



LOCAL TRAVEL PLAN GROUPS

A PRACTICAL GUIDE TO SETTING UP AN EFFECTIVE GROUP



Transport
for London

PUBLISHED BY SEA/Renue ON BEHALF OF TRANSPORT FOR LONDON

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INTRODUCTION

LOCAL TRAVEL PLAN GROUPS: CHAPTER ONE

TRANSPORT FOR
LONDON
IS ENCOURAGING
BUSINESSES
AND OTHER
ORGANISATIONS
TO DEVELOP
WORKPLACE
**TRAVEL
PLANS**

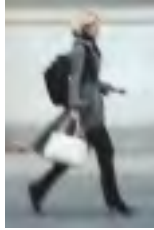
Shortly after becoming Mayor of London in July 2000, Ken Livingstone noted that “the single biggest problem for London and Londoners is the gridlock of our transport system” and that “remedying this will be my first priority”. Although predominantly concerned with the inadequacy of public transport in the capital, the Mayor added that “traffic speeds in central London are now just 10 miles per hour, while congestion costs London business £5 billion per year. Residents and commuters alike suffer from delays, stress, discomfort and the overall poor urban environment.”ⁱ

To help address these problems, Transport for London (TfL) is encouraging businesses and other organisations to develop workplace travel plans.

Developing and implementing a workplace travel plan requires resources and expertise, so it can be easier for businesses located in the same area to get together and form a local travel plan group.

This good practice guide sets out the process of establishing a local travel plan group, based on research conducted for the Optimum² project in the London Borough of Southwark, in which the Better Bankside Travel Plan Group was established (see *Acknowledgments* for further information).





WHO IS THIS GUIDE FOR?

LOCAL TRAVEL PLAN GROUPS: **CHAPTER TWO**

This guide is designed to help representatives of strategic transport or planning authorities, such as local authority officers, who are looking for ways to encourage travel planning in their local area and are interested in setting up a local travel plan group. It will also be useful to other organisations, such as businesses or business associations, who are either interested in participating in a local travel plan group or in

setting one up. It describes a travel plan group formed of local businesses, in partnership with a business improvement district (BID), but groups could equally include other organisations such as universities, hospitals or community organisations. While this guide was written based on experiences in London, it will also be useful for planning authorities and organisations throughout the UK.





WHAT IS A TRAVEL PLAN?

LOCAL TRAVEL PLAN GROUPS: **CHAPTER THREE**

A travel plan involves developing and implementing measures aimed at reducing the impacts of travel associated with an organisation's activities. Measures include ensuring responsible car use and encouraging alternatives such as walking, cycling and public transport. The plan should contain measurable targets and include provisions for monitoring progress against them. Several published reports and good practice guides explain travel planning in further depth and are listed under Additional Help and Relevant Organisations.

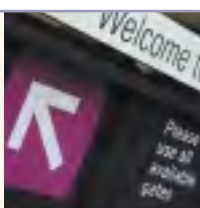
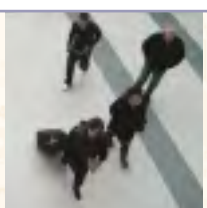
WHY DO THE GOVERNMENT AND LOCAL AUTHORITIES ENCOURAGE TRAVEL PLANS?

The Government and local authorities encourage travel plans because they are effective at reducing traffic levels, reasonably quick and inexpensive to introduce, and, importantly, are usually politically acceptable. Travel plans can improve transport in an area, helping to address congestion and the associated stress, delays and costs for businesses. This is in marked contrast to many other transport schemes, such as infrastructure projects, which often require high levels of investment over a long period of time and can carry a significant political risk, especially in the short term as conditions frequently deteriorate while improvements are being carried out.

WHAT ARE THE BENEFITS OF A TRAVEL PLAN?

A travel plan can bring a number of benefits to an organisation, particularly if the organisation:

- **Needs to solve transport problems,**
e.g. access for employees, shortage of parking, traffic congestion, air pollution
- **Needs to solve space problems,**
e.g. the organisation is expanding and requires more office space, so needs to build on parking spaces
- **Needs planning permission,**
e.g. the organisation is moving to new offices and needs planning permission, which is conditional on producing a travel plan
- **Wants to save money,**
e.g. parking provision is expensive and reducing levels of parking is an opportunity to cut costs
- **Wants to enhance its image,**
e.g. to improve relationships with neighbours or develop a reputation as an environmentally and socially conscious organisation
- **Has been strongly encouraged to do so to give a good example to other organisations,**
e.g. in the UK, the National Health Service, government and local authority sites are under pressure to develop plans



WHAT DOES A TRAVEL PLAN INVOLVE?

A travel plan can be developed and implemented by an individual organisation or by a local travel plan group that comprises a number of organisations.

It usually involves the following stages:

Figure 1: Developing a Travel Plan



The process of developing, implementing and continually improving a travel plan is a mechanism for an organisation to:

- Think about how best their employees can travel to and from their site(s), whilst reducing the impact on the site(s), the wider environment, and the health and well-being of their staff
- From this thinking, document some appropriate targets (e.g. on the reduction of single occupancy vehicle trips)

- Develop a number of measures or procedures to help achieve these targets, which could include: better facilities for cyclists, a car sharing scheme, information about public transport options, or even an enhanced bus service
- Establish a system to monitor progress against the targets set

WHAT DIFFERENCE DO TRAVEL PLANS MAKE?

Studies have shown that travel plans can achieve a 15 to 30% reduction in single occupancy vehicle trips to UK sites,ⁱⁱ while a 20% average reduction has been observed at sites in the Netherlands and the USA.ⁱⁱⁱ Some exceptional travel plans in the USA have reduced the number of car trips by 50% or more.^{iv}

WHAT ARE THE BARRIERS TO IMPLEMENTING TRAVEL PLANS?

There are a number of barriers to implementing travel plans.^v These barriers can be overcome by sharing resources and ideas between organisations through a local travel plan group. They include:

- Internal organisational barriers, such as company car policies which favour car use
- Lack of regulatory requirements for travel plans
- Personal taxation and commuting issues
- Poor quality of the alternatives to car use (particularly public transport)
- Lack of examples of travel plans to learn from
- Lack of knowledge about the process of developing a travel plan
- Perceptions that for small businesses there is little value in developing a travel plan in isolation
- Relative lack of resources within local authorities to support the uptake of travel plans





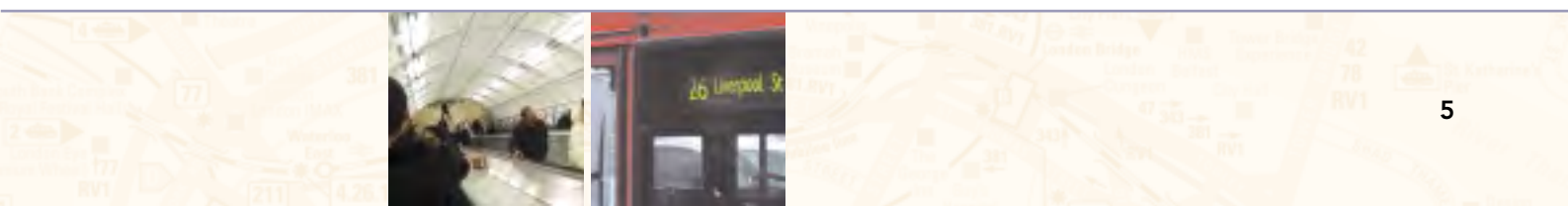
WHAT IS A LOCAL TRAVEL PLAN GROUP?

LOCAL TRAVEL PLAN GROUPS: **CHAPTER FOUR**

A local travel plan group is a group of organisations that have come together to share resources and ideas for developing and implementing a travel plan in their local area.

Organisations in the group can either develop their own travel plans, or a single shared travel plan. Alternatively, if the local authority is taking a leading role in setting up and coordinating the group, it may choose to develop an area-wide travel plan which organisations can then sign up to. As well as sharing resources and ideas, many groups also lobby for transport improvements in their area and seek to implement their own measures, such as shuttle buses, car sharing systems and travel information.

