

Shepway District Council

**Transport Strategy  
Smarter Choices**

January 2011

Prepared for

**Shepway District Council**

## Revision Schedule

### Transport Strategy: Smarter Choices January 2010

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# 1 Introduction

## 1.1 Background

- 1.1.1 URS / Scott Wilson has been commissioned by Shepway District Council (SDC) to prepare the Transport Strategy for the District. The remit of the Transport Strategy is to include and consider both transport matters which relate to the existing District area, as well as those relating to the future growth of Shepway.
- 1.1.2 SDC is currently preparing its Core Strategy, which is its lead document in the Local Development Framework. Within this, there are a number of Strategic Site allocations, where it is envisaged that future growth in the district could take place. The Transport Strategy will feed into the Core Strategy, which has been subject to public consultation at both the issues and options, and preferred options stages.

## 1.2 Purpose

- 1.2.1 In considering transport choice and the 'smarter' options which may be available, there is a considerable amount of policy guidance and good practice examples, where schemes have been designed and implemented, to reduce the impact of travel decisions.
- 1.2.2 As such, 'Smarter Choices' apply to both existing land uses and proposed, new developments. In the context of this Transport Strategy therefore, the applicability of smarter choices to both existing and proposed sites within Shepway have been considered.
- 1.2.3 The purpose of this report is to consider the smarter choices which are available, particularly in the context of the current transport environment, as well as the future situation, both in terms of the district of Shepway as well as changes which may occur in transportation and transport policy, more generally.
- 1.2.4 Throughout the preparation of the Transport Strategy, a number of consultation events have been held with local stakeholders and businesses, and officers of both Shepway District Council and Kent County Council, as well as representatives of some of the neighbouring areas. The information that has been gleaned in this process has also been applied to the preparation of this report.

## 1.3 Structure

- 1.3.1 The remainder of this section of the Transport Strategy is set out as follows:
- Section 2 summarises the existing situation;
  - Section 3 seeks to identify the issues which currently exist; and,
  - Section 4 presents the proposed Smarter Choices strategy.

## 2 Existing Situation

### 2.1 Background

- 2.1.1 Awareness of the detrimental effect of unrestrained car use on society, the economy and the environment is increasing. As a response to this, the development of Travel Plans in association with both existing and new developments can make a major contribution to reducing traffic growth and congestion. Travel Plans are not designed to be anti-car but instead, to promote alternatives that are often more appropriate for the journeys which are being undertaken.
- 2.1.2 This is supported by the Department for Transport's (DfT) 'Guidance on Transport Assessments' (March 2007), which highlights the importance of Travel Plans as part of the Transport Assessment process in contributing towards influencing the impact of the respective development, by reducing the overall number of vehicular trips which are generated.
- 2.1.3 Travel Planning is an integral part of all land use planning. Different strategies will be appropriate to the different types of land uses, although all will have common themes of reducing individual travel, particularly at peak times. For instance, both employment (including retail) and residential development is likely to generate the greatest level of transport impact at peak, commuting times. In this context therefore, smarter choice travel options would be likely to focus on reducing travel demand and travel impact at these times. In contrast, the focus in relation to leisure and tourism uses would be more likely to be directed towards the potential of mass travel and encouragement to use sustainable modes.
- 2.1.4 Opportunities exist to provide a holistic package in which individual measures are integrated into the design, marketing and occupation of developments. For existing developments, it is recommended that smarter choice measures are designed and introduced following analysis of existing survey and travel information for the respective site(s). For new developments however, it is recommended that measures should be considered during the planning stage, rather than being 'retrofitted', thereby facilitating travel characteristics to be shaped from the outset of the development.
- 2.1.5 In terms of new developments, this approach more readily allows the combination of the 'hard measures' of site design, infrastructure and new services with the 'soft measures' of marketing, promotion and awareness-raising.
- 2.1.6 The benefits of Travel Planning can include:
- Improving and promoting sustainable development, whilst supporting wider economic growth objectives such as those being targeted by SDC, through the Core Strategy;
  - Introducing benefits for the individual through improved health, lower levels of stress and potential cost savings;
  - Introducing benefits for the employer through a healthier, more motivated workforce, reduced congestion, improved site access for employees and visitors, and reduced costs;
  - Introducing benefits for the community through demonstrating a commitment to environmental priorities, reducing congestion and accidents and inappropriate parking in, and setting an example for others to follow; and,

- Benefiting the environment through local improved air quality, less noise and dirt, less energy demands for vehicle construction and lowering the impact on problems such as climate change.

2.1.7 An effective Travel Plan also has a major part to play in managing vehicle trips on the highway network without compromising capacity on that network.

2.1.8 Generally the aims of an individual Travel Plan are therefore:

- To reduce the dependency on the private car by creating ease of access to other modes of more sustainable travel;
- To provide adequate and suitably located parking for those who need to travel by car; and,
- To sustain and improve alternative patterns of travel over time.

2.1.9 It is important to note that Travel Plan measures vary greatly between different locations. What may be appropriate in an urban location may not be appropriate or relevant to a rural location or even what could be appropriate in one location in a town could be different in another location in the same town. The factors affecting Travel Plans can therefore include:

- **Size** - The size of a development / site influences the scale of the measures
- **Cost** - Measures need to be appropriate and therefore, cost effective
- **Effective** - Measures which are Specific, Measurable, Achievable, Realistic, Timely
- **Influence** - Measures should be capable of influencing travel decisions and mode
- **Measurability** - Targets should be measurable (and able to be linked to enforcement)
- **Success** - Measures should only be introduced if they have potential for success

2.1.10 A Travel Plan will set objectives and tangible targets to effect a perceivable change in transport behaviour, by adopting a package of physical and behavioural measures in order to meet these targets.

2.1.11 At the centre of successful Travel Planning is partnership. The final format of any Travel Plan will be reached through negotiation between the Highway Authority and the individual / group who have prepared and will be committed to thereafter, implementing the plan. In order to be successful, the occupier has to take 'ownership' of the plan and hence has to support the measures within it. Both parties need to sign agreement to the plan.

## 2.2 Policy

2.2.1 Shepway District Council (SDC), working with Kent County Council (KCC) as the highway authority for the district, encourage and promote Travel Planning. As such, they provide their own guidance on the preparation of such plans. In addition however, a number of national policy documents should also be referred to.

2.2.2 A summary of some of the key documents has therefore been prepared, below:

## Planning Policy Guidance 13: Transport

2.2.3 PPG13 outlines the government's objectives with regard to transport, which are to integrate planning and transport at the national, regional, strategic and local level in order to:

- Promote more sustainable transport choices for people;
- Promote accessibility to jobs, shopping, leisure facilities and services by public transport, walking and cycling; and,
- Reduce the need to travel, especially by car.

2.2.4 The Government's guidance, set out in PPG13 in relation to Travel Plans, suggests that there is no standard format but that their relevance to planning lies in the delivery of sustainable transport objectives.

2.2.5 Most notably, the guidance relates this to reductions in car usage (particularly single occupancy journeys) and increased use of public transport, walking and cycling.

## The Essential Guide to Travel Planning (DfT, 2008)

2.2.6 The Essential Guide to Travel Planning brings together experience built up by a range of businesses to detail the requirements in developing and implementing a Travel Plan. The guide is specifically designed to comprise a toolkit for Travel Planning and thus outlines the following:

- How to successfully promote and market the Travel Plan;
- Identify potential savings, costs and income streams that could form the basis of a business case for a Travel Plan;
- Determine what data is required to inform the Travel Plan and associated monitoring process; and,
- Measures that can be employed to encourage a reduction in single occupant vehicle use.

