

Achieving Effective Workplace Travel Plans

Guidance for Local Authorities



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Chapter 1: Introduction and Context

1.1 What is a Workplace Travel Plan?

A Workplace Travel Plan is sometimes referred to as a “Mobility Management Plan”, however for the purpose of the guidance, the term “Workplace Travel Plan” will be used.

Where the term “Workplace Travel Plan” is used, this relates to two distinct levels of Workplace Travel Plan which may be required for differing types and size of development. These are the ‘Standard Workplace Travel Plan’ and the ‘Workplace Travel Plan Statement’. In general Workplace Travel Plan ‘Statements’ may be requested for smaller developments. The distinction between a ‘Standard’ Workplace Travel Plan and a Workplace Travel Plan ‘Statement’ is set out in Chapter 2: Recommended Thresholds and Contents.

A Workplace Travel Plan is an effective instrument used within the planning process to promote and support sustainable travel patterns to work at a site-specific level. It consists of a package of actions and measures to promote more sustainable and cost-effective travel habits among employees, clients and visitors. Although the term “Workplace Travel Plan” will be used throughout, this guidance is applicable to workplaces, colleges and hospitals, as measures can be applied to staff, students and visitors. Local authorities can apply the general principles and process of delivering a Workplace Travel Plan to other types of development, for example in developing retail and residential travel plans, however some of the measures may be different. The National Transport Authority (NTA) have produced a ‘Toolkit for School Travel’ which provides guidance on school travel plans and the NTA also intend on producing further guidance on retail and residential travel plans.

1.2 Why are Workplace Travel Plans required?

International experience has shown that a methodical and planned approach to targeting commuting and visitor patterns at an organisational level, can pay major dividends in terms of promoting sustainable travel. While such an approach benefits the organisations and individuals concerned, in terms of health and quality of life improvements, it also benefits the State in terms of reduced congestion, reduced environmental emissions, a reduced need for expensive road building and, over the longer-term, potential reductions in health expenditure. Effective Workplace Travel Plans can also increase return on public

investment in public transport and cycling infrastructure, and increased the quality of links between the public and private realm.

In 2011, the mode share to work by car in Ireland was almost 70%. Approximately 94% of these trips were drivers travelling alone. This equates to approximately 1.1 million people driving to work. There is significant potential to reduce the level of work related car-based commuting. However, much of this change has to occur at the level of organisations and individuals.

Workplace Travel Plans help provide the impetus for modal change. They involve limited capital expenditure and concentrate on improving on-site facilities and incentivising more sustainable travel. This is backed up by information campaigns to inform staff about travel alternatives that offer them realistic options for their journeys.

In Ireland in 2011, the overall number of commuters at work was approximately 1.70 million with around 170,510 people walking to work and almost 40,000 people cycling to work. This leaves a large pool of people who could potentially switch to walking and cycling (CSO 2011).

Travel demand management and Workplace Travel Plans are a key part of government policy documents such as; “Smarter Travel: A New Transport Policy for Ireland 2009-2020”, the “National Cycle Policy Framework 2009-2020” and the National Transport Authority’s “Greater Dublin Area Draft Transport Strategy 2011-2030”. The National Spatial Strategy, the National Development Plan and the National Climate Change Strategy 2007-2012 also support travel planning.

Government transport policy aims to reverse current unsustainable transport and travel patterns and reduce the health and environmental impacts of current trends and improve our quality of life. Government policy focuses on working towards a requirement on organisations with over 100 staff to develop and implement Workplace Travel Plans.

The ‘National Cycle Planning Policy Framework 2009-2020’ (NCPF) outlines 19 specific objectives and details 109 individual but integrated actions with the ultimate objective of developing a culture of cycling in Ireland to the extent that 10% of all trips will be by bike by 2020.

The 'Greater Dublin Area Draft Transport Strategy 2011-2030' (the Draft GDA Transport Strategy) is a regional document; however, many of the policies, objectives and measures it contains, and specifically the travel demand section, aid in setting the context for this guidance. For example, a key objective of the Draft GDA Transport Strategy is to support and facilitate the introduction of Workplace Travel Plans for all large employers in the GDA.

1.3 Aim of the Guidance

Many local authorities now recognise the importance of Workplace Travel Plans but approaches and mechanisms vary. This guidance aims to promote a harmonisation of approaches which will result in a more consistent application of Workplace Travel Plans throughout the country which should ensure a level playing field for developers, and should assist developers in packaging and promoting the accessibility of their sites to potential occupiers. It should also increase the potential for data sharing between local authorities. (Please see Section 4 for the potential benefits for the applicant).

This guidance aims to assist local authorities in fully integrating the principles and practice of Workplace Travel Plans into both the development plan process and the development management process.

The principle which underpins sustainable travel is the provision of appropriate development at the right scale in the correct location.

The location, scale and type of development suitable to an area will form part of the relevant development plan and any subset plan such as a Local Area Plan (LAP). The development plan/ LAP will normally detail employment zonings, identify the level of access to local services, as well as provide linkages between residential and employment areas. In addition, the Draft GDA Transport Strategy seeks to ensure that each development plan/ LAP in the GDA will incorporate a Transport Plan which provides for the integration of land use and transport. The Workplace Travel Plan process will work within the context of both the development plan and any accompanying Transport Plan.

It is recommended that the policies and guidance outlined within this document including threshold guidance on when a Workplace Travel Plan is required by a local authority should be embedded within the development plan/ LAP process.

As stated previously, the location, type and scale of a development should be in accordance with the broader planning framework set out in the development plan/ LAP. Workplace Travel Plans should not be used to justify the wrong development in the wrong location and/ or at the wrong scale.

1.4 Target Audience

The guidance is intended to assist local authorities, specifically planners and transport engineers, on effective and efficient ways for local authorities to:

- (a) Set thresholds for Workplace Travel Plans;
- (b) Assess the need for a Workplace Travel Plan;
- (c) Give practical guidance to developers and organisations on developing Workplace Travel Plans – including templates;
- (d) Assess the contents of Workplace Travel Plans; and
- (e) Monitor, review and enforce Workplace Travel Plans.

1.5 Best Practice

The Smarter Travel Workplaces programme was established by the NTA on behalf of the then Department of Transport in June 2009. The overall objective was to establish workplace travel planning in 100 of the largest employers in the state, effecting beneficial behavioural changes in the travel patterns of employees of those organisations.

The rationale for the programme was to develop an awareness of the benefits and process of travel planning, identify what measures prove successful in Ireland and build up a portfolio of best practice case studies. This experience could then support any employer or developer who to develop a travel plan, or was so required as part of their planning permission.

As of August 2012, 106 leading organisations comprising 249,380 employees and students were engaged in the programme. Partners in the programme include Microsoft, Dell, Apple, Vodafone, Pfizer, ESB, Vodafone, Oracle, along with a large number of hospitals, universities and local authorities.

The experience of the Smarter Travel Workplace programme is collected in the handbook "Workplace Travel Plans: A Guide for Implementers", which can be accessed at www.nationaltransport.ie. This guide which includes Irish case study evidence is very much a companion to that handbook and they should be read in tandem, so that the local authority is familiar with practical and effective travel plan measures that are working in Ireland.

Initial results of the Smarter Travel Workplaces programme show that 70% of organisations within the Smarter Travel Workplaces programme experienced a reduction in car driver trips, and the average reduction demonstrated was 18%. This represents significant savings to an organisation, in terms of both money and time.

Chapter 1: Summary

- A Workplace Travel Plan consists of a package of actions and measures aimed at promoting more sustainable and cost-effective travel behaviour among employees, clients and visitors.
- Targets detailed within government policy documents set the context for this guidance.
- Policies and guidance outlined within this document including threshold guidance on when a Workplace Travel Plan is required by a local authority should be embedded within the development plan/ LAP process.
- The location, type and scale of development should be in accordance with the broader planning framework set out in the development plan/ LAP. Workplace Travel Plans should not be used to justify the wrong development in the wrong location and/ or at the wrong scale.
- Smarter Travel Workplaces programme has developed a handbook on how to implement successful workplace travel plan based on Irish best practice. 'Workplace Travel Plan: A Guide for Implementers' can be accessed at www.nationaltransport.ie.

Chapter 2: Recommended Thresholds and Contents

2.1 Threshold guidance

The requirement for a Workplace Travel Plan, either a 'Standard' Workplace Travel Plan or a Workplace Travel Plan 'Statement' should be assessed on a case by case basis. Account should be taken of the location, scale of development, the precise nature of the uses proposed and the anticipated impact on the surrounding area, in terms of trip volume and congestion. The recommended guidance thresholds for both levels of Workplace Travel Plan are detailed below and may prove useful.

As an indicative threshold, a 'Standard' Workplace Travel Plan should be required if an existing or proposed development has the potential to employ over 100 persons. This is in line with the threshold indicated within government policy documents. Developments may include office and commercial buildings, industrial, warehousing and wholesaling, retail, leisure, medical or educational facilities.

However if the number of jobs to be generated is unclear or undecided then the total floor space of the proposed development can be used.

Any employment based land use not detailed in Table 2.1 may benefit from a Workplace Travel Plan Statement for approximately 25 persons or more and a Standard Workplace Travel Plan for approximately 100 persons or more. Floorspace thresholds for some of the land uses have not been prescribed as the ratio of floor space to jobs within some land uses are not as easily definable.

