



The Essential Guide to Travel Planning for Employers in Leicester



1. Purpose of this Guide

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In the third Local Transport Plan (2011-2026), Leicester City Council identified that transport policy has a role to play in three key areas:

- Improving the local economy;
- Improving the local environment; and
- Caring for local health.

The development and implementation of Travel Plans has shown to contribute significantly to more sustainable access to employment, as well as reducing the impact of travel on the environment. The promotion of active travel has also resulted in significant health benefits.

This best practice guide has been designed to assist with enhancing the effectiveness of travel planning in promoting sustainable travel for trips to / from key employment destinations in Leicester. We recognise that each organisation has a unique set of conditions and requirements, as well as the availability of resources is likely to vary significantly. With

this in mind, this document has been designed to be used as a flexible tool, which can be adapted to meet your specific requirements.

The guide provides assistance on the key elements of a Travel Plan that should be included for your organisation. The guide also identifies examples of travel planning best practice taken from a broad range of organisations that have achieved success in implementing their Travel Plans.

The guidance and identification of best practice are discussed in the following sections:

- An Introduction to Travel Planning **page 2**
- Travel Plan Preparation and Travel Plan **page 3**
- Implementation and Reporting **page 19**

2. An Introduction to Travel Planning

2.1 What is a Travel Plan?

A Travel Plan provides a policy and action plan for managing transport effectively. It is a package of practical measures with the aim of encouraging employees to travel using more sustainable modes, including: walking, cycling, public transport and adopting greener behaviour such as - car sharing, eco-driving or even reducing the need to travel. Travel Plans also have a role to play in identifying measures to influence visitor and customer behaviour. Beneficial outcomes can also be achieved in broader transport areas, such as: business travel, fleet management, deliveries and transport contracts.

2.2 What's in it for us?

2.2.1 Making the Travel Plan Business Case

Making an effective business case is essential to ensure management support, staff time and financial resources are available for Travel Plan implementation.

Key benefits to organisations:

- Improved business image and public profile through relieving local parking or congestion problems attributed to the organisation;
- Meeting corporate goals e.g. Carbon Management/Sustainability Plans;
- Supports planning applications and discharging planning conditions;
- Provides a strong understanding of site travel barriers and opportunities and staff travel profile;
- Enhanced recruitment and retention package for employees;
- Puts the organisation in a stronger position to secure infrastructure enhancements from Leicester City Council or bus operators;
- Saving money by reducing the cost of staff reimbursement through mileage claims;
- Saving money by reducing the amount of land and maintenance required for car parking provision, or desk space through hot-desking and home-working;
- Often a requirement for funding bids;
- Provision of revenue through car park charging; and
- Improved productivity and fewer sick days resulting from a healthier workforce

2.3 What Type of Travel Plan do I need?

Interim Travel Plan – Submitted with speculative planning applications where the end user is not known.

Umbrella or Framework Travel Plan – Submitted with all 'speculative' planning applications where the end user is not known (i.e. for multiple units).

Full Travel Plan – Full Travel Plans are required as part of full planning applications where the end user of the development and access to the site are known.

Area Travel Plan – Collaborative working between organisations located in a similar geographic area for mutual benefit.

Residential Travel Plan – Produced for residential developments as part of the planning process.

Personalised Travel Planning – Implemented in homes or business organisations where personal journey plans are produced for individuals matching their travel needs and corresponding incentives provided e.g. cycle training and bus tickets.

Education Travel Plan – Typically produced for schools, colleges and universities, covering both staff and pupil/student travel.

2.4 How does Leicester City Council Support Travel Plan Organisations?

Leicester City Council's Travel Plan Officer for Workplaces can guide you through the process of producing and implementing your Travel Plan. This practical help is **free of charge**. We can help through the following:

- Providing Travel Plan, Parking Management, Monitoring Report and Travel Pack templates;
- Support and assistance in starting the process and initiating a Travel Plan Working Group;
- Preparation of site assessments, staff/visitor travel surveys and audits;
- 'GIS' mapping service;
- Survey analysis; and
- Identifying most appropriate measures and targets for each specific application/user class.

3. Travel Plan Preparation

Travel Plan Chapters	Checklist
Description of Organisation	<input type="checkbox"/>
Policy Context	<input type="checkbox"/>
Travel Plan Administration and Resources	<input type="checkbox"/>
Travel Barriers and Opportunities <ul style="list-style-type: none"> • Site audit • Travel surveys • Postcode Plots 	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
Identifying Objectives	<input type="checkbox"/>
Setting Targets	<input type="checkbox"/>
Package of Measures	<input type="checkbox"/>
Monitoring Mechanism	<input type="checkbox"/>
Marketing and Communications	<input type="checkbox"/>
Action Plan	<input type="checkbox"/>

3.1 Sections of a Travel Plan Document

The table above provides a checklist of the key chapters that should be included in a Travel Plan. Further information on each chapter is provided on the following pages.

3.2 Description of Organisation - Who you are... Where you are... What you do...?

The first section of your Travel Plan should provide a description of your organisation including: the nature of your business and shift patterns, where you are located, and staff / visitors / student numbers; why you are producing a Travel Plan; and how it fits in with your wider company aspirations. It should also detail any previous Travel Plan history and progress.

3.3 Policy Context

Travel Plans (TP) can be produced for a variety of reasons, one of the main drivers being requirements of the planning process.

Current national and local policy and guidance for travel planning that should be considered is highlighted in this section. Reviewing local policy, in particular, can inform of potential planned local transport schemes that may benefit the organisation and those travelling to it. Discussions should also be held with Leicester City Council to identify the latest

policy initiatives and opportunities for mutually beneficial actions.

In addition to planning policy guidance, it is important to highlight, within the Travel Plan document, how it aligns with your own organisation's policies and strategies. This can secure management buy-in for example helping to meet carbon reduction targets. Also for inclusion here are the linkages with any estates/accommodation strategies to ensure that Travel Plan aspirations are considered as part of any relocation or expansion proposals and vice-versa.

3.3.1 National Planning Policy Framework (NPPF)

The NPPF was set up in March 2012 by the Department for Communities and Local Government (DCLG). A revised and updated Travel Plan planning practice guidance was created in March 2014.

The NPPF outlines the need for development to provide a modal choice to people and to ensure that solutions support reductions in greenhouse gas emissions and congestion. It states that a Transport Assessment (TA) should be provided for all proposed developments expected to generate a high number of trips, with a Travel Plan also being produced and adhered to, to support this.

3.3.2 Department for Transport, Good Practice Guidelines: Delivering Travel Plans through the Planning System (2009)

These Travel Plan guidelines bring together the key principles and mechanisms that have been found to help secure effective Travel Plans in England and are intended to set out best practice actions that can be taken to produce high-quality, robust Travel Plans.

3.3.3 6 C's Design Guidance (2013)

Is a best practice highways and transportation infrastructure guidance covering councils in the East Midlands with respect to all new developments and includes thresholds.

3.3.4 Leicester's Local Development Framework Core Strategy and Local Transport Plan 3 (LTP3)

Leicester's adopted Core Strategy (2014) includes an aim to promote travel awareness and encourage the production of Travel Plans (CS14 and 15). The LTP3 Strategy document explains the future transport priorities in Leicester. The strategy aims to support the Core Strategy through the introduction of behavioural change schemes to encourage people to move towards more sustainable travel.

3.4 Travel Plan Administration and Resources

The introductory and policy sections of your Travel Plan should be followed by the Travel Plan administration structure and managerial support. For example: who is responsible for its development and implementation? Who will progress be reported to? Over what period is the Travel Plan to be implemented? What (if any) resources are available for Travel Plan implementation, including staff time and money for infrastructure and promotion? What are the terms of reference of the Travel Plan Steering Group and who sits on this group?

If targeted in the correct way, the greater the level of resource available, the greater the likely achievement of the Travel Plan.

Depending on organisation type and size, in terms of staff and visitor numbers, or travel related issues, a dedicated full-time Travel Planning Co-ordinator can be appointed. In many cases it forms part of an existing post.

The selection of Travel Plan Co-ordinator can vary greatly between organisations. In large campus based organisations, it is often the Estates Department which takes responsibility. In smaller organisations, an office manager may be appropriate. Equally the role could sit within: Senior Management, Finance, HR,

Marketing departments as all these functions will be called on to support Travel Plan implementation. A keen individual could also be just as suitable.

