
Helping you deliver successful travel plans



Transport for
West Midlands

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INTRODUCTION AND AIM

Welcome to the Travel Plan guide which has been produced to support you and broaden your knowledge of travel planning.

OBJECTIVES

The aims of the guide are:

- To help you understand how sustainable travel relates to a business & the important role you can play in initiating change
- To enable you to conduct staff travel survey process & create a Travel Action Plan
- To enable you to build a business case
- To enable you to use marketing communications to persuade behavioural change
- To enable you to monitor behavioural change

This guide draws on experience in the West Midlands and further afield to provide information and examples of best practice to help you on your journey into Travel Planning.

WHY DO WE NEED TO ENCOURAGE SUSTAINABLE COMMUTING?

Congestion threatens economic growth in key places such as urban areas and inter-urban corridors. Travel plans can be effective at alleviating pressure in critical congestion spots, particularly during the peak times, enabling businesses and residents easier movement. So, despite their local focus, travel plans have the potential to make a strategically important contribution to achieving better use of the transport system.

Measures to reduce excessive vehicle use are vital for any business that seeks to make its operations more sustainable. Many of us are motorists most of the time and have experienced the environmental degradation that can be caused by traffic. Moreover, driving itself can be a stressful experience. When drivers are surveyed, about half say they wish to drive less and of these, over a third say they already make some effort to curtail their car use. This explains why travel plans can achieve so much.

But what is the alternative? This guide helps you understand, that it is possible to help cut traffic in towns and urban areas through intensive application of smarter choices. Measures such as workplace travel plans and incentives to cycle and walk are all too often viewed by some businesses as fashionable “extras”. Yet if these schemes were applied intensively, and on a large scale, they could be powerful tools to cut car travel demand.

The benefits of increases in sustainable travel, in particular cycling and walking, can extend beyond reduction in CO2 emissions and climate impacts, and include tackling congestion, tackling obesity and health issues, reducing social exclusion and improving quality of life.

WHAT IS SUSTAINABLE TRAVEL IN A BUSINESS?

Sustainable travel in a business is about understanding your employees transport needs and how these can be met using attractive transport alternatives such as walking, cycling and public transport. And the key is in the range of measures – by introducing a carefully selected package of complementary measures in a specific targeted way, your business can achieve a greater and longer-term impact in reducing single occupancy car travel to your site. This package is then held together by a clear and strong brand with supportive marketing.

It's also looking at how to improve the company's own business travel and should be an integral part of any travel plan. Arrangements for business travel can fundamentally affect how staff choose to travel to work. Furthermore, you may find that current policies are encouraging expenditure to support unnecessary car use, money that could be saved for other purposes, including sustainable travel measures.

ALTERNATIVES TO CAR TRAVEL COMMUTING?

We are all quite aware that buying and running a car is a major expense and, for many people, second only to the cost of running their home. Therefore, spending a little time thinking about whether or not a car is needed, compared to the benefits of alternative ways of getting around may influence any decision made to drive less or even ditch the car.

It costs UK motorists upwards of £6,000 a year to own and run an average car (Source: The AA). So, it makes sense to think carefully about whether a vehicle is needed.

People living in rural areas with poor public transport often have little or no alternative to using a car. But for some, it may be more to do with the convenience of jumping into the car however short the journey, or it's just simply habit.

Fact: The RAC say that around three million cars in the UK are used less than once a week. What's more, a third of these cars are virtually new – a year or two old at most.

Cycling

Cycling is one of the easiest ways to fit exercise into your daily routine, plus it saves money and is environmentally friendly. Cycling is an easy way to introduce physical activity into everyday life. Regular exercise reduces stress and heart disease and can improve the general health of your employees, reducing sickness levels. These benefits should be promoted to your staff as part of the Health and Wellbeing agenda.

However, should people be put off by steep terrain on their route, there is always the option of purchasing an electric bike. Starting at around £500, they have a range of 20–25 miles and also offer both speed and fitness benefits.

The benefits of cycling are numerous, find out more about the benefits of cycling at:

- networkwestmidlands.com/cycling

Car sharing

For some people, owning a car for commuting is the only reason for owning a car. Therefore, it may be worth looking at implementing some sort of car sharing initiative within the company to enable journey sharing with a colleague. Many large employers run car share schemes.

And if you have staff that normally drive their children to school, it could be suggested that they arrange to share the school run with other parents if it's unsafe for their children to walk. This would also help with parking problems near schools.

Car clubs

These are in effect pay-as-you-go cars that can be rented by the hour or day. You have the convenience of a car as and when you need it, without having to pay for road tax, servicing and car insurance. Currently, there are very few Car Clubs in operation in West Midlands.

Find out more about car clubs at:
nextgreencar.com/car-clubs

Public transport

Public transport is more than likely to be cheaper than owning a car for commuting or short local journeys.

When comparing costs, remember that with a car you need to include any car running costs, depreciation of the vehicle over the year, as well as fuel. So it's well worth anyone considering buying a weekly or monthly season ticket for bus, train, tube or tram instead.

For longer distances by train or bus, big savings can be made by booking saver tickets in advance or by purchasing a number of separate journeys with a ticket for each individual leg of the route. See more at trainsplit.com

Find out more about your public transport options at these websites:

- West Midlands area – networkwm.com
- England, Wales and Scotland – traveline.info
- London area – tfl.gov.uk
- Northern Ireland – translink.co.uk

Motorbike

Motorbikes and scooters cost considerably less to run than a car. For example, 125cc bikes and scooters will do more than 100 miles per gallon, which means a 20-mile daily work commute could cost as little as £5 a week in petrol.

Electric scooters are particularly cheap to run – as little as 1p a day. However, their range is limited to 40 miles or less.

Walking

If the journey is only a mile or two, it's better to walk instead? It takes roughly 15 – 20mins to walk a mile depending on how quickly you walk. Whether you're walking to work or taking the kids to school, not only does it not cost anything, but it also cuts down on pollution and congestion. What's more, a walk of just one mile can burn off 100 calories.

Find out more about walking at:

- livingstreets.org.uk
- walk4life.info
- networkwestmidlands.com/walking

WORKING FROM HOME

Many companies now offer flexible working, so, depending on type of work carried out by employees it might be worth considering implementing working from home policies. Even working from home just one day a week would further reduce any car parking congestion.