2.2 Sub-threshold developments

The thresholds detailed in Section 2.1 are for guidance purposes only. There may be developments below the threshold scale which would benefit from a Workplace Travel Plan and this should be taken into consideration by the local authority at pre-planning stage. For example,

Table 2.1 Guidance for Workplace Travel Plan thresholds

Land Use	Workplace Travel Plan Statement	Indicative no. of jobs	Standard Workplace Travel Plan	Indicative no. of jobs
Offices/Financial	> 500m ²	25-100	> 2,000m ²	>100
Retail/Shops	> 600m ²	25-100	> 2,500m ²	>100
Industrial	> 2,500m ²	25-100	> 6,000m ²	>100
Leisure		25-100		>100 or greater than >100,000 visitors annually
Hospitals/Medical Centres		25-100		>100 or greater than >100,000 visitors annually
Warehousing	> 2,500m ²	25-100	>10,000m ²	>100

The threshold guidance detailed in Table 2.1 utilised both international and national best practice. Consideration was also given to the ratio of floor space to jobs as prescribed in previous government policy documents. These thresholds are for guidance purposes only and may vary. Local authorities should use their discretion when incorporating Workplace Travel Plan thresholds into development plans and LAPs.

The potential number of jobs generated by a development (once fully occupied) should be used as the primary indicator in assessing whether a 'Standard' Workplace Travel Plan or a Workplace Travel Plan 'Statement' is required.

Workplace Travel Plans may be required for proposed centres of employment/ existing centres/ central areas where expansion/redevelopment is proposed, which the local authority considers may have significant travel implications.

Similarly Workplace Travel Plans may be required for mixed-use or multi-occupancy developments which may incorporate residential, commercial, industrial, office, institutional, community, educational or other land uses, where each individual land use or development may not reach these thresholds, but in combination may have a greater impact, which would generate a significant level of peak and/or off-peak travel. The NTA have produced

a 'Toolkit for School Travel' which provides guidance on school travel plans and the NTA also intend to produce further guidance on retail and residential travel plans. In the meantime UK guidance on residential travel plans can be accessed www.dft.gov.uk/topics/sustainable/travel-plans/.

Likewise, a phased development, which is destined to be at or above the thresholds, may also require a Workplace Travel Plan. Based on the principles set out above the local authority may consider requesting a Workplace Travel Plan for a phased development when it is considered most effective to do so.

This guidance can be used when setting the thresholds or criteria for a 'Standard' Workplace Travel Plans and Workplace Travel Plan 'Statements' within the development plan/ LAP.

2.3 Recommended contents of Workplace Travel Plans

The recommended contents for a 'Standard' Workplace Travel Plan differ from the recommended contents for a Workplace Travel Plan 'Statement'. A 'Standard' Workplace Travel Plan should include a clear and reasonable plan to deliver defined transport modal splits. It should set targets and the associated timelines and also outline the actions that could be reasonably expected to achieve those targets. It should also detail the manner of implementation, monitoring and reviewing of those actions and targets. e.g. what will be done, when, and by whom?

The contents of a Workplace Travel Plan 'Statement' are not as onerous as a 'Standard' Workplace Travel Plan as it has a smaller scope. In essence a Workplace Travel Plan 'Statement' should be a simpler submission document than a 'Standard Workplace' Travel Plan. A Workplace Travel Plan 'Statement' should include:

- A clear statement setting out a commitment to actively encourage and promote sustainable travel;
- Provision of suitable supporting physical measures, appropriate to the site and development proposal; and
- An Action Plan containing a package of measures and initiatives which will promote and support sustainable travel patterns.

The key recommended contents of both a 'Standard' Workplace Travel Plan and a Workplace Travel Plan 'Statement' are detailed in Table 2.2 below. In terms of content, the main difference is that the 'Standard' Workplace Travel Plan requires primary site targets to be specified with the monitoring and reviewing of these targets included.

The monitoring and reviewing of Workplace Travel Plans can be resource heavy and it is therefore at the discretion of the local authority to decide whether targets should be specified within a Workplace Travel Plan 'Statement' and whether these targets should be monitored and reviewed. Where a site has less than 100 employees but will be situated in a strategic location or form part of a larger multi-occupancy site then the local authority may decide to request the applicant to include targets within the Workplace Travel Plan Statement.

It should be noted that the contents of both types of Workplace Travel Plan should be assessed on a case by case basis and should be appropriate to the size and scale of the proposed development.

Occupier Known versus Unknown

As detailed in Table 2.2 and Appendix B: Sample Workplace Travel Plan Template, the contents of a Workplace Travel plan may vary slightly depending on whether the occupier is known or unknown. However, the targets, measures and timelines of a Workplace Travel Plan should not be affected by whether the occupier is known or unknown. Therefore, this guidance has not made a significant distinction between the information required for a Workplace Travel Plan whether the occupier is known or unknown.

Regardless of whether the occupier is known or unknown, the applicant should identify a lead person as a Travel Plan Coordinator, who will be responsible for coordinating, implementing and monitoring of the individual measures of the Workplace Travel Plan. This role may transfer from applicant to occupier. The applicant should communicate the responsibilities of the Workplace Travel Plan to the occupier(s) and should ensure that the local authority has the details of the key contact or Travel Plan Coordinator.

Table 2.2 Key recommended contents for each type of Workplace Travel Plans
(see Appendix A: Sample Workplace Travel Plan Template)

Sections	Details	'Standard' Workplace Travel Plan	Workplace Travel Plan 'Statement'	Useful Templates & Resources
Site Location	Site location map should be provided.	Y	Y	
Occupier(s)	The name(s) of the occupier(s) (if known) should be included.	Y	Y	
Use	Clearly state the use of the site. i.e. type of employment and the no. of employees.	Y	Y	
Trip pattern and estimated number of trips	If employees/site users are known, the key findings of the baseline travel survey and analysis should be utilised. If the employees/site users are unknown, estimates should be based on similar developments and the use of existing modal split for the area. This section should also detail what trips the plan will address long and short term.	Y	Y	Appendix D: Sample Baseline Travel Survey.
Accessibility Audit (off-site)	An assessment of the accessibility of site location with respect to expected trips, including travel options to the site.	Y	Y	Appendix A: Sample Workplace Travel Plan Template. (Section B)
Site Audit (on-site)	An assessment of the accessibility of the proposed site layout in terms of pedestrians, cyclists, public transport, parking etc. This assessment should feed in to the design of the development.	Y	Y	Appendix B: Sample Site Audit Checklist
Targets	Targets should be set for the first anniversary of the first occupation and subsequently the third and fifth year anniversaries of the first occupation.	Y	At the discretion of the local authority.	Chapter 3: Recommended Targets and Indicators.

Table 2.2 (cont.) Key recommended contents for each type of Workplace Travel Plans (see Appendix A: Sample Workplace Travel Plan Template)

Sections	Details	'Standard' Workplace Travel Plan	Workplace Travel Plan 'Statement'	Useful Templates & Resources
Action Plan	<p>This is the list of measures that will be put in place over the lifetime of the plan to achieve the overall objectives. The template outlines a mix of infrastructural and promotional measures which may be used to promote sustainable travel patterns.</p> <p>The Action Plan should outline who is responsible for the measures, the delivery of the measures and the timelines for delivery. This person is the Workplace Travel Plan Coordinator/ Contact.</p> <p>This role may transfer from the applicant to the occupier.</p>	Y	Y	<p>Appendix C: Sample Action Plan Template.</p> <p>Figure 2.1 Sample measures to be incorporated into an Action Plan</p>
Monitoring and Review	<p>Outline what should be contained in the monitoring report(s) and the dates and frequency of submissions.</p> <p>The monitoring and review section should include details on the process to review and alter the Workplace Travel Plan dependent on what measures prove successful or unsuccessful and the subsequent level of success in achieving the modal split targets set out in the Targets section.</p> <p>Note: The Local Authority may find it useful to issue survey and monitoring templates to ensure consistency.</p> <p>Both the local authority and the applicant can make use of very cheap and easily available online survey tools, to assist in monitoring, to enable consistency and to reduce costs.</p>	Y	At the discretion of the local authority.	<p>Appendix E: Sample Monitoring Report Template and Appendix F: Sample Monitoring Travel Survey Template</p>

Note: Additional considerations for the developer when the occupier is unknown

- Where the occupier(s) are unknown the developer can communicate to the occupier(s) their responsibilities in terms of the Workplace Travel Plan.
- It is recommended that for large scale developments, that the developer requests local authority staff to be present at explanatory meetings, where the developer communicates to the occupier their responsibilities in terms of the Workplace Travel Plan. Alternatively meeting notes are copied to the Local Authority.
- In multi-occupancy sites, it is recommended that one Workplace Travel Plan Contact/Coordinator should be nominated to coordinate the implementation of the Workplace Travel Plan and monitoring reports.
- The developer may consider requesting each organisation to nominate a representative in each organisation to liaise with the overall Workplace Travel Plan Coordinator.
- The developer can propose lease/ contract clauses that make the tenant aware of their requirement to fulfil the Workplace Travel Plan measures, timescales and monitoring, and allow for flexibility in managing the transport infrastructure on site as may be necessary to achieve the mode split targets e.g. introduce permit parking schemes, increase cycle parking.

A Sample Workplace Travel Plan template is contained in Appendix A. This outlines the resources to support both the applicant and local authority in developing a practical and effective Workplace Travel Plan.

2.5 Recommended measures to be incorporated into the Workplace Travel Plan

Targets are important but ultimately any review of the contents of a Workplace Travel Plan should ensure that the best practice measures are incorporated within the Action

Plan (see Fig 2.1). The applicant should be made aware of these best practice measures.