2.2.7 The strategy proposed focuses on boosting all the possible alternatives to single occupancy car use, in an effort to reduce car miles. This is identified as having both environmental and economic related benefits, potentially saving individuals and businesses, time and money.

2.2.8 One of the key messages of the Travel Plan guide relates to how some of the biggest gains can come from reducing the need to travel in the first instance. This includes the implementation of Personalised Journey Planning, the use of home working practices and offering services on site which negate the need for some journeys to take place.

2.2.9 The guide outlines what it believes is required to deliver a successful Travel Plan, this includes the following:

- Buy-in at the top – Senior management support will be important to ensure the necessary resources are allocated to the Travel Plan;

- Buy-in from the individuals – Support from a wide spectrum is crucial in order to ensure the Travel Plan delivers its potential. To achieve this, the plan must be seen to be fair, there must be seen to be a serious support for change, and effective lines of communication must be developed;
- Resourcing – A fixed budget must be set aside to cover the operation and delivery of the Travel Plan which should be clearly co-ordinated, by an appointed individual;
- A Long Term Strategic approach – A framework must be put in place to ensure that the Travel Plan document is an ongoing strategy, which evolves to meet changing circumstances; and,
- Local alliances – There is a need to draw on support available from the local authority, as well as work with other local networks, to draw down and lock in wider benefits.

2.2.10 If the above is delivered, and an appropriate Travel Plan is put in place, then it is reported by *The Essential Guide to Travel Planning* that based on previous experience, driving trips can typically be cut by 15%.

#### **Good Practice Guidelines: Delivering Travel Plans through the Planning Process (DfT, 2009)**

2.2.11 In 2009, the DfT provided supplementary guidelines relating to the delivery of Travel Plans, working through the planning process. The guidelines set out:

- The key policy objectives for Travel Planning;
- The processes for establishing when a Travel Plan is required;
- The structure and contents which are appropriate for the Travel Plan;
- The methods for evaluating and securing the Travel Plan; and,
- The methods for implementing, managing and monitoring the Plan.

2.2.12 With regard to the implementation and management of Travel Plans, the guidance identifies that Travel Plans are living documents which will need to be updated and maintained, throughout the life of the respective development. In doing so, it is recommended that all of the involved partners take responsibility for their actions:

- The developer / occupier should take the lead in respect of delivering the site specific elements of the Travel Plan; and,
- Local authorities need to establish robust databases of all Travel Plans in their areas and post-implementation management arrangements should be identified and included within the Plan.

2.2.13 The guidance notes that there are two-fold benefits to monitoring Travel Plans. The first being to ensure that there is compliance between what was set out in the Plan initially, and what is actually achieved.

- 2.2.14 The second benefit considers the wider implications of delivering Travel Plans over a period of time, or across a geographic area. In this case, the wider effects of Travel Plans can be compared and quantified, an additional source of transport information is created and analysis thereof can help to shape future Travel Plans.

### Low Carbon Transport: A Greener Future (DfT, 2009)

- 2.2.15 In 2009, the DfT produced a document outlining the strategy as to how the government plans to put Britain on the route to a lower carbon future. That document supports the aspirations of both the documents referenced above, in lowering the levels of carbon emitted through travelling.
- 2.2.16 The document recognises that the government have an important role in leading by example, and subsequently outline a strategy, which is underpinned by the need to support a shift towards new technologies and fuels and to promote lower carbon choices.
- 2.2.17 Key focuses include reviewing the connectivity, accessibility and sustainability of public transport, further promoting cycling, working with partners in regions and local authorities to bring forward longer term sustainable transport schemes, promoting change through better information, and finally, reducing CO2 from travel and the distribution of goods.
- 2.2.18 Underlining all of the above, is recognising whether there is a need to travel in the first instance, and as such whether technology or more effective spatial planning can be used to access people, goods or services thus negating the requirement for travel by motorised vehicle.

### South East Plan (2009)

- 2.2.19 The South East Plan (SEP) was published on 6th May 2009 and was the Regional Spatial Strategy for the South East of England. The SEP is the replacement for the now superseded Regional Planning Guidance for the South East (RPG9) and incorporates the Regional Transport Strategy (RTS).
- 2.2.20 In light of the recent announcements from the Coalition Government regarding the spatial planning system and the decision to revoke all Regional Spatial Strategies, no further assessment of these policies has been undertaken.

### Kent Local Transport Plan 2 (2006 – 2011)

- 2.2.21 The second Local Transport Plan for Kent, covering the period up until 2011, was submitted in March 2006 and sets out the transport vision and programme of works for the County. Within the document Kent outline ten strategy objectives including:
- **Accessibility:** Kent County Council (KCC) will support independence and reduce social exclusion by improving transport links to key destinations and bringing services closer to communities;
  - **Demand Management:** KCC will seek to reduce the demand for transport both within and through Kent;
  - **Environment, Heritage and Communities:** KCC will stabilise and, where possible, reverse the adverse effect of transport and its infrastructure on the natural and built environment and on local communities;

- **Health:** KCC will improve the health of Kent residents by reducing the impact of transport, encouraging increased physical activity and enhancing access to key health facilities;
- **Integration:** KCC will encourage integration to maximise the use of sustainable modes and therefore widen choice for Kent residents;
- **Keep Kent Moving:** KCC will manage and maintain the local highway network to maximise the safe and efficient use of road space and provide reliable journey times;
- **Road Safety:** KCC will strive to provide a safe and secure transport system for all users throughout the county;
- **Sustainable Regeneration:** KCC will promote development that reduces the need to travel while supporting the local economy;
- **UK Connections:** KCC will press for more efficient, sustainable transport links with London and the rest of the UK;
- **UK Gateway:** KCC will ensure that international traffic covers its costs, minimises the impact on Kent and its residents and maximises the use of rail.

### Kent Local Transport Plan 3 (2011 – 2016)

- 2.2.22 Kent County Council is currently preparing its third Local Transport Plan (LTP3) to cover the period 2011 to 2016. This will help deliver the regeneration of Kent as outlined in the 'Unlocking Kent's Potential – Framework for Regeneration' document. The LTP3 document(s) is currently at the consultation stage of the process, ending in December 2010.
- 2.2.23 Notwithstanding this, the Countryside Access Improvement Plan (CAIP) 2007-2017 detailed in LTPs states that provision should be made for sustainable transport systems and high quality green space.
- 2.2.24 Moreover, the CAIP states that new developments should include opportunities to include facilities which reduce traffic congestion, improve safety and provide community recreational facilities.

### Guidance on Transport Assessments and Travel Plans (KCC, 2008)

- 2.2.25 In addition to DfT Guidance, KCC prepared their own guidelines for preparing Transport Assessments and Travel Plans in the county, in 2008.
- 2.2.26 Similarly to the DfT guidance, KCC set out thresholds for when Transport Statements or Assessments and Travel Plans should be prepared and what is required to be included within the respective documents.
- 2.2.27 As such, some further detail is provided compared with the national policies, taking into account more local characteristics which are specific to Kent.
- 2.2.28 It is recommended as part of this Transport Strategy therefore, that both national and local guidance is fully adhered to, as appropriate, when new or revised developments are being considered in Shepway and planning applications are prepared for submission.