The administration of a Travel Plan should also include the identification of procedures for handing over of responsibilities should staff change roles or leave the organisation. It is beneficial to have more than one named individual and the role of the individuals should be clearly stated.

3.5 Identifying Travel Barriers and Opportunities

As previously stated, Leicester City Council can provide support for organisations developing Travel Plans. This section of the Travel Plan should describe all data collection work undertaken and provide a summary of the key issues for access to a site.

Site Audit

One of the early tasks is to understand the opportunities and barriers for using sustainable travel at and around your site. The site audit checklist below can be used to build a picture of what measures could be implemented and promoted to site users to encourage sustainable travel modes, as well as, to start thinking about targets.

Pedestrians

- Description of pedestrian routes to the site.
- Are there convenient points of access?
- Are there points of conflict with vehicles?
- Are there direct routes along desire lines to bus stops/rail station/other important locations?
- Are the routes well lit?
- Is the site accessible for all e.g. surfacing; are drop kerbs present to assist pedestrians?

Cyclists (as for walking plus)

- What facilities are provided on and off-site?
- Are there showers, lockers, changing facilities?
- Is there cycle parking? Is it covered / overlooked / secure? Is there a history of bicycle theft?
- Are the roads serving the site suitable for cycling?

Public Transport

- How many bus routes are within walking distance?
- Where are the nearest bus stops? Are they sheltered with seating and timetable information?
- Where is the nearest rail station?
- What information is available at the site for those wishing to use public transport?

Vehicle Access

- How many car parking spaces are available for each user type e.g. staff, students, visitors, disabled, car sharers?
- Does car parking overspill from car parks?
- Is access controlled?

Organisational Policies

- Are policies in place to support home or flexible working?
- Do staff have access to pool cars?
- Are telephone/web conferencing facilities available?
- Are travel reimbursement policies in place?
- Are there any other strategies or policies that support the goals of the Travel Plan e.g. Carbon Management Plans?

Travel Surveys

The best way to establish how staff / visitors are currently travelling, and the factors which dictate their travel choices, is to undertake a travel survey. The cheapest way of doing this is using an online survey, although this is dependent on participants having online access.

An example of a detailed travel survey is included as **Appendix A**, although this can be tailored to meet the specific requirements of your site / organisation. As a minimum, surveys should look to capture the following information which can be repeated, using consistent indicators, as part of the monitoring of the Travel Plan:

Current Travel

- The main mode of transport used to get to work, where possible it is useful to break this down into days per week or different modes for each leg of the journey.
- Home and work postcode.
- Arrival and departure times.
- Journey length.
- Location of parking (if driving).

Propensity to change and awareness

- Reasons for modal choice.
- Reasons for not using sustainable modes.
- Awareness of sustainable modes.
- Improvements that would encourage modal shift.

Personal Profile

- Car and bicycle availability.
- Working hours and days.
- Department / nature of job.
- Long term illness or disability.
- Opportunity to provide comments on travel to work or for work.

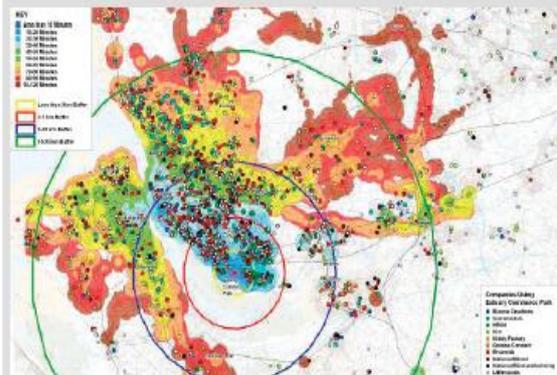
Leicester City Council can assist you in the development and analysis of surveys. Travel surveys are also a good way to inform people that a positive change through travel planning is on its way. Often a prize draw can motivate individuals to participate.

Depending on your organisation type, you may have different site users that you would like to consider in your Travel Plan (e.g. students, or patients and visitors). Other methods to consult could be through paper surveys, focus groups, and events.

Case Study Post Code and Accession Mapping, Estuary Commerce Park, Liverpool

Estuary Commerce Park is a high quality Business Park located adjacent to Liverpool John Lennon Airport and as such attracts a variety of large employers including Littlewoods Shop Direct Group, DHL, Lloyds Banking Group. Employers have joined together to produce an Area Travel Plan. The implementation of the Travel Plan was supported by the establishment of a Park Forum which identified opportunities for joint-working and promoted services to reduce the need to travel e.g. a nursery.

Staff postcode plots and travel surveys identified that relatively few staff live within walking distance to their workplace. Measures have therefore focused on public transport, car sharing, car park management and measures within workplaces to reduce the need to travel e.g. web conferencing. Overlaying these postcode plots with Accession mapping to identify travel times has dispelled the perception at the site amongst staff that there are no evening bus services for journeys home.



Estuary Commerce Park, Merseyside Travel Plan Award Winner 2010

Postcode Plotting and 'Accession' Mapping

Postcode plots can be produced that show where staff/ visitors / students live in relation to the workplace. This can be used to identify modal choices for travel to an organisation. 'Accession mapping' shows the time taken to travel to a location by public transport. Leicester City Council can produce these for your organisation if you provide the postcode information from your Human Resources/Personnel Department. There are no data protection issues with providing this data as long as there is no other address or personal information provided alongside it.

3.6 Developing Objectives

Objectives provide the focus and direction for a Travel Plan. Upon completion of the travel survey, objectives should be developed to address key site specific issues and opportunities, which will also be used to inform the development of targets. Some typical objectives of Travel Plans are set out below:

- Reduce to a minimum the number of single occupancy car traffic movements to and from the employment site;
- Reduce the need for travel to and from the employment site;
- Support walking, cycling and the use of public transport to the employment site;
- Address specific transport problems identified at the site, e.g. congestion or demand on parking;
- Reduce the cost/number of mileage claims by staff; and
- Enable staff and visitors to have an informed choice about their travel options.

3.7 Setting Realistic but Challenging Targets

Targets are measurable goals that can be used to assess whether or not the objectives have been achieved. Typically goals are set for the 5-10 year life of the Travel Plan, which can be split into shorter and longer-term targets.

Once you understand the current modal share and catchment area and have undertaken a detailed site audit of opportunities and barriers, you should be in a good position to set some realistic targets. For example, if a high percentage of staff live within a 20 minute walking catchment of your site, this would suggest setting a high walking target would be appropriate. In setting targets, you also need to consider factors such as the nature of the work (e.g. shift patterns, need for a car to

travel during work) and the measures that you are looking to introduce at your organisation, as well as, where appropriate targets can also be focused and vary between different groups e.g. the needs of staff are likely to be different to that of visitors.

Targets set should be **SMART** i.e. **specific, measurable, achievable, realistic and timely**

Specific	• outline in a clear statement precisely what is required
Measureable	• include a measure to enable you to monitor progress and to know when the objective has been achieved
Achievable	• objectives can be designed to be challenging, but it is important that failure is not built into objectives
Realistic	• focus on outcomes rather than the means of achieving them
Timely (or time-bound)	• agree the date by which the outcome must be achieved

Some examples of **SMART** targets would be:

- a 10% reduction in single occupancy car use for travel to work by March 2016
- a 20% reduction in CO₂ emissions from fleet vehicles by March 2014
- a 5% increase in travel to campus by students by cycle by September 2015
- an 8% increase in visitors arriving for afternoon hospital visiting time by bus by March 2016
- a 5% reduction in the cost of staff mileage claims to the organisation by March 2014, and
- a reduction of single occupancy car use to work from 75% to 70% by March 2016, and 65% by March 2018.



3.8 Predicting and measuring the impact of Travel Plans – the existing evidence base

1) Although dating back to 2002, comprehensive Travel Plan research undertaken for the Department for Transport suggested that the success of a Travel Plan can be predicted by the package of measures implemented. The key findings of the research were:

- A plan containing **only marketing and promotion** is unlikely to achieve any modal shift;
- A plan **with car sharing and cycle measures** may achieve **3-5% reduction** in drive alone commuting;
- A plan **with car sharing, cycling and large discounts on public transport plus works buses** will achieve around a **10% reduction**; and
- The **combination of all the above measures, together with disincentives to drive** e.g. car park management, can achieve **15-30% reduction** in drive alone commuting.