Examples of these measures are detailed in the Sample Action Plan Template provided in Appendix C. In addition, best practice Irish examples of potential actions and measures can also be found in the “Workplace Travel Plans: A Guide for Implementers”, which can be accessed at www.nationaltransport.ie

Figure 2.1 Some sample measures that can be incorporated into an Action Plan



Chapter 2: Checklist

- Have the guidance thresholds been utilised when setting the thresholds for workplace travel plans within the development plan/LAP?
- Are there developments below the recommended threshold scale which would benefit from a Workplace Travel Plan and has this been taken into consideration at pre-planning stage?
- Have the recommended contents of a Workplace Travel Plan been included and have the contents been assessed in the overall context of the primary target i.e. the target modal splits?
- In the case of a Workplace Travel Plan 'Statement', have the contents been assessed with consideration given to the smaller scope of the development and subsequently the simpler submission document required?
- Is the applicant aware of the actions and measures that can be incorporated into a workplace Travel Plan?

Chapter 3: Recommended Targets and Indicators

3.1 Existing patterns and trends

In Ireland in 2011, approximately 65% of commuters were classified as 'car drivers' with approximately 4% classified as 'car passenger'. When car commuters are combined with those workers who drove a van or lorry, 75% of all workers were private vehicle users in 2011 (CSO 2011). Surveys conducted when organisations join the Smarter Travel Workplaces programme consistently show that more than 40% of car drivers would consider car sharing, and that measures such as improved cycle facilities and greater information/promotion around public transport alternatives would encourage them to switch modes. Therefore, significant potential exists for a proportion of car drivers to car share or switch to other modes of transport for at least some days in the working week. There will have to be a considerable shift in the existing share of people walking, cycling, car sharing and using public transport if the ambitious targets set out in government policy are to be achieved.

3.2 Guidance mode split targets

The local authority may consider setting county-wide mode split targets within the development plan/ LAP. These high level guidance targets may then be utilised when assessing the mode split targets set out within a planning application.

Note: These higher level (county wide) mode split targets may take into account certain areas of the county which may have higher/ lower car mode share due to: the public transport offer; the type of industries in the area; and the location.

The success of any Workplace Travel Plan will be its ability to set and deliver ambitious targets. It is recommended that Workplace Travel Plans incorporate measures and targets which will have a positive impact on modal split and ultimately aid in achieving the overall target of government policy in reducing car commuting to 45%.

Often developers and occupiers are concerned about how effective they can actually be in influencing their employee travel habits and are reluctant to set ambitious mode split targets. Irish and international research has shown that the ethos of an organisation is often the overriding factor in employee travel patterns. For example, one participant in the Smarter Travel Workplaces Programme, an engineering consultancy based in Sandyford, increased their cycling

mode share to 25% - the cycling mode share in the surrounding Sandyford area is 2.6%.

Targets should be ambitious, deliverable and correspond to the best estimate of the maximum number of trips that can be made by non-car modes, assuming attention has been paid to reducing the need to travel. Targets set the ambition for the plan and provide the context to everyone involved to commit their best endeavours to try and achieve them. They can also be used to support sometimes contentious measures, such as reducing leased car parking.

The local authority should reassure applicants that in most cases the Workplace Travel Plan will be judged on the implementation of measures. If the developer and owner/ occupier have utilised the full range of best practice measures and are still falling short of the targets, then the local authority may consider assisting the developer and owner/ occupier on what further actions are required.

The indicators detailed in Table 3.1 will aid in achieving the primary target of the Workplace Travel Plan, which is the minimum number of journeys to and from the site by car that can be achieved. Therefore, the benchmarking of indicators such as employee trips made by walking, cycling, bus, train and 'car as passenger' in percentage terms is important.

Note: Where there is a particular interest in sustaining a bus service, the percentage of employees travelling by bus may be a target rather than an indicator.

Table 3.1 Primary trip targets guidance to be incorporated into Workplace Travel Plans

Primary trip targets	Indicators	Comment
Percentage of 'driver only' trips to work will not exceed X%. (The number of drivers corresponds to the number of vehicle commuter trips and can be expressed as the car/ people ratio i.e. number of car-vehicle trips generated for every 100 employees at the site).	% of employee trips made by walking /cycling/ bus/ train/ 'car as passenger' and the % of employee teleworking.	Monitoring the number of car drivers, rather than the single occupancy vehicles is best, as it corresponds to the number of cars coming to the site. Car sharing will reduce the number of vehicles to/ from the site and will therefore be reflected in this figure.
The number of weekday vehicle trips generated by the site when fully occupied will not exceed X.		
Additional trip targets may be needed for visitor travel, business travel, freight movements and deliveries where these generate significant traffic but are consistent with business operation.	Number of freight trips per day.	Account will need to be taken of the business involved.

3.2.1 Adequate provision of infrastructure and services

Applicants should be aware that the provision of appropriate infrastructure for pedestrians, cyclists and car sharers on their site is usually the key element in achieving the targets.

For example, provision of cycle parking for 20% (or more) of the workforce, or providing dedicated car sharing spaces for 20% (or more) of car commuters, are inexpensive measures which have been shown to be very effective in promoting cycling and car sharing. It may take a few years for the usage to catch up with supply, but the provision of this inexpensive infrastructure sends important signals to employees and visitors about the sustainable travel ethos of the site and it also proves to the local authority the developer/owner/occupier willingness to engage their best efforts in promoting sustainable travel. The applicant should also be aware that the provision of high quality facilities is as important as the quantity of facilities to be provided.

The guidance targets detailed in Table 3.2 for pedestrians, cycling and car sharing are recommended targets. It is acknowledged that the guidance targets are ambitious; however the setting of ambitious and deliverable targets is considered an essential tool in ensuring that the infrastructure for sustainable modes is facilitated and provided for in the long term.

Note: Many urban areas already have a lower car mode share than the 45% prescribed in Government policy. This should be reflected in the targets set for public transport usage, walking and cycling in such locations. The targets set out below are minimum targets and it would be expected that developments in urban areas with high quality public transport links would have higher targets for sustainable transport modes.

For example, within an urban area where the potential to optimise the number of people walking to work is at its highest, consideration may be given to significantly increasing this guidance target.

In this regard, local authorities may aid and encourage the applicant to utilise local data/information before setting definitive targets for sustainable modes. Interrogation of the POWCAR Database and the CSO report "A Profile of the Working Population of Large Towns" is a useful source for understanding travel patterns in an area when a workforce is not known.

Mode	Census 2011 National Travel to Work Mode Share	Census 2011 Dublin City as Destination Travel to Work Mode Share	Government policy targets	Guidance targets
Pedestrian	10 %	15%	55% All Non-Car Modes (10% cycling as per National Cycle Policy Framework)	12 - 20 % minimum.
Cycle	2 %	6%		10 - 20 % minimum.
Car share	4 %	4%		10 -20 % minimum.
Public Transport	8 %	30%		Aim to increase the existing share, dependent on existing and future public transport infrastructure and the available capacity within this infrastructure.
Motor cycle/ scooter	<1 %	1%		No specific target set.
Work from home	5 %	<1%		Dependent on organisation.
Van/Truck	7%	1%		Dependant on organisation.
Other	1%	<1%		Dependant on organisation.
Car	60%	43%	45 %	Dependent on targets set for pedestrian, cycle, car share and public transport and homeworking.

Local data / information

Examples of useful local data / information are detailed below

- Estimation of the number of employees living within 5km of the workplace, as this is the main target audience for walking and cycling potential.
- Review and analysis of the existing modal split patterns in terms of walking, cycling, car sharing and public transport within the area based on census data; and
- Review of existing and proposed public transport infrastructure in the area

The local authority can utilise various resources to aid the applicant in gathering local data/information including development plans, LAPs and websites such as:

www.cso.ie; www.airo.ie; and www.nationaltransport.ie

3.2.2 Cycling target guidance

It is recommended that Workplace Travel Plans aim to achieve the target set out in 'The National Cycle Policy Framework (NCPF)' of increasing the cycling share of commuting trips from 2% to 10%. Therefore all Workplace Travel Plans should incorporate a 10-20% target for the cycling share of commuting trips to ensure that the 10% target set out in the NCPF is achieved.

At the very least the provision of infrastructure should match this target. Cycle parking is relatively cheap – a galvanised steel toastrack style Sheffield stand for storing 10 bikes costs approximately €500.

3.2.3 Walking target guidance

No national target has been set in terms of increasing the walking share of commuting trips. Analysis of previous census data (1991-2011) shows that in terms of commuting patterns, the number of pedestrians has remained constant at approximately 11%. It is not the aim of this guidance to set a national target in terms of the share of commuters walking to work however it is recommended that all Workplace Travel Plans incorporate a 12-20% target for commuting trips to facilitate the overall aim of government policy of reducing car commuting to 45%. Guidance on the best approach to ensuring a development is pedestrian friendly can be found in the pedestrians section of Appendix B: Sample Site Audit Checklist.

3.2.4 Car sharing target guidance

Similar to walking, no national target has been set in terms of increasing car sharing numbers. However based on analysis of recent survey information (see highlight box) it is recommended that all Workplace Travel Plans incorporate a 10-20% target for car sharing. At the very least the designated car sharing parking spaces should match this target.

Designating car sharing parking spaces is very inexpensive - simply a matter of lining and signing. Car-sharing can be very appealing as a travel option for those living in areas with infrequent public transport services or travelling long distances and should aid in achieving the overall target of government policy of reducing car commuting to 45%.

A Smarter Travel Workplaces programme survey of 25 organisations, each with over 250 employees, throughout various locations within the state, suggests that approximately 44% of employees would be interested in car sharing.

**Smarter Travel Workplace Partner Survey -
January 2011**

3.2.5 Public transport target guidance

Each city, town, and village in Ireland is served by different types of public transport, with different levels of service in terms of both frequency and quality. Therefore, it is not considered reasonable for this guidance to set generalised mode share targets in terms of public transport. The local authority may consider setting mode split targets within the development plan/ LAP and these high level targets may impact on modal split targets being set for proposed developments.