TRAVEL PLANNING IS AN ATTRACTIVE PROPOSITION FOR A BUSINESS!

The benefits of travel plans are well proven in terms of reducing 'drive alone' car use and increasing cycling, walking, public transport use and car sharing; there is considerable research and guidance on the subject

Flexible hours and home working can also reduce peak time travel and the overall amount of travel respectively. Evidence that travel plans can improve staff retention, staff health and company image has been largely anecdotal although there is now increasing evidence that 'active travel' – cycling and walking – and flexible hours and home working can bring HR benefits.

UNDERSTANDING THE CONSEQUENCES OF THE EFFECTS OF STAFF TRAVEL

Management of car parking is vital to any business operation. If you provide plentiful free car parking, there will be a built-in incentive to drive to work, with drivers receiving a transport subsidy from the company running to hundreds or even thousands of pounds per year. It's also worth bearing in mind that many businesses are not aware of this subsidy and do little to provide subsidies to employees who are unable to get to work by car. Where firms have taken action to manage parking as part of their travel plan, there has been a greater reduction in car driving.

Imagine the problems your business would encounter if everyone who was employed at the site decided drive to work:

- Congestion on roads to work
- Emissions/air quality problems
- Not enough car parking spaces
- Bad neighbour parking
- Blocked access to the site
- Problems for deliveries
- Health & Safety issues
- High staff turnover
- Bad company image
- Stressed workforce
- Access problems for visitors

Many companies are pursuing a variety of strategies to manage car parking. These are determined by a combination of site circumstances, transport options to site and company culture.

- Restricted parking
- Car park charging
- Cash out incentives
- Removing incentives
- Pool cars
- Shuttle buses
- Reducing business travel
- Car clubs and car hire
- Taxis
- Public transport use for business trips
- Video conferencing facilities
- Car sharing business trips
- Cycling to meetings

SO, WHAT IS A TRAVEL PLAN?

There are many explanations of what a Travel Plan is and does, here are a few definitions:

- A travel plan sets out to combat over-dependency on cars by boosting all the possible alternatives to single occupancy car use. By reducing car miles it can not only benefit the environment but can produce financial benefits and productivity improvements, saving both the business and its staff time and money
- A strategy for managing the travel generated by your organisation, with the aim of reducing its environmental impact. Travel plans typically combine measures to support walking, cycling, public transport and car sharing. These are reinforced with promotion and incentives and by the management of workplace parking. Travel plans also include action to reduce the need to travel, such as telecommuting. They can focus on both commuter and business travel
- A long term management strategy for an occupier or site that seeks to deliver sustainable transport objectives through positive action and is articulated in a document that is regularly reviewed
- A strategy for managing multi-modal access to a site or development, focusing on promoting access by sustainable modes. As such they are an increasingly important part of the planning process. Effective travel plans can bring benefits both to existing communities and to new or expanding developments. They can assist in reducing traffic congestion, widening accessibility, and reducing air pollution
- Is a tool which helps organisations manage transport to and from their sites through a package of measures and actions aimed at reducing car use and increasing travel choice. It is a dynamic process which develops over time according to the changing circumstances of the specific site

BENEFITS/ADVANTAGES OF TRAVEL PLANNING

Experience and written case studies show that there are extensive benefits to be gained from developing a Travel Plan. Which benefits are most important to your company will depend on local circumstances and will partly determine the emphasis of your travel plan. Your organisation, its staff, its customers and your wider local community all stand to gain.

Travel Plans generate benefits to the business, the local economy, the individual members of staff, the community, the environment and increase the quality of life for all those who live and work in the area or location addressed by the travel plan. Businesses benefit by reducing expenditure on car parking and travel in course of work and through being able to release land allocated for car parking for more productive core business purposes.

In addition, there is well documented evidence that staff who walk and cycle occasionally and embrace 'active travel' are healthier, have reduced incidence of cardiovascular disease, have fewer days off work and are more productive. These benefits accrue to both individuals and organisations and assist recruitment and retention and reduction of turnover rates. Travel Plans are a key element in healthier workplace policies and in dealing with the obesity epidemic now hitting the UK. Active travel makes a substantial contribution to reducing obesity and reducing early onset diabetes.

Reduced car use to a particular site feeds directly to reduced air pollution which can assist in delivering compliance with air quality management objectives and reduces greenhouse gases allowing both companies and local authorities to deliver reductions in greenhouse gases in line with statutory objectives set out in the Climate Change Bill Reducing congestion is a headline objective for local and central government and is of great value to businesses in reducing time and monetary penalties as a result of delays caused by congested traffic. Reducing numbers of vehicles will also benefit road safety objectives and increase the attractiveness of walking and cycling through its impact on creating safer conditions for these sustainable modes. Travel Plans make a substantial contribution to widening social inclusion and enabling many more people than is currently the case to gain access to jobs, training and education and the ability to make contact with these facilities without a car is of great value to those groups who are traditionally excluded from wider participation in social, educational and work opportunities.

In a nut shell, the benefits are:

- Solve problems caused by demand for parking
- Help meet shareholder demand for corporate social responsibility improvements, including meeting environmental targets such as the ISO14001 standard or global warming emissions targets
- Enable a planning application for a new site or for new accommodation on the current site – local authorities are increasingly stipulating implementation of a travel plan as a legal condition of giving planning permission
- Save money on the cost of providing and maintaining parking spaces
- Release land under car parks for more productive use
- Enable higher occupancy of existing buildings
- Cut mileage claims and other business travel costs
- Reduce staff downtime spent travelling on business
- Reduce the costs of running a fleet
- Solve problems caused by traffic congestion on and around your site
- Enable more customers to access your site
- Provide a better experience for customers travelling to your site
- Improve your image with both customers and neighbours
- Ease delays to deliveries and movements of goods off site
- Improve staff health and reduce absenteeism
- Assist with recruitment and retention by making staff journeys to work easier and cheaper
- Improve staff punctuality by reducing congestion delays and supporting more reliable means of transport.

