

CAMPSFIELD IRC

OUTLINE TRAVEL PLAN

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1.0 Introduction

1.1 Introduction

- 1.1.1 This Outline Travel Plan (TP) has been produced by Curtins on behalf of the Home Office ('the applicant') in support of the planning proposal for the expansion of Campsfield, Immigration Removal Centre (IRC), Kidlington, OX5 1RE ('the site').
- 1.1.2 The proposals comprise the expansion of the existing Immigration Removal Centre (IRC) on land at Campsfield Kidlington, Oxfordshire, OX5 1RE. The existing site accommodates up to 160 residents. The expansion would allow for up to 240 additional residents.
- 1.1.3 Cherwell District Council are the local planning authority and Oxfordshire County Council are the local highways authority.
- 1.1.4 Alongside this Travel Plan, a Transport Assessment has been produced and should be read in conjunction with this report.

1.2 Site Context

- 1.2.1 The site is located to the northwest of Kidlington Village to the South of Oxford Airport in an area of primarily light industrial and employment uses. The facility is located at the southern end of Evenlode Crescent (east) which forms a cul-de-sac and is accessed via a priority junction with Langford Lane.

Figure 1.1 – Site Location Plan

1.3 Existing Site

1.3.1 The IRC has been refurbished and reopened in December 2025. The existing IRC site includes provision for up to 160 residents and 256 staff.

1.3.2 Evenlode Crescent measures approximately 5.2m in width. A new footway has been provided along the eastern carriageway as part of the refurbishment works.

1.4 Development Proposals

1.4.1 The Home Office will operate Campsfield IRC, with a main on-site operator responsible for the day-to-day operations at the site. The facility will accommodate approximately up to 400 residents once fully operational. The redevelopment of the IRC will be a mixture of refurbished and new-build accommodation, built to the latest standards, and will provide safe, secure and fit-for-purpose accommodation.

1.4.2 Phase 1 of the facility was refurbished and reopened in December 2025 and comprises 160 beds for residents.

- 1.4.3 The proposals consist of the erection of up to 11,500 sqm of new accommodation for up to 240 residents. The new accommodation will provide provision for accommodation blocks, Care and Separation unit, gatehouse, visitors reception, interview rooms, administration, drivers' rest area, kitchen and faith rooms.
- 1.4.4 The car parking for the proposed development would provide 25% EV charging, in line with Oxfordshire County Council (OCC) car parking policy.
- 1.4.5 Cycle parking is provided within the proximity to the site entrance, within the car park. A maximum of 41 cycle parking spaces are provided in a secure cycle store.

1.5 Key Information

- 1.5.1 By way of summary, this Travel Plan has been prepared subject to the parameters set out overleaf in **Table 1.1**.

Table 1.1– Summary of Relevant Information

Development Name:	Campsfield IRC
Status of Travel Plan:	Outline Travel Plan
Development Address:	Campsfield IRC, Kidlington, OX5 1RE
Future Travel Plan Coordinator:	TBC
Delivery Mechanism:	Planning Application
Formal Commitment Period:	5 years

1.6 Report Structure

- 1.6.1 This Travel Plan follows the structure set out below:

Section 2.0 Travel Plan Principles

This section provides background information on the benefits which can be derived from a successful Travel Plan. It also sets out key aims and objectives for the Travel Plan process.

Section 3.0 Site Accessibility Credentials

The accessibility of the site by various means of sustainable modes of travel including public transport, walking and cycling are considered within this section of the report.

Section 4.0 – Travel Plan Initiatives

This section identifies measures and initiatives that can be implemented in order to promote and encourage sustainable forms of travel.

Section 5.0 Monitoring & Review

This section provides details on how the Travel Plan will be monitored and reviewed in line with the targets.

Section 6.0 Travel Plan Targets

Example Travel Plan Targets, outlining the need to present SMART targets following the completion of the baseline Travel Surveys are outlined in this section.

Section 7.0 Management & Coordination

This section provides details on the management responsibility and coordination of the document, and the appointment of a Travel Plan Coordinator (TPC) as the Travel Plan process progresses.

Section 8.0 Action Plan

This section concludes the report by providing an 'Action Plan' which summarises the document and the next steps.