In addition, the applicant should assess how the trip demand to the site is served by both existing and future public transport services. The local authority can assist in this process.

3.3 Car parking standards

Parking restraint is a hallmark of high achieving Workplace Travel Plans. Whatever support organisations offer for more sustainable travel, the cost and availability of workplace car parking is likely to play a critical role in influencing travel patterns. Limiting the number of car parking spaces either in actual terms or managing access via permit parking, paid parking or needs based parking policies, is one of the most direct and effective ways of reducing car use. These measures are detailed in Smarter Travel Workplaces: A Guide for Implementers.

Effective car parking schemes can be undermined by the availability of free and plentiful off-site parking. The local authority should liaise with the applicant to prevent an overspill of car parking into the neighbouring residential areas.

The issue of setting car parking standards should be dealt with in the forward planning process. In this regard development plans and LAPs should incorporate maximum car-parking standards for all land uses. All planning applications should be consistent with the maximum car parking standards prescribed within the development plan.

Guidance on setting maximum car parking standards can be found in the Draft GDA Transport Strategy. The maximum parking standards set out in the Draft GDA Transport Strategy as detailed in Table 3.3 below, are set in the regional context of the GDA; however, they may prove a useful starting point for local authorities in their particular areas.

Table 3.3 Proposed Regional Maximum Parking Standards (for certain land uses) contained within the Draft GDA Transport Strategy

	Maximum Parking Standards (per floor area unless otherwise specified)	Threshold from and above which standard applies (gross floor space)
Employment, including Offices	1 space per 50m ²	1,500m ²
Food Retail	1 space per 14m ²	1,000m ²
Non Food Retail	1 space per 20m ²	1,000m ²
Cinemas and Conference Facilities	1 space per 5 seats	1,000m ²
Higher and Further Education	1 space per 2 staff +1 space per 15 students	2,500m ²
Stadia	1 space per 15 seats	1,500 seats

While table 3.3 provides a regional maximum standard, significantly more restrictive provision should apply in many areas, in particular where levels of public transport accessibility are achievable. Such higher standards should tend towards those achieved in Zone 1 of the Dublin City Development Plan 2011-2017. Step changes in local authority boundaries should be avoided.

Furthermore, local authorities may consider incorporating a policy within the development plan / LAP which enables developers to reduce the amount of car parking spaces to be supplied than the standards prescribed within the development plan/ LAP. For example, if the Workplace Travel Plan sets high end targets in terms of walking, cycling, public transport and car-sharing, then this should be reflected in a reduced amount of car parking spaces required.

Studies have shown that travel plans with the lowest car use, used either parking restrictions, parking charges or a combination of both.

One key advantage of charges is that the parking revenue can provide a ring-fenced income to pay for alternative travel options. This not only gives travel plans a substantial budget, but helps gain support for the scheme.

Making Travel Plans Work - Lessons from UK Case Studies - Department of Transport

Chapter 3: Checklist

- Will the Workplace Travel Plan create a significant shift in the existing share of people walking, cycling, car sharing and using public transport which will aid in achieving the overall targets set out in government policy?
- Does the Workplace Travel Plan incorporate the primary trip target of; the minimum number of journeys to and from the site by car that can be achieved?
- Have benchmark scales for indicators such as cycling, walking, public transport and car sharing been incorporated within the Workplace Travel Plan?
- Has local information and data been utilised during the process of setting definitive targets for all indicators?
- Is the quantum of car parking spaces applied for within the planning application consistent with the standards prescribed within the development plan?
- In this regard, if high end targets have been set within the Workplace Travel Plan in terms of walking, cycling, public transport and car-sharing, then have more restrictive car parking standards than those prescribed in the development plan/ LAP been applied?
- Is the car parking provision excessive? Will the appropriate management of car parking spaces act as an effective restraint? Or does the car parking provision actually promote commuting?
- Does the Workplace Travel Plan include parking restraints such as a pricing system for car parking?
- Has the unique public transport features of each site been reflected within the indicators and targets for public transport?
- Is the applicant aware of the potential actions and measures that will influence the indicator targets and ultimately the primary target?

Chapter 4: Delivering Workplace Travel Plans through the planning system

4.1 Step-by-step guide to delivering Workplace Travel Plans through the planning system

This section outlines a practical step by step guide to delivering Workplace Travel Plans through the planning process from pre-planning application stage through to the monitoring and enforcement. It is vital that the Workplace Travel Plan should be brought into the planning process as early as possible and therefore become an integral part of the planning process. The early inclusion of the Workplace Travel Plan within the planning process is vital in terms of ensuring that the applicant receives as much guidance and clarity as possible on the issue of Workplace Travel Planning. The various discussion points are included within **Step 1** 'Pre-Application Discussion'.

Step 2 offers guidance for the planner/ engineer in relation to the assessment and review of the contents of a Workplace Travel Plan when lodged with a planning application. It includes practical guidance on what areas the planner/ engineer should focus their assessment.

Step 3 provides guidance to the local authority in terms of the various scenarios available when a decision is being made on a planning application. This section also provides guidance on the use and attachment of conditions to secure a Workplace Travel Plan.

Step 4 offers guidance on a proactive approach to the monitoring and enforcement of Workplace Travel Plans. The guidance includes three steps which if utilised may result in less enforcement action being taken by local authorities.

Potential Benefits for the applicant

It is advised that these benefits are clearly outlined to the applicant at the pre-planning stage.

- Reduced costs associated with providing car parking for employees or visitors;
- Reduced pressure on parking spaces so they are available to those with most need;
- Reduced business mileage costs;
- Reduced staff downtime spent travelling on business;
- Land formerly under parking released for more productive purposes;
- Increased accessibility to the employers site for employees and visitors;

- Reduced carbon emissions associated with travel;
- Enhanced corporate image and 'Green' profile;
- Compliance with planning permission conditions; and
- Reduced employer's PRSI payments (through Cycle to Work/ Tax Saver ticket for public transport schemes).

Step 1 details how Workplace Travel Planning should be incorporated into pre-application discussions.

Step 1: Pre-Application Discussion

- Assess the requirement for a Workplace Travel Plan based on the recommended thresholds set out in the development plan/LAP. If there are no recommended thresholds prescribed within the development plan/ LAP then the guidance thresholds set out in Chapter 2: Recommended thresholds and contents should be utilised;
- Advise the applicant if a Workplace Travel Plan is required;
- Advise the applicant on the contents of a Workplace Travel Plan including site layout, actions and measures, targets and structures for monitoring and review;
- Advise the applicant that sites could potentially benefit from sharing facilities' and infrastructure where feasible;
- Advise the applicant to inform future owners/ occupiers of the requirements of the Workplace Travel Plan; and
- Advise the applicant of the benefits (please see below) and the rationale of Workplace Travel Planning to the applicant ensuring they are aware of valuable resources such as "Workplace Travel Plans: A Guide for Implementers".

Step 2 details best practice in terms of how a Workplace Travel Plan can be assessed when submitted with a planning application.

Step 2: Planning Application Submission

On assessment of the Workplace Travel Plan:

- Consider the existing and proposed local pedestrian and cycle routes within and between the site and public transport services, local facilities such as shops, restaurants and strategic pedestrian and cycle routes on the site layout;
- Review the site audit including the existing cycle network (in terms of consistency with National Cycle Manual – www.cyclemanual.ie), walking routes and access to public transport (existing & proposed) in terms of quality and level of accessibility;
- Review baseline travel surveys and data;
- Review the measures, targets and timescales and commitments (See Chapter 3: Recommended targets and indicators); and
- Review any noted barriers to sustainable transport including both physical and perceived actions to overcome them;
- Review the Action Plan on the nature and extent of facilities and infrastructural and promotional measures that will be considered both within and in the vicinity of the site that would encourage non-car modes;
- Ensure that the name and contact details of the person who will be the main Workplace Travel Plan Coordinator and who will be the point of contact for the local authority has been submitted.

Note: Further details on the required contents of a Workplace Travel Plan including targets and measures can be found in Chapter 3: Recommended Targets and Indicators.

Step 3 outlines best practise in terms of dealing with the various possible scenarios within the planning decision process. It is recognised that the local authority will deal with each application on a case by case basis.

Step 3: Planning Decision

When making a decision on a planning application various scenarios can be considered:

- If the application is not in accordance with the proper planning and sustainable development of the area then it should be refused permission, regardless of the targets and measures outlined in the Workplace Travel Plan.

A Workplace Travel Plan should not justify the wrong development, in the wrong location and/or at the wrong scale;

- If an application which requires a Workplace Travel Plan (based on the guidance thresholds set out in Chapter 2) does not include a Workplace Travel Plan then additional information should be sought requiring the applicant to submit a Workplace Travel Plan.

This may also involve alterations to the site layout, infrastructure provision etc.;

- If the Workplace Travel Plan proposals are unclear, clarification should be sought by way of additional information to ensure that no ambiguity exists in relation to the measures and targets proposed. Such clarity will ensure that securing the implementation of these measures will be more straightforward; and
- If the Workplace Travel Plan is considered acceptable and it is proposed to grant planning permission for the particular project, the local authority should consider the incorporation of specific conditions related to the Workplace Travel Plan.

A key element of the planning decision process is the attachment of planning conditions on a grant of permission. Guidance on the attachment of conditions is set out within the highlight box below. This includes guidance on what elements should be included within a Workplace Travel Plan conditions and also sample conditions.