2) The Scottish Executive Development Department document, 'Planning for Modal Share in New Development' (2001) also developed a methodology for indicating the potential impact in modal shift resulting from individual measures. A score is provided for each measure and the total score converted into percentage effectiveness.

Scottish Executive Scoring of Measures

Measure	Score
Major new public infrastructure	3
Minor new infrastructure e.g. bus stops, cycle racks	1
1-2 new or enhanced public transport services	2
More than 2 new or enhanced public transport services	2
Reductions in prices of public transport services by 30% or more	3
Restrictions on effective parking availability	5
Annual budget for measures per employee or (retail/leisure) 50m GFA:	
• Not stated	0
• < £10	1
• £20 - £50	2
• £50 - £100	3
• > £100	4
	5
Promotional activities e.g. 'Green Transport' Week	1
Consultation with staff	2
Public transport information	1
Car sharing scheme:	
Paper based (noticeboards)	1
Computer access and self-registration	2

The resultant equivalent in modal shift is as follows:

Score	Potential Modal Shift
8 or less	3% - 5%
8 to 16	5% - 10%
16 and above, which must include parking restrictions	10% to 15%

3) Another scoring system, the ATTEST scoring system, was developed by Transport Planning Associates (TPA) and is based on evidence from 20 UK case studies. The following table is used to score Travel Plans (up to a maximum of 50 points). The score is then inputted into the following equation to calculate modal shift.

$$\text{Modal Shift} = 0.4986 \times \text{Travel Plan Score} + 1.3234.$$

Elements and Scoring in ATTEST

Element	Element Component	Score
Site Details (8%)	Accessibility	0 (low), 1 (medium) or 2 (high)
	Congestion on traffic network	0 (low), 1 (medium) or 2 (high)
Management (10%)	Travel Plan Coordinator	1 (part-time) or 3 (full-time)
	Implementation Strategy	2
Public Transport (22%)	New infrastructure	1 (minor) or 3 (major)
	New or enhanced public transport services	2 (1-2) or 4 (2+)
	Public Transport discounts	1 (minor) or 3 (major)
	Interest free PT season tickets	1
Cycling and Walking (12%)	New cycling/walking infrastructure	1 (minor) or 2 (major)
	Cycle parking	1
	Shower/locker/changing facilities	1
	Cycle discounts	1
	Other e.g. cycle repair, training	1
Car Parking Management (16%)	Restrictions on effective car parking availability	3 (minor) or 5 (major)
	Car parking charges	3
Smarter Working Practices (2%)		1
Marketing and Consultation Strategy (14%)	Provision of maps/timetables	1
	Newsletters/memos/e-mails	1
	Travel website	1
	Stakeholder engagement/events	1
	Personal Travel Planning linked to campaigns and pledges	3
Car Sharing Scheme elements (8%)	Guaranteed Ride Home	2
	Computer based matching scheme	1
	Priority parking	1
Financial incentive/ pay out for using Sustainable Transport (8%)		2 (minor) or 4 (major)
Maximum Score		50

The methods outlined previously can be used alongside data collection to act as a check to assess how realistic your targets are.

Although the above examples provide a useful benchmark for estimating impact, it should be noted that there are examples across the UK where modal share reduction by car have exceeded these suggestions. Where the travel surveys and the site audit suggest there may be potential for greater modal shift, the targets should reflect these opportunities.

Case Study: Quorum Business Park, Newcastle-upon-Tyne

The percentage of people driving to work reduced from 75% in 2008 to 55% in 2013.

This was achieved following the introduction of a car park management scheme to encourage the use of alternative travel. This was supported by an online portal system to help cyclists find safe local cycle routes, regular updates to cyclist via the Bicycle User Group (BUG) distribution list, park-wide online car share scheme, discounted public transport tickets through a staff benefits scheme and an improved partnership with public transport operators to increase the number of buses travelling to the park from 6 per hour in 2008 to 49 per hour in 2013.

A travel hub was established onsite and is manned by a full-time travel coordinator. Other onsite amenities include a nursery, outdoor sports club and retail parade.



Case Study: Achieving Modal Shift Addenbrooke's Hospital, Cambridge

Over the past decade the proportion of staff travelling to work as the sole occupant of a car has fallen from 74% to 34%.

The key features of the Travel Plan are:

- The Trust promotes bus travel in partnership with the county council. A car park was converted to a new bus station that is served by nearly sixty buses an hour at peak period;
- Car parking is tightly managed using a smart card system;
- Car sharing is promoted by the Trust, with priority parking for staff who car share;
- Around 30% of staff (over 2,400) now cycle to work;
- In 1991, the Trust established the Access to Addenbrooke's Travel Bureau. This department, with four full-time staff, manages the on-site car parks and provides advice to staff and patient/visitors concerning travel options.

Achievements in managing traffic generation have been recognised nationally and the hospital has received an award for successful implementation of its Travel Plan.



3.9 Developing a Package of Measures

A list of measures proposed for implementation should be provided within the Travel Plan. Details of who will be responsible for implementing tasks should be included in an action plan.

The design of your measures chapter can be dependent on what suits your needs best e.g. by measures for each mode, or split out into policy changes, infrastructure and promotion, or according to which of your objectives they address. Measures will vary greatly according to the type of organisation and outcomes of your data collection.

A package of measures aligned with the outcomes of data collection and objectives and targets is more likely to be effective in securing modal shift. Some measures, for example, implementing cycle parking, and promotion of sustainable modes can be implemented in the short-term as quick-wins. However, some measures e.g. implementing a car parking permit system and changes to staff policies can be seen as longer-term aspirations to be worked towards over time. Opportunities should be sought, wherever possible, to partner with other organisations for maximum purchasing power and economies of scale e.g. in negotiating discounts or revised bus service routes with bus operators.

We have provided a list of potential measures and key actions required for implementation on the next page.

Local Case Study, Car Park Management, Vodafone – Etruria Valley Stoke-on-Trent

Vodafone's Etruria Valley contact centre opened in 2009 and is able to accommodate 1,200 members of staff. Available parking on site is limited to 400 spaces which resulted in an immediate need to manage demand for parking at this location. In order to address this issue, a needs based assessment was introduced for staff applying for on-site parking.

To ensure that those with the greatest needs have access to car parking, a points based classification was developed for allocating spaces based on set criteria which include distance staff have to travel to the site, any specific mobility requirements and journey specific requirements such as dropping children off at school. Staff without access to on-site parking have been supported through a range of measures that provide information and support for travel by alternative means. This support has included promotion of car sharing, on site facilities for cyclists, staff starter packs and interest free loans for season tickets.



Examples of Policy, Infrastructure and Promotional Measures

Typical Policy Measures

- 'Cycle to Work' scheme;
- Cycle mileage;
- Car share mileage;
- Interest free loans e.g. for season ticket purchase;
- Flexible and home working policies;
- Car park management systems;
- Travel reimbursement policies encouraging sustainable modes;
- Taxi use policy;
- Emergency ride home;
- Fleet review;
- Procurement and delivery vehicle review; and
- Collaborative working and joint projects with other local organisations.

Typical Infrastructure Measures:

- Cycle parking lockers (staff) and stands (visitors);
- Pool cars;
- Pool bikes;
- Shuttle buses to work or between sites;
- Facilities fund for staff to bid for;
- Electric vehicle charging points;
- Investment in alternative fuels for fleet vehicles;
- Car share spaces;
- Automatic electronic traffic detection recorders;
- Improved walking/cycling routes on site;
- Lighting, signage and CCTV coverage;
- Liaison with local authority/bus operators to discuss potential off-site improvements, bus routes and signage; and
- Provision and signposting of equipment for safety and security.

Typical Promotional Measures

- 'How to get to' guides
- Travel information on website/intranet;
- Bus timetables/cycle maps/walking route maps in building receptions;
- Personalised Travel Planning;
- Events and campaigns e.g. 'Bike Week';
- Pedometer league;
- Driver fuel efficiency training;
- New starter Travel Plan Packs;
- Negotiate discounts with local cycle retailers; and
- User groups e.g. bike user (can be e-group)

When implementing infrastructure measures the importance of convenience should not be underestimated. Where possible, for example, the provision of lockers should be adjacent to showers / changing rooms and accessible from cycle parking, and the provision of car share spaces in preferential locations.