2.0 Travel Plan Principles

2.1 Introduction

2.1.1 This section provides a brief background on the need for Travel Plans and their overall aims and benefits.

2.2 Background to Travel Plans

2.2.1 In essence, a Travel Plan is intended to encourage people to choose alternative transport modes over single occupancy car use and where possible, reduce the need to travel at all. Such a plan should include a range of measures designed to achieve these goals.

2.2.2 On 16th December 2025, the Government published a new draft NPPF which is subject to consultation until 10th March 2026. Minor amendments to the draft NPPF were issued in January 2026. Whilst a direction of travel has been outlined within the draft NPPF and accompanying Written Ministerial Statement dated 16th December which are both material considerations, the proposed changes to the NPPF can only be given limited weight at this stage as it is subject to public consultation any may change.

2.2.3 The National Planning Policy Framework (NPPF) was updated in December 2024 and outlines the potential benefits and requirements for the production of Travel Plans. It states that Travel Plans are 'key tools' to facilitate development.

2.2.4 Section 9, Promoting Sustainable Transport, of the NPPF outlines the important role that considering development applications should ensure that:

'Appropriate opportunities to promote sustainable transport can be – or have been – taken up, given the type of development and its location;

Safe and suitable access to the site can be achieved for all users;

The design of streets, parking areas, other transport elements and the content of associated standards reflect current national guidance, including the National Design Guide and National Model Design Code; and

Any significant impacts from the development on the transport network (in terms of capacity and congestion), or on highway safety, can be cost effectively mitigated to an acceptable degree.

2.2.5 Paragraph 116 of the NPPF states applications for development should:

"Give priority to pedestrian and cycle movements, both within the scheme and with neighbouring areas; and second – so far as possible – to facilitating access to high quality public transport, with layouts that maximise the catchment area for bus or other public transport services and appropriate facilities that encourage public transport use;

Address the needs of people with disabilities and reduced mobility in relation to all modes of transport;

Create places that are safe, secure and attractive – which minimise the scope for conflicts between pedestrians, cyclists and vehicles, avoid unnecessary street clutter and respond to local character and design standards;

Allow for the efficient delivery of goods and access by service and emergency vehicles; and

Be designed to enable charging of plug-in and other ultra-low emission vehicles in safe, accessible and convenient locations.”

2.3 The Aims and Objectives of the Travel Plan

2.3.1 In line with Central and Local Government Policies and Guidance, the aims of the TP are to:

- Reduce the need to travel;
- Discourage the use of unsustainable modes of transport and enable users of the development to make travel choices that benefit themselves and their community;
- Maximise social inclusion by making the development accessible to all members of the community; and
- Raise awareness of alternative modes of transport and thus encourage a modal shift towards more sustainable travel modes.

2.3.2 This TP has been prepared on behalf of the development to:

- Show its commitment to addressing the access needs of staff, parents, visitors and visitors through the promotion and implementation of a TP;
- Respond to congestion issues which may affect staff and visitors and thereby reduce performance;
- Support the Government’s environmental and sustainable development initiatives;
- Demonstrate its environmental responsibilities and to be seen as a leader amongst its peers and neighbouring communities;
- Remain in harmony with, and responsive to, changes to planning and fiscal policies regarding transport; and
- Work with others to ensure the availability of high-quality alternatives to the car and thereby reduce environmental impacts.

2.4 Benefits of a Travel Plan

2.4.1 The most easily identifiable benefits are those that are directly related to reductions in vehicle use; namely significantly less congestion, noise, air pollution and accidents. However, there is also a broader range of more intangible benefits that can occur from the implementation of Travel Plan initiatives. These benefits include:

- Improved health (i.e. increased fitness and reduced stress and obesity);
- A reduction in travel costs;
- A cleaner local environment;
- Meeting an organisation's environmental standards;
- Increase business efficiency and equality;
- Improved accessibility to local services;
- Increased road safety;
- Reduced travel times;
- Improved travel choice;
- Reduced congestion and demand for parking spaces; and
- A reduction in the need to travel.

3.0 Site Accessibility Credentials

3.1 Introduction

3.1.1 A key element of national, regional and local policy is to ensure that developments are located in areas where alternative modes of travel are available. It is important to ensure that developments are not isolated but are located close to complementary land uses. This supports the aims of integrating planning and transport, providing more sustainable transport choices, and reducing overall travel and car use.

3.1.2 The accessibility of the proposed development is considered in this context for the following modes of travel:

- Pedestrian Accessibility;
- Accessibility by Cycle; and
- Accessibility by Public Transport.