Guidance on the attachment of conditions

In general the conditions must:

- Ensure that the Workplace Travel Plan constitutes an integral part of the planning permission;
- Clearly specify measures to be implemented as appropriate (this may require amendments to the submitted Workplace Travel Plan);
- Set out the schedules for the submission of the monitoring reports to the local authority (as specified in the planning permission);
- Clearly set out what the monitoring reports should include in terms of achieving measures, mode share targets and timelines ; and
- Specify in what situations corrective measures may be required and if required, a schedule of corrective measures should be specified. Any corrective measures proposed should not result in a material change to the planning permission granted.

General Sample Condition: To be used when a Workplace Travel Plan has been submitted as part of the planning application and is considered satisfactory by the local authority

- The Workplace Travel Plan submitted to the planning authority on (insert date) [and amended by further information submitted on (insert date) – for cases where additional information has clarified the Workplace Travel Plan] shall be adhered to.

Reason: In the interests of the proper planning & sustainable development of the area and to secure sustainable development patterns.

General Sample Condition: To be used when a Workplace Travel Plan has been submitted as part of the planning application and requires amendments

Note: Any condition which requires a post decision submission should only be used in exceptional circumstances only.

- The Workplace Travel Plan submitted to the planning authority on (insert date) [and amended by further information submitted on (insert date) – for cases where additional information has clarified the Workplace Travel Plan] shall be amended as follows:

(i) (detailed)

(ii) (detailed)

A copy of the revised Workplace Travel Plan incorporating the above requirements shall be submitted to and have received the written agreement of the planning authority prior to the commencement of development and shall be adhered to.

General Sample Condition: To be used when a Workplace Travel Plan has been submitted as part of the planning application which will require ongoing monitoring

- In order to ensure compliance with the Workplace Travel Plan a monitoring report shall be submitted to the planning authority on the first anniversary of the first occupation of the development. Further monitoring reports shall be completed and submitted to the planning authority on the third and fifth anniversaries of the first occupation of the development.

The monitoring report shall assess the level of compliance with the Workplace Travel Plan in terms of both measures and targets. This monitoring report shall include:

- I. an assessment of performance against the key targets and measures set out in the Workplace Travel Plan
- II. information on travel mode share; and
- III. Identifying modal splits by car, car-sharing, public transport, walking and cycling and to secure sustainable development patterns.

If the monitoring report indicates that targets set out in the Workplace Travel Plan are not being met, the planning authority may require the developer, owner or occupier to take corrective measures to ensure compliance with the submitted plan [as amended by condition no. x]. Any corrective measures required as a consequence of the monitoring report outputs shall not be such as to constitute a material change to the planning permission granted, and shall be agreed in writing prior to implementation.

Reason: In the interests of the proper planning & sustainable development of the area and to secure sustainable development patterns.

Step 4 details best practice in terms of the monitoring and enforcement of Workplace Travel Plans.

Step 4: Monitoring and Enforcement

The local authority should engage with the Site Travel Plan Coordinator to assess the monitoring reports and surveys results.

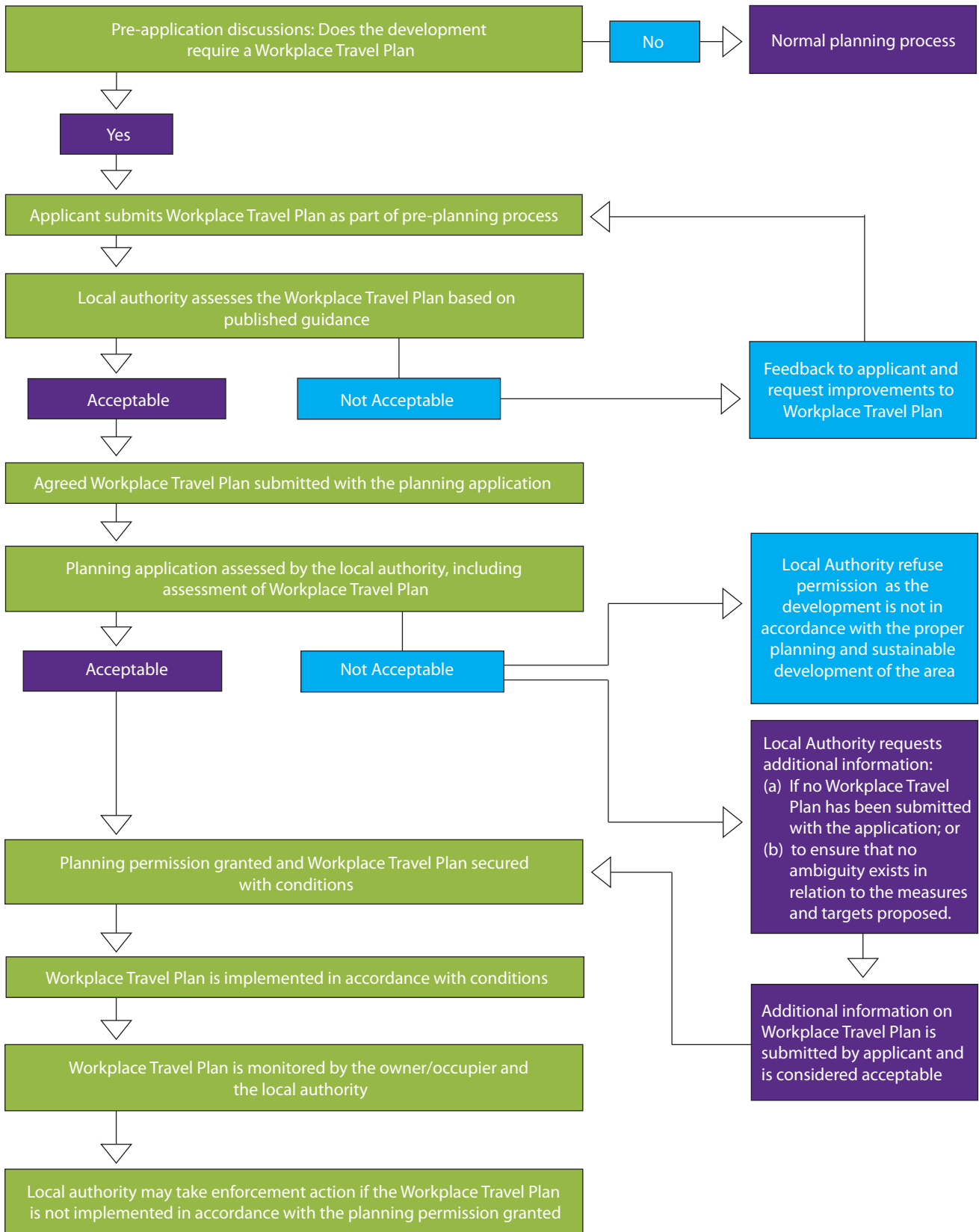
This will include engaging with the Site Travel Plan Coordinator to assess:

- If the measures outlined in the Workplace Travel Plan are being put into action both prior and post occupation of the development (results of these measures should be monitored with post occupation surveys and evaluations being undertaken by the applicant/ occupier);
- Whether the aims and targets of the Workplace Travel Plan are being achieved within the timelines set out in the Workplace Travel Plan;
- If the aims and targets are not being achieved, aiding the Site Travel Plan Coordinator in reviewing the measures and looking at potential corrective measures. This may involve drawing on best practise to agree what measures, or manner of implementation are most likely to achieve the targets; and
- If the measures outlined in the Workplace Travel Plan are not being enacted then the local authority may seek to take enforcement action under Part VIII of the Planning and Development (Amendment) Act 2010.

Note: Data collection should use the same definitions, the same survey questions and undertaken at comparable dates and times. The local authority may set out the detailed requirements for the format of this data in order to enable comparisons between sites. This will enable a database for the area to be maintained in order to provide relevant information for the development of other travel plans.

For benchmarking and comparative purposes a standard format is also useful. Both the local authority and the applicant can make use of cheap and easily available online survey tools, to assist in monitoring, to enable consistency and to reduce costs.

Figure 4.1 Planning application process flowchart



Chapter 4: Checklist

Step 1: Pre-planning

- Has a Workplace Travel Plan been considered at the earliest possible stage of the planning process?
- Have helpful templates and resources been provided by the local authority? (See appendices for templates).

Step 2: Planning application

- If the requirement for Workplace Travel Plans and the relevant thresholds have not been incorporated into the development plan, are the principles and best practice guidance contained within the guidance being applied on a case by case basis?
- Has a full assessment of the Workplace Travel Plan which includes a review of all contents, including site layout, actions, and targets taken place?
- Has the provision of cycle infrastructure and services been reviewed in terms of its consistency with the National Cycle Manual? (which can be accessed at www.cyclemanual.ie)?

Step 3: Planning decision

- Have conditions been attached in tandem with a comprehensive assessment of the Workplace Travel Plan from the pre-planning consultation stage?

Step 4: Monitoring and enforcement

- Has the Site Travel Plan Coordinator been contacted to ensure the measures outlined in the Workplace Travel Plan are being implemented and reviewed?
- Has consideration been given to commencing enforcement procedures if the Workplace Travel Plan has not been implemented?
- Workplace Travel Planning is an integral part of development management. Has it been sufficiently resourced to ensure that the monitoring, review and enforcement process can operate adequately?

Appendices

Appendix A: Sample Workplace Travel Plan Template

The following is a sample structure for a Workplace Travel Plan for a single occupancy site. The underlined text identifies issues which should be included in a Workplace Travel Plan for a multi-occupancy site.