The concept of a local travel plan group is not new. In the UK, there have been a number of travel plan networks, usually coordinated by local authorities, to bring together organisations across a city, district or county, who have an interest in developing a travel plan. Now groups are forming within a narrower geographical area (business area, part of a city) or on a sector basis (e.g. an education or NHS based group).





WHAT ARE THE BENEFITS OF A LOCAL TRAVEL PLAN GROUP?

LOCAL TRAVEL PLAN GROUPS: CHAPTER FIVE

There are a number of benefits of forming a local travel plan group, including:

- Exchanging information, ideas and good practice for travel planning
- Achieving a greater economy of scale, as a group is likely to achieve more than single organisations when dealing with common concerns, due to pooled resources delivering higher investment, dedicated staff, and greater political influence
- Enabling organisations to develop a single, shared travel plan if preferred
- Allowing organisations to focus on their core competencies
- Increasing the effectiveness of travel planning by moving from a single organisation or site-specific application to an area-wide approach
- Enabling smaller organisations to benefit from the support and assistance of larger organisations
- Improving communication between sectors (organisations, local authorities, transport providers) in a way that maximises the benefits for all concerned, including residents and commuters

The Department for Transport's *Smarter Choices* report^{vi} supports a group or area-wide approach, stating that “travel planning might become more commonplace in smaller organisations if it was part of a neighbourhood or area-wide approach.”

The Energy Efficiency Best Practice Programme recognised that “the benefits of networks are that concerted action by a number

of organisations makes things more likely to happen. Travel plans are more likely to be prepared and implemented by organisations with the impetus of a network behind them”.^{vii}

Local authorities can also benefit from establishing a local travel plan group, because such a group could provide:

- A single point of contact for a variety of organisations
- Novel ideas for improving transport, which might not have been considered by the local authority or individual organisations
- An ideal mechanism for consulting organisations on the local authority's own initiatives
- Benefits for the local economy, by attracting new organisations to an area and retaining existing ones, because collective effort is being applied to solve transport and access problems



F



BUS STOP

Liverpool Street
Station

Towards Shoreditch,
Bethnal Green or Hackney

| | | |
|-----|-----|----|
| 8 | 26 | 35 |
| 47 | 48 | 78 |
| 388 | A7 | N8 |
| N26 | N35 | |

full half dec





WHAT KIND OF STRUCTURE CAN A GROUP HAVE?

LOCAL TRAVEL PLAN GROUPS: CHAPTER SIX



The structure of a local travel plan group is important to its success. For example, structure can affect the relationships between participants, the level of commitment from member organisations, and the availability of resources to develop and implement the travel plan. It can be particularly helpful to form a local travel plan group using an existing organisation or group of businesses as a starting point, because many of the mechanisms the group will need to function, such as the means for sharing resources between the member organisations, will already exist.

Research for the Optimum² project by Loughborough University identified a number of different suitable structures for a local travel plan group.

They are:

- Development zones
- Area based groups
- Business improvement districts
- Transport management organisations

These structures differ in a number of ways. For example, development zones and business improvement districts are existing organisations which could provide a starting point for a local travel plan group, while the others are organisations set up for the specific purpose of addressing transport related issues.

DEVELOPMENT ZONES

Development zones are areas developed for specific uses, such as business parks, retail parks, industrial estates, leisure parks and even airports. They provide a useful basis for setting up a local travel plan group because a number of businesses will be located in one area, with shared transport issues.

The overall area is usually owned or managed by a single private or public sector body, which may be able to coordinate the local travel plan group. Development zones are generally located on the outskirts of urban areas or at out-of-town sites with good road access.

Three West London examples of development zones that have acted as local travel plan groups include the Heathrow Airport site^{ix}, Park Royal which is currently looking to become a transport management organisation^x and Stockley Park^x. Similar sites exist across the UK.



AREA BASED GROUPS

Area based groups are informal networks of organisations that are developing travel plans and are located within a particular area. They exist where two or more organisations agree to get together to deal with some of the common transport issues that their respective travel plans are seeking to address. Consequently, the nature of the location, and the type, size and mix of member organisations can vary enormously between groups.

Two such examples with a mix of different business types are the Temple Quay Employer Group in Bristol,^{xi} and the Northside, Southside and Lenton Lane Employer Groups in Nottingham.^{xii}

Area based groups can also be sector based or represent a wider area. For example, the South West London NHS Travel Plan Group brings together NHS organisations to share experiences and ideas on travel planning solutions.

BUSINESS IMPROVEMENT DISTRICTS

Business improvement districts (BIDs) are partnerships between a local authority and the business community, which aim to improve the local environment for a particular area. BIDs are set up on agreement of the majority of local businesses, which is determined by a ballot. The specific aims and priorities of a BID are identified and agreed by local businesses, and its activities are funded by mandatory contributions from non-domestic ratepayers (or a specified class of them) within the BID area.

BIDs can fund a wide range of initiatives, including transport services, environmental improvements, such as better pedestrian access and signage, or community warden schemes, which improve perceptions of safety and provide greater confidence for business investors. The engagement of a large number of businesses and the availability of a budget for delivering local initiatives make a BID a very useful organisational basis for forming a local travel plan group.

BIDs are common throughout North America,^{xiii} and were established in the UK in 2004. From 31 December 2005, ballots of local businesses in 25 locations occurred with a view

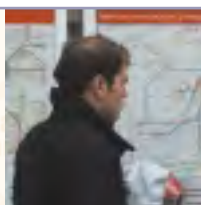


to establishing BIDs, of which twenty were positive (NBAS, 2006).^{xiv} In London, these include organisations in Kingston, Paddington, the Heart of London (based on Leicester Square), Bankside, the New West End and London Bridge.

TRANSPORT MANAGEMENT ORGANISATIONS

Transport management organisations (TMOs), also known as transport management associations (TMAs), are private, non-profit, member-controlled organisations. They operate within a defined area, such as a commercial district or industrial park, and coordinate the provision of customised transport services and activities. Funding comes from membership fees, which may be supplemented with other contributions. TMOs are in the process of being implemented in Aberdeen, the Park Royal site in West London,^{xv} Holborn in Central London, and Exeter in Devon. They have long been established in North America and the Netherlands, and good examples can be found in Toronto, Ontario,^{xvi} Portland, Oregon,^{xvii} and at Schiphol Airport near Amsterdam.^{xviii}

One further type of local travel plan group is a transportation management district, in which organisations above a certain size are legally obliged to develop a travel plan. To date this group is limited in number and outside the scope of this guide.



COMPARISON OF THE DIFFERENT LOCAL TRAVEL PLAN GROUP TYPES

For the purposes of comparison, key features of the different local travel plan group types are summarised in Table 1.

Relationships between member organisations

In most groups, there are formal relationships between member organisations, and in some cases there is a designated management organisation. Area based groups are generally

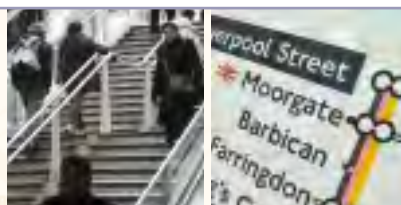
much more informal and all members have an equal role.

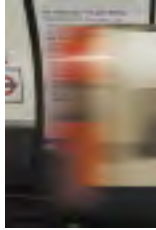
Role of local authority

For most types of group, the role of the local authority will depend on a variety of factors. Where travel plans are a mandatory requirement, for example, as a requirement of planning, the role of the local authority is far more intensive and regulatory than if the business community voluntarily establishes a plan.

Table 1: Comparison of the different local travel plan group types

| | Development zones | Area based groups | Business improvement districts (BIDs) | Transport management organisations (TMOs) |
|--|---|--|---|---|
| Definition | Local areas developed for specific uses | Informal networks in a loosely defined neighbourhood | Local authority and business partnerships to invest within a defined area | Private, non-profit, member-controlled organisations for a defined area |
| Group structure | Leading organisation and members | Organisations all equal | Coordinating organisation created | Coordinating organisation created |
| Leader-member relationship | Landlord-tenant – formal | Common interest – informal | Financial (tax) – very formal | Financial (membership fee) – fairly formal |
| Power structure | Landlord in control | Power shared equally | Membership in control | Membership in control |
| Transport only issue? | No | Yes | No | Yes |
| Primary lead organisation | Development zone or local authority | Local authority or private companies | Local authority initially, then BID company | Local authority or private companies |
| Secondary lead organisation | Local authority or development zone | Private companies or local authority | Private company members | Private company members |
| Role of local authority (voluntary travel plan) | Support | Support | Initiator and facilitator | Support |
| Role of local authority (mandatory travel plan) | Regulator | Support | N/A | Regulator |
| Can the group be sector based? (e.g. NHS, education) | Not possible | Possible | Not possible | Possible |
| Funding | Ad hoc contributions, rent | Ad hoc contributions | Business levy | Ad hoc contributions, membership fee |





HOW CAN A GROUP CONTRIBUTE TO LOCAL GOVERNMENT PROCESSES?