TRAVEL PLAN PROCESS FLOW CHART

Define the reasons for developing a travel plan



Obtain senior staff support



Get support of your allies



Survey all your staff



Analyse the data



Define the package of measures



Formulate your marketing strategy



Market and monitor your travel plan



Resurvey after 12 months



Review and update your travel plan

COLLECTING KEY INFORMATION

Before you start gathering information, it's important that you have senior management support to ensure that the necessary resources are allocated to your travel plan. It is also important for corporate managers to understand what you are trying to achieve within the company and that they need to lead the way by travelling by sustainable means whenever they can. If the travel plan is to be a success, staff will need to be persuaded to change their behaviour but they'll be reluctant to make much effort to change if, for example, they see the director continuing to drive into work and park his/her vehicle in a reserved spot outside the main entrance.

Site audit

Each work place is different and travel plans are site specific. Therefore, you need to get to know your site, its problems and its selling points to encourage a travel change. By carrying out a site audit, it will enable you to understand the transport links to your site, the existing cycle parking provision, the pedestrian and vehicular access points.

The audit should consider questions such as:

- How many staff travel to the site each day?
- How many spaces does the car park have? Is it over subscribed and if so, where do people park?
- How is parking controlled?
- Is there any traffic congestion on and around the site?
- Check whether or not it's safe and pleasant to walk or cycle to the site – are there any obvious obstacles such as complicated junctions that might be improved?
- Are the cycle and walking routes on the site itself safe and pleasant?
- Is there sheltered, well-lit, secure and conveniently placed cycle parking? If so, is it well used and is there enough of it?
- Are there showers, storage lockers and drying facilities for cyclists and walkers?
- Does the site have video or phone conferencing facilities?
- How often do the local bus and train services run? Do waiting areas and routes to them feel safe and clean, and are up-to-date timetables displayed?
- What is the cost of public transport journeys? Check whether reaching the site requires interchanges between competing operators that add disproportionately to journey time and costs.

- Are there missing links to reach public transport services or the local cycle network? For example, is there a nearby bus route that might divert to serve the site? Could a rear entrance to a nearby station reduce walking times, or might a poor link to a station be bridged by a shuttle bus service?
- Do the company directors have reserved parking spaces outside the front entrance whilst cycles are shackled to railings in the rain? If so, you might just have identified the ideal spot for a smart high-profile bike shed!

A site assessment pro forma is available from:
networkwestmidlands.com/site-audit

Surveys

The staff travel survey is needed as an initial step in the development of a travel plan in order to understand:

- How staff travel to and from work
- Why staff choose to travel to and from work in the way that they do
- Whether staff would be willing to change their mode of travel and if so
- What measures and improvements would staff consider using, should they be implemented, to improve travel options to and from work

The first survey will gather information for your baseline data so, consequently it needs to be quite detailed. Subsequent surveys, undertaken to monitor progress of the travel plan, can be less detailed.

The survey is for every member of staff to complete regardless of what job they are employed to do. As some employees may not have access to on line surveys, it's important that paper-based surveys are distributed, however, email and intranet provide the best means to contact many staff. There are software packages that set up the survey so that answers are automatically entered into a database as respondents type them in. A good rate of return makes the survey more valuable, and an incentive such as a prize draw is likely to be worthwhile. If possible the survey should be undertaken in spring or autumn to avoid distortions that can be created by summer holidays or extreme winter weather. Tuesdays to Thursdays tend to be the most typical travel days. It is also paramount to make sure there are no other surveys taking place within the organisation to avoid survey fatigue and to avoid confusion between surveys.

A covering letter from senior management explaining the purpose and importance of the survey will raise its profile and encourage staff to take it seriously. The letter will need to include a deadline for return of the questionnaires and to whom it should be returned and details of any prize draw.

Spot-counts of how employees have travelled to work are generally undertaken at intervals after the travel plan is established in order to monitor its effectiveness. However, you may wish to undertake such a count at the outset in addition to your staff travel survey if you want to have the closest possible like-for-like comparison of before and after the travel plan.

Things to remember when designing the questionnaire:

- The questionnaire is not too long no more than four sides. Subsequent surveys for monitoring purposes can be shorter
- It should recognise the needs of different people – for instance people have different lifestyles and commitments and this should be reflected in the design of the survey
- The layout of the questionnaire should be clear and questions should be ordered logically with unambiguous wording
- Ensure that the results can be easily analysed and data easily entered into the computer. Ideally tick boxes can be used to limit the use of openended questions as these are time-consuming to analyse. It is also important to allow space for people to comment
- Staff should be allowed approximately two weeks to complete the questionnaire, from time of distribution to survey return. A reminder should be sent out two or three days before the return deadline to encourage and remind staff to complete the questionnaire

A sample survey is available at:
networkwestmidlands.com/self-help-resources

Notes on data protection

If you store people's names and addresses on a computer you will need to register under the Data Protection Act. If you carry out a physical (prize) draw from the pile of questionnaires, without entering names and addresses into the computer, you avoid the need to register.

If you want to create a database of sustainable commuters from the results of your survey, you should make it clear on the questionnaire.

Should the respondent give permission for data to be passed on in a form which allows for the respondent to be identified personally, the respondent must have first been told to whom the information will be supplied and the purposes for which it will be used.

More details on the Data Protection Act can be found here: gov.uk/data-protection/thedata-protection-act

Choosing the package of measures

Once the survey and site audit has been completed and you have your data, what happens next? How do you select the measures?

The available options need to be explored and assessed for the impact they will have in reducing car trips. Ignore for the moment whether or not you think they could be implemented or not.

Evaluate the trade-offs between alternative approaches in terms of costs, timing, and impact and decide which measures would be most effective.

Decide what mechanisms you will need to implement.

Carrots or sticks?

A successful Travel Plan works by determining which travel alternatives employees could be prepared to use and making these more attractive in comparison to driving alone. This means removing perceived barriers (e.g. improving the lighting at a bus stop) and providing a series of carrots and sticks to change staff travel habits. The carrots take the form of incentives provided to those who do not drive alone – such as discounted travel and free parking for car sharers. The sticks are restrictions and changes introduced to car parking. Commuters are most likely to switch to alternatives which save them time and money. And, the more time and money saved, the more likely they are to switch.

Some employees may have complex travel needs (school run or caring for the elderly). Their concerns should be a key consideration in choosing measures when drawing up the travel plan. People's travel needs can vary from day to day, so it's important to offer a choice and flexibility which is helpful for staff to 'pick and mix' between different modes of travel. This means making sure that those who normally drive alone have an incentive to use an alternative when they can. For example, buying a Network West Midlands Swift Card, a smart card enabling cheaper travel which can be topped up on your mobile phone.

