

9 Strategies, Measures and Incentives

Introduction

- 9.1 This section sets out those measures which are to be adopted as part of the travel planning process.
- 9.2 It is structured so as to first focus on the site design and management strategy, and second considers measures associated with specific travel modes (e.g. Private Vehicle, Cycling, Walking).
- 9.3 Finally, **Table 9.1** at the end of this section will provide a summarised brief (Action Plan) indicating how measures work towards specific aims.

Strategy: Site Design and Management

Measure DM1: Access Strategy

- 9.4 Site management (including the FMC and RMC) will be responsible for ensuring that all site access is effectively managed and monitored. For details pertaining to the management strategy, see the accompanying TA.

Measure DM2: High-quality Public Realm

- 9.5 As part of the construction process, the developer will deliver a high-quality public realm which will seamlessly enhance the development's sense of place, contribute to the well-being of all site users and naturally encourage walking and cycling.

Measure DM3: Mixed-use Development

- 9.6 By providing a well-designed mixed-use development with retail, office, health and community land-uses on-site in a highly-permeable location, the developer has endeavoured to minimise the need to travel for commuting, leisure and shopping purposes.

Strategy: Private Vehicle

Measure P1: On-site Car Parking Provision and Management

- 9.7 As previously indicated, the development is providing very limited parking for Retail, Office, Health and Community land uses (See: **Section 1.5**). Providing such limited parking should naturally discourage car usage, whilst also permitting blue badge holders to access the site by car. Use of all on-site parking will be guided via a concrete management and enforcement strategy to ensure the appropriate use of spaces provided.

Measure	Target(s):	All Site Users
	Benefit(s):	Reduced car usage and ownership Accessibility by those with limited mobility
	Indicative Cost:	Integrated into planning, construction and maintenance costs
	Party Responsible for Providing Infrastructure Elements:	Developer
	Party Responsible for Management:	RMC, FMC
	Deadline:	Construction Phase / On-going

Measure P2: Distribution of Alternative Parking Map and Information

- 9.8 The CTPC will ensure that a map of and information pertaining to local available parking facilities is included within TIPs. This will ensure that site users can make informed decisions with respect to the use of local car parking.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Parking Management Reduced car ownership and usage
	Promotional Strategy(ies):	TIP
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, on-going

Measure P3: Promotion of Car Sharing

- 9.9 The CTPC will investigate ways in which to promote car sharing amongst tenants and their employees through the use of established platforms such as Liftshare. This service (for example) is accessible online via the link provided below or via mobile application.

<https://liftshare.com/uk>

- 9.10 Promotional information available free from the organisation will be included within the TIP, and digital copies of this information will be made available to commercial tenants as and when required. The CTPC may also publicise this alternative at TFEs.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Reduced car ownership Improved awareness of this alternative for the car-dependant
	Promotional Strategy(ies):	TIP, TFEs
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, on-going

Measure P4: Promotion of Car Clubs

- 9.11 The development will provide two car club spaces on-site, and the developer will enter discussions with car club operators to negotiate the placement of vehicles within these spaces prior to the development's completion and occupation. The CTPC will be responsible for promoting the location of these car club vehicles and for providing relevant information on membership, associated costs and any other elements considered important to commercial tenants via the TIP, TFMs and as part of personalised travel planning advice where appropriate.

Measure (Provision of Car Club Spaces)	Target(s):	Commercial tenants, employees and visitors
	Benefit(s):	Reduced car ownership and usage Increased awareness of car club services Increased usage of car club vehicles as opposed to private vehicle usage
	Indicative Cost:	Integrated into planning, construction and maintenance costs
	Party Responsible for Providing Infrastructure Elements:	Developer
	Party Responsible for Management:	RMC, FMC
	Deadline:	Construction Phase

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Reduced car ownership and usage Increased awareness of car club services Increased usage of car club vehicles as opposed to private vehicle usage
	Promotional Strategy(ies):	TIP, TFMs, CTPC
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, On-going

Measure P5: Promotion of Taxi Services

- 9.12 Contact details for local taxi companies will be provided to commercial tenants via TIPs. Contact details for taxi services which can accommodate wheelchairs will also be provided as this can represent an important modal alternative for such users.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Reduced car ownership and usage Increased awareness of taxi services Increased usage of taxis as opposed to private car Increased accessibility of those with reduced mobility
	Promotional Strategy(ies):	TIP
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, On-going

