



Department of
Transport

Travel Plan Guidelines for Large Shopping Centres



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Activity centres are a key element in planning land use for liveable and prosperous Perth and Peel regions.

Large shopping centres, which are key components of these activity centres, generate significant numbers of access trips by staff, customers and delivery vehicles that impact the surrounding road network, public transport networks, and pedestrian and bicycle paths.

For the purposes of these Guidelines, a large shopping centre is generally described as a shopping centre with a total gross lettable retail floor area greater than 10,000 square metres and typically incorporating at least one full-line department store and one major supermarket.

The travel behaviour of centre users must be considered to ensure that a suitable travel plan can be prepared or amended prior to any development or expansion, respectively.

These Guidelines aim to assist local government authorities, shopping centre owners, developers, and shopping centre managers with the preparation and implementation of travel plans. These Guidelines may also be applied to smaller shopping centres where required.

When preparing a travel plan for a large shopping centre, consider how the plan could be integrated with the parking supply and management plan for the shopping centre and the wider transport strategy. For more information, refer to Parking Guidelines for Large Shopping Centres (Department of Transport 2018).

01

What is a travel plan?

A travel plan contains measures which are implemented by a site manager to influence travel to and from a site.

For large shopping centres, travel planning includes actions that centre managers and tenants can implement to help their stakeholders make alternate travel choices.

Travel plans offer a framework for considering and implementing measures to manage access beyond traditional transport infrastructure to include additional tools that influence how employees and customers get to and from centres.

The shopping centre travel plans and associated parking supply and management plans should be prepared to cater for the busiest times at the centre, which traditionally include Thursday nights (late night trading) and weekends (in particular, Saturdays).

02

Why develop a travel plan?

Managing how people get to and from centres is an important element in providing efficient access for customers, employees and delivery vehicles and to moderate the impact on the community.

Public transport, cycling, walking and carpooling can all be good alternatives for customers and employees driving alone to shopping centres. Enabling greater use of these travel options will promote accessibility for users and reduce transport impacts.



03

Who are the stakeholders?

Effectively managing access to centres has the potential to benefit a range of stakeholders, including:

- Centre management, facilities management and marketing staff.
- Centre tenants, particularly major stores and employees.
- The relevant local government authority (LGA) - consulting with them through the process will help address their requirements.
- The Public Transport Authority.
- The Department of Transport (DoT) - the Department can provide advice on travel behaviour change strategies.

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What are the benefits?

Centre owner/ manager

- Reduced demand for car parking
- Efficient use of landholding
- Improved attractiveness to tenants (enhance access)
- Enhanced neighbourhood reputation
- Demonstrated corporate social responsibility

Customers

- Enhanced access
- Choice of travel modes to meet personal needs
- Health improvements through active travel

Tenants

- Increased customer accessibility
- Enhanced employee health, wellbeing and productivity
- Demonstrated corporate social responsibility

Employees

- Reduced travel costs
- Enhanced access
- Choice of travel modes to meet personal needs
- Health improvements through active travel

Wider community

- Moderated traffic on surrounding streets
- Enhanced safety through balanced transport to centre
- Enhanced local transport services and facilities



05

Tasks and content to develop the plan

The process of developing a travel plan should involve relevant stakeholders and draw on an understanding of the site. By taking an inclusive and informed approach the travel plan should include effective and feasible measures relevant to the needs of the centre.

A suggested approach to develop a travel plan is outlined below.

	Outline	Tasks
Scope the plan	Work out what the plan is to achieve, in broad terms, and over what timeframe. This is best done in a collaborative way with relevant stakeholders.	<ul style="list-style-type: none"> • Check transport commitments and conditions related to development approval • Consult with key stakeholders • Define objectives, planning tasks and timeline • Appoint a coordinator to oversee the planning phase
Understand the situation	A survey of current travel behaviour of employees and customers will provide a baseline measure, identify barriers and opportunities for promoting more trips by alternative travel modes and potential actions that will achieve this outcome. Information on site access could well already have been gathered for a Transport Assessment for the Development Application for your centre.	<ul style="list-style-type: none"> • Consider information from centre planning and development approval including a Transport Assessment report • Consider the centre strategy, parking management plan and any public transport infrastructure or service plans for the centre - how will the travel plan integrate with these? • If necessary gather additional information • Identify barriers and opportunities for each travel mode
Decide on the actions	Use information on transport context, ideas from stakeholders and research into examples elsewhere to identify possible actions. Assess the likely effectiveness and feasibility of actions to decide on list. The needs of centre employees and customers will change over time so make the plan adaptive.	<ul style="list-style-type: none"> • Research relevant examples • Hold a workshop with key stakeholders to identify possible actions to promote active and sustainable travel behaviour • Assess actions to decide what to include in the plan • Refine objectives and choose strategies to achieve them and mode share targets
Prepare the plan and secure approval	The travel plan document should draw together information and actions to set out the centre's plan for travel behaviour change. The plan should be approved by centre management and the relevant local government authority.	<ul style="list-style-type: none"> • Set out transport objectives and mode share targets • Set out strategies and actions in a table, identify responsibility, timing and resourcing • Write up a transport context, framework for implementation monitoring, evaluation and reporting arrangements • Secure management approval and budget allocation • Secure the relevant local government authority approval
Implement actions	Implement actions in accordance with the plan. For experimental actions take a plan-do-review approach. Use stakeholder engagement, marketing activities and regular monitoring and reporting to sustain interest and drive achievement of objectives.	<ul style="list-style-type: none"> • Appoint coordinator to oversee implementation • Implement actions as per plan • Monitor and report on implementation and behavioural impact • Refine actions as appropriate in response to results and needs
Review the plan	A comprehensive review of the plan is an opportunity to evaluate the effects of the actions implemented and consider what to continue or innovate.	<ul style="list-style-type: none"> • Evaluate attainment of objectives and experience with implementation • Consider current and future needs and what actions to continue, drop or add • Revise the plan and secure approvals.