## New Ways 2 Work: Best Practice Guide to Travel Plans in Kent

2.2.29 The latest Travel Planning guidance for Kent County seeks to outline a step by step approach to developing a Travel Plan. The guidance specifically outlines a 10 step process which should be followed to ensure consistency in Travel Plan development and the preparation of a successful Travel Plan strategy. These steps are as follows:

1. Identify problems and opportunities
2. Determine what a good Travel Plan should contain
3. Secure commitment and identify key responsibilities and stakeholders
4. Gather information including a site audit
5. Analyse results and identify key patterns and opportunities
6. Identify Objectives and Targets
7. Identify Travel Plan measures / initiatives
8. Implementation, Management and Action Plan
9. Marketing and Promotion of the Travel Plan
10. Monitor and Review

2.2.30 The guidance also identifies that it is important to determine and agree as early as possible the structure of the Travel Plan, given that a Travel Plan can take a number of forms. In particular, it is recognised that the ability to influence travel behaviour over time, will depend on the scale of the development, and therefore a Travel Plan may take either an outcomes or measures based approach.

2.2.31 The latter form of Travel Plan is described as suitable for developments that are small scale, not complex or where the end user is known. The idea being that all the key components of the strategy are in place from day one in order to maximise uptake of sustainable travel over the longer term, without the need for the developer to have significant input. Measures which could be applicable for this type of approach include:

- Provision of information about public transport, car sharing and local cycling and walking opportunities;
- Compliance with parking and cycle parking guidelines; and,
- Making information available on public transport routes to the site in any visitor material.

## KCC Guide to Development Contributions and the Provision of Community Infrastructure

- 2.2.32 Kent County Council is the Highway Authority for all adopted roads in the county, other than trunk roads, which are the responsibility of the Highways Agency. As highway authority, KCC are also responsible for the preparation and implementation of the Local Transport Plan, a Bus Strategy and a Bus Information Strategy, the co-ordination of integrated transport in the county and the procurement/support of local bus services to meet the needs of the area.
- 2.2.33 KCC works closely with the District planning authorities (including SDC) and contributions or direct provision for improvements and / or mitigation are usually secured through S106 (Town and Country Planning Act 1990) and S278 (Highways Act 1980) agreements, or through planning obligations and unilateral agreements.
- 2.2.34 A broader approach to more sustainable transport issues is being followed increasingly to provide local solutions such as better walking, cycling and public transport opportunities. In addition to physical infrastructure provision and improvements, contributions may also therefore be required for the 'softer' measures such as improved bus services, car clubs and other solutions which are often identified in Travel Plans, to manage the affects of traffic.
- 2.2.35 In some cases, it is noted that these contributions may be calculated in the context of offsetting any contributions that would otherwise be required to increase highway capacity, but with appropriate performance clauses in place to ensure that sufficient funds are available, should management measures not be as effective as predicted in the first instance.

## 2.3 Travel Plans

- 2.3.1 It is recognised that a number of Travel Plans are already in place in Shepway, some of which have been prepared in connection with new developments. From KCC's perspective, as local highway authority however, it is also noted that a number of employers have implemented Travel Plans and that schools are also required to do so.
- 2.3.2 A summary of the existing situation in the district is therefore provided below:

### Residential Travel Plans

- 2.3.3 Discussions with SDC and KCC have indicated that the following Residential Travel Plans are currently in place, within Shepway:

- Blenheim Court, Barnhurst Lane
- Land at Nickolls Quarry, Hythe (Core Strategy strategic site)

### Workplace Travel Plans

- 2.3.4 Following discussions with SDC and KCC, it is noted that the following Workplace Travel Plans have already been developed within the district:
- Dungeness Power Station
  - Walker Construction (Park Farm)

2.3.5 In addition to the above, a number of Workplace Travel Plans have also been proposed to be implemented. These include:

- Dymchurch and St Mary's Bay, Romney Marsh
- Tesco Stores, Cheriton High Street
- Link Park
- Mixed Use Development, Hawkinge
- Lympne and Santford
- The Saga Group are also understood to have expressed interest in developing site Travel Plans

### School and College Travel Plans

2.3.6 There are 35 primary schools and six secondary schools in the district of Shepway. From discussions with KCC it has been identified that all of the local authority schools in Shepway bar one have a School Travel Plan already in place, albeit that in some cases they are in need of updating. The school without a School Travel Plan is St Peter's CEP School in the Durlocks, Folkestone.

2.3.7 The Travel Plans that are already place are site specific, meaning that each school will have its own measures based on the location of the school, its size and local travel characteristics. Notwithstanding this, KCC have provided a breakdown of current school travel patterns within the district. This information is summarised below in **TABLE 2.1**.

**TABLE 2.1 Current School Travel Patterns - Shepway**

School	Car	Car Share	Public Transport	Walking	Cycling	Other	Survey Total
Primary	2,359	209	127	3,014	76	1	5,786
Secondary	1,245	130	2,142	1,937	112	8	5,574
SEN	121	0	68	15	0	0	204
<b>Combined</b>	<b>3,725</b>	<b>339</b>	<b>2,337</b>	<b>4,966</b>	<b>188</b>	<b>9</b>	<b>11,564</b>

Source: KCC

2.3.8 The data presented above indicates that of the 11,564 pupils in Shepway, the majority walk to school, followed by those who travel by car and those who use public transport. The respective mode splits for the different school and journey types have been calculated are presented in **TABLE 2.2**.

**TABLE 2.2 Current School Mode Splits (%) – Shepway**

School	Car	Car Share	Public Transport	Walking	Cycling	Other
Primary	40.8%	3.6%	2.2%	52.1%	1.3%	0.0%
Secondary	22.3%	2.3%	38.5%	34.9%	1.9%	0.1%
SEN	59.3%	0.0%	33.3%	7.4%	0.0%	0.0%
<b>Combined</b>	<b>32.3%</b>	<b>2.9%</b>	<b>20.2%</b>	<b>43.0%</b>	<b>1.6%</b>	<b>0.0%</b>

Source: KCC

- 2.3.9 Analysis of the mode split proportions confirms that in overall terms that, as suggested above, walking is main mode for school related journeys in the district, followed by car, and public transport.
- 2.3.10 It is noted however, that walking (52.1%) constitutes more than half of all Primary School trips, followed by car (40.8%), with all other modes comprising a small proportion of the remaining mode split. This seems fairly typical for Primary School characteristics given that the majority of children will be accompanied for their journeys whereby short trips will generally be undertaken on foot and longer journeys by car.
- 2.3.11 In contrast therefore, a wider range of travel options are taken up by Secondary School children. In this case, the majority of children (38.5%) travel by public transport, most likely taking advantage of the Kent Freedom Pass which is available for children using bus travel in Shepway. Further information is provided in relation to this in the **Bus Strategy Note**.
- 2.3.12 A high proportion of children also walk (34.9%), with the remaining pupils either travelling by car (22.3%), or a combination of other modes.
- 2.3.13 Based on the above analysis, it is therefore considered that School Travel Plans for Primary Schools are likely to focus on car based trips which could be undertaken using alternative modes, where as Secondary School Plans are more likely to focus on enforcing the range of options which are available. It is noted in the case that fewer trips undertaken by car is likely to be a target but that other measures, such as encouraging increased trips by bicycle (less appropriate at a Primary School) are also likely to be key features of the Travel Plans.

