



Workplace  
Travel  
Plan Guide  
.....  
Moving in the  
right direction

## **Foreword**

Transport is of crucial importance for social and economic growth in the UK and yet traffic congestion has an adverse affect on businesses, through lateness and lost work hours.

The demand for transport continues to increase, especially in areas with a growing population or industrial activity. Over the next ten years alone, the Department for Transport has forecast a 30% - 40% increase in road traffic. Road building and widening will not provide a satisfactory solution to the predicted growth in traffic and to keep congestion at current levels would require a 40% increase in the road network over the same period.

The answer therefore is to manage the demand for transport, rather than letting it grow unchecked. An increasing proportion of the population will need to rely on alternatives such as walking, cycling, car-sharing, public transport or teleworking as the most cost-effective ways to improve mobility in concentrated areas.

A significant percentage of congestion is caused by the daily commute, and employers have a key role to play. In order to promote sustainable urban development and provide people with a greater choice of alternatives, a number of different management strategies have been developed over recent years. One of these is a Workplace Travel Plan, which is a long-term strategy for organisations that seek to deliver and promote choice for their staff and visitors about how, and when, they travel.

A Travel Plan involves identifying an appropriate package of measures to promote the use of sustainable travel amongst employees, with an emphasis on reducing reliance on non essential or single occupancy car journeys and encouraging journeys by public transport, cycling and walking as well as reducing the need to travel.

This guide explains how you can develop a Travel Plan and play a role in reducing the adverse affects of traffic congestion on your organisation.

**Contents**

Foreword	I
Contents	II / III
<b>1 Background</b>	<b>1</b>
1.1 What is a Travel Plan?	1
1.2 Why should your organisation implement a Travel Plan?	2
1.3 What benefits can a Travel Plan bring to your organisation?	3
1.4 What does a Workplace Travel Plan cover?	4
1.5 Is your organisation not too small to develop a Travel Plan?	4
1.6 What help can your organisation get?	4
1.7 A New Way to Work	5
<b>2 How to proceed with your Travel Plan</b>	<b>6</b>
2.1 Organising the management of your Travel Plan	6
2.2 Giving your Plan an identity	6
2.3 Making a success of your Travel Plan	6
2.4 Senior management support	7
2.5 The Travel Plan Process	8
2.6 Writing the Travel Plan	9
<b>3 Coordinating your Travel Plan</b>	<b>10</b>
3.1 How to manage your Travel Plan	10
3.2 The role of the Travel Plan Co-ordinator	11
3.3 Time Allocation	12
3.4 The Travel Plan Steering Group	12
3.5 Frequency of meetings	13
3.6 Focus or Working Groups	13
3.7 Working with your local authority	14
3.8 Working with other Organisations and Bodies	14
<b>4 Assessing Your Current Travel Patterns</b>	<b>15</b>
4.1 Site Assessment	16
4.2 Staff Travel Survey	19
4.2.1 <i>Why do you need to survey your staff?</i>	19
4.2.2 <i>Key Tips</i>	20
4.2.3 <i>Distributing the Questionnaire</i>	20
4.2.4 <i>iTRACE</i>	21
4.2.5 <i>Survey Analysis</i>	21
4.2.6 <i>Undertaking Repeat Surveys</i>	21
4.3 Understanding Current Travel Patterns	22
<b>5 Objectives and Targets</b>	<b>24</b>
5.1 Objectives	24
5.2 Targets	24
5.3 Indicators	25

<b>6 Travel Plan Measures</b>	<b>26</b>
6.1 Introduction	26
6.2 Walking	27
6.3 Cycling	28
6.4 Public Transport	29
6.5 Car Sharing	30
6.6 Smart working	31
6.7 The Adopted Travel Plan Document	32
<b>7 Monitoring</b>	<b>33</b>
7.1 Why do you need to monitor your Travel Plan	33
7.2 Monitoring survey	33
7.3 Monitoring report	33
7.4 Monitoring plan	34
7.5 Keep your staff informed	34
7.6 Examples of monitoring process	35
<b>8 Fact Sheet</b>	<b>36</b>
8.1 National and local campaigns	36
8.2 Useful contacts	37
8.2.1 Cycling	37
8.2.2 Walking	38
8.2.3 Public Transport	38
8.2.4 Car Sharing	39
8.2.5 Other useful links	39
8.3 Contacts at your Local Council	41
<b>Appendix: Example of travel survey</b>	<b>43</b>



# 1 Background

## 1.1 What is a Travel Plan?

A Travel Plan involves developing and implementing measures and initiatives 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.

A Travel Plan should be tailored to a particular site and include a range of measures identified by staff and visitors to that site. It can include measures such as:

- Setting up a car-sharing scheme.
- Providing cycle facilities (stands, lockers, changing facilities).
- Providing information to staff about public transport services or cycle routes (travel guides, maps, travel information on the staff intranet).
- Offering part subsidies for travel by public transport or providing low interest season ticket loans.
- Improving pedestrian and cycle access and security through better signing on the site.
- Introducing restrictions and/or charging for car parking for both staff and visitors.
- Reducing or scraping mileage work allowance.
- Providing training for lorry drivers to help reduce emissions and improve safety.
- Setting up video conferencing facilities to cut unnecessary business travel.



## 1.2 Why should your organisation implement a Travel Plan?

There are five major reasons why your organisation may want to adopt and progress a Travel Plan.

- **Site Accessibility** – Your business site may be difficult to get to because of congestion particularly in the morning and evening peak periods. This may delay business related trips, goods deliveries and staff commuting to work. Your staff and visitors may not be aware of alternatives to the car. Your travel plan will help you to identify and promote alternative options.
- **Parking Problems** – You may have limited space available on site for current parking requirements, and this situation may be exacerbated if you are planning to take on more staff or extend your building. The provision of on-site parking can incur a considerable cost for your organisation through maintenance, enforcement and lost development potential.
- **Forthcoming Planning Application** – If your organisation is planning to expand and submit a planning application in the near future, having a Travel Plan in place will indicate that it is attempting to address some of concerns that may be raised by the Council's Planning Department.
- **High Business Travel Cost**- Business transport costs are often considerable. A Travel Plan can help your organisation reduce costs by, for example identifying when business travel is not necessary and replacing this with teleconferencing or getting your staff to use Oyster cards which means that travel is often half the price compared to the equivalent cash fare.
- **Problems with recruitment and sickness absence** – Nowadays, many companies experience a high turnover rate which may be a result of general shortages of skills on the resource market. A Travel Plan may be one of the solutions to keep your staff by giving them choice of alternative travel. A Travel Plan may also contribute to considerable improvements in the general health of your staff and consequently reduce sickness absence in your organisation.

### 1.3 What benefits can a Travel Plan bring to your organisation?

A Travel Plan can bring a number of benefits to you as an employer, to your staff and to the local community and environment. Benefits for your organisation can normally be grouped under two headings: financial benefits and Corporate Social Responsibility (CSR) benefits.

Financial benefits:

- Reduce demand for on-site parking.
- Increase staff productivity.
- Healthier and more efficient workforce.
- Lower rates of staff turnover.
- Reduce sick leave.

CSR benefits:

- Improve staff health.
- Improve relationship with neighbours.
- Develop a reputation as an environmentally and socially conscious organisation. A travel plan can contribute towards an organisation receiving International Standards on Environmental Management Accreditation.
- Help an organisation become an employer of choice.



#### 1.4 What does a Workplace Travel Plan cover?

As a minimum, a Workplace Travel Plan will usually address travel by staff to and from work and on business. However, depending on the nature of your business, your Travel Plan may address other areas such as business travel, visitors, deliveries and business fleet.

- **Commuter journeys** – The modes that are used by your staff to travel to and from their workplace each day.
- **Business travel** – The modes of transport that your staff use to visit customers or attend meetings at other locations within their working time.
- **Visitors** – Travel by clients or staff from other companies to your premises.
- **Deliveries** – All transport forms used for deliveries by you or to your company.
- **Business fleet** – The type of delivery vehicles and company cars and the fuels that they use.

#### 1.5 Is your organisation not too small to develop a Travel Plan?

Even if your organisation is small, with few employees, developing a Travel Plan to address aspects of travel associated with your activities is still a valuable and worthwhile exercise. The process you should follow will be similar to that appropriate to larger organisations, but the resources required will not be on the same scale. Whether the organisation is large or small, it is vital that the measures implemented are identified by your staff and visitors. Measures to address how people travel need not to be costly.

