Guidance on the implementation of Station Travel Plans

ATOC Association of Train Operating Companies

RSSB

Foreword

More passengers now travel on the UK's railway than at any time in the past sixty years and demand is expected to continue to grow. However, rail journeys also involve travel to and from stations and we now recognise that this 'final mile' can be a significant barrier. For example, at some stations demand for car parking exceedes supply, creating problems around the station and potentially limiting growth. Additional car parks can be very expensive and are not always practicable or appropriate to local transport or wider sustainability considerations. They will not help potential rail users who do not have access to a car or would make other transport choices.

The rail industry is involved in many initiatives to improve the 'door-to-door journey' across all modes: new car parking, rolling out PlusBus and ITSO smartcard ticketing across the network, improved cycle parking and hire as well as schemes to improve accessibility and the general station environment. The Station Travel Plan (STP) is a management tool that brings together initiatives into a coordinated package that is delivered through partnership between the rail industry, local authorities and other stakeholders.

STPs have shown that they can be very effective at delivering improvements cost-effectively, making better use of existing resources, and leveraging additional funding. STPs have: achieved increases in the use of sustainable modes, improved customer satisfaction, and supported passenger growth.

These successes show that STPs are a valuable tool, in the wider toolkit of measures, for improving station access, tackling transport problems around the station, and helping the rail industry to meet its strategic objectives to increase rail use and improve sustainability. STPs work best where there are synergies with other schemes, such as station redevelopment, or nearby planning or highway schemes, which provide opportunities for coordinated benefits and potential co-funding. STPs can form part of, or complement, other partnerships, such as Community Rail Partnerships, and joint initiatives such as the Local Sustainable Transport Fund (LSTF). STPs can play an important role in delivering the government's recently published strategy for the door-to-door journey.

This guidance is based upon the lessons learned from a recent pilot programme of STPs and draws on evidence from other STPs that have been implemented. It is aimed at those who could benefit from implementing their own STPs, both in the rail industry and in local authorities. The guidance describes the benefits of STPs, provides advice on how to select stations where STPs are most likely to be successful and how to work in partnership to implement them. This guidance supersedes previous ATOC guidance on STPs.

Acknowledgements

Contents

About this guide

Introduction to the guide

This guide has been developed to assist those wishing to develop Station Travel Plans (STPs), building upon lessons learned from a review of the ATOC and RSSB led programme of STP pilots[1], which began in 2008.

It describes:

- Benefits associated with an STP
- Advice on identifying and selecting stations most suited for successful STPs
- Establishing the right partnerships
- Deciding which improvements to make
- Managing an STP
- Obtaining funding
- Implementing STP measures
- Successful monitoring techniques

This guide recognises the range of rail stations existing in the UK. It acknowledges their diverse sizes, passenger flows, locations and passenger access requirements. Lessons learnt have been drawn together to provide advice on good practice for STPs, recognising that planning, resources, and requirements need to be tailored to local conditions. The approach provides a constructive and pragmatic way of delivering improvements to both the rail station and the surrounding area in order that the following are enhanced:

- The 'door-to-door' journey experience
- Sustainable travel to and from the station
- Passenger perceptions
- Passenger numbers

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1   The report 'Evaluation of the pilot Station Travel Plans' is available from www.rssb.co.uk Search for research project T918

This guide should assist all those who wish to improve rail station access and encourage sustainable transport through a harmonised and planned approach. It is intended for anyone interested in applying travel planning principles to improve access to railway stations, whether in the rail industry, local government, voluntary groups or other stakeholder. The target audiences include:

- Train operating companies (TOCs)
- Local authority transport planners and travel planners
- Community Rail Partnerships
- Local community groups
- Consultants engaged in the implementation of STPs

St Albans City Station after improvement

Introduction to Station Travel Plans

Introduction to Station Travel Plans

What is a Station Travel Plan?

Station Travel Plans (STPs) are an application of the travel plan concept that has been successfully used as a tool for managing transport access to locations such as workplaces, hospitals and schools since the mid-1990s. STPs provide a mechanism for coordinating the activities of all stakeholders with an interest in sustainable, multi-modal access to rail stations, passenger satisfaction, and a successful door-to-door journey. Stakeholders include the rail industry, local authorities (LAs), passenger groups, bus and taxi operators, cyclists, and others.

Summary definition of an STP

An STP is a management tool for improving access to and from a station and mitigating local transport and parking problems, supporting sustainable growth in rail patronage and the strategic objectives of the rail industry. The STP is jointly agreed and delivered by the rail industry, LAs, other stakeholders and the local community working in partnership.

The key facets of an STP are that:

- It considers a range of gaps and solutions across different modes.

- It focuses on more sustainable transport solutions, in particular, ways of getting to and from the station other than solo car use.

- It involves partnership in some form, from informal coordination through to legally binding service level agreements.

- It requires a joint action plan to be agreed between partners.

- It requires the identification and commitment of funding and resources by partners, and provides a basis for bidding for additional funding.

- The level of funding and resources will vary with local circumstances and needs, and also with time.

- It facilitates and provides a framework for coordination between other, existing transport plans and strategies by rail industry and LAs, thereby helping maximise their benefits; but should not duplicate them.

Although STPs are aimed at improving more sustainable transport solutions, it is recognised that driving to a nearby station can avoid the need for the whole journey, or at least a trip to a more distant station, to be made by car. Therefore appropriate management of car parking, and car pick-up and drop-off, are a legitimate part of an STP, as is consideration of management of parking in streets close to railway stations.

There are currently more than 70 STPs in the UK, including:

- 24 STPs covering 31 stations in the ATOC/RSSB pilot programme.
- Network Rail STPs for the 17 principal stations, one in the pilot programme.
- 30 STPs being delivered by Southern Railway as a franchise commitment.
- Individual STPs as part of the planning process for new stations (eg Beaulieu Park).
- LA led STPs, including some that have been awarded funding by the Local Sustainable Transport Fund.
- STPs that are part of Community Rail Partnerships (CRP).

It is expected that this diversity of approaches will continue, with further TOC-led STPs being included in future franchises, alongside those led by other stakeholders. Meanwhile, this guide focuses on elements which are likely to be common to all STPs.

The benefits of STPs

Experience from applying travel planning techniques at other types of location, in particular workplaces, schools and hospitals, has shown travel plans to be an effective tool for providing cost-effective, sustainable, multi-modal solutions to transport access problems. STPs are an extension of this successful approach; to assess their effectiveness a pilot programme was set up in 2008. This was led by LAs and the rail industry through the Association of Train Operating Companies (ATOC) and RSSB. A report on an evaluation of the pilots, by TRL and The Railway Consultancy, was published by RSSB in summer 2012[2].

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2   The report 'Evaluation of pilot station travel plans' is available from the RSSB website www.rssb.co.uk (Search for research project number T918)

Introduction to Station Travel Plans

Introduction to Station Travel Plans

Initiatives implemented

The evaluation study concluded that the STPs had helped the stakeholders to implement a wide range of different multi-modal initiatives to improve access to their stations. These included both 'hard' (eg infrastructure, service changes) and 'soft' (information and awareness raising) measures. Cycling improvements and information measures were a focus at most stations, with many also promoting walking. Bus initiatives ranged from information to re-branding of buses to service frequency enhancements. There were also a smaller number of measures on taxis, car sharing, drop-off arrangements, and car parking.

Impact on access modes

From the range of information sources used, it was concluded that there was evidence of increases in:

- Cycling at 20 stations, of which 12 stations showed multiple indicators of growth (Figure 1 shows how cycle parking increased at St Albans)

- Bus patronage at 11 stations, with significant growth at three stations

- Walking at 13 stations

- Increased uptake of PlusBus at stations promoting it, relative to the national trend

This was a limited study made after only two years, so it is likely that considerably more stations achieved success with specific modes than are listed above, and that further successes will be demonstrated once all planned measures are fully implemented.
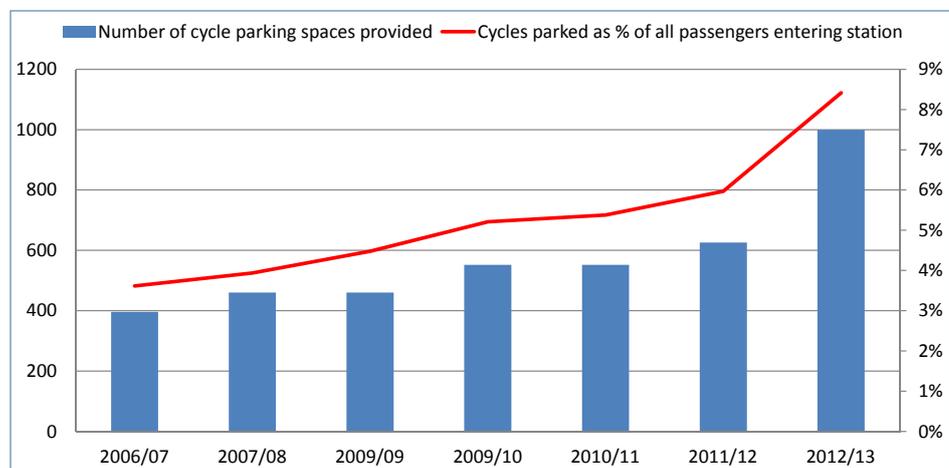
Figure 1: Growth in availability and use of cycle parking at St Albans

Car use increased at stations where there were large increases in parking provision. However, these stations also showed substantial growth in patronage (for a range of reasons). Combined patronage and modal shift data indicated that, in absolute numbers, use of sustainable modes may have increased as well; suggesting that increased car parking may not be detrimental to other modes. However, increasing car parking at the same time as an STP needs caution, as other evidence suggests the two measures are not generally mutually supportive.

Of the 26 stations where there was some form of control data, 16 stations had shown patronage growth that was greater than their 'control' stations (stations in the same region, identified as comparable). However, it is impossible to totally isolate the STP effect from other factors that may also have contributed to this increase.

National Passenger Satisfaction (NPS) surveys show that the STPs increased passenger satisfaction with some access modes. Two measures were used: average score and the proportions rating the options as being at least 'fairly good'. At least one of the two measures used showed statistically significant increases in satisfaction at 15 stations, in relation to connections to public transport; eight stations in relation to cycle parking and ten stations for car parking.

Wider benefits

The evaluation study concluded that STPs also delivered wider benefits, in particular improved communication between stakeholders, enabling better coordination and improved cost-effectiveness of existing initiatives: 'the glue that binds initiatives together'.

Many STPs successfully bid for funding from a range of sources, including the LSTF. Stations also reported high profile recognition for their work, including awards and positive press coverage.

Introduction to Station Travel Plans

Some of the feedback from the pilot STPs:

- 'Excellent relationship with city partners and other stakeholders being built and continually developed'.

- London Midland are applying lessons learnt from the pilots in the further development of Wolverton station.

- It was possible to streamline the STP marketing activities and a separate 'Pershore Road Travel Choices' project at Kings Norton, with benefits for both.

Making a business case

STPs involve a package of different schemes and initiatives, determined by local requirements. Both the rail industry and governmental bodies will have their own differing methods for appraising the cost-effectiveness of proposed investments. Appraisal will need to be on a scheme-by-scheme basis, using the processes recognised by the project partners. The likely outcomes of the analysis will vary greatly depending on whether commercial or governmental methodologies are used. Cost-benefit analysis is outside the scope of this guidance; however there are several aspects of STPs that are helpful in developing a business case:

- Shortages of car parking are widely considered to be barriers to future growth. Car parks filled by commuters are not then available for potential new, off-peak passengers, when there is capacity on the trains. STPs provide a framework for assessing and managing car parking and promoting alternative modes, potentially helping optimise car park availability in the off-peak.

- The improvements to access modes, the quality of interchange, and improved information provision (which reduces uncertainty to passengers) all reduce the 'interchange penalty', the perceived time cost to travellers arising from interchange[3].

- STPs provide cost-effective frameworks to help meet strategic objectives, such as the rail industry's Sustainable Development Principles; the government's 'door-to-door' strategy, and the High level output specification (HLOS) requirement to improve the passenger environment at stations.

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3   See RSSB Topic Notes on Integrated Transport and Travel Behaviour Project T824, available from www.rssb.co.uk

- Information gathering and monitoring methods help provide a better evidence base for assessing the business case for individual schemes.

- LAs can use STPs to assist with evidence gathering, in support of the development of their local transport plans, targeting investment, local planning policies, etc.

- Both LAs and rail operators have found STPs helpful in bidding for external funding. Southern Railway reports that 50 pence of external co-funding has been obtained for each £1 they initially invested in their STPs.