## 3 Issue Identification

### 3.1 Introduction

- 3.1.1 This chapter is concerned with the identification of underlying issues relating to Smarter Choices within Shepway, such that the Transport Strategy can be delivered and implemented with a view to addressing these particular matters.

### 3.2 Approach

- 3.2.1 The role of promoting 'Smarter Choices' and specifically Travel Planning was discussed as part of the consultation workshops which were held in Folkestone, which have fed into the wider development of the Transport Strategy.
- 3.2.2 The first of the two workshop events identified the role of local employers and business Travel Plans as being a key area which could be considered in more detail as part of the Transport Strategy, offering the opportunity to promote Smarter Choices in the district. In addition, the availability of travel information was also identified as a possible barrier to travellers making informed, sustainable travel decisions.
- 3.2.3 In light of the above, the following two areas have been considered in more detail as part of the Issue Identification process:
- Travel Planning – (Workplace and Business)
  - Information Provision

### 3.3 Travel Planning

- 3.3.1 Whilst issues were raised relating specifically to the role of Workplace and / or Business related Travel Plans, a number of comments can be applied more generally to the role of Travel Planning, how Travel Plans are prepared and most importantly, how they are implemented and monitored.
- 3.3.2 The sections below therefore summarise the main Travel Planning issues that have been identified:

#### **Workplace / Business Travel Plans**

- 3.3.3 There are a number of large employers located within Shepway, a number of which are concentrated within Folkestone itself or on industrial parks / business estates in the surrounding area. A number of major employers have therefore been identified, although are not limited to the following:
- SAGA
  - Eurotunnel
  - Church Dwight

- Bouverie Place
- Holiday Extras
- Shepway District Council
- Shearway Business Park
- Link Park Industrial Estate

3.3.4 Particular concerns were raised as part of the consultation process relating to the influence that individual or groups of employers can have on the area in which they are located. Fundamentally of course, the presence of businesses creates jobs and investment. From a transport perspective however, employers can create a significant number of traffic movements, especially at peak times.

3.3.5 In this regard, the travel arrangements of employees and visitors can impact on the operation of the local highway network, resulting in both capacity and safety implications. In particular however, the workshop consultations identified that the most significant implication of employer related transport was parking.

3.3.6 A number of major employers were referred to as having a demand for parking resources which exceeded the available supply at their site(s). In some cases, this situation was suggested to have arisen as a result of a company being located at a site for a long period of time, indicating that the needs and function may have changed. In other cases, there was a concern that the associated parking provision had not been adequate from the outset. In both cases, parking demand and supply should be considered in further detail, relating to travel practices and the types of journeys which are made in association with the site(s).

3.3.7 Equally, concerns were also raised relating to employer focused areas such as business estates like the Shearway Business Park. In this case, there was a concern that insufficient travel methods combined with parking facilities were available, which were considered as having a negative influence on the overall operation of the Park. Discussions with one consultee suggested that it was proving difficult to attract to new businesses to vacant plots at the Park, due to travel and parking related issues.

3.3.8 The following issues have therefore been identified:

- Travel implications associated with businesses / employers:
  - Number of trips made
  - Method of how trips are made (eg. sole occupancy car trips)
- Parking issues:
  - Can effect attractiveness of sites for employers (and their staff / visitors)
  - Can create displaced, off-site parking issues (eg. parking in residential streets)

## Residential Travel Plans & School and College Travel Plans

- 3.3.9 It is noted that there are currently no active Residential Travel Plans in operation in the district and issues relating to these were therefore not identified specifically.
- 3.3.10 In regard to School and College Travel Plans, it is noted that all but one site in the district now has an operational Travel Plan and that these are being monitored. Data provided by KCC has identified for example, that public transport and walking comprise major modes for school and college related travel.
- 3.3.11 In terms of issues therefore, the main points which were raised as part of the consultation events related more generally to the preparation and application of Travel Plans. Whilst the key benefits of Travel Planning were therefore widely acknowledged, there were concerns regarding the impetus for preparing such plans and how they are subsequently implemented.
- 3.3.12 A summary of these issues is provided below:
- Preparation of Travel Plans:
    - What are the incentives for existing site operators to prepare a Travel Plan?
  - Implementation of Travel Plans:
    - How can commitments to undertaking the measures set out within the Travel Plan be secured?

## 3.4 Information Provision

- 3.4.1 In addition to the issues summarised above relating to Travel Planning, the provision of appropriate travel information was also identified as a potential barrier to 'Smarter Choices' being made, in terms of travel decisions.
- 3.4.2 This related to:
- Walking and Cycling Information:
    - Wayfinding
    - Signing and Legibility
    - Awareness of safe and attractive routes
  - Public Transport Information:
    - Route and Service Information
    - Frequency
    - Mode Connectivity (eg. bus – rail)
  - Highway Information:
    - Location of parking facilities

## 4 Transport Strategy

### 4.1 Introduction

- 4.1.1 This 'Smarter Choices' strategy has been developed within the context of the existing issues which have been identified as being relevant to Shepway District. It has considered the operation of the existing transport network and seeks to support the use of sustainable modes of transport, as a broader objective of the overall Transport Strategy.
- 4.1.2 Consideration has been given to both the existing situation and that associated with the potential Strategic Site allocations which may be implemented following the Core Strategy process. A summary of the potential measures that could be progressed through the implementation of the Transport Strategy are provided in this chapter.

### 4.2 Travel Planning

- 4.2.1 Travel Plans are often considered as tools for managing and monitoring travel patterns for new developments. Indeed, depending on the type and scale of new developments, it is a standard requirement by local highway authorities such as Kent County Council that a Travel Plan is prepared to accompany the planning application for the development.
- 4.2.2 Notwithstanding this, it is widely recognised that Travel Plans can create significant benefits across a range of stakeholders, relating to both new and existing developments. Some of these benefits may include:
- Increased awareness of travel choice and the effects of travel decisions;
  - Increases in walking and cycling trips, for short journeys;
  - Increases in public transport journeys;
  - Improvements to health (direct – through exercising more, for example, cycling; and indirect – through environmental improvements, for example, reduced vehicle emissions)
  - Reductions in trips undertaken by car;
  - Reductions in trips undertaken by car, by a single occupant;
  - Improved parking management;
  - Financial benefits, such as reduced costs in terms of providing and maintaining parking spaces; and,
  - Improved road safety.
- 4.2.3 In Shepway, School and College Travel Plans have been retrospectively developed for all but one site and these are now being monitored on an on-going basis. The section presented below concerning Travel Planning therefore considers the possible preparation and implementation of

Travel Plans across Shepway, for both existing and new developments, within the context of the possible benefits that they may be able to offer.

### Workplace / Business Travel Plans

- 4.2.4 Research undertaken by 'Locate in Kent' (during June and July 2010) has identified that levels of business investment in Kent have been exceeded for the period 2009-2010, compared with previous years.
- 4.2.5 During the study period 82 companies have located (or re-located) in Kent, investing in business premises and staff resources. Of the companies surveyed, 64% of respondents cited the High Speed rail connection as a key factor in their decision to locate in the county ('Locate in Kent', 2010).
- 4.2.6 In order for Shepway to cater for both its existing businesses and potential companies which may locate in the district, consideration needs to be given to the ways in which business related travel is managed.
- 4.2.7 The opportunity therefore exists to encourage existing and new businesses to prepare Travel Plans in the district. Research undertaken in relation to 'Smarter Choices – Changing the Way we Travel' (2004) indicated that on average, a 13% reduction in commuter car use could be achieved at businesses where Travel Plans were implemented. A summary of this study is reproduced below at **TABLE 4.1**.