LOCAL TRAVEL PLAN GROUPS: CHAPTER SEVEN

Local travel plan groups provide a link between businesses and local authorities or other public sector organisations responsible for transport and planning policy making.

Traditionally, government has controlled transport and planning decision-making. In recent years, a greater emphasis has been placed on the benefits of forming partnerships between government and, for example, community groups or private sector businesses.^{xix} This allows organisations to have a stronger role in shaping and applying the transport and planning policies that affect them and their local area. Forming a local travel plan group will enable organisations to get involved.

Local travel plan groups can contribute to the formation of local transport or planning policy in many ways. Groups could, for example:

- Act as the representative body for businesses on planning applications or new transport schemes (e.g. new buildings, new railway stations)
- Act as intermediary between local businesses and local authorities, e.g. provide comments on draft local authority plans and associated strategies
- Lobby operators for extensions, improvements or changes in public transport provision (in co-operation with the local authority)
- Share responsibility with the local authority for the allocation of Section 106 funds for local transport improvements such as pedestrian or cycle facilities





WHAT TYPE OF LOCAL TRAVEL PLAN GROUP IS SUITABLE?

LOCAL TRAVEL PLAN GROUPS: CHAPTER EIGHT

This chapter provides guidance on choosing which type of local travel plan group to establish and the most suitable location for it. It describes how to:

- Research an area, in terms of economic, employment and demographic characteristics, and travel data
- Examine possible contexts for setting up a local travel plan group, by identifying areas where there appears to be a need for transport intervention

RESEARCHING AN AREA

There are a number of data sets that can help establish who lives, works and travels in an area. The most comprehensive will be the latest Census. The most recent Annual Business Inquiry (ABI) can also be helpful in understanding the employment situation.

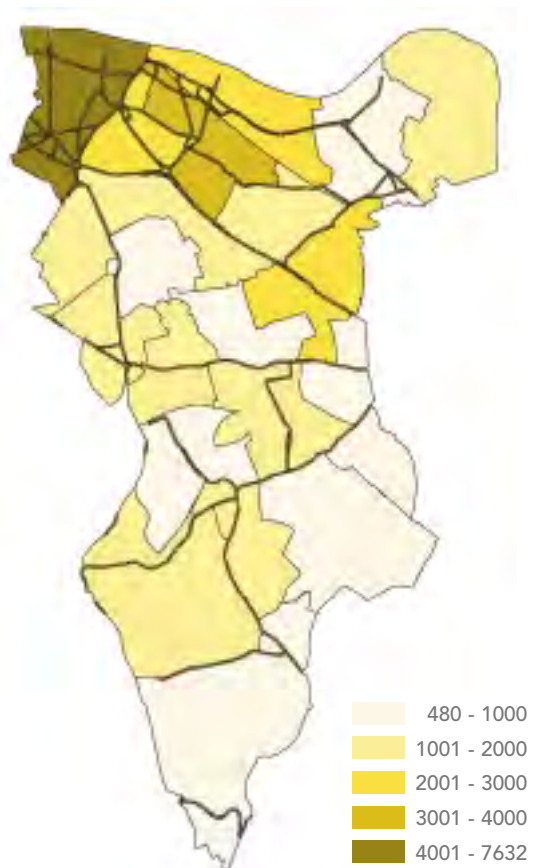
The easiest way to gather the most significant demographic and employment data publicly available on a particular borough or ward is to use the Neighbourhood Statistics website, developed by the Office of National Statistics (ONS) (www.statistics.gov.uk).

Table 2 summarises the most useful data to research.

The data described in Table 2 will enable comparison of areas in terms of density of employment, range of business sizes and sectors, number of car commuters, and the type of transport facilities that already exist. In Southwark, it was clear the areas with the greatest concentration of businesses, and the

largest number of people driving to work, were in the north of the borough. Figure 3 shows a map of this information, with the darker colours representing a higher number of people driving to work.

Figure 2: Total number of employees that drive to work (Southwark)



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Source of data: 2001 Census, Office for National Statistics

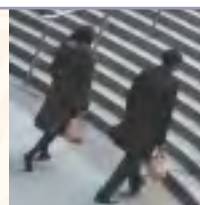


Table 2: Useful data to research when setting up a local travel plan group

| Data collected | Source of data | Purpose of data |
|--|-----------------|--|
| Number of local business units by employment band size | ONS | Understanding local employment and business structures |
| Number of local business units by ward | ONS, Census | |
| Location of most significant businesses in the area | Local authority | |
| Major road, rail and bus links | Local authority | Mapping local transport infrastructure, services and travel patterns |
| Cycle paths and recommended routes | Local authority | |
| Pedestrian friendly areas e.g. footpaths, pedestrianised streets or roads with speed limits of 20 mph or less | Local authority | |
| Overall modal split, for all journeys in the area | ONS, Census | |
| Method of travel to work | ONS, Census | |
| Percentage and number of employees in the area who drive to work (see Fig 2) | ONS, Census | |
| Distance travelled to work by employees, by ward | ONS, Census | |
| Restrictive or pricing mechanisms, such as controlled parking zones | Local authority | |
| Congestion charging or the extension of the charging area | Local authority | |
| Planned improvements to public transport services (e.g. upgraded bus routes, redevelopment of bus, rail or underground stations, extension of underground lines) | Local authority | |
| Pedestrian and cycling improvements | Local authority | |

WHAT ARE THE RIGHT CONDITIONS FOR A LOCAL TRAVEL PLAN GROUP?

Several factors must be considered when identifying conditions for establishing a successful local travel plan group. The two most important factors are location and the extent to which there is an existing business organisation or group.

Location

The greatest opportunities for a local travel plan group can be found in areas either undergoing significant change and development or where there are significant transport related problems to solve. In the case of Southwark, in the north of the borough there is currently a wave of new commercial developments, ranging from bespoke office space, to retail, hospitality and leisure


premises. The developments could add to local transport problems, such as congestion on the road network or public transport, or generate enthusiasm for solving existing problems. Travel plans or related initiatives may also be introduced as a result of planning conditions.

Other appropriate areas for a local travel plan group include those with high levels of congestion or poor air quality, and where either adequate or potential alternatives to the car exist.

Existence of active local business organisation(s)

The existence of an active local business organisation or network in the area can be a significant advantage. This enables the local travel plan group to be linked to a business-led initiative with easier access to potential



↓  Passengers with disabilities or bulky luggage should ask for assistance

buy tickets

HACKNEY EMPIRE
PEOPLE'S QUESTION TIME
AUDIENCE WITH
LIVINGSTONE
ON ASSEMBLY
LONDON



members, champions and perhaps also staff or other resources. It also means that the group can communicate with businesses through a trusted source. Examples of these types of organisations include business improvement districts (BIDs), chambers of commerce (where active), town centre and other area partnerships, business park management associations, employers groups and traders associations.