Case Study, Bus and Cycle Measures, Lancaster University

Lancaster University has seen student cycling to campus double in less than two years, fewer than one in five students now drive to campus alone in a car and over 13% of staff now cycle to work.

The following innovative bus and cycle measures have been implemented:

- Introduction of the X1 bus service to the Railway Station, Marsh and Quay with pump-prime funding from the University;
- UNrider discounted bus ticket for staff and students;
- iLANCASTER phone app with bus timetables;
- New shower facilities for cyclists; and
- A reconditioned bicycle sales scheme for staff and students.



Local Case Study, Cycling, Neida Products Stoke-on-Trent

Manufacturer Neida Products promoted cycling as part of their Travel Plan, including implementing improved cycle parking with thanks to a £5,000 grant from Stoke-on-Trent City Council.

Results from staff travel surveys show a large uplift in cycling from 2.3% to 13.6% as a result of the initiatives.

Case Study, Area Travel Plan, Astral Park, Ipswich

Grassroutes is a Travel Plan for the 100 acre multi-company business campus. Measures and incentives implemented include:

- Dedicated Travel Plan Manager;
- A permanent information point and website;
- Site-centric sustainable travel map;
- Personalised Journey Planning offered to staff;
- Additional cycle shelters, new locker / drying room, bike maintenance training & segregated cycle path on to site;
- 53 showers, 135 lockers;
- Bus and train season ticket discounts, and mobile ticketing;
- Re-introduction of a railway shuttle bus;
- Dedicated prime location car share parking bays;
- Flexi-working options;
- Electric vehicle charging points; and
- Regular travel related promotional events.



Case Study, Collaborative Working, The Corridor Manchester Partnership

The Higher Education Precinct Transport Group (HEP) was formed in 1999 to develop a partnership between The University of Manchester, Central Manchester NHS Foundation Trust, Manchester Metropolitan University and the Royal Northern College of Music to review the sustainable travel arrangements for users of the institutions located on Oxford Road in Manchester.

A travel survey and transport report was undertaken in 1999 that highlighted a missing link from Piccadilly Rail Station to the Corridor institutions. The partnership developed the 147 service that had its inaugural journey in February 2005. The service provides a high quality, frequent shuttle bus service for staff, students and the general public. It is a circular service, which links Piccadilly Rail Station with the Universities and Central Manchester Hospitals via Oxford Road. The service terminates within the central Boulevard of the Central Manchester NHS Trust.

This successful service has seen passenger numbers increase year on year from 60,000 in 2005 to over 750,000 currently and now uses hybrid electric buses which save around 35% in carbon emissions. The service is funded through partner contributions and revenue taken on the service from fare paying passengers. The Corridor partners continue to meet quarterly and work together on a number of sustainable travel initiatives and measures, particularly with regard to encouraging cycling.

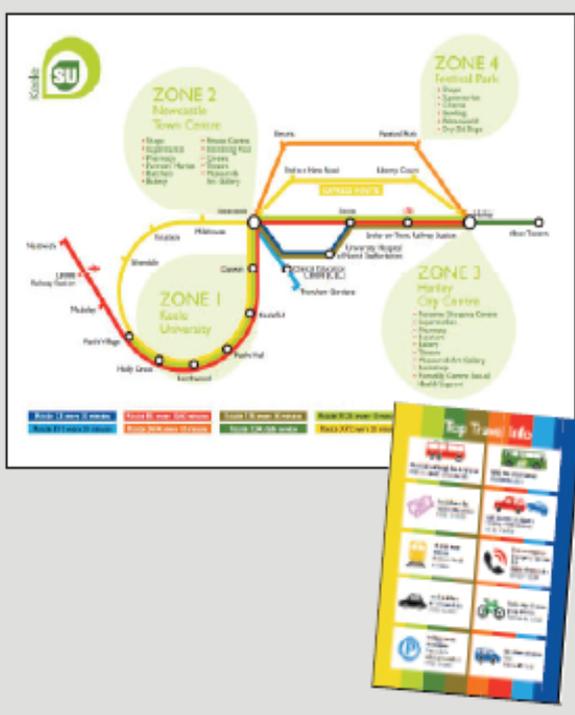


Local Case Study, Enhancing Provision by Bus, Keele University

Keele University has taken a proactive approach to enhancing accessibility by bus to the campus. Postcode analysis demonstrated that there was a significant amount of journeys to the campus from the Silverdale and Cross Heath area and that there was a gap in the availability of buses serving this area. Bus operators were approached with the eventual operator, Bakerbus, agreeing to run a service between the University and the City Centre bus station, including a loop through Silverdale, Knutton and Cross Heath. The success of the new service subsequently led to the frequency of the service being increased.

The University has also seen improvements to the 25 and X25 bus service between Keele, Newcastle, Stoke and Stoke Rail Station. Demand for this key service was such that in the peak travel periods there was overcrowding. Ongoing consultation between the University and the operators of the service, First Group, resulted in larger buses being introduced to serve the campus in peak periods.

Improvements to the services have been complemented by supporting marketing material which provides information on public transport. This has included the development of visually attractive 'London Underground' style pocket sized bus maps. The maps have been readily accessible for students and staff and the easy-to-use format and strong brand have proved popular with students.



We have provided list of potential measures below and key actions required for implementation.

Managing Parking

Managing the demand for car parking can be an extremely emotive issue for organisations. The implementation of car park management is seen as showing the greatest potential modal shift when combined with other 'push and pull' measures to promote sustainable travel and provide benefits to staff. Examples such as discounted bus season tickets and bikes, promoting car sharing, reviewing the parking permit scheme in relation to distance and need of travel of staff, allowing parking on site 3 days a week and sharing other parking facilities in the area so as to promote a 'Park and Stride' strategy are just some suggestions successfully adopted in the city. Travel Plan strategies also cover responsible off-site parking relating to the organisation.

3.10 Monitoring Mechanism

A Travel Plan is a 'living' document, which follows an iterative process.

Effective Travel Plan monitoring of modal shift can be undertaken quickly and efficiently through the use of electronic mediums such as online surveys (e.g. **surveymonkey.com**) or snap shot surveys using email voting buttons to capture travel that day. Other monitoring initiatives can be developed in support of surveys including usage data for car parks, data from automatic traffic detection counters, cycle parking, and numbers taking up schemes (e.g. 'Cycle to Work' scheme, permit systems and mileage claims).

Where possible, travel surveys should be undertaken at the same time of year as specified in the Travel Plan. Other data can be collected on a monthly, quarterly, biennial or annual basis to monitor progress as required. The monitoring strategy chapter of your Travel Plan should set out what will be monitored by whom and how often. Monitoring and progress reporting will provide an update on whether Travel Plan Action Plans are on forecast and whether targets have been achieved or are on target to be achieved.

Depending on which measures are appropriate for implementation at your site, indicators against which progress is measured could include the following:

Travel Surveys	<ul style="list-style-type: none"> • Undertaking of Travel Survey e.g. every year of the agreed 5 years (at the same time of year).
Snap Shot Surveys	<ul style="list-style-type: none"> • Capture modes of travel used on any given day e.g. via e-mail or standing at entrances.
Usage Data	<ul style="list-style-type: none"> • Number of vehicles in car park. • Percentage of car park occupancy. • Number of vehicles in car share spaces. • Percentage of car share space capacity. • Number of cycles in cycle parking. • Percentage of cycle parking used. • Number of staff enrolled on cycle to work scheme. • Number of staff claimed cycle mileage in last month. • Number of car parking permits applied for. • Total number of car parking permits in circulation.
Anecdotal/Qualitative Evidence and Feedback	<ul style="list-style-type: none"> • Case study competition for individuals to inform you of positive change. • Comments/complaints received. • Feedback from user groups e.g. cycle user group.

Case Study, Collection of Monitoring Data, University of York

The University of York Travel Plan was first implemented in October 2000. It comprised of a package of measures aimed at reducing reliance on the private car and, where possible, reducing the need to travel. Since then, the Travel Plan has been monitored and updated to ensure that it reflects the current pressures on demand for movement, particularly as the University expands, such that the package of measures in place are those that are most likely to achieve the overall aims and objectives.