On the other hand, some sites have to implement a strict parking regime with either car parking charges or car parking permits. Therefore, it is imperative that a choice of other cheaper travel options are offered.

Remember that you are not trying to get people out of their cars forever. Just try and encourage staff to use a different mode one or two days per week. The following information are things you could consider implementing in your workplace and are commonly used in travel plans.

You will not get the best results from your travel plan if you select the measures that are most attractive and most popular. Refer to your surveys and site audit, decide what kind of changes are needed most, see what is feasible and likely to be acceptable and think about the different and think about how the different measures would interact with each other.

- Pick measures that will target different groups of people
- Start with encouraging 'carrots' and then use a few 'sticks' e.g. bring in discounted public transport before charging for parking.
- Think about how and when you introduce the measures e.g. build cycle shelters close to the main entrance and promote it during the spring and summer months.
- Ask advice from your Transport for West Midlands Officers and consult the Network West Midlands website – networkwestmidlands.com

CAR PARKING

It's also important to make staff aware of parking as a resource with a cost attached. Devolving responsibility for parking costs or maintenance to departments or business units can help do this.

Capital items for surface-level parking include:

- Land purchase
- Ground works, including site levelling, installation of drainage and landscaping
- Surfacing with asphalt plus kerbs and pavements
- Mitigating design measures such as planters or build-outs for plants and trees
- Street furniture such as signs, seats and litter bins
- Security measures, including fencing, lighting, CCTV and access barriers.

Revenue costs include:

- Cleaning, winter salting and upkeep
- Security staffing of gates, CCTV and patrols
- Lighting bills
- Insurance and business rates
- Maintenance of electrical equipment such as barriers, lights or security cameras

Often the substantial maintenance costs of car parking are buried in a facilities manager's budget.

Challenging the prevailing culture of car reliance can be difficult. However carefully changes are introduced, there will always be opposition. There will always be some people who see travel initiatives in a negative light and it's possible for a few dissenters to have an outsize impact. It's better to have a sense of humour, a thick skin and a pragmatic attitude. Have your explanations ready, and emphasise that you are not asking the impossible: while not everyone will be able to change the way they travel, there are some who can and will.

Cycling

Encouraging people to come by bike involves bringing cycling back into the mainstream, by creating a cycling culture. The best way to establish demand for cycling and determine how many staff already cycle to work is from your staff travel survey.

You may anticipate your employees having reservations about taking up cycling. Personal safety in traffic and suitable routes for cycling are the main deterrents to cycle use but by providing staff with information on cycle route planning and cycle training people will begin to encourage more cycling to your site.

Main things to consider to increase cycling to your site:

- Provide safe and secure cycle parking preferably undercover and close to a main entrance
- Provide lockers, changing/drying facilities and showers
- Offer financial incentives such as interest free loans or implement the Cycle to Work Scheme to enable cycle purchase.
- Promote and publicise cycling – display local cycling maps free of charge from Transport for West Midlands or your local authority and hold Bike to Work days
- Provide a 'Tool Box' to assist with minor repairs and punctures which may be needed from time to time
- Provide a cycle mileage allowance to enable financial reimbursement for staff on company business (usually 20p per mile)
- Provide pool bikes
- Set up a Bicycle User Group

Cycling is the quickest mode of transport for journeys under five miles. Travelling by bike offers a range of benefits, including improved health and fitness levels, door to door convenience and journey time reliability.

Walking

Walking is the mode of travel which links all other modes and is one of the easiest to promote and implement. Walking needs no special equipment and has far reaching health benefits and is best suited to journeys under two miles.

The location of your site will depend on whether there is scope to encourage staff to walk to work. Your survey will indicate the number of staff who live within a two mile radius as these are the people you need to focus on to encourage to walk.

The easiest starting point is to ensure your own site and its immediate environs encourage people to walk. Your site audit should check for the following sorts of problem:

- Are pedestrians required to walk around outside the site perimeter in order to enter at the same entrance as vehicles? Install pedestrian short cuts and pedestrian gates. These can be card, code or key activated if security requires it
- Do pedestrians have to cross acres of tarmac car park with cars speeding across it in all directions so that people on foot feel out of place and vulnerable? Design direct pedestrian routes across your car park that are clearly marked, well segregated from traffic and nicely landscaped with pedestrian-priority crossings. If necessary install traffic calming on site
- Do some pedestrian routes across the site feel unsafe? Install good lighting, cut back vegetation or re-align paths to ensure good visibility. If intruders are a problem, institute security patrols. If need be, these might be extended slightly beyond the site if footpath links require it
- Are pedestrian routes well signed? The easiest and fastest pedestrian route may be less obvious than the long way round by road

Outside your site, you will need to work in conjunction with the local highway authority. Sometimes comparatively small changes can make a big difference.

As a priority, check that main roads and junctions near your site have conveniently placed crossings for pedestrians – not subways! If pedestrian access to your site necessitates walking alongside a main road, it will feel more pleasant if the pavement is wider or, preferably, if it is stepped back from the road behind a verge or planters. Faster traffic is intimidating for pedestrians and makes road noise more unpleasant, so check whether local road layouts encourage traffic to slow down and obey speed limits.

The following is a list of incentives that can be introduced to encourage walking:

- Promotional marketing materials to include health benefits
- Produce a walking map of the site showing safe walking routes and indicating distance and times it takes taken to reach common destinations
- Provide facilities for walkers such as showers, drying facilities etc
- Provide personal alarms for staff who may have concerns about personal security
- Introduction of flexible working if possible, this would enable staff to plan their day more effectively and help with getting children to school etc
- Provision of umbrellas bearing company logo to all staff who work to work, or, provide umbrellas in reception area for staff use to encourage them to walk to a nearby meeting or have a lunchtime walk

Some companies offer payments or entry into a prize draw as an incentive scheme to reward all green modes of travel. It is possible to give a walking incentive its own branding so that you can market it in a targeted way – for example with a walkers' breakfast.

Public transport

Having surveyed many employees there have been various common barriers cited as to why people are not willing to travel by public transport and it's useful to have an understanding of these barriers. Some of these barriers are often perceived rather than actual barriers, and perceptions are often worse than reality.