MATCHING THE RIGHT TYPE OF GROUP TO YOUR LOCAL CONTEXT

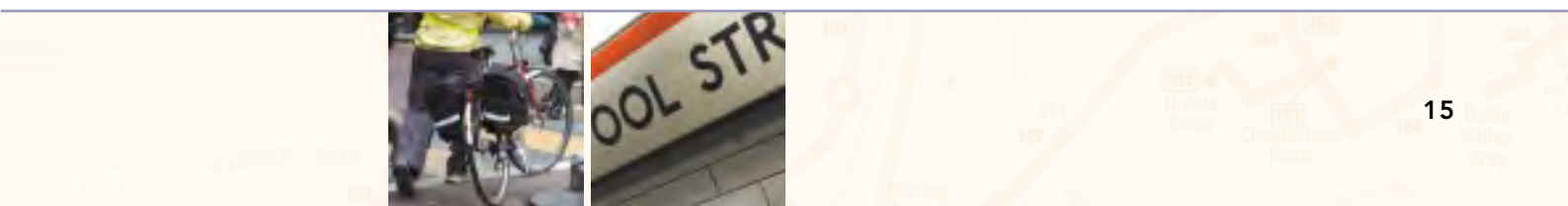
In parallel to identifying a suitable location, it is important to consider which type of group will match the local context and provide the best basis for success.

For instance, a business or retail park operated by a single landlord or management agency (particularly where parking, congestion or poor access are issues) may require a development zone travel plan group. Where several relatively small businesses that are not grouped into obvious clusters exist then perhaps an area based group would work best, with the local authority taking a lead role and developing a travel plan for the businesses to buy into.

Table 3 illustrates this decision-making process by applying the contextual factors in Southwark to the different types of local travel plan group.

Table 3: Assessment of the suitability of various types of group for Southwark

| Questions | Development zones | Area based groups | Business improvement districts | Transport management organisations |
|--|-------------------------|-------------------------|--------------------------------|------------------------------------|
| Do suitable organisations already exist? | No | No | Yes | No |
| Are there suitable locations where this type could be established? | Yes | Yes | Yes | Yes |
| What level of individual business interest and effort is required? | Medium | Low | Medium | High |
| What are the possible timescales for setting up group? | Medium | Medium | Short | Long |
| What level of resources needed? | High | Medium | Medium | High |
| Overall suitability for Southwark? | Possible in medium term | Possible in medium term | Possible in short time | Possible in long term |





HOW CAN A LOCAL TRAVEL PLAN GROUP BE ESTABLISHED?

LOCAL TRAVEL PLAN GROUPS: CHAPTER NINE

Ideally, a local travel plan group will attract the involvement of a high proportion of organisations from within the chosen area. While more effort will be needed to coordinate and interact with the members of a large group, such a group has serious potential to make a significant, positive impact on transport related issues.

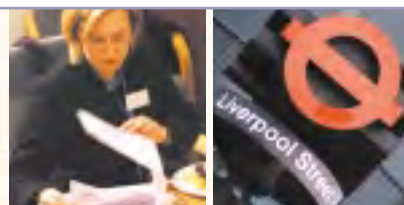
When setting up a group, the coordinator should aim to engage a large number of organisations, even if some are silent members who contribute resources and benefit from the travel plan initiatives, but do not attend regular group meetings or help with coordination. It can take time for a group to gain momentum and attract interest, so starting with a smaller group of core local organisations is worthwhile. A minimum of five organisations showing a reasonable level of interest in the group and agreeing to attend meetings is a good start, particularly if they represent companies with more than 50 employees.

Once the characteristics of a location are understood, target organisations identified, and a suitable structure chosen, the first practical steps can be taken towards setting up the local travel plan group.

The recommended process for setting up a group is described in Figure 3.

Each of the steps listed in Figure 3 is described in further detail in the following sections. The coloured boxes below describe the process of setting up the Better Bankside Travel Planning Group in the London Borough of Southwark as part of the Optimum² project.

Figure 3: Recommended process for setting up a local travel plan group





IDENTIFYING A LEAD BUSINESS ORGANISATION

Once a suitable location and structure for a local travel plan group has been identified, try to identify a lead business organisation that can work in partnership with you, such as a BID, business park owner, chamber of commerce, employers group or traders association. If a lead organisation is present, explore its objectives, activities, organisational structure and funding mechanism and determine whether transport is likely to be high on its agenda. The nature of organisational objectives will vary, and may be influenced by management, employees, regulators, shareholders, member organisations or other stakeholders. It is also useful to examine their geographical area of operation and sphere of influence (the latter may be larger than the former).

In some cases, there may not be an obvious lead business organisation. In this instance, consider approaching two or three organisations that are major employers in the area to find out their level of interest in local transport issues.

Objectives of the Better Bankside Travel Planning Group

A BID is legally required to spend its budget on meeting the objectives set by its members, which are agreed following consultation and a ballot. In the case of the Better Bankside BID, the agreed objectives included:

- Improving street cleaning
- Supporting education
- Employment and environmental initiatives in the local community
- Improving security by employing wardens
- Providing networking opportunities for local businesses

These services have to be additional to those already provided by the local authority and other organisations.



MAKING THE BUSINESS CASE FOR SETTING UP A LOCAL TRAVEL PLAN GROUP

Once the objectives of the target organisations are understood, a thorough business case for participating in a local travel plan group should be developed to secure the support of the lead business organisation and target organisations in the area.

Briefing the lead business organisation

A briefing document or presentation about the proposed group should be prepared to present to the lead business organisation. The document should set out the research conducted into the area, the transport issues and the potential benefits of a local travel plan group. Offering an incentive, such as local authority support for coordinating the group and resources for implementing travel plan measures, could be persuasive.

Identifying target member organisations

If the lead business organisation is supportive, they may provide contact details for organisations in the area, or help with contacting them and making the case for the local travel plan group. If there is no lead business organisation, the amount of work required to contact and engage the interest of the target organisations could be substantial. Assuming that a minimum of five organisations are needed to start a local travel plan group, several times this number of organisations will need to be contacted, usually by email or telephone call in the first instance.

Contacting target member organisations

Generally, the first person contacted in any potential member organisation needs to be relatively senior. It is advantageous if the person has a professional or personal interest in the issues that a local travel plan group could resolve. For example, somebody with responsibility for staff access (e.g. facilities or estates manager), staff welfare and liaison (e.g. human resources) or the social and environmental impacts of the organisation (e.g. corporate social responsibility or environment manager). Other useful contacts

in large organisations include health and safety officers and those with a general responsibility for planning services that the organisation provides.

In smaller organisations (of 10 employees or less), it may be more helpful to identify one staff member who is simply interested in transport issues and is willing to pass on information about the group to their colleagues.

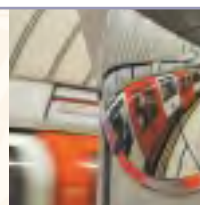
When making the first contact, identify a strong reason why they should talk to you as they are likely to have many calls on their time. For example, try to identify those areas where you can work together for mutual benefits and a goal that can be achieved in the short term. At the same time, be clear from the start about what you can do, what resources you can offer, and what is outside your capabilities.

Publicity

Organising publicity for the proposed group will help create awareness and persuade managers to support the group. Articles in local newspapers or trade association newsletters, or attendance at local business events, are potentially useful forms of publicity, even if a lead business organisation has already agreed to help establish the group.

Meetings

The lead business organisation or local authority will need to arrange initial meetings with some, if not all, target organisations that show interest in the proposed group. A briefing paper or presentation could be useful although it should not necessarily describe the proposals for the local travel plan group in detail. This is because initial meetings with target organisations can provide helpful input to the process, for example in understanding the level of commitment the organisations are willing to give. Breakfast workshops are often a useful starting point to discuss setting up a group.



“The issue of travel was brought up several times by businesses during our ballot campaign. But we, and the businesses, thought that this was probably too “big” an issue for us. Then Optimum² gave us a framework in which we found we could start to flex our muscles! We are very optimistic about the future of the Group.”

*Giles Semper,
Business Liaison
Manager for Better
Bankside*

The business case for the Better Bankside Travel Planning Group

Better Bankside was approached in March 2005 to see if the organisation would be interested in setting up a local travel plan group. The key to success in engaging the interest of Better Bankside was to demonstrate how a group could help them to meet their agreed objectives. For example, solving local transport problems is clearly beneficial to the environment and the community, while the local travel plan group itself is a networking opportunity for local businesses. Also, setting up a group could help in negotiating with the strategic transport authorities or public transport operators, potentially allowing them to address issues that member organisations had previously thought beyond the BID’s sphere of influence.

