

# CHOOSE ANOTHER WAY.COM



***Your practical guide to  
creating a Travel Plan for your  
organisation***

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***Be Prepared to Choose Another Way***

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## Foreword



*Stuart Stevenson*

**Experience has shown that successful Travel Plans do deliver change.**

## Welcome to Choose Another Way.

Transport plays a crucial role in our daily lives and the economic well-being of Scotland. Transport, and in particular how we travel, make vital contributions to this Government's commitments to the economy, health, the environment and communities through the strategic objectives of Wealthier and Fairer, Healthier, Greener, and Safer and Stronger.

Travel Planning can also help Scotland to play its part in tackling the global issue that is climate change by reducing carbon emissions.

You may already have measures that encourage more sustainable transport choices in place, like car sharing, cycle facilities or salary sacrifice scheme for bikes or season tickets. Positive steps such as these are to be congratulated, but developing a formal Travel Plan will give you the strategy and process to monitor and implement a range of integrated measures and deliver the maximum benefits for your organisation, your staff and the wider community.

Travel Planning will assist you in understanding the needs of your staff, clients and visitors, so that you can help them to reduce the need for travel and to choose more sustainable means of transport when they do need to travel. It can deliver business advantage by reducing costs, increasing

productivity and improving staff welfare. In addition, Travel Plans can directly contribute to your corporate social responsibility agenda and to organisational development, through initiatives such as the Eco-Management and Audit Scheme, Healthy Working Lives Awards and Investor In People accreditation.

Travel Planning presents opportunities for organisations across all sectors to increase efficiency and contribute to a more sustainable future for everyone. Having a Travel Plan shows leadership, as an employer and as a public organisation. Public sector organisations should also look to deliver a Travel Plan as it contributes towards delivery on the Scottish Climate Change Declaration, Best Value and this Government's commitment to promote and deliver flexi and home working within the public sector.

Experience has shown that successful Travel Plans do deliver change. Developing a Travel Plan is not a difficult task but they do require senior management commitment and dedicated resources.

I hope that within these pages, and through use of the supporting website [www.chooseanotherway.com](http://www.chooseanotherway.com), you will find the guidance you need to help us meet the challenge of creating a greener, healthier and wealthier Scotland.



one

Introduction

***An overview of the benefits of  
Travel Plans and the reasons  
why organisations develop them***

## Introduction

**Travel Plans can help reduce costs, increase productivity, improve the well-being of staff and will reflect positively on your organisation's commitment to social and environmental responsibility.**

**Walking could replace those 20% of all car journeys that are less than one mile – the equivalent of a 20 minute walk.**

**Cycling to work can save on car parking costs – more than 6 bikes can be parked in just one car space.**

A Travel Plan is a package of measures that are tailored to the transport needs of individual sites. The overall aim is to promote more sustainable travel choices and reduce reliance on the car.

As an organisation you may already be doing a lot of the right things – encouraging car-sharing, providing loans to purchase season tickets and using telephone or video conferencing in place of face-to-face meetings.

However, developing and implementing a formalised Travel Plan will allow your organisation to reap the maximum benefit from these and other measures, with all the benefits that positive change in this area can bring.

Travel Planning is a dynamic process that should develop with time, adapting to the changing circumstances of your organisation and the environment in which it works. It is not a one-off event to be undertaken and completed or a document to be produced and put on a shelf. Rather, Travel Planning is a valuable management tool.

Plans can cover a single site or a cluster of organisations

such as a business park. For larger organisations, an overarching Travel Plan can standardise measures across many sites for all staff. In general, they are about providing choice and encouraging a blend of travel modes and working patterns. They are also about introducing and promoting a travel hierarchy with walking, cycling and public transport at the top.

The important thing is to make a range of alternative options to car use available and attractive, as well as supporting and encouraging the decision to change. Measures should be tailored to not only the site, but to groups of individuals within an organisation, providing a wide range of measures and options to suit everyone. The Travel Plan should inform the infrastructure requirements when developing new sites.

Successful Travel Plans, those that continue to be relevant to the organisation's needs, are developed through consultation and reviewed on a regular basis. They must have senior management support, a dedicated resource to provide ongoing momentum (ideally a Travel Plan Co-ordinator) and clear

objectives and targets that are monitored on an ongoing basis. Where possible, plans are best delivered in partnership with other organisations and should incorporate a communication and marketing plan.

This guidance is intended to give an overview of why your organisation should consider developing a Travel Plan, highlighting the benefits of introducing one and providing you with assistance in developing your own Plan.

The amount of work and level of detail in a Travel Plan will be proportionate to the size of the organisation. Smaller organisations will benefit from using this framework on a less formal basis, for example providing information to customers and suppliers on how to access their sites by all modes of transport or from reducing business travel expenses.

This document and the supporting website – [www.chooseanotherway.com](http://www.chooseanotherway.com) – also describe many measures that larger organisations can benefit from, which promote, facilitate and encourage more sustainable and active travel.



## Why Create a Travel Plan?

**Regularly active employees take 27% fewer days sick leave, have improved productivity and higher morale.**

Physical Activity Task Force, 2003

**Cyclists are more likely to arrive at work and appointments on time, as they don't often get stuck in traffic!**

**Travel Planning makes sound business sense - no matter what kind of activity your organisation is engaged in. Even small organisations and sole-traders can reduce costs and improve productivity by shifting to more sustainable transport options.**

**Above all, Travel Planning can help safeguard our environment, our health and our communities.**

### **Benefits to businesses and other organisations**

Here are just a few of the ways in which organisations of all sizes can benefit from Travel Planning:

#### **Reduced transport costs**

With fuel costs rising, reducing transport overheads is becoming increasingly important for many organisations.

#### **Increased productivity**

Easing congestion around busy sites and reducing working time lost during at-work journeys boosts productivity.

#### **Reduced need for parking facilities**

Travel Planning can help you ease parking problems around your premises or remove the need for expensive parking facilities altogether.

#### **Reduced absenteeism**

Where staff shift to more active modes of transport – walking or cycling – the knock-on benefits to their health and well-being can also reduce rates of sickness absence.

### **Demonstration of corporate social responsibility**

Having a good Travel Plan shows leadership and demonstrates your commitment to environmental issues, making your organisation more attractive to potential customers and new recruits. Promoting walking and cycling can also improve the health of your employees and show that you take such issues seriously. Meanwhile, a reduction in traffic levels around your site can enhance your standing with neighbouring communities and other nearby organisations.

### **Environmental Accreditation**

A Travel Plan will help in gaining environmental accreditation such as ISO14001 and help you meet Corporate Climate Change Commitments and Carbon Management Plans.

### **Meeting planning obligations**

When developing new or existing sites – especially for larger proposals – having a detailed Travel Plan in place is often an essential part of

**Walking for half an hour uses an average of 140 calories, driving uses just 55.**

planning applications.

### **Aiding staff recruitment and retention**

Many measures that encourage more sustainable transport choices – such as flexible start and finish times – have added side-benefits for employees. Not least, they can help your employees save money and time. By making your premises more accessible, you may also widen the pool of potential recruits and attract and retain individuals who value active travel as part of a healthy lifestyle.

### **Enhanced partnerships**

The process of developing and implementing a Travel Plan can help develop closer working relationships with neighbours, public transport operators and local authorities.

### **Delivery on other commitments**

Travel Plans are also able to help deliver on a number of other agendas including, Equal Opportunities, Sustainability, efficiency savings, Health and Safety, Investors in People and Healthy Working Lives.

### **Benefits to individuals**

The benefits Travel Planning can bring to individuals are considerable. By shifting away from the car and walking or cycling for all or part of the way, people can help improve their health and well-being.

Sharing vehicles can reduce wear and tear on private cars and save money on fuel and other running costs. The same can be true of using public transport, walking or

cycling.

Individuals may also save time on commutes and enjoy more journeys without having to worry about traffic. Environmentally conscious individuals will gain satisfaction from knowing they have been able to reduce their carbon emissions. Others may appreciate an enhanced work-life balance and the option to walk or cycle more regularly a part of an active, healthy lifestyle.

### **Environmental and community benefits**

In Scotland in 2005, we travelled over 43 billion road kilometres, accounting for 19% of Scotland's greenhouse gas emissions. Reducing the need for travel, and in particular reducing dependence on the car, are key to safeguarding the environment and protecting all our futures.

Latest forecasts suggest road traffic in Scotland will grow by 22% between 2005 and 2015 (figure from *Scotland's National Transport Strategy, Scottish Executive, 2006*). Doing nothing to reduce traffic could result in a number of our communities experiencing further congestion, parking chaos, noise and pollution.

Conversely, Travel Planning can aid development of our public transport network, walking and cycling routes to the benefit of everyone. Reducing the need for all types of travel, especially car use, promises a cleaner, quieter, healthier and more accessible future for all.

## About This Document

**This guidance outlines the key steps in developing a Travel Plan but will also be of value to those wishing to encourage more sustainable transport choices without a formal Plan.**

**Chapter 2** provides a detailed overview of the steps involved in delivering a Travel Plan, including advice on effective monitoring and promoting plans.

**Chapter 3** discusses the various types of measures you may consider implementing.

The **Annex** provides a list of contacts that can provide valuable additional information.

Smaller organisations may wish to use elements of this guidance, especially Chapter 3, to implement measures on a less formal basis.