- The STP can help deliver wider economic benefits for the community, through improving access to jobs, education, tourism, etc.

The Sustainable Development Principles represent core values of the rail industry and are fundamental to delivering a sustainable railway at the centre of a transport system that meets the needs of society without compromising future quality of life. These principles highlight the importance of providing door- to-door journeys by working together with all transport modes to provide an integrated, accessible transport system that takes account of the non-rail leg of the journey.

The Rail Industry Sustainable Development Principles , RSSB

The Secretary of State wishes the industry to improve the passenger experience at stations and is making available up to £100 million over CP5 to fund station infrastructure improvements including better passenger information…

DfT High HLOS 2012

Introduction to Station Travel Plans

Introduction to Station Travel Plans

Overview of the STP process

The process for setting up an STP will depend upon local circumstances as well as on the route through which it is being pursued, for example whether part of a franchise, a station redevelopment, a Community Rail Partnership (CRP), a local authority LSTF bid, or is linked to a city centre redevelopment. However, the key elements of the process are likely to be as follows.

Step	Description
Station selection	Identify stations where STP will bring greatest benefits
Establishing a partnership	Coordinate locally between stakeholders Identify local staff resources Identify potential funding sources Identify and agree strategic priorities, driven by franchise commitments, LTP etc
Information gathering	Collect detailed information on local travel patterns and transport service provision".
Problem Identification	Assess 'gaps' and identify local problems and priorities for improvement
Assess options and opportunities	Consider different options for access improvements covering a range of potential multi-modal solutions
Developing the Action Plan	Develop a plan for implementation of selected options Set targets
Implementation	Implement station access improvements Communication
Monitoring and review	Collect information on the effect of improvements Assess against targets Consider future improvements Regularly review objectives and action plan

Clearly decisions about which stations are most appropriate for STPs will be very different for a process driven by a local scheme, where only a single station is relevant, compared to the process for a franchise, or local authority area, where suitable STP sites may have to be selected from potentially hundreds of different stations.

SOA interchange Photograph: Southwestern

Station selection

Where and when are STPs most successful?

The evaluation of the STP pilots identified many successes, and concluded that they have an important role to play in delivering rail industry and local authority objectives. However, it was recognised that an STP will not be appropriate at every station, and that many types of access improvements can be implemented without one. Experience from the pilot STPs shows these are success indicators:

- **Problem with egress/access** - problems with accessing the station from the surrounding area by one or more modes

- **Potential for greater use of a range of modes** - Demonstrated potential for increasing access to stations by particular modes

- Proposed significant changes to rail services

- Proposed local major developments near station

- Proposed major local transport schemes

- **Opportunities that can be identified to support implementation**
  - ↘ Local funding available (eg Section 106 from a nearby development)
  - ↘ LA commitment to STP
  - ↘ Existing LA sustainable travel programmes in the area, such as workplace travel programmes, residential and personalised travel planning
  - ↘ Local transport plan including improvements to station access
  - ↘ Other existing partnerships such as Community Rail Partnerships

- **Stakeholder support** - strong local support, from local community groups or businesses

The more of these conditions that are fulfilled, the more likely it is that an STP is appropriate. An STP should be considered when any major scheme is planned that has an impact on station access, major rail service changes, or new stations are planned.

While the busiest stations are likely to be most appropriate for STPs, and influence the largest number of passengers, consideration must be given to how much opportunity there is to make a significant change. A busy city centre station might have high passenger flows, but if most people already walk, and there are limited opportunities to significantly change transport provision, this would have lower priority than one where significant access problems have been identified and there are opportunities to take action.

The appropriate approach to STPs will vary with time as well as with local circumstances. For example, a station where it is only practicable to implement very minor schemes would not justify a full STP. However, a later major planning proposal nearby could make much more significant changes possible, justifying a full STP to gain greatest benefit from this opportunity.

Station selection

Selecting stations at regional or franchise level

The previous discussion will be most applicable when an STP is being driven at a local level, for example by a local authority, or where only a small number of potential candidates for STP is under consideration. However, if a decision is being made about STPs for a whole franchise area, or a region covered by an Integrated Transport Authority, a high-level assessment will identify where an STP is the most appropriate tool. It is unlikely that best value will be achieved if STP selection is decided, for example, on an arbitrary numeric target. Potential franchise bidders may want, as part of their bid, to produce a list of stations where STPs are proposed. This assessment could be done as part of the process of developing a wider 'station access strategy', which would set out strategic priorities across all stations being considered. This might cover other aspects of station access, such as compliance with disability discrimination regulations, or policies on car parking payment systems and management, which may not be included in the normal scope of an STP.

Station selection

The success factors can be grouped into the following key requirements that, if met, suggest good potential for an STP:

- There is an **identified problem** with access (or egress) that presents a barrier to growth.

- There is **potential for greater use of particular modes**, eg evidence of unmet demand, favourable local circumstances.

- **Practicable measures** can be identified to improve particular modes.

- **Opportunities** can be identified to support their implementation, eg funding, existing schemes or developments in the area.

- There is **demonstrated stakeholder support** for an STP, especially from the relevant local authority.

A simple top level assessment of potential for STPs could be done by using this list as the basis for a qualitative scoring system for identifying priorities. Prioritisation should also take account of the numbers of passengers and expected future growth at each station. The number actually taken forward would be heavily influenced by available resources for managing the STPs. It is strongly recommended that any such assessment process is carried out in consultation with the relevant LAs, as they will be able to identify local priorities and potential funding and delivery opportunities. Without demonstrated LA support, it is unlikely to be worthwhile for a TOC to pursue a full STP, though other strategies may still be available for improving access at the station.

Operator of the year Photograph: Greater Anglia

Station selection

Working in partnership

Working in partnership

Establishing a partnership

A strong partnership between the TOC and LA is a key factor in a successful STP.

- 'Partnership working has been one of the key factors that has made the Durham STP successful'
- 'Colchester STP worked because we had great co-operation between the TOC and LAs'

Partnerships in delivering an STP can take many forms, including coordinating improvements, co-funding improvements, or a full partnership.

What level of engagement is needed in an STP partnership?

All STPs are unique, varying in the time and cost commitments from the TOC, LA, and other stakeholders. The evaluation of the pilot STPs concluded that an STP should reflect local needs, with objectives driven by locally identified problems and circumstances. The level of engagement and commitment required by the partners will depend on the complexity and scale of the measures needed to meet those local objectives, and the corresponding funding arrangements.

Whilst recognising that each station is different, it is possible to categorise STPs broadly according to the level and formality of the commitment required and funding arrangements. Even where a formal STP is not appropriate for a particular station, a minimal level of regular communications and on-going reviews, involving both train operator and LA, should be maintained, as opportunities may arise where coordination would deliver greater benefit from any minor works carried out by either party, for example routine highway maintenance.

Level	Commitment	Action Plan	Funding
Larger STP ↓	Full legal partnership	Larger scheme, part of major re-development etc	Joint funding bid
	Joint agreements for individual schemes	Schemes involving joint funding & delivery	Co-funded
	Formal steering group with terms of reference	Individual schemes delivered, as part of coordinated package	Each partner seeks funding separately
Smaller STP	Regular meetings between key staff	Minor schemes not requiring coordination	Each partner funds from existing budget
Not an STP, but still useful	Periodic meetings between key staff	Share information and periodically review	No funding required

Working in partnership

A large STP requires time and resources for development, planning, implementation, and monitoring. So, it is only undertaken if the potential benefits outweigh these costs.

Small scale changes, particularly at smaller rail stations, are unlikely to warrant this approach. A smaller STP is likely to be more appropriate, where the main measures may be launching promotional material, or adding cycle racks.

The final row of the table is considered a minimum best practice for all stations, but would not fall within the definition of an STP.

Who should be involved?

All schemes must balance taking account of relevant opinions and requirements with maintaining impetus. The pilot studies have concluded that a two tier approach is optimal:

- A small **working group** to manage delivery
- A larger **steering group** to oversee the STP, provide local expertise on individual modes, to set top level priorities and to ensure stakeholders provide agreed resources

Working in Partnership

Working in partnership

Feedback from the pilot STPs:

'a station travel plan requires a small group of key individuals to drive the project forward to make it a success'

'We have learned the importance of speaking to colleagues and stakeholders as early as possible about the individual travel plan proposals, to give the best chance possible of them being delivered on time.'

It is important to ensure the required involvement of all in the working group at the start of the Travel Plan process. This includes scheduling regular meeting at the start, and understanding the practical timetables and schedules of all participant organisations. Realistic consideration of time and budget resources available is also needed.

Management of an STP

All STPs demand the drive and enthusiasm of those implementing them. The required members of the working group should be identified early on and a Travel Plan Coordinator agreed. The Travel Plan Coordinator role should be recognised in the job description/ objectives and suitable time allocated, so that the STP is successful. Senior management must be seen to support the STP, as this can assist in obtaining the funding and resources needed for success.

In the pilot STPs the coordinator was generally from the LA. However, it was felt that future Travel Plans could be led by either the LA or the TOC, depending on the source of primary drivers and funding for the STP, with close liaison between the two.

The coordinator is vital to the STP. Their responsibilities, in collaboration with the working group and steering group, include:

- Being the main contact point
- Maintaining support from the working group
- Liaison with the working group
- Setting objectives
- Locating necessary funding
- Marketing the travel plan
- Monitoring the travel plan

The extent of the time commitment from the coordinator will depend on the size of the rail station, planned implementation, and input needed. As a guide, for larger STPs, a coordinator will need to commit one to three days a week to developing the STP and then up to half a day a week during the implementation. Consequently, it may be necessary for the STP coordinator to be a dedicated staff member for a large STP, or multiple smaller STPs (within the same TOC franchise, or in the same LA). For example, the Southern STP steering groups each cover around 5 or 6 stations, reflecting LA areas and responsibilities, and making best use of LA staff time.

Staff resourcing and commitment required

There are a range of different types of STP which have different levels of coordination and different time requirements. The size of the rail station will also affect the suitable level of resources committed. Station size can be categorised by footfall and, with the size of improvements being made, can indicate the level of time commitment required.

Working in partnership

As an illustration:

Working group

- Feedback from the pilots about working groups was that for lower level STPs, the working group should comprise one person from each of the relevant LAs (dependent upon the structure) and one from the TOC. Higher level STPs should involve two or more people from each organisation.

- Working group members could be included to lead on specific projects, their role ending once their project is completed.

- Working group meetings between the TOC and LA might be quarterly for the lower level STPs and monthly for higher level STPs.

- Each working group meeting should produce a progress report, which should document the progress of each initiative in the action plan.

Working in Partnership

Working in partnership

Steering group

- The steering group may usefully generate various perspectives about the nature of the problems at each station, and provide specialist expertise on the options that could be considered for each mode. The steering group can obtain local knowledge, particularly about the wider station catchment area. It is also the place to seek consensus about the overarching aims of the STP, generating buy-in, and avoiding future problems.

- The steering group meetings, involving the wider stakeholders, should be at least annual. Each steering group meeting should update the action plan, which may add new initiatives and/or remove abandoned initiatives.

The steering group should be formed at an early stage so that a wide range of opinions and expertise can be drawn upon. This can assist in future involvement and agreement with the developed initiatives. It can involve a wide range of organisations including:

- TOCs
- LAs: highway authorities, planning authorities, integrated transport authorities, depending on the structure of local government in the area
- Network Rail
- Passenger Focus
- Community Rail Partnerships
- Bus companies
- Taxi groups
- Transport interest groups and other NGOs (eg, cycling groups such as Sustrans or the CTC, pedestrian groups, and groups representing elderly or disabled people)
- Regeneration agencies
- Tourism boards
- The police
- Local large trip generators (eg employers, universities, hospitals)
- Town/parish councils, or formal neighbourhood forums that have a role in the planning process

Funding sources

Funding for the pilot schemes was generally not allocated at the start of an STP, and was often changed during the project lifecycle. Funding could be loosely considered to fall within one of the following categories:

- Spend on existing activities, separate to the STP, that would take place anyway, for example routine maintenance, but which can achieve better value through partnership.

- Funding identified from within existing budgets of STP partners which could be dedicated to schemes identified in the STP action plan.

- Funding from external sources that was bid for through the framework of the STP, for example LSTF.

Working in partnership

It is important to recognise the value of volunteer effort, for example provided through a Community Rail Partnership, as this represents a significant cost saving. Volunteer time can be counted as co-funding by many funding providers. The funding body's advice should be sought on how it should be valued, but where the method is not critical the national minimum wage can be applied to the total hours of volunteer labour provided.