Measures implemented include:

- Travel information on the University website;
- Regular promotions;
- Stands at Fresher's Fair;
- High frequency branded UniBus between the city centre and the campus;
- Discounted bus tickets;
- Free inter-campus shuttle buses;
- Season ticket loans for staff;
- Discounted cycle safety goods;
- Free bike hire;
- Secure cycle parking;
- Pool bikes;
- Discounted car club membership; and
- University car share scheme.

Annual monitoring is undertaken for two weeks every November to understand current staff and student travel habits and propensity for change. Surveys are made available through an electronic link on the University intranet site and hard copies are available for those without regular access to a computer. Regular emails are sent out to staff to encourage a good response rate and as an incentive for completion and return of the questionnaire, a prize draw to win an iPad was offered for staff and students.

To raise awareness of the upcoming travel questionnaires and also maintain momentum through the survey period, marketing campaigns are undertaken including press articles; posters across the Campus; adverts on display monitors across the Campus; regular emails; and information stands.

The following modal shift that has been monitored

Main Mode of Travel to Work	Staff Results	
	2006 Mode Split	2012 Mode Split
Walk	19.3%	13.7%
Cycle	20.7%	26.5%
Bus	4.6%	9.9%
Train	0.8%	2.2%
Motorcycle	0.6%	0.8%
Car Driver Alone	50.4%	38.0%
Car Driver with Passenger	3.5%	5.5%
Car Passenger		3.4%
Taxi	0.1%	0.0%



Case Study, Monitoring Cost Savings, Ernst and Young, London

To encourage flexible working a series of measures have been taken to make it easier for employees to work away from the office in conjunction with more traditional travel planning measures:

- *They have invested in video/audio conferencing facilities as well as web-based meeting and tele-presence facilities;*
- *They have introduced travel policies which de-incentivise travel and all travel requests need to follow an approval process;*
- *Cycling is encouraged through a tax-efficient bicycle scheme and discounts at a national cycle retailer. Investments have been made on cycle storage facilities, showers and lockers;*
- *Ernst & Young is providing financial support through interest-free loans for season tickets or by giving free Oyster Travel Cards; and*
- *A car leasing scheme offers incentives for low emissions vehicles.*

The following outputs and outcomes have been monitored:

- *In 2010/11 the amount of conference calls per head reached 21, compared to 8 in 2007/08 (237,816 versus 83,396);*
- *In 2010/11: Road travel: 24% reduction in distance travelled per head and 15% reduction in CO₂ emissions per head compared to 2006/07;*
- *2010/11: Rail Travel: 2010/11 showed 5% reduction in distance travelled and CO₂ emissions per head compared to 2006/07;*
- *7,545 staff have taken up season ticket loans, tax-efficient cycle scheme and free Oyster cards;*
- *Savings of £34.4k over 3 months during a video conference upgrade pilot;*
- *Telepresence installation provides estimated annual travel savings of £585k;*
- *75% of pilot assessment respondents said working flexibly improved working life; and*
- *Improved staff engagement and perception as an employer that supports diversity by enabling flexibility.*



3.11 Marketing and Communicating the Travel Plan

The Marketing and Communications Strategy for the Travel Plan and its initiatives will vary depending on the channels available for communication with users of the site. Ideally a programme of campaigns should be spread throughout the year at relevant times. For example, summer cycling campaigns which can also be timed to coincide with other national and local campaigns. It is also a good idea where possible to think about the different messages that will appeal to different segments of your target audience e.g. by age, job type, and attitude towards sustainable modes.

Mechanisms that could be detailed within this section include:

- Distribution of the Travel Plan document and annual progress reports and action plans;
- Encourage staff involvement in meetings where Travel Plan is discussed;
- Production and distribution of a 'How to get to' guide;
- Feeding of Travel Plan news and events to staff via staff meetings;
- Distribution of promotional materials or obtain promotional material e.g. cycle and bus maps;
- Poster campaigns linked to challenges/pledges;
- Travel Plan information on the internet/ intranet;
- Use of smart phone apps such as route planners;
- Use of volunteer support to disseminate information and provide advice where appropriate;
- 'Welcome/Induction' Packs for new starters introducing the Travel Plan;
- Use of sustainable travel diaries to nudge take up linked to campaigns; and
- Travel Information on any notice boards.

When developing marketing materials, it is also useful to consider the 'principles of persuasion'. These principles can be used when designing Travel Plan campaigns for example highlighting a limited opportunity for free bus tickets, and case studies of individuals within the organisation already using sustainable modes.

Principle	Explanation
Commitment and Consistency	When people commit to a principle they will be more motivated to act in ways consistent with that commitment. This is especially the case when goals for behaviour change have been set and agreed by the individual.
Reciprocation	People generally feel the need to reciprocate with improved behaviour where incentives and rewards are offered.
Social Proof	People are more likely to respond to a particular behaviour if they feel others in the community are doing the same. This is especially the case where peers, or those that people in the community can identify with, are also doing the same.
Liking	People are more likely to be responsive to a request from someone they like. Various factors contribute to liking such as good appearance and giving praise.
Authority	People are more likely to change behaviour based on the advice of an authority or 'expert'.
Scarcity	Generally opportunities are seen as more valuable as they become scarcer.



Case Study, Monitoring of Perceptions and Reinvestment, Gateshead College

The planning approval for Gateshead College's £60 million relocation to Baltic Quays indicated that the College would be given 50% less car parking space compared with the existing site.

Various interventions and new processes were implemented, including negotiated improvements to public transport, ticketing schemes, salary incentivised transport, walking and cycling challenges (positive health benefits). These were all communicated through travel awareness and promotion campaigns, as well as using existing 'On-Line' systems to raise awareness to the College and wider communities. In 2011, Gateshead College took part in various events such as the Pedometer Challenge and the Fit for Life campaign.

The following results have been achieved:

- Achieved Single Occupancy Car travel targets - Staff - reduced from 67% (2004) to 51% by 2011, Students - reduced from 24% (2004) to 14% by 2011;
- Achieved reduced business mileage by 30% (saved £15,450) a direct result of information-streams/on-line teaching;
- 81% staff and students advise the "College is working hard to support their travel needs" - Travel Plan Survey 2010. (TP 2007 only 32%);
- The positive perceptions of Public transport have increased from 6% in 2007 to 33% in 2011; and
- The Visitor Car Park Income is reinvested in sustainable travel measures. That represented £19,795 in 2011 and £75,823 since 2008.

Example Marketing Programme

	April	May	June	July	August	September	October	November	December	January	February	March
Bike Week Event including Bike breakfast and maintenance												
Summer Pedometer Challenge												
Personalised Travel Planning advertised via email												
Fuel Efficient and Winter Driving leaflets to staff												
Spring Active Travel promotion												
Annual Snap Shot Survey and Feedback to staff via team meetings and e-newsletter												
Produce Progress report and Annual Action Plan and disseminate via line managers												
Steering Group Meetings												

4. Travel Plan Preparation

4.1 Travel Plan Steering Group

A Travel Plan Steering Group should be established with meetings on a regular basis e.g. monthly, quarterly or as and when required. Meetings could easily form part of wider organisational meetings already established. Membership should include a 'champion' from Senior Management with sufficient powers to agree funding, representatives for HR, Finance, Legal, Marketing, and building managers can be brought in as required. The Steering Group's responsibility is to support the Travel Plan Co-ordinator in the implementation of the Travel Plan measures.

A Steering Group, rather than the responsibility falling solely to one individual for Travel Plan implementation, also ensures ease of transition and handover in the case of the Travel Plan Co-ordinator being replaced and continuity of the Travel Plan while the post remains vacant.

4.2 Travel Plan Action Plans

A Travel Plan should be a 'living' document that is relevant to the organisation and is adapted and updated as and when required. An annual Action Plan should therefore be produced. Action Plans can be as simple as the example provided below and should always clearly identify the person or position who is responsible for delivering the action and when activities are to occur. Action Plans can be produced for the coming financial or calendar year and they can be produced for different sites if you have a large organisation spread across different geographical locations. They could also be split by target audience e.g. staff/patients/students.

The Travel Plan Co-ordinator should aim to progress these actions within the allocated timeframe with support as required from within the organisation and wider Steering Group.

An example of an Action Plan is provided on the following page.