Section	
A) Introduction	<p>Site, Occupiers, Use</p> <p>Give an overview of the site being developed, introduce existing/ future occupier (if known), the proposed use of the site (if known) and estimated daily site user count.</p> <p>List all known occupiers and include:</p> <ul style="list-style-type: none"> • Business type; • Employee count; and • Square metres allocated per occupier. <p>Outline the trips the plan will address long-term and short term:</p> <ul style="list-style-type: none"> • Business trips; • Commute trips; • Visitor trips; • Patient trips; • On-site campus trips; and • Deliveries and services. <p>If staff are known, the key findings of the travel survey and analysis (staff baseline survey and survey analysis in appendices).</p> <p>If the employees/site users are unknown, estimates should be based on similar developments and the use of existing modal split for the area.</p>
B) Accessibility Audit (off-site)	<p>This section gives an overview of the accessibility of the site location with respect to expected trips and all mode transport provisions off-site.</p> <p>Estimated Trips</p> <p>Give a breakdown of the estimated total daily user/trip count by user type/ trip type:</p> <ul style="list-style-type: none"> • Commute trips; • Visitor trips; • Business trips; • Leisure trips; • Delivery; and • Freight.

Section																																														
B) Accessibility Audit (off-site) (cont.)	<p>Travel options to site to serve the estimated trips</p> <p>The existing and future travel options per mode to the site should be outlined:</p> <ul style="list-style-type: none"> • Number of people within walking distance; • Number of people within cycling distance; • Number of people with access to public transport; • Off-site cycling and walking facilities; • Public transport routes and hours of operation; and • Information & signage. <p>Adjacent Developments</p> <p>Give an overview of significant other buildings, developments, establishments located in the surrounding area that may be significant trip generators themselves affecting site accessibility, or, that may generate trips to/from the site (e.g. local amenity/shopping attractor).</p>																																													
C) Site Design Audit (on-site)	As per the appendix B: Sample Site Audit Checklist.																																													
D) Travel Survey	As per appendix E: Sample Travel Monitoring Survey Template.																																													
E) Travel Objectives and Targets	<p>Modal split targets year on year per trip type to include:</p> <table border="1"> <thead> <tr> <th></th> <th>Baseline</th> <th>Target Year 1</th> <th>Target Year 3</th> <th>Target Year 5</th> </tr> </thead> <tbody> <tr> <td>Walk</td> <td>%</td> <td>%</td> <td>%</td> <td>%</td> </tr> <tr> <td>Cycle</td> <td>%</td> <td>%</td> <td>%</td> <td>%</td> </tr> <tr> <td>Bus</td> <td>%</td> <td>%</td> <td>%</td> <td>%</td> </tr> <tr> <td>Train</td> <td>%</td> <td>%</td> <td>%</td> <td>%</td> </tr> <tr> <td>Luas</td> <td>%</td> <td>%</td> <td>%</td> <td>%</td> </tr> <tr> <td>Passenger in car</td> <td>%</td> <td>%</td> <td>%</td> <td>%</td> </tr> <tr> <td>Drive with passenger</td> <td>%</td> <td>%</td> <td>%</td> <td>%</td> </tr> <tr> <td>Drive alone</td> <td>%</td> <td>%</td> <td>%</td> <td>%</td> </tr> </tbody> </table> <p>Note: 'Baseline' is defined as within 3 months of first occupation. 'Target Year 1' is defined as the 1st year anniversary of the first occupation. This should be repeated in the 3rd and 5th years of occupation.</p>		Baseline	Target Year 1	Target Year 3	Target Year 5	Walk	%	%	%	%	Cycle	%	%	%	%	Bus	%	%	%	%	Train	%	%	%	%	Luas	%	%	%	%	Passenger in car	%	%	%	%	Drive with passenger	%	%	%	%	Drive alone	%	%	%	%
	Baseline	Target Year 1	Target Year 3	Target Year 5																																										
Walk	%	%	%	%																																										
Cycle	%	%	%	%																																										
Bus	%	%	%	%																																										
Train	%	%	%	%																																										
Luas	%	%	%	%																																										
Passenger in car	%	%	%	%																																										
Drive with passenger	%	%	%	%																																										
Drive alone	%	%	%	%																																										
F) Action Plan	As per appendix C: Sample Action Plan Template.																																													
G) Monitoring and Review	<p>Set out the monitoring requirements as per appendix E: Sample Monitoring Report and F: Sample Monitoring Survey</p> <p>Clarify that the baseline and travel monitoring surveys will be conducted and submitted to the local authority on specific dates as per 'travel objectives and targets' section above.</p> <p>Opportunities to review and alter the plan if necessary should be outlined.</p>																																													
H) Workplace Travel Plan commitments	Confirm the name and contact details of the Workplace Travel Plan Coordinator.																																													

Appendix B: Sample Site Audit Checklist

This Sample Site Audit Checklist is for guidance purposes only and is not an exhaustive checklist but it may give the applicant an indication of what should be assessed on their own site. Applicants should be advised to utilise the National Cycle Manual when undertaking the audit for cyclists.

Design Element	Checklist	Tick
Pedestrians	<p>Site layout & Building design</p> <p>Do new buildings present an active street frontage? Are buildings arranged to minimise walking distances from the street?</p> <p>Connected and convenient</p> <p>Are there attractive routes in and out of the site for pedestrians? Are footpaths designed for the convenience of the pedestrian e.g. both sides free of clutter and wide enough, visually pleasant and free of flooding? Does the site layout align routes with desire lines to create a permeable interconnected series of routes that are easy and logical to navigate?</p> <p>Safe and conspicuous</p> <p>Are footpaths placed where there is 'natural' surveillance? Are footpaths well lit at night? Are wayfinding signposts, street names and property numbers provided where necessary?</p>	
Cyclists : Cycle paths	<p>On-Site Provision</p> <p>Are there attractive routes within the site for cyclists? Are there clear pathways leading to cycle parking to avoid confusion? Are there dropped kerbs where needed?</p> <p>Off-Site Provision</p> <p>Are there attractive external routes for cyclists? Do on-site cycle paths connect with off-site cycle paths? Is there capacity for providing a connecting path to a nearby cycle path? Do routes connect appropriately to the external cycle network?</p>	
Cycle parking	<p>Visible</p> <p>Is cycle parking visible from the main entrances? If it is not near the entrance is it well-signposted and easy to find? Is there natural surveillance?</p> <p>Accessible</p> <p>Is the cycle parking easily accessible from the road or cycle paths? Is the cycle parking within 20-30m of the final destination?</p>	

Design Element	Checklist	Tick
Cycle parking (cont.)	<p>Secure Can the bike frame as well as the wheel be locked? Is extra lighting or CCTV needed?</p> <p>Easy to use, manage and maintain Is the cycle parking easy to use, manage and maintain? Is the cycle parking robust and well finished? Is the cycle parking thoughtfully placed so it does not get in the way of other site users?</p> <p>Availability Is there an adequate amount of cycle parking in line with the guidance set out in the National Cycle Manual (www.cyclemanual.ie)? In retail or large office areas are there smaller clusters of stands at frequent intervals to cater for short and frequent needs/users?</p> <p>Covered Is long-stay cycle parking covered?</p> <p>Connected Is cycle parking connected to the cycle network?</p> <p>Attractive Does the cycle parking equipment visually fit in the surroundings? Does the cycle parking style and placement prioritise cycling?</p>	
On Site Facilities	<p>Showers and changing rooms Are showers and changing rooms provided for employees? Are they located either near the cycle parking area or on each level of a large building?</p> <p>Storage Are storage areas, such as lockers provided for employees? Are they located in a convenient place for employees to use? Are there enough to cater for demand?</p> <p>Information points Are there information points providing good information about travelling to and from the site by all modes at the main entrances? Are walking times and distances to local public transport nodes and amenities indicated?</p>	
Car Sharing & Car Clubs	<p>Priority Parking Are priority parking places allocated to car sharers?</p> <p>Number of spaces Are there enough car sharing spaces allocated to promote car sharing? Are bays made available for car club/ shared use/fleet vehicles?</p> <p>Road markings and signage Are car sharing spaces marked on the ground? Are spaces signposted to show location and direction of car sharing spaces?</p>	

Design Element	Checklist	Tick
Parking	<p>Short stay parking Are short stay parking areas signposted with their time allocation?</p> <p>Parking management Systems Are barrier and IT systems in place that enable pay-per-use, tracking of usage and restricting usage?</p>	
Public Transport (For larger sites)	<p>Location of stops (on-site and off-site) Are there footpaths connecting the stop from all relevant directions? Is there an exit route for the provider or an ample turning bay? Is the location of any new/ existing stop central and convenient to both pedestrians and the provider?</p> <p>Signage Is there wayfinding signage at the stop?</p> <p>Shelter and information Is a shelter provided for users to wait? Are there seats? Is there provision for an up-to-date timetable and other relevant information provided?</p> <p>Egress Does the site layout make it easy for a bus to serve the site? Where a bus enters the site, can the bus enter/exit the site swiftly at peak times?</p>	
Road Design (For larger sites)	<p>Intersections and crossings Are intersections located in places that are convenient for pedestrians and cyclists? Are there as few intersections for pedestrians/cyclists to cross as possible? Do crossing points complement desire lines? Do crossing points have short wait times?</p> <p>Traffic calming Is on-site traffic calming necessary and is it provided? Is off-site traffic calming necessary and is it provided?</p> <p>Set down parking Are set-down only areas located near an entrance? Are the set down areas located at a footpath?</p>	
Taxi (For larger sites)	<p>Are there clear information points at inner entrances for local taxi services?</p> <p>Are there clear access/ egress points and waiting areas for taxis?</p>	

Appendix C: Sample Action Plan Template

This Sample Action Plan Template is for guidance purposes only and is not an exhaustive list of measures but it may give the applicant an indication of what might be contained in a Workplace Travel Plan. The results of the site audit and information from the employee travel monitoring survey where available will also feed into the Action Plan. The Sample Action Plan contains both infrastructural and promotional measures. More details of potential actions can be found in the NTA Publication 'Smarter Travel Workplaces - A Guide for Implementers'.