- High fares
- Lack of a service on the required route
- Absence of bus-bus or bus-rail connections
- Infrequent, unreliable or slow services – or the perception that this is the case
- Lack of readily available information for passengers
- Safety fears for late evening or night time journeys
- Overcrowding, plus the dirt and maintenance issues that it can cause
- A perception that buses are only for those that can't afford better
- Long, indirect or unpleasant walking access to services at either end

Yet many drivers say they would be prepared to use their cars less if public transport were better. Many of these obstacles can be reduced to some degree or totally removed, depending on local circumstances.

In the end 'better public transport' boils down to being better than the car for the journey in question. So removing obstacles to public transport ought to run in tandem with actions to ensure that your company does not encourage driving to work with cheap company cars, unlimited free parking or by requiring employees to drive to site just in case they have to use their car for work purposes. In fact, a number of employers have been able to make a merit of explicitly cross-subsidising staff bus services from parking levies.

There are many things you can do to encourage public transport travel in your company:

- Introduce cheaper travel in the way of interest free loans to purchase a season ticket. Find out more at: networkwestmidlands.com/information-for/companies
- Raise awareness of public transport services through special promotional stands or as an ongoing feature in communal areas
- Real-time information for public transport is increasingly available
- Hold a promotional event for staff where journey planning sessions can take place

- Some of your staff will need to schedule their working day to catch buses or trains. Flexi time can be a help, but just as important is to establish a company culture where it is recognised that public transport should be taken into consideration, for example by ensuring that a meeting late in the day finishes in time for the bus home. This consideration will also ensure that visitors will be able to use public transport services to come to meetings
- Emergency ride home

Car sharing

Car sharing appeals to people because it can bring direct cost savings, reduces stress and gives the opportunity to socialise. There are generally clusters of staff living in the same towns and villages etc.; so many journeys to work are concentrated along the same corridors. Postcode maps can reveal this pattern and show that car sharing is a viable option.

Launching a car share scheme is both cost effective and straightforward, bringing immediate positive benefits. However, for those tasked with implementing such schemes, it is often seems a daunting task.

The term 'car sharing' refers to a situation where two or more people travel by car together, for all or part of the car trip. You can car share one a day a week and some people share more than three times per week.

In general terms, car sharing can be described as:

Formal car sharing - an organised scheme that puts drivers and passengers together who may not otherwise have come together to share car journeys

Informal car sharing - generally where family, friends and colleagues agree among themselves, on an ad hoc or regular basis, to share car journeys. (ref 'Making Car Sharing and Car Clubs Work' DfT)

As a general rule, you are most likely to need a car share scheme if you currently experience any of the following:

- Significant numbers of staff driving to work
- Limited parking availability on site or expensive car parking nearby
- Local traffic congestion
- Difficulties recruiting and retaining staff from a wide geographic region
- Staff grumbling about the cost and time of their journey to work
- Seeking to relocate or expand, particularly if you are faced with planning conditions which limit the availability of parking

Your survey will give you an indication as to whether or not you staff would be prepared to car share. Usually the comments are quite positive and staff are prepared to car share providing:

- They are able to find someone living in the same area or on the same route with whom they can share
- They are able to work the same hours/shifts
- Be able to get home in an emergency

When implementing a car share scheme the fundamental component is how to match potential sharers.

There are many different ways of achieving this:

- Developing bespoke Software using the in-house IT department, using spreadsheets and databases
- Purchasing a standalone car share software package
- Informal car share register or notice board

Once your journey matching service is in place your company will need to support the scheme even further by implementing other incentives.

Some companies offer financial incentives or exemptions from parking charges as a way of persuading staff to share their journeys. Some companies pay substantial sums (from around £100 - £500 per year) to staff who car share, while others that charge for parking offer reduced rates to sharers. With or without incentives, car sharing saves money on fuel – a benefit that can be publicised to staff. However, where financial incentives are offered, employers need to ensure that higher rewards go to those who walk, cycle or use public transport.

Many companies provide priority parking for car sharers in prime spots close to buildings and have seen car sharing grow as a result.

Other things to bear in mind:

- Hold a launch event for your scheme, maybe offering entry into a prize draw for those who register, or a free car wash
- Encourage staff to share on a part time basis – offering incentives for sharing one day a week or more. These schemes tend to be more successful where parking is free and unrestricted
- Guaranteed ride home by taxi should the sharing arrangement fail unexpectedly. This service is very cheap to provide as the take up is typically very low. It will give staff reassurance to car share and demonstrate a flexible approach to peoples individual travel needs

Working from home

Working from home, either occasionally or on a more permanent basis, is becoming an increasingly popular option for employees. From an employers' point of view it reduces car parking demand, frees up additional office space and can increase productivity. For an employee, it reduces travel time and costs, provides flexibility and can help towards a better work life balance.

Barriers to working from home

Although home working will not be appropriate for all jobs or roles, where it is appropriate it has the potential to make a significant contribution towards a reduction in car travel. Employees need to be self-motivated, be flexible in their approach and generally have some basic knowledge of technology.

Your obligations as an employer

You still have a legal duty towards your staff even when they are working from home. The main regulations you need to be aware of are:

- Health and Safety at Work Act 1974
- Data Protection Act 1984
- Electricity at Work Regulations 1989
- Management of Health and Safety at Work Regulations 1992
- Health and Safety (Display Screen Equipment) Regulations 1992
- Provision and Use of Work Equipment regulations 1992

You may also need to review insurance policies to include work equipment not kept in the office.

Eligible parents have a statutory right under the Employment Rights Act 1996 to request flexible working practices to aid childcare responsibilities. Working from home is one of the variations they can request.

ACAS has produced a guide to home working which can be found on this link:
[acas.org.uk/index.aspx?articleid=4860](https://www.acas.org.uk/index.aspx?articleid=4860)

Should staff not be able to work from home, flexible working could be considered as an option instead. Changing the hours of travel could help rush hour congestion. If travel by car is made outside peak hours, it will mean that less time will be spent sitting in traffic and will reduce carbon emissions. Staff maybe be able to work the hours that better suit them, reducing stress and wasted time.

Travel plan costs

Travel plans have a cost associated with them and the costs involved will depend on the amount of assistance provided by other partners and the natural advantages of the work site and its location. Where bus and rail operators oblige with hefty discounts and improvements to services, and where local authorities complement your travel plan with bus lanes and traffic calming, the organisation will need to invest less to achieve the same reduction in car use. Organisations in town centres usually spend less on improving public transport.