We have a planning requirement to implement a Travel Plan we didn't produce?

In some cases a Travel Plan may have been produced for your organisation, through the planning process, possibly not produced by your organisation.

The first task is to understand what the requirements are from the local authority as part of your planning permission. For example, there may be planning conditions to produce a final Travel Plan(s) if an outline or Framework Travel Plan was produced when the occupier(s) were unknown. It should have been the responsibility of the developer in these cases to implement the infrastructure measures as described within the outline or framework document with a mechanism and timetable outlined in the document for the occupier to implement the Full Travel Plan once occupied.

The production of the Final / Full Travel Plan would involve, through consultation with the local authority, updating the Travel Plan targets and measures based on outputs of a travel survey and postcode analysis and understanding of the travel needs of your staff and organisation. Leicester City Council Officers can provide you with advice.

Other conditions or obligations may be to implement the approved Travel Plan. In this instance, the document would need to be reviewed to ensure it is still relevant. Planning conditions and an already developed strategy should help with obtaining management support and resources required for implementation.

Template Action Plan

Action	By Whom (named individuals wherever possible)	By When	Method	Cost Estimate	Indicator	Progress
Introduce 'Cycle to Work' Scheme.	TP Co-ordinator, HR, Finance, Procurement.	April 201X.	<ul style="list-style-type: none"> Investigate providers e.g. Halfords, cycle scheme. Work with Finance and HR to identify a mechanism for approving individuals and setting up repayments. Marketing strategy for scheme – provider can support this. 	Cost neutral.	Number of people signed up to scheme.	
Provision of Secure Cycle Parking Facilities.	TP Co-ordinator, Building Management/Estates Department/Landlord.	September 201X.	<ul style="list-style-type: none"> Identify suitable locations – overlooked, well lit. Consider cost of options – Sheffield Stands, lockers etc. Consult with cycle users. 	£2,000-£8,000.	Monthly spot check on use of cycle parking.	
Car Parking Management.	TP Co-ordinator, HR, Legal.	April 201X.	<ul style="list-style-type: none"> Undertake car park surveys. Consultation. Decide best mechanism e.g. barrier, permits. Agree eligibility criteria e.g. need based, distance. Car sharing permits. Application process. 	£1,000 - £20,000.	Number of permits issued and car park use.	
Travel Reimbursement Policy.	TP Co-ordinator, Managers, Finance.	April 201X.	<ul style="list-style-type: none"> Review process for capturing business journeys (e.g. by car, taxi, public transport). Can it be improved to better understand movements? Develop and agree a policy whereby staff claims for local journeys are not paid if sustainable options are available e.g. under 1 km, or if a pool car is available. 	Cost saving.		
Discounted Public Transport Services.	TP Co-ordinator, Senior Managers.	September 201X.	<ul style="list-style-type: none"> Work with Leicester City Council to produce GIS postcode plotting and Accession mapping. Discuss bus services with local operators to identify any improvement or discount schemes available. Many operators have corporate discount schemes available. 	Cost neutral.	Modal share by public transport. Number of discounted tickets/passes sold.	

4.3 Monitoring and Reporting

Prior to occupation a baseline survey is recommended to be undertaken to gauge modal behaviours. A year into the occupation, a yearly survey is needed for all the different users of the site. This is undertaken every year for the duration of the agreed monitoring period.

Progress against measures can be directly inputted into a working version of an Action Plan.

Monitoring/Progress Reports are usually produced on an annual basis and should be submitted to the Travel Plan Officer at Leicester City Council. These reports should provide a summary of progress to date, monitoring and a commentary of why actions have or have not been achieved. At the end of this report a revised Annual Action Plan for the next year should be produced. Progress Reports including case studies and achievements should be disseminated as part of the marketing and communication strategy.

Typical chapters of a progress report are as follows:

Introduction and summary of any organisational changes. Reiterate what the Travel Plan is trying to achieve.
--

Progress to date against implementing the Annual Action Plan – what measures have been implemented and contribute to be implemented.
--

Context – short summary of any changes in transport conditions or any issues in delivery.

Monitoring data – summary of what have been surveyed and key findings of any surveys.

Revised Action Plan for the following year.

Leicester City Council is on hand to provide advice including being able to put you in touch with other local organisations and assist you in getting the support required to successfully implement a Travel Plan within your own organisation.

4.4 Leicester City Council Contact

Bal Minhas

Travel Plan Officer
Travel Planning & Development Control,
Leicester City Council, City Hall, Leicester.

Tel: 0116 4542849

E-mail: bal.minhas@leicester.gov.uk



4.5 Further Guidance

Leicester City Council's Travel Plan main webpage, which includes a link to the 6C's Design Guidance/Travel Plan thresholds:

<http://www.leicester.gov.uk/transport-and-streets/travel-plans-in-leicester>

Leicester City Council's Local Transport Plan 3 (2011/12 to 2025/26):

<http://www.leicester.gov.uk/media/177828/local-transport-plan.pdf>

Leicester Core Strategy:

<http://www.leicester.gov.uk/media/179023/core-strategy-adopted-july-2014.pdf>

National Planning Policy Framework and updated Planning Practice Guidance:

<http://planningguidance.communities.gov.uk/>

Details of car ownership levels per ward in the city:

<http://interface.lcc.local/our-organisation/city-development-and-neighbourhoods/planning-transportation-and-economic-development/transportation/six-cs-design-guide/>

Appendix A: Template Travel Survey

Work Trips

Q1 Which department do you work in?

- | | | | |
|------------------|----------------------------|--------------|----------------------------|
| <i>HR</i> | <input type="checkbox"/> 1 | <i>Other</i> | <input type="checkbox"/> 5 |
| <i>Finance</i> | <input type="checkbox"/> 2 | | |
| <i>Legal</i> | <input type="checkbox"/> 3 | | |
| <i>Marketing</i> | <input type="checkbox"/> 4 | | |

Ask all

Q2 What is your home postcode? (this will be used for mapping purposes only)

Q3 Please state whether you study / work full or part-time.

- | | |
|-------------------|----------------------------|
| <i>Full-time</i> | <input type="checkbox"/> 1 |
| <i>Part time</i> | <input type="checkbox"/> 2 |
| <i>Shift work</i> | <input type="checkbox"/> 3 |

Q4 In a normal week, which days do you usually attend? (tick all that apply)

- | | | | |
|------------------|----------------------------|-----------------|----------------------------|
| <i>Monday</i> | <input type="checkbox"/> 1 | <i>Friday</i> | <input type="checkbox"/> 5 |
| <i>Tuesday</i> | <input type="checkbox"/> 2 | <i>Saturday</i> | <input type="checkbox"/> 6 |
| <i>Wednesday</i> | <input type="checkbox"/> 3 | <i>Sunday</i> | <input type="checkbox"/> 7 |
| <i>Thursday</i> | <input type="checkbox"/> 4 | | |

Q5 What time do you normally travel to work each day?

	<i>Before 8am</i>	<i>8am-10am</i>	<i>10am-12pm</i>	<i>12pm-2pm</i>	<i>2pm-4pm</i>	<i>After 4pm</i>	<i>N/A</i>
<i>Monday</i>	<input type="checkbox"/>						
<i>Tuesday</i>	<input type="checkbox"/>						
<i>Wednesday</i>	<input type="checkbox"/>						
<i>Thursday</i>	<input type="checkbox"/>						
<i>Friday</i>	<input type="checkbox"/>						
<i>Saturday</i>	<input type="checkbox"/>						
<i>Sunday</i>	<input type="checkbox"/>						

Q6 What time do you normally travel from work?