Workplace Travel Plan Action Plan			
Workplace Travel Plan Coordinator - Name, position, phone number, email			
Sample Actions	Person Responsible	Timeline	Targets
Infrastructural measures section			
Car-sharing			
Allocate carsharing parking bays in a priority location (e.g. closest to entrances).			
Cycling			
Conduct a site audit to gauge ease of access for cyclists coming on-site.			
Survey & improve cycle parking to encourage cycling to the site and cater for increases in demand.			
Survey & improve cyclists' (and walkers') changing/ storage/ locker facilities to encourage cycling and cater for demand.			
Install showers to cater for cyclists travelling longer distances by bike.			
Provide a drying room for cyclists to air cycling clothes.			
Public transport			
Liaise with public transport operators to relocate bus stops if relevant for site.			
Open up entrances to allow more direct access through the site to public transport stops.			
Introduce a shuttle bus to public transport nodes.			
Open up entrances to allow more direct access through your site for pedestrians.			
Improve 'natural surveillance' on site (e.g. cutting back bushes, improving lighting).			

Sample Actions	Person Responsible	Timeline	Targets
Walking			
Open up entrances to allow more direct access through your site.			
Improve 'natural surveillance' on site (e.g. cutting back bushes, improving lighting).			
Promotional measures section			
Car-sharing			
Set up a company car-sharing scheme by utilising the NTA's www.carsharing.ie website.			
Cycling			
Introduce a Cycle to Work scheme and promote through in-house bike displays from suppliers.			
Organise a Bike Maintenance class.			
Provide Cyclists' equipment (pump, puncture repair kit etc.).			
Display local area maps for cyclists/ walkers interested in local routes.			
Participate in National Bike Week events (see bikeweek.ie).			
Provide fleet bikes for employees for business purposes.			
Arrange tours of cycling facilities for interested/ new employees.			
Public transport			
Introduce & promote Tax Saver monthly & annual commuter tickets for public transport. Highlight potential savings to employees.			
Walking			
Promote walking through organised walking events/ lunchtime walks.			
Introduce a Sli na Slainte or similar walking route on-site.			
Participate in an annual Pedometer Challenge.			
Offer in-house health checks for people interested in getting more active.			
Leave umbrellas at reception for employees to borrow on wet days.			
Business travel			
Introduce a Travel Allowance that includes modes other than the car e.g. walking, cycling, public transport, carsharing, drive-alone car.			
Publicise Dublin Bikes registration for people interested in cycling (if applicable).			

Sample Actions	Person Responsible	Timeline	Targets
Re-examine overall business travel policy to incentivise alternatives to the single occupancy vehicle.			
Make Smart Cards for public transport available for people to borrow when doing business travel. (if applicable)			
Technology-Assisted Trip Reduction			
Offer and highlight tele-conferencing or video-conferencing facilities.			
Publicise sustainable transport options on the company website.			
Promote homeworking policies.			
Other			
Develop and brand a marketing & communications plan.			
Introduce an incentive scheme for commuters.			
Include travel information in employee induction packs and online in an easily accessible location on your organisation's intranet.			
Introduce parking management measures, e.g. permit parking, paid parking, or needs-based parking policies.			

Appendix D: Sample Baseline Travel Survey Template

This Sample Baseline Travel Survey is for guidance purposes only and is not an exhaustive list of questions. The format and style of the baseline travel survey may depend on the type of organisation. However the same type of questions should be used, to enable data comparison and data sharing. A minimum response rate of 30 % is necessary although it is likely to be higher for small sites and those with excellent employee engagement practices.

Sample Baseline Employee Travel Survey - Guidance only

1. Travel Details

Note to Survey Organiser. Offering a prize draw for completed surveys increases uptake Questions should be tailored to your organization.

1. Note to survey organiser: these responses are the CSO responses so your organisation's travel patterns can be compared to CSO data.

How do you usually travel TO work?

Pick one box only, for the longest part, by distance, of your usual journey to work.

- | | | |
|---|---|---|
| <input type="radio"/> On foot | <input type="radio"/> Motorcycle or scooter | <input type="radio"/> Taxi |
| <input type="radio"/> Bicycle | <input type="radio"/> Driving a car | <input type="radio"/> Lorry or van |
| <input type="radio"/> Bus, minibus or coach | <input type="radio"/> Passenger in a car with driver going to same destination | <input type="radio"/> Other means |
| <input type="radio"/> Luas | <input type="radio"/> Passenger in a car with driver going to different destination | <input type="radio"/> Work mainly at or from home |
| <input type="radio"/> Train or DART | | |

2. What is your main reason for choosing that mode?

Please choose one response only.

- | | | |
|---|---|---|
| <input type="radio"/> Cheapest | <input type="radio"/> Lack of alternative | <input type="radio"/> Personal safety |
| <input type="radio"/> Quickest | <input type="radio"/> Less stressful | <input type="radio"/> Other commitments |
| <input type="radio"/> Environmentallyfriendly | <input type="radio"/> Habit | <input type="radio"/> Reliability |

Other (please specify)

3. Which modes of travel do you use occasionally to travel to/ from work?

Please choose all modes that apply.

- | | | |
|---|---|---|
| <input type="radio"/> On foot | <input type="radio"/> Motorcycle or scooter | <input type="radio"/> Taxi |
| <input type="radio"/> Bicycle | <input type="radio"/> Driving a car | <input type="radio"/> Lorry or van |
| <input type="radio"/> Bus, minibus or coach | <input type="radio"/> Passenger in a car with driver going to same destination | <input type="radio"/> Other means |
| <input type="radio"/> Luas | <input type="radio"/> Passenger in a car with driver going to different destination | <input type="radio"/> Work mainly at or from home |
| <input type="radio"/> Train or DART | | |

Sample Baseline Employee Travel Survey - Guidance only

4. Which of the following modes of travel would you consider using for your journey to/ from work, if they were available, even for some days a week?

Please choose all that apply.

- Public Transport
- Bicycle
- Walking
- Car Share (this is sharing a car commute with a colleague for some or all workdays)

Other (please specify)

5. How far do you travel to work?

- Less than 1km
- Between 1 and 2km
- Between 2 and 4km
- Between 5 and 9km
- Between 10-14km
- Between 15-24km
- Between 25-50km
- > 50km

6. If you drive how many people normally travel in your car TO work?

- 1
- 2
- 3+

7. Do you need a car for doing your job through the day?

- Always
- Sometimes
- Never

Sample Baseline Employee Travel Survey - Guidance only

8. If you drive a car every day what could be done to encourage you to travel by another mode of transport to work even for some days a week?

Please tick all that apply.

- Tax free public transport tickets
- Personalised information about other transport options
- Improved cycle parking, showers and lockers at work
- Tax free Bike purchase scheme
- More storage facilities for walkers/cyclings
- Access to an organisational carshare scheme
- Priority parking for carsharers
- Access to a company vehicle for business travel
- Parking supply, parking permits or cost changes

Other (please specify)

9. Are there any factors or needs which affect your choice of mode of transport for the journey to/ from work?

- Yes No

If you would like to comment, please do so:

10. Are you aware that public transport users can purchase a Tax Saver commuter ticket through your employer?

This can save you approximately 50% of the price of the ticket.

- Yes No

11. Are you aware that Tax Saver tickets for public transport are available in both monthly and annual options?

- Yes No

12. Are you aware that some Tax Saver tickets for public transport can be used for travel both during the week and at weekends?

- Yes No

Sample Baseline Employee Travel Survey - Guidance only

13. If you currently use public transport for your journey to or from work, do you avail of Tax Saver tickets through your employer?

- Yes No

Please comment if you wish to do so

14. Would you be interested if ORGANISATION NAME were to set up an employee Cycle to Work scheme, this is a government scheme whereby the costs of purchasing a new bicycle are offset against tax?

- Yes No Don't Know

15. Would you be encouraged to Walk or Cycle even 1 or 2 days a week if the following work was undertaken in your organisation:

	Yes	No	Don't Know
Shower areas increased/ improved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Lockers provided	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Drying room for gear provided	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cycle parking increased	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cycle parking moved closer to entrances	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cycle parking covered and secure (e.g. only accessible by cyclists)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increased security on site	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

16. Would you be interested in any of the following initiatives to promote walking or cycling:

Please tick all that apply

- Cycle to Work Tax Saver scheme
- Bicycle maintenance class
- Cycle training
- Fleet bikes to trial
- A cyclist's forum (Bicycle Users Group)
- Incentive scheme for sustainable commuters
- Walking route marked out in the local area/on site

Sample Baseline Employee Travel Survey - Guidance only

17. How do you usually travel on business?

Please choose the modes you take most often.

- | | |
|---|---|
| <input type="checkbox"/> I don't do any business travel | <input type="checkbox"/> Train or DART |
| <input type="checkbox"/> On foot | <input type="checkbox"/> Driving a car |
| <input type="checkbox"/> Bicycle | <input type="checkbox"/> Passenger in a car |
| <input type="checkbox"/> Bus, minibus or coach | <input type="checkbox"/> Taxi |
| <input type="checkbox"/> Luas | <input type="checkbox"/> Other means |

18. Do you use video/ teleconferencing

- Yes No

19. Would it be possible to substitute some meetings with video or teleconferencing?

- Yes No Maybe

20. Would you be willing to walk, cycle, take public transport or carshare for business travel, where suitable?

- Yes No Don't Know

21. Do you usually have a carparking space available to you at your place of work?

- Always Sometimes Never Don't Know

22. Would you be interested in HomeWorking, where possible/ relevant for your work?

- I already homework when suitable Yes, on a weekly basis
 Yes, on a oneoff/occasional basis No Don't know

23. Do you have any other comments on travel to/ from/ for work not covered?

Sample Baseline Employee Travel Survey - Guidance only

24. TO SURVEY ORGANISER:

Address data can allow your organisation to anonymously map employees travel patterns.