Measure P6: Guaranteed Ride Home Scheme

- 9.13 One of the main barriers to car sharing or using public transport is the fear of being left stranded in an emergency. In order to reduce this dependency, the TPC should encourage commercial tenants to agree to arrange a "Guaranteed Ride Home" scheme. Under this system, their organisation would commit to meeting the cost of a taxi fare when their staff or personnel experience an emergency. This would help to further reduce car-based travel and the perceived need to commute by personal car to this development.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Reduced car ownership and usage Increased usage of public transport Increased usage of car club vehicles as opposed to private vehicle usage Increased accessibility of those with reduced mobility
	Promotional Strategy(ies):	Dialogue with Commercial tenants
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, On-going

Strategy: Walking

Measure W1: Distribution of Pedestrian Route Map

- 9.14 A map detailing key pedestrian routes to and from the site, as well as amenities within walking distance, will be made available and visible to illustrate the most convenient and safest routes for reaching the development by foot.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Improved perception of walking as a modal alternative Increased uptake of walking Improved health Reduced air pollution Reduced car ownership and usage
	Promotional Strategy(ies):	TIP
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, on-going

Measure W2: Promotion of Walking's Health Benefits

- 9.15 According to scientific research, walking regularly strengthens the heart; lowers the risk of diseases such as diabetes; can cause weight loss; and lowers the risk of dementia and depression. Details of these health benefits, which are available at the following link, will be publicised to commercial tenants, albeit in a simplified manner, in order to discourage car usage for walk-able trips.

- 9.16 For further information, see:

<http://www.nhs.uk/Livewell/getting-started-guides/Pages/getting-started-walking.aspx>

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Improved perception of walking as a modal alternative Increased uptake of walking Improved health Reduced air pollution Reduced car ownership and usage.
	Promotional Strategy(ies):	TIP
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, On-going

Measure W3: Provision of Coat Racks and Umbrella Stands

- 9.17 Although a seemingly simple method, the provision of adequate storage space for coats and umbrellas is a low-cost measure which encourages more individuals to consider walking, even during less than ideal weather conditions. The CTPC will encourage commercial tenants to provide these elements as appropriate.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Improved perception of walking as a modal alternative Increased uptake of walking Improved health Reduced air pollution Reduced car ownership and usage
	Promotional Strategy(ies):	Dialogue with Commercial tenants
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, on-going

Strategy: Cycling**Measure C1: Distribution of Cycling Infrastructure Map**

- 9.18 A map detailing key cycling infrastructure and routes such as that shown in **Figure 5.3** will be made available and visible to illustrate the most convenient and safest routes for reaching the development by bicycle.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Improved perception of cycling as a modal alternative Increased uptake of cycling Improved health Reduced air pollution Reduced car ownership and usage.
	Promotional Strategy(ies):	TIP
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, On-going

Measure C2: Promotion of Cycling's Health Benefits

- 9.19 Regular cycling can help individuals to reduce stress, increase cardio-vascular fitness and improve their health whilst also having a low impact on the body's joints and being an enjoyable form of exercise and commuting, especially for children. Details of these benefits, which are available in more detail using the link provided below, will be promoted to commercial tenants via TIPs.

<http://www.nhs.uk/Livewell/fitness/Pages/Cycling.aspx>

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Improved perception of cycling as a modal alternative Increased uptake of cycling Improved health Reduced air pollution Reduced car ownership and usage
	Promotional Strategy(ies):	TIP
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, On-going

Measure C3: Provision, Maintenance and Promotion of Cycle Parking

- 9.20 Cycle parking is to be provided for commercial employees and visitors as outlined within the accompanying TA. The level of provision proposed exceeds existing policy requirements. Long-stay cycle parking will be provided in secure, sheltered locations whilst visitor cycle parking will be provided in easily accessible locations. All cycle parking will be securable using privately-owned locks, although long-stay cycle parking will also benefit from structural access control measures. Some cycle parking will also be available for the parking of non-standard cycle types (e.g. scooters, tricycles, tandem bicycles).
- 9.21 The location of cycle parking will be publicised in TIPs, via appropriate signage and any other means considered appropriate.