**TABLE 4.1 Changes in Commuter Car Use at British Businesses with Travel Plans**

*Re-produced from Cairns et al (2002) In 'Smarter Choices – Changing the Way we Travel' (2004)*

Business	Cars per 100 staff – Without Travel Plan	Cars per 100 staff – With Travel Plan
Orange (Temple Point)	79	27
Bluewater	69	31
Plymouth Hospital NHS Trust	> 78	< 54
Computer Associates	89	74
Buckinghamshire County Council	71	56
Addenbrooke's NHS Trust	< 74	< 60
Wycombe District Council	77	65
Orange (Almondsbury Park)	92	80
Nottingham City Hospital NHS Trust	73	61
Marks and Spencer Financial Services	< 95	< 83
BP	84	72
Vodafone	< 84	< 75
University of Bristol	44	35
Egg	62	53
AstraZeneca	< 90	< 82
Government Office for the East Midlands	< 45	< 38

Pfizer	75	68
Agilent Technologies	71	65
Stockley Park	< 88	< 84
Oxford Radcliffe Hospitals NHS Trust (JR Site)	58	54
Boots	65	62
<b>Average</b>	<b>74</b>	<b>61</b>

- 4.2.8 On average, the 'Smarter Choices' study found that the implementation of a Workplace Travel Plan could lead to a reduction in commuter vehicles, per 100 staff, from 74 to 61.
- 4.2.9 A key consideration for businesses looking to prepare and implement a Travel Plan, particularly retrospectively if the site is already operating, will be the cost. Although there are likely to be some economic benefits in having an effective Travel Plan in place, it is difficult to measure in tangible terms, the extent of these savings.
- 4.2.10 From an operational point of view however, the 'Smarter Choices – Changing the Way we Travel' (2004) study has undertaken some research concerning the cost of implementing a Workplace Travel Plan. This analysis is re-produced below **TABLE 4.2**.

**TABLE 4.2 Cost of Workplace Travel Plans per Employee Targeted**

*Re-produced from Cairns et al (2002) In 'Smarter Choices – Changing the Way we Travel' (2004)*

Location of Business	Cost per Employee Targeted (£)
Birmingham	0.7
Bristol	4.3
Buckinghamshire	5.0
Cambridgeshire	1.7
Merseyside	1.8
Nottingham	3.8
York	2.0

- 4.2.11 The research presented above indicates that a Workplace Travel Plan can cost between £0.70p and £5.00 to operate, per employee targeted through the specific Travel Plan measures.
- 4.2.12 Notwithstanding the above, discussions with KCC have indicated that Workplace Travel Plans should be considered as an investment, rather than a cost. Within this context, a number of possible benefits, each with potential financial savings, have been identified:
- Improved employee health and well-being (through undertaking more journeys on foot or by bicycle) contributing to reduced absenteeism and increased staff retention;
  - Reduced stress, through not driving at peak times and experiencing potential congestions, contributing to greater productivity; and,

- Possible financial benefits through the reduced need to provide car parking spaces (KCC have indicated that this can range from between £400 and £1000 per space, per annum).

4.2.13 Of particular relevance therefore, is the type of measures that might be able to be implemented through the Travel Plan process. It is suggested that the following, might be considered for inclusion, combining a mixture of 'hard' and 'soft' measures:

**'Hard' Measures**

- Location of the site itself (a site located in a sustainable, accessible location, will be likely to require fewer other hard and soft measures to be delivered, through Travel Planning;
- Travel Plan information boards installed in key locations, in both staff and visitor areas;
- Installation of lockers, showers, drying facilities and cloakrooms to support those who travel on foot or bicycle;
- Provision of secure (and covered if possible) cycle parking facilities on site; and,
- Parking entitlement or charging should be considered.

**'Soft' Measures**

- Travel Information Packs should be provided to all staff, giving information for sustainable travel modes;
- Travel Plan information boards should be kept updated with information on sustainable travel including:
  - Public transport timetables, contact numbers and relevant web sites of public transport providers;
  - Information on bus stops locations and service details;
  - Details of walking and cycle routes;
- Consider the possibility of discounted tickets for public transport services; and,
- Staff should be encouraged to sign up to Kentjourneyshare ([www.kentjourneyshare.com](http://www.kentjourneyshare.com)) which replaces the previous Kentcarshare initiative, as it facilitates the sharing of walking, cycling and taxi trips, as well as car trips. Where appropriate, as part of the implementation of Travel Plans it may be possible to allocate preferential car parking spaces at developments, for car sharers and users of this scheme.

4.2.14 It is suggested that all new business developments in the district are encouraged to prepare a Workplace Travel Plan, to be implemented from first occupation of the respective site(s).

4.2.15 For existing business developments, it is suggested that a Travel Plan Forum is established between Kent County Council and Shepway District Council. In the first instance, the Forum would identify a number of larger employers in the district such as those referred to at

**PARAGRAPH 3.3.3** and engage with them, setting out the potential benefits of Travel Planning to the respective employer(s).

- 4.2.16 KCC and SDC should provide support to employers setting up retrospective Travel Plans and where possible, incentives should be provided. For example, it may be possible through the development of a partnership approach with Stagecoach (bus operator) or Southeastern (rail operator) as part of the Forum, to agree a discounted season ticket or pass arrangement to promote the uptake of the Travel Plan(s).
- 4.2.17 Furthermore, there will be opportunities for the Travel Plans to be integrated with other measures being promoted through the Transport Strategy, relating to the following:
- **Bus Strategy** – which principally promotes the use of bus travel within the district, across the five key corridors which are currently provided.
  - **Rail Strategy** – which offers key business advantages in terms of the High Speed connections which are available between Folkestone and London, and other stations on route, or accessed through onward connections.
  - **Walk, Cycle & Leisure Strategy** – which promotes improved wayfinding and legibility as a means of increasing mode integration.
  - **Parking Strategy** – whereby employers actively managing their parking provision may be able to integrate their strategy with the proposals to encourage increased uptake and use of parking resources currently provided by SDC in the district, and particularly those in Folkestone town centre.
- 4.2.18 When a Travel Plan is prepared, as part of its implementation it will be necessary to monitor and enforce the Plan, to ensure that it is on track in meeting its objectives:
- Travel Plan Monitoring is a mandatory requirement associated with implementing a Travel Plan. This process should include annual travel surveys to investigate whether the original aims and objectives of the Plan are being met.
  - Travel Plan Enforcement should be agreed in advance with the local highway authority. This allows aims and / or objectives which are not being achieved to be reviewed and ultimately for the local highway authority to intervene as necessary, and mitigate subsequent issues.

### Residential Travel Plans

- 4.2.19 Given that there are only a small number of active Residential Travel Plans in the district at the moment, this section of the strategy is predominantly concerned with new residential developments, which could have Travel Plans in the future.
- 4.2.20 A Residential Travel Plan will establish the strategy for influencing travel patterns to and from the development, thereby promoting sustainable travel for all users. The Travel Plan would need to be submitted as part of the application for the development and would be expected to be implemented from first occupation, in order to ensure that sustainable travel practices are instilled from the outset.