#### 1.6 What help can your organisation get?

As part of Mayor's commitment to reduce congestion and improve transport, there is a plenty of free advice available in London. If your organisation is developing a voluntary Travel Plan (a Travel Plan that is not required as part of a planning approval) you can take advantage of resources provided by your local authority. For assistance in developing a Travel Plan you can contact either your local Council or SWELTRAC (South and West London Transport Conference). SWELTRAC is a sub regional partnership of 10 boroughs in South and West London, which offers expertise and funding for organisations that are voluntarily developing a Travel Plan.



## 2 How to proceed with your Travel Plan

### 2.1 Organising the management of your Travel Plan

To be successful, your Travel Plan must be adopted by staff at all levels in the organisation. It is recommended that the duty of co-ordinating the Plan is assigned to an individual employee as an additional part of their duties or as a dedicated job. The amount of time they dedicate to co-ordinating the plan will largely depend on the size of your business operation and number of staff employed.

A working group consisting of representatives from each section or department will allow the nominated Travel Plan Co-ordinator to work with all sections of the organisation.

### 2.2 Giving your Plan an identity

Many organisations call their plans 'Staff Commuter Plans' or 'Company Travel Plan', and it is likely that the name of your Travel Plan will be derived from the main focus of your Travel Plan (e.g. staff commuting, reducing travel costs, addressing fleet issues).

### 2.3 Making a success of your Travel Plan

The following checklist will assist in making your travel plan a success:

- Senior management support.
- Based on current travel patterns.
- Clear objectives.
- Wide-ranging positive ('carrot') measures first.
- Measures to reduce incentives for staff to drive to work (e.g. car parking charges).
- Suitable staff resources.
- All sections of your organisation involved in promoting the 'ownership' of the Plan.
- Promotion of the measures included in the Plan to raise awareness.
- Promotion of the targets and dates that have been set.
- Monitoring to measure the Plan effectiveness.

## 2.4 Senior management support

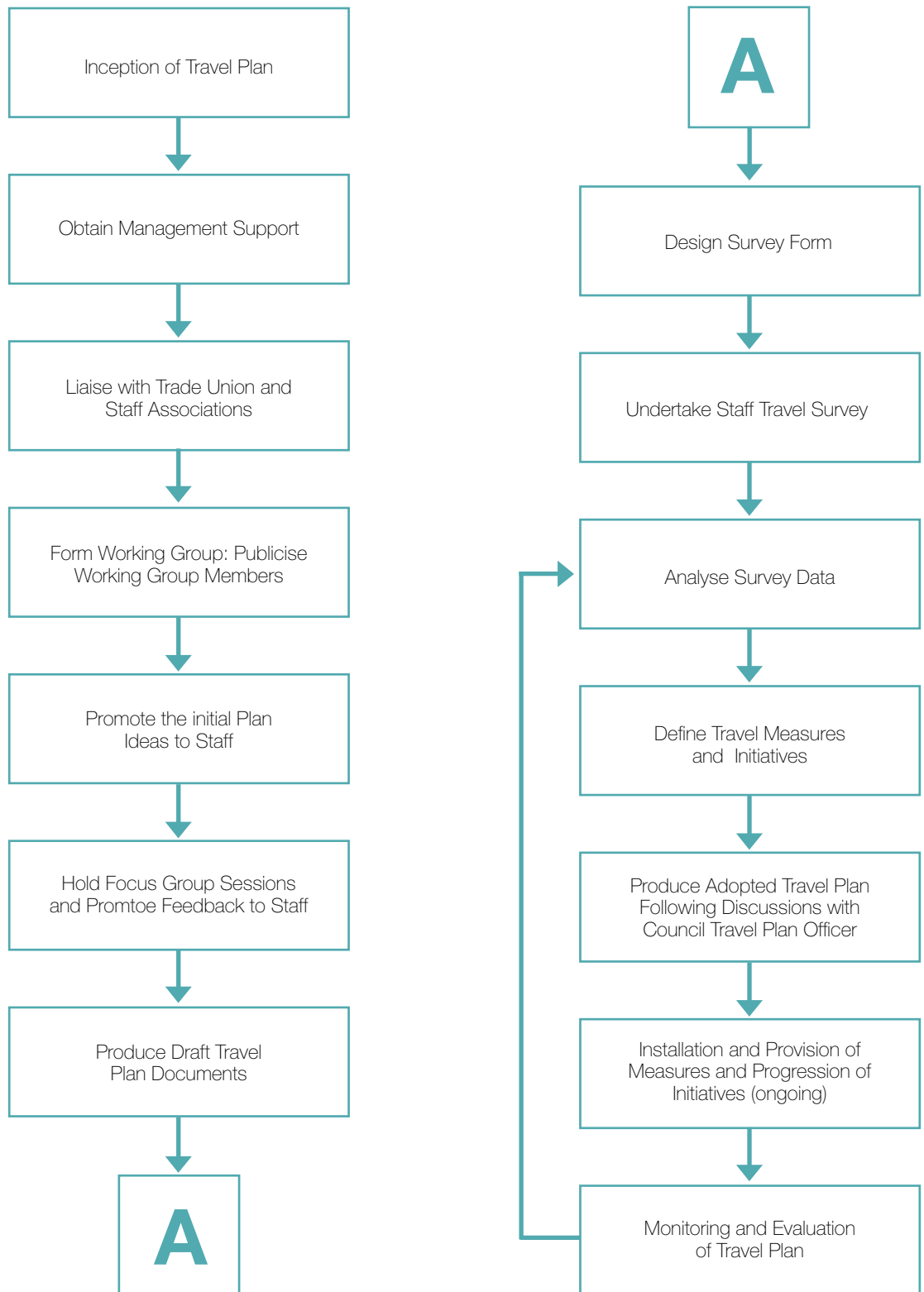
Senior management support is important if staff time and financial resources are to be allocated to the Travel Plan.

Support from senior management is also important for the following reasons:

- Staff Consultation – Ideally, staff should be allowed to attend focus groups during working hours to give them an opportunity to clearly express views and concerns about the proposed Travel Plan;
- Staff Travel Survey – Travel Plans are developed from baseline data covering current travel patterns, attitudes and opinions. Staff will need to complete surveys in work time so that a good response can be obtained;
- Implementing Travel Plan measures – Involvement in the Travel Plan process may be company-wide, and so different sections or departments may need to work together. Senior managers will also be instrumental in approving funding for the plan;
- Discussing progress – Progress will need to be reported to Senior Management as they will be providing the approval for investment in the Plan. Your organisation will also need to liaise with the local Council Travel plan co-ordinator on a regular basis, particularly if the Travel Plan has been agreed as a condition of a planning permission.
- Leading by example – Directors and senior managers will need to show that they are participating in the progression of the Plan.



## 2.5 The Travel Plan Process



## 2.6 Writing the Travel Plan

A written document is necessary to prove your organisation's commitment to certain targets that aim to increase the number of sustainable work related trips and reduce the number of trips made by single occupancy car. The detail of what will be included in your travel plan will reflect particular circumstances of your site. Your Travel Plan should be unique and reflect the local transport network and accessibility to your site. It is important that your Travel Plan document sets out clear and concise actions and measures that will be undertaken. A Travel Plan generally contains:

- **Background** – An overview of your site including site location and the number of staff working on the site.
- **Existing travel situation** – Key findings from site assessment and summary of travel survey results.
- **Objectives** – Main sustainable objectives of your Travel Plan.
- **Targets** – Identification of SMART (specific, measurable, achievable, resourced and time-bound) targets to determine whether your objectives are being achieved.
- **Strategy** – Classification of roles and responsibilities to decide how the travel plan will be managed including proposed methods for marketing and awareness for the Travel Plan.
- **Actions** – Identify the main measures that will be proposed in the Plan that will help you achieve your stated objectives and targets.
- **Monitoring** – Proposals on how you will monitor the effectiveness of the measures you have included in your Plan.
- **Dissemination** – Promoting the current process made, together with the success of your Plan.

## 3 Coordinating your Travel Plan

### 3.1 How to manage your Travel Plan

In order to ensure your Travel Plan is coordinated properly, it is recommended that you have:

**A Travel Plan Co-ordinator** who will be responsible for the development and implementation of the Travel Plan and will oversee all measures and initiatives being installed as part of the Plan.