Each section includes guidance on the process, and details of where to find further information.

It can be either used as a stand-alone document, or you can use it in conjunction with the guidance, case studies and tools that are available on the supporting website [www.chooseanotherway.com](http://www.chooseanotherway.com)



two

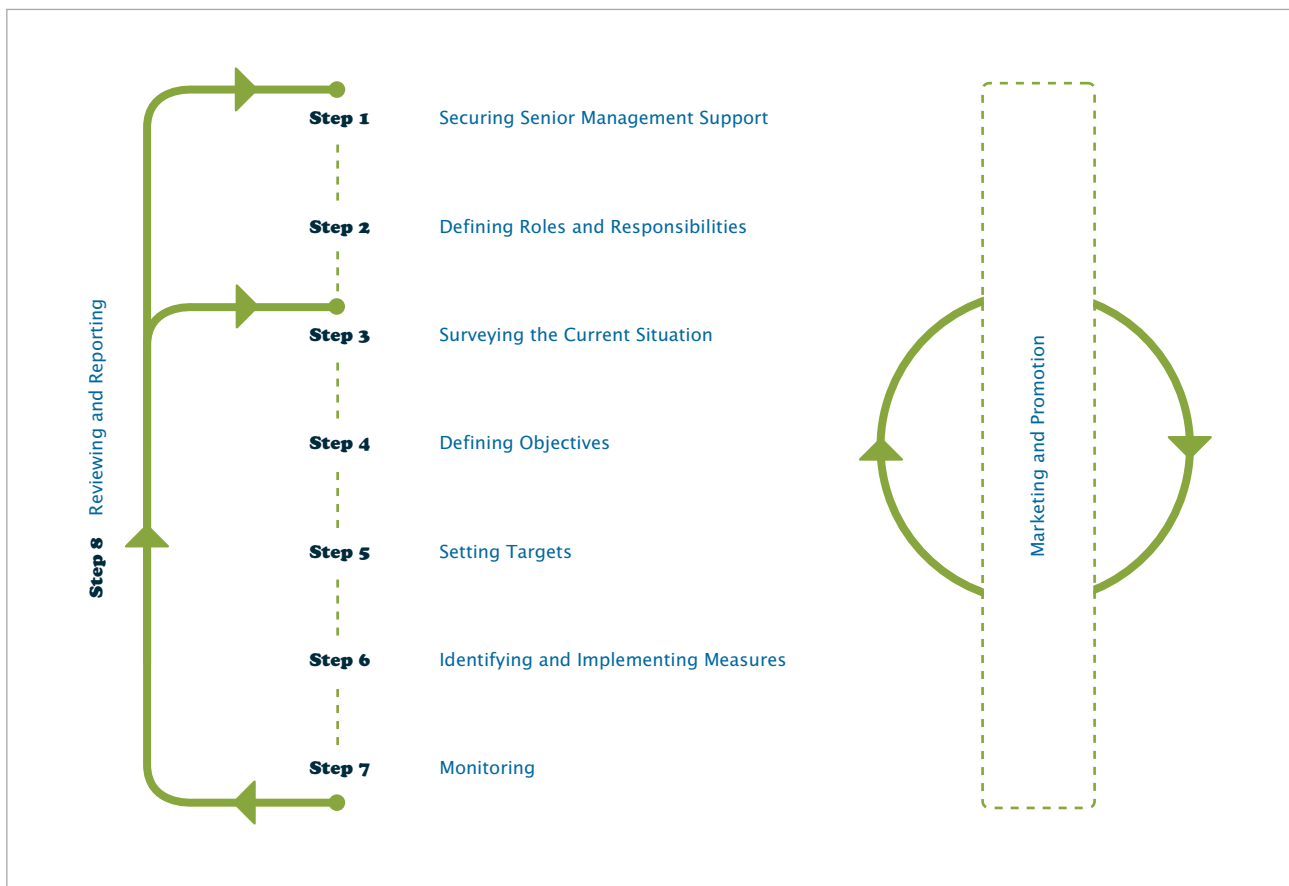
## The Travel Planning Process

***A step-by-step guide to  
developing, implementing and  
promoting a Travel Plan***

# Travel Planning Process Overview

The development of a Travel Plan divides into seven initial stages, backed up by an ongoing commitment to reviewing and reporting progress and to promoting and marketing the Plan.

The figure below illustrates the main stages of Travel Planning. The time taken to progress through each stage of the process is something that will vary from organisation to organisation.



## The Travel Planning Process

Securing senior management support is vital to the success of any Travel Plan, as is a clear identification of **roles and responsibilities**.

Once a clear picture of the **current situation** of travel patterns within your organisation, transport links and other facilities has been established, **objectives** for the Plan can be defined and

measurable **targets** set. A variety of practical **measures** to encourage a shift to more sustainable transport methods can then be selected and implemented.

Once completed, the success of the plan must be **monitored** and regularly **reviewed** against its defined objectives and targets and, where appropriate, adjusted and updated in order for it to remain effective.

The measures chosen to encourage more sustainable travel options must also be **marketed and promoted** to staff, clients and visitors throughout the life of the Travel Plan.

### **Delivering an effective Travel Plan**

No matter how much time you dedicate to developing your Travel Plan, the key is to ensure that it delivers the benefits intended. Travel Plans are site specific and therefore different for each organisation.

However, to be effective a Travel Plan must:

- have support from the highest level of your organisation
- be based on a recent assessment of your organisational travel patterns
- set out clear objectives and targets (or indicators) that arise from those objectives
- identify measures aimed at meeting those objectives
- implement the measures it identifies
- actively promote its chosen measures through awareness-raising and marketing
- outline a clearly defined and consistent monitoring programme
- contain a commitment to future review and renewal and demonstrate a commitment to its continuation

Results are, of course, what matters and the long-term effectiveness of a Travel Plan will ultimately be determined by its ability to

deliver results.

### **Help, advice and the value of partnerships**

There is lots of help available to you to help you develop and implement your Travel Plan.

Sources include:

- Energy Saving Trust
- Regional Transport Partnerships
- Local Authorities
- ACT Travelwise

Your neighbours may share many of the same problems with transport and benefit from the same solutions. There is therefore the opportunity to work with each other to deliver more and make your Travel Plan a real success.



For details of helpful organisations, turn to the Further Information section at the end of this guide or visit the Tools and Resources area of our supporting website [www.chooseanotherway.com](http://www.chooseanotherway.com)

## **Step 1: Securing Senior Management Support**

**It is essential that senior management are involved and support the Travel Plan from the outset.**

### **The importance of senior management support**

Gaining management support secures leadership for the Travel Plan, can help secure a budget and raise the priority of the Travel Plan within the organisation.

When it comes to making challenging decisions on elements of the Plan, management support will also mean that messages can be communicated from the highest level with Senior Management setting an example for the rest of the organisation to follow. This could be simple things like working from home one day a week and taking public transport to meetings.

### **Developing the business case**

First, identify the most appropriate person to approach. This could be your Chief Executive, Finance Director or Human Resources Director. In developing the business case, the following questions should be answered:

#### **Why is your organisation introducing a Travel Plan?**

Be clear about the potential **benefits of a Travel Plan** and how it meets your organisations objectives and values. For examples of the benefits a Travel Plan can

generate, please refer to 'Why create a Travel Plan?' in section one of this guide.

#### **How much will it cost, and how much staff time is required?**

Costs will vary according to the nature and size of your organisation and the measures you choose. Remember that implementation costs may be spread between departments (as may any savings).

The establishment of partnerships with neighbouring organisations may mean that staff time and other resources for developing and implementing the Plan can be pooled. The issue of staff time is discussed in Step 2: **Roles and Responsibilities.**

#### **What are the aims and objectives of the Travel Plan?**

Identify some high-level objectives. These could be to reduce parking costs, promoting your environmental policy or developing a healthier, more productive workforce. Detailed objectives will be worked out at Step 4: **Defining Objectives.**

**What measures will be implemented?**

At this stage, it will be enough to give management a flavour of the types of measures that could be introduced. Be realistic and focus on those that have the best chance of being implemented. However, you may want to take account of longer-term aspirations such as participation in Environmental Management and Audit Scheme like ISO 14001 accreditation.

Make it clear that choice of measures to be implemented can only be explored in detail once current travel patterns have been surveyed and analysed at Step 6: **Identifying and Implementing Measures.**



## **Step 2: Defining Roles and Responsibilities**

**The success of any Travel Plan depends on the support of all staff. It is therefore vital to get everyone involved – remember that this can be fun!**

**This section explores how the allocation of roles and responsibilities underpins the planning process and helps ensure engagement with your Plan's objectives.**

### **The importance of broad engagement with the Travel Planning process**

Involving a broad range of people in the planning process at an early stage will help promote a sense of ownership over its aims and objectives and provide a pool of support to draw on throughout the life of the Plan. Doing so will also help stimulate thought and debate around sustainable travel options among employees.

Nominating a **Travel Plan Co-ordinator** and establishing a **Steering Group** are fundamental to the process. Meanwhile, fostering **partnerships** with other organisations will be helpful in many cases.

Another useful step is to establish **Transport Mode Groups** such as for people who cycle or car-share or who wish to in the future.

### **Travel Plan Co-ordinator**

This person (or persons) will have day-to-day responsibility for running the Travel Plan and provide the overall co-ordination required to

deliver and market it. In smaller organisations, the responsibilities of a Travel Plan Co-ordinator could be adopted by an existing member of staff.

