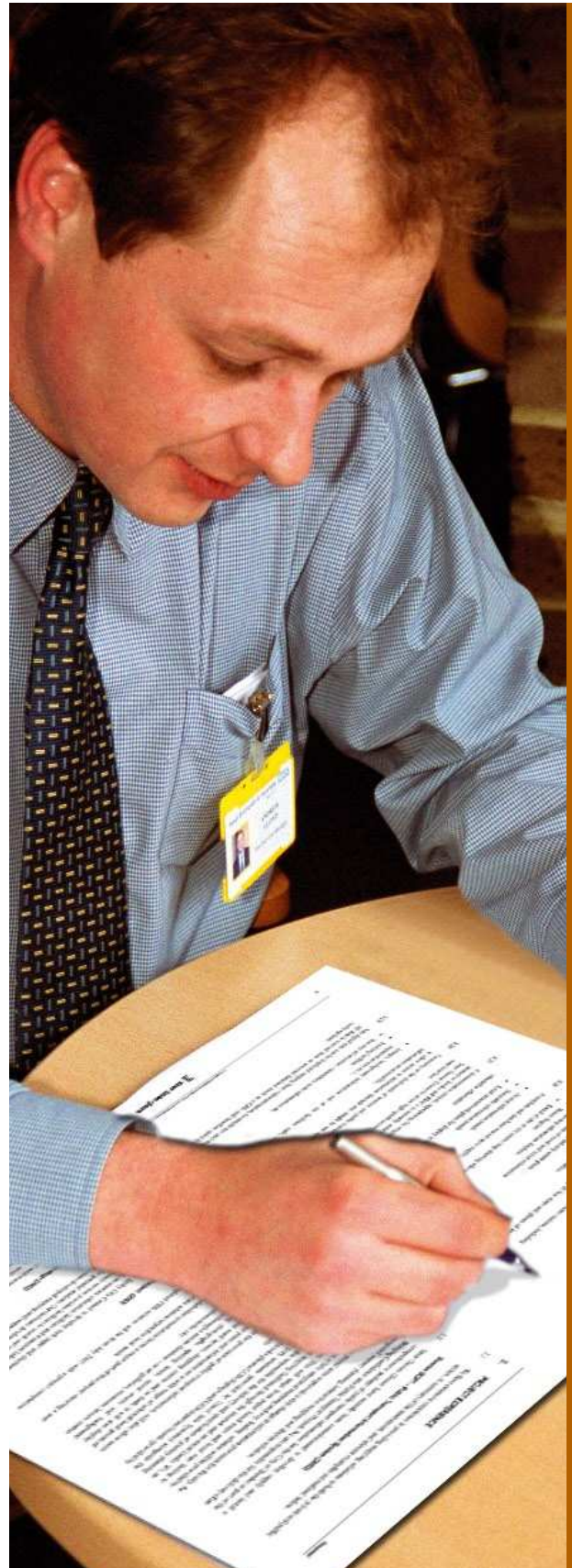


Putting the travel plan into writing

It is important that a written document is produced that sets out the travel plan clearly and concisely.



9.1 Writing an effective travel plan document

It is important that a written document is produced that sets out the travel plan clearly and concisely. Senior managers will be expected to read the document as it will need to be approved by an Executive Board or similar.


The document therefore needs to be concise and easy to read. A document of more than 15 to 20 pages, excluding appendices, is probably too long. The main document should include the key points and an executive summary of no more than two sides. Additional material can be appended.

Suggested structure for a travel plan document

Section heading	Content	Description of content
Executive Summary	Summary of key points –this may be the only section of the travel plan that some senior managers will have time to read, so it needs to be succinct.	<p>Include the over-riding objective, the sub-objectives and the targets.</p> <p>Provide a summary of measures to be introduced to encourage travel by different modes for different user groups, eg, staff, patients and visitors.</p>
Section 1: Introduction	Background	Provide background information about the nature of the Trust's activities, the location of the sites, the number of staff, etc. Outline the reasons for travel plan development and provide an overview of actions taken to inform the travel plan.
	Benefits of travel plan development	Briefly outline the benefits to the Trust of travel plan development. Management may be sceptical of the need to develop a travel plan, particularly in a central London location when few members of staff drive to work. Therefore it is helpful to highlight the benefits 'up-front' in the travel plan (see section 1.2).
	Scope of the travel plan	Explain the scope of the travel plan in both the long term and the short term. For instance, the Trust may initially wish to focus on staff travel, but then in the longer term patient and visitor travel, and fleet deliveries may be addressed.

Section heading	Content	Description of content
Section 2: Activities undertaken to inform travel plan development	Site assessment	Explain the key aims of the site assessment and include key findings. Append full details of the site assessment, or provide a separate site assessment report (but refer to the location of the site assessment document in the travel plan so that it can be easily located).
	Staff/patient/visitor travel survey	<p>Explain the key aims of the travel survey(s) and append the questionnaire and the full travel survey results to the travel plan.</p> <p>Include key findings from the travel survey in the main body of the report, for example, mode used to travel to work (split between individual sites if multiple sites are being addressed by the travel plan), feedback on measures likely to encourage use of different modes etc.</p>
Section 3: Objectives and targets	Objectives	The over-riding objective of the travel plan and any supporting sub-objectives should be specified.
	Targets	Targets to support the objectives, that have been agreed, should be clearly set out and should include target dates for achievement.
Section 4: Management and promotion of the travel plan	Management of the overall travel plan	<p>The travel plan should identify:</p> <ul style="list-style-type: none"> • who will act as travel plan co-ordinator • how the travel plan will be managed, for example, via a Steering Group, and what the membership of that group will be.
	Working with others	Details should be provided of appropriate individuals/ organisations with whom the Trust will work to deliver the travel plan, for example, the local authority, other Trusts, Transport for London, etc.

Section heading	Content	Description of content
	Awareness raising and marketing	The document should include an overview of activities that could form a part of the marketing and awareness raising strategy for the travel plan.
Section 5: Measures for addressing staff travel	Encouraging bus/underground use	<p>Briefly provide an overview of how many staff currently travel by bus/underground, and the measures that were identified by staff for encouraging further use of these modes (from the staff travel survey).</p> <p>Identify actions to be implemented/explored for encouraging use of bus/underground.</p>
	Encouraging train use	As above
	Encouraging walking	As above
	Encouraging motorcycling	As above
	Encouraging cycling	As above
	Encouraging car sharing	As above
	Car park management	Explain how parking will be managed to ensure travel by alternatives is encouraged. Even in central London, locations where car parking may be extremely limited, it is useful to explain the policy for parking.
	New recruits	Identify measures that will be introduced to influence how new starters choose to travel to the site.
	Work practices	Outline proposals for encouraging flexible working, reducing the need to travel by encouraging homeworking etc.
Section 6: Measures for addressing patient and visitor travel		Identify measures that will be introduced to influence how patients and visitors choose to travel to the site.

Section heading	Content	Description of content
Other sections can be added here if the scope of the travel plan covers other types of transport	for example, fleet vehicles, deliveries, etc.	
Section 7: A programme of monitoring and review		Explain when/how often repeat surveys/snapshot surveys will be undertaken and who will be responsible for monitoring. Also, identify how this will feed into the review of the travel plan.
Section 8: A programme for implementation of measures	A programme for implementation of measures should be included either as a separate section of the document or as an appendix—this is a very important element of the travel plan, so care needs to be taken to make sure that it does not get ‘lost’ amongst other appendices.	The programme should include an action plan of measures planned for implementation, together with a target date. An example of an action plan is provided in Appendix 9A  .