Details of how the local travel plan group would function were unclear when Better Bankside was first approached. However, Southwark Council, through the Optimum²

project, offered to provide a local travel plan group coordinator to work one day per week for six months to help set up the group, with additional resources to fund subsequent travel plan measures. With this offer, the prospect of taking part appealed to the BID. By April 2005, Better Bankside had authorisation from its Board to set up a local travel plan group, provided that reactions to the proposal were positive from its member organisations.

Better Bankside initially contacted target organisations by letter. Contacts were then passed to the local travel plan group coordinator. A short meeting was arranged with a representative from each organisation, whose seniority ranged from director to senior consultant. At this stage the emphasis was very much on listening to organisations’ transport concerns and highlighting possible solutions.

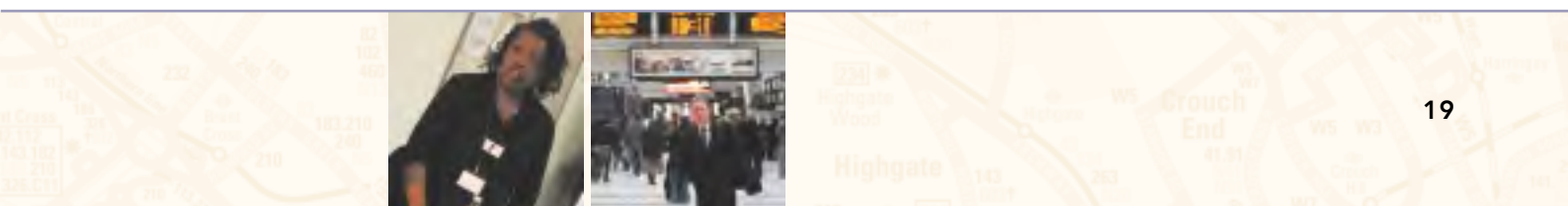
CREATING THE RIGHT CONDITIONS FOR PARTNERSHIP BETWEEN THE GROUP AND THE LOCAL AUTHORITY

Having gauged the interest of target organisations, it is necessary to create the right conditions for effective partnership working between the proposed local travel plan group and the relevant local authority (and regional authority, if applicable). In the London context this means the relevant borough(s) and Transport for London.

In practice, enabling an effective partnership involves establishing, from the start:

- The local authority’s level of contribution in terms of time and resources
- The proposed objectives for the involvement of the local authority in the group

Both of these items should be discussed with senior officers from the local authority, and possibly the portfolio holder for transport. While briefing documents that describe proposals for





Partnership between the Better Bankside Travel Planning Group and Southwark Council

The proposal to set up a local travel plan group in Bankside was based on the premise that it would be a collaborative effort between Better Bankside and Southwark Council. This process raised questions regarding:

- The mechanism within Southwark Council for responding to requests, ideas and complaints generated by the local travel plan group
- The formal position of the local travel plan group, in relation to existing Southwark Council forums, such as the Borough & Bankside Community Council
- The way in which a local travel plan group co-sponsored by Southwark Council would be perceived by the businesses, given that Better Bankside aimed to provide additional services to those provided by the Council and needed to be seen as independent from the Council in order to maintain credibility

It was considered useful to set out the objectives, tasks and responsibilities of the BID and the Council in a draft partnership agreement, which could be refined and adopted by the Better Bankside Board and the Executive Member for Environment and Transport at Southwark Council, as a formal basis for proceeding with the group. Both organisations felt it should remain a draft until the group had been firmly established and the member organisations' views could be incorporated.

Discussions about the partnership agreement raised awareness and understanding of the proposals amongst senior Council officers and politicians, whose support made setting up the group much easier.

“With a good travel plan, one organisation alone can make a real difference to demand for transport. When organisations work together in a travel planning group it should make an even greater difference and help to strengthen the case for making sustainable travel choices.”

**Simon Bevan,
Planning and
Transport Policy
Manager,
Southwark Council.**

the group can be useful, they are no substitute for face to face discussions with the decision-makers. How the group can fulfil the objectives of the local authority should be considered, referring to strategic policy documents where appropriate. If possible, a “champion” should be identified from within the local authority who can lead these discussions and represent the local authority at travel plan group meetings. The target organisations should also be consulted to ensure mutual agreement.

In addition to strategic decisions about how the local authority and the group will interact, thought is needed on how information, requests for funding or services, or other enquiries should be channelled between the two. The local travel plan group may have a similar status to existing council forums or community groups, and could therefore use existing procedures for how they should interact.

Depending on the needs and desires of the local authority and the travel plan group, a formal agreement could set out the role of both parties, to provide some level of assurance of commitment from both sides.







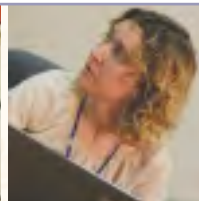
CONSULTING THE TARGET ORGANISATIONS

It is useful to consult target organisations in more detail, either when the initial contact is made, or later once suitable roles for the local authority and any lead business organisations have been suggested. The aim of the consultation should be to gather information about the organisations, their transport related concerns, and the transport facilities or support they already provide for employees. Another aim could be to establish their views on the proposal for setting up the local travel plan group, such as what level of involvement they would be willing to commit to, or what kind of group structure and activities they would support. It is important to use this opportunity to listen to people's concerns, rather than making assumptions about which transport issues are most important to them.

If possible, the consultation process should be launched via a trusted source for the organisations concerned and the aims should be made clear to all involved. For example, if a lead business organisation is involved it may help for them to contact the organisations and participate in the consultation process. The consultation could be conducted through face-to-face meetings, or written or telephone surveys, depending on the resources and time available. Feedback should be provided to individual organisations on the concerns highlighted during the consultation, to add some value to the process for them.

The consultation should be used to gather information about the organisations, their transport related concerns, and the transport facilities or support they already provide for employees. It could also be used to establish their views on the proposal for setting up the local travel plan group, such as what level of involvement they would be willing to commit to, or what kind of group structure and activities they would support.

A suggested template for recording the information gathered from each organisation can be found in Appendix 1.



"The quality of our journeys contributes to a major part of life in a London office. Allies & Morrison moved into Southwark Street at the start of what promises to be a significant period of evolution in the area. The opportunity to participate in transport discussions and influence future change should be seized if a real difference is to be made."

Simon Fraser,
Director, Allies & Morrison Architects

Consulting target organisations for the Better Bankside Travel Planning Group

The aim of the consultation with organisations in Bankside was to find out more about the needs of their employees when commuting or travelling for work purposes, explore ideas for improvements that could be made by a local travel plan group, and understand the priorities of the businesses.

The consultation process was also intended to secure the involvement of organisations that would become the founding members of the local travel plan group. Most of the organisations contacted did not make this commitment initially, but some were very keen to get involved.

BUILDING MOMENTUM AND ORGANISING A LAUNCH EVENT

To build on the publicity and awareness of the local travel plan group, it is a good idea to organise a launch event. A well-planned launch can be critical to a group's success, as this can be the first opportunity for organisations involved to discuss local transport issues. The guidelines given in this section are largely applicable to organising general group meetings, in addition to launch events.



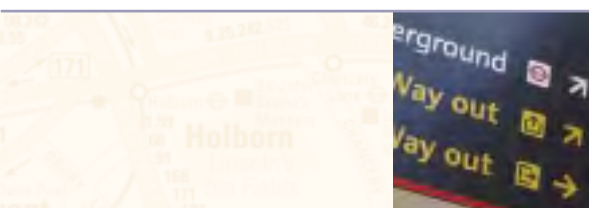
Planning the agenda

The launch event needs to be interesting and highly credible, to demonstrate that the local travel plan group has the ability to achieve worthwhile objectives. It is therefore important to give careful consideration to the agenda:

- Appropriate attendees should be invited to generate credibility, with representatives from:
 - Strategic authorities (the local authority and possibly the relevant transport authority)
 - Public transport operators
 - Other organisations that could be instrumental in responding to the group's objectives
- An interesting speaker should be organised, who is well known:
 - Amongst the business community,
 - representing a prestigious business, or
 - able to address an issue of key concern for the organisations involved

It is important to brief speakers at the point of invitation about the aims of the meeting, giving them details of the full agenda and what they are expected to say and do. A contingency plan should be made, so that if speakers fail to attend at the last minute, an alternative is ready to take over. It is also worth doing the same for the chair or host of the meeting.