3.2 Pedestrian Accessibility

3.2.1 Research has indicated that acceptable walking distances depend on a number of factors, including the quality of the development, the type of amenities offered, the surrounding area, and other local facilities. The Chartered Institution for Highways and Transportation (CIHT) document entitled 'Providing for Journeys on Foot' suggests walking distances which are relevant to this planning application. These are reproduced in **Table 3.1**.

Table 3.1 – CIHT Suggested Acceptable Walking Distances

Classification	Town Centres (m)	Commuting / School / Sightseeing (m)	Elsewhere / Local Services
Desirable	200	500	400
Acceptable	400	1,000	800
Preferred Maximum	800	2,000	1,200

3.2.2 An improved footway is now provided along the eastern carriageway on Evenlode Crescent since the refurbishment on the site. This is complemented by street lighting. Pedestrian connectivity within the vicinity of the site is considered to be of a satisfactory standard, comprising footways and lighting to the south, east and west of the junction with Langford Lane. This enables connectivity to the wider pedestrian network and local bus stops. Dropped kerbs are also provided at the appropriate crossing points to assist safe pedestrian movement along key desire lines in the local area.

3.2.3 The southern side of Langford Lane provides a well-lit and convenient connection for staff/visitors to reach local bus stops.

3.2.4 **Table 3.2** sets out local amenities located within walking distance of the site.

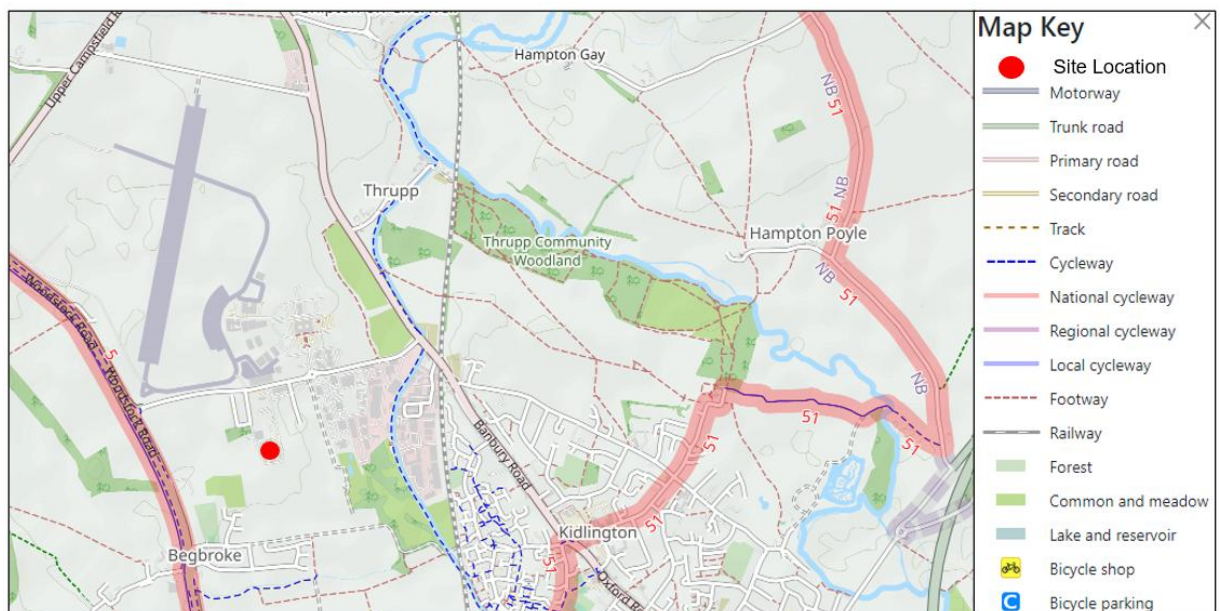
Table 3.2 - Local Amenities

Amenity	Walking Distance
Cygnets Nursery Kidlington	180m
Evenlode Crescent Bus Stop	250m

3.3 Accessibility by Cycling

- 3.3.1 Cycling is an efficient and healthy way to travel. Cycling also provides a predictable arrival time which depending on location, can be quicker than driving or using public transport, and is subject to fewer delays.
- 3.3.2 The local cycle network shows that the site is in close proximity to National Cycleway Route 5. The cycle route is situated along the A44 and provides a connection between Stratford-upon-Avon and Oxford. To the east of the site is national cycleway Route 51, along the A406, which provides a connection between Bedford and Oxford.
- 3.3.3 We are aware of the proposed off-road cycle route to be located along Langford Lane, and this will improve cyclists’ connectivity to the site, with safe and segregated provision provided up until the site access.
- 3.3.4 **Figure 3.1** shows the location of the site in the context of the local cycle network.