A Travel Plan Co-ordinator should be well placed within an organisation to further the aims of the Travel Plan. It is not essential to have significant knowledge of the Travel Planning process, however it is important that they have good communication skills, project management and marketing skill and good contacts with relevant parties.

For training and support in Travel Planning, contact your Local Authority, Regional Transport Partnership or ACT Travelwise (see *Further Information* for details).

### **Steering Group**

Having a Steering Group will help ensure that wider views are taken into account, and assist the Co-ordinator in developing and implementing the Travel Plan. The Steering Group should have representatives from each department

of the organisation and from senior management. Collectively, they should have the range of skills and experience to help the Travel Plan Co-ordinator. Having representatives on the Steering Group will also help departments take ownership.

### **Partnerships**

Working in partnership with other organisations, neighbours and staff is key to delivering a successful Travel Plan. Consider entering into partnership with other organisations in your area that are setting up, or thinking of setting up their own Travel Plan. Your local authority and local bus operators should also be part of the partnership.

Partnerships can assist with the development and implementation of Travel Plans:

- through the sharing of experiences and ideas
- through the pooling of resources
- by enabling a common voice during negotiations with transport providers, local authorities and other relevant suppliers.

### **Transport Mode Groups**

Mode Groups enable the Travel Plan Co-ordinator to engage with staff, visitors and suppliers and build partnerships to identify the specific requirements for each mode of transport, as well as providing a mutual support network to share ideas. Members can act as advocates for that mode within the organisation, while the Groups themselves will provide forums in which to discuss and share

experience, comment on the Travel Plan, or provide suggestions on how their particular mode could be encouraged within the Travel Plan.

The most common groups are: Bicycle User Groups, Walking Action Groups, Public Transport User Groups, Motorcycle User Groups and Postcode Coffee Clubs.

### **Union representatives and key departmental staff**

Union officials, Human Resources, Payroll/Finance, Estate Manager, Fleet and Car Leasing department staff will have an essential role to play in all stages of the Plan. Getting staff from these areas on board will play a crucial part in the future acceptance and take-up of the Travel Plan.

### **External supports**

Your Local Authority, Regional Transport Partnership and Public Transport Operator(s) will be fully supportive of your Travel Plan and should be contacted early in the planning process to discuss how you can support each other's aims. In some instances, they may be able to provide you with specific assistance in implementing your Plan. At the same time, early engagement with local authorities and transport providers may make it possible for your organisation to inform discussions around improvements to local travel infrastructure and especially new developments.

## Step 3: Surveying the Current Situation

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Help in conducting a site assessment  
Strathclyde Partnership  
for Transport has  
produced a range of  
downloadable site  
audit and travel survey  
templates – visit [www.spt.co.uk/travelplanning/downloads.html](http://www.spt.co.uk/travelplanning/downloads.html)

Your local transport  
operators will be able  
to help with queries  
regarding service  
routes, ticket costs and  
frequencies.

Living Streets can  
provide you with a  
specialist audit of walking  
facilities at your site –  
visit [www.livingstreets.org.uk](http://www.livingstreets.org.uk)

Cycling Scotland operate  
a Cycle Friendly Employer  
Award scheme, the  
resource pack contains  
much useful guidance  
on site assessments  
for cycling – visit [www.cyclingscotland.org](http://www.cyclingscotland.org)

Sustrans can provide  
maps detailing links  
to the National Cycle  
Network – visit [www.sustrans.org.uk](http://www.sustrans.org.uk)

**To ensure that the measures you choose to encourage more sustainable transport will work, and in order to gauge the success of your Travel Plan in the future, first you must establish a clear picture of how people and materials travel at present and what facilities already exist.**

### Conducting a site assessment

A site assessment will provide an overview of transport links serving your site and of on-site facilities. It should also tell you how easy it is for staff, visitors and suppliers to access your site by various means.

You may also use this as an opportunity to determine staff opinions on the barriers that prevent them from walking, cycling, car sharing or using public transport. You can also start engaging with visitors and suppliers and begin to raise awareness that your organisation has identified problems and is attempting to tackle them.

The following should be considered:

- The number, condition, signage and directness of walking and cycling routes from residential areas, bus stops, rail stations and car parks as well as local facilities like shops
- The level of storage facilities for cycles, showers and lockers
- The level of existing public transport services and facilities at your site(s), and associated timetable information

and ticket costs

- The number, location and land value of car parks

### Surveying staff travel patterns

A questionnaire-based survey will establish a baseline of the ways in which people currently travel – the ‘modal split’. This will then be used to monitor the success of the Travel Plan. Your questionnaire should be based on the information gained from your site assessment and audit. Consider also what information you want to get from your survey.

The core set of questions should cover:

- the starting point for their journey (best captured by postcode)
- the way they travel to and from work (car, bus, cycle etc.)
- the different stages in their trip to work
- working patterns and place of work
- age, gender and disability

### Tips for conducting a staff travel survey

Be aware that the phrasing of questions can yield different answers – e.g. “How did you travel to work

today?” versus “How do you regularly travel to work?”.

Keep the questionnaire **as short as possible**.

Be sure to **avoid ambiguity** and **unnecessary jargon**.

Give assurances that you will **maintain confidentiality**.

Include a **named contact** for queries – e.g. that of the Travel Plan Coordinator.

**Test the questionnaire** with a pilot group first to highlight any shortcomings.

Consider the suitability of different **distribution methods** – e.g. printed or online.

Make the questionnaire as **easy to complete** as possible.

Consider a **covering letter** from senior management.

In order to encourage responses, consider a **prize draw** for respondents.

Give a **clear deadline** for responses.

You might also want to **send out reminders**.

### **Analysing the survey results**

You should be able to carry out some basic analysis yourself in-house, such as the percentage travelling to work by car or bike.

More complex analysis can include cross-referencing responses by age, gender, department, or journey start point by postcode. However, you may consider getting

a specialist company to analyse your data.

You may also consider postcode mapping. By mapping respondents that are, for example, willing to try using the bus or to share their car, a map can be constructed that can help you determine the demand for new routes, or indicate potential matches for car sharing. Staff home postcodes should be available from your Human Resources department – for this type of mapping you will not need individual names or specific addresses.

### **Acknowledging existing policies**

To develop your Travel Plan, you will need to understand the general conditions of employment for your organisation. There may already be, for example:

- existing policies regarding travel to and from work
- rules for business travel
- initiatives that help cut car usage (e.g. allowing home working)
- incentives that encourage car usage (e.g. business mileage allowances)
- relocation packages to encourage staff to live closer to work or to use public transport links

You should also take account of any travel advice given to visitors.

### **Auditing non-commuter travel**

There are a number of additional audits that you may wish to carry out, depending on the scope of your Travel Plan:

#### **Business travel audit**

Business travel should be audited separately if you are addressing this kind of travel in your Plan. This type of audit involves recording and reviewing all business travel to establish if it is being undertaken in an efficient and environmentally friendly manner or whether it is even necessary at all. You may find that the information you need is already available and will simply need to be re-organised to be compatible with the development of the Travel Plan.

#### **Visitor audit (including customers, deliveries and suppliers)**

This type of audit will identify the numbers coming to your site and the modes of travel they are currently using. It should also identify whether there are ways to encourage them to use more environmentally friendly modes. You'll need co-operation from visitors to do this, as you will need to ask them a few simple questions when they arrive. If visitors make up a major element of your organisation's travel, you may want to consider undertaking a more comprehensive survey.

#### **Fleet vehicles audit**

Include all the vehicles owned or leased by your organisation such as company cars, vans, lorries and both short and long-term hire vehicles. This

audit will generate a lot of information that can be used to review whether vehicles are being used efficiently.

You'll be able to see whether you should increase or reduce your fleet and how to make best use of hired vehicles. You will also discover whether some trips could be made by other modes, or whether trips could be amalgamated or made shorter. It may also recommend providing eco-driving tips to regular drivers.

#### **Existing Information audit**

Many organisations will already have maps in brochures or online information that only highlights driving directions to and from their premises.

Review and assess the information that currently exists and make sure to incorporate information on access by all modes.



The **Energy Saving Trust** offers free 'green fleet reviews', providing advice on lowering running costs, reducing environmental impact and enhancing corporate social responsibility. Operators of small fleets (less than twenty vehicles) can access a free telephone fleet consultancy service. For further details, visit [www.est.org.uk](http://www.est.org.uk)



**Sustrans** has produced guidance on creating active travel directions. To download a copy, visit [www.sustrans.org](http://www.sustrans.org) and search their publications section for 'How to produce Active Travel directions'

## Step 4: Defining Objectives

**Once a clear picture of the current situation has been established, you can begin to define the objectives of your Travel Plan.**

### **Why define objectives and set targets?**

Having clear objectives, targets and well defined indicators will allow you to monitor change and to amend any elements of your Travel Plan that have not worked as intended.

### **Matching Corporate and Travel plan objectives**

Ideally, your Travel Plan should fit well with your organisation's corporate objectives (the illustration over the page shows their relationship to each other). The objectives you identify will be governed by the circumstances of your site and the motivations behind the development of your Travel Plan.

All objectives should be clear and may relate to your entire workforce or to specific groups such as visitors, deliveries or contractors.