	Before 12pm	12pm-2pm	2pm-4pm	4pm-6pm	6pm-8pm	After 8pm	N/A
Monday	<input type="checkbox"/>						
Tuesday	<input type="checkbox"/>						
Wednesday	<input type="checkbox"/>						
Thursday	<input type="checkbox"/>						
Friday	<input type="checkbox"/>						
Saturday	<input type="checkbox"/>						
Sunday	<input type="checkbox"/>						

Q7 Approximately how far do you travel from home to work? (one direction)

Less than 1 mile	<input type="checkbox"/>	1	20-39 miles	<input type="checkbox"/>	5
1-4 miles	<input type="checkbox"/>	2	40-59 miles	<input type="checkbox"/>	6
5-9 miles	<input type="checkbox"/>	3	60+ miles	<input type="checkbox"/>	7
10-19 miles	<input type="checkbox"/>	4			

Q8 On average, how long does this trip take door to door? (one direction)

Under 5 minutes	<input type="checkbox"/>	1	46-60 minutes	<input type="checkbox"/>	6
5-10 minutes	<input type="checkbox"/>	2	61-90 minutes	<input type="checkbox"/>	7
11-15 minutes	<input type="checkbox"/>	3	91-120 minutes	<input type="checkbox"/>	8
16-30 minutes	<input type="checkbox"/>	4	Over 2 hours	<input type="checkbox"/>	9
31-45 minutes	<input type="checkbox"/>	5			

Q9 Which of the following modes of transport do you normally use to travel to and from work? Tick one only (please state the mode that forms the largest proportion of your trip in terms of distance).

Car/van, as driver alone	<input type="checkbox"/>	1	Walk	<input type="checkbox"/>	6
Car/van, as driver with passenger(s)	<input type="checkbox"/>	2	Cycle	<input type="checkbox"/>	7
Car/van, as passenger	<input type="checkbox"/>	3	Motorcycle	<input type="checkbox"/>	8
Bus	<input type="checkbox"/>	4	Taxi/minicab	<input type="checkbox"/>	9
Train	<input type="checkbox"/>	5			
Other (please specify)			_____		

Q10 What is/are the main reason(s) for using the mode of transport you usually use to get to and from work? Tick all that apply.

Convenience	<input type="checkbox"/>	1	Have a bus / train pass	<input type="checkbox"/>	21
Speed	<input type="checkbox"/>	2	Staff travel incentives	<input type="checkbox"/>	22
Reliability	<input type="checkbox"/>	3	Environmental concerns	<input type="checkbox"/>	23
Cost	<input type="checkbox"/>	4	Exercise	<input type="checkbox"/>	24
Distance	<input type="checkbox"/>	5	Health benefits	<input type="checkbox"/>	25
Enjoyment	<input type="checkbox"/>	6	Parking availability	<input type="checkbox"/>	26
Flexibility	<input type="checkbox"/>	7	Don't / can't drive	<input type="checkbox"/>	27
Lack of alternative	<input type="checkbox"/>	8	No reason	<input type="checkbox"/>	28
Can't be bothered	<input type="checkbox"/>	9			
Car/van needed for work / study	<input type="checkbox"/>	10			

Get a lift	<input type="checkbox"/> 11
Disability / poor health	<input type="checkbox"/> 12
Lots to carry	<input type="checkbox"/> 13
Personal responsibilities (e.g. dropping off children)	<input type="checkbox"/> 14
Personal safety	<input type="checkbox"/> 15
Weather	<input type="checkbox"/> 16
No public transport route available	<input type="checkbox"/> 17
Public transport is unreliable / infrequent	<input type="checkbox"/> 18
Public transport does not run early / late enough	<input type="checkbox"/> 19
Lack of public transport information	<input type="checkbox"/> 20
Other (please specify)	_____

Ask only if respondent travels by car (as a driver)

Q11 If you selected 'cost', please estimate how much cheaper it is per day to travel by car than by an alternative mode of transport.

	Up to £0.50 cheaper	Between £0.51-£1.00 cheaper	Between £1.01-£2.00 cheaper	Between £2.01-£5.00 cheaper	Between £5.01-£10.00 cheaper	Over £10.00 cheaper	Don't know
Bus	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Rail	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

Q12 If you selected 'speed', please estimate how much quicker it is per day by car than by an alternative mode of transport.

	Under 10 minutes	Between 11-20 minutes	Between 21-30 minutes	Between 31-45 minutes	Between 46-60 minutes	Over 1 hour	Don't know
Bus	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Rail	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Cycling	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7
Walking	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5	<input type="checkbox"/> 6	<input type="checkbox"/> 7

Q13 Other than cost and speed are there any other reasons why you are not using sustainable modes of transport?

Inconvenient	<input type="checkbox"/> 1	No public transport route available	<input type="checkbox"/> 13
Unreliable	<input type="checkbox"/> 2	Public transport does not run early/late enough	<input type="checkbox"/> 14
Distance too far	<input type="checkbox"/> 3	Lack of public transport information	<input type="checkbox"/> 15
Do not like/enjoy it	<input type="checkbox"/> 4		<input type="checkbox"/> 16
Inflexible	<input type="checkbox"/> 5		<input type="checkbox"/> 17
Can't be bothered	<input type="checkbox"/> 6		<input type="checkbox"/> 18
Car/van needed for work/study	<input type="checkbox"/> 7		<input type="checkbox"/> 19

<i>Disability/poor health</i>	<input type="checkbox"/> 8	<input type="checkbox"/> 20
<i>Lots to carry</i>	<input type="checkbox"/> 9	<input type="checkbox"/> 21
<i>Personal responsibilities</i>	<input type="checkbox"/> 10	<input type="checkbox"/> 22
<i>Feel unsafe</i>	<input type="checkbox"/> 11	<input type="checkbox"/> 23
<i>Poor weather</i>	<input type="checkbox"/> 12	
<i>Other</i>	-----	

Q14 If you travel by car, where do you normally park?

<i>On site car park</i>	<input type="checkbox"/> 1
<i>On-street</i>	<input type="checkbox"/> 2
<i>Public car park</i>	<input type="checkbox"/> 3

Q15 Please write in reference of car park as shown on map:

Availability of Transport

Ask all

Q16 How many vehicles (cars, vans and motorcycles) do you own or have available use of at present?

<i>None</i>	<input type="checkbox"/> 1	3	<input type="checkbox"/> 4
1	<input type="checkbox"/> 2	4	<input type="checkbox"/> 5
2	<input type="checkbox"/> 3	5 or more	<input type="checkbox"/> 6

Q17 Are you a car/van/motorcycle driver?

Yes	<input type="checkbox"/> 1	Go to Q18	No	<input type="checkbox"/> 2	Go to Q20
-----	----------------------------	-----------	----	----------------------------	-----------

Q18 How often do you have access to a car as a driver?

<i>All the time</i>	<input type="checkbox"/> 1	<i>Never</i>	<input type="checkbox"/> 3
<i>Sometimes</i>	<input type="checkbox"/> 2		

Q19 If you own a vehicle (car/van/motorcycle) can you please estimate for me the total miles you have driven in the last 12 months?

<i>Less than 5,000</i>	<input type="checkbox"/> 1	<i>20,000-24,000</i>	<input type="checkbox"/> 5
<i>5,000-9,999</i>	<input type="checkbox"/> 2	<i>25,000-29,999</i>	<input type="checkbox"/> 6
<i>10,000-14,999</i>	<input type="checkbox"/> 3	<i>More than 30,000</i>	<input type="checkbox"/> 7
<i>15,000-19,999</i>	<input type="checkbox"/> 4		

Q20 Do you know how to ride a bicycle?

Yes	<input type="checkbox"/> 1	Go to Q21	No	<input type="checkbox"/> 2	Go to Q22a
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Q21	Do you have access to a bicycle that is the right size for you and is in a working condition and is not an exercise bike?	<input type="checkbox"/> 1	<i>I have my own bicycle</i>	<input type="checkbox"/> 2	<i>I have a bicycle but it is not currently in working order</i>	<input type="checkbox"/> 3	<i>I have regular use of a bicycle owned by someone else</i>	<input type="checkbox"/> 4	<i>I have no regular use of a bicycle</i>
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Awareness of Sustainable Modes of Travel

Q22 How familiar are you with the following when travelling to and from work? (tick one code only per row)

	<i>Very familiar</i>	<i>Partly familiar</i>	<i>Unfamiliar</i>	<i>None in my area</i>
Location of foot paths (road-side) to and from work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Location of foot paths (separate to the road network) to and from work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Location of pedestrian crossing facilities	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Location of dropped kerbs (disabled access to road crossings)	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

Q23 How familiar are you with the following when travelling to and from work? (tick one code only per row)

	<i>Very familiar</i>	<i>Partly familiar</i>	<i>Unfamiliar</i>	<i>None in the area</i>
Bus routes for getting to work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Location of bus stops where you live	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Location of bus stops at work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Where to obtain information about travelling by bus	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
The cost of travel by bus	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