Figure 3.1– Local Cycle Network



3.4 Accessibility by Public Transport

3.4.1 Guidance from the Chartered Institution of Highways and Transportation (CIHT) document 'Guidelines for Planning for Public Transport in Development' indicates that ideally, a bus stop should be located within 400m from a new development. In rural areas this is considered to be difficult to achieve, where 800m is considered to be the limit at which public transport would be considered to be accessible.

Bus Services

3.4.2 The nearest bus stop to the site is located along Langford Lane approximately 250m to the north of the site access, within the recommended distance. The bus stops are situated either side of Langford Lane are recognised by a bus flag, service information, and a raised kerb. The bus services provide access to connections to Kidlington, Oxford Railway Station and Oxford City Centre.

3.4.3 Other bus stops within the vicinity of the site are located at Oxford Airport to the north of the development and Langford Lane West on the A44 west of the development.

3.4.4 **Table 3.3** details the public and school bus services that call at these stops and associated frequencies.

Table 3.3 – Summary of Bus Service Frequencies

No.	Bus Stop Location	Route	Operator	Approximate Frequency (Minutes)		
				Mon – Fri	Sat	Sun
S3 Gold	A44	Oxford – Chipping Norton	Stagecoach	Every 15 – 30 minutes	30	30
S4 Gold	Oxford Airport	Oxford - Banbury	Stagecoach	Every 60 minutes	30	30
S7	Evenlode Crescent	Oxford Railway Station to Woodstock and Chipping Norton	Stagecoach	Every 30 mins	30	30

3.4.5 As part of the S106 agreement at the nearby development at the Oxford Technology Park, a bus stop is to be provided on the northbound section of the Boulevard. This will reduce the walking distance from the site to the most local bus stop and allow for safer access to the bus stops with the need to cross fewer roads. This would positively benefit Campsfield IRC.

3.4.6 The new bus stop will help connect the local area with increased frequency and hours of operation of bus services between Oxford Airport, Langford Lane, Oxford City Centre and Oxford Parkway Station.

Railway Services

3.4.7 The nearest train station is Oxford Parkway Railway Station which is located 5 miles to the south of the site. Oxford Parkway Railway Station is served by Chiltern Railways providing direct services to London Marylebone and Oxford. **Table 3.4** shows the frequency of rail services in the network peak hours.

Table 3.4 – Summary of Train Service Frequencies

Direction	AM Peak (08:00-09:00)	PM Peak (17:00-18:00)
London Marylebone	3	2
Oxford	2	2

3.4.8 Oxford Parkway Railway Station can be accessed from the development circa 15-minute bus ride from the closest bus stop located on Evenlode Crescent. Oxford Railway Station in the city centre can be accessed from the development in circa 38-minute bus ride from the closest bus stop on Evenlode Crescent.

3.5 Summary

- 3.5.1 It is considered the site has a good level of accessibility by sustainable modes of transport. The surrounding area exhibits satisfactory levels of pedestrian infrastructure and there is an acceptable level of bus and train services.
- 3.5.2 The nearest railway station is Oxford Parkway, accessible in approximately a 15-minute bus journey. Buses serve the local bus on average between every 15-30 minutes.
- 3.5.3 Planned improvements to local cycling and pedestrian infrastructure will further increase the appeal of active modes of transport.

4.0 Travel Plan Initiatives

4.1 Introduction

4.1.1 This section of the TP sets out the intended measures and initiatives that will be introduced to encourage the uptake of active travel amongst staff.

4.2 Welcome Packs

4.2.1 All staff will be provided with a Welcome Pack when they are first employed at the IRC. Welcome Packs can be critical in influencing travel patterns. Electronic versions of the Welcome Packs will be made available to allow for ease of access and regular updates. The contents of the packs could include:

- Details of the Travel Plan Coordinator;
- Information on the environmental and health benefits of active travel;
- Maps of local cycle and walking routes in the vicinity of the site;
- Links to travel planning apps and travel advice such as travel planning apps;
- Locations and details of local public hire cycle schemes and micro-mobility operators;
- Details of the staff minibus service from local stations;
- Information on the closest rail station and bus stop to the site along with typical service frequencies; and
- Information on local car sharing platforms such as Enterprise Car Club.