- 4.2.21 It should be noted that Travel Plans are not ‘anti-car’ strategies. As above therefore, a range of ‘hard’ and ‘soft’ measures exist which can be implemented to promote sustainable travel, increase travel awareness and potentially reduce car travel. Examples include:

**‘Hard’ Measures**

- Location of the site itself (a site located in a sustainable, accessible location, will be likely to require fewer other hard and soft measures to be delivered, through Travel Planning;
- Travel Plan information boards installed in key, central locations, near to community facilities;
- Provision of secure cycle parking facilities both at dwellings (long stay / permanent) and in communal areas, for visitor use (short stay); and,
- Parking entitlement, allocation and management should be agreed and managed.

**‘Soft’ Measures**

- Travel Information Packs should be provided to all residents, giving information for sustainable travel modes;
- Travel Plan information boards should be kept updated with information on sustainable travel including:
  - Public transport timetables, contact numbers and relevant web sites of public transport providers;
  - Information on bus stops locations and service details;
  - Details of walking and cycle routes;
- Consider the possibility of introductory discounted tickets for public transport services and / or cycle purchase vouchers; and,
- Introducing a car club at the development.

- 4.2.22 The Travel Plan measures should aim to achieve more sustainable travel patterns from the first phase of development delivery, rather than cutting car use incrementally once the residents are in occupation. From an assessment point of view, it is therefore recognised that some developers and their consultants may seek to consider the impact of their development, based on lower trip generation estimates, assuming that the Travel Plan to be implemented will be effective.

- 4.2.23 This is discussed in more detail as part of the **Highway Strategy** and **Spreadsheet Model Report**. Notwithstanding this, it is important to ensure that when assessments take into account possible benefits that may be achieved through Travel Planning that these are both monitored and where necessary, enforced (as discussed previously):

- Travel Plan Monitoring – This is a mandatory requirement associated with implementing a Travel Plan at new development sites and should include annual travel

surveys to investigate whether the original aims and objectives of the Plan are being met.

- Travel Plan Enforcement – This should be agreed in advance, with the local highway authority. Where aims and / or objectives are not being achieved, a range of alternative measures should be available for implementation to assist in reaching the associated target. Ultimately, a resource (assumed to be financial) should be secured through the planning consent which can be available to the local highway authority to step in and mitigate issues which arise in the event that the Travel Plan is not as successful as originally predicted.

### School and College Travel Plans

4.2.24 It is noted that all but one of the existing school and college sites already have operational Travel Plans in the district. It is understood that the remaining site will also be preparing a Travel Plan in the near future.

4.2.25 School and college Travel Plans offer one of the most important opportunities to increase travel awareness and promote sustainable travel behaviour amongst the younger age groups, who will become the next generation of householders, commuters and car drivers. As such, there are a range of benefits, which include:

- Children who walk or cycle are fitter and healthier and have been shown to be less likely to go on to suffer from such conditions as obesity, heart disease and diabetes in adulthood;
- When they arrive at school, children who have walked or cycled are more alert and receptive to learning than those who arrive by car;
- Pedestrians, as well as cyclists, tend to be less susceptible to pollution from car exhausts than car passengers; and,
- Children and students who travel on foot, bicycle or public transport from an early age are more likely to consider these modes for work or other travel later in life (as discussed above).

4.2.26 In addition to measures to promote walking and cycling it is recognised that KCC promote a number of School Travel Plan specific schemes in the county, which also apply to Shepway. These include:

- Walking Buses - As a way of walking pupils to and from school along a specific route, picking up and dropping off pupils from or near to their homes. KCC provide further information and support for schools wishing to set up Walking Bus schemes;
- Walk once a Week (WoW) - In order to encourage pupils, parents and staff to see walking to school as an everyday activity, Living Streets run the WoW scheme, which rewards pupils with a badge if they walk to school regularly. Similar to this, KCC also run the 'Green Footsteps Challenge';
- In Kent, it is noted that a variation of these walking schemes has already been established; 'Walk on Wednesday's' (WoW), which is particularly promoted for schools;

- Cycle Safety – To encourage cycling to school (usually for pupils in Year 6 and above), through organised training sessions via the Kent Rider Safer Cycling Scheme; and,
- Car Sharing – Can be suitable for both staff and pupil travel and offers the opportunity to reduce the number of car trips that are made.

4.2.27 For any new educational facilities that come forward in the future therefore, it is suggested that Travel Plans are prepared, in advance of the schools / colleges becoming operational.

4.2.28 It is noted that the Government's formalised Travel to School Initiative (TTSI) has now come to an end, but discussions with KCC have identified that the local authority will continue to work closely with their schools to ensure the longevity and effectiveness of School Travel Plans. It is envisaged that this work is likely to be supported, in part at least, through the Local Sustainable Transport Fund.

### Travel Plan Monitoring

4.2.29 The role of monitoring and enforcing both Workplace and Residential Travel Plans has been discussed above. In relation to this however, it is worth noting that Kent County Council have procured the iTRACE Travel Plan data collection and monitoring tool.

4.2.30 As well as being a valuable tool in assisting local authorities to track and monitor Travel Plan requirements across their respective areas, it also allows monitoring data to be collected from all of the relevant sites, in a consistent way. Thus, monitoring data can then be compared on a like-for-like basis.

4.2.31 All developers and organisations which are required to prepare and monitor a Travel Plan in Kent as part of a planning condition are therefore required to register with and use the iTRACE system. It is also recommended that organisations who prepare voluntary plans also register with iTRACE (there is no charge in this instance).

4.2.32 In addition to the above, KCC recently prepared an Informal Guidance Note: 'Securing Developer Contributions to Ensure the Effective Implementation and Monitoring of Travel Plans in Kent' (December 2010) which has since been endorsed by the Kent Planning Officer's Group (KPOG).

4.2.33 The Guidance Note sets out the principle of charging developers and organisations a monitoring fee for Travel Plans, thereby recognising the implications for local authorities associated with the implementation and monitoring process. The formal status of the document has not yet been confirmed but the underpinning principles of the consultation version of the document are supported by this Transport Strategy. A summary of the suggested monitoring fees is provided below at **TABLE 4.3**.

**TABLE 4.3 Suggested Travel Plan Monitoring Fees to be levied by Kent County Council\***

Application Size	Evaluation and Pre-Implementation Support (at application stage)	Post-Implementation Monitoring and Support Fee (at occupation stage)	Total Fee
Standard to Major	£500 to £1000	£4500 to £9000	£5000 to £10000

Re-produced from 'Informal Guidance Note: Securing Developer Contributions to Ensure the Effective Implementation and Monitoring of Travel Plans in Kent' (December 2010)