This process should be cyclical, with the review including consideration of scope and situation based on experience and forward planning for the centre.

The following section provides some further information and advice on how to develop a travel plan for a shopping centre.

6.1 The transport context

Information is needed on the transport context for the centre. This is important background information for developing the plan and will aid users of the plan, including the LGA and the travel plan coordinator. A transport assessment may have been undertaken as part of the planning of the centre and application for development approval, and so would be available from associated documentation.

Factors that should be considered are:

Public transport services to the centre

Including service frequency and connections, passenger shelter, seating and information and legibility, safety and convenience of access to and from centre entry points.

Bicycle access and facilities

Including bicycle parking for customers and employees, showers, change rooms and lockers for employees and access between the centre and nearest on or off road cycle routes e.g. shared paths or cycle lanes.

Pedestrian access

Including pathways and crossing points within the centre and on surrounding streets and any safety issues.

Car parking provision

Including number of bays and how these are managed, e.g. time limits, designated staff parking areas, special needs parking.

Information provision

Communications channels and processes for informing employees and customers of transport options (if travel alternatives have not been promoted then potential channels can be identified).

Current travel behaviour

For customers and employees at the centre (at least mode split and trip distance/origin), or if a new centre, comparative or modelled mode share based on location and centres of a similar size and characteristics for which data is available.

6.2 Objectives

Travel plan objectives should be practical and follow from the site assessment and conditions of development approval. For a travel plan, objectives could include:

- To increase modal choice and enable access to employment and retail services, including those without access to a car.
- To reduce local congestion particularly at peak times and to minimise associated impacts on the community and the environment.
- To optimise the existing parking provision to support customer and staff access.





6.3 Targets

The travel plan should include mode share targets for customers and employees. Mode share is the share of trips by mode and is usually measured through a travel survey.

Example mode share targets could include:

- To increase the share of employees commuting by walking, cycling or public transport to 25 per cent by November 2017.
- To increase customer travel to the centre by public transport from 5 per cent to 10 per cent by November 2020.

The mode split targets will often be set by agreement with the relevant local government or as part of the transport modelling and planning approvals for the expansion of the shopping centre.

6.4 Engaging with stakeholders

Stakeholder	Potential role / value	Potential engagement
Centre owner / manager	Understanding of issues and management strategies for centre	Coordinate plan development
	Coordinate and resource implementation of plan	Communicate with other stakeholders
	Provision and management of common facilities	
	Centre information and promotional events	
Tenants	Understanding of staffing schedules and access issues	Through tenants forum or workshop
	Communication with employees	One-on-one contact with major tenant representatives
	Promotional activities with employees and customers	
Local Council	Management of local roads and pathways connecting to centre	Stakeholder workshop
	Awareness of transport issues and strategies for local area	One-on-one contact where necessary
Transport Agencies	Public transport services	One-on-one contact where necessary
	Advice on travel planning process and behaviour change strategies	

6.5 Strategies

Many factors can influence the travel choices of customers and employees. Through a travel plan, centre management and tenants can enable and encourage some customers and employees to choose alternatives to driving alone.

The influence of centre management and tenants on travel behaviour of centre users can include:

Provision of information

The information that you do (or do not) provide about transport options can affect the awareness and attitudes of customers and employees. Providing practical and relevant information (e.g. on the centre website, in the centre directory or map, in staff inductions) using positive language can encourage customers and employees to use alternative travel options.

Engagement

Our travel choices are influenced by what other people do and what we think is acceptable and in keeping with our needs, values and social norms. Building positive norms and providing motivation and support, especially if it is social and fun, can encourage people to try travel alternatives. Examples include challenges and events that people can participate in, forming walking or cycling groups and helping people make and keep commitments to try active options.

Facilities and enablers

Centre facilities and services (such as bicycle parking facilities, home delivery service) should support the use of travel alternatives by customers and employees. They should be designed and managed to make active and sustainable travel choices more convenient (e.g. make bicycle parking and public transport stops visible, accessible and close to centre entry points).