> **Feedback from the pilot Station Travel Plans**:
>
> - 'We knew there were pots of money available and it was our intention to use these to deliver the projects, but we had no guarantee of this money being put into the STP'
>
> - 'The Travel Plan was really the glue that brought a number of other initiatives together'
>
> - 'It helped stakeholders to win additional funding from other sources for measures relevant to station access'

STPs can assist in optimal use of funding sources by avoiding duplication of effort or extending current planned works: for example, taking the opportunity of planned highway maintenance to provide bus, cycle and pedestrian improvements.

Particularly where joint funding is agreed, partners can access a range of related funding sources to implement options.

Working in Partnership

Working in partnership

Funding sources identified by the pilot STPs or currently available:

Section 106 and other developer contributions

Cycling Towns and Cities programme, and other Cycling England funding

Sustrans / Big Lottery funding

National Station Improvement Programme

Network Rail 'Access for All' funds and TOC Aspiration fund.

Train operator franchise commitments

LSTF

EU Interreg IVB programme

Highways Agency

Department of Health regional funding

DEFRA air quality funding

DfT Green Bus Fund

DfT Congestion Performance Fund

Kickstart public transport funding

'Free' time provided by volunteers, which can have a significant value to the rail industry

ACORP funding for Community Rail Partnership initiatives

Southern Railway STPs secured an additional 50p co-funding for every £1 initially invested

Operator of the year Photograph: Southern Rail

**Working in
partnership**

Information gathering

Information requirements

Before the STP partnership can develop an action plan, it must carry out a detailed assessment of the gaps, options, and opportunities for implementation. This will usually require some new data gathering. As well as providing the evidence base for developing the action plan, these data sources also form the baseline for future monitoring and progress reporting.

The main sources used are:

- The site audit
- Other counts and surveys of passengers and users of different modes
- Stakeholder, passenger and public consultation
- Local travel data from existing LA surveys and national statistics
- Mapping techniques (eg of postcode data from season ticket and railcard holder databases)

Information gathering

These are described in greater detail below.

Site audits

The site audit provides a framework for collecting key information about the station and its surroundings. It was found to be one of the most important sources of information in the STP pilots. A site audit template can be downloaded from ATOC's Station Travel Plans website [4]. It takes between two and five hours, depending on station size and layout. It should be conducted at a peak travel time to provide a snapshot of the conditions at the station. How the audit is undertaken will depend on available resources. Ideally, it would be conducted by qualified staff, from a partner organisation; preferably supported by representatives from stakeholders with knowledge of particular modes; and with at least one person who is not familiar with the station, to reduce bias, and represent the perspective of the new or infrequent traveller. Carrying out site audits is particularly suited to volunteers from Community Rail Partnerships, or by working with local user groups and NGOs. The audit assesses the following modes:

- Long stay car parking spaces (comparing peak and off-peak demand)

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4 ATOC's Station Travel Plans website can be found at this address: www.stationtravelplans.com

- Car and taxi pick-up points (short stay car parking spaces and taxi rank)

- Car and taxi drop-off points

- Cycle racks and access from cycle routes to station

- Bus services, bus stops and interchange access to/from the station, and conflicts with other traffic on the forecourt

- Pedestrian and cycle routes to the station from local catchment area ('desire lines')

- Motorcycle parking

- Wayfinding, signage and information in and around the station, particularly onward journey information, as well as online information

- Light rail and underground (if applicable)

Aspects that are collected include:

- **Routes** into and out of the station

- **Capacity**: total number of spaces

- **Availability**: extent of current use (eg percentage of spaces used)

- Convenience of **location**

- Signposting and other **information** sources available (both entering and exiting the station)

- **Ease of access** (eg distance, provision for those with impaired mobility, vision, or hearing)

- **Quality** (eg lighting, observed difficulties)

- **Security**

Information gathering

Quality of provision, for example of cycling and walking routes, or the quality of cycle racks, should be assessed against an appropriate standard rather than relying on subjective opinion, not least because opinions can vary between users and non-users. Where appropriate, the audit template identifies suitable standards or best practice guidance that auditors should refer to. for example the ATOC Cycle-Rail Toolkit and the parking provision it describes.

Information gathering

The audit is not confined to the boundaries of the station. Assessing cycle and walking access routes involves the surrounding area, focusing attention on key desire lines. These can be identified using mapping techniques and by involving stakeholders. Often, key routes will already be identifiedand potentially assessed, by the LA, as part of their development of local networks, so partnership working will avoid repetition. At many locations bus stops and taxi ranks will be nearby, so signposting to and from the station will need to be considered. Video can be a helpful tool for collecting information on the quality of the environment, for example for use in consultation meetings. Free online mapping tools such as Google Streetview can also be used for gathering information on streets and routes.

Alternative guidance on station assessment has been developed by Network Rail, covering a wider range of issues relating to service quality at the station, and which could usefully be integrated into an STP[5].

Information gathering
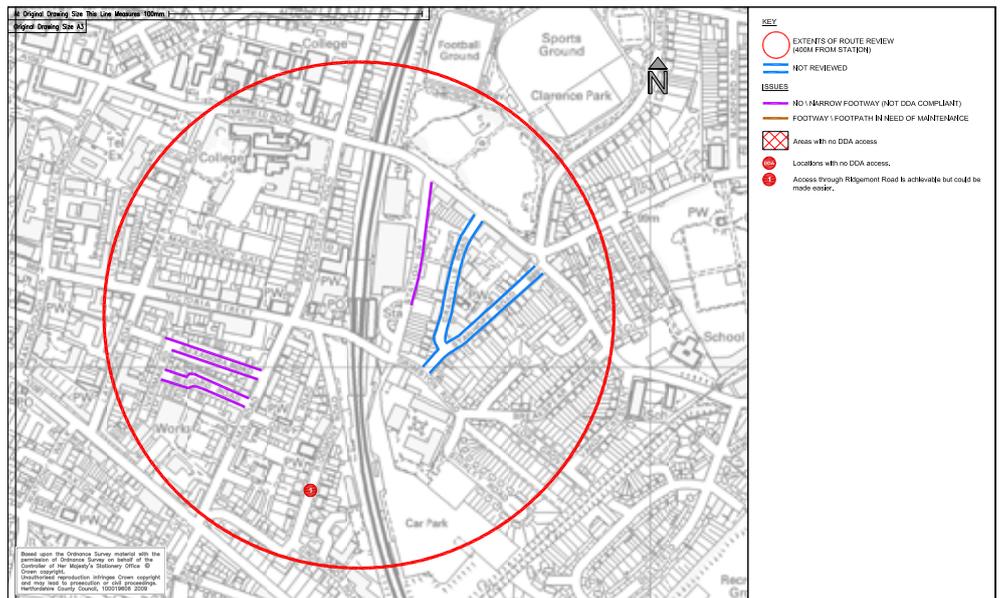
Figure 2: St Albans network survey. Hertfordshire County Council

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5   See 'Guidance on station capacity assessment' and 'Guide to station planning and design', available from www.networkrail.co.uk , sections O1.2 and Q1.2

Assessing bus timetables and services

It will be necessary to assess bus services, to see whether connections could be improved. This will require some analysis of timetables, considering:

- Identifying which services can reasonably be regarded as serving the station – based on a reasonable walking distance from nearby streets.

- Appropriate connection times, taking account of walking times to bus stops, allowing for likely delays at ticket barriers, time required for passengers arriving by bus to purchase tickets, sufficient contingency for delayed services, etc.

- Service frequency - co-ordinating timetables is much less important where services are high frequency, for example every 10 minutes or more.

- Identifying whether there are particular train and bus service combinations which have the greatest need to provide workable connections.

- Reliability of services - does traffic congestion at and around the station cause delay to buses at peak times?

Practical examples of improved timetable co-ordination are provided in this guide under Selecting Measures for the action plan.

Information gathering

Local user counts and other local data collection methods

In addition to the site audit there is a wide range of methods available for collecting data on passenger movements and the use of different modes. These include:

- **CCTV and video surveys**
  Use existing or specially fitted temporary cameras to count rail passengers arriving at and using the station from different directions or by different modes. This requires good camera resolution and correct placing. However, it can result in a rich source of information, identifying problems with passenger congestion, conflicts between different modes in the forecourt. etc.

- **Ticket machines/barriers**
  Information is often automatically collected by ticket machines in car parks and on buses. This can be used to estimate number of cars in a car park, or number of bus passengers travelling to a rail station.

Information gathering

■ **Cordon counts**

A Cordon Count generally uses observers to record the number of people passing a set of points. The points are defined to capture the movements of pedestrians to the station and not to other destinations. Correctly defining the cordon can permit the estimation of the number of pedestrian travelling to the rail station by different modes. For some stations, particular types of counts may not be possible. For example, at city centre rail stations with bus stations nearby, it may not be possible to discern which bus passengers are and aren't going to the rail station. A user count is another task where volunteer labour can be very helpful.

The use of passenger surveys in STPs

Passenger surveys are widely used in other types of travel plan to gather baseline information for use in developing action plans and for progress monitoring and evaluation. However, the evaluation of the pilot STPs concluded that the site audit and stakeholder consultation were far more influential than the passenger surveys in developing STP action plans; and that methodological difficulties make passenger surveys problematic for long term monitoring of modal share. They may however be beneficial in collecting qualitative information. These issues are discussed in greater detail in this guide under Monitoring and Review.

In all cases, counts can be done at a single point in time, or over a range of time periods, to provide greater reliability.

Making use of existing data from national statistics, local authorities and other sources

Site audits and local data collection are important tools, but it is important to make full use of existing data already being collected by others. Examples include:

■ Ticket sales data
(LENNON, see www.rail-reg.gov.uk/server/show/nav.1529)

■ The National Passenger Survey and other survey information from Passenger Focus on both rail and bus
(See http://www.npsreportal.org.uk)

■ Census data on local travel patterns, available from the Office of National Statistics (www.ons.gov.uk)

- Data that might be available from local authorities, for example traffic counts and surveys, data from local travel awareness campaigns etc

- Survey data from other travel plans at nearby workplaces or other major trip attractors

- Data from bus operators (may be commercially sensitive)

Stakeholder and public consultation

A useful way to identify local issues, opinions, and preferences is through consultation. This might be public consultation such as a roadshow at a station, or through a focus group. This can assist in understanding local support for changes and in identifying local resources to assist with delivery of planned schemes.

Suggestions on approaches to consultation:

- Work with community groups, user groups, and other NGOs.

- Take advantage of consultation activities already planned, eg by the LA as part of an LTP, planning processes such as the Local Development Framework, individual planning applications, or major scheme implementations.

- Work with existing travel awareness initiatives, including travel plans at nearby employment centres and other trip attractors.

- Existing consultation approaches used by train operators, for example 'meet the manager' type events.

Information gathering

Local groups can provide local information on individual modes and can assist in carrying out audits at stations and in the catchment area.

Information gathering

Mapping techniques

GIS mapping of postcode data can be used to illustrate local demand. Information on current rail season ticket holders (or other postcode data obtained from marketing databases, surveys or other sources) can be plotted onto maps of the area surrounding a station. Figure 3 is an extract from postcode mapping undertaken for the St Albans STP pilot. Such analysis assists in quickly understanding:

- The length of trips made to the station

- The percentage of travellers close enough to walk to the station

- The percentage of travellers close enough to cycle to the station

- Key walking and cycling desire lines and identification of barriers

- Gaps in local bus service provision to the station, for example using the 'Accession' transport accessibility planning tool

- 'Isochrones' to identify walking and cycling travel times

- The percentage of travellers close enough to catch a bus to the station

Information gathering

Ordnance Survey has recently made freely available a range of online mapping tools and information, including the location of all UK postcodes[6].

Open Streetmap is an open source tool that is particularly helpful in mapping local walking and cycle routes, as well as other relevant layers[7].