Organisations that rely on financial incentives alone to coax people out of their cars spend more than those using parking restrictions. Those that charge for parking create a revenue stream that can make the plan self-sustaining.

In budgeting for travel plans it's advisable to separate running costs from the initial costs for setting up. For example, provision of cycle storage, on-site footpaths and crossings and investment in a car sharing database are setting up costs, publicity and promotion are running costs.

When calculating value for money it's important to target spending as effectively as possible. Measures need to be evaluated in terms of their impact on the number of commuter cars travelling to the site rather than reductions in solo driving. Similarly, incentives for staff need to be structured to achieve the greatest commuter car use reduction.

Subsidising bus services can be very effective in reducing car use, but is often the greatest travel plan cost to the organisation. And needs to be carefully focused.

Building the case

Please see below a simple checklist to help you to calculate a financial case for your travel plan. Some indicative expenditure figures are provided, drawn from existing travel plans. Note that most travel plans contain only some of the elements listed here. In addition to the income and expenditure lines identified below, the business case can be amplified with qualitative and semi-quantitative information about other types of benefits your travel plan could bring.

For example, your human resources department can estimate how much staff turnover and sickness costs your company. This will give useful financial context to benefits such as greater staff retention, a more attractive recruitment package or reduction in staff sick days through better staff health. Positive impacts on staff morale and motivation through reduced travel stress and flexible working are harder to translate into increased productivity, but may still be important information for some companies.

It is also relevant to describe the potential benefits to the corporate image and community relations that could stem from the environmental achievements of a travel plan, although the valuation applied to these will vary widely from company to company.

Who are your allies?

Within your company/organisation you will need to bring on board your allies, who are: HR, Procurement, Estates, Finance, Environmental staff, Health & Safety, Occupational health etc.

SAVINGS AND INCOME

Ongoing annual savings

BUSINESS TRIPS

- Saved private car mileage reimbursement (allow for any increased mileage rates to encourage car sharers)
- Reduced fleet car mileage
- Staff time saved (this may require separate presentation to management as a 'below-the line' saving, because it is invisible on the company accounts but is a real gain through productivity improvements)
- Proportion of business trips in private cars replaced by phone conferencing or video conferencing
- Proportion of fleet car trips replaced by phone conferencing or video conferencing
- Proportion of business trips replaced by public transport or other modes (allow for reimbursement costs of bus, rail or taxi fares and mileage rate for use of personal bikes)
- Proportion of business trips shifted from private cars to pool cars that are cheaper to run

CAR PARKING

- Reduced car park rental charges
- Reduced car park maintenance

Provision of car parking spaces costs companies about £400 on average nationwide, £2000 in outer London, rising to £6000 in central London. These savings may both have an additional 'below-the-line' component, which is the avoided cost of ongoing rent or maintenance in cases where further car parking would be needed without a travel plan.

- Reduction in car journeys to site, which in turn may reflect sub-targets for each travel plan measure

ACCOMMODATION COSTS

- Increased utilisation of existing sites and buildings
- Homeworking and satellite office working
- Reduction in car journeys to site (where site utilisation is limited by access and parking rather than capacity of the buildings).

PERK CARS

- Savings from not offering company cars and associated packages (allow for cost of replacement packages and possibility of phasing in change over time with staff turnover).
- Proportion of staff switched from car-based perks packages, which will hold implications for establishing other benefits packages, such as season ticket allowances, and may imply establishing pool vehicles for business use.

UNPRODUCTIVE TRAVEL TIME

- As well as staff time savings from cutting business trips (mentioned above), homeworking or satellite office working can save substantial amounts of staff time. Clearly, this is harder to quantify, but companies with strong flexible working cultures claim that they have achieved better productivity

Ongoing income

CAR PARKING

Car parking fees (at Transport for West Midlands the charge is £1 per day which is currently under review)

BUS FARES

Supporting buses will be a net cost for your travel plan, but in constructing your business case you should remember that many firms recoup a proportion of the cost

One-off savings

CAR PARKING

Avoided land purchase and construction costs of building a new car park (£1000 – £3000 per space construction cost, even for surface-level car parks)

Proceeds from selling off portion of car park or developing it for own use or for sale.

EXPENDITURE

Ongoing annual expenditure

TRAVEL PLAN COORDINATOR
Salary plus overheads £40,000

CAR SHARE DATABASE
Annual software licence £500–1,000

MARKETING
Publicity, information, promotional events £5,000–20,000

GUARANTEED RIDE HOME
Emergency taxis for staff who car share or use public transport £100–2,000

SHUTTLE BUS SERVICE
Funding for one shuttle bus route £50,000–100,000

INCENTIVE SCHEMES
£1/day for 500 staff who travel to work sustainably
£130,000

ONE-OFF EXPENDITURE

INITIAL SURVEY
Survey and analysis, if not done in-house £10,000

CAR SHARE DATABASE
Set up £500 – £5,000

CYCLING FACILITIES
10 lockers £500– £1,000
Shower and changing facilities £5,000– £10,000
Secure cycle parking area £5,000
1 kilometre of new tarmac topped cycle route
£70,000

WALKING FACILITIES
Significant infrastructure (e.g. new crossings, traffic calming) £30,000 – £100,000

MARKETING & PROMOTION

Travel Plan development involves change and its important staff do not feel threatened by the things contained in it. Raising the profile of your travel plan starts before you send out your staff travel survey or set up initial discussion groups. Travel plans are intended to bring about change, calling for skilful communication to ensure that this prospect is received in a positive spirit and that no one feels under threat.

Experience shows that the more effort that an organisation puts into marketing their Travel Plan, the more likely it is that they will get the results they are hoping for. Getting the marketing right means offering people the information and the motivation they need, whilst ensuring that a suitable tone, style and approach are used throughout.

The focus of staff communications should be on the benefits to them – the ‘What’s in it for me?’ factor – although it is important to recognise that people also respond to an appeal to their better nature. It must be realised that if you promote the loss of parking spaces you will get a negative reception from your staff, you need to pick the right language to make them interested and more responsive to the travel choices that will be on offer.

The way in which your communications are worded is also important.