Q24 How familiar are you with the following when travelling to and from work (tick one code only per row)

	<i>Very familiar</i>	<i>Partly familiar</i>	<i>Unfamiliar</i>	<i>None in my area</i>
Train routes for getting to work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Location of train stations where you live	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Location of train stations at work	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Where to obtain information about travelling by train	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
The cost of travel by train	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

Q25 How familiar are you with the following when travelling to and from work? (tick one code only per row)

	<i>Very familiar</i>	<i>Partly familiar</i>	<i>Unfamiliar</i>	<i>None in the area</i>
Cycle routes for getting around	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Where to park bicycles	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
Location of shops for new bikes, parts and repairs	<input type="checkbox"/> 1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

Willingness to Change

Ask only if car driver (alone). All others skip to Q33

Q26 Which of the following statements best describes you? (tick one code only)

- I have not tried to reduce the amount I use my car and am not thinking of doing so* □ 1
- I have not tried to reduce the amount I use my car, but I am thinking of doing so* □ 2
- I have tried to reduce my car use in small ways and I am planning to use my car less* □ 3
- I have already reduced my car use and I will be trying to reduce it even more* □ 4
- I have already reduced my car use as much as I can and I am now trying to keep it that way* □ 5

Q27 How far do you agree with the following statements?

		<i>Already do</i>	<i>Strongly</i>	<i>Agree</i>	<i>Neither</i>	<i>Disagree</i>	<i>Strongly</i>	<i>Don't know</i>
			<i>agree</i>		<i>agree nor</i>		<i>disagree</i>	
					<i>disagree</i>			
I would consider car sharing for some of my trips	□ 1		□ 2	□ 3	□ 4	□ 5	□ 6	□ 7
I am willing to cycle on the road	□ 1		□ 2	□ 3	□ 4	□ 5	□ 6	□ 7
More people should either walk or cycle for short journeys instead of using the car	□ 1		□ 2	□ 3	□ 4	□ 5	□ 6	□ 7
I feel safe when walking around work	□ 1		□ 2	□ 3	□ 4	□ 5	□ 6	□ 7
I feel safe when walking around the area where I live	□ 1		□ 2	□ 3	□ 4	□ 5	□ 6	□ 7

Q28 When planning trips to your place of education / work, how much consideration do you give to the possibility of making trips on foot, by bicycle or public transport (i.e. not the car)?

- A little consideration* □ 1 *No consideration* □ 3
- A lot of consideration* □ 2 *Don't know* □ 4

Q29 What would encourage you to reduce your car use and increase BUS travel to and from work? (tick all that apply)

- Bus stop nearer to home* □ 1 *Universal bus tickets (can be used with all operators)* □ 14
- Bus stop nearer to work* □ 2 *Nothing* □ 15
- CCTV / inspectors on buses* □ 3 *Don't know* □ 16
- Direct routes* □ 4 □ 17
- Evening buses (after 6pm)* □ 5 □ 18
- Fare incentives / cheaper fares* □ 6 □ 19
- Increased cost of petrol / parking / running a car* □ 7 □ 20
- Limited stop service (stops at fewer bus stops along the route)* □ 8 □ 21
- Modern buses* □ 9 □ 22
- More frequent services* □ 10 □ 23

More information on bus routes, fares etc	<input type="checkbox"/> 11	<input type="checkbox"/> 24
More reliable services	<input type="checkbox"/> 12	<input type="checkbox"/> 25
Night buses	<input type="checkbox"/> 13	
Other (please specify)	-----	

Q30 What would encourage you to reduce your car use and increase TRAIN travel to and from work? (tick all that apply)

CCTV/ inspectors on trains	<input type="checkbox"/> 1	More reliable services	<input type="checkbox"/> 8
Earlier / later running services	<input type="checkbox"/> 2	Closer rail station	<input type="checkbox"/> 9
Fare incentives/ cheaper fares	<input type="checkbox"/> 3	Nothing	<input type="checkbox"/> 10
Increased cost of petrol / parking / running a car	<input type="checkbox"/> 4	Don't know	<input type="checkbox"/> 11
Modern trains	<input type="checkbox"/> 5		<input type="checkbox"/> 12
More frequent services	<input type="checkbox"/> 6		<input type="checkbox"/> 13
More information on train routes, fares etc	<input type="checkbox"/> 7		<input type="checkbox"/> 14
Other (please specify)	-----		

Q31 What would encourage you to reduce your car use and increase your CYCLING levels to and from work? (tick all that apply)

Better route signage and information	<input type="checkbox"/> 1	Nothing	<input type="checkbox"/> 9
Bike loan scheme	<input type="checkbox"/> 2	Don't know	<input type="checkbox"/> 10
Discounted bikes	<input type="checkbox"/> 3		<input type="checkbox"/> 11
Dedicated cycle lanes (separate cycle lanes on roads / footpaths)	<input type="checkbox"/> 4		<input type="checkbox"/> 12
Improve quality of cycle paths	<input type="checkbox"/> 5		<input type="checkbox"/> 13
Incentives to cycle (offered by workplace, g. free lunch, bike loan scheme)	<input type="checkbox"/> 6		<input type="checkbox"/> 14
Secure cycle storage (cycle racks)	<input type="checkbox"/> 7		<input type="checkbox"/> 15
Showers / lockers at workplace	<input type="checkbox"/> 8		
Other (please specify)	-----		

Q32 What would encourage you to reduce your car use and increase your WALKING levels to and from work? (tick all that apply)

Better route signage and information	<input type="checkbox"/> 1	Don't know	<input type="checkbox"/> 9
Incentives to walk	<input type="checkbox"/> 2		<input type="checkbox"/> 10
Increased police presence	<input type="checkbox"/> 3		<input type="checkbox"/> 11
More off-road routes	<input type="checkbox"/> 4		<input type="checkbox"/> 12
Reduction of anti-social behaviour	<input type="checkbox"/> 5		<input type="checkbox"/> 13
Well maintained paths	<input type="checkbox"/> 6		<input type="checkbox"/> 14
Well lit paths	<input type="checkbox"/> 7		<input type="checkbox"/> 15
Nothing	<input type="checkbox"/> 8		
Other (please specify)	-----		

Background Information

Ask all

Q33 Do you have a long-term illness or disability which limits activities and/or affects choice of travel?

Yes	<input type="checkbox"/> 1	<i>Prefer not to say</i>	<input type="checkbox"/> 3
No	<input type="checkbox"/> 2		

Q34 When travelling, do you: (please tick one of the boxes below)

<i>Generally experience no physical difficulties</i>	<input type="checkbox"/> 1
<i>Experience some physical difficulties (e.g. when climbing stairs)</i>	<input type="checkbox"/> 2
<i>Experience serious physical difficulties</i>	<input type="checkbox"/> 3
<i>Prefer not to say</i>	<input type="checkbox"/> 4

Q35 Please indicate gender (by observation)

<i>Male</i>	<input type="checkbox"/> 1	<i>Prefer not to say</i>	<input type="checkbox"/> 3
<i>Female</i>	<input type="checkbox"/> 2		

Q36 Which of the following age groups do you belong to?

16-18	<input type="checkbox"/> 1	45-59	<input type="checkbox"/> 5
19-24	<input type="checkbox"/> 2	60-64	<input type="checkbox"/> 6
25-34	<input type="checkbox"/> 3	65+	<input type="checkbox"/> 7
35-44	<input type="checkbox"/> 4	<i>Prefer not to say</i>	<input type="checkbox"/> 8

Q37 Which of the following ethnic groups do you consider yourself to belong to?

<i>White</i>	<input type="checkbox"/> 1		<input type="checkbox"/> 8
<i>Mixed race</i>	<input type="checkbox"/> 2		<input type="checkbox"/> 9
<i>Asian / Asian British</i>	<input type="checkbox"/> 3		<input type="checkbox"/> 10
<i>Black / Black British</i>	<input type="checkbox"/> 4		<input type="checkbox"/> 11
<i>Chinese</i>	<input type="checkbox"/> 5		<input type="checkbox"/> 12
<i>Prefer not to say</i>	<input type="checkbox"/> 6		<input type="checkbox"/> 13
	<input type="checkbox"/> 7		<input type="checkbox"/> 14
<i>Other (please specify)</i>			