Measure (Provision of Cycle Parking)	Target(s):	Commercial tenants, employees and visitors
	Benefit(s):	Improved perception of cycling as a modal alternative Increased uptake of cycling Improved health Reduced air pollution Reduced car ownership and usage
	Indicative Cost:	Integrated into planning, construction and maintenance costs
	Party Responsible for Providing Infrastructure Elements:	Developer
	Party Responsible for Management:	RMC, FMC
	Deadline:	Construction Phase

Promotion	Target(s):	Commercial tenants, employees and visitors
	Benefit(s):	Improved perception of cycling as a modal alternative Increased uptake of cycling Improved health Reduced air pollution Reduced car ownership and usage
	Promotional Strategy(ies):	TIP, Development Website, Signage
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, On-going

Measure C4: Promotion of Bicycle Hire Schemes

- 9.22 As previously indicated, Readybike, a 24-hour on-street bike share organisation, currently operates in this area of Reading. This CTPC will promote the use of this scheme (and other emerging schemes as appropriate) via TIPs and TFM.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Increased uptake of cycling Improved health Reduced air pollution Reduced car ownership and usage
	Promotional Strategy(ies):	TIP, TFMs
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, On-going

Measure C5: Cycle to Work Schemes

- 9.23 The TPC will publicise the possibilities and benefits of “Cycle to Work” schemes (e.g. CycleScheme UK) to commercial tenants and encourage them to enrol their organisation. Such schemes are free to enrol in for both businesses and employees, and represent a key low-cost means of reducing the cost of cycling equipment which can thus be used for commuting.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Increased uptake of cycling Improved health Reduced air pollution Reduced car ownership and usage
	Promotional Strategy(ies):	Dialogue with Commercial Tenants
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site’s initial occupation, On-going

Measure C6: Showering and Storage Facilities

- 9.24 Showering facilities, changing areas and storage lockers will be provided so as to be easily accessible by commercial tenants and employees arriving at the site in line with existing. Providing these amenities is important in promoting higher levels of walking and cycling. The CTPC will publicise these facilities and associated terms of usage via TIPS and other means as appropriate.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Increased uptake of cycling Improved health Reduced air pollution Reduced car ownership and usage
	Promotional Strategy(ies):	TIP
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site’s initial occupation, On-going

Strategy: Public Transport

Measure PT1: Distribution of Public Transport Map and Information

- 9.25 Information and maps detailing key public transport infrastructure and routes, including bus, train and underground, will be made available and visible to commercial tenants so as to illustrate the convenience of these alternatives.
- 9.26 Where services allow easy access by those with reduced mobility, this will be emphasized.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Improved perception of public transport modes Increased uptake of public transport services Reduced air pollution Reduced car ownership and usage
	Promotional Strategy(ies):	TIP, TFMs
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, On-going

Measure PT2: Promotion of 'Catch the Bus Week' Campaign

- 9.27 Catch the Bus Week is a nationwide campaign taking place in July that encourages people to take the bus rather than drive. It aims to reduce congestion and the stress of commuting by car while also supporting the economy. The CTPC will promote this scheme and encourage participation via TIPs and TFMs.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Improved perception of public transport modes Increased uptake of public transport services Reduced air pollution Reduced car ownership and usage
	Promotional Strategy(ies):	TIP, TFMs
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	July (Annually)

Measure PT3: Season Ticket Loans

- 9.28 The CTPC will encourage commercial tenants to offer loans for bus, national rail and cycle-hire season tickets to their employees as appropriate. Such loans reduce the immediate cost of using these more sustainable alternatives, making them appear more competitive with private transport.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Improved perception of public transport modes Increased uptake of public transport services Reduced air pollution Reduced car ownership and usage
	Promotional Strategy(ies):	Dialogue with Commercial tenants
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	July (Annually)

Strategy: Multi-Modal / Other**Measure M1: Travel Planning Assistance**

- 9.29 When possible, the CTPC will provide personalised journey planning to commercial tenants and employees that request it. In order to accomplish this, it is recommended that the CTPC use a combination of online mapping utilities (e.g. Google Maps), online journey planners (e.g. TfL 'Plan A Journey'), timetables and local knowledge.
- 9.30 In order to promote independent travel planning, the CTPC will also recommend independent use of these websites, and of Apple and Android mobile applications (Apps) which can assist individuals on the move. These Apps could include:
- Google Maps – a versatile mapping App providing real-time information across multiple modes, journey planning utilities and GPS navigation worldwide;
 - Here WeGo – an extremely simple mapping App designed for use by those which are less familiar or confident with mobile devices; and
 - The Trainline – this App focuses on providing real-time train information, and the ability to buy tickets for both rail and connecting bus services in some locations.
- 9.31 The availability of this personalised travel planning will be promoted via TIPs, TFEs and other means as appropriate. Tenants and employees seeking to take advantage of this service will be expected to make an appointment with the CTPC which both parties can easily attend.