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6   http://www.ordnancesurvey.co.uk/oswebsite/products/os-opendata.html
7   http://www.openstreetmap.org/
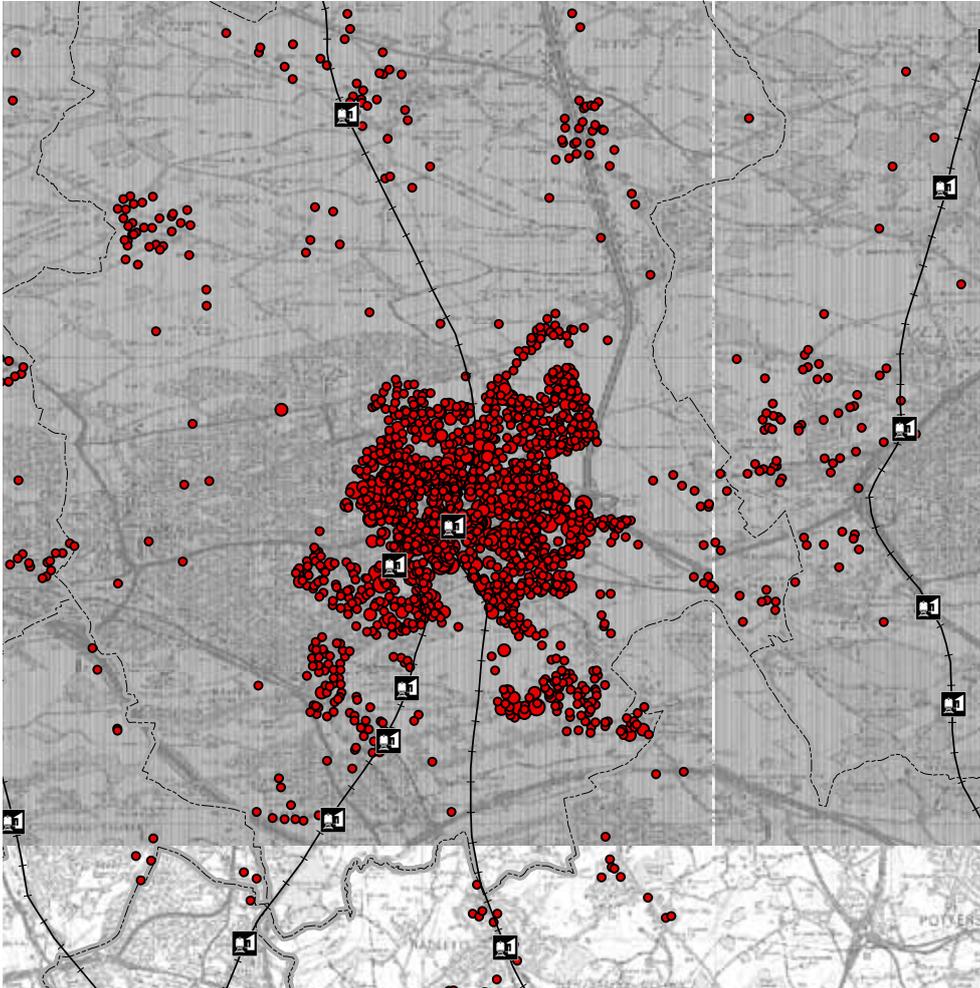
Figure 3: Postcode mapping around St Albans (reproduced with permission of Hertfordshire County Council)

Data for performance indicators

Data collected from various sources can be used to quantify problems, so that appropriate solutions can be found, and to provide a baseline against which improvement can be measured. It is helpful to consider how data can be used to produce performance indicators for each mode, and for interchange quality. Table 1 provides a summary of useful indicators for each mode, distinguishing between output and outcome indicators. These will be used to help define SMART objectives when the process for developing the STP action plan is described later in this document.

Information gathering

Information gathering

Table 1: Example performance indicators and methods used for data collection

Mode	Indicators	Data collection methods
Buses	**Output** ■ Number of routes serving station ■ Proportion of catchment area served by buses ■ Frequency of services ■ Number of departures in peak hours ■ Connection times: proportion of buses with acceptable connection/waiting times ■ Quality of bus shelters ■ Quality/availability of information from site audit	Timetable analysis Route analysis Public transport accessibility measures, eg PTALs, 'Accession' Site audit observations
	Outcome ■ Count the number of rail users arriving by bus ■ Ticket sales ■ Customer satisfaction	Cordon count Data from operator if available Use PlusBus data from LENNON
Cycling	**Output** ■ Number of cycle parking spaces provided (by type of facility) ■ Proportion of spaces meeting good practice standards (See ATOC Cycle Rail Toolkit) ■ Quality of access routes to cycle parking ■ Provision of signposted routes and maps ■ Quality of routes to catchment area	Site audit Customer/stakeholder feedback
	Outcome ■ Number of cycles parked at provided facilities ■ Number parked informally at defined locations ■ Count of number of cyclists entering station ■ Number of thefts reported ■ Customer satisfaction	Site audit Regular counts of cycle parking Cordon count Police data Surveys, stakeholder consultation
Pedestrians	**Output** ■ Provision of route information and maps ■ Quality of routes and crossing provision ■ Compliance with Equality Act requirements for people with impaired mobility and vision ('DDA')	Site audit Accessibility audit
	Outcome ■ The number of pedestrians walking to station ■ Customer satisfaction	Cordon count Surveys, stakeholder feedback
Long stay car parking	**Output** ■ Number of spaces available ■ Number of dedicated spaces available for car sharers	Site audit Information from operator

Mode	Indicators	Data collection methods
	Outcome ■ Number or proportion being used ■ Number or proportion of dedicated car sharing spaces being used ■ Numbers parked on street at nearby problem locations ■ Count number of cars illegally parked or causing obstruction	Parking counts/surveys Data from parking ticket machines, barriers etc Site audit
Car and taxi drop-off	**Output** ■ Number of drop-off spaces available ■ Location of drop-off provision	Site audit
	Outcome ■ Number of rail users being dropped off ('Kiss & Ride') ■ Numbers of car and taxi drop-off at particular times and locations ■ Observed conflicts with other modes	Site audit Cordon counts Video survey
Taxi rank for taxi pick-up	**Output** ■ Number of taxis waiting ■ Number of taxi spaces available ■ Quality of waiting provision and information for passengers	Site audit Video surveys
	Outcome ■ Count the number of rail users departing by taxi ■ Average waiting time for taxi ■ Observed conflicts with other	Site audit Video surveys
Short stay car parking for car pick-up	**Output** ■ Number of short stay spaces available ■ Location of short stay spaces	Site audit Information from operator
	Outcome ■ Number of rail users being picked up by car ("Kiss & Ride") at particular times and locations ■ Observed conflicts with other modes	Site audit Manual counts, eg video survey
Motorcycle parking	**Output** ■ Number of spaces available (single count or variation over time) ■ Quality	Site audit Passenger/stakeholder feedback
	Outcome ■ Number or proportion being used **Number of passengers arriving by motorcycle**	Site audit Cordon count
Station patronage/ footfall	**Outcome** ■ Total number of stations users (can be segmented by journey purpose, ticket type, demographics etc)	National Passenger Survey Ticket sales (LENNON)

Selecting measures for the Action Plan

Identifying gaps and problems

To ensure that proposed STP initiatives are appropriate and well-targeted, the nature of the problems they are intended to solve must be clearly understood and defined. The site audit is key to this process, but other sources of information are also helpful.

Answers to questions can be subjective, with problems for a particular mode not recognised by those who do not use it. For that reason, it is important that the site audit is carried out as objectively as possible, using external guidance and standards. It is often appropriate to engage stakeholders, particularly local authority officers, in the site audit, as they will have valuable knowledge, experience, and expertise.

The process of identifying problems, or 'gaps', involves assessing the information obtained from the site audit, and elsewhere, and considering questions such as:

Is car parking constrained?

- Is the car park regularly full?

- Are there complaints from customers?

- Are there complaints about nuisance parking in the neighbourhood?

Are there barriers to the use of alternative modes?

- Is cycle parking sufficient? Are lots of bicycles parked informally? Is theft a known problem (Similar considerations apply to motorcycle parking)?

- Which bus routes serve the station? At what frequency?

- Do bus timetables connect with trains?

- How good is information provision?

- How comfortable, convenient and accessible are bus stops and interchange spaces?

- Are there problems with a lack of crossings of busy roads (cycling and walking)?

- Are there problems with conflicts between modes, for example taxis and car drop-off obstructing bus stops, or vehicles blocking walking routes; buses having problems accessing or leaving station entrance?

Selecting Measures for the Action Plan

Is there evidence for suppressed demand?

- Are there more bikes than official spaces provided? Or informally parked bikes on railings, lamp posts, etc?

- Does customer feedback show demand for better provision for other modes (surveys, consultation, stakeholders)?

- Do other stations in the area have greater use of other modes?

- Does local use of other modes, as reported by census, local surveys, or travel plans, show greater levels of use than currently observed at the station?

It would also be expected that the overview assessment would use stakeholder comments on quality of provision for each mode, and particular needs identified.

Option identification

Having identified gaps and problems, it is then necessary to ask whether there are practicable options available to address them. For some, this is straightforward and inexpensive. For others, significant investment may be required. Evidence will be needed to justify solutions and show that local circumstances are favourable.

Solutions can take many forms, including new infrastructure, bus service changes, new cycle facilities or information provision. At this stage, the objective isn't to develop detailed, fully-costed schemes, but to gain an informed understanding of solutions that might, in principle, be evaluated in more detail. Questions that need to be considered include:

Selecting Measures for the Action Plan

- Are travel distances favourable? Does the catchment area have significant population density within reasonable cycling (or walking) distances (typically up to 20 minutes travel time, or 3 miles cycle distance)?

- Are there any fundamental barriers that cannot be practically overcome (steep hills, rivers or other natural barriers, major roads that cannot be modified for safe use by pedestrians or cyclists)?

- Are solutions obvious, or already proposed (eg more cycle parking) or is significant further work likely to be needed to develop a solution (eg significant changes to bus routes or timetables)?

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Selecting measures for the Action Plan

</div>

- Where is action needed: within the station boundary, on the public highway or elsewhere off-site?

- Which stakeholders need to be involved in developing and implementing solutions?

- Is space available? A suitable site identified?

- Do the STP partners have the necessary expertise/experience available?

- What current design standards or guidance apply to the intervention?

- Have the intended/prospective users been identified (eg, potential users within cycling distance) and their needs thoroughly understood?

- Is transport modelling required, for example, in order to make a business case?

Although it is important to focus on individual modes, it is also necessary to consider all modes in a holistic approach. Are there interactions or conflicts between different actions and different modes? This is particularly important in the station forecourt where all modes share often limited space, and modes such as 'kiss-and-ride' or 'walking' can easily be forgotten.

Selecting Measures for the Action Plan

Opportunities for implementation

Even though potential schemes might be identified, successful implementation will depend on factors like availability of funding, support from other stakeholders, timescales required. Consideration should be given to questions such as:

- Do any planned highway maintenance or development schemes provide an opportunity to deliver schemes as low-cost add-ons?

- Do any nearby employment sites, hospitals, colleges, etc have workplace travel plans that would be complementary to measures proposed for the station? For example, raising awareness jointly, common cycle routes or bus services.

- Are any STP partners trying to develop bus or cycle routes in the catchment area that could be extended to serve the station?

Timescales

The action plan must have realistic timescales for delivery of the proposed measures, the planning and funding cycles of stakeholders. It should also set out timescales for periodic review of the STP.

This includes removing completed actions and re-assessing new actions to be considered. This needs to account for the differing life-cycles that occur in the partners' planning processes, including:

- LTP: 5-yearly
- Franchises: varying length, but typically expected to be 7-12 years in future
- Network Rail 5-yearly Control Periods
- Funding periods for individual bidding schemes such as LSTF, NSIP

A full review of all actions should be conducted annually at the wider steering group meeting. This may add new initiatives and/or remove abandoned initiatives, to ensure that actions are still relevant.

Prioritising options

There is no definitive method for selecting which options should be implemented. However, if the questions posed in the preceding section are given full consideration, and sufficient information has been obtained from the site audit and other sources, the most appropriate measures can be determined. The rest of this section discusses individual measures and how they might be chosen.

Buses (and other forms of connecting public transport)

Bus initiatives involve co-ordination between two different public transport systems, each with its own, different, regulatory structure. Traditionally the market for bus travel has been considered very different from that for rail. The majority of bus trips made are single stage and (with the exception of walking) involve before no significant use of other modes. Bus operators will need good evidence and a good business case, showing sufficient potential demand from rail passengers before investing in new or improved services, which can be very expensive if additional vehicles and drivers are needed. Alternatively, bus services can be provided under contract to a local authority, if funding can be obtained; however, it will still be necessary

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to develop a case based on potential demand. Information from the STP, for example from postcode mapping of passenger origins, can help develop the business case. Subsidy may also be necessary to get a new service established, or to enhance the frequency of an existing service. Operators may also be constrained in their ability to revise routes and timetables by the need to avoid increasing journey times for passengers not using the station, and to maintain time keeping. Bus priority measures, by improving journey times and reliability may be able to help in this respect. Congestion at station forecourts, and resulting delays, can be a significant barrier to improved bus services.

Experience from pilot STPs that delivered significant improvements to bus services, as well as the evidence of increased uptake of PlusBus, suggests that if a good enough connecting bus service is provided, supported by good information and interchange provision, then rail passengers will use it. Evidence from other 'smarter travel' initiatives shows that uptake of service improvements will be greater if supported by travel awareness and information measures. Journey Solutions has produced more detailed guidance on improving the door-to-door journey by public transport[8].