### **Examples of Travel Plan objectives**

Your objectives could be represented by one or several of those listed here, or you may have your own:

- reduce costs associated with providing staff parking
- reduce business mileage claims
- overcome the loss of car

- parking provision
- promote a healthier and more productive workforce
- reduce congestion in and around your site
- reduce the impact of your business on the environment
- reduce greenhouse gas emissions
- promote sustainable ways of working and demonstrate your organisation's commitment to the environment
- increase travel choice for staff retention and recruitment, including provision for those with impaired mobility

## Corporate Objectives

**Customer Loyalty**

**Profit**

**Leadership**

**Employee Loyalty**

**Growth**

**Global**

### Travel Plan Objective

To reduce the need for unnecessary business travel

#### Target

To reduce car business mileage by 5% by August 2010

#### Target

To increase the number of meetings using video conferencing by 10% by August 2010

#### Indicator

No. of miles travelled by train

#### Indicator

No. of people travelling to meetings

#### Indicator

Use of video conference facilities

Relationship between Corporate Objectives and Travel Plan Objectives, Targets and Indicators

## Step 5: Setting Targets

**By setting targets, you will be able to assess whether your Travel Plan is achieving its objectives.**

The targets of your Travel Plan must relate to its objectives and should be based on the results of your surveys and audits to ensure that they are realistic.

If your objective is “to help reduce local road congestion”, your targets may include “to reduce the number of single occupant car journeys to work by 10% by 2009” or “increase the proportion of staff commuting to work by active travel or public transport by 20% by 2009”.

If you include indicators in your Travel Plan, you will be able to monitor them to identify whether your targets have been met and your objectives achieved.

You could also consider specifying targets for different groups of transport users. This could include targets for staff, for visitors, for deliveries, by department or by mode (such as single occupancy vehicles or cycling).

If your organisation has groups of users with very different needs, you may want to differentiate between groups. For example, an educational establishment might have different targets for undergraduate students,

post-graduate students and staff.

However, care is required when setting targets for different groups. For instance, if you favour senior management by setting less stringent targets for them, you are likely to lose the support of more junior staff!

All your targets should be SMART – Specific, Measurable, Achievable, Realistic and Time-bound.

Both negative and positive targets should be included. For example, ‘reduce single occupancy vehicle movements’ and ‘increase walking’.



## **Step 6: Identifying and Implementing Measures**

**With clear objectives and measurable targets set, the next step is to choose which measures you will implement to encourage more sustainable transport choices.**

### **The need for a range of measures**

There is no single solution to answer all of your organisation's transport needs and different people will respond to different measures. To give the best chance of changing travel behaviour, a combination of measures should be introduced. This will let people 'pick and mix' according to what suits their day-to-day requirements and lifestyle.

### **Tax and National Insurance considerations**

Some measures, like the introduction of salary sacrifice schemes, will have implications for Tax and National Insurance Contributions. The Tax and National Insurance system encourages employees to develop and implement Travel Plans through exemptions for free or subsidised work buses, bicycles and safety equipment. It is important to understand these implications before prioritising your measures.



Due to the complexity of UK Tax and National Insurance systems, you should consult HM Revenue & Customs (HMRC) to clarify any issues. Visit the HMRC Pages on Travel Plans at [www.hmrc.gov.uk/green-transport/travel-plans.htm](http://www.hmrc.gov.uk/green-transport/travel-plans.htm)

## **Step 7: Monitoring Progress**

**Monitoring how well your Plan works in practice using the Targets set earlier is the only way to test whether your initiatives are successful.**

**Therefore, you may need to incorporate monitoring costs as part of your Travel Plan.**

### **The need for objectivity**

There is little point in setting targets and implementing measures if monitoring is not then undertaken to gauge success or failure. Monitoring processes must be focussed, robust and capable of quantifying progress objectively. If needed, you will then be able to adjust your Travel Plan to improve its effectiveness.

### **Types of monitoring tools**

It is important to develop a range of monitoring tools. Examples include analysing monthly business mileage, other existing financial management information or conducting intermittent snapshot surveys of travel patterns. These surveys will be similar in form to the initial, more extensive travel survey, but will usually be simpler and quicker to complete. It is suggested that surveys be carried out during the spring and autumn, and not during school holidays.

### **Frequency of monitoring**

To ensure the most appropriate and effective measures are being used, monitoring should be carried out every year and then full surveys every 2 to 5

years. Within public sector organisations, especially local authorities, monitoring processes may feed into reporting on progress towards commitments under Scotland's Climate Change Declaration, Best Value and efficiency agendas.

If you are implementing your Travel Plan as part of a planning condition, you may wish to tie-in your monitoring procedures with your annual meeting with the Local Authority.

## **Step 8: Reviewing and Reporting**

**Regularly reviewing your Travel Plan and reporting progress as measured against its objectives and targets will provide a more comprehensive picture of its effectiveness than monitoring alone.**

A comprehensive review must be undertaken on a regular basis to pull together the various strands of information relating to the various objectives and targets of the Travel Plan. This should take place at least once every two years and should include a fresh Travel Survey to provide an update of figures gathered during the development of the Travel Plan.

The review should comment on how successful (or unsuccessful) the organisation has been in delivering its objectives. Where change isn't happening at the appropriate rate, the review report should make recommendations for new measures or changes to existing measures and provide appropriate justification for the proposed changes.

Travel Plan measures should be assessed as part of the review so that the Travel Plan Co-ordinator may modify targets and measures for the forthcoming years as necessary.

## **Marketing and Promotion**

**Maintaining staff involvement and ensuring their continued support are key factors in the success of any Travel Plan.**

**To do this, you will need to market and promote the initiatives contained in your Travel Plan throughout its lifetime, as well as any progress, achievements and successes.**

### **The need for marketing and promotion**

To maintain the commitment and enthusiasm of staff and to keep them involved in its ongoing development, you will need to keep them informed of progress with the Travel Plan. Let them know what they have achieved and consult them about the next steps. The continual involvement and support from staff will be key to your Plan's success.

Therefore, it is vital to draw up a marketing plan for promoting both your Travel Plan and the initiatives it contains. The marketing plan should be drawn up at an early stage but can be revised as your Travel Plan develops.

### **When to promote your Travel Plan**

Milestones for marketing and promotion can include:

#### **Introducing the idea of a Travel Plan to staff**

Produce flyers and posters to promote the initial meeting at which your Travel Plan will be introduced. Send out an e-mail well in advance of the meeting – as well as a reminder the day before the meeting.

#### **Undertaking focus groups**

These will inform the Staff

Travel Survey questionnaire. Make sure that staff know that these are being undertaken, as not everybody will be involved in the groups. Publicity could take the form of a letter, e-mail or poster telling staff they might be invited to take part, and explaining the purpose of the focus groups.

#### **Staff Travel Survey Results**

It's essential to let staff know the results of the Travel Survey. It will make them feel more involved and will stimulate discussion among colleagues about travel issues.

#### **Launch of the Travel Plan**

A high profile launch of your Plan could coincide with the introduction of a 'visible' measure that will benefit staff such as the provision of a bike pool or the launch of a car pool club.

#### **Progress Briefings**

Keep staff informed of how targets and objectives are being met. Don't forget to publicise your successes!

#### **Introduction of new measures**

When new measures are introduced, use the opportunity to promote them to all staff, not just the group you think will be most affected. This will help

keep the Travel Plan and alternatives to car use at the forefront of people's minds.

### **Communicating the purpose of your Travel Plan**

Emphasise the positive outcomes your Plan is designed to achieve for everyone. Avoid giving the impression that your Travel Plan is just an 'anti-car' initiative, as this is liable to alienate many people – especially those who may feel they have no alternative. Instead, highlight the benefits of car sharing and promote eco-driving.

You should also be sure to stress the fact that any shift in behaviour or reduction in the number of trips made by car due to forward planning is also part of the Travel Plan.

### **Branding and other promotional techniques**

You could consider "branding" your Travel Plan, perhaps by using a slogan as the banner under which you will take it forward. Naming of the Travel Plan could be done through a staff prize competition – with a prize being awarded for the winning idea. The same name or slogan can be used to brand a family of leaflets, posters, newsletters and any other material produced.

### **Linking with other events and initiatives**

Use national and local events to help publicise your Travel Plan. For instance, you can host "Bikers' Breakfasts" during National Bike Week.

Here are some other national events that you may consider

taking part in:

- Workwise Week – One week in May
- Walk to Work Day – Last Thursday in April
- Green Transport Week – [www.eta.co.uk/green\\_transport\\_week](http://www.eta.co.uk/green_transport_week) – One week in June
- Bike Week – [www.bikeweek.org.uk](http://www.bikeweek.org.uk) – One week in June
- In Town Without my Car – [www.dft.gov.uk/pgr/sustainable/awareness/itwmc](http://www.dft.gov.uk/pgr/sustainable/awareness/itwmc) – part of September's European Mobility Week – [www.mobilityweek-europe.org](http://www.mobilityweek-europe.org)

Your Local authority and/or Regional Transport Partnership should be able to provide you with more information about activities and campaigns being carried out in your area.

### **Informing the wider public**

The wider public should also be made aware of the Travel Plan, so that they know that efforts are being made to bring about improvements within their community. For example, they may wish to take advantage of travel promotions or transport service enhancements brought about by the Travel Plan.