Using a range of marketing tools

Newsletters, large display boards, posters, fliers, information with pay packets, site specific timetables, attractive leaflets and staff emails, are all routinely used to raise awareness of travel options. While promotion alone cannot be expected to reduce car use, your travel plan won’t take off without it. Whatever you decide is the travel choices for your staff, staff need to know about it or else nothing will change.

It’s also helpful to bring all your offers together under a single umbrella and use a slogan, branding or logo to give the plan an identity. It’s also a good idea to put all your travel offers and information on the company’s intranet site with links to journey planning sites for public transport, cycling, walking and driving and maybe include any company travel plan policies.

TOP 10 TIP’S FOR MARKETING TO BE INSERTED

1. Set Out Your Aims and Objectives

What is it that you are trying to achieve (this is the aim)?

In other words: when you do this marketing activity, this is what you hope to achieve.

“My aim in this project is ... to map, to develop, to design, to track, to generate, to theorise, to build ... “

How will you will you achieve this (this is your objective – can be more than one)?

“In order to achieve this aim, I will... collect, construct, produce, test, trial, measure, document, pilot, deconstruct, analyse...”

These are often presented in a formatted list (1, 2, 3...)

2. Who is your target audience?

Who are you marketing to? This could be internal staff members, employees who work remotely, or customers who visit you.

Breakdown your target audience, so that you have a better understanding of them.

This will also give you a better idea about factors such as the language to use to communicate with them or the creative and design you may choose.

Understanding the audience is very important and can really help you in communicating the right message through the right medium.

3. What budget do you have (if any!)?

How much money do you have to run a campaign? This will dictate the type of communication you carryout.

Will it cost for you to print posters? Are you going to handout promotional items?

Don’t worry if you don’t have any budget, there are still ways in which you can communicate with your staff members such as internal email, social media and internal newsletters.

4. What is the time-frame in which to complete your campaign?

Think about the time in which you have to promote and communicate your message.

This will also include the time to plan your strategy, get your material produced and then deliver your campaign.

Also, don’t forget that you will need time to gather feedback from your campaign, so you may also need to add in some extra time.

5. Choose the right Communication medium.

Today there are so many different ways to communicate and choosing the correct one depends on all the factors mentioned above.

If you have a lot of staff who are field based and hardly pop-by the office, there’s no point putting up a message on the canteen TV screen that they will never get the chance to see.

You will have to choose a medium such as internal email or promoting the message through the digital newsletter on the Intranet page that they can get access to.

Alternatively, you may want to hand out some literature such as flyers or conduct surveys. Again, think about your audience and choose the correct medium to achieve your aims and objectives.

6. If you fail to plan, you plan to fail

It's such an important fact but missed out so many times. A simple plan can help you achieve your goals, aims and objectives.

Put together a small plan in a table or list that states what you are planning to do, when you will do it, how often it will happen, who will be involved and what you intend to spend.

You can add so many other fields and categories but the idea is that by putting a plan of action together you are more likely to see where there maybe gaps and you can fill them in before they become risks or issues.

7. Are you communicating what you really want to say?

How many times have you come across a piece of promotional material or have been speaking with someone and you're thinking "What is it that you are trying to say? I'm so confused! Get to the point!"

This is because people don't say or do what they really want you to hear or see. Get to the point! Don't waffle or go on and on and on....

The easiest method is to put down exactly what you want to communicate and then refine it until you achieve your desired message.

This is why, the most important thing is to state your aims and objectives right at the start – they'll help you to get your message across.

8. Run a trial if possible

So many times, people run a campaign and don't achieve the success that it deserves. This could be down to a number of factors such as, timing, messaging, audience, creative or medium.

To save you from a campaign that does not achieve its objectives, it's better to run a small trial with a test group first. By doing this, you will save on cost and time, you can make refinements and ultimately deliver a campaign that meets your desired aims.

9. Ask for help and get others involved

Don't be afraid to get other teams and people involved. You will be surprised by the amount of people who would be interested in what you are doing and would want to support you.

Also, you may find that there are people across your organisation who have skills that you could utilise or who have a genuine interest in your campaign. These people will become strong allies and advocates, and will help to push your message further.

Who knew Mike from accounting was an expert on Adobe Photoshop!

10. Monitor, Refine and Report

Once you have run your campaign, promotion, event or activity, keep an eye out on how you can improve it. Make notes, ask people for feedback and take notes. You may have to run the campaign, event or survey a few times in the year. How would you know if it went well? Or, why did it go wrong? Keeping a track of your activity will really help you to improve the next time.

Once the activity has taken place, put a report together that shows your findings, what you did and how it was received, what could have been done better and your overall conclusion. If you do have to run the same or similar activity again, you can refer back to your report and look at how you can improve and refine it to get even better results!

The above 10 "steps" to successful marketing is by no means a 'must do' list but hopefully, it will get you thinking about what it takes to run a good solid marketing campaign.

**AND HERE'S
ONE EXTRA TIP:
Keep it Simple
and have fun!**

SETTING TARGETS & MONITORING SUCCESS TARGETS

The travel plan is continuous - cycle of action – monitoring review. The purpose of setting targets is to be able to monitor change, and where change is not being achieved, to amend those elements which have not worked. It allows you to replace it with another action which is more realistic and therefore achievable.

The main target is usually reduction in single occupancy car use or cars coming onto the site followed by an increase in users of other modes depending on how your site is situated geographically.

When setting targets the following points need to be taken into consideration:

- Ensure the date for achieving the target is clear
- Ensure that the targets are realistic by using the findings from the travel surveys and site assessments. For example, setting a target of increasing cycling by 20% if only 5% of staff live within five miles of the site is unlikely to be achievable
- Targets should relate to the measures being proposed as part of the travel plan. For instance, for a trust with no secure cycle parking and changing/locker facilities, there is little chance of achieving a significant increase in cycling if the company has no plans for introducing such measures to support cycling
- Targets should be both challenging and realistic for your organisation
- Targets and timescales for implementing actions should normally be set out for at least a five year period following the implementation of a travel plan

The travel plan should aim for targets to be at least maintained or improved once achieved. Measures in the travel plan will need to continue to be constantly promoted to maintain that people do not fall back into their old ways of travelling to work.

Monitoring

Experience from existing travel plans shows that, for a well-designed plan, a 15% reduction in car driver trips to site over about three years is a typical result.