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Other forms of public transport may also be relevant, for example light rail. However, these are tied to fixed routes, and more tightly regulated than buses, giving less opportunity for changing services. However, integrated ticketing and information, and the quality of interchange routes and waiting areas will still be relevant.

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8   Door-to-door by public transport: improving integration between National Rail and other public transport services in Britain. June 2009. Guide produced by Journey Solutions.

Bus initiatives

- **New or improved routes and services**
  - ↘ Increase the number of routes serving the stations, by re-routing or extending services, or by creating new routes, such as trials of shuttle services between the station and key destinations
  - ↘ Increase service frequency
  - ↘ Change bus timetable to provide better connections with trains
  - ↘ Improve journey times through bus priority measures along the routes, or limited stop 'express' services

- **Traveller information**
  - ↘ Provide or improve route maps and timetable information displays at station
  - ↘ Provide or improve signposting to direct rail users to and from nearby bus stops
  - ↘ Install real time information at bus stops and/or within station

- **Introduce and promote integrated ticketing**
  - ↘ PlusBus
  - ↘ Smart card schemes

- **Quality of interchange spaces**
  - ↘ Improve bus stops and waiting areas (eg new shelters, seating, CCTV)
  - ↘ Improve pedestrian route between station and bus stops
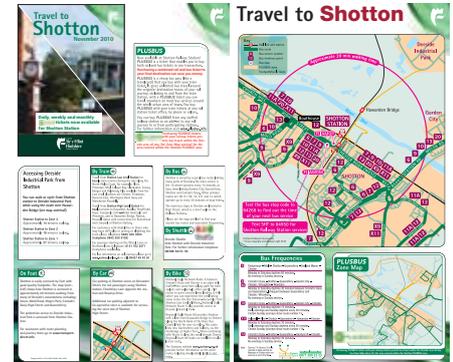
See case study 4 on Shotton Station in appendix A where issues included, signage that was limited for location of bus stops. Also see case study 3 in Appendix A where bus stops were improved in Loughborough.

Selecting Measures for the Action Plan

Bus photo shoot: Colchester Station

Selecting measures for the Action Plan

Cycling

Cycling initiatives were found to be amongst the easiest to implement by the pilots, delivering relatively quick results. Most measures implemented were on-site, principally involving improved cycle parking, route-maps and information; however some also involved links to wider networks in the catchment area.

Where suitable routes and cycle parking provision are available, cycling offers many benefits to passengers as an access mode to rail. It is faster than walking and does not have the interchange penalties associated with buses and the risk of missing connections[9]. For journeys of up to around 5km in urban areas, cycling can compete on travel times with buses. Being less affected by congestion, and often requiring less time to park, cycling can also often compete with cars both on journey time and reliability. Cycling can extend the catchment area in comparison with walking, while providing direct, personal transport to stations for those who are not able to, or would not be prepared to, use buses.

As rail use is so sensitive to access times, convenience and accessibility are essential, which means cycle routes to stations need to be as direct as possible, minimising delay, detour and loss of priority at junctions and crossings. Similarly, cycle parking provision needs to be secure, conveniently located, well signposted and easy to use, so as to minimise delay. Planners considering cycle route improvements should therefore ensure that they are familiar with current guidance on best practice (see later section 'Other Sources of Guidance') and should consult user groups to ensure their needs are met.

The ATOC Cycle-Rail Toolkit provides guidance in all these areas and should be consulted early in the development of any STP.

See case study 2, Ashford International in appendix A Photograph: South Eastern

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9   This discussion on cycling is largely based upon RSSB Topic Note on Integrated Transport, published 2010. Available from www.rssb.co.uk search for research project no. T824

Cycling initiatives

- **New and improved cycle parking**
  - ↘ Provide new or additional cycle parking
  - ↘ Improve quality of provision to current standards, eg replace old style 'wheel bender' cycle racks with higher quality modern stands
  - ↘ Relocate cycle racks to improve access and visibility to cyclists
  - ↘ Provide sheltered cycle parking
  - ↘ Improve quality of routes to cycle parking area from local network

- **Security**
  - ↘ Improve lighting in the vicinity
  - ↘ Consider secure cycle lockers, or secure cycle storage facility
  - ↘ Relocate cycle racks to improve safety/security
  - ↘ Provide or improve CCTV surveillance of cycle parking

- **Cycle routes to surrounding area**
  - ↘ Physical infrastructure (dedicated cycle paths, on road cycle lanes, cycle-friendly road junctions and crossings)
  - ↘ Cycle route maps - printed and online
  - ↘ Improve signposting of local routes
  - ↘ Traffic calming or other road safety measures to help cyclists and pedestrians

- **Cycle hire (which could include electric bicycles)**
  - ↘ Cycle hire in partnership with a local cycle shop or social enterprise, taking account of likely target market (commuting, leisure, or tourism)

Selecting Measures for the Action Plan

Selecting measures for the Action Plan

Pedestrians

Walking[10] is already a significant mode for access and egress at many stations, and is the principle mode for many urban areas. Walking provides the benefit of a very predictable and reliable journey time when the route is known. However, walking to rail stations is very sensitive to journey times, so it is essential that walking routes are made as direct and convenient as possible. Research into how pedestrians behave has shown that people's willingness to take a walking route is highly influenced by how much of the route they can see, ie if people can see their destination, or landmarks on the way to it, and the complexity of the route. This may be risk-avoidance; walking is a slow mode, so the time penalty for taking a wrong turn is quite high. It is essential that walking routes to stations are designed, mapped and signposted with directness and legibility in mind; this minimises journey times and maximises people's willingness to use the route.

Walking routes are also influenced by the quality of the environment, crossing provision, safety and personal security (both perceived and actual). In recent years there has been far more attention given to improving the quality of pedestrian access using these principles, for example TfL makes extensive use of the Pedestrian Environment Review System (PERS) and Living Streets' Community Street Audits[11].

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See case study 1, Southern Franchise in appendix A Photograph: Southern Railway

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10 This discussion on walking is largely based upon RSSB Topic Note on Integrated Transport, published 2010. Available from www.rssb.co.uk search for research project no. T824
11 See TfL's 'Walking Tools', available from www.tfl.gov.uk

Walking initiatives

- Improved information about walking routes
  - ↘ Route signposting
  - ↘ Route maps to local destinations/main attractions
  - ↘ Events to promote walking, with groups such as Living Streets

- **Safety**
  - ↘ Improve crossing provisions on roads accessing the station/pedestrian areas
  - ↘ Traffic calming or other road safety measures to help cyclists and pedestrians

- **Quality of environment**
  - ↘ Improve pavement surfaces
  - ↘ Remove obstructions and clutter
  - ↘ Install dropped kerbs and tactile paving
  - ↘ Improve street environment(remove graffiti, regularly trim trees and bushes)
  - ↘ Ensure surfaces, dropped kerbs, unobstructed widths, etc meet requirements of the Equalities Act for people with impaired mobility and vision

- **Personal security**
  - ↘ Improve lighting
  - ↘ Install CCTV
  - ↘ Working with the BTP and Transec on security and crime prevention activities[12]

Selecting Measures for the Action Plan

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12 See 'Security in design of stations' (SIDOS) guide from Department for Transport, the Centre for the Protection of National Infrastructure and the British Transport Police, 2012
www.gov.uk/government/publications/security-in-design-of-stations-sidos-guide

Selecting measures for the Action Plan

Manage car use

Evidence from other travel planning activities indicates that appropriate management of car parking can be one of the most effective ways of influencing modal choices. Where there are existing conflicts between cars and other modes (or even between different types of car use), a more pro-active car management strategy can be popular with all station users. There is a range of different strategies that can be used, including provision of spaces and charging arrangements. It may also be appropriate for stations to provide alternative forms of car use that can be used for access or egress, including arrangements with car clubs, car hire companies, or electric vehicle providers. Management of vehicle movements is often key; to ensure that the most sustainable types of vehicles get the most attractive access and egress arrangements, and that vehicle movements do not jeopardise the potential attractiveness of the station for pedestrians or cyclists, or conflict with each other.

It is important to ensure that car drop-off and car pick-up provision is sufficiently large, conveniently located and well sign-posted. This is particularly the case at larger stations where this often accounts for more than a quarter of the modal share. Although this is often not considered a sustainable mode, in the case of STPs, a short car connection to the rail station is more sustainable than driving the entire journey and so should not be discouraged. Additionally, if provision is not sufficient, this may introduce conflicts with other modes, such as drop-off on bus stops.

Figure 4: New interchange at Ealing (Source: ATOC)

Car parking and supply initiatives

- **Manage parking supply**
  - ↘ Review overall parking provision, including spaces in the TOC car park/LA car park/private car park/free on-street parking/pay-and-display on-street parking.
  - ↘ Review the balance between short and long stay spaces.
  - ↘ Review charging arrangements to manage demand (for example to encourage off-peak travel), in various locations, including the TOC car park/LA car park/private car park/ on-street parking. This may include consideration of both charging regimes and enforcement mechanisms.

- **Restrict parking in inappropriate locations**
  - ↘ Introduce parking restrictions and enforcement on nearby roads affected by nuisance parking.

- **Consider car sharing, car clubs and/or car hire**
  - ↘ Provide information on car-sharing, car clubs or car hire, including promoting local schemes through websites, leaflets, posters, etc.
  - ↘ Provide dedicated car-sharing or car club parking spaces.
  - ↘ Reach appropriate arrangements with local car rental companies.

- **Consider provision of electric vehicles for hire**
  - ↘ Provide electric cars, scooters, electrically-assisted bikes for hire.
  - ↘ Provide charging points for EVs.

- **Car (and taxi) drop-off**
  - ↘ Ensure set down area is sufficiently large, conveniently located and well sign-posted.
  - ↘ Consider set down provision as part of a holistic review with other users of the station forecourt.

- **Car pick-up**
  - ↘ Ensure short-stay spaces are sufficient capacity, conveniently located and well sign-posted.

Reviewed Bus stop Photograph: South Gloucestershire Council

Selecting Measures for the Action Plan

Motorcycles

Although motorcycles and other powered two wheelers (PTWs) tend to represent a small modal share they still require consideration. They need less parking space than cars, but are more vulnerable to theft, so dedicated, suitably located, motorcycle spaces with appropriate fixing points for locks should be considered. The Site Audit template includes collecting data on motorcycle parking and use. Access routes from the station entrance to PTW parking spaces need to be planned to avoid conflict with other modes. ATOC is currently developing specific guidance on motorcycles.

Taxi arrangements

Taxis can play a key role both as a preferred access/egress mode in themselves, and as a back-up mode if, for example, there are problems with the bus service. Whilst smaller stations may not be able to include a dedicated taxi rank at the station, it may still be useful for them to provide passengers with information about local taxi companies. Working with local taxi companies can improve the options for passengers. In some locations with high demand for particular access/egress routes, it may also be possible to provide shared taxi services. There was only limited experience with taxi sharing schemes in the pilot STPs, however ATOC is planning to issue new guidance on this topic.

Selecting Measures for the Action Plan

A summer of cycling Photograph: Scotrail

Taxi initiatives

- **Taxi rank**
  - ↘ Provide greater capacity, to enable more taxis to serve the station
  - ↘ Ensure location is attractive for station access/egress
  - ↘ Improve signage
  - ↘ Ensure suitable pick-up provision for mini-cabs

- **Taxi information**
  - ↘ Provide printed price list displayed to main destinations
  - ↘ Provide telephone numbers for local operators
  - ↘ Provide a Freephone telephone facility where no taxis are available at the station

- **Taxi sharing schemes**
  - ↘ For larger stations this could be based around pre-arranged regular commuter travel (in partnership with local employers) or, for more rural locations, on-demand travel such as the taxi-bus concept.

Bristol Parkway real time information board

Selecting Measures for the Action Plan

Interchange and information

Improving the quality of the interchange environment helps to reduce the perceived penalty attached to interchange and can therefore improve the overall attractiveness of the door-to-door journey. For example, this may be through increased comfort, reducing uncertainty about onward travel through better information, or by enabling people to make better use of waiting time, whether through being able to do some work, or shopping, Information is particularly important for new users of individual modes, and it may sometimes be helpful to provide integrated information on different modes, as well as, or instead of, having mode specific resources.

Further guidance on interchange design is available from Network Rail and TfL.