**A Steering Group** that will be drawn from all areas of the organisation. It is common practice to have one member from each department or section. This will ensure that information is disseminated throughout the organisation and allows staff to feed their views into the travel plan process via their departmental representative.

*In a smaller company, issues related to the Travel Plan could be raised at regular staff or management meetings, rather than having a specific Steering Group.*

**Focus or Working Groups** may be used the formative stages or to provide input at key points of the travel plan to enable employee participation and discussion about the 'ingredients' of the Plan.

**Design and Monitoring Procedure** – it is a good idea to produce a Monitoring Plan at an early stage in the development of the Travel Plan. This will allow you to identify how and when monitoring will occur, who will be responsible for the different elements of the monitoring programme and where information will be reported to.

*This monitoring procedure will help you to coordinate the monitoring process and will also ensure that you are collecting all information required to assess whether your targets are being achieved and your objectives met. You may feel that it is appropriate to undertake a more detailed survey occasionally. This will give you important information on how your Travel Plan is progressing and will raise awareness of the travel plan and help your marketing campaign.*

### 3.2 The role of the Travel Plan Co-ordinator

The Travel Plan Co-ordinator plays a vital role in the progression of a Travel Plan. The exact role of the Travel Plan Co-ordinator will vary between organisations but they will be the main person who drives the Plan forward.

The Co-ordinator will be required to maintain management support for the plan. This can be achieved by giving regular feedback and informing senior management of any success.

The responsibilities of a Travel Plan Co-ordinator should include:

- Overseeing the development of the travel plan.
- Presenting a business case so that funding can be secured from senior management.
- Ensuring the effective implementation of the staff travel survey.
- Progressing the implementation of measures associated with the Travel Plan.
- Producing travel awareness literature to promote the Travel Plan.
- Setting up and co-ordinating the Travel Plan Steering Group and any other groups established to take forward the Travel Plan.
- Acting as a point of contact for all staff requiring Travel Plan information.
- Monitoring the implementation of the Travel Plan and whether targets are going to be met; and
- Liaising with other departments and outside agencies or suppliers so that Travel Plan measures are progressed.



### 3.3 Time Allocation

Time will be required to undertake an initial staff survey and the formulation of the Travel Plan. The subsequent monitoring and implementation of measures will also involve the Travel Plan Co-ordinator to a large degree. SWELTRAC can provide support in the initial set up of the Travel Plan by undertaking surveys, analysing results and helping write the travel plan.

Some organisations may decide to appoint a full-time Travel Plan Co-ordinator. This is only really required in large organisations, with a large number of employees and/or two or more company sites.

### 3.4 The Travel Plan Steering Group

The Steering Group will provide the management support that will be necessary for the Plan to be progressed. It will also set the priorities that will be progressed by the Travel Plan Co-ordinator.

The group should consist of a selection of managers or senior staff, with one drawn from each section or department, together with the nominated Travel Plan Coordinator.

*If two or more organisations located within a particular area agree to share resources and ideas for developing and implementing a Travel Plan, it might be possible to set up a Local Travel Plan Group. The South and West London NHS Travel Plan Group and Kingston Travel Plan Network Group are examples of successful partnerships in the sub-region. Representatives from each organisation participating in the scheme meet regularly to exchange information, achieve a greater economy of scale through pooled resources and greater political influence, and enable smaller organisations to benefit from the support and assistance of larger ones.*

### 3.5 Frequency of meetings

When the Travel Plan is initially being developed, the Steering Group will probably meet quite regularly. This will be because the initial Travel Plan strategy will be developed during this period, part of which will include the design of the staff travel survey and planning its progress. TfL have an online survey tool (iTrace Extra) available for organisations to use to survey their staff which will make the process much less resource intensive.

Once the Travel Plan has become established, the group may need to meet less often, although there will still need to be a regular programme of meetings, probably linked into target dates for the Travel Plan.

It is important that members of staff that are part of the Steering Group attend regularly so that the views of all parts of the organisation can be aired.

### 3.6 Focus or Working Groups

It is possible to set up working groups for different forms of transport, which may include:

- Bicycle User Group.
- Public Transport User Group.
- Motorcycle User Group; or a
- Car Share User Group.

If your organisation is small, it may be possible to deal with travel issues in one group or perhaps focus on the main form of travel (to be determined from your staff travel survey).



### 3.7 Working with your local authority

The Travel Plan Officer from your local authority or Sub Regional Travel Plan Co-ordinator will be able to give you advice on a range of issues that may affect your Travel Plan, including:

- Advice on specific measures including cycle parking or setting up a Bicycle User Group.
- Advice with regards to new transport schemes that could have an effect on your Travel Plan including improved cycle routes, improved bus infrastructure or pedestrian schemes.
- The provision of travel information such as borough public transport or cycling maps and details of bus and train services that serve your location.
- Providing other sources of information to aid the development of your Travel Plan such as websites and other contact sources.

### 3.8 Working with other Organisations and Bodies

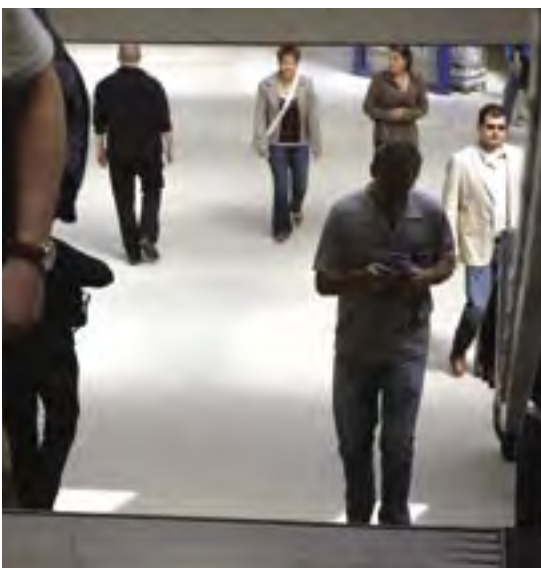
- Union or Staff Association - There may be issues such as car allowances or the allocation of parking spaces that may be affected by the Plan. There may also be financial incentives that staff can benefit from such as low or zero interest loans for bicycles or public transport season tickets.
- Public Transport Providers – e.g. TfL and Train Operating Companies.
- Consulting Companies – Professional guidance and help may be needed, especially if your organisation is large and located on two or more sites, or if a travel plan has been required as part of a planning permission. If a travel plan is voluntary, SWELTRAC and TfL can provide free professional guidance.
- SWELTRAC- As stated earlier, SWELTRAC can assist organisations in developing their Travel Plan (e.g. survey, analysis of data, help in writing the travel plan). SWELTRAC can also provide funding to implement measures and can provide free Sheffield cycle stands.

## 4 Assessing Your Current Travel Patterns

Gaining an understanding of current travel patterns in your organisation will enable you to formulate and prioritise proposals in your Travel Plan. It will give you an idea of the transport modes that need to be promoted, and the benefits that the Plan will provide.

To enable you to develop a Travel Plan for your organisation, you will need to find out the following:

- Current travel characteristics of your site (site assessment).
- Staff commute to work patterns.
- Business travel patterns; and
- What would encourage your staff and visitors to change to more sustainable modes of travel.



### 4.1 Site Assessment

The site assessment will give you an overview of the public transport, cycling and walking links that benefit your site.

You will also need to collect information on facilities and access for pedestrians, cyclists and public transport users. Some elements can be the same for more than one mode of transport i.e. shower and changing facilities may be required for pedestrians, cyclists and motorcyclists.

In your site assessment, you will need to look for the existence of the following features and identify possible access to your site by those modes of transport:

Pedestrian Access/ Facilities	Cycle Access/Facilities	Motorcycle Access/ Facilities
Condition of footways	Cycle parking	Motorcycle parking
Shower and changing facilities	Shower and changing facilities	Shower and changing facilities
Pedestrian access to your site via the local network	Locker availability	Locker availability
	Local cycle infrastructure e.g. cycle routes	The number of people who motorcycle
	Any barriers for cyclists e.g. busy roads, complicated junctions, hills, etc.	Organisational culture
	The number of people who already cycle to work, if known	
	Cycling information available to staff e.g. maps, guides	
	Cycle initiatives organized at your workplace e.g. bike maintenance sessions, training	
	Cycle incentives e.g. cycle mileage for using bikes for business travel, etc.	