Activities should be planned to get attendees thinking about transport issues and engaged in the process, such as focus groups on specific transport modes or locations, a facilitated whole group discussion on a particular topic, or a panel discussion, with questions from attendees. Time for informal discussions and networking, perhaps over refreshments, should also be included in the agenda if possible.





John Brown
John Brown

Planning the agenda for the Better Bankside Travel Planning Group

In discussions with Better Bankside, it was decided that there should be a well-publicised, professionally organised launch event, to make as many businesses as possible aware of the new group and maximise potential involvement. The invitation list included senior representatives of all the Better Bankside member organisations and members of the Bankside Traders Association, as well as representatives of potential partner organisations such as Transport for London and its sub-regional organisation Seltrans, and Central London Partnership.

To emphasise the partnership between Southwark Council and Better Bankside, the Executive Member for Environment and Transport and the Chair of the Board of Better Bankside were asked to host the event.

Presentations and key briefings were chosen on a topic of particular interest to local businesses, namely the general development strategy for the area and plans for the redesign of the main local station, London Bridge.

To complement the key briefings, small area based group discussions were also organised. The two topics were “quick wins” and ideas for innovative, long-term transport improvements.

Each group recorded ideas on post-it notes. Location-specific ideas were placed on a large map of the area, while more general comments were collated.

Practical arrangements

Making the right practical arrangements for any meeting can be as important as developing the agenda. Key starting points are to choose an appropriate date and time, find a suitable venue and ensure there are added incentives for people to come other than the agenda itself. The practical arrangements should be made to create

the impression you want to achieve, whether that is business-like or creative, formal or informal.

Invitations to the event should be sent out in good time, even if the details of the agenda have not yet been finalised. Following up invitations with a phone call is likely to encourage more people to attend. Some people who accept the invitation will probably not be able to make it on the day, while people who have not registered may turn up unexpectedly, so it is important to be prepared for numbers to change. The meeting should not infringe on core working hours, so a breakfast, lunchtime, or early evening slot is best.

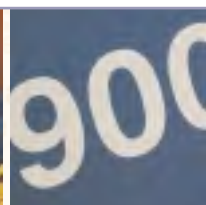
In terms of finding a venue, businesses keen to join the group may be able to offer a suitable meeting room, café or foyer space. It may be possible to persuade the management of a local venue to host the event for free or at a reduced rate, as it will effectively showcase their facilities to prospective clients.



Providing high quality refreshments is an important incentive. Again, it may be possible to organise catering at a reduced price if the venue has its own facilities and is keen to market what it can offer.

A team of people should be organised to help on the day, to welcome guests, facilitate small group discussions, and help ensure that everything runs smoothly. As with the chair of the meeting and any guest speakers, it is important that every person in the team has a clear understanding of what is planned and what their role is.

A comprehensive checklist of the practical issues involved in organising this kind of event can be found in Appendix 2.





Practical arrangements for the Better Bankside Travel Planning Group

For the Better Bankside Travel Planning Group launch three important practical points were agreed, learning from the experience of Better Bankside:

- The timing of the event should not infringe on core working hours, hence the event ran from 8.30am to 10.00am
- There had to be added incentives for people to come, other than the agenda itself – in this case a hot breakfast and the opportunity to network! For subsequent meetings, a lunchtime slot was chosen, also with a meal included
- Thirdly, the choice of venue was critical. A Better Bankside member, Jerwood Space, offered an interesting venue and discounted breakfast catering, in return for the opportunity to showcase their services. This set a useful trend for future meetings of the group.

After the launch event

After any meeting it is important to provide attendees and others with a summary of the outcomes. Ideally, this should be prepared and sent out within two weeks of the meeting.

Consider publishing details in a suitable newsletter or on the local authority or lead business organisation's website. A press release to local papers about the new group might help to attract interest particularly if high profile speakers or organisations attended the launch event.

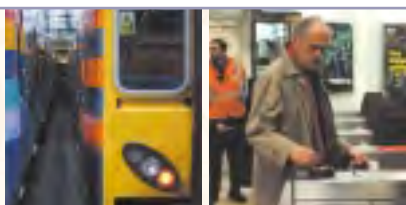
After the launch of the Better Bankside Travel Planning Group

The launch of the Better Bankside Travel Planning Group was attended by some 40 business representatives and a number of others from potential partner organisations and the strategic authorities.

Having collected ideas on potential transport improvements in the area, the challenge was to write a report that would adequately present them and suggest ways of moving things forward. Each comment was transcribed and categorised (cycling, streetscape, public transport, information and signage, and travel plans). In each case, implementation time was estimated as 'Short' (within 6 months), 'Medium' (6 months to two years) or 'Long' (over two years). In addition, a suggestion was made as to which organisation(s) should be responsible for implementing each action. The results were presented in a table. An electronic version of the Bankside map used during the discussion, with location-specific comments, was also developed.

CONSOLIDATING THE GROUP AND AGREEING ITS OBJECTIVES

After the launch event it is useful to agree and document the local travel plan group's objectives and operating proposals. If an area based group is being established this could focus simply on the



outcomes of the launch event, setting out the priorities of the group and arrangements for future meetings. If a more formal group is being established, such as a transport management organisation, this process could take more time. A management organisation may need to be created and legal documents drawn up to cover the relationship between member organisations and other partners of the group.

Whether the structure of the group is formal or informal, organised through an existing lead business organisation or not, involving member organisations in this process is important if they are to buy in to the group. A variety of techniques can help involve members in setting the group's objectives and identifying potential projects. These include:

- Setting up small sub-groups to explore particular issues (e.g. cycling facilities)
- Holding a whole group discussion or workshop, facilitated by an individual who is independent from the group
- Initiators of the group putting together draft ideas that are then discussed, amended, and endorsed by the whole group



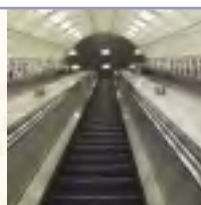
Whichever method is chosen, it is important that the member organisations fully endorse the objectives of the group and feel they are aligned to their concerns, rather than just those of the local authority or the lead business organisation.

Consolidating the Better Bankside Travel Planning Group and agreeing its objectives

Better Bankside has a number of thematic groups, each with an annual business plan. Drafting a similar business plan for the Travel Planning Group and submitting it to the Board for endorsement enabled it to become a formal part of the Better Bankside organisation. Southwark Council also endorsed the business plan. It includes the aims and objectives of the group, its principles, a list of planned projects for 2006/7, and administrative details, such as reporting procedures and evaluation plans.

To address the long-term objectives of the group, such as exploring the feasibility of removing traffic from the area around Borough Market, a statement of intent was also drafted.

To assist the process of developing the business plan and statement of intent, the second meeting of the Better Bankside group explored ideas arising from the launch. Led by a professional facilitator, the session was divided into two parts. During the first part, four small groups were formed to focus on the key areas of cycling, public transport, information and signage, and streetscape. Each group was asked to explore the benefits, cautions and alternatives for each of the short-term "quick wins" identified at the launch event.^{xx} A similar technique was used in the second part of the session to explore long-term ideas, this time with the whole group working together.



COORDINATING THE GROUP

If organisations are to work together effectively as part of a local travel plan group and take ownership of the process, regular meetings are required. How frequently the group should meet, and whether the meetings should have a fixed or flexible format are issues that should be considered. If the group is particularly large, a smaller steering group of key organisations could be established, which communicates regularly with the larger group. Any group will require administration, promotion and ongoing coordination of activities, and resources to cover this.

The level of work required to organise a group depends on various factors, such as its size, the level of involvement of member organisations, and the scale of initiatives to be implemented. Responsibility for different tasks will be influenced by the structure of the group and the relationship that it has with the local

authorities. Suggestions of the work required and who could be responsible are given in Table 4.

Maintaining momentum of the local travel plan group requires a commitment from all concerned to ensure all the necessary tasks are carried out. If the group has many member organisations or meets only occasionally, it may be worth establishing a small working group of the people involved in organising and administering the group to meet more regularly and discuss progress.