4.3 Personal Journey Planning

4.3.1 An advisory leaflet will be provided in the Welcome Pack that encourages staff to contact the TPC to discuss the active travel options available to them locally. The TPC will then use the information discussed to prepare a 'Personal Journey Plan' free of charge. The Personal Journey Plan will be based on individual lifestyles and consider the available transport options for stated journeys.

4.3.2 This process will allow staff to consider how they currently travel and promote alternative methods for their journeys, for example when commuting to work or accessing local amenities. Personalised journey planning will allow staff to better understand the time saving, health, environmental and economic benefits of active travel.

4.4 Measures to Encourage Walking

4.4.1 Walking is the most sustainable and accessible mode of travel. Most individuals in relatively fair health can incorporate walking into part of their journey. Furthermore, 30 minutes of moderate activity five or more times per week is likely to enhance the health and fitness of the individual. In order to encourage walking the following measures could be implemented:

- Providing information on local pedestrian routes and display on a notice board in staff areas;

- Promotion of National Walking Month; and
- Raise awareness of the health benefits of walking.

4.4.2 The above measures will be implemented within six months of first occupation of the site by the TPC.

4.5 Measures to Encourage Cycling

4.5.1 To encourage cycling as a mode of transport, the measures below could be used:

- Cycle parking will be safe and secure;
- Information on the local cycle network routes made available through the previously discussed Induction Packs;
- Ensure that cycle parking capacity is monitored in line with demand;
- Arrange cycle training and maintenance lessons for staff who are not confident about cycling or simply wish to find out more;
- Reasonable endeavours will also be made to induce local cycle retailers to provide discounts on cycles, cycle equipment and servicing to staff.

4.6 Measures to Encourage Public Transport

4.6.1 Increased accessibility to and use of public transport is a key element of any TP. As demonstrated in the previous section, the location of the site is within appropriate walking distance of local bus stops and railway services, with Oxford Parkway Railway being located within a 13-minute bus journey from the development.

4.6.2 Measures to encourage public transport use include:

- Providing up to date timetables for bus and rail in staff welcome packs;
- Work alongside local transport operators to maximise benefits of using public transport;
- Promote relevant public transport information databases and apps;
- Announcements to visitors and staff ensuring they are aware of the times of the last service on buses and trains when doing shift work;
- Raise awareness of cost-cutting public transport deals and discounts if applicable and highlight the potential savings of opting for public transport over personal vehicle use.

4.7 Raising Awareness

4.7.1 The TP marketing strategy will raise awareness of the key measures outlined within the TP. This strategy will provide active travel information and notifications of upcoming sustainable transport events and facilities.

4.7.2 The Welcome Pack will include a summarised version of the Travel Plan along with information on local walking and cycling network.

4.7.3 A version of the TP document and any subsequent TP review documents should be made readily available to site occupiers. In order to ensure this, the following options could be used:

- Make an electronic copy of the relevant site-specific TP available to all site users;
- Make a hard copy available in all reception/entrance areas for people to refer to; or
- Include information pertaining to the Travel Plan within newsletters.

4.8 Conclusion

4.8.1 In summary, the measures outlined within this TP have been created to ensure ample opportunities and infrastructure are available to support staff choosing to travel by active modes. The above initiatives have been designed to make site users aware of the benefits of active travel.

5.0 Monitoring & Review

5.1 Introduction

5.1.1 This section of the TP describes the management and co-ordination processes that are to be introduced to support the TP measures.

5.2 Travel Plan Coordinator

5.2.1 The contact details of the Travel Plan Coordinator (TPC) will be provided in Section 1.4 once known. Should the TPC change, the new contact details will be shared with OCC and the TP updated accordingly.

5.2.2 The TPC will have overall responsibility for the day-to-day management and implementation of the TP. They will be the first point of contact in relation to the TP and will take ownership of the TP.

5.2.3 The main duties of the TPC are summarised as follows:

- Overall management of the TP;
- Promotion of the TP's aims and objectives;
- Implementation of the specific measures identified in the plan;
- Identification and appraisal of further measures supporting the objectives;
- Collation and dissemination of transport information to staff;
- Co-ordination and liaison with local authority, adjacent organisations and public transport and micro-mobility operators;
- Review of policies and procedures to understand and align the incentives that influence mode choice; and
- Monitoring transport issues and reporting to senior management as appropriate.