Bus services	Rail / Underground / Tram services	Travel information available to staff
Distance of local bus stops	The distance to the local station	Car parking provision (the number spaces)
Facilities at stops e.g. shelters, benches, real-time information	Bus routes that link your site to a station	Existing car parking policy (e.g. distance or needs based permit system)
Routes and destinations	Connections to other locations by using the rail/tram services accessed at the station	Local public car park
Information that is available to staff (e.g. maps, guides with directions, etc.)	Travel information available to staff	Cost of parking
	Plans for service improvements to these services	On-street parking supply
		Current issues with car parking (e.g. high cost of maintenance, conflicts with residents on on-street parking, etc.)





## 4.2 Staff Travel Survey

### 4.2.1 Why do you need to survey your staff?

The staff travel survey is a very important part of the Travel Plan process and will give you important data that will help your Travel Plan progress.

The travel survey should be completed by members of staff (visitors or students where applicable). The main aims of the survey are to identify:

- How staff travel to and from work; and
- What measures would be most effective in persuading drivers to choose other forms of transport.

The Travel Plan survey should also discover:

- Why staff choose particular modes of transport.
- How staff make their business trips.
- Where staff are traveling from (by providing home postcodes or distance).
- How long it takes for staff to travel to work from home; and
- Who would be willing/able to change their travel behaviours in favour of more environment-friendly modes.

In addition, the travel survey will also help raise awareness of the Travel Plan among staff and provide you with the opportunity to obtain suggestions from them. Allowing staff to have their say will, at an early stage begin the process of ownership of the Plan, making them more receptive to a change in travel habits. The staff survey will also enable you to identify those employees that may be prospective members of specific user or focus groups such as the Bicycle User Group.

### 4.2.2 Key Tips

- Avoid peak holiday periods (i.e. school holidays).
- Ensure that your questionnaire is not too long;
- Ensure that the results can be easily analysed and data can be entered easily onto a database.
- Include details on the questionnaire such as:
  - o Who to return completed questionnaires to.
  - o A deadline for return of questionnaires; and
  - o A contact name details for anyone with queries regarding completion of the questionnaire.
- Remember to feedback results of the survey to your staff whilst informing them about the Travel Plan process.
- It is important to be in touch with your local Council or SWELTRAC whilst undertaking the survey as there have been some standard questions developed that should not be ignored. In addition, if your organisation is developing a voluntary Travel Plan (i.e. not linked to planning application), SWELTRAC or your local Council can help you with undertaking your travel survey including the provision of bespoke on-line or paper surveys, final analysis and recommendations. Someone from your organisation (e.g. Travel Plan Co-ordinator, if appointed) should encourage your staff to complete the questionnaire

### 4.2.3 Distributing the Questionnaire

Your help is needed with distributing the questionnaires out to your employees. The most efficient method of distributing questionnaires is to send a link to an on-line survey through your corporate e-mail system. However, if you do not have an internal e-mail system or not all members of your staff use computers at work, or your organisation is relatively small, paper questionnaires distributed by hand to the staff may be necessary. It is possible to have both paper and on-line questionnaires.

#### 4.2.4 iTRACE

Before undertaking a travel survey, you should contact your local authority or SWELTRAC to ensure that your survey is iTRACE compatible and complies with the latest guidance. iTRACE is a web-based tool developed by TfL that provides a centralised software suite designed to monitor and report on the performance of Workplace Travel Plans in London. If your staff travel surveys is processed via iTRACE, a site co-ordinator of your organisation will be given an access to data where he/she can monitor the process of the Travel Plan.

#### 4.2.5 Survey Analysis

The first step when analysing the questionnaires is to create the survey form so the information can be easily analysed. If your organisation is small, you can use packages such as Microsoft Access or Excel to enter the data. However, it is likely to be easier to analyse your results using software such as 'SPSS', 'SAS' or 'SNAP', which are specialist data packages. Remember that SWELTRAC has access to at least one of these packages and will be able to help you with data entry and analysis, provided your organisation is developing a voluntary Travel Plan.

#### **The Data Protection Act**

*Your survey should be undertaken in accordance with the Data Protection Act (<http://www.opsi.gov.uk/acts/acts1998/19980029.htm>). This Act prevents data from being collected and being used for other purposes. Therefore, if you need to collect any personal data specific to an individual, you should specify on the survey why you require that data.*

*This would apply to data such as home addresses, although for the purposes of a journey to work survey, or a car share database, postcodes are only required, and would not be specific to an individual.*

#### 4.2.6 Undertaking Repeat Surveys

Repeat surveys will need to be undertaken periodically to monitor the effectiveness of your Travel Plan. They will indicate whether targets and objectives are being met, and identify the revisions that may be required if the plan is not on course.

Repeat surveys do not always need to be as detailed as the initial staff survey. They could mainly focus on the use of specific modes and the level of approval of the initiatives/ measures that have been implemented as part of the Travel Plan. Carrying out repeat surveys will also further publicise the travel plan to your staff.

### 4.3 Understanding Current Travel Patterns

Once you have undertaken your staff survey, you will need to analyse the data contained in questionnaires, and interpret the data you have collected. It may be necessary to go back and look at specific measures for your Travel Plan.

SURVEY QUESTION	WHAT TO LOOK FOR
How do people get to work?	<ul style="list-style-type: none"> <li>• The proportion of people who travel by each type of transport (i.e. modal split).</li> <li>• As an indicator, nationally about 70% of trips to work are by car.</li> <li>• The modal split of your organisation will help to determine targets for the number of trips by each mode of transport.</li> </ul>
Why do people drive?	<ul style="list-style-type: none"> <li>• Main reasons for driving, particularly if they drive on their own.</li> <li>• Is the car needed for work?</li> <li>• Do they need a car to collect dependants?</li> </ul>
Where do they park?	<ul style="list-style-type: none"> <li>• It is worth establishing where they park and if they pay for parking.</li> <li>• For setting a new parking policy, it may be helpful to find out how many people would carry on driving, regardless of being provided with a parking space.</li> </ul>
How long do staff take to get to work?	<ul style="list-style-type: none"> <li>• Compare the time taken to get to work by each mode according to the distance traveled. This will indicate how local traffic conditions affect each mode of transport.</li> <li>• You might be surprised that a mode such as cycling is much faster than public transport or car. Who will be willing to change their behaviour?</li> </ul>

<p>Where do people live?</p>	<ul style="list-style-type: none"> <li>• Normally, respondents would be asked for the postcodes so then they can be used to map out where people live in order to identify the number of staff who may consider that they change to a non-car mode.</li> <li>• This information can also help in setting up a car-share database.</li> <li>• Alternatively, respondents can be asked how far they live from work, which can be furthermore compared with their time spent on getting to work.</li> </ul>
<p>What would make people use different modes?</p>	<ul style="list-style-type: none"> <li>• You will need to identify different measures/incentives that are most likely to achieve a change in people's travel habits.</li> <li>• You will usually seek incentives for cycling, walking, public transport and car-share.</li> </ul>
<p>How popular are the different options?</p>	<ul style="list-style-type: none"> <li>• The popularity of different options will give you an indication of the types of measures that could be successful.</li> <li>• Obviously some tougher measures such as limiting on-site parking or the introduction of parking charges may be less popular but should be looked at as part of the whole package and brought together with more popular measures.</li> </ul>

It is very important to inform staff about the travel survey results as this keeps them involved in the Travel Plan process and also proves that the survey was open and accountable. This can also be an opportunity to promote some of the measures that may be progressed as part of the Travel Plan.

## 5 Objectives and Targets

As part of the Travel Plan, it is important to set objectives and targets so that your Travel Plan has focus and direction. These will allow you to judge the performance of the Plan and observe whether it is achieving your aims.

### 5.1 Objectives

The objectives that you identify will depend on the specific characteristics of your business location, and also the reason why you are undertaking the Travel Plan.

For example, if you are implementing a Travel Plan because you have severe on-site parking problems, then one of your objectives may be to reduce the number of vehicles that park on the site.

### 5.2 Targets

Targets must be SMART:

- Specific.
- Measurable.
- Achievable.
- Realistic.
- Time-bound.

Targets must be time-bound and their achievement and monitoring allocated to a specific person to ensure those are clearly specified and achieved. Targets can be defined into three main categories:

- Short term (less than 1 year).
- Medium term (1 to 2 years).
- Long term (more than 2 years).