Such maps are useful tools to raise awareness of the variety of transport options used by people in the same area. They can also be used to set up carsharing schemes. Only exclude this question if you have an alternative way to capture this information.

Address:

Note that this survey can be completed anonymously you can leave the name and or address section blank if you wish.

Address collection is purely for anonymously mapping employees' modal choice/accessibility to ORGANISATION NAME's site.

House/Apartment Number:

Building Name:

Street Name:

Locality (if in Dublin) or City/Town (if outside Dublin):

County or Postcode (if in Dublin):

Appendix E: Sample Monitoring Travel Survey Template

This Sample Travel Monitoring Survey is for guidance purposes only and is not an exhaustive list of questions. The format and style of the travel monitoring survey may depend on the type of organisation. A minimum response rate of 30% is necessary although it is likely to be higher for small sites and those with excellent employee engagement practices.

Monitoring Travel Survey - Guidance only

1. Travel Details

The option to offer a prize draw for completing this survey increases uptake

1. How do you usually travel TO work?

Pick one box only, for the longest part, by distance, of your usual journey to work.

- | | |
|---|---|
| <input type="radio"/> On foot | <input type="radio"/> Passenger in a car with driver going to same destination |
| <input type="radio"/> Bicycle | <input type="radio"/> Passenger in a car with driver going to different destination |
| <input type="radio"/> Bus, minibus or coach | <input type="radio"/> Taxi |
| <input type="radio"/> Luas | <input type="radio"/> Lorry or van |
| <input type="radio"/> Train or DART | <input type="radio"/> Other means |
| <input type="radio"/> Motorcycle or scooter | <input type="radio"/> Work mainly at or from home |
| <input type="radio"/> Driving a car | |

2. Which modes of travel do you use occasionally to travel to/ from work?

Please choose all modes that apply.

- | | |
|--|--|
| <input type="checkbox"/> On foot | <input type="checkbox"/> Passenger in a car with driver going to same destination |
| <input type="checkbox"/> Bicycle | <input type="checkbox"/> Passenger in a car with driver going to different destination |
| <input type="checkbox"/> Bus, minibus or coach | <input type="checkbox"/> Taxi |
| <input type="checkbox"/> Luas | <input type="checkbox"/> Lorry or van |
| <input type="checkbox"/> Train or DART | <input type="checkbox"/> Other means |
| <input type="checkbox"/> Motorcycle or scooter | <input type="checkbox"/> Work mainly at or from home |
| <input type="checkbox"/> Driving a car | |

3. Which of the following modes of travel would you consider using for your journey to/ from work, even some days a week.

Please choose all that apply.

- | | | |
|---|----------------------------------|------------------------------|
| <input type="checkbox"/> Car sharing | <input type="checkbox"/> Bicycle | <input type="checkbox"/> Car |
| <input type="checkbox"/> Public Transport | <input type="checkbox"/> Walking | |

Other (please specify)

Monitoring Travel Survey - Guidance only

4. Measures I am aware have been implemented in my workplace (amend to represent agreed travel plan actions)

	Well implemented	Implemented	Implemented but more could be done	Not aware of any implementation
Sustainable Travel Promotion	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any further comment	<input type="text"/>			
Public Transport Information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any further comment	<input type="text"/>			
Public Transport Tax Saver Tickets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any further comment	<input type="text"/>			
Improved shower and locker facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any further comment	<input type="text"/>			
Increased/Improved cycle parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any further comment	<input type="text"/>			
Cycle to Work tax saver scheme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any further comment	<input type="text"/>			
Cycle training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any further comment	<input type="text"/>			
Cycle maintenance classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any further comment	<input type="text"/>			
A company car sharing scheme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any further comment	<input type="text"/>			
Fleet Bike scheme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any further comment	<input type="text"/>			
Video/Tele conferencing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any further comment	<input type="text"/>			
Parking Management Scheme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any further comment	<input type="text"/>			

Monitoring Travel Survey - Guidance only

5. What would encourage you to use public transport, carsharing, cycle or walk to work more often

- | | |
|---|---|
| <input type="checkbox"/> Annual Public Transport Tax Saver Tickets | <input type="checkbox"/> Cycle training |
| <input type="checkbox"/> Monthly Public Transport Tax Saver Tickets | <input type="checkbox"/> Cycle maintenance |
| <input type="checkbox"/> Improved shower and locker facilities | <input type="checkbox"/> A company car sharing scheme |
| <input type="checkbox"/> increased/Improved cycle parking | <input type="checkbox"/> Increased security onsite |
| <input type="checkbox"/> Cycle to Work tax saver scheme | |

6. How far do you travel to work?

- Less than 1km
- Between 1 and 2km
- Between 2 and 4km
- Between 5 and 9km
- Between 10-14km
- Between 15-24km
- Between 25-50km
- > 50km

7. How do you usually travel on business?

Please choose the modes you take most often.

- | | |
|---|---|
| <input type="checkbox"/> I don't do any business travel | <input type="checkbox"/> Train or DART |
| <input type="checkbox"/> On foot | <input type="checkbox"/> Driving a car |
| <input type="checkbox"/> Bicycle | <input type="checkbox"/> Passenger in a car |
| <input type="checkbox"/> Bus, minibus or coach | <input type="checkbox"/> Taxi |
| <input type="checkbox"/> Luas | <input type="checkbox"/> Other means |

8. Do you use video or teleconferencing for business?

- Yes No

9. TO SURVEY ORGANISER:

Address data can allow your organisation to anonymously map employees travel patterns.

Such maps are useful tools to assess what measures may be needed to meet target modal splits.

Address:

Note that this survey can be completed anonymously you can leave the name and or address section blank if you wish.

Address collection is purely for anonymously mapping employees' modal choice/accessibility to ORGANISATION NAME's site.

House/Apartment Number:

Building Name:

Street Name:

Locality (if in Dublin) or City/Town (if outside Dublin):

County or Postcode (if in Dublin):

Appendix F: Sample Monitoring Report Template

The monitoring report assesses the level of compliance with the Workplace Travel Plan in terms of both measures and targets. This monitoring report should include:

Section	Description
Data	Results of site user mode share surveys and behaviour and attitude surveys. The scope and participation rate of any survey should be included. An example of a staff monitoring survey is included in Appendix E. Less than 30% response rate is deemed representative. The Local Authority may also decide to request independent monitoring surveys, e.g traffic counts.
Assessment	This should include an assessment of performance against the key targets set out in the Workplace Travel Plan. This may be supplemented by interview with the local authority or independent analysis. The analysis should outline what and how the measures in the action plan have been implemented.
	What has the Workplace Travel Plan been implemented. This may include photography of infrastructural and/or promotional measures (e.g. further cycle parking, travel information points, etc.)
	Who was responsible for implementation
	In what way was the measure implemented including reach and level of corporate commitment
	How long the measure was active if it was a temporary measure
	Assessment of % success of measures and further scope for supporting sustainable travel.
Review	What further actions are planned to maintain achieve or exceed the modal split targets set out in the Targets section. This can include repeating measures that worked or that required further commitment or promotion to ensure success. The responses to behavioural and attitudinal questions on the monitoring survey may assist this process.

Note: If the aims and targets are not being achieved then negotiation and review of the travel plan actions are likely to be the most effective tools for achieving outcomes. The local authority should work with the site Travel Plan Coordinator in reviewing the measures and drawing on best practice to agree what measures, or manner of implementation are most likely to achieve the targets

Survey Results

Key results in the survey will include:

- Baseline modal split between the different modes of travel used by employees to get to work (e.g. percentage walking, cycling, using public transport, car-sharing, home working, or using 'other');
- Distance travelled by employees from their homes to work;
- Occasional use of other modes on the journey to work;
- Willingness to use other modes;
- Factors motivating employees to use current modes of travel or to switch modes;
- Interest in actions to promote cycling, walking, car-sharing and public transport;
- Opportunities to promote video/ tele-conferencing or home working; and
- Business travel requirements.

Appendix G: Guidance Thresholds for Travel Plan Coordinator

Type of Employer	Size	Suggested Coordination
Small Employer	Fewer than 100 employees	Part of HR/Facilities role or delivered by a team reporting to senior management e.g. a green team.
Medium Employer	100- 250 employees	Dedicated and defined part-time role for 12 months e.g. included on job description then as the Action Plan requires. Communications, environmental, HR and Finance will also play a role in implementing the Action Plan.
Large Employer	250 -1,000 employees	Dedicated and defined part time role for at least 18 months, then as the Action Plan requires. Communications, environmental, HR and Finance will also play a role in implementing the Action Plan.
Large Employer sites Universities/ Hospitals	More than 1000 employees or sites with large numbers of students or visitors	Full time person for at least 18 months, then part time or part of another role(s) within the organisation, as the Action plan requires. Communications, environmental, HR and Finance will also play a role in implementing the Action Plan.

Note: This is purely for guidance, and organisations may need to dedicate more or less time to the plan, depending on the actions being implemented.




Údarás
Náisiúnta Iompair
National **Transport** Authority

National Transport Authority
Dún Scéine
Harcourt Lane
Dublin 2

Tel: +353 1 879 8300
Fax: +353 1 879 8333
Email: info@nationaltransport.ie

www.nationaltransport.ie