Selecting measures for the Action Plan

*Bristol Parkway.
Photograph ATOC*

Interchange and information initiatives

- **Consider Improved information provision**
  - ↘ Maps (walking, cycling, bus routes, etc)
  - ↘ Timetables (hard copy as well as links to online journey planners and apps)
  - ↘ Posters at station
  - ↘ Leaflets at station
  - ↘ Leaflets distributed to local residents
  - ↘ Personalised Travel Planning
  - ↘ Promotion of travel initiatives such as PlusBus
  - ↘ Improved signage and way finding, potentially using local volunteers to help assess routes, for example through Community Rail Partnerships
  - ↘ Improved staff training so that staff are better able to respond to enquires about onward travel

- **Consider Interchange space improvements**
  - ↘ Provision of comfortable waiting areas, with seating and shelter from weather
  - ↘ Removal of graffiti and litter
  - ↘ Improved maintenance
  - ↘ Provision of other services: refreshments, retail, WiFi, etc

- **Consider Personal security**
  - ↘ CCTV
  - ↘ Increased staffing, including consideration of the hours when staff are available
  - ↘ Security arrangements with BTP, community police, nearby sites, Neighbourhood Watch etc
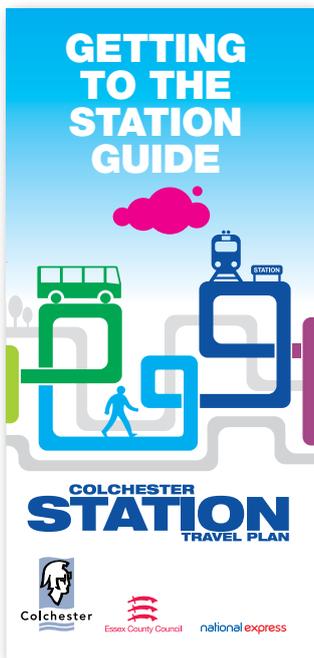
Figure 5: Colchester station travel plan branding (Source Colchester Borough Council)

Communication and awareness raising activities

In addition to information resources, it may be helpful to have a more general programme of activities, designed to raise awareness of the travel plan, or of particular modes, especially where improvements occur as part of travel plan activities. Communication may be useful with stakeholders, station users, or the general public. Some types of activities are shown below.

Communication and awareness raising activities

- Building links with local businesses, for example sponsoring small improvements, such as re-painting, general clean-ups, and litter picking events.

- Raising awareness of new services or facilities - using dedicated noticeboard, posters, leaflets or newsletters at the station, information on websites (TOC or LA), email newsletters, SMS, social media.

- Launch events and media work to publicise STP successes in local press.

- Raising awareness in stakeholder organisations, to maintain momentum and make the case for further investment.

- Liaison with local destinations – in particular, major local employers and other nearby trip attractors - to promote connecting cycling, walking and bus trips. This could include provision of offers and incentives to use sustainable modes.

- Create a brand to help raise the profile of the STP.

Selecting Measures for the Action Plan

The Action Plan

The action plan is the core project management document of the STP. It summarises what is to be done, by whom, by when, and how progress is to be measured. The Action Plan is usually a table with a row for each action. As a minimum the columns for each action should include:

- An ID with a short description of the action
- A named owner
- Planned timescales for delivery
- The objective(s) to which each action relates
- Comments on progress since last working group meeting
- Current status (complete, on-schedule, delayed, abandoned, ongoing)
- How action will be monitored, proposed method for data collection

It may also be useful to include columns which make it possible to sort the rows – for example by short-term (first year) and long-term, or by mode.

Additional columns might include: forecast impact, funding source, estimated cost, priority.

A risk register should be developed alongside, or as part of, the action plan, to ensure that any staffing, funding or other implementation issues are flagged up as soon as possible.

The Action Plan

The rest of this section discusses the principles by which objectives, actions, targets and indicators are developed for the action plan.

Aims, SMART objectives and associated targets, indicators

Aims

Aims are the high-level goals or strategic statements of the STP. These may already exist; for example from the LTP, LDF or other policy document of the LA(s), or from the TOC's franchise document. Identifying strategic objectives that the STP can support is essential to obtain buy-in. LAs may already have top level objectives such as reducing congestion, reducing emissions, or promoting healthier, more active, travel.

These need to be discussed and agreed between the organisations, as they may not always be complementary.

SMART Objectives

Objectives for the STP should follow directly from local priorities identified through the gaps, options and opportunities assessment. These objectives should be SMART: (**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**ime-bound).

In the context of STPs, this means:

Specific: Following directly from solutions proposed to the identified gaps/problems.

Measurable: Linked to a quantifiable indicator that can be repeatedly and cost-effectively monitored, to assess whether or not they are being achieved.

Achievable: Take account of likely availability of funding, approval processes, practical constraints, deliverability, etc.

Relevant: Support the wider strategic aims of stakeholders, the policies of the local authority, and meet the needs of passengers.

Time-bound: Consider timescales for delivery, timescales of different partners' planning processes (eg, franchise, LTP, etc).

For each SMART objective, there may be several sub-objectives. All objectives should be realistic, but also sufficiently challenging to ensure that meeting them represents worthwhile change. Use of arbitrary targets (to increase use of a mode by x%) should be avoided. It is better to have evidence for the values used. Local context is important here. For example, level of cycling in the area is a better guide to what is a realistic objective than the national average. Objectives need measurable indicators. Those based on modal share often have measurement difficulties.

The Action Plan

Indicators

Each SMART objective will have a quantifiable performance indicator, against which progress is measured. The indicator defines the monitoring requirements. As discussed earlier, under **Information Gathering**, indicators can be outputs, (eg, number of cycle parking spaces) and / or outcomes (eg, number of cyclists using them). The output indicator measures implementation while the outcome indicator measures success in increasing cycling, which is the objective of increasing cycle parking. Indicators are selected for the gaps or problems identified; quantifying the problem helps identify the most appropriate solutions.

Tips for successful implementation

Quick wins

The pilots have shown that implementation of options involving several partners can take significant time. Other initiatives may be reliant on external timetables and funding.

Feedback from the pilots was that 'quick wins' can benefit morale and maintain impetus. Initiatives in the action plan should be sorted into short-term and long-term initiatives, with the easiest measures first.

Feedback from the pilot STPs

'It is important to identify achievable, low-cost, 'quick-win' solutions to get the initiative up-and-running.'

Managing changes in resources

A major barrier to implementation during the pilots was cutbacks in funding, both for staff time, and infrastructure initiatives. Another challenge was changes in key staff.

It may help to share the STP coordination role, if staff time for STP activities is limited. In this case, it may be useful to define specific responsibilities for each person. Members of the steering group can also be used to help, where appropriate.

Consider how STP activities and progress will be reported to senior managers. It may be useful to identify senior managers who will be interested in the STP, and can act as a link between STP coordinators and other senior managers.

Sharing STP implementation between STP coordinators and with a user/stakeholder group could help with continuity, should any single key staff member leave an organisation or change their role.

Tips for successful implementation

Other suggestions include:

- Having a steering group (plus the working group) spreads the risk of staff changes and reduced staff time. Working in partnership allows for the exchange of skills and expertise, and can be called on if knowledge transfer is needed.

- Have strong governance arrangements and regularly update governance documents to mitigate personnel changes (keep programme, contact lists, meeting schedules, roles and responsibilities, updated).

- Ensure the action plan includes options over a range of costs (low, medium, high) so that plans can be revised to meet changed resources and some activity maintained.

The key is to continuously monitor risks and keep the action plan under review. If significant changes do take place, then action plans and targets may need to change to reflect this. From the outset, it may be of value to identify 'core' schemes that are either essential to STP delivery or easy to deliver almost regardless of circumstance.

Maintaining communication

It is important to establish a communication mechanism for all STP stakeholders and passengers, to communicate successes and maintain awareness. Some communications will partly be achieved via the steering group, other mechanisms may be station specific. They could include a regular, dedicated newsletter, travel plan articles within existing newsletters, or an online group using social media. Regular team meetings can be used within organisations. Communication should continue beyond the delivery of action plans.

Sharing best practice with other STPs

There is value in learning from the experience of others working in the field. As more STPs are implemented, experience will grow and it may be beneficial for STPs to share their experiences and lessons learned. The pilot programme of STPs was overseen by an ATOC-led steering group. ATOC has agreed to continue this group, opening it to representatives of new STPs, providing opportunities to meet regularly and disseminate best practice. Other relevant forums providing opportunities to meet and share experiences are listed at the end of the guide.

Tips for successful implementation

Get on Track a newsletter from Central Bedfordshire Council that is updating local people on innovative ways to link transport in the area

Monitoring and review

Identifying monitoring requirements

Monitoring is crucial to the on-going management of the STP and should be planned from the start, and when defining objectives and actions. Monitoring provides the information needed for periodic reviews of the action plan and objectives of the STP.

Monitoring tools will depend on local requirements, as well as the type and size of the scheme. The practicalities involved in collecting different types of data also need to be considered. Monitoring tools will vary widely in their resource requirements, level of information collected, and robustness.

Monitoring implementation, and the use of the correct tool, is essential. Performed correctly it:

- Provides a sound basis for on-going **assessment against objectives and targets**
- May **inform modifications to the action plan** during periodic reviews
- Assists in **early identification and mitigation of unforeseen gaps**
- Permits **re-assessments of funding** so that it can be re-allocated where necessary
- Provides a **robust evidential foundation to show success**
- Assists in developing a **case for extending a scheme** and obtaining future funding
- Assists in developing a **case for STPs at other stations**

When and where to monitor

It is important that collected information is consistent. To support this, collect the data:

- After morning peak for maximum usage of car parking, or cycling spaces
- During peak and off-peak for overall opinions and variations in use
- At the same time of day
- On the same day(s) of the week
- On Tuesday or Thursday, unless there is peak usage on a known day

Monitoring and review

- During typical weeks - no Bank Holidays or school holidays

- At the same time of the year, either March to June or September to November for annual surveys, or both for bi-annual surveys.

- At consistent locations, for example if counts of informally parked bicycles are made, they should be at clearly defined locations, such as those where there are problems.

Eliminating external effects

A survey will determine the change in an indicator according to all changes made that affect people's travel choices. For example, if cycle parking is enhanced, and at the same time road closures significantly increase the travel distance, the survey will detect the effect of both these alterations; it would not be possible to establish the effect of the enhanced cycle parking.

There are many factors that can mask the true effect of any improvements made at a station. It is important to consider what else is happening at, and near to, the station at the time of any scheduled surveys. If necessary, consider rescheduling to avoid this problem. Some short-term incidents that are known to affect survey results are:

- Road closures, changes in station layout, changes in train services, local congestion levels, changes in the local economy

- Surveying different entrances to station in a 'before' and 'after' comparative survey. Users of different modes may use different entrances because of location of car parking, cycle racks, bus stops, etc

- Rail service disruption, local events, weather

The impact of the STP can be affected by longer-term changes in the catchment area, such as new developments or transport schemes, or closures of significant trip attractors.

Monitoring and review

Monitoring and review

Questionnaire survey discussion

Questionnaires are potentially one of the richest sources of information, because they provide the direct measure of people's experiences, evaluations and travel details. Travel Plans at other locations, such as workplaces, have relied on surveys to establish baseline travel patterns and monitor progress against targets.

There are fundamental differences between STPs and other types of Travel Plan that make it more difficult to obtain representative and repeatable samples. In other types of Travel Plans the monitoring involves people travelling to a known site as an end destination, as opposed to the interchange situation at rail stations. This has an effect since the sample is fairly fixed on a daily basis and limited by the size of the destination, whilst at a rail station the sample is variable according to travel patterns and only limited by overall capacity.

Whilst a large sample can be surveyed at a destination, this is not generally possible at a station. Whilst samples are fairly consistent between surveys in other types of Travel Plan, they will be more variable in STPs.

These sampling issues are exacerbated by intrinsic survey biases, owing to the nature of the interchange environment. The pilot studies have shown that:

- Face-to-face questionnaires are biased towards off-peak leisure travellers. This is almost certainly a result of commuters not having time to take part in this type of survey.

- Self-completion questionnaires are biased towards commuters. This appeared to be a result of their strength of opinion on rail services.

- On-line questionnaires had very limited uptake.

- Bus users were less likely to take part in surveys.

This does not imply that questionnaires cannot be useful in STPs, only that extreme care, more complex statistical techniques, and larger sample sizes are required to provide any robust results. Survey methodology must be similar for each repeat survey (for example, in terms of the number of interviewers, where they stand), and external factors controlled as far as possible.

Monitoring and review

These requirements have significant implications for the cost of carrying out surveys. This approach should only be made if the necessary resources and expertise are available and a fully-costed survey programme has been designed from the outset.