Publicise the benefits the Plan can bring to staff, visitors and local community at an individual level. The corporate benefits should also be communicated in order to encourage other businesses to develop their own Travel Plans, as well as to promote your own corporate image.



# three

## Encouraging Alternatives - Practical Measures

***A range of steps that promote  
more sustainable transport  
choices***

## Encouraging Alternatives - Practical Measures

**The central part of the Travel Plan is the development and implementation of a range of measures that enable staff, visitors and suppliers to make more sustainable travel choices.**

### **The range and mix of measures**

The precise mix of measures selected for a Travel Plan should depend on the results of data collected by the Travel Survey and the objectives that are set based on them.

The type of measures implemented can be categorised as those that:

- reduce the need for travel
- encourage cycling
- encourage walking
- encourage use of public transport
- promote responsible car use

This section provides examples of measures that you could consider implementing as part of your Travel Plan. The list is not exhaustive, but represents some of the main elements that are commonly used in Travel Plans. You may already have some measures in place.

### **Popular vs. effective**

You will not always get the best results from your Travel Plan simply by picking out the measures that seem most attractive or most popular. Reference to your surveys and audits should give a clear indication of

what kind of changes are actually needed the most. You should also consider how the different measures would interact with each other.

### **General guidelines for selecting measures**

There are some basic rules of thumb that should be borne in mind when deciding upon which measures to implement.

### **Address the needs of different groups**

Do not pick measures which all target the same group of people. Consider the findings from your employee questionnaire. For example, if all the measures are to encourage cycling, those who do not want to cycle will not change their behaviour.

### **Carrot first, then the stick**

Start with those measures that encourage more sustainable behaviour, rather than those that penalise less sustainable choices. For example, bring in season ticket loans or subsidies before charging for parking (or at least at the same time).

### **Integration and timing**

Think about the potential 'synergies' of the measures you choose. For example, if you provide lockers for

cyclists (and motorcyclists) to keep a change of clothes in, try to build cycle shelters close to the main entrance at about the same time. If you introduce these and other measures that encourage cycling or walking, you'll attract the largest numbers of people.

#### **Know what works**

Talk to others who have Travel Plans and talk to your local authority or Regional Transport Partnership about schemes that have worked well locally.

#### **Tax and National Insurance considerations**

Some measures, like the introduction of salary sacrifice schemes, will have implications for Tax and National Insurance Contributions. The Tax and National Insurance system encourages employees to develop and implement Travel Plans through exemptions for free or subsidised work buses, bicycles and safety equipment. It is important to understand these implications before prioritising your measures. You can also introduce a mileage allowance for cycling.



Due to the complexity of UK Tax and National Insurance systems, you should consult HM Revenue & Customs (HMRC) to clarify any issues. Visit the HMRC Pages on Travel Plans at [www.hmrc.gov.uk/green-transport/travel-plans.htm](http://www.hmrc.gov.uk/green-transport/travel-plans.htm)



## Smarter Working - reducing the need for travel

**In sustainability terms, reducing the need for travel is the best option of all.**

**Measures to reduce travel - like home working or teleconferencing - may require cultural shifts and improvements in IT infrastructure for some organisations but offer solid financial and productivity benefits.**

### **What is smarter working?**

Smarter working covers a number of measures that can eliminate or reduce the need for travel.

These include:

- flexible working
- home working
- compressed working week
- tele and video conferencing
- staff or premises relocation

### **Why encourage smarter working?**

Smarter working is about using time more effectively, for example by avoiding driving at peak traffic hours when congestion is worst or by choosing to travel by public transport and getting some work done (or relaxing) along the way. Reducing traffic levels will also mean safer roads in and around Scotland's communities.

### **Flexible working**

If your organisation does not do so already, you could consider introducing a system of flexible working

whereby staff are able to structure their work time within an agreed framework. Flexible working enables staff to plan journeys to and from work to fit around public transport timetables and avoids the need for all your staff to travel during the peak hours, thereby helping to alleviate congestion on your site and on the local road network.

Flexible working also enables staff to adapt to out-of-work commitments and achieve a better work/life balance, which can help to attract and retain staff.

There are a number of ways of implementing flexible working:

- Flexi-time – where staff can choose how weekly or annual hours are worked
- Flexi-hours – where staff are allowed to come in and leave earlier or later
- Flexi-working – where staff can work overtime and take that time off in lieu

Flexi-time could involve staff



being allowed to choose their daily start and finish times (possibly different for each day of the week), but having to stick to the times that they choose.

Alternatively, they could be allowed complete flexibility outside core hours. The latter system would require staff to keep a detailed record of their hours worked, possibly including start and finish times for each day (unless your organisation operates a 'Time and Attendance System').

### **Compressed working week**

A compressed working week is a form of flexible working by allowing staff to take, for example, one day per fortnight or one day per week off if they work the required hours in advance. Such a proposal is likely to be very well received by your staff. An extended working day also means that your staff will be available to your organisation's customers for longer.

### **Working from home**

Though this approach may not be suitable for all employees, or employers, if some members of staff are able to work from home one day a week, or once a fortnight, it can have the same impact on car use as flexible working. Whilst there may be a perception among managers that productivity is diminished, evidence suggests that working from home can lead to increased efficiency (through smarter working) and thereby lead to increased productivity.

There can also be positive effects on morale, and valuable desk space can be released. It is important to note that providing laptop PCs for staff to use when working from home is not a taxable benefit. If you have a large number of employees who are based on the road, you may wish to consider setting them up to work from home and use the post to deliver their supplies. This will reduce the requirement for staff to store supplies or to come to your offices.

Remember Health and Safety issues for those working from home, such as proper set up of workstations, will also need to be addressed.

### **Teleworking and Teleconferencing**

With improvements in IT, you may wish to consider the introduction of teleworking, whereby your employees work away from your organisation's workplace, either at home or at a satellite office. Depending on the type of work the employee's do, and how frequently they will telework, you may need to consider setting up e-mail connections and office facilities, such as a fax machine and a designated telephone line at your employees' home or satellite office.

You may want to consider a system of 'hot-desking' for teleworkers needing to spend a day or two in the office each week. Hot-desking involves one desk shared between several people who use the desk at different times. This work surface could be an actual

desk or just a terminal link.

Teleconferencing means communicating with other people using video and/or audioconferencing facilities. Videoconferencing allows business meetings to be conducted from a distance, typically over a network such as the internet or telephone line, with participants and documents viewed on-screen. You can buy 'off-the-shelf' videoconferencing technology which provides an alternative to travelling long distances to meetings - saving both time and money, and increasing the productivity of your staff. Both 'ends' of the meeting will require the equipment, but this could be an ideal solution if you have a number of sites and your staff spend a large amount of time travelling to meetings at the different sites.

#### **On-site facilities**

If your organisation is large enough, or if you can team up with other organisations nearby, you could consider provision of on-site leisure and crèche facilities. This will help to cut down the numbers of trips your staff make before and after work and at lunchtime. It may also reduce the need to drive to work at all.

Provision of catering and banking facilities could also help reduce the number of staff who choose to travel off site during the lunchtime period. You could negotiate with a local caterer to come onto your site during lunchtime.

## Measures to Encourage Walking



**Walking is by far the most sustainable way for us to get around our planet - and one of the most enjoyable.**

**As part of an active lifestyle, walking can also help maintain positive health and well-being, boosting productivity and helping to reduce rates of absenteeism.**

### **Awareness-raising steps**

Raise awareness of the health benefits of walking for all or part of the journey to work through promotional material. Produce a map showing safer walking routes, indicating distances (and times) to the most common destinations near your workplace. Including shops, places of interest and local amenities as well as nearby bus stops and rail stations.

Designated 'Walk-in' days can also help to raise awareness, stimulate discussion and get more people walking. Canvassing staff as to what would encourage them to walk and what barriers they face can also prompt debate and conversation about walking, as well as being a valuable source of ideas.

### **Maintain good walking routes**

Ensure footpaths to and on your site are direct, well-lit and well-maintained. This includes footpath links to and from bus stops and rail stations. Car parking on pavements and at dropped kerbs should be prevented –

and enforced effectively.

Ensure that signposting for pedestrians is clear. Routes should avoid the need to cross busy main roads or congested areas of your site. Talk to your local planning authority about improving the routes that your staff use. Local police safety officers and your own staff could also provide ideas as to how pedestrian routes to your site could be improved.

### **Facilities and provisions for walkers**

Consider the provision of cloakroom facilities with storage lockers and places to hang clothes up to dry and to dry hair. Consider the provision of umbrellas bearing the company logo for all staff who walk to work. Alternatively, there could be a pool of umbrellas made available in your reception area for staff members wishing to walk to a nearby meeting or go walking at lunchtime.

Issuing pedometers to staff can help them see how much extra walking they are doing as they switch from other methods of transport.

**Walking to work can help achieve the 30 minutes of moderate daily physical activity recommended for good health and well-being.**

On larger sites, consider bringing facilities (such as a hairdresser or dry-cleaners) on-site to reduce the need for people to drive into town at lunchtime.

For staff who may have concerns with issues of personal security, consider making personal alarms available.