They can also be classified as:

- Action type targets (non-quantifiable, time-bound, refer to actions that need to be taken):

e.g. To set up the Travel Plan Steering Group. Target date: September 2007 or To produce a travel guide with detailed public transport links and distribute to all staff. Target date: January 2008

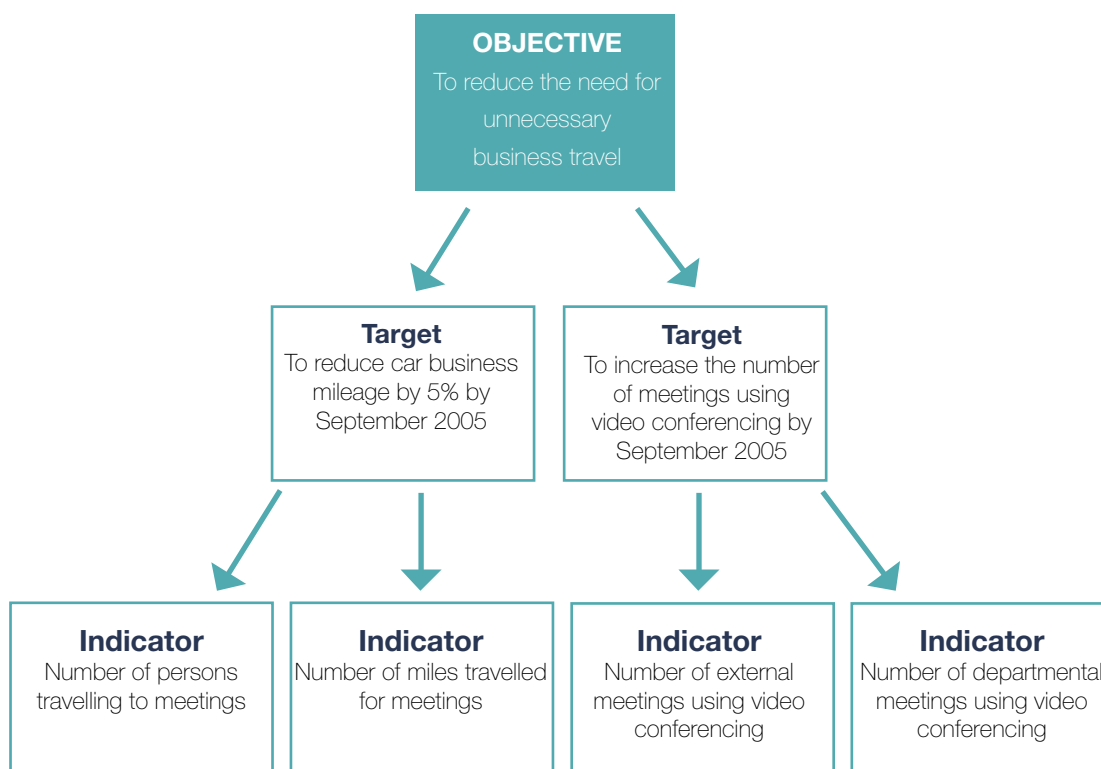
- Aim type targets (quantifiable, time-bound, refer to aim and can be measurable):

e.g. To increase the number of staff traveling sustainably (i.e. other than car alone) by 15%. Target date: August 2008.

Action type targets are non-quantifiable and refer to actions that need to be taken over a certain period of time. They are usually easier to achieve and monitor than aim type targets and can be set as 'quick wins' and to maintain the momentum for your travel plan. Aim type targets are quantifiable and time-bound.

### 5.3 Indicators

Indicators should be specified in your travel plan. These are the elements that will be monitored to identify whether your targets have been met and your objectives achieved.



EEBPG 1999

## 6 Travel Plan Measures

### 6.1 Introduction

The tables below give you an overview of measures and initiatives that may help your staff use alternative modes of transport. Upon recommendations arising for the travel survey, a SWELTRAC Travel Plan Co-ordinator will assist you with a selection of a package that best suits your business travel needs. If organisation develops a voluntary Travel Plan there will be a financial help available for facilities at your site such as cycle parking, staff showers and lockers. SWELTRAC will also assist you with providing your staff with promotional merchandise that will encourage more people to walk, cycle, car-share, telework or use public transport.



## 6.2 Walking

MEASURE	DETAILS
<b>Promotion and Awareness</b>	<p>Raise awareness of health benefits through promotional materials such as maps, guides and posters that show safe walking routes with distance times to the most common destinations near to your workplace (e.g. train station, shopping centre, another site of your organisation).</p> <p>Take part in London-wide campaigns such as Walking to Work, the Walking Pals Scheme or walking competitions.</p> <p>Provide with pedometers, rucksacks, raincoats and water bottles. As part of weather protection provide with umbrellas or consider 'borrow-a-brolly scheme' for staff that want to walk to work.</p>
<b>Safe Routes</b>	<p>Ensure that all walking routes on your site are direct, well lit and well maintained. Also check that the routes to and from bus stops and stations are safe and well lit, and report any problems to the your local Council.</p>
<b>Sign Posting</b>	<p>Ensure that on-site sign posting for pedestrians is clear.</p>
<b>On-site Facilities</b>	<p>Consider provision of changing room facilities with storage lockers and places to dry clothes.</p>
<b>Personal Security</b>	<p>Make personal alarms available to staff who would like to walk but have raised some personal safety issues with you.</p>
<b>Disincentives</b>	<p>Introduce measures that would discourage people driving to work, especially if they live within reasonable walking distance to work (usually up to 2 miles).</p> <p>This can be done through revision of your company car park policy. For instance, preferential access to car park spaces in your company can be given to car- shares, people with special needs, distant travelers or those who work unsociable hours.</p>

### 6.3 Cycling

MEASURE	DETAILS
<b>Promotion and Awareness</b>	<p>Distribute maps and information about cycle routes in the local area. These can be existing maps already available from the local Council, Transport for London or your local cycle retailer.</p> <p>Establish a Bicycle User Group to promote cycling in your workplace. Consider involving your organisation in London-wide events such as Bike Week. Help your employees by organizing various campaigns internally such as 'Bicycle Maintenance Workshop', 'Women on Wheels', or free cycle training.</p> <p>Offer to you staff free waterproofs, towels, water bottles, rucksacks, cycle clips and puncture repair kits.</p>
<b>Cycle Parking</b>	<p>Provide safe, secure and covered cycle parking with sufficient capacity.</p> <p>Ensure that parking does not obstruct or present a hazard.</p> <p>Sheffield type cycle stands are generally considered to provide a good standard of parking.</p> <p>You can also consider installing cycle lockers or cages if there are issues with security on your site or two-tier racks if there is limited space in the building.</p> <p>For additional security consider installing CCTV and provision of extra lighting.</p>
<b>Facilities for Cyclists</b>	<p>Provide lockers to store cycle helmets, waterproofs, etc.</p> <p>Provide shower facilities and changing rooms to encourage people to cycle in from further afield and/or during unpleasant weather conditions.</p>
<b>Financial Incentives</b>	<p>Consider providing cycle mileage allowance for business trips made by bicycle.</p> <p>Provide interest-free bicycle loans.</p> <p>Organise discounts or deals with your local bike retailers.</p>
<b>Provide Bikes and Equipment</b>	<p>Provide pool bikes for use by your employees for work related trips. Folding bikes are very adaptable as they can be easily taken on public transport and stored easily when not being used.</p> <p>Provide a communal toolbox for use by your employees.</p>

## 6.4 Public Transport

MEASURE	DETAILS
<b>Promotion and Awareness</b>	<p>Promote the advantages of traveling by bus, tube, train and tram. Promote comprehensive travel information to staff including timetables and bus, tube and train maps. Display these on notice boards in prominent locations. You can obtain route maps or guides from your local council or Transport for London.</p> <p>Raincoats, water bottles, rucksacks and umbrellas can also be offered to encourage your staff traveling by public transport.</p>
<b>Financial Incentives</b>	<p>Promote the purchasing of season tickets by staff as these be a lot of cheaper than shorter-term travel cards.</p> <p>Provide interest-free season ticket loans for staff to encourage them to switch to public transport.</p> <p>Provide free Oyster cards to your employees. You can purchase pool Oyster cards and top them up regularly for business travel.</p>
<b>Access to Services</b>	<p>Check that routes to and from stations and bus stops are well maintained. If local bus stops do not have a shelter, seats or real-time information but are well used by your employees, then contact your local Council or Transport for London.</p>