Comparing with accepted data sources

Sampling bias can distort the findings of a survey and provide erroneous conclusions. It is possible to test for some sources of bias by examining the obtained proportions of sub-samples (for example by gender, age, mode of access, journey purpose) against those in accepted unbiased samples. Sample composition from surveys should be compared to large scale surveys where possible, in particular the NPS managed by Passenger Focus. The sample size in the NPS varies between stations and years; use of the NPS is likely to be possible mainly at larger stations where the sample sizes are more substantial. Reports for particular stations can be generated free-of-charge at http://www.npsreportal.org.uk/. In addition, TOCs may wish to procure higher sample sizes of NPS surveys at STP stations.

The National Passenger Survey has been conducted every Spring and Autumn since Autumn 1999. It can provide indications of:

- Age profile
- Gender profile
- Ticket type profile
- Modal access to station profile (only in the Spring survey)
- Relative importance of different journey purposes (eg commuting)
- Satisfaction with car parking facilities, cycle parking facilities and bus connections

Also ORR data[13] provides an indication of:

- Total number of passengers using the station
- Relative numbers of passengers according to ticket type

These can be used as a baseline, and provide estimates of weights required to form an improved indicator value.

Monitoring and review

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13 www.rail-reg.gov.uk/server/show/nav.1529

Monitoring and review

Considerations for survey design

Although passenger surveys are not recommended for monitoring STPs, some STPs may want to use surveys for other reasons. When designing or commissioning surveys:

- As far as possible, the methodology and questions used should be consistent with the National Passenger Survey (NPS)

- Survey results should be compared with the NPS to check for consistency; especially sample composition for gender, age and journey purpose.

- Larger samples will be needed than would normally be required for statistical significance. The larger samples can be used to re-weight results by sub-population proportions in the NPS.

- The survey methodology must be similar for each repeat survey, in terms of timing; numbers of interviewers; location, etc.

- Avoid external factors affecting the survey: eg travel disruption.

- Staff with expertise in survey design and statistical analysis are essential. Consider who will administer face-to-face surveys and how they will be briefed. External agency staff may be needed.

These requirements have significant implications for the cost of carrying out surveys. The decision to proceed with this approach should be made only where the necessary resources and expertise are available to take the above factors into account.

Monitoring and review

Appendix A: Case Studies

Case Study 1 – Southern franchise

Why chosen for an STP

Context

- Southern Railway committed to develop 30 STPs across its network as part of the current franchise, which began in September 2009.

Problem identification

- The Southern STPs picked up many varying modal integration and accessibility issues which often included pedestrian walking routes, cycle spaces, and onward journey signage.

Opportunities

- Southern specifically committed to invest in resolving the issues identified in the STPs.

What initiatives were successfully implemented

- New cycle parking spaces were created at many stations, leading to an increase in cycle occupancy. At some stations, the increase in bike numbers has been so great, that the requirements are being monitored and re-evaluated to keep up with demand.

- Southern engaged with the charity, Living Streets, to carry out "Walking Doctor Surgeries" at 21 stations in both the Spring and Autumn. The purpose of these were to correct the myths about walking where the STPs had identified potential for more passengers to walk to a particular station.

Figure 6: 'Walking doctor surgery' walking promotion Photograph: Southern Railway

- Southern has worked with Liftshare to lauch a car sharing website www.southernrailway.liftshare.com
- Purley forecourt won Cycle Station Travel Plan of the Year 2011.
- Wayfinding signage was improved at most STP stations.

How the successes were achieved

The STPs were TOC-led, via the franchise. There were some challenges at the implementation stage:

- In some instances there were changes in the LA structure and personnel, which created difficulties in maintaining the momentum.
- Budgets in LAs have been under pressure, and, in many cases, reduced.

However, despite these difficulties, Southern felt that the relationships they developed with transport planners inside LAs benefitted them outside of direct STP delivery. Reported benefits were as follows:

- Southern were involved with shaping, and contributing to, Local Sustainable Travel Fund bids by LAs.
- When funding has been available for enhancements around stations, Southern have been able to encourage investment in schemes which complement other Southern-led initiatives.

The personnel at Southern are split into two teams:

- Local managers work with the LAs in their area on smaller improvements around the station.
- The central project team concentrates on larger investment schemes which will make a lasting contribution to modal integration and tackle some of the inhibitors of modal shift identified in the STPs.

As with the pilot STPs, the Southern STPs proved to be effective at winning additional funding to supplement rail industry spend. For every one pound invested by Southern, an additional 50 pence was raised from other sources.

What next?

Southern's current franchise is five and a half years long. Therefore, they are looking to make investment at their stations as soon as possible so they can maximise the benefits of the investment during the franchise term. LAs have a much longer-term view on investment and, while they do want to see investment in stations and the surrounds, the governance procedures which are in place for securing investment funding can be protracted and, for a TOC with a short franchise, carry a high degree of risk in terms of benefits realisation.

Each STP sets out long and medium term goals for the station and gives reassurance to the stakeholders that Southern are thinking about those longer term issues. The longer term visions have been broken down into smaller pieces of work and delivered on an ad-hoc basis, as funding has become available.

Southern has commissioned feasibility studies for making investment in station forecourts and is currently evaluating options to improve pedestrian flows and ease modal integration. There has been consultation with local authority stakeholders, some of which have offered funding contributions to the schemes. There has also been consultation with Network Rail through the existing NSIP local delivery group meetings.

Future initiatives include:

- Secure Cycle Hub at Worthing (late 2012).
- Re-modelled forecourts at Coulsdon South and Dorking (Summer 2013).
- Re-modelled approach to Three Bridges Station delivered in conjunction with Crawley Borough Council (2014).

Case Study 2 – Ashford International
Why chosen for an STP

Context
- Main STP Partners: Kent County Council and Southeastern

- Patronage in 2010/2011 was 3.2 million

- At the time of the travel plan initiation, the planned expansion of the town was predicted to increase the population from approximately 60,000 in 2006 to 135,000 by 2029 (though current figures may differ).

- Domestic High Speed 1 (HS1) services were introduced in December 2009, and it was expected that this would generate growth in all modes of transport to the station.

- Southeastern carried out forecast studies for the period 2006 to 2014 and, at the time, the predicted increase in footfall at Ashford Station was 46% (an estimated increase from 2.4 million in 2006/2007 to 3.5 million by 2013/2014).

Problem identification
- Along with the site audit, the following were conducted to inform the creation of the action plan: consultation with stakeholders; review of improvements already planned and funded; accessibility analysis; desk study of challenges and opportunities; analysis of passenger survey data; additional public consultation; development of first draft Travel Plan, action plan and communication strategy; feedback from stakeholders; discussion of funding and ownership of actions; feedback from ATOC.

Opportunities
At the time of the STP, Ashford was undergoing a programme of progressive change aimed at improving retail, commercial, educational, leisure and transport facilities; this included a multi-million pound town centre redevelopment. An example of this is the Ashford 'shared space' scheme and County Square shopping centre. A Town Centre Area action plan was adopted in 2010.

What initiatives were successfully implemented

The role of the STP was to support the significant infrastructure investment in and around the station including: new cycle parking; improved local bus services; improved walking and cycling links and targeted promotion of sustainable travel choices.

The travel plan objectives and measures were selected in response to stakeholder consultation and detailed travel surveys at the stations. These highlighted those areas with the greatest potential for change including an increase in cycling, bus travel and car-sharing.

A truncated version of the action plan is presented below. This was updated quarterly (see header row) to track progress. The dates in the table refer to the target deadline for each action. The following colour scheme is used: Green = complete; Yellow = on-schedule / on-going; Orange = late: Red = postponed.

Table 1 - Ashford International truncated Action Plan

ID	Description	10/09	01/10	04/10	07/10	10/10	01/11	04/11
S1	**Develop Travel Information Resources**							
S1.1	Design, print and publish a local cycle map at the station, on relevant websites and in hard copy	04/09	04/09	Done	Done	Done	Done	Done
S1.2	Design, print and publish a local bus map at the station, on relevant websites and in hard copy	04/09	04/09	Done	Done	Done	Done	Done
S1.3	Develop existing web based travel information on partner websites e.g. KCC, Southeastern and Kentcarshare	04/09	04/09	Done	Done	Done	Done	Done
S2	**Promote and Facilitate Car Sharing**							
S2.1	Establish and promote a Kentcarshare database for Ashford commuters (see S1.3 above)	04/09	04/09	Done	Done	Done	Done	Done
S3	**Promote and Incentivise Bus Travel and Integrated Ticketing**							
S3.1	Actively promote rebranded, higher frequency buses	06/09	06/09	Done	Done	Done	Done	Done
S3.2	Promote and incentivise Plusbus ticketing	12/09	12/09	Done	Done	Done	Done	Done
S4	**Targeted Communication And Marketing**							
S4.1	Targeted personalised travel planning utilising Southeastern databases	04/09	04/09	Done	Done	Done	Done	Done
S4.2	Targeted communication and publicity via established local media channels	04/09	04/09	Ongoing				
S4.3	Establish partnerships with local employers through the Town Centre Partnership initiative	12/09	12/09	Ongoing				
S5	**Promote and Incentivise Walking and Cycling to the Station**							
S5.1	Develop a free/discounted folding cycle loan scheme for commuters	06/09	06/09	12/10	12/10	Postponed		
S5.2	Develop a discounted short term bike hire scheme for Ashford visitors	06/09	06/09	12/10	12/10	Postponed		
S5.3	Establish and promote a Walk/Cycle 'budi' database for Ashford commuters (see S1.3 above)	04/09	04/09	Done	Done	Done	Done	Done
H1	**Improve Station Environs**							
H1.1	Improve pedestrian signage within the station	Done	Done	Done	Done	Done	Done	Done
H1.2	Repaint station, expand main booking hall, and platform/toilet improvements	12/09	12/09	Done	Done	Done	Done	Done
H1.3	Improve pedestrian and cycling signage and wayfinding to the town centre, transport links and car parks	04/09	04/09	08/10	08/10	Postponed		
H2	**Integrate Transport Services**							

ID	Description	10/09	01/10	04/10	07/10	10/10	01/11	04/11
H2.1	Improve the bus stand by relocation away from the curved section of kerb	12/09	12/09	08/10	08/10	Postponed		
H2.2	Installation of taxi shelter and extended bus shelter	Done	Done	Done	Done	Done	Done	Done
H2.2	New cycle route through Network Rail car park from the subway under Beaver Road (incl. dropped kerbs)	04/09	04/09	08/10	08/10	08/10	08/10	08/10
H2.3	Provide additional Sheffield style stands on the station forecourt with improved CCTV	Done	Done	Done	Done	Done	Done	Done
H2.4	Install a covered, secure compound with swipe card entry for 70 cycles (remove lockers) with better CCTV	Done	Done	Done	Done	Done	Done	Done
H2.5	Improve taxi exit to prevent narrowing of the carriageway bad parking in taxi bays	Done	Done	Done	Done	Done	Done	Done
S100	**Develop Travel Information Resources**							
S101	As S1.1 - S1.3	12/10	12/10	Done	Done	Done	Done	Done
S200	**Promote and Facilitate Car Sharing**							
S201	As S2.1 plus explore opportunities to incentivise car-sharing as part of a wider parking management strategy	12/10	12/10	Done	Done	Done	Done	Done
S300	**Promote and Incentivise Bus Travel and Integrated Ticketing**							
S301	As S3.1 - S3.2	12/10	12/10	Done	Done	Done	Done	Done
S400	**Targeted Communication And Marketing**							
S401	As S4.1 - S4.3 plus build on partnerships and personalised travel planning contacts to develop commuter forums	12/10	12/10	Done	Done	Done	Done	Done
S500	**Promote and Incentivise Walking and Cycling to the Station**							
S501	As S5.1 - S5.3 - develop and expand initiatives where possible	12/10	12/10	Done	Done	Done	Done	Done
H100	**Improve Station Environs**							
H101	Wholesale reconfiguration of the station forecourt area to improve sustainable access and safety	12/10	12/10	08/10	08/10	Postponed		
H200	**Integrate Transport Services**							
H201	Local bus stop/bus shelter enhancements	12/10	12/10	08/10	08/10	Postponed		
H202	Realtime/electronic travel information in station forecourt area	12/10	12/10	08/10	08/10	Postponed		
H203	Local bus priority measures	12/13	12/13	08/10	08/10	Postponed		
H204	Wholesale review of station access and improved integration with the Eurostar terminal	12/10	12/10	12/10	12/10	12/10	12/10	12/10

How the successes were achieved

The steering group involved representatives from the following: Ashford's Future; Ashford Borough Council; Southeastern; Stagecoach; Network Rail; and Sustrans. It was found that once the action plan had been agreed by the Steering Group, implementation could be achieved through good communication in the core team of the local authority and the TOC.