**Related measures**

Related measures that can support walking and that you should consider as you develop ways to encouraging walking include:

- Encouraging Cycling – see page 38
- Flexible Working – see page 33
- Car Parking Management – see page 43
- Encouraging Use of Public Transport – see page 40



Paths for All Partnership provides guidance on promoting walking in the workplace. Visit [www.pathsforall.org.uk/pathstohealth/workplace.asp](http://www.pathsforall.org.uk/pathstohealth/workplace.asp)

## Measures to Encourage Cycling

Cycling is a great way to maintain or lose weight – 20 minutes of gentle cycling burns up to 100 calories.



**Encouraging more people to cycle will reduce pressure on your car-parking facilities and, as they glide through rush-hour traffic, get more of your employees to site on time more often.**

**It's also a great way for individuals to beat stress and maintain their well-being - both of which can benefit productivity.**

### **Promote and publicise cycling**

Provide staff with area maps showing existing links and paths such as the National Cycle Network. You could buy and distribute copies if one is already available or consider producing your own cycle map identifying potentially safer cycle routes to your premises.

### **Facilities for cyclists**

Provide safe, secure and covered cycle parking as close to building entrances as possible.

Provide lockers, changing/drying facilities and showers.

Provide 'pool bikes'. Folding bikes make excellent pool bikes, especially as they can be used easily on journeys combined with public transport.

Liaise with your local authority to identify the potential for improving cycle links to your site.

Consider a puncture repair service, or provision of a 'spares box' for cyclists – practical details like this can really help.

### **Training and support for cyclists**

Establish Bicycle User Groups (BUGs). These and other 'mode groups' can be very handy when consulting with your employees during development and implementation of your Travel Plan. They can help keep channels for negotiations open between employers and employees and are a requirement of the Cycle Friendly Employer Award.

Provide cycle training to staff through organisations such as Cycling Scotland.

### **Incentives that encourage cycling**

Offer incentives such as interest-free bicycle loans, discounts for bicycle purchase and preferential cycle insurance rates.

Introduce a salary sacrifice scheme for bicycles.

Provide a cycle mileage allowance to enable financial reimbursement for staff cycling on company business.

### **Related measures**

Related measures that can support cycling and that you should consider as you

develop ways to encouraging cycling include:

- Encourage Walking – see page 36
- Flexible Working – see page 33
- Car Parking Management – see page 43



### **Bike Week**

Why not take part in Bike Week and take advantage of publicity, promotional materials and local events and activities organised around this well supported national awareness-raising week? Visit the Bike Week website at [www.bikeweek.org.uk](http://www.bikeweek.org.uk)



### **Cycle Friendly Employer Award**

Cycling Scotland's "Cycle Friendly Employer Award" aims to give employers the incentive to achieve a nationally recognised award for promoting cycling in the workplace.

The award pack is also a useful tool as the assessment process can identify areas for improvement and provide guidance on best practice in order to help create a cycle friendly workplace. For more information, visit [www.cyclingscotland.org](http://www.cyclingscotland.org)

## Measures to Encourage Public Transport Use



**Scotland's public transport network is improving all the time, with dedicated bus lanes and new and improved rail services offering fast, reliable and less polluting ways to travel.**

**Letting someone else concentrate on the driving means individuals can work or rest en-route and arrive fresher and better prepared.**

### **Scotland's public transport network**

Public transport in Scotland has come a long way in recent years. New train services and even brand new lines and stations have opened with more to come in the future. On many trains, you'll find at-seat power points and wi-fi access – great for business travellers – while passenger facilities at stations are improving too.

Park and Ride schemes are being built across Scotland, making it easier for car users to catch public transport into our cities. That means we all benefit from less congestion and faster bus journeys. Buses themselves increasingly provide improved facilities such as wi-fi access, leather seats, real-time journey information and better accessibility.

### **Promote and publicise public transport options**

#### **Promote travel information services**

One way to make using public transport easier is to provide up-to-date and accurate information on

services that run to or near your site. This can be done simply by making printed timetables available to staff and visitors, but promoting travel information services will allow individual users to source the information they need for their particular journeys, no matter where they start or finish.

#### **Provide personalised journey plans**

Traveline Scotland can provide batch journey planning for all employees. This can also help to establish a case for negotiation with transport operators to extend or add new services. Visit the Traveline Scotland website at [www.travelinescotland.com](http://www.travelinescotland.com)

#### **Improve routes and facilities for public transport users**

Consider physical works to provide routes and the relocation or redesign of stops so that people can wait indoors for buses. You could also negotiate with operators to improve old routes or introduce new ones, consider providing shuttle buses to stations, other sites or key destinations and improve



walking routes between your site and bus stops.

**Provide incentives to encourage use of public transport**

Consider subsidising your employees' commuter travel by public transport and providing loans (possibly interest-free) to purchase travel season tickets.

**Related measures**

Related measures that can support the use of public transport and that you should consider as you develop ways to encourage public transport use:

- Encourage Walking – see page 36
- Encouraging Cycling – see page 38
- Flexible Working – see page 33
- Car Parking Management – see page 43
- Business Travel – see page 46



**Traveline Scotland – Page Lander Wizard**

This journey planning tool can be downloaded and inserted onto the homepage (or other convenient page) of an organisation's website. Visitors can then enter the postcode of their starting point and be given detailed information on how to reach your premises. For more information, visit [www.travelinescotland.com](http://www.travelinescotland.com)

## Measures to Encourage Responsible Car Use

**With 67% of all journeys to work in Scotland being by car, and with the majority of those journeys being driver-only, there are huge potential benefits for organisations of all kinds in promoting car sharing and eco-driving.**

**Meanwhile, car parking management has a valuable role to play in promoting car sharing and can aid the shift to more sustainable modes of transport.**

### **Car sharing - an introduction**

Car sharing is a popular element of many Travel Plans, as it costs very little to set up and maintain. Once established, the system is low maintenance with only minor administration required.

Car sharing is an attractive alternative to single vehicle occupancy travel because of its door-to-door directness and convenience. The main benefit of car sharing is that each person in the car (other than the driver) can represent a vehicle trip removed from the road and potentially the need for one parking space.

For many employers considering Travel Plans, car sharing is often the most successful measure introduced (depending on accessibility by other modes, home postcodes, and operational times of the site). Car sharing can be implemented by most organisations. Consistent working hours, residential concentration of employees and constrained parking supply can make a car

sharing scheme more attractive and successful.

### **Encouraging car sharing**

#### **Create an employee database of staff willing to car-share**

Many Local Authorities or Regional Transport Partnerships have schemes that employers can promote to staff. These are often free to use. A web-based database offers a comfortable opportunity to match the travel needs of employees (or students, for example), whether they want to offer or take advantage of a lift every day, once or twice a week or just occasionally.

Alternatively, provide details of car sharing and journey-matching websites within the Staff Travel Pack, for those who are unable to car share with other individuals on site.

#### **Priority parking spaces for car sharers and disabled drivers**

Successful schemes have operated a branded priority parking policy where car share parking spaces are those closest to the main





### Journey-matching websites for car sharers

Follow the links below to websites run by Regional Transport Partnerships that provide easy to use journey-matching services for many areas in Scotland:

Highlands and Islands – [www.ifyoucareshare.com](http://www.ifyoucareshare.com)

South West Scotland – [www.DGtripshare.com](http://www.DGtripshare.com)

South East Scotland – [www.TripshareSestran.com](http://www.TripshareSestran.com)

Tayside and Central Scotland – [www.Tactranliftshare.com](http://www.Tactranliftshare.com)

North East Scotland – [www.Nestranscarshare.com](http://www.Nestranscarshare.com)

Alternatively, the UK charity Carplus provides guidance for organisations wishing to promote car sharing or to set up a car sharing scheme. Visit: [www.carplus.org.uk](http://www.carplus.org.uk)

entrance of the building. Branding helps reinforce the scheme by having a visual impact.

### Guidance, training and information for car sharers

Basic scheme guidance for staff that lays down ground rules regarding charging for lifts, the importance of timekeeping and procedures for the eventuality of illness will help to ease many of the concerns people have about sharing lifts.

You can also provide staff in car sharing schemes additional training to give reassurance that they are safe and promote travel information services for the road user, e.g. [www.trafficscotland.com](http://www.trafficscotland.com)

### Ride Guarantees

Provide a guaranteed ride home, if the driver should fall ill, or in the event of an emergency. Existing examples show such guarantees are seldom used (and rarely abused) – a fact that can be used to help persuade potential car sharers.

### Car parking management strategies

The management of car parking as a resource can play a pivotal role in the development of incentives for walking, cycling, public transport use or car sharing. Parking provision represents a major financial overhead, in terms of the additional land required and its maintenance. This cost can be particularly high in densely developed areas of high commercial value such as business or retail centres. Meanwhile, subsidised

parking favours car-based commuting and makes it difficult for alternative forms of transport to compete.

The objectives of car park management should be to prioritise usage on the basis of specific functions or requirements, such as parking for mobility-impaired employees, visitor parking for clients or customers, specific car sharing spaces and other essential users. A car-parking strategy with a needs-based approach is often well received and entails a thorough examination of issues, such as what defines an essential car user.

Car parking strategies must not discriminate against any particular group and must be balanced with the availability of alternatives. The key to an effective parking management strategy is often to couple it with a well-organised **car sharing scheme** and the provision of alternatives. The parking strategy must also take account of the layout and design of the car parks to ensure efficiency of operation and the maintenance of good Health and Safety.