There is a wide variation in achievement, which partly reflects variations in local circumstances, although it is fair to say that the top performers are those with a high-level corporate commitment to travel planning and its benefits.

Once the travel plan is in place you will need to check the impact of the new measures or policies that you have implemented. The travel plan is a continuous and on-going process of monitoring and review, rather than a one off event. In the early stages of travel plan development it is useful to bear in mind how you will arrange the monitoring and assign persons responsible for various tasks and that need to be carried out as part of that exercise.

Regularly monitoring how staff travel to work is fundamental to the on-going development of a travel plan, and setting appropriate targets helps to focus on delivering sustained travel behaviour change. It's not necessary to undertake a 'full' and detailed travel survey every year in order to monitor progress.

Instead, a simple shorter survey will be adequate. This involves a few simple questions in order to establish any modal split taking place and results will change year on year. The survey should be taken at the same time every year preferably not during holiday periods or during the worst of the winter months.

Travel plans are 'living documents' - to stay relevant, and remain effective, they need to be regularly updated as part of an iterative process.

When drawing up the travel plan you need to decide the following:

- Which aspects need to be checked regularly
- Who is responsible for monitoring
- How frequently and when the monitoring will be conducted
- How the monitoring will be done
- How the results will be disseminated to staff
- How results will inform a review of the travel plan

Indicators and tools needed to monitor the travel plan

Monitoring indicators are the data / information which you will collect in order to measure the success towards your targets and objectives. Possible indicators include:

- Mode share data - the percentage of people accessing the site by walking, cycling, public transport, car share, car on their own;
- Demand for car parking spaces;
- Business travel mileage claims;
- Participation in sustainable initiatives – for example, the number of people signed up to car share or the number of people who have taken up to cycle to work scheme;
- Carbon emissions from transport; and
- Passenger numbers for any work buses

A range of monitoring tools can be used obtain the indicator data:

- Travel questionnaires or surveys;
- Multi-modal trip Traffic Counts – checking how many people arrive and leave the site by different modes (such as walking, cycling or by car);
- Business travel audit – looking at: mileage claims, requests for public transport tickets, cycle mileage claims, types of vehicles used, number of staff in car parks, distances travelled;
- Occupation survey of car park, cycle parking and motor cycling;
- Accessibility assessment – looking at the site and its surrounding areas to see how accessible it is for all modes of transport; and
- Carbon emissions – measuring how much carbon is used based on mode of travel, miles and efficiency of vehicles

Should some initiatives have no effect, or a particular target is not met, the problems and proposed measures need to be reconsidered. A target may have been too ambitious for its original time scale, but could be achieved at a later date, or, it could be that circumstances have changed, making it unlikely to be met.

Monitoring should help to produce new or refined targets and an appropriate campaign to support their achievement. It is important to recognise and learn lessons from any failures and not to use any failure as a reason to withdraw from the travel plan.

Maintaining the momentum

It is essential that you nurture the commitment and enthusiasm of your staff, as it's vital for the travel plan's success. As you achieve targets identified in the travel plan, ensure you publicise the results to your staff. This will inspire them and help maintain momentum for driving the travel plan forwards. You can promote enthusiasm by publishing any successes and provide information about the next steps. Disseminating the results of the monitoring through staff newsletters, bulletins and posters can form part of a continuous marketing policy.

TOP TIPS: SOME THINGS THAT TRAVEL PLAN GUIDANCE DOESN'T USUALLY TELL YOU

The development of a travel plan can be a slow and frustrating process!

Be patient! Once you have completed your survey and have decided on your strategy, you may not be able to complete everything in one go. Enlist the help of as many 'champions' as possible within your work force who will help you achieve your results.

Effort and resource needs to be put into maintaining travel plan momentum.

Communication, communication, communication! Feedback all results from events that have taken place, survey statistics, competitions etc. to staff in general and more importantly to the Board of Directors. The more everyone gets to hear, the better for the travel plan.

Not everyone will be interested

As a general rule of thumb, 30% of staff will never change their ways, 30% will change and 30% may change their ways.....try and focus on the 30% that may change, you'll be on to a winner.

...and some tips to help you survive and succeed

Don't try to do it all at once. Be realistic. Don't be afraid to tackle the easy issues first.

Measures that work may not constitute an action in your travel plan, but they may be part of the overall solution – stick with the quick wins if these make a practical contribution.

Take time to investigate local issues, opportunities and constraints and tailor your approach accordingly.

Try and secure some kind of budget to help with your promotional activities.

Keep in touch with the TfWM Smarter Choices Officers and Local Authority Officers who are there to help you through.

SUMMING UP

Challenging the prevailing culture of car reliance can be difficult. However careful changes are introduced, there will be some people who see travel initiatives in a negative light and it is possible for a few dissenters to have an outsize impact. Those with experience in this area recommend a sense of humour, thick skin and a pragmatic attitude. Have your explanations ready, and emphasise that you are not asking the impossible: while not everyone will be able to change the way they travel, there are some who can and will.

Being tasked with such a demanding and varied job you will need to be a person who is:

- Popular among staff & commanding respect
- Capable of dealing with all kinds of people
- Computer literate
- Ability to lead by example
- Practical & realistic, with a balanced perspective
- Organised in thinking, and capable of multitasking
- A knowledge of environmental and business issues
- Belief in what they are working for

Other responsibilities:

- Oversee the staff travel to work survey
- Implement the actions in the Travel Plan:- Such as – arrange for cycle parking installation, any new signage to be erected, communicate the travel plan to staff, arrange for travel awareness events to take place, introduce a car park management system, keep leaflets and timetables up to date, liaise with TfWM and the Local Authorities etc
- Attend working group and steering group meetings
- Monitor & report progress against targets (cycle counts & car park checks etc.)
- Setting up incentive schemes
- Communicating the Travel Plan
- Introducing a car parking management system and enforcing it
- Monitoring and reporting progress against targets

Whilst all care has been taken in the preparation of this booklet, no responsibility is taken for the accuracy of the contents and users may wish to supplement it with information from other sources.

This booklet has been adapted from original publications produced by:

- Department for Transport – Essential Guide to Travel Planning 2008
- Transport Energy Best Practice – A Travel Plan Resource Pack for Employers
- Department for Transport – Making Travel Plans Work

With thanks to these Organisations



Transport for
West Midlands