5.3 Travel Surveys

5.3.1 The first set of travel surveys for the development will be undertaken within six months of first occupation and at the end of the Years 1, 3 and 5. The TPC will organise the questionnaire and/or interview surveys aimed at obtaining updated information on the travel patterns of staff.

5.3.2 The results of the surveys can then be reviewed with OCC, illustrating the effectiveness (or otherwise) of the measures implemented at the site and agreeing the targets over the next period. The surveys will extract the following key information:

- Usual mode of travel and reason for modal choice;
- Attractiveness of active travel for commuting;
- Any barriers to active travel; and
- Initiatives that would encourage staff to travel more actively.

5.4 Timescales

5.4.1 **Table 5.1** details an example timetable for the implementation of the Travel Plan.

Table 5.1 -Travel Plan Implementation Timetable

Travel Plan Process	Proposed Implementation Date
Appoint Individual TPC	Prior to first occupation
Agree scope and methodology of staff travel surveys with OCC	Within 6 months of first occupation
Undertake travel surveys	Within 6 months of first occupation and at the end of years 1, 3 and 5
Prepare Update Report and agree targets with local authority	Within 1 month of surveys being completed

5.4.2 The target for the development is to encourage an uplift in trips made by active modes. This target will be fully reviewed following the first phase of monitoring, to ensure that the targets set are SMART.

5.4.3 It is difficult to predict remedial measures when a specific target is not met or the reasoning behind this is unknown. During the five-year monitoring process, at the end of year 1, year 3 and year 5, if the travel surveys demonstrate that targets are not being met, a review will be undertaken to establish whether targets are realistic.

5.4.4 Following this review, if relevant, the targets may be revised to be more realistic. The TPC will inform the OCC of the survey results and any revised targets.

5.4.5 A proposed Remedial Action Plan is set out in **Table 5.2** overleaf, with meetings undertaken by the TPC.

Table 5.2 – Remedial Action Plan

Order	Action
1	Review of survey results at the end of year 1 and 3 against targets
2	Revision of travel plan targets, if relevant, to focus on other sustainable modes of transport
3	Notification of potential failure to meet agreed target to TPC and updated targets
4	Set in action remedial measures (such as): Review surveys to establish measures most likely to encourage staff to alter their travel habits in favour of sustainable modes.
5	Continue to monitor progress of measures against the targets
6	If revised targets are not met, continue to monitor through Travel Plan for another three years.

6.0 Travel Plan Targets

6.1 Introduction

6.1.1 This section sets targets that will assist the TP in meeting its objectives. As a direct result of the 'measures' to be introduced, a number of mode share targets have been set to encourage an uplift in trips made by active modes.

6.2 Travel Plan Targets

6.2.1 The TP targets will be based on the SMART principles:

- Specific (identify what is to be achieved);
- Measurable (over the target period);
- Achievable (linked to overall objectives and aims);
- Realistic (must be achievable over time allocated); and
- Timed (a defined action plan including dates for achievement).

6.2.2 Setting SMART targets is essential to provide a purpose and focus for the TP. A number of targets have been adopted. These targets are divided amongst those relating to delivering outputs and those related to achieving outcomes as explained below:

- Output targets – These targets relate to the implementation of the measures to be introduced as part of the TP. They will help to ensure that the TPC remains on course with the delivery of the different measures contained within this TP; and
- Outcome targets (modal shift) – These targets relate to the effect of implementing the TP measures and will include for example reducing the overall proportion of journeys being undertaken from the site by car.

6.3 Output Targets

6.3.1 **Table 6.1** details the output targets, responsibilities for delivery, and associated timescales.