In addition to these primary stakeholders, a wider reference group was also engaged, which included: Passenger Focus, Ashford Town Centre Partnership, Eurostar, Spokes (local cycling organisation), and major town centre employers.

What next?

Future plans for the Ashford International STP are as follows:

- Since the STP pilot evaluation, two of the postponed actions have received funding from ATOC/DfT 'Cycle Rail' funding. Brompton Docks and cycle-hire scheme are to be installed in February 2013. This is a good example of a legacy impact of a successful STP.

- Whilst some of the more ambitious proposals for improving the Ashford Station forecourt are on hold due to funding constraints, detailed plans have been prepared and the project remains a priority for Ashford Borough Council, Southeastern and KCC as part of wider town centre redevelopment work.

- Kent's successful Local Sustainable Transport Fund bid majors on 'Transport hubs and end-to-end journeys'. A primary focus for this work is the development of STPs at other key stations served by the high speed trains, in the east of the county, including Canterbury West, Margate, Ramsgate, Dover and Folkestone. As well as physical measures to improve station forecourts and interchange with sustainable modes, the project includes customer engagement work, such as personalised travel planning, marketing and the provision of Brompton Dock hire facilities. The Ashford Station Travel Plan has been a key catalyst for this work.

Figure 7: Before and after: cycle parking at Ashford Photograph: Southeastern

Case Study 3 – Loughborough

Why chosen for an STP

Context

- Main STP Partners: Leicestershire County Council and East Midlands Trains.

- Patronage in 2010/2011 was 1.3 million.

- Loughborough station is located 1km north east of the town centre on the fringe of the urban area. Generally the station is used by commuters, but with several large employers and a university campus in the town, it has also become a destination station.

- It is the fourth most heavily used station on the Midland Main Line. East Midlands Trains predicts further substantial growth.

Problem identification

- Travel Watch East Midlands commissioned a study in July 2007, which identified the following key issues: chaotic forecourt and no step-free access; poorly presented bus information; lack of car parking and secure cycle storage.

- The station used to be accessed off the fifth arm of a heavily congested junction, which did not encourage pedestrian or cycle movement to and from the site. Charnwood Cycle User Group identified the need to improve cycling access on the local highway and to improve pedestrian access over the Meadow Lane Bridge and to the surrounding industrial estate.

Opportunities

- The station has been part of a major redevelopment proposal (Loughborough Eastern Gateway) for the north eastern part of the town.

- The Travel Watch study provided baseline data on the distance travelled to the station and mode used by passengers. This indicated a high level of bus use, with scope for further improvement.

What initiatives were successfully implemented

The station forecourt was subject to a full re-design allowing better access for cyclists and pedestrians, new bus stops and information, dedicated taxi and pick up/drop off points, as well much improved cycle parking. The car park was also expanded to cater for increase passenger demand. Many of the short-term actions were completed within the first months of the project:

- Cycling
  - Additional covered cycle storage facilities provided within the station, taking the total from approximately 20 to 120, with 11 cycle lockers.
- Buses
  - New bus shelters and information were provided, with improved step access to buses.
  - Introduced system to ensure bus timetables are available and up to date at the station.
  - Introduced PlusBus, and promoted it at the station, within the town and also in the local press.
- Pedestrians
  - Existing parking bays moved to create a shared use walkway.
- Station forecourt re-design: a holistic approach to all modes was adopted. This included:
  - Priority bus access/egress from the site onto the new road and junction layout.
  - Provision of 3 spaces for buses and 4 spaces for coaches near to the station entrance.
  - Taxi rank spaces increased from 10 to 18.
  - Pedestrian and cycle crossing facilities included at two main points of the new road to station.
  - Direct pedestrian and cycle route access provided, following desire line to town centre.
  - New bus/taxi drop off zone created.
  - Space for car drop-off provided.

How the successes were achieved

Leicestershire County Council project managed the station travel plan: identifying key stakeholders, establishing a steering group, arranging and chairing meetings. Views and opinions of stakeholders were gathered throughout the year and the meetings provided a

valuable forum for discussion and action. Key Stakeholders included: Charnwood Borough Council; East Midlands Trains; Network Rail; Leicestershire County Council; Travel Watch East Midlands; Loughborough University; Charnwood Pedestrian User Group; Charnwood Cycle User Group; Rail Future; Leicestershire and Northants Rail Action Committee (LANRAC); Kinch Bus.

Figure 3: Improved bus stops at Loughborough. Photograph: Leicestershire County Council

What next?

Phase 1 of the STP was completed at the end of ATOC's pilot project. However, additional LSTF funding has been secured to progress Phase 2. Iniatives in Phase 2 will include:

- Clearer Information
  - ↘ Information Board outside station entrance to highlight key bus, walking and cycling information.
  - ↘ Information racks inside station with all walking, cycling, bus and carshare information.
  - ↘ Better signing to cycle parking, walking routes, bus stops onsite.
- Cycling
  - ↘ Cycle maintenance facility to be established with public bicycle pump, allowing station users to fix minor problems with their bike.
  - ↘ "Dr Bike" sessions to be established at the station.
- Travel Clinics
  - ↘ Personalised Travel Plan clinics to be held at the station.
  - ↘ A travel fair to run at the station, with all modes of travel represented.

Case Study 4 – Shotton

Why chosen for an STP

Context

- Main STP Partners: Flintshire County Council and Arriva Trains Wales

- Patronage in 2010/2011 was 0.2 million.

- Shotton is located in North Wales, where the Borderlands Line (upper platform) crosses the North Wales Coast Line (lower platform).

- It is the closest station to Broughton (BAE Systems) and Deeside Industrial Estate (Corus Steel, Toyota), both major employers in the area.

Problem identification

- Two of the issues identified during the Site Audit were:
  - ↘ Poor cycling facilities: only two lockers.
  - ↘ Signage indicating the location of the bus stops was limited.

Opportunities

- With the exception of Wrexham, Shotton Railway Station has the highest number of people living within 5km of the station of any in North Wales.

- Following a strategic review, there were plans for a higher frequency of trains to call at Shotton.

What initiatives were successfully implemented

Initiatives included the following:

- Cycling
  - ↘ More cycle locking facilities on low level platform.
- Buses
  - ↘ New real-time display for both rail and bus information installed at the main entrance.
  - ↘ Plusbus introduced and promoted with a new leaflet and website.
  - ↘ Improved bus stop markings in the area surrounding the railway station.
- Pedestrians
  - ↘ Finger post signage installed on the High Street, informing both pedestrian and vehicle traffic of the various entrance points to the railway station low level platform.

⮡ Improvements to pedestrian footpath access from lower platform.

⮡ Improved links between the high level and low level parts of the station.

- Information

  ⮡ Promotional day held to officially open the new station facilities and also to launch the new "Travel to Shotton" leaflet containing information on all modes of transport to Shotton.

  ⮡ Press release in local press.
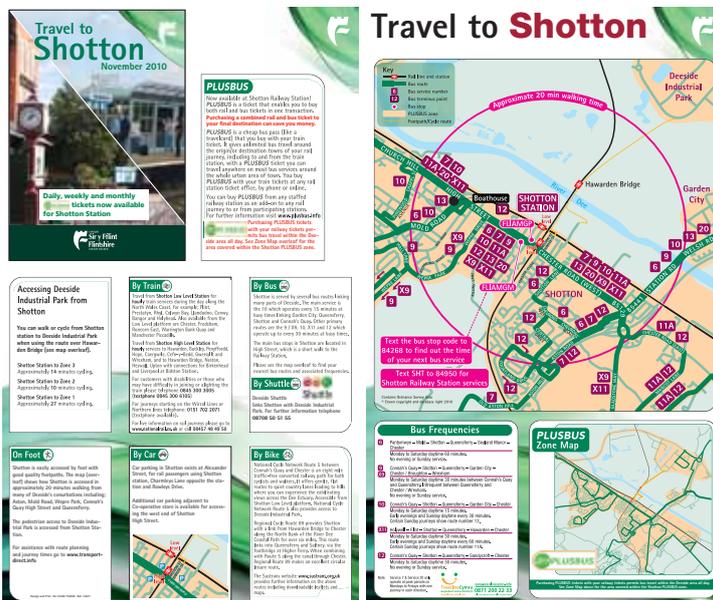
How the successes were achieved

A Local Action Group was set up to meet on a quarterly basis to discuss day to day operations at the station. It included representatives from the local community, Arriva Trains Wales, Network Rail and local bus companies.

What next?

All actions are now complete for the travel plan. Further new work planned, following the success of the station travel plan includes:

- Plans for a new transport interchange to be constructed adjacent to the railway station.

- An updated "Travel to Shotton" leaflet.

- Possibility of a cycle hire scheme being installed.

Other sources of guidance

Effective implementation will require expertise beyond the scope of this guide. Other sources of information and guidance include:

- Technical guidance (government, professional and industry) setting out standards and best practice specific to individual modes

- National, local and industry statistics that help inform decision making

- Online journey planners

- Professional bodies and networks able to provide advice to individual practitioners and opportunities for sharing experiences

- User groups and representatives

As a starting point, a list of sources of additional guidance is provided below.

Rail
ATOC Station Travel Plans website, for guidance and downloadable tools

www.stationtravelplans.com

Network Rail's 'Guidance on station capacity assessment'

http://www.networkrail.co.uk/.../stationcapacityassessmentguidance.pdf

Network Rail's 'Guide to station planning and design', in particular sections O1.2 and Q1.2.

http://www.networkrail.co.uk/aspx/6368.aspx

Transport for London's 'Interchange best practice' guidance
Available from www.tfl.gov.uk

The Association of Community Rail Partnerships (ACORP)

www.acorp.uk.com

Security in design of stations (SIDOS) jointly produced by the Department for Transport, the Centre for the Protection of National Infrastructure and the British Transport Police:

www.gov.uk/government/publications/security-in-design-of-stations-sidos-guide

Other sources of guidance

Passenger Focus for passenger research and reports, and data from the National Passenger Survey

www.passengerfocus.org.uk

Transport Statistics

DfT statistics, including the National Travel Survey

www.gov.uk/government/organisations/department-for-transport/about/statistics

The National Passenger Survey:

www.npsreportal.org.uk

Office of National Statistics (including local Census data)

www.gov.uk/government/organisations/office-for-national-statistics

Buses
'Door-to-door by public transport: improving integration between National Rail and other public transport services in Britain'. June 2009. Guide produced by Journey Solutions.

www.journeysolutions.com/

Bus Users UK- representing bus passengers

www.bususers.org/

Car parking management
Parking Strategies and Management- from the British Parking Association

www.britishparking.co.uk/Management-and-strategies

Surface Parking Facilities, General Introduction, Assessment Guidelines

www.saferparking.com/pdf/PMGeneral_A4.pdf

Cycling
ATOC's Cycle-Rail Toolkit

http://cycle-rail.co.uk/hq-cy/wp-content/uploads/2012/05/ATOC-Toolkit-low-res-single.pdf

The Chartered Institute of Logistics and Tranpsort (CILT) provides a comprehensive portal to other sources of design guidance, including DfT and the cycling organisations, available at:

www.ciltuk.org.uk/pages/cycling

Other sources of guidance

Other sources of guidance

Walking
TfL has a comprehensive set of publications; search for TfL's 'Walking Tools', available from: www.tfl.gov.uk

Car sharing / car clubs
Car Plus represents the car sharing industry:

www.carplus.org.uk

Liftshare provides an online lift sharing system that can be used to help rail passengers share their journeys:

www.liftshare.com/uk

Travel behaviour
RSSB topic notes on integrated transport and travel behaviour
Available from www.rssb.co.uk, search for project T824

MINDSPACE Behavioural Economics

http://www.instituteforgovernment.org.uk/our-work/better-policy-making/mindspace-behavioural-economics

Behavioural Insights Toolkit

http://assets.dft.gov.uk/publications/behavioural-insights-toolkit/toolkit.pdf

Professional Networks
ACTTravelwise is the UK's largest network for organisations promoting sustainable travel:

www.acttravelwise.org

The ATOC Station Travel Plan working group is open to those working professionally in STP implementation.
www.stationtravelplans.com

The Chartered Institute of Logistics and Transport has specialist forums working on travel planning and rail.
www.ciltuk.org.uk

For more information contact Jon Harris jon.harris@ciltuk.org.uk and Tel 07881 805 952)) or Daniel Parker Klein (daniel.parker-klein@ciltuk.org.uk or Tel: 01536 740100)

Other sources of guidance

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