Policies and practices

The uptake of active and sustainable transport options should be supported by policies and practices in the centre. For example car parking should be managed to discourage unnecessary long-stay parking.



6.6 Actions

Develop creative strategies and actions to encourage stronger participation from your centre's community.

	Actions for employees	Actions for customers
Information	Include information on travel options in staff induction	Provide information on transport options in centre directory and on centre website
	Provide information on transport facilities, services and events in internal communications	Profile active customers in centre media
	Profile active commuters in internal communications	Provide information at info kiosk (e.g. centre access map, public transport timetables)
	Offer a journey planning service to interested employees (e.g. identify routes and times for bicycle or public transport trips)	Train info kiosk staff to upsell active transport options and address questions about cycle and public transport access
Engagement		Provide real time public transport service information displays
	Hold staff challenges to use travel alternatives, e.g. cycle km or walking steps challenge (using apps or pedometers)	Run promotional activities for active, sustainable transport (e.g. walk to the shop during Walk Over October)
	Offer bicycle skills and maintenance training for interested staff	Feature active transport events in media e.g. Bike Week, Walk Over October on website, public display
	Promote staff participation in Bike Week, Ride2Work Day, Walk Over October	Devise and run a rewards scheme for active customers (e.g. credit or discount with participating stores based on active trips)
	Run a bicycle buddies scheme (peer support group for cycle commuting)	Run a 'green travel club' to promote active travel through rewards, events and news to interested customers
	Devise and run a rewards scheme for active commuters (e.g. credit or discount with participating stores based on active trips)	Run a walking group to encourage walking to and around the centre
		Offer cycle skills training and peer support (e.g. partner with cycling group and target interested demographics)
Enablers and facilitators		Support community wide initiatives, such as Your Move, to promote active transport
	Offer discount on public transport fares or active commuter incentives	Run a home delivery service across stores (potential secondary benefits include increased shopping time)
	Offer loan scheme for staff to purchase bicycle for commuting	Support public transport service improvements
	Provide secure bicycle parking, change rooms and personal lockers	Provide taxi rank/s near key entry points
	Provide pool bicycles (could include electric bicycles for test rides or time limited commuter cycle trial)	Wayfinding signage including directions to/from public transport stops, bicycle parking, taxi ranks
	Provide carpool parking bays	Install display boards in centre showing bus/train service information
	Provide a ride-matching service (link up staff interested in carpooling)	Provide bicycle parking in high visibility locations near centre entries
	Support public transport service improvements	Provide legible, safe and convenient pedestrian and cycle routes to centre and across car parks
Policies and practices		Offer bicycles for short term trial use (could be in partnership with bike store, link to cycle skills and peer support program)
	Actively manage car parking to prioritise bay availability for those who need them	Actively manage car parking to prioritise bay availability for those who need them (e.g. mobility impaired, parents with young children)
	Promote job opportunities locally (to recruit local staff)	
	Offer guaranteed ride home (e.g. taxi ride home for staff who need to unexpectedly finish early or work later and cannot use regular carpool or public transport arrangement)	

6.7 Learn from others

Sources of further advice to help develop a travel plan include:

Case study of Bluewater Shopping Centre - a London centre with an effective travel plan

[http://usf-cuttr.custhelp.com/app/answers/detail/a_id/2887/~/_/case-study%3A-bluewater-\(uk\)](http://usf-cuttr.custhelp.com/app/answers/detail/a_id/2887/~/_/case-study%3A-bluewater-(uk))

Information on the Your Move program can be found here: www.yourmove.org.au



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Travel plan checklist

Planning Process	✓	Liaised with local government authority
	✓	Consulted key internal stakeholders
	✓	Gathered and considered information on transport context
	✓	Describes centre including location, size, etc.
Travel Plan Document	✓	Summarises transport context including: <ul style="list-style-type: none"> • Public transport access • Bicycle access and end of trip facilities • Pedestrian access • Car park management arrangements (number of bays, time and constraints on staff use) • Current or modelled mode split for customers and employees
	✓	Defines transport objectives for the centre
	✓	States target mode shares for car and active modes for customers and employees
	✓	Describes strategies and actions to be implemented including: <ul style="list-style-type: none"> • A table listing actions and who will be responsible for each action and when implementation of the action will occur • Actions that apply to customers and employees • A package of actions from across the strategies listed in the table under section 6.6 • Actions to be delivered at or around the time of centre opening and actions that will be delivered later or ongoing
	✓	Outlines the implementation framework for the plan, e.g. steering group, six monthly progress review
	✓	Outlines monitoring, evaluation and reporting arrangements including: <ul style="list-style-type: none"> • How implementation will be monitored • How impact on travel behaviour will be monitored • How findings will be reported and applied



CONTACT

Department of Transport
140 William Street
Perth WA 6000
Telephone: (08) 6551 6000
Email: ITPstatutoryreferrals@transport.wa.gov.au
Website: www.transport.wa.gov.au

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