Promotion	Target(s):	Commercial tenants and employees
	Benefit(s):	Promote Awareness of Sustainable Modes; Promote Uptake of Sustainable Modes Reduce Congestion
	Promotional Strategy(ies):	TIP, TFEs
	Indicative Cost:	Very Low
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	Site's initial occupation, on-going

Measure M2: Promotion of Externally-Organised Events

- 9.32 The CTPC will be responsible for monitoring local, regional and national events / schemes associated with sustainable travel.
- 9.33 For example, 'European Mobility Week', which ran between 16th – 22nd September 2016, was an internationally organised sustainable travel event co-ordinated in the United Kingdom by non-profit 'Act TravelWise' in collaboration with local authorities which encouraged 2,427 towns and cities across Europe to promote involvement in new and existing sustainable travel opportunities.
- 9.34 The CTPC will promote participation in such events as appropriate.

Promotion	Target(s):	Various
	Benefit(s):	Various
	Promotional Strategy(ies):	Various
	Indicative Cost:	Unknown
	Party Responsible for Providing Materials:	CTPC
	Party Responsible for Distributing Materials:	CTPC
	Deadline:	On-going

Measure M3: Identification of Other Opportunities

- 9.35 The CTPC will be responsible for identifying further opportunities to meet the aims of this TP as these will likely become apparent following the development's occupation. Once a new measure is established, it will be the responsibility of the CTPC to raise awareness and uptake this in line with his existing responsibilities.

Measure M4: Continuing Open Dialogue with RBC Travel Planning Officers

The CTPC will be responsible for maintaining an open line of communication with RBC travel planning officers, making contact at least bi-annually. By maintaining this relationship, it will be possible for the CTPC to encourage their participation in on-site travel planning activities; remain informed about other policy changes, and make queries when necessary.

Table 9.1: Action Plan

		Delivery					Aims										
		Party Responsible For:				Deadline	Promote Awareness	Promote Uptake	Minimise Single-Occupancy Car Use	Manage On-site Parking	Promote Car-based alternatives	Improve Health	Reduce Pollution	Reduce Congestion	Increase Accessibility by the less mobile	Reduce Unnecessary Unsustainable Travel	Protect Vulnerable Site Users
		Providing Materials	Distributing Materials	Providing Infrastructure	Management												
DM1	Access Strategy	CTPC	CTPC	Dev*	RMC, FMC	Initial occupation, on-going			✓	✓			✓	✓	✓	✓	✓
DM2	High-quality Public Realm	-	-	Dev*	RMC, FMC	Construction Phase		✓	✓			✓	✓	✓	✓	✓	✓
DM3	Mixed-use Development	-	-	Dev*	RMC, FMC	Construction Phase		✓	✓			✓	✓	✓	✓	✓	
P1	On-site Car Parking Provision and Management	CTPC	CTPC	Dev*	RMC, FMC	Construction Phase, On-going	✓		✓	✓	✓		✓	✓		✓	
P2	Distribution of Alternative Parking Map and Information					CTPC	CTPC	-	-	Initial occupation, on-going	✓		✓				
P3	Promotion of Car Sharing	CTPC	CTPC	-	-	Construction Phase, on-going	✓	✓	✓		✓		✓	✓	✓		
P4	Car Clubs (Provision and Maintenance of Car Club Spaces)	-	-	Dev*	RMC, FMC	Construction Phase, on-going		✓		✓	✓		✓		✓	✓	
	Car Clubs (Promotion)	CTPC	CTPC	-	-	Initial occupation, on-going	✓	✓			✓		✓	✓	✓	✓	