Table 6.1 - Output Targets

Output Target	Responsibility	Timescale
Appoint and fund TPC	Home Office	Prior to first occupation
Training of marketing staff	Developer/TPC	
Advise OCC of planning occupation date	Developer/TPC	
Prepare Welcome Packs	Developer/TPC	
Promote travel planning measures	TPC	Upon first occupation of expansion of this development.
Undertake travel surveys	TPC	Within 6 months of first occupation and at the end of Years 1, 3 and 5.
Analyse results of travel survey and provide reports to OCC	TPC	Following monitoring phase
Yearly sustainable travel campaigns	TPC	Upon appointment of TPC and ongoing
Agree revised measures and targets where necessary	TPC	Following monitoring phase

6.4 Outcome Targets

- 6.4.1 The initial travel survey will gather information that will provide a base year modal split for journeys to and from the site. This base year information will then be used to derive accurate mode share targets for the development.
- 6.4.2 Until the initial travel surveys are undertaken, the Office for National Statistics database, which contains national travel data from the 2011 census, has been used to set interim mode share targets for the development. Dataset 'Method of Travel to Workplace' was used to derive mode shares for the area of Cherwell 019 'E00022610' with the results of which are shown in **Table 6.2**.

Table 6.2 - Baseline Mode Share

Travel Mode	Mode Share
Public Transport	6%
Car	85%
On foot	5%
Bicycle	4%
Total	100%

6.4.3 **Table 6.2** indicates that 9% of staff use active travel as part of their commute, whilst 85% primarily travel by car and around 6% travel by public transport. The outcome targets set out in **Table 6.3** have therefore been developed to focus on an increase in trips made by active modes of travel.

Table 6.3– Indicative Future Active Travel Target

Mode	Baseline	Year 1	Year 3	Year 5	Target
Active Travel	9%	11%	13%	15%	+6%
Public Transport	6%	8%	12%	15%	+9%
Car	85%	78%	72%	70%	-15%

6.4.4 The above active travel target seeks to achieve a 6% uplift in the number of staff travelling to and from the site by active modes of travel. The public transport target is set to increase by 9%. With the uplift in both active modes of travel and public transport there should be a reduction in staff using their own vehicles to travel to the site.

6.5 Conclusion

6.5.1 In summary, the above targets have been set to reduce the reliance on vehicles where possible and encourage active forms of travel for future staff of the development.

7.0 Management & Coordination

7.1 Introduction

7.1.1 This section details the mechanisms by which the TP will be secured and provides an Action Plan for the implementation of the identified measures including time frames and responsibilities. **Table 7.1** overleaf sets out the proposed implementation plan for this TP, explaining:

- How the management structure for the TP will be established, associated timeframe and responsibility;
- The implementation of stated measures and initiatives; and
- The monitoring procedures and promotion of the TP.

7.2 Management Structure

7.2.1 Responsibilities for delivering measures within the TP lie with the Home Office.

7.2.2 The TP will be co-ordinated by a group of key personnel. This group will be responsible for the implementation and review process of the TP and will include senior management and the TPC.

7.2.3 The intended management structure for the TP is shown below in **Figure 7.1**.

Figure 7.1 – Travel Plan Management Structure



7.3 Funding Stream

7.3.1 There is funding implications associated with the running of the Travel Plan, including:

- Costs associated with the production of hard marketing materials;
- Costs associated with external resources, i.e., IT support for website; and
- Costs associated with undertaking initial and monitoring surveys.

7.3.2 The importance of securing the funding for the elements of the plan at an early stage of the development process is acknowledged.

8.0 Action Plan

8.1 Introduction

8.1.1 This section details the mechanisms by which the TP will be secured and provides an Action Plan for the implementation of the identified measures including time frames and responsibilities.

8.1.2 Failure to meet targets and deliver incentives will result in non-conformity and the Local Authority will repeat the assessment process at the cost of the development until they are satisfied that all measures and targets have been reached.

8.1.3 **Table 8.1** below sets out the proposed implementation plan for this TP, explaining:

- How the management structure for the TP will be established, associated timeframe and responsibility;
- The implementation of stated measures and initiatives; and
- The monitoring procedures and promotion of the TP.

Table 8.1 – Travel Plan Action Plan

Action Plan					
Objective	Target	Measure	Timescale	Responsibility	Progress Indicators
Encourage active travel amongst staff.	6% uplift in active travel within 5 years of the baseline surveys being undertaken.	Produce Welcome Pack.	Prior to first occupation of expansion of this development.	TPC	100% of staff provided with pack.
		Provision of personal journey planning to interested staff.	Upon request.	TPC	The number of requests increase as a result of useful information being provided to staff.
		Ensure up to date information regarding walking/cycling routes is provided within newsletters and common areas.	Information to be reviewed every six months or upon being notified.	TPC	Information pertaining to active travel is never more than six months out of date.

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