cultural component of the workplace.



Actions include a car-pooling forum to assist with combining trips, provision of information about public transport and cycling/walking routes, a bicycle tool kit, formation of a walker's group and promotion of existing facilities and services such as the City of Sydney's free community cycle training program.

### How will they monitor and review their travel plan?

The plan includes a comprehensive monitoring and review strategy. This includes annual travel questionnaires and one-day travel diaries to be completed by staff, which will help provide the Green Transport Committee with feedback on progress being made toward goals. It will also provide an understanding of which actions from the travel plan are influencing behaviour and an opportunity to identify any issues or challenges that have arisen throughout implementation.

## Clay Farm, UK

Clay Farm is a mixed-use development involving 2,250 residential dwellings, community and sporting facilities, and a number of commercial spaces. A key aim of the Clay Farm development was to promote sustainable transport use through a range of strategies.

### What is the context?

Clay Farm is a development on the fringe of Cambridge in the UK. The site is currently an agricultural area, and thus does not have adequate existing infrastructure to support the new population. New roads will be constructed, in addition to a new bus route that will service the area. However, new infrastructure links are required to facilitate internal and external movements, and the developer has taken action to ensure that this new infrastructure creates incentives for making sustainable transport choices.

### What did they do?

The developer undertook a comprehensive transport study to estimate the likely trip generation and mode share associated with the new development.

The travel plan assumes a baseline mode share of 45% to cars, and sets a target of 32% over 6 years – a reduction of around 2.5% per year in car travel. Targets of 25% mode share for cycling, 25% for walking and 14% for public transport are established in the travel plan.

The urban design strategy developed for the site is guided by sustainable transport objectives. This design strategy involves locating shops and community facilities close to residential dwellings to encourage walking. Further, walking and cycling are encouraged through road design that prioritises buses and cyclists and prevents cars from travelling easily throughout the development.

The travel plan establishes a Travel Plan Management Group to oversee implementation and monitoring of the travel plan. Over time, it is expected that residents and tenants will become members of the group in order to foster community ownership of the plan and associated actions.

The travel plan also establishes a Travel Plan Coordinator position, responsible for coordinating the group and overseeing implementation. The Travel Plan Coordinator will be a key point of information and guidance for residents and businesses, and will prepare annual reports and reviews about progress, in addition to liaising with external

stakeholders and service providers. The Coordinator will be appointed from the commencement of occupation until the development is fully occupied.

A Residents' Group will take over once the Coordinator's position is no longer funded.

### What are the ongoing actions?

A range of incentives are provided to encourage use of sustainable transport modes. Measures intended to produce these incentives include:

- Distribution of free or discounted public transport passes when a dwelling is newly occupied to encourage public transport use and help establish new transport habits amongst residents
- Information about public transport routes provided on the development's website, including maps and timetables;
- Real-time bus information provided at bus stops to assist users in planning their trips;
- Good quality street lighting to encourage walking;
- Provision of seating and shaded areas to encourage walking and physical activity;
- Maps of walking routes made available in public areas and on the website;
- Walking school buses to promote walking to school by children and their families;
- Cycle parking provided at all properties;
- Bicycle user groups established to create a community of cyclists within the development;
- Welcome pack introducing new residents to the sustainable transport options available within the development;
- Cycle training provided for young cyclists;
- 20 miles/hour speed limit in the development;
- Incentives provided to become a member of the Car Club;
- Parking spaces provided to support a car share scheme.

### How will they monitor and review their travel plan?

An annual travel survey will be undertaken to assess progress against the baseline data. Initially, the Travel Plan Coordinator will be responsible for implementing the survey however this will eventually become the responsibility of the Travel Plan Management Group.

The results of this survey will be published in an annual report that will detail progress against objectives and targets. The reports are to be submitted to the local government for review and approval. The annual report will identify any modifications to the travel plan that are needed, such as revision of objectives or targets, or the addition or alteration of measures.

## Liverpool Hospital, Sydney

Liverpool Hospital recognised the need to reduce the number of vehicle movements at its site while planning a redevelopment of the site in 2006. These works have since been carried out and a travel plan implemented to help manage transport to and from the site.

### What is the context?

Liverpool Hospital underwent a major redevelopment to significantly increase the capacity of the hospital, with staff numbers increasing by approximately 60%.

The hospital is located close to rail and bus services in the Liverpool city centre. However, a travel survey conducted prior to the development of the travel plan found that around 75% of staff reached the site by car.

### What did they do?

The initial stages of developing the travel plan involved undertaking a detailed site audit and a staff travel survey. The site audit included a survey of transport infrastructure to identify barriers or issues that may be deterring staff from using a more sustainable mode of transport, such as a lack of lighting and inconsistent signage within the immediate vicinity of the hospital grounds.

The staff travel survey asked staff to describe their journey to work and additionally to provide information about the reasons why they chose that particular mode for their journey to work.

Based on both the survey and the audit, the travel plan identifies a number of targets for improving mode share. These targets are ambitious however they are also realistic in that they recognise the challenge posed by the baseline mode share.

### What are the ongoing actions?

The travel plan includes actions that provide support for walking, cycling, carpooling and public transport.

A key action relating to public transport is a salary deduction scheme for annual public transport passes. This action was included as many staff identified that cost was a major factor in their mode share choice and that financial incentives to use public transport would provide a compelling case for changing travel behaviour.

The travel plan also includes an action to identify the need for improved public transport services and routes for hospital staff, and to lobby to relevant agencies for these changes.

Actions to encourage walking and cycling include the installation of cycle parking as well as participation in annual events such as Ride to Work Day.

The travel plan also includes support for carpooling, including the promotion of existing carpooling schemes and the designation of parking spaces specifically for carpooling.

The plan identifies a number of actions that specifically relate to communications, including establishing a website which provides an easily accessible information portal which helps to keep staff informed about the travel plan and provides all the information they require to make more sustainable transport choices. The Liverpool Hospital Active

Choices [website](#) is an excellent example of how to clearly communicate information about travel plans to stakeholders.

### How will they monitor and review their travel plan?

The travel plan will be reviewed quarterly to track progress with regards to implementation of actions and achievement of goals. Annual monitoring will be conducted in the form of a staff survey to understand changes in mode share and satisfaction with implementation of measures. The results of the survey and information about progress towards targets will be reported annually.

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## Additional Information

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### Travel plan examples

Liverpool Hospital: [Active Travel Webpage](#)

Clay Farm: [Residential Travel Plan](#)

Macquarie Park/Optus: [PCAL Case Study](#)

Fairfax Media: [PCAL Case Study](#)

### Other travel planning guidelines

NSW Premier's Council for Active Living (2012): [PCAL Website](#)

UK Department for Transport (2006) *A Guide to Travel Plans for Developers*. Available at [webarchive.nationalarchives.gov.uk](http://webarchive.nationalarchives.gov.uk)

UK Department for Transport (2006) *Travel Plans: New Business Opportunities for Information Technology Providers*. Available at [webarchive.nationalarchives.gov.uk](http://webarchive.nationalarchives.gov.uk)

UK Department for Transport (2006) *Making Travel Plans Work*. Available at [webarchive.nationalarchives.gov.uk](http://webarchive.nationalarchives.gov.uk)