		Delivery					Aims										
		Party Responsible For:				Deadline	Promote Awareness	Promote Uptake	Minimise Single-Occupancy Car Use	Manage On-site Parking	Promote Car-based alternatives	Improve Health	Reduce Pollution	Reduce Congestion	Increase Accessibility by the less mobile	Reduce Unnecessary Unsustainable Travel	Protect Vulnerable Site Users
		Providing Materials	Distributing Materials	Providing Infrastructure	Management												
P5	Promotion of Taxi Services	CTPC	CTPC	-	-	Initial occupation, on-going	✓		✓		✓		✓	✓	✓		✓
P6	Guaranteed Ride Home Scheme	Tenant				On-going		✓	✓	✓		✓	✓	✓	✓	✓	✓
W1	Distribution of Pedestrian Route Map	CTPC	CTPC	-	-	Initial occupation, on-going	✓	✓	✓			✓			✓		✓
W2	Promotion of Walking’s Health Benefits	CTPC	CTPC	-	-	Initial occupation, on-going	✓	✓	✓			✓	✓	✓			
W3	Provision of Coat Racks and Umbrella Stands	Tenant				Initial occupation, on-going		✓	✓			✓	✓	✓		✓	
C1	Distribution of Cycling Infrastructure Map	CTPC	CTPC	-	-	Initial occupation, on-going	✓	✓	✓			✓	✓	✓		✓	
C2	Promotion of Cycling’s Health Benefits	CTPC	CTPC	-	-	Initial occupation, on-going	✓	✓	✓			✓	✓	✓			
C3	Cycle Parking (Provision and Maintenance)	-	-	Dev*	RMC, FMC	Construction Phase		✓	✓	✓		✓	✓	✓			
	Cycle Parking (Promotion)	CTPC	CTPC	-	-	Initial occupation, on-going	✓	✓	✓			✓	✓	✓		✓	
C4	Promotion of Bicycle Hire Schemes	CTPC	CTPC	-	-	Initial occupation, on-going	✓	✓	✓			✓	✓	✓			
C5	Cycle to Work Schemes	Tenant				On-going	✓	✓	✓			✓	✓	✓		✓	

		Delivery					Aims										
		Party Responsible For:				Deadline	Promote Awareness	Promote Uptake	Minimise Single-Occupancy Car Use	Manage On-site Parking	Promote Car-based alternatives	Improve Health	Reduce Pollution	Reduce Congestion	Increase Accessibility by the less mobile	Reduce Unnecessary Travel	Protect Vulnerable Site Users
		Providing Materials	Distributing Materials	Providing Infrastructure	Management												
C6	Showering and Storage Facilities	-	-	Dev*	RMC, FMC	Construction Phase		✓	✓			✓	✓	✓		✓	
PT1	Distribution of Public Transport Map and Information	CTPC	CTPC	-	-	Initial occupation, on-going	✓	✓	✓				✓	✓		✓	
PT2	Promotion of 'Catch the Bus Week' Campaign	CTPC	CTPC	-	-	July (Annually)	✓	✓	✓				✓	✓		✓	
PT3	Season Ticket Loans	Tenant				On-going		✓	✓			✓	✓	✓	✓	✓	
M1	Travel Planning Assistance	CTPC	CTPC	-	-	Initial occupation, on-going	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
M2	Promotion of Externally-Organised Events	CTPC	CTPC	-	-	On-going	Various										
M3	Identification of Other Opportunities	CTPC	CTPC	-	CTPC	On-going	Various										
M4	Continuing Open Dialogue with RBC Travel Planning Officers	-	-	-	CTPC	On-going	Various										

10 Implementation and Management Strategy

Introduction

- 10.1 This section outlines the management strategy for the CTP (and subsequent FCTP).

Travel Plan Implementation

Securing and Funding the CTP

- 10.2 It is envisaged that this CTP will be secured through a Section 106 agreement.
- 10.3 The developer will demonstrate its commitment to this CTP by implementing those measures outlined within the Action Plan for which it has been designated as a responsible party. These are predominantly design measures which will improve connectivity and encourage walking and cycling, whilst minimising car trips to and from the site, naturally through design.
- 10.4 The Developer will ensure that suitable funding for the CTP is provided. This will ensure future commitment and on-going monitoring and review.

CTPC Role and Responsibilities

- 10.5 Effective management of the CTP, combined with clearly defined roles and responsibilities, is recognised as being fundamental to achieving the aims and objectives of this document. It is anticipated that an FMC will be appointed by the Developer, which will in turn appoint the CTPC. The FMC will ensure that up-to-date contact details for the CTPC are provided to RBC.
- 10.6 It is likely that the role of CTPC will be undertaken by an existing member of staff from the FMC on a part-time basis (one day per month) with assistance from colleagues and an external consultancy if necessary. The CTPC's responsibilities will include:
- Obtaining and maintaining commitment and support from commercial tenants;
 - Distributing relevant materials, such as copies of the TIP or CTP upon request;
 - Implementing the promotional strategy outlined in **Section 8** and the action plan outlined in **Section 9**;
 - Providing travel planning advice when requested;
 - Liaising with other occupiers on-site and outside (e.g. stakeholders, RBC, public transport operators) as required;
 - Liaison with other stakeholders to organise promotional events and other marketing opportunities;
 - Attending TFM's;

- Coordinating the implementation and management strategy of the CTP outlined in this section;
- Coordinating the monitoring and enforcement strategy of the CTP as outlined in **Section** Error! Reference source not found.; and
- Co-ordinating with the RMC, FMC and RTPC as required.