## 6.5 Car Sharing

MEASURE	DETAILS
<b>Set up a car-share database</b>	<p>Contact SWELTRAC for free advice on how to join an on-line car-share database <a href="http://www.londonliftshare.org">www.londonliftshare.org</a> This will allow you to keep a track of the people who are offering and requiring lifts.</p> <p>For a small company, it may be useful to start a car-share scheme by providing a notice board or setting up your own database with Microsoft Excel or Access software.</p>
<b>Financial Incentives</b>	<p>Offer vouchers for car-shares (e.g. 50 pence for each day).</p> <p>Offer prize draw for staff that car-share.</p> <p>Provide extra annual leave for those who car-share (e.g. 5 minutes for each day).</p>
<b>Guaranteed ride home</b>	<p>If a lift falls through for some reason, you will need to have a stand-by system, so that an employee can guarantee that they will be able to get home each day.</p> <p>This could be provided through the other staff already on your database or through approaching your local taxi firm.</p>
<b>Priority Parking</b>	<p>Guaranteed prime parking spaces for car-sharers will encourage staff to share their cars with fellow employees.</p> <p>Consider restricting your car park to car-sharers and essential car users.</p>

## 6.6 Smart working

MEASURE	DETAILS
<b>Home-based teleworking</b>	Working from home full-time or just one day a week can substantially improve productivity of your staff by saving time traveling. Financial benefits can arise from reduction of number of desk in the office and reduction in sickness rates.
<b>Hot Desking</b>	Hot desking can be a solution of staff that spend considerable time away from their offices (e.g. part-time staff). The concept allows to save valuable space in the office.
<b>Touchdown centre</b>	A touchdown centre is a group of individual workstations equipped with PC, monitor, space or connections for laptop. Such workstations are provided within share office. It is used as a drop-in centre place where any member of staff is able to work.
<b>Video conferencing</b>	Videoconference is used for real-time meetings, conferences and trainings. It allows you to reduce travel cost and meet more often by interacting with your colleagues and clients via video and audition transmissions with the value of face-to-face meetings but without having to be in the same room.
<b>Flexi-time</b>	Consider flexi-time at your workplace to allow more time for people to get to work. This may be important if they have to take their children to school in the morning. Other working patterns include term time working, job sharing, part time working, hot desking, compressed hours, annualised hours etc.

It is very important to introduce your new staff with all the initiatives undertaken by your organisation as part interviews or induction courses.

Consider flexi-time at your workplace to allow more time for people to get to work. This may be important if they have to take their children to school in the morning. Other working patterns include term time working, job sharing, part time working, hot desking, compressed hours, annualised hours etc.

## 6.7 The Adopted Travel Plan Document

The measures you decide to take forward and promote should be detailed in the adopted Travel Plan document. This will play an important role in the progression of the Plan.

It will provide a background to why the Travel Plan process was commenced and the national, regional and local policies that facilitate the Plan being taken forward. It will also include an analysis of your travel survey that you have used to formulate your Travel Plan initiatives, and an audit of the transport links included in a detailed site analysis. It will contain all of the objectives, targets and indicators, together with relevant target dates, that you will use to assess the performance of your Plan.

The finished and adopted Travel Plan document will be an all encompassing document that will cover all issues related to your organisation's Travel Plan. It will prove to be a useful tool for your Travel Plan Co-ordinator and your Travel Plan working group when they are progressing issues related to the Plan, or undertaking monitoring. It will also be used by the Travel Plan Officer from your local Council to assess how your travel plan is performing.

Prior to the production of the adopted Travel Plan document, you may be required to produce a draft version that will be used by the local Council and your organisation as a base from which produce a final plan.

Once you have written the final document and agreed it with your local Council's Travel Plan Officer, you may want to publish your document, but remember it is more important to produce a plan that incorporates a range of successful, good quality measures that are effective in achieving the aims of your travel plan than to have a glossily produced plan that is not implemented to its full extent.

It is important to remember that you should focus on implementing the measures and initiatives that will make the most difference in terms of modal change.

## 7 Monitoring

### 7.1 Why do you need to monitor your Travel Plan

Your Workplace Travel Plan should be a continuing process of implementation and review, rather than a one-off event. Therefore, travel patterns should be monitored regularly to gauge the process and performance of the sustainable travel initiatives.

You will need to check your monitoring data against indicators and targets to see whether your objectives have been achieved. Therefore, the questions in your monitoring surveys will need to cover all the targets that have been set in your travel plan document.

### 7.2 Monitoring survey

The monitoring survey might not need to ask questions in the same depth and breadth as the original staff travel survey. It should tell you how your employees are commuting and if they changed mode of transport over time. It might be useful to find out what the exact modal shift in each case was and what the main reasons behind their change were.

The survey will enable you to monitor your Travel Plan as it develops against the baseline information collected from your staff travel survey. By repeating the survey over time, you will find out whether your organisation is succeeding in persuading fewer people to come by car and which alternatives are proving most successful. They should be repeated at the same time of year to avoid bias arising from seasonality. Therefore, if your initial survey was undertaken in autumn, the monitoring survey should be carried out in autumn as well. However, organisations may wish to find out travel patterns of their staff during different seasons and thus carry out more than one survey through out the year. This may be further repeated every two or three years. Annual snapshot surveys may be undertaken to ensure that your travel plan is on-track.

Before undertaking a travel survey, you should contact your local authority or SWELTRAC to ensure that your survey is iTRACE compatible and complies with the latest guidance.

### 7.3 Monitoring report

The information generated from the monitoring survey should be incorporated into a report that can be used to demonstrate the progress of the plan to the staff and senior management. You will have to work out the organisation's modal split and compare it with your initial survey.

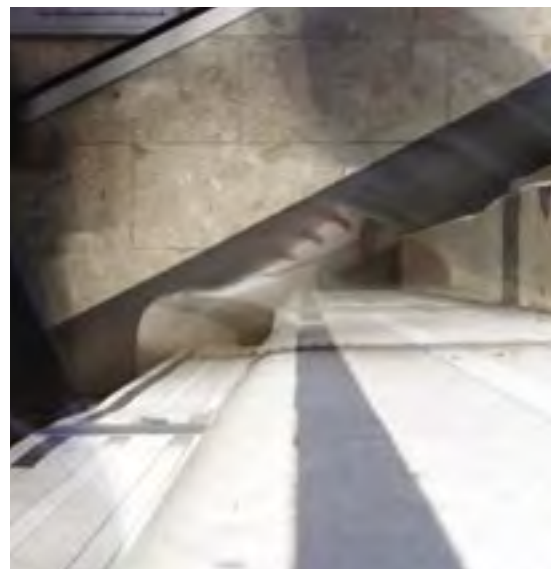
### 7.4 Monitoring plan

A monitoring plan should be produced at an early stage of the Travel Plan development to identify how and when monitoring will occur and who will be responsible for the different elements of the monitoring programme. This should be included in the Travel Plan document. Monitoring your travel plan will help you to identify progress and meet your targets and objectives. It will also make it easier to determine priority initiatives and will assist in identifying areas where your Travel Plan works less successfully. The Monitoring Plan allows you to repair these areas and respond to the needs of your staff.

Monitoring should also include an audit of facilities to ensure that they are adequate and spare capacity exists.

### 7.5 Keep your staff informed

To maintain the commitment and enthusiasm of staff, you will need to keep them informed about the progress of the Travel Plan. It is important to inform staff about what they have achieved and consult them about next steps.