## Travel Plan Summary

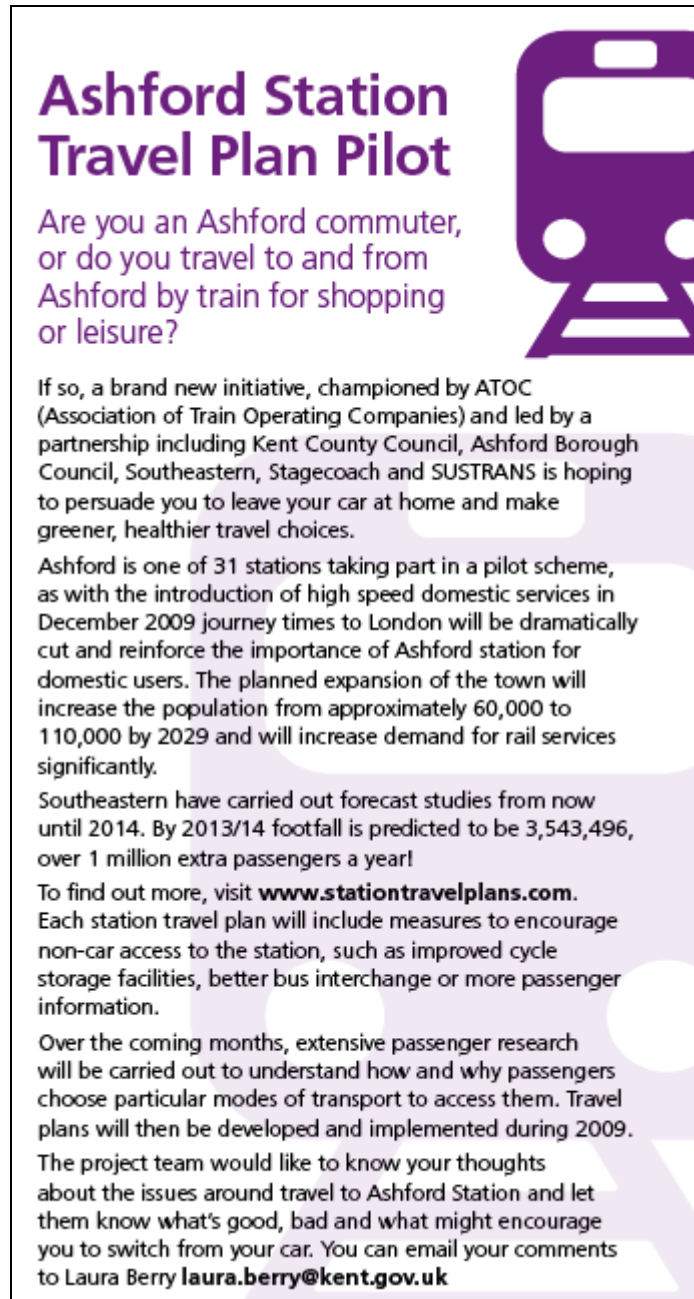
- 4.2.34 This section of the Transport Strategy has identified the role of 'Smarter Choices' within the context of Travel Planning, across the three main land uses of Workplace, Residential and Education. The possible benefits of Travel Plans have been investigated and the types of measures which can be delivered have been summarised.
- 4.2.35 In rolling out the wider implementation of Travel Plans in Shepway, via the co-ordination that can be provided through the Transport Strategy, the proposed approach is summarised in more detail in **TABLE 4.4** below.

**TABLE 4.4 'Smarter Choices' Strategy - Travel Plan Summary**

Travel Plan	Development(s)	Travel Plan Status	Process
Workplace	Existing	Limited – Major Employers to be targeted	Shepway Travel Plan Forum to be established (SDC to invite KCC, HA, Stagecoach and Southeastern to participate) Major employers to be targeted (see Paragraph 3.3.3) SDC to consider 'leading the way' by developing their own Travel Plan
	Proposed	All new sites require Travel Plans (associated with planning application)	Development Control process to co-ordinate planning application preparation (eg. Transport Assessment and Travel Plans, to be linked to s106)
Residential	Existing	Recent developments have active Travel Plans	Travel Plans to be monitored, in accordance with the arrangements which are already in place, established by the planning conditions
	Proposed	All new sites require Travel Plans (associated with planning application)	Development Control process to co-ordinate planning application preparation (eg. Transport Assessment and Travel Plans, to be linked to s106)
Education	Existing	All but one site in Shepway have active Travel Plans	Existing Travel Plans to be monitored on an on-going basis KCC Travel Plan Officer to review monitoring information (feed into SDC Travel Plan Forum?)
	Proposed	All new sites require Travel Plans (associated with planning application)	Development Control process to co-ordinate planning application preparation (eg. Transport Assessment and Travel Plans, to be linked to s106)

- 4.2.36 In addition to the above, one further area for possible Travel Planning has been identified in specific relation to **Rail Strategy** which has been developed as part of the Transport Strategy. As discussed in the 'Rail' document, there are four mainline rail stations in Shepway, two of which are served by the High Speed (HS1) connection to London.
- 4.2.37 With populations set to increase and the Core Strategy for SDC specifically setting out the growth agenda for the district in terms of housing, employment and the strategic site allocations, it is considered that Station Travel Planning may be able to increase the mode share for rail in relation to other available modes, for both the existing and future communities.
- 4.2.38 It is noted that Ashford has already launched its Pilot Station Travel (**FIGURE 4.1** below).

FIGURE 4.1 Ashford Rail Station – Travel Plan Pilot



**Ashford Station  
Travel Plan Pilot**

Are you an Ashford commuter,  
or do you travel to and from  
Ashford by train for shopping  
or leisure?

If so, a brand new initiative, championed by ATOC (Association of Train Operating Companies) and led by a partnership including Kent County Council, Ashford Borough Council, Southeastern, Stagecoach and Sustrans is hoping to persuade you to leave your car at home and make greener, healthier travel choices.

Ashford is one of 31 stations taking part in a pilot scheme, as with the introduction of high speed domestic services in December 2009 journey times to London will be dramatically cut and reinforce the importance of Ashford station for domestic users. The planned expansion of the town will increase the population from approximately 60,000 to 110,000 by 2029 and will increase demand for rail services significantly.

Southeastern have carried out forecast studies from now until 2014. By 2013/14 footfall is predicted to be 3,543,496, over 1 million extra passengers a year!

To find out more, visit [www.stationtravelplans.com](http://www.stationtravelplans.com). Each station travel plan will include measures to encourage non-car access to the station, such as improved cycle storage facilities, better bus interchange or more passenger information.

Over the coming months, extensive passenger research will be carried out to understand how and why passengers choose particular modes of transport to access them. Travel plans will then be developed and implemented during 2009.

The project team would like to know your thoughts about the issues around travel to Ashford Station and let them know what's good, bad and what might encourage you to switch from your car. You can email your comments to Laura Berry [laura.berry@kent.gov.uk](mailto:laura.berry@kent.gov.uk)

## 4.3 Information Provision

- 4.3.1 In order to promote 'Smarter Choices' it has been identified that improved information needs to be available regarding the travel options which exist and how these can be accessed.
- 4.3.2 Walking and cycling are viable modes for short journeys in all communities and Shepway already has suitable networks to accommodate increased travel by these modes. In addition, the district benefits from a good quality, efficient and largely commercial bus service which offers excellent coverage of the district. Most recently, the rail network has experienced a significant

upgrade with Shepway now being served by the first domestic High Speed connection, linking the district's two Folkestone Stations to London with journey times less than one hour.