Partnership and Collaborative Working

- 10.7 The CTPC will collaborate with other stakeholders as and when required. TFMs will represent an ideal opportunity to collaborate with commercial tenants, employees and other stakeholders (e.g. RBC representatives, local residents) as appropriate. However, the CTPC will also maintain an open line of communication with relevant stakeholders and commercial tenants to permit collaboration as and when required.

11 Monitoring and Review Strategy

Introduction

- 11.1 This section outlines the monitoring and review strategy for the CTP (and subsequent FCTP).

Monitoring

- 11.2 In order to determine the impacts of this Travel Plan, the CTPC will ensure that baseline travel surveys are undertaken within six months of the site's initial occupation or 75% occupancy of commercial units (whichever comes first). The purpose of these surveys will be to determine the typical travel habits of Retail, Office, Health and Community user groups travelling to and from the site.
- 11.3 The results of this survey will replace the Retail and Office mode share forecasts outlined in **Table 6.1** and **Table 6.2**. These may form the baseline for annual travel planning targets as part of the FCTP, should such targets be considered appropriate.
- 11.4 Comparable surveys will be conducted bi-annually following this. These surveys will continue until five years after the baseline travel survey.
- 11.5 The CTPC will seek to gain a +50% response rate from commercial tenants and employees for the baseline and subsequent annual surveys so as to provide an accurate understanding of progress towards established targets.
- 11.6 As previously indicated, TFM's will also be held quarterly in order to permit commercial tenants, employees and other stakeholders an opportunity to gather information or voice concerns.
- 11.7 The results of these events and surveys will be used to assess progress towards the aims and objectives of the CTP and subsequent FCTP, comprehensive strategic reviews of which will be carried out at scheduled intervals, or when considered necessary.
- 11.8 In addition, formal audits of commercial cycle parking will be undertaken six months after initial occupation, and then on an annual basis by the FMC. Following this, the FMC will monitor the condition and usage of commercial cycle parking on a more regular basis but such monitoring will not be as formal or comprehensive.
- 11.9 For reference, **Table 12.1** provides a summary of the travel plan monitoring framework; this includes each monitoring process and its timescales for delivery.

Table 11.1: Travel Plan Monitoring Framework

Action	Timescale
Baseline commercial travel surveys	Within six months of occupation or at 75% occupancy of commercial units (whichever comes first)
Undertake formal audits of commercial cycle parking	Six months then annually
Future commercial travel surveys	1st, 3rd and 5th Year
Transport Forum Meetings (TFMs)	Quarterly
Feedback to Commercial tenants at the development	Quarterly (following TFMs)
Undertake comprehensive strategic review of all aspects of the CTP (including the objectives, the need for targets, the action plan and the monitoring programme)	Six months, 3rd and 5th Year Intervals (or when considered necessary)

Review

- 11.10 The CTP will be reviewed regularly. The data gathered by the surveys will also be analysed by the CTPC. Following the baseline travel survey, the need for travel planning targets will be considered.
- 11.11 In Year 1, 3 and 5 following initial occupation, targets (or the need for targets) will be reviewed against data from each travel survey to determine progress towards the aims and objectives outlined within **Section 4**.
- 11.12 If the monitoring and review process finds that the CTP is under performing and targets are not being achieved, the CTPC would be responsible for meeting with RBC officers to discuss possible explanations and to debate the need for new and updated measures. Any new measures introduced would then need to be marketed to commercial tenants, employees or visitors as applicable to encourage uptake.
- 11.13 The CTP (and subsequent FCTP) will be updated to reflect any new measures, incentives or promotional strategies which evolve from the review process.

Remedial Measures

- 11.14 Any remedial measures would need to be discussed and agreed with the local authority, and should only be considered where there is clear evidence that measures outlined within this CTP have not been adequately implemented.

12 Commercial Travel Plan Co-ordinator Details

Introduction

- 12.1 This section provides the contact details of the current CTPC.

CTPC Contact Details

- 12.2 The contact details for the current CTPC are as follows:

Name: _____

Phone: _____

Email: _____

Appendices

A Site Plan

IBM Model Ref. A71118

Control Information

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