Table 4: Activities involved in coordinating a group

| Activity | Tasks | Responsibility |
|--|---|---|
| Administration | <ul style="list-style-type: none"> • Maintain contacts database • Send out mailings • Arrange meeting venues • Draft minutes • Deal with day to day requests | Administrator, appointed by lead business organisation, one of the member organisations, or the local authority |
| Overall co-ordination of the group | <ul style="list-style-type: none"> • Develop agendas • Draft key documents (e.g. reports, business plans) • Ensure coordination with other transport initiatives, and strategic authorities • Manage administrator | Coordinator, appointed by lead business organisation, one of the member organisations, or local authority |
| Travel planning assistance | <ul style="list-style-type: none"> • Assist with travel plan surveys and workplace travel plans • Promote travel plan initiatives and incentives, such as those offered by TfL | Sub-regional workplace travel plan advisors, or similar (e.g. Seltrans) ¹⁰¹ |
| Liaison with local authority | <ul style="list-style-type: none"> • Ensure all requests for local authority actions are passed to relevant officers • Liaise with coordinator on reports to Councillors and senior officers • Identify ways in which borough resources can be used to help achieve group objectives | Local authority officer (e.g. Southwark Council officer) |
| Liaison with strategic transport authority (e.g. Transport for London) | <ul style="list-style-type: none"> • Ensure all requests for actions related to the strategic transport authority are passed to relevant officers • Identify ways in which the resources of the strategic transport authority can be used to help achieve the group's objectives | Strategic transport authority officer (e.g. Transport for London Workplace Travel Plan Coordinator) |



"With our move to Bankside just over a year away, how our staff will travel to and from our new home is high on our agenda. Involvement in the Better Bankside Travel Planning Group provides us with insight into current issues in the area, and more importantly the initiatives being undertaken that will benefit our staff. The group is also an excellent forum to share travel ideas and issues with our soon-to-be neighbours."

*Rosemary Drynan,
Project Manager –
Bankside
Communications,
IPC Media*

Coordinating the Better Bankside Travel Planning Group

The Optimum² project provided the majority of staff resources for establishing the Better Bankside Travel Planning Group. Some staff time was allocated by Better Bankside to help organise meetings, and Southwark Council officers also contributed.

Establishing the group has taken a great deal more resources than will be needed to maintain momentum in future. A new model for the allocation of staff resources will be established in due course, including some dedicated Southwark Council officer time and increased involvement of Seltrans for help with travel planning and related measures.

The Better Bankside group has set out a timetable of meetings for the 2006/07 period, which will be held every 6 weeks. The group is also thinking about how best to promote itself and is making links with organisations that will have an impact on transport in the area in the future. These include the developers responsible for building "The Shard" at London Bridge and Bankside 123, on Southwark Street. With a number of organisations due to move into the Bankside area, one of the challenges will be to encourage them to join the group, even before they relocate. The group has already gained interest from one such organisation, which is due to move to the area in 2007.



ORGANISING AN EMPLOYEE TRAVEL SURVEY

An employee travel survey is an important part of the workplace travel plan process outlined in Chapter 3 of this guide. Organising a survey will help a new local travel plan group understand the travel choices of the organisations' employees, contribute to identifying appropriate travel plan measures to meet the group's objectives, and assist in monitoring progress and achievements of the group if repeated at a later date.

The content of the survey and the method used may vary, depending on the types of organisations involved, the way the group is administrated and the information required. For example, face-to-face surveys at the organisation's premises may give a good response rate, but require more administrative effort than an email survey. It is also worth giving careful consideration to the amount of time allowed for people to respond to the survey, and whether an incentive such as a prize draw will increase the response rate.

Certain core questions should be included in any survey, to allow survey data to be compared with the results from other travel plans or groups. Transport for London has a standard travel plan survey which it encourages organisations to use, and manages a travel plan database called iTRACE to collate the results. Contact the Travel Demand Management team for further information, including related travel plan incentives (see Relevant Organisations for contact details).

Additional questions could be asked in addition to the core questions, in order to ensure that specific topics of interest to the travel plan group and its member organisations are addressed.

Before launching the survey, the data entry method should be decided and somebody should be allocated the responsibility for conducting the analysis. It is also a good idea to test the survey before it is conducted, to ensure it is easy to understand, flows logically and that the answers will be useful.

More detailed advice on travel plan surveys is given in the travel planning good practice guides listed under Further Information.

Organising an employee travel survey for the Better Bankside Travel Planning Group

The survey used for the Better Bankside group will be based on the workplace travel survey used by Seltrans. This survey is based on the template promoted by Transport for London.

An email/web-based survey is planned, enabling individual businesses to circulate it to all employees and responses to be collated efficiently. Some paper surveys will be sent to small businesses, whose employees are unlikely to have access to email at work.

The two main aims of the survey will be:

- To establish a more accurate picture of work related travel patterns to, from and within Bankside. This is particularly

important given that the most recent data (2001 Census) predates a number of important initiatives in the area, including the introduction of Congestion Charging, improvements to bus services and promotion of cycling. A number of businesses of all sizes have also moved into the area since the 2001 Census

- To identify needs which could be met by neighbouring businesses working together or via the travel plan initiatives described below

A prize draw will be held as an incentive for completing the survey, and individual organisations will be provided with an analysis of the responses from their staff.



IMPLEMENTING TRAVEL PLAN MEASURES

When the local travel plan group has been established, travel plan measures can be implemented to address the group's objectives and issues raised by the employee travel survey. The measures implemented will depend on transport issues in the area, the resources available, and the size of the group – some publications and organisations that may be helpful with ideas for travel plan measures are suggested in Additional Help and Relevant Organisations.

At this stage, consider initiatives and funding opportunities that are available through Transport for London and the sub-regional workplace travel planning coordinators. For example, there are currently several offers to promote cycling and a “challenge fund” is available to help fund facilities such as showers and lockers.

It is important to ensure there are sufficient resources and interest from the organisations involved for the travel plan measures to be implemented properly.

Implementing travel plan measures with the Better Bankside Travel Planning Group

In the case of the Better Bankside Travel Planning Group, part of the process of developing the business plan will be to ensure that suitable travel plan measures, part funded by the Optimum² project, can be successfully incorporated to complement other activities of the group.

Current ideas include:

- Involving businesses in the redesign of street layouts
- Improving the provision of local transport information
- Encouraging walking by providing health-related information, calorie maps and pedometers

Some of the organisations involved in the group have already benefited from the Bikes for Business scheme (see the associated good practice guide, Pool Bikes for Businesses, for more information).







ADDITIONAL HELP AND RELEVANT ORGANISATIONS

LOCAL TRAVEL PLAN GROUPS: CHAPTER TEN

Association for Commuter Transport www.act-uk.com

ACT provides support to organisations that need to reduce the number of employees and visitors driving their cars onto site, through the introduction of a travel plan.

Department for Transport www.dft.gov.uk

Provides information and resources on all aspects of transport in the UK, including a wide range of travel planning information.

Energy Savings Trust www.est.org.uk

Offers a number of good practice guides relating to travel planning, which are available to download from its website, and other travel planning resources.

National TravelWise Association www.travelwise.org.uk

Is a network of public sector organisations, including local authorities, health sector, academic sector and passenger transport executives, working together to promote healthy and sustainable transport.

London TravelWise www.londontravelwise.org.uk

Is a web site dedicated to sustainable transport in the capital. It is an interactive resource for the workers, residents and students of London, whether the interest is in the school run, cycling to the shops or looking at flexible working practices.

Transport for London www.tfl.gov.uk

Provides information and resources on all aspects of transport in London, including offers and a travel planning toolkit for organisations to take advantage of. Contact the Workplace Travel Planning Team for more information, on worktpt@tfl.gov.uk.

LONDON'S SUB-REGIONAL TRAVEL PLAN CO-ORDINATORS AND SUB-REGIONAL NETWORKS

North Central Travel Plan Network (NCTN)

www.camden.gov.uk/nctn

NCTN is a joint venture between Transport for London and the London Boroughs of Camden, Islington, Haringey, Westminster, Corporation of London and Royal Borough of Kensington & Chelsea. Contact 020 7974 2629 or travel.plan@camden.gov.uk.