Any options considered must be carefully evaluated and you must consult with everyone who will be affected. The introduction of a new car parking regime must also be managed sensitively and the reasons behind any changes clearly communicated along with the benefits they will bring.

Where on-site parking is

restricted, the use of off-site parking by employees and visitors must be taken into consideration and, where possible, discouraged. Discussions with Local Authorities are often required in order to identify a satisfactory strategy in this regard. Successfully tackling the issue of off-site parking will be welcomed by your commercial and residential neighbours.

#### **Parking Permits**

One element of a car parking strategy is to allocate permits using criteria e.g. disability, car sharers, essential users, no alternatives, distance from site and low emission vehicles. Develop a pro-forma for allocating permits. Criteria for permit allocation should be transparent and equitable. It must not be done on a hierarchical basis (i.e. senior managers should not be given first priority for allocation).

The relationship between the holding of a parking permit and car use also suggests that one way of achieving reductions is to limit car parking permits to certain days of the week. This will encourage the use of alternative travel methods on non-permit days, such as car-sharing, walking and cycling, and reduce parking congestion.

#### **Incentives not to drive**

Provide financial incentives such as free or subsidised public transport tickets or some form of alternative benefit to a free parking space. The employer could give points for each day a car is not brought onto

site and exchange them for cash or additional leave at the end of the year. Some companies run bonus schemes, which can be exchanged for the employee's choice of benefit at end of year.

#### **Parking Charges**

Consider introducing parking charges. Some of the revenue raised could be used to help implement the Travel Plan. However, employers have previously discovered a prevailing feeling that there needs to be some perceived benefit introduced before parking charges can be justified. Car parking charges can be made more acceptable, for example, by improving the car park by installing CCTV and barriers with the first tranche of income.

Together, financial incentives and disincentives offer strong encouragements to shift away from single occupancy vehicle usage but must be implemented in the right combination. Car park charging should therefore always be supported by the provision of an alternative, such as a car share scheme.

You should also consider how and when you charge. Charging on an annual basis highlights the total charge, but once they have paid, drivers may not be deterred from bringing their vehicles to site. In some instances this can be an incentive to drive – i.e. “I’ve paid for parking so I might as well drive.” A daily charge will constantly remind drivers of the costs but can be expensive to administer.

### **Restricting parking-space availability**

Workplace car parking is one of the most important factors influencing whether or not staff drive to work. Reducing the number of spaces available to staff has the potential to act as a disincentive to car use.

### **Priority Parking**

Practicality benefits to the user are powerful incentives for maintaining or changing behaviour. Special parking facilities could be introduced, providing better usability (e.g. better availability, or a location closer to the entrance) for those who car share. At the same time, you could remove priority parking spaces for senior management to avoid giving the impression that your organisation favours some car users over others.

### **Company car and mileage policies**

Include offering incentives for smaller engine sizes and the opportunity to receive cash rather than a vehicle. Employers should be making basic checks of driving licences, MOTs and insurance documents.

Consider only paying car mileage where business journeys could not realistically be made by any other means. Restructuring mileage allowances carefully can favour smaller engine sizes and encourage other transport choices. For example, you could offer comparable mileage rates for walking and cycling.

### **Taxi share**

Encourage staff to taxi share

for meetings. This may mean an employee may not need to bring their car into work, or even that they do not need to own a car at all.

### **Pool cars and car clubs**

Introduce pool cars, hire cars or join a city car club (currently the only city car club is in Edinburgh). Both are cheaper to operate than paying mileage rates. Because they tend to use more environmentally friendly vehicles, this can also reduce emissions when compared to use of private cars.

### **Green fleet reviews**

If you have a large fleet, or your staff drive for a large proportion of the day, consider a Green Fleet Review.



#### **Taxable benefits and mileage allowances**

Adjustments to mileage allowances need to be considered against the rules governing taxable benefits. Visit HM Revenues and Customs Company Cars index page at [www.hmrc.gov.uk/cars/index.htm](http://www.hmrc.gov.uk/cars/index.htm)



#### **Green Fleet Reviews**

The Energy Saving Trust offers free green fleet reviews. For details, visit [www.est.org.uk](http://www.est.org.uk)

## **Business Travel**

**Business travel is an important area to tackle as part of the Travel Plan since it accounts for a significant percentage of all journeys undertaken.**

**Many of the measures previously discussed apply to business travel just as they do to commuter travel. This section contains a digest of measures specifically aimed at modifying choices for business travel.**

By revising business travel policies and practices, employers can benefit from savings in business travel costs and reduction in parking pressures – making staff more productive and reducing the environmental footprint of the organisation.

### **Introduce a Travel Hierarchy**

A hierarchy will help staff prioritise travel options for business travel. At the top of the hierarchy should be removing the need for travel, followed by walking, cycling, bus / rail, taxi, private car and finally air travel.

### **Reducing the need to travel for business**

Encourage staff to ask “Is the meeting actually needed?” before setting up the meeting. Could the objectives of the meeting be satisfied in another way, by the use of Teleconferencing facilities, or by correspondence?

### **Mileage allowances**

Consider only paying car mileage where business journeys could not realistically be made

by any other means. Mileage allowances can also be structured so that they favour smaller engine sizes and do not incentivise driving. Providing comparable mileage rates for walking, cycling and public transport can also support their use.

### **Encouraging staff to share taxis to meetings**

Intelligent use of taxi services may mean employees can avoid bringing their cars to work or even that they do not need to own one at all.

### **Pool cars, hire cars and car clubs**

These are cheaper to operate than paying mileage rates and the use of more environmentally friendly vehicles can reduce emissions. At time of press, the only operating car club in Scotland covers the City of Edinburgh.

### **Green fleet reviews**

If you have a large fleet, or your staff drive for a large proportion of the day consider a Green Fleet Review.

**Driver training**

Providing training to help staff drive safely and more economically will save you money and reduce your carbon footprint. It will help make them safer and more efficient drivers. Promote Eco-driving tips to all staff not just those who regularly drive.

**Public Transport**

Encourage use of public transport by providing easy access to travel information. Encouraging the use of rail over air, allows staff to be more productive by benefiting from uninterrupted journeys when they can work for longer.

**Information for visitors and suppliers**

Visitors, suppliers and clients can also be encouraged to use more sustainable and active forms of travel by producing “How to find us” directions on websites and promotional materials that highlight active and sustainable travel routes to your premises.



**The Energy Saving Trust** offers free green fleet reviews. Please see the Energy Saving Trust website [www.est.org.uk](http://www.est.org.uk)



**Sustrans** has produced guidance on creating active travel directions. To download a copy, visit [www.sustrans.org](http://www.sustrans.org) and search their publications section for ‘How to produce Active Travel directions’

## **Further Information**

**There is a wealth of help available that can support you to develop and implement a Travel Plan.**

**For further guidance, planning tools and other resources, please visit our supporting website:**

**[www.ChooseAnotherWay.com](http://www.ChooseAnotherWay.com)**

**Alternatively, contact one of the organisations listed below.**

**Towards the end of this section, you will also find information on relevant Planning Advice Notes and related guidance.**

### **Government and policy**

#### **Transport Scotland**

The national transport agency for Scotland. Its purpose is to help deliver the Scottish Government's vision for transport, making a real difference for people and businesses using the national rail and trunk road networks.

[www.transportscotland.gov.uk](http://www.transportscotland.gov.uk)

Information and news on national transport projects, initiatives and policies, plus links to live travel information and Travel Planning websites.

### **Health**

#### **Health Scotland**

Scotland's national health promotion agency.

[www.healthscotland.com](http://www.healthscotland.com)

Information on a broad range of health topics and a searchable Publications database of health promotion booklets, leaflets and posters, including advice on the health benefits of active travel (available through local health boards).

#### **Scottish Centre for Healthy Working Lives**

The Centre's mission is to give Scotland's working-age population the opportunity to work in ways that allow them not only to sustain and improve their health and well-being.

[www.healthyworkinglives.com](http://www.healthyworkinglives.com)



Comprehensive information on all aspects of health at work, including travel information and health promotion advice for the workplace.

#### *Services*

Adviceline (0800 019 2211): Call the Adviceline for free, confidential advice on any issue related to health or safety at work.

#### *Awards Programme*

The Centre runs a national Awards Programme that organisations can work towards. Criteria for the awards include promoting active travel.

### **Sustainable Travel Advice (General)**

#### **The Energy Saving Trust**

A non-profit organisation that promotes energy saving, funded by government and the private sector. Set up after the 1992 Rio Earth Summit, its goals are to achieve the sustainable use of energy and to cut carbon dioxide emissions, one of the key contributors to climate change.

[www.energysavingtrust.org.uk](http://www.energysavingtrust.org.uk)

Guidance on energy saving, including sustainable travel options and a mini-site on greener Transport in Business – see how much your organisation could save.

#### *Services*

Advice Line (0800 512 012): Free, independent and local energy saving advice.

#### *Consultancy*

In Scotland, the Trust provides advice and a free consultancy service to help organisations deliver Travel Plans and Green Fleet Reviews.

### **Regional Transport Partnerships**

The 7 Regional Transport Partnerships were established on 1 December 2005 to strengthen the planning and delivery of regional transport so that it better serves the needs of people and businesses.