## 7.6 Examples of monitoring process

SWELTRAC have undertaken a number of monitoring projects, involving an in depth review of organisations located in a different borough in the sub region. The results make a very compelling argument for travel planning. The headline results of the travel plan are presented below:

ORGANISATION	MODAL SHIFT	MEASURES INTRODUCED INCLUDED:
<b>Kingston College</b>	<ul style="list-style-type: none"> <li>Reduction in staff accessing the college by car from 75% to 40%.</li> <li>Increase in staff using public transport from 5% to 26%.</li> <li>Increase in staff using pedal cycles from 11% to 15%.</li> <li>Increase in staff walking to work from 8% to 18%.</li> </ul>	<ul style="list-style-type: none"> <li>No parking permits to new staff.</li> <li>Reduction in parking spaces on the main site.</li> <li>50 secure staff cycle parking spaces.</li> <li>Improved shower and changing facilities for cyclists, pedestrians and runners.</li> </ul>
<b>St George's NHS Trust</b>	<ul style="list-style-type: none"> <li>Reduction in staff accessing the hospital by car from 38% to 26%.</li> <li>Increase in staff using public transport from 29% to 39%.</li> <li>Increase in staff using pedal cycles from 12% to 14%.</li> <li>Increase in staff walking to work from 14% to 18%.</li> </ul>	<ul style="list-style-type: none"> <li>40 additional secure cycle stands.</li> <li>Dedicated Travel Guide for staff and visitors.</li> <li>Cycling and public transport information available at the hospital.</li> </ul>
<b>The Royal Marsden NHS Trust</b>	<ul style="list-style-type: none"> <li>Single car occupancy for staff has dropped from 58% in 2001 to 52% in 2006.</li> <li>Staff public transport use has increased by 8%.</li> <li>Visitors/Patients driving has reduced from 86% in 2001 to 76% in 2006.</li> </ul>	<ul style="list-style-type: none"> <li>Detailed travel information.</li> <li>On-site dedicated bus lane.</li> <li>Secure cycle parking throughout the site.</li> <li>Shower and changing facilities for staff.</li> </ul>
<b>Tearfund</b>	<ul style="list-style-type: none"> <li>Single car occupancy has reduced from 36% to 30%.</li> <li>Car-sharing has increased from 11% to 14%.</li> <li>Cycling has increased from 11% to 12%.</li> </ul>	<ul style="list-style-type: none"> <li>Provision of pool bikes.</li> <li>60 secure and covered cycle stands.</li> <li>Provision of 4 pool cars.</li> <li>Internally administered car-share.</li> </ul>

## 8 Fact Sheet

### 8.1 National and local campaigns

As part of the promotion of your Travel Plan, you might like to tie-in your awareness raising events at your workplace to other pan-London events. If any of the campaigns and initiatives mentioned below are of interest to you, contact your local Council or SWELTRAC for more information and help in organising your own events.

EVENT	TIME OF YEAR	WEBSITE	WHAT DOES THE CAMPAIGN INVOLVE?
<b>Bike Week</b>	June	<a href="http://www.bikeweek.org.uk">www.bikeweek.org.uk</a>	Nationwide annual promotion of all kinds of cycling activities. Hundreds of 'Bike2Work' rides are organised each year by local authorities, NHS trusts and other employers and workplace BUGs. During Bike Week cyclists including those who are new to cycling can take advantage of free cycling skills training, Dr Bike or a free breakfast.
<b>Walking Works</b>	April	<a href="http://www.walkingworks.org.uk">www.walkingworks.org.uk</a>	The campaign aims to raise the profile as a viable, sustainable transport solution for London's commuters. It includes Walk to Work Day, involving local Councils, NHS trusts and other employers across London.
<b>National Liftshare Day</b>	June	<a href="http://www.liftshare.org">www.liftshare.org</a>	The event aims at increasing the number of car-sharers and is widely promoted by national radio stations, newspapers and local authorities.
<b>European Mobility Week</b>	September	<a href="http://www.mobilityweek-europe.org/">www.mobilityweek-europe.org/</a>	Widespread debate on the necessity for changes in behaviour in relation to mobility and in particular the use of the private car. The European Mobility Week usually takes place in September in participating cities across Europe.

## 8.2 Useful Contacts

### 8.2.1 Cycling

#### **Transport for London (TfL)**

[www.tfl.gov.uk/cycling](http://www.tfl.gov.uk/cycling)

Learn about cycling safety, see the latest security tips, find cycle parking at your local rail or tube stations, and locate cycle shops in your local area. You can also find your best route using the cycle journey planner. You can also order free cycle maps for 19 regions of London.

#### **London Cycling Campaign (LCC)**

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

Get the latest news about initiatives in London. Get involved by volunteering for a number of exciting campaigns. Become a member and take advantage of a selection of benefits including bike equipment discounts, free third party insurance and free legal advice.

#### **London Cycle Network (LCN+)**

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

LCN+ is the latest project seeking to improve infrastructure for cyclists in line with the Mayor's Cycling Action Plan. Visit their website to get the latest news about cycle network development in London, learn about how cycle lanes are made and download cycle maps.

#### **Everyday Cycling**

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

Take advantage of most friendly The Everyday Cycling Website that is designed to help you get most out of your cycling. Use this on-line free service to record your every bike ride, set up your on-line Buddy Group and adopt one of challenges that suits your needs and abilities. The website gives you updated information on new routes and ride events, locally, nationally and internationally.

#### **Department for Transport (DfT)**

[www.dft.gov.uk/pgr/sustainable/cycling](http://www.dft.gov.uk/pgr/sustainable/cycling)

The website provides with a lot of useful information including guidance with detailed information for employers' payroll and HR departments on implementing tax free cycle loans to their staff.

### 8.2.2 Walking

#### **Transport for London (TfL)**

[www.tfl.gov.uk/walking](http://www.tfl.gov.uk/walking)

Find out about walking events in London and discover the best walking routes in the capital.

#### **Living Streets**

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

Since 1929, Living Streets (formerly called the Pedestrians Association) has been the driving force behind many road safety initiatives and schemes such as the Walk to School Campaign, Home Zones and pedestrianised areas. The organisation also runs walk to work campaign known as 'Walking works'.

### 8.2.3 Public Transport

#### **Transport for London (TfL)**

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

Visit TfL website to learn the latest travel news and use journey planner for every trip you make in London. The TfL Journey Planner ([www.tfl.gov.uk/journeyplanner](http://www.tfl.gov.uk/journeyplanner)) can help you discover the quickest, easiest routes for your journey using public transport. You will be shown several options or integrated connections including buses, underground, trains, trams, DLR, coaches, walking and cycling. Alternatively, if you prefer you can call TfL's Travel Information Centre (020 7222 1234).

#### **Transport for London – Getting Around**

[www.tfl.gov.uk/gettingaround](http://www.tfl.gov.uk/gettingaround)

To download free bus, tube & tram, rail & river maps as well as walking and cycling and visitor maps visit the Getting Around section of the TfL website.

#### **Oyster**

[www.tfl.gov.uk/oyster](http://www.tfl.gov.uk/oyster)

Get your oyster travel card on-line. You can also top-up your card, report your stolen or lost oyster card and learn about all the fares available on London's public transport network.

#### **National Rail**

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

Check your rail connections through the National Rail journey planner. Learn about the accessibility of your local stations and find out about the type and location of cycle facilities at stations in your region, as well as updated information on cycle carriage restriction on specific train services.

**South West Trains**

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

**Southern Railways**

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

**First Capital Connect**

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

**Croydon Tramlink**

[www.tfl.gov.uk/trams](http://www.tfl.gov.uk/trams)

**8.2.4 Car Sharing**

**London Liftshare**

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

London Liftshare is a part of a national car sharing network. You will be able to find out about car sharing initiatives in your local Borough and set up your own group of car sharers. If you need more information or assistance, contact SWELTRAC who will be able to advise you on car sharing in South and West London.

**8.2.5 Other useful links**

**A New Way to Work**

<http://www.anewwaytowork.org/>

Visit 'A New Way to Work' website to find out more about Travel Plan initiatives in London. The website will help you to understand what steps have to be undertaken to develop a successful Travel Plan and what free help is available to large and small businesses including two packages 'Corporate' and 'Enterprise'.



### **DIY Planet Repairs**

[www.london.gov.uk/diy](http://www.london.gov.uk/diy)

Find out about climate change and what you can do to slow down this process. DIY Planet Repairs provides information on sustainable transport, recycling and energy efficiency. Through their website you can order your free toolkit that contains a few things that will help you make small but effective changes around the home.

### **imovelondon**

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

The new Transport for London initiative, called imovelondon, is encouraging people to walk, cycle, carshare or use public transport to get to their destination. imovelondon is run by TfL Travel Awareness Team. A hugely successful good going campaign has been an inspiration to create more innovative imovelondon idea.

### **NHS Travel Plan Network in London**

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

The website was created to support the Pan London NHS Travel Plan Network. Visit the website if you interested in sustainability issues at NHS sites in London. The website covers a number of transport related areas including facilities, car park, health promotion, patient transport and of course travel plans.

### **Smarter Travel Sutton**

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

Smarter Travel Sutton is a £5million, 3-year project that aims to reduce congestion by up to 10% by 2009 encouraging people to consider the most appropriate mode of transport for their journey. In turn, this project will make Sutton a cleaner, greener and healthier place to live, work and study.