South East London Transport Strategy (Seltrans)

www.seltrans.org.uk

SELTRANS covers the London Boroughs of Bexley, Bromley, Croydon, Greenwich, Lambeth, Lewisham and Southwark. Contact 020 8461 7995 or travelplans@bromley.gov.uk.

South and West London Transport Conference (SWELTRAC)

www.sweltrac.org.uk

SWELTRAC covers the London Boroughs of Croydon, Hammersmith & Fulham, Hillingdon,



Hounslow, Merton, Richmond upon Thames, Sutton, Wandsworth, the Royal Boroughs of Kensington & Chelsea and Kingston upon Thames; also Surrey County Council and Spelthorne Borough Council. Contact 020 8487 5039 or sweltrac@richmond.gov.uk.

Thames Gateway London Partnership (TGLP)

www.thames-gateway.org.uk

TGLP covers the Corporation of London, the London Boroughs of Barking & Dagenham, Bexley, Greenwich, Hackney, Havering, Lewisham, Newham, Redbridge, Tower Hamlets, and Dartford and Thurrock District Councils. Contact 020 8227 3943 or travelplans@lbbd.gov.uk.

North London Travel Plans (NLTP)

www.nltp.org.uk

North London Travel Plans is a partnership between the London Boroughs of Barnet, Enfield and Waltham Forest. Contact 020 8496 6066 or nltp@walthamforest.gov.uk.

West London Transport Strategy (WLTS)

www.westlondonalliance.org

West London Transport Strategy brings together the London Boroughs of Brent, Ealing, Hammersmith & Fulham, Harrow, Hillingdon, and Hounslow. Contact 020 88257223 or WestLondonTravelPlans@ealing.gov.uk.

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APPENDIX 1 BUSINESS TRANSPORT CONSULTATION TEMPLATE

BUSINESS TRANSPORT CONSULTATION

Business Name: _____ Contact person: _____

Address: _____

Tel: _____ Email: _____

Date of meeting: _____ Number of staff: _____

Core activities/projects: _____

Staff Travel Plan? _____ Season Ticket Loan Scheme? _____

Own car park? _____ Facilities for cycling? _____

Estimated number of staff commuting to/from work:

By Car: _____ By Bicycle: _____ By Rail: _____ By Tube: _____ By Bus: _____ Walking: _____

Estimated number of staff making work-related journeys more than once a week
(meetings, visiting clients/other sites): _____

What are the most significant transport related issues for you and your colleagues?

What is your view of transport links to and within the local area?

Are there any particular areas (streets, junctions, etc) which you think should be a priority to improve
and if so, how?

Are there new developments in your immediate local area that you think will have an impact on getting to and
from your workplace?

Any other information/concerns/requests?

APPENDIX 2

EVENT ORGANISATION CHECKLIST

| What to do | When | Things to consider |
|-------------------------------------|---|--|
| Invitations and registration | Design and print invitation | 6-8 weeks before Should a professional designer and printer be used? |
| | Collate mailing list contacts | 6-8 weeks before Is there an existing mailing list that can be used? Are all the existing contacts and potential partners included? |
| | Decide on response mechanism | 6 weeks before Is a form included on the invitation? Can invitees nominate a colleague to attend if they are not available? |
| | Send out invitations | At least 3 weeks before |
| | Contact potentially interested participants | At least 3 weeks before Will contacting people directly, by phone or email, encourage them to attend? |
| | Other publicity – web, newsletter etc. | At least 3 weeks before Is there a website or regular newsletter that can be used? |
| | Record responses | Continuous Is a database needed to collate responses and contact details? |
| Venue | Room layout | 6-8 weeks before Would the space work for up to 50 people? Where would all the various elements go (breakfast, speakers, small groups, etc.)? |
| | Suitability for presentations | 6-8 weeks before Is there already the right equipment, or somewhere a screen, projector and laptop be placed? Will everybody be able to see? |
| | Heating/air conditioning | 1 week before Does the heating make a noise? How can the room be the right temperature? |
| | Public address (PA) system/equipment | 1 week before (unless technician required) Is there a PA system? Will there be a roaming microphone? |
| | Toilets | 1 week before Where are they? Is there disabled access? Will people be congregating in the way of the entrance? |
| | Display walls/space | 1 week before Can posters, maps, etc. be fixed to the walls? If not, are there display boards? Can images be projected onto the wall? |
| | Cloakroom | 1 week before Is there a cloakroom or rail? Where can people leave belongings safely? |
| | Welcome desk | 1 week before Where will the participants be welcomed? |
| Catering | Drink | 2 weeks before What kind of drinks should be offered? Sample the choices if possible |
| | Food | 2 weeks before What kind of food should be offered? Remember to include one vegetarian option and cater for those with food allergies. One healthy option is a good idea too. Sample the choices if possible |
| | Numbers | 2-3 days before How many are likely to attend? Allow for non-registered participants, but assume some people who have registered will not come |

| What to do | | When | Things to consider |
|---------------------------------|------------------------------------|---------------------|--|
| Speakers/chair /hosts | Initial invitation | 6-8 weeks before | Confirm availability and give an indication of topic of presentation and length. Send them a copy of the printed invitation. Offer to meet for a personal briefing session |
| | Presentations | 6-8 weeks before | Are slide presentations appropriate? For the Better Bankside group, short speeches with accompanying images only were used |
| | Briefing note and annotated agenda | 3-4 days before | Do the speakers, chair and host all understand the objectives and agenda of the event? |
| Team | Allocation of role | 2 weeks before | Does everyone helping to run the event understand their role? |
| | Briefing note | 3-4 days before | Does everyone understand what is planned, and what to do if things don't go according to plan? |
| Last minute preparations | Name badges | 1 day before | Organise name badges with clearly printed name, title and company (important for networking), and keep some spare badges for those who didn't register |
| | List of participants | 1 day before | Organise a final list of participants, including contact details |
| | Equipment | 1 day before | Are there enough pens, paper, blue tack, post its, elastic bands, maps, etc.? |
| On the day | Venue check | On the day | Is everything as anticipated? |
| | During the meeting | On the day | Keep one person on hand, e.g. to look after speakers, check catering supplies, ensure everyone can hear (try standing at the back) Organise a photographer to record the event for publicity |
| | End of meeting | On the day | Ensure date of next meeting announced. Make sure participants and contributors are thanked (e.g. venue, speakers, organising team) Ask for feedback Give small gift (attendees of the Bankside group were given pedometers) |
| After the event | Thank attendees | As soon as possible | Contact speakers, chair, venue provider and team to thank them |
| | Publicity | As soon as possible | Prepare press release with quote and picture. Issue it as soon as possible after the event |

ACKNOWLEDGMENTS

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Designed by Carruthers and Hobbs Ltd
Photography by David Parmiter

Thanks are due to the London Borough of Southwark and the Optimum² project for sponsoring this research, and Transport for London for sponsoring the production of this guide.

Optimum² is a project funded by the European Regional Development Fund Interreg IIB programme for North West Europe, which aims to provide an effective approach for using travel planning to tackle the accessibility and mobility problems caused by congestion in urban areas. As a partner in the Optimum² project, Southwark Council is leading a pilot project to research and develop means of working with businesses to solve these problems, focusing on establishing local travel plan groups and developing travel planning tools such as bike pools. The Southwark pilot project team also includes SEA/Renue, Loughborough University and the University of Westminster. More information on the project can be found at www.optimum2.org.

We are particularly grateful to the interviewees for their assistance in providing information for this report. Finally, the authors are grateful for the advice of Dr Tom Rye of Napier University, Professor Stephen Potter of the Open University, Dr Stephen Ison of Loughborough University, and in particular for the comments of Diana Bunyan of the London Borough of Southwark and Kate Collins of Transport for London.



THIS GUIDE WAS WRITTEN BY LOUGHBOROUGH UNIVERSITY AND THE UNIVERSITY OF WESTMINSTER



THIS GUIDE IS PUBLISHED IN CONJUNCTION WITH SOUTHWARK COUNCIL, THE OPTIMUM² PROJECT AND TRANSPORT FOR LONDON'S GOOD GOING TRAVEL AWARENESS CAMPAIGN



Optimum² is a project funded by the European Regional Development Fund Interreg III B programme for North West Europe

This guide is available in electronic format from the Optimum2 website www.optimum2.org