- 4.3.3 Mode integration and the provision of further information regarding the travel opportunities that are already available has therefore been identified as being very important and a number of measures have already been identified for further consideration as the Transport Strategy is implemented, by a number of the mode specific strategy documents. A summary of these measures is provided below:

#### **Walk, Cycle and Leisure Strategy**

- To promote a safer environment and enhanced legibility, by:
  - Improving road crossing points
  - Improving signage and removing 'street clutter'
  - Completing selected links to promote wayfinding (for example, between the bus and rail stations in Folkestone)

#### **Bus Strategy**

- To provide an enhanced bus network, building on the five key corridors and promoting accessibility, by:
  - Providing support to increase frequencies
  - Reviewing the provision of off peak services
  - Considering revising one-way working in Folkestone town centre
  - Providing improved accessibility to Bouverie Place Bus Station
  - Reviewing bus shelters & waiting facilities
  - Investigating the implementation of Real Time Information

#### **Rail Strategy**

- To provide better access to and integration with the rail stations, by:
  - Providing better signage between the stations and local facilities and bus stops
  - Encouraging mode integration (for example, through upgrading bus stops near rail stations)
  - Upgrading rail facilities (for example, waiting areas)

#### **Parking Strategy**

- To provide effective, balanced parking resources across the district, by:
  - Integrating management of on and off street parking

- Reviewing off street parking charges
- Introducing on street parking charges
- Promoting 'visible' parking provision for use by tourists

**Smarter Choices (complimentary measures promoted by this strategy document)**

- Travel Planning (Workplace, Residential, School and Rail)
  - Promoting walking and cycling for short journeys
  - Promoting bus and rail travel as alternatives to car travel
  - Encouraging car sharing and car clubs, for journeys which need to be made by car
- Shepway Travel Plan Forum (to initiate and monitor Travel Plans)

## 4.4 Strategic Sites

4.4.1 Seven strategic development sites are currently being considered for future development in the district and applications associated with each of these would need to go through the formal planning process, in due course. The sites being considered are:

- New Romney;
- Folkestone Seafront;
- Risborough & Napier Barracks;
- Hawkinge;
- Folkestone Racecourse;
- Lympne Airfield; and
- Sellindge.

4.4.2 In each case, the developer(s) will be expected to prepare and submit a Travel Plan in connection with the planning application. The Travel Plans will need to propose a series of measures for delivery during the life of the Plan, based around a series of measurable targets and over-riding objectives.

4.4.3 In light of this, the Travel Plans will need to be overseen by an appointed Travel Plan Co-ordinator (TPC) and monitored, on an annual basis. A range of measures should be available for implementation to assist in reaching each of the targets and a clause should be included for the provision of additional resources (assumed to be financial) which can be available to the local highway authority to step in and mitigate issues which arise in the event that the Travel Plan is not as successful as originally predicted.

## Transport Management Area (TMA)

- 4.4.4 In addition to the above, the opportunity to implement Transport Management Areas (TMAs) will also be created firstly, through the delivery of the Core Strategy in relation to a number of the Strategic Site allocations and secondly, in relation to larger, existing developments in the district.
- 4.4.5 A TMA is a private, not for profit-company, that is set up to provide an institutional framework for the delivery of Travel Planning for a defined geographical area. The UK's first business led TMA was established at Sowton, Exeter, in 2006 and this emerging initiative has the backing of the Department for Transport (DfT) and Transport for London (TfL), amongst others. TMAs are member controlled and offer many benefits over and above simplified Travel Plan networks, as a mechanism for co-ordination and management.
- 4.4.6 The TMA is starting to be applied to new developments where there are multiple occupiers, for example large residential schemes or business parks, as a means to deliver the site Travel Plan. In this context, each occupier is required to be a Member of the TMA through legal obligation and pays a membership fee on an annual basis.
- 4.4.7 The TMA is secured through the Section 106 associated with the planning consent as the mechanism to deliver the Travel Plan and the developer establishes and pump primes the TMA. The TMA manages individual Travel Plans for the occupiers, if appropriate and provides the area-wide Travel Plan elements which can include Travel Plan Co-ordinator, Steering Group, shuttle bus, car sharing information, car club management, marketing and incentives / disincentives (including financial).
- 4.4.8 Establishing a TMA to deliver the Travel Planning can bring the following benefits:
- Mechanism for the continuity and longevity of Travel Planning at the development after the developer involvement is finished (for example, following the five year monitoring and implementation period);
  - Delivers of equitable, economies of scale to Travel Planning measures;
  - Allows developments / occupiers of different scales to offer meaningful Travel Planning benefits; and,
  - Gives the organisation of the Travel Plan increased credibility.
- 4.4.9 In terms of the Transport Strategy therefore, it is suggested that TMAs could apply to a number of the strategic site allocations as well as some existing businesses, should Travel Plans be established at those locations. **TABLE 4.5** presents the proposed Travel Plan and Transport Management Area approach which could be delivered through the Transport Strategy.

**TABLE 4.5 Travel Plan and Transport Management Area Strategy**

Status	Travel Plan & Transport Management Area	Site(s)
Existing Sites	Travel Plans to be prepared for each of the respective sites which can then be managed under the <b>Folkestone Transport Management Area</b> , which each site would need to be a member of	Shepway District Council SAGA Church Dwight Bouverie Place Other large Town Centre employers
	Travel Plans to be prepared for each of the respective employers which can then be managed under the <b>Shearway Transport Management Area</b> , which each site would need to be a member of	Shearway Business Park
	Travel Plans to be prepared for each of the respective employers which can then be managed under the <b>Link Park Transport Management Area</b> , which each site would need to be a member of	Link Park Industrial Estate
Core Strategy Site Allocations	Travel Plan(s) to be prepared for the proposed development. Given its overall scale and the mix of land uses that will be provided combined with existing seafront uses, the Travel Plan(s) can then be managed under the <b>Folkestone Seafront Transport Management Area</b>	Folkestone Seafront
	Travel Plan(s) to be prepared for each of the proposed development sites. Given their scale and relative location to each other, optimised benefits are likely to be derived from the Travel Plan(s) through their integrated management under the <b>Strategic Triangle Transport Management Area</b>	Folkestone Racecourse Lympe Airfield Sellindge

## 4.5 Smarter Choices Strategy Summary

- 4.5.1 This 'Smarter Choices' strategy has considered existing issues which have been identified in the district of Shepway, including those that have been raised through the consultation workshops. As such, a number of key measures have been identified within the context of the following objectives, established as part of the aforementioned workshops:

**Over-arching Objective: To inform those who travel of the choice that is available:**

- **SC1** Encouraging Travel Plans for businesses, health facilities and service providers
- **SC2** Work with schools and colleges to deliver their Travel Plans
- **SC3** Support car sharing and car clubs

- 4.5.2 Key measures have been identified and presented in this Strategy document relating specifically to Travel Planning and Information Provision, as well as the strategic developments. In light of this, the main measures which have been identified herein have been summarised below in **TABLE 4.6**.

**TABLE 4.6 Smarter Choices Delivery**

Short Term Measures	→	Medium Term Measures	→	Long Term Measures
SDC establish a Travel Plan Forum, to consult with local employers		SDC prepare and implement their own Travel Plan, as a major employer in the district		Establish a Transport Management Area for Folkestone, which can include other major employers
Remaining school site to prepare and implement a Travel Plan		KCC to continue to manage / monitor School Travel Plans		
New developments to prepare Travel Plans, as part of the planning application process		Travel Plans to be monitored with penalties and enforcements available to SDC / KCC		Transport Management Areas to be established for Folkestone Seafront and the 'Strategic Triangle' sites
Provision of information regarding travel choice to be reviewed		'Smarter Choice' objectives to be undertaken to accord with the wider delivery of the Transport Strategy (eg. wayfinding, bus and rail promotion, parking management etc)		
		Rail station Travel Plans to be considered		