### **Department for Transport (DfT)**

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

### **Department of Health**

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

### **Mayor of London**

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

### **Environmental Transport Association**

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

### 8.3 Contacts at your Local Council

#### **London Borough of Croydon**

Department: Environment  
Telephone: 020 8726 6000

#### **London Borough of Hammersmith and Fulham**

Department: Transport Planning  
Telephone: 020 8753 2377  
Email: [travelplans@lbhf.gov.uk](mailto:travelplans@lbhf.gov.uk)

#### **London Borough of Hounslow**

Department: Street Management and Public Protection  
Telephone: 020 8583 5204  
Email: [transportplanning@hounslow.gov.uk](mailto:transportplanning@hounslow.gov.uk)

#### **London Borough of Hillingdon**

Department: Transport Planning  
Telephone: 01895 277206

#### **Royal Borough of Kensington and Chelsea**

Department: Transport Planning  
Telephone: 020 7361 3000  
Email: [planning@rbkc.gov.uk](mailto:planning@rbkc.gov.uk)

#### **Royal Borough of Kingston upon Thames**

Department: The Road Safety and Travel Awareness Unit  
Telephone: 020 8547 5865  
Email: [rsta@kingston.gov.uk](mailto:rsta@kingston.gov.uk)

#### **London Borough of Merton**

Department: Transport Planning  
Telephone: 020 545 4141  
Email: [transport.planning@merton.gov.uk](mailto:transport.planning@merton.gov.uk)

#### **London Borough of Richmond upon Thames**

Department Transport Planning Service  
Telephone: 020 8831 6391 or 020 8891 7327  
Email: [tps@richmond.gov.uk](mailto:tps@richmond.gov.uk)

**London Borough of Sutton**

Department: Smarter Travel Sutton

Telephone: 020 8770 5070

Email: [travelplans@sutton.gov.uk](mailto:travelplans@sutton.gov.uk)

**London Borough of Wandsworth**

Department: Transportation and Technical Services

Telephone: 020 887 1664

Email: [transportation@wandsworth.gov.uk](mailto:transportation@wandsworth.gov.uk)



## Appendix: Example of travel survey

SWELTRAC have created this survey to gather information on the transport patterns of members of staff with the aim of developing a Travel Plan.

It is hoped that SWELTRAC will be able to assist your organisation in identifying measures that will make a positive contribution to the journey to the site by walking, bicycle, public transport and car and it may be possible to provide some funding to pay for these measures.

All completed surveys will be entered into a prize draw for a **£50 M&S voucher**. To gain entry into the draw, please provide your name and contact details on the last page.

All the information provided will be treated in the strictest of confidence and will only be used to identify staff travel patterns and views about transport.

THE INFORMATION WILL NOT BE USED FOR ANY OTHER PURPOSE

### SECTION 1: ABOUT YOUR JOURNEY TO WORK

<b>Q1</b>	<b>On how many days of the week do you normally work?</b>	
	Five or more days a week	
	Three or four days a week	
	One or two days a week	
	Less than once a week	

<b>Q4</b>	<b>What is your main form of transport to work? (Please tick only one answer)</b>	
	Bus	
	Bicycle	
	Bicycle/ Rail	
	Car, on your own	
	Car driver with passenger(s)	
	Car passenger	
	Walk	
	Motorcycle/ Moped/ Scooter	
	Tube	
	Train	
	Tram	
	Other, please specify...	

<b>Q5</b>	<b>Do you occasionally use any of the following alternatives to travel to work (If yes, please tick all that apply)?</b>	
	Bus	
	Bicycle	
	Bicycle /Rail	
	Car, on your own	
	Car driver with passenger(s)	
	Car passenger	
	Walk	
	Motorcycle/ Moped/ Scooter	
	Tube	
	Train	
	Tram	
Other, please specify...		

<b>Q6</b>	<b>How far do you travel to work?</b>	
	Upto 1 mile	
	Between 1 and 2 miles	
	Between 2 and 5 miles	
	Between 5 and 10 miles	
Over 10 miles		

<b>Q7</b>	<b>How long does your journey to work normally take?</b>	
	Upto 15 mins	
	15 - 30 mins	
	30 - 45 mins	
	45 mins - 1 hour	
Over 1 hour		

**SECTION 2: ABOUT YOUR CAR USE**

**(If you do not use a car to get to work, please go to the Section 3)**

<b>Q8</b>	<b>If you drive to work, what are the main reasons for using the car? (Please tick all that apply)</b>	
	Car required for job	
	Convenience	
	Time savings	
	Cost	
	Dropping off children/ others	
	Disability/ health reasons	
	Shift patterns	
	Personal safety issues	
	Other, please specify...	



<b>Q9</b>	<b>Where do you usually park?</b>	
	On-site car park	
	Public car park	
	On street	
	Other, please specify...	

<b>Q10</b>	<b>Approximately how much do you usually spend on work-related parking per week?</b>	

**SECTION 3: ABOUT TRAVEL INCENTIVES**

<b>Q11</b>	<b>Which of the following would encourage you to use public transport for your journey to work (if you already take public transport, which would you like to see)?</b>	
	Interest free loans for season ticket purchase	
	Ticket and timetable information available at work	
	More secure/better quality waiting areas	
	Improved security on public transport	
	More frequent/reliable services	
	Less crowded services	
	Nothing would encourage me	
Other, please specify what else would encourage you to use public transport to work...		

<b>Q12</b>	<b>Which of the following would most encourage you to walk all or part of the way to work ? (If you already walk, what would you most like to see?)</b>	
	Safer crossing facilities on route	
	Improved lighting/security on route to work e.g. CCTV	
	More lockers and storage facilities at work	
	Free pedometers	
	Nothing would encourage me	
Other, please specify what else would encourage you to walk to work...		

<b>Q13</b>	<b>Which of the following would most encourage you to cycle to work? (If you already cycle, what would you like to see?)</b>	
	Secure parking	
	Improved showers and changing facilities at work	
	More lockers and locker facilities at work	
	Interest free loans for purchase of cycles and equipment	
	On-site bicycle repair service	
	Provision of cycle training	
	Information on cycle routes and location of facilities	
	Availability of pool cycles	
	A discounted bike	
	A bicycle trial	
	Nothing would encourage me	
Other, please specify...		

<b>Q14</b>	<b>Which of the following would most encourage you to car share? (If you already car share, what would you like to see?)</b>	
	Help in finding car share partners with similar work/ travel patterns	
	Free transport if let down by a car share partner	
	Free on-line car share services	
	Preferential car parking	
	Incentives for car-shares	
	Nothing would encourage me	
Other, please specify...		

**SECTION 4: ABOUT YOU**

<b>Q15</b>	<b>What is your home postcode?</b>	

<b>Q16</b>	<b>What is your gender?</b>	
	Male	
	Female	

<b>Q17</b>	<b>Which age group describes you best?</b>	
	Under 21	
	21 - 30	
	31 - 40	
	41 - 50	
	51 - 60	
Over 60		

Q18	<b>Do you have a disability or medical condition that affects your travel arrangements?</b>	
	Yes	
	No	

Q19	<b>Please add any additional comments about travelling to work?</b>

To be entered into the prize draw to win £50 worth of vouchers, please provide the following details:

Name	
Email address	
Telephone number	

***Thank you very much for your help!***

---

**A Travel Plan involves developing and implementing measures and initiatives 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.**

A Travel Plan can bring a number of benefits to you as an employer, to your staff and to the local community and environment. These include reduced demand for on-site parking, healthier and more efficient workforce, lower rates of staff turnover and improved corporate image.

Even if your organisation is small, with few employees, developing a Travel Plan to address aspects of travel associated with your activities is still a valuable and worthwhile exercise.

As part of Mayor's commitment to reduce congestion and improve transport, there is a plenty of free advice available in London. SWELTRAC and Council Travel Plan Co-ordinators are here to offer free detailed face-to-face advice through the whole travel plan process. SWELTRAC have funding allocated for several initiatives to make travel plans easier to put in place.

This guide was produced to explain how you can develop a Travel Plan and play a role in reducing the adverse affects of traffic congestion on your organisation.

---



***For further information about SWELTRAC  
please contact the SWELTRAC manager:***

**T: 020 8891 7665 or 020 8487 5036**

**F: 020 8487 5010**

**E: [sweltrac@richmond.gov.uk](mailto:sweltrac@richmond.gov.uk)**

**W: [www.sweltrac.org.uk](http://www.sweltrac.org.uk)**