**HITRANS** – Highlands and Islands Transport Partnership in Scotland.  
[www.hitrans.org.uk](http://www.hitrans.org.uk)

**NESTRAN** – Northeast of Scotland Transport Partnership.  
[www.nestrans.org.uk](http://www.nestrans.org.uk)

**SESTRAN** – South East of Scotland Transport Partnership.  
[www.sestran.gov.uk](http://www.sestran.gov.uk)

**SPT** – Strathclyde Partnership for Transport.  
[www.spt.co.uk](http://www.spt.co.uk)

**SWESTRANS** – South West of Scotland Transport Partnership.  
[www.swestrans.org.uk](http://www.swestrans.org.uk)

**TACTRAN** – Tayside and Central Scotland Transport Partnership.  
[www.tactran.gov.uk](http://www.tactran.gov.uk)

**ZetTrans** – Shetland's Transport Partnership.  
[www.shetland.gov.uk/transport/stp/](http://www.shetland.gov.uk/transport/stp/)

**ACT TRAVELWISE**  
Launched on 1st January 2008 as a result of a formal

partnership agreement between the Association for Commuter Transport (ACT) and the National TravelWise Association.

[www.acttravelwise.org](http://www.acttravelwise.org)

News and campaigns in the UK and Europe, advice for schools, individuals and businesses, and a directory of sustainable transport professionals.

#### *Services*

Paid subscription services for members include access to further advice on Travel Planning and ability to network with other members.

#### **Forum for the Future**

A charity that works in partnership with business, the public sector and others to build a sustainable future.

[www.forumforthefuture.org.uk](http://www.forumforthefuture.org.uk)

News and opinions on sustainable development issues and information on Forum for the Future's projects and courses. Also includes active fora where members debate and exchange ideas.

#### **Travel Information**

##### **Traveline Scotland**

A partnership between Transport Operators, Local Authorities and Transport Scotland who contribute funds, information and expertise towards its day-to-day running.

[www.travelinescotland.com](http://www.travelinescotland.com)

Up to date, accurate, impartial and understandable information on all Public Transport services within Scotland and from Scotland to major destinations in other parts of the U.K. Live travel information plus a personal journey planner.

#### *Services*

Traveline (0871 200 22 33): timetable and live travel information over the phone at any time.

#### *Txt2Traveline*

Text an 8-digit bus-stop code to 0777 608 2 608 and Traveline will text back the next few departures from that stop.

#### **Transport Direct**

Transport Direct is a UK-wide wide 'door-to-door' internet transport information and journey planning website for public transport and car users.

[www.transportdirect.co.uk](http://www.transportdirect.co.uk)

The portal provides internet users with enhanced functions, including a 'Google' type toolbar for quick journey planning, rail fares, and car journey costs. Transport Direct can also be accessed by internet enabled mobile phones and other handheld devices.

#### **Traffic Scotland**

Traffic Scotland enables the collection and distribution of real-time traffic information relating to incidents and events currently taking place on the Scottish trunk road network.

[www.trafficscotland.org](http://www.trafficscotland.org)



Remember – DO NOT use a mobile phone while driving!

The Traffic Scotland website provides up to date information to the travelling public about roadworks, accidents, congestion, journey times, weather, planned events and access to traffic cameras etc. It enables drivers to make informed choices on the timing, routing and travel mode for current or future journeys.

#### *Services*

Traffic Customer Care Line – 0800 028 1414

The Traffic Customer Care Line places road users at the centre of traffic information by enabling them to access real-time information quickly and directly for the Scottish Motorway and Trunk Road Network. Users can access traffic information whilst on the move, giving them the power to plan and manage their journey to greater effect. As well as current road route information, the service can provide details of public transport alternatives.

#### **Freight Scotland**

Operated by Traffic Scotland, Freight Scotland enables the collection and distribution of real-time freight and traffic information relating to incidents and events currently taking place on the Scottish trunk road network.

[www.freightscotland.org](http://www.freightscotland.org)

As well as homepage panels giving access to the latest freight news and details of current incidents across the trunk road network, the Freight Scotland website provides specialist information for the freight haulage industry including

location and contact details for freight facilities, lorry parking, airports, industrial estates and ports.

#### **Smarter Working**

##### **Work Wise UK**

A not-for-profit initiative which aims to make the UK the most progressive economy in the world and encourage smarter working practices to the benefit of business, employees and the country as a whole.

[www.workwiseuk.org](http://www.workwiseuk.org)

News and information on smarter working issues, including case studies.

#### *Services*

Find an adviser: website includes a database of a national network of Work Wise advisers.

#### *The Work Wise Standard*

An accreditation scheme for organisations that recognises excellence in implementing flexible and remote working, supported by guidance from Work Wise Advisers.

#### **The Telework Association**

A membership organisation providing information, advice and support to enable individuals, whether employed or self-employed, to make a success of mobile, home-based and flexible ways of working.

They also support managers who are implementing these working practices and now work in collaboration with the Future Work Forum at Henley Management College to enhance their services

to organisations.

[www.tca.org.uk](http://www.tca.org.uk)

Information on the work of the Association, a list of Telecentres across the UK (offering IT access and desk space for remote working) and downloads of the Association's quarterly magazine.

#### *Services*

Member services: Paid subscription entitles members to access a discussion forum, event discounts, email advice and a copy of The Telework Handbook.

### **Walking**

#### **Living Streets**

The champions of streets and public spaces for people on foot.

[www.livingstreets.org.uk](http://www.livingstreets.org.uk)

Information on Living Streets' projects and campaigns to create safe, vibrant and healthy streets for all and advice on how you can get involved.

#### **Paths for All Partnership**

Set up to facilitate the development of paths for recreation, health and well-being, strengthening communities, sustainable transport and economic development.

[www.pathsforall.org.uk](http://www.pathsforall.org.uk)

Information on the partnership and its initiatives including Paths to Health.

### **Paths to Health**

Established in 2001 to contribute to health improvement in Scotland through the promotion of walking for health and now forms a key delivery mechanism for Scotland's Physical Activity Strategy – Let's Make Scotland More Active.

[www.pathsforall.org.uk/pathstohealth](http://www.pathsforall.org.uk/pathstohealth)

Information and advice on walking for health, workplace walking and related news and events.

### **Cycling**

#### **Cycling Scotland**

Aims to bring cycling out from the fringes of everyday life and into the mainstream.

[www.cyclingscotland.org](http://www.cyclingscotland.org)

News and information on initiatives and events to promote cycling in Scotland and an active discussion forum on cycling issues.

#### *Services*

Training: The organisation offers a range of instructor and staff training courses which include cycle training, cycle ride leadership, police cycle patrol and cycle patrol for parks and countryside.

#### *Cycle Friendly Employer Award*

The award recognises success in promoting cycling to and at work through a process supported by the organisation.

#### **Sustrans**

A UK sustainable transport

charity works on practical, innovative ways of dealing with the transport challenges, including the development of the National Cycle Network.

[www.sustrans.co.uk](http://www.sustrans.co.uk)

Information on walking and cycling and events and projects that promote sustainable travel choices. Plus, links to detailed route maps for the National Cycle Network.

### **Responsible Car Use**

#### **Institute of Advanced Motorists**

UK road safety charity, dedicated to raising driving standards through the Advanced Driving Test, engaging with the road-using public and influencing road safety policy.

[www.iam.org.uk](http://www.iam.org.uk)

News on driving issues for organisations and individuals and information on IAMs services, including those of IAM fleet services.

#### *Advanced Test*

Accreditation of advanced driving techniques, including eco-driving, which can save drivers and fleet operators money on insurance premiums and fuel.

#### *DriveCheck*

An hour-long assessment of driving techniques.  
Occupational Training: Training and instruction for professional drivers.

### **Environmental Transport Association**

Aims to raise awareness of the impact of excessive car use and help individuals and organisations to make positive changes in their travel habits.

[www.eta.co.uk](http://www.eta.co.uk)

Information on eco-driving, including carbon and car-cost calculators and a car buyer's guide.

#### *Services*

ETA offers a range of paid services to drivers and also cyclists, including breakdown recovery, insurance, carbon offsetting and pre-purchase vehicle inspections.

### **Planning policy notes and guidance**

Most new developments and changes of use will have some form of transport implication. Given the policy significance of the links between land use and transport, the likely transport impacts of development proposals need to be identified and dealt with as early as possible in the planning process.

### **Scottish Planning Policy (SPP) 17: Planning for Transport**

This document provides the statement of Scottish Government policy, which should be taken into consideration during development plan preparation and development management.

**Planning Advice Note (PAN)  
75: Planning for Transport**  
*(accompanies SPP17)*

This PAN provides guidance on the good practices that planning authorities, developers and others should observe during policy development, proposal assessment and project delivery. It aims to create greater awareness of how linkages between planning and transport can be managed. It highlights the roles of different bodies and professions in the process and points to other sources of information.

**Transport Assessment and Implementation: A Guide**

This document is for those seeking to provide better practice solutions to help identify and deal with the likely resultant transport impacts from developments. It sets out requirements according to the scale of development being proposed; from a minimal change requiring a simple transport statement or explanation of transport issues through to a major complex development where detailed technical analyses will be required.



The above documents are available from the Scottish Government website. Visit [www.scotland.gov.uk/Topics/Planning](http://www.scotland.gov.uk/Topics/Planning)



***Have a Safe Journey!***

***For more information, tools and  
resources on Travel Planning visit  
[www.ChooseAnotherWay.com](http://www.ChooseAnotherWay.com)***